



**Western Cape
Government**

Cultural Affairs and Sport

Sub-Directorate: Monitoring and Evaluation

FINAL REPORT

EVALUATION OF CLUBS WITHIN THE CLUB DEVELOPMENT PROGRAMME (CDP)



Programme 4: Sport and Recreation

Sub Programme 4.2: Sport Promotion

March 15th, 2013

Produced by **Sakaza Communications (Pty) Ltd**

Evaluation of Clubs within the Club Development Programme (CDP) – 2013

EXECUTIVE SUMMARY

In terms of the Strategic Plan of the Department of Cultural Affairs and Sport (DCAS) the purpose of Programme 4 is to promote sport and recreation that will contribute towards the reconciliation and development of the Western Cape community through the provision of equitable, accessible and affordable facilities, programmes and services.

The Club Development Programme, established in 2006, provides assistance to target sport codes - athletics, aquatics, cricket, football, netball, and rugby.

Strategic objectives of the CDP include:

- Increased levels of participation of South Africans in sport and recreation
- The development of human resource potential for the management of sport and recreation
- Ensure sport and recreation bodies achieve transformation objectives
- Motivate communities to develop active lifestyles
- Ensure that those athletes with talent are channeled into the competitive areas of sport
- Contribute, from a sport perspective, to integral planning and implementation of programmes by the three spheres of government
- Advocate, as a starting point, that high capacity municipalities should participate and fund the initiative within their areas of jurisdiction

Support services provided to the clubs participating in the programme include:

- Funds for training of staff
- Transport to and from the venues
- Sport equipment and basic attire

Sakaza was appointed by open tender to evaluate the sustainability of the 155 clubs within the CDP for more than three (3) years. It was to interrogate the sustainability of the clubs that have been participating in the CDP, in relation to their:

1. Governance Structures
2. Access to supporting clubs networks
3. Club Dynamics

The programme was segment by district:

- Cape Metro: 52 clubs
- South Western District: 34 clubs
- West Coast District: 13 clubs
- Boland District: 56 clubs

In the methodology employed, all 155 clubs were sent a questionnaire in December 2012 and again in January 2013 where after each club was followed up to solicit a response from them. A total of 94 (61%) of the 155 clubs returned their questionnaires and 21 (23%) clubs were visited

An estimated 5 744 sportspersons benefit from their clubs' participation in the CDP. Rugby is the largest sports code with 2 832 members followed by cricket (966), football (773) and netball (714). More than half of the participants (3 571) are Coloured and 1935 are African.

The detailed, demographic breakdown per district is amplified in the detailed district analysis found elsewhere in this report.

The majority of clubs have good governance structures in place, with 89% having a Constitution. Most clubs are administratively sound having elected chairpersons (97%) and deputy chairpersons (80%). More than 65% of clubs have additional executive members, displaying good oversight.

The financial management at clubs is good/excellent (70%) with 86% having club bank accounts and 38% of the clubs exercising additional financial oversight by an executive member.

The majority of clubs' executive members meet monthly (68%) and 18% of them meet weekly. But 14% meet seldom, electing to meet on match days, due distance, socio-economic circumstances and time constraints in the region. Fifty-eighty per cent of the general club members meet monthly, 12% weekly and 25% seldom other than at games, for the same reason stated above.

More than half (55%) of clubs hold AGM's annually and 45% every second year, electing new officials at 70% of the AGM's, with 61% of the officials serving for one year and 39% for two years or more.

Minutes were presented at 80% and financial statements at 70% of the AGM's. Netball clubs are all small, often impoverished, with poor financial administration and need future attention.

Only (7%) of clubs do not have access to some facility to exercise their sport. The majority - 80 – 90% of clubs - have access to a playing and/or training field, with the exception of the athletics and aquatic clubs that only train locally but exercise their sports all over the province. Around 38% of clubs have access to a club house or use of a community complex or hall. But only (4%) have access to an indoor training facility or gym.

The size of clubs under review, vary from 12-member netball clubs to large rugby and cricket clubs with 140 – 180 members. The aquatic club has 334 members. The more established rugby and cricket clubs enjoyed 20 – 40% growth in the past 2 -3 years, whereas the netball clubs have grown on average only 10%. Over this period, six netball, two football and a rugby club registered a decline in membership over the same period. The rugby, football and cricket clubs have grown their junior ranks.

Clubs throughout the province claim to receive little to no external support. Municipalities provide municipal fields and facilities. The assistance received from the CDP programme is crucial to the majority of the clubs, with transport being the most important.

With the exception of three rugby clubs and two football clubs, none of the teams have professional medical support with 71% dependent on their own first aiders. Some clubs have received first aid kits from the CDP. This is a serious malpractice as all competitive rugby matches require a doctor in attendance.

Other support the clubs received as part of the CDP; include apparel (kits); equipment; coaching clinics, workshops and training courses. Attendees consider the courses to be of a high standard, relevant and practical. Many attendees carry the training received into their personal lives. This has resulted in noted improvement in administration, meeting attendance and on-field performance.

All the clubs claim to have socio-economic impact on their local community with a focus on youth and children in the community. The most common feature is that they attract the local youth and the school children to participate in sports activities and thus keep them off the streets, occupied and away from gangs and other ills.

With the exception of three clubs, all other clubs acknowledge that they benefitted from participating in the CDP. The biggest financial benefit is the transport subsidy. The developmental benefit is most evident in the club's administrative, operational efficiency and functional growth as a result of the courses, workshops and mentoring.

Most clubs have a good and healthy relationship with the DCAS. Most rate their coordinators 6 out of 10 points. The majority of the clubs want the CDP to continue for at least five years

Most clubs allege that there is very little external support outside of the CDP. Most clubs continue to operate and compete due to the commitment and dedication of their executive members. Without the CDP or a similar intervention, many risk of closure. However most municipalities do assist teams, some are paid for their service by the federations.

The common request from the majority of clubs is more consistent support throughout the year or season and not ad hoc. They request that a 'needs assessment' of each club be undertaken and that coordinators visit the clubs more often and engage them one-on-one to determine their needs and shortcomings. Many requested DCAS's assistance in improving their relationship with the local municipality or influencing the municipalities, on their behalf, to improve their facilities. Clubs believe the municipalities are not listening to them.

Based on this, a summary of our recommendation are that:

1. The terms of reference for the Club Development Programme are revisited, to ensure relevance to club needs.
2. A proper needs analysis of all the clubs undertaken
3. Sufficient budget for the full season be secured to meet the transport needs of clubs for the full season.
4. Have consistent criteria to selected clubs to participate in the CDP, and have checks and balances that clubs have to conform and comply to.
5. Attendance of the programmes, training courses and workshops to build the administrative capacity of clubs administrators and members should be compulsory for all participants.
6. Coordinators should also have clear terms of reference and be held accountable to meet monthly and quarterly benchmarks.
7. Coordinators should receive appropriate, on-going training and development and the appropriate resources and budget allocations.
8. Coordinators employment positions will have to be revisited.
9. Have an annual indaba or evaluation workshop of all participating clubs.
10. Every effort be made to continue to support the clubs beyond the CDP

CONTENTS

- 1.0 INTRODUCTION 7**
 - 1.1 Background.....7
 - 1.2 Scope of the Study8
- 2.0 METHODOLOGY 9**
 - 2.1 Phase 0 - Planning.....9
 - 2.2 Phase 1- Initial Engagement9
 - 2.3 Phase 2 - Interrogation10
 - 2.4 Phase 3 - Data Analysis10
 - 2.5 Phase 4 - Verification.....10
 - 2.6 Phase 5 - Preliminary Report11
 - 2.7 Phase 6 – Presentation of Preliminary Report11
 - 2.8 Phase 7 - Final Report.....11
 - 2.9 Limitations11
- 3.0 CLUB PROFILING..... 12**
 - 3.1 Geographic Spread of Participants12
 - 3.2 Club Demographics.....13
 - 3.3 Governance.....14
 - 3.4 Financial Administration.....15
 - 3.5 General Club Health.....16
 - 3.6 Clubs have access to Facilities17
 - 3.7 Club Growth.....17
 - 3.8 Support of Clubs18
 - 3.9 Local/Community Impact/Involvement20
 - 3.10 Benefit of CDP.....22
- 4.0 EVALUATING THE CDP PROGRAMME APPLICATION 23**
 - 4.1 Overall relationship with the Department and/or representatives.23
 - 4.2 Relationship with the CDP Coordination23
 - 4.3 Method of Communication between Clubs and Co-ordinators24
 - 4.4 Rate the CDP Programme Overall24
- 5.0 FUTURE OF THE CDP..... 25**
 - 5.1 Do clubs wish to continue to be part of the CDP Programme.25
 - 5.2 Sustainability.25
 - 5.3 What are the future goals of your club 2013 -2015?26
 - 5.4 How can/will the CDP do to assist the club in achieving those goals.....26

6.0	RECOMMENDATIONS	27
7.0	SUMMARY OF BOLAND DISTRICT	30
7.1	Governance.....	30
7.2	Access to Supporting Clubs Networks	34
7.3	Club Dynamics.....	37
7.4	Sustainability	39
7.5	Recommendations	41
8.0	SUMMARY OF METRO DISTRICT	46
8.1	Governance.....	47
8.2	Access to Supporting Clubs Networks	50
8.3	Club Dynamics.....	53
8.4	Sustainability	55
8.5	Recommendations	58
9.0	SUMMARY OF WEST COAST DISTRICT	64
9.1	Governance.....	64
9.2	Access to Supporting Clubs Networks	68
9.3	Club Dynamics.....	71
9.4	Sustainability	73
9.5	Recommendations	76
10.0	SUMMARY OF SOUTH WEST DISTRICT.....	79
10.1	Governance.....	80
10.2	Access to Supporting Clubs Networks	83
10.3	Club Dynamics.....	85
10.4	Sustainability.....	86
10.5	Recommendations	89

Evaluation of Clubs within the Club Development Programme (CDP) - 2013

1.0 INTRODUCTION

1.1 Background

In terms of the Strategic Plan of the Department of Cultural Affairs and Sport (DCAS) the purpose of Programme 4 is to promote sport and recreation that will contribute towards the reconciliation and development of the Western Cape community through the provision of equitable, accessible and affordable facilities, programmes and services.

The Club Development Programme was established in 2006 to provide assistance to athletes and their support staff through which they can progress from the entry level continuum to the highest echelons of participation. SRSA initially envisaged supporting these local clubs and associations for a three year period, by which it was anticipated that they would be self-sustainable. The programme is also designed to give special emphasis to sport in rural communities. The support of local level athletes and their support staff is rendered to the eventual benefit of the provincial and national sports codes.

Within the first four years of the CDP the target sport codes were *athletics, aquatics, cricket, football, netball, and rugby*.

The CDP is a two part project, comprising of human resource development and a participation programme. The human resource development tier of the programme is aimed at empowering the local communities into the running of the programme. The participation programme is aimed at implementing vibrant, sustainable sports programmes comprising district community leagues that culminate in an annual festival within the respective area.

Strategic objectives of the CDP include:

- Increased levels of participation of South Africans in sport and recreation
- The development of human resource potential for the management of sport and recreation
- Ensure sport and recreation bodies achieve transformation objectives
- Motivate communities to develop active lifestyles
- Ensure that those athletes with talent are channeled into the competitive areas of sport
- Contribute, from a sport perspective, to integral planning and implementation of programmes by the three spheres of government
- Advocate, as a starting point, that high capacity municipalities should participate and fund the initiative within their areas of jurisdiction

Support services provided to the clubs participating in the programme include:

- Funds for training of staff
- Transport to and from the venues
- Sport equipment and basic attire

1.2 Scope of the Study

The study is an evaluation of the sustainability of the 155 clubs within the CDP that have participated for more than three (3) years. It serves to interrogate the sustainability of the clubs that have been participating in the CDP, in relation to their:

1.2.1 Governance Structures

- Constitution
- Club rules / codes of conduct
- Club founding documents
- Running of the Clubs/ Administration
- Meetings
- Finance management
- Club links/partnerships/sponsorship
- Medical Support

1.2.2 Access to supporting clubs networks

- Public recognition in the local community
- Improved policies and procedures
- A more efficient and effective club
- Increased membership
- Retention of players and volunteers
- Professional support

1.2.3 Club Dynamics

- Club Demographics
- Number of leagues
- The impact and promotion of activities within the communities from local to provincial level
- Growth of sport activity in the areas identified
- The contribution that the projects(s) is making to the socio economic upliftment of the community
- How to ensure that those clubs are channeled into the competitive areas of sport
- To identify ways and means in which clubs are able to independently sustain themselves

This required the engagement of the majority of the 155 sport clubs, sports federations/unions, members of sport clubs, sport club administrators, managers and coaches in the following geographical areas:

- Cape Metro: 52 clubs
- South Western District: 34 clubs
- West Coast District: 13 clubs
- Boland District: 56 clubs

2.0 METHODOLOGY

Sakaza elected to employ a multi-pronged, phased approach to this study.

Personal one-on-one engagement as well as spot surveys produced the desired outcome sought and facilitated a more realistic snap-shot of the status of the CDP in 2013, reflective of what is actually on the ground, within the restrictions and restraints of costs, time, access and capacity of the clubs being reviewed.

All 155 clubs were targeted in the study.

The Phases of the study:

Phase 0 - Planning

Phase 1 - Initial Engagement

Phase 2 - Interrogation

Phase 3 – Data Analysis

Phase 4 – Verification

Phase 5 - Preliminary Report

Phase 6 – Presentation of Preliminary Report

Phase 7 - Final Report

2.1 Phase 0 - Planning

At the initial kick-off meeting with DCAS-M&E, the available database of participating clubs and CDP coordinators for each district was received. These databases had to be re-evaluated and updated as a significant portion of this information was incorrect or incomplete. Tedious telephonic research and with the assistance of the coordinators, a current, more accurate database was established.

Clubs were grouped regionally (per district) and by sporting code. All clubs were targeted and included in the initial phases of the study.

2.2 Phase 1- Initial Engagement

A detailed project plan, time line and draft questionnaire was presented to DCAS-M&E in December 2012 for comment and review.

Once amended, questionnaires were distributed via e mail and fax to all Clubs, with contactable details, in the four districts. The questionnaire included both qualitative and quantitative components.

A more detailed search was required to trace the correct official in the clubs not reached in this Phase.

2.3 Phase 2 - Interrogation

Clubs were requested to populate the questionnaire sent, as a collective, and provide supporting documentation to verify the Governance Structures in the club.

Clubs were contacted telephonically to encourage compliance and deal with any challenges experienced in completing the questionnaire. The December vacation period; the fact that clubs were not meeting until later in the year and the change in elected officials at the end of last season all resulted in many of the clubs initially not responding to the request.

A workshop with the M&E unit and the Coordinators contributed to a closer cooperation between all parties and fast tracked time lost in the initial stages.

Persistent calls to encourage compliance, the support and personal visits and contacts by the coordinators as well as the institutional support for the coordinators from the DCAS resulted in an improved response to the request by end - February 2013.

2.4 Phase 3 - Data Analysis

All returned questionnaires were captured, gaps in information sort telephonically and verified. Collected data was captured and analyzed using basic and advanced analytical tools.

Information supplied as well as telephonic follow-up enabled Sakaza to build an individual profile of each club, in all six codes of sport. This enhanced the Department's database of participants in the CDP programme.

An analysis of each club's profile, grouped by the sports code and geographically region, provided a snap shot of the state of health of clubs within the CDP.

Further interrogation of the data revealed challenges and issues the clubs faced as well as the benefit of the assistance received or failure of the CDP to grow and develop the clubs targeted.

2.5 Phase 4 - Verification

A targeted sample of 20% of all clubs in each region, per code of sport, was selected for verification.

A stratified sampling approach took into account the codes of sport, urban vs. rural conditions and racial profile in each club.

Each was visited to verify the information provided, validate the impact of the CDP as well as the community engagement claimed. The site visit also provided on-the-ground evidence of the playing conditions as well as the socio-economic circumstances in which sport is required to grow and thrive in the province.

Coordinators assisted in setting up meetings with each club executive, members and non-members, where a second questionnaire was used.

2.6 Phase 5 - Preliminary Report

The preliminary report of the key findings presented the profiles and analysis based on the initial interrogation, questionnaire and follow-up telephonic interviews with club executives.

The information provided by the clubs via the questionnaire; telephonic interviews; personal one-on-one engagement as well as spot surveys produced a more realistic picture of the state of sports amongst disadvantaged communities in the urban, peri-urban and rural enclaves of the Western Province. It is reflective of what is actually on the ground.

2.7 Phase 6 – Presentation of Preliminary Report

The Preliminary Report was first circulated and then presented at a workshop with members of the M&E unit, CDP coordinators and the Sports Component.

The Report, the findings and recommendations were then discussed. Additional input, comment, issues of clarity were sought and accommodated.

2.8 Phase 7 - Final Report

All the input and recommendations were then ratified and a full presentation was compiled to the specifications outlined in the Terms of Reference.

An electronic and a hard copy of the Final Report, with recommendations, an accompanying presentation and a profile of each individual club were provided to the M&E unit.

2.9 Limitations

The limitations and challenges encountered in the execution of this task were largely influenced by the facts that:

- the exercise commenced just prior to the December vacation period;
- the clubs were spread over a vast geographic area over four districts;
- not all clubs and federations were active;
- the available databases of clubs administrators were out-of-date and required inventive intervention by the Sakaza team and coordinators to trace and engage the majority of the clubs surveyed;
- clubs were not compelled to respond, supply information or cooperate
- we experienced varied levels of cooperation, as many of the clubs' executive members worked, were not necessarily accessible on email, near the clubs base and not contactable by telephone.
- outside of the major centres, access to internet and faxes were limited and a challenge to most club members.
- Meetings with club members had to arrange for after-hours.

3.0 CLUB PROFILING

A total of 94 (61%) of the 155 clubs returned their questionnaires and 21 (23%) of the clubs were visited. We received six unsolicited responses from clubs outside the research profile.

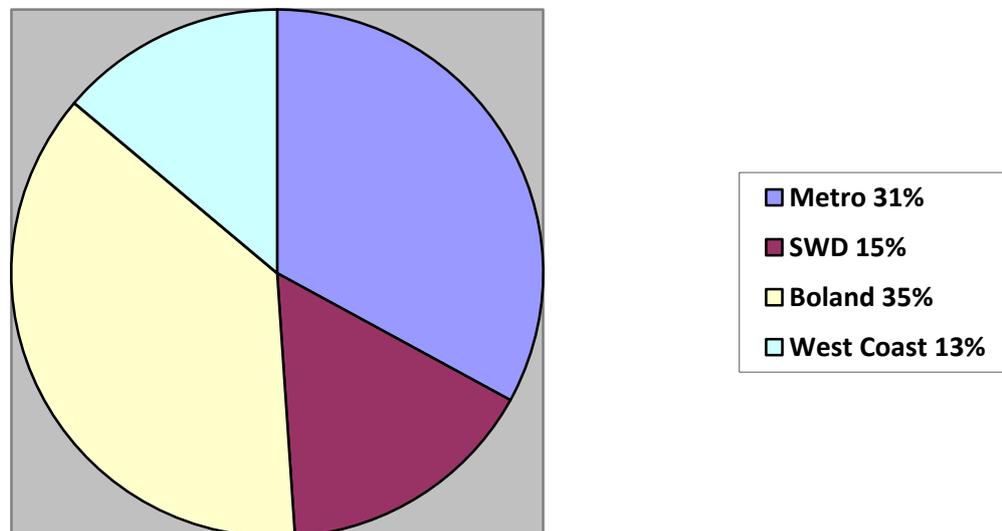
Of the clubs in 3rd year that participated in the CDP:

- 3 x Athletics
- 1 x Aquatics
- 21 x Cricket
- 23 x Netball
- 32 x Rugby
- 14 x Football

3.1 Geographic Spread of Participants

These were located in:

- 29 (2) Metro
- 13 (2) South West Districts
- 35 Boland
- 13 West Coast



The largest numbers of clubs participating in the CDP are located in the Boland District and the largest number of clubs surveyed is from this district, followed by the Metropolitan area of Cape Town.

There are roughly an equal number of clubs from the urban, peri-urban and rural areas.

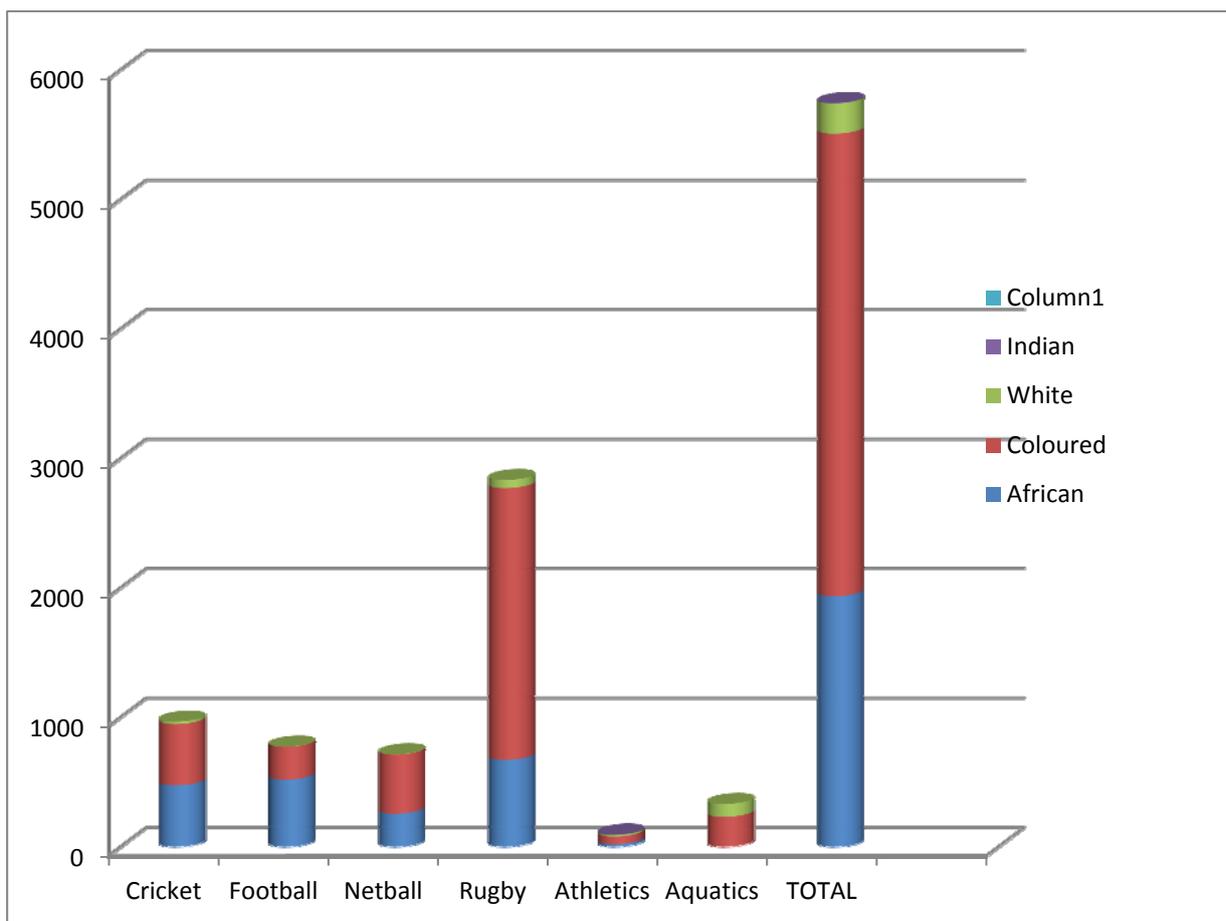
3.2 Club Demographics

The general demographics of the club members that participated in the CDP were as follows:

	African	Coloured	White	Indian	Total
Cricket	474	473	19		966
Football	518	253	2		773
Netball	254	457	3		714
Rugby	670	2099	63		2832
Athletics	19	59	12	4	94
Aquatics		230	100		330
TOTAL	1935	3571	234	4	5744

Rugby is the largest member group with 2832 members followed by cricket (966) football (773) and netball (714). More than half of the participants (3571) are Coloured and 1935 are African.

The detailed, demographic breakdown per district is amplified in the detailed district analysis found elsewhere in this report.



3.3 Governance

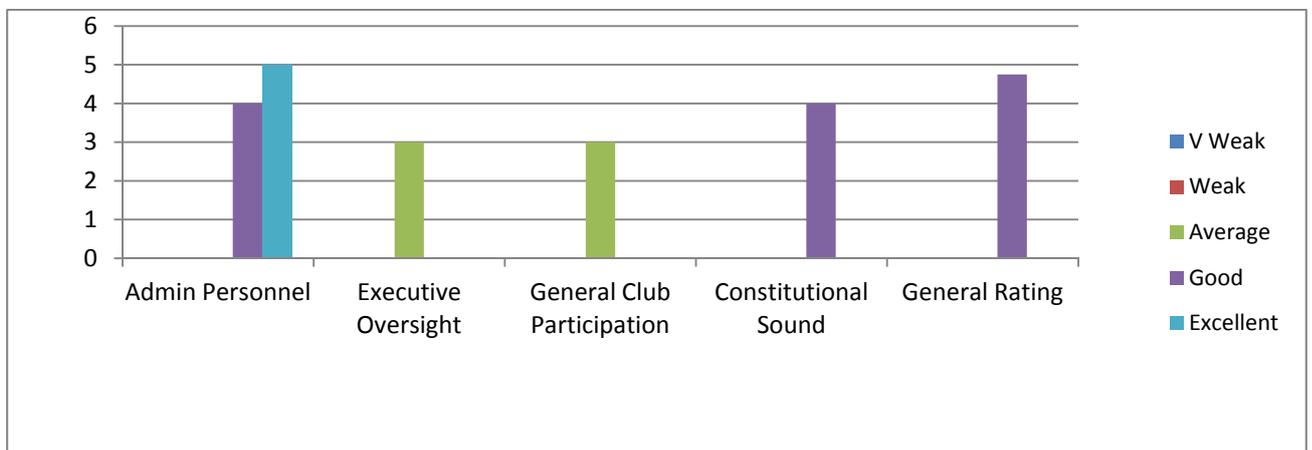
3.3.1 Administrative Support of club

The majority of clubs that have good governance structures in place. Of all the respondents, 89% have a Constitution and copies of the club Constitution provided by the clubs are attached to their profile.

The majority were administratively sound having elected chairpersons (97%) and deputy-chairpersons (80%).

Across all codes of sport, 90% had secretaries and 91% having treasurers.

More than 65% of clubs have additional executive members, managers and coaches in their executive management structures, displaying good oversight.



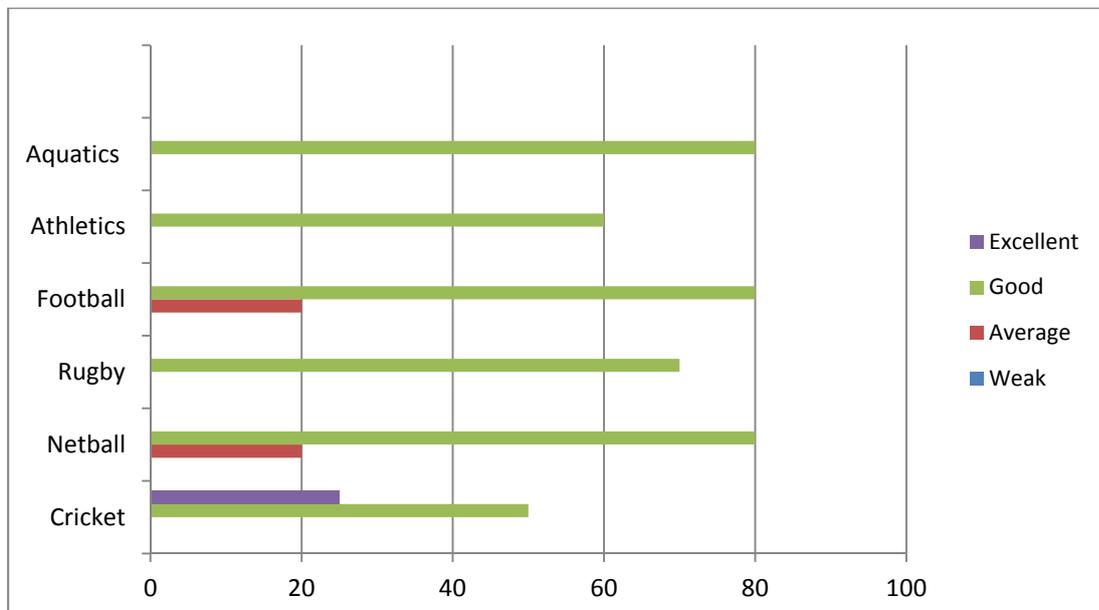
Code	Constitutions	Chairs	Deputy Chairs	Secretaries	Treasurers	Add Executive Members
Athletics	100	100	100	100	100	100
Aquatics	100	100	100	100	100	100
Cricket	78.75	85	71	75	83.75	53.75
Netball	78.66	100	60	76	78	63
Rugby	94.5	100	61	90	90	42
Football	82	100	89	100	95.5	34
	89%	97.50%	80%	90%	91%	65%

3.4 Financial Administration

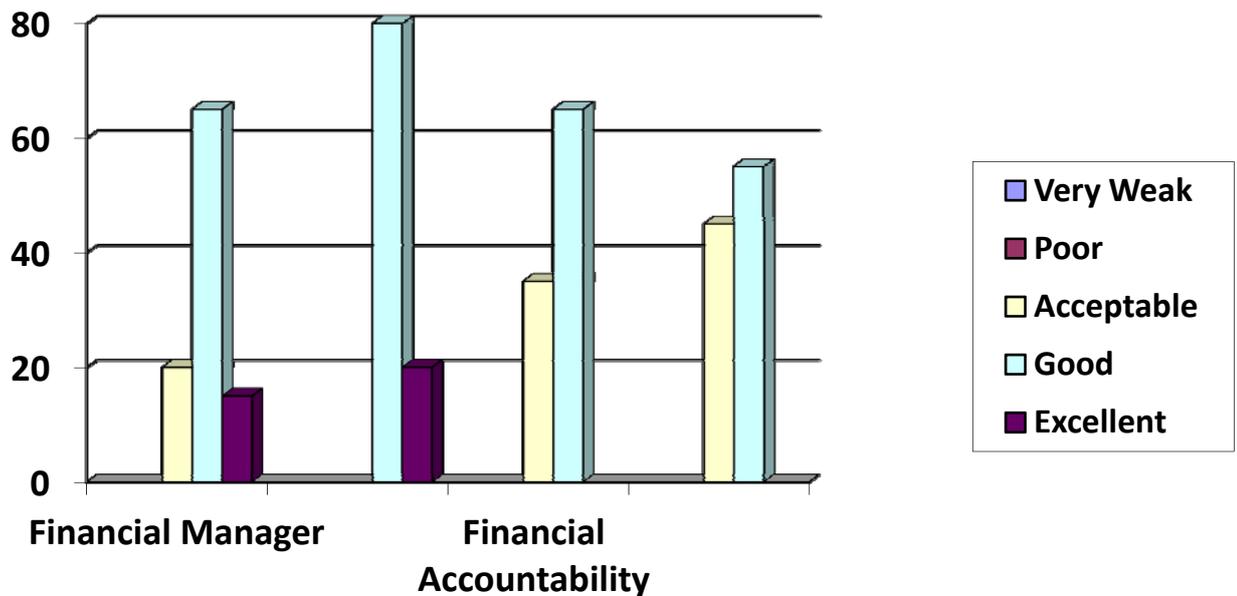
The financial management at the clubs is good/excellent (70%) with 20% being average and 38% of the clubs exercising additional financial oversight by an executive member.

