


**EFFICACY OF SPORT MANAGEMENT PROCESSES AND
STRUCTURES IN KHAYELITSHA**

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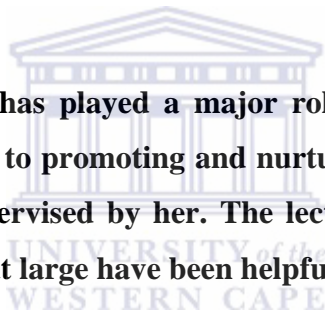


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ABBREVIATIONS

ANC.....	African National Congress
CMA.....	Cape Metropolitan Area
DORA.....	Division of Revenue Act
DCAS.....	Department of Culture and Sport
DSC.....	District Sport Council
DSR.....	Department of Sport and Recreation
FMC.....	Facility Management Committee
IDP.....	Integrated Development Plan
IPS.....	Integrated Development Plan
KDF.....	Khayelitsha Development Forum
KSC.....	Khayelitsha Sport Council
KSRC.....	Khaya - Plein Sport and Recreation Council
LSC	Local Sport Council
MIG.....	Municipal Infrastructure Grant
MTEF.....	Medium Term Expenditure Framework
MTT.....	Ministerial Task Team
PDSR.....	Provincial Department of Sport and Recreation
SASCA.....	South African Sport Commission Act
SCORE.....	Sport Coach's Outreach
SISA.....	Sport Information and Science Agency

ABSTRACT

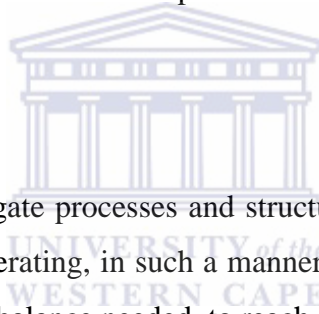
Effective sport management in black townships is largely ignored, in the face of conflicting and competing demands. It is an historical fact that in the Western Cape, sport and recreation facilities are not equally distributed among all residential areas of the region (Western Cape Sport and Recreation Facility Plan: 1998). The Draft White Paper on Sport and Recreation in South Africa (1996) has noted that the provision of facilities in South Africa is not simply about the shortage of resources, but rather the location of the facilities and hence a community centred approach is necessary to ensure that communities take ownership of the facilities and assist in their maintenance and management. The White Paper (Revised Draft) further noted that in 1997; 80 per cent of sport sponsorship went to 20 per cent of the National Federations.

Local government financial resources were extensively used in the past for the creation of facilities for advantaged communities and hence very few facilities were put at the disposal of the disadvantaged who constituted the majority of the population (Western Cape Sport and Recreation Facility Plan: 1998). Resolution 8 of the Draft White Paper on Sport and Recreation in South Africa (1996) requires that all stakeholders should not be excluded from facility planning including the disabled sport organizations. Chapter three of the Draft Paper requires that new facilities be built at the most needful places and of correct design so that they should be accessible to the majority of the current and potential people who will use them.

The marginalisation of the majority of the people in this country and in particular of people in the black townships has caused a concentration of physical facilities in the advantaged communities; a scenario which needs to be rectified and hence resources need to be channelled to black townships in order to redress the skewed provision of sport and recreational facilities in Western Cape. In the previous dispensation 20 per cent of the population were catered for in the budget that was supposed to cater for the whole population. The present constitution requires that there should be equal resource distribution (White Paper on Sport Recreation: 1996). According to Sport and Recreation Minister, the

Ministerial Task Team was to pursue a new and inclusive dispensation for macro – sport in the country that will enable the country to formulate and implement sport development programmes that are inclusive, holistic and integrated (White Paper on Sport and Recreation, Revised Draft: 2007), but skewed facility provisioning persists

The Five – year Strategic Plan, Western Cape, 2005 – 2010: 35 has identified some key challenges in sport some of which proposes the utilisation and harnessing of resources in such a way that the imbalances faced by the disadvantaged in programmes and facilities are addressed in a sustainable and speedy manner. This requires a shift from the old ways of resource allocation to new ways of providing the resources for all. It might seem to be too much of a miracle to undo the effect of years of the subjugation of black society, in 15 years of democracy. Nevertheless structures and processes need to reflect an intention to address the imbalance of the past.



The research seeks to investigate processes and structures presently in Khayelitsha so as to ascertain whether they are operating, in such a manner that sporting people and government can rely on them to strike the balance needed, to reach a scenario where all the citizens of the country are afforded equal opportunities in sport. The White Paper (Revised: 2007) mentions the establishment of the Strategic, Monitoring and Evaluation Directorate to ensure focus remains on track with the latest development in sporting fraternity and that this is aligned with government priorities. However better resources are still handed out to advantaged communities.

South African society has achieved somewhat miraculously, a stable democracy since the elections of 1994, but this new democracy has to realize that liberation comes with an added burden of responsibility. Hence communities and especially previously disadvantaged communities, need to even work harder to ensure social and an acceptable degree of economic transformation. The culture of entitlement needs to be discouraged in black townships. The Constitution, Provincial and Local policies allow for efficient sport management as sport is critical for development to take place. Sport is the most important

vehicle to deepen democracy and bring about genuine transformation in society, forging unity of purpose at grassroots level so as to achieve same purpose and direction.

Khayelitsha (as most of the black townships) has been hit by a wave of crime, drug abuse, alcohol abuse and gangsterism caused by the inactivity of youth. Sport can act as a catalyst to minimise tensions and maximise peace and harmony. This research focused on the efficacy of sport management processes and structures in Khayelitsha. It examined issues of provisioning, accessibility and maintenance of sport facilities in order to guarantee mass participation and infinite activism in sport. The purpose is to highlight to those who are involved in sport on a daily basis good or bad practices. The aim is to encourage better and effective utilisation of sport facilities.



KEY WORDS

1. Community development

2. Sport management

3. Sport administration

4. Sport facilities

5. Hegemony

6. Sponsorship

7. Social sport

8. Developmental sport

9. Social cohesion

10. Mass Participation



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CHAPTER ONE: SCOPE AND OVERVIEW OF THE STUDY

1. Introduction

Sport in South Africa is a multi-billion rand industry contributing to approximately 2% of the country's gross domestic product (White Paper, 1996), while Vanden Auweele, Malcom and Meulders. *et al.* (2006: 57) further note that sport contributes more than 3% of world trade, but certain communities are not afforded fair opportunities to participate meaningfully in sport. The National Sport and Recreation Act 110 of 1998, section 8(1–3) and section 9(2a–e), read holistically, aims to promote equity and democracy in sport and recreation, and encouragement of mass participation of all citizens in sport, in order to improve the lives of all people, especially those living in rural areas, women, and previously disadvantaged communities.

As South Africa is faced with a number of challenges, some of which emanate from its history of separate development and segregation, sport is seen as a way to bring its citizens closer together, in order to forge new communities based on understanding and respect for one another irrespective of race and origin. In order to meet these goals, sport needs to be exceptionally well managed, and infrastructure needs to be provided to all communities especially the targeted group, as, in the past, there was no intention to holistically develop all the people of South Africa.

The country has done arguably well, politically, in the past 14 years of the democratic dispensation, but sporting facilities have been a huge challenge especially in disadvantaged communities. In the aftermath of political liberation, sports facilities in black townships have suffered the most. The meager available resources are fiercely contested amongst communities, and some are not utilized optimally as it is a struggle to access them. Some facilities are left unattended, and become places where criminal activities are planned and executed. The public spaces which are supposed to be enriched by these facilities are in turn polluted, which makes life worse especially for the poor who are trapped in the cycle of poverty.

This study seeks to identify bottlenecks in the provisioning, accessibility, and maintenance of facilities, with the aim of using sport participation in curbing crime, and

in capacity building, and community development in especially the Khayelitsha area. The study focuses on the organization and effectiveness of processes and structures that are tasked to ensure that proper facilities are in place to attain the objectives of the City of Cape Town as far as sporting infrastructure is concerned.

1.1 Background to the study

In the Medium Term Budget Policy Statement (MTBPS) (2007–2010:31), the then president of the Republic (Thabo Mbeki), in his state of the nation address (March 2006), announced that R372 billion would be spent by government on infrastructure under Accelerated and Shared Growth in South Africa. This infrastructure must not only give access to social services, but it must also increase the productivity of the economy, thereby creating economic opportunities and bringing poor communities to the mainstream (MTBPS, 2007–2010:35). Furthermore, there are also significantly backward linkages and employment creation spin-offs from public sector infrastructure spending, which can be increased by switching to more labour-intensive construction methods, and by developing labourers' skills during the construction phases of projects. Combining the labour-intensive methods with formal training are the key objectives of the government's Expanded Public Works Programme (EPWP) in the infrastructure sector. This is in line with Chapter 7, section 152 (1)(b) – (e) of the Constitution, which states that local municipalities are required to provide conducive environments for local government matters to the extent set out for provinces in section 155(6)(a) and (7).

The Minister of Economic Affairs in the Western Cape, in her budget speech (2003:20) allocated R432 million for the Department of Cultural Affairs and Sport over the Medium Term Expenditure Framework (MTEF) and its unique way of creating an enabling environment for 'Ikapa Elihlumayo' by building bridges between different racial, linguistic, cultural, religious and geographic communities (Western Cape Provincial Government; Budget Speech 2003). During the Mayoral Public participatory meeting in March/April 2005, certain sport facilities matters came from the floor. These were endorsed by a public assessment survey conducted by Mark Anthony in June and July 2005, which revealed that the priority issues that the residents raised were, among others, the provision of housing and land for housing with 333 submissions, provision

of sport facilities as the fifth issue from eleven submissions, and last was safety and security with 35 submissions (IDP Review-IDP 2006/2007:7).

The residents were surveyed in order to gain a better understanding of their perception of public matters, and where possible, to evaluate the impact of the Mayor's Listening Campaign. The summary of the City of Cape Town IDP (2006/2007: 7) also states that this scenario was reinforced by ward committee meetings held during September and October 2007, where ward committees were to vote to prioritize a list of local issues; the summary of responses indicated that parks and recreation was the most important local issue (60%) followed by community facilities (43%), and safety and security was the last issue (10%) on the local agenda.

It is therefore crucial that sport in the City of Cape Town in general and in Khayelitsha in particular is managed in an effective manner. The majority of capital expenditure in Cape Town is on infrastructure for the provision of electricity, roads, storm water and housing, as well as movable assets. The benchmark for grant dependency is 5% of the operating revenue, whereas operating grants are 10% of the total operating income of the City of Cape Town in both the 2003–04 and 2004–05 financial years (Draft E2, Executive Summary – IDP, 06/07:48). Effective sport management, especially at grassroots level, will ensure that huge government infrastructural investments trickle down to the needy, as it seems that the government is willing to work with communities to ensure the provision of facilities, but the communities need to cooperate and ensure that these assets are maintained so that they can access them in a responsible manner.

1.2 Problem statement

The research problem is the continued skewed provision, maintenance and accessibility of available resources in the City of Cape Town for the previously disadvantaged communities (Five Year Strategic Plan 2005/2006–2009/2010:6–7). The urban areas of the Western Cape have a considerable number of sport facilities, ranging from those able to host national and international events, to well-managed and maintained local community halls and sport fields. This however is in contrast with the dire need for such facilities in townships, informal settlements and rural towns.

The facilities that do exist in these areas are generally dilapidated and poorly managed, and are primarily used for community activities such as day-care and religious and organizational events (Western Cape Sport and Recreational Facilities Plan; January 1998:24). One of the cruelest legacies of the apartheid system is its distortion of sport and recreation in our society, the enforced segregation of these activities and the gross neglect in providing facilities for the majority of South Africa's people. This has denied millions of people and particularly our youth the right to a normal and healthy life (RDP, 1994: 72). Bouchard *et al.* (1990: 6–7), sees health as a:

human condition with physical, social and psychological dimension, each characterized on a continuum with positive and negative poles; positive health is associated with a capacity to enjoy life and withstand challenges, it is not merely the absence of diseases; negative health is associated with morbidity and in the extreme, with mortality.

Empirical research conducted by Robert Putnam (2000) as noted in Ravitch and Joseph (2001:58–95) has shown that communities with deep reserves of social capital that is used positively, are better placed to overcome poverty and underdevelopment than communities in which the social networks between individuals, families and neighbors are weak. Putnam notes that an analysis of his findings suggests that social capital is considerably more important than any other demographic, economic, or purely educational influence in accounting for interstate differences in educational outcomes (Putnam, 2000:76). He cautions, however, that the connection between social capital and education presents some difficult moral issues, including highlighting community differences that have deep historical roots, and the inadvertent complications that come with attempts at building both exclusive and inclusive social capital within communities.

The study also realizes that the need for sport and recreational facilities cannot be addressed simultaneously in all the communities in the Western Cape, due to the limited financial resources available from the public sector in particular. It is evident from the current distribution of facilities that the greatest need exists in historically disadvantaged communities. As a principle, equity requires that these areas enjoy priority when funding becomes available, particularly for local and district level sport and recreation facilities (Western Cape Sport and Recreation Facilities Plan; 01/1998:

25). Cape Town has a poor record in relation to creating green areas. Small open spaces and sport fields have been developed, but these are often isolated and limited in purpose. Opportunities for new urban green spaces have been identified; these include urban agricultural complexes, multi- purpose city parks, active recreational parks, and collective facilities (IDP; 2006/07: 21).

This neglect created an unnecessary condition in a society in which crime thrives, because these spaces are occupied by criminals, who use them as their sanctuaries to further commit crimes and render society chaotic. The first part of the Strategic Infrastructure Plan (SIP) of 2006 describes supply and operation initiatives in a range of infrastructure sectors present in the province. However, it does little to identify gaps in the plans and activities, and for this reason gaps between infrastructure delivery and management exist and need to be filled to improve infrastructure delivery (MTBPS; 2007–2010: 98). The antenatal prevalence of HIV/AIDS in Cape Town for clients utilizing public facilities for the period 2001 to 2004, has shown a steadily increase from 13.1% in 2003 to 15.4% in 2004, of which 33% are from Khayelitsha and 29.1% are from Nyanga. The impact among women nationally is 27.9%, but poor African areas of the city have a high prevalence rate, for example 31% in Gugulethu and 29% in Khayelitsha (VCT; Programmeme Antenatal Data). To some extent this can be attributed to the lack of sporting activity by a sexual active population, especially the youth who should be actively involved in sport.

The research seeks to investigate ways and means how the government can utilize financial resources so that poor communities, like those of Khayelitsha, who were mostly neglected and intentionally ignored by the past regime, can be assisted to also benefit from the new dispensation. The study also hopes that the African communities will be able to take sport management seriously, as a means to achieve holistic community development, because sport can play a vital role in bridging gaps between communities and ethnic groups, and, as such, is very important for the new democracy that the country has attained. Effective sport management is essential in activating communities, thereby reducing expenditure on health caused by laxity. The research further seeks to encourage these communities to put structures and processes in place that will look after the resources, in order to ensure that they do not become white elephants that are not utilized by the society.

1.3 The purpose of the study

This study focuses on the effectiveness of sport management as a means to ensure that sport takes its rightful place in South Africa (particularly in Khayelitsha) in an effort to unifying all the races of the country under one umbrella of a rainbow nation. Torkildsen (1992: 6) states that sport management which purports to meet the needs of the people must be concerned with planning, provisioning and management. The purpose is to explore these fields, and to provide linkages between these aspects with the view of improving and enhancing effectiveness of sport management. Furthermore, the providers of sport infrastructure should be concerned with the quality of the sporting experience for the individual, and not just the quantity of the facilities (Torkildsen, 1992: 7).

Sporting opportunities can lead to a satisfying recreational experience, which has a positive effect on the quality of life of an individual person, and management exerts a powerful influence on both participation and non-participation (Torkildsen, 1992: 6). In line with the corporate priorities of the City of Cape Town and the national White Paper on Sport and Recreation, the City of Cape Town views sport and recreation as a vital developmental tool to maximize social development through the provision of facilities and programmes which address the social needs of all members of society, but especially the needs of youth, women, children, the disabled, and other marginalized groups within communities (Policy on Sport and Recreation; City of Cape Town, undated: 5).

The study further seeks to encourage the communities to take ownership of the provided facilities, and not vandalize them, as this can render government ineffective; for the government has to spend money renovating these assets, money which could be better utilized elsewhere. As the communities have the right to facilities they should take responsibility for them. The Sport and Recreational South Africa Strategic Plan (2003–2006:3) states that there are substantial disparities between advantaged and disadvantaged communities in terms of accessing sport facilities in South Africa, a persistent feature that is acknowledged in the Reconstruction and Development Programme as one of the worst legacies of apartheid. On 25 October 2007, the then

Minister of Cultural Affairs and Sport in the Western Cape held a meeting at the Lookout Hill in Khayelitsha to which all the stakeholders were invited, and it was clear that the issue of neglect of Khayelitsha in terms of sport infrastructure was persistent.

The minister acknowledged that there are few resources in Khayelitsha, but he also stated that the community must take care of the existing resources in order to avoid duplication of expenditure. During 2006/2007, a budget of R48.175 million was allocated for the development and promotion of sport and recreational activities in the Western Cape, including the coordination of school sport, the provision of school facilities, and the rollout of senior and community mass participation. The Social Capital Incubator Programme launched in the presidential nodal areas claims to have succeeded in integrating culture and sport components and has accordingly achieved improved service delivery (Department of Cultural Affairs and Sport; Western Cape, May, 2007).

The study seeks to explore the reasons that inhibit monies allocated from solving the problem of lack of resources in poor areas. The Ikapa 2030 plan is based on three core values:

- (a) social equity – ensuring that shelter, jobs, amenities, and special places of opportunities are reasonably accessible to all the city’s inhabitants.
- (b) integration – linking and coordinating all places and communities without compromising their diversity and uniqueness.
- (c) sustainability – utilizing resources to meet the current needs of the people without compromising the availability of those for the future generations (City of Cape Town, Summary of the IDP Plan 2006/ 2007: 29).

These core values are essential in providing resources for the poor communities so as to ensure that they are also part of the mainstream societal developments.

1.4 Objectives of the study

Primary objective: To examine the effectiveness of sports management processes and structures in the previously disadvantaged community of Khayelitsha.

Secondary objectives:

1.4.1 To explore the current sport's profile, especially amongst the decision makers in the face of conflicting and competing priorities.

1.4.2 To analyze sport management patterns in poor communities like Khayelitsha, focusing on provision, maintenance and accessibility of sport facilities for community development.

1.4.3 To investigate the manner in which the sport facility management structures manage sport infrastructure delivery and utilization in previously disadvantaged communities.

1.4.4 To identify challenges that hinders or facilitates improvement in sports management in Khayelitsha.

1.4.5 To highlight, discuss and reflect on problems that may inhibit the implementation of relevant policy at grassroots level.

1.5 Research question

The Service Level Agreement on Recreational Programme (2007) states that recognized Sport Councils and Facility Management Committees will ensure good management (including financial management) in delivering the services that have been funded, and will ensure the adequate monitoring and evaluation of projects. It further stipulates that accredited Sport Councils must comply with democratic and transparent principles as required in the City of Cape Town Sport Forum's Constitution (City of Cape Town Sport and Recreation Funding, 2007).

How can sport management institutions enhance service delivery through sport management processes and structures among the previously disadvantaged community of Khayelitsha?

Sub-questions:

(i) Has the current sporting profile assisted in fostering unity in South Africa, and if not, which role can sport institutions play in unifying previously divided citizens of this country?

(ii) Are there gaps between infrastructural delivery and management of recreational resources in the City of Cape Town in general and Khayelitsha in particular?

(iii) Are the sport management structures adequately capacitated to perform their tasks of managing sport satisfactorily in Khayelitsha?

(iv) Can the challenges that hinder or facilitate improvement in sport be addressed by efficient sport management?

(v) Has the Khayelitsha community been informed about their role in mass sport participation and the constitutional mandate bestowed to the sport management structures?

1.6 Significance of the study

The Capital budget for 2007/2008–2009/2010:51–53 for ward 90–99 indicates that more funds have been allocated for sport and community development in Khayelitsha and especially for sport and recreational amenities, and more are still to be utilized for the same purpose in the years to come (2009/ 2010). This study seeks to influence communities so that they are organized at grassroots level and hence are better placed to manage and own sport facilities that the government and the City of Cape Town wish to provide..

The study also seeks to highlight the importance of Khayelitsha as one of the disadvantaged communities which needs to benefit from the 2010 legacy, and hence utilize sport infrastructure attained well beyond 2010 in order to establish a never-ending culture of active participation in sport and other community development initiatives. South Africa has been engulfed with corrupt tendencies, especially amongst officials who tend to think that they are more important than their constituencies. This tendency can further impoverish communities and hence this study seeks to awaken this particular community to challenge officials so that it may also benefit from community development initiatives that the national government has embarked on. Rahman (1993: 83) stated that people cannot be liberated by a consciousness other than their own, hence it is absolutely vital that people develop their own consciousness-raising and knowledge-generation process, which will steer them towards the achievements of the community driven ideals.

1.7 Delimitation of the study

According to Bak (2004: 23), to delimit your study area requires careful analytical thinking; one has to highlight certain aspects that are embedded in a seamless web of issues, and hence the researcher needs to break the whole into its constituent parts and to examine the various elements that make up the whole. Research proposals need to demonstrate that the researcher has been able to demarcate the area of study. This study will mainly focus in sport management in Khayelitsha, surveying the operations of the sporting structures and processes in terms of the constitutional mandate granted by the constitution of the City of Cape Town, and focusing on provisioning, maintenance and accessibility of sport facilities in this community. As a point of departure, other communities nearer to Khayelitsha, especially the Urban Renewal Area of Khaya-Plein which incorporates Khayelitsha and Mitchell's Plein, will, where practically possible be considered for comparative purposes and as a proof of disjuncture.

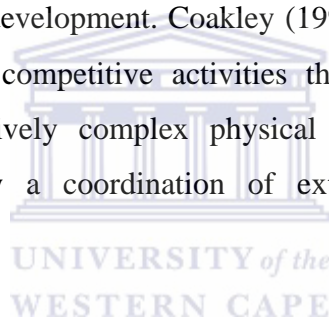
1.8 Definition of terms

Sport management is the utilization of resources, namely people, money, information, and facilities to achieve the objectives of a sport enterprise (Torkildsen, 1992: 21). Parkhouse (1991:5) defines sport management in terms of sport and management, while Mullin (1980:1) emphasizes the functions of planning, organizing, direction and control in the context of an enterprise with the primary objective to provide sport and fitness-related activities, linking the term sport to spectators and fitness participants. The North American Society for Sport Management accepts that the term sport management is all embracing and includes sport and fitness (Gouws, 1997:260). Gouws (1997: 248) further stipulates that sport management integrates all aspects of the model (International Approach Model) to ensure success in the management of a specific sport context.

Sport administration comprises the execution of activities of planning actions and control wherein administrators perform tasks themselves with very little question of delegation (Torkildsen, 1992: 21). Gouws (1997: 206) agrees with Torkildsen that sport administration includes the management activities of planning, organizing, directing and control, as well as the additional tasks of decision making, communication,

motivation, coordination, delegation and discipline. Hence, according to Gouws (1997: 269), sport marketing, sport law, sport financing and human resources management also form an integral part of sport management.

Sport means different things to different people. On the one hand, it can be all about fun, healthy competition and character building, where the game is everything and where the instrumental values of commerce and work are to be resisted because they contaminate the real purpose of sport. On the other hand, it can be just another leisure industry; in which customer satisfaction is the measure of its success (Smith and Steward, 1999:11). The White Paper on Sport and Recreation defines sport as any activity that requires a significant level of physical involvement, where participants engage in either a structured or unstructured environment, for the purpose of declaring a winner, though not solely so; or purely for relaxation, personal satisfaction, physical health, emotional growth and development. Coakley (1998: 19) introduces the concept of sports as institutionalized competitive activities that involve vigorous physical exertion or the use of relatively complex physical skills by individuals whose participation is motivated by a coordination of external rewards and personal enjoyment.



Recreation is a guided process of voluntary participation in any activity which contributes to the improvement of general health, well-being and the skills of both the individual and society. Slavson (1947: 49) describes recreation as a 'need serving experience' hence whatever the choice of recreation, each individual seeks to satisfy some inner needs.

Institutionalization refers to the process through which behaviors and organization become patterned or standardized over time, and from one situation to the other; hence institutionalized activities have formal rules and organizational structures that people use to frame and guide their actions from one situation to another (Coakley, 1998: 19).

Leisure is defined by Torkildsen (1992: 25) as a 'freedom from constraints', 'opportunity to choose', 'time left over after work' or as 'free time after obligatory social duties have been met'. However, according to Parry and Parry (1977: 65) leisure is seen as a social phenomenon itself, involving social constraints and social

obligations, and can best be thought of as being embodied in a whole way of life. Hageaves (undated: 60) once stated that leisure is unique in its capacity to provide surrogate satisfaction for an alienated mass audience, while at the same time perpetuating its alienation and functioning as a means of political socialization into the hegemonic culture.

Socialization is an active process of learning and social development that occurs as people interact with one another and become acquainted with the social world in which they live, and as they form ideas about who they are, make decisions about their goals and behaviours (Coakley 1998:88).

Facility management is a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, places, processes and technology; hence it is an emerging concept in Africa. Facility management advocates an integrated approach in order to manage the built environment effectively ([www.eprop.co.za/new/article.aspx?Id article= 7630](http://www.eprop.co.za/new/article.aspx?Id%20article=7630)).

Sport facility is a physiographic resource or built infrastructure (indoor or outdoor) used for aerobic and anaerobic activities in a competitive or non-competitive manner, guided by agreed rules, where as recreational facilities are predominantly used in a non-competitive and informal manner (Western Cape Sport and Recreational Facility Plan, 1998: 1).

Ethics are defined by Kretchmar (2005:186) if nothing else, as, about how people ought to live, about preferred values and behaviours. The goodness or rightness and the badness or wrongness of our actions is the level at which we experience or understand values. Ethics is prescriptive in that it is concerned about how we as human being should treat each other rather than how we do treat each other (Morgan, Meler and Schneider, 2001:201).

Values are seen by Ziegler (2002:250) as a quality that is important to a person or society or 'anything we assert to be worthwhile, interesting, excellent or important'. Values fall into four primary categories;

(a) Moral values are those values that are often universal and focus on the advancement of the human condition and fair play in sport.

(b) Social values are values based on the norms of a particular group, hence individualism is highly valued in North American culture whereas collectivism is valued in Japanese culture. From a moral stand-point, social values are important, but not as significant as moral values.

(c) Non-moral values are values concerning things, events and places that a person regards as central to his or her life, hence one may value wealth, pleasure, cars and sport as being critical for her happiness.

(d) Core values are the appreciation and respect for different characteristics of individuals and groups that make them unique and able to offer different perspectives, skills and talents (www.bft.org/ Core value Recap. pdf).

Social world is a term used in interactionist theory to refer to a way of life and an associated mindset that revolves around a particular set of activities and envelops all those people and relationships connected with the activities (Coakely, 1998: 105).

Sport development is, according to Dr Ian Thompson (Scotland seminar, October 1992), a process whereby effective opportunities, processes, systems and structures are set up to enable and encourage people in all or particular groups or areas to take part in sport or recreation or to improve their performance to whatever level they desire.

1.9 Limitation of the study

Clarke and Clarke (1970: 3) state that limitations of studies are usually those items that impinge on the study in some substantive way. Initially the study focused on the issue of provisioning of sport facilities, but the issues of maintenance and access could not be ignored, hence the researcher felt that it will be important to give effect to the way that sport as a whole is managed. For this reason, the focus turned to efficacy of sport management, focusing on the role that will be played or is supposed to be played by sport management institutions that are strategically deployed to manage sport infrastructure in Khayelitsha and other disadvantaged communities, so as to ensure that communities benefit from the built infrastructure. The researcher experienced challenges in conducting and extracting some knowledge from sampled respondents

and interviewees, as the level of literacy was not the same, ranging from a very low academic base to a very high academic base. Questionnaires needed to be clarified and code switching was done to explain some of the complex questions. There was some scepticism from some officials and coaches as they were concerned about their involvement in the study.

1.10 Structure of the research

Chapter one provides an introduction by giving a firm foundation in terms of the theory and precision of the study, and it provides the structure and summary of the chapter.

Chapter two provides the theoretical background in sport management, and looks at the history of sport management in previously disadvantaged communities in general. The chapter further examines the value of sport in society at large. Sport overview in South Africa, sport structure, policy matters and a literature review are considered, and a summary of the chapter is provided.

