

COSAS STRUCTURE

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1 - May 1990

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- December 1989)

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PRESIDENTS REPORT

introduction:

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The dawn of the new decade, the nineties, is not a turning point in itself. Rather, this is a useful psychological moment to explore options after the very real turning points reached in South

Africa during the late 1980's and the early 90's

Within the major facets of South African life, there are priority issues which have to be resolved if the foundations for greater security of all South Africans are to be laid. Key is-

issues are law, education, urbanisation, health, the environment, agriculture, energy, commerce and

industry. -

in addition, South Africa at large will also have to take g

note of two themes which will dominate the next 10 years. The country has become the laboratory

years. The first is the issue of negotiation where important socio-political change in the region is required and

imaginative alternative ways of viewing negotiation and each and every organisation will have to explore

mediation will have to be explored and implemented. To establish a vision and develop a plan to (1993)

. . . With the dramatic socio-political, socio-

The second central theme is the question of wealth redistribution - a theme where there is now consensus that the 1990's will have to bring the black majority not only a far greater share in power, but in wealth as well.

only a far greater share in power, but in wealth as well.

The country has become the laboratory for socio-political change in the world and each and every

organisation will have to establish a vision and develop a plan to deal with the dramatic socio-political,

socio-economic and demographic changes currently sweeping the land.

Gavin Relly, Chairman of the Anglo American Corporation recently said:

. . . perhaps we have not perceived quickly enough that we are in a society which is changing radical-

ly. We've laid our plans on the basis that the future will be substantially the same as the past, and

however good the plans have been, however fine the goals which we have set ourselves. And many

people have done extraordinarily well - they have lacked the crucial element of a more realistic view

of the future". . .

The current debate about what South Africa will be like in the future is often more interesting than illuminating.

Everyone has an opinion; however, few are prepared to face the facts and to act innovatively and origi-

nally in adapting their organisations or their lives accordingly.

No one can tell with any certainty how South Africa's political future will evolve. No one knows how the

There are countless facts we don't have, negotiation and sanctions sagas will unfold, what effect it will have, or when the tide might turn. Nor can anyone predict who will be the next state president. How dare we fall back on. We'll never know as

much rain we can expect in the next five years, or what much as we need to. And we can't hang

will happen to the world economy next year. In 1995, around hoping to 1991 "all" the facts. We

or in the year 2000. have to move, and move fast but rationally and intelligently at all times.

There are countless facts we don't have, which become convenient excuses for doing nothing. But that's not

an option we dare fall back on. We'll never know as much as we need to, and we can't hang around hoping to get Hall" the facts. We have to move, and

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Consider some of the facts related to the future environment within which people and organisations will have to function -

1' The South African population (including TBVC states) is currently about 36.5 million. it doubles every 33 years, compared with the rest of the world's 41 years. About 3 500 children are born here every day; nine out of 10 are Black. At this rate, the population will grow to 47 million by the year 2000, 70 million by 2020, and 130 million by 2050. At the same time, scientists estimate that South Africa's natural resources will carry just 80 million. The natural growth rate is 2.3% for all races (Whites 0.83%; Asians 1.85%; Coloureds 1.92%; Blacks 2.8%). The White component is currently about 5 million, i.e. 14.4% of the total; by 2000 it will grow to only 5.5 million i.e. 12.2% of the total.

" South Africa's urban population was 15.2 million in 1980. It will grow to 29.5 million by the year 2000 and to about 38 million by 2010. The urban Black population alone will grow by some 600 000 a year for the next two decades; at the same time. the entire White population will grow by only 600 000!

The White population is aging - less than 27% are below 15 years of age, and 8% are over 65. By the year 2000, 20% will be under 15 and 10% will be over 65. In sharp contrast, the Black population is very young and will stay that way. Today, 43% are under 15, only 3% over 65. in the year 2000, 39% will be under 15, and 3% will be over 65.

't Whites provide about 70% of highly trained manpower in the 1960's and they comprise about 55% today. They will account for only 32% by the year 2000 if the economy grows at 4% per annum.

During the 1970's and 1980's, a massive redistribution of personal wealth took place. White personal disposable income (PDI) fell from 73.4% in 1970 to 58.8% in 1984. At the same time, the Black share rose from 26.6% in 1970 to 41.2% in 1984. By the year 2000. Blacks will account for more than 50% of PDI.

The number of work-seekers in SA (including the TBVC states) is growing by 2.8 a year. i.e. it grew by almost 1.5 million between 1975 and 1987. However, the rate of increase of jobs lags 50% behind that of GDP growth. i.e. for each 1% growth in GDP, the rate of job creation is 0.5%.

From 1975 to 1987 the number of jobs in major economic sectors tell by 146 000. Employment in the manufacturing sector peaked in 1981. but since then has fallen by 10.7%. This sector today employs as many people as it did in 1978. We need economic growth of at least 5.6% a year to keep unemployment at its present level (anywhere from 1.5 million to 6.,million. depending on whose estimates you believe!).

There are 205 registered trade unions in South Africa, with 1.86 million members (18% of the total economically active population). There are also an estimated 88 unregistered unions, with 240 000 paid-up members. The largest confederation of unions, COSATU. is today among the 12 largest workers bodies in the world.

In 1979 there were 101 strikes and work stoppages in South Africa. By 1984 the number had risen to 469, and by 1987 to 1 148. In 1979. 22 803 workers were involved, and 591 421 in 1987. At U18 same time. the length of the average strike increased from under three days to almost 10 days. thus 5.8 million man-days were lost in 1987. (Note: 1987 figures exclude the Postal Services and SA Transport Services strikes.)

About 55% of SA's Black adult workers (over the age of 20) have completed five or fewer years of schooling. What is more. 50% of Black and Coloured children leave school before finishing standard two, and 75% of Blacks over the age of 20 have left school by standard five. "Functional illiteracy" is thus endemic.

The number of primary and secondary school pupils will increase from 1983's 7.6 million (73% Black) to more than 11 million (83% Black) by the year 2000. At the same time, the number of teachers in Black schools will have to increase from 128 000 to 457 000. if educational parity is to be achieved. But while there is a desperate shortage of training facilities for Blacks. White teacher training colleges stand empty and there are vacancies for some 200 000 pupils in White schools.

In the period 1983 - 2000. the annual output of White matriculants will tall from 63 000 to 58 000. i.e. by 10 000 a year. In sharp contrast. the number of Black matriculants will increase almost fourfold - from 40 000 to 168 000 a year.

To provide for tomorrow's growing population. we need to annually add 270 000 - 350 000 new jobs; 130 000 new houses; 1 800 new hospital beds in and around urban areas; 450 new schools. each accommodating 500 pupils; and 17 000 new teachers.

Under any circumstances. these targets would be tough to attain. However. given the new economic uncertainty - "What the best World? 'h the world, how 0'93?"

ties and our recent track record. they will be unreach- sation or responsrble community leader able unless we do something extraordinary in the very can deny some measure of responsibility

near future. Government's stop-start approach to '0? the shape Of our future SOC'ety- h i
s in
managing the economy won't help. Nor will a hesitant this regard that sport WIII have to
critically
process of political reform_ evaluate its historical and now outdated
role and define a new function and role for
itself. There is no organisation or institution
in this country that is not going to be im-
pacted in some way or other by the facts
mentioned. Such is the possible magnitude
of the affect of these changes that those
organisations that do not adapt strategical-
ly. will not survive. .
But the numbers alone do not tell the whole story. These
demographic changes must be considered in the light
of coming social changes. Consideration will have to
be given to the possible 'lpsychographic" shifts that
will occur as a result of the changing numbers. and the
impact of people's exposure to new ideas via their in-
tegration into society. as well as travel and the media.
These changes. and the many others that will occur, will lead to severe strains. Unemploy-
ment is at-
ready at crisis levels. and will get tar worse. The housing problem is colossal. educatio
n is facing a
major crisis and hunger and disease could reach epidemic proportions.
With the best will in the world. no organisation or responsible community leader can deny
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ure of responsibility for the shape of our tutore society. It is in this regard that spor
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Iy evaluate its historical and now outdated role and define a new function and role for i
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ganisations that do not adapt strategically. will not survive.

This report will, in some detail define the sport-political environment against which COSAS's broad strategic framework evolved, and the basis on which a mission and a character for the organisation were precipitated. The communication of this background information to the members of COSAS as well as to the rest of the sporting community and others with whom the organisation will be interacting, is a key factor in facilitating clear and unambiguous understanding of the goals and objectives of the organisation that has evolved.

)) When looking at establishment sport at the end of the 80's, one finds a system effectively isolated and in internal disarray due to the absence of a national sport strategy and ad hoc, highly personalised attempts at addressing the future);

Throughout the year, communication was considered a key issue and emphasis was placed on conveying progress even when thoughts were still in an embryonic stage. This report will attempt to record the essence of the sport and sport-political background which influenced thought processes in defining an organisation which could impact on the reshaping of sport's future role and function in the emerging new South Africa.

