



CRICKET
SOUTH AFRICA

INTEGRATED REPORT

2021/22

ICONS USED IN THIS INTEGRATED REPORT

STRATEGIC PILLARS



ACCESS



EXCELLENCE



INCLUSIVITY

SIX CAPITALS



FINANCIAL



HUMAN



MANUFACTURED



INTELLECTUAL



SOCIAL AND RELATIONSHIP



NATURAL



Temba Bavuma, the first Black African
captain of the national team.

CONTENTS

ABOUT THIS REPORT	2
WHO IS CRICKET SOUTH AFRICA (CSA)?	4
Our Vision	4
Our Mission	4
Organisational Structure	5
OUR LEADERSHIP	6
Non-executive Directors	6
Executive Directors	7
Executive Management	7
Company Secretary	7
CHAIRMAN'S STATEMENT	8
CHIEF EXECUTIVE OFFICER'S REPORT	11
HIGHLIGHTS	16
STRATEGIC OVERVIEW	18
5-year Strategy (2022–2027) Executive Summary	18
Business Model and Value Creation	20
Partnerships and Collaborations	20
Our Organisation	21
Enterprise Risk Management	24
Financial Capital	28
Human Capital	30
Manufactured Capital	35
Intellectual Capital	36
Social and Relationship Capital	37
Natural Capital	39
INCLUSIVE CRICKET	40
Transformation Statement	40
Social Justice and Nation-Building	48
BOWLING OVER OUR COMMUNITY	50
KFC Mini-Cricket – Getting Kids Active	50
Meso Cricket	51
Schools' Cricket	51
Skills Development	51
GOVERNANCE	52
Governance Framework	52
Board Constitution	52
Board Responsibilities	52
Board Sub-committees	52
Governance Structure	53
Social and Ethics Committee Report	54
ANNUAL FINANCIAL PERFORMANCE	57
Chief Financial Officer's Review	57
Audit, Risk and Governance Committee Report	58
SUMMARY FINANCIAL STATEMENTS	60
WE REMEMBER	68
THANK YOU	69

ABOUT THIS REPORT

Cricket South Africa (CSA) presents its 2021/22 Integrated Annual Report, highlighting our achievements in building a solid foundation for the future of our game.

This report provides all stakeholders with a comprehensive overview of how we fulfilled our strategy and achieved our objectives between 1 May 2021 and 30 April 2022.

The International Integrated Reporting Council (IIRC) provides the primary guidance for integrated reporting. This report summarises our results in six capitals: financial, human, manufactured, intellectual, social and relationship, and natural. CSA believes its business activities demonstrate the ability to fulfil its mandate and create value for its stakeholders.

Our measure of CSA's ability to create and sustain value is based on the principle of materiality. As part of our strategic objectives and risk management framework, we have delivered against material matters.

CSA's material issues are:

- Brand and reputation;
- Financial sustainability;
- Improved governance and accountability;
- Talent identification, retention, and development;
- Winning teams; and
- Transformation.

This report includes information relevant to our diverse stakeholder base. CSA appreciates any feedback on this report, which can be accessed on our website – www.cricket.co.za



Nonkululeko Mlaba, Hollywoodbets Dolphins and Momentum Proteas spinner.

CSA follows a combined assurance model based on three lines of defence, which include internal controls and systems supported by external verification. Our summary financial statements were prepared from CSA's audited annual financial statements adhering to International Financial Reporting Standards (IFRS), as required by the Companies Act No. 71 of 2008.

For the reporting year, PricewaterhouseCoopers Inc. (PWC), our external auditor, provided an unqualified opinion, which is included on page 60. The Board of Directors (Board) has approved the annual financial

statements based on the recommendations of the Audit, Risk and Governance Committee.

This report was informed by the following requirements, frameworks and reports:

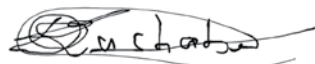
- Report on Corporate Governance for South Africa (King IV™)
- International Financial Reporting Standards (IFRS)
- International Integrated Reporting Council's Integrated Reporting <IR> Framework (<IR> Framework)
- Assurance reports considered by the CSA Board Committees are detailed in the table that follows.

Aspect	Requirements	Status	Assurance provider
Fair representation in all material aspects of annual financial statements.	External audit report	Assured	PricewaterhouseCoopers Inc.
Transformation B-BBEE compliance	B-BBEE verification report	Assured	Kopax BEE Solutions (Pty) Ltd

The Board has approved this report, assisted by the Audit, Risk and Governance Committee, whose members assessed and confirmed their satisfaction with the report's integrity, accuracy, and completeness. The Board acknowledges that the information reflects continued improvement towards compliance with the <IR> Framework. The report was approved on 21 November 2022.



L Naidoo
Chairman: CSA Board



Dr DSS Lushaba
Chairman: Audit, Risk and Governance Committee

WHO IS CRICKET SOUTH AFRICA (CSA)?

CSA was established in 1991 (previously known as the United Cricket Board of South Africa) as a non-profit company.

As the custodian of cricket in South Africa it is an affiliate of the South African Sports Confederation and Olympic Committee (SASCOC) and a full member of the International Cricket Council (ICC).

As the national governing body for the sport of cricket in South Africa, CSA administers all aspects of South African men's and women's cricket in both professional and amateur spheres.

CSA's intention and purpose are to deploy its capital and income solely for promoting its objectives and the advancement of cricket in South Africa. This contributes towards the sustainability and growth of the game of cricket.

CSA's main business includes:

- Custodianship, promotion, and administration of cricket in South Africa;
- Controlling all South African representative teams playing inside or outside of South Africa;
- Co-ordinating and facilitating the development of cricket in South Africa;
- Making, adopting, varying, and publishing rules, regulations, and conditions for the management of cricket";
- Encouraging and promoting cricket as an activity which supports the health and safety of all participants from governance and administration to the game itself, including one which respects the principles of fair play, sportsmanship, professionalism and is free from performance-enhancing drugs, doping, age fraud, sexual harassment, discrimination, and inequality;
- Maintaining membership of the ICC and relevant regional associations;
- Adopting codes of conduct and best practice in line with the Companies Act and principles of good corporate governance as set out in King IV™.

OUR VISION

To make cricket in South Africa the most accessible, inclusive, and globally competitive sport.

OUR MISSION

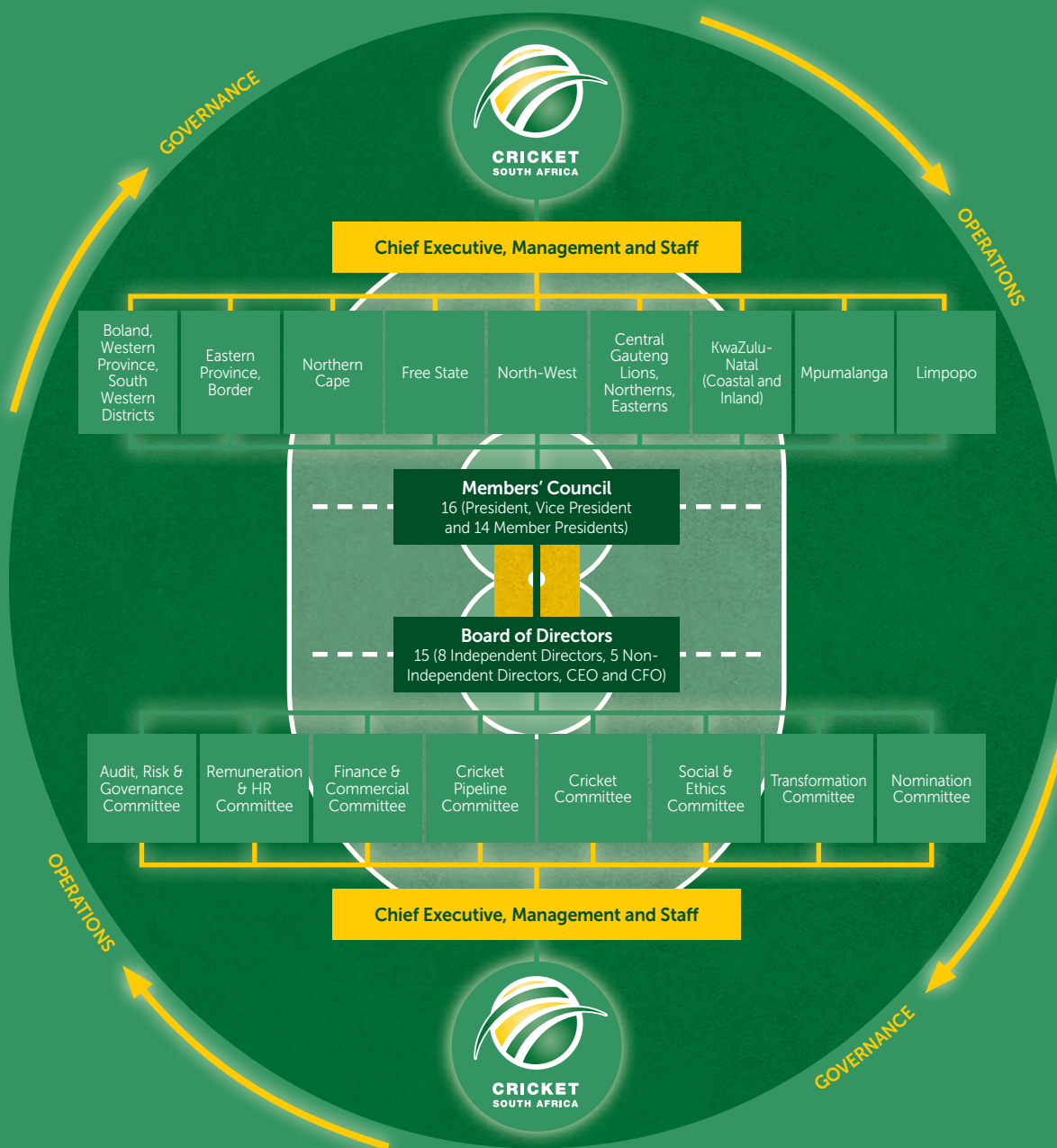
Enabling each individual interested in cricket to fully explore and express their talent, passion, and love for the game, making cricket attractive to all.



ORGANISATIONAL STRUCTURE

The company's Memorandum of Incorporation (MOI) provides that its members will consist of only Affiliate Members. At the date of reporting, the company had fourteen (14) Affiliate Members. The MOI also provides for Associate and Ancillary members. The company had no Associates and seven (7) Ancillaries at the reporting date. The Affiliates administer amateur and senior provincial cricket in their respective regions. Affiliates are collectively known and constitute the Members' Council.

CSA ORGANISATIONAL STRUCTURE



OUR LEADERSHIP

NON-EXECUTIVE DIRECTORS

INDEPENDENT DIRECTORS



Lawson Naidoo
Chairman



Steven Budlender SC
Lead Independent Director



Adv. Norman Arendse SC



Andrew Charles Hudson



**Dr Dugmore Simosezwe
Simphiwe Lushaba**



Andisa Ntsubane



Mark Shepstone Rayner
CA(SA)



**Muditambi Elizabeth
Ravele**

NON-INDEPENDENT DIRECTORS



Daniel Govender



John Mogodi



Simphiwe Ndzundzu



Craig Nel



Tebogo Siko

EXECUTIVE DIRECTORS



Pholetsi Moseki CA(SA)
Chief Executive Officer



Tjaart van der Walt CA(SA)
Chief Financial Officer

EXECUTIVE MANAGEMENT



Pholetsi Moseki CA(SA)
Chief Executive Officer



Tjaart van der Walt CA(SA)
Chief Financial Officer



Enoch Nkwe
Director of Cricket



Mtunzi Jonas
Chief Commercial Officer



Wanele Mngomezulu
Chief Marketing Officer



Refentse Shinnars
Public Affairs Executive

COMPANY SECRETARY



Bernice Mkhonza

CHAIRMAN'S STATEMENT



The CSA started the SJN project as a part of our healing process, restoring human dignity, righting the wrongs that plague our sports, and helping cricket more effectively accomplish its transformational goals.



Lawson Naidoo
Chairman: CSA Board

With the company's new Memorandum of Incorporation (MOI), adopted in April 2021, paving the way for a Board comprising a majority of independent directors and an independent chairperson, the last year has been about embedding this new governance structure while dealing with a multitude of other operational and systemic challenges.

The new Board, appointed in June 2021, had to extricate the company from the difficulties of recent years. The key focus was rebuilding relations with all stakeholders (internal and external) and stabilising operations. Since there was a severely depleted management team and several key executive positions were filled in an acting capacity, the Board played a key role in ensuring operation stability.

While significant progress was made in the governance environment, CSA faced capacity constraints and financial challenges. The Covid-19 pandemic continued to severely impact cricket (and the country in general). The outbreaks of new variants and the waves of heightened infections made planning for a return to normality extremely unpredictable, impacting not only the return of spectators to stadia but, most severely, our international inbound tours.

The curtailment and postponement of some inbound tours due to the Omicron variant, particularly the scheduled T20 games against India, resulted in lost broadcast revenue and other consequential losses for the organisation. To ensure the long-term sustainability of cricket in South Africa, a significant cut in expenditure was necessary for the 2022/23 budget.

While the journey to rebuild CSA's reputation with our stakeholders remains a work in progress, improvements in the organisation's reputation and credibility are already tangible. The Board focused on creating stability, building confidence, and engaging commercial partners to establish an environment where CSA is once again seen as a credible and attractive partner. I am pleased to state that the CSA situation has changed to one where we can engage in meaningful discussions to take the company forward. I have no doubt that the stage is set for CSA to sign more commercial agreements in the future, including the flagship Proteas Men team sponsorship that has been vacant for a while now.

As mentioned in the previous year's report, the CSA initiated the Social Justice and Nation Building (SJN) project as a part of our healing process, restoring human dignity, righting the wrongs that plague our sports, and helping cricket more effectively accomplish its transformational goals. CSA received the report compiled by the SJN Ombudsman, Adv. Dumisa Ntsebeza SC, in December 2021, and it was immediately made publicly available.

I would like to thank Adv. Ntsebeza and his team for the work done on the SJN process and the insights the report provides in unpacking the legacy of discrimination. The hearings provided a forum for players and officials to tell their stories and share their experiences. We wholeheartedly agree that "issues facing cricket are a complex interaction of multiple factors stemming from the history of this country and consequent socio-economic factors that prevail today." The report will assist the game of cricket on its journey towards being a sport for all and one that makes the country proud.

A NEW ERA IN CRICKET

Having reviewed CSA's existing strategy, the Board revised and developed a new organisational strategy underpinned by three fundamental pillars – **Access, Excellence and Inclusivity** – to be embedded throughout the organisation. This 5-year strategy (2022–2027) includes seven focus areas (objectives), which resonate with our vision "to make cricket in South Africa the most accessible, inclusive, and globally competitive sport." The new strategy is the product of extensive consultations, with inputs from various stakeholders (especially CSA's Affiliates) considered. The approved strategy has been shared with relevant stakeholders, and the Board has approved Key Performance Indicators (KPIs) and targets which are now ready for operationalisation. Management is responsible for implementing the strategy and will report to the Board on progress at regular intervals.

We truly believe that CSA's new strategy will assist and allow the organisation to successfully navigate the challenges facing the economy and sporting world in general, and cricket and CSA in particular. Cricket faces multiple challenges, including a congested playing calendar, pressure on bilateral cricket and the Future Tours Programme (FTP), as well as income and commercial pressures.

Thus, it is imperative for CSA to find innovative ways to diversify and maximise its revenue streams. One of the key strategic objectives is to digitally transform the organisation and seek opportunities to commercialise this digital landscape.

All company policies and procedures have been reviewed and updated to ensure that they are fit for purpose. This has assisted in embedding a robust control environment and an effective risk and compliance management culture.

The strategy aims to enable cricket, specifically players, administrators, and Affiliates, to perform at the highest level and embed a winning culture in all that we do.

TRANSFORMATION

While the SJN hearings brought cricket's painful past to the fore, they will assist in cricket's transformation journey and allow us to better discharge our mandate as the custodians of the game.

Cricket, as a sport, has the most diverse fan base in the country, and it is imperative that everyone feels welcome and is able to identify with our game. Therefore, fair demographic representation at all levels of the game is paramount. The strategic pillars of Access, Excellence and Inclusivity, must be embedded in all we do to ensure that change is progressive and meaningful.

Unfortunately, there is a dearth of women's representation at the senior governance and administrative levels within CSA and the Affiliates. This concerns all within cricket and is a priority focus area for the Board. Clear plans to address this concern have been developed, and the co-operation of the Members Council will be required to cascade and drive this change at Affiliate level as well. The Board has approved the establishment of a Women's Committee as a sub-committee of the Transformation Committee to provide a focused lens through which we can address the issue of gender representation at all levels of the game.

The strides made and continue to be made in girls' and women's cricket are encouraging, though we recognise that much more still needs to be done. The additional thirty contracts (High Performance and Semi-professional) granted this past financial year will assist in our journey to get women's cricket to where it belongs.

In the 2022 Women's ODI World Cup in New Zealand, the South African team enjoyed an impressive run to the semi-finals. The only losses they suffered were at the hands of the two finalists, including champions Australia.

Greater focus has been placed on building depth in the women's game, which is crucial as we seek to provide more opportunities for women cricketers at domestic and international levels.

We are excited and honoured to host two women's World Cup events in the next few months, namely the inaugural ICC U19 Women's T20 World Cup and the ICC Women's T20 World Cup. The events will be held in January and February 2023, respectively. It is a massive vote of confidence from the international cricket community in CSA's and South Africa's ability to host world-class events. We are excited at the opportunity to put the country in the global limelight and to welcome our visitors. We are certain our teams will make the country proud and strive to retain the trophies at home. I know they will have the support of the whole country behind them!

These global events also give us a unique opportunity not just to showcase our country and its cricketing infrastructure but to generate interest in women's cricket and strengthen its foundations in our cricketing eco-system.

The lack of cricket facilities in disadvantaged communities remains the biggest challenge to our development programmes. Despite these challenges, CSA and the Affiliates continue in our efforts to develop the game through multiple programmes. These include mitigating the lack of facilities in other ways, e.g., through our Hubs and Regional Performance Centres (RPCs).

Access is fundamental to development and equity. We, therefore, make every effort to support rural and community rehabilitation programmes to increase the number of cricket facilities in disadvantaged communities across the country. Innovative partnerships with government and other stakeholders will be necessary to make this a reality.

Disability cricket is a core component of our development programmes. With great pride, we can say that blind and deaf cricket is blossoming in our country, with our teams having been involved in international tours in the last year. CSA will continue to support these dedicated athletes on their journeys to fulfil their dreams and aspirations.

It is important to also reflect one of the biggest sports development programmes in the world, the *KFC Mini-Cricket* programme. 2022 marked the 40th anniversary of CSA's mini-cricket programme, which continues to flourish. CSA and the cricket family are immensely grateful to KFC, the previous sponsors, and the amazing volunteers who will ensure this programme will run for another 40 years!

LOOKING FORWARD

The first year of this Board has been about *restoration and rebuilding*: governance, internal and external stakeholder relationships, and operations.

Significant progress has been made on these priorities, but we know that much more needs to be done. The financial challenges facing cricket remain with us. The unstable operating environment results from the systemic risks that South Africa and the rest of the world are currently dealing with. We are still dealing with the effects of the Covid-19 pandemic, though we have learned to live with it and plan around it. Therefore, we do not anticipate any material (financial or operational) risks from the virus to our operations in the short term, but given the nature of the virus, we must constantly monitor the situation.

During this year, we appointed a permanent CEO and executive management team. This is the first time in two years that the company has a full suite of executives, which is imperative to ensure the rehabilitation of CSA. Board members are confident in the management team's ability to achieve the vision

and strategic objectives of the organisation and will provide the necessary support and guidance to them.

After two previous setbacks, CSA, together with our shareholder partners, have launched a new domestic T20 premier league, the SA20. The league has six privately owned franchises and will get underway in January 2023, with thirty-three action-packed games to look forward to. Preparations for the league are progressing exceptionally well, and we are confident this league will contribute to CSA's efforts to diversify its income streams and ensure the sustainability of cricket in our country.

The Proteas Men's team recently returned from participating in the ICC T20 World Cup in Australia. While the team began the tournament well, they were unable to progress to the semi-finals. The team are still in with a chance to qualify for the World Test Championship (WTC) final, which will be staged in England in June 2023. We wish them well in their final two series in this WTC cycle (against Australia and West Indies) as they seek to secure a berth in that final.

