



MPUMALANGA

Province Swimming / Provinsie Swem
Non-Profit Organization No. 031-811-NPO



TRANSFORMATION POLICY

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1. Introduction

Swimming South Africa first tabled a systematic programme of transformation in 1999/2000 to all provinces. This detailed document was to set the stage for the transformation of the sport at all levels, including administration, athlete participation, coaching and technical services. Targets were placed before provincial leadership in the hope that these organizational entities will, through the support of their affiliates, drive the process, with minimal intervention from the national centre.

In this new plan, which has to extend beyond a four year period, the approach to transformation has to be substantially different, driven through the national organization on the basis of regulated quotas, taking into consideration regional and provincial differences. The agents for change, particularly in the medium to long term, will still nevertheless remain the provincial structures.



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This membership consists of various demographics residing in three Districts in Mpumalanga, being Ehlanzeni, Nkangala, and Gert Sibande. The following disciplines are active in the province within the club structure;

- a) Swimming
- b) Open Water
- c) Masters Swimming
- Future planned disciplines in development;
- d) Water Polo

The school sector currently participates in swimming and open water which is also included at the National School championships.

2. Transformation and Development

2.1 As a Preamble to the Transformation Charter for South African Sport, transformation is defined as a process of holistically changing the delivery of sport through the actions of individuals and organizations that comprise the sport sector to ensure:

- 2.1.1 Increased access and opportunities for ALL South Africans, including women, persons with disabilities, youth, children and the elderly to sport and recreation opportunities.
- 2.1.2 The socio-economic benefits of sport are harnessed.
- 2.1.3 The constitutional right to sport is recognized.

Thus, transformation describes the establishment of a sport system that has a focus on the principles of:

- a) human capital development,
- b) equitable resource distribution,
- c) elimination of all inequalities,
- d) increased access to participation opportunities,
- e) skill and capability development at all levels and in all areas of activity,
- f) greater community involvement through new sport infrastructure development,
- g) empowerment of the individual,
- h) respect for each other,
- i) fair and just behaviour,
- j) innovation to give South Africa a competitive edge in world sport, and
- k) good governance.

2.2 Transformation is not only about demographic representation. It is also about the drivers that will bring about sustainable demographic change, improved levels of competition, better governance and having a wider impact on South African society as part of a wide social responsibility.



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2.3 Achieving sustainable and effective results is dependent on clubs and in particular club owners buying in and seeing the benefits of a structured and well managed transformation plan.

3. Aim

Our aim is to transform the demographics of Mpumalanga Province Swimming' membership through a structured, inclusive, and sustainable plan that will increase access to and participation in Aquatics for all individuals in Mpumalanga.

4. Values

4.1 Awareness

MPS is aware of the challenges and wants to develop an awareness of a future in sport for all.

4.2 Inclusion

MPS is inclusive of all communities in our activities.

4.3 Empowerment

MPS must empower all members to reach their highest potential.

4.4 Access

MPS must strive to make the sport accessible to all who want to participate in Aquatics.

5. Agents for change and factors impacting on aquatic transformation

5.1 Diversity

5.1.1 The concept of diversity encompasses a broad range of qualities and characteristics that distinguish people from one another. Diversity is used broadly to refer to demographic characteristics including, but not limited to, sex, race, ethnicity, sexual orientation, class, ability status, age, national origin, religious beliefs, and education.

5.1.2 It is extremely important for the members of Mpumalanga Province Swimming, to support and protect diversity. MPS will be able to create a success-oriented, cooperative, and caring Aquatics community by valuing individuals and groups of people free from prejudice and by fostering a climate where equity and mutual respect is a given.



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5.2 Social Cohesion

Social cohesion is the set of characteristics that keep a group able to function as a unit within a set of social norms. For MPS it incorporates male and female athletes, coaches, administrators and technical officials from all disciplines, persons from all ethnical groups and all communities.

5.3 Political Structures

The political structures of the country, consisting of democratically elected representatives of broader society have a responsibility to ensure that all aspects of social life in South Africa are accessible to all, and reflective of the demographics of the country. The inescapable fact that aquatic sport does not meet this standard implies that the pressures that are being increasingly placed on our sport is to be expected and is also legitimate.

As we meet our mission to become one of the premier sports in South Africa, we will increasingly find ourselves in the public spotlight. The consequence of this exposure means that our demographic non-representativity will constantly be challenged. Should our national teams not have adequate black, and more specifically African, representatives very soon, we should expect a moratorium being placed on our international participation.

5.4 Sponsors

As our sponsors seek to expand their products into previously underserved markets (particularly black communities), they will want their branding associated with sport that is readily visible in these communities. Swimming is currently not providing our sponsors with this marketing avenue, and could theoretically place our relationship with these sponsors at risk.

5.5 Socio-economic situation

The primary limiting factor (assuming that our membership is committed to transformation) to increasing black, and particularly African, representation in Mpumalanga is the lack of financial resources within the black community generally. Participation in the higher levels of aquatic sport require resources which the majority in our country do not have available as disposable income. While financial support can be invested in the short term in development programmes, this is not sustainable in the long term, nor can it support large number of potential elite black competitors.