South Africa is today considered a country with an already excessive emphasis on sport together with East Germany, Russia and Brazil. Sport has become a major force in South African life. As part of

a programme to isolate the country politically, economically and culturally to force it to abandon its racial policies, the international world has elevated the influence of sport in South African society to a level not easily equaled elsewhere in the world.

When looking at establishment sport at the end of the 80's, one finds a system effectively isolated and in internal disarray due to the absence of a national sport strategy and ad hoc, highly personalised attempts at addressing the future.

Cut off from the levels of sophisticated thinking and reasoning which dominates international forums

to plot and plan sports mission in the 21st century and faced with an array of unique socio-political

problems, sport in South Africa is strategically in trouble. i

Because of ideological, organisational, personal and other differences, a proliferation of organisations and unattached sports bodies, each driving in its own direction, oblivious of the proverbial oncoming train, have 3! sport has arrived. Entire programmes in

closeted sport in a tread-wheel. It is going nowhere in South Africa are going to be subjected to particular and has not yet fully realised that the days more careful scrutiny and the most biting

of bland acceptance of sport and the historical manner in which it has been managed and strategically driven in South Africa, may have to be reviewed. Sport will have to prove to an increasingly critical international and internal audience as to its capability of identifying and addressing SA sports true problem profile on a collective basis.

The day of reckoning for South African sport has arrived. Compared to the organisational structures

and professionally designed management systems in place elsewhere in the world, South African sport,

because of isolation, has been left behind. Entire programmes in South Africa are going to be subject-

ed to more careful scrutiny and the most biting criticism by society at large. Sports people who defend

sport and the role it plays, as well as their budgets, will have to justify them. Many hallowed precon-

ceptions will be challenged in the interest of the new South Africa that is on the horizon.

Here are but some of the accusations that can justifiably be made against sport in South Africa;

t The fragmented, polarised and unco-ordinated nature thereof seriously hinders the implementation

of any strategy that could have a meaningful long term impact on sport;

t The manner in which children, the country's most valuable resource, is utilised by different sport

component parts to achieve objectives covering a wide range of divergent socio-political, sporting

and even marketing possibilities;

' The popular contention that sport is an escape hatch for townships, is overstated;

" The way in which the underprivileged are being utilised to address the international sporting and

political world;

' The lack of appreciation amongst sport administrators as to the future impact of socio-economic

and demographic changes on the sport provision structure;

t The way in which television is threatening to engulf many of the inherent values of sport. I

6 THE SPORT STRUCTURE IN SOUTH AFRICA

universal phenomena all over the world exists where sport organises itself in the establishment of certain structures to co-ordinate and structure the provision thereof in general. Although each sport or recreational activity has its own unique character, a certain degree of communality exists. This inevitably leads to a need for co-ordination and consolidation.

The key concept however is one of service and not control and one which South African sport administrators regretfully have had great difficulty in understanding. In South Africa a number of 'lumbrella' type bodies have evolved historically to fulfil the common needs of the different sport constituencies.

The South African Olympic Committee (SANOC) was formed to co-ordinate the common interest of the Olympic sport types with respect to participation in the Olympic games. It was established in 1908

with the objective of organising and coordinating South Africans involvement and participation in the Olympic Games. While the objectives and functions virtually remained unchanged, political events have seen this organisation deviating from its basic role and function in later years in search of a "new" identity. This has led to considerable confusion and has added to the uncertainty and instability in South African sport.

The same principle of the co-ordination of common interest and service was the reason for the formation of another 'lumbrella' body, the South African Sports Federation, with a membership base consisting of both Olympic and non-Olympic national sports bodies. The South African Sports Federation

was established in March 1951 with the objective to create one co-ordinating entity with the necessary status and authority to act as a catalyst and mouthpiece of organised sport on common issues. At

the time of disbandment in 1989 in favour of the formation of the Confederation of South African Sport (COSAS), it was the largest co-ordinative body in South African sport.

The South African Council on Sport (SACOS) came into being in March 1973. It was established as

a continuation of two other bodies, namely the SA Sports Association and the SA Non-Racial Olympic

Committee (SANROC). The latter was banned in 1965 and is currently functioning in exile. SACOS has

as its main function the organisation of sport for those who do not wish to participate through the establishment of sport structure. It functions as a body that discourages co-operation with all sporting bodies not under their control. Membership is mainly restricted to Asian and Coloureds and it was the

originating source of the slogan: "No normal sport in an abnormal society". Towards the end of 1989, the National Sport Congress (NSC) was spawned from the midsts of the Mass

Democratic Movement. Supported by the ANC, it is aimed at using sport as part of a campaign to mobilise sportspeople into a democratic non-racial movement.

National sport bodies are members of the 'co-ordinating' entities mentioned on a voluntary basis with

the objective of sharing in the 'service' rendering activities as well as the principles, philosophies

and in some instances, political objectives, thereof.

There are also a number of high-profile 'self-supportive' sport-types (notably establishment cricket,

rugby, soccer, tennis, golf) who have historically felt no need to be part of this umbrella type structure,

adding to the crippling inability of sport to plan a common future for itself due to the unco-ordinated

and fragmented nature of sport in the country.

Opposite these entities there is another category of service orientated bodies, namely those that carry

the official stamp of the authorities. In South Africa the State Departments involved in the provision of sport, falls into this grouping.

In 1966 a Department of Sport and Recreation was established, which in 1980, was incorporated as 3 Directorate Into the Department of National Education. It has as its function the advancement of sport In all its facets. '

In 1973 a Division of Sport and Recreation was also established in the Department of Co-operation and Development (presently under the wing of the Department of Education and Training) to manage the provision of sport for Blacks in urban areas.

The function of these bodies is aimed at rendering a service to the total sporting community of South Africa. In this regard there has been no interaction with SACOS and the NSC (regretfully looked upon as 'anti-forces" in the past and typically representing the non-establishment component part of South African sport).

SIX

The term sport and recreation provision relates to the long burning much debated and controversial provision of certain minimum services and facilities that question 'during the eighties has been necessary for the sport and recreation infrastructure - whether the provision of sport in the RSA is able to function effectively and efficiently. The providers take place according to a fair (the moral aspects associated with sport). acceptable (sufficient opportunities for individuals to express their aspirations) and comprehensive (necessary to judge sport provision within the nature of the society within which it has to function) scheme and set of rules?"

The Sport Sector (Macro, National, Provincial and then the nature of the society within which it has to function) scheme and set of rules?"

The Educational Sector (Universities, Colleges, Schools);

The Defence, Police and Prisons Department Sector;

The Business Sector; and

Private Homes,

each of whom handle aspects of sport provision which may include organisation, services, facilities, coaching, training and financing.

The following functionally directed areas have been identified by the Human Science Research Council as the requirements that need to be provided for:

- provision of facilities;
- provision of sport management and certain supporting services, eg. communication services, publications, administrative and information services, manpower services; and
- the provision of coaching and training schemes.

A burning, much debated and controversial question during the eighties has been whether the provision of sport in the RSA takes place according to a fair (the moral aspects associated with sport). acceptable (sufficient opportunities for individuals to express their aspirations) and comprehensive (necessary to judge sport provision within the nature of the society within which it has to function) scheme and set of rules?

A "yes" answer to the above question is only possible if the RSA has a sport provision system functioning according to the following principles:

- The fundamental freedom of the individual and groups to participate in sport;
- The freedom of association and choice in sport;
- The equality of opportunity in the provision of sport regardless of race, colour, religion, sex and age at all levels (School, Club, National and International.);
- The autonomy of sports bodies and institutions; and
- The advancement of public interest through the provision of sport in line with the following guidelines:

- The joint responsibility of society, authorities, sports bodies, business sector and individuals in the provision of sport;
- Equilibrated provision recognising geographical and demographic considerations;
- The commonality and diversity within the SA sport situation;
- The equilibrated provision of recreation sport and highly competitive sport; and
- Continued research.

Regrettably, despite superficial claims to the contrary, all research over the last 18 years has clearly showed that such a system does not exist in South Africa. The reason being that when sport has to be provided to society, it implies a wide umbrella function within which a large diversity of needs have to be fulfilled. Such a system, because of the political ideologies that have dominated the scene, has never existed in South Africa.

SELECTED DEMOGRAPHIC AND SOCIO-ECONOMIC ISSUES IN SPORT

When turning to the existing and the projected future facility need structure for sport, the full impact of the physical as opposed to the ideological shortcomings of South African sport, is cruelly exposed. ':

'On a per capita basis most Whites. followed by Asians. Coloureds and Blacks, participated in sport in 1985. The following table illustrates:

SPORT PARTICIPATION

1985

% OF TOTAL

PARTICIPANTS SPORT PARTI-

(MILLIONS) CIPANTS

Blacks

White

Coloureds

Asians

The following table indicates the sport participation saturation level amongst Whites and the future

growth potential thereof amongst the other cultural groups when using established international norms;

% OF GROUP PAR-

TOTAL PARTICIPATING IN

(MILLIONS) SPORT

Whites

Asians

Coloureds

Blacks

When considering that South Africa's total population is projected to increase from the approximate

35 million in 1985 to its present 39 million and on to 48 million in the year 2000 (about 23% increase),

the need for co-ordinated and professional planning becomes an almost desperate necessity. Any dis-

regard for this reality is irresponsible and is the single most important motive for sport to co-ordinate

and collectively plan sports longer term future.