Cricket in South Africa is on an upward trajectory, and we will continue to focus on maintaining that course in the years to follow by ensuring that we always put the interests of the game at the centre of all that we do.

APPRECIATION

As noted above, while the last year was about restoration and rebuilding, the organisation and cricket, in general, grappled with a multitude of challenges. We all managed to ensure that the game we love survived internal and external turbulence despite these challenges.

I would like to extend our sincere gratitude to our management, staff, players, officials, our Affiliates, the Members Council, and the ICC for supporting the Board this past year. Furthermore, a special word of thanks to our passionate fans, media, commercial, and broadcast partners, the Minister and Deputy Minister of Sport, Arts and Culture, colleagues in the Department, and the Portfolio Committee.

Lastly, a very special thank you to my colleagues on the Board for their dedication and sacrifices they have made in the last year to re-build CSA. I am honoured and privileged to be leading individuals of their calibre.

CHIEF EXECUTIVE OFFICER'S REPORT



There is a significant investment being made in the Woman's Cricket Programme, both in the high-performance side and developmental side. This is key to growing the game.



Pholetsi Moseki CA(SA)
Chief Executive Officer

OVERVIEW

Although the financial year 2021/22 was another difficult one for CSA and cricket, there were some encouraging signs that re-energised the organisation.

With the approval of a new structure and the appointment of a new Board, CSA had an opportunity to leave behind its governance challenges of the past and reconnect and rebuild relations with our stakeholders. The new Board received a lot of goodwill and had the credibility to engage with our diverse stakeholder base, the fruits of which are slowly starting to show.

Due to the turmoil that had dissipated among the executive and management cohort, the Board was initially far more operationally involved than is ideal, but this was necessary to assist the remaining management team to stabilise the operations and navigate the stormy waters the organisation was facing. The confirmation of my appointment as the permanent CEO allowed the filling of vacancies on the executive management team, which will be responsible for the operational and strategic direction of the company and has allowed the Board to revert to its oversight duties as mandated.

After reviewing CSA's strategy, the Board began an extensive consultative process to craft a new and fit-for-purpose strategy for the organisation. This resulted in adopting an updated vision, mission, and 5-year strategy for the organisation (2022–2027).

The Board has signed off on the applicable KPIs to achieve CSA's strategic objectives. The executive team and management will be responsible for operationalising our strategy, with the Board providing the requisite oversight to ensure the achievement of strategic deliverables.

OPERATIONS

Managing the Covid-19 pandemic's impact on operations continued to pose a massive challenge for the organisation. We are very proud of the success of all our Bio-Secure Environments (BSEs) this year, despite their cost. Despite our successes with BSEs, the constant mutations and different variants of the Covid-19 virus led to severe global paranoia that resulted in some inbound tours being cancelled and/or curtailed.

While the world will be faced with Covid-19 and its variants probably for years to come, it is gratifying that societies have learned to live with it and allowed the reopening of different sectors. We are grateful for our government's decision to reopen the economy earlier in 2022 and continue to be supportive of its efforts to manage this virus, and we will continue as cricket to use our voices and facilities to assist those efforts in any way we can. Additionally, we will encourage our fans to support these initiatives as we finally welcome them back to the stadiums.

It was particularly exciting to welcome back our fans to stadiums during our last inbound tour against Bangladesh, and we look forward to having full and buzzing stadiums for our domestic and international cricket season.

The first year of our new domestic structure has been a resounding success, giving all the games context and excitement. There is all to play for this season, as the teams in Divisions 1 and 2 will either be fighting for promotion or not to be relegated. The new structure has created more professional playing opportunities for players, provided context to games, and allowed some teams to commercialise themselves. As the structure matures, we expect all teams to eventually be able to benefit from it, including better commercial opportunities.

As part of our continuous efforts to improve our governance, compliance, and control environment, all policies were reviewed and submitted to the Board for approval. CSA has been intentional in strengthening and maturing our combined assurance framework, and it is gratifying that the company continues to receive positive internal and external audit outcomes.

FINANCIAL PERFORMANCE

The impact of Covid-19 over the past year continued to exacerbate the organisation's financial pressures. This pressure was felt both by CSA and its Affiliates.

The discovery of a new variant (Omicron) resulted in the Netherlands inbound tour being cancelled after only one game had been played, but most crucially, the commencement of the India inbound tour was delayed, resulting in the cancellation of some games.

These cancelled games (particularly Indian games) resulted in a substantial decrease in our broadcast income, resulting in another significant loss for the year. But as has been the case in the last few years, we were able to rein in our expenditure due to aggressive cost control and management measures. We are cognisant though, of the need to balance cost control and cuts with the delivery of our mandate. Finding that balance while ensuring the sustainability of the organisation and its Affiliates to deliver on our custodianship of the game remains imperative.

CSA is at a point where we are having positive discussions and engagements with our partners and potential partners. We are certain that in the not-too-distant future, we will announce and sign important partnerships. We remain grateful for our broadcast and commercial partners' continued commitment and support, and even more grateful for new partners that have decided to join the cricket family.

Full details of CSA's financial performance can be found in the Chief Financial Officer's report on page 57.

TRANSFORMATION

Cricket's transformation is a non-negotiable for CSA!

Our transformation strategy is all-encompassing, though, as there is an unfortunate tendency to limit discussions on transformation to player representation only.

Our transformation strategy and journey focus on our developmental programs, human capital, high-performance programs, i.e., players, procurement, Affiliates, management, and governance structures.

A lot has been done, but we must also acknowledge that our transformation journey is progressing far slower than we would have liked. This can also be seen

in the acute gender imbalance at senior levels, with a very low number of women in our executive and governance structures. This permeates both CSA and our Affiliates. Remedying this is a challenge that we face in cricket, and it is a challenge we dare not fail.

The SJN hearings painfully reminded us of the amount of work we still need to do as CSA and Affiliates to ensure that all South Africans, in our diversity, feel welcome and appreciated in our game. Despite the discomfort that everyone who loves this sport must have felt, we should be proud that we are the only sporting code that was brave enough 'to face our demons.' We should also be proud of the courage of those who shared their stories and experiences. Diversity and openness are embodied in cricket. As an organisation, and cricket people, we should take the learnings to make our environment better.

CSA annually spends a significant number of resources on our programs; our challenge is to have an honest review of our programs to confirm if they assist Cricket in delivering on its mandate. The newly appointed Director of Cricket will be tasked with performing this review.

Despite the above challenges, there are several things that cricket can be proud of.

WOMEN'S CRICKET

Our Women's Cricket programme continues to grow from strength to strength, with the Momentum Proteas now arguably one of the top teams in the world and massive role models for women's cricket in the country. There is a significant investment being made not only on the high-performance side but also on the developmental side of the game. This is key to growing the game, offering opportunities, and expanding the base of professional players.

With the inaugural ICC U19 Women's T20 World Cup coming up in a few months, there has been significant investment in identifying and preparing the players and the team to give them the best possible chance of success at the event.

MINI CRICKET

Arguably the biggest programme of its kind in the world, the *KFC Mini-Cricket* celebrated its 40th anniversary this year. The programme has always been blessed with amazing partners, resulting in its continuous growth.

This programme is key to our development strategy, with several current and former Proteas (men and women) having started their journey with mini-cricket. The aim is to ensure that each of the little ones has a lifelong affinity for cricket, whether to become a player, official, administrator, volunteer, or, most importantly, a fan!

We are grateful to **KFC** for their passion and continued support of this programme.

Thank you to all the staff at CSA and our affiliates who work tirelessly to ensure that all festivals are huge successes and that the programs continue to improve.

Lastly, I would like to thank our unsung heroes, the **Volunteers**. Mini-cricket would not be what it is or even be celebrating 40 years if it was not for the love and dedication of our volunteers. There will never be enough words to thank our volunteers except to reiterate that cricket is eternally grateful and will always remain indebted to you all. Long may your fire and passion continue to burn!

Other initiatives we can be proud of include:

- Our support for disability cricket.
- Our blind and deaf cricketers went on international tours in the last year to represent our country, making us proud. As CSA, we are committed to continuing to support and grow interest in disability cricket in any way we can.
- Our Hubs and RPCs continue to bridge the gap between opportunities and availability of facilities, giving budding cricketers a place to play the game and hone their skills.
- Our Fort Hare Academy provides cricketers with an opportunity to study, for preparing for life after cricket, whilst following their passion for the game.
- Community developmental initiatives, including our school-in-a-box initiative.
- In partnership with Sunfoil Trust, bursaries for deserving cricket players that has given multiple players an opportunity to receive a quality education while pursuing their cricket journey.



The KFC Mini-Cricket programme provides a platform for over 120 000 aspiring boy and girl cricketers each year.

LOOKING AHEAD

As an organisation, we are about to enter an exciting phase of our growth. After the turbulence of the past, cricket can finally look to reclaim its place both locally and globally.

The work done to engage and reconnect with our internal and external stakeholders is key to our rebuilding journey and will continue to be a key component in delivering our strategy. While the focus for management and the Board was initially on engagements with external stakeholders, there is now a dedicated focus on our internal stakeholders as well. All these stakeholders are key to CSA successfully delivering on its mandate as the custodian of cricket in our country.

Rebuilding our brand and reputation is one of the key strategic objectives of the company, and we are very intentional about achieving that. We want to again be the partner of choice for current and potential commercial partners. Furthermore, we want to provide our employees with job security and satisfaction to complement their dedication and passion for the game. We want our players and officials to follow their cricket journeys and some to proudly represent the country, without being embarrassed and worrying about the goings-on at the office and/or the boardroom.

It is an exciting time for cricket in our country, hence the phrase we have coined for the upcoming season, "It's the summer of cricket."

Preparations for the inaugural ICC U19 Women's T20 World Cup, to be held in January 2023, and the ICC Women's T20 World Cup, to be held in February 2023, are at an advanced stage. A lot of work is being done to deliver the amazing and world-class events that South Africa is known for. We are grateful to the stakeholders who are assisting in delivering these events, including Host Cities and all spheres of government. We are ready to welcome the world to our beautiful country!

We are equally excited about the launch of SA20, the premier T20 league that we expect to be the second-biggest in the world. With all the lessons learned from the failed previous attempts to launch a premier league, we are confident that with the partners we have, this will be a spectacularly successful product for cricket in our country. The league will not only aid in CSA's revenue diversification initiatives and sustainability, but it will also benefit the entire cricket ecosystem and the country, including players, suppliers, and service providers, host stadiums and cities, and the fiscus.

To cap off our summer of cricket, we have an exciting line-up of domestic cricket and international inbound tours!

Our two domestic divisions are entering the business end, with everything to play for and every game having context. At the end of the season, one team will be relegated from Division 1, with one team being promoted from Division 2. All the best to the teams!

We will be hosting an ODI tour against England as well as a full tour against the West Indies. These two countries are massively popular in our country, which should make for exciting games.

We expect that our fans will be as excited as we are about the forthcoming season and hope to see them filling stadiums to create an electric atmosphere at every game!

Lastly, we wish all the best to our national teams, who will be participating in several events over the next few months: our U19 women in the inaugural ICC U19 T20 World Cup; and the Momentum Proteas, who are not only hosting the world but will be among the favourites to hoist the trophy on home soil. The Proteas Men who recently participated at the ICC T20 World Cup in Australia, could not unfortunately make it out of the group stage. However, they are still in the running for potential qualification to the World Test Championship final in England in June 2023.

We can assure these heroes that all 60 million-plus South Africans will rally behind them!

APPRECIATION

It has been another year full of challenges for our organisation, but I am privileged to work with stakeholders who are not only committed to the cause but are passionate about this game.

My colleagues at CSA and Affiliates, including our dedicated players and officials, cricket and I owe you a debt of gratitude for your commitment and selflessness.

My appreciation also extends to the ICC, our commercial and broadcast partners, other stakeholders, suppliers, the media, and most importantly, fans.

We are also grateful for the support provided by the Minister and Deputy Minister of Sports, Arts, and Culture and colleagues at the Department, the Portfolio Committee on Sports, and finally, our principals, the Members' Council, and the Board, for their continued guidance and support.



Rilee Rossouw, CSA's T20 Knock
Out Player of The Tournament.

HIGHLIGHTS

T20 CHALLENGE



NGUMBELA LEGACY CUP



DOMESTIC SEASON LAUNCH



ICC WOMEN'S WORLD CUP



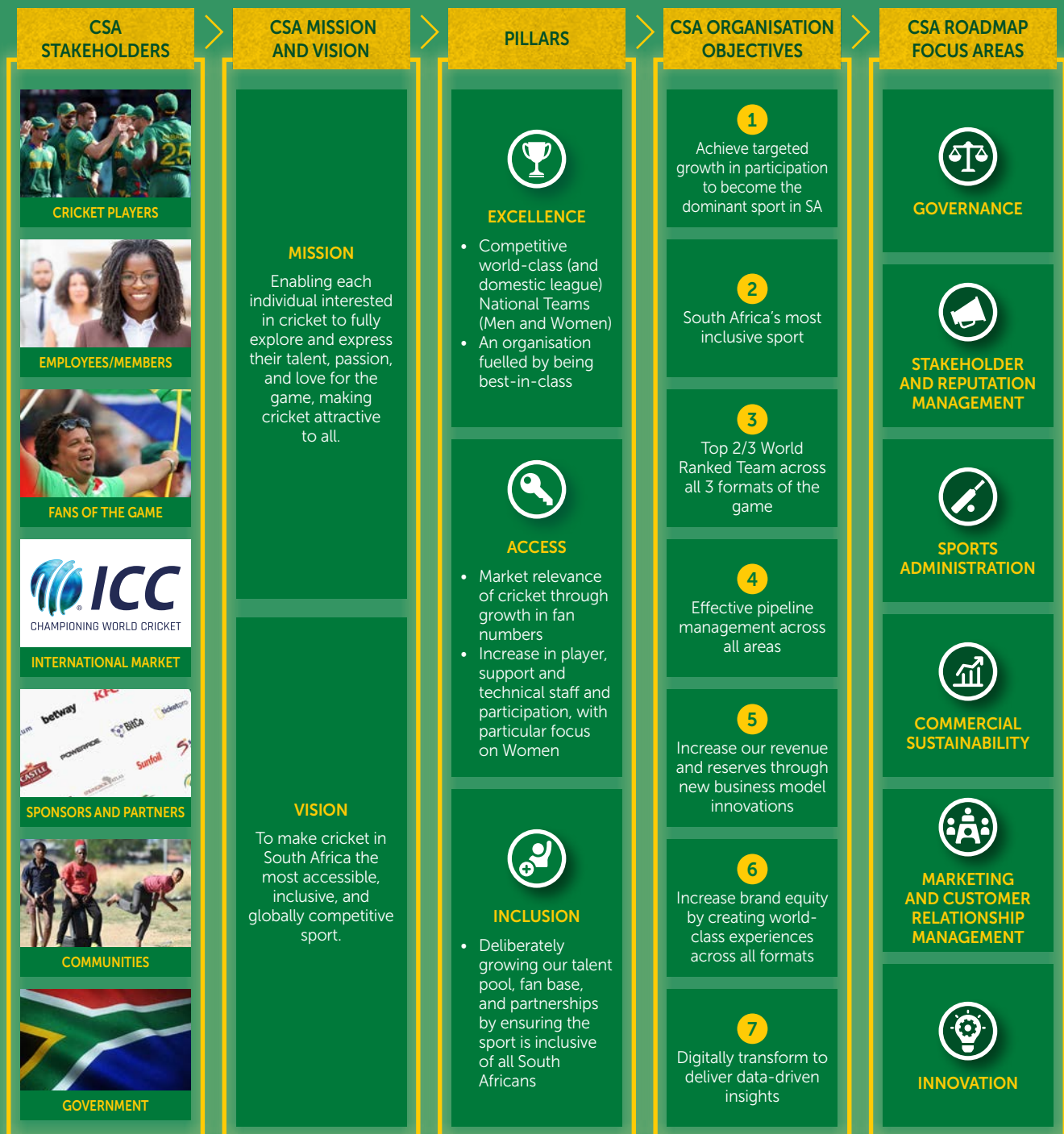
KFC MINI-CRICKET PROVINCIAL MEGA FESTIVAL



STRATEGIC OVERVIEW

The Board has, with the input from the Members' Council, Affiliate Members, CSA Executive, and staff, crafted a 5-year strategy for the company with seven (7) clear objectives, built on three (3) strategic pillars and with six (6) specific focus areas.

5-YEAR STRATEGY (2022–2027) EXECUTIVE SUMMARY



BUSINESS MODEL AND VALUE CREATION

A fundamental belief of CSA is that cricket provides a means for people to cross boundaries on and off the field and contribute to our society's transformation.

To achieve its strategic objectives in a balanced and sustainable way, CSA relies on six interrelated capitals: social and relationship, intellectual, manufactured, financial, human, and natural.

As CSA's inputs and business activities combine, we produce outputs that contribute to its vision and mission while creating value for all its stakeholders. CSA's operational model informs CSA's business model, including Members and stadiums, about applying and allocating their capital resources to achieve long-term sustainability.



Tabraiz Shamsi, a Momentum Multiply Titans and Proteas spinner was ranked number 1 T20 bowler during the 2021/22 season.

PARTNERSHIPS AND COLLABORATIONS

2021 saw the national teams return to competitive cricket post the previous years' restrictions. The ongoing impact of the pandemic meant that most cricket activities took place behind closed doors throughout the year, ironically adding to match-day delivery costs because of the required observance of match-day Covid-19 protocols.

Key focus areas include:

- Optimising revenues for future growth and development of cricket in South Africa.
- Widening the appeal of cricket in general by partnering with reputable brands and entities with a commitment to promoting cricket in South Africa.
- Providing a consistent, ongoing commercial environment for which sponsors can maximise their levels of engagement.
- Providing a clean platform for delivery of sponsor rights for sponsors to project their message through CSA platforms.
- Providing innovative and cutting-edge opportunities which incorporate the latest developments in technology and offer sponsors increased choice.

CASTORE

CSA acquired Castore as the new Technical Partner to the professional teams at CSA. Castore is a UK-based kit manufacturer with a mantra to both disturb the market and an ambition to be one of the leading sports brands in the world.

KFC

CSA continued its long-standing partnership with KFC. The commercial partnership has existed for over ten years and covers sponsorship assets, including the 40-year KFC Mini-Cricket programme and KFC T20 Internationals.

CASTLE LAGER (SAB)

CSA and SAB renewed their 25-year partnership through the Castle Lager brand, which continues to be the official beer of the Proteas Men's Team.

MOMENTUM

Momentum has continued to support women on their journey to success. As the Momentum Proteas' first significant sponsor since 2013, the partnership has contributed to the professional advancement of women cricketers at the highest level over the past seven years. Through this sponsorship, many more women cricketers are becoming professional players. When this partnership began in 2013, Momentum Proteas Women had no contracted players. As it stands, there are fourteen contracted players. This has been a watershed year for the Momentum Proteas, who have played their first test match against England, competed in the ICC ODI World Cup, the Commonwealth Games, and continued to prepare for the ICC T20 Women's World Cup.



OUR ORGANISATION

CORPORATE STRUCTURE

The highest decision-making body at CSA is the Members Council, which is currently made up of the 14 Affiliate Presidents plus the President and Vice President of CSA, who were elected from the ranks of the Affiliate Presidents. The Members Council sets general policy for CSA.

The Board, in terms of CSA's Memorandum of Incorporation ("MOI"), is currently composed of 5 (five) non-independent directors (who are Presidents or representatives of Affiliates and therefore involved with cricket) and 8 (eight) independent directors, i.e., persons who, apart from their CSA directorships, are not involved with cricket. These independent directors were selected and nominated for appointment as such by a nomination process that was comprised of persons who were independent of CSA. The independent directors bring a wealth of experience on the legal, accounting, and business front to CSA's governance processes.

The term of office for directors is 3 (three) years, and a director is eligible for election for an additional 3 (three) year term.

OUR PEOPLE

There have been numerous achievements during the past year, including the implementation of a new executive structure and the appointment of key personnel, as well as initiatives to improve staff morale and the organisation's culture. We are committed to creating a favourable work environment for our staff members, enabling them to thrive in their professional and personal lives at CSA.



