

**SOUTH AFRICAN HOCKEY  
ASSOCIATION**

**TRANSFORMATION CHARTER**

**TOWARDS EQUITY AND EXCELLENCE IN  
HOCKEY **AT ALL LEVELS****

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## 1. Preamble:

**“We, the people of South Africa, recognise the injustices of our past; honour those who suffered for justice and freedom in our land... We therefore, through our freely elected representatives, adopt this Constitution as the supreme law of the Republic so as to –**

**Heal the divisions of the past and establish a society based on democratic values, social justice and fundamental human rights; lay the foundations for a democratic and open society in which government is based on the will of the people and every citizen is equally protected by law....”**

**The spirit of our Constitution’s Preamble and the values imbedded in it is the inspiration for SAHA to align itself in attaining this vision.**

**We further commit ourselves willingly to be proactive in eradicating the inequalities of the past and give equal opportunities to all.**

## 2. Background

In order to effectively address the challenges of transforming sport, we must avoid simplistic solutions and acknowledge that the root causes are multifaceted and complex. The response therefore has to be comprehensive, systematic and scientific rather than emotional. The interventions that we embark upon must ensure that hockey reflects the **demographics of our country**, and that on merit produces excellence in performance drawing from all the talent in our country. Our focus must not entirely be on the targets, but on the programs and interventions that we have put in place to transform hockey at all levels.

## 3. Introduction

Our charter is premised on the principle of social justice. This implies that all South Africans must be given equal opportunity. However, this does not mean that everyone must be treated in the same way. Groups who have been disadvantaged in the past may need specific assistance before they are treated the same as other groups. Special measures (i.e. programs aimed at attaining equity between different groups) are often necessary to achieve social justice. Groups that will receive special attention:

- previously –disadvantaged communities ( black inclusive of black African , coloured and Indian)
- black African female
- females
- rural communities
- socio-economically disadvantaged
- youth
- disabilities

#### **4. Policy directives for transformation:**

South African hockey's Transformation Charter is drawn from the following guiding documents:

- Constitution of the Republic of South Africa.
- Department: Sports and Recreation Draft Transformation Charter with Scorecard.
- NDSR Transformation in Sport policy and procedures

#### **5. Definitions:**

**BLACK-** is a generic term that refers to people of African, Coloured and Indian origin.

**TARGETED GROUP/DESIGNATED GROUP** - refers to any group on whose behalf a specific intervention is being made; in the policy it refers to Black people, women and disabled persons, as well as those located in the rural communities.

**HISTORICALLY DISADVANTAGED GROUPS-** refers to those groups identified as having been unfairly discriminated against on the basis of past legislation, policies and stereotypes.

**SAHA-** refers to the South African Hockey Association

**FIH-** Federation of International Hockey

**SRSA-** Sports and Recreation South Africa

**SASCOC-** South African Sports Confederation and Olympic Committee

**IPT-** Interprovincial Tournament

**NHL** – National Hockey League

#### **6. Transformation Purpose and aims:**

1. To ensure that hockey teams and all other structures on and off the field reflects the appropriate local, regional and national demographic hockey participation and overall population demographics.
2. Public Private funding and resources for hockey's transformation with a bias to the designated groups.
3. A portion of private sector funding must be allocated to the designated groups as part of the corporate social responsibility

4. Co-ordinate the application of facilities to ensure that facilities are erected and maintained close to where people live.
5. Support community based clubs
6. Ensure that school and youth hockey are priorities and played in all regions where possible
7. **Acknowledge the contribution of all sector of the hockey playing community.**
8. Ensure that hockey is more affordable and that not one person is excluded because of cost at all levels of participation.
9. Evaluation and monitoring of the success/impact of the program
10. Realign the program as conditions change **annually.**
11. Ensure funding to sustain the program long term
12. Ensure gender equality in the structure and operations of SAHA structures.
13. Implementation of procurement practices aimed at empowering the designated groups.
14. To introduce programs that will support the appreciation of the value of all South Africans irrespective of race, class, religious, language or other differences. { **Code of ethics** }
15. To ensure that South African hockey is aligned with the rules, laws, policies, processes and activities of the government of our country.
16. **The high performance imperative will be dictated by the SA Hockey strategic directive being more competitive on the international scene.**

## **7. Transformation Dimensions:**

National Government of South Africa recognizes six dimensions or objective areas as **outlined in the transformation score card** to be achieved by transformation in sport this charter will establish guidelines for transformation along all or most of the dimensions:

## **7.1 Access to Infrastructure and Participation Opportunities.**

### **Access Dimension Scorecard**

<b>Access dimension</b>						
<b>INDICATOR</b>	<b>WEIGHTING POINTS (C)</b>	<b>TARGET (B)</b>	<b>ACHIEVEMENT (A)</b>	<b>SCORE (A/B*C)</b>	<b>%ACHIEVED (A/B*100)</b>	<b>ROBOT</b>
1) Total number of registered participants.						
2) Number of participants in primary schools (including farm schools).						
3) Number of participants in secondary schools (including farm schools).						
4) Number of participants between 18 and 21 years.						
5) Number of affiliated clubs.						
6) Number of provinces where clubs are fully operational.						
7) a. Number of operational facilities. b. % of Facilities accessible to sport persons with a disability.						
8) Cost of annual affiliation fee.						
9) % of junior athletes participating in a modified version of your sport.						
<b>TOTAL</b>						