The development and implementation of a strategy to optimise the future sport provision structure for

South Africa is a complex exercise, and consideration will have to be given to the demographic realities

of South Africa's rapidly changing environment. Some of the important issues are;

1 The current composition of the SA society, as well as future structural changes because of differential

population growth;

1 Increased aging within particularly the White community which dramatically influences participation

patterns, placing emphasis on spectator considerations, rather than players. The opposite holds

for the Black community;

1 Population re-distribution;

1 Urbanisation and particularly metropole formation "When considering that South Africa's total

population which will leave facilities under-utilised in some population is projected to increase from an

and over-utilised in other areas; and approximate 35 million in 1985 to its present

" Socio-economic changes which will influence 39 million and on to 48 million in the year future participation patterns dramatically by 2000 (3mm 23% ' "C'easet the need for

. . co-ordinated and professional planning be-

The percentage composition of the country's population comes an almost desperate necessity. Any

change in participation will change, mainly due to changes in differential disregard for this reality is irresponsible and

fertility and mortality rates amongst the different cultural groups. The relative share of Whites', Coloureds sport to co-ordinate and collectively plan

and Asians will decline significantly in comparison with sports longer term future. an increasing growth within the Black component. ,I

Whites, currently the second largest single population group, has the smallest growth rate of all population groups and is rapidly approaching zero growth. Additional sport provision amongst Whites will therefore not be influenced to any great extent by population growth, but essentially by population redistribution and in particular urbanisation. A reduction in birth rate implies less need for facilities for children and young people, whilst aging creates needs for sport types like bowls, tennis, golf, squash and jogging and also sees an increase in the number of spectators relative to the number of participants.

The differentiated age structure amongst the different population groups has already resulted in the existence of differentiated sport and facility needs amongst the different population groups has already.

FOUNDS- Decreasing fertility trends amongst Asians, resulted in the existence of differentiated -Coloureds and Blacks will eventually also result in a sport and facility needs amongst the changing sport preference pattern. Asian and Coloured groups preference patterns distributed over age, will eventually tend to agree more with those of Whites.

Population growth amongst Blacks remains the highest of all four groups. There are however strong indications that the birthrate amongst Blacks is decreasing in the cities. Because of the high birthrates, the Black community reveals all the properties of a youthful population with more than 40% under the age of 14. As for Coloureds, the youthful Black profile needs to be carefully considered; Optimal sport provision at a school level is therefore a high priority need. The whole question of sport at a school level, particularly when considering the presence of almost exclusively Whites at the recent SA Junior Athletics Championships, is a clear indication of the seriousness of the situation. When anticipating the number of sport participants in the year 2000, provision should be made for a growth of between 1.44 and 1.75% in the number of participants. In particular the growth rate amongst Black sportsmen and women will increase at a high rate (between 2.48% - 25%), whilst growth amongst Whites will be relatively small, i.e. between 0.3 and 1% (large spread). - It is important to note however, that these figures do not take into account any increase in participation numbers due to an increase in disposable income levels, urbanisation and most important of all, unplanned and unco-ordinated sport development programmes, the likes of which has been implemented over the past decade.

Research has also indicated different participation profiles within each cultural group as well as within different age groupings. Although actual sport participation be made for a growth of between 1.44 and 1.75% in the number of participants. In type vary, dependent on assumptions concerning anticipated participation and spectating patterns of the Sportsmen and women in a target community. high rate (between 2.48% - 2.5%), whilst growth amongst Whites will be relatively small, i.e. between 0.3 and 1% (large spread) (but fiercely protected) sport boundaries and the permanency according to which physical facilities needs to be supplied.

An aspect that is closely related to a community's sport participation, is the extent to which the community is urbanised. The greater the degree of urbanisation, the higher the level of participation. This directly relates to the higher degree of exposure and opportunity to participate. The White population has decreased in 196 magisterial districts, whilst increasing in 120 . Large decreases were evident particularly in the Cape Province (89 districts) and the OFS (38 districts). The PWV area and South Western Cape absorb more than 53% of the country's land surface. In areas where a shortage of facilities exists, demand will escalate. Within city areas in South Africa, 266 (42%) have total population numbers of less than 2000 residents representing only 1,6% of the country's total urban population. Town sizes and their decay or growth population. There are only 11 cities that have more than 100 000 inhabitants. Whilst only 6 have more than 100 000 White inhabitants. White inhabitants have a need as well as the removal of remaining Apartheid laws. will need careful consideration in the provision of sport facilities.

The Coloured population has shown a decrease in numbers, particularly in the North Western Cape and in the Karoo. South Western Cape (particularly Wynberg, I(There is no doubt that present provincial boundaries historically evolved by flux of Coloureds. 39% of the Coloured population is different national sport bodies are out of resident in the greater Cape Town. it is noteworthy that pace with the ever-increasing tendency 68 magisterial districts in the Transvaal. 38 in the OFS towards open sport. the population migration and 36 in Natal, have shown increases in Coloured population that has taken place over the last two population. From a sport provision point-of-view it is in decades, the changing political environment important to note that in parts of the Karoo there are certain districts with a larger number of children and young programme. ,1 people, resulting in pressures on the general provision structure. There is little doubt that present provincial boundaries, historically evolved by different national sport bodies are out of pace with the ever-increasing tendency towards open sport. the population migration that has taken place over the last two decades, the changing political environment and the States regional development programme. It is obvious that research will have to be done in this regard and that the long-term objective should be to synchronize the interests of regional development and that of sport and recreation. This is a practice, followed in for example Western Germany, with great distinction. This brief background on some of the socio-economic and demographic issues facing the country. illustrates the necessity for sport to recognise the reality of the situation facing it over the next 10 years, for rescheduling its priorities and the need for a co-ordinated approach to its common problems.

EFFECTS OF INTERNATIONAL ISOLATION

South African sport's second major problem is related to the effects of international isolation. For almost 30 years now, sport in this country has been subjected to a campaign to isolate it internationally as part of the external and international campaign against South Africa. Sanctions have been. and still is a complex and long-term weapon being used against South Africa and its goals and objectives are clear, with its ultimate political objectives being the total abolishment of apartheid. independence in Namibia and democracy in South Africa and Namibia, with one person, one vote. The two overlapping strategic goals of the sanctions campaign are: to convince White South Africans that it is in their own interests to negotiate a prompt and peaceful handover to the majority, and to reduce the ability of the White minority to suppress the Black majority. These goals have been translated into three broad tactical approaches, namely: " Sanctions have been. and still is a complex one, and the economic; I , , . , are clear. With its ultimate political objective of imposing economic strain and cutting off foreign trade being the total abolishment of apartheid-exchange, thereby reducing exports and imposing. hindering independence in Namibia and a high level of Apartheid Tax" 0" sanction-busting democracy in South Africa and Namibia . imports and exports; and with one person, - one vote. I, hitting White morale through economic squeeze - , . . and with sport. cultural and other boycotts. 3 ' ' ' ' ,

Conditions for lifting sanctions are:

1 Participation of the liberation movements recognised by the United Nations and the Organisation of African Unity, namely the ANC and PAC, in any negotiations for a settlement; ' .

' Unconditional release of all political prisoners including PAC and ANC leaders;
' Legislation of all political parties and the guarantee that they could participate freely and equally in any election;-
' Abolition of the Homelands; -
t A unitary education system; and
' Equal access for every citizen to public and private sport facilities and the end of economic apartheid.

When looking at the sport, cultural and academic boycotts in particular. it is clear that they fall within a category of boycotts which had as an additional tactical objective, to disabuse White South Africans of any remaining belief that they have support abroad and to bring home to them constantly that South Africa is a Pariah state. This was intended to cause some people to re-think their positions and in parallel with economic measures. further undercut White morale by making White South Africans feel like global outcasts. - . . . -

The sanctions campaign against sport specifically, involves breaking all sporting links with the RSA via a very simple three-step tactical approach:

- t Preventing RSA sportspeople from competing abroad;
- " Preventing sportspeople from coming to South Africa; and by
- ' Carrying out secondary actions against people and groups violating the boycotts.

This overall strategy has been effectively masterminded by a large number of anti-apartheid entities and sanctions calls by many small organisations. as well as a number of organisations which had force of law or consensus. to enforce decisions.