Chapter three concentrates on the methodology of the study, providing the limitation and strength of the survey method. The chapter further outlines the four principal research instruments utilized in this study and provides a chapter summary.

Chapter four provides the South African perspective on sport: management structures and processes are presented and analyzed, the legislative framework is analyzed, community responses are detailed, and a chapter summary is provided.

Chapter five provides the overall findings, recommendations, and the conclusion of the research, and it presents issues that may need further studies.

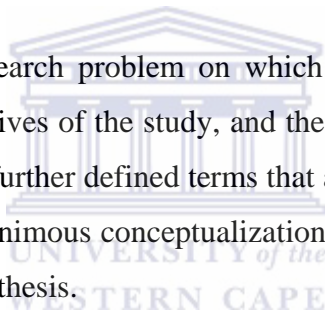
1.11 Chapter summary

The government has shown some interest in sport development in South Africa especially with the 2010 Soccer World Cup nearing its fruition. Major opportunities will become available for communities to acquire and use in the future. The past fourteen years have been challenging for sport people in general, and particularly the

marginalized and the disabled, and more especially those living in townships and rural areas. Accordingly, the removal of obstacles that preclude specific sections of the community from sport participation is crucial and cannot be entirely left in the hands of individual sporting codes or local communities, both of whom require support and encouragement. The Sport Transformation Charter guides all macro bodies, national and provincial federations, and clubs, on the need to transform sport.

The SASC Act, 1998 (Act No. 109 of 1998), provides for a commission to administer sport and recreation under the guidance of the Minister of Sport and Recreation. In 2005, the SASC Repeal Act, 2005 (Act No. 8 of 2005), de-established the SASC (South African Sport Council). The functions of the SASC are now shared between SRSA (Sport and Recreation South Africa) and SASCOC (South African Sport Confederation and Olympic Committee) .

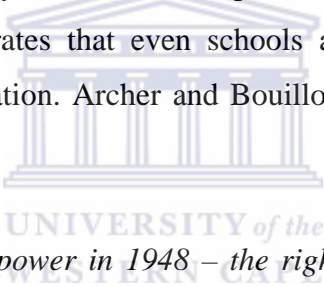
This chapter identified the research problem on which the study will focus and the purpose of the study, the objectives of the study, and the significance, assumptions and research question. The chapter further defined terms that are to be crucial in the study in order to ensure that there is unanimous conceptualization of facts, and delimit the study and provide the structure of the thesis.



CHAPTER TWO: SPORT OVERVIEW AND LITERATURE REVIEW

2. Introduction

Sport in South Africa has played both the role of dividing and unifying people of this country. During the apartheid era, White people were allowed to fully participate in sporting activities of the country and could legally enjoy the privileges of representing the country at national and international levels until the international sanctions against South Africa. Keim (2003: 27) states that a 1965 proclamation prohibited Africans from attending sport and social events attended by members of other population groups. The same proclamation empowered sport organizers to prohibit matches on privately owned grounds if the players belonged to different population groups. If clubs and / or other institutions who owned stadiums wished to admit spectators from different population groups, they were compelled by law to build separate toilets and entrance facilities. Keim (2003: 27) further reiterates that even schools and their sport grounds were similarly affected by the legislation. Archer and Bouillon summarizes the situation as follows:



When the National Party took power in 1948 – the rights and opportunities of black people were reduced in all domains, and therefore in sport as well... from the beginning, apartheid laid hands not just upon the playing of matches but on social and economic environment which conditions and makes the playing of sport possible and enjoyable (Archer and Bouillon, 1982: 43).

The main intention of the National Party government was to reserve the best facilities for the exclusive use of White people in an attempt to prove the supposed superiority of this population group, hence like virtually all other spheres of life, sport in apartheid South Africa was subjected to the policy of separate development. The new democratic dispensation requires all the citizens of the country; those who benefited from the past dispensation and those who were deprived in the past, to work together to achieve real democracy.

It is a general norm that a well functioning and well resourced society is critical for the country's endeavors, including its sporting activities. Admittedly, developing countries

often do not offer their sportsmen and women the same kind of access to sport facilities as do industrialized countries (Keim, 2003:41). However in South Africa's case, the abundance of excellent facilities for the advantaged communities, and the high level of competitiveness achieved by this privileged group, combined with the whole population's enthusiasm for sport, made Black South Africans acutely aware of the second-rate status and limitations inflicted on them.

Keim (2003: 42) further claims that South Africa was the only country in the world which officially denied access to equal opportunities to the majority of the population on the grounds of race. Given the history of sport in South Africa, the researcher argues that if sport at local level is encouraged and resourced as an investment in human capital, many problems which are prevalent in the community will be tackled. This chapter focuses on the ideology and policies of sport in South Africa, it provides the structure of sport management in South Africa, it reviews literature and it provides a chapter summary.

2.1 Overview of sport in South Africa

Roberts (1989: 17) states that, during the apartheid years in South Africa (especially in the 1970s), the ruling class strategically redeployed sport apparatus to White areas. Conflicts and battles between opposing interests characterized the cultural terrain throughout the 1970s in South Africa. The ruling class maintained the status quo, that is, their power and control, by a combination of persuasion and force: these two methods did not change, but what does differ is the balance between persuasion (ideological control) and force (repression). Consequently, the ruling class sought a base amongst the oppressed to re - divide and puncture the emerging unity of oppositional forces and to co-opt a sizeable proportion as subordinate allies of the ruling class. But, by protecting the class rule of the bourgeoisie, the hegemonic culture ultimately remained intact; hence the control over various sports activities. Following the 1994 democratic election, the government has put in place a number of policies and programmes to reposition sport as an avenue for social cohesion, but the gains are few and far – between, and for this reason the previously disadvantaged communities are annoyed by the slow pace of service delivery.

2.2 Sport policy in South Africa (1945–1993)

The government policy of racial separation and development had a direct bearing on the course of sport generally (Le Roux, 2006: 65). Racial separation in sport, without an official sport policy or prescribing legislation, was part and parcel of the traditional inheritance of sport in South Africa; hence at it best, racial legislation imposed some restrictions on black sport. Restrictions on the socio-economic life of Black people, including their sport life, were imposed by the Group Areas Act, No.41 of 1950 (as amended by Act No. 36 of 1966). This act gave birth to the apartheid policy of the National Party in order to develop its homelands, and to establish separate townships for White, Black, Coloured and Asiatic people.. The Separate Amenities Act, No. 49 of 1953, provided for separate localities for the different race groups where each could participate in their respective sport facilities. The act actually inhibited the establishment of recreational infrastructures that were adequate and accessible to everybody, a tendency which was carried further by the apartheid ideology; imposing racial discrimination in sport, and hence crippling the development of sport in South Africa at all levels (Wilson 1989:534).

An interesting trajectory was noticed by Keim (2003:27) when she stated that, due to the increasing stringent nature of Afrikaner nationalism, a similar separation gradually occurred within the White population between the Afrikaans and English language groups. Archer and Bouillon (1982: 31) agree with Keim, stating that:

For the most part, sport remained segregated, not only between the races but between the white communities – as the efforts of Hoffmeyer to take cricket to the Afrikaners demonstrated that Afrikaners nationalism was naturally antagonistic to all such aspirations. At the end of the 1930's and during the 1940's, the nationalists were forming their exclusive Afrikaans-speaking cultural organizations all over the country (Archer and Bouillon, 1982: 31).

Marion Keim (2003:27) acknowledges that sport can be misused; stating that in South Africa during 1956 the then Minister of Internal Affairs (Eben Donges) promulgated separate sport development which remained in force until 1971 and beyond. In the policy, it was stated that Whites and Non-whites must organize their sport separately

and the government would then refuse travel visas to subversive Non-white sportsmen who sought to discredit South Africa's image abroad or contest the government's racial policies (cf. Archer and Bouillon, 1982: 46).

Wilson (1989: 540) states that the underlying cause for the degraded condition of the sport facilities in the black townships dates to before 1978, when Black people were still regarded by local and central authorities as temporary sojourners in the urban centres, and consequently, the planning and provision of facilities were conducted on a temporary basis. It was only after the *de facto* permanence of urban blacks was recognized in terms of the Black (Townships) Amendment Act, No.97 of 1978 that the government endeavored to amend the situation, but was then handicapped by considerations such as money constraints, lack of proper project planning, and the impact of racial politics.

2.3 Sport processes and structures in South Africa (post-apartheid)

The White Paper on Sport and Recreation (1996) identifies three levels of sport governance, namely: national level, provincial level and local level. These levels are crucial for sport management and organization in the country, and the cooperation among them is important for the welfare of society in general and the sport fraternity in particular.

(i) National level. Parliament, particularly through the Minister and the Standing Committee on Sport and Recreation, is principally responsible for defining government policy, legislation and budget allocation, and it focuses on promotion of sport and recreation policy and its implementation through the SASC (South African Sport Council), NOCSA (National Olympic Committee of South Africa), and the National Federations (NFs). It also focuses on recreation policy, with the principal agent being the South African National Recreational Council (SANREC). The national government ensures the funding of these agencies, and it conducts research, auditing, and upgrading of facilities for national and international events. The national government's role is to oversee the implementation of policies at both the local and national level. It has been established that South Africa has the most democratic and progressive policies in the world, but the problem is the implementation of these policies.

(ii) Provincial level. The provincial government links the national sphere with the local sphere. Members of the Executive Council (MEC) and the Provincial Sport and Recreation South Africa are charged with the responsibility of policy development within the context of national sport and recreation policy, with the principal agents being the provincial federations and macro-bodies. The provincial governance also ensures implementation of recreational policy via the Provincial Recreation Councils (PRORECS), and it guarantees funding of agencies in their jurisdiction. It is further responsible for upgrading facilities as created by local authorities for national and provincial events.

(iii) Local level. Local authorities are responsible for policy development at local level and ensure the implementation of recreational policy and funding of their principal agencies, namely clubs and individuals, and create facilities for local and provincial usage. The local level is very important as it is closest to the people. In the present dispensation, many effective leaders are deployed to the national level, creating a void in the local level, which can be detrimental to service delivery and can create unnecessary tension in the country. The existence of several other stakeholders in the non-governmental sector responsible for the delivery of sport and recreation in South Africa, notably the National Olympic Committee of South Africa, Disability Sport South Africa (DISSA), the various national federations responsible for the different sports recognized by the SASC and SRSA, the presently dormant SANREC and the newly formed South African Federation of Sport Association (SAFSA) replacing USSASA, and the South African Student Sport Union (SASSU) create a healthy climate for sport development.

The NSC (National Sport Congress) was formed in 1989 by former members of SACOS (South African Council on Sport), ushering in a new dispensation that did not only represent different sport codes and disciplines but also all four of South African population groups (Keim, 2003: 39). According to Ngconde Balfour, the then minister of sport (interviewed on 9 November 1996), the aims of the NSC were as follows:

- To adopt a future-oriented approach to sport.
- To move away from the principle of ‘no normal sport in abnormal society’ and from double standard resolution.

- To try to unite all sports bodies across the apartheid divide as SACOS had not managed to embrace all communities, especially the African townships.

In 1990, the NSC assumed the role of the NOSC (National Olympic Sport Committee) and gave attention to South Africa's position in the International Olympic Movement (Keim 2003: 40). In 1991, South Africa was readmitted to the Olympic Games, and between 1991 and 1994 most racially segregated associations joined up with their respective counterparts to form one united, non-racial body for each sport code or discipline. In 1994, the National Sport Congress (NSC) and Congress of South African Sport (COSAS) combined to form the National Sport Council of South Africa. In 1999, the Sport Commission was formed out of an amalgamation of part of the Department of Sport and Recreation and the National Sport Council. It functions as an umbrella organization and is a legislated body governed by the South African Sport Commission Act No. 109 of 1998 as amended (Keim, 2003:40).

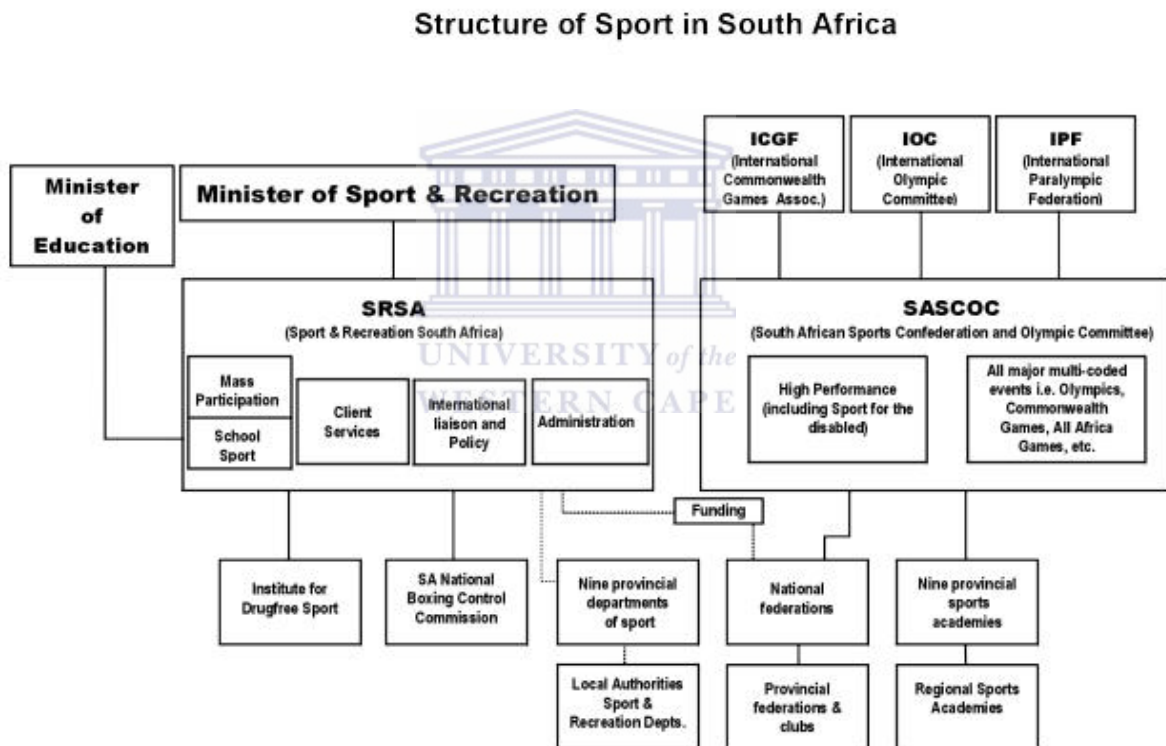
South Africa is part of the African continent and the Supreme Council for Sport in Africa (SCSA) and SCSA Zone IV (Sport and Recreation, South Africa Strategic Plan, 2003– 2006: 4). Sport and Recreation South Africa (SRSA) is directly responsible for, amongst other things, coordinating and monitoring the creation and upgrading of sport and recreational infrastructure through the building of Sport and Recreation programmes. The strategic plan of Sport and Recreation South Africa's has established three statutory bodies to assist SRSA with the delivery of sport and recreation in South Africa in accordance with the relevant legislation through which they were constituted, namely:

- i) The South African Institute for Drug Free Sport, established through the South African Institute for Drug Free Sport Act of 1997 (Act No. 14 of 1997), to promote the participation in sport free from prohibited substances, and to counteract doping in sport.
- ii) The South African Sport Commission (SASC), a section 3A Public Entity established through the South African Sport Commission Act, 1998 (Act No. 109 of 1998 as amended) and the South African Sports Commission Amendment Act, to administer sport and recreation under the guidance of the Minister, and to promote and develop sport and recreation.

- iii) Boxing South Africa (BSA) established through the South African Boxing Act, 2001 (Act No. 11 of 2001) and the Boxing and Wrestling Control Act, 1954 (Act No. 39 of 1954 as amended) is responsible for controlling and regulating boxing in the Republic of South Africa (SRSA, Strategic Plan, 2003–2006:4).

2.3.1 Structure of sport in South Africa

Figure 1 illustrates the structure of sport in South Africa.



Source (www.srsa.gov.za/ClientFiles/Organogram.jpg)

2.4 Theoretical framework

The researcher has identified the following theories as relevant to the understanding of the importance of sport management issues, especially in disadvantaged communities.

There are two general theories and three subsidiary theories in social life which guide sport analysis in society.

(i) Functionalist theory (sport as an inspiration)

This theory is based on the assumption that society is an organized system of interrelated parts held together by shared values and processes that create consensus among the people (Coakely, 1998: 32). According to functionalist theory, the driving force underlying all social life is the tendency for a social system to maintain itself in a state of balance so that it continues to operate efficiently (Volger and Schwartz, 1993: 5-9).

The functionalist further claims that for a society to operate efficiently, there must be methods for teaching people in the system the basic values and rules that they are supposed to adhere to, since tension and frustration are created when people must conform to specific values and rules. There must also be opportunities for people in society to release tension and frustration in a harmless way. The system must contain social mechanisms for bringing people together and establishing cohesive and integrated social relationships. The social system must contain built-in mechanisms for responding to social and environmental changes outside the system, while preserving order inside the system. According to Coakely (1998: 34), those using functionalist theory often study how sport contributes to personal growth and the preservation of social order at all levels of social organization.

The drawback about functionalist theory is that it usually leads to exaggerated statements about the positive effects of sports. This is because it is based on the assumption that social systems tend to reject any form of social organization that does not contribute to overall order and efficiency, since the theory is based on the assumption that the needs of all groups within the society are the same as the needs of the society as a whole. The existence of real conflicts of interest within society is inconsistent with the functionalist assumption that all social systems are naturally held together in a state of balance. Therefore, when people use functionalist theory to study sport, they have a tendency to overlook cases where sports benefit some groups more than others within a community or society.

(ii) Conflict theory (sport as opiate)

Conflict theory is the general theory that draws attention to social problems, changes, and inequalities in society. According to conflict theory, social order exists because some groups of people have resources, thereby enabling them to coerce and subtly manipulate others to accept their view of the world as the correct view, hence class relations are vital in this theory. Coakely (1998:35) notes that class relations refer to social processes revolving around those who have economic power, how economic power is used, and who is advantaged or disadvantaged by economic factors in society. Hence the focus is on processes of change and the consequences of social inequality in society, rather than on what is required to achieve society stability and order. The conflict theory; according to Coakely, is based on the updated version of the ideas of Karl Marx. Sport can be organized to emphasize the values and processes that privilege the economically powerful, while turning others into efficient and obedient workers.

This theory assumes that all social life is driven and shaped only by economic factors such as market needs, assuming that, since the 'haves' own the means of production in market economies, they possess economic power and use that power to control and exploit the labour of the 'have nots'. This theory also assumes that the 'have nots' are destined to be the victims of economic exploitation, and live lives characterized by powerlessness and alienation. The theory ignores the importance of gender, race, ethnicity, age, sexual orientation, and other factors when it comes to explaining how people identify themselves, relate to others, and organize social life; and it is based on the Marxist assumption that all history and social organization revolves around economic factors.

Conflict theory ignores cases where sport participation consists of experiences that empower individuals and groups, even in capitalist societies (Coakely, 1998: 35–41). According to Messner (1984: 41), the major problem with conflict theory is that it leads people to see sport as determined solely by economic forces, and emphasizes the need for capital in society.

(iii) Critical theories

Critical theories assume that behaviour and social life are limited by historical, social and material conditions, but do not assume that all social life is driven and shaped by a unified set of factors that exists outside of people's relationships with one another. The proponents of this theory believe that agreement and conflicts exist simultaneously in social life. However, agreements and shared values are never permanent in society for they depend on never-ending processes of negotiation, compromise and coercion between the groups. The bases for conflict in any society change from one location to another as there are changes in historical circumstances, and the political and economic organization of social life (Coakley, 1998: 42).

(iv) Feminist theory (gender and sport)

According to Coakley (1998: 44), all feminist theory is based on a combination of lived experiences of women and evidence that women have been systematically devalued, exploited and oppressed in many societies, and particularly in South Africa. Liberal feminists identify discrimination and unequal opportunities as the issues in greatest need of attention. The goal is to promote full and equal participation for girls and women in all spheres of life, including employment, education and sport. Lenkyj (1992b: 1) state that the liberal feminist would probably agree with the statement that "If it's good for males, it's good for females, too".

Radical feminists believe that problems go much deeper than issues of discrimination and equal opportunities. They argue that if fairness and equity are the only issues addressed, and if success is measured only by women's participation in activities and organizations created by and for men, feminists will end up reproducing the very orientation towards social life and social relationships that led to women to be devalued and exploited in the first place (Coakley, 1998: 44).

The problem with feminist theory is that none of its variations provide clear guidelines for determining when sport reproduces dominant forms of social relations in society and when it becomes sites for resistance and the transformation of social relations (Critchler, 1986 in Coakley, 1998: 50). The many variations (flexibility) often make it confusing to use and they certainly make it difficult to understand without extensive reading.

(v) Interactionist theories (sports as meaningful interaction)

Their views are based on the assumption that human behaviour involves choices and that choices are based on meanings or definitions of situations that people create as they interact with others. According to the interactions approach, human beings don't simply respond in an automatic fashion to the world around them; instead they choose to behave in a certain way in anticipation of the impact on themselves, the people around them and the social world in which they live (Coakley, 1998: 50). They define human beings as choice makers, not as responders to stimuli; hence they study real life situations and processes as they are created by people interacting with each other. However, interactionists also recognize that behavior reflects the resources that people possess and the constraints and opportunities that people face as they live their lives in society. They realize that under certain circumstances, the behaviors of many different people are likely to be similar, but they also realize that it does not have to be that way because human beings have minds of their own.

2.5 Discussion on sport management in the City of Cape Town

The Policy on Sport and Recreation for the City of Cape Town (undated: 11 - 12) provides a very conclusive framework for both macro and micro views on sport pertinent to the City of Cape Town. Accordingly, the macro perspective (uniform design) looks at sport in three levels: City of Cape Town Sport and Recreational Council (City), Regional Sport and Recreation Councils (Districts) and Local Sport and Recreation Councils (Local), and primarily concentrates on issues of cost efficiency and effective recreational service delivery. The micro views concentrate at district level by opening a forum for representatives from local councils and political organization where officials look at operational issues. At local level, facility management committees, schools codes, officials from Recreation South Africa, disabled sport coordinators, women, sport desks, and senior citizens are involved, with the view of responding directly to the needs of the people at grass root level. This study mainly focuses at the micro level as the foundation on which sport progress should be based, because it opens a forum for citizens to take ownership of sport. The researcher is of the opinion that there are a number of challenges at this level, worthy of being researched.

2.6 Literature review

The researcher has further consulted literature that is crucial in the analysis and understanding of sport in South Africa. Sport is a medium through which socialization processes take place; through the formal and informal rules of the game, people are taught a certain sport ethic that can either be enhancive or detrimental to the purpose of social transformation, peace building or community development. The effect of sport involvement, as a participant or as a spectator, largely depends on the way that the sporting activities are set up and what type of behaviours and attitudes are encouraged and rewarded, hence one can not reap what one did not sow (Vanden Auweele, Malcolm, Meulder. *et al.* 2006: 95). Torkildsen (1992:40) states that the first thing that can be said about provision and management is that nature provides us, in the natural environment, with abundant resources for recreation....there is beauty to behold, solitude in the country and peace away from the crowds. Yet according to Torkildsen, the demand for man-made additional resources for leisure and recreation is greater now than it has ever been and access is limited.

The then position of the NOSC (National Olympic Sport Congress) on facilities was to recognize that there will be sport after the demise of apartheid, hence they recognized that in the short term, underprivileged sport people will have to come to where facilities are located, but in the long term, new facilities will have to be built where the majority of the people live. The NOSC therefore cannot claim to the international community that there are no facilities, but it can point out that they are not placed in the right areas. The NOSC admits that South African facilities rank amongst the best in the world, let alone in Africa, hence the arguments against a need to share existing facilities cannot be won. It is against this background that the NOSC has embarked on a drive to establish multi-purpose centres in every township in South Africa (NOSC Position Statement, 25/6/1991).

Marion Keim (2003: 206–209) states that South Africa's transition to democracy has brought great progress to many of its people and numerous untold advances have been made in bridging past divisions. However, many tensions and inequalities are still present that contribute to the high level of conflict over a variety of issues, ranging from employment to land, housing and scarceness of resources (Vanden Auweele, Malcolm,

Meulder. *et al.* 2006: 98). Racially discriminatory practices in sport are not endemic to South Africa; similar practices are present in the United States of America and Britain. Indeed, it is the experience in the USA that racial discrimination within the larger society spills over into sport, because sport co-exists with its society; hence changes in the political and socio-economic structure of a society, as in South Africa after (1948 and 1994) influence the local and central authorities who have to make decisions about the opportunities and constraints facing sport. For this reason sport is seen as the reflection of a particular society (Polley 1999: 1 – 11).

Fourteen years after the start of democracy in South Africa, poverty is still rife. According to studies, in 2002, 75% of Cape Town's townships' residents lived below the poverty rate of \$45 a month (Globalization, 2004, www.wissen.swr.de). Accordingly, youth are the most disadvantaged. Molo Songololo states that 60% of South Africa's children are presently living in absolute poverty (Globalization, 2004, August, p.3). The majority live in townships, on the periphery of the cities, many under inadequate living conditions in shacks and informal settlements. In 2005, the unemployment rate was estimated at 26.5% with life expectancy for South Africa females at 50.7 years, and for males at 45.1 years (www.statssa.gov.za /, 2004: 2; 2005: iii).

Marion Keim (2003: 206–209) however notes that in South Africa, sport accentuates class difference. Apart from the poor socio-economic conditions of the still disadvantaged population groups, and the deficiencies, if not the total absence of sport facilities in many communities, class differences are apparent where sport is being practiced. Facilities, equipment, and trained instructors are in short supply in poorer locations to this day. According to Buttler-Adams, Franke (1986: 71–81,533), the neglect of sport (recreation) is linked to frustration and ultimately conflict and riot conditions. Sport brings about release of tension, bringing recreation in the literal sense of the word as it restores lost energy.

Keim further argues that even today, access to participation in sport activities remains restricted for Black South Africans in ways that White South Africans do not experience. One reason for this state of affairs was the influence of the apartheid system and the concomitant lack of facilities in African townships, which, in turn offered few

opportunities for the development of the range of leisure-time activities enjoyed by wealthier communities. Another factor is the traditions of some communities themselves, particularly as this relates to the activities allowed or not allowed for women (Vanden Auweele, Malcolm, Meulder, 2006: 101).

Sport is not only a physical activity but an area where people interact socially. Jarvie and Marguire (1994: 59) state that sport and leisure activities form an integral part of social life in all communities and are intricately linked to society and politics (Jarvie *et al.* 1994: 2). There is a wide notion that linguistic and cultural barriers are more easily overcome in sport than in other areas of social life. For this reason, sport is often referred to as the ‘conveyor of culture of the most accessible symbolism’ (Giebenhain, 1995:167; Adolf and Böck, 1985:63). Stüwe shares the same sentiments, stating that “Furthermore, sport is marked by simple and easily comprehensible form of symbolism, which makes it possible to eliminate linguistic barriers and other obstacles to interaction...”. Sport, with its primarily non-verbal and immediate interactions is therefore particularly suited as a medium for overcoming feelings of socio-cultural unfamiliarity and ‘otherness’ (Stüwe, 1994:303).

According to Field Marion (1998:70), sport is never a new concept in society at large as there was always sporting activities that men could enjoy either as participants or spectators. These were often confined to certain classes who were eligible to take part in these activities, as other citizens either belonged to a noble class or they were peasants, accordingly peasants were not allowed to play sport as they had to till the land for their masters. Class played a vital role in society until the advent of the First World War. It then becomes obvious that a society that is not active in sport is susceptible to crime and violence. In other countries like India, sport is still embedded in a societal system of caste whereby only certain families can play a particular sport (Silverberg, 1968: 14–20 and Senart, 1930: 1–4). As time passes and sport becomes a global phenomenon, more and more citizens are allowed to play any kind of sport. Briggs (1815: 16) further stipulates that the passive role that used to be played by women in sport, as they were not allowed to participate in sport, has changed with the times and more women now play an important role in sport, both as participants and spectators.

