



**2017 SPORT AND RECREATION SOUTH AFRICA
CONFERENCE (SASReCon) CLOSEOUT REPORT**

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1. INTRODUCTION

This closeout report was compiled after the 2017 Sport and Recreation South Africa Conference (SASReCon) took place from 3-6 October 2017 at Potchefstroom Campus. The Department of Sport and Recreation (SRSA) in partnership with the North-West West University hosted SASReCon. It was attended by researchers of sport and recreation, academics, and students from Universities and practitioners from federations, Government, and sport organisations. SASReCon is the primary sport science conference in South Africa and a project of the National Department of Sport and Recreation, that forms part of its knowledge management programme.

Following 2014 SASReCon, SRSA resolved that it must take place in every quadrennial, a year following the Olympic Games and that is why the current conference took place in 2017. The conference was divided into two sub sections namely; the main and side conferences. The main conference focused on academic related matters.

The 2017 SASReCon official opening was graced by the presence and addresses of Vice Chancellor of the North-West University, Professor Dan Kgwadi and deputy minister of SRSA, Mr. Gert C. Oosthuizen.

The conference was organised under the theme: *“Sport and Recreation for Wellbeing and Economic Development”* based on the following three domains: Physical Education, Physical Activity and Health; Youth and School Sport; and High Performance Sport and Business in Sport and Recreation. A total of 45 speakers as per invitation participated in the main conference. Presentations in the various tracks were made in parallel sessions.

The main conference was mainly managed by the Academic Advisory Panel (AAP) members namely; Prof. Makama Andries Monyeki (AAP Chairperson), Prof. Sue Bassett, Prof. Abel L Toriola, Prof. Simeon Davies and Dr Chitja Twala with the assistance of the SRSA task team.

There were eleven side conferences that ran parallel to each other and the main conference as well.

2. PURPOSE

Vision 2030, as contained in the White Paper on Sport and Recreation (2013), identifies 17 priority areas. Most relevant to SASReCON is that “South Africa (is) acknowledged as a

leader in world sport and recreation, including its contribution to research". SRSA instituted a knowledge management system as an intervention to achieve this vision. SASReCON is one part of this system. The main aim of SASReCON is to provide a platform that endeavours to bridge the gap between theory, policy and practice while also acting as a forum for participants to present and share ideas and results of recent programmes or projects.

3. MAIN CONFERENCE

The main conference consisted of three tracks as well as the symposium led by a team of researchers.

3.1 Feedback from all the three Tracks

Internationally renowned academic professors, i.e. M. Mokgwathi (Deputy Vice Chancellor, Student Affairs, University of Botswana), M Cameron (Australia), A Prista (Faculty of Physical Education and Sports Sciences, Universidade Pedagógica, Maputo, Mozambique); as well as G Longhurst (Waikato Institute of Technology Centre for Sport Science and Human Performance, Hamilton New Zealand) and researcher M Pedersen, delivered the keynote addresses for the Physical Education, Physical Activity and Health / Youth and School Sport; High Performance and Sport Science / Business in Sport and Recreation tracks. Mr Pedersen's presentation was entitled "Growing Big, Learning that Small is Beautiful: The Role of Good Governance in Building Trust, Growth and Performance in Sport". This was complemented by excellent keynote presentations on the following days by other international academics namely, Dr G Longhurst (Waikato Institute of Technology, Centre for Sport Science and Human Performance, Hamilton, New Zealand) and Prof Kamilla Swart (College of Business Administration, American University in the Emirates).

The Physical Education, Physical Activity and Health and Youth and School Sport and High Performance Sport tracks covered a variety of topics from the influence of teachers in encouraging physical activity and recreation at township schools and a situation analysis on the status of physical education in the South African public schools for learners with physical disabilities to the benefits and barriers to physical activity among HIV positive women, the prevalence and modifiable intrinsic risk factors for a variety of chronic conditions as well as sports injuries. In addition, strategies on how club development can be established were also discussed. School sport appeared to be a key role player in enhancing youth participation in sport. It was well attended and stimulated fruitful discussions.

Intervention studies presented in track 1 (Physical Education, Physical Activity and Health) showed that participation in physical activity provides a wide range of health benefits and that should be encouraged from the childhood to adulthood.

In New Zealand, physical activity is used as a 'green prescription' in addressing non-communicable disease (NCDs) of lifestyle. Mechanisms used in ensuring the effectiveness of 'green prescriptions' are by the use of referral by the medical doctor to sport trust (e.g. Exercise physiologist etc.). In addition, in New Zealand we have learned about a programme in which girls are prepared to assume leadership roles in the delivery of active recreation and fitness in their communities; and also the country aims to promote and support capacity for high-quality research and development for the prevention and control of non-communicable diseases through health-enhancing physical activity.

The need to encourage South Africans to work together in the area of Sport and Recreation to build a healthy nation regardless of race or colour, was emphasized. This in a way will help the country in breaking existing barriers of participation in Sport and Recreation and bring about social cohesion as spelt out in the NSRP.

The programme was well attended with vibrant discussion sessions following the presentations. It was also noteworthy that there has been an increase in interdisciplinary research work, where leading academics had teamed up to conduct studies in priority research themes. A good example of this was the collaboration between Profs Gabriels and Coopoo, who investigated supplements, from both a scientific content analysis of the products, but also the advertising and labelling strategies that companies utilise to market their merchandise.

There was a strong governance theme in the Sport Business track, reflecting a shift by reputable corporates the world over to operate in a more transparent and responsible manner, along with sport tourism as a means to help sport for development. In all, eighteen presentations were made in the Business of Sport and Recreation track. It was pleasing to see that the sport business theme at the conference, along with the aligned and supportive disciplines, such as management, marketing, branding, tourism and events were of a high standard. Furthermore, it was interesting to note that the business track was characterised by an extraordinary wide range of studies, reflecting that this academic discipline is growing rapidly as it provides empirical information and analysis that support the sport industry, which in turn provides revenue for the broader economy and could potentially create jobs.

4. SIDE CONFERENCES

Side conferences consisted of the following workshops and conferences: professionalisation of sport, stadium seminar, sports economy, sports licencing and marketing workshop, sport

science, innovation in sport, club development, sponsorship and marketing and sport tourism and environment.

4.1 PROFESSIONALISATION OF SPORT

Professionalisation of Sports entails the organisational process of transformation of a sporting code leading towards organisational efficiency and business-like management. There were various topics discussed under this mini conference.

Topic: The Professional sport landscape in South Africa: within the context of South African Rugby: Mr. J. Roux

The South African rugby landscape appeared to be professionalised, but in actual fact it was not in terms of international commercial standards. The South African Rugby Union thus embarked on a journey to professionalise the sport. This in turn brought about needed change which alleviated some of the challenges faced by the provincial Unions and helped to safeguard and propel the sport of rugby.

The sport of rugby had to reinvent itself due to unintended consequences that emerged. The reinvention process would be a 10 year slogging process. The approach to professionalise the sport of rugby would be to create a system out of the historic and current amateur structures.

Innovative strategies would have to be adopted in order to gain increments in specialised areas of importance for the sport of rugby, i.e. participation, revenue, commercial interests, and game concepts.

The South African sport landscape commercially has evolved and consistently applies a pragmatic, cost-effective, and income driven approach. The current South African sport landscape has developed partnerships that are grounded and founded on mutual interactive processes that include arranging quarterly meetings, continuous engagements, and producing reports on progress made.

The South African sport landscape with regard to broadcasting is a major area where growth is expanding progressively. Through a carefully defined strategy, the South African Rugby union has employed the expertise of professionals who can package the sport of rugby as a product in such a way that transcends current technology and future technologies.

Topic: Professionalisation of Sport in South Africa: The SRSA Model: A top bottom approach: the case of Basketball, Netball and Hockey: Mr. T. Thebehae

The National Sport and Recreation Plan prescribes that in order to create a winning nation, inter-league competition, structures should be created at an elite level. The continued competition schedule will enable provincial athletes the opportunity to be eligible for selection into a national team, but however, the opportunity to access to a structured competition schedule that is held on an annual basis.

Sport and Recreation South Africa through the initiative of identifying a sporting code that will receive intensified funding for that particular has provided a formalised process where the receiving national sporting code body can create a plan as to how the additional funding will be utilised.

Basketball, Netball and Hockey are thus far the three sporting codes that have gone through this process. As a consequence, Netball has managed to secure a sponsorship partnership on an annual basis. The leagues for three sporting codes continue each year since 2013 making positive strides.

Topic: The roadmap to professionalization: Drafting a strategy and guidelines on professionalism of sporting codes: Mr. S. Gumede

The current commercial trends in sport include a variety of aspects that are connected together intricately. One cannot isolate the trends and view them individually. Together they form and make up the strategy for a winning formula to succeed in today's sport commercial environment. These commercial trends include the emergence of new players, the buying of rights, analytics, and the buying of data.

The lessons outlined that sporting codes can adhere to in order to professionalise their individual sports, is to realise that before a sporting code can become a professional sport, it has to be a good amateur sport in respect to governance, operations, and the manner in which the sporting code is run.

Sporting codes need to be clear on the reality that professional sport is a business. One of the biggest challenges is that sporting codes do not have innovative ideas or strategies in order to develop their sporting codes.