Allahudien Paleker **CAPTAIN XX**

As an organisation, we are committed to hiring a diverse and inclusive staff complement across all levels.

The Human Resources Department will focus on the following areas to drive operational excellence:

- Learning and Development
- Succession Planning
- Implementation of an improved performance management system
- Retention and Career Pathing
- Organisational Culture

Our organisation's human capital is developed through continuous professional development. In addition to formal qualifications, CSA supports employees with financial resources. Four (4) employees have completed their formal qualifications. In addition, nine (9) employees are pursuing formal qualifications and 27 employees are engaged in informal training.

During the year under review, CATHSSETA received and accepted the organisation's Annual Training Report (ATR) and Work Skills Plan (WSP).

To retain high-performing talent, CSA is committed to ensuring that its remuneration philosophy is fair and responsible. The remuneration model includes benchmarking salaries with other companies in the same industry with similar turnovers and similar sizes as part of the remuneration model.

Management plays an important role in ensuring that the work performance of the staff remains on track and that their career aspirations are met. In CSA's performance management system, employees are monitored and measured bi-annually based on specific performance indicators (KPIs).

Due to the pandemic, CSA has had to adapt its operations to survive. We have chosen a hybrid working model for the upcoming fiscal year to better serve our customers.

We place a high priority on the well-being of our employees, and we make sure that their mental, physical, and financial well-being is taken care of through our wellness programme.



Cricket South Africa strives to make cricket accessible to all and globally competitive.

BRAND, MARKETING, EVENTS AND DIGITAL

Two key components included in the strategic plan to transform the game of cricket are the participation and accessibility of most South Africans in the game and the accessibility of the game. As part of CSA's mission, it is also our commitment to approach all aspects of the game with excellence.

CSA's strategic pillars include Access, Excellence and Inclusivity.



ACCESS

It is important to note that the marketing unit, working with various internal and external stakeholders, has undertaken a variety of integrated brand and marketing campaigns to promote cricket at all levels, from mini-cricket to Proteas, with the sole objective of increasing participation and fan engagement in cricket. Even though Covid-19 limited mass participation and stadium attendance, the organisation intensified its efforts to engage many players, participants, and fans digitally. The marketing activities were conducted fairly, inclusively, and in a non-discriminatory manner, in line with our corporate values.



EXCELLENCE

It has been observed that the events unit has been setting a high standard for memorable events, in collaboration with internal and external stakeholders, through its excellence programme. Throughout all cricket and non-cricket events, the safety of all attendees was always a top priority. There was also a virtual Stadium Managers Forum (SMF) reinstated to ensure adherence to the Safety at Sports and Recreational Events Act (SASREA), maintenance, supplier relations, compliance, innovation, safety, and medical processes such as bio-secure environments (BSE) and managed event environments (MEE).



INCLUSIVITY

Being inclusive also meant that CSA carried out a cost-saving measurement review to evaluate the supplier's model based on CSA's historical performance and the entity's ability to implement the regulatory standards as the local economy changed due to the impact of the pandemic. Another initiative to become more inclusive of a wide range of fans is a review of the organisation's ticketing strategy and related match day activities.

Strengthening the brand

Fans were introduced to a revised brand expression that represents our three strategic pillars of Access, Excellence and Inclusivity. In addition, a slogan for fans was introduced titled “Be a Part of It.”



In the context of communication and brand initiatives, brand expression served as a viable platform for CSA to drive our narrative more effectively. Teams of content producers are integrated into national teams to produce content and share their own narratives. A digital-first approach was prioritised through CSA's own channels (website, social media, and the CSA Official App) to drive CSA communication and narrative, resulting in increased engagement and sentiment.

The season's communication objectives included the following:

- Season fixtures announcement
- Announce and educate the market about the new domestic cricket restructure
- Refocus the Brand narrative to a fan-facing brand expression was launched – “Be a Part of It”
- Maintain affinity to the CSA Brand while fans have limited access to cricket via broadcast and match attendance.

Key initiatives include:

- We launched the CSA Official App on 23 February 2021 as the go-to platform for cricket-related content and introduced a lifestyle aspect to cricket to attract new users and fans to the CSA brand and convert our social media fanbase into a monetised platform. A moderate number of fans have engaged with the platform during the season. In addition, the CSA Official App hosted an exclusive match analysis with its panel of cricket analysts – Mfuneko Ngam and Monde Zondeki – during the SA vs India series from December 2021–January 2022.
- Fans' affinity for domestic and bilateral tournaments increased, and engagement on CSA's social media platforms increased. Competitions were promoted

through social media platforms around significant events (e.g., newly launched domestic tournaments and the Men's T20 World Cup in November 2021). Exclusive content was prioritised for the CSA App platform.

- CSA began an audit of its own digital properties and platforms in November 2021 to become a globally competitive company. As a result, CSA's EXCO approved a revised Digital Transformation strategy.

The road ahead

- Establish CSA as a strong brand and repair its market reputation by building strong brand equity.
- Use data-driven insights to help cricket become the fastest-growing sport in South Africa, i.e., consolidating CSA's digital transformation strategy across the company to achieve content publishing status and reduce reliance on expensive above-the-line advertising.
- It is positioning cricket as a safe, family and lifestyle 'Sportainment' offering that allows greater access to occasional cricket fans into the mainstream by organising world-class events.
- Aim to identify the marketing needs CSA will require to achieve its objective of being the most inclusive sport in South Africa.

INFORMATION TECHNOLOGY

Embracing technology

In the last year, CSA has become more flexible, automated, and mobile in its processes. In addition to its operations focus, the CSA IT team has been concentrating on laying the groundwork for an effective IT governance process and implementing support processes. We are committed to implementing a landscape of infrastructure architecture as part of the CSA IT strategy to support business continuity, information security, and compliance with all relevant laws and regulations.

Due to the threat to information security and the need to comply with legislation, CSA IT established a cyber security division that strategically onboarded a cyber partner that would assist IT in implementing an Information Security Programme, which will include the establishment of an Information Security Operations Centre, as well as the deployment of cyber security awareness programmes for both CSA and its Members. This initiative will also enhance and develop the skills of employees.

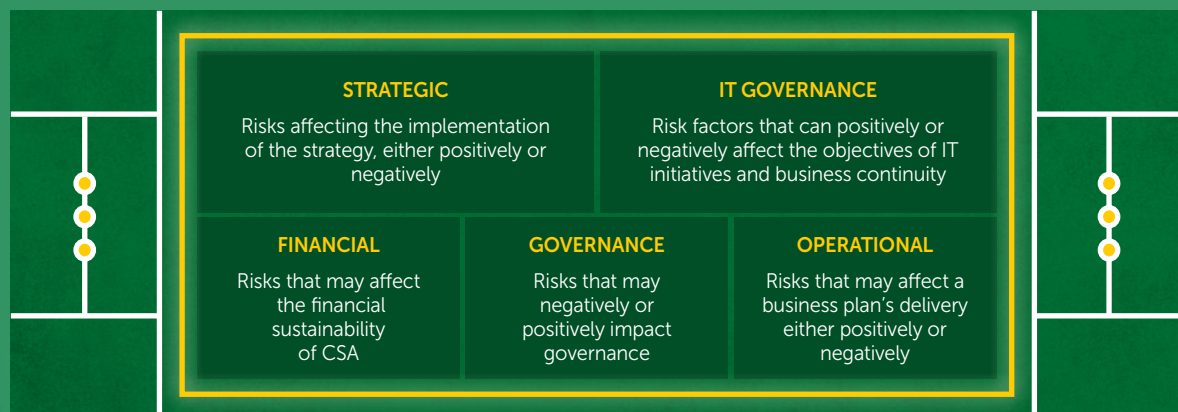
CSA will continue to implement governance controls and risk management activities as part of its IT strategy. Also, by doing so, CSA will be able to ensure effective management of information technology to ensure the success of the digital transformation strategic objective of the organisation.

ENTERPRISE RISK MANAGEMENT

CSA and its Board of Directors are committed to good corporate governance and a compliance culture. This is done through the continuous implementation of the Enterprise Risk Management (ERM) framework.

The ERM process is a systematic application of policies, procedures, and practices to communicate, consult, establish context, identify, analyse, evaluate, mitigate, monitor, and review risk.

We will put the risk assessment into a broader context, which will also allow for a more focused evaluation that identifies the risks that are a concern for CSA. CSA's risk assessments are framed as follows:



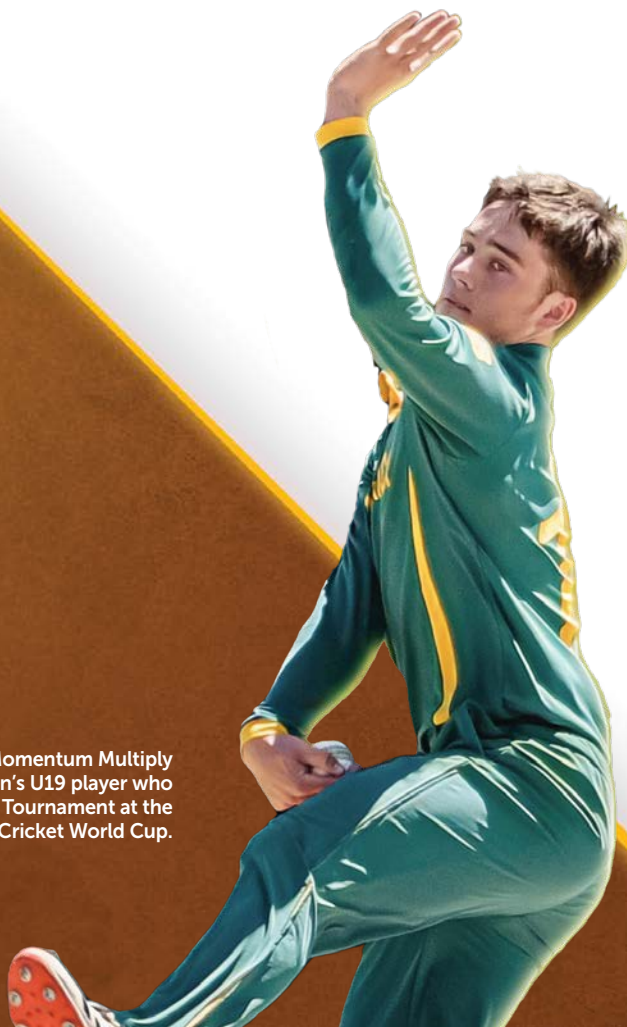
Elandri Janse van Rensburg is a North West Dragons and SA Women's U19 rising star.

RISK REGISTER

STRATEGIC		
Risks	Mitigating Actions	Required Action to Improve Performance
Excellence: Enhance Organisational Governance 1. Instability in the Board. 2. Loss of credibility in the Board by stakeholders.	1. Annual appraisal and training of the Board members. 2. Assessing Board members' competency to ensure they can contribute to the Board. 3. A new Board with a majority of independent directors and an independent chairperson appointed.	1. Board Induction and training. 2. Develop and assess the Board competency matrix. 3. Cover competency gaps arising from surveys.
Excellence and Sustainability: National Team Performance 1. Subpar performance by our National Teams.	1. Continued performance assessments in the form of tour reviews. 2. Performance reviews of players during Personal Development Plan (PDP) discussions. 3. Develop Proteas Team Performance Scorecard. 4. National Contracting system based on the performance of players against team key performance indicators (KPIs).	1. Improve teams' ICC rankings to the top 3 in all formats.
Sustainability and Access: Enhance Organisational Governance 1. Lack of succession planning of the Board and the business.	1. Communicate the succession plan. 2. Plans for exit and integration. 3. Build the successor's leadership and business skills. 4. Identify replacements for the current Board members after their tenure expires or on retirement. 5. Ensure the Nomination Committee skills mandate is carried out.	1. An updated and thorough Succession Policy with accountability for implementation managed by HR and EXCO. 2. The NOMCO will communicate the Terms of Reference (TOR) and competency requirements so that suitable candidates are nominated.
Sponsorship and Sales: Financial 1. Loss of sponsorship (Non-renewal).	1. A zero-tolerance approach to transgressions with an emphasis on education and consequences must be made public as much as possible for CSA's reputation to be managed effectively. 2. Players should be educated about the financial implications of performing poorly in high-performance programmes. 3. The ability to offer more flexibility in contract terms and pricing for sponsors. 4. Different marketing strategies for finding partners in the sports industry. 5. Offer sponsors an innovative marketing strategy other than tangible products (tickets).	1. Regularly train and educate employees about policies. 2. Players' education programme. 3. Continuously train and manage staff and use Konnect optimally throughout the business to manage sponsors. 4. Revise pricing strategies periodically based on market conditions.
Transformation: Meet Transformation Targets 1. Non-adherence to CSA undertakings with the Minister of Sports, Arts and Culture on transformation in cricket can lead to the withdrawal of privileges accorded to National Federations.	1. Implementation of the funding monitoring system. 2. Review of funding for Members who do not meet EPG good standing standards (60%).	1. CSA monitoring and evaluation to improve access and redress. 2. Tranche payments linked to performance.

FINANCIAL		
Risks	Mitigating Actions	Required Action to Improve Performance
Financial Sustainability: 1. Forecast budget for the next 4-year financial cycle unable to break even.	1. Cash flow management strategy 2. Revenue diversification. 3. Good content regarding the Future Tours Programme. 4. Business model review and focus on cost optimisation. 5. Members' sustainability and independence. 6. SA20 league and impact on CSA as a shareholder into the future.	1. Prudent cash flow management. 2. Cost control/optimisation and ensuring adherence to budget. 3. Optimal working capital management.
Existing revenue streams (broadcast and sponsorship) are under severe market pressures, which may lead to: 1. Financial stress. 2. Inability to meet project targets.	1. Continuous and strict performance assessment of staff. 2. SLA agreements with 3 rd party suppliers with stricter penalty clauses for non-delivery. 3. Ensure force majeure clauses in contracts provide for all possible eventualities. 4. Sign addendums for all existing contracts that do not have acceptable terms.	1. Increase the number of touchpoints with prospective sponsors. 2. Repricing/repackaging of sponsorships-different pricing strategies for different clients/sectors. 3. Commercial strategy. 4. Commercial committee for new competitions.
Members: 1. Funds transferred to Members may be used for unintended purposes (Member maladministration). 2. Going concern. 3. Compliance.	1. Monitoring of monthly/annual management accounts. 2. Reviewing and interrogating annual budgets. 3. Governance and compliance training for staff and Board members. 4. Commercial/Marketing support to members.	1. Roll out of the system to review utilisation of funding. 2. Maximise selling all available sponsorship assets. 3. Full delivery of rights on all commercial agreements. 4. Finding and exploring new revenue streams. 5. Renewal & Retention of current partnerships.

Dewald Brevis, the Momentum Multiply Titans and SA Men's U19 player who won the Player of the Tournament at the 2022 ICC U19 Cricket World Cup.



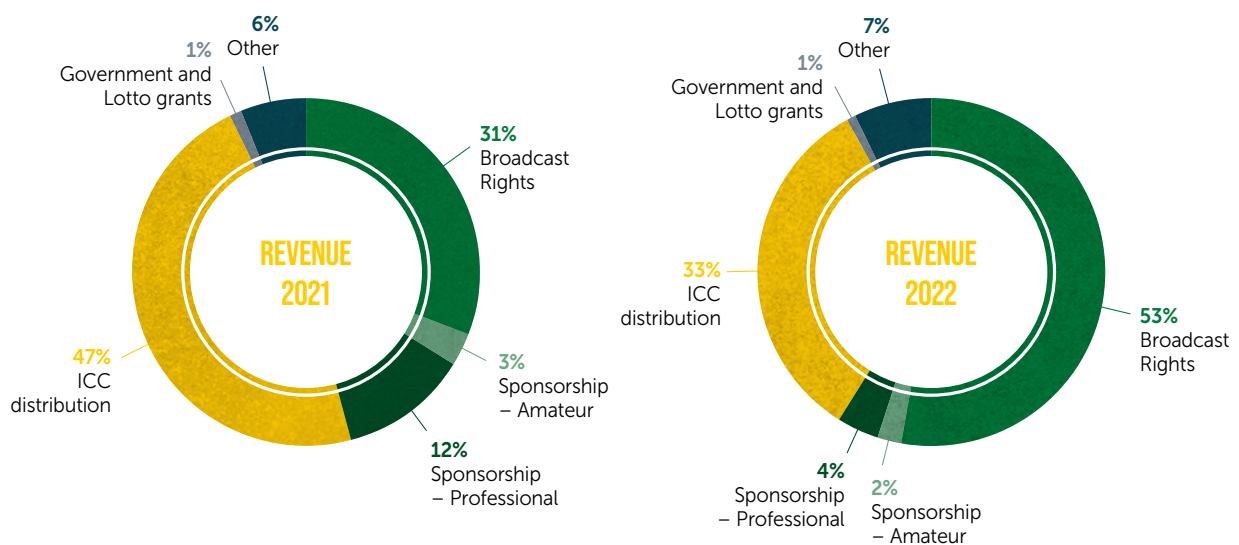
OPERATIONAL		
Risks	Mitigating Actions	Required Action to Improve Performance
- To maintain and enhance appropriate business processes to optimise delivery across the organisation. - Misalignment between business strategy and HR strategy.	3-year strategic planning cycles. - Strong governance and oversight structures. - Defining clear measures in support of an organisational balanced scorecard for each division.	- Filling all essential vacancies with qualified individuals with relevant skills and expertise. - Review and implement a new performance management system aligned with CSA's strategy that empowers staff (including training) and fair incentivisation.
Litigation Management: CSA's reputation and existence are affected by litigation or the threat of litigation. The absence of risk parameters impacts specific business processes, and risks are not comprehensively analysed.	- Managing the influx of legal matters with internal/external legal advisors. - Robust contract review process.	- All legal matters are to be referred to the in-house legal office for evaluation and assessment before referral to external attorneys. - Development of a legal Policy outlining the legal process. - Establishing a legal panel with negotiated rates and signed mandates. - Compiling a contingent liability sheet with all outstanding legal matters and liability to allow CSA to manage the risk better.
Retention of Proteas and future Proteas players (Men and Women)	- Continue to implement the PDPs for National Contracted and HP-contracted players (Men and Women). - Continue to offer longer-term contracts for key players per format. - Have a clear flexible NOC (Non-Objection Certificate) strategy. Make CSA contracts more attractive. - Re-look at the national contract structure in line with the Global Cricket developments (new commercial leagues).	- Review contracting processes and protocols to minimise the impact of Free Agency players (especially format contracting). - Drive the continuous education programme on the New Selection Policy for the pathway.
Representative National teams	- Set targets that are realistic and achievable. - Ensure focused attention and quality of opportunities are afforded at every level to create a bigger pool of black players. - Focused attention to developing Black African batters.	- Continuous monitoring and evaluation of selection per format played. - Enforce performance measurement for all parties responsible for ensuring that CSA attains its self-set targets.
Further development and accreditation of active coaches	- Resource Plan-improve accreditation of active coaches. - Schools Quality Index to provide the data of all active coaches. - Coach Acceleration programmes to ensure further development and accreditation of active coaches. - Monitor and manage the accreditation of active coaches through the data management system.	- Continue to modernize the Elite Coach Developer programme - Implement the new CSA Coach Developer structure for the Members.
Safeguarding of participants and vulnerable people within the structure	- The policy on the safeguarding of cricketers was approved by Board. - Training on the safeguarding of athletes – first part completed in August 2022. - Licensing of Coaches. - Incident reporting mechanism to be implemented.	- Continuous Education on the incident reporting process. - Complete the rollout of policy education to the stakeholders. - Incident reporting mechanism. - Compliance Management on Members that are non-compliant.



FINANCIAL CAPITAL

CSA's primary sources of income are investment income, government grants, Lotto funding, media rights, ICC distribution, sponsorships, and international gate ticket sales.

CSA must remain financially viable to maintain its long-term sustainability. CSA's budgeting cycles and plans are usually managed over four years due to its fluctuating revenue model.



CSA's revenue model is primarily based on inbound tours (media rights and sponsorships) and ICC distributions, which account for 93% (2020/21: 93%) of the organisation's revenue. We maintain a revenue model that meets the long-term needs of our cricket development programmes without compromising quality. Members, stadium owners and operators share revenue from certain commercial rights sold by CSA.

The Proteas must remain in the top tier of international cricket to generate maximum revenue from media rights and sponsorship.