Netball clubs are the most delinquent in this regard and a small number manage cash without an account.

3.4.1 Financial Management by Sport Code



3.4.2 Overall Financial Management of Clubs



3.5 General Club Health

The general health of clubs is analysed by way of the strength of its administration as well as the frequency of the meetings, AGM, election of officials and their relationship with their internal and external stakeholders.

The majority of clubs' executive members meet monthly (68%), 18% of them meet weekly but only in season and 14% seldom meet, electing to meet on match days only. The distances people need to travel and the socio-economic circumstances influence this situation.

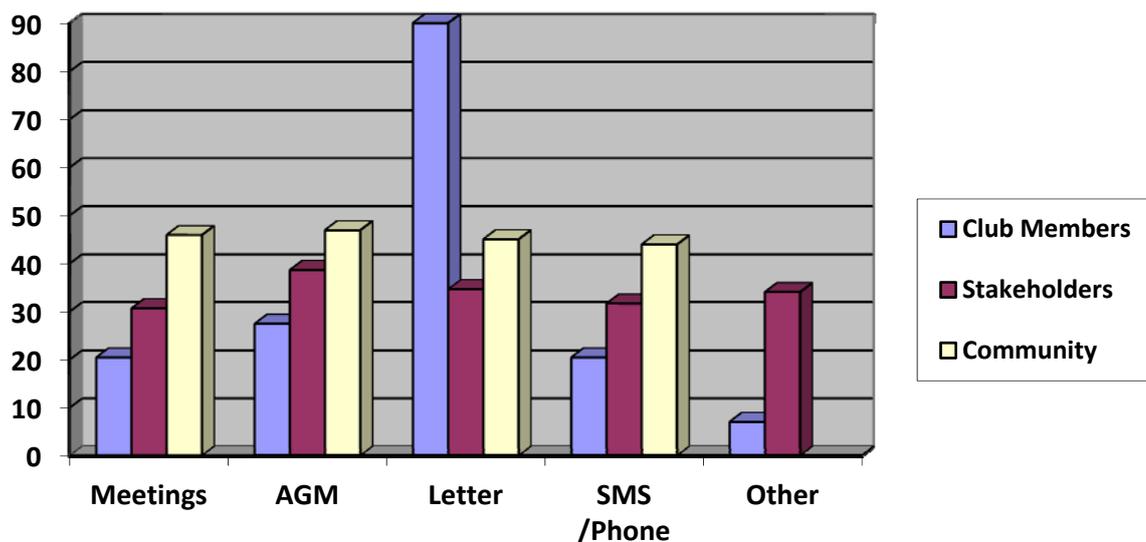
Fifty-eighty per cent of the general club members meet monthly, 12% weekly and 25% seldom other than at games, for the same reasons stated above.

These meetings are convened 37% of the time at a community venue or hall, 31,7% at a club house and 25% of the time at a club member's private house, in the community.

More than half (55%) of clubs hold AGM's annually and 45% every second year. Minutes were presented at 80% of the AGM's and financial statements being presented at 70% of them. Netball clubs are a cause for concern. They are often small, impoverished clubs with poor financial administration.

New officials were elected at 70% of the AGM's, with 61% of the officials serving for one year and 39% for two years or more.

Most clubs (86%) communicate with their members at meetings, at the AGM, by letter and by telephone/SMS. Similarly, communication with the club stakeholders is also by letter and telephone. In 44% of the time stakeholders are invited to the club AGM.

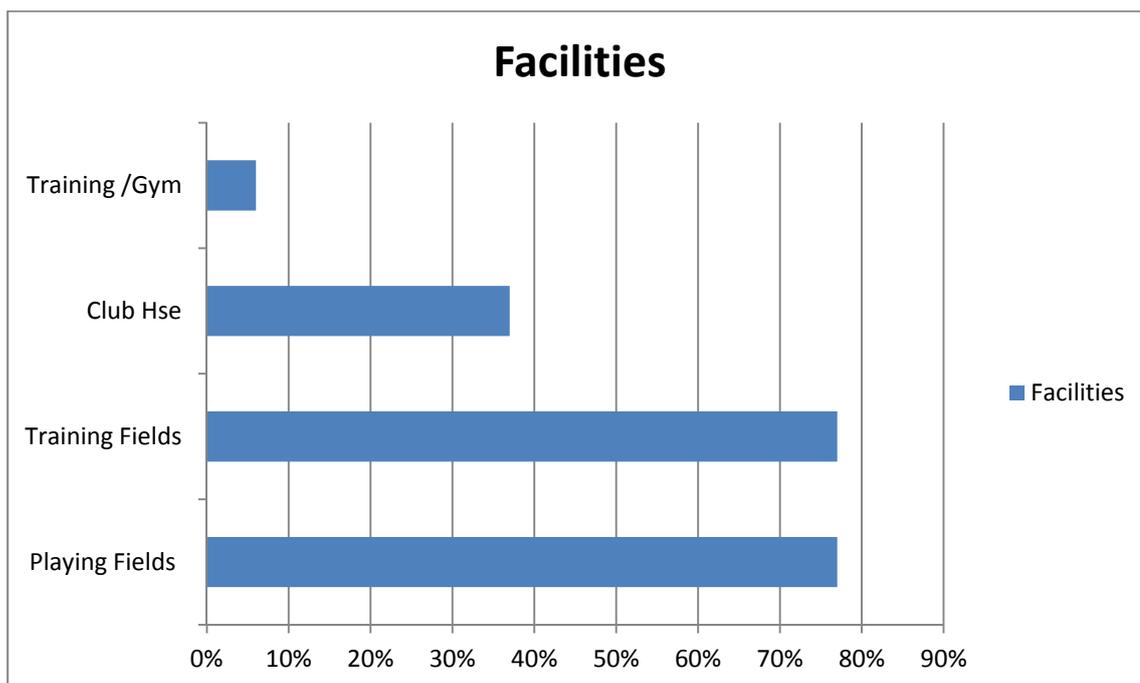


3.6 Clubs have access to Facilities

A very small number (7%) of clubs, mainly football clubs, does not have access to some facility to exercise their sport. The majority of clubs have access to a municipal facility. Between 80 – 90% of clubs have access to a playing and/or training field, with the exception of the athletics and aquatic clubs that only train locally but exercise their sports all over the province.

Around 38% of clubs have access to a club house or use of a community complex or hall.

However, very few (4%) have access to an indoor training facility or gym.



3.7 Club Growth

A total of 95 clubs were surveyed active in six codes of sport. The size of clubs vary from relatively small netball clubs in rural areas with only 12 members to large rugby and cricket clubs with 140 – 180 members and the aquatic club with 334 members.

The more established rugby and cricket clubs have enjoyed 20 – 40% growth in the past 2 -3 years, whereas the netball clubs have grown on average only 10%. Overall, six netball, two football and one rugby club registered a decline in membership over the same period.

The rugby, football and cricket clubs have grown their junior ranks. The continued growth of the junior teams is dependent on on-going financial support for these clubs as they require financial assistance to transport the juniors to matches all over the district.

The individual club growth is best reflected in the **individual club profile** compiled and recorded elsewhere in this report.

3.8 Support for Clubs

Clubs throughout the province claim to receive little to no external support. This is not necessarily true. The biggest support most clubs (27 – 50%) receive, outside that of the CDP, is from their local municipality in the form of access and use of municipal fields and facilities. This is common across all four districts, but may vary in quality. However, in the **Metro**, the federations pay the City for the use of the facilities.

The majority of the clubs in the **Boland** enjoy no external sponsorship but a few do receive some support from their federation (26%) and the local municipality (28%). But these are the exception. Ninety –four per cent (94%) of the clubs have no external sponsors and only one cricket and one rugby club having a small local sponsor.

Forty per cent (40%) of cricket and rugby clubs in the **South West** district receive some sponsorship support. All clubs appreciate the support they receive from the DCAS via the CDP. Some 50% of clubs receive support from their federation, local municipality or a third party sponsor or partner.

Clubs in the **West Coast** have very little external support. None have sponsors. Those that had sponsors lost these as they transformed to be more racially representative. Sadly emerging and black business have not filled the gap. Fifty-per cent of club receive municipal support in the form of playing fields, use of stadia and halls and 15% receive some support from their sports federation. The assistance received from the CDP programme is crucial to the majority of the clubs, with transport being the most important.

Clubs in the **Metro** generally complain they receive no support (86, 5%) yet they acknowledge they do enjoy support from their federation (3%) the City of Cape Town (27%). Some benefit from local sponsorships (7%) and partnerships (13%). The 27% of clubs that receive support from municipalities in the form of access to local playing fields and use of a municipal hall for meetings is paid for by their sports federations. Many clubs use school premises (albeit for a small fee) and enjoy local support that attends the games.

3.8.1 Medical Support

With the exception of three rugby clubs and two football clubs in the South West district, none of the teams have professional medical support. St John's or Red Cross volunteers provide a service to 31% of the clubs and 71% are dependent on their own first aiders.

The majority of clubs are reliant on their own first aiders. Some clubs have received first aid kits from the CDP. This is contrary to standard convention where all rugby fixtures have to have a doctor in attendance.

3.8.2 CDP Support

All but a few clubs welcome and value the CDP support.

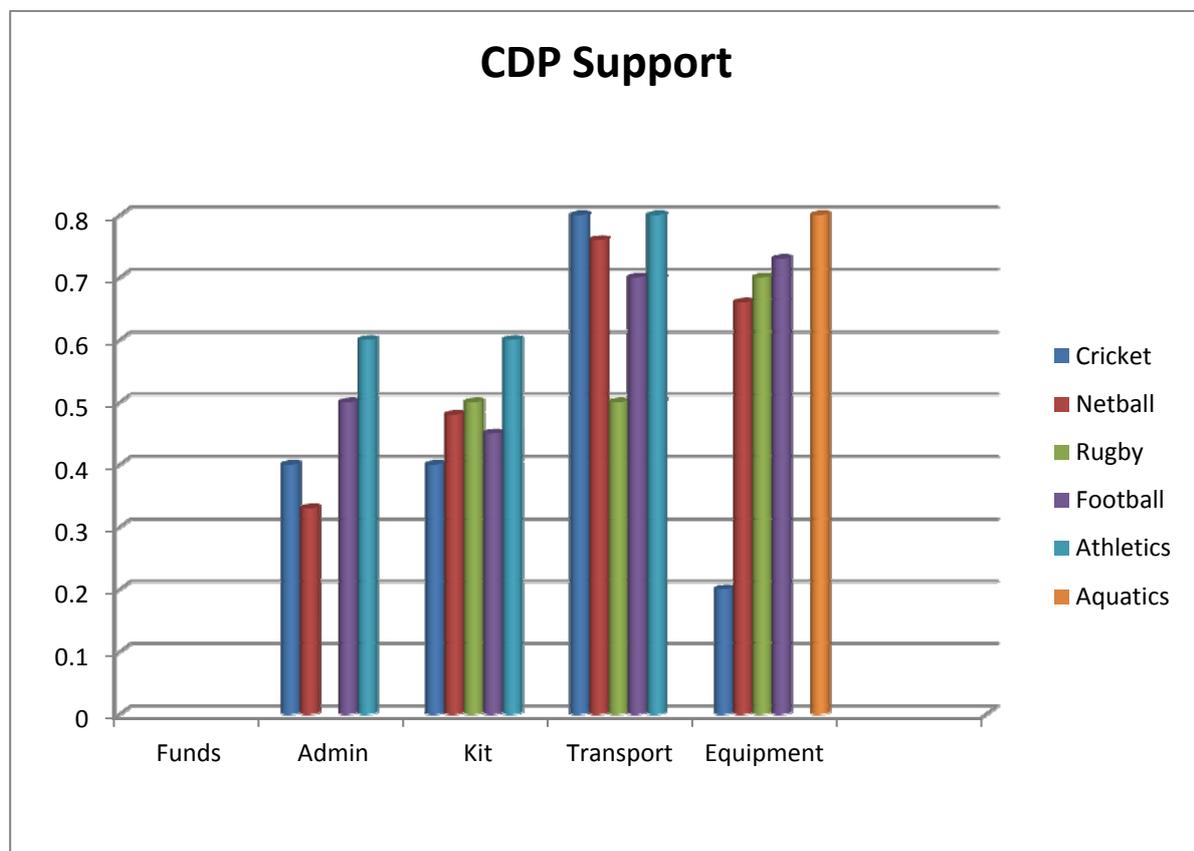
Without transport support from the CDP many clubs will fold and cease to exist. Many clubs have to travel great distances to compete each week. The majority of the players, particularly in the peri-urban and rural areas are juniors and/or unemployed. Without this support, the clubs will be in dire financial straits as the members would not be able to afford the ever increasing travelling costs to travel. The absence of travel support also has a negative effect on club performances.

The apparel (kits) supplied by DCAS has been appreciated but insufficient. This causes problems, that with only some members in each club receiving a kit and others not.

The equipment provided by DCAS, largely being balls, have been of questionable quality. Clubs cannot perform with sub-standard equipment.

The coaching clinics, workshops and training courses the department arranges under the CDP are of great value to clubs that attend. The courses were of a high standard, relevant and provided practical lessons in which clubs could improve. The provision of templates for codes of code, meeting formats, reports etc. were of great help and immediately applicable. Skills were transferable to the club members. Many attendees carry the training received into their personal lives.

As a result, the biggest improvements clubs have experienced in the three years have been in the areas of improved administration, meeting attendance and on-field performance as a result of this intervention.



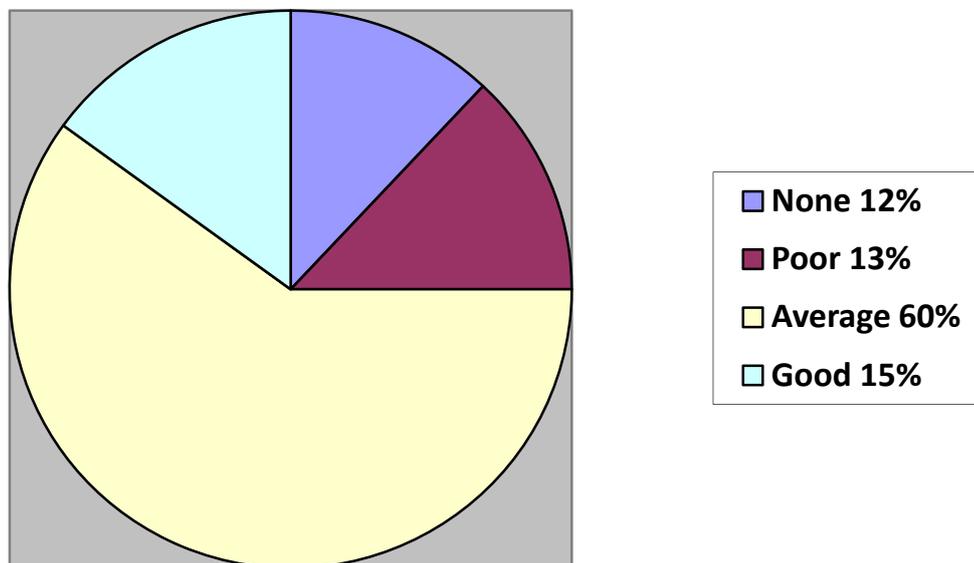
3.9 Local/Community Impact/involvement

3.9.1 Level of Community Involvement in Club/What Community Support do clubs enjoy

Most clubs claim to have some community support, primarily demonstrated by community support for the functions and fundraising efforts. Due to prevailing economic circumstances few receive any other financial support from their community.

The larger, mainly urban-based, rugby and football clubs have strong supporters clubs and a small volunteer cadre.

Other than the above, friends and parents come and spectator at “home” games only.



Most clubs communicate with the community via letters, flyers and invitations to attend their AGM where they are kept informed about club business.

3.9.2 Social/economic or other impact

All the clubs consider it their responsibility to be making some social contribution to keeping the youth in their area off the street, actively occupied, and contributing to developing the member beyond the sports activity. All the clubs claim to have socio-economic impact on their local community with a focus on youth and children in the community. The most common feature is that they attract the local youth and the school children to participate in sports activities and thus keep them off the streets, occupied, away from gangs and other ills.

In the **Boland**, 81% of clubs have some form of community outreach and local impact mainly offering an alternative activity for the youth in their immediate areas.

On the **West Coast** and in the **Metro** netball, cricket and rugby clubs field a large number of junior teams, supporting this notion.

In the **South West** district there is evidence that many young school-going girls do join the netball clubs and many males and adults assist in the training and coaching of the netball clubs. Adults are the primary administrators of the youthful clubs.

The social and community activities clubs involve themselves with include:

- Provide a safe environment for players and those with social and economic problems
- Young people occupied and away from drugs and gangs
- Player development and leadership programmes
- Subsidising unemployed young players and subsidise transport
- Coaching at local primary and high school
- Run kids clinics during the vacation
- Work with parents of players,
- Coaching of the school children, train and support juniors
- Support local crèche and buy Christmas gifts for under privileged children
- Develop skill and nurturing talent and young entrepreneurs in community
- Promote a healthy lifestyle
- Helping with rehabilitation of convicts that are joining the club
- Contributing to social cohesion amongst various race groups in community
- Encouraging players to study further
- Give players life value, compatriotism and opportunity for personal growth, building self-confidence of member, instilling values and moral standards, teaching youngsters self-respect, teamwork and keeping them from crime and drugs
- Reduce crime during season
- Mini- cricket and Six-a -side football tournaments
- Community outreach programmes to local groups in the community such as assisting the old-aged members in cleaning the homes and streets in the community.
- Support charities such as 'Relay for Life' in fundraising.
- Keeping young female-children off the street with sports, modelling and dance classes
- Clean streets in the community
- Assisting disadvantaged youngster with their schooling and school fees

However there is no empirical data to support these claims.

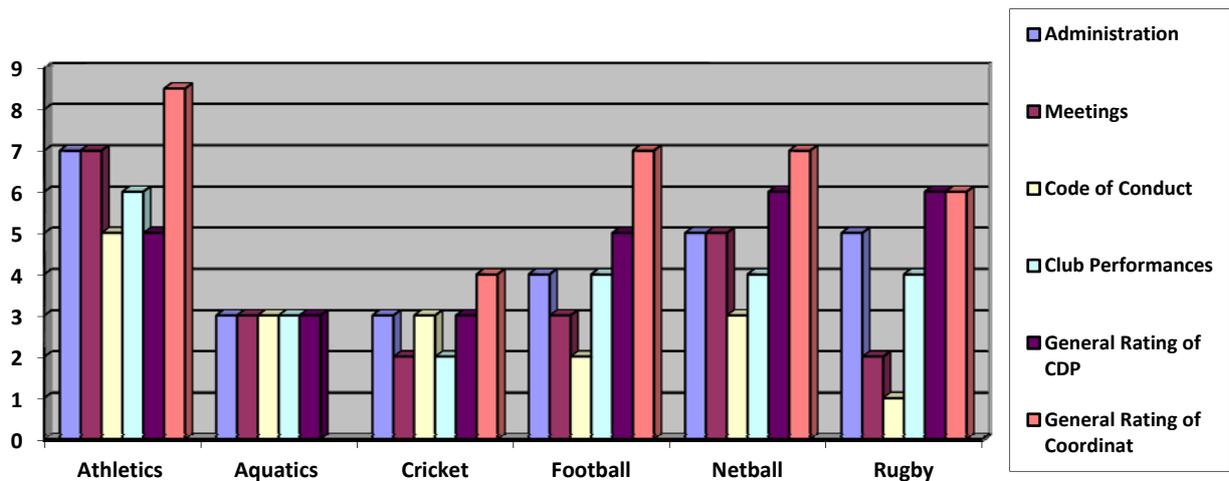
3.10 Benefit of CDP

With the exception of two rugby clubs in the Metro and a cricket club in the West Coast districts, all other clubs acknowledge that they benefitted from participating in the CDP. The biggest benefit for the majority of clubs has been the transport subsidy received. However, this has not been for the full season.

The developmental benefit is most evident in the club's administrative, operational efficiency and functional growth as a result of the courses, workshops and mentoring they received.

The improved performance of many clubs have been attributed to the improved administrative efficiency, coaching clinics and transport assistance that has reduced the player anxiety and availed some of the best but financially disadvantaged members of the clubs to complete/play.

With the three exceptions, most clubs rate the overall benefit of the CDP between 6- 8 out of 10 points, with netball the weakest code, attributing the most value of participating in the CDP.



4.0 EVALUATING THE CDP PROGRAMME APPLICATION

4.1 Overall relationship with the Department and/or representatives.

Clubs view of the Department and the CDP is largely influenced by their interaction with the people and the coordinator in particular.

Most clubs consider their relationship with the DCAS to be good and healthy, even if they have been disappointed at times. The biggest disappointments have been when funds run out or when promises for additional apparel have not been met.

4.2 Relationship with the CDP Coordination

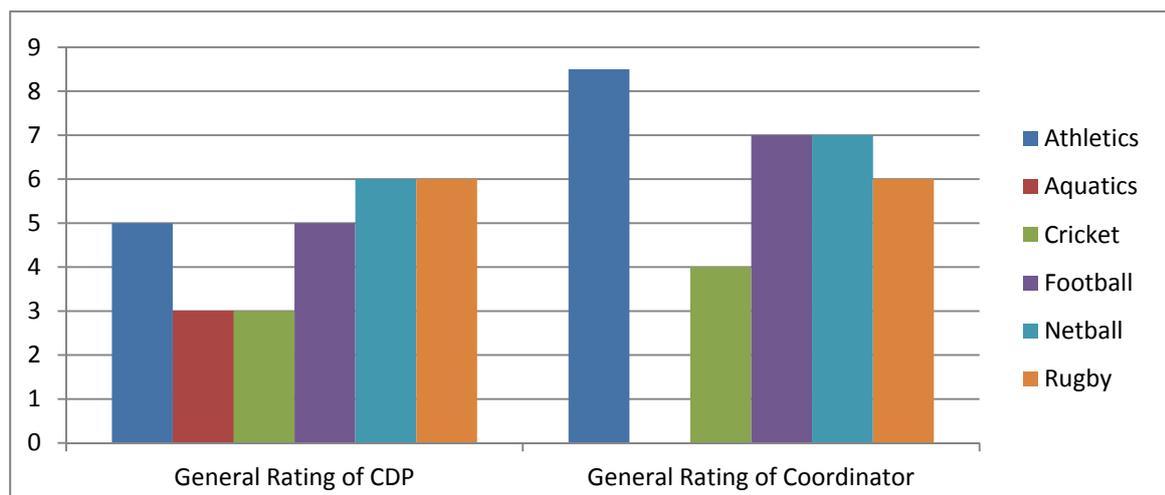
Most clubs have a very good relationship with the coordinator in their district.

There is a tendency for coordinators to pay more attention to some sports code than another without any definable disadvantage to the other codes.

The Metro and the Boland coordinators appear to spend more time with the netball clubs and they are lauded for it. But these are also the weakest clubs and need the attention. Similarly the West Coast Coordinator, a former athlete, appears to spend more time with the athletics clubs and they lauded him for it.

Notwithstanding this attention, all clubs request that the coordinators spend more time with the clubs, visiting the clubs more often and addressing their individual needs.

Average rating for the coordinators is 6 out of 10 points.



4.3 Method of Communication between Clubs and Coordinators

Communication between the DCAS and the coordinators, DCAS and the clubs and the coordinators and the clubs present a host of challenges.

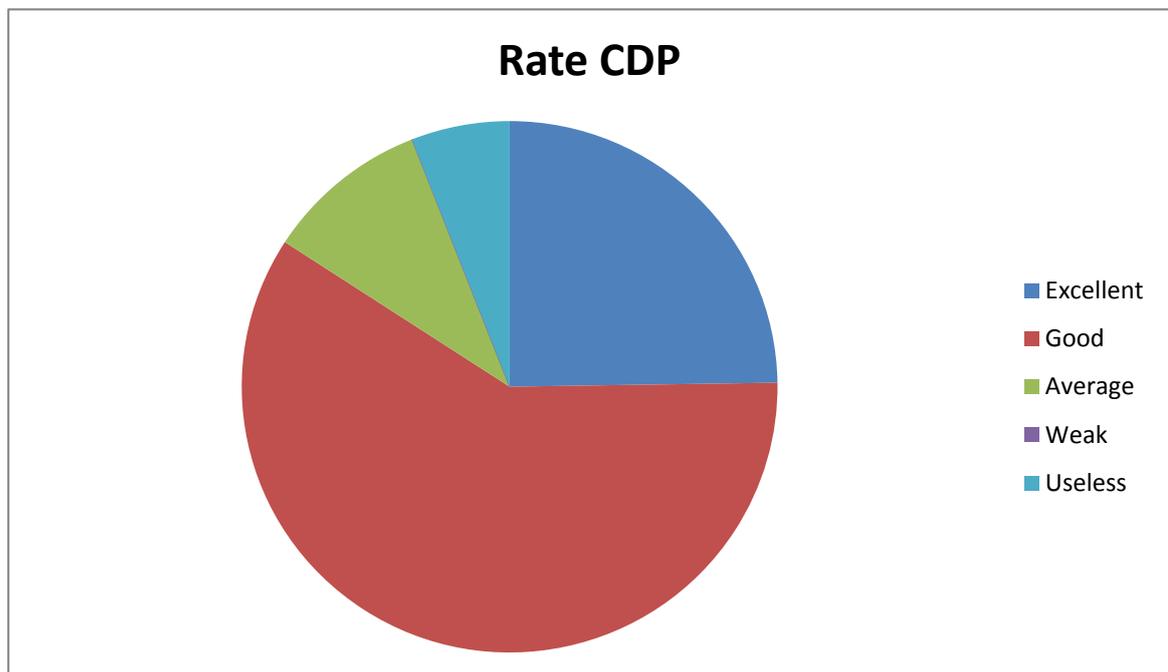
The coordinators are located in four centers around the province. At times they do not have access to internet, limited access to a fax machine or no airtime due to internal break downs.

Similarly most club executives do not have access to internet or a fax machine to send or receive communication. Many club executives are not contactable by phone necessitating the coordinator to drive to the club, which in the rural areas could be as much as 190 kilometers away.

However, most clubs communicate with the coordinator by SMS or cell phone.

But clubs have requested more frequent visits, attend matches, meetings or club functions, but coordinators may not have sufficient time or budget to do this.

4.4 Rate the CDP Programme Overall



5.0 FUTURE OF THE CDP

5.1 Do clubs wish to continue to be part of the CDP Programme

All the executive members of clubs, including those that do not rate the CDP highly, wish to continue to be part of the CDP.

The majority of the clubs see real benefit of participating and many are dependent on the transport subsidy, without which, they will face serious financial challenges. Many will not survive without some transport assistance

Most clubs want the CDP to continue for at least five years, whereas netball and deep rural clubs want it to continue indefinitely.

5.2 Sustainability

There is no meaningful sponsorship support for clubs in the CDP in the **Boland** district and very little likelihood of them receiving any in the foreseeable future. Clubs are relatively small, in poor, disadvantaged communities, often farm-based and their major expense is transport.

Most of the administrators are over 30 years old, committed to the club and its survival. Efforts are being made to maintain sound administration and build the internal capacity of clubs in communities they originate from. Most clubs continue to operate and compete due to the commitment and dedication of

- their administrators and members
- their federation

Most will continue to rely on DCAS's on-going support from the CDP, particularly transport assistance.

Notwithstanding the relatively underprivileged circumstances of most of the clubs in the **West Coast**, all the clubs continue to operate and compete due to the commitment and dedication of

- their administrators and members
- lesser degree their federation (cricket & football)

There is no other financial support and very little likelihood of them receiving any in the foreseeable future (except cricket).

Most rely on the on-going support from the CDP, particularly transport assistance.

An alternative would be the department providing clubs/codes with a dedicated vehicle to transport players to and from matches but this will create many other challenges.

Clubs in the **Metro** are by far the most fortunate of the four districts reviewed. Most clubs continue to operate and compete due to the commitment and dedication of

- their administrators and members
- municipality
- supporters clubs and community/spectators
- their federation

Most have facilities and many do not rely on the on-going support from the CDP to survive.

Transport is not a major challenge to them. Public transport is available and they have shorter distances to travel than their counter parts in other regions. Notwithstanding this, clubs in Nyanga,

Langa and Khayelitsha still need the financial support to transport their members to away matches and for the funds required to hire venues, such as school cricket pitches

Clubs in the **South West** are fortunate with most clubs continuing to operate and compete due to the commitment and dedication of:

- their administrators
- members
- municipality
- supporters clubs and community/spectators
- their federation
- a few local sponsors

Most have facilities but most rely on the on-going support from the CDP to survive and transport is a major challenge to them.

Efforts are being made to maintain sound administration and build the internal capacity of clubs in communities they originate from.

Most will continue to rely on DCAS's on-going support, particularly transport assistance.

5.3 What are the future goals of clubs 2013 -2015?

The future goals of clubs are linked to their performances on the field and their continued relationship with DCAS.

Promotion and improved performance dominate.

These are linked to more coaching, the acquisition of better facilities, capacity building and workshops to improve the running of the clubs.

Details of individual club goals are recorded in the individual club profiles attached to this report.

5.4 How can/will the CDP do to assist the club in achieving those goals?

Top of the list, is more consistent support throughout the year or season and not ad hoc. Most clubs request the coordinators to visit the clubs more often and engage them one-on-one to determine their needs and shortcomings. Needs assessment is imperative. The needs of the whole club needs to be assessed and the programme should not be "one size fits all" as clubs may have different needs at different times in their development or the season.

Most clubs requested a better relationship with the Department and more attention from the coordinators.

Many requested DCAS's assistance in improving their relationship with the local municipality or influencing the municipalities, on their behalf, to assist the clubs more, provide a more reliable service to the clubs and to improve their facilities for the use of the clubs. Clubs believe the municipalities are not listening to them.

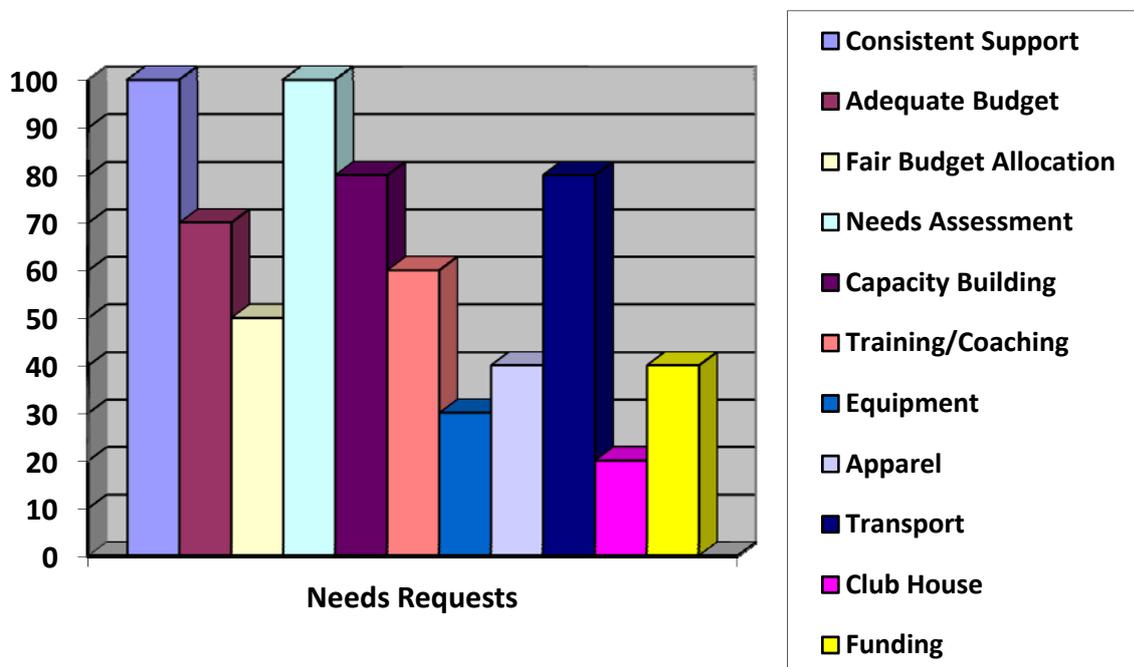
6.0 RECOMMENDATIONS

6.1 Review of Current Premise of CDP

What clubs want the DCAS to do is:-

1. To continue supporting clubs with the travel subsidy. Moreover, most clubs request this assistance increased to cover the full season.
2. Then they request for more coaching, the acquisition of better facilities, capacity building and workshops to improve the running of the clubs.
3. Where equipment is provided, the request is for a better quality equipment to be provided. Clubs recommend that rather few pieces, but better quality equipment be provided. The supply chain process to procure equipment and assistance is a problem for many clubs.
4. The same applies to apparel. Either the entire club needs to be provided or provide something else as disparate provision sows disappointment and disunity in clubs.
5. Details of individual club goals are recorded in the individual club profiles attached to this report.
6. The requests vary from district to district and a summary thereof is captured in the district summary attached to this report.

