

## OVERVIEW

Transformation is the process of changing our current model of engagement to one that will satisfy future needs.

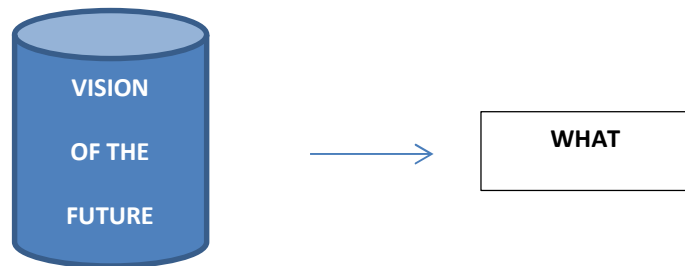
The process required to move forward should consider the demographics of our society and ensure that any future model of engagement, identifies and appreciates this dynamic.

Failure to move to this future model, will mean ultimately that the model as we know it now, will no longer be viable or sustainable and will lead to its demise.

## HOW DO WE CHART OUR WAY FORWARD

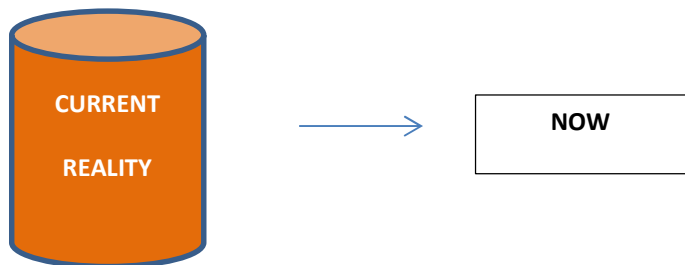
### A VISION OF THE FUTURE

1. We cannot plan for the future if we don't have a vision of what the future should look like so...
2. We begin with the end in mind. We put ourselves into the future and visualize what our structures and facilities need to look like to meet society's needs.



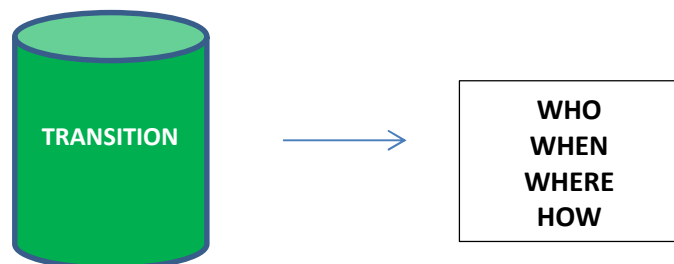
### WHERE ARE WE NOW – OUR CURRENT REALITY

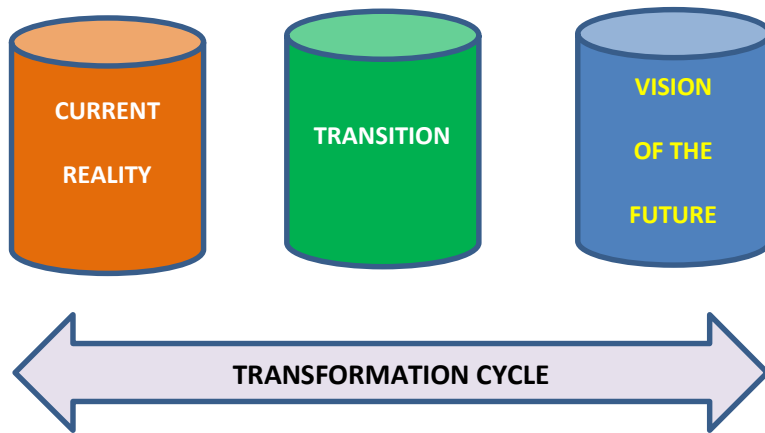
1. We need to conduct an in-depth analysis of what our current profile looks like.
2. Measure this in a scorecard.