The process to follow when turning an amateur sport into a professional sport is as follows:

1. Conduct research, execute fact-finding activities, and look at what exists currently
2. Develop a plan with a vision and a strategy
3. Execute
4. Reporting, monitoring and tracking then become essential at this stage

4.2 STADIUM SEMINAR

Stadium Management Seminar focused on the practical ABC of managing stadiums. It presented concepts and techniques for discussion with combination of visuals, interactive tools and equipment for demonstration.

Topic: Stadium management and promotion of grassroots development (End user perspective): Mr. L. Matobako

Stadium Management is managing a place or venue for (mostly) outdoor sports, indoor sports, concerts, or other events and consists of a field or stage either partly or completely surrounded by a tiered structure designed to allow spectators to stand or sit and view the event. Stadiums are managed by Municipalities, Sport Federations, Private Companies and Higher education institutions.

Types of stadiums in Free State province are as follows:

“Bloemanda” swimming pool: It is managed by Municipality and Swimming Club. It is the first swimming pool in Mangaung area. It has life savers development programmes. It has life guard activities. It promotes swimming development and is used for swimming competitions.

Stadium swimming pool: It is managed by Municipality and swimming association. It is used for public. It provides water sporting activities e.g hockey.

Masenkeng stadium: It is managed by Municipality. It is the first stadium in Mangaung area. It was used for community meetings and was used by African Football Association during 1960s. It is the development facility for Rugby, Cricket and Football.

Free State stadium: It is a long-term lease to Free State Rugby Union. It hosts provincial/national/ international rugby matches. It also holds music festivals and political gatherings.

Dr. Rantlai Molemela stadium (previously known as Seisa Ramabodu stadium): It is managed by Municipality. It is mainly for soccer matches (Celtic Home Ground). It promotes grassroots sport development. It is used to hold church activities and political rallies.

Mangaung indoor sport centre: It is managed by Municipality and built by Sport Trust. It holds local/provincial/national/ international sporting events. It serves as a boxing tournament. It has daily training programmes on Karate, Judo, Table Tennis, Volleyball, Basketball, Aerobics and Badminton.

Charles Mopeli stadium: It is also managed by Municipality. It hosts soccer and athletics sport activities. It used for political rallies and cultural activities.

“Maluto A Phofung” District Academy: It is managed by the Department of Sport, Arts, Culture and Recreation (DSACR) and maintained by Municipality. It serves as a sport science service. It holds after school programme which include Football, Boxing, Athletics, Rugby, Karate and Indigenous activities.

Free State Tennis stadium: It is a long term lease to Free State Tennis Association. It is maintained by both Municipality and Sport Federation. It hosts school sport competitions, provincial and national tournaments.

Hockey stadium: It has not been used since 2010. It serves as parking for rugby matches. It hosts MACUFE and after rugby matches activities. Municipality has no funds to renovate the pitch.

Mangaung Athletics stadium: It is a long-term lease to Athletics Free State Federation. It is managed and maintained by Athletics Free State. It hosts schools local/provincial/national meetings.

Key challenges on stadium management:

- High rental fees charged for usage by amateur clubs.
- Inaccessible facilities.
- Stadiums are under-utilised and poorly maintained.
- They are not secured.
- They have long-term lease agreement.

Municipal Infrastructure Grant (MIG) Sport projects earmarked for funding:

Total MIG allocation for 2017/2018 is R771 954 000.00. SRSA ring fenced the amount of R34 896 861.00. MIG projects earmarked for sport amount to R82 379 866.62.

Challenges encountered in the MIG sport projects are as follows:

- Sports Councils not involved in some projects
- Federations not consulted
- Lack of maintenance plan
- Lack of security
- Used for other purposes not related to sport
- Completion of projects
- Funds redirected to other priorities

Topic: Managing a World Class facility for public benefit: Mr. V. Mazibuku

Countries host events like FIFA World Cup not just for excitement and media exposure purposes, however there are always positive expectations and lasting returns on the investment made. The value derived from such investments can be broadly categorised into tangible (economic) and intangible (non-economic) benefits. In the case of South Africa, the primary purpose of building stadiums was for the country to host the 2010 FIFA World Cup, notwithstanding the fact that there were existing stadiums which were mainly used for Rugby. The long-term vision was not just to create football stadiums to host the global event but for these to become landmarks which are multi-purpose entertainment facilities for all to enjoy. The strategic objective was for these stadiums to create an enabling environment to attract investment that generates economic growth, create jobs and remain iconic landmarks for host cities.

Managing the world class facility is based on the case for Moses Mabida stadium. In view of the fact that no evidence existed in South Africa with regards to the development of possible institutional management models to manage publicly owned stadiums before 2010 World Cup, different Municipalities adopted different institutional models.

In an attempt to resolve the challenge, Moses Mabida stadium conducted an investigation and suggested five possible models for consideration with both pros and cons.

Topic: SCORE-NGO Perspective: Availability and access of sports facilities in rural communities (challenges & remedies): Ms. B. K. Mxekezo - Lallie

SCORE means “Sport Coaches Outreach”. It is a Non-profit Organisation (NGO), working in partnership with SRSA. It was founded in 1991. It provides training and support to its partners. It focuses on children and youth, women and girls as well as rural communities. It also encourages community sport. Sport facilities should be built in rural communities with the engagement of sport federations and other relevant stakeholders.

Challenges with regards to sport facilities can be their inaccessibility, for example stadiums are closed on certain times, and other sport facilities are not disability friendly. It is important to implement facility norms and standards.

Topic: National Immovable Maintenance Management Framework: Critical considerations to ensure formulation of credible IAM – Lessons for local sport facility managers: Department of Public Works

Municipalities are custodians of community infrastructure and public facilities. Government is committed to extend infrastructure service delivery to all citizens and Municipal Infrastructure Grant (MIG -2014) was created to assist municipalities to complement infrastructure budgets. The investment by CoGTA through Municipal Infrastructure Support Agent (MISA) into the development of the Municipal Infrastructure Performance Management Information System (MIPMIS) is thus an attempt at creating a central robust asset repository, under the stewardship of the state, that provides the basis for valuing, operating and maintaining municipal assets and estimating asset management funding requirements in compliance with the budget format published by the National Treasury to assist municipal technical departments with regards to infrastructure asset management

The National Infrastructure Maintenance Strategy (NIMS) was approved by Cabinet in August 2006 and was launched in May 2008. The NIMS was aimed at reinforcing support for the infrastructure and community assets through well considered maintenance and renewal strategies. The overall aim of NIMS is the improved maintenance of public sector infrastructure in South Africa. NIMS focuses on four key areas:

- Strengthening the regulatory framework governing planning and budgeting for the maintenance of public infrastructure assets;
- Assisting institutions with non-financial resources in respect of the maintenance of public infrastructure assets;

- Developing the maintenance industry; and
- Strengthening monitoring, evaluation and reporting of the maintenance of public infrastructure assets and feeding this into a process of continuous improvement.

The Department of Public Works (DPW) was tasked with leading the implementation of the NIMS and the Construction Industry Development Board (CIDB) was tasked with providing the overall programme management on behalf of the DPW.

Challenges:

There is strong evidence that much of the infrastructure of both pre and post 1994 is often not being properly maintained. Some of the key challenges that undermine maintenance being undertaken include the following:

- Registers of infrastructure immovable assets owned by government are incomplete or not in existence.
- The focus is on new service delivery and maintenance has not been sufficiently prioritised or required as a responsibility of officials.
- Public entities often do not have asset management plans that set out activities to be undertaken in respect of maintenance. Often where such plans exist officials are not clearly held accountable to implement them.
- Budget allocations for maintenance is often inadequate or absent or are not ring fenced and so are often used for other activities when funding is limited.
- There is insufficient skilled capacity both within the public and private sectors to undertake maintenance effectively.

The *National Immovable Asset Maintenance Management (NIAMM) Framework* consists of: NIAMM Standards, NIAMM Accounting Framework, NIAMM Monitoring and Evaluation Protocol, NIAMM Planning Guidelines, NIAMM Competency Framework and Contractor Development through the Maintenance Industry.

NIAMM Standards: NIAMM Standards establishes a system of principles or practice specifications for the management and care of immovable assets subsequent to initial construction or acquisition. Each entity should make sufficient budget provision for the maintenance of its immovable assets as per its approved asset management plans throughout the life of assets, and shall furthermore undertake all reasonable effort to ensure full implementation of maintenance activities on an annual basis.

Budgeting for asset maintenance shall be done on the basis of the demonstrated estimated current costs involved in achieving stated maintenance objectives. Budgeting shall not be

based on historic budget provisions or some normative allocated percentage of the total operating budget. In the event that insufficient budget is available for maintenance, or that such budget is not fully spent in a financial period, the entity shall record the amount of deferred maintenance in its annual financial statements.

NIAMM Accounting Framework: It establishes an effective functioning system of accounting that fairly presents the value, level of consumption, and current and future asset care needs of immovable asset portfolios.

NIAMM Monitoring and Evaluation Protocol: It establishes a protocol for the monitoring and evaluation of the implementation of the NIAMM Standard to ensure appropriate asset care through sufficient investment in asset maintenance and renewal, as well as periodically assessing the suitability and performance of the maintenance management system and implementing improvements as necessary.