As summary of the overall views are as follows:



6.1.1 Participating clubs

There appears to be no clear or no consistent criteria by which clubs were selected to participate in the CDP. Nor are there any checks and balances that require clubs to conform or comply to remain part of the programme. As a result some clubs do not provide information, nor avail themselves for training, workshops or help other than that which they choose to accept.

There are no consequences if clubs take the material benefits of participating in the CDP but then refuse to cooperate any further. Clubs providing quarterly reports do not negate these shortcomings.

Clear, unambiguous criteria and code of good practice should be set for all participating clubs. The DCAS, based on a sound needs analysis of clubs should invite/select the neediest clubs to participate and not rely on the federations to nominate participants in the programme, unless they fulfil the clearly stated criteria and guidelines.

6.1.2 District coordinators

A review of each district coordinator is contained in each district summary attached to this report. However, general observations are as follows:

The coordinator has been with the project for two to four years on a year-on-year contract. This does not instil confidence and long-term commitment to the project for the coordinator nor the clubs they need to work with. This is also contrary to Provincial Government's employment policy of creating sustainable employment.

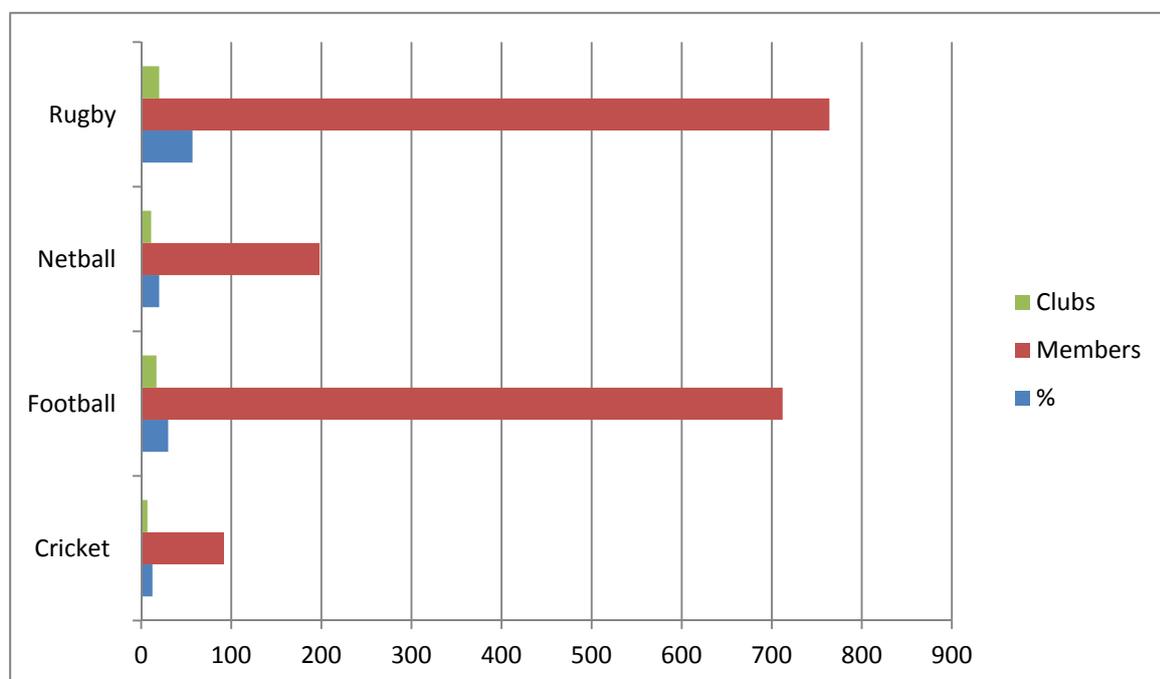
Coordinators in general have varying backgrounds and receive little additional training or capacity building for the tasks expected of them, which is also contrary to Provincial Government's iKapa Elihlumayo Human Capital employment policy of ensuring on-going personal development of its human resource.

6.2 Recommendations Going Forward

1. Based on the information presented and the evidence assembled, we conclude that terms of reference for the Club Development Programme be revisited.
2. A proper needs analysis of all the clubs be undertaken. All clubs support this view.
3. Sufficient budget for the full season be secured to meet the transport needs of clubs for the full season.
4. Have consistent criteria to selected clubs to participate in the CDP, and have checks and balances that clubs have to conform and comply to.
5. Attendance of the programmes, training courses and workshops to build the administrative capacity of clubs administrators and members should be compulsory for all participants.
6. Coordinators should also have clear terms of reference and be held accountable to meet monthly and quarterly benchmarks.
7. Coordinators should receive appropriate, on-going training and development and the appropriate resources and budget allocations.
8. Coordinators employment positions will have to be revisited.
9. Have an annual indaba or evaluation workshop of all participating clubs.
10. Every effort be made to continue to support the clubs beyond the CDP

7.0 SUMMARY OF BOLAND DISTRICT

The Boland district is the largest of the four districts participating in the CDP evaluation. It comprises of 56 clubs (36%) of the 155, in four sports codes. Managed out of the Paarl office of DCAS by Celeste Stoffels, 62,5% of the clubs responded to the questionnaire, interviews and provided information. Six clubs availed themselves for one-on-one interviews.



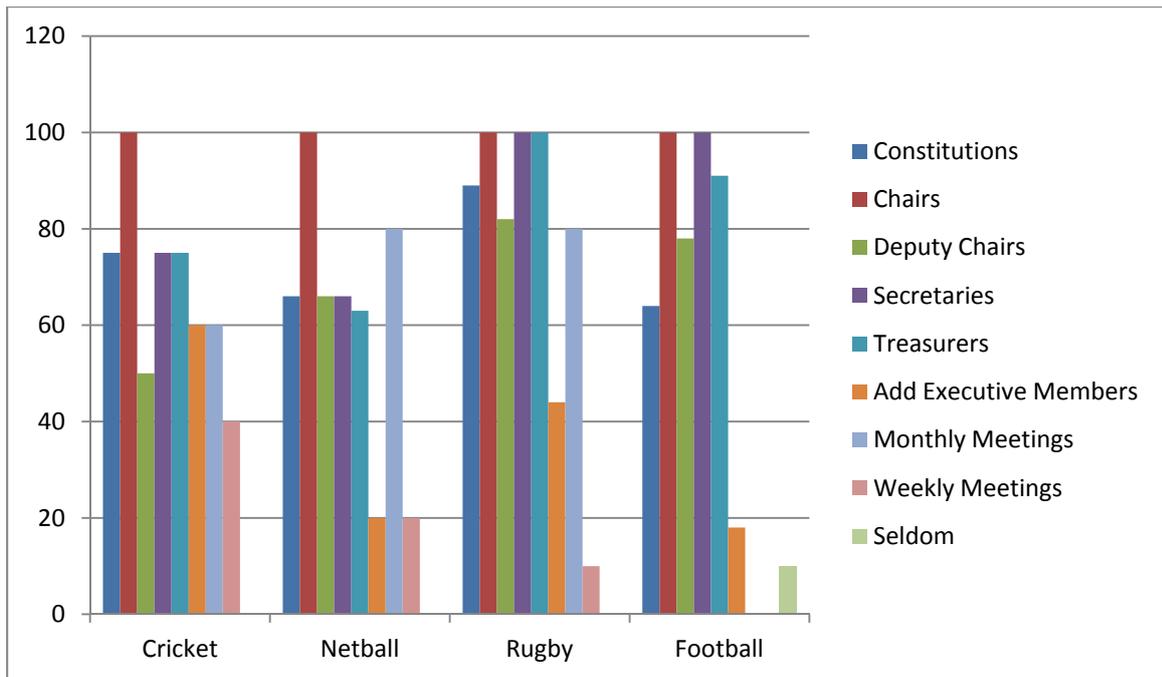
7.1 GOVERNANCE

7.1.1 Administration

Of the respondents, 68, 7% had a club constitution and provides copies thereof and 40% had specific, separate codes of conduct. The majority were administratively sound having elected chairpersons (100%) and deputy chairpersons (69%). Across all four codes of sport 85% had secretaries, with netball experiencing some administrative challenges with only 66% of clubs affording secretaries and only 63% having treasurers. More than 75% of cricket clubs have secretaries and treasurers but cricket also had the highest number of additional executive members (60%) in the executive management structures. The administration of 35,5% of clubs have additional members on their executives, displaying good oversight.

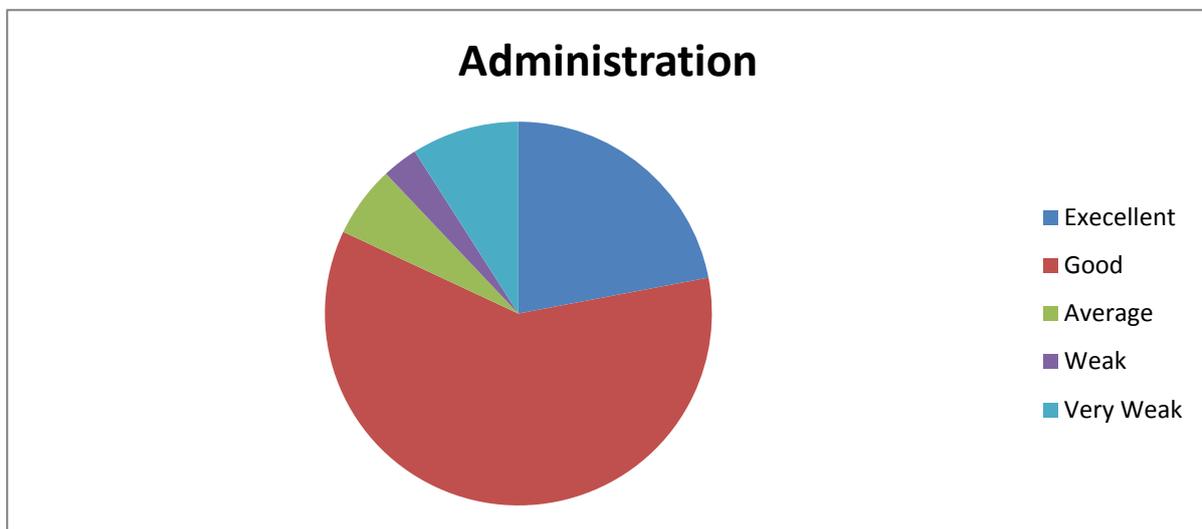
More than 80% of the clubs executive committees met monthly and 20% met weekly in a community facility (46%) such as a local hall or church and 36% in private homes of an executive member. Only 18% (rugby and football clubs) had access to and held meetings in a club house.

Many of the clubs were very small, notably netball with 9 – 15 members on average per club, and 66% of club meetings were held in a community facility such as a local hall or church; 17% in private homes of an executive member and 18% (rugby and football clubs) had access to and held meetings in a club house



Club governance in this district is sound with 48% of clubs holding AGM's each year and 42% every two years. Minutes and financial statements were presented at 84% of the AGM's. At 19% of the AGM's, no current financial statements presented.

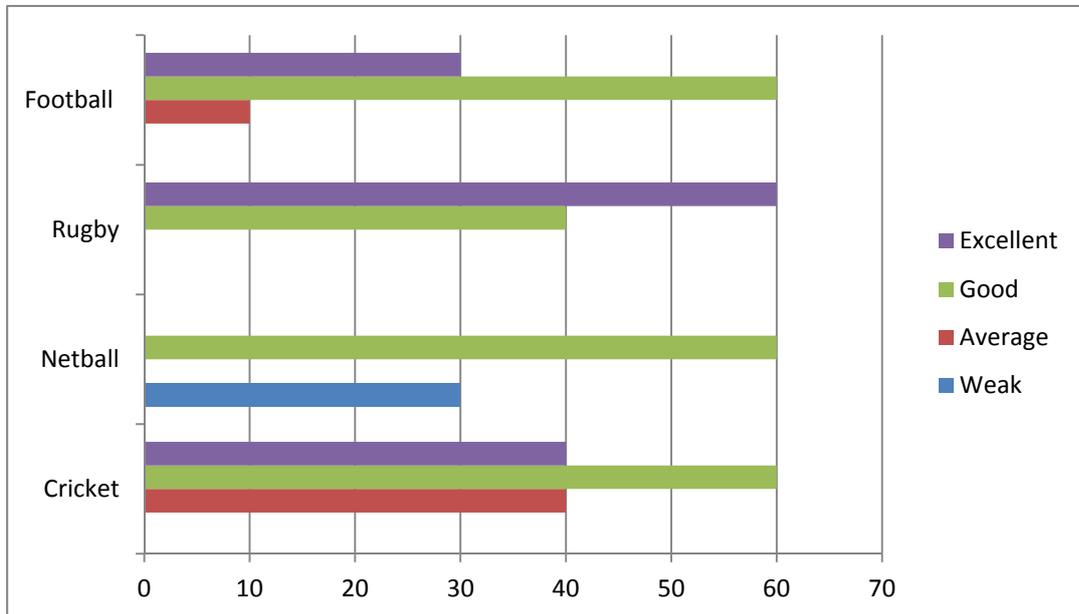
New officials were elected at 63% of the AGM's with 56% of officials serving only one term and 44% serving a two year or longer terms of office.



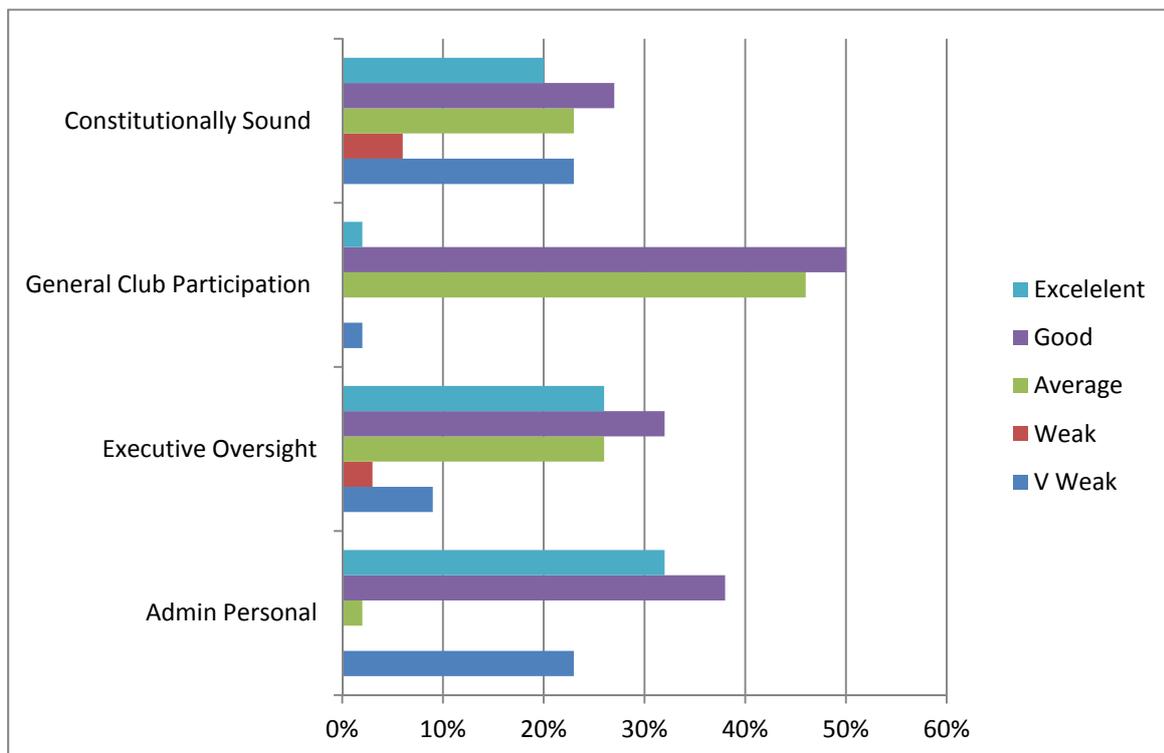
Generally, 29% of clubs in this district could be considered administratively weak or with challenges but 46% are administratively strong. The administrative weakness is largely in the netball clubs where attention is needed around the constitution and general club participation. This code has very small clubs, as little as nine members, many in relatively poor circumstances, with the largest being 29 members.

7.1.2 Financial Administration

Conversely the financial management at the clubs is good (60%) to excellent (22%) with 90% having club bank accounts and 34% of the clubs exercise additional financial oversight by an executive member. Netball clubs face a number of challenges with only 63% having treasurers.



Summary of Governance Status in District



7.1.3 Impact of CDP

Clubs interviewed acknowledge that the workshops and administrative courses attended as part of the CDP greatly assisted their clubs in improving their administration. The courses were of a high standard, relevant and provided practical ways in which to improve. The provision of templates for codes of code, meeting formats, reports etc. were of great help and immediately applicable and skills transferable to the club members.

However, not many clubs in this district have been exposed to or attended the courses offered. Location, distance between clubs and Paarl could well be a factor.

7.1.4 Socio Economic Impact

All the clubs consider their existence to making some social contribution to keeping the youth in their area off the street, actively occupied and contributed to developing the member beyond the sports activity. Clubs in this district boast 75% community support and 81% have some form of community outreach and local impact mainly offering an alternative activity for the youth in their immediate areas.

However there is no empirical data to support these claims.

The social and community activities clubs involve themselves with include:

- Provide a safe environment for players and those with social and economic problems
- Subsidizing unemployed young players
- Subsidize transport
- Keep players away from drugs
- Coaching at local primary and high school
- Guide youngster teaching discipline, values and commitment
- Run kids clinics during the vacation
- Work with parents of players,
- Train and support juniors
- Support local crèche and buy Christmas gifts for under privileged children
- Develop skill and nurturing talent, young entrepreneurs in community
- Promote healthy life style
- Helping with rehabilitation of convicts that are joining the club
- Contributing to social cohesion amongst various race groups in community
- Encouraging players to study further
- Give players life value, compatriotism and opportunity for personal growth
- Reduce crime during season

7.2 ACCESS TO SUPPORTING CLUBS NETWORKS

Clubs in the Boland are widely scattered over a large area, often on farms and in very small communities. Many play most of their games away as they participate in the Boland federations.

Many perform well in the various codes of sport but enjoy very little support, largely due to the distances they play from home. Their support base is very small and local support/spectators only support home matches.

7.2.1 Support

The majority (94%) of the clubs in the Boland enjoys no external sponsorship support but a few do receive some support from their federation (26%) and the local municipality (28%). But these are the exception. Only one cricket and one rugby club having a small local sponsor.

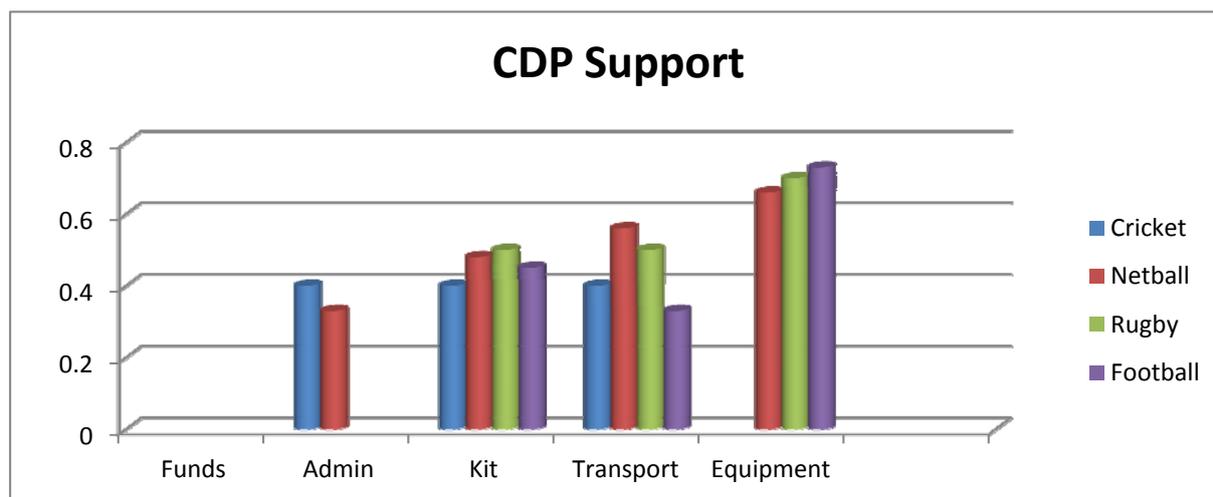
The municipalities support 28% of clubs in the form of access to local playing fields and use of a municipal hall for meetings.

Only two rugby clubs and one football club have access to a doctor, whereas all other clubs are dependent on their own first aiders. Few have received any first aid kits from the DCAS and thus reliant on their own resources.

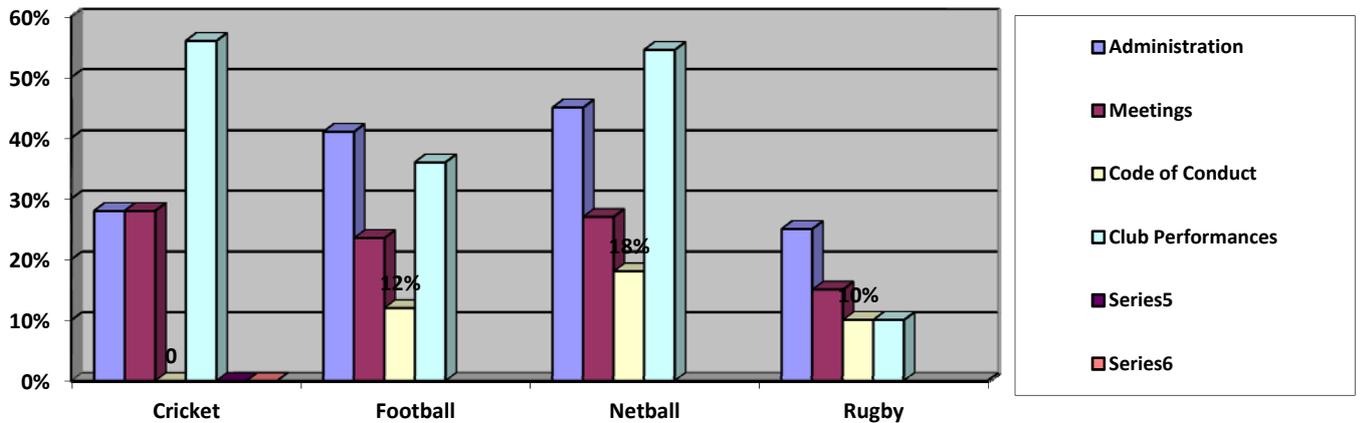
Due to the distances between clubs and their opponents all over the Boland, transport is a major challenge to the majority of the clubs. Only 50% of clubs received transport assistance as part of the CDP. Without this support, the clubs will be in dire financial straits as the members would not be able to afford the ever increasing travelling costs. This could be the reason for the very small netball clubs.

Few clubs enjoy the admin support or capacity building, sorely needed in this district.

Half of the clubs received socks and jerseys and the equipment has been balls and in one instance, the installation of flood lights. But the clubs request relevant equipment such as scrum machines etc. that will assist with their development and improve performance.



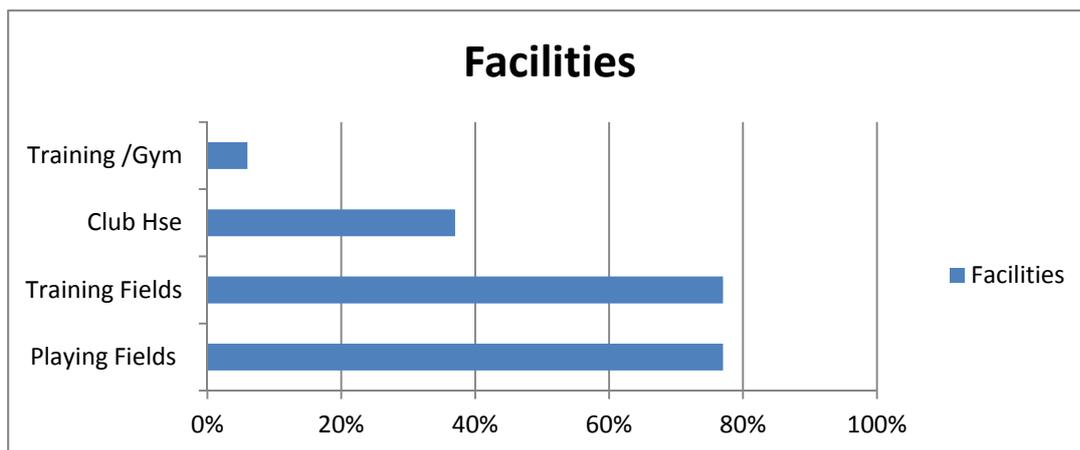
Notwithstanding the biggest improvement clubs have experienced in the three years of being part of the CDP has been in the areas of improved administration, meeting attendance and on-field performance.



All clubs express appreciation for the CDP programme support they receive. Forty-four (44%) per cent rate the support received as good and 39% as excellent. Netball, understandably currently receives the most attention from the CDPO Coordinator. With contact by telephone, e-mail and visits to netball clubs in the district being most pronounced.

7.2.2 Facilities

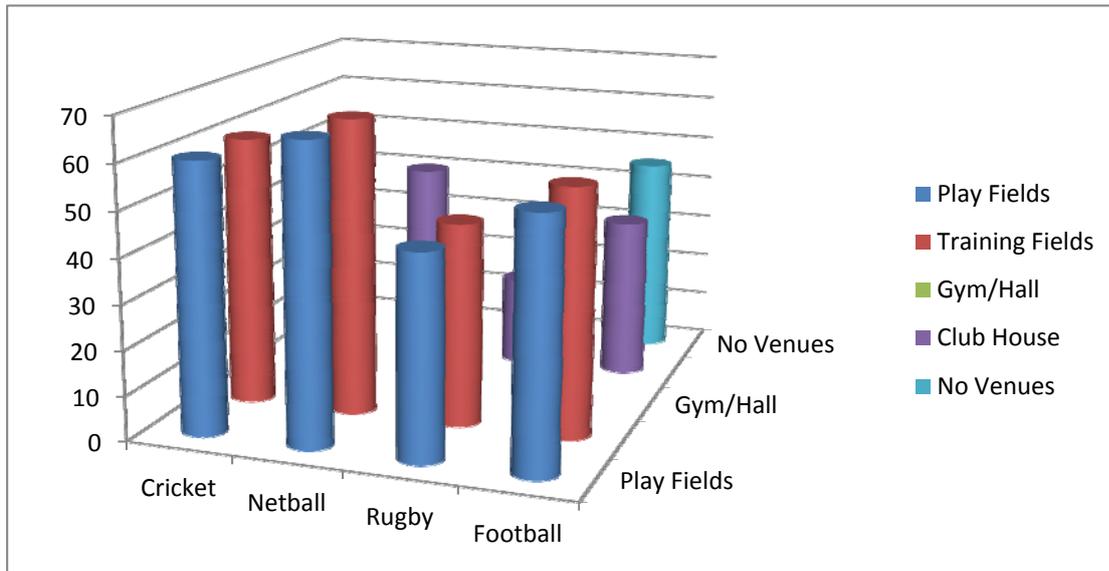
The majority of codes use municipal fields to practice and as venues to compete. But 36% of the football clubs have no venue or fields. Only 6% have access to an indoor training area or a gym.



Clubs draw members from the local communities and local schools in the area.

Similarly administrators are local, mostly adults in the community, committed to assisting local youth. Their administrative skills are basic and have improved over the years as a result of training

courses and guidance provided by the sports federations and the CDP –sponsored workshops and courses. There is no professional support for any of the clubs.



7.2.3 Stakeholder Engagement and Support

Most clubs are only operational during the season they complete. Distance is a challenge and most communication with club members take place at club meetings (87%), at the games and by telephone (75%). Communication with the community is largely by way of community meetings (56%) with players’ parents, community members and spectators, at functions (47%) and by letters (40%).

7.3 CLUB DYNAMICS

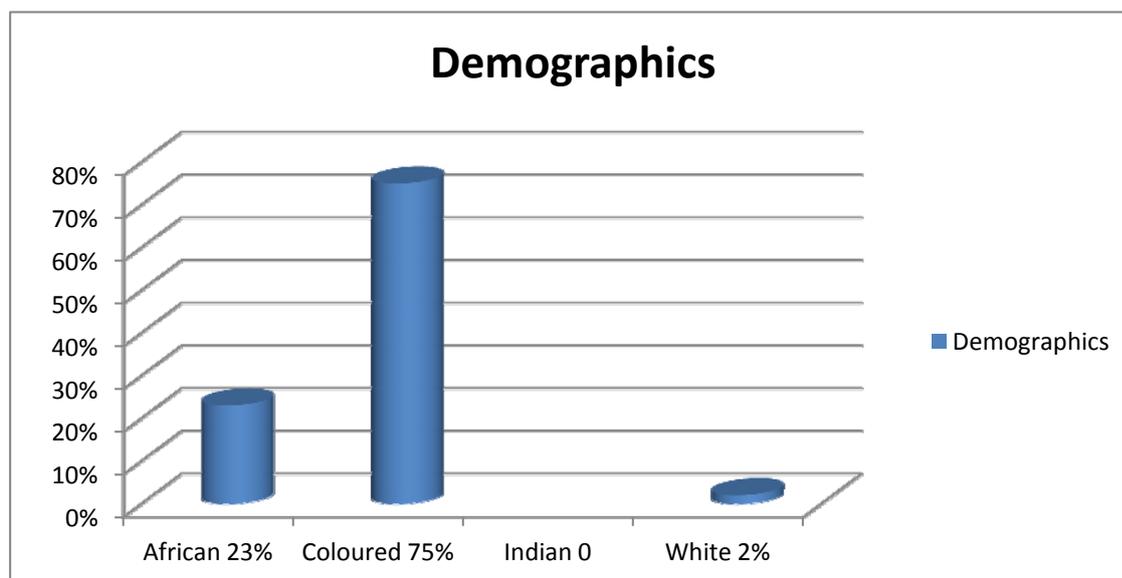
7.3.1 Club Demographics

Football and rugby are the most dominant sports in the Boland. These two codes of sport boast 83,5% (1476) of the members amongst clubs surveyed. Regrettably not many clubs provided accurate demographic data but from the information provided, sports is male dominated but club management is more evenly matched with instances of all women executive teams running football clubs.

Netball clubs are the smallest with 9- 12 members being common and rugby clubs the largest.

Due to the historic demographics of the region, of the 1766 sportspersons that benefit from the CDP in the Boland, the majority of the members are Coloured. The club members are mostly 25 years old and older.