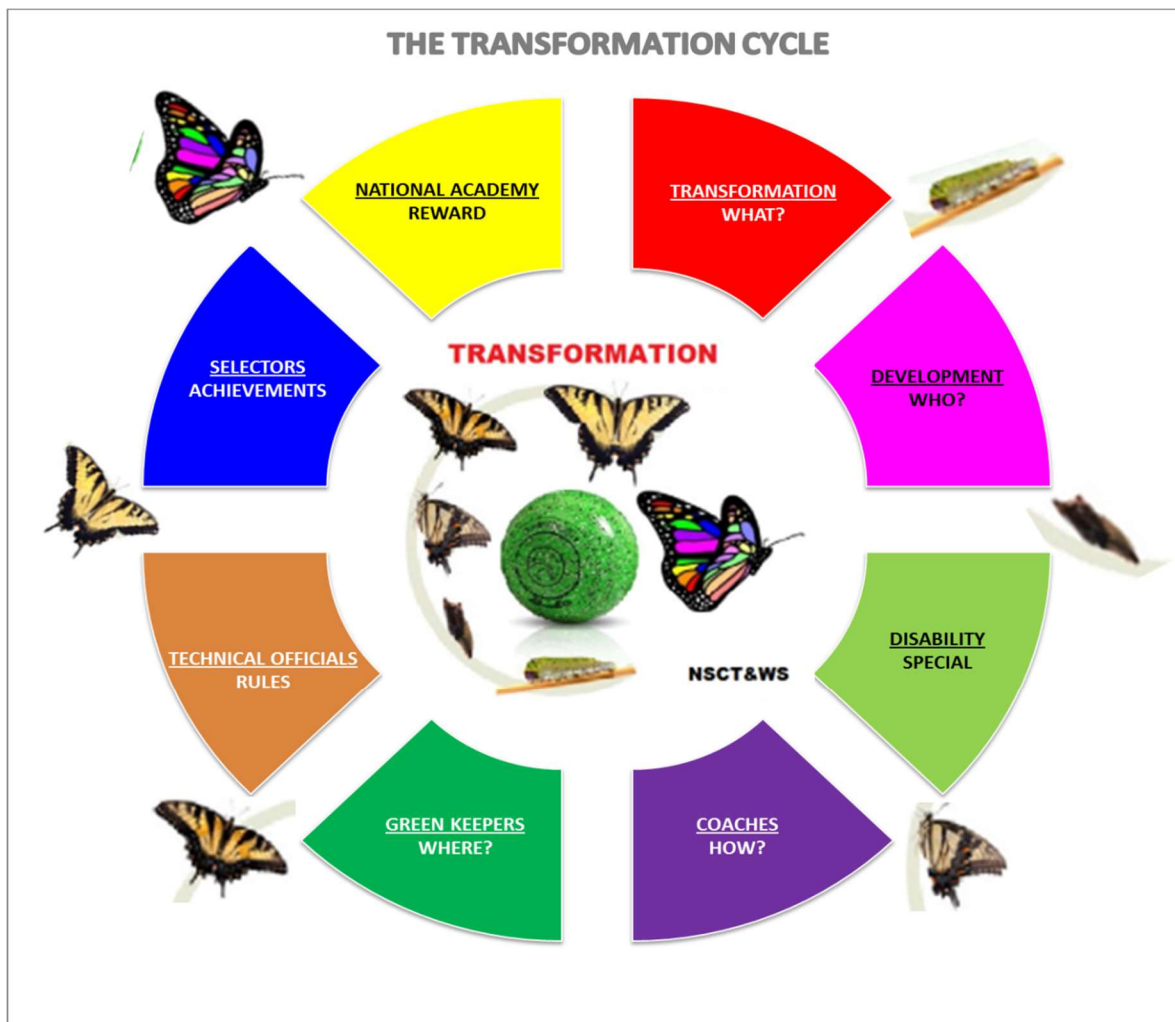
### THE CHANGE

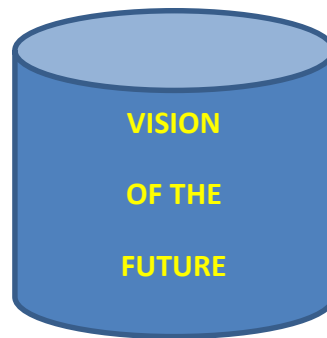
1. Identify the key elements needed to move from the now to the what
2. Identify resources needed both financial and human to affect this
3. Harvest any 'low hanging fruit' that can easily be implemented without undue delays