MEDIA RIGHTS

Revenue from media rights sales comes from both domestic and international sales. Pay TV (DStv) and Free-to-Air (SABC) generate CSA's broadcasting revenue domestically. Agents manage CSA's international media rights revenue, which is received in foreign currencies (USD). Revenue increased to R413 million (2020/21: R161 million), however, the curtailed India tour, resulted in the expected revenue of R250 million not being fully realised.

STADIUM REVENUES

The stadiums earn income from various sources, including suite rentals, sponsorships, season tickets, match tickets, concessions, naming rights, advertising, merchandise, licensing sales, and matchday ticket sales. The revenue generated by the game is based on the cricketing season, which lasts for approximately six months.

CSA does not own cricket stadiums, so proceeds generated by these venues are shared, with CSA receiving 20% and stadium operators (CSA members) receiving 80%. It is the responsibility of CSA to actively engage with its members when it comes to material upgrades. Revenue from stadium attendance contributes to stadium maintenance costs.

Due to restrictions on spectator attendance at stadiums, revenue was severely impacted in 2021/22 with budgeted revenue of R5 million in ticket sales not being realised.

SPONSORSHIPS

CSA sponsorships revenue for 2021/22 was R52 million (2020/21: R79 million). Sponsorships are categorised as follows:

Category 1 – title, event, official suppliers

Category 2 – broadcasters

Category 3 – grassroots sponsors.

ICC

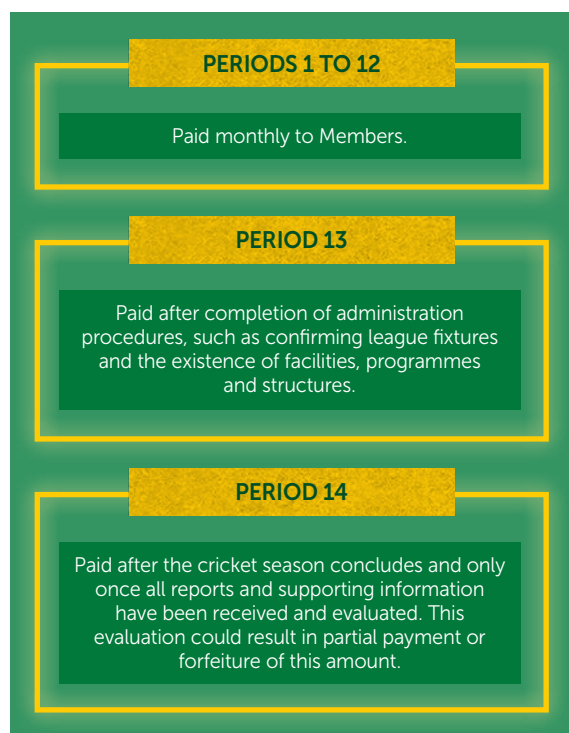
CSA is a full member of the ICC and receives distributions according to its revenue share model. ICC distributed R256 million during the financial year, compared to R240 million in the previous year.

OTHER REVENUE

The balance of R57 million (2020/21: R32 million), was mainly derived from government grants (R4 million) and stadium commercial rights.

OPERATING MODEL

An essential element of CSA's Strategic Operational Model is how amateur and senior provincial cricket is funded and managed. It is based on historical management, operational structures and operations guided by the President's Plan of the CSA. Fourteen annual payments are made to Members to meet their cash requirements.



MEMBER PERFORMANCE SCORECARD

In addition to the Operating Model, CSA has an enhanced Member incentive scorecard, which consists of a performance feedback system that rewards Members who exceed the basic delivery requirements of CSA's Operating Model funding objectives.

The scorecard is divided into three sections, namely – compliance, operational and EPG sections. This is to enhance the focus on strategic objectives for the year. Members are expected to achieve 60% on both the compliance and EPG sections, to be considered for incentive evaluation.

Members self-evaluate, providing supporting documentation to CSA for review and validation. Three different incentives are payable: overall winners, select programmes and functions, and most improved Member outlook.

- CSA's sustainability project has identified key areas of focus to ensure the cost structure of the organisation is re-based to a sustainable level. This project will also focus on the diversification of revenue to ensure the sustainability of the revenue model.
- Financial objectives and targets will be aligned with the seven strategic objectives of CSA.
- Cash flow management will be a key area of focus against the background of the cyclical nature of revenue.



HUMAN CAPITAL

Our cricket talent and staff are developed and upskilled as part of the CSA brand. Permanent, contract and project-based employees (contracted players, consultants, managers) make up the human capital resources.

PROGRESS AGAINST STRATEGIC PILLARS

2022		
 ACCESS	 EXCELLENCE	 INCLUSIVITY
In the year under review, the organisation has continued with the model of 98% office-based staff working from home to ensure that our staff was safe from the Covid-19 pandemic. High levels of productivity have been maintained. 1. Commitment of R404 million to cricket development (2020/21: R229 million). 2. Introduced 10 new full-time high-performance contracts for women players to grow women's cricket. 3. Introduced 30 semi-professional contracts for the top six Division 1 women's teams. 4. R0.6 million (2020/21: R0.7 million) for administrative staff development.	Protea Women's Team ranked # 3 in the ICC rankings in the T20 format and reached the Semi-Finals in the Women's Cricket World Cup. 1. All international events hosted by the organisation were a success. 2. Appointed a full-time Chief Executive Officer. 3. Created and adopted a new Executive structure that will ensure the sustainability of the organisation. 4. Continued with financial discipline which contributed to job preservation. 5. A Protea Women's Team player was named the ICC Women's ODI Cricketer of the Year. 6. A Protea Men's player was named the ICC Emerging Player of the Year.	Only national federation that successfully applied for National Youth Service (NYS) job creation for unemployed youth. 1. Retained the Hubs system under difficult economic conditions, which employs most Coaches from the designated groups.

CRICKET ACTIVITIES

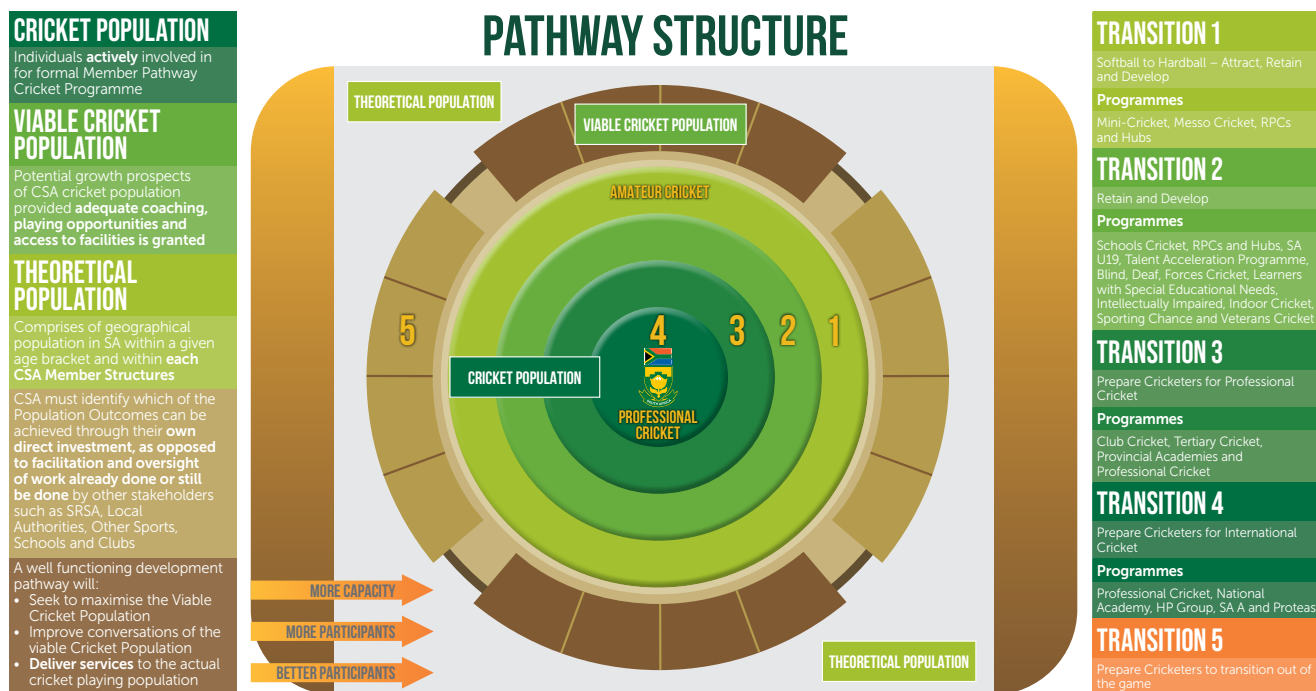
It is crucial to create access, identify, develop, and retain talent to build a successful cricket pipeline. CSA's strategic objectives are impacted by these factors, which are key to Proteas' success.

Cricket services focus areas	Outcomes
Recruit players who are ready to compete internationally.	National Teams ranking in the Top 3 in all formats.
Develop and implement Player Development Plans at the Member level.	To close the identified performance gaps in pathway players.
Monitor and improve Player Performance Plans.	The performance of identified black African players at a professional level will be improved by addressing the 'performance gaps'.
Integrating CSA's vision, and strategy/goals with its Members.	CSA and Member accountability improved.
Continuous implementation of the CSA/DSAC/DBE Operational Agreement on the ground.	To make cricket more accessible in disadvantaged areas.
Continue to improve the CSA data management system.	Digital transformation to provide data-driven insights for strategic cricket decisions.

CRICKET PIPELINE MODEL

Our objective is to build a seamless pathway so that all people who want to play cricket have access to it and are developed and retained. With this approach, CSA can produce the best cricketers for South Africa. In addition to addressing player performance gaps, the Player Performance Plan enables players to become better people and create career opportunities beyond cricket.

The pathway structure below is applicable to the cricket community.



IDENTIFICATION, DEVELOPMENT, AND RETENTION OF TALENT

To achieve these objectives, CSA has developed a cricket pipeline that identifies, develops, and retains talent. Transitioning from modified cricket to hardball, which requires additional equipment, facilities, and coaching, remains challenging. Meso Cricket is a transition programme in its infancy.

For more on the cricket development programme, see pages 50 to 51.

Identification

CSA has implemented several talent identification initiatives, such as the Hubs and Regional Performance Centres (RPC). Talent Acceleration Programme (TAP) and High-Performance Programme (HPP) support this. To succeed in the TAP, regional TAP Leads work with provincial coaches (framework coaches) and selectors.

HUBS AND REGIONAL PERFORMANCE CENTRES (RPC)

In addressing CSA transformation challenges, Hubs and RPCs play a significant role. Due to a lack of access to cricket infrastructure, very few schools in previously disadvantaged communities play cricket, so the strategy around this programme involves positioning them as community centres.

Over 200 coaches are employed at 58 Hubs and 12 RPCs across the country, and over 6 000 kids are given the opportunity to play in these programmes.

The programme involves key partnerships:

- Department of Basic Education and Department of Sports, Arts and Culture (DSAC) – facility maintenance and access to schools.
- Netball South Africa - enabling them to access facilities where netball courts are available and encouraging multisport participation.
- Temba Bavuma is the official mentor for the Hubs/RPC programme; he engages coaches and top-order batters on how to build innings, score big runs, and behave off the field.



Kwena Maphaka, the youngest member (at 15 years old) of the Men's SA U19 squad that took part at the 2022 ICC U19 Cricket World Cup.

- The focus of the Cricket Services Department is to enable all Hubs/RPCs to play increasingly competitive matches. 8400 matches were played this season, and players continue to perform well.

The 58 Hubs and 12 RPCs played a knock-out tournament over the six months. In April 2022, the CSA High-Performance Centre in Pretoria hosted the top 6 Hubs/RPCs that qualified for the final stage.

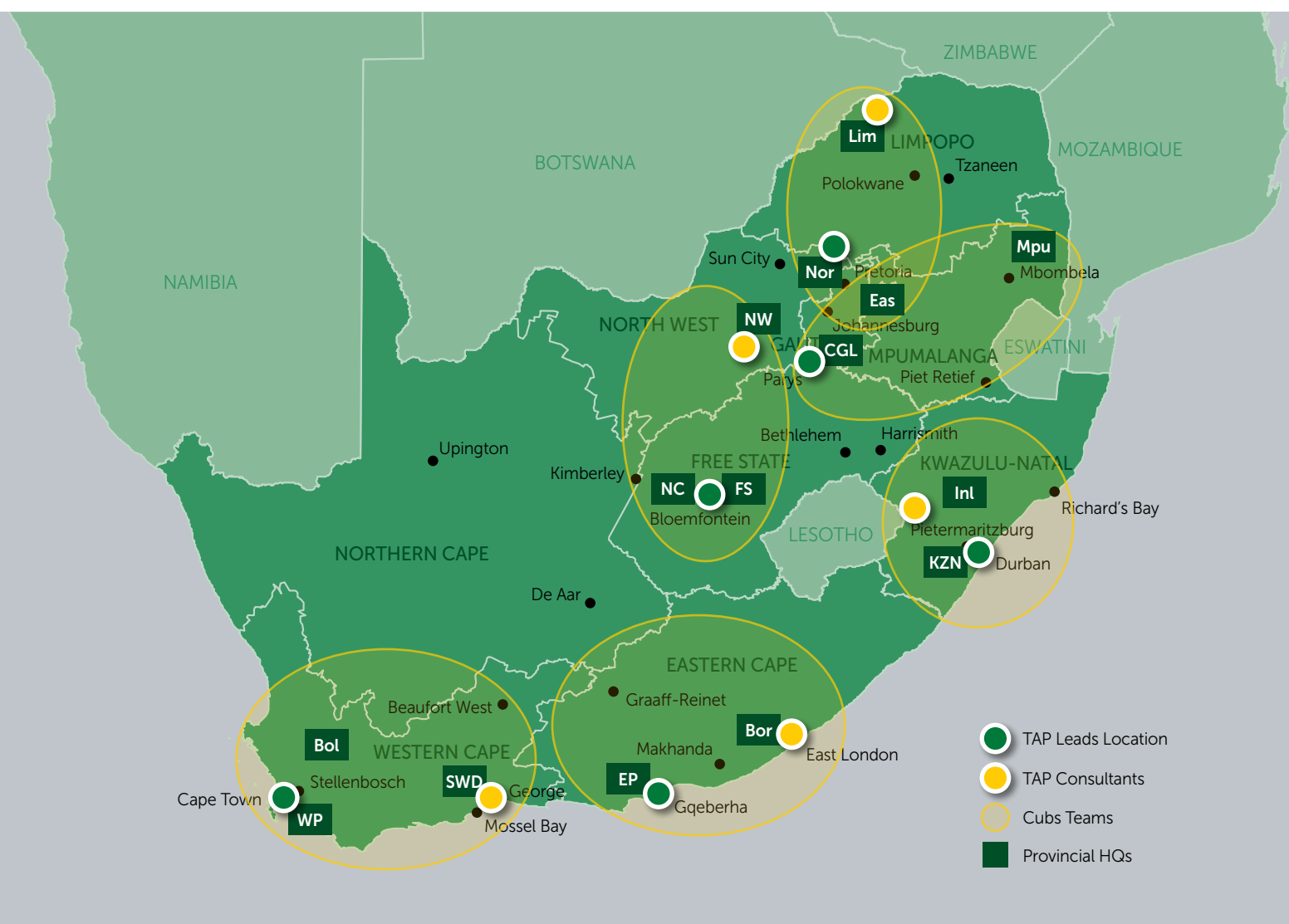
TALENT ACCELERATION PROGRAMME (TAP)

The U17 Regional Camps had to be curtailed to two camps on Coastal and Regional bases in Pretoria and Gqeberha due to the Covid-19 pandemic. The Camps were also used to support the South African Under 19 players in preparing for the ICC U19 World Cup.

The Under 16 TAP camp for Black African players once again occurred at Fort Hare University in the Eastern Cape. Nineteen (19) players attended the event, where the National Coaches and selectors assessed them. Kwena Maphaka (15 years old) is the youngest player identified and selected for the South African U19 team that attended the ICC U19 World Cup 2022.

The TAP programme was adjusted to ensure that Talent Leads and Consultants cover the entire cricket landscape following the implementation of the new Provincial Domestic Professional structure. A new region was also established to strengthen the selection process for the six Cubs Teams.

The annual CSA Cubs week took place in January 2022 in Stellenbosch. The Regional KZN side won the tournament. The national selectors were present and identified players for further Camps and U19 Teams in preparation for the 2024 ICC U19 World Cup.



CLUB CRICKET

Increasingly, club cricket is becoming an important feeder for the new domestic structure. The number of professional players participating in club matches is increasing. To ensure the quality preparation of facilities, CSA encourages its Members' premier leagues to enter into service-level agreements with facility owners.

Cricket South Africa hosted the T20 Community Cup in Pretoria from 21–24 April 2022. The SA Rural XI was the sixth team to qualify for the final stages of the competition, joining five community clubs. The Eastern Cape playoffs were disqualified because teams were not compliant with the rules and regulations of the competition.

12 919 fixtures were completed at the Member level during the 2021/22 cricket season. 41 496 players

registered during the season, with 823 clubs and 2 712 teams, including 1 629 male teams, 204 female teams and 879 junior teams.

Clubs with Blue Flag Status have contributed to the objectives and aims of CSA's Presidential Plan by requiring minimum support to run an effective cricket pipeline. The criteria used to determine Blue Flag status, include - its administrative capability, adequate facilities, and a minimum number of teams.

Affiliate registered clubs must complete a Club Quality Index (CQI) form to determine their status. CSA's Club Cricket Quality Index (CQI) serves as a guide or reference to determine a registered club's status in driving the CSA's Presidential Plan club cricket objectives. A club must score 90% on the CQI to achieve Blue Flag Status.

Blue flag club status was awarded to an additional 13 clubs, bringing the number of approved Blue Flag clubs to 34 in the country - University of the Witwatersrand Cricket Club, Wanderers Cricket Club (Central Gauteng Lions), United Brothers Cricket Club (Eastern Province Cricket), Kwa Thema Cricket Club (Easterns Cricket), Central University of Technology Cricket Club (Free State Cricket), Howick Cricket Club, Lancashire Cricket Club (KZN Inland), Nkowankowa Cricket Club (Limpopo Cricket), Sasol Cricket Club (Mpumalanga Cricket), Ikageng Cricket Club, The Geek Academy Cricket Club (North West Cricket), Yorkshire Cricket Club (Northern Cape Cricket), Rylands Cricket Club, Victoria Cricket Club (Western Province Cricket Association).

Total Clubs						823
Settlement type	90+	70-89	50-69	30-49	0-30	
Township (Rural)	4	34	118	166	46	368 45%
Township (Urban)	13	50	88	67	6	224 27%
Suburban	16	87	79	38	5	225 27%
Farm	0	0	1	4	0	5 1%
Settlement types loaded	33	171	286	275	57	822
	4%	21%	35%	33%	7%	

13 464

Planned No. of fixtures

12 919

Current fixtures complete

96%

Completion %

	Total Clubs	0-30		30-50		50-70		70-89		90+	
2019/20	851	32	4%	313	37%	296	35%	180	21%	20	2%
2020/21	815	62	7%	280	34%	288	35%	165	20%	33	4%
2021/22	823	57	7%	273	33%	286	35%	171	21%	33	4%

TERTIARY CRICKET - USSA TOURNAMENTS

As with all other spheres, tertiary cricket was adversely affected by Covid-19, however, the USSA tournament did take place in December 2021. Despite the A and B Tournaments being held in Gqeberha and George, both were curtailed for various reasons. Due to the lack of promotion-relegation, some teams decided not to participate. A positive Covid-19 test before the event caused some teams to withdraw, while others felt unprepared for competitive cricket.

The University of Pretoria was declared the 2021 champion. The USSA champions qualify to participate in the International Varsity Campus T20 Cricket tournament. Due to Covid-19, this tournament has not been played since 2019.

For the 2022/23 season both USSA A and B tournaments, as well as a newly formed Varsity Sports festival will take place in October and December 2022.

WOMEN'S CRICKET

To improve the support provided to the Women's Cricket pathway at Provincial and High-Performance levels, CSA approved a budget which allowed for 40 (10 High Performance and 30 Semi-Professional) women players to be contracted in the women's pathway. Using these strategies, we aim to improve access to and enhance the performance of identified talent, accelerate the development of those skills, develop the base for selecting Momentum Proteas players and have a pool of players with a clear focus on cricket.