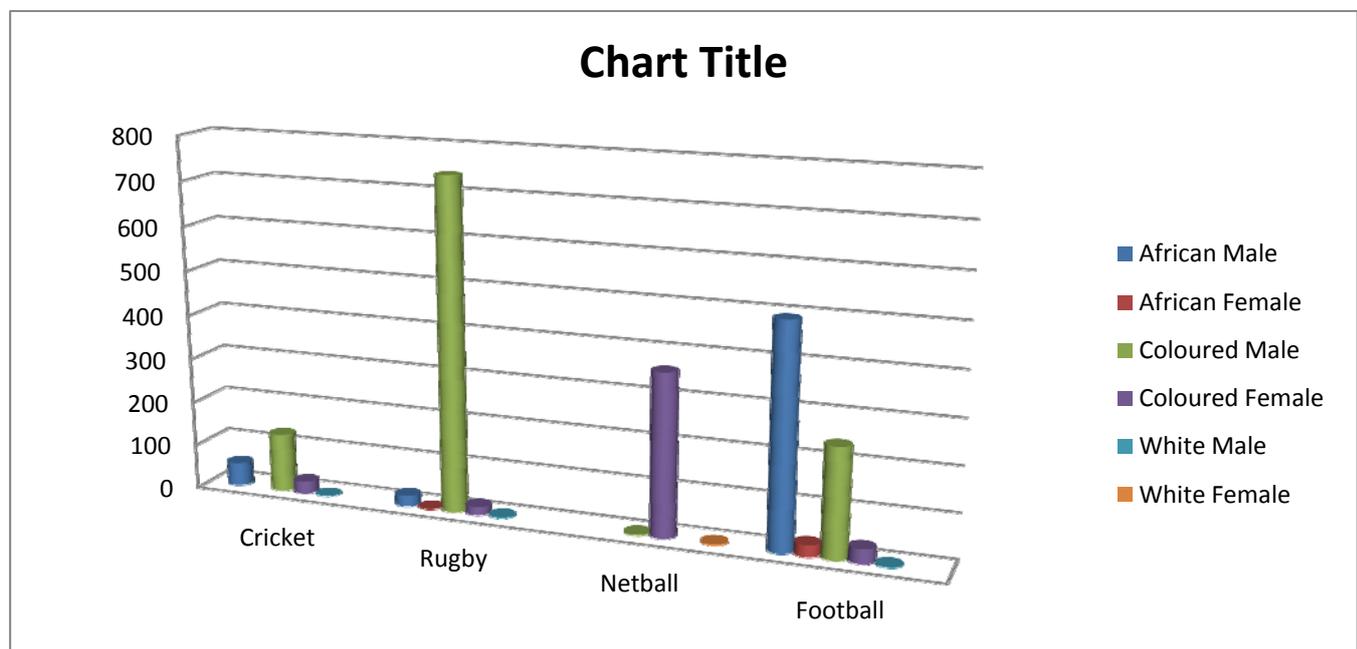
Most of the clubs have grown in the past three years 10 – 12% in number, with the exception of Evergreen RFC that has grown by 40%. Only one netball club, one football club and one rugby club has seen a decline in numbers.



Rugby has 787 players and administrators in the 10 clubs surveyed on the programme, football has 794 in the 11 clubs, cricket 211 members in the five clubs and netball 367 members in the 9 clubs surveyed on the programme.

Not all the clubs provided the detailed information requested thus making it difficult to age profile the members but a general profile of the members in each code of sport is as follows:

	African Male	African Female	Coloured Male	Coloured Female	White Male	White Female
Cricket	52		131	27	1	
Rugby	24	1	740	19	3	
Netball			3	361		3
Football	493	26	242	31	2	



7.3.2 Performance

The clubs in the district have an average to below average performance status. The CDP is supporting the weakest clubs but most report an improvement in their performance in recent years. Most clubs can only afford to register one team in the league with rugby and football clubs entering two or three teams.

In contrast to other districts, the teams in the Boland district are mainly playing in the senior league with little evidence of junior teams. This could have long-term detrimental effects on the growth of sport in the district. Cost or lack of funds and the great distances team have to travel could be a major contributing factor in this regard.

7.3.3. Growth

Growth is marginal in clubs in this district, markedly from a low base. Cricket grew 10% in membership in past two years; football some clubs grew in excess of 20% while others remained stable and rugby is stable with 30% of clubs reflecting 15% growth. Some netball clubs declined in membership while others grew 20 - 40% but from a very low base.

7.4 SUSTAINABILITY

There is no meaningful financial support for clubs in the Boland district and very little likelihood of them receiving any in the foreseeable future. Clubs are relatively small, in poor, disadvantaged communities, often farm-based and their major expense is transport.

Most of the administrators are over 30 years old, committed to the club and its survival.

Efforts are being made to maintain sound administration and build the internal capacity of clubs in communities they originate from. Most clubs continue to operate and compete due to the commitment and dedication of

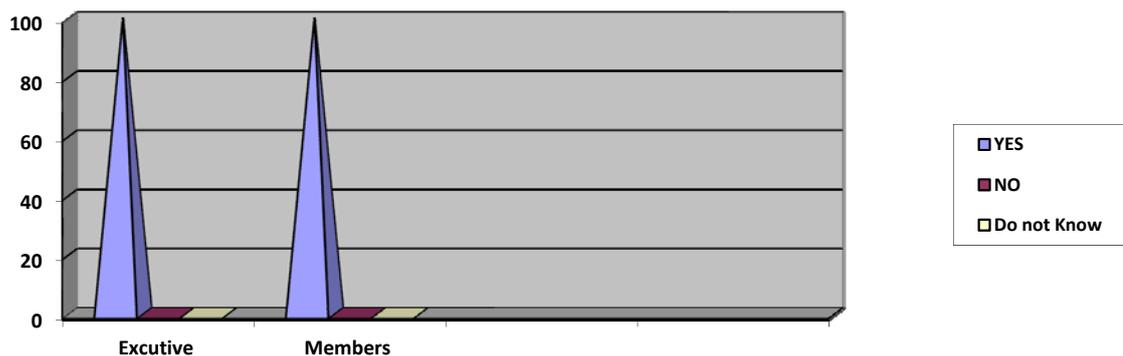
- their administrators
- members
- support they receive from DCAS
- their federation

Most will continue to rely on DCAS's on-going support from the CDP, particularly transport assistance.

7.4.1 Future of CDP

As stated previously, most of the clubs remain dependent on the CDP.

All (100%) of clubs want to continue to be part of the CDP and need support indefinite. Few can do without the transport assistance.

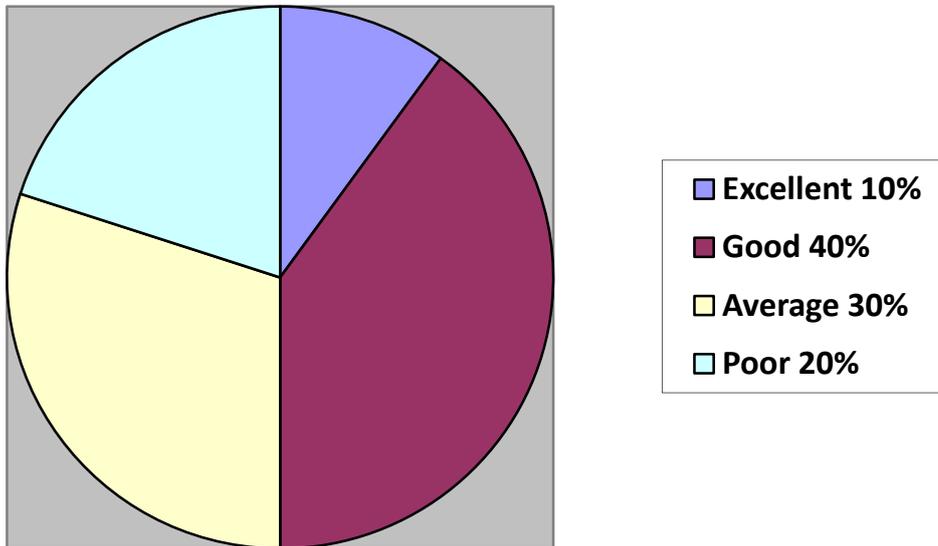


All acknowledge the benefit from the CDP

7.4.2 Rating CDP

The majority of clubs rated the CDP as being good or excellent, or at least average. Most had high praise for the provincial initiative and request it continues to assist clubs.

In rating the CDP performance



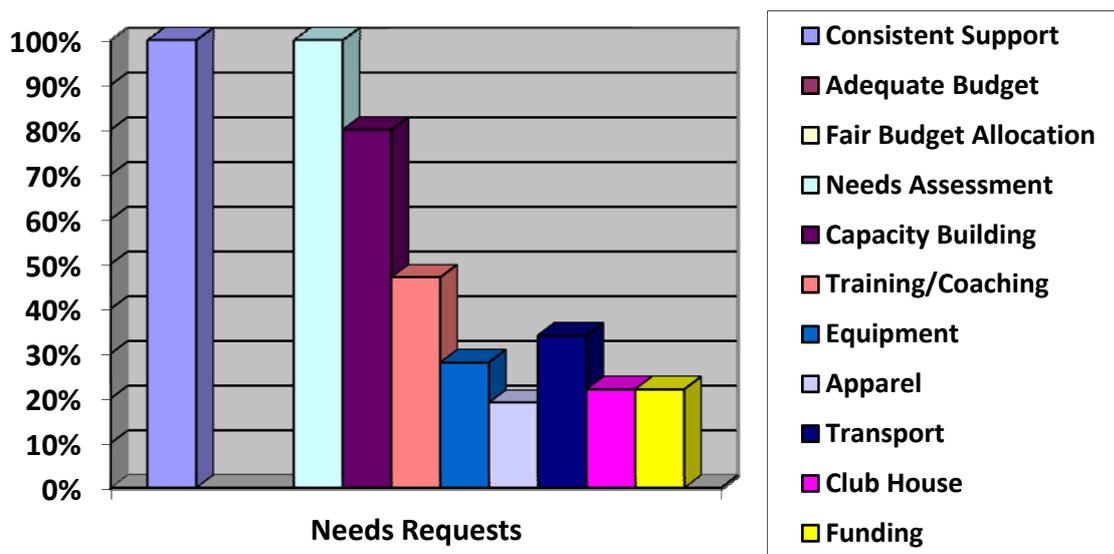
7.5 Recommendations

7.5.1 Areas that Need Attention in the Future

All clubs interviewed expressed the view that an individual needs assessment is required.

Building from this, the CDP coordinator and the Department should have more direct and regular contact with clubs, responding to their specific needs.

Top of the list of these needs is more consistent support throughout the year or season and not ad hoc. Many request the coordinators to visit the clubs more often and engage them one-on-one to determine their needs and shortcomings.



7.5.2 What needs to be improved?

Most clubs requested a better relationship with the Department, not that they were displeased with the existing relationship but wanted to move closer to DCAS.

Many requested DCAS's assistance in improving their relationship with the local municipality or influencing the municipalities, on their behalf, to assist the clubs, provide a more reliable service to the clubs and to improve their facilities for the use of the clubs. Clubs believe the municipalities are not listening to them.

Capacity build is on many agendas requiring more courses and coaching workshops to assist the clubs improving their administration and on field performances.

Better quality equipment needs to be provided to the different sports codes. Rather few pieces, but better quality equipment should be considered.

The same applies to apparel. Either the entire club needs to be provided or provide something else as disparate provision sows disappointment and disunity in clubs.

Needs assessment is imperative. The needs of the whole club needs to be assessed and the programme should not be "one size fits all" as clubs may have different needs at different times in their development or the season.

7.5.3 Project Coordination

The coordinators in the Boland are located in Paarl and cover a large geographic area. They maintain telephonic contact with most participants on the CDP but many request their presence at meetings and games more often. This could be a challenge for them.

The netball clubs are particularly grateful to her for the attention and support that they receiving. It is also the code that needs the most support at present. This is evident in the challenges she faced in getting information from the football and rugby clubs.

There is no consequence for clubs not cooperating.

There appears not to be consistent criteria by which clubs were selected to participate in the CDP nor are there any checks and balances that require clubs to conform or comply to remain part of the programme. As a results some clubs do not provide information, nor avail themselves for training, workshops or help other than that which they choose to accept.

Coordinators in general have varying backgrounds and receive little other training or capacity building for the tasks expected of them, which again is also contrary to Provincial Government's employment policy of on-going personal development of its human resource.

7.5.4 Recommendations Going Forward

1. Based on the information presented and the evidence assembled, we conclude that terms of reference for the Club Development Programme be revisited and each club's suitability to be on the programme re-evaluated based on 2. Below.
2. A proper needs analysis of all the clubs undertaken and the individual needs of each club per code of sport to be determined. All clubs interviewed support the view that an individual needs assessment of each club.
3. Proper budgeting for the club for the full season should be secured at the beginning of each season, specifically to meet their transport needs.
4. There needs to be clearly defined, consistent criteria by which clubs are selected to participate in the CDP. There needs to be checks and balances that clubs are required to conform and comply to on an on-going basis remain part of the programme. Regular evaluation of each club on the programme and not just a quarterly report that the club submits, should be undertaken quarterly.
5. The programmes, training courses and workshops to build the administrative capacity of clubs administrators and members should be compulsory for all participants.
6. Similarly, clear terms of reference for coordinators should be established and selected coordinators held accountable to meet monthly and quarterly benchmarks.
7. Ensure funds are available for full 12 months

BOLAND CLUBS IN 3RD YEAR						
No	Code	Club Name	Area	Contact Person	Contact No.	E-mail
1	Cricket	Bergrivier	Wellington	Moosa Douman CP	021 873 2441	moosa.douman@gmail.com
2	Cricket	Drakenstein Edu	Paarl	W.Philander (CP)	078 438 5884	
3	Cricket	Grabouw	Grabouw	Peet Aploon (CP)	073 897 0700	peetaploon@gmail.com
4	Cricket	Klapmuts	Klapmuts	Shaun Jacobs (CP)	076 890 0413	Fax No. 021 874 1766
5	Cricket	Mbekweni	Mbekweni	S. Jimlongo (CP)	079 515 8749	
6	Cricket	Spes Bona	Stellenbosch	Julio Daniels (Vice CP)		juliod@sci.sanlam.com
7	Cricket	Wolseley	Wolseley	Mr Snell (CP)	078 631 3774	Fax No. 023 231 0899
8	Football	BC United	Breederivier	W. Jeffries	078 017 7242	
9	Football	Double V United	Paarl	Amiera Clayton (Manager)	072 581 4115	nonestopevents@gmail.com
10	Football	Eleven Ideas	Paarl	C. Tsemame	082 559 7590	
11	Football	FCLM FC	Worcester	A. Ndongeni / Linda Mase (President)	082 334 3197	leedsunited@live.co.za
12	Football	Jonkershoek United	Stellenbosch	D. Mc Kelly (ex CP)	082 703 2945	dhmckelly@gmail.com
13	Football	Marine United	Gaansbaai	Mandla Dyani Coach	083 433 5218	mvusixov@webmail.co.za Fax No. 028 388 0525
14	Football	Morning Stars	Gaansbaai	Zwanele Jonas (CP)	078 778 3210	mjonase83@gmail.com
15	Football	Mountain Sweepers	Breede valley	M. Ntulini	082 043 1494	
16	Football	Real Attackers	Hermanus	M. Tshabalala (CP)	083 762 6024	
17	Football	Robertson Celtics	Robertson	M. Lisiea	071 816 7835	

18	Football	Salim United	Hermanus	M.Konstabel (CP)	082 724 7305	martineskonstabel@gmail.com
19	Football	Swallows FC	Breede valley	L. Neethling / Mr J Botha	078 861 7337 - 073 002 7300	jnbotha6@gmail.com
20	Football	United Brothers	Caledon	T.Modipa Manager	073 174 0612	
21	Football	United Pirates	Breede valley	A. Lamani	072 810 6567	nomthaletsona@gmail.com
22	Football	Weltevrede FC	Stellenbosch	S. Salvester	083 464 5938	saliesalvester@gmail.com
23	Football	White Spurs	Bredasdorp	Ernest White (CP)	083 433 0183	ernfootball@yahoo.com
24	Football	Zolani United	Breederivier	S. Bulana	073 510 1955	
25	Netball	Bluestars	Klapmuts	Mrs Rubyn	079 628 4520	lcarstens@westerncape.gov.za
26	Netball	Chrysalis	Macassar	Audrey (CP)	078 068 7978	audrey@machs.wcape.school.za
27	Netball	East Cliff/Mount Pleasant	Hermanus	Alzeen	076 149 3805	
28	Netball	Excelsior	Ceres	Monica (SEC)	073 726 1443	Fax No. 023 317 0795
29	Netball	Hangklip	Kleinmond	Llowellon	079 056 0290	l.arendse@sanbi.org.za / arendse@live.co.za
30	Netball	Heldervalley	Somerset West	Mev Adams	021 851 1411	
31	Netball	Kanonkop	Stellenbosch	Lien	082 350 6437	
32	Netball	Kromfontein	Koue Bokkeveld	Jenna	071 205 0193	
33	Netball	Kuyasa	Stellenbosch	Sive Nogado (CP)	072 139 6057	kwaneleg@stellenbosch.org
34	Netball	Lanquedoc	Stellenbosch	Virgil	072 396 9251	swartsv@rhodesfoodgroup.com
35	Netball	Paardekloof	Koue Bokkeveld	Joyce	082 220 5427	Fax No. 023 313 3980
36	Netball	Touwpark	Touwsrivier	Maggie	076 817 5215	
37	Rugby	Adelaars	Wellington	D.Burger (CP)	076 995 7829	
38	Rugby	Alberts	Worcester	S.Neethling (CP)	082 370 3831	

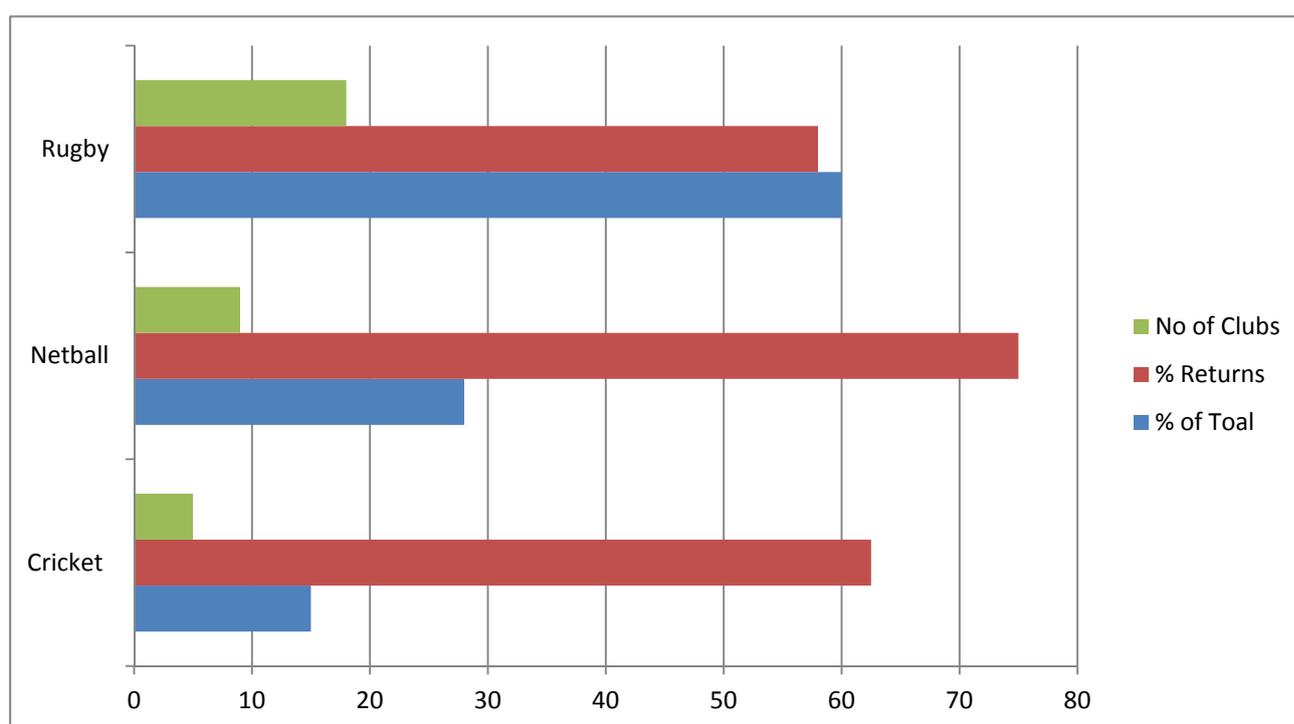
39	Rugby	Black Vultures	Mbekweni	Lunga Syabhuza (CP)	073 460 2359	Fax No. 021 868 6030
40	Rugby	Botrivier	Botrivier	P.Pheiffer Treasurer Mr Hartnick (Vice Chairperson)	073 505 7793	johnhartnick@mweb.co.za or fax 028 284 9057
41	Rugby	Dolphins	Bonnievale	Andries Willemse (CP)	079 978 5906	
42	Rugby	Evergreens Paarl	Paarl	Zelda Bester (SEC)	072 457 1211	zeldabester@yahoo.ocm
43	Rugby	Hamlet	PA Hamlet	A.Muller (CP)	078 810 8826	
44	Rugby	Kayamandi	Stellenbosch	Cosby Matiwane (CP)	078 514 1457	Fax No. 021 872 0049 / 086 616 4055
45	Rugby	Newtons	Wellington	A.Morris (CP)	079 105 5647	
46	Rugby	Paardekloof	Paardekloof	P.Comail (CP)	076 844 1185	
47	Rugby	Protea DD	De Doorns	Willem Isaacs (CP) Andries Matolla (SEC)	0733277787 084 448 6098	Fax No. 086 655 5205
48	Rugby	Rangers De Hoop	De Hoop	Ruben Stevens (Vice Chairperson) / Anton Rooi	079 643 1271 / 071 607 4690	ruben@ahm.co.za
49	Rugby	Rangers Elgin	Grabouw	S. Hansen (CP)/ Ashley Abrahams	072 498 1596 / 078 332 9998	stan@elginhomes.co.za
50	Rugby	Temperance	Gouda	Roger Oeresen	082 469 4596	
51	Rugby	Touwpark	Touwsrivier	G.Japhta (CP)	076 335 6296	
52	Rugby	Universals	Stanford	Mrs Dreyer	028 341 0673	
53	Rugby	Villiersdorp	Villiersdorp	R Felix (President)	076 338 4673	Fax No. 076 338 4673 and reynelfe@twk.org.za
54	Rugby	Wolseley	Wolseley	W.September (CP)	073 990 5257	wcsep70@gmail.com
55	Rugby	Young Blues	Koplande	Jacob Adonis (CP)	073 531 6836	Fax No. 021 873 2434
56	Rugby	Young Hearts	Pella	Llewelyn Geduld (CP)	073 703 7505	llewelyngeduld.silversolutions@gmail.com

8.0 SUMMARY OF METRO DISTRICT

The Metropolitan district, covering the greater Cape Town suburbs, is the second largest of the four districts with clubs in the third year of participating in the CDP. It comprises of 52 clubs (33,5%) of the 155, in three sports codes – Cricket, Netball and Rugby.

Managed out of the office at Hartlevale Stadium in Observatory, by two coordinators, Nonceba (Patience) Mphshe and Lungile Tsolekile, Of the 52 clubs, 29 (55,7%) responded to the questionnaire, interviews, provided information and copies of their constitution and financial statements. More than 44% (13) of these clubs availed themselves for one-on-one interviews.

We also received a number of unsolicited responses from athletics (1), netball (3) and football (4) clubs. These were not included in this assessment as the clubs were not in the third year cycle of the programme.

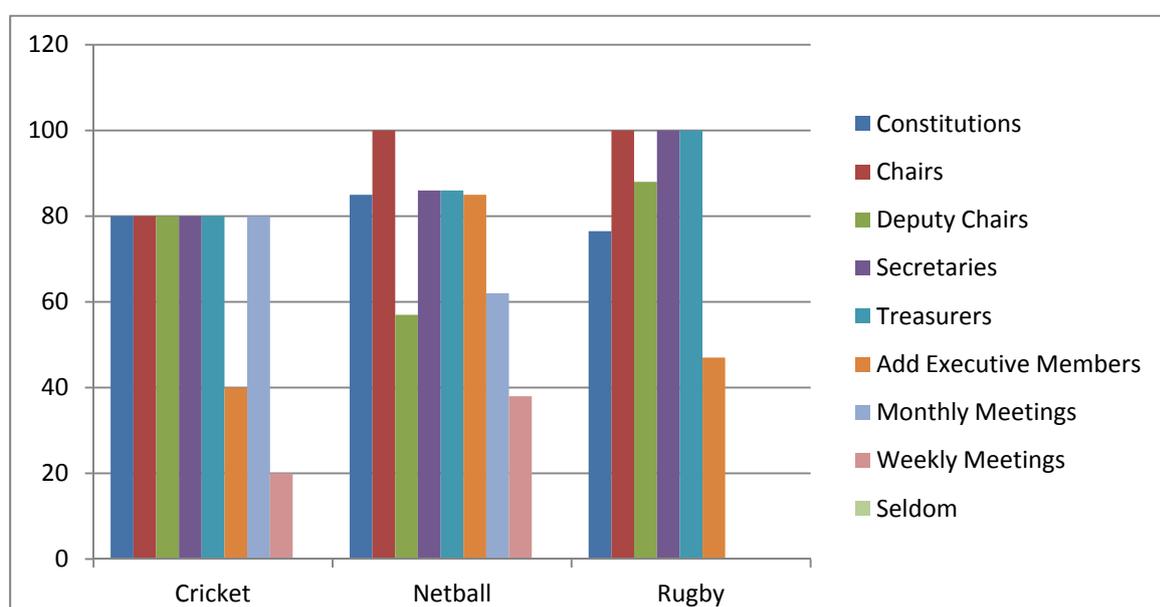


8.1 GOVERNANCE

8.1.1 Administration

Of the respondents, 79% had a Constitution and provides copies thereof, while 58% had specific, separate codes of conduct and 55% founding documents

The majority were administratively sound having elected chairpersons (93%) and deputy chairpersons (80%). Across all three codes of sport 93% had secretaries and 93% having treasurers. More than 85% of netball clubs had additional executive members, managers and coaches in their executive management structures. Fifty-five per cent of all clubs have additional members on their executives, displaying good oversight.

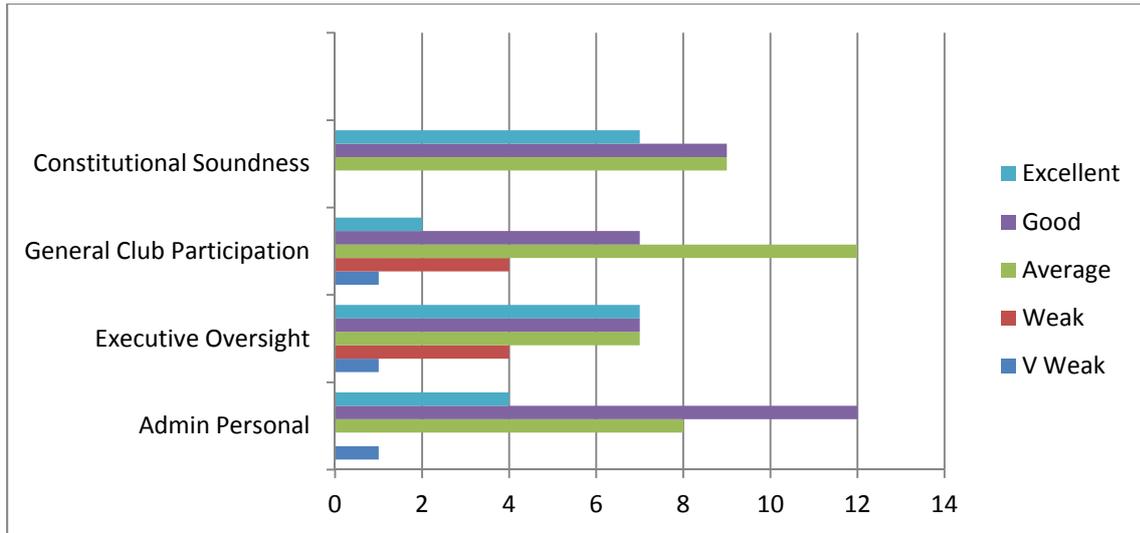


More than 58% of the clubs executive committees met monthly and 21% met weekly. Of concern is 21% of executive seldom meet, other than in general club meetings.

Community facilities (58%) such as a local hall or church is the most common meeting place of the executives, 21% meet in club houses and only 10% meet in private homes of an executive member.

General club meetings are held monthly (65%); 10% weekly; 7% seldom and on the rest there is no information. Club meetings were held in a community facility (46%) such as a local hall or church; in private homes (18%) and club house (36%)

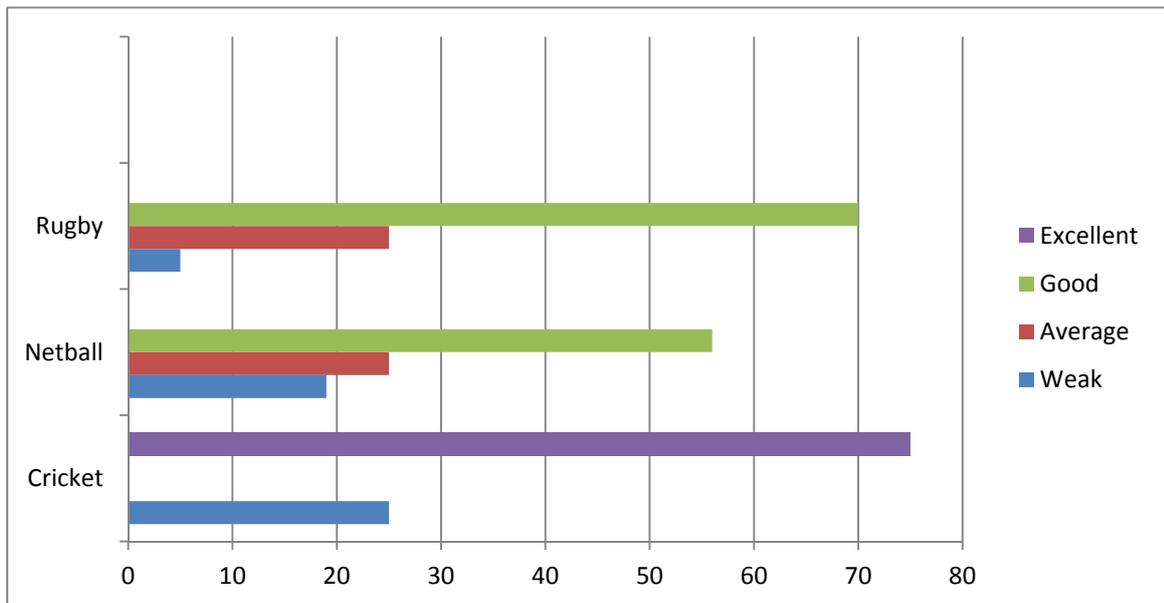
More than half (55%) of clubs held AGM's annually and 45% every second year. Minutes were presented at 79% and financial statements at 69% of the AGM's. The sports code of concern in this district is the Netball clubs where 57% did not present minutes or financial statements at the last AGM. New officials were elected at 80% of the Cricket AGM's, 43% of the Netball AGM's and 71% of the Rugby AGM's. Forty per cent of the officials serve for one year and 60% for two years.



8.1.2 Financial Administration

Conversely the financial management at the clubs is good/excellent (60%) to average (25%) with 86% having club bank accounts and 38% of the clubs exercise additional financial oversight by an executive member.