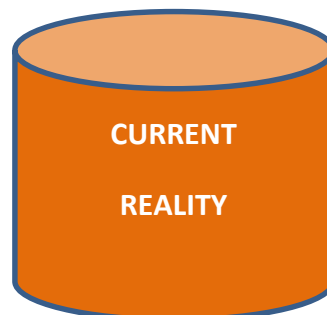


IN BOWLS SOUTH AFRICA WE SEE THE PROCESS EQUATED TO THE METOMORPHASIS OF THE BEAUTIFUL BUTTERFLY

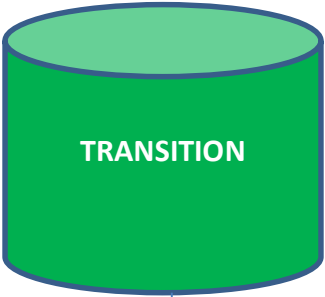




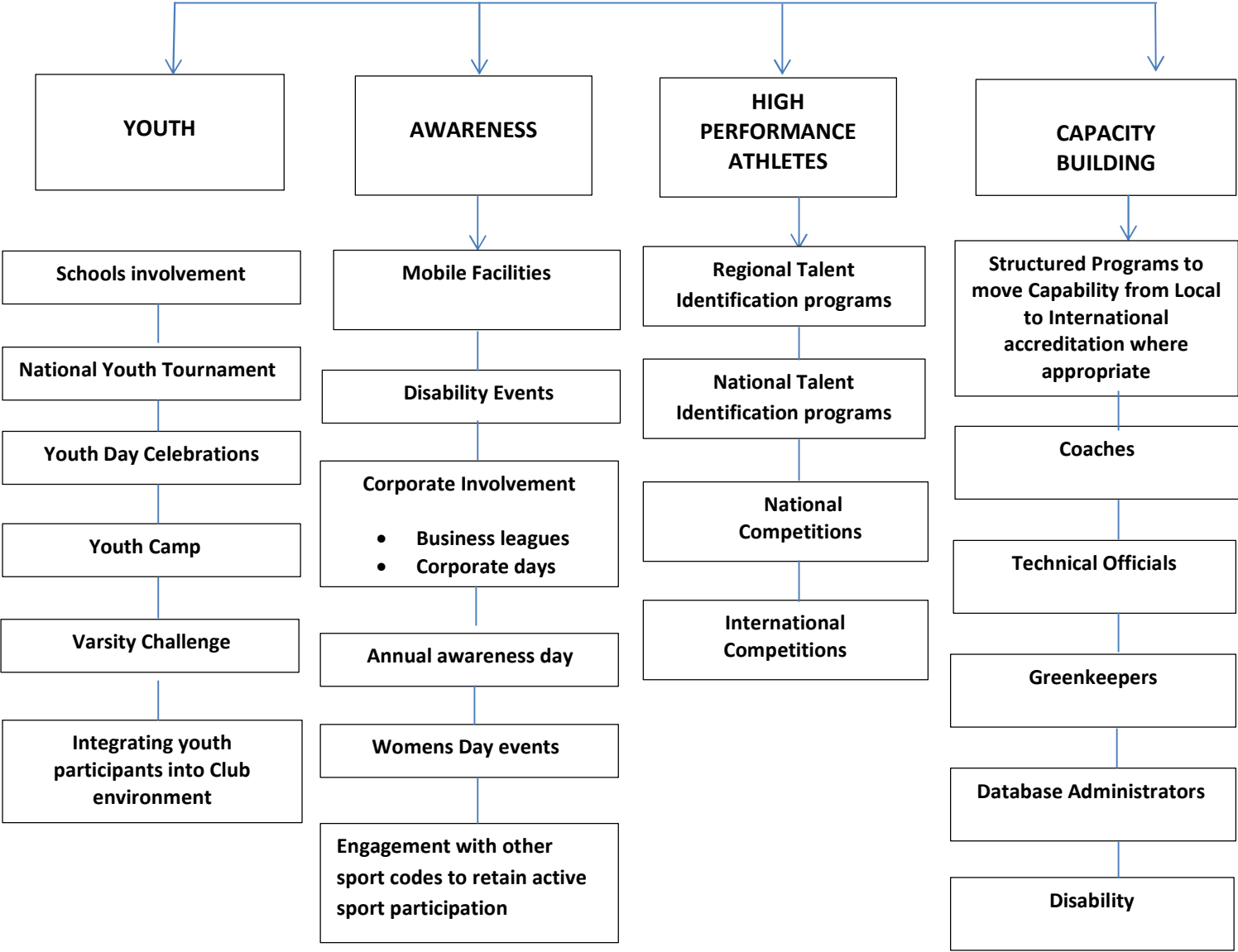
- Facilities necessary for participation in the sport that are accessible to the vast majority of our communities.
- Changed perception of the sport that identifies it as a sport to be enjoyed by all age profiles.
- Reduced barriers to entry in the form of relaxed clothing requirements, cheaper equipment through re-engineered old equipment.
- The demographic representation of our membership is consistent with that of our broader society.
- People servicing the sport, be it as administrators or technical support, are consistent with our demographic make-up



- Facilities necessary for participation in the sport are not situated in areas accessible to the vast majority of our communities and the costs of establishing and maintaining such facilities are financially prohibitive.
- Perception amongst the community that the sport is age specific and traditional in clothing and participation.
- Current demographic split of our membership is severely skewed in that the overwhelming majority of our societies are not active participants.
- Due to the voluntary nature of people servicing the sport be it as officials or administrators there is a huge reluctance on the part of individuals to engage in these capacities.
- Age profile of participants needs to be reduced.