At the Third international Conference Against Apartheid in Sport held in Harare (Zimbabwe) during November 1988, South African strategies to circumvent the sports all practical purposes been effectively isolated were studied and ways examined in which boycotted internationally, is however no longer these may be countered, together with an intensification- the most important reason why the start of the isolation campaign. The three-day Conference- a new decade heralds a watershed in South African sport. The fact is that the boycott was attended by more than 300 delegates from African sport. The fact is that the boycott 50 countries and expressed satisfaction with the action has now shifted emphasis from an progress made in isolating South Africa from international to an internal one, and a new era of national sport. It was stated that South Africa is now exposed- has dawned where the internal demands excluded from at least 90% of world sport activities. on establishment sport will escalate During 1989 more nails were knocked into the coffin, exponentially. ,t most notably the suspension of South Africa from the International Tennis Federation and the Association of Tennis Professional's decision to drop South Africa from its 1990 schedule. The fact that South African sport has for all practical purposes been effectively isolated internationally- ly. is however no longer the most important reason why the start of a new decade heralds a watershed in South African sport. The fact is that the boycott action has now shifted emphasis from an external to an internal one, and a new era has dawned where the internal demands on establishment sport will escalate exponentially. The well orchestrated move against the South African Cricket Union has resulted in this once proud body representing a mere shadow of its previous self. Sport was forced to recognise the power of the people and the business community had to reassess the extent and the nature of their involvement in establishment sport.

This is an interesting development in that it has as much to do with opening doors as closing them. However, Between SACOS as the historical representative if not dealt with insight, forecefulness and sensitivity, tatlve Of non-establishment sport and establishment sport could finally find itself on an island of establishment sport (the high profile individual - internationally isolated and internally estranged from sport TYPES. SANOC. COSAS. and others differ- constituencies both to the left and to the right of political school bodies) there have never been

cal extremeties. any real co-operation. Placed between them there has always been the confused mass of Black sports people, who, although fully aware of the influence of apartheid in sport, have either through habit or because For more than two decades now South African sport politics have been stuck in a vice grip that can eventually do more damage than the boycott itself or the establishment sport (the high profile individual sport p . " Ifigi:#32mtg;333:3?3532EXSEE3:32:03:\$23 ?giggUggsgggggesivagiggfgggfggzmpame- types, SANOC. COSASZ and the different school bodies) there have never been any real co-operation. Placed between them there has always been the confused mass of Black sports people, who, although fully aware of the influence of apartheid on sport. have either through habit or because of circumstances, to a large extent participated on the establishment side. In this way establishment sport through corporate capital, has effectively gained control over the people sport, soccer and athletics.

However the potential to spread non-racial ideas and sharpen sport's contribution in the fight against apartheid, have always been boundless yet unexploited. It has taken the emergence of the National Sports Congress (NSC) during the latter part of 1989, for this tact to be recognised. Within the short period of four months, it became abundantly clear that the influence of the NSC does not lie in the number of soccer and cricket matches and cricket pitches it can organise, but in its ability to take up a leader role within the non-establishment sector by forming political alliances with, amongst others, the ANC and COSATU and by making sport part of popular culture and a mass mobilisation drive - the beginning of "people's sport". The NSC as sports wing of the MDM, is introducing a new era into sport where, unlike SACOS, it is in principle prepared to communicate with anyone. Within a few months the NSC, on the back of the SA Cricket Union's rebel tour as its biggest promotion, has guaranteed not only unheard of publicity for itself but it has further elevated sport on the political agenda in this country. A remarkable achievement. Considering that at the time of writing, this body has not yet officially been established. Even SACOS, in the same camp as the NSC, but differing slightly in ideological viewpoints, was caught unawares and is now forced to seriously consider alternative survival strategies.

It is against this background that those who argue that _____ sport and politics should not mix, should heed the message. Within the short period of four months, it became abundantly clear that the influence coming from non-establishment sport that the reason for their ignorance in this regard could be that there of the NSC does not lie in the number of soccer and cricket matches and cricket pitches it can organise, but in its ability to take up a leader role within the non-establishment sector by forming political alliances with, amongst others, the ANC and COSATU and by making sport part of popular culture and a mass mobilisation drive - the beginning of "people's sport".

Up to 1989, sport organisations in South Africa have not paid a great deal of attention to the theoretical aspects of sport. Over the past decade there has been a resurgence and rethinking in all fields of human activity and this has resulted in a new generation of sport persons who are looking for better explanations on the nature of sport, leisure and society. It is in this area where establishment sport's biggest challenge, because of years of ignorance, lies.

Sport represents a main component part of popular culture and it is sufficiently meaningful to a sufficiently large number of people to possess the potential to be manipulated as a medium for political socialisation. The political significance of this lies in the potential for the exploitation thereof in the interest of either specific pressure groups or even the State itself. The appropriation of sport symbols to promote social and political integration can, and has been, used by the State and specific groups all over the world to further own interests or objectives.

The initial subtle discussions on a new ideological basis for South African sport will open the debate on sensitive and important issues - the reason being that within non-establishment circles sport and leisure are considered a central dynamic of the capitalistic mode of production and that sport rather subordinates the working classes to the capitalistic network. Establishment sport is seen as an "armed coercion" with the ultimate function of ensuring the power and control of the ruling class.

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"In essence, therefore, the decade of the 90's will introduce an era characterised by the evolution of a modified ideological basis for sport to prepare it for a new role in a post-apartheid South Africa

In essence, therefore, the decade of the 90's will introduce an era characterised by the evolution of a modified ideological basis for sport to prepare it for a new role in a post-apartheid South Africa. Focus will be on internal sport-political issues with the emphasis on politics. Establishment sport will be forced to concentrate on issues related to a democratic, unified, non-racial South African society. There is little doubt that establishment sportspeople will be coerced into open confrontational situations with the Government. In the process, more conservative establishment sport types. notably athletics and rugby will be faced with breakaways to the right of the political spectrum resulting in the formation of a "new" non-establishment component of South African sport. Sponsors will retreat further into more neutral positions as they await re-equilibration of an environment which has assumed risk proportions that have become commercially unattractive. Sport at a school and tertiary education level will become burning issues and establishment sport will be forced to take up positions and responsibilities that many have conveniently chosen to be distanced from in the past.

When considering the above it is not difficult to understand why different view points on sport is held by different people in the country. On the one hand we have non-establishment sport, until now most prominently represented by the South African Council on Sport (SACOS), who in 1984 through their then president Mr Frank van der Horst, stated: "We believe that international sport with South Africa can take place only if there is a non-racial society with non-racial sport; our side is forced to be interested in politics that ensures that our children have such appalling sports facilities at their schools; it is politics that forces them to live in certain areas; it is politics that makes them second-class citizens."

A strong feeling exists that there can be no real equality on the sports field while facilities for different races are so unequal. In 1984 a University of Potchefstroom study found that between R7,13 and R1990 a head was spent on Whites for sport in the various provinces, while the figure for Blacks was only R0,82. The Human Sciences Research Council at more or less the same time found that of all school sport facilities, Whites owned 73% of all athletic tracks. 83% of the swimming pools and 82% of the rugby fields.

Although non-establishment sport is not supported to the same extent with respect to participation numbers, sponsorships, a general sport provisional infrastructure system for the development of sport at a grass root level when compared to establishment sport, the emergence of the NSC will strengthen the political influence of this sector immeasurably in the short to medium term. Establishment sport on the other hand consists of the bulk of the largely White-dominated sport structure in the country. It is a system that has become preoccupied with attempts to counter the sport boycott with strategies based on:

- Rebel or unofficial tours supported by Government and the commercial sector via favourable tax incentive schemes, and
- Costly efforts to convince the world that South African sport was non-racial.

Considerable increase in coverage of international sport on TV has also been a feature of the tactical approach to neutralise the effects of the sanctions campaign on "The Achilles heel of establishment sport in the South African spectator. Sadly, however it was also their on-going normalisation process and alleged during 1987 that the SABC had imposed a radio attempts to unify sport, has been and still is, sport at a school level. Whilst sport has been meaningfully normalised from a club level upwards through to provincial and national level. the situation at school level remains highly problematic. The "town and township" affairs issue, as applied to sport at school level has effectively placed the control thereof beyond the jurisdiction of national and provincial sporting bodies into the hands of an individual school, its principal and its management committee. Many sport

organisations naively believe they will be able to hide behind this arrangement; rude indeed will be the awakening in the months to come. When studying the literature emanating from the MDM and the ANC ranks, there is little doubt that within non-establishment sport circles, a new function and ideological role for sport in the South African society is foreseen. It is argued that sport is an integral part of the ideological structures that continue to subjugate people to the evils of apartheid and the cruel irrationality of capitalism. The following extracts are representative of some of the thoughts dominating the debate amongst those who have committed themselves to the cause of reshaping the new ideological basis of South African sport:

1' "A mass sport organisation linked with other mass organisations can intervene not only on issues of !' n is against this background that the ANC sport but also on other issues. A mass sport organisation working with the trade unions could stop re- Congress (NSC), Created as a vehicle to in- bel tours and could affect large scale re-allocation tervene more forcefully in determining a Of resources." ' new direction and new role for sport in the _ , future, it has become the first sport body t HA mass sport organisation that in its political prac- to be formally aligned to a political entity,, tice co-ordinates with workers, students and the community, otters many political lessons and poses many questions. Sport's location in the wider community and its political struggles, will be established by experience". ' i'There exists the prospect of a radical re-evaluation of sport that will arise out of the successful prosecution of the liberation struggle. Sport has not often played such a role. Let us take up the challenge and forge a new direction." t 'lSport cannot be discussed outside the contextual framework of culture. A culture embodies a community's structure of values, the basis of their world outlook and how they see themselves and their place in the universe and in relation to other communities. The vital importance that every nation attach to sport can therefore be appreciated." . t uln recognition of the importance of sport. 'The Freedom Charter" declares inter'alia: the doors of learning and culture shall be opened Under this general heading it states that the people's government shall discover, develop and encourage national talent for the enhancement of our cultural life; and the colour bar in cultural life, in sport and in education, shall be abolished." t 'llt ever there was a clarion call on the sports bodies to join the struggle for freedom and non-racial democracy, this is one. It has the potential to cut across ideologies, philosophies and religious persuasions. it has the potential to unite and to reconcile people who are trying to form a community."