NIAMM Planning Guidelines (for Buildings) guides the maintenance management function through the preparation of Maintenance Management Plans, so as to ensure availability of a facility at the required standard and level of service. Planning and management of public buildings are done at portfolio, facility and component levels.

NIAMM Competency Framework ensures that efficient and effective maintenance management of immovable assets is executed by competent staff, performing the maintenance management functions on an on-going basis and to the required standard.

Each entity with regards to National Immoveable Asset Maintenance Management Standard shall:

- Appoint persons in asset care positions that are certified as competent, as measured against the NIAMM Competency Framework.
- Retrain and/or educate, and take reasonable actions to enable staff appointed prior to commencement of the NIAMM Competency Framework to obtain certification as competent.
- When requesting tenders and quotations involving asset care services or activities, you should require proof of certification against the NIAMM Competency Framework.

4.3 SPORTS LAW

Sports Law is concerned with the legal relationships that arise from sports, including the regulation of sports, liability issues and dispute resolution in sports disputes. Sports Law is not a single legal topic with generally applicable principles. It touches on a variety of matters including, contracts, agencies, antitrust, civil liability, and administrative justice, to mention but a few. Sport Law is generally divided into areas of amateur, professional and international sports.

Official opening: MEC of Education and Sport of North West: M. Lahari

Deliberations at the conference started with MEC of Education and Sport of North West who officially opened the conference by welcoming and thanking the delegates for attending. He referred to the “sons of the North West”, Philemon Masinga and Lucas Radebe both international football players as great role models for drug-free sport.

Topic: Current Issues and Priorities facing WADA in 2017: Mr. Olivier Niggli: Director-General of WADA

He explained the creation of WADA which emanated from cyclists caught by French police taking drugs. He explained the new and the enhanced core activities of WADA such as harmonizing rules and capacity building of the athlete.

WADA applies new investigative powers by launching new innovative methods in order to improve our governance and ethics. He explained the background to Gregory Chenkov’s article in the New York Times which led to the McLaren Report. The allegations were that the Russian Athletes were assisted by government to dope for the Olympics and other sporting events.

WADA has established an investigations department which includes the whistle-blower program. Other priorities that began in 2016 and will drive the Agency’s work in 2017 and beyond are the Compliance Program, research led anti-doping education, strengthen the laboratory accreditation process, and work with NADO’s / RADO’s, to enhance anti-doping capacity. Also, there is an aim to further develop the Athlete Biological Passport Program and scientific-based knowledge on the prohibited list. They will ensure that the new ADAMS works technically and is secured. The outcomes of the McLaren Investigation are managed. WADA aims to increase its commitments and financial support from government, sport and other sources in light of the expanded role.

McLaren Investigation and the status with Russia were addressed. Example of good change that has been made is funding models which have changed in Russia to RUSADA. It

is no longer coming directly from government. RUSADA has new staff and a new board for RUSADA. The goal is to build a credible system. This means WADA will be focusing on the McLaren's outcomes, the Russian government must provide access to the stored urine samples in the Moscow laboratory.

SAIDS should insert the clause "the right to subpoena witnesses to its tribunals" in the Drug Free Sport Act.

Topic: Governance in Sport: Independence vs Accountability: Judge Mpati: WADA Working Group on Governance & retired Appeals Court Judge President

When an organization is to be formed a committee is tasked to compile a constitution. A body of rules and customs and laws, sets out the structure and activities of the organization. The constitution tells one how and by whom an organization shall be governed. It will contain a provision that such regulations shall not be inconsistent with the national laws. Accountability and independence are terms that confuse people in as far as governance is concerned.

It was highlighted that a president of an organization should not abuse his powers or position of authority by questioning or interfering which might affect the independency of an appointed body.

The Judge explained the role of an independent member and that they are not accountable to anyone. They are expected and hoped to make the right decision in good conscience. They are not influenced or affected by others in and when conducting enquiries and audits.

He mentioned the list of categories of items the independent member must not be involved in before he is appointed as a member.

The autonomous decisions taken by the disciplinary committees or appeals committee is binding on the organization. They however, account differently to the organization. They account to the public of the specific code. Decisions need to be made justifiably by law and making them timeously and not arbitrarily. Most importantly the athletes/accused should be allowed to know why they have contravened the rules and regulations. The organization usually reserves its right to appeal the decision of disciplinary committee. This is also another form of accountability.

The Judge advised with regards to impartiality and requesting recusals that judicial officers must ask the athlete before commencing the hearing whether they object to the members sitting to hear his case and if there is any conflict of interest.

Topic: Governance and Ethics in Sport Administration: Prof. Rian Cloete – Head of Procedural Law & Sports Law at Pretoria University

Prof. Cloete covered the governance failures in world sport such as Lance Armstrong, Sepp Blatter, etc.

Governance Failures in South Africa: Caster Semenya, Mr. Lorgat – former CEO of Cricket South Africa resigned, R10 million bribe allegation against SAFA, match-fixing and its loss of sponsors such as Puma and ABSA.

He had presented on methods of corporate governance in Sport such as independent directors, umbrella bodies like SASCO, Legislation which affords the minister of Sport to intervene, sub committees and King Code.

The four basic values of good governance were addressed such as responsibility, accountability, fairness and transparency.

Prof. Cloete had explained the vital duties and values of administrators in sports which are non-negotiable. Prof. also demonstrated how one goes about practicing good governance via company policies.

He brought to the conference attention whether or not there is a difference between a gift and a bribe. The test is not value but the reason behind the gift and what is the relationship between the parties. For example: Greg Dyke the FA Chairman who received a watch worth over R200 000.

The signs of corruption are: a dominant manager, the lifestyle of the staff, the staff member doesn't take leave, no possible promotion thus limited opportunities, and the low morale of the staff will as a result be low. Look at the understaffing or skilled finance department. We need to be careful of poorly paid employees who turn to other resources for income, look at the ethics of the leaders: be careful of pressurized signatures.

Lawyers need to ask the following questions:

1. Do I have all the facts to enable me to make an informed decision?
2. Is the decision being taken, in the best interest of the federation?
3. Is the communication to the stakeholders transparent?
4. Are you a good custodian of the Federation's asset?

Topic: Reconciling the Pursuit of Excellence with a “Win at all Cost” philosophy?: Mr. Corinne Berg - Attorney & SASCOC Chair of Anti-Doping Commission

The objective of this topic was to highlight what are the issues or challenges that athletes are facing in terms of keeping up with the performance and making the sponsors happy and recruiting more sponsors. Due to the pressure to perform some athletes tend to try everything legally and illegally to keep everyone happy and ignoring the negative consequences. Win at all cost philosophy is a big challenge to our athletes as they see failure as a bad thing and they supposed to see failure as the opportunity to highlight the mistakes that they made and find positive solutions to improve on them.

Group Discussion: The Role of Athletes & coaches in advocating for ethical standards and governance protocols in sports governing bodies, facilitated by Advocate Jannie Lubbe

The group consisted of Natalie Du Toit, Luke Lamprecht, Ompile Ramela and Marius Hurter.

Bok Smart is a program of SARU that includes the anti-doping module. SAIDS continues to support the Bok Smart initiatives. Adv. Jannie Lubbe stated that athletes must be taught ethics in their homes.

Topic: Doping statistics and current trend: Fahmy Galant, General Manager: SAIDS

The objectives of this presentation were to highlight the statistics in doping, how SAIDS is trying to improve the testing procedure and keeping up with the current trends in doping. This means a lot of research which include the Athlete Biological Passport (ABP), this method measures the athletes profile through their blood samples, the consistence/changes in the profile. The athlete results may become negative in urine samples but with ABP it can detect instability in the profiles and athletes test positive.

Topic: Play True: Substantial Assistance: Mr. A. Klevinas, Manager: Legal Affairs

In his presentation, he emphasised that there are limited instruments for combatting and eliminating acts of doping. We need to create an incentive for the athletes or other persons to provide information to progress the fight against doping in sport. We need to obtain cooperation and assistance of athletes or other persons who have committed an Anti-Doping Rule Violation (ADRV) to help bring ADRVs committed by others to light.

The athlete should be made aware of the possibility to provide substantial assistance and benefit from Code Article 10.6.1 in the Notice of Charge. Article 10.6.1.1 of the Code is applied by the Anti-Doping Organization (ADO) with Results Management Authority (RMA) if

prior to a final appellate decision under Article 13 or prior to the expiry of the deadline to appeal. If after appeal deadline/final appellate decision, is applied by the ADO with Results Management Authority, but agreement of WADA and relevant International Federation is required. Result Management Assistance (RMA) can exercise its discretion to unilaterally suspend a period of ineligibility in any case prior to an appeal or the deadline to appeal has expired. RMA can refuse to exercise its discretion to suspend a period of ineligibility before there is an appeal or the time for appeal has expired. RMA can refuse to exercise its discretion to suspend a period of ineligibility after an appeal or the appeal deadline has expired (or be unable to do so because the IF and WADA do not agree).