Overall Financial Management



8.1.3 Impact of CDP

Generally clubs in this district can be considered administratively strong with challenges with administrative weakness is largely experienced in the netball where attention and capacity building is needed around the financial management, controls and general club participation. This is also the sports code that appears to get the most attention from the coordinator Ms Mphshe.

Clubs interviewed acknowledge that the workshops and administrative courses attended as part of the CDP greatly assisted their clubs in improving their administration. The courses were of a high standard, relevant and provided practical ways in which to improve. The provision of templates for codes of code, meeting formats, reports etc. were of great help and immediately applicable and skills transferable to the club members.

Not all clubs have been exposed to or attended the courses offered. There is no incentive or consequence for not attending the course on offer. Those courses that generate the most praise are the coaching and skills development workshops attended. Many clubs claim to have had no notification of CDP opportunities or assistance offered in the three years.

The executives of two of rugby clubs were not even aware that the club was participating in the CDP and seen no benefits to the club and have had no contact with the coordinators. The coordinators dispute this.

8.1.4 Socio-economic Impact

All the clubs in all three codes claim to have a socio-economic impact on their local community. The most common feature is that they attract the local youth and the school children to participate in sports activities and thus keep them from gangs and other ills. However there is no empirical data to support these claims. There is evidence that many young school-going girls do join the netball clubs and many males and adults assist in the training and coaching of the netball clubs.

The large number of junior teams in netball, cricket and rugby also support this notion.

The social and community activities clubs involve themselves with include:

- Keeping young female-children off the street
- Young people occupied and away from drugs and gangs
- Player development and leadership programmes
- Outreach programmes to local groups in the community
- Assisting the old-aged members of the community.
- Clean streets in the community
- Assisting disadvantaged youngster with their schooling and school fees

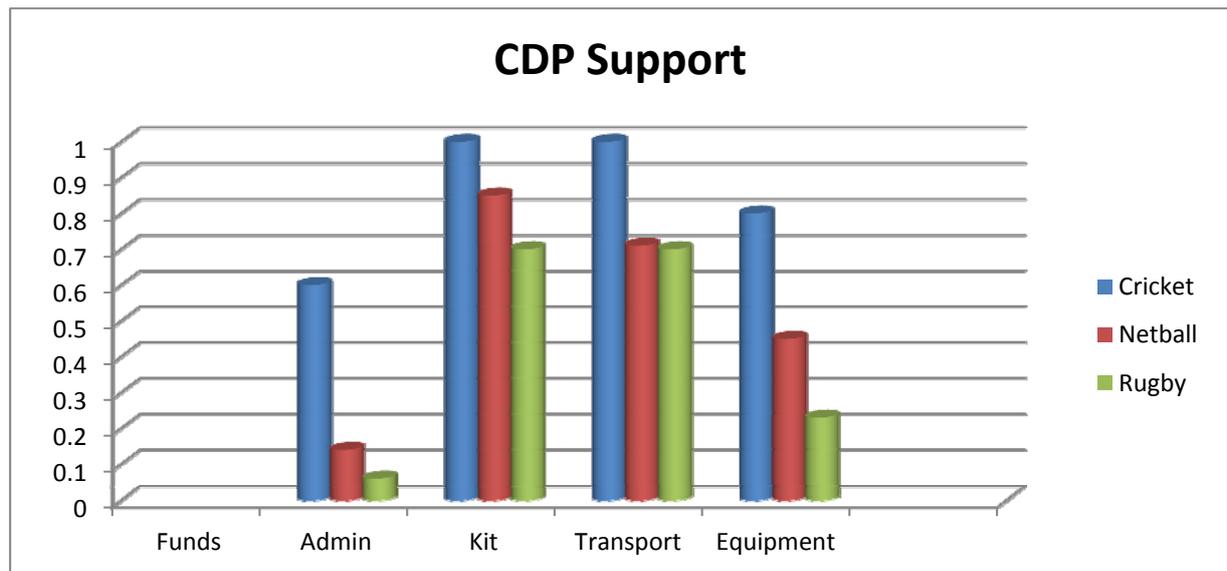
8.2 ACCESS TO SUPPORTING CLUBS NETWORKS

Networking amongst clubs in the same sports code is more common in the Metro than the other districts. Networking across sports codes are also possible as many use the same municipal-supplied venues. Clubs liaise and communicate between each other with regard to facilities, venues and assist each other where possible. Examples of this are clubs located at City Park in Athlone and Langa, , Mannenberg and NY49 in Gugulethu etc.

8.2.1 Support

Clubs in the Metro generally complain they receive no support (86,5%) yet they enjoy support from their federation (3%) the City of Cape Town (27%) and some benefit from local sponsorships (7%) and partnerships (13%). More than the 27% of club that acknowledge they receive municipal support in the form of access to local playing fields and use of a municipal hall for meetings receive support. Many clubs use school premises (albeit for a small fee) and enjoy local support that attends the games. Federations pay the City of Cape Town for the clubs to use facilities.

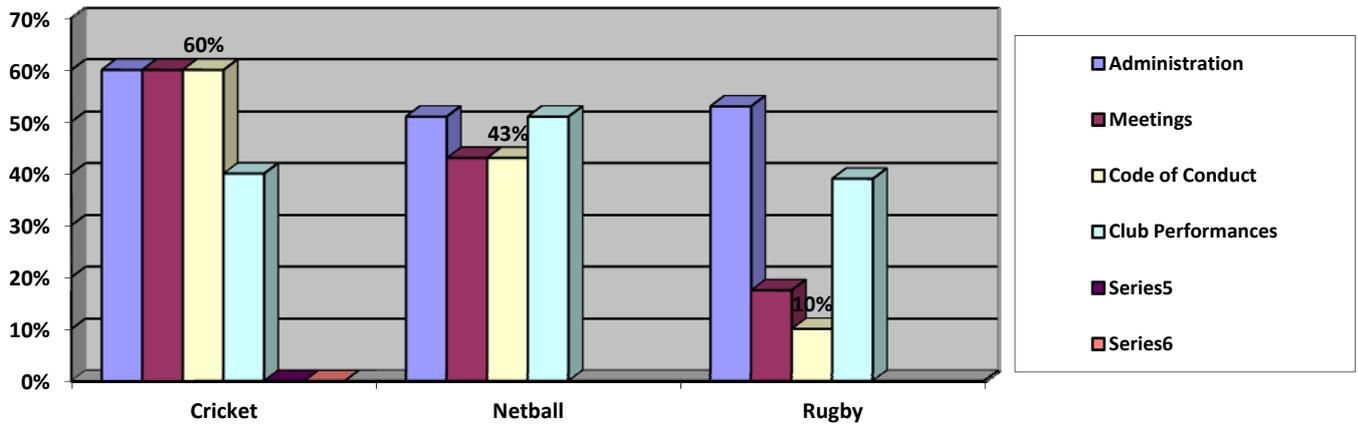
None of the teams across the three codes of sport have professional medical support. St John's or Red Cross volunteers provide a service to 31% of the clubs and 71% are dependent on their own first aiders. This is contrary to standard practice that requires a doctor should be on stand-by at all competitive rugby games.



Clubs in the Metro have benefited mostly from the transport assistance and the provision of apparel (kits) supplied by DCAS. The equipment provided by DCAS has largely been balls, and these have been of questionable quality.

A number of clubs have attended the workshops organised by CDP but clubs only attribute benefit to the coaching skills obtained to the CDP.

Notwithstanding the biggest improvement clubs have experienced in the three years being part of the CDP has been in the areas of improved administration, meeting attendance and on-field performance.

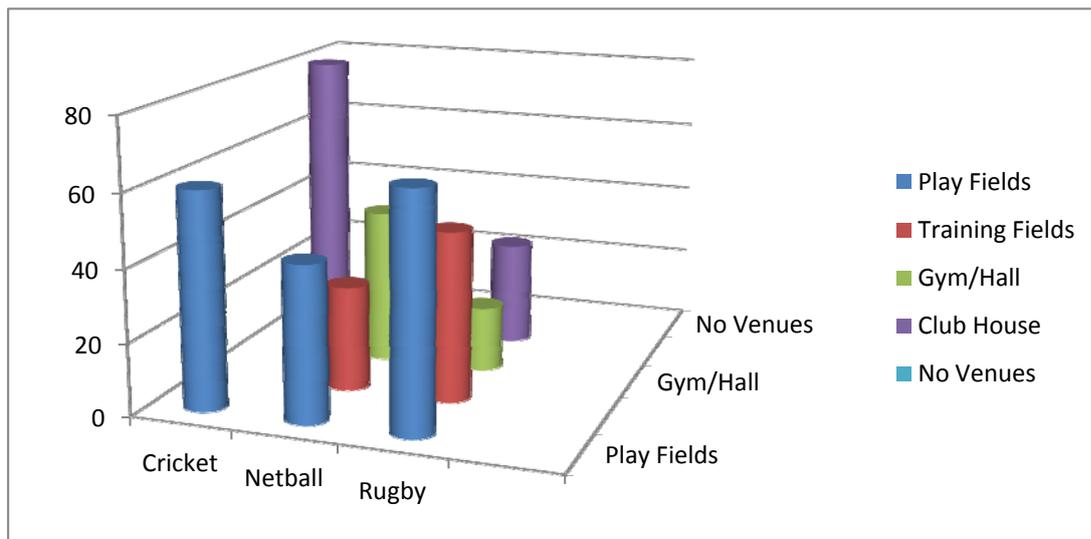


Not all clubs express appreciation for the CDP programme support they receive with 19% rating the support received as Good and 31% as Average. Netball, understandably currently receives the most attention from the CDP Coordinator. With contact by telephone, e-mail and visits to netball clubs in the district most pronounced.

Cricket and Rugby clubs feel that they not getting the support they need or were promised. Many have not had contact with the CDP for months and in the case of two rugby clubs, never.

8.2.2 Facilities

While many clubs claim to have no facilities, the majority of codes use municipal fields to practice and to compete on. More than half (56%) have a “home” field even if they share that facility with another club or sports code. The facilities are primarily owned and maintained by the City of Cape Town and needs executive attention to keep up the standards.



Clubs draw members from the local communities and local schools in the area and as such enjoy the support of the local councilor and school governing body. However schools do charge clubs up to R 300-00 per match to use the schools facilities and fields after hours.

Similarly administrators are local, mostly adults in the community, committed to assisting local youth. Their administrative skills are basic and have improved over the years as a result of training courses and guidance provided by the sports federations and the CDP –sponsored workshops and courses. There is no professional support for any of the clubs.

8.2.3 Community Support

Sixty per cent of Cricket clubs claim to have good community support and participation. They communicate regularly with their constituency via letters and functions (80%) and attendance at their AGM (60%) and general meetings (40%)

Seventy-two per cent of Netball clubs claim to have good community support and participation. They communicate regularly with their constituency via meetings and letters (57%); attendance of their functions (43%) and attendance at their AGM (28%).

Seventy-six per cent of Rugby clubs claim to have good community support and participation. They communicate regularly with their constituency via meetings (59%); letters (65%); attendance of their functions (41%) and attendance at their AGM (23%).

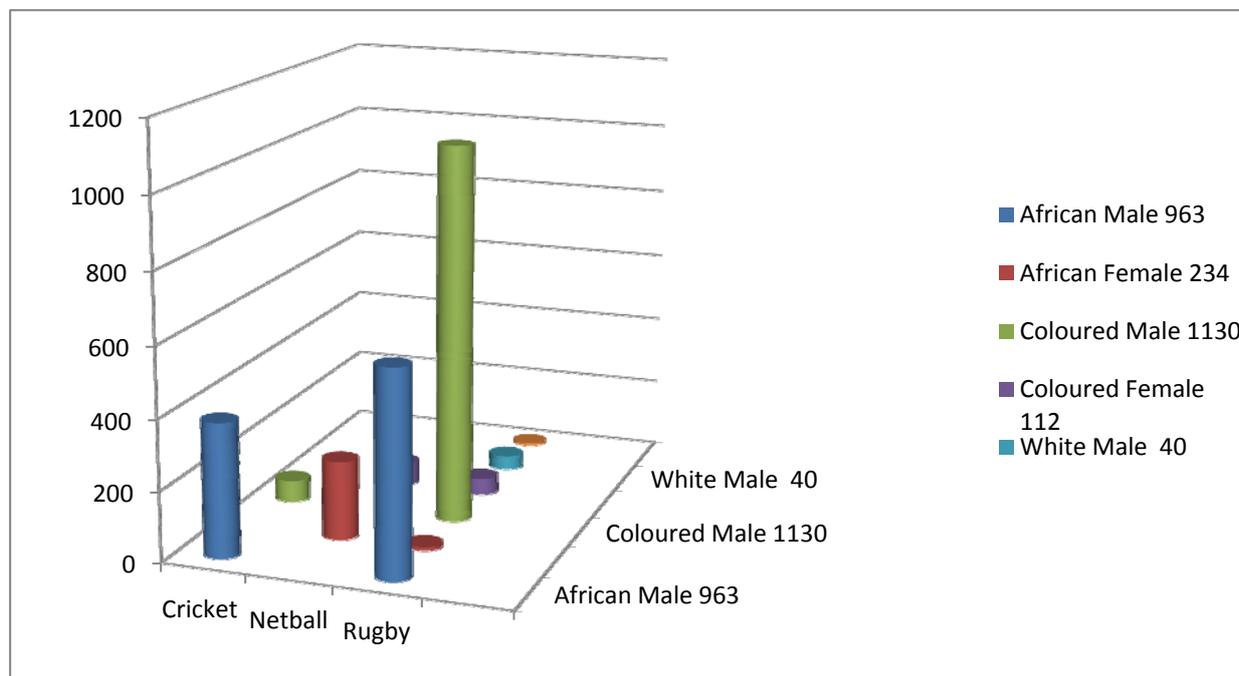
8.3 CLUB DYNAMICS

8.3.1 Club Demographics

An estimated total of 2486 players and administrators in the three sporting codes in the 29 clubs surveyed in the Metro participated in the 3rd year CDP. Rugby is by far the most dominant code with 1754 players and administrators in the 17 clubs surveyed on the programme. Netball has 289 members and Cricket 443 members in the seven and five clubs respectively surveyed on the programme.

Not all the clubs provided the detailed information requested thus making it difficult to age profile the members but a general profile of the members in each code of sport is as follows:

	African Male	African Female	Coloured Male	Coloured Female	White Male	White Female
Cricket	381		62			
Netball		224		65		
Rugby	582	10	1068	47	40	7



8.3.2 Performance

The clubs in the district have performed well. The CDP is supporting some weaker but also some of the more established clubs with rich histories and legacies – i.e. Caledonians RFC, Gugulethu and Langa Cricket clubs. Most clubs report an improvement in their performance in recent years.

The numbers are dominated with juniors with many rugby clubs sporting 3 – 5 junior teams each and the netball clubs having at least one junior team. The development of junior teams in cricket is being bedeviled by the lack of playing pitches in the Metro and the cost of transporting the juniors around to available venues.

8.3.3. Growth

The membership of netball clubs have grown marginally with the numbers per club being relatively small, yet two clubs membership have declined.

Cricket clubs have grown by 30 - 40% over the past two years with clubs in Gugulethu and Khayelitsha growing 40% year on year.

Only two rugby clubs have experienced a decline in membership in the past two years with Lagunya RFC shrinking by 10%. The rest of the clubs have grown on average 10 – 20% per year with Khayelitsha Rugby club growing by 50%.

8.4 SUSTAINABILITY

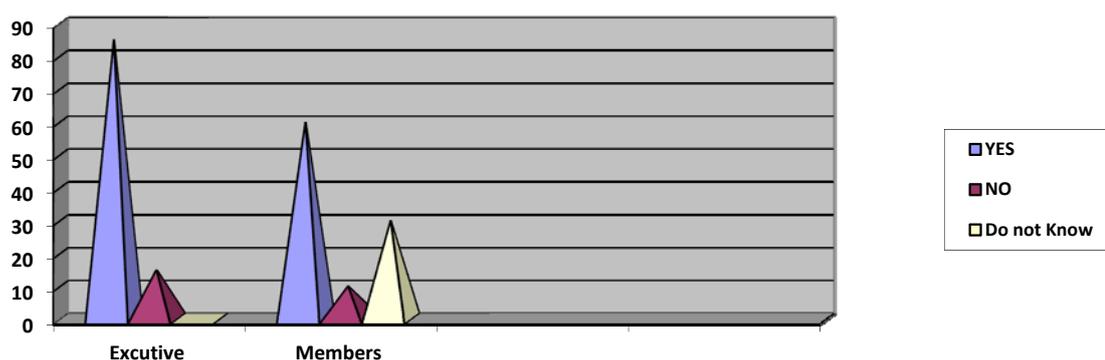
Clubs in the Metro are by far the most fortunate in the four districts reviewed. Most clubs continue to operate and compete due to the commitment and dedication of

- their administrators
- members
- municipality
- supporters clubs and community/spectators
- support they receive from DCAS
- their federation

Most have facilities and many do not rely on the on-going support from the CDP to survive. Transport is not a major challenge to them with the availability of public transport and they have shorter distances to travel than their counter parts in other regions. Notwithstanding this, clubs in Nyanga, Langa and Khayelitsha still need the financial support to transport their members to away matches and for the funds required to hire venues, such as school cricket pitches.

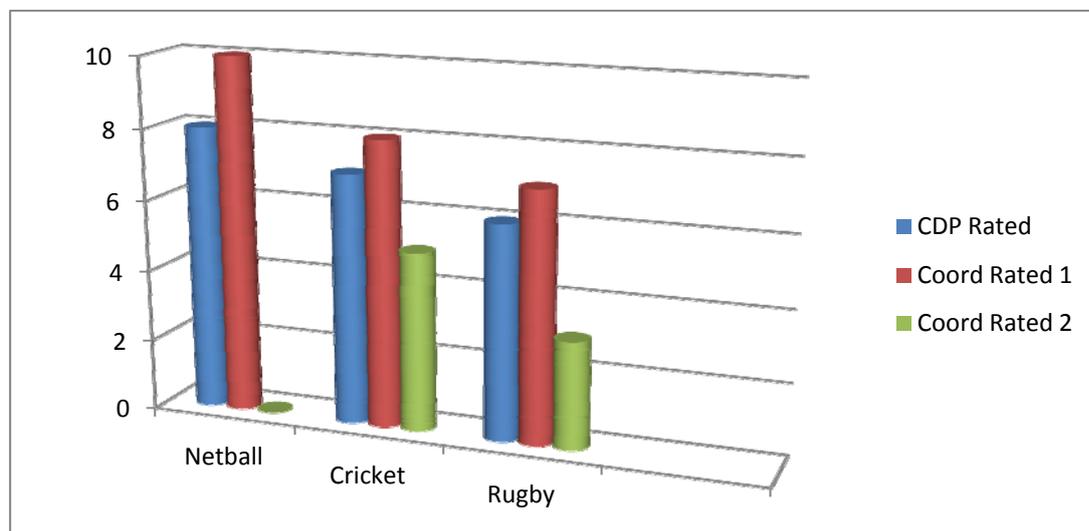
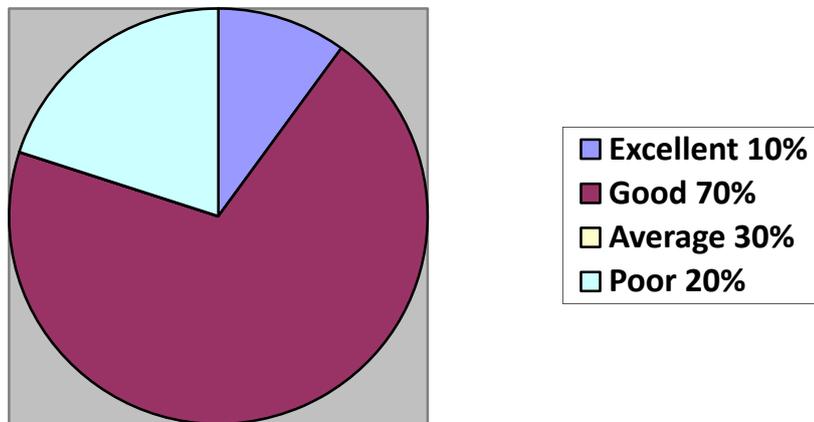
8.4.1 Future of CDP

Not all of clubs want to continue to be part of the CDP as some see no value of participation (as stated earlier).



8.4.2 Rating

In rating the CDP performance



8.4.3 Project Coordination

The two coordinators in the Metro are located at Hartley vale in Observatory. Each has been allocated two or more sports codes to administer under the CDP.

Ms. Mphspe has been very supportive of the research team and gone out of her way to assist, provide the requested information and set up meetings with clubs, and attending the one-on-one interviews. She maintains telephonic contact with most participants on the CDP but many request her presence at meetings and games more often. This could be a challenge to her.

The netball clubs are particularly grateful for her attention and support that they are receiving. It is also the code that needs the most support at present. She, evidently works with both the African-dominated and Coloured –dominated clubs in her portfolio. She also appears to have a good working relationship with the portfolio and federation representatives of the different sports codes.

No clubs in Mr. Tsolekile’s portfolio were being evaluated. He is secretary of Langa Cricket and they did not respond to any of our numerous requests, did not submit the questionnaire sent to them or

provide us any information and had not availed themselves for the one-on-one interviews invited to and conducted at Langa Stadium. The information he did facilitate was redundant from football clubs that are not in the programme or the research profile.

Management of the programme and the coordinators is evidently a challenge. We were unable to determine if there is any oversight. Coordinators in general have varying background and receive little other training or capacity building for the tasks expected of them.

There appears not to be consistent criteria by which clubs were selected to participate in the CDP nor are there any checks and balances that require clubs to conform or comply to remain part of the programme. Some clubs have not been contacted for months. Items promised to them as far back as 2011 have not been provided nor have they been given a report back as to why not.

8.5 RECOMMENDATIONS

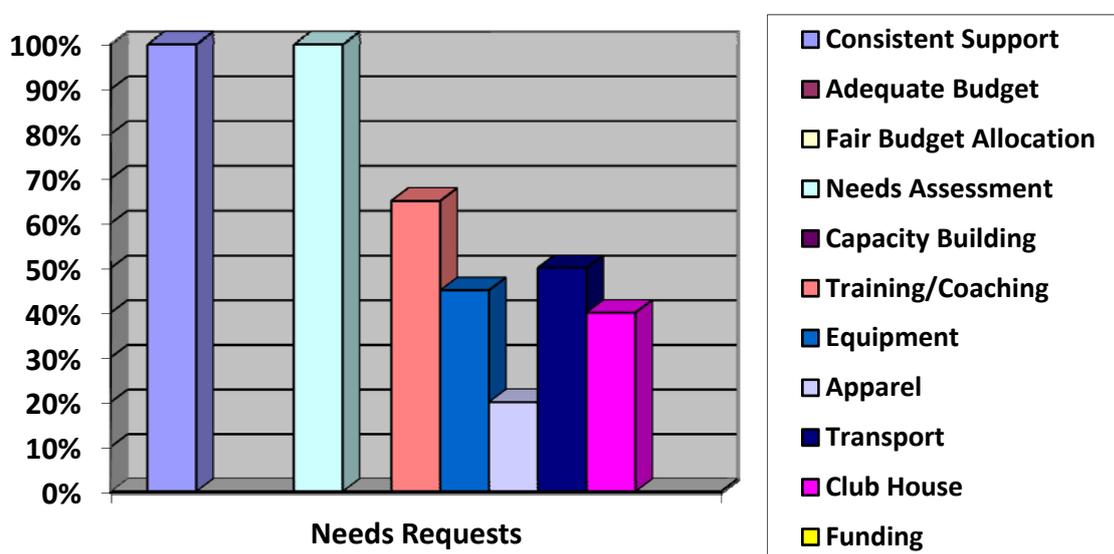
8.5.1 Areas that Need Attention in the Future

Many netball clubs in the Metro have a very close working relationship with the CDP coordinator whereas rugby clubs have a more arms-length to no relations with the programme. It is evident not all clubs receive the same quality of serve or attention from the coordinators.

All clubs interviewed expressed the view that an individual needs assessment of each club.

Building from this, the CDP coordinator and the Department should have more direct and regular contact with clubs, responding to their specific needs on an on-going basis.

Top of the list of these needs is more consistent support throughout the year or season and not ad hoc. Most request the coordinators to visit the clubs more often and engage them one-on-one to determine their needs and shortcomings.



8.5.2 Areas that need Improvement

Most clubs requested a better relationship with the Department and more attention from the coordinators.

Many requested DCAS's assistance in improving their relationship with the local municipality or influencing the municipalities, on their behalf, to assist the clubs, provide a more reliable service to the clubs and to improve their facilities for the use of the clubs. Clubs believe the municipalities are not listening to them.

Clubs want to attend more courses and coaching workshops to assist the clubs improving their administration and on field performances. Clubs particularly want to advance their coaches to level three and beyond but this required the Department financing the coaches in the region of R 3000 each to undertake this assessment. Clubs will benefit from more internationally recognised and qualified coaches.

Better quality equipment needs to be provided to the different sports codes. Rather few pieces, but better quality equipment should be considered. The supply chain process to procure equipment and assistance is a problem for many clubs.

The same applies to apparel. Either the entire club needs to be provided or provide something else as disparate provision sows disappointment and disunity in clubs.

Needs assessment is imperative. The needs of the whole club needs to be assessed and the programme should not be "one size fits all" as clubs may have different needs at different times in their development or the season.

8.5.3 Recommendations Going Forward

1. Based on the information presented and the evidence assembled, we conclude that terms of reference for the Club Development Programme be revisited.
2. A proper needs analysis of all the clubs must be undertaken and the individual needs of each club per code of sport to be determined.
3. There needs to be clearly defined, consistent criteria by which clubs are selected to participate in the CDP. There needs to be checks and balances that clubs are required to conform and comply to on an on-going basis remain part of the programme. Regular evaluation of each club on the programme and not just a quarterly report that the club submits, should be undertaken quarterly.
4. The programme should emphasize self-sufficiency and self-reliance by building capacity of clubs administrators and members through training courses and workshops.
5. Similarly clear terms of reference for coordinators should be established and selected coordinators held accountable to meet monthly and quarterly benchmarks.
6. Coordinators should receive appropriate, on-going training and development and the appropriate resources and budget allocations to fulfill their mandates. There should be closer oversight of their performance and remuneration of coordinators should be revisited.
7. Remuneration of coordinators needs to be revisited.
8. An indaba or evaluation workshop of all participating clubs should be convened annually.

LIST OF METROPOLE CLUBS THAT ARE MORE THAT THREE YEARS IN A PROGRAM

Clubs that Responded in Colour

NO.	CODE	NAME OF CLUB	AREA	TELEPHONE	EMAIL
1	CRICKET	PHILLIPI CRICKET CLUB	PHILLIPI	073 667 9069	Melikhaya.gadeni@capetown.gov.za
2	CRICKET	KHAYELITSHA CRICKET CLUB	KHAYELITSHA CRICKET OVAL	073 197 5580	mark@cricket.co.za
3	CRICKET	SAMORA MACHELL C.C	SAMORA MACHELL	084 329 3059	jerrymaliwana@ymail.com
4	CRICKET	BISHOP LAVIS C.C	BISHOP LAVIS	082 420 2996	fondlingjoseph@yahoo.co.uk
5	CRICKET	GUGULETHU C.C	GUGULETHU	082 707 2163	Gerald.njengele@iburst.co.za
6	CRICKET	LANGA C.C	LANGA	076 282 0321	Wayawaya11@yahoo.com
7	CRICKET	MFULENI C.C	MFULENI		
8	CRICKET	MANDALAY C.C	MANDALAY	076 603 6922	gsmqetha@yahoo.com
	CRICKET	NYANGA C.C	NYANGA	083 438 7779	stmaqubs@hotmail.com
9	NETBALL	BELHAR NETBALL CLUB N.C	BELHAR	083 365 2377	
10	NETBALL	INTERNATIONAL CHIEFS N.C	GUGULETHU	083 374 1456/082 510 3001	tambotolbat@gmail.com
11	NETBALL	CELTIC N.CLUB N.C	MANENBERG	082 579 2442	Selina.smith@capetown.gov.za
12	NETBALL	BLUE BELLS N.C	MITCHELL'S POINT	072 194 7959	peappollis@shoprite.co.za

13	NETBALL	UNITED BOMERS N.C	PHILLIPI	078 172 4848	
14	NETBALL	ROYAL BLUES N.C	PHILLIPI	073 404 2877	Veliswawinnie.july@transnet.net
15	NETBALL	RED TIGERS N.C	LANGA	079 272 8782	lubabalombizo@gmail.com
16	NETBALL	PEACEMAKERS	GUGULETHU	083 502 6500	sales@osts.co.za
17	NETBALL	CYCLONES N.C	MITCHELL'S PLAIN	074 149 5358	ipocpt@bidair.co.za
18	NETBALL	VALENTIA N.C	KHAYELITSHA	083 332 9812	Nyameka.Fuba@capetown.gov.za
19	NETBALL	PAMA N.C	KHAYELITSHA	071 078 3889	ashleyakhona@gmail.com
20	NETBALL	YOUNG CHAMPION N.C	KHAYELITSHA	082 536 7882	Nqabisa@propfintrust.co.za
21	RUGBY	BLUE JET R.F.C	KHAYELITSHA	083 598 3593	
22	RUGBY	BISHOP LAVIS R.F.C	BISHOP LAVIS	073 244 7350	
23	RUGBY	THRISTLE R.F.C	BONTEHEUWEL	083 333 5753/084 314 0048	admeyer@polka.co.za
24	RUGBY	BUSY BEES	LANGA	073 909 7476	Alfredmsutu.kewana@cape.gov.za
25	RUGBY	LANGA R.F.C	LANGA	083 571 4145	
26	RUGBY	YOUNG IDEAS R.F.C	LANGA	083 747 8740	Thabo.namba@vodamail.co.za
27	RUGBY	COLLEGIANS R.F.C	MITCHELL'S PLAIN	071 542 2192	
28	RUGBY	MITCHELL'S PLAIN R.F.C	MITCHELL'S PLAIN	072 468 5819	Suspended by WP

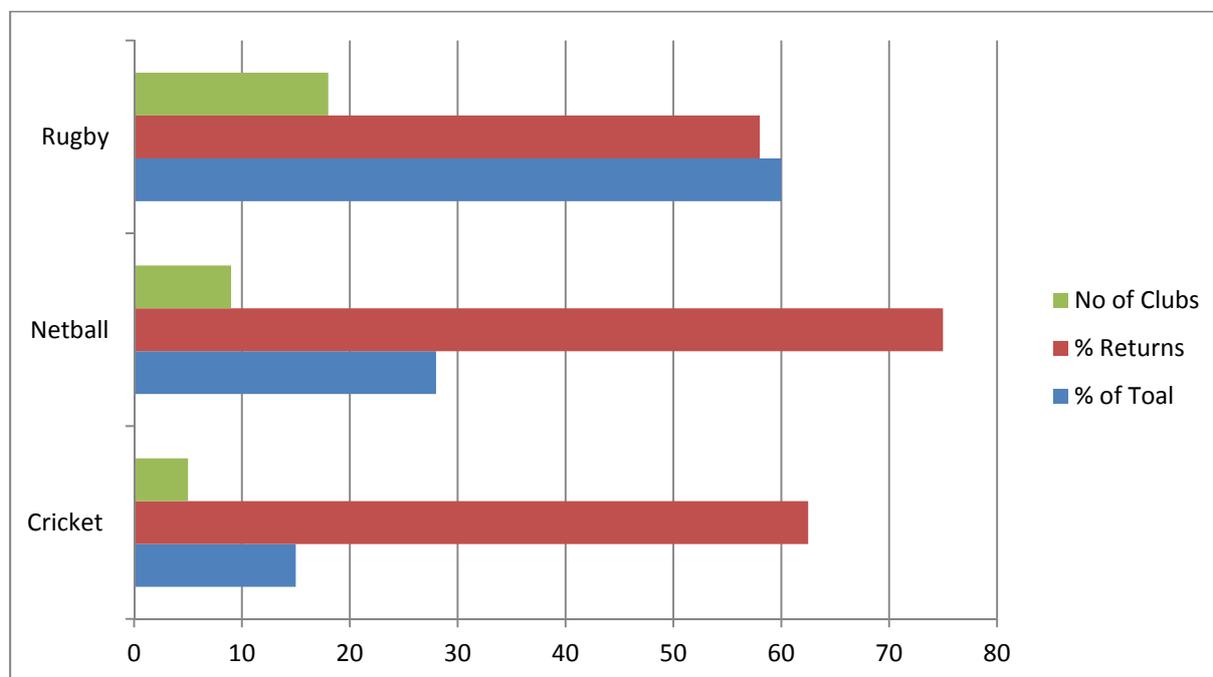
29	RUGBY	ROCKLANDS R.F.C	MITCHELL'S PLAIN	079 022 6623	
30	RUGBY	MANENBERG R.F.C	MANENBERG	083 641 5080	nabraham@pgwc.gov.za
31	RUGBY	PENINSULA R.F.C	MUIZENBERG	073 602 5224	georgem@mustek.co.za
32	RUGBY	RETREAT R.F.C	MUIZENBERG	072 570 7017	DerekM@dss.gov.za
33	RUGBY	CITIES R.F.C	GREATER ATHLONE	083 658 2444	
34	RUGBY	HAMEDIAN R.F.C	GREATER ATHLONE	083 412 3883	tasneemescacksmart@gmail.com
35	RUGBY	PROGRESS R.F.C	GREATER ATHLONE	084 411 4124	Joe.m.appel@grace.com
36	RUGBY	PERSEVERANCE R.F.C	GREATER ATHLONE	084 660 1818	josephvs@telkomsa.net josephv@discovery.co.za
37	RUGBY	RANGERS R.F.C	GREATER ATHLONE	083 571 9474	Resigned from the club
38	RUGBY	TEMPERANCE R.F.C	GREATER ATHLONE	083 560 9084	Cell number no longer in use
40	RUGBY	WASTONIA R.F.C	GREATER ATHLONE	082 880 6321	Resigned
41	RUGBY	LAGUNYA R.F.C	NYANGA	073 616 9784	Titus Kepadisa 073 801 9103
42	RUGBY	ELSIES RIVER R.F.C	ELSIES RIVER	082 853 4468	elsiesriverunited@vodamail.co.za
43	RUGBY	NORTHERNS R.F.C	ELSIES RIVER	084 806 9214	andycloete@ymail.com
44	RUGBY	RICHMOND RANGERS R.F.C	ELSIES RIVER	078 263 2385	phillipsde@peterspapers.com
45	RUGBY	SILVERLEAF	ELSIES RIVER	082 334	kevin@pathteq-qpl.co.za

		R.F.C		2501	
46	RUGBY	TYGERBERG R.F.C	ELSIES RIVER	082 691 3733	anthonyb@gundle.co.za
47	RUGBY	ATLANTIS R.F.C	ATLANTIS	083 772 1658	A. Kaseoor 079 392 0859
48	RUGBY	YOUNG WESLEY R.F.C	PHILLIPI	083 407 8344	
49	RUGBY	CALEDONIAN ROSES R.F.C	HANOVER PARK	082 788 4437 083 503 5019	
50	RUGBY	KHAYELITSHA R.F.C	KHAYELITSHA	072 875 7752	Sdlebusu@pgwc.gov.za
51	RUGBY	SCOTTSDENE CENTRAL R.F.C	EIKENFONTEIN	073 647 9029/021 987 5350	geraldbrock@capspan.co.za joseph.cloete@transnet.net
52	RUGBY	DELFT R.F.C	DELFT	073 494 6919/071 130 9144/076 896 8201	No longer a member of the club

[SEE DETAIL PROFILE OF EACH CLUB SURVEYED, ELSEWHERE](#)

9.0 SUMMARY OF WEST COAST DISTRICT

The West Coast is the smallest of the four districts participating in the CDP. It comprises of 13 clubs (8%) of the 155, in five sports codes. Managed out of the Vredenberg office of DCAS by Heinrich Blom, 85% of the club responded to the questionnaire, interviews and provided information.