**Figure 3: Access dimension scorecard**

- 7.1.1 As part of Supporting and establishing community based hockey clubs, club grants are required to assist and support local clubs. The regional federation should ensure that they at least reciprocate and grant in aid funding must be sourced via the district municipalities/councils.
- 7.1.2 Incentive scheme for established clubs forming partnerships with disadvantaged schools and clubs.
- 7.1.3 Talent Identification must be nationally driven and co-ordinated.
- 7.1.4 Data base of all provincial representatives must be submitted indicating the individuals from the designated groups.

- 7.1.5 These individuals must be included in the high performance squads and regional academies.
- 7.1.6 All regions must establish a player's trust. The function of the trust will be to raise money to assist players struggling financially. No participant must be excluded because of a lack of funds.
- 7.1.7 Because of limited resources and a general lack of media exposure, hockey is traditionally not played in the townships. Our strategy is to partner certain codes, cricket in particular and introduce hockey at the facilities where cricket is played.
- 7.1.8 Community based centres of excellence.
- Gelvandale – Eastern Cape
  - Vygies kraal – Western Cape
  - Buffalo Flats – Eastern Cape
  - Cecil Payne - Gauteng
  - Langa – Western Cape
  - Hockey Farm - Mpumalanga
  - Northern Cape -
  - Kraaifontein – Western Cape
  - Kwa – Mashu - INK

## 7.2 Human Resource Skill and Capability Development.

### Skill and Capacity Development Dimension Scorecard

Skill and capacity development dimension						
INDICATOR	WEIGHTING POINTS (C)	TARGET (B)	ACHIEVEMENT (A)	SCORE (A/B*C)	%ACHIEVED (A/B*100)	ROBOT
1) Number of accredited training courses conducted annually.						
2) Number of newly accredited administrators trained in the last 12 months at an international level.						
3) Number of newly accredited technical officials trained in the last 12 months at an international level.						
4) Number of newly accredited coaches trained in the last 12 months at an international level.						
5) Number of newly accredited administrators trained in the last 12 months at a national level.						
6) Number of newly accredited technical officials trained in the last 12 months at a national level.						
7) Number of newly accredited coaches trained in the last 12 months at a national level.						
<b>TOTAL</b>						

Figure 4: Skill and capacity development scorecard

7.2.1. Identification of administrators and technical officials from the designated groups.

7.2.2. Intensive mentoring and education program for the administrators that have been identified.

7.2.3. Individuals having the potential must be fast tracked.

7.2.4. Equity with regards to employment at all level of hockey administration.

## 7.3 Demographic Profile.

### Demographic Dimension Scorecard

DEMOGRAPHIC DIMENSION
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INDICATOR	WEIGHTING POINTS (C)	TARGET (B)	ACHIEVEMENT (A)	SCORE (A/B*C)	%ACHIEVED (A/B*100)	ROBOT
1 ) % Black people in management structures at national and provincial levels.						
2 ) % Female managers at national and provincial levels.						
3 ) % Managers with a disability at national and provincial levels.						
4 ) % of Black accredited Coaches.						
5 ) % of Black Referees/Umpires.						
6 ) % Black people in national senior teams.						
7 ) % Black people in national junior teams.						
8 ) % Black people in provincial senior teams.						
9 ) % Black people in provincial junior teams.						
10 ) % of Participants who are female at national and provincial levels.						
11 ) % of Participants with a disability at national and provincial levels.						
<b>TOTAL</b>						

**Figure 5 : Demographic Dimension Scorecard**

- 7.3.1. Black African Club Development program. This program is one of the national priorities and must be supported by the regional federations.
- 7.3.2 Constitutional entrenchment with regards to representivity and gender equality.
- 7.3.3 Offer learnerships to specific black African youth to administer / promote hockey in certain key areas.
- 7.3.4 Regional federation must establish a data base reflecting the hockey demographics of the region. This must be inclusive of all hockey players.
- 7.3.5 Hockey demographic participation at all levels, with a high % participation of the designated groups at Under 16 level.
- 7.3.6 **Data base of all provincial teams indicating schools, clubs tertiary institutions must be compiled annual at all levels.**
- 7.3.7 Regional federations should encourage local schools and clubs to reflect the local demographics of the region. Incentive schemes for these schools/clubs.
- 7.3.8 Selection of U13, u14, u15, u16, u17 and u18 sides must reflect the demographics of the area and due to its status as development ages these sides must not consist of less than 4 players of colour.

SAHA agrees that at National level that merit selections is the only criteria. To achieve this objective, schools and clubs being the delivery site of SAHA should increase the representation targets.