Hollander and Burnett (2002: 49–52) perceive sport as an integrated aspect of life needing a variety of activities within society to manifest. They further argue that functional or structural-functionalist as a holistic approach and perspective for macro-analysis and understanding of sport in society has maintained a theoretical hegemony for a long time. It is further argued that different systems, such as economy (adaptation), polity (goal-attainment), socializing institutions (integration), and community (pattern maintenance), are to provide the collective values, roles, strategies and resources to influence and produce collective behaviour (Craib, 1984: 16). Within this level, sport can contribute to the maintenance of society by providing a socio-emotional outlet or a vehicle for socializing groups and individuals, in order to perpetuate collective and cultural values, norms and behaviours. As the functional approach has experienced some difficulties, a new approach known as neo-functionalism has developed, which addresses multi-level and multi-faceted analysis and understandings of the potential role of sport in society (Lüchen, 1996: 79).

Sport on one hand reflects changes in society, on the other hand individual events from the world of sport might initiate change, and with these trends opportunities for career advancement might prevail (Hollander & Burnett, 2002: 51–52). Singh (2002: 23) emphasizes the legal aspects of sport and tries to give a perspective on the pertinent issues in sport in South Africa at the present moment. Issues which many sport managers will shy away from are discussed in general, with specific emphasis on affirmative action in sport, human rights in sport, the notorious quota system, and aligning South African sport with the Constitution, Bill of Rights and other instruments that ensure dignity of humankind through sport. Singh clarifies humanity in sport and stipulates that the function of a good government is to keep the rights of all citizens in a collective ‘trust’; in order to enable the government to work towards the common good, citizens are required to ‘hand over’ certain rights, hence the state sometimes infringes upon individual rights when there are clashes of individual interest. However, fundamental rights, such as the right to life, freedom, and property, can only be encroached upon in exceptional cases (Viljoen, 1999(b) and Dewaal, *et al.* 1994: 35).

Rahman (1993: 83) and other participatory researchers such as Freire (1994: 27) hold a view that people cannot be liberated by consciousness other than their own, hence it is absolutely vital that the people create their own consciousness-raising and knowledge-

generation processes that will steer them towards the achievement of community driven ideals. Rahman further states that preached information which is not rationalized by collective self-reflection is alienating rather than liberating. Therefore, in the context of the study, the people of Khayelitsha must develop their own indigenous knowledge of managing their sporting activities relevant to their socio-economic conditions, which will then transform their environment and their social life style. As an educator in this community and a concerned citizen, it is clear that this community needs to make introspection in order to resolve issues of crime, societal problems and inactivity; which can only be done by community members themselves.

Gouws (1997: 20) states that sport and recreation forms part of the Western culture as well as South African culture. It is also believed that with the new dispensation in South Africa, sport can play a reconciliatory role, bringing together social groups across cultures, hence the management of sport and recreation will play an even greater role in the future direction of the country. During the past few years in South Africa the emphasis has been on fitness, especially among businessmen and women; entering a growth phase that has created a market which never existed before. There is now, according to Gouws, an interesting paradox that it was and perhaps still is possible to make money by providing fitness and recreation; but it is equally easy to lose everything in the process.

Pretorius and Le Roux (1998: 231) state that man's nature (limitations) and circumstances in his environment lead to tensions between substructure and disproportionate participation according to the four layers; hence man and society are closely linked. The four levels of social life provide the social, spiritual and moral basis of human life. Due to urbanization, modern people are forced to multi-task and survive among other societies which might not share the same values and norms. .

Magan (2001: 130–144) looks at sport as a phenomenon that occurs when we disport ourselves from labour and our usual daily work, hence in essence sport is relaxation. Any pursuit, accordingly followed regularly as a means of livelihood, is no longer regarded a sport hence the paid sportsperson is no longer regarded as a sportperson as these pursuits are trades for professionals. Magan further states that the sportsperson is the person who has an amusement which brings in nothing (financial rewards), for an

amusement which brings in anything is not a sport but a business. This notion can be contested to some degree, but it also becomes important for society to understand that sport, especially amateur sport, is about sacrifices and sometimes without any considerable gain but the gratification of the soul. Sometimes it is believed that talent is God-given and one cannot pay any amount of money to show appreciation of the talent; but as globalization and careerism has engulfed our societies, very few people engage in sport activity voluntarily without gain of some sort or the other.

McPherson, Curtis and Loy (1989: 36) define sport as a structured, goal-oriented, competitive, contest-based and lucid physical activity with five distinguishing features:

- (i) Sport is structured: even the most informal forms of sport are governed by rules and are limited in space and time.
- (ii) Sport is goal oriented: most forms of sport involve achievement of goal oriented behaviors.
- (iii) Sport is competitive: competition in sport takes one of the following three forms:
 - (a) direct competition – where two opponents (individual or teams) confront one another
 - (b) parallel competition – where contestants compete with one another indirectly by taking turns or contesting in separate areas such as bowling and golf
 - (c) competition against a standard – as in archery, diving, gymnastics, figure skating and trap shooting.
- (iv) Sport is contest-based: Weiss (1969: 39 - 69) has also observed that athletic contests, whether they occur by themselves or in games, usually pivot about the performance of individuals occupied with demonstrating their superiority in five areas, that is, speed, endurance, strength, accuracy and coordination.
- (v) Sport is lucid: this implies that sport is based on elements of play and games, but there is also a realization that not all sport is play and not all contests are playful. Birrel (1978: 61) states that sport shares at least two elements with lucid activities: uncertain outcomes and sanctioned display. Goffman (1961: 68) has shown that it is these two elements that make games and sport fun.

The concept of leisure time has for years been misconstrued as meaning 'free time' with this narrow definition sometimes vigorously contested. According to Rosemary (1986: 17), the definitional problem about leisure cannot be avoided and indeed there are good reasons not to do so, but at the same time, it is necessary, to use the word leisure as though there were consensus about what it meant, as well as holding open questions of whether existing definitions are the most appropriate in relation to women, even women do not agree as to the meaning. Roberts (1993:3– 5) states that because of gender discrimination, women are victims of much inequality which determines, in one way or another, their access to recreation and sport. Most of these inequalities occur within the home, where the responsibility of child care and housework and household management are perceived as the domain of the woman partner.

The majority of women have been socialized from birth under a system of patriarchy; hence gender casualties are played out during marriage. The majority of Black South African women suffered triple oppression on the basis of their class, race, and gender, and this inhibits their participation in various forms of leisure and recreation. She further states that the male-dominated leadership of sport structures, and apartheid, has resulted in sport becoming a male-dominated institution. Roberts further claims that the post-apartheid era, thus far, has not brought significant changes in the material conditions of Black people in sport, especially poor Black women (Roberts, 1993: 3–4).

Winbush, (1985: 21) has stated that leisure for women is connected to aspects of well-being and health. Bryson (in Messner and Sabo, 1990: 173) identifies the misconception that people tend to accept without questioning, the view that men are far better at sport than women, because they are faster, stronger and tougher. Messner and Sabo further stipulate that sporting prowess is positively valued, and is a basis through which social and economic power is distributed. To be better at sport (by implication for those who do not participate in sport) is symbolically translated into being better or more capable in many other areas of life.

Through a dialectical process, women, who are culturally defined and perceived as incapable of equaling men at sport, are rendered inferior by inference, and less capable in many areas of life. The dialectical element of the ideological processes underpinning

contemporary sport is of crucial importance. These processes construct a form of dominant masculinity and, in doing so, define what is not approved. Each cultural message about sport is a dual one, celebrating the dominant and at the same time as 'inferiorizing' the 'other'. This dominant form of masculinity has been usefully called hegemonic masculinity (Carrigan and Lee, 1985: 38–49), and the message that it conveys renders inferior not only femininity in all its forms, but also non-hegemonic forms of masculinity. The inferiorizing of the 'other' is most frequently implicit, though it is also explicit and graphically conveyed, when, for example, coaches, supporters and commentators chastise their team for playing like girls or poofers.

Radical feminists such as Susan Brownmiller (1995), Andrea Duorkin (1981), and Mary Daly (1978), see coercion as a major source of male dominance over women and although other theorists rather propose a more compound causation, physical coercion is universally recognized as an irreducible dimension of power (Messner and Sabo, 1990: 184). Therefore it can be argued that sport is an ideal medium for conveying messages of gender domination, as sport is an immediate mass reality with increasing commercialization and media exposure.

Latto (1981: 2) states that parents, teachers, players and youth leaders all believe that physical recreation has health-giving qualities. Fashions in exercise, such as jogging, are acclaimed to reduce the risk of heart attacks. A fit sportsman is generally seen to exude health and vigor. Doctors, too, share the general view that physical recreation has many special benefits to offer both the handicapped and non-handicapped person.

The Western Cape Sport and Recreational Facilities Plan (1998) admit that the marginalization of the majority of people of the country and of the province caused a concentration of physical facilities in the advantaged communities, with minimal provision of facilities in the disadvantaged communities. To counteract this imbalance in the provision of physical facilities, the DSR: WC and the local MEC for Sport and Recreation intend providing funding for the upgrading and or creation of basic multi-purpose facilities in previously disadvantaged communities. Furthermore, the DSR aims to ensure that effort is made to redress the skewed provision of sport and recreation facilities in the Western Cape.

The discouraging findings by the Institute of Leisure Studies of the University of Potchefstroom (North West University) in 1984 revealed that White city councils generally spent only R0.82 per capita on Black sport, but R5.42 per capita on White, Coloured and Asian sport. The figure for Black sport was totally inadequate. Black local authorities were consequently obliged to rely, almost exclusively, on the Sport and Recreation Fund of the Department of Cooperation and Development, drawing its funds from the one cent levy on every litre of sorghum beer sold by each municipality. When the sorghum beer industry was privatized in 1986, this levy was abolished. Thereafter, money was allocated from the budget of the Department of Education and Training according to the list of preferential sport facilities submitted by the Administration Board. Almost 50% of expenditure went for salaries, while expenditure on the individual sport needs and items like maintenance of facilities, transport, training courses and merit awards were relegated to minimal amounts (Verslag IVS2, 1984: 11, 13, 21, 76, 81).

A survey conducted by Lourens-Schulte (1993) during 1990–1993 revealed that in deprived communities (West Rand Region), especially the youth communities, participation is limited to three kinds of sport, namely, soccer, tennis and netball. The other various sport codes received very modest support, indicating a lack of depth in sport participation. Without a broad pyramidal base in sport participation (implying that a large proportion of people participate in a large variety of sport activities) general prowess and excellence in sport cannot be obtained, to the detriment of sport in general and those communities involved in particular. Luorens-Schultz (1993) attributed this rather bleak participation profile to the following:

Lack of facilities, activities and leisure services.

Lack of enthusiasm to do anything.

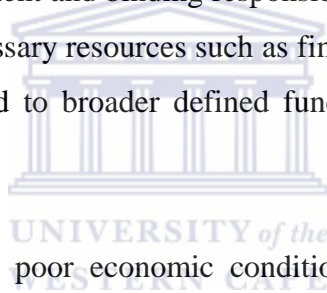
Lack of knowledge regarding sport and leisure amongst adults in particular.

(Scholtz, 1995: 18 – 20).

Studies by Hoek *et al.* (1978), National Sport Investigation of the Human Science Research Council (1982), Scholtz and Meyer (1984), Wilson and Hattingh (1988) and Grobler and Nel (1988) in Black townships reveal a backlog in sport facility provision, which Scholtz and Meyer (1984) term as ‘huge backlog’ caused by a lack of financial

resources and insensitivity for sufficiently addressing the problem and providing services.

Scholtz (1995:51) states that the RDP heralded a totally new mission and type of involvement by local authorities in relation to the provision of sport and recreation. Traditionally, local authorities played only a supportive role by providing and maintaining certain core facilities, mainly to the benefit of sport. Other functions of sport promotion (management, coaching, training, promotion,) remained solely in the hands of amateur sport administrators. Sport and recreation provision as a community responsibility and subsequently also as an explicit function of local government, has mainly been seen as a dimension or type of social welfare, with a smack of charity or benevolence. According to Scholtz, the RDP basically views sport and recreation provision, in all its facets, as a co-responsibility of local government as part of their basic functions, and as a consistent and binding responsibility that has to be fulfilled. In practice it implies that the necessary resources such as finance and appropriately trained manpower have to be provided to broader defined functions of sport and recreation (Scholtz, 1995: 51).



Riordan (1981:109) notes that poor economic conditions play a significant role in performance in sport as he points out that "...to the poor who form an immense majority of the population, life is a never ending struggle against starvation. They rise at dawn and work until dark, have no Sunday or other rest days in the year. With them half a day of idleness means half a day of hunger and they appear to lack both opportunity and capacity for what is called social enjoyment". Van Tonder, in Katzenellenbogen and Pogieter (1991: 121), proposes that responsible and knowledgeable educationists and coaches can create valuable opportunities for participants to cross barriers, resolve conflicts and cooperate in a spirit of mutual acceptance and goodwill. Lapchick (1991: 207) stresses the fact that sport has become the broadest common cultural denominator in almost all societies. Rees (1992: 15) believes that if non-racial sport movements can use sport proactively and help to create an environment in which the salience of race is reduced; sport will make a historic contribution to the development of South African society at large.

Sport is not neutral as it is embedded in society, as stated by Tony Taylor in the Game of Death (Galeano, 1997: 2). According to Taylor; soccer had become very popular in Russia in the 1930s and for many Soviet citizens, it was a relief to be able to go to a football match and temporarily lose themselves in the game, getting away from the fear of arrest and deportation. In the capital, Moscow, a massive new soccer stadium was built in the Luzhniki district....but even in football, it was impossible to escape the politics.

The Game of Death story became an unofficial myth in the immediate post-war years and, as is often the case, the myth was almost the same as reality. As recently as 1997, in his book *Soccer in Sun and Shadow*, Uruguayan journalist Eduardo Galeano; told the mythic story as follows:

During the German occupation they (Dynamo Kiev) committed the insane act of defeating Hitler's squad in the local stadium. Having been warned that, 'If you win, you will die'. They started out resigned to losing, trembling with fear and hunger, but in the end they could not resist the temptation on dignity. When the game was over all eleven were shot with their shirts on at the edge of the cliff (Galeano, 1997: 94).

Professor Pitika Ntuli alluded to Galeano's version (SABC/Morning Live/23 August 2008). Galeano's version is one believed by many and is a variation of the unofficial myth that came out of the events at Kiev. Professor Ntuli further stipulates that their (Dynamo Kiev) most cynical act was to field some Black players in their squad.

2.7 Chapter summary

Sport is very important in South Africa, as a country in transition in need of role models, so that future generations emulate them; and in a way sport encourages people to live harmoniously and be positive about their future. In South Africa sport has not yet taken up its rightful place as an important factor in nation building and reconciliation, hence as a country we are lagging behind countries that have successfully developed sport at a grassroots level. Sport exudes very important factors that are crucial for social transformation and can, if managed well, create tranquility in society.

During the apartheid era, it was pronounced by political activists that one cannot play normal sport in an abnormal society; that was an ululation for the normalization of sport as the African National Congress and other political parties were intensifying the stranglehold on the apartheid regime and mobilizing sport people to revolt against the National Party's policies of segregation. Admittedly, when liberation was attained, very little was done to develop sport at local level in the townships. Rees and Keim draw a more balanced conclusion from the events of apartheid and post-apartheid South Africa, and to a certain extent the lack of facilities in black townships could be the reason why Black sport does not develop. However, the situation can also be linked to the social-culture environment, and many sport commentators and authors assert that the lack of sport facilities for Non- whites is a form of discrimination. Whereas it can be easy to agree with Rees and Keim, considering the South African soccer team both locally and internationally and its rankings before the 2010 Soccer World Cup, and comparing it to rugby and cricket performances, one also has to state that the same soccer team once did well. It once was respected and feared, both in Africa and the world, as it conquered Africa in 1996 and qualified for the subsequent World Cup in France in 1999.

Whereas there is some truth in Rees and Keim's claims, sport institutions need to be investigated so as to ascertain their contribution to the development or the demise of sport. The researcher is of the view that it is the easy way out to keep on blaming past policies, but also society needs to be made conscious of the importance of sport and facilities so that they can take ownership of sporting infrastructures. The meager available sport infrastructures need to be protected from vandalism by community members and organizations. As the researcher consulted literature on sport management in South Africa, a trend is noticed that resource provisioning may be used as a means to divide the citizens of a country, a stunt which the Nationalist party successfully pulled off, the difference being the shift of political power between the ANC and DA in the Western Cape. The functionalists believe that systems should be put in place that will teach people basic values and rules to adhere to in order to avoid tension, and opportunities should be provided to release tension in a harmless manner.

The NOSC position is very important as a way forward towards building stronger and firm foundations for sport in disadvantaged communities, but it lacks bite as it falls short of suggesting concrete steps that need to be taken to balance the situation. It is

accordingly a not acceptable that sporting organizations are not putting enough pressure on sporting institutions to improve the management of sport, it is rather timid and indecisive that a sport organization would want to take responsibility of resourcing disadvantaged communities, as the NOSC sometimes suggests. The communities should be educated about the impact of effective sport management in community development, as both hard and soft skills can be acquired.

In preparing for the future, as a country, we need to mobilize all available resources including women, rural poor, and the physically challenged, to mount an everlasting attack on the condition of lack. The task is too huge and cumbersome and needs capable and reliable women and men of our society. Everyone can make an impact, starting by teaching our young to respect and utilize the built infrastructure in a responsible manner. The easiest thing is to keep blaming the past, without any productive activity that one is pursuing. The country can not afford to provide resources that are not needed by a particular community, nor resources that become 'white elephants' that can not be accessed by the society. Citizens should stand together to fight unbecoming tendencies in our young through sport. Our children must be allowed, as a matter of priority and exigency, to play together and learn each other's cultures, so that they can respect each other long after the demise of apartheid and existing generations. Our past must never be allowed to deter our future.

CHAPTER THREE: METHODOLOGY AND RESEARCH DESIGN

3. Introduction

The way in which sport is managed in the new democratic dispensation has so far failed to meet the expectations of the majority of people in South Africa, which are poor and Black. The disadvantaged communities, such as in Khayelitsha, are still up in arms for basic service deliverables, and sometimes in such situations, sport amenities are ignored. A progressive and prosperous South Africa needs to focus to all aspects of community development and sport cannot be ignored, as the cost of doing so is much higher than that of providing and financing sport activities. It has been years since the demise of segregation, and now it is an opportune moment for the country to use sport as a vehicle for social mobilization and community development. In order to establish the source of challenges that may inhibit or sustain progress, it is vital that research be conducted. According to Bak (2000: 135) all research has a conceptual (theoretical) basis; a perspective from which the story is being told, and from which the picture is being painted.

The International Year of the Child (1979) focused attention on the plight of children in slums, in traffic congested areas, in high-rise blocks of flats, and in bad homes and housing conditions. The researcher argues that children in Black townships also need to be catered for, as their energy may be channeled to crime and drug abuse. Sport can thus play a pivotal role in re-directing anti-social behaviors, and it can shape the young towards responsible youth and adulthood. Sport provides an opportunity for participants to unlearn old prejudices and build positive values (Riordan, 1981: 109). In an effort to ensure sporting participation by all, it is imperative that there is a coordinated effort, an interaction of local, provincial and national government, as well as civil society, with the sporting fraternity in helping transform South African society into a united and peaceful society (Gouws, 1997: 176).

Research is rarely conclusive, hence in a truer sense the research cycle might be more accurately conceived of as helix or spiral. In exploring an area, one comes across additional problems that need resolving. Research begets more research. To view research in this way is to invest it with a dynamic quality, that is, its true nature, a far

cry from the conventional view, which sees research as a onetime act that is static, self-contained and an end in itself (Leedy, 2001: 8). This chapter introduces the methodology of research, the research design, research instruments, data analysis, and documentation and ethical considerations and provides a chapter summary.

3.1 Research design

Barbie and Mouton (2001: 74-75) see research design as a plan or blue print of how the researcher intends to conduct the research. The focus is mainly on the end-product in identifying the points of departure and the logic of the research. However, it is essential to describe the research design clearly, and to motivate one's choice regarding research design by referring to the relevant literature. The researcher has to point out the strength and limitations of the selected designs and indicate how they plan to address challenges resulting from limitations (Maree and Van der Westhuizen, 2009: 23). The researcher in this study will utilize the primary data design, wherein the researcher will collect new data through interviews, coupled with personal observations and information gathered from community meetings, sporting forums and other social gatherings. The main purpose is to empirically link the study to its community. The interviews will assist the researcher in ascertaining the main cause of lack of sporting amenities from the view point of both the officials and citizens; more than the fact that interviews allow for consulting more people, they allow, if conducted effectively, for personal interaction between the interviewer and the interviewee. The social gatherings and forums provide valuable information that can be used to solicit information from the people.

The secondary primary data will also be used; the researcher intends to utilize the existing data which the City of Cape Town possesses, so as to determine the gaps between theory and practicality. The City of Cape Town is the local governance structure in the Western Cape and has a wealth of information in sport management structure efficiency; furthermore, the national office will be consulted for policy purposes. The Tygerberg Municipality will also be consulted, as Khayelitsha once resorted under the authority of this institution. The data collected, either numerical or textual, will be pre-coded, with specific numbers, for example 1E, 1O will represent the first educator and first official interviewed. The researcher will thoroughly analyze the content of respondents from structured questionnaires, so as to identify deviations, with

the aim of improving sport management in Khayelitsha. Prior to administering the research instrument, permission will be sought to conduct interviews on sport management in Khayelitsha from area managers at local level and the Director of Sport at the national office, and if possible the City of Cape Town manager will also be consulted. These are important stakeholders in the management of sport in South Africa, nationally, provincially and locally.

3.1.1 Quantitative approach

Mouton and Marais (1990: 155–156) mention that the quantitative approach has more highly formalized and more explicitly controlled data, and its range is more exactly defined, hence it is relatively close to the physical sciences. Fortune and Reid (1999: 73) add that the researcher's role is that of an objective observer whose involvement with the phenomenon being studied is limited to what is required to obtain the necessary data. Cress (1994: 1–2) further stipulates that the quantitative approach takes scientific explanation to be homothetic. Quantitative research is linear in nature emphasizing objectivity, using more explicit, standardized procedures and a casual explanation. The process is often deductive with a sequence of discrete steps that precede data collection.

According to Neuman (2000: 125), quantitative researchers stress the objectivity and more mechanical techniques, using the principle of replication, adhering to standardized methodological procedures, measuring with numbers, and then analyzing the data with statistics. Porter (1995: 7, 74) claims that quantitative research eliminates the human factor. The researcher in this study has used the quantitative style in analyzing the trend of citizens' affinity to sport and in interpreting existing statistics on sport amenities provisioning in disadvantaged communities. Statistics are easy to compare and contrast, and it becomes less challenging to draw informed generalizations.

3.1.2 Qualitative approach

McRoy (1995: 209–215) states that the qualitative paradigm stems from an anti-positivistic, interpretative approach that is idiographic and thus holistic in nature, aiming to understand social life and the meaning that people attach to everyday life.

Mouton and Marais (1990: 155–156) view the qualitative approach as opposed to the quantitative approach in that the procedures are not likely to be as strictly formalized and the scope is more likely to be undefined, and a more philosophical mode of operation is adopted. Fortune and Reid (1999: 94) add that the researcher attempts to gain firsthand, holistic understanding of phenomena of interest by means of a flexible strategy of problem formulation and data collection as the investigation proceeds.

Neuman (2000: 126) states that qualitative researchers emphasize the human factor and the intimate firsthand knowledge of the research setting, avoiding distancing themselves from the people or events that they study. This however does not mean arbitrarily interjecting personal opinion, being sloppy about data collection, or using evidence selectively to support personal prejudices, but taking advantage of personal insight, feelings and human perspectives to understand life more fully. This style provides a sense of immediacy with direct contact and intimate knowledge. Harper (1987: 9, 74 – 75) identifies that qualitative researchers learn to be adept at doing many things, drawing on a variety of sources and making do with whatever is at hand.

Neuman (2000: 148) however, stipulates that qualitative researchers do not stop once they understand the significance of the action, but they go further to generalize and hence move to a broader level of interpretation, where a researcher assigns general theoretical significance.

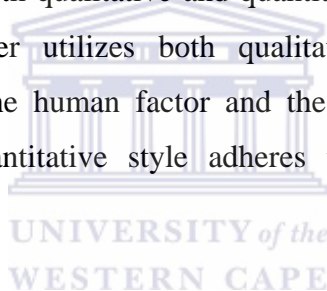
Most authors agree that in real life, human science research uses both the qualitative and quantitative methodology, sometimes consciously, sometimes unconsciously. Posavac and Carey (1989: 229,242–243) state unequivocally that their performance is for a judicious combination of qualitative and quantitative evaluation methods.

3.2 Research methodology

The study will utilize a multiple method approach also known as triangulation, and described by Barker as a multiple measure of both quantitative and qualitative research that more effectively zeros in on the meaning of a piece of evidence (Barker,1999: 297). Brewer and Hunter (1989: 17) suggest that the multiple method approach be applied to all stages of research design, stressing that the multiple method strategy is “to attack a

research problem with an arsenal of methods that have non-overlapping weaknesses in addition to their complementary strengths". They further state that the advantage of this method is that the researcher can more thoroughly test the theories underlying the research, and often the ideal method for studying a problem cannot be employed for strategic, ethical or economic reasons. In such cases, the multiple method approach may better help approximate the ideal method, create realistic alternatives and generalizable evidence and avoid research bias (Brewer and Hunter 1989: 52–53).

Neuman (2000: 125) agrees with both Barker and Brewer and Hunter in that the triangulation method means mixing qualitative and quantitative styles of research and data collection means. Neuman is, however, concerned about the researcher who develops their expertise in one style and further encourages the use of the two methods or styles as they have different, complementary strengths, but there might be partial overlap hence a study using both qualitative and quantitative styles is fuller and more comprehensive. The researcher utilizes both qualitative and quantitative styles: qualitative style emphasizes the human factor and the first hand knowledge of the research setting, and the quantitative style adheres to standardized methodology procedures.



The triangulation will mainly focus on efficiency of sport management, sport processes, and sporting structures, forming a network of events that will lead to proper sport service delivery. The study seeks to utilize these three core concepts to investigate the effectiveness of sport in Khayelitsha, using the sport facility management institutions in district 3.3; by so doing it is believed that the problems will be identified at the grassroots level if they do exist and if not, good practices will be identified that will serve as lessons to other institutions and sport practitioners. A micro-analysis will be utilized instead of macro-analysis, as issues at grassroots level may be better analyzed at the micro-level utilizing neo-functionalism, which is seen by Luchen (1990: 34) as addressing multi-level and multi-faceted analysis and understandings of the potential role of sport in society. Interviews will be conducted with officials, educators, associations, and players, so as to ascertain the thrust of the problem and hence be better poised to provide informed findings and recommendations.

Arkava and Lane (1983:194), Reid (1993: 336–337), Grinnel and Williams (1990: 279–280,) as well as Rubin (1983: 382–383), maintain that the description of the research methodology utilized by the researcher should be viewed as a separate section of the research report, which is usually the procedure. The research method should be described comprehensively, so that the reader develops confidence in the method used. The context and purpose of which the collection of data took place should be clearly spelled out (Cross and Brodie, 1998: 19). The research should however guard against becoming bogged down in technical details. It is especially important that the relationship between the research question and the data collected emerges clearly (de Vos, *et. al.* 2005: 252–253).

A key method in triangulation to be used will be the survey method, which is described by Fink and Kosecoff (1985: 13) as the collecting of information directly from people about their feelings, motivations, plans, beliefs, personal life, education and financial background. It usually takes the form of a questionnaire that someone fills out alone or with the assistance of the researcher, or it can be conducted as an interview in person or telephonically. Bell (2000: 13) stated that the aim of a survey is to obtain information which can be analyzed and then patterns extracted and comparisons made. In most cases a survey will aim to obtain information from a representative selection of the population, and from that sample will then be able to present the finding as being representative of the population as a whole, a great care has to be taken to ensure that the population being sampled is truly representative.

In the survey all respondents will be asked the same question in, as far as possible, the same circumstances. The main emphasis is on fact-finding, and if a survey is well structured and piloted, it can be a relatively cheap, quick way of obtaining information. The researcher in this regard utilized this tool to ensure the view of a large number of people involved in sport in Khayelitsha are taken into consideration, and if possible, policy direction are influenced by their thinking and the practicalities at grass root level.