' 'iSport like all human activities. must be principled. Those who lack principles will see themselves 'as nothing more than cogs in the entertainment machine. t 'The belief today is that without a unified mass movement. the vision of a new SA will be nothing more than a pipe dream. The age of alliance politics has arrived in South Africa. For organised sport to make its contribution to the struggle for national emancipation, it needs to be so organised and disciplined that it can gain power so that the people can govern in word and truth". t "Progressive sport will play a role it it creates organisational structures through which it can take collective action. consult and co-ordinate. To reiterate: sport cannot be politically non-par-tisan. Sport bodies must consciously align themselves with the forces of freedom and democracy". t t'Today we have probably the most vibrant working class. movement in the world, together with a rich plethora of other organised sections in the MDM comprising youth, women. students. civic, professional and other sectors. Together they form a huge, popular front clamouring for democracy and enjoying support of ever-increasing numbers of all South Africans and decent people all over the world. A non-racial mass sport movement can nourish and be nourished by such a movement. Together they can ensure that democracy happens sooner in this land and together we can lay an indispensable basis for a healthy sports future for the country".

It is against this background that the ANC and the MDM formed the National Sports Congress (NSC).

Created as a vehicle to intervene more forcefully in determining a new direction and new role for sport in the future, it has become the first sport body to be formally aligned to a political entity.

As a body, the NSC is prepared in principle to enter into dialogue with anyone and as such it forms

part of the ANC's change in style of political initiatives to establish an image of moderate acceptability.

The establishment of the NSC possibly signals the end of the road for SACOS in its present form. A

new shape, a new strategy and a revised, more motivated approach by SACOS, is however predictable.

The principle objective of the NSC is to lay the foundation of a broad based democratic movement

within sport which will play a key role in the fight to remove apartheid and within which sport people

can be mobilised in a democratic non-racial movement.

it is also clear that the sport interests of the SACC, UDF, MDM and COSATU have become vested within the NSC in the same way as labour interests have become vested within COSATU. The ideological differences between SACOS and the NSC are based on a disagreement as to the use of facilities that have been "opened" to all and the principle of a sport organisation having a political alliance.

Indications are that the NSC could be positioning itself as the co-ordinating sporting entity in the "new" South Africa by acting as a facilitator in "unity" talks between existing national sport bodies from the SACOS camp and their counterparts within establishment sport. The basis for these "unity" talks is:

- ' creation of a non-racial and democratic sport structure;
- a moratorium on international sport contact until all internal problems have been resolved; and
- the role of the NSC in piloting South Africans re-entry into international sport through Africa with the assistance of the ANC, the Supreme Council of Sport in Africa, the IOC and its affiliates.

Through the SATISCO- and SATISTA-alliance, the NSC is also poised to mobilise the youth and workers under a sport banner at all Black, Coloured, Indian and English speaking universities. The intention is to link sport to the national democratic struggle at a tertiary educational level. Sport at a school level is also a major issue and will form an integral part of the N808 overall strategy. Indications are that the future structure and role of sport in industry, particularly the mining industry, will also be addressed as part of a national strategy.

The strength and influence of the NSC are twofold. First it is willing to meet anyone - a novel experience for establishment sport who in the past have been desperate for this type of contact. This has opened channels into individual establishment sport bodies, some of whom have proved receptive to new ideas particularly in the prevailing reconciliatory and political environment that has been created by the government. However these isolated contact sessions have unfortunately only added to sport's problems. It emanates largely from the effort of individuals or organisations representing viewpoints which are not necessarily in the overall and longer term interest of sport as a whole. Although well meant, it regretfully further enhances the degree of fragmentation and polarisation within sport - the reason simply being that what needs to be addressed is the common base for sport in this country and not the vested self-interests of individual sport organisations or sport types or even worse individuals themselves.

Failure to recognise this and to act and plan accordingly, will cost sport dearly. This time however, the effects of the end result could be irreversible.

The fact that the emergence of the NSC has elevated sport on the internal political agenda, is going to have indications are that the NSC could be positioning itself as the co-ordinating sporting national Bank. sponsors of the World XV tour. felt impelled entity in the "new" South Africa by acting to meet the NSC and SACOS before the first rugby test. as a facilitator in "unity" talks between existing national sport bodies from the SA-NSC to discuss the Gattings tour. The fact that neither COS camp and their counterparts within establishment sport. FNB nor the SACU changed course initially. should not obscure the significance of meetings like these. ,1

A year ago these meetings would not have taken place. Together with the pressure the NSC can exert

on other actors like sponsors - especially with Trade Union backing - the internal pressure possible on the establishment and its values, cannot be ignored. In the end the NSC has scored a massive "political" victory in engineering the abandonment of the Gatting tour - so much so that today many high profile sports are ill at ease when considering international competition for fear of NSC intervention.

A sad state of affairs that no formal structure exists within which these issues could be addressed in a professional and responsible manner. _

The NSC has made a major and remarkable impact in the fact that emergence of the NSC has its first year. However, if it wishes to make a positive "elevated sport on the internal political agency-contribution towards helping to shape the country's day, is going to have a vital bearing on the sport future, it will have to tackle two important tasks. future sport structure. I, First the NSC needs to start constructing a base, not only among political organisations, but also among sport people. A bitter split with SACOS is now clearly inevitable and the sport structures of the older body are, against all odds, regrettably in danger of being split into two. The NSC will have to gear itself like everyone else, to organise sport in co-operation with establishment sport as well as with SACOS and not only to act as a lobby.

As a second task, much could be gained by debating and formulating a revised but more enlightened position on the sport boycott. There is a widespread feeling inside the country that genuinely non-racial sport should have access to the world outside. Although some so-called "non-racial" sport organisations will not pass the test when their activities down to a school level are scrutinised, there are however those who have committed themselves to this objective and their efforts should be recognised and supported. Contact and interchange at an international level as far as administrative, managerial, coaching and training activities are concerned, are considered a matter of high priority. Both establishment and non-establishment sport will be "Establishment sport, therefore, has to be able to strengthen their hand in future negotiations it recognises that non-establishment sport has a blueprint. A map spelling out the road ahead firmly aligned itself to the broader anti-apartheid as they see it. Thus far, this has been absent from both Government and anti-status quo, political non-establishment as well as establishment sporting struggle. ' ranks. Over a period of a hundred years. establishment . . . lishment s on has been ruin its historical There is also the ever present but latent issue important to non-establishment sport, namely the removal of opportunities for participation Spectating apartheid from the statute books. Even if this happens, and commercial involvement at the highest there exists a strong feeling that it can never eliminate - - . . . all the harm that apartheid laws have done down the possible level of sporting sophistication." years. The list of social inequalities in South Africa is endless and will not be easily forgotten. Although there has been significant changes since 1970, (both in Government sport policy and in the policies of individual establishment sport bodies), non-establishment sport groups have remained strongly committed to the founding SACOS philosophy of 'no normal sport in an abnormal society". It also maintains that whatever steps establishment sport may take towards 'normalising' participation, administration, spectator attendances. redressing inequalities of facilities, coaching and playing opportunities, the distortions of society imposed by centuries of racial separation and inequality and more importantly confining cornerstone apartheid laws, will continue to prevent genuine normalisation of sport. Establishment sport, therefore, has to recognise that non-establishment sport has firmly aligned itself to the broader anti-Government and anti-status quo, political struggle. Over a period of a hundred years. establishment sport " Non-establishment-sport's primary objective has been pursuing its historical responsibility to develop five has been to use sport to assist in the resources and opportunities for participation, spectator removal of apartheid from every facet of sporting and commercial involvement at the highest possible South African level. Few resources have been committed to match the quality of establishment sport being forced training and coaching and pure sporting objectives of establishment sport, to develop a secondary set of objectives by committing vast resources to 'development' programmes. These projects were initially marketed to the international sport community to gain credibility for their commitment to establish a non-racial sport system. This was done at great expense and growing criticism from non-establishment Sport who looked upon

these projects as "window-dressing" exercises.

Non-establishment sport's primary objective has been to use sport to assist in the removal of apartheid from every facet of South African life. Few resources have been committed to match the quality of training and coaching and pure sporting objectives of establishment sport. Neglect in this regard is substantiated by the extent to which certain establishment sport types have greatly contributed to the impact of "township" programmes. However, substantial changes in this regard are predictable with the emergence of the NSC.