In terms of article 10.6.1.1 of the Code, ADO is allowed to suspend a part of the period of ineligibility imposed where the athlete or other person has provided substantial assistance to an Anti-Doping Organization, criminal authority or professional disciplinary body.

According to Article 10.6.1.1 of the Code, the ADO must discover or bring forward an ADRV by another Person (as a result of the substantial assistance provided); or a criminal or disciplinary body must discover or bring forward a criminal offense or the breach of professional rules committed by another person.

The conditions of the application of substantial requirements are as follows:

- Athlete/other person must fully disclose in a signed written statement all information they possess in relation to anti-doping rule violation(s); and fully cooperate with the investigation and adjudication of any case related to that information, including testifying at a hearing if requested to do so.
- Information provided must be credible and must comprise an important part of any case which is initiated.
- If no case is initiated, information must have provided a sufficient basis on which a case could have been brought.

According to Article 10.6.1.1 of the Code, the extent of the suspension of the otherwise applicable period of ineligibility is based on the seriousness of the anti-doping rule violation committed by the athlete or other person; and the significance of the substantial assistance provided by the athlete or other person to the effort to eliminate doping in sport. No more than three quarters of the otherwise applicable period of Ineligibility may be suspended.

If the otherwise applicable period of Ineligibility is a lifetime, the non-suspended period under this Article must be no less than eight years.

According to Article 10.6.1.2 of the Code, upon the request of the athlete/other person or the ADO conducting results management, at any stage of the results management process,

WADA may agree to what it considers to be an appropriate suspension of the otherwise-applicable period of ineligibility and other consequences. In exceptional circumstances, WADA may agree to suspensions of the period of ineligibility and other consequences greater than those otherwise provided, including no period of ineligibility, no return of prize money or payment of fines or costs WADA's approval is subject to reinstatement of sanction WADA's decisions may not be appealed by any other ADO.

The following type of information constitutes substantial assistance:

- A confession regarding an athlete's own ADRV(s) is insufficient – must implicate a third party.
- Discovering/bringing forward an ADRV against a third party 'is the cornerstone of the mechanism [of Substantial Assistance]...there would otherwise be no incentive for an anti-doping authority to apply lesser sanctions unless it receives something in return which contributes to the fight against doping in sport.'

Decision to suspend a period of Ineligibility, as well as length of suspension, is discretionary. Suspension of period of ineligibility can only be reviewed if it is evidently and grossly disproportionate to the offence. Suspension can also be reviewed if ADO acted unreasonably or in bad faith in denying suspension for substantial assistance.

Full period of ineligibility can be reinstated if the athlete ceases to provide substantial assistance. Reinstatement can also be done if information the athlete provides is false, inexact or not relevant. Decision to reinstate a period of Ineligibility is subject to appeal by parties with a right to appeal (Code Article 10.6.1.1).

Roundtable discussions: Governance: Facilitator: Jeremy Fredericks (SuperSport), Guest: Gerhard Geldenhuys (PwC) & Leslie Sedibe (CEO – Proudly SA), Mr. M. Pederson (European Union Expert on Sports Governance)

Roundtable discussion was on good governance in sport. In sport accountability and independence are terms used to promote governance. Financial records should be audited and audited financial reports should be produced.

Topic: Intention vs Negligence: Mr. M. Murphy – Director of Murphy’s Law

Here it means one may be found guilty if he knew the rules about anti-doping but ignored them. However if the person intentionally ignored anti-doping rules, then he might be charged.

4.4 SPORTS ECONOMY

The conference is meant to attract academics and practitioners to speak on this broad issue of sport economy. The Case for Sport and Recreation document highlighted the significant value and contribution that sport makes in a society.

Topic: Current fiscal pressures: Dr. N. Appelcryn

Since the advent of the democratic dispensation in South Africa, sport, recreation, arts and culture have been supported by the state as mechanisms to support national objectives and as a constitutional right enshrined in the Constitution of the Republic of South Africa. Both portfolios are allocated funds at national and provincial level in support of various constitutional mandates; however it is broadly acknowledged that these portfolios are underfunded given the legacy of apartheid and the scale of redress and development required.

In SRSA, the Estimate of National Expenditure (ENE) has an average negative growth rate of -1.5% from 2013/14 to 2016/17. Furthermore, of the total of R1 066 million allocated to SRSA in 2017/18, 55% (R585 million) is in the form of a conditional grant allocation to Provinces.

Tax benefits are designed to assist NPOs by augmenting their financial resources and providing them with an enabling environment in which to achieve their objectives. An organisation will enjoy preferential tax treatment only after it has applied for and been granted approval by the Commissioner and continues to comply with the relevant requirements and conditions set out in the Income Tax Act.

The current debate and the draft Control of Marketing of Alcoholic Beverages Bill will negatively affect the revenue streams to sport, arts and culture. The Bill should be converted into a Money Bill where a 2.5% levy is imposed that will constitute a fund to support health promotion campaigns, sport, arts and culture as well as educational programmes relating to the dangers of alcohol abuse.

SRSA is aware of the funding pressure that is currently restraining government and as such the possibility of alternative viable sources is being tabled for consideration.

Davis Tax Committee issued a Media Statement on 7 December 2016 and again on 3 March 2017 calling for written submissions on Corporate Income Tax. It has also been tasked to conduct a review of the corporate tax system with special reference to “tax incentives to promote developmental objectives” – again there is relevance for the sport, arts and culture sectors.

Sport contributes to the GDP of the country, to social cohesion and social inclusion. It is also an effective communication and social mobilisation tool. The presentation integrates parts of the National Development Plan (NDP) on the area of sport in relation to social cohesion.

Topic: The Case for Sport: Mr. L. Mere

According to “case for sport”, sport is a tool that contribute to transformation. For example, sport contributes to most of government outcomes such as social cohesion, health, education and economic growth. It therefore supports the implementation of the NDP.

Due to the fact that the presentation is seven years old, as opposed to the year 2007, the sponsorship has reduced. It was also suggested that case for sport should be updated. National Federations should be given enough time to collect the statistics. Funds should be made available to construct and maintain sport facilities. There are continuous engagements between SRSA and Cogta on this matter. Sports organizations experience problems accessing sports facilities.

National Federations (NF’s) do not have adequate information in relation to track athletes and activities. Access to information in order to build a case for sport is inadequate. The Case for Sport must have pathways to enable the administrators to ensure that sport plays a role in contributing to economy. International tourists are being attacked by criminals and this can have a negative impact on sport events.

Topic: South Africa Sport Sector: Corporate role in Sport: Mr. S. Gumede

Australians manage their sport better than other countries. They invest a lot in developing sport, for instance football.

The general attitude of sponsors towards sport at grassroots level is to assist them to participate, get as much information as possible. There is pressure on corporate sector to do things they never did before and as such they realize they need to do more things. As a person seeking sponsorship, you should create networks. Transformation is something that could affect certain decisions to award the sponsorship. Dynamics of transformation tend to follow certain groups. Corporates tend to invest in university sport or on big sporting codes.

As a way of establishing a relationship, you should ensure that you understand the environment you are in.

Sporting codes have not done much to understand their fans and to keep them in the game. They need to look inward as well.

4.5 SPORTS LICENCING AND MARKETING WORKSHOP

Topic: Sports licensing and Merchandising: Ms. N. Malesa

Sports licensing and Merchandising constitutes the contractual relationship which underpins the commercial exploitation of a brand identity, when associating it with a particular sporting property. Licensing thus protect and legislates the merchandising opportunity between licensee and licensor who approves the usage of the brand on a merchandised item/personality brand/sports property brand.

2 key topics were covered during this workshop:

Driving commercialisation through mascots

Step by Step guide for developing agreement between licensor and licensee

Topic: Driving commercialisation through mascots - Ms. N. Malesa

Commercialisation Strategy is becoming a mandatory in the sporting fraternity - more so given the expectation outlined by the National Sport and Recreation Indaba of 2011 that; “The sporting fraternity should utilise Intellectual Property for income generation in order to develop sport.”

The National Sport and Recreation Plan also affirms this intent as an outcome i.e. Driving income generation through sports merchandise. Sport and Recreation South Africa has pursued this outcome through the conceptualisation and development of three mascots, namely; Takuma, Hagazonke, and Shingo. Each has been given a brand characterisation and fulfills the following mandate:

- Takuma is to popularise ALL sport programmes
- Hagazonke promotes anti-doping within the sporting fraternity
- Shingo promotes ALL school sport programmes.

For commercialisation within mascots in SRSA to be a success the following needs to be factored:

- It is important that mascots should have “anthropomorphism”, the process of assigning real or imagined human characteristics, intentions, motivations or emotions to nonhuman objects.
- Review of global success stories of mascots’ revenue generation must be fully studied
- Federation must drive co-branding activations with these mascots during their sporting events
- Commercial hubs/pop up shops must be ideally located near entry and exit points of event’s activation so as to drive selling of merchandised items

The following are three outcomes outlined by the National Sport and Recreation Plan:

- The establishment of the National Sport Funding Forum.
- The empowerment of the National Federations (NFs) to strategically position their brands to sponsors through the development of commercialisation strategies to make a business case for positioning their codes.
- The establishment of a centralised “consulting type” service to provide NFs with strategic advice and/or research-based evidence to help position their codes to businesses.