The researcher is impressed by Bell's (2000:11) views when comparing case studies to a survey, as he states that case studies may be carried out to follow up and to put flesh on the bones of a survey, hence they can precede the survey and be used as a means to identify key issues which merit further investigations. The researcher will refer to case

studies and reflect on the impact that thereof on the social life of Khayelitsha residents. Bell's (2000: 12) further stated that a successful study will provide the reader with a three-dimensional picture, and will illustrate relationships in micro-political issues and patterns of influence in a particular context.

3.3 Target population

The survey will target the sport facility management institutions in Khayelitsha responsible for sport facilities delivery, particularly navigating how they organize themselves in order to perform the important tasks of ensuring that sport facilities are provided and are accessible to all the people, especially at grass-roots level; and in particular, how these institutions carry out the mandate bestowed unto them by the constitution of the City of Cape Town. For these reasons, the researcher targeted the people who are employed by the City of Cape Town to manage sport in Khayelitsha. The study also involved the national sport office employees and the people involved in sport at grass-root level. The views of former players, current players, educators, coaches, and service providers were considered. Alreck and Settle (1995: 5) indicate that when identifying a population for a study, it is important to ensure that it consists of people who have the relevant information sought by the researcher.

3.3.1 The sample

Arkava and Lane (1983: 27) describe a sample as comprising elements of the population considered for actual inclusion in the study, or a subset of measurements drawn from the population in which the researcher is interested. The sample is studied in an effort to understand the population from which it was drawn. As such, researchers are interested in describing the sample, not primarily as an end in itself, but rather as a mean of helping us to explain some facets of population (Powers, *et al.*, 1985: 235). Alternatively, a sample is a small portion of the total set of objects, events or persons which together comprise the subject of our study (Seaberg, 1988: 240).

The study sampled the eight Facility Management Committees in Khayelitsha, sport associations, schools, and interested stakeholders, in order to ascertain whether they are better poised to deal with sport issues, to an extent that there is progress and

improvement in the way the sport is managed in this community. The study employed purposive sampling, which is defined by Singleton *et al.* (1988: 153) as sampling that is based entirely on the judgments of the researcher, in that a sample is composed of elements that contain the most characteristics, representative or typical attributes of a population. In this type of sample the individual researcher's judgment is obviously too prominent.

According to Silverman (2000:104), in purposive sampling a particular case is chosen because it illustrates some features or processes that are of interest for a particular study, though this does not simply imply any case chosen. Creswell (1998: 118) regards the purposeful selection of participants as representing key decision points in a qualitative study. Erlandson *et al.* (1993: 33) however states that the researcher must be guided by processes that will provide rich details to maximize the range of specific information that can be obtained from and about that context. Mason (2002: 136) points out that the key issue for qualitative sampling is how to focus, strategically and meaningfully, rather than how to represent.

3.3.2 Data analysis and coding

The researcher consulted other reports and information (secondary data) on sport management, especially in the City of Cape Town Council and particularly in Khayelitsha. The field notes (primary data) will be analyzed and reviewed in the light of any new information found as suggested by Miles and Huberman (1994: 13). After the researcher has compiled and processed all the information, the challenge is to reduce the huge amount of data to manageable and understandable text. The text will be systematically collected, in that interviews with officials will be done separately with the others following, establishing a recurring flow of information with clear exits and entrances. The data will be analyzed before other data is gathered from other sources. The aim is to effectively manage information as it arrives. The researcher will avoid piling information as this can be detrimental to the study, opening loopholes that will consume more time. A chronic problem of qualitative research is that it is done chiefly with words and not with numbers, as in quantitative research.

According to Miles and Huberman (1994: 23); words are ‘fatter’ than numbers and usually have multi-meanings. This complicates analysis and research considerably. Although one can perhaps regard words as more unwieldy than numbers, these words render more meaning than a set of numbers and should be used throughout the entire data analysis. In qualitative research the solution is therefore to convert words to numbers or symbols, but to retain the words and use these together with the numbers or symbols throughout the analysis (Welman, C. Kruger, F. Mitchell, B. 2005: 213–214). The researcher intends to utilize a stratified coding method whereby respondents are coded according (1E, 1O, 1P) wherein every letter after the number represent the respondent approached. For example, in the given code, 1 will represent first educator interviewed as E represents an educator; O represents official interviewed; and P represents player interviewed. The purpose of coding is to analyze and make sense of the data that has been collected. Coding, further helps to clarify material which is unclear by putting names to events, incidents, behaviors and attitudes.

3.4 Research instruments

Four principal data collection methods (interviews, literature review, questionnaires, and participant observation) will be used by the researcher in an effort to ensure that information gathered is relevant and can assist the study by putting flesh to it. Primary and secondary data as well as qualitative and quantitative perspectives will be utilized. Bell (2000: 7) sees a quantitative researcher as one who collect facts and studies the relationships of one set of facts to another, producing qualified and if possible, generalizable conclusions. Researchers adopting a qualitative perspective are more concerned to understand the individual’s perceptions of the world, seeking insight rather than statistical analysis. They doubt whether social ‘facts’ exist, and question whether the scientific approach can be used when dealing with people (Bell, 2000: 7).

(i) Interviews

The interviews will be conducted from a variety of sportspersons who are responsible for sport, especially in Tygerberg Municipality in which Khayelitsha is demarcated. The interviewees will approximately respond to the same questions or similar questions, and if possible under similar circumstances. In Khayelitsha, there are eight Facility

Management Committees, of which the researcher seeks to interview some of the members so as to get a better understanding of issues at grass-root level. Bless and Higson-Smith (2000: 104) stipulate that interviews involve direct personal contact with the participant who is asked to answer questions relating to the research problem.

Jorgensen, (1991: 85) states that interviewing refers to a range of strategies for more formally asking questions, hence as the problems and issues for study become increasingly clear and well defined, the participants' observers find it appropriate to use the interviewing method. Formal interviews will be used in this study for they employ a structured schedule of questions, enabling the researcher to ask specific questions in exactly the same way, time after time, with different insiders, and consequently producing a very systematical, uniform set of data. The researcher plans to conduct the interviews face-to-face and only under certain conditions will the interviews be conducted telephonically or electronically. The researcher also intends to utilize recording material, if interviewees are comfortable, with the aim of enhancing the quality of the end product.

Kvale (in Sewell, 2001: 1) defines qualitative interviews as "attempts to understand the world from the participant's point of view, to unfold the meaning of people's experiences and to uncover their lived world prior to scientific explanations". Seidman (1988:1) states that one conducts interviews because one is interested in other people's stories; hence the stories are a way of knowing. Manning, Holstein and Gubrium (1995: 3) state that all interviews are interactional events and interviews are deeply and unavoidably implicated in creating meaning that ostensibly resides within participants. Both parties, the researcher and participant, are thus necessarily and unavoidably active and involved in meaning-making work (Holstein and Gubrium, 1995: 4). Begum (in Morse, 1991: 61) refers to conversations rather than interviews, as conversation implies a discussion and captures the attitude of the interaction. Accordingly, the conversation, like the interview, has a central focus but it is not one-sided. Interviewing the participants involves a description of the experience, but also involves reflection on the description (Begum in Morse, 1991: 61).

(ii) Literature review

A literature review, according to Mouton (2001: 87), is a review of existing scholarships or available bodies of knowledge; it helps the researcher to see how other scholars have investigated the research problem that he/she is interested in. 'We want to learn from other scholars: How they have theorized and conceptualized on issues, what they have discovered empirically, what instrumentation they have used and to what effect. In other words we do a literature review to familiarize ourselves with the current state of knowledge regarding the research problem and to learn how others have delineated similar problems. The place of theory and literature in the research process depends on the type of qualitative design that will be utilized, as the different designs utilize theory and literature review to varying degrees and at different moments' (de Vos, *et al.* 2005: 263).

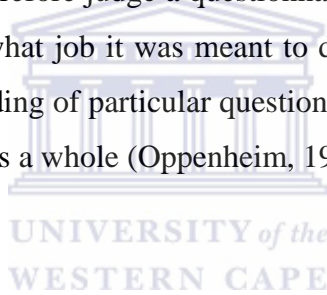
This study will broadly consult the documents related to sport management, and in particular those documents pertaining to the disadvantaged communities of South Africa and other countries of the world. Mostly, the Constitution of the new South Africa will be compared with the pre-apartheid era, in order to establish whether the country is progressing or regressing in terms of facility provisioning, facility maintenance and whether the people at grass-root level can access these facilities. Sport policies and documents that influence sport at local level are not to be spared as they ought to be on par with the constitutional requirements of the country. Some prominent academics involved in sport, and their work, will influence the path of this study. Bak (2004: 17) stipulates that the literature survey is vital for guiding the research, for ensuring coherence and for establishing the boundaries of the research. The research needs to make explicit the interpretations and application of the central issue that will structure the research by engaging with the relevant literature (Bak, 2004: 17).

(iii) Questionnaires

Bak (2000: 27) stipulates that the researcher has to pay particular attention to the kind of question one poses. According to Bak, some questions may be of an empirical kind in that they seek to obtain information and data that are descriptive in nature, whereas other questions may be of an analytical kind, that is, they steer one towards explaining a

phenomenon. This study utilized both the analytical and empirical questions. Carefully self-administered questionnaires will be used involving open-ended questions which, according to Bless and Higson-Smith (2000: 118), leave the participants completely free to express their answer as they wish, as detailed and complex, as long or as short as they feel appropriate. The aim is to allow the targeted population to express their views openly and freely, but in a structured manner in order to get to the thrust of the matter.

Sommer and Sommer (1999: 129) see questionnaires as a series of written questions on a topic about which the respondent's opinion are sought. Oppenheim (1966: 2) notes that a questionnaire is not just a list of questions or a form to be filled out. It is essentially a scientific instrument for measurement and for collection of particular kind of data, and like all such instruments, it has to be specially designed according to a particular specification and with specific aims in mind, and hence the data it yields are subject to error. One cannot therefore judge a questionnaire as good or bad, efficient or inefficient, unless one knows what job it was meant to do. This means that one has to think not merely about the wording of particular questions, but first and foremost, about the design of the investigation as a whole (Oppenheim, 1966: 2–3).



(vi) Observations

Mouton (2001: 270) notes that people who are more aware of what is going on around them, who are more sensitive to their surrounding, are likely to come up with interesting topics for research. De Vos, *et al.* (2005: 276) raises the concept of participant observation which he describes as a qualitative research procedure that studies the natural and everyday set-up in a particular community or situation. Ginsberg (2001: 33) and Singleton *et al.* (1988: 300) mention the terms participant and non-participant observation, and state that these two are sometimes used in collaboration with each other and represent the extreme points on the continuum of roles to be assumed by the researcher. Jackson (2003: 50–51) distinguishes between disguised and undisguised observations when referring to non-participant and participant observations respectively. Tedlock (1991: 69) seems to disagree as he suggests that one should rather speak of observation of participation rather than that of participant observation.

It is generally assumed that the real world of participants of research projects can only be understood if the world and expressions that they use in specific situations are revealed (de Vos, *et al.* 2005: 275). According to Shurink (1998: 279-280), people's conceptions of reality are not directly accessible to outsiders, and therefore methods are required to unravel and capture these view-points as accurately as possible. In the observation of participation, the emphasis is thus both on one's own participation and that of the others. Denzin and Lincoln (2000: 673) add that researchers observe both human activities and the physical setting in which such activities take place. Dane (1990: 158–160) suggests that the researcher becomes part of the situation, but at the same time nothing should be changed in that situation. Muller (1995: 65) and Sheppard (1995: 270) state that the researcher should be actively involved in the daily situations of respondents while observing their behaviours and making field notes and recording actions, interactions and events in an unstructured or semi-structured manner (Creswell, 2003: 185–188).

However, Smith (1983: 52 –53) cautions against disturbing and changing the natural situation of research participants. According to Barbie (2001: 278) the degree of involvement, from complete participant to complete observer, is thus one of the crucial factors to be considered when doing participant observation. Barker (1995: 274) supports the notion of becoming involved as far as possible. Coertze (1993: 690) further states that the phenomenological approach is important in participant observation as the researcher endeavors to gain an in-depth insight into the manifestation of reality. Participant observation is thus anti-positivistic in as much as this procedure does not aim to measure in numbers or derive rules or behaviors. Sheppard (1995: 270) and Van der Burgh (1988: 63) stipulate that in order to be able to ascertain the real meaning of people's behaviors in particular situations, it is of the utmost importance that the researcher studies and knows the customs, lifestyles and cultural context of the respondents in a culture-sensitive manner.

Some observations that the researcher has noticed over time will also be utilized to intensify the views that may be extrapolated, as the researcher has lived and worked in this community for more than eight years, being very careful not to be sentimental about the issues as this may also compromise neutrality of reporting and, to a certain

extent, of researching. As a citizen, as well as an educator in this community; who has been involved in sport at school and at the local level, certain observations may provide lessons of experience in this study.

3.5 Data documentation

The data that was assembled had to be organized so as to ensure that the researcher is at any given moment able to retrieve it. The researcher therefore used a number of techniques to ensure that the collected data is useful and accessible to both the consumers. The researchers organized data in sequential manner, starting from the data technique, the documentation method and data source as reflected in the table below.

Table 1 Methods of data documentation

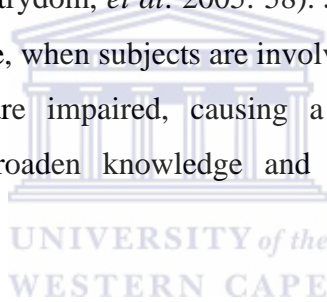
Data collection technique	Documentation method	Data source
1. Focus/targeted group	Verbal transcripts	Audio recording (agreement) Note pads
2. One to one survey interviews	Verbal transcripts	Transcripts
3. Informal discussions	Verbal transcripts	Transcript videos
4. Participant interviews	Structured questionnaires	Sampled respondents
5. Reflective diary	Personal diary /Observation schedules	Personal experiences
6. Respondents	Reflective diary	Research sessions
7. General sport meetings, forums	Minutes taking	Personal minutes taking Presentations

3.6 Ethical considerations

Barbie (1990: 340–341; 2001: 471) states that any concrete harm that the respondents may experience, for instance with regard to their family life, relationships, or employment situation should be fairly considered. The fact that negative behaviors of

the past might be recalled to memory during the investigation could be the beginning of the renewed personal harassment or embarrassment. For this reason, the researcher should have the firmest of scientific grounds if he or she extracts sensitive and personal information from subjects. Barbie further stipulates that unless such information is crucial for the research goals, it should not be included in the measuring instruments.

Hysamen (1993: 189) reminds us, however, that the discomforts that may arise from being involved in the investigation are often minimal in comparison with similar situations in real life, and furthermore, Bailey (1994: 472) points out that a research project may even have positive effects on the respondents and similarly, it may take years before any beneficial effects are seen. Possible harm to subjects should, however, not be rationalized by saying that the study might benefit them in some other way. It is also difficult to establish at all times whether any degree of harm will come to subjects. All possible situations that may arise during an investigation cannot be foreseen and ruled out beforehand (deVos, Strydom, *et al.* 2005: 58). Judd, *et al.* (1991: 486) argues that whatever the reason may be, when subjects are involved without their consent, their rights to self-determination are impaired, causing a value conflict between the researcher's assignment to broaden knowledge and his responsibility to protect participants.



Loewenberg and Dolgoff (1988: 66–67) argue that unequivocally informed consent remains necessary even if the subjects do not listen to the researcher's explanation or are not really interested in knowing. The researcher remains obliged at all times to give a complete explanation of the total investigation, without pressure or unnecessary interference, in clear and intelligible language (Kutchins, 1991: 111). Informed consent ensures the full knowledge and cooperation of subjects, while also resolving, or at least relieving, any possible tension, aggression, resistance or insecurity of the subjects. The values and the quality of research must outweigh any potential discomfort, inconvenience or risk experienced by the participants and other people from whom data are to be collected. Explicit agreement with authorities and participants concerning the nature and purpose of the research study must be reached, and a contract of commitment to the research should be signed by group and members as soon as the purpose of the study has been decided (Collins, 1999: 44).

Melville and Goddard (1996: 45) state that apart from instrumentation and procedural concerns, collecting data from people raises ethical concerns. These include avoiding harm to people, having due regard for people's privacy, respecting people as individuals, and not subjecting people to unnecessary research. In order to avoid doing harm to people, one must guard against both physical damage and psychological damage. People have a right to privacy and the researcher must keep data collected confidential. This implies that the subject(s) should not be identifiable to anyone reading the eventual report. Importantly, the researcher must remember that the subjects are individual human beings, and so treat them with respect.

Dominowski (1980:75) seems to agree with Melville and Goddard to the fact that many people and organizations have suggested that ethical issues should be examined in terms of a risk-benefit ratio. Dominowski further stipulates that the idea is that researchers should compare the risks to the subject (and society) with the benefits that are likely to result from the information obtained (to society and perhaps to individual subjects). If the benefits outweigh the risks by a sufficient amount, the research should be conducted. While in a general sense the idea of comparing potential risks to potential benefits is reasonable, we should not be misled into thinking that there is some formula that can be used to calculate the risk-benefit ratio and thus dictate the decision (Dominowski, 1980: 75).

3.7 Chapter summary

The employment of the multi-method approach intensifies the complexity of issues and the challenges that are perceived to be imminent in sport management in South Africa in general, and in Khayelitsha in particular. This approach ensures that the problem area is attacked from various angles and possibly provides multiple solutions to the problem. The use of several approaches also assists in the verification of information gathered. Any study that employs a single method calls the validity of the study's findings into question, hence in this study the triangulation method is utilized, emphasizing both the qualitative and quantitative approaches in attacking the problem area. The researcher mainly and strategically used the survey method, allowing for the use of structured questionnaires to get to the gist of the study matter.

The theory on sport and methodology speaks to the need to understand the complexity of the South African situation, and to approach the problem area with caution, necessitating the multiple method approach. The inherent problem in creating sport opportunities that fail to consider the broader complexities and challenges of transformation, community development and peace building can be easily ignored, which might prove to be detrimental in the long run. Sport programmes can take the country forward as a nation, but if not properly conceived and managed, can reinforce old prejudices, stereotypes and divisions. Sport has a meaningful role for social transformation in community development, depending to a larger extent on the specific way in which sport is organized and resources apportioned to the society.

The development of infrastructure in high profiled urban centres often symbolizes a nation's prestige in the quest for global and local recognition. The economic and socio-political impact of elite sport found in the public media and sponsorships is a match made in heaven, with the developmental impact on local communities. Critiques through 'all for sport' versus 'sport for all' debates remain under a glass ceiling as a platform for powerful agents to showcase development according to personal or political agendas. Sport people at grass-root level need to be empowered, so as to ensure that sport contributes immensely to sustainable community development. The task is too immense to be left to politicians; the community needs to rise up and actively take part in endeavors to leverage sport to a higher level at which it can effectively influence social cohesion and community development.

Researchers and sport journalists attest to the view that no healthy community life can be developed without the advancement of sport and cultural activities on all levels of society. If sport can even touch our own existence, is there any fundamental reason to ignore sport?. The researcher believes that the time to talk has passed, and now it is time to roll up our sleeves and put our shoulders on the wheel for effective engagement. If the citizens can prioritize sport development in the communities, real freedom can possibly be achieved, and South Africans will once again stand tall as they did after the demise of apartheid.

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS OF SPORT MANAGEMENT

4. Introduction

Effective sport management is at the centre of the initiatives to allow sport to play its developmental role in society; the role that can contribute to the alleviation of poverty. Effectiveness, as opposed to efficiency, ensures that input costs are minimized and objectives are streamlined forcing management to plan properly. Frank Julie (2007: 28) notes that there is a collective ignorance in our society that the role of leading and managing is not very important. The responsibility calls for more than just training or capacity building. The general tendency is for people that are performing in a particular department of work to be automatically promoted into management. This, according to Julie, might be dangerous hence the practice may confuse technical abilities with human abilities, as human beings are complex organisms and working with them is a complex task. Research conducted at the Centre for Creative Leadership in North Carolina revealed that successful managers understood their people better than unsuccessful managers.

The basic elements of management (planning, organizing, directing, and controlling) are at the core of successful organization. The secondary elements of delegating communication, decision making, and motivation are important, but are dependent on the basic elements. Jackson (1987:74) notes that time spent on planning, maintaining and amending sport organization structures is well spent, and that a sound structure facilitates goal achievements and keeps people happy, preventing dysfunctional consequences from occurring. Most managers do not trust their subordinates and to some extent do not even trust themselves. In a very changing political environment like that of the Western Cape, there ought to be some mistrust. The focus should mainly be on service delivery, and personal differences should not alter the objective of a united City of Cape Town.

Gouws (1997: 22) stipulates that managers who lack trust in their own abilities and those of their subordinates to achieve the organizational objectives, may create resistance from subordinates where planning is concerned. Such managers will tend to cling to the familiar rather than to risk the unknown, even when the necessity for it is obvious. For

any plan to come to fruition, managers have to put in place proper structures and resources (both human and capital). Julie (2007:15) further notes that there is a common misconception that the new society we strive towards will emerge on some magical day. The society is primarily created in the myriad of organizations in which we find ourselves. In this society, we are all responsible, we all contribute, and frankly nobody is neutral. Human beings either build this society up or they break it down, whether one is doing it consciously or unconsciously.

The researcher believes that a vibrant society should provide resources for the advancement of sport and cultural activities on all levels of community. The study acknowledges that there are few facilities in Khayelitsha and that some are in a dilapidated state, some being used for the purpose that they were not provided for, but the researcher is of the opinion that the meager available resources are not used efficiently, and believes that if the basic sport management principles can be observed and sport processes and protocols upheld, sport organizations and structures can play a vital role in ensuring that sport takes its rightful place in the community. This chapter focuses on sport management patterns in South Africa and Cape Town in general, and Khayelitsha in particular, utilizing the four basic management principles, concentrating on sport processes and structures and legislative directives; the data is presented and analyzed and the chapter is summarized.

4.1 Sport in South Africa: A brief synopsis

South Africans have shown affinity to certain sporting codes for many years, but the country is massively divided and infrastructure is mainly in abundance in affluent areas, and furthermore, the level of competence has been directly proportional to resources. A survey conducted in 2005 along the lines of sport participation and aspirations of South Africans revealed that soccer is the most played and supported sport by all South Africans, concurring with the Recreational and Facility Plan, 2000:19 conducted in Cape Town.

The survey also showed racial bias with regard to sport participation: with a large proportion of Africans respondents showing interest in soccer, netball and athletics, whilst White respondents favored rugby. The rugby team has won the World Cup twice

since the acceptance, of South African sport back into the international arena in 1992. However cricket has not done that well in the world stage as they have stumbled several times in the semi- finals in the Cricket World Cup events. Soccer has not done any better on the world stage as it has declined drastically in world rankings, but its best performance was in France in 1998 and the African Nations Cup in 1996. There have also been some better moments in athletics, swimming, and Paralympics Games. The Soccer World Cup has rejuvenated sport in South Africa as huge sport and community infrastructures have been built and more people have been lured back to the game.

Table 2 Sport participation patterns in South Africa

	a) Play	b) Support	c) Would like to play	
			Socially	Competitively
Soccer	11%	51%	17%	12%
Cricket	1%	19%	3%	1%
Rugby	2%	15%	3%	2%
Tennis	1%	6%	3%	1%
Hockey	1%	2%	1%	1%
Netball	3%	6%	5%	4%
Athletics	1%	7%	1%	1%
Running	1%	3%	1%	1%
Gymnastics	2%	3%	1%	2%
Swimming	1%	5%	2%	1%
Golf	1%	4%	2%	1%
Cycling	1%	1%	1%	2%
Shooting	0%	1%	1%	2%

Source: Survey 2005

4.2 Management and administration of sport

The leadership of sport in the Western Cape has been constantly changing over the years; when the ANC was in power it had two sport ministers consecutively. The Premier of the Western Cape has appointed an ID (Independent Democrats) member as the Minister of Sport. At the City of Cape Town, the Executive Mayor of Cape Town and the Executive for Community Development locate sport and recreation at the centre of development as it has a directorate. At district level there are district managers; the district is divided into three areas each area with an area manager. Khayelitsha and Mitchell's Plein are part of the Urban Renewal Nodes introduced by government in 2005, and also form district 3, culminating into Khaya-Plein development area. This study focused on area 3.3 which encompasses the whole of Khayelitsha.

Seemingly Khayelitsha is forging ahead with the strategy to address its sporting challenges as an individual entity, and hoping to be accountable to its constituency. The political space has not been easy for this community as there have been a number of service delivery marches. Watt (2003: 154) has proposed a Sport Organization triangle wherein managers are at the apex of the triangle, thereby acknowledging the importance of management in an organization, and administrators and coaches form the bases of the triangle. The manager needs to therefore ensure that the objectives of an organization are fulfilled so that the broader aim is achieved, by placing structures and processes with both human and capital resources.

The constitution of the City of Cape Town on Sport and Recreation requires that sport be firmly managed at grass-root level, by placing structures that are democratically elected, and therefore accountable to the constituencies that have elected them. The over-arching aim is to encourage the development of all sport and recreation activities to the benefit of the communities of the City of Cape Town within the Integrated Development Plan. This is crucial as sport is part of the community, and for any development to impact the society, it should be owned by the recipients thereof. In order to achieve the noble goals of the City of Cape Town, there has to be a concerted effort and firm commitment from government, the private sector, NGOs, and society at large. All the stakeholders have to collectively lay a firm foundation for sport to mushroom. The SRSA (Sport and Recreation South Africa) and SASC (South African Sport Commission) are to ensure that proper policies, provision of sport facilities, and sport service delivery to the people of South Africa are prioritized.

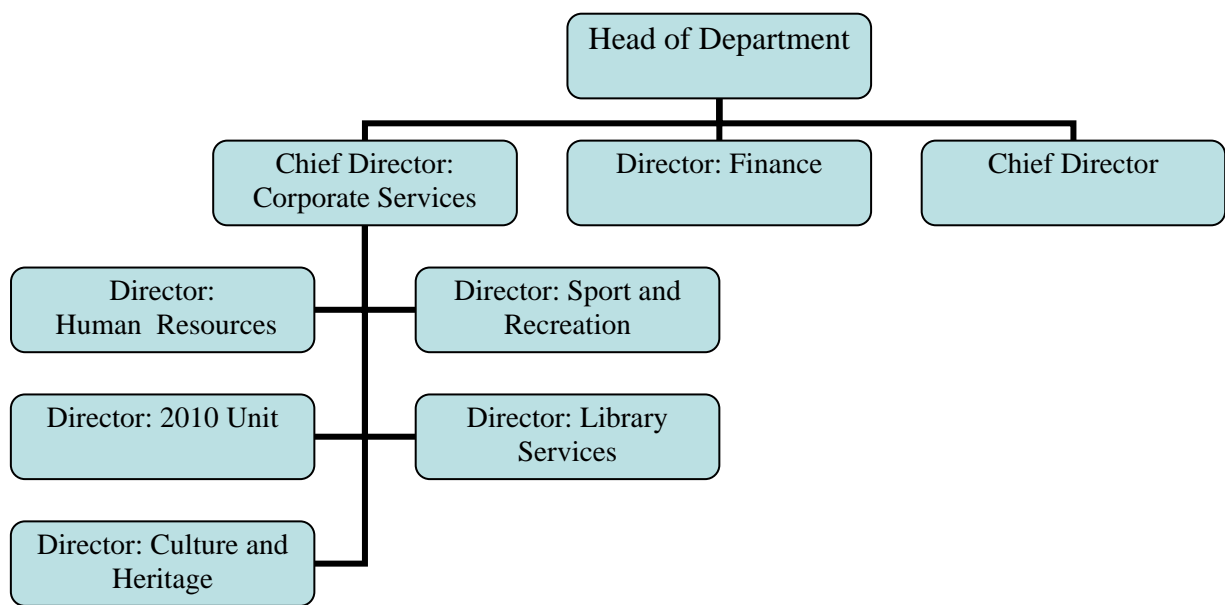
4.3.1 An Overview and Critique of the Department of Sport and Culture

Management structure: Provincial perspective

The Department of Sport and Culture has played a vital role in ensuring that sport is played at all levels with measured emphasis on mass participation. There have been a number of challenges in the functioning of the department. The department seeks to empower the people of Western Cape through unity and cohesion in sport, by adhering to the constitutional mandate of affording everyone the right to use sport to bridge gaps between different social groups. The department has championed policies geared towards aligning itself with socio-economic imperatives. In this section, the researcher critically analyzes management structures at provincial, City of Cape Town, and district level.