7.3.9 Selection of u21 sides are to be representative of the number of players eligible and present at trials.

7.3.10 Senior sides are selected on merit but are to consider the demographics of the country.

7.3.11 In setting the Representation Targets it is important to recognize that there are significant differences in population demographics at local provincial levels. This could result in different representation targets set for different provinces and local areas.

7.3.12 Regional development committees must establish a data base of primary and high schools reflecting the demographic profile of the region. School having the resources and the correct profile must be included into the regional program. This strategy will increase representivity.

National	Under 16	Under 17		Under 18	Under 21	Under 21	Men	Ladies	NHL Men	NHL Ladies
Year					Men	Ladies				
2014										
2015										
2016	50%	50%		50%	40%	40%	40%	35%	44%	44%
2017					40%	40%	40%	35%	44%	44%
2018					45%	45%	42%	37%	46%	46%
2019					45%	45%	42%	37%	46%	46%
2020					50%	50%	45%	40%	48%	48%
2021							45%	45%	50%	50%
2022							50%	50%	50%	50%

Regional	under 13	under 13	Under 14	Under 16	Under 18	Under 21	Under 21	USSA	Varsity Cup	Men	Ladies
Year		Winter				Men	Ladies				
2014											
2015											
2016	35%	95%	50%	30%	30%	30%	30%	20%	22%		
2017	35%			35%	35%	35%	35%	30%			% players as per EPG
2018	40%			40%	40%	40%	40%	35%	35%		
2019	45%			45%	45%	40%	40%	40%			
2020	50%			50%	50%			50%	50%		
2021											
2022											

## 7.4 High Performance

### Performance Dimension Scorecard

Performance dimension						
INDICATOR	WEIGHTING POINTS (C)	TARGET (B)	ACHIEVEMENT (A)	SCORE (A/B*C)	%ACHIEVED (A/B*100)	ROBOT
1) Number of recognized international competitions participating in (with at least five participating countries).						
2) World ranking (log position) for team sports Or Number of athletes ranked in top 20 position in individual sports.						
3) % of representative participants in High Performance (elite) Programmes.						
4) Number of officials serving on recognised international panels.						
<b>TOTAL</b>						

**Figure 6: Performance dimension scorecard**

## 7.5. Contribution to Government Priorities

### Contribution to Government Priorities Scorecard

Contribution to Government Priorities								
INDICATOR	WEIGHTING POINTS	TARGET (B)	ACHIEVEMENT (A)	SCORE (A/B*C)	% ACHIEVED (A/B*100)	ROBOT		
1) Number of programmes in support of HIV and AIDS awareness.								
2) Number of awareness programmes in support of sport and the environment.								
3) Number of awareness programmes in support of social cohesion.								
4) Number of awareness programmes in support of sport for peace and development.								
5) Number of awareness programmes in support of job creation.								
6) Number of awareness programmes in support of sport against crime.								
7) % of Procurement from enterprises that are BEE compliant.								
<b>TOTAL</b>								

Figure 7: Contribution to Government Priorities Dimension Scorecard

7.5.1 National Youth Day and National Women's day are hockey festivals specifically to highlight the social challenges facing the youth and women. All regional federations must ensure that they support this initiative.

7.5.1. Partnerships with loveLife and community based organization must be encouraged. Many of these organizations target the youth and hockey should use the structure established in these communities.

## 7.6. Good governance

### Good Governance Dimension Scorecard

Good Governance								
INDICATOR	WEIGHTING POINTS	TARGET (B)	ACHIEVEMENT (A)	SCORE (A/B*C)	% ACHIEVED (A/B*100)	ROBOT		
1) Required documents in place and implemented accordingly ( constitution, rules and regulations, selection policy, strategic and business plans).								
2) Election held in terms of own Constitution.								
3) Compliance with anti- doping regulations.								
4) Inputs made in realising the National Sport Plan.								
5) Achievement of objectives against strategic and business plans.								
6) Marketing plan in place.								
7) Number of years that unqualified financial statements were received.								
8) National junior and senior championships hosted.								
9) Annual/ President' s Report approved at AGM.								
<b>TOTAL</b>	<b>100</b>							

Figure 8: Good Governance Scorecard

- 7.6.1. Have an annually reviewed constitution.
- 7.6.2. Ensure that there is a comprehensive library of codified policies that guide South African hockey.
- 7.6.3. Ensure that the policies of the organisation are aligned with laws of the land and the policies of SRSA, FIH and SASCOC.
- 7.6.4. Elections of SAHA and its affiliates need to be conducted according to the stipulations of the relevant constitutions.
- 7.6.5. The anti-doping regulations are to be upheld.
- 7.6.6. The organisation and its affiliate bodies should operate according to the business plan and strategic plan of SA hockey.
- 7.6.7. SAHA Financial Statements to be audited annually and reported on by a Nationally Recognized Independent Accounting and Audit Practice.
- 7.6.8. Annually host junior and senior national tournaments namely IPT.
- 7.6.9. Host an Annual General Meeting (AGM)
- 7.6.10. Present and approve a Presidents report at every AGM.