According to the Rio Olympic report in 2017, 5 000 licensed products were sold through 40 000 outlets. \$321 million revenue was generated. In 1972, Waldi was the 1st official mascot sanctioned by the Olympic committee to generate huge amounts of cash. 50 licences were granted to the manufacturer at a minimum license fee of 245,000 Deutschmarks and over 2 million Waldi related items were sold.

Sport and Recreation South Africa has developed and using the following three mascots, namely; Takuma, Hagazonke, and Shingo. The purpose of Takuma is to popularise sport programmes and Hagazonke promotes anti-doping whereas Shingo promotes school sport programmes. It is important that mascots should have “anthropomorphism”, the process of assigning real or imagined human characteristics, intentions, motivations or emotions to nonhuman objects.

Topic: **Step-by-step of developing a contract between a licensor and licensee - Mr. Khumalo**

This workshop unpacked the legal framework of developing a contract between licensee and licensor.

A review of critical risks to be addressed in licensing agreement:

Identity of parties involved

Verifying their legal status on the licensed items

Addressing likely issues of de-registration

Key to also factor is: Beware of trading styles.

Addressing Intellectual Property Indemnities:

In your license agreement you need to have an intellectual property indemnity, which must articulate the following:

- Protection of licensee in event of being sued by 3rd party
- Obligation of licensee to report legal action by 3rd parties
- Obligation of licensor to handle litigation
- Consequences of termination

Addressing License Fee/Royalties - herein ensuring that the contract clearly stipulates fixed fee, payment triggers, specified date, specified event and currency of payment.

The contract should also have a clause that states the right to audit the books and how is the audit going to be conducted. The auditing can be done by auditors or by the licensor. The contract should have “force majeure” clause which is well defined. You should specify the nature of license granted, for example, it is the sole right or exclusive rights?

In terms of operational issues, parties should have the capacity to make the contract work.

Operational visits by licensor - contract should outline:

- Who bears the costs of licensor site visits?
- The parent company should step in and assist if the child company is struggling, for example, financially.

In defining the commencement of the contract, a clause should be included which:

- Clarifies that if you sign a five year contract as an example, does it require the parties to agree within 6 months before the anniversary date to sit and negotiate the renewal of the contract?
- Check whether or not it is necessary to renew the contract?
- Avoid liability for indirect and consequential damages. Accept liability for direct damages.

Ideally, the agreement should be governed by South African Law.

4.6 SPORT SCIENCE

Sport science is a discipline that studies how the healthy human body works during exercise, and how sport and physical activity promote health from cellular to whole body perspectives. The study of sport science traditionally incorporates areas of exercise physiology, sport psychology; sports vision; biomechanics; biochemistry; biokinetics and sports nutrition.

Topic: Breaking Barriers: Nurturing young talent to reach their greatest potential: Dr. P. Zondi

The Olympic Games is considered the penultimate sporting event and arguably the highest feat an athlete can achieve. Qualifying for the Olympic Games sets you apart as an athlete – you enter a group of elite athletes. To be awarded with medals at an Olympics engraves your name in history books of world's best athletes. The Olympics experience is the penultimate of events and it is inspirational.

Talent identification can be split into the following facets; who, what, where, and how? The talent identification process can follow a natural selection process or a scientific selection process. The objective of talent identification is to look into the future and predict which athlete will be an Olympic medalist in 10 to 13 years' time.

The key stages in talent identification and development are: identification (detection - discovery of potential performers), development, selection, and confirmation of talent. We translate potential into world-class performance by creating an enabling environment through access to school, coach, training facility, sport science and medical support, and tutors.

Topic: Performing under pressure - The influence of thinking patterns: Dr. K. du Plooy

The role of psychology is made up of four dimensions, which are technical, tactical, physical and nutritional. A psychologist assists the athletes to manage their stress related problems in order to be able to perform well in the field of sport.

Perhaps it would be more accurate to think of a stressor and a stress response. This is about a transaction, revolving around the appraisal of a “potential stressor”. This is based on two questions: Is it a threat? Can I cope?

Our sources of stress and pressure tend to be psychological – e.g. number 1 stress is public speaking. So this means several things:

- We can make stress chronic. For example, worry before, during and after the workshop.
- We can exaggerate the threat. Get things out of proportion.
- Prone to the mind’s biases. We worry about things which don’t really help us. We see things from one perspective, etc.

The above mentioned explanation shows that one can experience stress at any time. Even words and thoughts can give us stress. This allows us to learn but can prolong stress unnecessarily.

This has been updated by psychologists in something called the “ABC” model.

A: ‘I was angry because my boss was rude to me’. **C:** Here the stress can be caused by anger or frustration, replying defensively and feelings of tension. **B:** Easy to think one leads to the other but it isn’t the activating event that leads to the consequence but the beliefs before and after the event that cause and prolong stress. These beliefs can be quite automatic – intrusive. ‘My boss doesn’t rate me’ or ‘I can’t cope with this amount of e-mails’

Example:

Break down an event using the $A+B=C$ equation:

Here is a scenario of two people on a delayed train: One of the people opens brief case and gets on with work. The other sits, fumes, thinks that it is disgusting and incompetent of the train company, and that this shouldn’t happen. Here two people view the same problem differently. Getting upset and angry did not make the train move any faster. What matters is the individual's beliefs, thoughts and perceptions to the problem/situation.

A= Activating Event

In this case the delayed train is the activating event.

B= Beliefs

In the example the first person seems to have no fixed beliefs about whether trains should run on time or not he thinks "Yes, it's a pain, but getting upset won't make the train move any faster and luckily this doesn't happen every day, we will hopefully be moving soon".

The second person however, believes "trains should always run on time and it's disgusting and incompetent of the railway company if they do not".

C= Consequences

The outcome for the two people in our example is that the first person does not get stressed; he gets out his work and in fact sees the delay as an opportunity to get some work done.

The second person is much stressed, feeling very upset, angry, fight/flight response but it has not made the train move any faster and he will probably continue to feel angry and upset long after the train has resumed and got him to his destination.

Our beliefs mitigate our perception of the world. Our beliefs may be accurate, helpful types of beliefs and thinking skills can help to reduce stress, however a lot of beliefs can be in the form of automatic negative thoughts and if they are rigid, negative, and unhelpful then this can exacerbate any stress we are under.

Topic: Performance analysis of athletes: Dr Celesti Janse van Rensburg

Testing protocol follows a test battery of specificity, validity, reliability, accuracy, and sensitivity. The reality of testing is that there are elements that can and may affect the testing process. There should be goals identified when testing younger athletes. Criteria should be developed when testing younger athletes. The criteria to be used should include many facets that range from information and data that is recorded prior to the implementation of the testing, and also information and data resulting from implementing the testing.

Testing can be an aid in identifying talent. Talent identification methods vary according to the age level of the athlete, i.e. elite – power & speed is the focus; adolescent – agility & endurance is the focus; and young athlete – fitness, mobility & coordination is the focus.

The talent research continuum includes 5 phases that include the following: talent detection (5-6yrs), talent orientation (7-8yrs), talent identification and talent confirmation (9-13yrs), talent selection (13yrs) and talent development (13yrs +). The talent detection phase has a testing performance model that tests performance at two levels, i.e. the testing performance (sport science part) and the competition performance (play). Technology has resulted in testing having a far wider role and introducing a monitoring process that needs to follow after the testing process is completed.

Sport specific testing has to be informed by the demands of that particular sport. It is recommended that the implementation of testing should be directed and channelled. There are elements where testing can be done more of and there are those where testing should be less.

Other important scientific testing includes bio-kinetics, physiology and sport nutrition. The level of testing is determined by the level of the athlete. The testing process and the testing results should be presented and explained in an understandable way to both the coach and athlete

Topic: Application of Technology – Developing Medical Devices for Sport: Dr S.

Sivarasu

The development of the medical devices follows a phase's process that begins from the invention phase to verification phase, and thereafter, commercialisation phase. The global medical devices market for sports is on the incline. There are two locally designed examples of medical devices; they include: the Lax meter, and Pat-Rig. The Lax meter is a laxity measurement of stress radiography device and the Pat-Rig is a surgical drill-guiding device for MPFL reconstruction surgery.

There are no methods available to locate the patellar insertion site and to ensure parallel drilling into the patella. Patella fractures are frequent. The current surgical procedure causes incorrect land marking when drilling into the patella. The Pat-Rig provides a solution for allowing for the correct land marking. The rising number of sports injuries is the leading cause for the market of sports medical devices market to expand.

Topic: Scientific Support Services: Mr. L. Fleiser

SASCOC's new strategy and key focus areas were created in order to incorporate the National Sport and Recreation Plan prescripts. The focus currently has been the Operation Excellence programme, the establishment of the Coaching Association of South Africa and Delivery of Team SA to multi-coded events.

There are key strategic focus areas that have been outlined for the 2017 – 2020 quadrennial, and they include the following aspects:

- Act as the controlling body of sport
- Promote High Performance systems
- Successfully deliver team South Africa

Topic: Interactions with latest innovations in Sports Vision: Prof. J. Ferreira

Most of the sport vision case studies profess on the notion of *“keeping the eye on the ball”*. However, a new finding indicates that what is important is the decision making through vision that allows you to determine where the ball is coming from and when will it come to you.