Figure 2: Structures of Sport in the Western Cape

The provincial structure seem to be more stable in the Western Cape as some of the crucial office bearers have remained with the department for quite some time. The experience gained over the years has sustained the department through its challenges. The lifting of the moratorium on key positions within the department will assist the department in the long-run.



Source: Annual Report, 2007–2008

Vision - A Western Cape community unified and empowered through sport and culture

Sport and Recreation of South Africa is a national body that oversees all sporting needs of the country, and at the provincial level the different sporting departments transfer the national mandate to districts and ultimately to clubs at local level. The lifting of the moratorium on the employment of senior managers had good and bad impacts, as it has minimized the work load of the senior management members, but three of the senior managers resigned from their posts. The post of the director of human resources has been vacant and needs to be filled as a matter of urgency as this is strategic in soliciting people with the right skills and attitudes. The vacancy rate within any department can slow down progress, and that has a negative impact on service delivery. The department also quickly appointed a director for the 2010 Soccer World Cup, and has engaged in a number of legacy projects, but the monitoring and evaluation mechanisms are not in place.

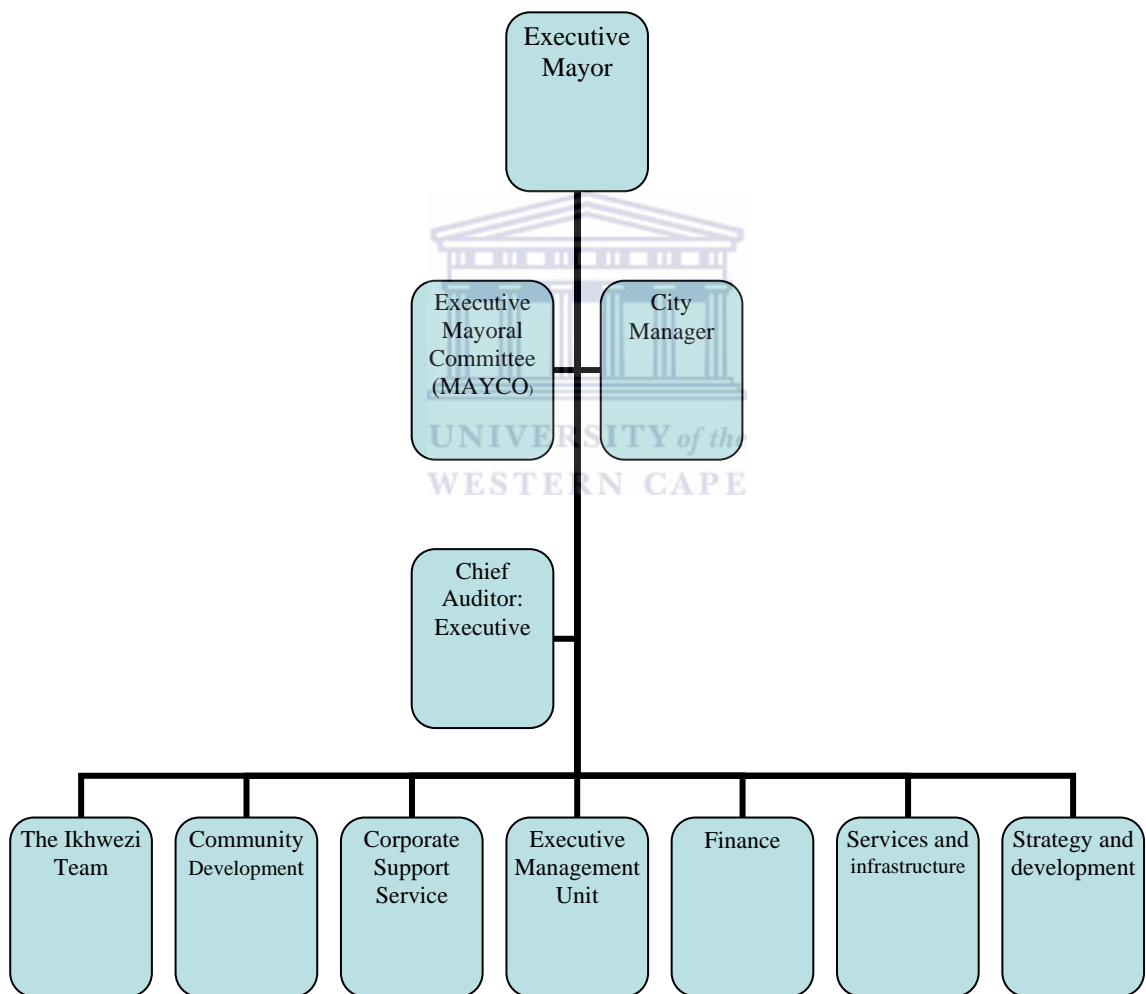
4.3.2 Sport Management Structures: A City of Cape Town perspective

The City of Cape Town has developed a directorate that focuses on sport matters for the city. The directorate sees sport as a vital element in the transformation of the entire society; hence their programmes focus on the creation of a single vision for the city in terms of sport, and thereby unify the different cultures in the City of Cape Town. The City of Cape Town has successfully led the process of establishing a common constitution for the city's sport and recreation, and has engaged in consultative processes with its citizens through sport imbizos; the aim is to assess the needs of the communities and position itself to address those needs with available resources.

The City of Cape Town prides itself in hosting the 2010 FIFA final draw that will be held at the Cape Town International Convention Centre before a global television audience estimated at about 700 million. The Green Point Stadium is nearing completion, and when it is completed it will accommodate 68 000 spectators. According to Contact. No.36 June/ July 2009, the first match at Green Point will be on 11 June 2010. The City of Cape has developed programmes that also encourage workers to take part in sport and recreation within the city and in their communities at large.

Figure 3: Sport Management Structure at the City of Cape Town

The sport management at City of Cape Town has been at the centre of development for a number of years. The City of Cape Town has supported sport by also allowing its employees to be part of the sport development initiatives both at work and in the communities from which they reside. This structure is crucial as it is very close to the masses but seemingly the structure has maintained the status quo and as usual things remained the same over the years. There is high political pressure at this level which have sometimes played a vital role in the allocation of sport facilities as the politicians has also used sport to lure their supporters.



Source: IDP Review: 2009

The Vision of the City A prosperous city in which city government creates an enabling environment for shared growth and economic development

- (i) A city known for its effectiveness and equitable service delivery.
- (ii) A city that distinguishes itself as a well-governed and efficiently run administration.

The IDP: Review (2009: 127) claims that there is good cooperation between the City of Cape Town's Sport and Recreational Department and the Provincial Sport Department. Institutional arrangements are in place, with quarterly meetings at administration strategic level, and regular operational meetings. Pilot joint initiatives and programmes are focused on facility provision, programmes and events. Although the Mayoral Committee and the Ikhwezi team ensure that the needs of the citizens are considered by the council and the political mandate from the constituencies is carried out, yet the councillors are not available on a continuous basis to further elaborate on the intentions of the council.

Goals of the city - i. Prosperous city; effective and equitable service delivery and a well governed and effectively run administration.

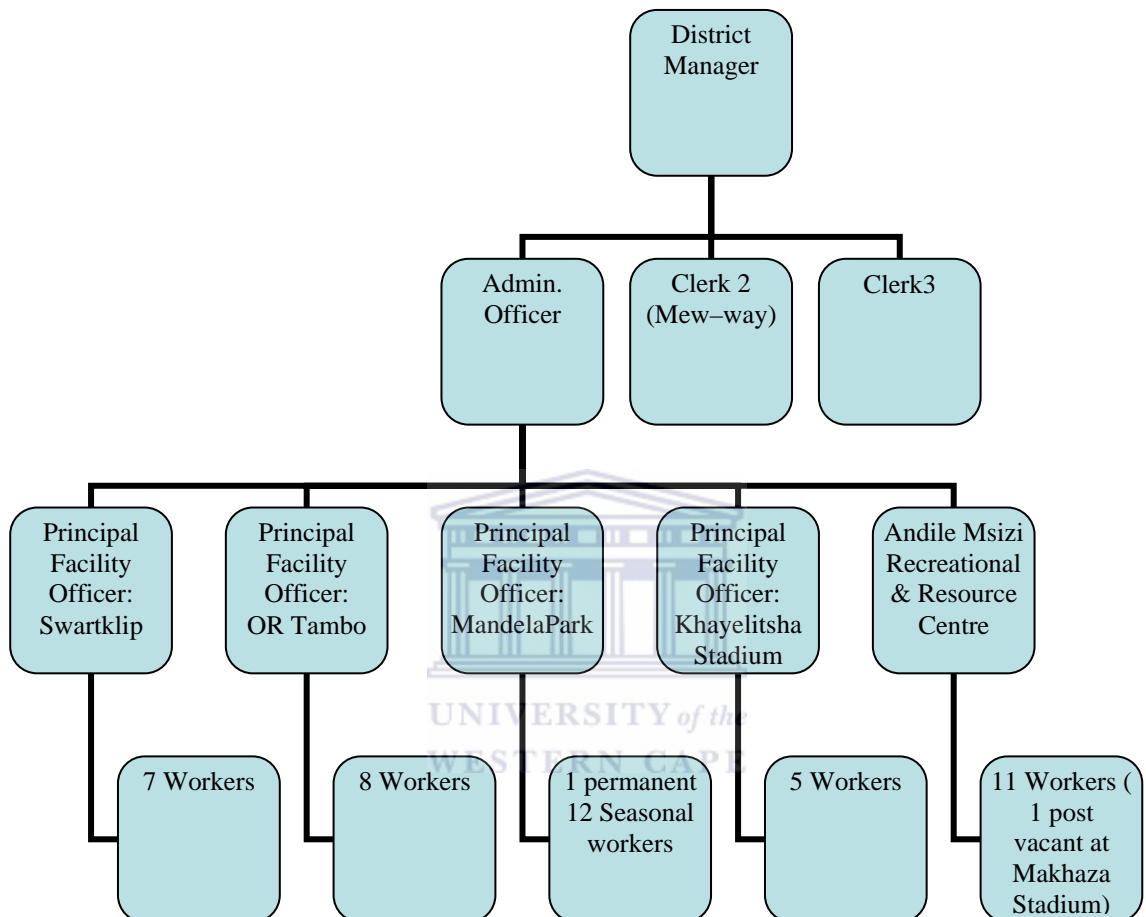
Coupled to these noble goals is the vision of the Department of Sport and Recreation within the City of Cape Town, which is to enhance the quality of life of citizens and visitors through the provision of world class facilities and programmes, thereby contributing to Cape Town being a world class sport and recreation destination.

4.3.3 Sport management structures in Khayelitsha (District 3.3): Local perspective

The local structure has been instrumental in implementing some of the development programmes, targeting the youth at community level. There have been some concerns from coaches and club owners about the support of the local councils at the grass-root level. Citizens feel that the local structure is not doing enough to inculcate the culture of participation, especially among the physically challenged and the rural communities, and in particular, in the case of Cape Town, in the informal settlements and peripheral poor townships. The district is the closest structure to the people and it is likely to respond to the needs of the citizens if it is supported well by the structures above it. At present, this structure is struggling to meet the needs of the poor communities. The district manager seem to want to implement changes that can improve the lives of the citizens. There has been a number of initiatives that encourages citizens to participate in number of sporting activities including the indigenous games. The district has not assisted some sporting

activities (Cricket, Rugby, Cycling and Swimming) to such an extent that they can sustain themselves in the long-run.

Figure 4 Sport management structures in Khayalitsha



Source: Survey 2005

The structure depicts a formal institution that is capable of rendering its services to the people. Whereas there are some vacant positions to be filled, especially the position of the development officer, most of the positions have been filled, denoting a structure that is ready to deliver services to the people. The area office is collectively known as 3.3 and has a manager who oversees the activities of the organization. There have been a number of changes in this area, and hence to a large extent some people are still grappling with new challenges in sport.

Khayelitsha has on its own 12 wards and 8 FMCs, which are mandated by the constitution of the City of Cape Town to ensure that sport is also taken seriously at grass-root level through the formation of LSCs and FMCs. The District Sport Council is to take mandates from these structures to the City of Cape Town Sport Forum, which in turn is made up of six chairpersons from the districts. Over the years, it has been established that Khayelitsha has huge challenges of its own, and it is now partnered with Mitchell's Plain, which also has its own infrastructural problems. The FMC seems not to be in operation as the Constitution requires, hence there is an information gap between the people at local level and the directives of the state with regard to sport imperatives.

4.4 An analysis of the management functions in the Provincial Department, City of Cape Town and Khayelitsha

In this section, the researcher will reflect on the key management functions across the various levels of governance. The researcher believes that if these management principles can be upheld and supported by additional management elements, sport can be effectively managed at Khayelitsha. Then, sport can play its meaningful and developmental role in the society.

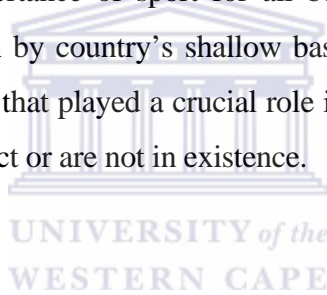
1. Planning across the key spheres in sport management

(i) Provincial level

In order for any organization to function properly, the planning needs to focus on the objectives of that organization. Gouws (1997: 4) alludes to the fact that planning is a continuous interaction between actions, and entails the determining of the direction of an organization in order to achieve its objectives. There have been a number of summits held by the Department of Sport and Culture (Schools Sport Summit, Cultural Summit) in order to assist the department in planning. The establishment of the Western Cape Provincial Task Team during 2006, and formation of the monitoring and the evaluation unit, has begun to assist the department to deal with challenges and plan better.

At provincial level the department, has a number of programmes that seem to address the challenges of the past, but the vision of a united Cape Town seems to be sold on the altar, somehow. Some plans seemingly address what has already been addressed in past years without much success, as they mostly address the concerns of the advantaged, in that major monies are mainly going to well-off societies; hence the status quo is strategically maintained. The post of deputy director of human resources is crucial, as the department needs energetic people who will serve all the people of the Western Cape irrespective of their background and political affiliation.

There seems to be a mentality that things will just be well, without direct influence from the department. It seems as though there is enough blue-print that can be presented for all to see but the impact seems to be minimal. It is quite devastating to notice some effort from the government to provide inclusive sporting activities to all, but departments are not following up to stress the importance of sport for all beyond the visions and mission statements; this has been shown by country's shallow base in sport talent at local level. Provincial federations and clubs that played a crucial role in harnessing talent amid trying times of the past are either defunct or are not in existence.



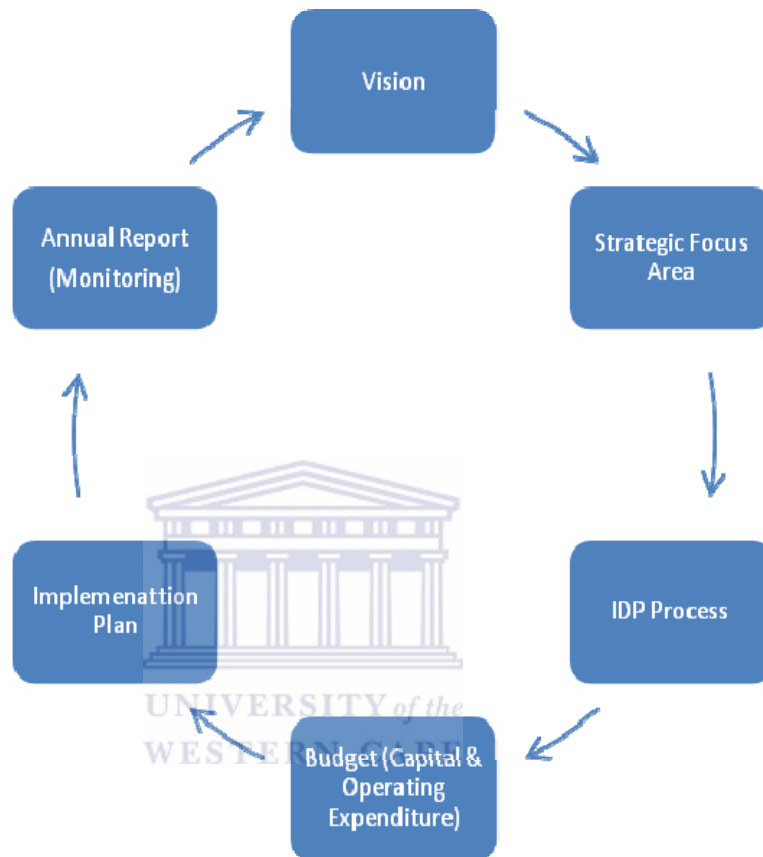
(ii) City of Cape Town

The five year plan, also known as the Integrated Development Plan (IDP) is a strategic-development plan, setting strategic and budget priorities as required in terms of the Municipal Systems Act No.32 of 2000. It therefore aligns the resources and the capacity of a municipality to its overall developmental aims and guides the municipality's budget. The plan should be in line with similar developmental plans at provincial and national level, and must be agreed upon between local government and the residents during a public participation process. The plan should involve the entire municipality and not just a specific area, and can assist municipalities to develop a clear vision.

Figure 5: IDP Process in the City of Cape Town

The IDP (Integrated Development Plan) is proving to be the best planning instrument local governments are utilizing to plan effectively. The process has improved immensely from the initial plan and the citizens have been engaged immensely. The City of Cape Town has

used its resources (libraries, schools) to ensure that the citizens are not left behind. The annual reporting has been a challenge in the local government as most councilors would only report if there are successes and not report failures in meeting the needs of the citizens.



Source: www.capetown.gov.za

In October 2008, about 28 sub-council meetings and 5 public hearing meetings were held. Simplified copies of the City's five year plan or IDP were placed in all libraries, sub-council and administration buildings. Numerous opportunities in partnership with the Social Development Department were created, where a partnership is built with community organizations to assist the sectors within which they are involved to participate in all IDP engagements. One example is that of secondary schools, where the learners are briefed and encouraged to participate whilst encouraging the others (family members) to also participate.

(iii) District level

The institutional framework is at the core of planning at district level, infusing some of the sport developmental imperatives of the IDP in the local government. According to the Tygerberg Sport and Recreational Facility Plan (2000:47), in the planning of Khayelitsha, the reservation of land for the provision of community facilities has been extremely generous, due to rigid application of facility space standards. However the existing provision of sport fields is inadequate to meet the needs of a growing population, resulting in a huge backlog with respect to facility provision in the area. The open space strategy is to rationalize the use of open spaces by developing active recreational uses and to release undeveloped and under-utilized land for further development. The plan also recognizes the need for higher order facilities which are very minimal in Khayelitsha.

The needs assessment in the area denotes a need for the formalization of existing informal fields in Town 2, and urgent upgrades are required at Site C sport grounds, Mandela Park and Khayelitsha Stadium, of which some improvements have been effected as of now. It is crucial that the formation of new facilities should be accompanied by the formation of institutional structures that will ensure that the structures are effectively managed.

2. Control

(i) Provincial level

The White Paper on Sport and Recreation (2007) established the Strategic, Monitoring and Evaluation Directorate to ensure that the focus remains on track with the latest developments in the sporting fraternity and is aligned with government priorities. According to the former Minister of Sport, the Ministerial Task Team is the pursuit of a new and inclusive dispensation for macro-sport in the country, which will enable the country to formulate and implement sport development programmes that are inclusive, holistic and integrated, and that can identify talent for national and international participation. Gouws (1997: 6) sees control as a tool to check whether the institution is on the right track, it therefore allows performance and actions to correspond with organizational objectives, enabling the management to ascertain deviations and rectify

them, thereby forcing management to review the objectives of an organization on a continuous basis. The head of department has all the power, working with the senior managers, to use constitutional mandate to control the organization.

(ii) City of Cape Town

At local level, Sport Indabas are held by the director of sport in almost all areas of the city's jurisdiction, so as to inform planning and decision making. Internal control is also performed by the auditor-general, and in terms of the Public Audit Act (Act 25 of 2004), departments will no longer be audited based only on financial information, but will also be audited based on the credibility of their non-financial information. The absence of credible non-financial information will therefore lead to qualified audits. In these times, sport has also been affected by misconduct, criminal elements have engulfed some sporting games in the Western Cape, and some cases have been referred to court by some federations. Courts are not proper avenues to litigate on the sporting fraternity; it is better to take the route of arbitration and mediation, hence the establishment of the Western Cape Sport Arbitration Forum as an independent body to resolve disputes arising from sporting activities. The updating and enforcing of a code of ethics for South African Sport including the World Anti Doping Association (WADA) have assisted sporting communities, as some misconducts can be noticed at club level and dealt with accordingly.

The council has established eight focus areas in order to streamline their services to the people:

- Shared economic growth and development
- Sustainable urban infrastructure and service
- Energy efficiency for a sustainable future
- Public transport systems
- Integrated human settlements
- Safety and security
- Health, social and community development
- Good governance and regulatory reform.

Credit control and debt collection policies, in terms of section 96(b) and 98 of the Local

Government Municipal Systems Act of 2000, are in place. The council has enacted a number of policies to ensure control. These policies and other related measures ensure that control is done at the City of Cape Town level, and the executive committees perform their oversight responsibilities. The focus areas are to direct resources to a specific area to support the implementation of strategic plans.

(iii) District level

The formation of the Khayelitsha Sport Council, a sporting structure that will work with the council and the KDF (Khayelitsha Development Forum) to control sporting activities in the area, has been a step forward in the formalization of sporting structures in the community. The ward councilors and Local Sport Councils are mandated by the constitution to ensure that sport is played by community members. The constitution further mandates these local structures to oversee the utilization and up-keep of the facilities that the council has built in conjunction with the Facility Management Committees that are supposed to be democratically elected by the people at grass-root level.

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The federations at constituency level have to ensure that local games and activities take place, and they work with recognized associations to arrange fixtures through organized leagues. The South African Football Association (SAFA) has been mandated by national government to control soccer, both at amateur level and professional level, rugby is controlled by the SARB (South African Rugby Board), athletics is controlled by ASA (Athletic South Africa) and cricket is controlled by the South African Cricket Board, to mention but few controlling bodies. These structures need to work with the council to ensure that South African talent is properly harnessed and conditioned for the future.

3. Directing

(i) Provincial level

To achieve organizational objectives, the human resources need to be instructed and motivated to achieve these organizational objectives. In the modern organizational terrain, the right skills need to be accompanied by the right attitudes, so as to ensure organizational progress. The department hosted the Football Summit, Dispute Resolution Indaba, and code specific summits, to promote good governance in sport and recreation in the Western Cape. During the 2007/08 financial year R1.634 million was spent on the Club Development Programme (CDP), wherein sport people were lured back to stadiums to support sporting codes at local level. The programme mostly benefited people from disadvantaged communities and farm sporting communities.

It has been revealing to note that the department considers farm sport, as the constitution of the country compels democratic institutions to observe inclusivity in their programmes of service delivery. A democratic state needs to provide for all its citizens irrespective of their background. The South African audiences seem to think that talent will only emanate from the urban dwellers and the rich. This short-sightedness has degraded the value of sport among the poor Black majority, and will cost the country immensely in the near future. The senior managers need to direct some energy in addressing the apartheid legacy through sport. There is huge energy that still exists from previously disadvantaged communities, which is mostly channeled into negative activities, which with specific and target planning can be utilized fruitfully.

(ii) City of Cape Town

To ensure that the IDP budget is implemented, a firm schedule was approved by council in August 2008, with clear dates, participants and activities. The involvement of all the stakeholders in this process shows inclusivity and relates to the democratic process enshrined in the Constitution of South Africa. The resources need to be directed appropriately, so as to ensure maximum output with minimum inputs. The upgrading of existing facilities, and the required development of human resources and institutional capacity in sport, denotes that sport can be used to bridge the gap between the

communities in the City of Cape Town. The greatest need for sport and recreation facilities exists in the poor disadvantaged communities.

The Facility Plan (2000:17) has identified that the requirements of clubs and umbrella bodies cannot be satisfied at the same time. The plan further suggests that shortages should be assessed before actual needs in terms of the following:

- Results of the facility audit, classification and plans
- Relevant local planning framework
- Level of organizational membership
- Facility provision standards
- Principles to guide the provision of facilities.

The facilities and amenities have been misdirected in the past, to intentionally divide the citizens of this country; but the time has come for the resources to be allocated to address the imbalances of the past. Gouws (1997: 5) notes directing as the way of instructing and motivating of human resources to achieve organizational objectives.

(iii) District level

The establishment of the Khayelitsha Community Trust can assist in directing both capital and human resources towards achieving the aims of the city. The White Paper on Sport and Recreation acknowledges that local authorities are in direct contact with the sites of service delivery in terms of sport and recreation. The clubs and federations are the basic units of sport and recreation, and hence the local authorities are an important link in the value chain and are to develop the human resource potential in sport and recreation. The White Paper on Sport and Recreation compels clubs to be the primary vehicles for the identification, development and nurturing of talent. The three associations and clubs present in Khayelitsha are struggling immensely with capacity building, in that a number of managers and coaches use their own discretion when managing their clubs. The Sport

Continuum is a valuable resource that can assist local structures in directing resources, as it explains how participation and ability can be quantified in sport. The continuum consists of the following levels:

- Foundation – the basic level, which includes basic skills such as catching, throwing, movement of the body, and so on.
- Participation – playing sport for fun, enjoyment, health and fitness.
- Performance – schools, clubs, circuits, zonal, districts, and regional levels in a given sport.
- Excellence – national and international standards.

The Mass Participation Programmes (MPP) at local level is not taking place as per the requirements of the White Paper on Sport and Recreation. These programmes need to support participation, while not forgetting the foundation level. Internationally, South Africa is one of the countries that produce obese children, who are not physically active and grow up to be couch potatoes, with little or no interest in sporting activities. The 2005 study by the City of Cape Town concluded that 90% of under-19 girls and nearly 70% of boys do not participate in structured sport activities, mainly because of a lack of facilities.

4. Organizing

(i) Provincial level

Gouws (1997: 5) identifies organizing as an act of demarcating duties and procedures in order to determine the objectives of the organization. The department has to forge relations of interaction with the Western Cape Education Department, and it signed a Memorandum of Agreement (MOA) on May 2007. The agreement commits the two departments to collaborate effectively towards ensuring the promotion of school sport in the province. The intention is to create an environment for mass participation and good governance, while supporting the development of educators and talented athletes through the provision of high-performance service. The department has organized a number of summits and Imbizos and the World Cup Finals draw will be held in Cape Town on 4 December 2009.

There have been some strategic as well as BEE partners that the department has engaged, in carrying out its mandate to the community. The most compelling sight is that of programmes being organized in close proximity to places where resources are congested; however, meetings are held at venues that are far for poor people to attend, and as a result, decisions are taken in their absence.

(ii) City of Cape Town

The City of Cape Town has organized a number of forums, one of which is the sport and recreation forum, to ensure that resources are evenly distributed to the communities. The Constitution is the main instrument of administration to ensure compliance with the rules and regulations of sport. The Facility Management Committees are to ensure that the sport needs of the community are met, in liaison with Sport and Recreation Facility Officers. The City is also organizing some Local Sport Councils and zonal sport structures through the steering committees, and has challenged district sport councils to be registered by 15 May 2005. The women's empowerment strategy has been organized by the department, although women make up about 25% of the workforce in the city, most of them are positioned in gender stereotypical positions. The City has been able to identify the crucial role to be played by women in social development, and it has put forward three priorities to avert gender stereotypes and support women to participate fully in all spheres of society, including sport.

(iii) District level

There have been a number of programmes that the area has organized in conjunction with the districts, ward councillors and sport committees, including some clubs members from different codes. The Stepping Stones Programme has benefited a number of community youth and has provided some capacity building opportunities to the participants. Schools like Uxolo High School, Vuselela Primary School and Iqhayiya High School have also benefited from the transfer payments allocated for school facilities. There have also been a number of organized planning sessions, to strategically plan for the coming year. Some planned programmes could not materialise as they were not properly planned, with no time-frames, and unclear lines of responsibilities. The Memorandum of Agreement between the state and schools

stipulates that schools and local structures need to develop institutions to co-manage and where possible jointly utilise facilities.

4.5 Other vital elements necessary for improving effectiveness in sport management

Research

The research is minimal and far between, but the provincial department has introduced research and has compiled an electronic calendar of external events for the integrated events calendar of the provincial government on its website. The research necessary to update information of the various components and public entities has been carried out. The Cape Gateway has also been crucial in availing information for the researcher and interested sport people, but some important information is sometimes not available and their website is not constantly updated. The City Council's Strategy and Planning Directorate in conjunction with the TNS Research Surveys has also done some research on service delivery in the City of Cape Town.