Thus we have to be innovative, engage all stakeholders, including our schools, clubs, sponsors and government structures in developing programmes, identifying potential youngsters, and determining ways in which they could be supported to realizing their full potential. Some of these are explored further below, as medium



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term strategies for advancing the process of transformation in Mpumalanga Province Swimming.

6. Challenges

6.1 Changing Mindsets and Attitudes, Communication

- (i) Common understanding of Transformation, Diversity and Social Cohesion.
- (ii) Embracing, accepting the need to transform.
- (iii) Changing the mindset of club owners.
- (iv) Slow pace of change.

6.2 Aquatic Disciplines and Programmes.

- (i) Lack of black coaches and officials.
- (ii) Talent ID and Development Programmes
- (iii) High Performance programmes.
- (iv) Lack of black owned clubs.
- (v) Some disciplines not practiced in some districts.
- (vi) Identifying and addressing barriers to participation.

6.3 Leadership and Administration

- (i) Executive Committees of Districts and Provinces not reflecting enough diversity.
- (ii) No structured and effective Succession Planning.

6.4 Resources

- (i) Insufficient access to facilities, venues
- (ii) Finding ways to sustain programmes.
- (iii) Logistics e.g. transport, equipment and apparel.
- (iv) Lack of fundraising and income generating activities.

7. Approach

The Transformation Scorecard, as contained in the SRSA's Transformation Charter, measures sports federations according to the following dimensions:

- **Access:** Create better structured and organized participation opportunities.
- **Skill and Capability Development:** Ensure that the skill, capacity, and expertise base of sport's human resource base is optimally developed in all areas and all levels.
- **Demographic Profile:** Ensuring the establishment of a sustainable pipeline of sport participants and supporters by changing sport's demographic profile.
- **Performance:** Over time human capital development principles allow for the best and most able players, leadership, administrators, managers, staff and to develop into above average, even world class, sport systems.



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- **Contribution to Government priorities:** To make a valuable contribution to Government priorities
- **Good Governance:** To ensure that sound governance practices are adhered to in the day-to-day activities of all role-players in the sport sector.

Because of the various pressures for transformation in sport, and in aquatic sport in particular, it is necessary to define a two-pronged approach such that the needs and desires of all stakeholders are appropriately addressed.

7.1 The Short Term

Given the increasing pressure from state and the fact that our provincial team still consist of a majority white participants, there has to be a rapid organizational response. Many will be critical of this, arguing that this is a knee jerk reaction to the recent governmental pressures – this is easily countered by the steadfast lack of transformation at a majority of levels in sport. Attempts at a gradual, sustained transformation process commenced in 1999, and has failed to deliver, and this failure has to be assessed, and met with a more concerted directed approach. We have received a major political backlash as a result of our teams being demographically non-representative at Tokyo 2020. To achieve the objectives of this short-term plan, the transformation process moves from the failed self-regulatory “targets” approach of the 1999 Programme to the directed “SSA legislated quotas” approach.

7.1.1 Objectives

1. Ensure African representation of at least 20% in our provincial teams by December 2026.
2. Immediately (within the current Olympic cycle) increase black participation by 10% at all levels of competition and in all sectors (athletes, administrators, technical officials and coaches) of the organization.

7.1.2 Objective 1 Approach

This objective will in the short-term focus primarily on the discipline of swimming, unless a case can be made for the other disciplines consisting of individual participation. The provincial manager of athlete development will immediately develop criteria for the selection of Black athletes into a Target Squad. This will be circulated to all clubs and coaches by not later than 1 June 2023. A programme designed by the senior coach at the Academy will be implemented on a district basis, and a coach in each of the districts at which these competitors are based will be identified. These coaches will



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voluntarily be invited to participate in this programme (a strong affirmative action process must be employed in the selection of these coaches). Coaches will, through biannual meetings at the Academy, discuss their approaches to implementing the programme. The manager will be responsible for the tracking of the performance of these competitors, and reporting to the responsible Executive member for tabling at Executive meetings.

A budget must be developed for this programme, with coaches being reimbursed, athletes being provided funds for travel to the training venues and for their participation in national competitions. These competitors will be required to sign an undertaking of their commitment to the programme.

7.1.3 Objective 2 - Approach

All aquatic disciplines and all sectors (athlete, coaching, technical officiating, team management and administration) will be expected to meet the quotas as stipulated by the SSA Executive, following a process of consultation with provincial leadership and national structures.

Wherever applicable, a two-tier quota system will apply – the provinces will be allocated to either a Category 1 or Category 2 status, with greater demands being placed on Category 1. The following provinces will be in **Category 1: KwaZulu-Natal, Western Province, Aquatics Gauteng, and Eastern Cape. All remaining provinces will be accorded Category 2 status.**

7.2 The Medium Term

Recognizing that transformation is a process, and that the short term plans outlined above is intended to provide a quick redress to the lack of transformation over the last years, sustainability of the process of transformation is only possible through the implementation of a clearly defined programme.