Members can participate in this initiative at regional camps and pipeline squads within their regions. The Player Performance Plan significantly addressed equipment, education, and medical needs for identified provincial girls' and women's players.



MANUFACTURED CAPITAL

Cricket Stadiums, hubs, regional performance centres, and academies supporting cricket activities are among the manufactured capital resources of CSA.

The stadiums, high-performance centres, hubs, and regional performance centres manufactured by CSA generate revenue and entertainment for fans. Cricket also provides opportunities for cricketers to develop their skills at all levels, from grassroots to international.

“ The Newlands Cricket Ground Mixed Used Precinct Project (“NCG Project”) is on track for completion in 2022.

Despite challenging market conditions, the NCG Project is progressing well due to hands-on Co-Owners (Sanlam and WPCA Property Holdings) and a dedicated Professional Team.

During the current construction phase, weather-related delays and the Covid-19 pandemic resulted in the planned completion date of 1 January 2021 being pushed back to the end of July 2022. Similarly, the pandemic has profoundly impacted the commercial rental market, resulting in a decision to delay the construction of the Campground facing building until a suitable tenant can be found.

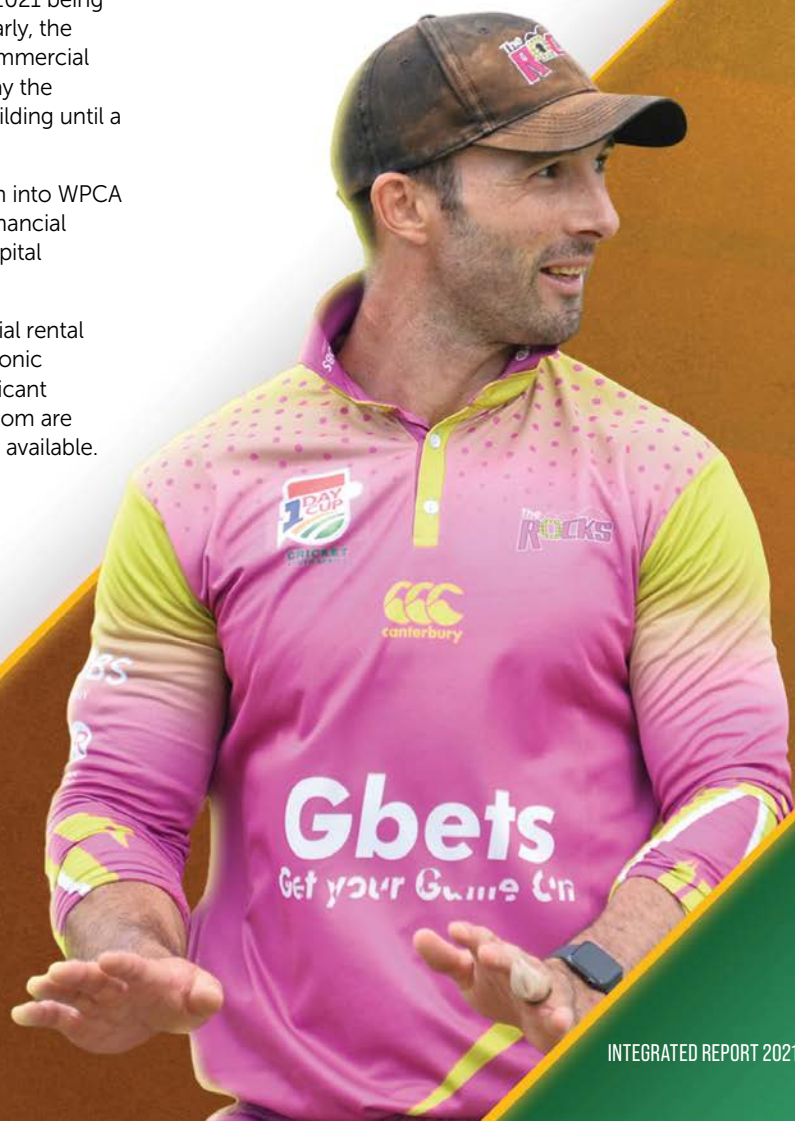
As part of CSA’s R30 million capital injection into WPCA Property Holdings over the course of the financial year under review, WPCA met its revised capital commitment of 49%.

Notwithstanding the challenging commercial rental market conditions, the very nature of the iconic Newlands Cricket Ground still solicits significant interest from potential tenants, many of whom are considering leasing proposals for the space available.

Pieter Malan is GBets Rocks opening batter and was recognised as the 2021/22 CSA T20 Challenge Player of the Season.

Two anchor tenants, namely ADvTECH and CPUT, have occupied their respective lease areas, with ADvTECH occupying 7 800m² to house a Varsity College and CPUT 2 700m² to accommodate its Sports Management Faculty. The finalisation of the Newlands Cricket Experience and Wicket Hall is progressing well, with occupation scheduled for the latter half of 2022.

After the financial year-end, two tenants occupied space in the Snakepit Building, with Workshop 17, in collaboration with the Co-owners opening its doors to approximately 2 200m² of co-working space and Kuda Technology taking up 1 100m² of office space. Once complete, the NCG will boast a bustling office, educational campus, cafes, and restaurants and approximately 800 parking bays.





INTELLECTUAL CAPITAL

CSA's intellectual capital includes its brands and Proteas brand. A CSA branding strategy gives voice to the organisation, promotes its vision, and facilitates financial support by attracting sponsors and partners. Human capital and data systems allow us to operate at optimal levels of efficiency.

CSA must remain sustainable, and it needs to maintain its brand and reputation as well as its financial health. By growing our intellectual capital and reinventing ourselves, we can deliver on our promises and remain resilient.

Based on current events in sports locally and abroad, CSA has implemented the following:

CHILD PROTECTION AND SAFEGUARDING POLICY

This policy has been adopted by the CSA Board, and its implementation will go a long way toward ensuring that all participants in the game of cricket are free from harm and abuse.

By implementing this policy, coaches and administrators alike will understand their responsibility of care to all participants and create conducive environments where cricket can be played safely.

INTRODUCTION OF ONLINE PERSONAL DEVELOPMENT PLANS

An athlete's workload, injury, and Personal Development Plan will be supported in this initiative for National, Professional, and High-Performance athletes (men and women). The tool measures, monitors, and drives individual performance benchmarks for the cricket discipline.

CSA ELITE COACH DEVELOPMENT PROGRAMME TO COMPLEMENT THE NEW PROFESSIONAL STRUCTURE

CSA envisions establishing a world-class coaching structure with appropriately qualified personnel who will ensure that CSA achieves its objective of Top 3 ranking in all formats.

The Elite Coach Development programme has started to ensure that every coach within the South African first-class professional system has a Level 4 Coaching Qualification in the next three years and is optimally equipped to create a high-performing environment, producing quality players for the National Teams.

The programme's objectives are:

- To develop self-awareness amongst all first-class coaches.
- To support each coach in developing 'self' in a bespoke manner.
- To ensure each first-class coach has a CSA Level 4 Coaching Qualification.
- To further develop each coach's technical, tactical and team management skill set.
- To ensure that all coaches understand the role and responsibilities of a first-class coach.
- To hold each accountable to the agreed standards and benchmarks for first-class coaches.



Herschell America, South West Districts fast bowler and CSA T20 Knock Out breakout star.



SOCIAL AND RELATIONSHIP CAPITAL

CSA's diverse stakeholders contribute significantly to its social and relationship capital. Our commitment to stakeholder engagement extends to communities, fans, partners, and those who support our work.

Direct and indirect stakeholder participation influences CSA's reputation and outcomes. Therefore, we shape our strategy in consultation with our stakeholders so that cricket is accessible to all South Africans and supported by them.

WOODLANDS FIELD – NORTHDALE HUB

The Northdale Hub uses the facilities at Woodlands, which is the home of the Lancashire Cricket Club. The facility is in a disadvantaged area that has been neglected by the municipality and vandalised by community members. Drug abuse and gangsterism are prevalent in the community, and playing cricket keeps the kids away from these evil elements.

Before his passing, Mr Michael Patricks, former chairman of this club, dedicated many years to developing cricket in Pietermaritzburg.

Despite the difficulties, the community works tirelessly to maintain the facility as one of the best in the province. To ensure that kids have a facility which is home to the community, players and community members volunteer their time through the club and Northdale Hub to prepare wickets, maintain outfielders, and manage the facilities.

Lancashire Cricket Club and Northdale Hub have the following facilities:

- 1 Main oval (municipality field maintained by the club)
- Functioning clubhouse, 2 change rooms and a foyer
- 6 Astro nets
- 3 Turf nets
- 1 Scoreboard

The Northdale Hub is a feeder club to Lancashire Cricket Club, a community-based club with teams in U9, U11, U13, and U15 cricket for girls and seniors.

Through a partnership with Hollywood Bets, the clubhouse has been upgraded. Community members have done the upgrades without being paid. A fence has been erected around the facility to prevent vandalism.

The net training facility is currently being upgraded. With the support of Maritzburg Engineering, the hub and club will have a far more enhanced practice facility, making it the only venue in the KZN region with six Astro nets and three turfs (grass). An effort of this magnitude is indeed commendable.



CORPORATE SOCIAL INVESTMENT



There is nothing like the camaraderie of sports to inspire, motivate, and bring people together. Teamwork, leadership, and perseverance drive us to provide access and inclusivity to communities.

In support of community development, CSA has spread support across the country.

Kemach Equipment sponsorship

In a 3-year partnership, Kemach donated twenty rollers to CSA's Hubs, Regional Performance Centres, and Focus schools. Those facilities that benefited from sponsorship have seen an improvement in the preparation of playing wickets and players' performance.

Support to ICC Africa

ICC Africa's office has sought our assistance on a couple of projects where CSA provided capacity-building exercises, which saw twenty-five delegates engage with our two Affiliates and see first-hand how our programme drivers manage CSA pathway programmes. Central Gauteng Lions and Limpopo Impala Cricket were the hosts of the seven-day visit by ICC Africa delegates.

The CSA coach education office continues to support the ICC Africa office with the education and development of coaches. Eighteen candidates from different countries attended our Level II contact training in Kigali, Rwanda, from 21–25 March 2022.

Fort Hare Cricket Academy

CSA continues to prioritise its Fort Hare Cricket Academy programme. The programme enrolls seventeen cricketers, three of whom are female. Talented cricketers are selected, and they could earn Tertiary and TVET qualifications. The programme's cricketers are developed holistically over three to four years.

A full-time head coach and administrator run the Academy. During their academic year on campus, players are accommodated at Molefe House. The programme includes life skills sessions to equip cricketers with the necessary skills. For the 2021/22 cricket season, three players were selected for the Illyathi professional team, three for the Border women's team, and eight for the Border Colts team. After good performances for the women's Border team, Nobulumko Baneti was awarded a high-performance contract.

Sunfoil Educational Trust (SET)

To help promising young cricketers develop through the CSA Pipeline while pursuing formal education and training, CSA, and Willowton Group (Sunfoil) formed the Sunfoil Education Trust. Four Trustees govern the SET, two each appointed by CSA and Sunfoil. The Trustees govern the Trust and approve deserving cricketers based on the following criteria:

- The Trustees support cricketers seeking education or training at schools or tertiary institutions.
- A bursary or support allocation should reflect that of the SA population, and
- As part of the support, SA cricket should be transformed in a meaningful way.

In partnership with MAD Leadership Foundation, CSA designed a mentoring and support programme to improve the success rate of young cricketers (bursary recipients). CSA is supported and guided by its Trustees as part of its partnership with the MAD Leadership Foundation.

Current SET Bursary holders and Academic institutions

1. Paulinah Mashishi – Tshwane University of Technology
2. Vezokuhle Mntungwa – University of Stellenbosch
3. Katlego Zwane – University of Stellenbosch
4. Mario Zacharia – Tshwane University of Technology
5. Sibusiso Maseko – Unisa
6. Busisiwe Nkosi – Varsity College
7. Karabelo Matlawe – Inscape Education
8. Wonder Mtolo – Abbotts College
9. Relesego Mothibi – Central University of Technology
10. Fumani Maluleke – University of Pretoria
11. Reitumetse Skunka – University of Witwatersrand
12. Valentine Kitime – University of Stellenbosch
13. Thabo Ndlovu – King Edward VII School
14. Connor Norman – St. Andrews Bloemfontein
15. Nsuku Mathye – Ben Vorster High School
16. Portia Zindlani – Queens High School
17. Bhuko Madela – Rondebosch High School
18. Bradley De Kock – Selborne College
19. Hlumelo Mgweba – Rondebosch High School
20. Lishan Meyer – Paul Roos Gymnasium
21. Reece du Plessis – Paarl Boys High
22. Samkhelo Lephoto – Grey College



NATURAL CAPITAL

The two main natural capital resources of CSA are energy and water. To the extent possible, CSA utilises these resources efficiently and diligently.

CSA consumes energy and water to meet its operational obligations. For South Africa to comply with international and official cricket standards, stadium grounds must consume water according to those standards. On and off the field, all operational activities consume energy. CSA and its members have implemented innovative initiatives to reduce the use of natural resources.

WANDERERS STADIUM

As utility bills continued to climb, Central Gauteng Lions (CGL) recognised this is not sustainable, especially as they were particularly hard hit by the City of Johannesburg's decision to increase its electricity tariffs. CGL are a large user of electricity, so this has a significant impact on its operating budget. CGL were fortunate to have secured sponsorship of diesel from Masana Fuels for three years, which alleviates the effects of increased electricity and diesel costs for them.

CGL remains committed to sourcing renewable energy to reduce its reliance on the grid and to bring costs down. Solar Saver's Photovoltaic (PV)-system contributed to the utility bills; however, since the system is grid-tied without a storage capacity and the facility consumes a great deal of electricity, it cannot handle the entire load.

CGL's partnership with Reonet to reduce water consumption has shown incredible returns and continues to bear fruit. The water-saving system (effectively a leak detection system) has been further enhanced by introducing zonal metres to locate water leaks more accurately. Furthermore, borehole water utilised on the playing surface has proved an effective cost-saving initiative.



Tazmin Brits who plays for the North West Dragons and is a Momentum Proteas top-order batter was awarded the CSA Women's Provincial Player of the Year award.

INCLUSIVE CRICKET

Cricket is South Africa's favourite sport which unites all South Africans. Throughout our diversity and inclusion initiatives, we strive to ensure that every South African instinctively knows cricket is their game. CSA is committed to systemic change through its cricketing structures, such as its youth programmes and national squads. All South Africans benefit from these opportunities and support.

As an organisation, CSA can only achieve its vision when it is active at local clubs and schools, by being active in cricket administration and cricket-related workplaces, through media coverage, promotion, and broadcasting of the game, and when it has women and men representative teams.

TRANSFORMATION STATEMENT

All South Africans, within and beyond the boundaries of the cricket field, must have access to fair opportunities and support. Financial revenue, intellectual capital, human capital, and talent all play a role in the sustainability of the business. This ensures CSA's sustainability, relevance, and competitiveness. Through its cricketing structures and grassroots as the entry point, CSA believes in the systematic transformation of the sport.

Cricket's transformation goals seek to redress imbalances from the past by tracking transformation dimensions across the whole business. The government and private sector will be engaged in multisectoral arrangements to improve access, like the cricket facility at Itokisetseng Farm School near Wesselsbron. For this initiative, CSA partners include Senwes Spinners, the Department of Basic Education, and the Free State Cricket Union.

To ensure fair opportunity, CSA will engage relevant stakeholders on the Board-approved targets and share information on how the respective areas are progressing. For the year under review, the Multidimensional National Barometer declined to 66%. Below is a summary of the 43 dimensions on which cricket is measured.

Number of dimensions listed for measuring transformation	43
Number in which dimensions forecasts were made	41
Number of dimensions where forecasts were attained	27
Number of dimensions stymied by Covid-19	6
Number of dimensions where forecasts were not attained	8
Overall score attained ex Covid-19 impact (ex B-BBEE)	66%
Overall score attained including Covid-19 impact	77%

Although the DSAC's official evaluation is not expected until April 2023, CSA is expected to pass the EPG Scorecard for this year.

Inclusivity is a core pillar of CSA's five-year strategic goals and Cricket Development is at the heart of transforming people's lives and unearthing talent in disadvantaged communities.

CSA received support from SASCO and the government to host the inaugural ICC U19 Women's T20 World Cup and senior ICC Women's T20 World Cup in 2023. We are pleased to report that South Africa will host the ICC's flagship 50-over Cricket World Cup in 2027. Cricket development programmes are always placed at the heart of event legacies. Various opportunities will create momentum for community upliftment initiatives.

The table that follows indicates CSA's transformation strategy, where CSA will leverage impact for all our stakeholders.



Mpumelelo Mashiloane plays for Kwa-Thema Cricket Hub, having benefited from the CSA Hubs and RPCs that form part of CSA's cricket pipeline.

TRANSFORMATION STRATEGY AND TACTICS 2020-2024

	Type	Areas of Focus	Policies	Procedures and Protocols	Strategies	Reports	Interventions
1.1	Regulatory Influence	Governance/ Companies Act	CSA MOI	Write, communicate, monitor, develop systems and take remedial action Good Governance	Regular Member engagement	Report concerns to EXCO/Board	Appoint mediators where needed
		National Sports and Recreation Act No. 110 of 1998 (as amended) SRSA National Sports Plan White Paper	EPG undertaking EPG Barometer	Fair opportunity Participation/growth Human Capital Development	Geopolitical Alignment Quality of Opportunity Monitor EPG forecast Skills development report	Report concerns to EXCO/Board	Follow up with CSA Members. Visit where needed
		Government Departments	SRSA/DBE Ops Agreement	Meet government regulatory frameworks	Regular engagement	Updates	Provide written and verbal updates
		SASCOC	MOI/ Membership	Regular reporting on member data, Geopolitical alignment	Quarterly Council meetings	Updates	Provide written and verbal updates
1.2	CSA Management	Cricket Development Programmes at all levels	Presidential Plan	Monitor Member match with Regional Academies (UFH)	Hubs and RPC's (DBE/ SRSA) National Cricket weeks	Report concerns to EXCO/Board	Impact analysis reports and feedback
		Allocation of Funds	SLA	Strategic Transformation Fund Activity Based Funding (ABF)	Analysis of application against need and impact	Report concerns to EXCO/Board	Impact analysis reports and feedback
		Selection of Teams at all levels	Selection Policy	Set criteria Engage Selection Committee	Performax tracking	Q of O Reports	Analysis and report to Coaches and TransCom
		Employment of Staff	Employment Equity Human Resource	Recruitment and EE Policies	Evaluate Member Barometer on Transformation	Report concerns to EXCO/Board	Communicate remedial action
		Procurement: Goods and Services	BBBEE	Fraxion Asset Register	Member BBBEE Certification	Report concerns to EXCO/Board	Monitor, take remedial action
1.3	CSA and Member	Appointment of Staff at Affiliates and Associates	Employment Equity	Transformation Barometer in place. Tracker for monitoring.	Evaluate Member Barometer on Transformation	Report concerns to EXCO/Board	Communicate concern and monitor change
		Appointment of Coaches, Match Officials, Support Staff at all levels	Employment Equity	Transformation Barometer in place. Tracker for monitoring.	Evaluate Member Barometer on Transformation	Report concerns to EXCO/Board	Monitor, take remedial action
1.4	CSA Member	Integrated Transformation Data base structure	CSA Strategic Transformation Charter	Peformax updates, tracking and reporting	Peformax Data base	Report concerns to EXCO/Board	Write, communicate, monitor, take remedial action
		Setting and Reviewing Transformation Targets for each Transformation Dimension	CSA Strategic Transformation Charter	Transformation Barometer in place. Tracker for monitoring.	Transformation Indabas to evaluate and set new targets	Report concerns to EXCO/Board	Write, communicate, monitor, take remedial action
		Receiving Quarterly Feedback on each Transformation Dimension	CSA Strategic Transformation Charter	Transformation Barometer in place. Tracker for monitoring.	Evaluate Member Barometer on Transformation	Report concerns to EXCO/Board	Write, communicate, monitor, take remedial action
1.5	Transformation Office	Annual reporting and feedback system and a prognosis of future performance levels	CSA Strategic Transformation Charter	Transformation Barometer in place. Tracker for monitoring.	Collate comprehensive report based on CSA and Member Barometers	Report concerns to EXCO/Board	Write, communicate, monitor, take remedial action

CSA TRANSFORMATION STRATEGIC OBJECTIVES

Cricket undergoes constant changes due to its dynamic nature. The transformation programme identifies, develops, and retains talented amateurs and professionals.