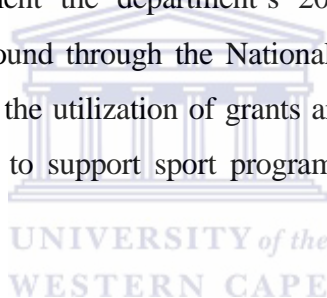
Capacity building

The Department of Sport and Culture, in conjunction with Tourism Hospitality Education Training Authority (THETA) and Education Training Authority (ETA), has rolled -out learner-ship programme in Sport Fitness Leadership for 150 learners. This programme targets learners who were sport assistants from the Sport Stepping Stones Programme, and focuses on building human capital to enable quality sport coaching at grassroots level. In 2006, the Department of Sport and Recreation provided workplace learning opportunities for 31 interns, supported the attainment of 28 staff members, and enabled 15 staff members to attain FET qualifications. About 68% of the staff members have benefited from various training and development interventions, in line with the organizational and technical competency required to perform their duties. Furthermore, the department contracted 141 sport assistants in the Siyadlala Mass Participation Programme (SMPP) to encourage active participation in sport and recreation activities in the province. By 2007, the SMPP had trained more than 2 000 young volunteers in sport and recreation administration, over 1 500 entry level coaches, more than 1 200 referees and about 2 000 people in event training and first aid.

Budget

In the 2006–2007 financial year, the department received a budget of R187.661 million to effectively and efficiently deliver on its mandate of service delivery. An amount of R46.175 million was allocated for the development and promotion of Sport and Recreation activities, including the coordination of school sport, the provision of school facilities, and the roll-out of senior citizen programmes, and community mass participation. An amount of R17.918 million, including R4.85 million from the Division of Revenue Grant, was to be used for the introduction of School Sport Mass Participation.

The Department of Sport and Culture received R2.670 million for the mass sport and recreation participation programme as a conditional grant, of which R2.669 million was actually used. The department has also been in partnership with African Bank of South Africa bank who invested R3 million towards the building of a multi- purpose sport facility, and this will supplement the department's 2007–08 allocated budget quite significantly. Some funds are found through the National BSPR fund to ensure service delivery to the people. Through the utilization of grants and other financial mechanisms, the department is better poised to support sport programmes that seek to identify and harness talent at grass-root level.



The Municipal Financial Management Act requires the mayor of the municipality to provide general political guidance over the budget process and the priorities that must guide the preparation of a budget. The new National Treasury Budget Regulations give further effect, by prescribing that the mayor of a municipality must establish a budget steering committee to assist in discharging the mayor's budget preparation responsibilities. The budget committee must submit the draft to the MTREF for modeling and MAYCO for endorsement. The 2009 financial year posed a number of challenges as the world financial markets tumbled, and due to the recession the MTREF forecasted model was subsequently updated and presented to the Budget Committee for consideration in March.

4.6 Local governance of sport

The White Paper (2007) on Sport and Recreation has identified eight priorities in an effort to address the imbalances of the past. Priority two addresses the provision of funding for

the creation or upgrading of basic multi-purpose sport facilities in disadvantaged areas. According to the White Paper, the challenge in the provision of facilities in South Africa is not simply about the shortage of facilities, but rather the location of the facilities. The considered approach by the Sport Ministry and SRSa is to make multi-purpose facilities the focal point of each community. This community-centered approach is to ensure that communities take ownership of these facilities and assist in their maintenance and management. In that regard, SRSa will endeavor to utilize local resources in the creation of facilities, thus contributing to job creation.

Priority three addresses the development of the human resource potential required for effective management of sport. The local authorities are to develop policy frameworks for the governance of sport at local level, and make sport and recreation accessible to all people in the area. The local authorities also have to ensure that infrastructure that is required for the delivery of sport and recreation at club level is taking place, and that programmes exist that develop the human resource potential in sport and recreation.

4.7 Legislative framework

The South African Sport Commission Act (Act No. 109 of 1998 and Act No. 57 of 1999) clarifies the framework for the administration and development of sport and recreation in all spheres of government. The Act focuses on nationalizing and streamlining the provision of sports and recreation facilities through consultation with all the role players in sport and recreation. Citizens are very close to local government, and are important stakeholders that local government needs to consult and work with, in order to achieve the objectives of a truly democratic South Africa.

The Sport Commission Act and Schedule 5 of the Constitution influence the local government level, in that the local sport facilities fall within the exclusive legislative competence of the provincial legislature, but the relationship between the Provincial Department of Sport and Recreation (PDSR) and the various local authorities and their roles and responsibilities have not yet been clarified in terms of the new Sport Commission Act. Section (1) (b) of the act seeks to coordinate the provision and upgrading of facilities and community centres in disadvantaged areas, in consultation with the relevant national, provincial and local authorities and other sport and

recreational organizations. The National Sport and Recreation Amendment Act, 2007 (Act No. 18 of 2007) aims to create a new dispensation of sport and recreation via the recognition of the Sport Confederations as the national macro bodies for the promotion and development of high performance sport in South Africa.

In terms of the new act (promulgated in 2007), the main focus is to improve the governance of sport federations and allow the Minister of Sport and Recreation to intervene where the actions of federations threaten to bring sport into disrepute, and to address transformation in sport. Most of the issues that the new act addresses are outstanding matters that the Ministry of Sport has been talking about for the past years. The Sport Ministry seems to be silent or indecisive about the issues of neglect of poor people and the disabled.

4.8 Emerging insights from the research

The data represents important stakeholders in the sport management arena in Khayelitsha. Although the responses from questionnaires and interviews were positive and encouraging, it took a lot of time and effort for some stakeholders to respond, and hence the research represents the views of those who responded and not the views of all the sporting communities in Khayelitsha. The other people either could not respond timeously or did not bother to respond to the questions imposed. All the interviews conducted were fruitful and pointed to some concerns of the society at large. The survey was stratified in many ways as there were challenges with the literacy rate, some people were sceptical about the survey, and some were not free to express their views as they were concerned about possible repercussions. The researcher posed questionnaires to players, educators, coaches, sport committee members, ward councilors, facility management committee members, sport officials, and sport managers.

The sampled population comprised of members from the soccer associations (Mandela LFA, Lingeletu Soccer Association and Khanyiso LFA), Blue Jet Rugby Club, Khayelitsha Cricket Club, Khayelitsha Oval Cycling Club, Amy Biehl Golf Estate, School's Sport (SAFSA), Netball Association, SAFA Western Cape, KDF Members, KSC Executive Members and the Cape Town City Council. The questionnaires were structured to profile sport in Section A and B, probing the effectiveness of processes and

structures. In order to manage data, the respondents were grouped in 10s, and for calculation purposes, every 10 respondents represented 1 response unit ($10 = 1$), hence if there were 30 respondents for the particular question, 3 were used for graphical presentation and calculation purposes to represent 30 responses. There were 120 respondents who completed their questionnaires on time, and 35 respondents who could not be complete their questionnaires on time.

The researcher has identified key issues, in line with the objectives of the research, in ensuring that sport issues are taken to the fore, so as to ensure that sport is managed effectively and people receive service delivery. The key insights are presented under the following headings and questions:

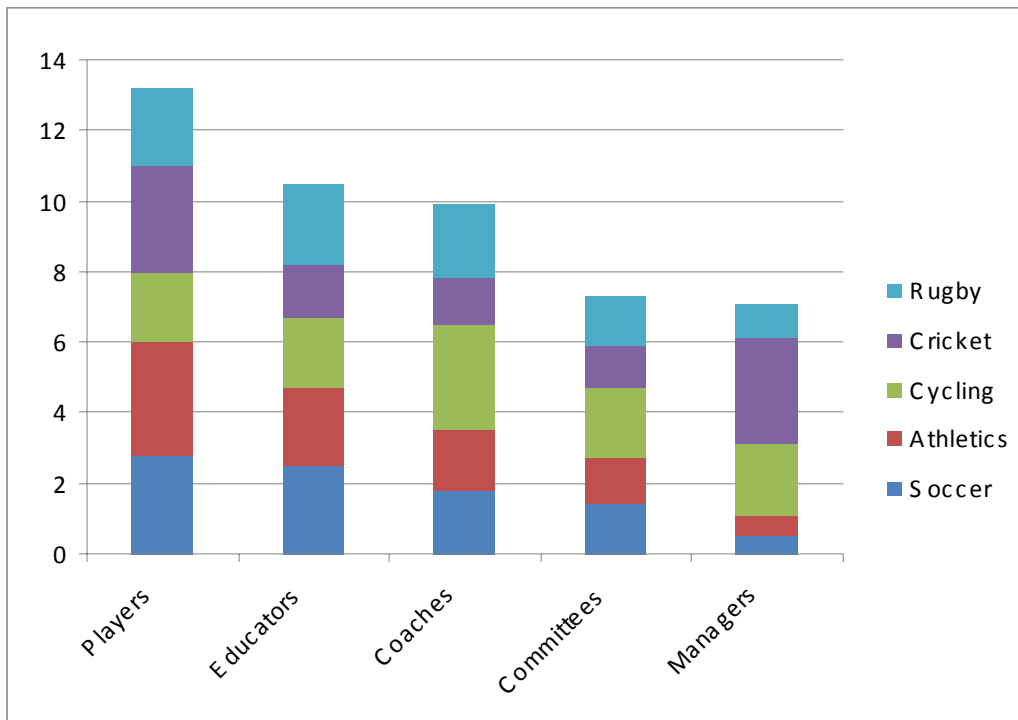
Exploring the current sports profile amongst the decision makers in the face of conflicting and competing priorities

The most popular sporting activity in Khayelitsha is soccer, and the sporting officials need to ensure that this sport is prioritized in Khayelitsha.



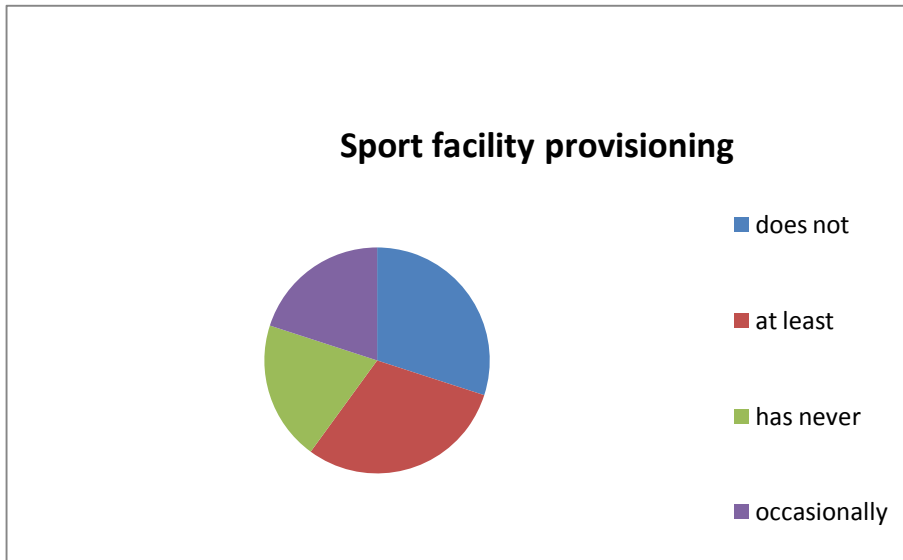
Table 3: The most popular sport activities

Activity	Total responses	%
Soccer	9/12	75%
Athletics	5/12	42%
Cycling	4/12	36%
Cricket	3/12	25%
Rugby	3.5/12	29%



Soccer is still the most popular sport in Khayelitsha, and the other traditional codes like rugby and netball are diminishing in popularity. The cycling, hockey, dance and indigenous games are gathering momentum. Swimming is not popular, as no respondents mentioned it as such. The Sport and Recreational Act, No. 110 of 1998, section 10 (2) indicates that the Sport Commission must, in allocating funds to the national and federations, determine the proportion of funding that must be used towards development; and no development programmes should exclude persons from disadvantaged groups, particularly women and people with disabilities, from participating at top levels of sport. The tendency is for the designated group officials to create programmes for the sake of filling forms, without any developmental impact. Most of the structures in Khayelitsha should not get funds from national government as they ignore women and the disabled.

Has the City of Cape Town prioritized sport facility provisioning in your area?



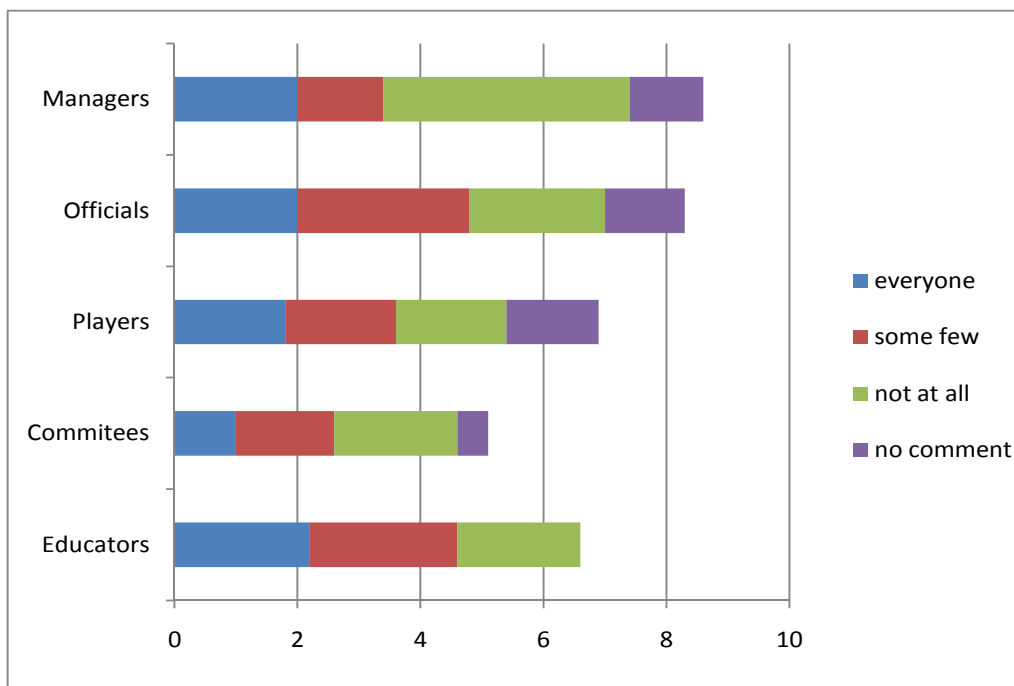
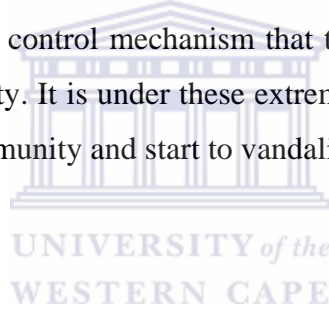
Findings in the survey commissioned by the Strategic and Planning Directorate and managed by the TNS Research Survey, which conducted 3 000 personal interviews with residents, revealed that 54% of residents feel that the City of Cape's overall performance was good, very good or excellent. Of the 54%, about 52% of residents from Khayelitsha were satisfied with the council's performance. Another 54% of residents rate the City as good, very good or excellent in fulfilling its role as a public service provider.

About 61% of the residents rate their level of trust in the City as fairly strong, very strong or extremely strong. There are mixed feelings about the role and responsibility of the council with regard to sport facility provisioning. Some respondents think that it is the Department of Sport and Recreation that is supposed to provide sport facilities. The Sport Commission, through the provincial sport structure in consultation with the local structures, ensures that facilities are provided for the sporting public. A general feeling is that whoever is supposed to provide the resources is not doing so. The recent developments around service delivery in Khayelitsha depicted a different picture from the findings of the TNS research unit. The City has always prioritized facility provisioning, but it has spent more resources to improve facilities in White areas, hence there needs to be an intention from top management to address the past imbalances. Many people feel that the council does not prioritize sport facility provisioning in Khayelitsha. Some feel that at least the local government is trying.

The Manager of the Khayelitsha Cricket club was not satisfied with the cricket equipment that they have, and stated categorically that they also need an office with a computer and telephone to work properly. The container that they use was sponsored by the University of Cape Town sometime ago and was used both as an office and a store room.

Do community members have easy access to available sporting facilities in your area?

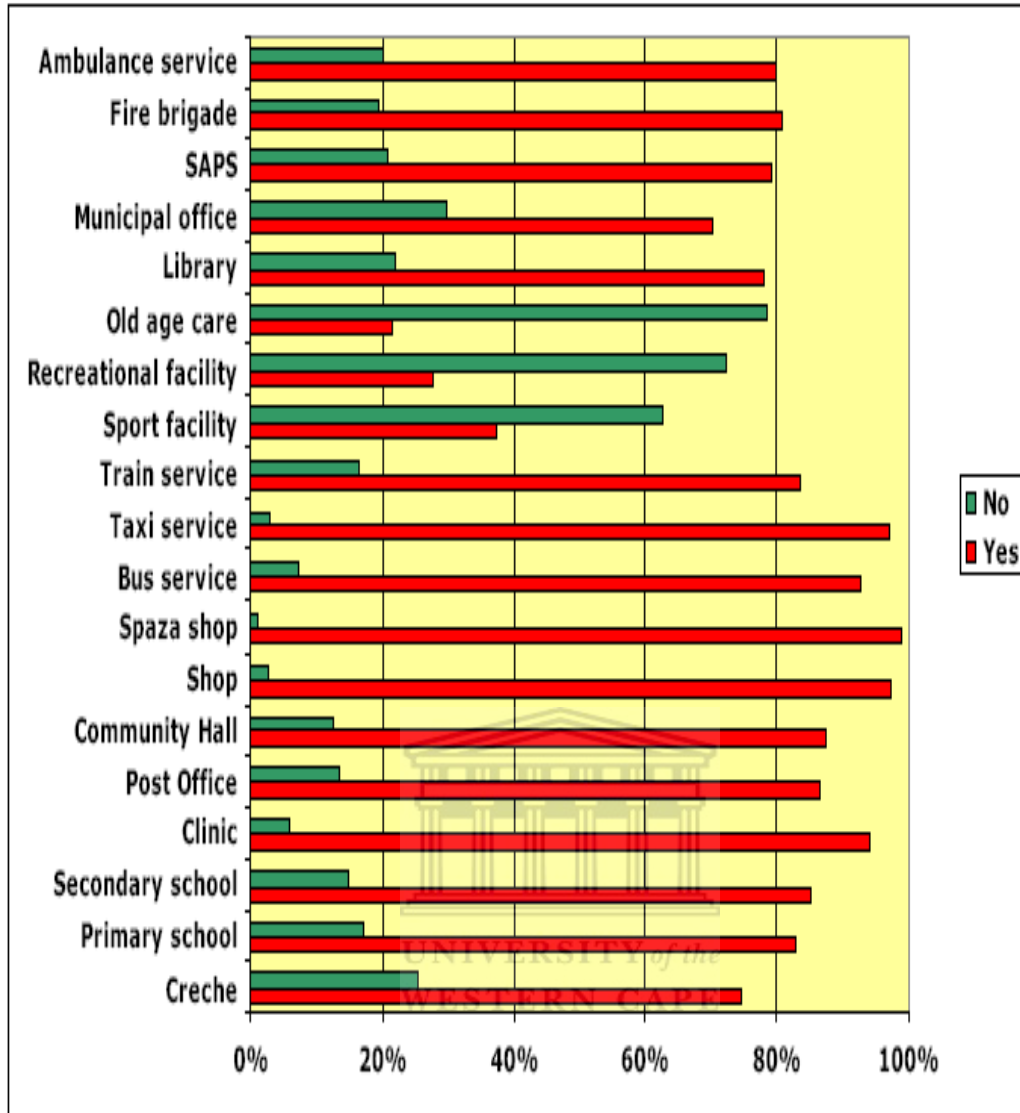
Many respondents feel that they can not access facilities easily in Khayelitsha, as there are bottlenecks when they want to access these facilities. The Area Manager in Khayelitsha mentioned that the city charges R31, 50 per hour for the utilization of its facilities. Many citizens feel that this amount is too much, as it results in facilities being utilized by those who have money, rather than those who are proximate to the facility. Some claim that in frustration and dismay, they distance themselves from the facility, and others see the facility as a control mechanism that the council put in their area to control whoever uses the facility. It is under these extremes that the citizens do not see the facility as part of their community and start to vandalize it.



The respondents denote that they can not access facilities easily; some state that there are monies charged that they cannot afford and if they have money there are some bureaucratic bottlenecks that they face. In Khayelitsha, fees are charged for the hiring and utilization of sport facilities, and facility managers do not explain to clients that they can apply if they have no money to access sport facilities. Some respondents state that often the facility managers are not available for a long time (Khayelitsha Swimming Pool). The Golf Drive and Monwabisi Resort were abandoned for a long time and were ultimately vandalized.

The Western Cape Sport and Recreation Facility Plan denotes that the greatest need exists in previously disadvantaged communities, and as a principle, equity requires that these areas enjoy priority when funding becomes available. The Facility Plan further notes that facilities are inaccessible to historically disadvantaged communities located on the fringes of the cities, towns and rural settlements of the Western Cape. Access to facilities is closely related to need, as it is possible through effective management and time programming. Green and Argue (2007) recommend an allocation of 0.56 hectares per 1 000 persons as a strategic level space budget for sport and recreation at community level. They further recommend an allocation of 0.3–0.4 hectares per 1 000 persons at district, metropolitan and regional level, but the feasibility thereof has not yet been tested. The Western Cape Sport and Recreation Plan proposes the guideline of a catchment population of 30 000–100 000 persons at district level and 5 000 – 30 000 persons at local level. It should also be noted that standards that are applied in developed countries cannot be easily transferred to the local context.

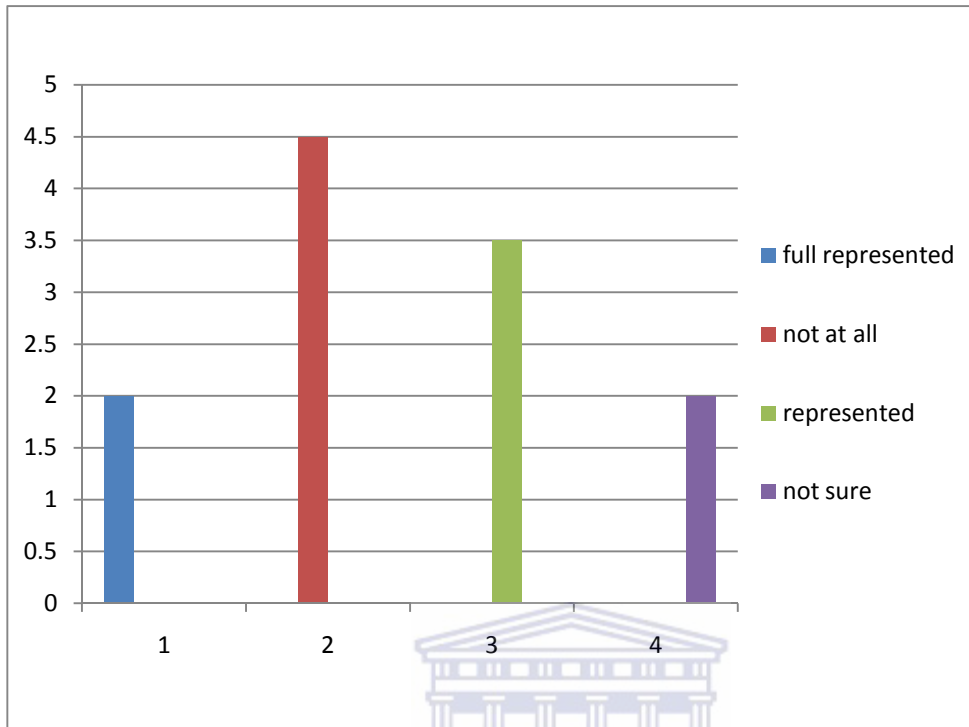
Figure 6 Access to specific facilities in Khayelitsha



Source: Survey 2005

In the 2005 survey more than 60% of Khayelitsha residents can not access sport and recreational facilities, with only about 24% having access to sport and recreational facilities. The issue of facilities for the physically challenged was sharply raised by the respondents. There are virtually no sport facilities in Khayelitsha for this population group, relegating them to a spectator position in sport. Women's sport has also very few resources and this accordingly renders them inactive. The survey reveals that in Khayelitsha there are few resources in almost all the codes, but there have been interesting developments in Khayelitsha, with a number of programmes that are impacting the community infrastructure.

Is your ward represented in the Local Sport Council (LSC)?

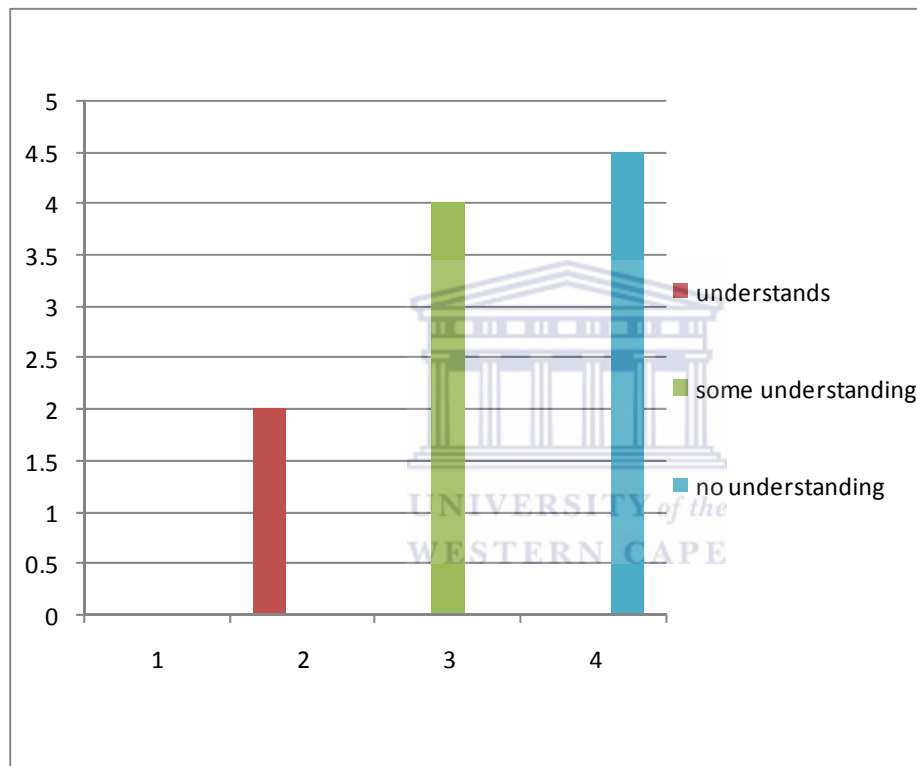


About 52% of educators felt that their ward is not represented in the Local Sport Council, 43% of players felt not represented, and 34% of committee members felt not represented in the local sport council. There is a strong feeling among the respondents that the City Council does not take a mandate from the people at grass-root level, because the city council believes that the people are illiterate and it can not waste time and resources consulting them. The City Council is seen by the respondent as employing a top-down approach in its activities, which to a certain extent is even worse than that was meted to Africans during the apartheid era. Schedule (5) of the Constitution of the country as well as the Constitution of the City of Cape Town requires sport managers to establish structures at local level to represent the people at grassroot level. The absence of these structures attests to the top-down approach utilized by the council in aspects of management.

Khayelitsha has 12 wards, and currently (5 October 2009) new demarcations are eminent, while there are only seven wards in Khayelitsha that have Ward Sport

Councils (91, 92, 93, 95, 96, 98 and 99). The office of Sport and Recreation at the district stated that some wards are so disorganized that even if facilities and sponsors are arranged, there are no teams to play. In ward 90, there was a huge problem when it elected its executive and a quarrel among members led to the conflict. This resulted in to have a new election.