The field of sport vision is old, however, it has evolved tremendously, where specialised centres have been erected and the use of internet based sport vision programmes and software are in abundance.

The sports sector makes a contribution of R16 765 billion to the economy. There are 8, 6 million adults that participate in sports, of which 3, 7 million are juniors. The expenditure on sporting goods amounts approximately to about R6, 564 billion.

The cornerstones of sport vision are: corrective eyewear, protective eyewear, visual skills, and visual enhancement. Sport vision can be deduced as the ability to integrate the visual processing skills with fine motor movements. Visual stimulation results in expanding spatial knowledge and develops decision making and improved sport performance.

4.7 INNOVATION SPORT

Technology has been at the forefront of advances in sporting performance, with improvements in areas such as equipment design, uniforms, footwear, running surfaces and stadiums. Any enhancements must still be within the rules of the sport. Below are topics presented on innovation sport. There were no presentations made with regards to this side conference.

Topic: Coaching children- The debate on early specialisation: Prof. P. Singh

The prevalence of early specialising in children has been a major motivator for parents and coaches to vehemently drive children to achieve success in a particular sport whilst at a very young age. However, at times, this belief is mostly misinformed by the rare cases of one or two persons that experienced early specialisation at some point in their sporting career.

Parents perceptions on whether their children can specialise at early age in a particular sport can be sometimes biased, which then affects the coaching experience between coach and the child. Parents would want to see their children specialise in a single sport and when the feedback from a coach is not positive, they would dispute the response, and become adamant that their children should specialise in a single sport.

In order to view the debate on early specialisation more objectively, it would be important to review the most recent, relevant and important research literature and through that process be able address certain plausible questions. The questions can include the following:

- What are the benefits and harmful effects of early specialisation in one sport?
- What are the benefits and harmful effects of early sampling?
- What is the “10,000 hour rule” and is it a requirement for mastery in sport?
- What is the role of “deliberate play” in acquiring sport skills?
- What is the evidence supporting Long-term athlete development?

In other instances, some sports are seeking to specialise athletes too early in an attempt to attract and retain participants. There is research that indicates as well as provides evidence that early specialising leads to early success. As strong as the science is on the matter of early specialisation being beneficial for early success, it is just as solid that early specialisation does **not** equal long-term success.

Many studies have shown that participating in multiple sports decreases the amount of time it takes to master any one of them. This is mainly due to the phenomenon referred to as skill transfer. Given the little evidence available, there is an emerging finding that says those who experience early specialisation in one sport become less healthy adults because they give up on all forms of physical activity.

At the end of the debate on early specialisation, the fact of the matter is that there many athletes who choose to specialise in just one sport. They simply have no interest or passion in any other sport. If this is the reality, then that would warrant early specialisation.

Topic: Technology in Sport Workshop: Using IoT (the Internet of Things) to Manage your Athletes

The workshop showed that new technologies can be used to measure training load and individual athlete response. For example, there are sensor technologies which can measure the pulse of an athlete.

Topic: Training using technology: HPC: University of Pretoria

Sport training is important to keep contributing to the optimum functioning of the heart. It is important to buy and use correct equipment.

4.8 CLUB DEVELOPMENT

Topic: Club system background: Mr. S. Mncube

According to the White Paper, club development refers to initiatives aimed at improving the manner in which a club is run in order to provide the best possible environment for members and the wider community. It also defined as an association of two or more people united by a common interest, in our case sport and recreation. In the sport sector a club provides a structured, constituted base for participation in sport and serves as a vehicle for long term participant development as well as mentorship programmes to cater for high performance.

The purpose of club development is to establish a clear and seamless pathway for athletes through which they can progress from entry level of the sports continuum to highest echelons of competition. This development refers to the sport specific clubs affiliated as part of the structure of recognized national sports federations.

Pilot on club development

Since 2006/2007 up to 2012/13 financial years, clubs were established, supported and reviewed. From 2013/14, to date the focus is on club development. The migration to focus club system commenced with the conceptualization of the Club Development Pilot Programme. The pilot testing took place in two provinces namely; Kwa- Zulu Natal (eThekweni, urban area) and Limpopo (Mopani District, rural area). The codes chosen for the pilot were; netball, football and athletics.

Pillars of club development Programme

The Programme consisted of the following pillars:

- Club auditing, to establish number of clubs nationally, per province, district, local municipality and ward per sport as well as their status in terms of membership.
- Toolkit contained information and template to be used by communities and sport structures to establish and manage clubs. Questionnaire was used to collect data for club auditing. Information gathered will be used to have national database.
- Grading framework forms part of the toolkit. Minimum standards for the toolkit were formulated. The provincial Departments, districts, local Sports Confederations and Local Associations are responsible for grading the clubs based on the Club Audit outcomes.
- Semi franchised agreements model which defines the terms of engagement between the Franchisees (club administrators) and the Franchisor (Provincial Departments). It

will be used to define and formalize the relationship between Government (providing support and resources) and the club (responsible for sport development).

Implementation

Consultative sessions were conducted with the National Federations: Football, Netball and Athletics to share the implementation plan and to ensure commitment by federations to define the roles and responsibilities particularly with regards to the involvement of Provincial Federation officials.

Consultation was also held with provincial departments of Sport and Recreation, affected district municipalities, provincial sport confederation, district sport councils, local sport councils, identified provincial federation, and local association.

Topic: Club development pilot in Limpopo: Ms. V. Choshane

In her presentation, she mentioned that clubs did not have a manager, they were left on their own to manage themselves. They did not have a constitution. Teams did not play on a regular basis. They depended on government for survival.

The purpose of the club pilot system was to create an integrated and sustainable mechanism for the development of clubs on the basis of common and generally acceptable minimum standards. Currently, the funding of this club development system is through the three national conditionally grant funded indicators that are as follows:

Number of people trained in club development programme (from clubs)

Number of leagues / tournaments hosted

Number of clubs supported with attire and equipment

The shortcomings of the indicators as stated above was that much support was given to clubs that the government was not certain of its status, for example: whether the club was fully functional, whether its governance and administration was in order, whether they have a constitution, a bank account to sustain itself, an inventory register etc. In total, approximately 200 – 225 clubs participated in the Club Development system over the years.

The following challenges were also reported:

Clubs did not have team management skills, clubs were left on their own to manage teams. There was no regular play of leagues. Clubs depended on government to survive. Some teams played at district and provincial level for collection of attire and equipment only. Most teams were dying as there was no clear monitoring mechanism.

The pilot study was conducted in Mopani district, which is a rural area. Pilot was conducted on three codes namely; Football, Netball and Athletics. Mopani is very active in School Sport programmes and club development programmes.

Progress made so far:

Out of an overall of 700 clubs identified to participate in the Club Development Pilot Project, only 400 were audited and selected based on the main criteria of participation in the Local League structures such as the Local Football Associations (LFAs). Clubs were audited and it was found that they did not have constitutions, no bank accounts, no formal executive committee list, no policies to regulate meetings, no sport inventory lists, no asset register of the clubs, no administrative skills to administer and govern the clubs, and no code specific skills in coaching, referring, etc.

It is for this reason that the CLUBSMART programme was introduced and it propelled training in seven pillars of CLUBSMART namely; governance, administration, membership, participation, human resources, infrastructure and assets as well as finance and fund raising. The second phase of training focused on the actual implementation of the 7 pillars of the CLUBSMART i.e the actual writing of a constitution, the actual developing of an inventory register of the clubs, etc.

The 240 clubs were graded to the Green Status level, after they went through the intensive first phase and second phase training which were the first level of an effective, efficient, functional model club. The grading levels were; green, bronze, silver and gold. The intention was to raise the club status to a Silver level wherein the clubs can be able to fundraise on their own and have a life – long future as clubs. All the 240 clubs received certificates were expected to be at a Green Status on 13 March 2018 at a ceremonial function. The certificates confirmed that the selected 90 clubs have obtained basic governance and administrative skills to run a club.

400 clubs were audited; 240 clubs were in green status level, 240 clubs had service level agreement and were supported, 160 clubs were ready for green status level, 30 clubs were ready to be at bronze status level, and 12 clubs were trained on fundraising.

Lessons learnt:

40 clubs participated in the “ABC Motsepe” league. 40 Netball clubs were on Green status, 15 Athletics Clubs on Green status and 185 Football Clubs were on Green status. Four (4) Ladies Football Clubs participated in the Sasol league, 11 Auditors were appointed to consistently monitor the progress of all teams. Four Clubs managed to raise funds after they have received training of Fundraising. All 240 clubs had constitutions, executive committee members, bank accounts, emails etc. Clubs were empowered and equipped to function with less dependence on government. 240 clubs have entered into Service Level Agreements with the Provincial Government and roles and responsibilities have been well clarified.

Challenges

There were no sport facilities (No storerooms to store the equipment given; suitable sport and recreation facilities). There were no team management skills and administrative skills at an executive club level. There were transport costs to attend matches and leagues. Administrators in club administration and management were aged. There was an issue of language barrier.