CSA Transformation involves six objectives, each with a specific outcome.

1. ACCESS

An increase in stakeholder participation.

2. SKILLS AND CAPACITY

Effective pipeline (players, match officials and administration).

3. DEMOGRAPHIC PROFILE

Representative of South Africa's society.

4. PERFORMANCE

Excellence in all spheres of the business.

5. GOVERNMENT PRIORITIES

Promote government programmes, such as school sports, social cohesion, sports tourism, and global sports events.

6. GOOD GOVERNANCE

Accountability and transparency at all levels.

Improved Access – Presidential Employment Stimulus Programme (PESP)

CSA secured the National Youth Service Development Agency (NYSDA) job creation grant to achieve the social and corporate values as outlined in Schedule 4(3) of the MOI of September 2021. Over the past six months, almost 2 800 youth have benefited from this programme.

CSA Hub managers responded enthusiastically to this opportunity which will equip them with fourth industrial revolution (4IR) tools to register, report and track the project progress. Beneficiaries will be placed in the following job categories:

- Junior Coaching
- Club/Schools Administration
- Groundsmen and facility maintenance
- Safeguarding, facility management on aspects of SASREA
- Youth Educational Support (School-in-a-box) programme

Nathan Engelbrecht the Rural CSA XI and Boland Cricket opener, was named the Batter of the Tournament at the 2022 CSA T20 Community Cup



Player selection – Senior Men

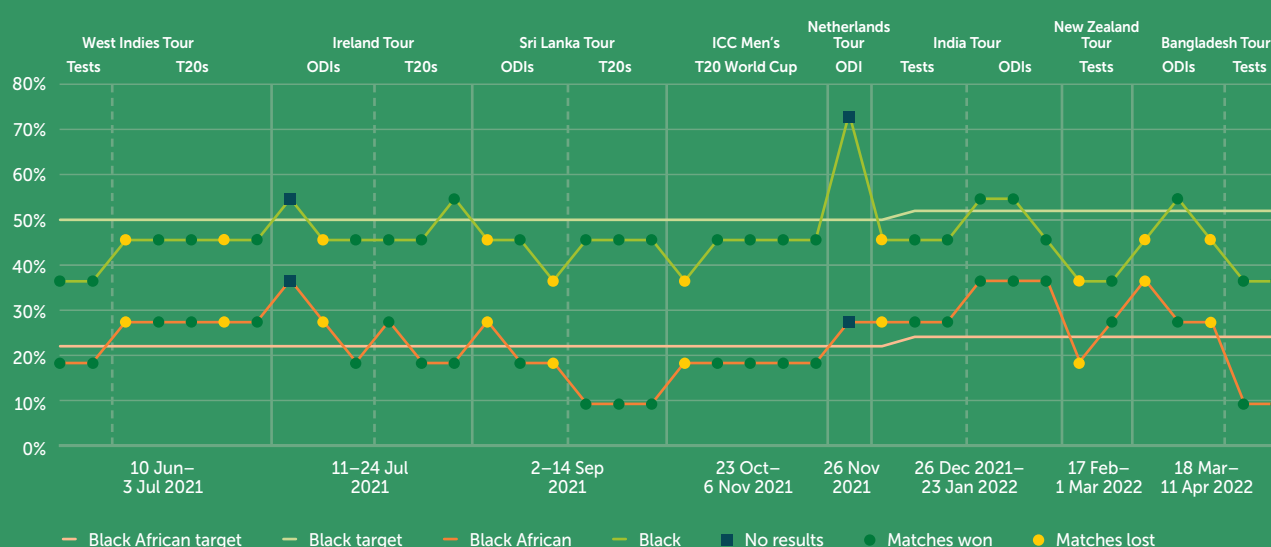
Across all formats, the Senior Men's National Team played 38 matches. Five of these matches were in the ICC WT20 held in the United Arab Emirates and Oman.

The Senior Men's Team achieved 45% against the board approved self-set target of 52% for Black representation. They achieved 23% against the self-set target of 24% for Black African representation. This shortfall was influenced by the drop in representivity when established players were unavailable for selection.

TOTAL DEMOGRAPHIC SELECTIONS PATTERNS FOR 2021/22

Male Selection and Performance Trends: 2021/22 Season (10 Jun 2021–11 Apr 2022)

Number of matches played: **38**



SUMMARY OF DEMOGRAPHIC REPRESENTIVITY AND SELECTIONS 2021/22

	No. of playing opportunities	
Black African	96	23%
Coloured	37	9%
Indian	57	13%
White	228	55%
Total	418	

SUMMARY OF RESULTS: 2021/22

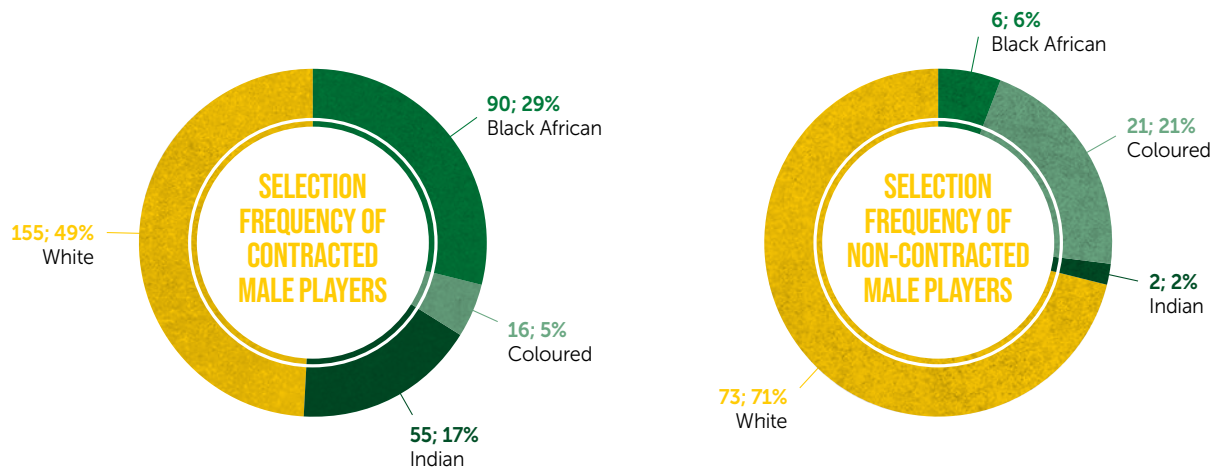
	No. of matches	
Won	26	73%
Lost	10	28%
Draw	0	0%
No results	2	

A win ratio of 73% was attained, including the ICC T20 WC, where the win ratio was 80%. These results overshadow the results attained in the previous season.

As of 30 April 2022:

- South Africa was ranked in 1st position in the ICC World Test Championship.
- ICC Top 10 Test Player Ranking
 - Bowling – K Rabada (6)
- In the ODI team rankings, SA ranked in the 5th position
- ICC Top 10 ODI Player Ranking
 - Batting – Q de Kock (5); R van der Dussen (8)
 - Bowling – nil
- In the T20 team rankings, SA ranked in the 5th position
- ICC Top 10 T20 Player Ranking
 - Batting – A Markram (2); R van der Dussen (7)
 - Bowling – A Nortje (7)

Out of 418 playing opportunities in the 2021/22 season, representation per race group was 228 playing opportunities to White players, 96 playing opportunities to Black African players, 57 playing opportunities to Indian players, and 37 playing opportunities to Coloured players. In 79% of scheduled matches, six or more white players were selected from both contracted and non-contracted players.



Player selection – Senior Women

The Senior Women's National Team played a total of 20 ODIs and T20s. Eight of these matches were in the ICC WWC held in New Zealand in March 2022.

The Senior Women's Team achieved 50% against the board-approved self-set target of 52% for Black representation. They achieved 23% against the self-set target of 24% for Black African representation. Selection consistency and the retention of the tried and trusted combinations led to outstanding results on the field of play. The Women Proteas progressed to the semi-final of this global competition.

TOTAL DEMOGRAPHIC SELECTIONS PATTERNS FOR 2021/22

Protea Women's Team Representivity: 2021/22 Season (31 Aug 2021–31 Mar 2022)

Number of matches played: 20



SUMMARY OF DEMOGRAPHIC SELECTIONS 2021/22

	No. of playing opportunities	
Black African	51	23%
Coloured	28	13%
Indian	31	14%
White	110	50%
Total	220	

SUMMARY OF RESULTS: 2021/22

	No. of matches	
Won	12	71%
Lost	4	24%
Draw	1	6%
No results	3	

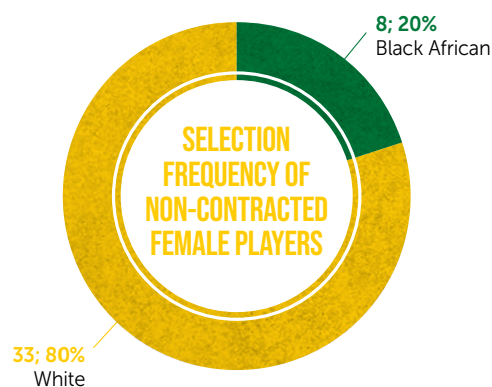
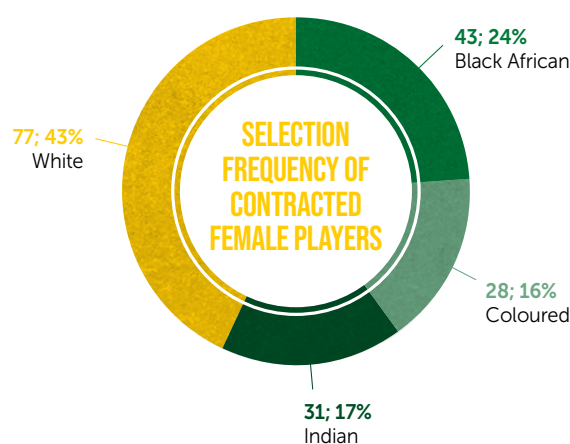
A win ratio of 71% was attained, including the ICC WWC, where the win ratio was 72%.

As of 30 April 2022:

- In the ODI team rankings, SA ranked in the 2nd position
- ICC Top 10 ODI Player Ranking:
 - Batting – L Wolvaardt (4)
 - Bowling – S Ismail (1); M Kapp (6)
 - All Rounder – M Kapp (3)
- In the T20 team rankings, SA ranked in the 5th position
- ICC Top 10 T20 Player Ranking:
 - Batting – L Lee (9)
 - Bowling – S Ismail (2)

Out of 220 playing opportunities in the 2021/22 season, representation per race group was 110 playing opportunities to White players, 51 playing opportunities to Black Africans players, 31 playing opportunities to Indian players, and 28 playing opportunities to Coloured players.

The demographic representation within the women's national team met the Board-approved targets for Black and Black Africans, respectively, on eight occasions and the full target for both on five occasions out of the twenty selection occasions. The selections made from contracted players are weighted in favour of Black players.



Player selection – SA U19 National Team

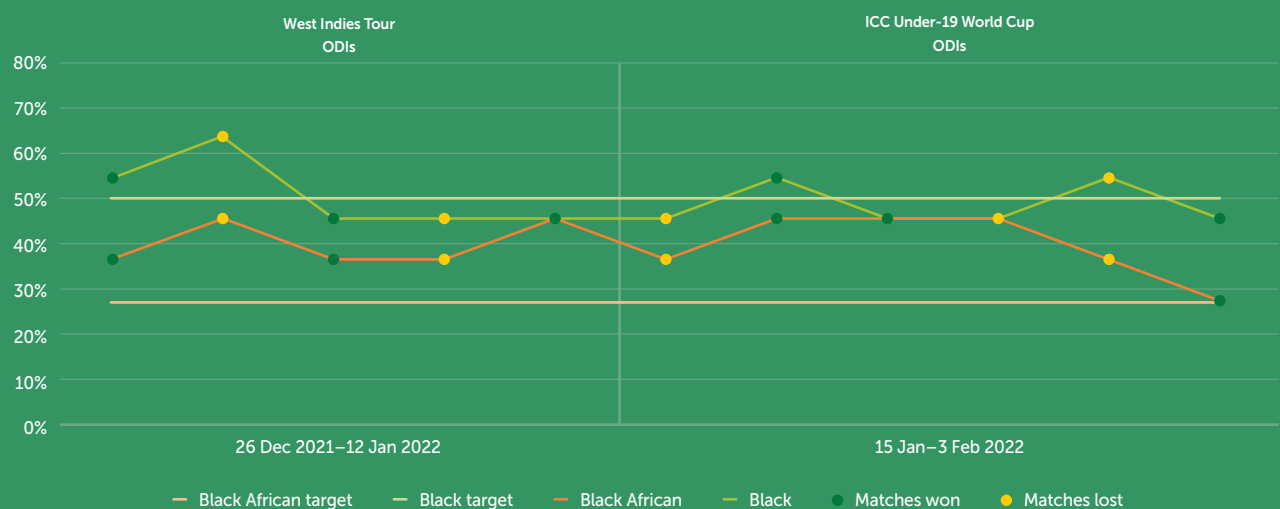
The **SA U19 National Team** was engaged in eleven matches, five of which were in preparation for the ICC U19 Cricket World Cup in the West Indies. This team won their away bilateral 50-over series against the West Indies with a margin of 2–3.

The selection consistency indicates that the team clarified the roles of its players. The consistency in the top-order batting revealed clear player role definitions. This is further illustrated in Table 2, which refers to the number of games played.

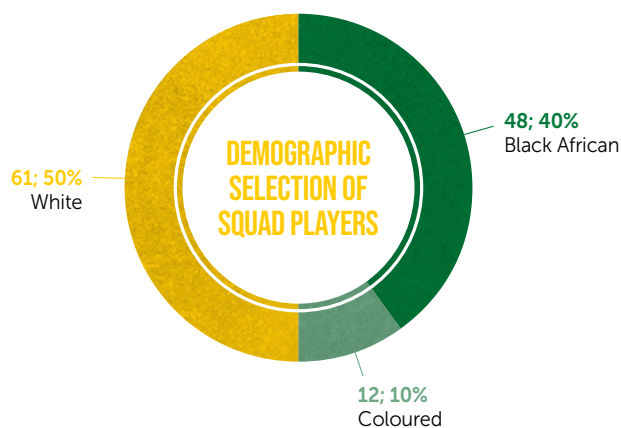
TOTAL DEMOGRAPHIC SELECTIONS PATTERNS FOR 2021/22

Under-19 Team Representivity: 2021/22 Season (26 Dec 2021–3 Feb 2022)

International matches played: **11**



The SA U19 Team achieved 50% against the board-approved self-set target of 52% for Black representation. They achieved 40% against the self-set target of 27% for Black African representation. The U19 team did not progress to the playoffs of the ICC U19 CWC event.



SUMMARY OF DEMOGRAPHIC SELECTIONS 2021/22

	No. of playing opportunities	
Black African	48	40%
Coloured	12	10%
Indian	0	0%
White	61	50%
Total	121	

SUMMARY OF RESULTS: 2021/22

	No. of matches	
Won	6	55%
Lost	5	45%
Draw	0	0%
No results	0	

The SA U19 Team attained a win ratio of 55%, which included the ICC U19 CWC, where the win ratio was 50%.

We can see the value of the SA U19 programme as a talent incubator if one considers that nine of the extended squad of seventeen players (53%) have moved into Tier 1 professional cricket. These players have been distributed to seven of the eight Tier 1 teams, indicating the importance of the SA U19 system in developing players.

It is, therefore, crucial to support and strengthen the SA U19 cohort, so that young talent is appropriately tracked, ensuring that this stage is seen as an entry point into professional cricket. A well-rounded SA U19 system should benefit the revised Domestic Cricket System. Dewald Brevis was nominated as the ICC Player of the U19 Cricket World Cup.

Players with disabilities

CSA has implemented critical improvements for players with disabilities to have equitable access and ensure success in cricket.

Cricket South Africa annually provides administration fees, member subsidies to disability entities, and international participation fees over a three-year cycle.

Blind Cricket

In February and March of 2022, Blind Cricket South Africa embarked on an outbound tour to Pakistan. During their tour, they played in three 50-over and three T20-over formats. They lost 3–0 in both formats but gained much-needed international experience in preparing for the 2022 World Cup to be held in India from 17 November 2022 to 7 December 2022. Various training camps followed the National tournament, which was held in September 2021.

Central Gauteng Lions hosted a national tournament from 4 to 7 October 2021. Teams participating in the tournament included: Border Lions Blind Cricket (BLBC), Central Gauteng Lions Blind Cricket (CGLBC), Free State Blind Cricket (FSBC), KwaZulu-Natal Blind Cricket (KZN BC), Northerns Blind Cricket (NBC), Limpopo Novus Blind Cricket (LNBC).

Deaf Cricket

As a result of adverse weather conditions, the first interprovincial tournament of the Deaf Cricket Association of South Africa was cancelled in Kroonstad from 3–6 December 2021. The tournament was rescheduled in Kroonstad for May 2022. During the tournament, a training squad was selected for the Champions Trophy in Dubai from 23 September to 2 October 2022.

Intellectually impaired

Two training camps were held by South African Sport for the Intellectually Impaired (SASII) with a selected squad of players during the 2021/22 cricket season. Camps were held in Pietermaritzburg from 25–29 November 2021 and in Kimberley from 8–10 April 2022. A national tournament was held in Mpumalanga in September 2022, as SASII is a multi-coded sports body that caters to summer and winter codes.



Buhle Bhidla is the Central Gauteng Lions Blind Cricket and Blind SA Cricket captain.

SOCIAL JUSTICE AND NATION-BUILDING

CSA launched Cricket for Social Justice and Nation Building (SJN) to address racism, discrimination, and feelings of exclusion in the sport.

The Office of the Transformation Ombudsman (OTO), Adv. Dumisa Ntsebeza SC, presented his report to the CSA Board on 10 December 2021. The report containing the investigation findings was shared with stakeholders on 15 December 2021, including the Minister, the Portfolio Committee, SASCO, and the implicated individuals.

Following the oral hearings and submissions, the OTO compiled its report on racial discrimination since unification 30 years ago, its causes, nature, and extent. The hearings process was expected to last four months but was extended to over six months at the OTO's request. CSA made available extensive legal and other resources for this process, spending more than R7.5 million.

The final report explained that "definite findings" could not be made as the issues were not fully ventilated. However, the findings in the report were described as "tentative", and where appropriate, it recommended that further formal processes should be considered.

CSA RESPONSE

CSA's Board has initiated formal inquiries following the OTO findings into CSA employees, suppliers, and contractors implicated in the SJN report. In compliance with South Africa's labour legislation and the Constitution, the Board treated allegations of racism and discrimination with the utmost seriousness.

Below are the key findings the OTO made from the SJN Hearings. CSA carefully unpacked this issue and consolidated a comprehensive response. This response aims to clarify these findings and propose appropriate recommendations for resolving all the substantive issues.

What was observed	What we want	Proposed remedial action	Outcome of implementation plan
Ineffective grievance procedure	Robust grievance practice	Policy review and alignment Awareness training Member-level adoption Monitoring and feedback	Improved trust in the grievance procedure
Gender disparity and sexism	Promotion of women's cricket	Policy review and alignment Funding/commercialisation Development programmes Monitoring and feedback	Gender equity
Lack of social/cultural integration based on race	Culture of diversity and inclusion	Awareness training Change management Member-level adoption	Culture based on human dignity, universality, non-sexism, non-racialism, and non-discrimination
Lack of opportunities for black players and coaches	Effective talent management	Development programmes Performance management	Parity of opportunities
Discriminatory remuneration and benefits practices based on race	Fair remuneration	Policy review and alignment Member-level adoption Monitoring and feedback Awareness training	Remuneration transparency
Lack of facilities development	Facilities development	Development programmes Facilities plan	Improved access to facilities
Unfair selection process based on race	Fair selection practices	Policy review and alignment Member-level adoption Monitoring and feedback	Selection transparency and fairness
Recruitment irregularities	Fair recruitment practices	Policy review and alignment Member-level adoption Monitoring and feedback	Recruitment transparency and fairness

THE WAY FORWARD

The Board members appreciated the OTO's insight and recommendations and agreed that cricket's issues are a complex interaction of multiple factors stemming from the country's history of institutionalised racism and discrimination.