For the medium term, each structure and substructure of Mpumalanga Province Swimming must implement a development programme which will address the objectives of transformation within its ranks.

7.2.1 Objectives

1. Ensure that every structure and substructure within Mpumalanga Province Swimming has a development programme aimed at increasing black participation within the structure/substructure.
2. Task responsible agencies for monitoring the implementation of these programmes.



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7.2.2 Objective 1 Approach

For the purposes of this document, the following structures/substructures are identified:

Provincial	
Provincial Executive	<ul style="list-style-type: none"> - Discipline Boards - Technical and Selection Committees - Development and Transformation Committees
District Representation	<ul style="list-style-type: none"> - Clubs - Schools

The specific content of the programme of each structure/substructure will be determined by that structure/substructure itself, based on the local conditions. However, at each level, it will be necessary to adopt certain key imperatives. All programmes must embrace a model of mass based aquatic sport, which attempts to involve a broad sector of the community, including local schools (at a club level), community based organizations (at a club level), tertiary education institutions (at a provincial level), provincial and local government (at a provincial level) and local industry and commerce (at a provincial level).

7.2.3 Objective 2 Approach

7.2.3.1 Each club will be expected to produce a developmental programme, which aims at ensuring a mass base for aquatic sport. The broad content of the club-based programme must include the participation of one or more schools within the community in which that club is based. The programme must also show evidence of a partnership of the local community based organization (CBO), and community based organizations from adjacent disadvantaged communities – preferably, communities which do not have a swimming pool. Clubs based in disadvantaged communities will also be expected to produce a schools' based programme, and show evidence of partnerships with CBOs. Clubs which consider themselves to be exclusively competitive clubs, training elite competitors, will also be expected to meet these requirements, however, this could be achieved indirectly through the partnership with accredited swim teachers NOT belonging to another club.



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- 7.2.3.2 In addition to having a development programme aimed at mass based sport, each club must also have a programme which clearly indicates a plan to develop black coaches, technical officials and administrators.
- 72.3.3 The Provincial Executive will be expected to produce a programme which outlines its initiatives at increasing the mass base of aquatic sport through clearly defined schools' programmes (particularly schools not actively participating in USSASA activities) and by developing partnerships with the tertiary institutions within the region. School based activity will be financially supported through the SSA "Learn-to-Swim" Programme.
- 7.2.3.4 The Provincial Executive must show how its programmes intend to interact with provincial government departments (particularly Departments of Sport and Recreation and Departments of Education). These interactions must ensure a drive toward mass based participation but also a means of involving educators in "Learn-to-Swim" programmes, and driving at including aquatic sport as a life skill within the curricula of school education. Interaction with local government must be aimed at securing access to venues, directing resources in areas that are considered to be priority areas in terms of aquatic development and obtaining additional resources for learn-to-swim activities.
- 7.2.3.5 The Provincial Executive through its interaction with the various stakeholders mentioned above, must also indicate how it intends to increase the numbers of black administrators within its ranks, particularly at leadership levels at the Boards and Executive. Category 2 Provincial Boards, Technical and Selection Committees and Executive must have at least a 20% black representation by ____, with a 10% increase each year, with a minimum of 50% by _____. Provincial delegations to national meetings, including AGMs and SGMs must be at least 50% black for Category 2 provinces (provinces should note, that by deciding to send only a single delegate, then by definition, this delegate MUST be black).
- 7.2.3.6 The Provincial Discipline Boards will be expected to produce programmes which detailed plans on identifying and advancing talented black athletes to higher levels of provincial/national competitions. These Boards will also be responsible for the programmes developing coaches and technical officials. All nominations for national technical and selection committees from Category 2 Provinces this must be 50% black, with at least 20%



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African. Failure to meet these quotas will render such nominations invalid.

- 7.2.3.7 The National Executive, while having an overall responsibility for the oversight of the above programmes, will nevertheless be responsible for the implementation of certain specific programmes. These include national elite athlete development and national team selection, including team management, and administrator development. Coaching and technical officials development will remain the responsibility of the provinces.

8. Responsibility and Reporting

- 8.1 The structure/substructure will be responsible for the development, implementation and continuous evaluation of the programme. The final responsibility for these programmes rests with the most senior manager of the structure/substructure such as the President, Chairperson or Convenor.
- 8.2 The President of the provincial affiliate will be responsible for reporting to the National Executive about the provincial structures/substructures. These reports must be submitted to the National CEO at least one month prior to the Annual General Meeting. The provision of a Development/Transformation Report must become a constitutional requirement for registration or affiliation to SSA. The provincial report must indicate which structure/substructure within the province has failed to produce a programme, and the action taken against such structure/substructure. The report must indicate the targets and the success or otherwise of achieving these targets.

9. Incentives and Punitive Measures

No club report – no participation