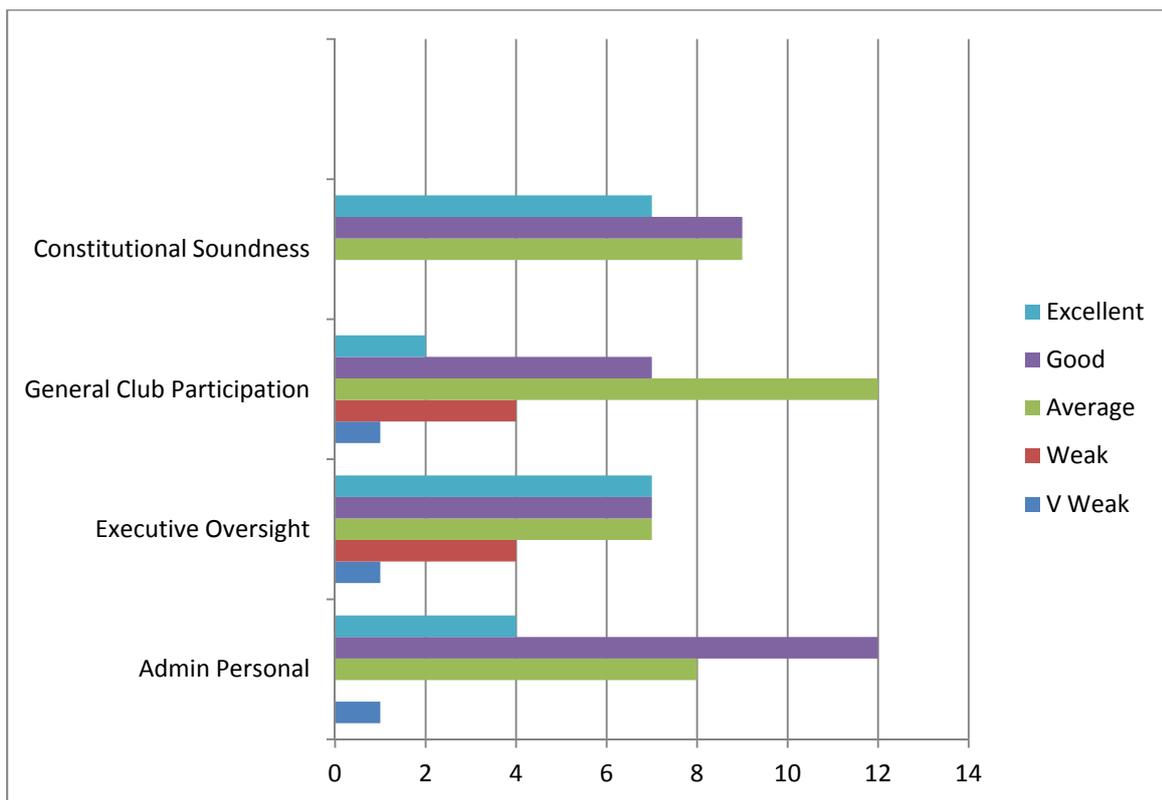
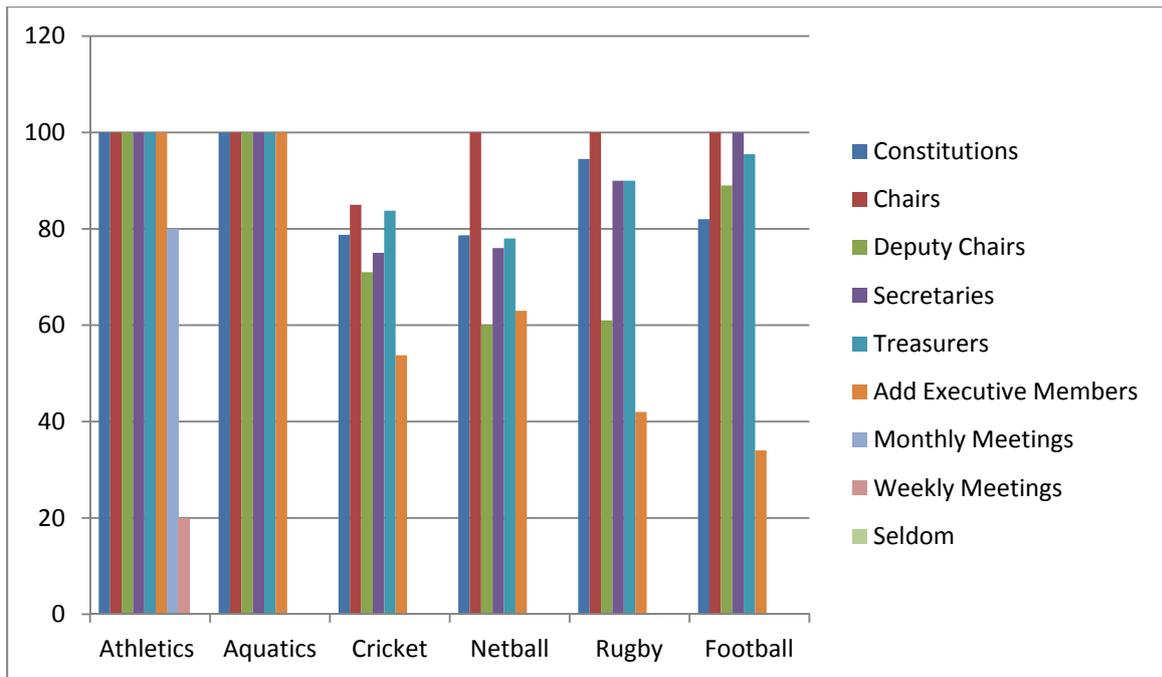
9.1 GOVERNANCE

9.1.1 Administration

Of the respondents, 62% had and provides copies of their club constitution. The majority were administratively sound having elected chairpersons (100%), deputy chairpersons (85%), secretaries (100%), treasurers (100%) and 50% of the clubs having additional members on their executives, displaying good oversight.

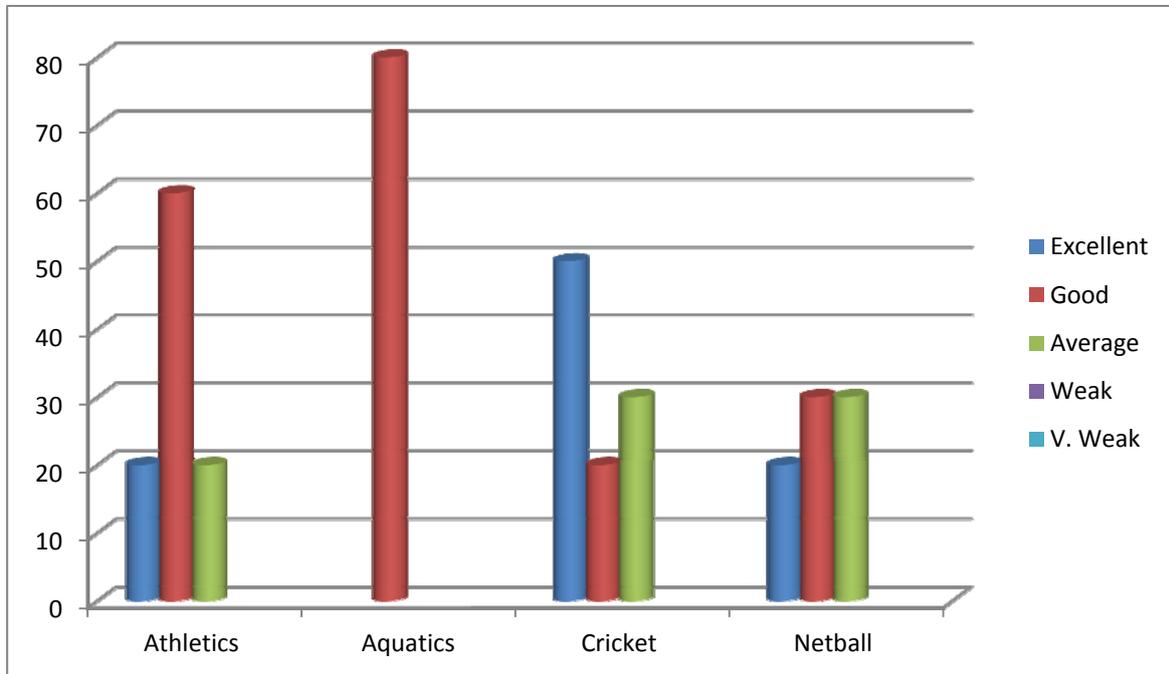
More than 50% of the clubs had monthly meeting, 15% weekly and 35% seldom. Many clubs only had meetings in-season. As many of the clubs were very small, 42% held meetings in private homes of an executive member, 42% in a club house and 16% in a community facility – hall or school.

Eighty percent of the clubs held their AGM in the past year and 20% in the past two years with minutes and financial statements being presented at 88% of the AGM's, whereas only 12% had no current financial statements presented. Elections of new officials took place in 80% of the AGM's with 20% of officials serving two year or longer terms of office.

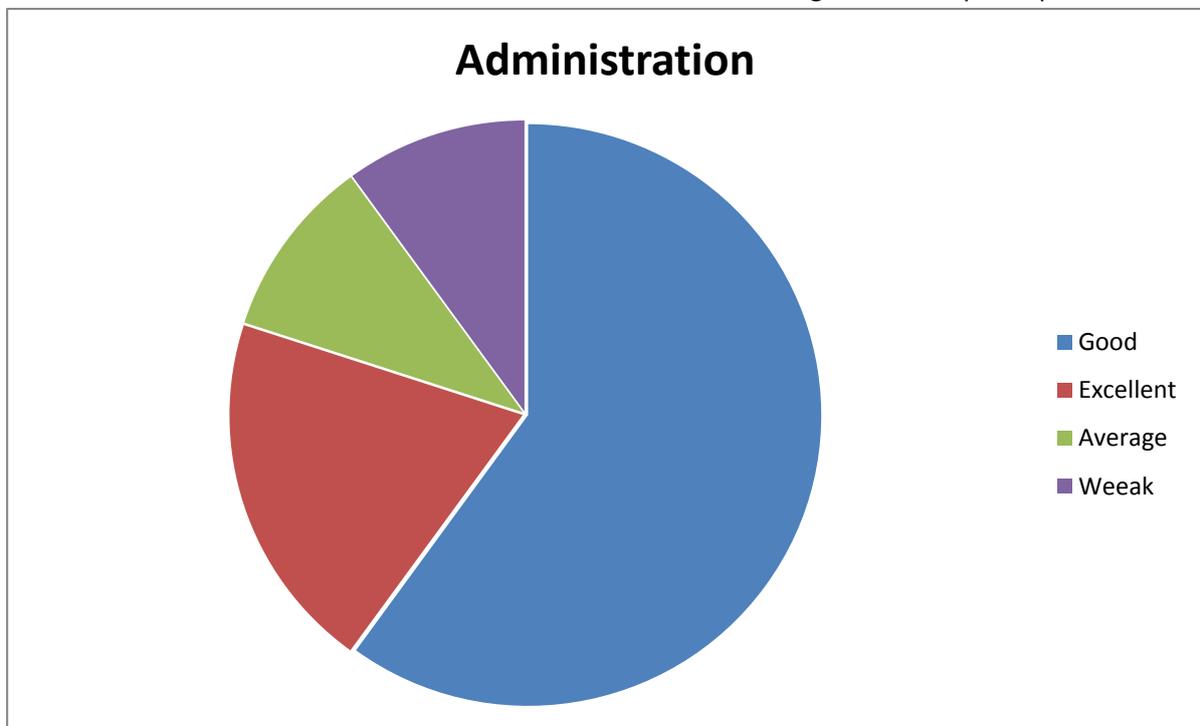


9.1.2 Financial Administration

Financial Administration of all the clubs in the district is generally good with all having a treasurer, club bank account and 80% presenting financial statements at their last AGM. Moreover 20% have additional oversight by an executive member.



The general administrations of the clubs have improved. The administrative weakness is largely in the netball where attention is needed around the constitution and general club participation.



9.1.3 Impact of CDP

Clubs interviewed acknowledge that the workshops and administrative courses attended as part of the CDP greatly assisted their clubs in improving their administration. The courses were of a high standard, relevant and provided practical ways in which to improve. The provision of templates for codes of code, meeting formats, reports etc. were of great help and immediately applicable and skills transferable to the club members.

A biggest impact CDP has made is improving the self confidence of executive members and that they have used the skill imparted at the training to improve the clubs and their personal position in life.

The coaching has been to improve the members' performance levels.

But by far the greatest contribution the CDP has made to the clubs in the West Coast District is its contribution to the transport costs. Many clubs would have not been able to survive and grow without this assistance.

9.1.4 Socio Economic Impact

All the clubs in all four codes claim to have a socio-economic impact on their local community. The most common feature is that they attract the local youth and the school children to participate in sports activities and thus keep them from gangs and other ills.

However, there is no empirical data to support these claims. There is evidence that many young school-going girls do join the netball clubs and many males and adults assist in the training and coaching of the netball clubs.

The social and community activities clubs involve themselves with include:

- Young people occupied and away from drugs and gangs
- Player development and leadership programmes
- Community outreach programmes to local groups in the community
- Assisting the old-aged community members in cleaning their homes and streets in the community.
- The Athletics clubs have an additional community outreach programme that have the children engage with the less privileged and disadvantaged in the area.
- Support charities such as 'Relay for Life' in fundraising.
- Building self confidence of member, instilling values and moral standards
- Teaching youngsters self respect, teamwork and keeping them away from crime and drugs
- Providing modeling and dance classes for girls.

9.2 ACCESS TO SUPPORTING CLUBS NETWORKS

Clubs on the West Coast are largely isolated.

They participate in the Boland federations and perform well in the various codes of sport. They enjoy very little support, largely due to the distances they play from home. Their support base is very small and local support/spectating is only possible for home matches.

9.2.1 Support

Clubs in the West Coast have very little external support. None have sponsors, with those that had sponsors lost these as they transformed to be more racially representative. Sadly emerging and black business have not filled the gap.

Fifty-percent of clubs receive municipal support in the form of playing fields, use of stadia and halls and 15% receive some support from their sports federation.

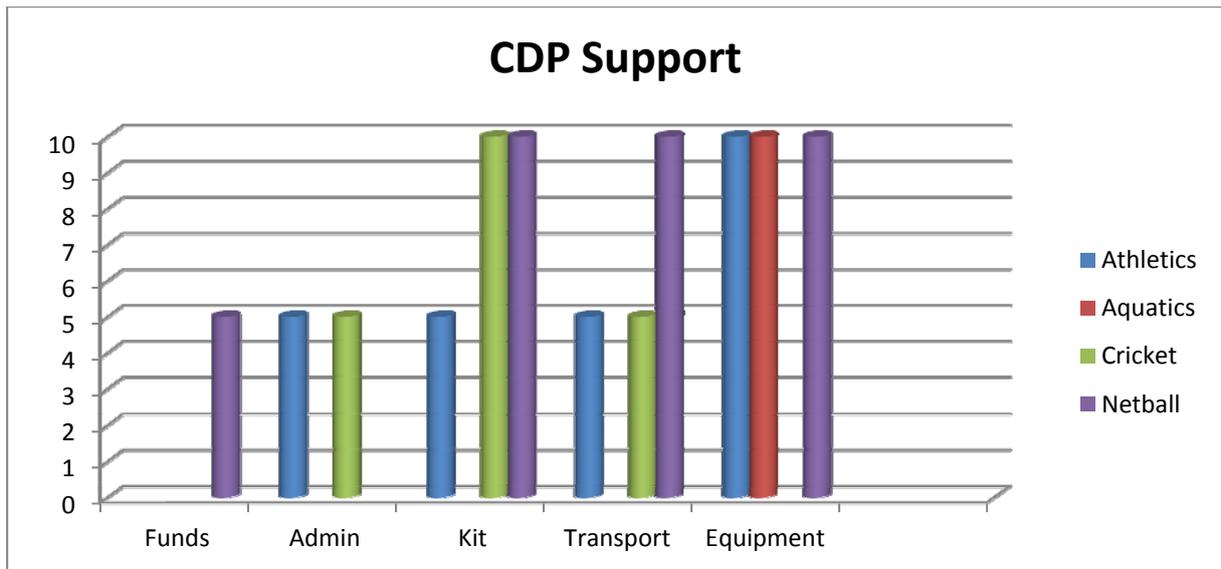
The assistance received from the CDP programme is crucial to the majority of the clubs, with transport being the most important. Most of the clubs have to travel great distances to compete each week. Without this support, the clubs will be in dire financial straits as the members would not be able to afford the ever increasing costs to travel from the West Coast to a field as Hermanus or Paarl each weekend to compete.

The workshops and training courses the department arranges under the CDP are of great value to clubs that attend. There are clubs that do not attend due to distance or short notice. But all agree they are beneficial. Clubs also view these courses as personal development opportunities and are proud of the certification received.

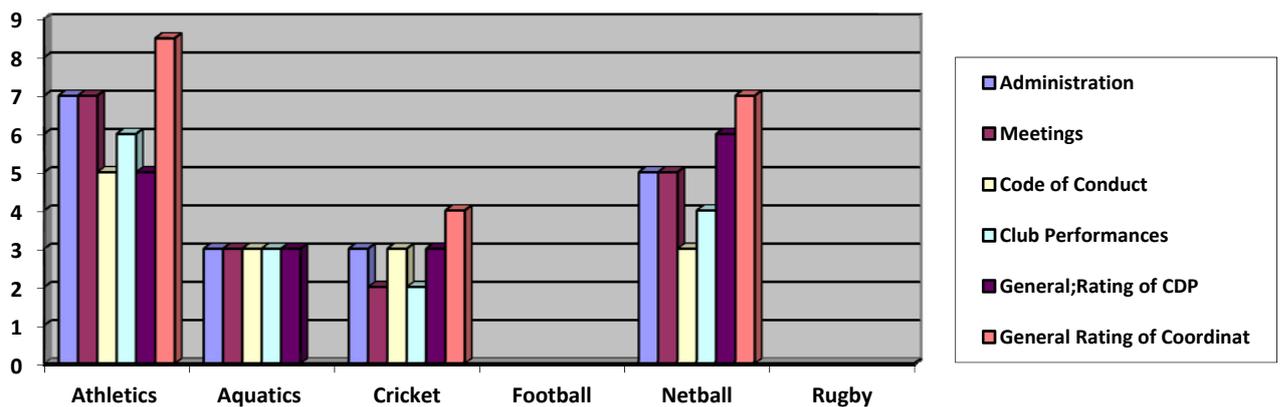
The biggest drawback of the CDP support is that not enough jerseys or tracksuits are provided to kit every club member leaving some without. This causes disappointment and challenges in the club.

The other challenge experienced by summer sporting codes is that they fall in the tail end of the DCAS budget cycle and the CDP programme invariably runs out of funds half way into their season placing a financial burden on these clubs.

It is requested that the department spread the funding and support evenly to span the full year and not prejudice the summer codes of sport.

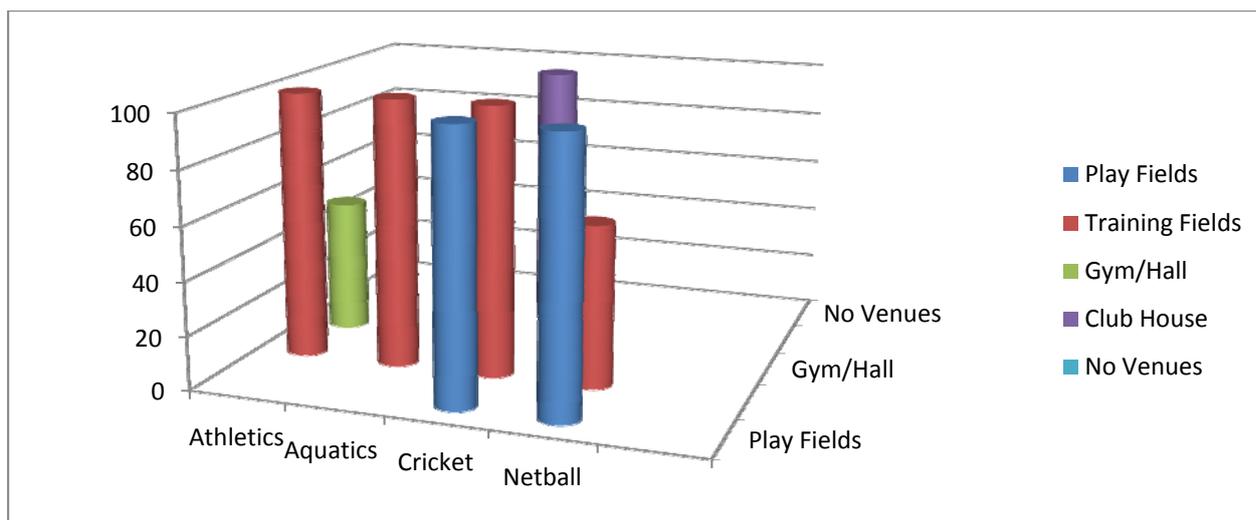


Those that acknowledge benefit from the CDP other than transport assistance are netball and Athletics.



9.2.3 Facilities

All the sports codes use municipal facilities. The athletics have no local athletics track and travel to where they compete. Aquatics practice in municipal and private pools and travel to compete. Cricket clubs are most established with club houses and netball use the local grounds and play away a lot.



9.2.4 Stakeholder Engagement and Support

Most clubs are only operational during the season. The means of communicating with stakeholders and club members include invitations. Other stakeholders are reached via flyers, at club functions and meetings.

Clubs raise funds through local fundraising efforts and some receive subscriptions (Averaging R 20 pa.) from the club members. In many cases, adult administrators contribute financially to ensure the club survives.

There are no external sponsors making clubs dependent on the federation and the CDP (DCAS) for some financial relief. Cricket previously received some funding (R140 000) in 2010 for three years

Other than the Aquatic (320) and Cricket clubs (62), all the other clubs are relatively small. All the administrators and coaches are volunteers and additional support (not much) comes from parents of the members

Clubs draw members from the local communities and local schools in the area.

Similarly administrators are local, mostly adults in the community, committed to assisting local youth. Their administrative skills are basic and have improved over the years as a result of training courses and guidance provided by the sports federations and the CDP –sponsored workshops and courses. There is no professional support for any of the clubs.

9.3 CLUB DYNAMICS

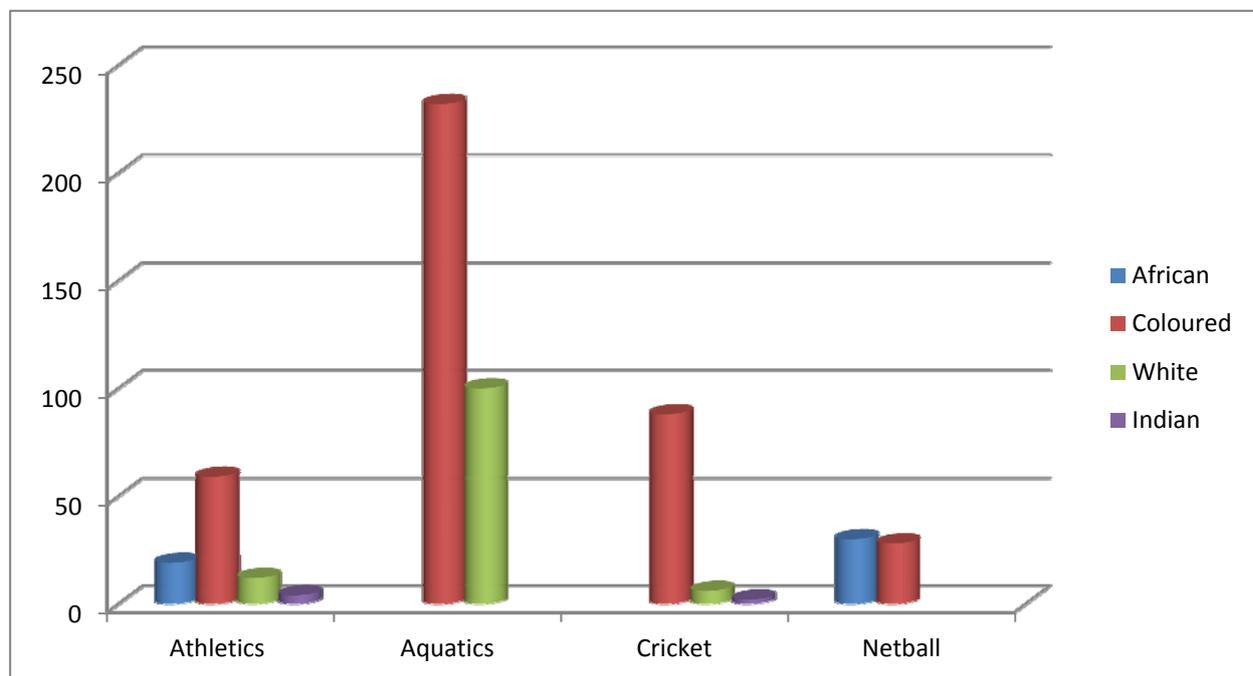
9.3.1 Club Demographics

In the West Coast an equal number of female and males sportsperson benefit from the programme. However, the number of members per club and code vary with netball having on average 15 members per club where as the aquatic club boasts 320 members.

Due to the historic demographics of the region, of the 555 sportspersons that benefit from the CDP in the West Coast, are Coloured. However, as aquatics did not provide a racial or gender break down of their members the demographics are skewed and only a gender/race estimate.

Most of the clubs have grown in the past three years 10 – 12% in number. Only one netball club has seen a decline in numbers.

	African	Coloured	White	Indian Male
Athletics	19	59	12	4
Aquatics		230	100	
Cricket		88	6	2
Netball	30	28		



9.3.2 Performance

Notwithstanding the limitations, most clubs in the district punch above their weight and perform well with cricket and athletics excelling in the Boland federations. Only Cricket has more than one team each in three league divisions, including a Premier team.

Growth has been static in netball and cricket but there is a 10% growth in the members joining the aquatics and athletics clubs.

9.4 SUSTAINABILITY

Notwithstanding the relatively underprivileged circumstances of most of the clubs in the West Coast, all the clubs continue to operate and compete due to the commitment and dedication of

- their administrators
- members
- support they receive from DCAS
- lesser degree their federation (cricket & football)

There is no other financial support and very little likelihood of them receiving any in the foreseeable future (except cricket).

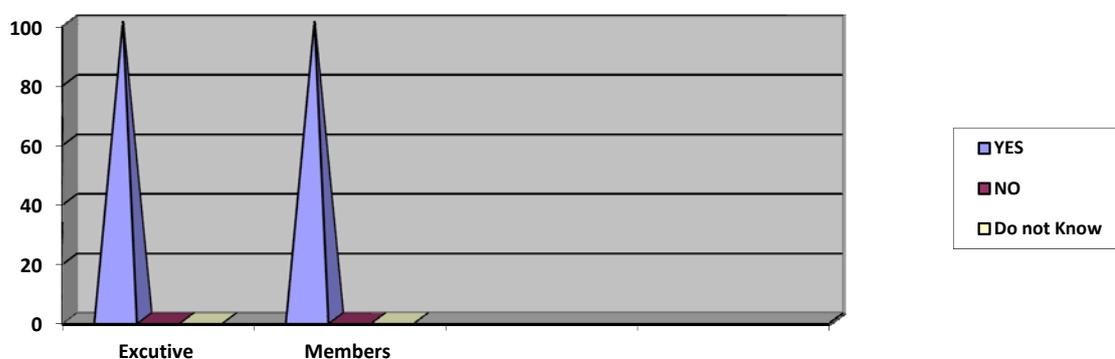
Most are dependent/reliant on on-going support from the CDP, particularly transport assistance.