The Move from the Now to the Future. Our Development plans



## TACTICAL ACTIVITIES TO SUPPORT DEVELOPMENT PLANS

### MEMBERSHIP

(Dimensions: Access; Skills & Capacity Development; Demographics Profile; Performance; Contributions to Government Priorities)

<b>YOUTH</b>	Youth Day Events	Non-Bowlers participate in events – introduced to bowls as a sport	Annually (16 Jun)
	Youth Camps (Based on the Trailblazer Youth Camps – SRSA project)	Bowlers and non-bowlers attend camp. Exposes non bowlers to bowls	Biennial
	Schools Programme – Approached selected schools to introduce Teachers (and later Scholars) to Bowls	Teachers participate in “Business Leagues” and other Bowls activities Teachers apply to be trained as Level 1 Coach and take lead in introducing bowls to the scholars	On-going
	Tertiary Institutions Programme	Students participate in Inter-Faculty/Hostel Leagues	Ongoing
	U/15 Nationals	Host a high level event	Annually
	U/20 Nationals	Host a high level event	Annually
	Encourage Districts to inform the NSC M&M of all youth bowlers leaving schools and where they will be working/studying	Youth are contacted and given advice wrt Clubs in their new areas and encouraged remain active	Ongoing
<b>AWARENESS</b>	International Disability Day Events	Non-Bowlers participate in events – introduced to bowls as a sport	Annually (3 Dec)
	Train & qualify directors for Disability and Impaired vision bowlers Train and qualify bowlers who would like to become coaches.		
	World Sight Day Events	Non-Bowlers participate in events – introduced to bowls as a sport	Annually (3 <sup>rd</sup> Week in Oct)
	Business Leagues	Encourage Districts/Clubs to host business leagues	Ongoing
	Players leaving other Sport Codes	Encourage Districts/Clubs (especially multi-sport clubs) to invite other sport codes to a Bowls Day.	Ongoing
	Annual Bowls Awareness Day	Revival of the Annual Bowls Awareness Day. Clubs invite non-bowlers to play bowls.	Ongoing
	Virtual District (SAPS/SANDB/DCS)	Enhance relations with these entities and encourage them to acknowledge bowls as an official sport	Ongoing
	Women’s Day Events	Non-Bowlers participate in events – introduced to bowls as a sport	Annually (9 Aug)
	Encourage Districts/Clubs to host events to retain the current competitive bowlers	Competitive bowlers increase participation in events and remain active members	Ongoing
	Encourage Districts/Clubs to host events to retain the current non-competitive bowlers	Non-Competitive bowlers have events to keep the attracted to the sport and remain active members	Ongoing

**HIGH PERFORMANCE ATHLETES (Dimensions: Performance; Skills & Capacity Development, Demographic Profile)**

<p><b>Talent Identification</b></p>	<ul style="list-style-type: none"> <li>• National talent development structure.</li> <li>• Zone Talent identification</li> <li>• Pathway development.</li> <li>• Open selection Policies</li> <li>• International competition.</li> </ul>	<ul style="list-style-type: none"> <li>• To provide clear pathways to National honours.</li> <li>• To contest at International level with the best available players.</li> </ul>	<ul style="list-style-type: none"> <li>• Clear identified pathways to National honours.</li> <li>• Integrated development plan for identified talent.</li> <li>• Structured training programmes.</li> <li>• Access to sports science approach.</li> </ul>
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<p><b>Quality National events</b></p>	<ul style="list-style-type: none"> <li>• Provide acceptable participation levels.</li> <li>• Properly structured and timing of events.</li> <li>• Effective event management</li> <li>• Coordinated annual calendar.</li> <li>• Effective reporting pre, during and post tournament.</li> </ul>	<ul style="list-style-type: none"> <li>• To provide a competitive environment for all members with access to participation.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous review of all National events and adopt to conditions of play and format.</li> <li>• Provide ongoing and targeted training for volunteers.</li> </ul>
<p><b>Quality International events</b></p>	<ul style="list-style-type: none"> <li>• Properly structured and timing of events.</li> <li>• Effective event management</li> <li>• Coordinated annual calendar.</li> <li>• Effective reporting pre, during and post tournament.</li> </ul>	<ul style="list-style-type: none"> <li>• To provide a competitive environment for selected members which gives them the opportunity to compete against the best.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous review of all International events.</li> <li>• Provide ongoing and targeted training for volunteers.</li> </ul>