When studying available documentation and public utterances of sport's different components parts.

it is difficult to envisage early reconciliation that will allow sport to fulfil a more acceptable role in a post-apartheid South African society. Indeed, the total re-unification of South African sport in its present

unimaginative state could probably be awaiting the final death of apartheid and South Africa's re-

acceptance across the board into the main stream of the international community. i

The challenge to sport in the 90's is to come to terms with the practical realities associated with the

real issues in South African sport and to address it in a professional and co-ordinated manner.

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5":13 or the past 20 years, the South African society has been going through a process of normalisation, first through pressure exerted from the outside world and now supported by an ever-growing number of South Africans from inside the country. Sport's contribution towards this process most probably outstrips the contributions made by most other social institutions over this period of time.

Normalisation of South African society has led to an increasing degree of Black empowerment. As a consequence thereof, we are now entering the next stage of South Africa's development towards international acceptability. Whereas normalisation was the driving force during the 70's and the 80's, negotiation is the preferred option for driving South Africa through the 90's into the 21st century. The degree of success in this regard, will depend entirely on the willingness and skills of those involved to shape this country's future in the interest of all its peoples. The nature of the new or post apartheid South Africa will depend on the quality of these efforts and could cover any possibility between an Utopia for all and a complete wasteland.

However, negotiation as a process of building on common interests and systematically reducing differences was the driving force during the 70's and the 80's, in order to arrive at an agreement which is at least minimally acceptable to all parties concerned, is not South Africa through the 90's into the 21st century. Negotiation is particularly easy, particularly in South Africa where the negotiation entities are so extensively polarised. Although the most uncomfortable of the options available, negotiation is the only option that does not lend itself with ease to the political rhetoric of those who prefer to be swayed by their emotions rather than the facts with which they are confronted. However, in order to achieve anything near the expectations for negotiations being raised at present, participants will have to break out of old ways of thinking, not only about sport but even more fundamentally, about negotiation as well as the process of negotiation itself. Such is the importance of this that liberty is taken to expound further.

The traditional understanding of negotiation basically extends the battlefield onto the bargaining table. Two ' However, negotiation as a process of building opponents, weary of war and conflict, achieve a warying on common interests and systematic peace through a process beginning with insistent, if not. 'y reducing differences in order to arrive at extreme demands. These are gradually tempered in an agreement which is at least minimally bruising confrontation combining posturing, threats and acceptable to all parties concerned, is not cajoling. If things are not going well, displays of power easy, particularly in South Africa where the away from the table may be employed to "help them negotiation entities are so extensively see the light". "They" are typically seen as the cause polarised of all the problems and are labelled as dishonest and manipulative.

Better alternatives however exist. Over the last decade a body of research and theoretical interpretation related to the dynamics of what has been labelled "deep-rooted, conflict resolution", has emerged. Key to these findings is the realisation that "deeprooted conflict" is not based on transitory interests, i.e. over land, money, natural resources, etc. Rather, deep-rooted conflict is tenacious

because it revolves
'around basic human needs. These needs go deeper than material goods and have been identified as
SECURITY, IDENTITY, RECOGNITION and HUMAN DEVELOPMENT. Such needs are universal and cannot be compromised, cannot be made subject to some legal judgement and cannot be bargained
and will be pursued regardless of consequences. The desire to be free, to rise to fullest potential, to
be respected and esteemed and to secure these conditions for one's offspring, is irrepres-
sible. Ultimately it is stronger even than the individual's instincts to survive.
Three of the four basic needs mentioned, i.e. identity, recognition and human development, are intricately interwoven within all elements comprising South African sport. If sport is to resolve its problems,
the recognition of these realities by the divided and fragmented sections in sport, particularly establishment sport, is a key factor. For one, they underscore the importance of true resolution rather than
mere restraint of the opponent.

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The question is: how can sport entities in conflict, go about identitying and meeting the se basic human needs in a sporting sense? And it is in answering this question. that perhaps the most im portant contri- bution of recent discoveries regarding conflict resolution, can be made in order to assis t sport in pi- oheering what could be its most important contribution to South Africa society to date. R esearch over the past decade has shown that traditional diplomacy alone is virtually incapable of crea ting stable. lasting or satisfactory solutions to deep-rooted conflicts. it appears that only after the problems that are based on BASIC HUMAN NEEDS have been ide ntified. fully analysed and at least addressed in principle, can effective compromise over interes ts be achieved through negotiation. In other words, problems need to be addressed before solutions or po sitions to "perceived" problems, are addressed. The alternative negotiation process differs from traditional negotiation in tone and sequ ence of activi- ties. because it avoids setting out demands and positions as a starting point. After all, demands and positions are solutions to problems. it IS tundamently important to accept and recognise that discus- sion of solutions is more fruitful if parties first of all attempt to define and to grasp the dimensions of the problems they are trying to solve. Agreement on the problems are often extremely d ifficult, but once accomplished, discussion on solutions becomes far more productive and efficient. There should be no proposals put forward by any side until the analysis of the situation is complete and a defi- nition of the situation is agreed. Even if agreement on w in this regard there is reason for concern the nature of the problems proves impossible, bargain- ' when considering the extent of u nderstand- ing around solutions later on is more coherent if there ing within establishment ranks as 10 the fun is explicit understanding and sensitivity 10 the problems implication of 'lunity" and non -racial de- as perceived by each Of the participating entities. It is mands ffom non-establishment sp on and from the basis of these discussions that the nature of the extent to which it is within t he power the issues central to meeting the basic human needs or sport administrators to fulm in th e politi- ot each party, emerges. Sport will not move forward cal consequences of these demands,1 unless the major problems facing it have been identi- . fied, quantified and agreed upon by all participating entities. Furthermore the polarised and fragmented structure of South African sport represents a co mplex scenario of affected constituencies, in the same way as the political scenario in the cou ntry does. Each of the component parts of South African sport, the highly visible, self-sustaining and hi ghly commer- cialised big sport types - Rugby. Cricket, Tennis. Athletics. Soccer, Golf, etc. - SANOC and COSAS, as representative umbrella entities within the establishment sector, the four independent soccer enti- ties, the White. Coloured, Indian and Black primary and secondary school institutions on establish- ment side and on the other hand SACOS, NSC and SANROC within the non-establishment sport sector, all represent constituencies with widely differing ideological and cultural backgrounds. This diversity oftprimary and secondary interests is a serious threat to the success of negotiation in S outh African sport. where the complete spectrum of political extremeties have to be packaged in a unif ied, co- ordinated and democratic system towards a common set of sporting goals and objectives. It

unity there-
tore is the ultimate objective. it tollows that sporting goals and objectives must be the
primary driving
forces with political objectives and issues becomng secondary considerations.
In this regard there is reason for concern when considering the extent of understanding w
ithin estab-
lishment ranks as to the full implication of "unity" and non-racial demands from non-esta
blishment
sport and the extent to which it is within the power of sport administrators to fulfil in
the political conse-
quences of these demands.
When furthermore considering the extensively tragnented state of sport, the fact that an
y agreement
reached at the table must ultimately prove capable of gathering support from the diverse
constituen-
cies represented by the negotiating entities, becomes an important issue.
Internal or horizontal bargaining within own ranks is a fundamental a_ctivity critical to
the success of
negotiation. Each participating entity need to pay careful attention not only to internal
or ilhorizontal"
bargaining to maintain unity, but equally important, each side must attend to "subterrane
an" bargain-
ing with its own rank and file back home - one of the basic principles of democracy. Both
establish-
ment and non-establishment sport have a considerable amount of work to do in this regard
Establish-
ment sport. largely because of historcal and personality considerations is particularly v
ulnerable. Es-
tablishment and non-establishment sport cannot afford the luxury of arriving at the negot
iation table
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The specific shape of South African sport's future could take a number of different forms. The key to success is gaining support among its diverse constituencies; it is as much in finding the "right" shape than with how that shape is found. The big question for sport now is whether those responsible for the next key steps will be willing to step away from their own favoured solutions and vested interest base and devote their attention to a democratic and structured process of decision-making that will command the respect of all. In other words, are the polarised, fragmented South African sport entities mature enough to take up the challenge to shape and secure its future position in a new South Africa by defining clear-cut missions for themselves, getting it accepted by the constituencies they represent, quantifying their respective problem profiles and engaging each other at the negotiation table?

Sport should know there is no other way because any further attempt on sport's side to gain acceptance and re-entry into the international scene and to create a unified, non-racial sport system via a strategy based on:

- ' undiplomatic rebel or unofficial tactics;
- or over-involvement and over-extension of its resource base into unplanned social welfare oriented programmes; or
- or using sport as a platform to make popular political statements, will only contribute to:
 - further isolation and estrangement from the international world;
 - further internal polarisation and subsequent disintegration of sport as well as within different sport types: i

' Where and what do we want COSAS to be 10 years from now? Questions about where an organisation should be heading under normal circumstances, are Challenging. As far as COSAS is concerned, they are formidable when considering not only the unstable South African sport environment but also the rapidly changing socio-economic and socio-political environment. There was great sensitivity to the fact that the organisational landscape is littered with organisations who had direction set by default:

- a further decrease in quality of performances on and off the field;
- an inadequate and mispositioned facility infrastructure;
- serious financial problems;
- open confrontation between sport and the State and indirectly controlled State resources;
- a confused commercial sector trapped in a maze of imponderables of which political based sport entity to sponsor or not to sponsor without affecting its current and future markets; and
- a large, frustrated and disillusioned reservoir of potential sport talent - the victims of false expectations.