Interventions

The following were recommended as solutions with regard to address challenges:

- a). To link the Sport Infrastructure need with the Pilot project.
- b) Support at least 6 clubs with IT equipment that are in Silver.
- c) Municipalities should be used as club Computer centers for administration purposes.
- d) There should be more training programmes for clubs Administrators.
- e) Clubs should be assisted with transport fees.
- f) There should be a transfer of skills to younger generation.
- g) There should be more capacity building programmes (Literacy programmes).
- h) There should be a linkage of club system to Academy system.
- i) There should be growth of talent through Academy system
- j) There should be seamless club development system

Topic: Club development resolutions

The following were resolutions taken after all presentations and discussions were made:

Noting that the current approach towards club development;

1. Is unsustainable as there is no graduation system for the clubs being supported through funding from Government;
2. Does not allow for tracking of progress with establishment of new clubs as well as growth of existing clubs;
3. Is not based on the system through which appropriate support is rendered to clubs based on well-established profiles and needs;
4. Is not based on uniformly accepted standards for clubs based on objective grading and classification.

Having studied the lessons learned from the two pilot provinces (KwaZulu-Natal and Limpopo) with respect to the club development project, delegates:

1. Urge the Department of Sport and Recreation South Africa (SRSA) and all relevant sector stakeholders to review/develop an inclusive national blueprint for the club development in line with the *National Sport and Recreation Plan's (NSRP) strategic objective 10: To provide formal sports participation opportunities through an integrated and sustainable club structure;*
2. Appeal to SRSA in consultation with provinces to develop a club development roadmap in order for the provinces to include the related deliverables within their provincial plans;
3. Request that all relevant sector stakeholders (federations, confederations, municipalities, ward councillors, tribal heads, community leaders, schools etc.) to be included/actively participate in the roll-out of the proposed programme; and
4. Stressed the need for SRSA all relevant sector stakeholders to lead in the development of uniform and transversal norms and standards, for adoption, in order to ensure greater sector accountability.

4.9 SPORT BROADCAST WORKSHOP

This workshop provided workshop attendees with the know-how on packaging sports-related content of a specific sporting code so that it is appealing to the South African sporting fans and in turn to the broadcaster.

Two key speakers unraveled this topic through the delivery of the following:

- Developing a successful sport content broadcast pitch for SABC media platform
- Packaging your message for effective media consumption:

A review of the content discussed under each topic follows:

Topic: Developing a successful sport content broad cast pitch for SABC: Ms. K.

Totlhanyo

Understanding the changing media landscape

Key insights unpacked include:

The myth that broadcasters decide what audiences want is false as its audiences who decide what they want and switch on those programmes that appeal to them.

Growth of media channels - has created demand in niche tastes for media consumption

It is costly to convert content made only for local markets to other markets

In producing content, it is always cheaper and more cost effective to utilise archive material.

Steps followed in packaging sports content broadcast pitch

There are 3 types of commissioning proposal submissions:

1. Unsolicited proposal: It is submitted by an individual or company outside of a briefing process.
2. Solicited proposal: It is submitted following a brief by SABC (RFP)
3. Advertiser funded programme: It is a proposal submitted by an individual or company proposal with a sponsorship involved - following a proposal by an advertiser

Content commissioned following the issue of a brief by SABC:

- It is the SABC's preferred method of engaging with independent producers.
- Briefs are published on the SABC website.
- Briefs are sometimes accompanied by on promo's - TV, radio and print advertisements.
- Brief details all information required by the independent producer and the information requirements contained in the brief must be strictly adhered to.

Content commissioned following the unsolicited submission of a proposal:

- Proposal must indicate which category the proposal falls in.
- Submission should be made in English however illustration in another language may be included.
- A detailed treatment should be included-strengths, purpose, strategy and most importantly, what the producer is trying to achieve.

- A brief outline of the concept must be provided.
- All proposals must contain the name, address and telephone numbers of person representing the company for purposes of the proposal.
- A production budget must be included detailing how much it will cost to produce.
- Producers should refer to the sample budgets, cash flow and cost.

Content commissioned following advertiser funded programmes:

- Here advertisers elect to fund a programme to achieve their marketing objectives.
- The role of the advertiser in such Advertiser Funded Programmes differs according to the property at hand but may extend to conceptualization and production.
- Most proposals for Advertiser Funded Programmes are channelled through SABC's Commercial Time Sales (CTS).

Ingredients needed to make a successful pitch are as follows:

The Producer will need to suggest a timeslot, a channel and understand the race, age and gender of the audience he is targeting. The producer will have to indicate a preferred language and Living Standard Measurement. The pitch proposal must have the following elements:

The executive summary, aims and objectives, proposed concept, synopsis, production schedule, creative treatment, target audience, delivery format, talent biography, Sponsorship involvement or commercialisation if any, company profile and budget summary.

Topic: Packaging your message for effective media consumption: Mr. J. J. Tabane

Effective Communication strategy for Sport Federations:

Sport Federations have two major business goals namely; to attract members and to raise funds. In order to achieve these goals, Sport Federations have to consider the following:

- Develop an effective communication strategy for federations which outlines the priorities, objectives and how will we get there approach
- Effective communication strategy for federations should be developed in order to improve a culture of professionalism in sport.
- This should also enhance the federation's reputation with key stakeholders to position it for funding and broadcast attractiveness by communicating its story through effective public relations and stakeholder engagement platforms.

Effective communication strategy for Sport Federations can:

- Create and maintain a positive image for the sport and the Sport Federation.
- Raise the profile of the Sport Federation activities through the media
- Raise the profile of the Sport Federation activities through the media
- Maintain good relations with key stakeholders i.e. SASCOC, local clubs etc
- Increase overall participation
- Increase membership in clubs or the Sport Federation
- Improve retention of existing members
- Pitch events and activities to broadcasters
- Increase the number of coaches and officials
- Recruit volunteers to help administer the federation at local level
- Recruit volunteers to help stage competitions and other activities
- Engender support from the public for fund raising

How to approach a broadcaster:

The first step is to take advantage of 'new media and video consumption trends' to create a proposition with pre-packaged content for broadcast. Establishing own Youtube channel carrying documentaries, etc.

Use the rise of Mobile Journalism and social media to tell the story of athletes.

When pitching a Once-off Programme/Series, decide whether the programme will be recorded solely in a television studio, on location with portable cameras, or a combination of both.

Pitching an unsolicited programme requires producers (Sport Federation) to consider the following:

- The rationale and a statement of goals that may be achieved with the programme – both for the broadcaster and the producer.
- An outline of the creative elements and treatment including talent/presenters
- Evidence that the programme subject has been well researched
- Format the show whether it is a once off programme or a series.
- Consider the specific topics that will be covered and who will deliver them
- Decide how long will each segment be and what will occur within each segment.
- Decide on the location of your show.
- Decide on the type of the production, will it be live or pre-recorded?

- Decide on production facilities: a detailed description of the equipment, facilities and licensee support that may be used
- In terms of production personnel, there should be a detailed list of the production personnel and their television experience, if any

Effective crisis communication:

Each federation must have an effective crisis communication strategy which should unpack the following:

- Who will be the spokesperson during that crisis?
- How will enquiries be directed to that spokesperson?
- How will internal messages exposed publicly be dealt with?
- How will stakeholders and key partners be informed to ensure that they do not get the media's view point only?

4.10 SPONSORSHIP AND MARKETING

Sport Sponsorship and Marketing is a platform which allows owners/managers/marketers of sports brands to leverage on the popularity which sport fans (viewers/listeners/readers of sports related content) devote towards their favourite sport programmes, teams, athletes and stadia.

The following two key topics were discussed with workshop attendees:

- Understanding the sponsorship process
- Creating “unrejectable” sponsorship proposals

Topic: Understanding sponsorship process: Mr. E. Madlala

A Framework for developing Sponsorship Success and Measurement entails the following:

- Clarifying objectives
- Opportunity Assessment
- Negotiate and contract
- Plan and execute
- Evaluate and measure the success of sponsorship

Key to developing this framework understands the sponsorship relationship - which has the following factors:

Passion point angle - what is the specific angle of the passion point being focused on

Brand Narrative Link - what is the specific angle of the brand narrative point being focused on?

Activation Insight - what audience insight is driving the intended plan of action to be implemented?

Link to Brand - how is the brand being sponsored augmented through this sponsorship = what is the link between brand and sponsor in terms of audience appreciation.

Topic: Creating “Unrejectable” Sponsorship Proposal”: A step by step guide

Key insights to be factored in preparing sponsorship proposals are as follows:

- Money is not everything - trade exchange sponsorships should not be ignored
- It is all about the big crowds - audience reach
- Winning is overrated - measure the audience engagement during the event not just at the end!

Before you develop a sponsorship proposal it is key to work on your brand i.e.:

- Build your sporting brand into a commercial property asset
- Understand the value of your sporting property - for you and likely sponsorship partner
- Package your sporting brand's rights to the needs of potential partner
- Implement in accordance with plan of action
- Deliver a report back to sponsor with measured metrics of accountability

Before you start with sponsorship proposal, you must:

- Conduct research on potential sponsor
- Identify and meet the right people to add value to your pitch
- Understand the target markets, partnerships and the crowd.