Although many of the incidents highlighted are historical, CSA and its Members will take appropriate remedial actions where necessary.

A five-year strategic plan has been developed for CSA and has incorporated the SJN learnings. CSA has identified three key pillars: **Access, Excellence and Inclusivity**.

CSA will also focus on addressing structural deficiencies in cricket to prevent recurrences or to ensure they are handled quickly and effectively if they do occur.

While the SJN process helped individuals look back on their painful experiences, an important aspect of the process was to become aware that cricket is not immune from what is happening in broader society. We have come a long way in addressing discrimination and fairness with various initiatives and policies in sports. Still, we must ensure that our reporting system is modernised to address matters as they occur.

As a country, we must continually educate all people in our cricket ecosystem about our history and the role cricket plays in creating hope for the future.

The OTO report is available on CSA's website – www.cricket.co.za

Ryan Rickelton,
DP World Lions and Proteas
wicketkeeper/batsman, who
picked up the Division 1
4-Day Domestic Series Player
of the Season.



BOWLING OVER OUR COMMUNITY

CSA is committed to providing access, attraction, and retention to all South Africans with its aim of building an inclusive pathway structure.

KFC MINI-CRICKET – GETTING KIDS ACTIVE

CSA celebrates 40 years of the Mini-Cricket programme during the 2022/23 season. In CSA's development pathway, Mini-Cricket is undoubtedly the most catalytic programme. For every aspiring cricketer, it must be a fun and inspiring experience that promotes recreation, teamwork, sportsmanship, and the desire to excel. We would be unable to achieve this milestone without the support of the volunteers and schools who provide over 125 000 cricketers with real sporting opportunities each year.

The KFC Mini-Cricket National Seminar took place from 3 to 6 October 2021 at Zebula Golf Estate and Spa in Limpopo. All coaches were thanked during the seminars, and schools were encouraged to continue rolling out the programme. We are focusing our efforts on recovering lost ground after Covid-19. Except for KwaZulu-Natal Coastal and Inland, which did not host festivals due to the floods, all CSA Members met their provincial seminar and festival obligations.

The future focus will be on returning to basics and playing matches with the following targets:

- Playing 80 000 matches.
- Set a continental record by playing 5 000 matches nationally simultaneously.
- National Seminar will be hosted in Sun City as part of the celebrations.

A young boy with short dark hair is running towards the viewer. He is wearing a white KFC Mini-Cricket jersey with red sleeves and a red KFC logo on the chest. He is also wearing white shorts and white socks. He is holding a white cricket bat with a red handle. The background is a stylized graphic with green and yellow diagonal stripes.

The KFC Mini-Cricket programme helps this future star to achieve his goals.

MESO CRICKET

CSA is rolling out the initiative to 430 schools that are part of Hubs/RPC feeder schools in the townships as part of the NYS project.

The Meso Cricket programme has the following objectives:



SCHOOLS' CRICKET

As of January 2022, all leagues have resumed close to their normal capacity, despite the pandemic's massive impact on actual cricket played.

The systems review of school cricket has been approved by CSA and is now in the implementation phase.

The governance component of the Schools Cricket System Review was implemented at the SA Schools Cricket Annual General Meeting held after the end of the financial year.

Despite severe Covid-19 restrictions, the first U16 and U19 national tournaments took place in December 2021 and were successful. The Regional Tournaments for Boys and Girls U13 and U15 were cancelled due to the pandemic.

SKILLS DEVELOPMENT

To advance quality cricket, CSA implemented skills development initiatives nationwide.

COACH EDUCATION

Level IV Coaching Course

The coach education office was able to roll out some important activities during the 2021/22 season.

We had 21 coaches sign up for the Level IV course programme, which was the season's highlight. The revised professional structure saw 15 professional coaches appointed to head coach positions, necessitating a Level IV programme to ensure all coaches are prepared to meet the expectations of first-class cricket coaches. The course covers four major modules, which include – (1) Team Culture, (2) Leadership, (3) Management, and (4) Coaching Practices in a High-Performance Environment.

Match Officials

Formal courses and forums for Match officials (umpires and scorers) were severely impacted by the Covid-19 pandemic.

CSA approached these challenges with the strategies described below:

1. Ensured all associations nationwide had at least one certified head trainer and one certified assistant trainer to conduct more training courses, including refresher and development courses for existing Members.
2. CSA committed to upskilling 30% of the least qualified officials by the end of the season.
3. Member-nominated match officials had to meet minimum criteria to officiate at the national age-group weeks.
4. Our Elite Panel Umpires can assist in skills transfers and knowledge sharing through training courses, refresher courses, webinars, and workshops.

Provincial Academy and Coaching Framework

More than 130 contracted players are enrolled in formal education or training programmes. The programme provides these players with life skills to cater for their needs and develop their skills.

Players in the academy undergo a thorough needs assessment. Based on the needs assessment results, a practical plan is developed that provides the best potential for success at every level in the pipeline. Several academy players progressed to Division 1 and 2 during the past season, creating a pathway within the CSA pipeline. In the Member Academies, the female intake increased from 11% to 13%.

Male				Female				Total
A	C	I	W	A	C	I	W	
50	16	8	39	9	4	0	4	130
38%	12%	6%	30%	7%	3%	0%	3%	
87%				13%				

GOVERNANCE

GOVERNANCE FRAMEWORK

As a non-profit company, Cricket South Africa is subject to the corporate governance, disclosure, and other legal requirements of the Companies Act, No. 71 of 2008. Although not obliged to do so, CSA applies most of the King Code of Governance Principles (King IV Code).

The Board considers sound corporate governance structures and processes as pivotal in delivering responsible and sustainable growth in the sport of cricket and the business of CSA in the interests of all stakeholders.

These governance structures and processes are reviewed regularly by the Board and, where necessary, are adapted to reflect national and international best practices.

BOARD CONSTITUTION

The MOI of the company that was adopted on 28 April 2021 requires the Board of CSA to consist of at least 13 Directors with a predominance of Independent Directors. The Director's register that follows attests to the predominantly independent Board and details the Directors' names.

Please refer to the full MOI on our website – www.cricket.co.za/csa-moi

DIRECTOR'S REGISTER

Director	Date appointed/resigned
Non-executive Directors	
LP Naidoo (Chair)*	Appointed 14 June 2021
S Budlender (Lead Independent)*	Appointed 14 June 2021
Adv. NM Arendse*	Appointed 14 June 2021
AC Hudson*	Appointed 14 June 2021
Dr DSS Lushaba*	Appointed 14 June 2021
A Ntsubane*	Appointed 14 June 2021
MS Rayner CA(SA)*	Appointed 14 June 2021
ME Ravele*	Appointed 14 June 2021
DM Govender	Appointed 14 June 2021
JM Mogodi	Appointed 14 June 2021
SF Ndzundzu	Appointed 14 June 2021
CM Nel	Appointed 14 June 2021
TI Siko	Appointed 14 June 2021
Executive Directors	
PI Moseki CA(SA)	Appointed 14 June 2021
C Janse van Rensburg	Appointed 14 June 2021 Resigned 31 July 2022
NT van der Walt CA(SA)	Appointed 1 August 2022

* Independent

BOARD RESPONSIBILITIES

The Board of Directors of CSA ("the Board") is responsible for the strategic direction of the organisation and exercises control over the affairs of CSA through the governance framework, its committees, and a system of assurance on internal controls.

BOARD SUB-COMMITTEES

To discharge its duties effectively, the CSA Board established an Audit, Governance and Risk Committee, a Nominations Committee, a Human Resource and Remuneration Committee and a Social & Ethics Committee.

- The Audit, Risk and Governance Committee is comprised only of Independent Directors.
- The Social and Ethics Committee consists of executive Directors, Non-Independent Directors, and Independent Directors, with a majority being Independent Directors.
- The Nominations Committee comprises both Non-Independent Directors and Independent Directors, with a majority being Independent Directors.
- The Remuneration Committee is represented by Non-Independent Directors and Independent Directors, with a majority being Independent Directors.

GOVERNANCE STRUCTURE



* Board Members

SOCIAL AND ETHICS COMMITTEE REPORT



The SEC provides guidance to management regarding international best practice in respect of its duties relating to social, ethics, transformation, and sustainability issues.



Adv. Norman Arendse SC
Chairman: Social and Ethics Committee

The Social and Ethics Committee ("SEC" or "committee") is a statutory committee in terms of the Companies Act. This report is prepared in compliance with the statutory requirements stipulated in the Companies Act.

MEMBERSHIP OF THE SOCIAL AND ETHICS COMMITTEE

The committee is comprised of 7 (seven) members, including the Chief Executive Officer who is a member of the committee. The composition satisfies the requirements of the Companies Act and its regulations. It also meets the higher requirements of King IV as the majority of its members are independent Non-Executive Directors. Other relevant senior managers and executives attend meetings by invitation.

COMMITTEE COMPOSITION

Adv. Norman Arendse (Chairman)
Andisa Ntsubane
Daniel Govender
Muditambi Ravele
Dr Dugmore Simosezwe Simphiwe Lushaba
Simphiwe Ndzundzu
Pholetsi Moseki (CEO)
Tjaart van der Walt (CFO)

COMMITTEE PURPOSE

The SEC is a statutory committee of the Board of Cricket South Africa NPC and is constituted in terms of section 72(4) of the Companies Act No. 71 of 2008 ("the Act") and article 27.2 of the Cricket South Africa Memorandum of Incorporation ("MOI") with due consideration of the King IV Report on Corporate Governance for South Africa, 2016 ("King IV").

The committee provides guidance to management regarding international best practice in respect of its duties relating to social, ethics, transformation, and sustainability issues.

ROLES AND RESPONSIBILITIES

The roles and responsibilities of the committee are outlined in the Companies Act and include, *inter alia* monitoring the group's activities, having regard to any relevant legislation, other legal requirements, or prevailing codes of best practice.

The committee reviewed and updated its terms of reference (TOR), which was subsequently recommended to the Board for approval. The business of the committee is governed by the approved TOR.

The committee met six (6) times this past year and had to deal with several legacy issues.

ACTIVITIES DURING THE YEAR

Focus areas	Response
Transformation and B-BBEE	- Monitoring the implementation of B-BBEE in terms of employment equity, ownership, enterprise development, and skills development. - Considering and implementing some of the recommendations emanating from the Social Justice and Nation Building (SJN) process, the Ombud's report, and any other transformation imperatives.
Safety, Health, and Environment Policy	- With the world in general, including South Africa, having adjusted in the management and response to the Covid-19 pandemic, a gradual return to office protocol and schedule has been implemented. Management will monitor and update the return to office protocol while ensuring the safety of our employees. CSA takes its duty of care to its staff very seriously, and all applicable regulations and the health and safety of staff (both physical and mental) will remain a priority, as staff return to the office after working from home for the last two (2) years. - The committee will continuously monitor compliance with all applicable legislation, regulations, and best practices. This will include monitoring safety procedures and measures at stadiums and specific compliance with the Safety at Sports and Recreational Events Act No. 2 of 2010.
Employment Equity	Working with other committees to ensure CSA's employment equity plan achieves equity in the workplace by promoting equal opportunity and fair treatment in employment through eliminating unfair discrimination and encouraging a diverse workforce at all occupational categories and levels, at both administrative and team environments.
Procurement	- CSA's Procurement Policy was updated to ensure the company's procurement practices align with the B-BBEE codes. Compliance with B-BBEE is of high priority for the organisation, and procurement can assist in addressing historical imbalances in the country by facilitating the participation of black people in the mainstream economy. - Opening up our procurement and encouraging the entry of new suppliers (especially black- and female-owned firms) is a key strategic objective of our Supply Chain Department.
Policies and Procedure Overview	- Review of the current policy framework for relevance, applicability, and, importantly, any policy gaps. - Review of the Code of Ethics.
Fraud and Corruption	- Compliance with laws and regulations and social and development activities is non-negotiable. As part of the policy review mentioned above, CSA Fraud and Corruption Policy and the Gifts Policy have also been reviewed to ensure compliance is maintained. Managed by Deloitte, the CSA corruption and fraud anonymous hotline will be enhanced and promoted to improve and encourage proper behaviour. - Enhancing the whistle-blower system will assist CSA in mitigating some of the frustration that came out of the Social Justice and Nation Building hearings, where several submissions and individuals complained about not being heard. The Committee agreed that the whistle-blowing process is formally documented and submitted to the SEC to ensure full transparency and specifically, to ensure that reported matters are properly investigated. - CSA must remain vigilant to the continuing threat of corrupt activities in domestic and international cricket, and the committee will continue with its monitoring and oversight role to assist and guide the company.
Dispute Resolution Procedures	- Whilst Member-related disputes received by CSA are still high, the volume has significantly reduced due to the insistence that complainants follow the dispute resolution process as articulated in CSA's and Members' constitutions. - This process has resulted in many disputes being resolved at Member-level, as it should be, with only those disputes that could not be resolved and had exhausted all internal processes being escalated to CSA.
Information Integrity	IT and other information integrity review and audit has been performed to identify any areas that may have been compromised.

REPORTING AND COMPLIANCE

CSA is part of the UN Global Compact, and it is therefore imperative that the company's policies and practices align with the ten principles of the UN Global Compact, particularly in four areas, namely – human rights violations, labour rights and exploitation of workers especially child labour, environmental issues, especially the preservation and rehabilitation of the environment, and contributing to the fight against corruption in all forms including extortion and bribery.

FOCUS FOR 2022/23

Focus areas	Response
Transformation	Gender equity and equality – Focused programmes and projects to address transformation challenges facing the cricket ecosystem in the country.
Safety, Health, and Environment Policy	With the world in general, including South Africa having adjusted in the management and response to the Covid-19 pandemic, there has been a gradual return to office protocol and schedule that has been implemented.
Promotion of an Ethical Culture	Detailed ethics programme to be developed and implemented across the organisation with a focus on ethics programme training including, but not limited to, the Code of Conduct. The programme is envisaged to move CSA up on the corporate governance maturity curve.
CSA Cricket Foundation	Being cognisant of our corporate social responsibility, management will be tasked with relooking the long-delayed establishment of CSA/Cricket Foundation through which the organisation will deliver meaningful projects to strengthen its relationships with communities and promote the CSA brand.

CONCLUSION

CSA has the necessary policies and programmes in place to promote social and economic development, sound ethical behaviour, fair labour practices, responsible environmental practices, and good stakeholder relations. The organisation continues to work diligently to ensure fairness and root out corruption. The Committee confirms that CSA gives the necessary attention to its transformation, social and ethical responsibilities and has complied with the required regulatory requirements. The Committee is satisfied that it discharged its responsibilities in its terms of reference during the year.

I would like to extend my gratitude to my fellow committee members for the very positive and

constructive manner the committee has worked together this past year. Their skill and experience are an asset to the Committee and to South Africa cricket.

Lastly, I would like to thank my colleagues on the Board for entrusting me with the duty of leading this important committee.

On behalf of the Social and Ethics Committee.



Adv. Norman Arendse SC
Chairman: Social and Ethics Committee

ANNUAL FINANCIAL PERFORMANCE

CHIEF FINANCIAL OFFICER'S REVIEW



By adhering to sustainability measures in the coming years, CSA will achieve what the organisation is mandated to do and ensure that cricket plays its role in building a better South Africa.



Tjaart van der Walt CA(SA)
Chief Financial Officer

Financial sustainability is one of the key strategic imperatives of CSA as the organisation is heading into a new four-year financial cycle. The leadership of CSA has put emphasis on a sustainability project, specifically relating to revenue enhancement and diversification as well as cost containment.

OUR PERFORMANCE

The curtailment of the planned four T20 matches against India due to the Covid-19 pandemic severely impacted CSA's results, with a negative R250 million impact on revenue. This revenue loss was mitigated to a certain extent by committed cost reductions through all business areas, resulting in a reported loss of R198 million.

The main expense items related to professional cricket at R539 million (2020/21: R358 million) and amateur cricket at R234 million (2020/21: R229 million). The increased spending on professional cricket is related to the new domestic structure implemented during the year. For amateur cricket, several programmes resumed after they had to be cancelled in the prior year due to the pandemic.

Although the lingering impact of Covid-19 still necessitated cricket matches being played under restricted conditions with additional cost, it is pleasing to note that cricket could still be played, and all remuneration commitments could be honoured.

As CSA's revenue model is cash-based with a largely fixed cost base, it is important to have sustainable cash reserves to continue funding operational commitments. The cash position at the end of the year reflected a balance of R272 million (2020/21: R121 million), with the operational losses for the year being funded by the utilisation of investments.

The company has sufficient reserves to meet its obligations for the near future.

Although CSA has made some gains regarding sponsorships during the year, the Proteas team sponsorship remains outstanding. This and other sponsorship drives will be a key focus area in the new financial year.

LOOKING AHEAD

CSA is positive about the financial outlook for the new year, with a combination of revenue opportunities and rebasing the cost structure expected to contribute positively to future results over the next four years. The impact of the sustainability project will become evident during the new financial year.

Good governance structures are imperative, and the appointment of a new executive team to complement the permanent appointment of our CEO will provide confidence to all stakeholders regarding the future of cricket and its development and administration. With the continued updating of policies and procedures, the company is confident that governance will be at the required standard to comfort all CSA partners.

By adhering to sustainability measures in the coming years, CSA will achieve what the organisation is mandated to do and ensure that cricket plays its role in building a better South Africa.

APPRECIATION

The achievements in 2022 and the future successes of CSA would not be possible without the CSA staff and its members' contribution. CSA has endured numerous challenges over the last couple of years, but staff commitment ensured the organisation could weather the storms and look forward to exciting times ahead.

AUDIT, RISK AND GOVERNANCE COMMITTEE REPORT



The company applies a combined assurance model. The committee has evaluated the annual financial statements and, based on the information provided, considers that the company complies in all material respects with the requirements of the Companies Act and IFRS.



**Dr Dugmore Simosezwe
Simphiwe Lushaba**
*Chairman: Audit, Risk and
Governance Committee*

The Audit, Risk and Governance Committee ("the committee") is pleased to submit its report, which has been approved by the Board of Directors ("the Board") and has been prepared in line with the South African Companies Act No. 71 of 2008 and incorporates the recommendations of the King IV (effective 1 November 2016) Code of Corporate Governance that applies to all entity structures. Cricket South Africa ("CSA") recognises the importance of the Good Corporate Governance principles as espoused in the South African Companies Act and King IV.

The committee consists of independent non-executive directors as listed below and meets at least four times per annum with a standing invitation to internal and external auditors and executive management. Committee members have the necessary financial literacy skills and experience to execute their duties effectively.

Members:

Dr Dugmore Simosezwe Simphiwe Lushaba (Chairman)
Mark Rayner CA(SA)
Steven Budlender

The current committee was appointed on 14 June 2021 and have consulted management and internal and external auditors to gain the necessary insight into the financial reports and these financial statements.

The same members, if re-elected, will be recommended by the Board for reappointment at the next AGM on 26 November 2022 for the ensuing financial year ending 30 April 2023. However, the Chairman has tendered his resignation from the Board and is not available for re-election.

The CEO and CFO attend and report back on all matters at each meeting of the committee. Other relevant senior managers and executives attend meetings by invitation.

The Members Council appointed PricewaterhouseCoopers Inc. (PwC) on 9 October 2021 as the External Auditors for the financial year ending 30 April 2022. The Board considered the independence of PwC and was satisfied thereto.

The Board did not split the committee's responsibilities of audit and risk. Besides the activities already mentioned, the committee has oversight of the Risk Management function of CSA and has approved the key risk areas that are monitored through the activities of management and internal audit.

The committee has oversight of the company's annual financial statements and reporting processes, including internal financial control systems. It is responsible for ensuring that the company's Internal Audit function is independent and has the necessary resources, standing and authority to discharge its duties. The committee oversees cooperation between the internal and external auditors and serves as a link between the Board and these functions.

Internal Audit reports functionally to the Chairman of the Audit, Risk and Governance Committee and administratively to the CFO. Outsource Risk and Compliance Assessment (Pty) Ltd ("ORCA") was appointed to fulfil the internal audit function for the company.