THE ROLE AND FUNCTION OF COSAS

It is against this background of effective external isolation and increasing internal polarisation and fragmentation, that a strategy for COSAS had to be formulated. Without it, it would just be another sport body doing more of the same.

In addressing this responsibility, the single 'most important question that had to be answered was -

WHERE AND WHAT DO WE WANT COSAS TO BE 10 YEARS FROM NOW?

Although it is a simple, straight forward question, it is one that leaves management in most organisations puzzled, perplexed and even deeply troubled. And with good reason. it is a question that puts those responsible for the destination of an organisation, on trial.

Questions about where an organisation should be heading under normal circumstances are challenging. As far as COSAS is concerned, they are formidable when considering not only the unstable South African sport environment but also the rapidly changing socio-economic and socio-political environment. These questions assume that no matter how strong an organisation's present position, the status quo is always on trial and is subject to comparison with expectations of those responsible for the organisation's direction, those of the members, the community at large as well as the other role players involved in South African sport.

Two facets were considered critical to the growth and the survival of COSAS:
1. WHAT COSAS WANTS TO BE AND THE ROLE IT WANTS TO PLAY IN THE NEW SPORT SYSTEM AS PART OF THE NEW SOUTH AFRICA THAT IS EMERGING; AND SECONDLY
2. HOW TO GET THERE.

Since what COSAS wanted to be, would set direction, it was considered a priority to formulate a vision before decision making could take place to determine the nature of the day to day activities. To do this, a framework had to be constructed to guide the choices that had to be considered in determining the nature and direction of COSAS.

Every organisation once established, has a momentum or direction. The Board and the Council there-fore committed themselves to plan COSAS's future systematically, thereby reducing the risk of having direction developed simply haphazardly or worse, by others both inside and outside the organisation. There was great sensitivity to the fact that the organisational landscape is littered with organisations who had direction set by default.

It is important to note that current operations (and past operations from Federation days) were not assumed as given criteria for the future. Instead the following questions dominated all thought processes:

1. WHAT IS HAPPENING IN THE ENVIRONMENT WITHIN WHICH COSAS HAD TO FUNCTION?
2. WHAT DOES THAT SUGGEST ABOUT COSAS'S CURRENT DIRECTION?
3. WHAT SHOULD COSAS'S FUTURE SERVICES AND FUNCTIONS SCOPE BE AGAINST THIS BACKGROUND?

To answer these questions of strategy, COSAS consciously gathered and used information regarding the future as opposed to merely projecting current and past operations forward. It was recognised at the onset that to survive in an environment of turbulent change, operational planning had to proceed within the framework of a predetermined strategy.

The reason for concentrating on the development of a suitable strategy for COSAS during the first year of (To answer these questions of strategy. CO-operation, was the realisation that for an organisation 'SAS consciously gathered and used information to really 'pull together' there must be congruence between the future as opposed to the strategies of the organisation itself and all merely projecting current and past operations forward. It was recognised at the onset, COSAS had to decide where it was going and then set that to survive in an environment of turbulent change, operational planning had to be done not only the philosophy of strategic change, operational planning had to be done but also the strategy decided on, to enable proceed within the framework of a component units to consciously plan their own long predetermined strategy.

term futures in support thereof. '1
Without congruence, the Confederation's strategy. Its plans and its allocation of resources will simply not be aligned and the probability of achieving critical objectives and therefore the ability of COSAS to establish itself as a meaningful contributor to South African sport in the new South A

frica, will be
greatly reduced.

There was a conscious effort to initiate the elements of a connecting thread of strategy to keep the diversified activities of all COSAS's component units integrated in the years to come. In defining strategy as a framework to guide those choices that determine the nature and direction

of an organisation, an important activity was to identify and agree on the 'choices" and to decide

on the definition of a framework within which these choices could be made - the reason being that

the nature and direction of COSAS will be determined by how these choices are made. .

It made within the context of a strategic framework, COSAS will not run the risk of having a direction

which is unfocussed and in the hands of whoever is making the choices.

In this regard the fundamental strategic decision that had to be made. was - WHAT SHOULD THE SCOPE OF COSAS'S SPECIFIC ACTIVITIES BE IN TERMS OF THE SERVICE AND FUNCTION IT WILL FULFIL?

As driving force to determine the nature and scope of the activity'and functional profile of COSAS, it was decided to use the emerging South African sport-political environment as a starting point, thereby laying a relevant basis for COSAS to constantly explore alternative ways to fill the needs it is currently satisfying, whilst constantly searching for new or emerging needs.

This clearly put COSAS on the route of directing significant resources to such functions as needs analysis and research to:

- t determine South Africa's sport future l'product, service and market"-scope;

- t the key capabilities that will be required to support such a market need driving force; and

- t the broad mission statement to guide resource allocation.

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II Front this followed a vision for COSAS as that of a professional sport organisation within which is locked up the skills and ability to organise, promote and develop sport at all levels. Supported by an infrastructure built up over a hundred years of experience in sport involvement and administration, it is ready and almost uniquely capable to contribute towards defining and implementing a sport structure suitable for the sporting needs of the new South Africa.

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country. However, whilst recognising the fact that sport and politics in South Africa have become inseparable and that a new ideological basis for sport is inevitable, to jealously guard against political

issues overwhelming pure sporting considerations. Furthermore accepting that there are both similarities

and major differences between sport in capitalist and state-socialist societies, and that relevant

questions in this regard are inevitable if one is to seek out and develop and understanding of the world-

wide politics of modern sport.

Simultaneously with identifying, projecting and addressing the future basic sporting needs of all the

people of South Africa. COSAS will contribute vigorously to the pursuance of sporting achievement

at the highest possible level internationally for exactly the same reasons considered important by both

capitalistic as well as socialistic systems.

Furthermore, because it has no vested interest in any particular sport type or group of sport types,

COSAS will study and determine the effects of demographic, socio-economic. socio- politic al and sport- political changes in the country to identify scientifically the basic needs of the South African sport pro- ivision structure and to motivate the development thereof to the overall benefit of all S outh Africans.

It was also concluded that membership to COSAS will be open to all entities which share i ts defined goal and objective profile.

The driving and motivating CREDO for COSAS that emerged against this background, was the striking and deeply meaningful -

i'CONTACT, UNITY AND FAIR PLAY FOR ALL THROUGH SPORT"

ln' addressing the formulation of COSAS's mission. considerable time was spent on finding a niche within which to contribute uniquely to South African sport. and how resources will be allocated towards achieving objectives.

The basic need-fulfilling function of COSAS is that of a sport Organisation aiming at the quantification, development and establishment of a fair, acceptable and comprehensive future sport provision structure for South Africa. This broad definition allows COSAS to consider a wide range of options each of which will be carefully evaluated in the light of the prevailing socio-economic, socio-political and sport-political issues of the day.

For that matter, COSAS will concentrate time and energy identifying need-reducing products and services" that meet current and future needs in South African sport.

The formal MISSION STATEMENT, forming the template for guiding the overall direction of COSAS, is:

THE CONFEDERATION OF SOUTH AFRICAN SPORT IS AN AUTONOMOUS SPORT ORGANISATION ESTABLISHED TO RESEARCH, PLAN, DEVELOP AND MOTIVATE THE IMPLEMENTATION OF A FAIR, ACCEPTABLE AND COMPREHENSIVE SPORT PROVISION STRUCTURE FOR SOUTH AFRICA. . .

IT WILL DETERMINE THE PRESENT AND PROJECTED SPORTING NEEDS OF SOUTH AFRICAN SOCIETY AND ADDRESS THOSE NEEDS SO AS TO PROVIDE A COMPREHENSIVE AND HIGH QUALITY SERVICE FOR ITS MEMBERS, ASSOCIATES, SPONSORS, BENEFACTORS AND THOSE THAT CARRY THE ULTIMATE RESPONSIBILITY FOR SOUTH AFRICA'S FUTURE SPORT PROVISION STRUCTURE. ,

The culture, personality and character that COSAS will assume is determined by the nature of the prevailing environment which is in constant flux and which will contribute to COSAS changing in character as it adapts to changing circumstances.