What should a Sponsorship proposal cover:

- Knowledge about the prospective sponsor's business/market/ consumer
- Show how your brand will provide value add to the sponsoring brand

Show how to maximise value to the sponsorship process

4.11 SPORT TOURISM AND ENVIRONMENT

Sport tourism can be defined as a travel from one region/country to another in order to watch or experience a sport event. Sport tourism is one of the main contributors to the economic growth of many countries including South Africa.

According to the World Tourism Organization sport tourism is defined as “travel outside one's usual environment for the primary purpose of active or passive engagement in high performance sport or recreational sport”. The draft strategy on sport tourism suggests that in order to continue harnessing the power of sport in promoting tourism, institutional relationships need to be strengthened. In addition it is recommended that Tourism be prioritized at a national Government level.

Strategy should also provide for sound research on the impact of growing outdoor sport and recreation activities on the natural environment. Both are prerequisites so that in the future, outdoor sports can continue to be practiced in a natural environment without causing further damage. Sport tourism events at the international, national and regional levels have a dual effect – the direct effect of the attendance of the competitors and/or spectators and accompanying persons, and the indirect effect of the marketing of the destination which lead to the subsequent tourism flows.

Sport attracts tourists; media, increase community profile and contribute to economic development as already confirmed by the case for sport. There is so called sport tourist which refers to initiatives and programmes enabling participation in travel and tourism, including daytrips, to the economically weak or otherwise disadvantaged members of society.

There is also social tourism which provides access to outdoor activities, particularly for young people. Social Tourism can also include measures taken by government to encourage holiday travel – a right often won through struggle by labour unions, associations, and community groups. To enhance social tourism these interventions may consist of building assistance programmes (investments in construction and renovation of establishments and

infrastructure) as well as social assistance programmes such as travel allowances, travel grants (schemes) and travel savings funds (Jolin,2003).

Topic: Considering the sport-environment relationship: crucial ingredient toward sustainable sport tourism development: DR. du PREEZ

Natural environment should be considered because we live in it. Industries affected by climate change are: wine, fishing, tourism, insurance, forestry, mining, livestock, energy and water. Kyoto Protocol is used for the protection of the environment. Nations are held accountable to reduce their greenhouse gas emissions. Various countries continue to search for new and innovative methods of reducing their carbon footprint. Sport industry is also being charged with the responsibility of reducing its carbon footprint and raising awareness of environmental sustainability.

Climate change has a direct relationship with tourism. It may have positive or negative effects on a destination. Climate change affects destination marketing. It harms destination brand: not perceived to be green enough. Tourism industry relies on limited resources.

Sport depends on natural environment however sport can also damage the environment for instance huge tracts of land are cleared to make way for golf courses and ski resorts. Both summer and winters sports are being affected by harsh weather conditions caused by climate change. The AAMI Park Stadium in Melbourne, - drainage system collects rainwater for use in the stadium and other facilities in the area (save up to 500,000 gallons per year). The Aviva stadium in Dublin, get power solely from clean energy sources (save 3,000 tonnes of emissions each year). The National stadium in Taiwan –8,844 solar panels on its roof (powers the stadium but the excess also goes back into the grid to make a wider contribution). In 2015, the Mazingira Cup Football tournament was organized in Uhuru estate, Nairobi as a pre-cursor to the World Environmental Day to remind children of their responsibility in taking care of their surroundings.

Topic: Sport tourism and environment: Strategic Plan: 2014-2019:Mr. E. Moemi

The Director-General: SRSA, Mr. Moemi's presentation linked the Strategic Plan: 2014-2019 with the National Sport and Recreation Plan and the National Development Plan (NDP), 2030. Legal framework: National Sport and Recreation Act, Safety at Sports and Recreational Events Act, South African Institute for Drug-free Sport Act and South African Boxing Act. The strategic documents are: National Development Plan (NDP), White Paper, Medium Term Strategic Framework and National Sport and Recreation Plan.

The objectives of the NDP are: to eliminate poverty, fight unemployment and reduce inequality. NDP is founded in the following six pillars: mobilisation of all South Africans, active engagement of citizens in their own development, expansion of the economy and making growth inclusive, building of key capabilities, building a capable and developmental state and fostering strong leadership throughout the society. The NDP sets out the following five long-term nation building imperatives for South Africa: fostering constitutional values, equal opportunities, equal redress, and promotion of social cohesion across society, active citizenry and leadership, and fostering a social compact. Sport contributes to outcome 14 (social cohesion).

Sport is used as a tool that contributes to tourism, peace and development and the priorities of national government.

There is a bidding process that should be followed before the sport event can be held. It is unlawful to host a major sport event without government's approval.

Topic: The sustainability of the 2010 FIFA world cup stadiums: Kwena Mosime

Hosting mega sports events is a long term objective for government given its perceived value and benefits. Mega events have become highly sought after commodities for developed and developing countries often promising economic, social and global media coverage benefits. Hosting mega sport events is a long-term objective for the South African government given its perceived value and benefits. South Africa has hosted the IRB Rugby World Cup, and 2007 ICC Cricket World Cup, amongst others. South Africa was awarded the rights to host 2010 FIFA World Cup. FIFA world cup was regarded as the biggest sporting event in world.

The legacy of the FIFA World Cup has strong links to the stadiums. High cost of the stadiums places greater importance to their sustainability post event considering the opportunity cost for the public. The summary of the perceptions of stadium managers are as follows:

- The stadia played a role in creating relationships between professional teams, Local Municipalities and attracting anchor tenants
- Give potential economic benefits to the region e.g. transport, accommodation and vendors
- Created new jobs that did not exist before
- Enhanced the brand of the Local Municipality
- Balance must be reached between the stadium being a community asset and being financially sustainable

- Stadiums have created the opportunity for Local Municipalities to compete for hosting events.

The following are the challenges experienced by stadium management:

- Financial challenge that is regular maintenance and operation costs
- Limited marketing budget due to priority spend on maintenance and operation
- Limited content available locally and nationally (Limited content refers to the types of events that attract high attendance)
- Low attendance levels from PSL matches – overall local league spectrum and dependence on high profile games
- Technology advancements giving a “stadium experience”
- Dependence on government funding support
- Unique challenges experienced based on geographic location and Municipality

5. CONCLUSION AND RECOMMENDATIONS

Conclusion

The conference served as a tool where knowledge is shared. It targeted sport and recreation scientists, researchers and academics, post-graduate students, and practitioners from sport bodies, and all three spheres of Government. The mini conferences were introduced for the first time since SASReCon started.

With regards to the main conference, the research presented in all tracks demonstrate how academics and researchers in this field are providing support for the future success of not only sport in the commercial sector, but also for SRSA and its mission to build an active and healthy, winning nation. All in all, SASReCon 2017 was a success, with all invited keynote speakers who attended the conference adding valuable information regarding how to ensure that NRSP could become a reality. There were also many positive comments received from delegates as to how much they enjoyed and benefitted from the event.

The sports law seminar was an opportunity for SAIDS to build anti-doping legal capacity among its tribunal and appeals board members. Professionals in the relevant disciplines also presented case studies and perspectives around matters pertaining to sports law, governance, ethics, and compliance in anti-doping. Delegates provided constructive feedback on the overall content and presentations of the seminar.

The comments revolved around which topics were especially interesting and recommendations for topics and discussion for the next training seminar, like marijuana in sport.

With the collaboration with SRSA, SAIDS received much publicity and reached many people who did not know SAIDS's role in sport and gave more clarity to the sport community about our objectives in ethics, governance in sport and anti-doping.

Recommendations

The recommendations made during the SASReCon 2017 were as follows:

1. Urgent need to re-introduce Physical Education (PE) as a separate subject in schools. This can be achieved by increasing a pool of PE qualified teachers through all available higher education institutions and encouraging the government Department of Basic Education to re-think the re-opening of the old Colleges of Education.
2. Encourage parental involvement in their children's participation in recreation and sport.
3. Ensure equal participation and support by the government and other stakeholders in delivering some of the country's mainstream sports such as netball, etc.
4. Need to ensure that sport and recreation facilities are distributed equitably among in various communities of the country.
5. The integration of the professionals and academics under one presentation hall should in future conferences be established because the academics or practitioners thought that they were left out of critical discussions regarding development of sport and recreation in the country.
6. A national research project to unpack all issues related to sport and recreation in the country was recommended.
7. The presented draft guideline on sport professionalization should be finalised and implemented by the relevant stakeholders.
8. With regard to stadium seminar, the following should be considered:
 - Convene dedicated sector consultation sessions for IDP processes to ensure effective participation of the sport and recreation stakeholders
 - Conduct a facility count and audit to determine the current information on Sports and Recreation infrastructure

- Conduct an audit of and review long term lease agreements for sports and recreation facilities
- Facilitate the development of needs for sports and recreation infrastructure

9. With regards to sport tourism and environment, the following should be considered:

- There should be more collaboration between all tiers of government (local, provincial and national), private sector and academia to develop model for each stadium.
- The post event period of the stadia should be regularly managed and assessed in relation to their intended legacy contributions.
- Consideration must be given to legacy training venues as well
- Ways of integrating mega events and host needs should be explored.

10. SRSA is encouraged to take care of the logistical arrangements of future SASRECON since this time around challenges were very huge regardless of the success of the conference.