The committee has adopted the Terms of Reference approved by the Board, which set out its duties and responsibilities as prescribed by the Companies Act and incorporate additional duties delegated to it by the Board. The CSA applies a combined assurance model. The committee has evaluated the annual financial statements of the company for the 2021/22 financial year and, based on the information provided, considers that the company complies in all material respects with the requirements of the Companies Act and International Financial Reporting Standards ("IFRS"). The Audit, Risk and Governance Committee has recommended the annual financial statements to the Board for approval.

The Audit, Risk and Governance Committee performs the following duties:

- Reviews the company's annual financial statements and the Integrated Report culminating in a recommendation to the Board to approve them. During its review, the committee will:
 - Take appropriate steps to ensure the annual financial statements are prepared in accordance with IFRS and the requirements of the Companies Act;
 - Consider and, where appropriate, make recommendations on internal financial controls;
 - Deal with any concerns or complaints on accounting policies from internal audit, the auditing or content of annual financial statements and internal financial controls; and
 - Review matters that could have a significant impact on the organisation's annual financial statements.
- Reviews the external audit report on the annual financial statements;
- Reviews the quarterly management accounts;
- Reviews and approves the internal audit plan;
- Reviews and updates the Corporate Risk Scorecard and makes recommendations for Board approval;
- Reviews the internal audit and risk management reports and where relevant makes recommendations to the Board;
- Evaluates the effectiveness of risk management controls and governance processes;
- Considers reports relating to legal compliance, litigation and cases of fraud and whistleblowing;
- Reviews the sustainability requirements for external assurance of material sustainability issues;
- Approves the audit fees and engagement terms of the external auditor;

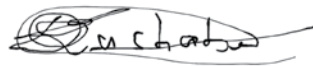
- Provides oversight of risk management, and reports to the Board on a regular basis;
- Provides oversight of the combined assurance model and report to the Board;
- Determines the nature and extent of allowable non-audit services and approves contract terms for non-audit services by the external auditor; and
- Considers and supports the going concern status of the company.

Audit, Risk and Governance Committee agendas provide confidential meetings between committee members and the internal and external auditors.

The Audit, Risk and Governance Committee has satisfied itself that the Acting Chief Financial Officer, Christelle Janse van Rensburg, had the requisite expertise and experience to lead and manage the finance function for the year under review.

In addition, the committee has satisfied itself that the composition, experience, and skill set of the finance function met the company's requirements.

The Chairman hereby extends his gratitude to the members of the Audit, Risk and Governance Committee for their support and valuable input during his term as Chairman.



Dr DSS Lushaba

Chairman: Audit, Risk and Governance Committee

6 October 2022

SUMMARY FINANCIAL STATEMENTS

INDEPENDENT AUDITOR'S REPORT ON THE SUMMARY FINANCIAL STATEMENTS TO THE DIRECTORS OF CRICKET SOUTH AFRICA NPC

OPINION

The summary financial statements of Cricket South Africa NPC, which comprise the summary statement of financial position as at 30 April 2022, the summary statement of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and related notes, are derived from the audited financial statements of Cricket South Africa NPC for the year ended 30 April 2022.

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements, in accordance with International Financial Reporting Standards (IFRS) and the requirements of the Companies Act of South Africa as applicable to summary financial statements.

SUMMARY FINANCIAL STATEMENTS

The summary financial statements do not contain all the disclosures required by International Financial Reporting Standards and the requirements of the Companies Act of South Africa as applicable to annual financial statements. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon. The summary financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial statements.

THE AUDITED FINANCIAL STATEMENTS AND OUR REPORT THEREON

We expressed an unmodified audit opinion on the audited financial statements in our report dated 14 October 2022.

DIRECTORS' RESPONSIBILITY FOR THE SUMMARY FINANCIAL STATEMENTS

The directors are responsible for the preparation of the summary financial statements in accordance with IFRS and the requirements of the Companies Act of South Africa as applicable to summary financial statements.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (ISA) 810 (Revised), Engagements to Report on Summary Financial Statements.

PricewaterhouseCoopers Inc.

PricewaterhouseCoopers Inc.

Director: KJ DIKANA

Registered Auditor

Johannesburg

14 October 2022

SUMMARY STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	2022 R'000	2021 R'000
Revenue	778 353	512 438
Amateur cricket	22 839	20 418
Professional cricket	755 514	492 020
Expenses	(995 624)	(732 362)
Central cost	(145 018)	(122 700)
Amateur cricket	(233 716)	(203 183)
Professional cricket	(539 222)	(358 535)
National women and men teams	(77 668)	(47 944)
Operating loss	(217 271)	(219 924)
Investment income	9 776	13 740
Net foreign exchange loss	(2 209)	(11 877)
Fair value adjustments	17 676	1 660
Share of loss from associate	(5 846)	(4 622)
Loss before taxation	(197 874)	(221 023)
Taxation	-	-
Loss for the year	(197 874)	(221 023)
Other comprehensive income	-	-
TOTAL COMPREHENSIVE LOSS FOR THE YEAR	(197 874)	(221 023)

SUMMARY STATEMENT OF FINANCIAL POSITION

	2022 R'000	2021 R'000
ASSETS		
Non-current assets	190 244	191 206
Current assets excluding cash and cash equivalents	157 929	484 454
Cash and cash equivalents	271 972	121 154
TOTAL ASSETS	620 145	796 814
EQUITY AND LIABILITIES		
Reserves	487 795	685 669
Retained earnings	487 795	685 669
Liabilities	132 350	111 145
Current liabilities	132 350	111 145
TOTAL EQUITY AND LIABILITIES	620 145	796 814

SUMMARY STATEMENT OF CHANGES IN EQUITY

	RETAINED EARNINGS R'000
Balance at 30 April 2020	906 692
Total comprehensive loss for the year	(221 023)
Balance at 30 April 2021	685 669
Total comprehensive loss for the year	(197 874)
Balance at 30 April 2022	487 795

SUMMARY STATEMENT OF CASH FLOWS

	2022 R'000	2021 R'000
Loss before taxation	(197 874)	(221 023)
Non-cash adjustments to reconcile net profit to net cash flows	5 816	(2 648)
Working capital movements	(26 326)	165 086
Net cash outflow from operating activities	(218 384)	(58 585)
Net cash inflow from investing activities	369 202	5 934
Net increase/(decrease) in cash and cash equivalents	150 818	(52 651)
Cash and cash equivalents at beginning of the year	121 154	173 805
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	271 972	121 154

NOTES TO SUMMARY FINANCIAL STATEMENTS

1 NATURE OF BUSINESS AND OPERATIONS

The main business of Cricket South Africa NPC (the "company") is custodianship of all cricket activities which ultimately advance amateur and professional cricket in South Africa.

2 BASIS OF PREPARATION

Summary financial statements

The summary financial statements are prepared in accordance with the requirements of the Companies Act applicable to summary financial statements. The Companies Act requires summary financial statement reports to be prepared in accordance with the framework concepts and the measurement and recognition requirements of International Financial Reporting Standards (IFRS) and the SAICA Financial Reporting Guides as issued by the Accounting Practices Committee and Financial Pronouncements as issued by the Accounting Practices Committee and Financial Reporting Standards Council, and to also, as a minimum, contain the information required by IAS 34 Interim Financial Reporting.

The accounting policies applied in the preparation of the financial statements, from which the summary financial statements were derived, are in terms of International Financial Reporting Standards and are consistent with the accounting policies applied in the preparation of the previous annual financial statements.

Annual financial statements (full AFS)

The annual financial statements have been prepared in accordance with International Financial Reporting Standards, and in the manner required by the South African Companies Act.

The financial statements have been prepared under the historical cost basis, except for certain financial instruments carried at fair value and non-current assets, which are held at the lower of carrying value and fair value less costs to sell, as applicable.

The preparation of financial statements requires the use of estimates and assumptions that affect the reported values of assets and liabilities, and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reported period. Although these estimates are based on management's best knowledge of current events and actions, actual results may differ from those estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period

or in the period of the revision and future periods if the revision affects both current and future periods.

3 DISCLOSURES RELATING TO THE ANNUAL FINANCIAL STATEMENTS

The significant accounting policies and detailed notes to the annual financial statements are disclosed in the audited annual financial statements, which are available at the offices of the company or on the Cricket South Africa website www.cricketsa.co.za.

4 DISCLOSURES OF CHANGE IN DIRECTORS

Christelle Janse van Rensburg resigned as Acting Chief Financial Officer on 31 July 2022 and Tjaart van der Walt was appointed as Chief Financial Officer on 1 August 2022. Refer to page 1 of the annual financial statements where the Directors' Report provides details related to the entire list of directors as well as changes in directors.

5 DISCLOSURES OF RELATED PARTIES

CSA enters into various related party transactions in the ordinary course of business. Transactions and balances between related parties during the year were at arm's length unless otherwise disclosed. CSA's related parties comprise its Board of Directors; Prescribed Officers; Affiliate, Associate and Ancillary Members and Cricket Stadium entities. Refer to note 18 of the full annual financial statements for further details related to transactions entered into between CSA and its related parties. Furthermore, details pertaining to loan balances between CSA and its related parties are disclosed in note 7 of the full annual financial statements.

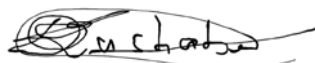
6 DISCLOSURE OF FINANCIAL INSTRUMENTS

The company has a short-term structured investment product with Momentum Holdings. This investment is designated to be measured at fair value, with changes recognised in profit or loss. Refer to note 5 of the full annual financial statements for detailed disclosure of CSA's investments.



L Naidoo
Chairman: CSA Board

6 October 2022



Dr DSS Lushaba
Chairman: Audit, Risk and Governance Committee

6 October 2022

SUPPLEMENTARY INFORMATION

CRICKET SOUTH AFRICA RELATED MEMBERS/BODIES/STRUCTURES/*SUBSIDIARY

	Name	Geo-political Boundary	CSA Accredited Playing Venues
Affiliate Members [14]	Boland	Western Cape	Boland Park – Paarl
	South Western Districts		Recreational Ground – Oudtshoorn
	Western Province Cricket		Newlands Cricket Ground – Cape Town
	Easterns Cricket	Gauteng	Willowmoore Park – Benoni
	Northerns Cricket		SuperSport Park – Centurion
	Free State Cricket	Free State	Mangaung Oval – Bloemfontein
	Northern Cape Cricket	Northern Cape	Diamond Oval – Kimberley
	Border Cricket	Eastern Cape	Buffalo Park – East London
	Eastern Province Cricket		St George's Park – Port Elizabeth
	Gauteng Cricket	Gauteng	DP World Wanderers Stadium – Johannesburg
	North West Cricket	North West	JB Marks Oval – Potchefstroom
	KwaZulu-Natal Cricket	KwaZulu-Natal	Hollywoodbets Kingsmead – Durban
			Pietermaritzburg Oval – Pietermaritzburg
	Limpopo Impala Cricket	Limpopo	Polokwane Cricket Club- Polokwane
	Mpumalanga Cricket	Mpumalanga	Uplands College – White River

Affiliate Members	Ancillary Members
The fourteen entities that serve as the custodians of amateur cricket in each of the specified regions in South Africa as determined by the Members Council from time to time. The President of each Affiliate is a member of the company's Members Council ("Shareholder group").	• Blind Cricket SA • Deaf Cricket Association • SASA Intellectually Impaired • SA Schools' Cricket • USSA Cricket • Forces Cricket (SAPS/Correctional Services/ Defence Force) • Indoor Cricket SA • Sporting Chance • Veterans Cricketers Association of SA

FOUR-YEAR FINANCIAL PLAN – 1 MAY 2019 TO 30 APRIL 2022

Apart from the annual budgets and actual results, CSA prepares budgets and operates its business based on a four-year financial planning cycle to take account of the decidedly variable revenue flows that arise from the divergent inbound international tours to South Africa each year. The four-year cycle allows CSA to plan programmes sustainably and evaluate its finances more meaningfully. Therefore, annual results should be viewed in the context of the four-year cycle.

The table below depicts CSA's financial results over the four-year cycle.

Description	2022 Actual R'000	2021 Actual R'000	2020 Actual R'000	2019 Actual R'000
Revenue	778 353	512 438	1 074 063	929 492
Expenses	(995 624)	(732 362)	(1 193 672)	(1 215 801)
Financial income	25 243	3 523	169 871	86 294
Share of loss from Associate	(5 846)	(4 622)		
Net profit/(loss)	(197 874)	(221 023)	50 262	(200 015)

The unaudited supplementary information does not form part of the summary financial statements and is presented as additional information.

HONOURS LIST

- Lizelle Lee – ICC Women’s ODI Cricketer of the Year (632 runs in 11 matches at an average of 90.28 with one century and five half-centuries)
- Janneman Malan – ICC Emerging Player of the Year
- Keegan Petersen – ICC Player of the Month of January 2022
- Keshav Maharaj – ICC Player of the Month of April 2022
- The Minister’s Excellence Award for the Momentum Proteas women for their historic series win in India
- Luara Wolvaardt, Marizanne Kapp and Shabnim Ismail – selected for the ICC Women’s T20 Team of the Year
- Luara Wolvaardt, Marizanne Kapp and Shabnim Ismail – selected for the ICC Women’s World Cup Team of the Year
- Aiden Markram, David Miller and Tabraiz Shamsi selected for the ICC Men’s T20 Team of the Year
- Janneman Malan and Rassie van der Dussen selected for the ICC ODI Team of the Year

The CSA annual awards for 2021/22 were held via a TV Broadcast and streamed on various platforms on 14 August 2022.

AMATEUR AWARDS

KFC MINI-CRICKET COACH OF THE YEAR	Jerry Thulo (Lions Cricket)
KFC MINI-CRICKET BUCKET LOADS OF GOOD AWARD	Joseph Ngqasa (Kei Cricket)
CSA BOYS U16 PLAYER OF THE TOURNAMENT	Riley Norton (Boland)
CSA GIRLS U16 PLAYER OF THE TOURNAMENT	Mpumelelo Mashiloane (Easterns)
CSA GIRLS U19 PLAYER OF THE TOURNAMENT	Elandri Janse van Rensburg (North West Dragons)
KHAYA MAJOLA CRICKET WEEK PLAYER OF THE TOURNAMENT	Ronan Hermann (Lions Cricket)
CSA U19 PLAYER OF THE YEAR	Dewald Brevis (Titans Cricket)
CSA BLIND CRICKET PLAYER OF THE YEAR	Buhle Bhidla (Lions Cricket)
CSA DEAF CRICKET PLAYER OF THE YEAR	Arthur McGee (Titans Cricket)
CSA RURAL CRICKET PLAYER OF THE YEAR	Nathan Engelbrecht (Boland)
T20 COMMUNITY CUP PLAYER OF THE TOURNAMENT	Nathan Engelbrecht (Boland)
CSA STUDENT PLAYER OF THE YEAR	Donovan Ferreira (TUKS)
WOMEN’S PROVINCIAL COACH OF THE YEAR	Wynand Schmitt (North West Dragons)
KEMACH EQUIPMENT GROUNDSMAN OF THE YEAR	Bryan Bloy – SuperSport Park Centurion
CSA FAIRPLAY AWARD	Warriors
CSA WOMEN’S PROVINCIAL PLAYER OF THE YEAR	Tazmin Brits (North West Dragons)

PROFESSIONAL AWARDS – DOMESTIC

CSA UMPIRES’ UMPIRE OF THE YEAR	Allahudien Paleker
CSA UMPIRE OF THE YEAR	Allahudien Paleker
DOMESTIC NEWCOMER OF THE SEASON	Mitchell van Buuren (DP World Lions)
SACA MOST VALUABLE PLAYER AWARD	Sisanda Magala
DIVISION 1 COACH OF THE SEASON	Mandla Mashimbyi (Momentum Multiply Titans)
DIVISION 2 COACH OF THE SEASON	Mark Charlton (Northern Cape Heat)
T20 KNOCK OUT COMPETITION PLAYER OF THE TOURNAMENT	Rilee Rossouw (ITEC Knights)
T20 CHALLENGE PLAYER OF THE SEASON	Pieter Malan (Gbet Rocks)
DIVISION 1 4-DAY DOMESTIC SERIES PLAYER OF THE SEASON	Ryan Rickelton (DP World Lions)
DIVISION 2 4-DAY DOMESTIC SERIES PLAYER OF THE SEASON	Thomas Kaber (Eastern Cape linyathi)
DIVISION 1 ONE-DAY CUP PLAYER OF THE SEASON	Sisanda Magala (DP World Lions)
DIVISION 2 ONE-DAY CUP PLAYER OF THE SEASON	Michael Erlank (AET Tuskers)
DOMESTIC PLAYERS’ PLAYER OF THE SEASON	Sisanda Magala

PROFESSIONAL AWARDS – NATIONAL

GENERAL CATEGORIES

THE BEST DELIVERY FUELLED BY KFC	Harmer to Shanto
MAKHAYA NTINI POWER OF CRICKET AWARD	Nonkululeko Mlaba
SA FANS' PLAYER OF THE YEAR	David Miller

MEN'S CATEGORIES

INTERNATIONAL MEN'S NEWCOMER OF THE YEAR	Marco Jansen
T20 INTERNATIONAL PLAYER OF THE YEAR	Aiden Markram
ONE-DAY INTERNATIONAL PLAYER OF THE YEAR	Janneman Malan
TEST PLAYER OF THE YEAR	Kagiso Rabada
SA MEN'S PLAYERS' PLAYER OF THE YEAR	Keshav Maharaj
SA MEN'S PLAYER OF THE YEAR	Keshav Maharaj

WOMEN'S CATEGORIES

MOMENTUM WOMEN'S T20 INTERNATIONAL PLAYER OF THE YEAR	Lizelle Lee
MOMENTUM WOMEN'S ONE-DAY INTERNATIONAL PLAYER OF THE YEAR	Laura Wolvaardt
SA WOMEN'S PLAYERS' PLAYER OF THE YEAR	Ayabonga Khaka
SA WOMEN'S PLAYER OF THE YEAR	Ayabonga Khaka



Ayabonga Khaka who plays for the DP World Lions and Momentum Proteas was awarded the 2021/22 SA Women's Players and Player of the Season.

WE REMEMBER

IN MEMORY OF...

2021

28 June	Rafique Khota
28 June	Yusuf Adams
29 June	Goolam Rajah
29 June	Mohammed Ganchi
30 June	Richard Dolley
3 July	Nigel Brouwers
6 July	Des Schonegevel
7 July	Rashart Alexander
19 July	Prof. Willie Basson
19 July	Gordon Middlewick
2 August	Ronnie Pilowski
30 August	Godfrey Stevens
1 September	William McAdam
3 September	John Watkins
25 September	Mark Henning
13 October	Adv. Mthetheleli Ngumbela (Bawu Ndlovu)
22 October	Louis Rautenbach
2 November	Nathan Greyling
14 November	Harold Donachie
18 November	Levesto le Roux
12 December	Michael Macaulay (Test player)

2022

1 January	Bathlalefeng Lesele
1 February	Dumile Mateza
2 February	Yunus Thomas
14 February	Morgan Moodaley
21 February	Norman Weightman
28 February	Abdullatief 'Tiefie' Barnes
5 March	Colin Wesley (Test player)
2 April	Ashton Galpin
14 April	Andre Bruyns
21 April	Arthur Tayfield
5 May	Denise Weyers (Women's Test player)
6 May	Hoosain Ayob
25 May	Rabian Engelbrecht
16 June	Suleiman Rubidge
19 July	Judy Vorster
19 July	Ronald Colling
23 July	Faizel Samsodien
3 August	Neville Francis
15 October	Krish Reddy
12 November	Shepherd Ngcaba
16 November	Dirk Knoetze

Advocate Mthetheleli Ngumbela was previously awarded the CSA Khaya Majola Lifetime Achievement Award. Throughout the cricketing community, his passion, and numerous contributions to the advancement of the game have endeared him profoundly. Sadly, Advocate Mthetheleli Ngumbela passed away on Wednesday, 13 October 2021 following a tragic car accident.

His business acumen enabled him to understand the value of investments and how to harness returns. However, he was not looking for monetary returns with his investment in cricket; instead, he was looking for opportunities for budding talent to grow, thrive, and be self-sustaining. Such altruism, enthusiasm, and selfless appetite for service to the sport are unmatched. The cricket community has lost a true contributor to the game, whose footprint will forever be a favourable reference in the annals of cricket history.



THANK YOU

betway



momentum



Sunfoil



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