THE SHARED VALUES OF COSAS ARE -

- t A commitment to the qualitative and quantitative improvement of the whole sport and recreation provision infrastructure in South Africa.
- t A recognition of the existence and influence of the National Sports Congress (NSC), the South African Council on Sport (SACOS), the South African National Olympic Committee (SANOC) and the South African Non-Racial Olympic Committee (SANROC) as well as those individual sport organisations who are not members of any of the above.
- " A commitment to the establishment of a non-racial sport system in South Africa and to the utilisation of sport to contribute toward the creation of a non-racial South African society. It is therefore prepared to engage in negotiations, alliances and campaigns with other sport organisations and persons to achieve this goal. L
- t A commitment to work toward the formation of a unified and fully representative body for sport in South Africa within which existing and future sporting entities that may arise, are represented for the purpose of best addressing those issues common to all.
- t A stated position that it is politically non-aligned but will work with all organisations towards a South Africa whose citizens enjoy prosperity, liberty and justice realised through non-racial democratic forms of power and authority.
- t A support of the development of a national strategy for sport within which the aspirations of all South Africans, to participate and compete at every level as well as over the broadest spectrum of sporting endeavours, shall be realised.
- t' A commitment to contribute toward negotiating South Africa's route back into international

onal sport
with all parties involved, taking cognisance of the role Africa will play in this process
.
t A commitment to the principle of the autonomy of sport and while it recognises the role
of both-the
state and the private sector as critical material resource bases tor sport, it does, at t
he same time,
recognise the need to balance their respective intlucence in order to prevent the dominanc
e of either
over sport.
t A recognition of the importanceof sponsorships to sport and therefore the heed to creat
e a sport
structure within which politcal pressure will not hinder or inhibit sponsors participatio
n. Indeed, it
will strive to create one which is as supportive of sponsors goals as possible.
' A recognition of the contributions which equipment and clothing suppliers, the marketin
g, promotion-
al. travel, hotel, medical and pharmaceutical industries render to sport and therefore a
support to
these industries in the achievement of their objectives.

A recognition of the importance of planning sport in schools and tertiary educational institutions on a nationally co-ordinated basis and of establishing a scientifically based and nationally co-ordinated system for the identification and development of sporting talent.

A recognition of the fact that a nation must have pride in its sportsmen and women and their achievements and that the symbols of sporting achievement must be acceptable to all.

An offer for membership or association to anyone or any entity interested in supporting it in the accomplishment of its objectives and wishing to utilise its resources and services.

FINANCIAL POLICY

Any organisation usually strives to achieve a variety of objectives. As indicated thus far in this report, COSAS has defined and pursued a wide range of non-materially based goals and objectives. These objectives and goals are predominantly long-term based, supporting a vision to turn the organisation into a model sporting organisation and a dominant and peace-setting entity.

To support such an ambitious vision and to translate it into defined action plans, a strong and healthy financial base is a prerequisite.

COSAS's financial objectives are approached in the same manner as many business organisations would to achieve their objectives by obtaining funds from various sources and investing these funds in different types of assets. This reduces management decisions to the most fundamental in terms of choosing those forms of fund-raising and investment which will most effectively promote the achievement of COSAS's short, medium and long-term objectives.

The emphasis is on how best to make these decisions by carefully considering the sources and types of funds or support available, a consideration of the correct balance of such funds and the associated investment decision with the emphasis on a low risk approach. Financial decisions, like any other kind of decisions, can only be made sensibly if clear objectives are established and then used as a criterion on which to base the decision. Although certain inconsistencies and conflicts may exist between some of these objectives, COSAS has decided to formulate and pursue the following financial objective during the nineties:

The achievement of income levels which will allow COSAS to pursue objectives directly related to those activities which will allow the Confederation to define and quantify a sport provision structure suitable to the needs of a post-apartheid South Africa and to contribute towards the establishment thereof by co-ordinating and utilising all available resources within the system. In this regard, a balanced approach will be followed towards establishing extensive 'top opportunities-to-participate programmes' as well as opportunities to participate at the highest possible international levels;

Superimposed on this, a financial control system of some detail was developed and implemented so as to ensure that subsequent actions were in line with all parts of the overall strategic plan as well as serving as an information base to be used for decision making.

Most decisions are based on estimates made of future events, their associated returns and the likely risks involved. Information about past activities and results can be extremely useful in making such estimates. Indeed a rigorous analysis of current performance and financial position will constantly be seen by COSAS as a necessary prerequisite for all important decisions taken. This analysis will include comparisons of changing economic conditions and other sport bodies over a given period of time.

Taken as given that the aim of such an analysis is to help in assessing past performance

with a view
to assisting in making decisions about the future, two areas will be concentrated upon. Firstly, with
the identification of significant trends and relationship, over time between different sport organisations
in general and secondly to identify clearly the major changes that have occurred which could invalidate
predictions based on the past.

CONCLUSION

he current political and sporting environment is highly volatile and at this point in time. because of the complexity of the situation. there is NOT ONE SINGLE BODY in its present form that can stake a claim to be the future single co-ordinated entity and mouthpiece for those issues common to all sport in this country.

The evolution of such an entity, tailor-made to the requirements of all South Africans, is a long overdue - and an inevitable necessity for South African sport. Great care however will have to be taken as to how this organisation will be constituted and how it will be formed if it is to be acceptable as a unifying and co-ordinating entity for the common needs of South African sport.

Sport in South Africa has been led by the nose for 30 years by politicians and predominantly politically motivated individuals and organisations by chasing after elusive carrots strongly flavoured by 'promises' to participate internationally. Sport is again facing up to this situation, there is NOT ONE SINGLE BODY another round of temptations from different sources. in its present form that can stake a claim

The price that sport will have to pay this time round is to be the future single co-ordinated entity much greater than just temporary international isolation and mouthpiece for those issues common to all sport in this country! control thereof could lose its basic character and purpose in society.

Sport and the role it has fulfilled up to now in our society, sport should not allow itself to be channelled down the route where the socio-political role of sport becomes dominant utmost importance that the basis from which it is done. simply because it is perceived to be the only ticket back into the international arena. nature and character of 1990. namely: national. No one, except the political decision makers currently engaging each other in opportunities to participate for all; determining South Africa's political future, competition against the very best; the continued development and maintenance of the internal sport provisional structure; and the continued upgrading and development of administrative, coaching and training skills.

Only thereafter, the socio-political role of sport as a form of popular culture in the broader interests of our society, becomes important.

Sport should not allow itself to be channelled down the route where the socio-political role of sport becomes dominant simply because it is perceived to be the only ticket back into the international arena. No one, except the political decision makers currently engaging each other in determining South Africa's political future, hold the key to that door. Once South Africa becomes politically acceptable internationally. South African sport will become acceptable. In the meantime it will have to be satisfied with the crumbs that will fall off different tables of influence. Token gestures in this regard should not be interpreted as indicative of an overall ability to bring about a blanket removal of sport isolation.

hold the key to that door.,., South African sport's single most important asset is its sport provisional infrastructure in place and

built up over a hundred years, ready to be used as a basis for fulfilling in the future requirements of all the people of the country - the latter representing a resource base that is totally unexplored.

The system has a proud international record in terms of performances and standards of training and coaching, South African sport's single most important asset is its sport provision (despite its international isolation) that have presented far above average spectating and participating opportunities for ready to be used as a basis for fulfilling in many South Africans. It has in place a provisional structure that is essential as a basis for sport in the new the country - the latter representing a resource base that is totally unexplored" irreplaceable in the short to medium term.

It is a powerful and undeniable part of the negotiation N package on the table when the new shape of South Africa is entering the fray. Without any preconceived ideas except to contribute towards crystallising a strategy whereby sport in South Africa can continue to fulfil its historic as well as an additional, more fundamental sociological role in a balanced and fair way to the community as a whole. COSAS is entering the fray without any preconceived ideas except to contribute towards crystallising a strategy whereby sport in South Africa can continue to fulfil its historic as well as an additional, more fundamental sociological role in a balanced and fair way to the community as a whole. There is a glittering prize awaiting sport if it can reach out, organise and unite itself to jointly prepare for the inevitable day our sportsmen and women take up their rightful positions in world sport, not in any way disadvantaged by South African sport having been left behind because of muddled thought processes and a disintegrating organisation infrastructure. The question that comes to mind is: "Can sport, effectively organised and strategically planned, really contribute towards a more imaginative, innovative and effective vision for itself during the 1990's and into the provision of infrastructure cannot be year 2000 to offset the negative effects of sanctions?" achieved on the sports fields as representative of one of mankind's most simplistic activities, by sport is an integral element in the fabric of the entire unifying sportsmen and women towards a common set of objectives - this country must have a very uncertain future in terms of its other much more complicated reconciliation dreams. If reconciliation, unity and fair play for all, with respect to this country's future sport provision infrastructure cannot be achieved on the sports fields as representative of one of mankind's most simplistic and easily understood social activities, by unifying sportsmen and women towards a common set of objectives - this country must have a very uncertain future in terms of its other much more complicated reconciliation dreams. Sanctions have seen to it that sport has made significant contributions to change in this country in its quest to gain acceptance into international sporting circles. Under the same sanctions umbrella, sport is now poised to make an even bigger contribution to the future of South Africa. What is needed is an adoption of a longer term view on its inevitable return to the international arena, and unifying in the process a meaningful (both in terms of physical and intellectual attributes) proportion of our troubled society towards a set of common objectives based on merit and there-by contribution towards the creation of the new South Africa we all so desperately need. COSAS will not shirk its responsibility in this regard and will aggressively work towards the removal or neutralisation of obstacles in the way.

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