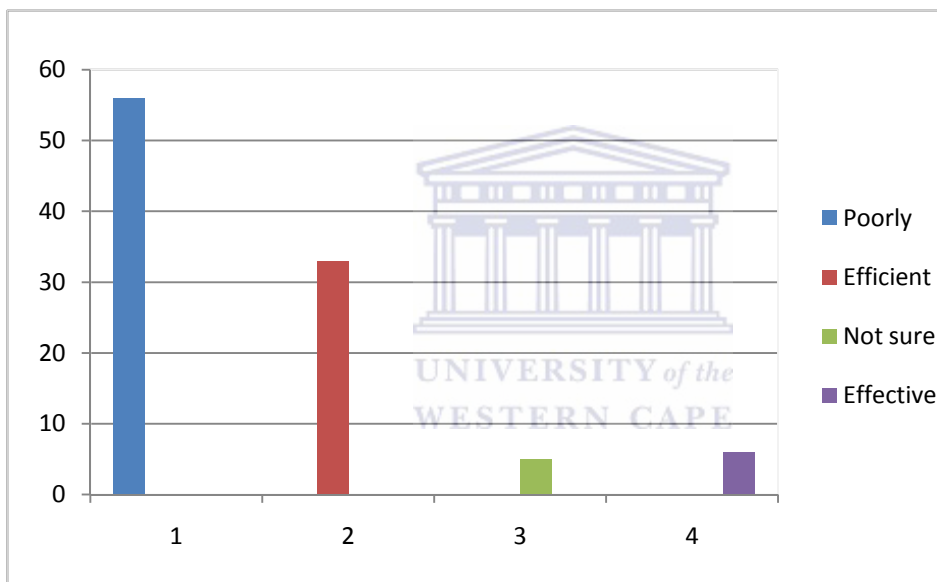
Do you understand anything about the Facility Management Committees?



About 43% of educators, 33% of the players, 21% of committee members, and 3% of coaches were familiar with the concept of FMC. Some respondents have an idea about the committee, but there is conflicting understanding about the responsibilities of the structure. There is some understanding in the population about the FMCs, but clearly most of them are uninformed about the facility management committees. This has come as a huge concern to the community and thus needs urgent attention. The Constitution of the country as well as that of the City of Cape Town mandates the facility managers to appoint recognized, democratically elected structures to oversee the utilization of sport facilities in the community. The facility managers are seldom available in the facilities;

hence sometimes it becomes difficult to even access them on personal grounds. Some facilities are left without managers for sometime (Khayelitsha Swimming Pool) and one mostly speak to security personnel, who do not know much about the management roles of the manager. The office of Sport and Recreation also attested that sometimes facility officials are just gate-keepers who are not aware of sport developments around them. There are eight facilities in Khayelitsha with facility managers, but only about three facilities have operational FMCs (Cricket, Rugby and Athletics).

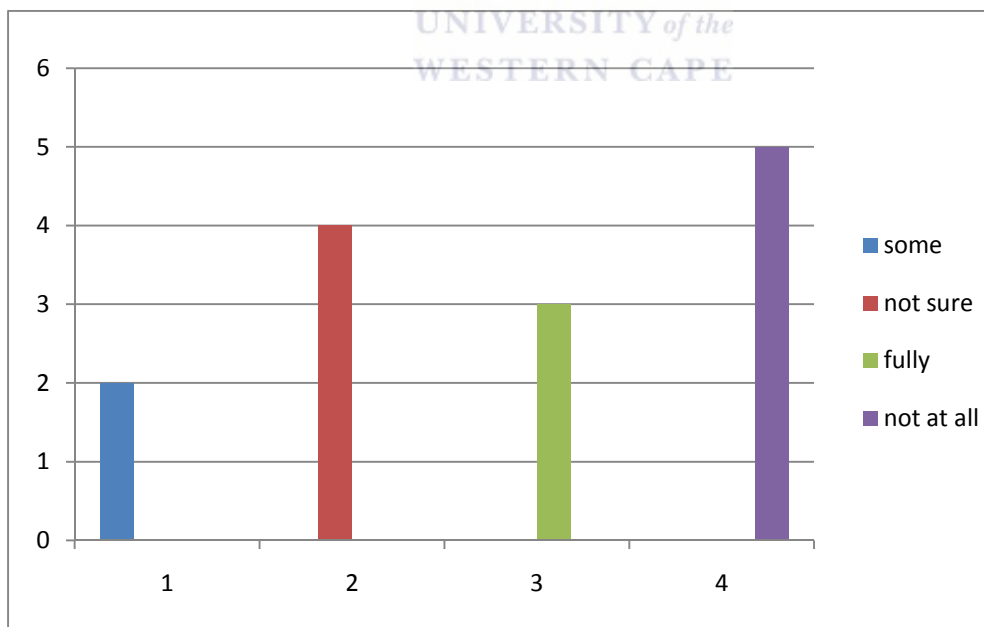
The specific focus was mostly on efficacy of sport management processes and structures. Is sport managed effectively in Khayelitsha?



The majority of sport people in Khayelitsha are of the opinion that sport is poorly managed in this community. There is a strong feeling that most officials are not clear about the policy directives of sport and are appointed on the ground that they are not going to challenge the authority. There is apathy and mistrust among the officials in the Western Cape, as political space changes now and then. The majority of people feel that in the council, politics is everything and the people are nothing, only to be important when it is time to vote. The same officials who were campaigning in the streets are now too busy for the people who voted them into power, but they will have time, come the next election.

Some respondents feel that the office of Sport and Recreation does not give Africans a fair opportunity to develop, as there are no Black senior officials in the executive of the City of Cape Town. There is talk that there is huge conflict among senior officials, and some feel that this conflict is collapsing sport in Khayelitsha. Few officials are clear about sport policies and some believe that they can do as they like in the public arena. Some respondents feel that they are not consulted by the city in planning and development of some of its programmes, so they can not take ownership of what they do not know, the council must do as it see fit. The council seemingly adopts a top-down approach rather than a bottom-up one as stated in the institutional framework and encouraged by the Constitution of the country. Some respondents were not too sure what is taking place, and have reiterated the need to be informed, so that they can be part of sporting developments in the area and can also provide some skills that are required to manage sport effectively.

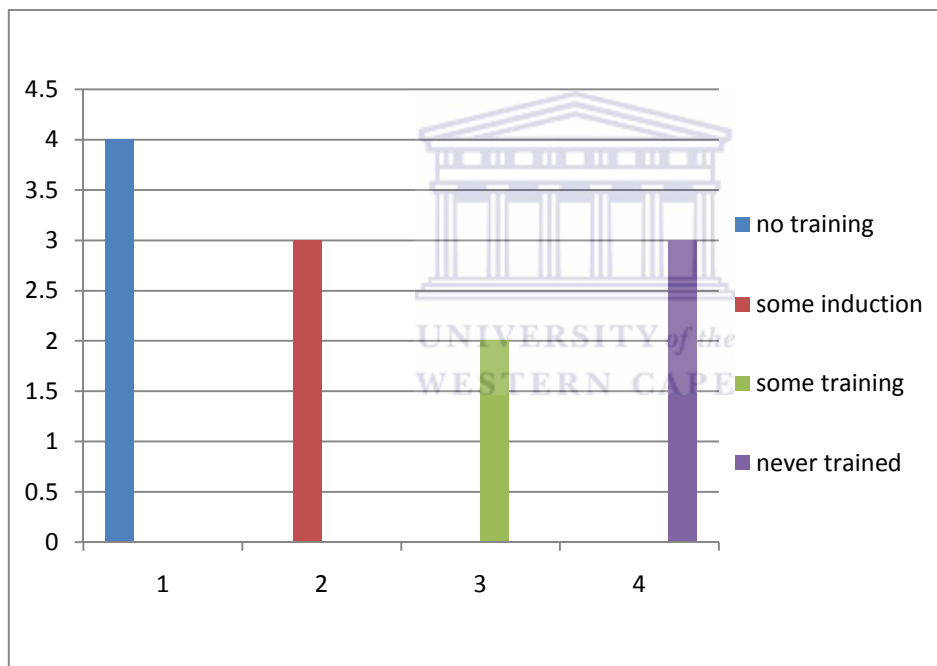
Are relevant sport policies and processes fully implemented regarding sport management?



There is yet no audit done around facilities and codes in Khayelitsha, as the events that were to take place around the revival of sport were not properly planned, (Ward Revival, Launching of Sport Council, Sport Indaba and Easter Tournament) and have no specifics; showing poor planning as roles and responsibilities are not clearly defined,

which is a recipe for disaster. School sport in Khayelitsha is in dire straits and only rugby seems to be actively organized in a fixture on Thursdays. The School Representative at the meeting could not report on the executive committee meeting as there were no activities taking place. The majority of the respondents do not believe that policies are fully implemented and sport processes thoroughly followed. This poses a huge challenge to sport managers in this community, as government policies are to be adhered to as they are the law of the country.

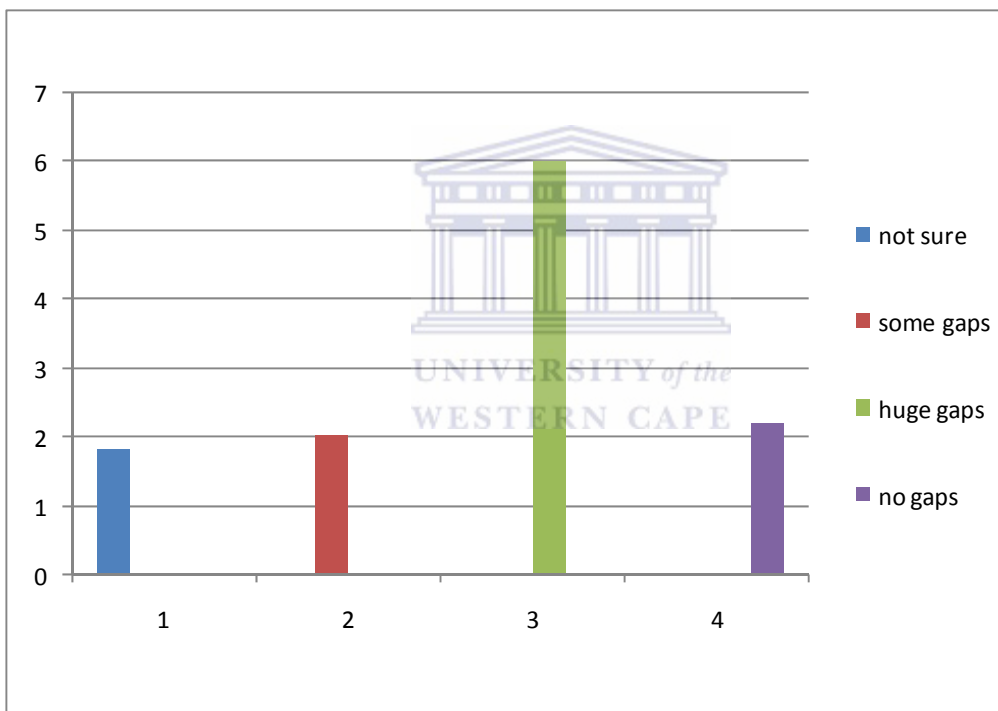
Has there been training for the FMC and LSC members with regard to their roles and responsibilities?



Most of the respondents note a lack of training as a major concern as these structures are tasked with the huge responsibility of transforming sport in the previously disadvantaged communities. Some respondents stated clearly that this is where the incidence of lack of development occurs. Some FMC members were concerned that they were volunteering their service to the community, but the council is not even rewarding them. The respondents also noted that people are put in positions of leadership, but there is no support in terms of personal development and capacity building, hence people are set for failure. An FMC member commented that they are doing the council

a favor by volunteering their services, but in return the council can not offer them a course in communication so that they can speak well and convincingly to their constituencies. Another member lamented about a course in computers, and another spoke about the emergency and first -aid training, and so on. This denotes that the council wants people to make sacrifices for it, but the council is not willing to even recognize those who sacrificed. This is tantamount to the abuse of power and the public office.

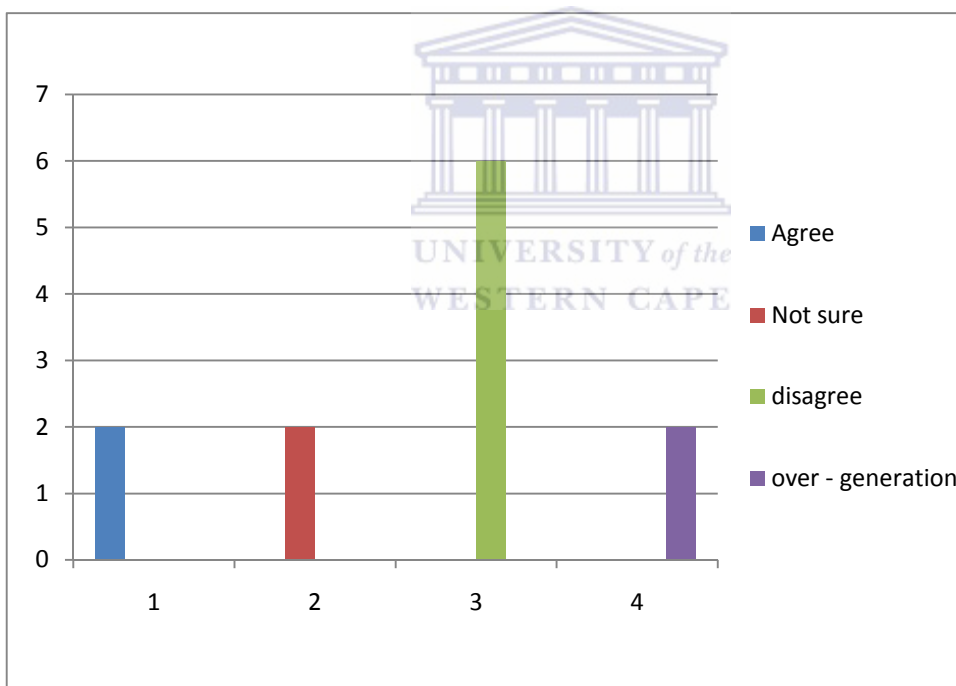
Are there gaps between sport infrastructure delivery and management of recreational resources in Khayelitsha?



The majority of the respondents noted a huge gap between sport infrastructural delivery and the way these resources are managed at grass-root level. Whereas some respondents have seen no gaps, and some are not sure whether there are gaps, the general view is that the people are not informed about the developments hence they are not clear about sport issues. The Sport Commission Act focuses on rationalizing and streamlining the provision of sport and recreation facilities in consultation with all stakeholders.

In terms of the Act, the Sport Commission is entitled to all monies appropriated annually by parliament to carry out its mandate. There are very few sport officials who are in contact with this commission and most members of the working committees in sport are not in touch with their constituencies. According to Schedule 5 of the Constitution, the provincial and local level falls within the competence of the provincial legislature. The lines of responsibility in practice are therefore not as clear as they are put in theory.

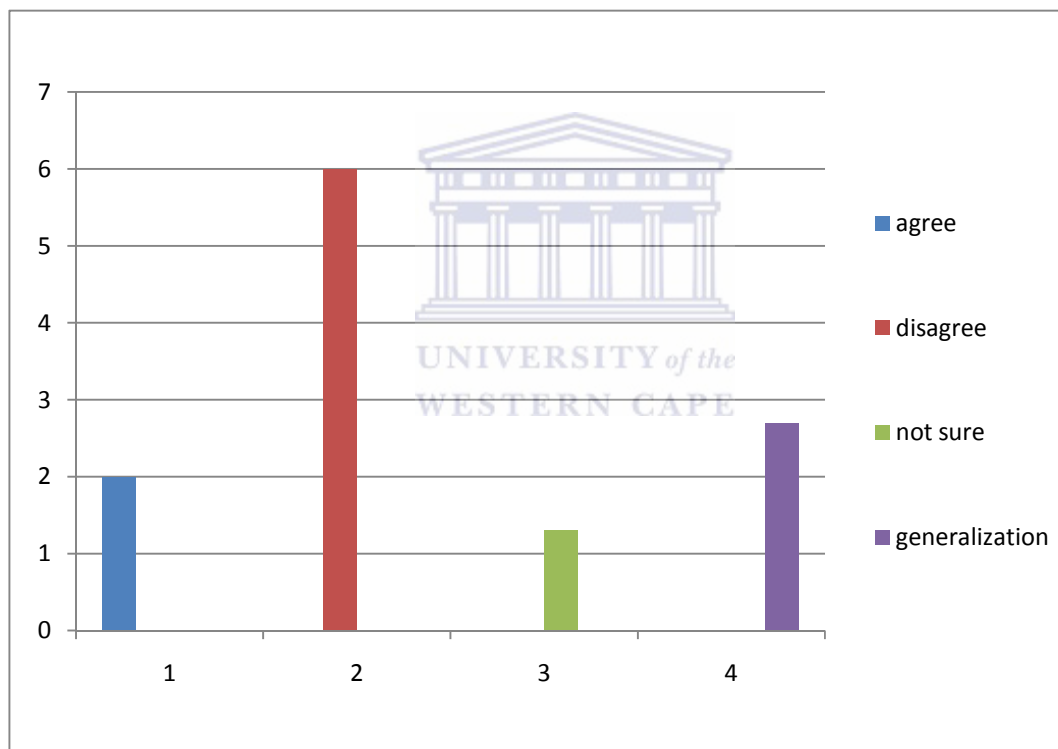
Is there no sport culture in Khayelitsha?



The interesting development is that people still feel strongly that sport in Khayelitsha must carry on, despite the challenges that the sporting community faces. The respondents feel strongly that the sporting culture still exists, and that the youth must continue to play sport,, and that the issues around sport management will ultimately be rectified. There is still huge hope that things will improve with time. There is also a realization that as Khayelitsha is improving its infrastructure, as a nodal zone, some developmental

initiatives will benefit sporting communities. Such initiatives have seen the development of Thusong Sport Complex, the improvement of Nelson Mandela Stadium to 1 500 capacity stadium, the beautification of Khayelitsha stadium, to mention but a few programmes.

Sport clubs, federations and organizations are disorganized in Khayelitsha.



Most of the respondents feel that the criterion is an over-generalization as there are some organized clubs and associations in Khayelitsha. Most respondents could not distinguish between organizations or federations and the task of arranging fixtures for clubs to play. The interesting development is that most people feel that clubs and federations are organized. Very few respondents agreed that sport federations and their clubs are disorganized, this might be the case of pointing fingers at the council, but some respondents were not sure as to who is disorganized.

Districts are weak because the local structures are very weak; hence the question of accountability is a challenge. The majority of people appointed in structures are not known by the citizens, which raises some concerns about who they represent in these structures. Important information that could be used for the benefit of the community as a whole is not to the people. The ward councilors are not available to assist people with their daily challenges, especially sport related issues. The coordination and co operation at local level is minimal, officials relate to their immediate friends, and people are threatened if they ask too many questions. To build strong and effective institutions, it is crucial that people with right attitudes that are not afraid to be constructively engaged in sporting activities, are afforded opportunities to manage and lead sport in Khayelitsha.

The most practical development initiative by the Department of Sport and Recreation is the establishment of the Western Cape Sport School, which is to foster holistic sport development in children. This initiative is noted by the researcher, and is held high as one of the examples that institutions and structures can do if there is co operation between all stakeholders. The learners are taught academic excellence in classes of a maximum of 20, but in the afternoons these learners are assembled to their different sporting codes (soccer, hockey, athletics, netball and gymnastics, to mention but a few). This development is fully supported by the Department of Sport and Recreation through the Provincial Department of Sport. The facility is at Kuilsrivier, some distance from Khayelitsha and other disadvantaged communities, but has accommodated learners from all walks of life in the Western Cape; and from what the researcher has gathered and observed, it seems promising. Umbro (sport material retailer) has sponsored the school in terms of sport materials and equipment, and the relationship between the school and the sponsor seem to be growing in stature.

4.9 Chapter summary

Racial politics, income poverty and a destructive mentality have prevented people from meaningfully taking part in sport. The past spatial planning systems congested as many resources as possible in areas easily accessible to advantaged communities. Khayelitsha, as many other Black townships, depicts a community that was ignored in the past. The new plan should then reflect the provision of new sport and recreation facilities, guided

both by needs and interests of the beneficiary communities, with community members thoroughly involved. In practical terms, spatial planners have to redress the imbalances of the past in sport facility provisioning, by ensuring that the land and the budget support the creation of new facilities of an international standard in disadvantaged communities, and where practically possible, also in rural areas.

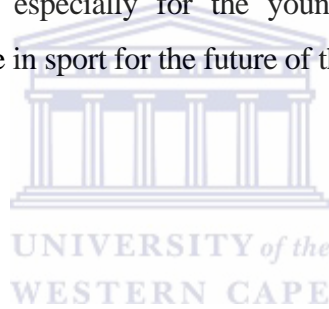
Local facilities provide an opportunity for local authorities to actively involve the relevant sport organizations in the management of the facility, thereby broadening their skill base and contributing to social cohesion. An increase in management skills and associated responsibilities could also increase opportunities at the district and regional level. Facilities in previously disadvantaged communities should be guided by an overall development strategy that responds to specific challenges at grass-root level. It must also be recognized that it is not feasible to provide all the communities with the same facilities, hence an integrated network of facilities, linked together in an overall developmental framework promoting optimum utilization of sporting resources, is a necessity. Proximity to transportation, physical barriers and population distribution need to be considered, both in the allocation and the management of resources.

It is also crucial that the structures and processes are clearly demarcated, and roles and responsibilities are constantly monitored. In order for the sport to be taken seriously by both the citizens and politicians, there needs to be serious investment in human capital, especially the management capacity of the officials. In as much as other skills, such as sport officiating, resource management, talent scouting, physiotherapy, and others are vital, sport management is crucial as it can ensure that the people's abilities and talents are nurtured, for the benefit of the individual athlete and the society as the whole.

Sport provides an opportunity for leaders to flourish and take responsibilities, roles which can also extend to their families and the community. Hence, by implication, as communities consist of families, better communities can emerge. Certain social ills can be minimized and active communities can develop. It is only when sport functions effectively that the society is able to 'breathe' and to a certain extent, critically look at itself. Constructive social developments inculcate a spiral of personal development that can break the cycle of poverty. Sport can play a vital role in poor disadvantaged communities like Khayelitsha, but structures and processes need to be organized. The

basic principles of management seem not to be upheld by the management, and those that are applied are done so selectively. It seems as though proper planning stopped when Khayelitsha was still under the Tygerberg Municipality and planning was done haphazardly with less emphasis on directing resources.

The most concerning development is that the clubs and federations are not very organized. Most officials and coaches seem to believe that their role is only to provide players with playing opportunities, and some roles of responsibility and discipline are not upheld. This allows an opportunity for evil and destructive forces to invade sport and divert the role it is supposed to play in the community. The Group Assessment Impact done in 2005 in Mitchell's Plain, revealed that regular exercise by children improved their concentration in the classroom, built stronger relations with teachers who coached them, and improved their self-esteem due to a sense of achievement created by achieving goals. If sport can perform such important roles, especially for the young, then it is prudent for the government to invest much more in sport for the future of the country.



CHAPTER FIVE: RESEARCH FINDINGS, CONCLUSION AND RECOMMENDATIONS

5. Introduction

The birth of a democratic South Africa raised the hopes of the masses of sport people of South Africa, in particular the poor and physically challenged. There have been a number of policies that have been enacted to address the diverse needs of residents that stem from the spatial legacies of the past. There have been a number of mass actions by the residents from the historically disadvantaged communities, denoting dissatisfaction with service delivery at the local government level. The White Paper on local government identifies key pillars that guide development activities that are critical in determining the process. It also defines the relationships of municipalities with communities and the determination of sport projects and programmes. The local authorities are compelled by the Constitution to act fairly and democratically when dealing with public matters that focus on poverty alleviation, democracy and participation. The extent of mass action in these communities, including some areas in Khayelitsha, depicts a totally different scenario from the policy directives.

Sport has shown, in both developed and developing countries, that it has a huge influence in shaping people's ways of thinking, especially encouraging tolerance and democratic principles in human kind. Sport can therefore play a vital role in the development agenda of communities if it is well managed, sport processes are well defined, structures are intact, and people at local level are thoroughly consulted. Sport

should, by its nature, accommodate all the citizens of the community irrespective of their political and religious beliefs, and gender. South Africa, by now, should use sport to develop capacity among the population, and entrench democratic values to its residents. The time for developmental sport has arrived and the time for social sport is fast diminishing. Khayelitsha's citizens are desperately in need of capacity building, and therefore development agencies should use this opportunity to make significant inroads into the communities and empower citizens through sport. In this chapter, findings are related and a conclusion is provided based on the findings and recommendations are made with the hope of improving and sustaining sport in Khayelitsha.

5.1 Research findings

- The popular sport in Khayelitsha is soccer, which is in line with the sport participation patterns in the sport survey of 2005 in South Africa. and the survey conducted in Cape Town in 2000. It was interesting to observe the coach of the under-14 s of City Tribes taking his charges to task and fine tuning some tactics and warm-up drills with them, but the training ground in E-Section is very poor, with stones, uneven ground, and footpaths. The Manager of Khayelitsha Cricket Club also alluded to that, stating that the ground for practising cricket is dangerous for his players and the council is not co- operating to improve the practice conditions. The clubs with open public space are challenged because they have to share the available space with other clubs in the vicinity and all the divisions have to practise. Most clubs do not have places to practise and some practise along the N2; a very dangerous situation for both players and traffic.
- Especially in Khayelitsha, there are very few resources for almost all the codes. Physically challenged people and women are still under-resourced, showing that the attitude and mentality of the past regime in planning is still biased towards males. The physically challenged and women are forced to be inactive as there are very few netball associations and tournaments. The physically challenged do not even have an association that looks after their interests. The male domination is evident in the number of executive

members in the associations and KSC (Khayelitsha Sport Council).

- The lack of electricity is a challenge for Mandela Park. There are no floodlights for night games, so they still use ordinary street lights to light the stadium. At Site C Stadium, the lights are on at night, all through the week and weekend, even if there is no game played. At Mandela Park and Macassar, there are similar challenges of water shortages as children break the water valves in these stadiums. According to the caretaker at the venue, people cross through the stadium to Makhaza and Harare and vice versa. The citizens have forcefully created a thoroughfare as a short cut to their destination, but surprisingly, security is available and when asked as to why they allow the citizens to trespass, they say that they can not do anything. There is no office for a facility manager at most facilities and the fences around the soccer fields are broken. There are two change rooms at Mandela Stadium, but the second change room has been in a dilapidated state for years. The Edel Construction Foreman at Nelson Mandela Park alluded to the water problem and further stated that the residents have broken-in twice in their store room and stolen material to the value of R60 000 and plants.
- The establishment of the Khayelitsha Community Trust has been crucial for the way forward in Khayelitsha, as it can play a vital role in research into sporting activities and it can support the development initiative of the community. This researcher has noted with concern that this vital institution does not have the staff complement to do research and planning, and execute all projects, but instead it uses consultants to perform these tasks. The concern emanates from the fact that the consultation cost is very high and in most instances the consultancies provide blue-print material that is not thoroughly researched or that is not relevant to the specific society.
- The processes and structures in Khayelitsha are inefficient, leading to ineffective sport management in the area. The basic principles of management (planning, organising, control, and directing) are sometimes done so as to have files and material for the keep of the management. It took

the researcher some time to get the vision of the City of Cape Town, noting that there is no shared vision. By way of observation, the researcher also established that the organograms are kept in files and the offices are dull with no appealing pictures.

- School sport in Khayelitsha is on the decline, suffering immensely as there have been changes in institutional arrangements (USSASA to SAFSA) and some passionate educators are leaving teaching for greener pastures. The South African syndrome, whereby the state is only willing to financially reward people from overseas rather than locals, has impacted on the education space negatively, as the government does not support school sport coaches. Sport is too important to be combined with Life Orientation and practised only after school hours by educators who have no coaching credentials and who are mostly not interested in sport.
- Mandela Park carries a very important legacy and is iconic to our present history and therefore it should be given the respect the legend deserves. The construction of a 15000-seater stadium is welcomed, but compared to Greenpoint Stadium (68 000-seater) it is minimal. The researcher feels that if Mandela Park was in the city centre, more would be spent to acknowledge the world status that the legend enjoys. Such acts sometimes divide the people of the country more than joining them together through sport.
- There is no code and facility audit in Khayelitsha, hence it will be difficult for any manager to know the needs in terms of facilities until this audit is done properly. The institutional framework needs to be translated to the masses as there are a number of misconceptions because of misunderstandings. The council has simplified the IDP, but has not translated it in the three languages in the province. Not all sport loving people understand English and Afrikaans, but most material is produced and dispersed to the communities in these languages.
- The number of bill-boards which advertise alcohol in Khayelitsha is too

high, presenting an unwelcome sight, as the youth are lured to use or abuse alcohol, which to a large extent defeats the objectives of a sports-active youth. The youth should fully support sport, but these billboards successfully encourage them to be involved in unbecoming behaviours.