An alternative would be the department providing clubs/codes with a dedicated vehicle to transport players to and from matches but this will create many other challenges.

9.4.1 Future of CDP

As stated previously, most of the clubs remain dependent on the CDP.

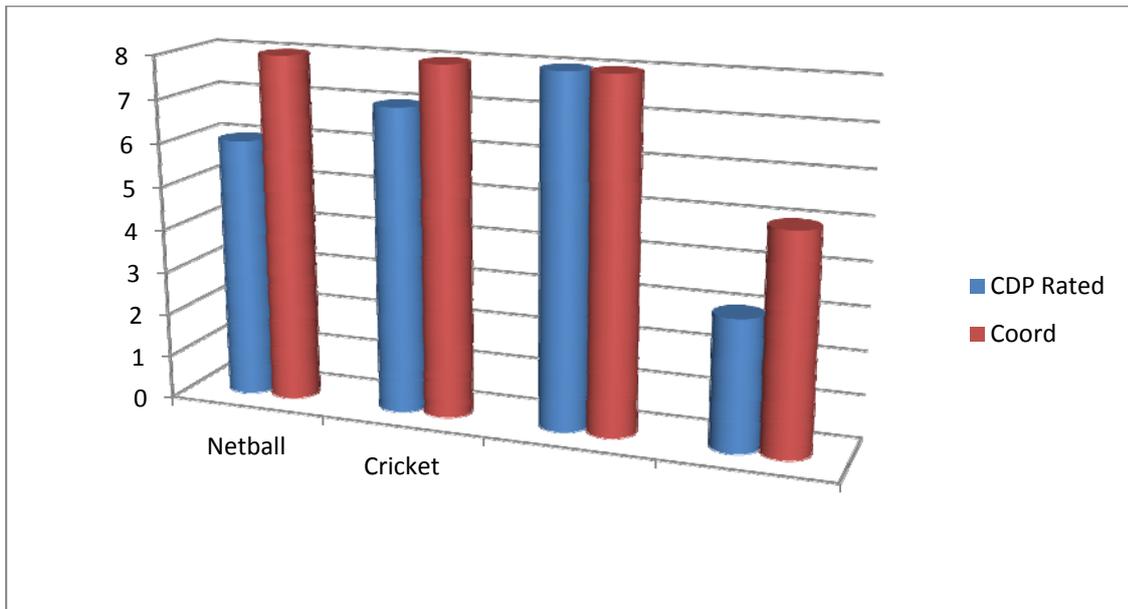
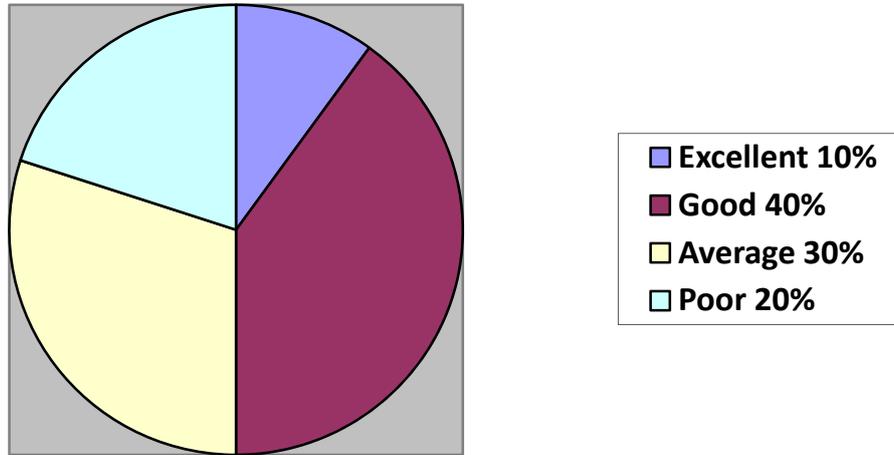
All (100%) of clubs want to continue to be part of the CDP, many believing that the minimum period should be at least five years while other wish it to be indefinite. This is largely influenced by the value they have already derived as well as their dependence on the transport assistance received and which few can do without.



Those that acknowledge benefit from the CDP other than transport assistance are Netball and Athletics, while Aquatics is new and Cricket see very little value other than transport assistance

9.4.2 Rating CDP

In rating the CDP performance clubs state the following



9.4.3 Project Coordination

The coordinator in the West Coast is located in Vredenburg and covers a large geographic area span from Vredendal in the very north-western corner of the province to Malmesbury in the south-east. Many of the clubs do not necessarily have the technical means (e mail/faxes or cell phones) and all executives and members either work or at school requiring that they are contacted and visited after hours. Contact is thus less frequent than desired. There is poor communication between the programme and clubs. Clubs are not visited very often, if at all.

There appears not to be consistent criteria by which clubs were selected to participate in the CDP nor are there any checks and balances that require clubs to conform or comply to remain part of the programme. As a result some clubs do not provide information, nor avail themselves for training, workshops or help other than that which they choose to accept.

As a result growth and development is limited to those that are close to the centre (Vredenburg) and elect to attend courses and training provided by the CDP. There are no consequences if clubs take the material benefits but then refuse to cooperate any further. No evidence of over-arching growth.

The current coordinator has been with the project for four years as a year-on-year contractor. This does not instill confidence and long term commitment to the project for the coordinator nor the clubs he needs to work with.

This is also contrary to Provincial Government's employment policy of creating sustainable employment.

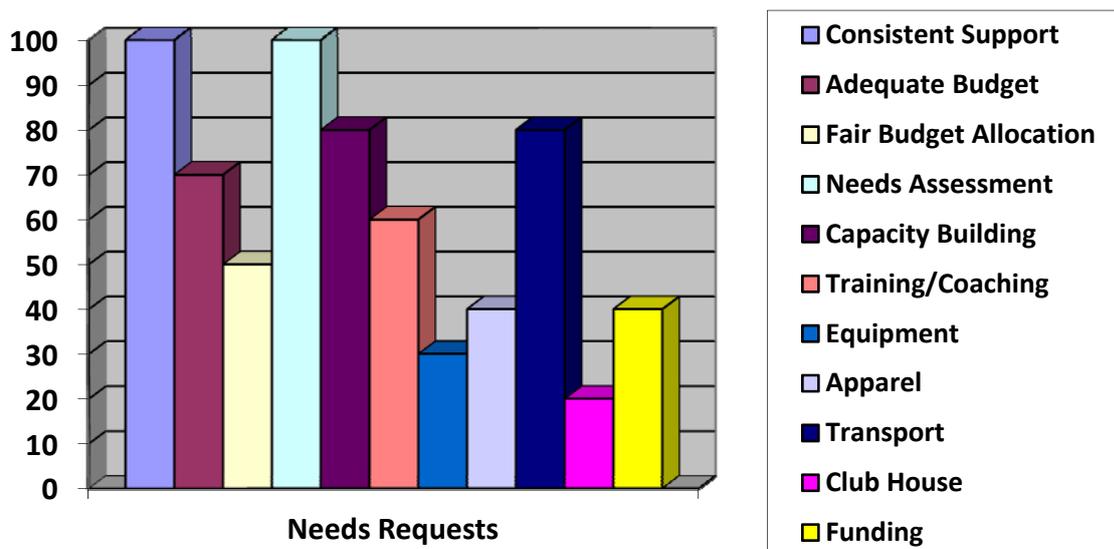
Coordinators in general have varying background and receive little other training or capacity building for the tasks expected of them, which again is also contrary to Provincial Government's employment policy of on-going personal development of its human resource.

It is also questionable as to the amount of input the coordinators have to allocation and utilisation of resources on the programme in their regions.

9.5 RECOMMENDATIONS

All clubs interviewed expressed the need for:

1. individual needs assessment of each club. Building from this the CDP coordinator and the Department should have more direct and regular contact with clubs, responding to their specific needs.
2. more consistent support throughout the year or season and not ad hoc. Adequate budgeting so that clubs are not disappointed at the end or halfway through the season was also noted.
3. assistance in improving their relationship with the local municipality or influencing the municipalities, on their behalf, to assist the clubs more, provide a more reliable service to the clubs and to improve their facilities for the use of the clubs.
4. more courses and coaching workshops to assist the clubs improving their administration and on field performances.
5. Better quality equipment needs to be provided to the different sports codes. Rather few pieces, but better quality equipment should be considered. The supply chain process to procure equipment and assistance is a problem for many clubs.
6. The same applies to apparel. Either the entire club needs to be provided or provide something else as disparate provision sows disappointment and disunity in clubs.



9.5.1 Areas that Need Attention in the Future

Better quality equipment needs to be provided to the different sports codes. A premier League team or a top-flight athlete cannot be provided with the cheapest mediocre equipment and expected to excel.

The supply chain process needs to improve to acquire the best, not the cheapest and preferably locally, without restrictive Supply Chain Management limitations. Rather few pieces, but better quality equipment should be considered.

The same applies to apparel. Either the entire club needs to be provided or provide something else as disparate provision sows disappointment and disunity in clubs.

Needs assessment is imperative. The needs of the whole club needs to be assessed and the programme should not be "one size fits all" as clubs may have different needs at different times in their development or the season.

9.5.3 Recommendations Going Forward

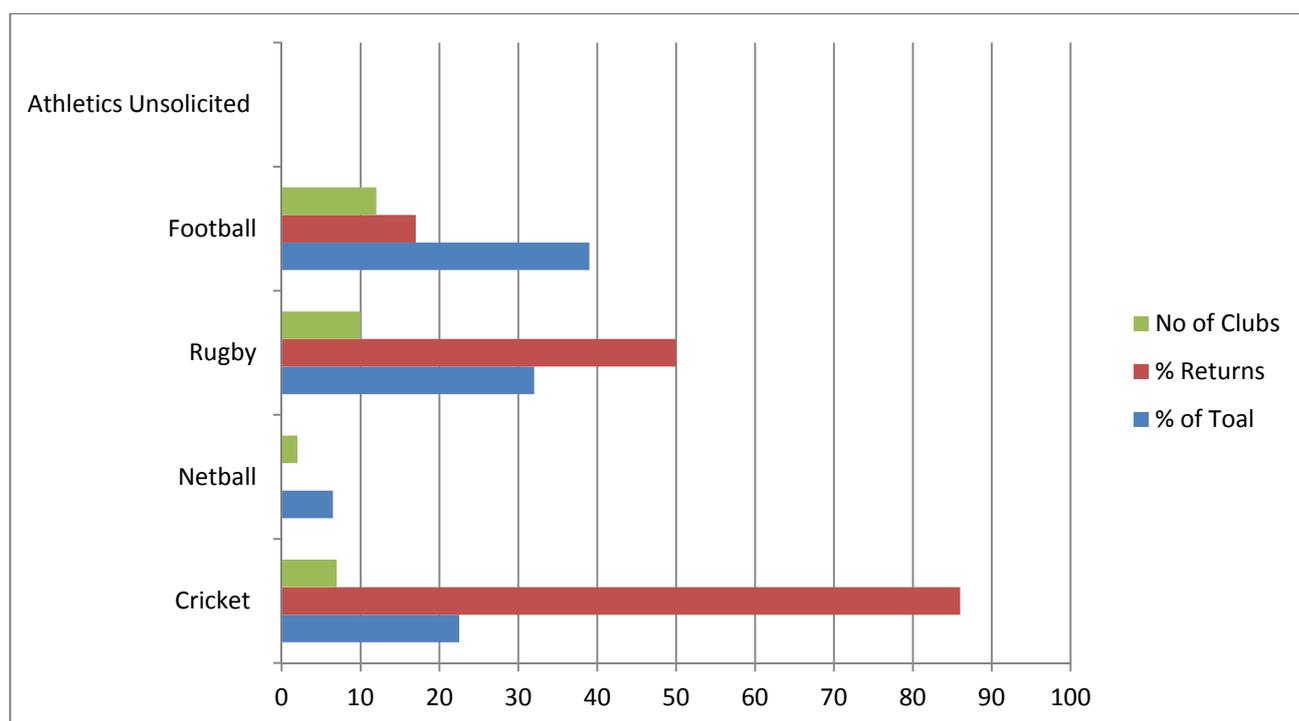
1. Based on the information presented and the evidence assembled, we conclude that terms of reference for the Club Development Programme be revisited.
2. A proper needs analysis of all the clubs undertaken and the individual needs of each club per code of sport to be determined. All clubs interviewed support the view that an individual needs assessment of each club.
3. There needs to be clearly defined, consistent criteria by which clubs are selected to participate in the CDP. There needs to be checks and balances that clubs are required to conform and comply to on an on-going basis remain part of the programme. Regular evaluation of each club on the programme and not just a quarterly report that the club submits, should be undertaken quarterly.
4. The programme should emphasize self-sufficiency and self-reliance by building capacity of clubs administrators and members through training courses and workshops.
5. Similarly clear terms of reference for coordinators should be established and selected coordinators held accountable to meet monthly and quarterly benchmarks.
6. Coordinators should receive appropriate, on-going training and development and the appropriate resources and budget allocations to fulfill their mandates. There should be closer oversight of their performance.
7. An indaba or evaluation workshop of all participating clubs should be convened annually.

No	Code	Club Name	Area	Contact Person	Contact No.	E-mail
1	Athletics	Salkorians AC	Vredenburg	Mr. S. Mentoor	083 3040 143	mentoor.sakkie@gmail.com
2	Athletics	Saldanha AC	Saldanha	Mr. W. Nel	083 6173 021	saldanha@mweb.co.za
3	Aquatics	Swartland	Malmesbury	Ms. K. Smit	082 9226 161	
4	Cricket	Trifolians CC	Klawer	Mr. J. Koopman	079 6259 528	vredendal@fnb.co.za
5	Cricket	Doorn Bay CC	Doorn Bay	Mr. G. Afrikaner	074 9188 294	
6	Cricket	Vredenburg/Saldanha CC	Vredenburg	Mr. H. Hartzenberg	083 2355 416	hartzenberglouis@gmail.com
7	Football	Glen Gray FC	Malmesbury	Mr. P. Ntomboyi	072 2541 263	jenniferv@swartland.co.za
8	Football	Rangers FC	Lutzville	Mr. C. Pieters	083 3287 280	Corpiete@westerncape.gov.za
9	Netball	Young Spurs NC	Doorn Bay	Ms. J. Klaase	079 2115 626	
10	Netball	Invincibles NC	Vredendal	Ms. Rachel	027 2131 871	admin@kooscoetzeeprok.co.za
11	Netball	Excelsior NC	Klawer	Mr. Eljero Job	071 7145 370 / 073 419 9373	eljerojob@gmail.com
12	Netball	Broodkraal NC	Broodkraal	Ms. E. Comail	078 2884 647	
13	Netball	St.Helena Bay NC	St.Helena Bay	Ms. D. Don	083 8008 358	DesireD@luckystar.co.za

10.0 SUMMARY OF SOUTH WESTERN DISTRICT

The South Western district, covering the greater north and eastern regions of the province from Riversdale to Plettenberg Bay and up to Beaufort West comprises of 34 clubs (22%) of the 155, in four sports codes –Cricket, Netball, Football and Rugby. Managed out of the office Oudtshoorn, by coordinator, MD Matika, only 13 (42%) of the club responded to the questionnaire, interviews, provided information, copies of their constitution and financial statements. More than 38% (5) of these clubs availed themselves for one-on-one interviews. None of the netball clubs solicited provided any information

We also received unsolicited responses from Coastline Athletics Club. This was not included in this assessment as the club was not in the third year cycle.

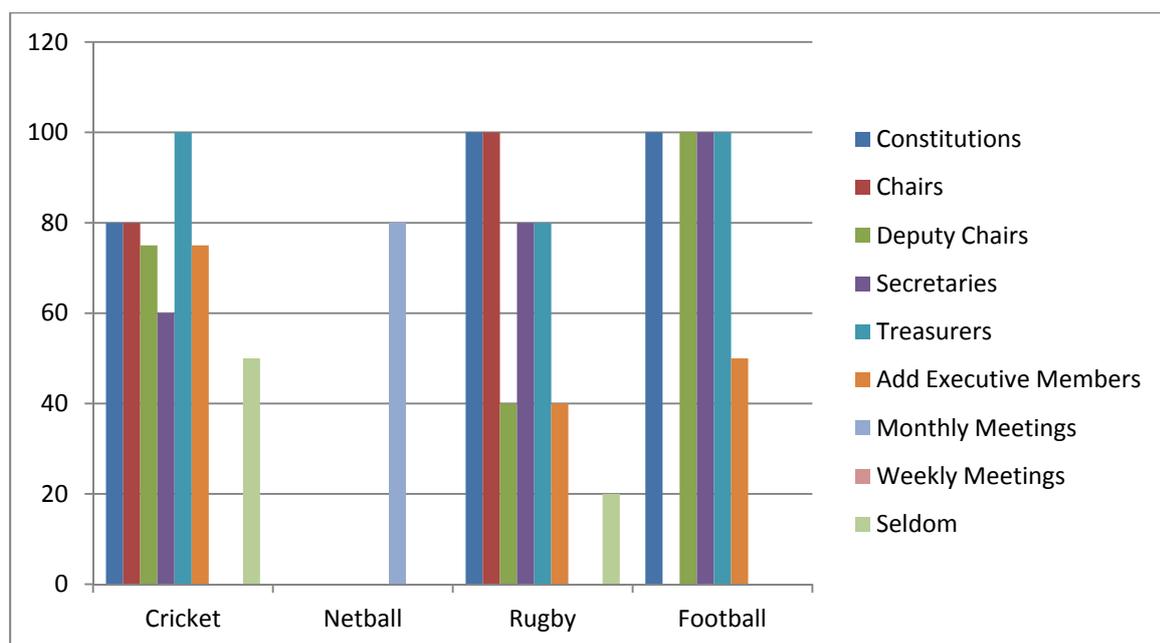


10.1 GOVERNANCE

10.1.1 Administration

Of the respondents, 80% of the cricket, 100% of the football and rugby clubs stated that they have Constitutions but only 60% provides copies of their club constitution. Only 60% of rugby clubs have a separate Code of Conduct.

The majority were administratively sound having elected chairpersons (93%) and deputy chairpersons (60%). Across all three codes of sport 93% had secretaries and 93% having treasurers. Fifty-five per cent of clubs have additional members on their executives, displaying good oversight.

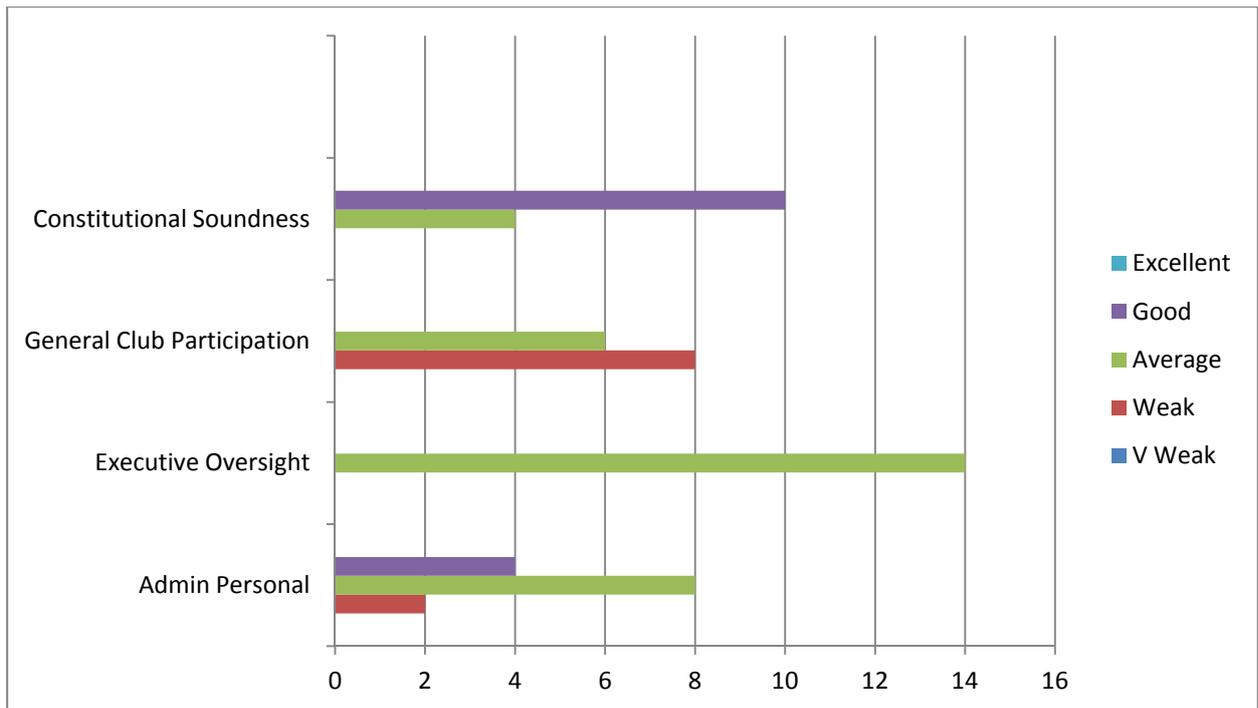


More than 80% of the rugby clubs executive committees met monthly and 20% seldom meet and 50% of the cricket club executives met monthly and 50% seldom meet. The great distance and the size of the clubs result in the executive seldom meet other and meet in general club meetings only. They meet in community facility (50%) such as a local hall or church or at the home (35%) of an executive member.

General club meetings are held monthly (25%) and 60% seldom. Clubs communicate with members by phone. Club meetings were held in a community facility (30%) such as a local hall or church; in private homes (20%) and club house (40%)

Sixty per cent of rugby clubs and 20% of cricket clubs hold AGM's each year, whereas 80% of cricket clubs and 20% of rugby clubs hold AGM's every second year.

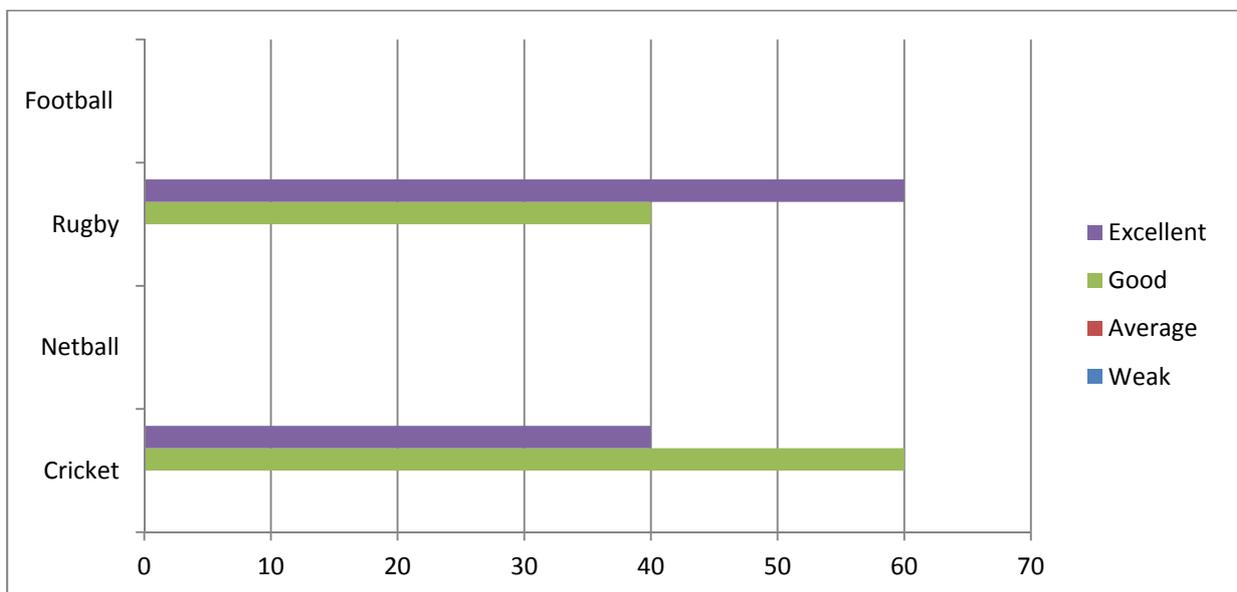
Minutes were presented at 80% and financial statements being presented at 77% of the AGM's. New officials were elected at 50% of the Cricket AGM's and 80% of the Rugby AGM's. Fifty per cent of the officials serve for one year, 35% for two years and 15 per cent more than two years.



10.1.2 Financial Administration

The financial management at the clubs is good (60%) to excellent (40%) with 90% having club bank accounts and 60% of the clubs exercise additional financial oversight by an additional executive member.

Overall Financial Management



10.1.3 Impact of CDP

Clubs in this district are all relatively small with 30 – 60 members at most. The executives are few and often far from each other necessitating the chairperson playing a larger, multiple, active role than in other regions. Generally clubs administration is good but with challenges.

Clubs interviewed acknowledge that the workshops and administrative courses attended as part of the CDP greatly assisted their clubs in improving their administration. The courses were of a high standard, relevant and provided practical ways in which to improve. The provision of templates for codes of code, meeting formats, reports etc. were of great help and immediately applicable and skills transferable to the club members.

Not all clubs have been exposed to or attended the courses offered. There is no incentive or consequence for not attending the course on offer. Those courses that generate the most praise are the coaching and skills development workshops attended.

Clubs acknowledge that their administration, meeting format and performance has improved as a result of them being part of the CDP.

10.1.4 Socio-economic Impact

All the clubs claim to have socio-economic impact on their local community with a focus on youth and children in the community. The most common feature is that they attract the local youth and the school children to participate in sports activities and thus keep them off the streets, occupied, from gangs and other ills.

However there is no empirical data to support these claims.

All the clubs support junior teams in cricket and rugby and thus support this notion.

The social and community activities clubs involve themselves with include

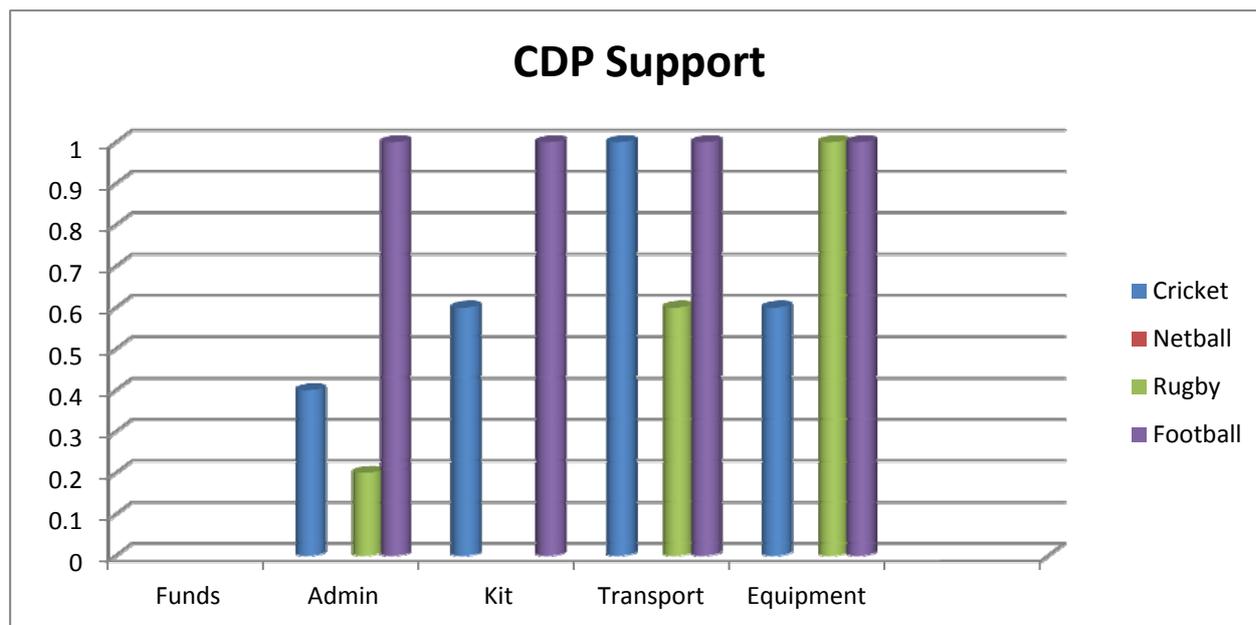
- Mini- cricket tournaments
- Young people occupied and away from drugs and gangs
- Six-a –side football
- Coaching of the school children

10.2 ACCESS TO SUPPORTING CLUBS NETWORKS

10.2.1 Support

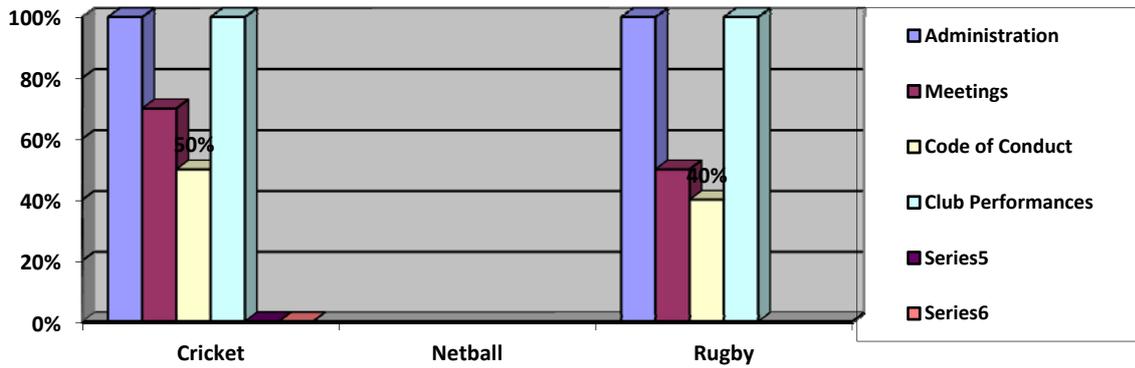
Networking amongst clubs has been a challenge in this district. All clubs appreciate the support they receive from the DCAS via the CDP and well as 50% of clubs receive some support from their federation, local municipality or a third party sponsor or partner. Forty per cent of Cricket and rugby clubs receive some sponsorship support.

None of the teams have professional medical support. The majority of clubs are reliant on their own first aiders.



Without transport support from the CDP many clubs in this district will fold and cease to exist.

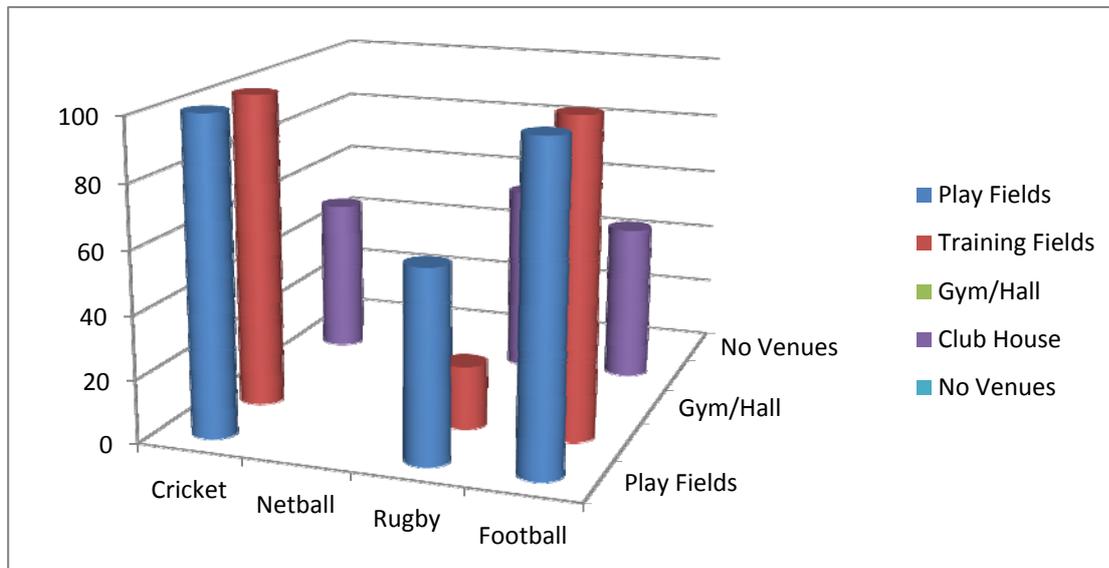
A number of clubs have attended the workshops organized by CDP and their administration has improved as a result thereof. The biggest improvement clubs have experienced in the three years being part of the CDP, has been in the areas of improved administration, meeting attendance and on-field performance.