**CAPACITY BUILDING**

**(Dimensions: Skills & Capacity Development; Demographic Profile; Access)**

<b>Coaches</b>	<p><b>School Teachers</b></p> <ul style="list-style-type: none"> <li>• Train &amp; qualify teachers found by M&amp;M as part of their Schools Project</li> <li>• Train &amp; qualify members who would like to enter the coaching arena</li> </ul>	25 new teachers accredited as coaches nationally p.a.	Annual
	<p><b>Level One</b></p> <ul style="list-style-type: none"> <li>• Train &amp; qualify members who would like to become Club coaches</li> <li>• Orientation on new player coaching</li> <li>• Based on discovery learning method</li> </ul>	75 new coaches nationally p.a.	Annual (large) / Biennial (small)
	<p><b>Level Two</b></p> <ul style="list-style-type: none"> <li>• Administer &amp; run North &amp; South courses, biennially (even years)</li> <li>• Orientation on existing player coaches</li> <li>• Based on discovery learning method</li> </ul>	15 -25 new coaches every second year	Biennially (odd years)
	<p><b>Level Three</b></p> <ul style="list-style-type: none"> <li>• Administer &amp; run a National course, biennially (odd years)</li> <li>• Orientation on elite player development</li> <li>• Based on discovery learning method</li> </ul>	8-12 new coaches every second year	Biennially (even years)
	<p><b>Train the Trainer</b></p> <ul style="list-style-type: none"> <li>• Administer &amp; run four courses (South, Middle, North, Natal), biennially (odd years) and assess candidates post-course for qualifications</li> <li>• Based on discovery learning method using Level 1 course material as the Case study</li> <li>• Formative assessment post-course</li> </ul>	25 – 35 new Assistant Course Presenters	Biennially (even years)
	<p><b>Continuous Professional Development (CPD)</b></p> <ul style="list-style-type: none"> <li>• Host coaching days to share new and remind coaches of existing information – upskilling and refreshing, sorting out local coaching issues / questions; large districts annually, small districts biennially (alternating with Level 1 courses)</li> </ul>	Minimum 80% active coaches up to date	Annual (large) / Biennial (small)

**CAPACITY BUILDING ...cont. (Dimensions: Skills & Capacity Development; Demographic Profile; Access)**

<b>Technical Officials</b>	<b>Level One</b> <ul style="list-style-type: none"> <li>• Train &amp; qualify members who would like to become Club Technical Officials</li> <li>• Orientation on new Officials</li> <li>• Based on discovery learning method</li> </ul>	60 new Technical officials nationally p.a.	Annual (large) / Biennial (small)
	<b>Level Two</b> <ul style="list-style-type: none"> <li>• Administer &amp; run North &amp; South courses, biennially (even years)</li> <li>• Orientation on existing club Technical Officials</li> </ul>	20 new Technical Officials	Annual
	<b>Level Three</b> <ul style="list-style-type: none"> <li>• Administer &amp; run North &amp; South courses, biennially (even years)</li> <li>• Orientation on existing District Technical Officials</li> </ul>	15 new Technical Officials	Annual
	<b>Train the Trainer</b> <ul style="list-style-type: none"> <li>• Administer &amp; run North &amp; South courses, biennially (even years)</li> <li>• Orientation on existing District Technical Officials</li> </ul>	10 Candidates	Annual
	<b>Distance Learning</b> <ul style="list-style-type: none"> <li>• Establish a process for on-line course presentation</li> <li>• Orientation on existing District Technical Officials</li> </ul>	10 Candidates	Annual
	<b>International Technical Officials</b> <ul style="list-style-type: none"> <li>• Administer &amp; run courses, biennially (even years)</li> <li>• Orientation of existing Level 3 Technical Officials</li> </ul>	10 Candidates	Biennial
<b>Greenkeepers</b>	<b>Level One</b> <ul style="list-style-type: none"> <li>• Train &amp; qualify members in Green maintenance</li> <li>• Orientation on Greenkeeping staff</li> </ul>	80 Candidates	Annual
	<b>Level Two</b> <ul style="list-style-type: none"> <li>• Train &amp; qualify members in Green maintenance</li> <li>• Orientation on Level One Greenkeeping staff</li> </ul>	20 Candidates	Annual
<b>Administrative Staff</b>	<ul style="list-style-type: none"> <li>• Train administrative staff on usage and functionality of the Database</li> <li>• Orientation of all Club and District administrators</li> </ul>	200 Candidates	Annual