5.2 Conclusion

Sport in South Africa is not given the respect it deserves, in particular in most previously disadvantaged communities, and more specifically in Khayelitsha, because many people focus on the political and economical well-being of a country. Sport is compromised in the face of contrasting and sometimes competing demands, and it is only regarded important when there are international events like the Olympics and the World Cup. Some people in authority use sport for their convenience and when it is expedient for them to take sport seriously or pretend to do so. Khayelitsha is no exception for the norm, as the research has shown that sport is not effectively managed and sport processes are not thoroughly followed and structures are not monitored and evaluated. This is very unfortunate, as sport opens itself to a lot of developmental imperatives that could empower people massively and contribute to social cohesion.

The politicians have encouraged the people to be jingoistic about their country, yet they ignore a powerful tool that can change the course of history from empowering the few to empowering the masses. The most fearful event in Khayelitsha is when sport managers and sport officials are seen to be accountable to their political affiliation more than their sport constituencies. Many officials and managers seemingly would like to be politically correct rather than to be sports correct. It is sometimes stated that 'one person can make a difference but a team can perform a miracle'. It is this miracle that is needed to transform South Africa and the City of Cape Town to a place that is better for all. That can never be achieved by power-point presentations, but through interaction and involving the citizens in shaping their own destination.

The South African community needs to awaken from the 1994 general election miracle and start to realize that liberation comes with responsibilities, and more effort is required for social transformation. The extent to which the sporting public has regularly grasped the various provisions on the Constitution and provisional policies is mostly diabolical and questionable, as sport is seen as a neutral space on which to build firm foundations for development. If sport is managed effectively, it can act as a catalyst to minimize tension and maximize ever-lasting peace and harmony. The survey also reveals that sport and recreation facilities are in short supply in most previously disadvantaged communities. It is imperative therefore that authorities operating at municipal and district level proceed with local sport and recreation facility plans, to guide the planning, provisioning and management of facilities in a more integrated and sustainable manner. These plans must be prepared within the context of the development principle and guidelines. The unfortunate scenario in the Western Cape is that there is too much planning and too little implementing; the process of implementing plans takes much time and people at the grass-root level are sick of waiting. It is high time that the authorities in the sporting circles are taken to task about their roles and responsibilities in delivering this crucial service to the community.

The initiative of school sport is the shining beacon of hope, and a practical example of what sport can achieve given proper support by leaders and managers for the benefit of the generations to come. There are many other initiatives in Khayelitsha, such as youth that were sent to represent South Africa in the Beijing Olympics, and a number of players from Khayelitsha who play in some professional and semi-professional teams in the South African Football Association. Even in Khayelitsha, there are shining examples that are set by sport but they are very few and far between in comparison to the population. There is a good spirit among sporting people beyond the challenges that they face daily and fortunately some government departments are willing to lend their support in this regard. The sporting institutions need to ensure that they do not lose focus, as sport can be an option for youth who, in these days, are more challenged by crime, gangsterism, HIV and AIDS.

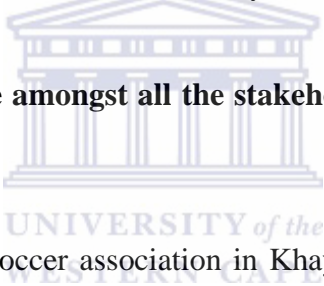
The developmental role that sport can play in a developing country like South Africa must never be compromised, especially in Black communities like Khayelitsha. The other advantaged communities in the Western Cape have been offered more resources

in the past, yet our future warrants us to work together, both the disadvantaged and previously disadvantaged, to reach that common destination. It will require a concerted effort to reach the standard set by the advantaged communities, but it can be done in unison and will require that people leave behind their heavy burdens of the past and focus on the future that calls the country. Many countries have done well in sport, not by providing substantial resources, but by investing in developing sports people. Less developed countries like Kenya, Jamaica and Cuba have used cost-effective measures to maximize output in sport.

5.3 Recommendations

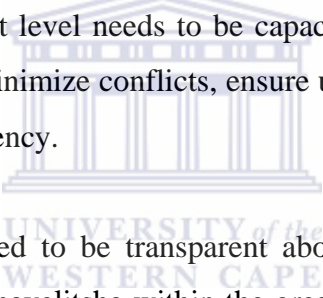
The researcher has identified some key problematic issues in the community and in institutional structures, and recommends ways to resolve these challenges. These recommendations have been organized under the key study objectives.

1. To explore the sport profile amongst all the stakeholders in the development of sport:

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- There needs to be one soccer association in Khayelitsha, as soccer is the most popular sport. The other sports, like cycling, show substantial growth and need to be supported, but the council should prioritize at least three codes per year and focus resources on those codes to empower them, so as to ensure that they sustain themselves.
 - The council, through the federations, should organize workshops for coaches, team managers and match officials to capacitate organization structures.
 - School sport must not be left behind, as the schools have produced as number of good players in the past, and can certainly do so in the future. The council should assist the schools to erect sport facilities.

- The budget needs to support sport development imperatives, thereby promoting the pro-active role of this sector for social development, and the benefit that accrues to the population by being sport active.
- Sport has also the ability to build social capital and economic impact investments, and the infrastructural benefits that sport builds and sustains. There needs to be a realignment of the council imperatives and proper delegations, to empower managers to work more effectively from the basis of trust.

2. To analyze sport management patterns in poor communities like Khayelitsha:

- 
- The leadership at district level needs to be capacitated and policies need to be simplified, in order to minimize conflicts, ensure uniform strategy and direction, and ensure greater efficiency.
 - The spatial planners need to be transparent about their objectives and to be serious in positioning Khayelitsha within the greater picture of Cape Town and that of South Africa, and a genuine redress of the past legacies must be addressed in planning.
 - The council needs to create a single vision about sport and focus all resources towards achieving that vision. The vision should therefore not only be shared by the managers, but co-owned by the sporting community.
 - The formulation of a maintenance programme budget is important to ensure that existing facilities do not deteriorate further, and the existing social context is taken into consideration.
 - The fees to utilize sport facilities should not be pitched too high so that people can not afford to utilize the facilities; the fees should also vary according to the economic status of the area, meaning that the rich must shoulder the burden of

paying for accessing facilities, and the poor and the unemployed must be exempted from paying as they do not have money to do so.

- There must be a clear sport management policy for the City of Cape Town that is shared by all the citizens of City of Cape Town, and which takes into accounts the different cultures and beliefs in Cape Town, as well as clarifying its context.
- There has been a lot of conflict and politics in sport circles in Khayelitsha, which interferes with sporting activities. Sport officials should refrain from using the public space to further their political interests.
- There have been suggestions that there needs to be a huge and inclusive sport indaba to which the City Manager is invited; as some people believe that the City Manager is not aware of their daily challenges in Khayelitsha.
- The citizens would like to put their grievances directly to the City Manager. In the light that processes and structures are inefficient in Khayelitsha, every resource available should be utilized to optimize avenues to improve conditions at grass-roots level.

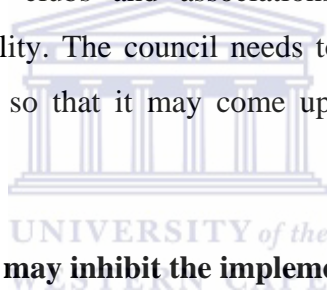
3. To identify challenges that hinder progress as well as elements that facilitate effective sport management:

- The approach also needs to change from top-down to bottom-up, to allow for more citizens to voice their views and to involve community members at grass-root level. When the citizens are involved, they quickly buy into, and fully support, the programmes.
- The structures at local level need to be stronger, culminating into powerful sport councils, which result in stronger districts, ensuring a smooth flow of information from the base to the top.

- Institutions sometimes collapse because people within mistrust each other, some institutions suffocate because of personal egos. Khayelitsha also displays some characteristics that may damage the sport in this community, and officials, leaders, and managers need to work together as a matter of exigency.

- The people at grass-root level need to be empowered, so that they can be receptive of development initiatives. The Khayelitsha Sport Forum needs to research social issues in this community.

- The council also needs to assist schools when they build stadiums, as it is a huge challenge for a school to provide sport facilities on its own. The council could assist the school and then enter into an agreement of understanding with the school and community clubs and associations around the utilization and maintenance of the facility. The council needs to consider the problem of the community thoroughly, so that it may come up with innovative solutions to existing challenges.



4. To reflect on problems that may inhibit the implementation of policies:

- The institutional framework needs to be publicly discussed, as many people seem to grapple with its directives. The facility managers should at all time work with community members through the facility management committees that are democratically appointed by the people.

- The government needs to prioritize sport at all levels and to a large extent prioritize schools, where the youth of the country are educated and the bulk of future stars study. The District Area Manager of Sport and Recreation once suggested that the government needs to ‘put its money where its mouth is’, referring to the role the government should play or is lacking to play, regarding sport revival.

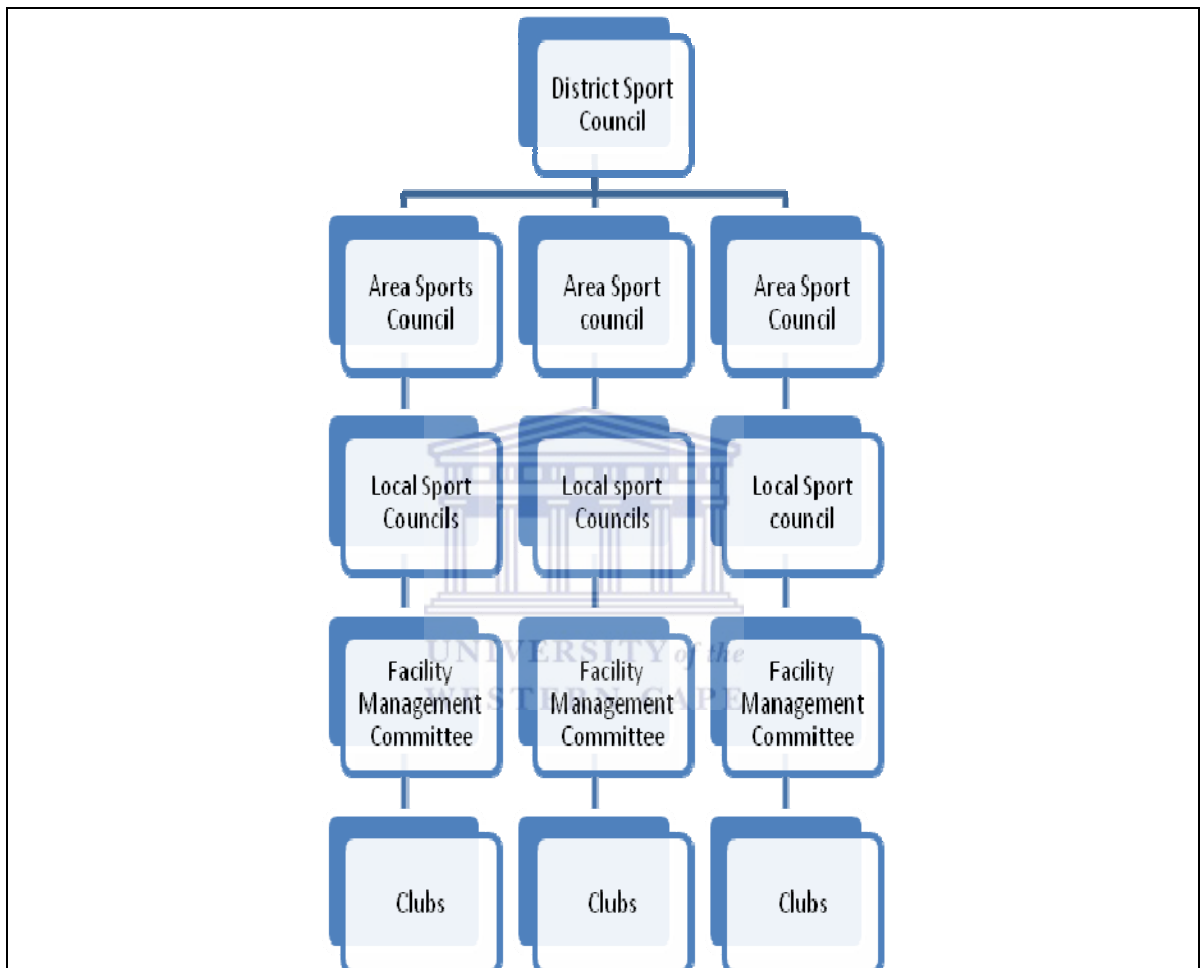
- The development imperatives require that there must be a conducive and tranquil environment before any development initiative can take place and can prosper. There are some concerning fundamentals that the researcher feels need to be improved in Khayelitsha, such as proper consultation, ward councilor support and availability, and effective facility management with capacitated human capital, to manage these facilities..
- The facility audit needs to be done so as to minimize the number of ‘white elephants’ like golf estates and other amenities in some of the facilities. The community will do well if it can emulate the example of the Western Cape School of Sport, but this requires much cooperation between all the stakeholders in Khayelitsha.

Effectively managed sport can play a vital role in rekindling the role of sport as a developmental tool which can address some challenges present in the community. The community must also be prepared to make an effort and take the opportunities that the democratic state avails in improving their condition; furthermore they must look after the resources that the local government has erected for their use. The blaming game is easy to play, but the game that the sporting fraternity needs to focus on is unity in purpose, so that community initiatives and government objectives do not collide but direct development forward. The researcher proposes the following structure after consultation with some managers at the district level; it is believed that this structure can contribute immensely to sport development in the area.

Figure 7: Proposed Structures

The local structure has to work with the people if it wants to address social challenges in an amicable manner. There are signs of intolerance and impatience emanating from the poor communities about service delivery. The district level would work well with the citizens if the citizens are on board. There are a number of approaches that the government can use in managing sport processes but the researcher proposes a structure below, as information moves in all directions. In this structure local structures are vital

in ensuring that clubs and federations are more organized. The researcher firmly believes that sport processes should be more focused at local level. The international level will never be achieved by the most players; yet they need to participate as though they will, for the love of sport. To involve all the stakeholders in sport is important to sustain sporting activities.



According to the structure, control needs to start at the top. If the top, which, according to the researcher, is the district, is not showing strong leadership and prudent management then the clubs at community level will collapse. The reality of South Africa is that well-off communities are able to establish strong clubs that can sustain themselves in the long run. For sport to materialize at the base level in poor communities, the government, through national, provincial and local structures and processes, has to intervene decisively in supporting these structures.

5.4 Areas for further research

- Many companies have not been able to continue their normal allocation to community development initiatives and CSI (Corporate Social Investment) due to the difficult economic times worldwide. The impact of this decrease in contribution can kill progress in sport. The research area could focus on loyalty relationship between the donor and the recipient.
- In 2005, a framework for collaboration, entitled ‘Co-ordination and Management of School Sport in Public Ordinary Schools’ was signed by the ministers of Sport and Recreation and Education. The framework describes the common understanding that the SRSA and the Department of Education have about the important role of physical activity and sport in schools. The document also touches on teacher capacity-building, sport facilities, and links school sport to issues of national importance, such as HIV and crime prevention. There have been number of agreements with the Department of Education but these have never come to fruition. Researcher can focus on operationalizing these arrangements.
- The possible dissolution of the Khaya-plein structure, so as to give way to the two districts (Khayelitsha and Mitchell’sPlein), given the political fluidity of the City of Cape Town, with the Democratic Alliance (DA) being in the majority. Researcher can focus on the political interplay in the Western Cape.
- The issue of racism within the council has been raised by a number of respondents in this research; some respondents believe that The Director of Sport in The Council is not giving Black Africans an opportunity to develop within the department, but protects himself by employing Coloured people to senior management. There have been allegations that, even in Black townships, the Director employs Coloured people as facility managers, thus creating a problem of communication as most citizens in Khayelitsha can not speak English or Afrikaans. Researcher may trace the validity of these claims.
- The impact of the facility at Ikhusi Primary School, as it is utilized by both the community and the school to organize games. The facility is a synthetic grass

surface that was meant to be used for hockey, but it is said that soccer is also played at this facility, and a large number of people turn up if there is a game to support, irrespective of who is playing. It is further stated that because there is proper lighting, games continue until very late at night, and the players and spectators enjoy every minute of the game. Researcher can investigate the impact of the facility in crime reduction.

- The 2010 Soccer World Cup is upon us as a country, and a number of projects and programmes that are to benefit the ordinary citizens have started. A number of legacy projects are in place throughout South Africa. The question needs to be asked as to whether these programmes are self-sustainable? To what extent will they minimise poverty, crime and intolerance? In the South African context, can sport, especially soccer, unify the country?



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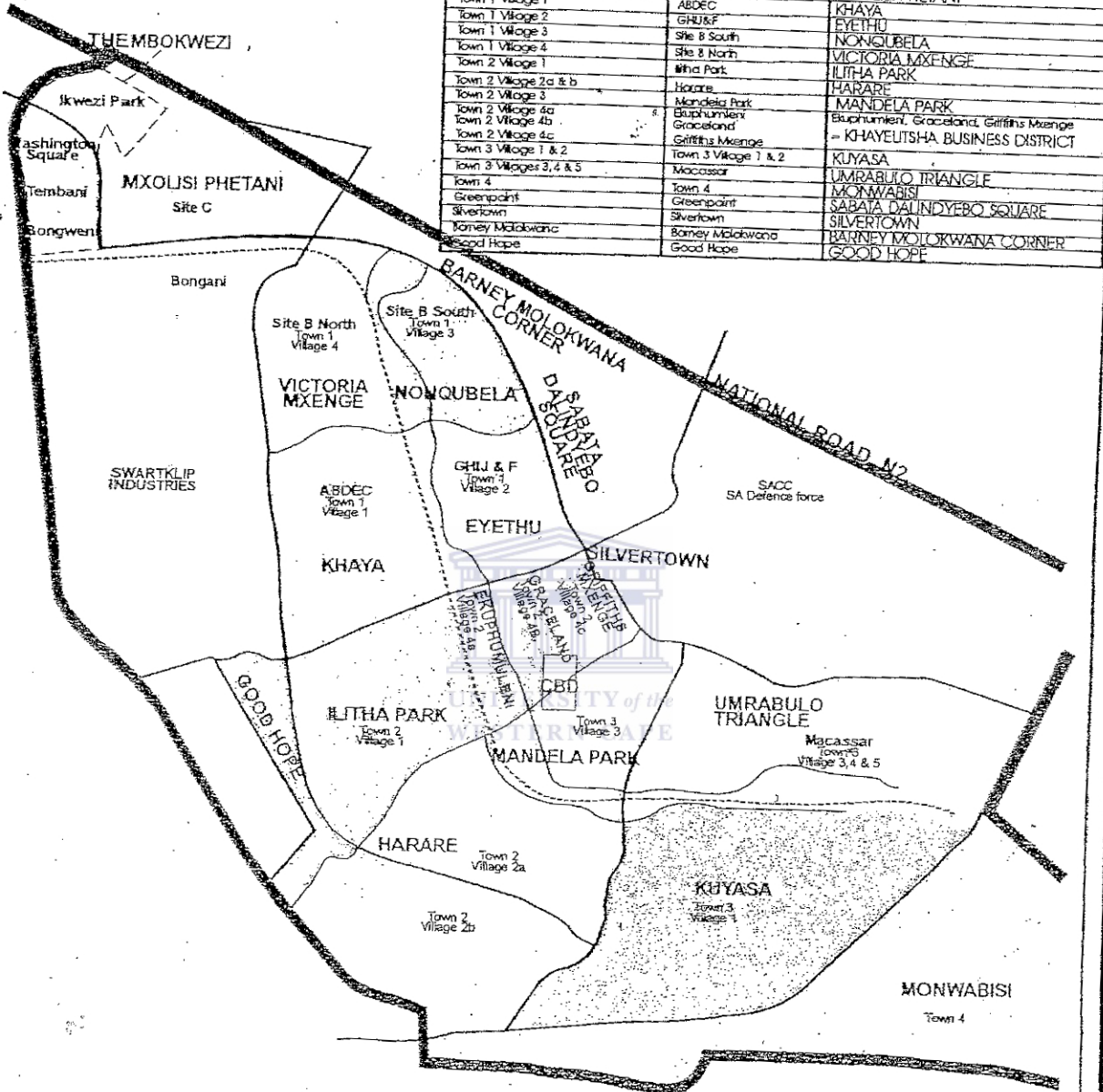
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1. Zuhair Isaacs. Assistant Programme Manager: Department of Cultural Affairs and Sport; Western Cape – 1 May 2007
2. Zamikhaya Phephetheni. Sport Educator and Official: Zisukhanyo High School: - 5 May 2007
3. Mzimasi Tamsanqa. Sport Researcher: Information Services; Cape Town. - 16 May 2007
4. Christopher Lamani. Sport Manager: Manyano High School – 22 May 2007
5. Mr Mbova. Club Owner – 5 July 2007
6. Sibongile Mlotywa. Recreational Officer District (3); Local Governance - 13 November 2007
7. Sugars Qinga. Area Manager (3.3); Local Governance – 13 November 2007
8. Breda Da Silva. District Manager (5); Local Governance – 10 April 2008
9. Freddie Prince. District Manager (3); Local Governance – 10 April 2008
10. Siphso Mabetla. Area Manager (3.3); Local Governance – 7 September 2009
11. Les Julies. Chairman; KSC: Sport Forum - 5 October 2009
12. Zolani Mnyamana. Vice Chairman; KSC: Sport Forums – 5 October 2009

A. TOWN PLANNING DESCRIPTION	B. OLD NAME	C. NEW APPROVED NAMES
Ikwezi Park	Ikwezi Park	Ikwezi Park, Washington Square, Tembani & Bongweni - TEMBOKWEZI (Collective name for above areas)
Washington Square	Washington Square	
Tembani	Tembani	
Bongweni	Bongweni	
Swartklip	Swartklip	BONGANI
Bongani	Bongani	
Site C	Site C	
Town 1 Village 1	ABDEC	MXOLISI PHETANI
Town 1 Village 2	GHU&F	KHAYA
Town 1 Village 3	Site B South	EYETHU
Town 1 Village 4	Site B North	NONQUBELA
Town 2 Village 1	Ilitha Park	VICTORIA MXENGE
Town 2 Village 2a & b	Harare	ILITHA PARK
Town 2 Village 3	Harare	HARARE
Town 2 Village 4a	Mandela Park	MANDELA PARK
Town 2 Village 4b	Bluphumeni, Graceland, Griffiths Mxenge	Bluphumeni, Graceland, Griffiths Mxenge - KHAYELITSHA BUSINESS DISTRICT
Town 2 Village 4c	Griffiths Mxenge	
Town 3 Village 1 & 2	Town 3 Village 1 & 2	KUYASA
Town 3 Villages 3, 4 & 5	Macassar	UMRABULO TRIANGLE
Town 4	Town 4	MONWABISI
Greenpoint	Greenpoint	SABATA DALINDYEBO SQUARE
Silvertown	Silvertown	SILVERTOWN
Barney Malokwana	Barney Malokwana	BARNEY MOLOKWANA CORNER
Good Hope	Good Hope	GOOD HOPE



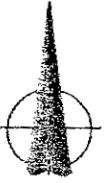
KHAYELITSHA
AREA : COASTAL



Planning and Economic Development
Service Area : Coastal

REGIONAL MAP : KHAYELITSHA

Drawn	Checked	Date	Scale	Drawing number
A. Patterson		30/06/00	1:8000	C:/Abbey/Drawings/Regional map



QUESTIONNAIR TO MANAGERS AND SPORT OFFICIALS

SPORT PROFILING

Name:	
Surname:	
Sport Organisation:	

1. Which sporting activities do you like the most? Indicate with a cross where appropriate(x)

Athletics	<input type="checkbox"/>	Hand ball	<input type="checkbox"/>
Baseball	<input type="checkbox"/>	Cycling	<input type="checkbox"/>
Badminton	<input type="checkbox"/>	Indigenous games	<input type="checkbox"/>
Basketball	<input type="checkbox"/>	Rugby	<input type="checkbox"/>
Boxing	<input type="checkbox"/>	Soccer	<input type="checkbox"/>
Chess	<input type="checkbox"/>	Swimming	<input type="checkbox"/>
Cricket	<input type="checkbox"/>	Netball	<input type="checkbox"/>
Dance	<input type="checkbox"/>	Karate	<input type="checkbox"/>
Hockey	<input type="checkbox"/>	Judo	<input type="checkbox"/>
Table tennis	<input type="checkbox"/>	Wrestling	<input type="checkbox"/>
Tennis	<input type="checkbox"/>	Weightlifting	<input type="checkbox"/>
Volleyball	<input type="checkbox"/>	any other	<input type="checkbox"/>
Canoeing	<input type="checkbox"/>		
Jukskei	<input type="checkbox"/>		

2. Which sporting codes would you like the city council to resource in your area?

3. Do you think that the council prioritises sport facility provisioning in your area?

Does not at least has never occasionally

4. Do community members have easy access to available sporting facilities in your area?

Everyone some do not at all

5. Are there reasonable sufficient facilities for the young and adults to utilize in your community?

Enough very few few none

6. Has the council initiated mass participation programmes in your area?

Never mostly sometimes not sure

7. Has the sport and recreation department initiated some programmes for capacity building in your ward?

Never mostly sometimes occasionally

8. Have you heard or witnessed of any community in your area with at least sufficient sport facilities and amenities?

None some few not at all

9. Do community members have easy access to available facilities in your ward?

Everyone some do not at all

10. Is there a partnership in your ward with schools in utilisation of sport facilities?

No can't be there is mistrust

11. Is sport allocated some funds in your ward?

Has never some funds well allocated don't know

12. Do you understand anything about the Facility Management Committees (FMC)?

Not at all some information I do

13. Is your ward represented in the local Sport Council (LSC?)

Not at all represented fully represented

14. Are the FMC's active in your ward? Illustrate by giving an example of an activity they organized.

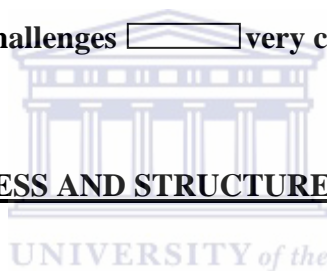
15. Are community members actively involved in sporting activities?

Active don't care passive other commitments

16. Can the sporting community members easily access sporting facilities nearer to them?

Easily some challenges very challenging can't access

SPORT MANAGEMENT PROCESSES AND STRUCTURES



1. Do you think that sport is managed efficiently in Khayelitsha?

Poorly efficient not sure

2. Are there any challenges/hindrances as far as you know in ways sport is managed in Khayelitsha?

Many huge few no challenges

3. Are relevant sport policies fully implemented with regard to sport management?

Not at all not sure some fully

4. Are relevant sporting people fully aware of the intentions of the government as well as those of the Local council pertaining to sport participation involvement?

5. Has there been mass participation programmes in Khayelitsha in the past fifteen years?

None some few not heard of not sure

6. Do the ordinary people at grass – roots level have some understanding about the new development in sport, especially around the 2010 World Cup?

Some do none few don't mind

7. Do you believe that sport is important for social cohesion and community development in Khayelitsha?

Don't believe do believe can never in far future

8. Do you think that the disabled people in Khayelitsha have enough facilities?

None some few very few

9. Do you think that there are gaps between infrastructure delivery and management of recreational resources in Khayelitsha?

No gaps huge gaps some gaps not sure

10. Has there been training for the FMC and LSC members in terms of roles and responsibilities?

No training some induction some training never trained

11. Do you think that politicians and officials prioritise sport as an important vehicle for transformation and social change?

No some definitely don't care

12. Parents are often accused of not being supportive of children sporting needs and sometimes discourage their children from taking part in sport. Do you agree or disagree with the statement?

Agree not sure depends disagrees

13. There is no sporting culture in Khayelitsha.

Agree not sure disagree over – generalisation

14. Sport clubs, federations and organizations are disorganized in Khayelitsha.

Agree not sure disagree generalizations

15. Are democratically elected FMC and LSC members accountable to their constituencies?

Self – appointed not sure democratically - appointed

16. If you were a sport manager, what would you do to immediately improve sport in Khayelitsha?

17. What do you think are the responsibilities of the Khayelitsha community with regard to sport facilities maintenance and safe – keeping?



18. What do you think can be done to rekindle the sporting culture in Khayelitsha?

THANK YOU INDEED