Fifty per cent of the clubs rate the support received as good and 50% as excellent.

10.2.2 Facilities

As the clubs are often the only or major sports club in the towns, they enjoy the support of the local municipality and use the municipal grounds.



Similarly administrators are local, mostly adults in the community, committed to assisting local youth. Their administrative skills are basic and have improved over the years as a result of training courses and guidance provided by the sports federations and the CDP –sponsored workshops and courses. There is no professional support for any of the clubs.

10.2.3 Community Support

Both cricket and rugby clubs claim to have good community support and participation. They communicate regularly with their local supports that do turn up at matches and fundraising event to support their club.

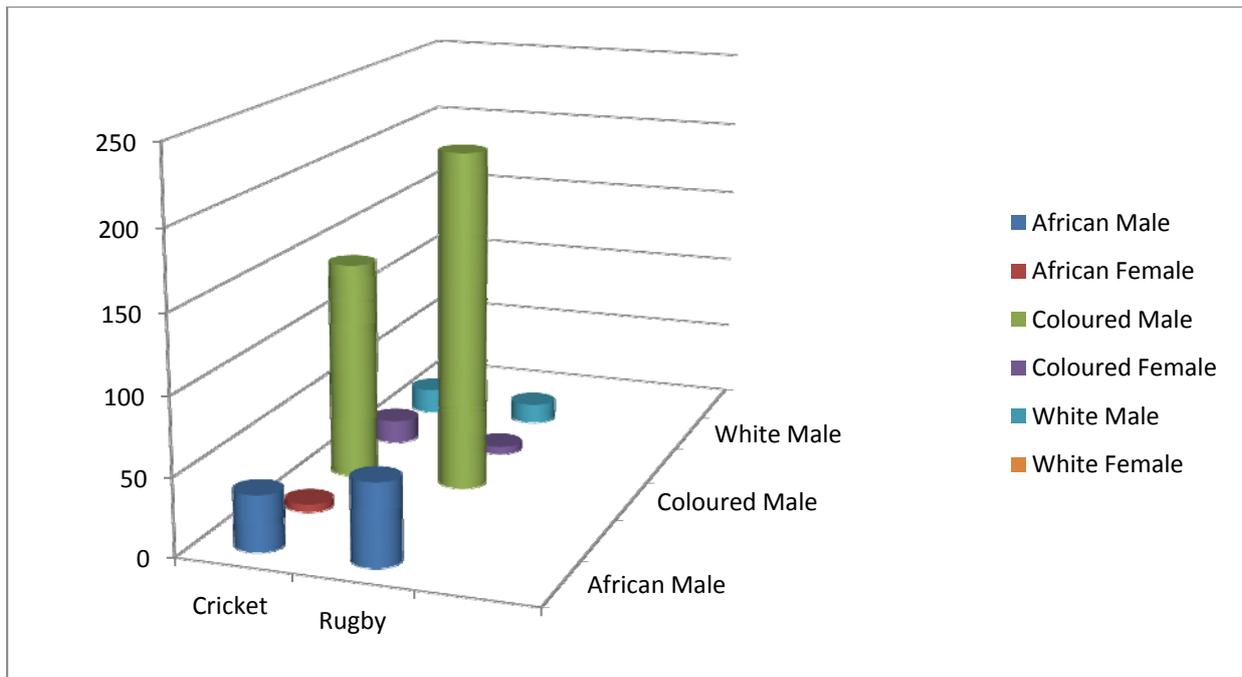
10.3 CLUB DYNAMICS

10.3.1 Club Demographics

Many clubs did not provide sufficient information to develop an accurate demographic profile of the district. From the information provided by the cricket and rugby clubs, an estimated total of 505 members - players and administrators in the 11 clubs surveyed in the South West, benefit from participating in the CDP. The largest group is rugby with 291 players and administrators in the 5 clubs surveyed on the programme and cricket 214 members in the six clubs surveyed on the programme.

Not all the clubs provided the detailed information requested thus making it difficult to age profile the members but a general profile of the members in each code of sport is as follows:

	African Male	African Female	Coloured Male	Coloured Female	White Male	White Female
Cricket	36	5	142	15	16	
Rugby	53		220	5	13	



10.3.2 Performance

The clubs in the district have performance well with most clubs recording a promotion or enrolling 2-3 additional teams in the past two year. Cricket clubs have grown by 10 over the past two years and rugby clubs have experienced a 5% growth in membership in the past two years

10.4 SUSTAINABILITY

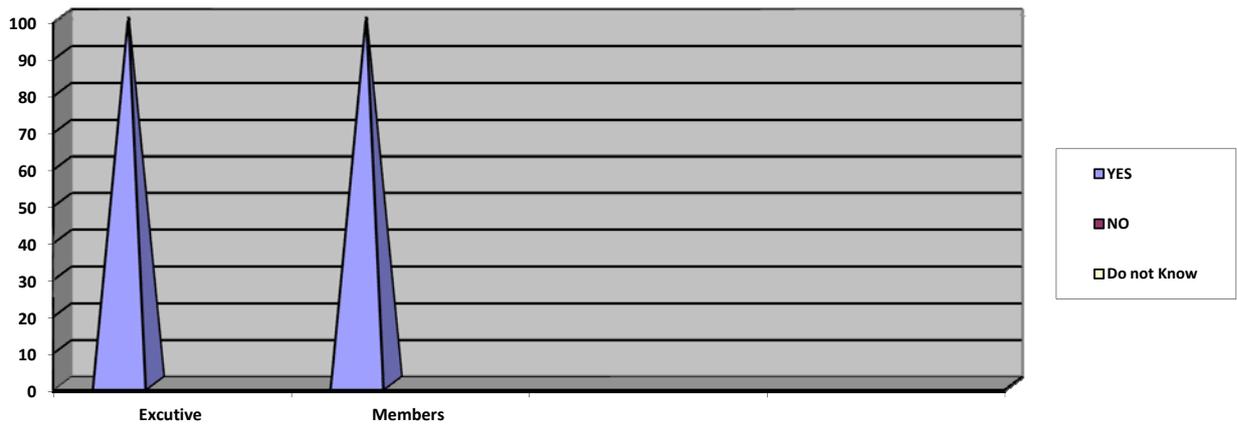
Clubs in the South West are fortunate with most clubs continuing to operate and compete due to the commitment and dedication of :

- their administrators
- members
- municipality
- supporters clubs and community/spectators
- support they receive from DCAS
- their federation
- a few local sponsors

Most have facilities but most rely on the on-going support from the CDP to survive and transport is a major challenge to them.

10.4.1 Future of CDP

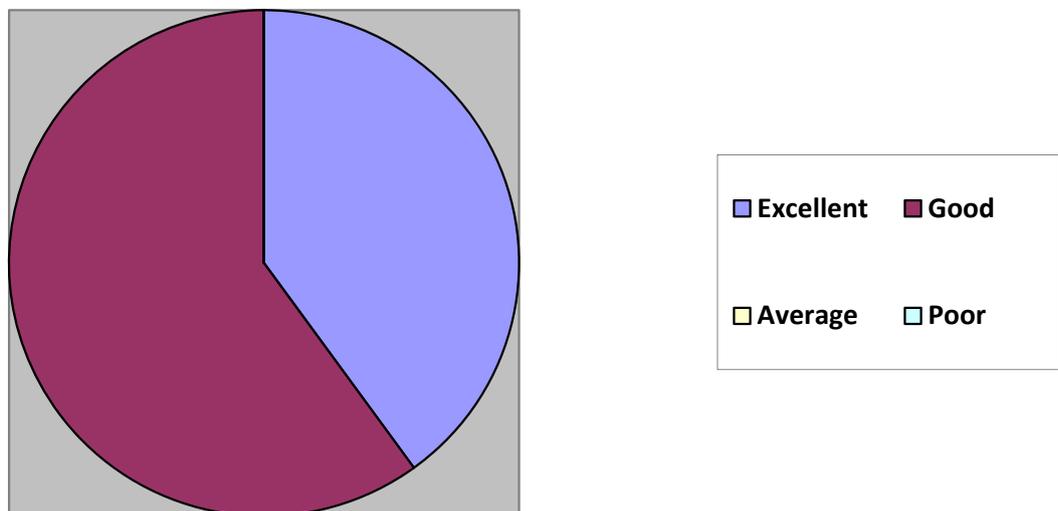
All of clubs want to continue to be part of the CDP and many may not survive without the transport support.

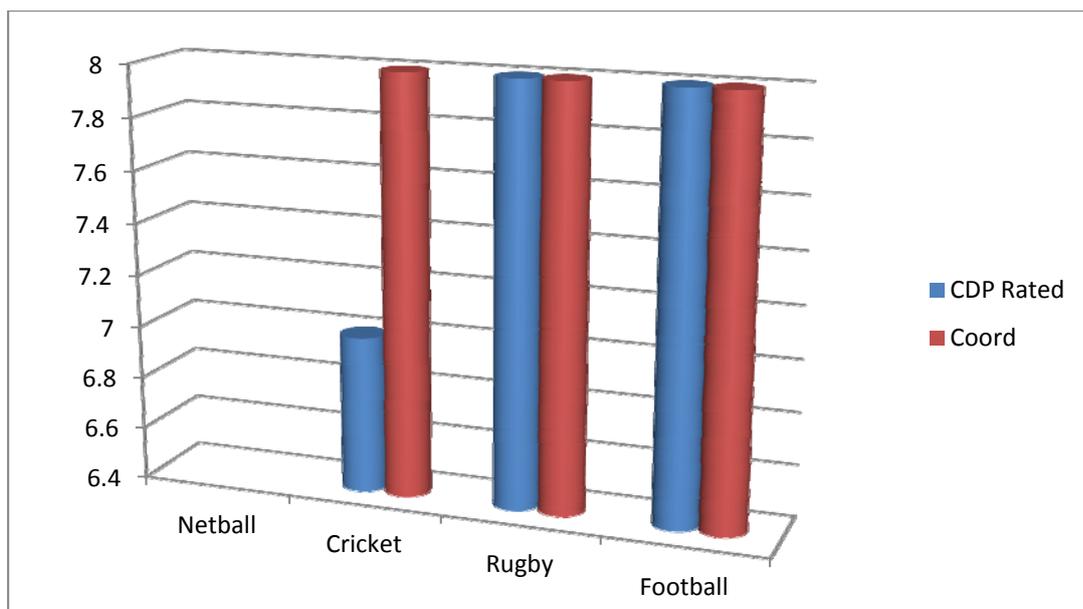


The clubs are all keen to develop junior teams but are dependent on reliable transport subsidy as most players are unemployed. They have received coaching clinics and training equipment from CDP as well. The introduction of mini-cricket has lessened the burden at present.

10.4.2 Rating the CDP

In rating the CDP performance





10.4.3 Project Coordination

The coordinator in the South West is located in Oudtshoorn some 180 – 198 kilometers from the furthest clubs in the CDP and covers a large geographic area as far as Murraysburg which is nearly on the border of the Western and Eastern Cape to Plettenberg Bay on the coast. Many of the clubs in the furthest points of the District do not necessarily have the technical means (e mail/faxes or cell phones) and all executives and members either work or are at school during office hours therefore requiring that they are contacted and visited after hours. Contact is thus less frequent than desired. But there is an above - average communication mechanism that takes place between the programme and clubs in close proximity of the District Office because Mr. Matika visits the clubs quite often.

There appears not to be consistent criteria by which clubs were selected to participate in the CDP nor are there any checks and balances that require clubs to conform or comply to remain part of the programme. As a results some clubs do not provide information, nor avail themselves for training, workshops or help other than that which they choose to accept.

10.4.4 Growth

As a result, growth and development is limited to those that are close to the centre (Oudtshoorn and George) and elect to attend courses and training provided by the CDP. There are no consequences if clubs take the material benefits but then refuse to cooperate any further. There is no evidence of over-arching growth.

Coordinators in general have varying background and receive little other training or capacity building for the tasks expected of them, which is contrary to Provincial Government's employment policy of on-going personal development of its human resource.

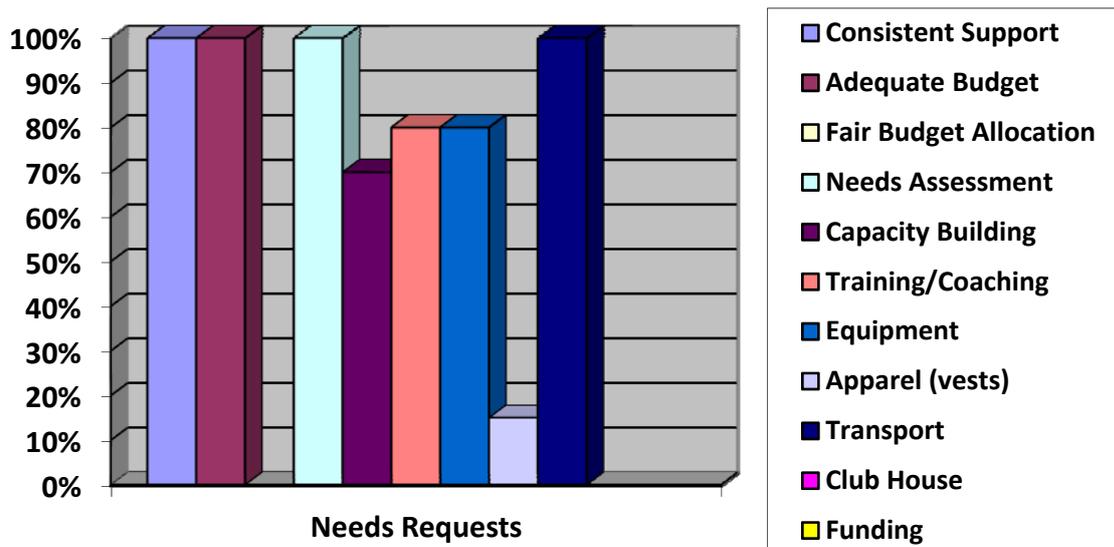
It is also questionable as to the amount of input the coordinators have to allocation and utilisation of resources on the programme in their regions.

10.5 RECOMMENDATIONS

10.5.1 Areas that Need Attention in the Future

The distance the Coordinator has to cover to liaise with the 34 clubs is vast and may need assistance and/or more resources to get more often to each club. Clubs are disadvantaged and need the administrative and other support the CDP offers. They also need a bigger budget to cover their transport costs.

1. All clubs surveyed state that they have a very close working relationship with the CDP coordinator. Clubs request the coordinators to visit the clubs more often and engage them one-on-one to determine their needs and shortcomings.
2. All clubs interviewed supported the view that an individual needs assessment of each club be undertaken at the start of the year. Building from this the CDP coordinator and the Department should have more direct and regular contact with clubs, responding to their specific needs on an on-going basis.
3. All clubs requested consistent support throughout the year or season and sufficient budget allocation to cover their transport needs as many are unemployed. Without this many clubs will disintegrate.
4. Capacity building management and administration courses were the next most frequent request. Many clubs administrators struggle with the basics and need assistance.
5. Training equipment was the need expressed by most rugby clubs and general equipment for cricket. Cricket, football and rugby clubs requested coaching clinics be run, particularly as they are coaching the youngsters in the clubs and at the schools in the area.
6. Clubs requested the department use their influence with the municipalities and assist clubs in persuading the municipalities to provide more support to the clubs, facilities and maintain the existing facilities on offer.



10.5.2 What needs to be improved?

Most clubs enjoy a good relationship with the Department and wish to maintain this.

Needs assessment is imperative. The needs of the whole club needs to be assessed and the programme should not be "one size fits all" as clubs may have different needs at different times in their development or the season.

Clubs want to attend more courses and coaching clinics to assist the clubs improving their administration, on- field performances as well as to develop the pool of youngsters.

They want to improve the standard of the administration of the clubs and need guidance and assistance to do this. Administration courses are needed.

Clubs cannot afford to be disappointed half-way into the season when the coordinator runs out of budget to support the transport needs of clubs. It has a detrimental effect on club performance and player moral as many are unemployed and they could forfeit the match when they can't travel.

Many requested DCAS's assistance in improving their relationship with the local municipality or influencing the municipalities, on their behalf, to assist the clubs more, provide a more reliable service to the clubs and to improve their facilities for the use of the clubs. Clubs believe the municipalities are not listening to them.

Better quality equipment needs to be provided to the different sports codes. A premier League team or a top-flight athlete cannot be provided with the cheapest mediocre equipment and expected to excel. For example, cricket bats were procured for Ramblers Cricket Club, but after a few practices, the bats were deemed not acceptable for the level of cricket the club engages in. Mr. Matika had to fetch the bats, send it back to the supplier and had to wait 3 months for the return of new bats, the cricket season was basically over.

10.5.3 Recommendations Going Forward

1. Based on the information presented and the evidence assembled, we conclude that terms of reference for the Club Development Programme be revisited.
2. A proper needs analysis of all the clubs undertaken and the individual needs of each club per code of sport to be determined. All clubs interviewed support the view that an individual needs assessment of each club.
3. Proper budgeting for the club for the full season should be secured at the beginning of each season, specifically to meet their transport needs.
4. There needs to be clearly defined, consistent criteria by which clubs are selected to participate in the CDP. There needs to be checks and balances that clubs are required to conform and comply to on an on-going basis remain part of the programme. Regular evaluation of each club on the programme and not just a quarterly report that the club submits, should be undertaken quarterly.
5. The programmes, training courses and workshops to build the administrative capacity of clubs administrators and members should be compulsory for all participants.

6. Similarly, clear terms of reference for coordinators should be established and selected coordinators held accountable to meet monthly and quarterly benchmarks.
7. Coordinators should receive appropriate, on-going training and development and the appropriate resources and budget allocations to fulfill their mandates. There should be closer oversight of their performance.
8. An indaba or evaluation workshop of all participating clubs should be convened annually.

	CLUB NAME	CONTACT PERSON	CONTACT NUMBER	
1	Beaufort West Rugby Club	Mr VW Groepe	082 944 5264	Head@ahbarnard.wcape.school.za
2	Zoar United Rugby Club	Willem Peitense	084 985 9499	pietersewillem1@gmail.com
3	Riversdale Rugby Club	Gert Jacobs	078 141 4524	elias.thiart@dcs.gov.za
4	Arrows Rugby Club	EM Messiahs	078 324 8758	reservations@eightbells.co.za
5	Spring Roses Rugby Club	Daniel lourens	072 371 1324 044 203 3000	cuan.hendricks@gmail.com
6	Calitzdorp Rugby Club	Nicolas Valentyn	073 228 4348	nicolas@hessequa.gov.za
7	Plett United	Mvuyisi Mrhwashu	078 512 2933	
8	Protea United Rugby Club	Pieter kleinbooi	078 593 6206	sir.benjiman@gmail.com
9	Black Lions Rugby Club	Alfred Nyaka	076 621 8963	albertiniathatch@telkomsa.net
10	Eagle Stars Rugby Club	Clive Solomons	079 626 8318 044 343 1638	collin.newimage@gmail.com
				-
11	Bitou United Netball Club	Miss Carika	079 536 6480	
12	Herold United Netball Club	Miss Mpondo	079 846 1722	nicky@kannaland.co.za
				-
13	Bhongoletu Cricket Club	Nceba Futwa	072 862 7757	512bhongoletu@gmail.com
14	Dysselsdorp Cricket Club	levesto Le Roux	072 314 4358	levestole@gmail.com
15	Ladismith Cricket Club	Peter April	073 298 5447	albertusk@swdcricquet.co.za
16	Melkhoutfontein Cricket Club	G.H Scholtz	078 201 2872	Head@ridgeview.wcape.school.za
17	Ramblers Cricket Club	P. Rothmans	084 578 1798	Phillipirothman@gmail.com
18	Selborne Cricket Club.	G Makok	083 325 5259	
19	Sussex Cricket Club	Roderick Robertson	084 613 4496	robertsonroderick@gmail.com
				-
20	Bhongoletu Stars Football Club	Thozamile Morolo	073 833 0061	
21	Oriented Birds Football Club	Andile	076 336 9358	
22	Knysna Swallows Football Club	David Skosana	078 715 3614	
23	Eleven Attackers Football Club	Johannes	084 991 0949 072 253 0811	shamley.titus@gmail.com
24	Pacs United Football Club	Ebrahim America / Oom Kas	082 49 40978 072 532 4522	ebrahim.america@clover.co.za

25	Spring Roses Football Club	Ivesto Le Roux	072 314 4358	info@safaeden.co.za
26	Young Eagles Football Club	Frank Pietersen	073 112 5353 072 905 0033	
27	FC Rebels Football Club	Romeo Blaauw	082 592 0517	romeo.fcrebels@gmail.com
28	Heaven Stars Football Club	Mr Henge / Patrick Brown	078 869 5638 083 965 7317	richard@bult.wcape.school.za
29	Black Cats Football Club	Andile Ngciza / Nosicelo Magawu	076 592 4749 073 164 9280	nyoka.siya@gmail.com
30	New Orlando Football Club	David Lenters	071 148 9149	josmit@mweb.co.za
31	Garden Route City Stars Football Club	Thabo Mvumvu	072 524 3179	shadrickshishana@gmail.com

SEE DETAIL PROFILE OF EACH CLUB SURVEYED, ELSEWHERE

APPENDIX A

Example of Questionnaire

> Chairperson and Secretary<

>Club Name<

>Club Address<

>Club Address<

>Club E mail <

>Date<

Good Day > Chairperson and Secretary<

Your club has been a participant and beneficiary of the Club Development Programme (CDP) of the Provincial Government in its Department of Cultural Affairs and Sport for more than 3 years.

Sakaza Communications has been appointed by the Department of Cultural Affairs and Sport to conduct an evaluation on the sustainability of the clubs within the CDP. This is part of an on-going evaluation to improve services and cooperation in sport. Your cooperation and assistance would be greatly appreciated.

Please, in consultation with the club leadership, furnish us with the aforementioned information and documentation, in order that we may conduct a fair and representative evaluation of your clubs performance and development at part of the CDP. We do require your response within 10 days of receipt of this request. The time line is an important criteria for consideration.

If any aspect of this request is unclear or you need more information in order to fulfil this request, please do not hesitate to contact us at 0861 102075 or fax 021 703 1920 or e-mail Jeffrey@sakaza.co.za.

1. We require you to furnish us with the following. The responses should be from the club as a collective.

	Please provide us with copies of:		Provided	
1.1	The Clubs Constitution.		Y	N
1.2	The Clubs rules/ code of conduct.		Y	N
1.3	The Clubs founding Documents.		Y	N
1.4	Please complete the following: Who runs the club and provides administrative support?	Elected Structure: Chairperson (name) Deputy-Chairperson (name) Secretary (Name) Treasurer (Name) Other:	Y	N

1.5a	i. When ii. Where are executive meetings held?		Y	N
1.5b	i. When ii. Where are club meetings held?			
1.5c	i. When was the last AGM held? ii. Are the minutes available? iii. Where the club's latest financial statements presented iv. Where new official elected? v. Until when will the current officials serve?			
1.6a	Who manages the finances of the club Treasurer Secretary Chairperson or Other		Y	N
1.6b	How are the finances managed? Do you have a cash account? Club bank account? Current account? Other?			
1.7	Has the club got partnerships/sponsorship/ links with other clubs or organisations? Municipality Sports Association Other Who are they, sums and for how long? Give details		Y	N
1.8	Does the club have some sort of medical support and who provides it? Doctor/Physio/St john's Ambulance/Red Cross/ own First Aid/ trainees ?		Y	N

2. In order to measure how the club may have progressed, we need the following information:

2.1	Club demographics in the leadership/executive team?		M	F	<16	17-25	26-30	>30	Y	N
		African								
		Coloured								
		Indian								
		White								
2.1 b	Club demographics in the general club?		M	F	<16	17-25	26-30	>30		
		African								
		Coloured								
		Indian								
		White								
2.2	Number of leagues the club was entered in previous year 2011: Name of the leagues:								Y	N
2.3	Number of leagues the club is entered in this year 2012: Name of the leagues:								Y	N
2.3 c	Designate number of teams per league?									
2.3 d	Performance in last year in each league entered?									

2.4	Has there been an increase/decrease in membership? Quantify.		Y	N										
2.5	What support does the Club have or receive from? <ul style="list-style-type: none"> • Community • Local Municipality • Province • Sports federation • Other Quarter – Lotto etc 		Y	N										
2.6	Has the club grown or shrank in the last few years. State number of members	<table border="1"> <tr> <td>2010</td> <td></td> </tr> <tr> <td>2011</td> <td></td> </tr> <tr> <td>2012</td> <td></td> </tr> <tr> <td>2013</td> <td></td> </tr> </table>	2010		2011		2012		2013		Y	N		
2010														
2011														
2012														
2013														
2.6 b	Are players and volunteers retained? For what period of time?													
2.7 a	How does club communicate with its members?	<table border="1"> <tr> <td>Meetings</td> <td></td> </tr> <tr> <td>AGM</td> <td></td> </tr> <tr> <td>Letters</td> <td></td> </tr> <tr> <td>SMS/phone</td> <td></td> </tr> <tr> <td>Other means</td> <td></td> </tr> </table>	Meetings		AGM		Letters		SMS/phone		Other means			
Meetings														
AGM														
Letters														
SMS/phone														
Other means														
2.7 b	How does club communicate with other stakeholders and the community members?	<table border="1"> <tr> <td>Meetings</td> <td></td> </tr> <tr> <td>AGM</td> <td></td> </tr> <tr> <td>Letters</td> <td></td> </tr> <tr> <td>Functions</td> <td></td> </tr> <tr> <td>Other means</td> <td></td> </tr> </table>	Meetings		AGM		Letters		Functions		Other means			
Meetings														
AGM														
Letters														
Functions														
Other means														
2.8	What facilities do the club have at its disposal	<table border="1"> <tr> <td>Playing Fields</td> <td></td> </tr> <tr> <td>Training Fields</td> <td></td> </tr> </table>	Playing Fields		Training Fields									
Playing Fields														
Training Fields														

		Training Venue/Gym			
		Club House			
		Other premises			
		No premises			

3. The assistance provided by the Department is intended to:

- i. Assist the clubs as a sports unit**
- ii. To develop the club as part of its community**

With this in mind, please advise us of:

3.1	Is your Club support does your club enjoy in your Community? Explain/Qualify	Y	N
3.2	What social/economic or other impact does your club have in your local community? Does it contribute to social cohesion and development? Explain.		
3.2.a	In addition to your constitution, do you have a code of conduct for all members to abide to? Do people apply it?	Y	N
3.2.b	Have your policies, procedures and administration improved at the club in the past 3 years? If not? Explain/Qualify		

3.3	<p>What changes have been introduced to improve the operational efficiency of the way the club is administered?</p> <p>Explain/Qualify</p>												
3.4	<p>Since the CDP has been introduced, where have you seen any improvements, if any?</p> <table border="1"> <tr> <td>Administration</td> <td></td> </tr> <tr> <td>Meetings</td> <td></td> </tr> <tr> <td>Coe of Conduct</td> <td></td> </tr> <tr> <td>Club Performances</td> <td></td> </tr> <tr> <td>Other</td> <td></td> </tr> </table> <p>Comments</p>	Administration		Meetings		Coe of Conduct		Club Performances		Other		Y	N
Administration													
Meetings													
Coe of Conduct													
Club Performances													
Other													

4. Describe your relationship with the Department and/or representatives.

4.2 How has the Department assisted the club in recent times? Explain/Qualify

4.3 What has been the biggest noticeable benefit of the CDP to the club?

--

5. How will you like to see the relationship with the Department improve/grow?

--

6. What are the future goals of your club 2013 -2015?

--

7. How can/will the CDP assist the club in achieving those goals.

--

If you are unable to respond to any of the questions:

- a) Please consult with other members of your club and community
- b) If you are still unable to answer, please advise us and we will contact you.
- c) Would you prefer a one-on-one interaction and if so, when will best suit you and your club?

Please state when this questionnaire was completed

<i>Location:</i>	<i>Date:</i>
-------------------------	---------------------

Please state who assisted/was present in completing this questionnaire

<i>Name</i>	<i>Position</i>	<i>Signature</i>
--------------------	------------------------	-------------------------

Thank you for your cooperation and support.

**APPENDIX B
EXAMPLE OF OUTCOME OF CLUB SURVEY**

Club Name		
District		

1.	Have on Record copies of:		Provided	
1.1	The Clubs Constitution.		Y	N
1.2	The Clubs rules/ code of conduct.		Y	N
1.3	The Clubs founding Documents.		Y	N

Code of Sport		
Address		

2.0 Administrators Present at Meeting

2.1	Administrative support Comprises of : Chairperson Deputy-Chairperson Secretary Treasurer Other members present		Y	N
2.2	i. Where meeting held? Conditions of meeting Venue		Y	N

3.0 External Support for Club

3.1	What support does the Club have or receive from? <ul style="list-style-type: none"> • Community • Local Municipality • Province 			
-----	---	--	--	--

	<ul style="list-style-type: none"> • Sports federation • Other Quarter – Lotto etc. 			
3.2	<p>What CDP Support has Club Received?</p> <ul style="list-style-type: none"> a) Funds b) Admin c) Kit d) Transport a) Other 			

4.0 Social Impact

4.1	<p>What support does your club enjoy in your Community?</p> <p>Explain/Qualify</p>	Y	N
4.2	<p>What social/economic or other impact does your club have in your local community? Does it contribute to social cohesion and development? Explain.</p>	RATE	

5.0 Benefit of being part of CDP

5.1	In which areas has being part of CDP brought improvements/benefit to the club?	Y	N
	Administration		
	Meetings		
	Code of Conduct		
	Club Performances		
	Other		
Comments			
5.2	Rate overall benefit (>5 – 10) or disadvantage (1 - 5) of being part of CDP		

6.0 Evaluating the CDP Programme Application

6.1 Who was the CDP Administrator in your region

6.2 Describe your relationship with the Department and/or representatives overall.

None	Poor	Average	Good	Excellent

6.2 How often did the Club have contact with the Coordinator?

- Call
- E mail
- Visit

6.3 Rate the Coordinators assistance benefit to the Club (1 – 100)

None 0	Weak 10 - 30	Average 40 - 60	Good 70- 90	Excellent 100
--------	--------------	-----------------	-------------	---------------

--	--	--	--	--

6.4 Rate the CDP Programme Overall

None - 0	Weak 10 - 30	Average 40 - 60	Good 70 - 90	Excellent 100

6.5 What can/will the CDP do to assist the club in the future.

--

7.0 Verification of Participation in Completing

7.1 How many members of Club participated in Completing Questionnaire?

<i>Name</i>	<i>Position</i>	<i>Signed/verified</i>

7.2 How Many of the

<i>Executive</i>	<i>Members participated in completing Questionnaire?</i>
------------------	--

8.0 Site Visit

Date:

Venue/Location:

Person | Engaged:

Coordinator Present:

9.0 Internal Controls	
Completed By:	Date:
Checked/Supervisor	Date & Time
Filed	Original Attached: Y / N