**EXCELLENCE IN GOVERNANCE (Dimensions: Good Governance)**

<p><b>Organization Excellence</b></p>	<ul style="list-style-type: none"> <li>• Strong ethics.</li> <li>• Effective and efficient decision making.</li> <li>• Sustaining organizational resources.</li> <li>• Creating an environment for adaptive change</li> <li>• Confidentiality.</li> <li>• Mutual Trust and Respect.</li> </ul>	<ul style="list-style-type: none"> <li>• To have an open and honest interaction.</li> <li>• To be reactive and proactive in decision making.</li> <li>• Creating an environment of caring for resources.</li> <li>• Constant review of social needs.</li> <li>• To be seen as fair to all.</li> <li>• Data integrity consistently tested for reporting and audit requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Adherence to defined Code of Conduct.</li> <li>• Effective communication.</li> <li>• Support of strong fiscal discipline.</li> <li>• Regular review of internal / external relationships.</li> <li>• Respect for others.</li> <li>• Adherence to Statutory requirements.</li> <li>• Support of Government social campaigns.</li> </ul>
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**FINANCIAL SUSTAINABILTY (Dimensions: Good Governance)**

<p><b>Financial liquidity as measured annually</b></p>	<ul style="list-style-type: none"> <li>• Operating within budgetary parameters.</li> <li>• Timeous audited financial statements.</li> <li>• Sustained and enhanced relationships with sponsors.</li> <li>• Regular review of cash flow and expenses.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular review of financial performance.</li> <li>• Annual financial statements to be available within three months of year-end.</li> <li>• To support income stream with sources outside of membership funding.</li> <li>• To optimize funding support with investment strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly review of costs vs budget.</li> <li>• Optimize investments.</li> <li>• Annual review with sponsors and seek new sponsorship agreements.</li> <li>• Quarterly review of funding.</li> </ul>
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## LOTTO FUNDING REQUIRED TO SUPPORT DEVELOPMENT PLANS

	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021	2021 / 2022
<b>Youth</b>	<b>9,000</b>	<b>119,000</b>	<b>9,000</b>	<b>109,000</b>	<b>9,000</b>
<i>Youth day</i>	4,000	4,000	4,000	4,000	4,000
<i>Youth camp</i>		100,000		100,000	
<i>Tertiary Institutions</i>	5,000	5,000	5,000	5,000	5,000
<b>Awariness</b>	<b>8,000</b>	<b>258,000</b>	<b>158,000</b>	<b>258,000</b>	<b>258,000</b>
<i>Mobile facilities</i>		200,000	150,000	200,000	250,000
<i>Disabilty support</i>	8000	28,000	8,000	28,000	8,000
<i>Equipment</i>		30,000		30,000	
<b>High Performance Athletes</b>	<b>1,020,000</b>	<b>875,000</b>	<b>880,000</b>	<b>1,035,000</b>	<b>1,040,000</b>
<i>Long Term Player Dev.</i>	150,000	150,000	150,000	150,000	150,000
<i>Head Coach costs</i>	60,000	60,000	60,000	60,000	60,000
<i>High Performance centre</i>	120,000	120,000	120,000	120,000	120,000
<i>International events</i>	450,000	300,000	300,000	450,000	450,000
<i>Squad preperation</i>	150,000	150,000	150,000	150,000	150,000
<i>Regional Talent</i>	90,000	95,000	100,000	105,000	110,000
<b>Capacity Building</b>	<b>185,000</b>	<b>616,500</b>	<b>340,000</b>	<b>400,000</b>	<b>360,000</b>
<i>Disability</i>	10,000		50,000		50,000
<i>Technical Officials</i>	165,000	181,500		200,000	
<i>Coaches</i>	10,000	125,000	290,000		150,000
<i>Equipment</i>		150,000		200,000	
<i>Greenkeepers</i>		160,000			160,000
<b>Administration costs</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
<b>Total Projected Costs</b>	<b>1,372,000</b>	<b>2,018,500</b>	<b>1,537,000</b>	<b>1,952,000</b>	<b>1,817,000</b>

\*Detailed documents for each project are attached herewith.