

## **EMPLOYMENT FOR DISADVANTAGED GROUPS VIA SPORTS EVENTS IN SOUTH AFRICA: SPORTS PARTNERS UK – SOUTH AFRICA**

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### **Context**

The Business Linkages Challenge Fund (BLCF) supports private sector partnerships that promote commercial benefits to participating business enterprises and help to reduce poverty in target developing countries. Companies can apply for grants between £50,000 and £1 million that increase access to markets, transfer technology, improve competitiveness, or address the policy and regulatory environment for business. The BLCF is financed by the British Government's Department for International Development (DFID). It is managed by the Emerging Markets Group (EMG) with support from Deloitte offices in the target countries, European and Project North East.

Cantle-Jones Associates were awarded a grant of £167,700 from BLCF for a project in South Africa lasting from October 2001 to October 2004.

### **Background**

Sport is big business, and particularly in South Africa, has been a key catalyst for political and social change. The participation of South Africa in the 1992 Barcelona Olympics was a watershed moment in dismantling the Apartheid regime, whilst the hosting and ultimate victory of South Africa in the 1995 Rugby World Cup united the nation in celebration. The purpose of the BLCF-funded project is to develop capacity in disadvantaged communities in South Africa to create a skilled workforce and in so doing establish a basis for employing poor South Africans.

Critical to its long-term success was the decision by FIFA to award the 2010 Football World Cup to South Africa. Hosting the World Cup will not only provide a massive boost to the Southern African economy, but will also ensure that the country is established as a leading sporting destination, creating sustainable growth in the sports industry.

**Sports Partners Vision** is to:

- Establish a trading company with linked partners to provide event management services in the growing Southern Africa market, and to
- Continue building up the database of trained individuals to staff major sporting events.

*Main Objectives are to:*

1. Secure the long term commitment of key partners including the South African Sports Commission, sports bodies and local government to the training programme
2. Deliver up to six 'train the trainers' programmes in three South African Provinces, Gauteng, Eastern Cape and Western Cape
3. Develop training materials that can be used in a range of environments, particularly in providing training for individuals with poor literacy
4. Deliver a 'cascaded' training programme to up to 5000 (predominantly poor) South Africans, and to
5. Create a trading company to secure employment contracts for those trained.

### **Methods**

The approach adopted involved developing accredited materials and rolling out 'train the trainer' programmes, and in parallel establishing a business with local partners to employ the trained staff and deliver the event management services being demanded by the private sector. The alternative for sports events organisers would be to use (largely white-owned) security companies, typically led by former security force/army personnel. The services offered through Sports Partners UK South Africa provide a much more appropriate response to the event management and health and safety

requirements at sporting events, and empower previously disadvantaged individuals with new skills and employment opportunities.

Three provinces, Gauteng, Eastern Cape and Western Cape, were chosen as the focus for initial implementation, but the training materials are nationally accredited and a national roll-out is planned. The promoters have worked closely with the relevant sports bodies and municipalities to ensure all key stakeholders are committed and involved.

### **Three Measures of Success**

The BLCF has three overriding measures of success:

1. Business Linkages: at least one clear linkage must be established through the life of the project
2. Market Development: the project must further develop an existing market and/or create new related markets, and
3. Pro-Poor Impact: the project must have a significant positive impact on lower income groups.

### **Lessons Learned are**

- A.. BLCF can be a key catalyst in stimulating the market to support pro-poor growth, since without the BLCF intervention, it is likely that new event security business would have simply gone to existing firms. Moreover, the impact of the BLCF support of market growth ensures that firms in the current market place are also likely to be better off (and able to employ more staff) as a result of the linkage.
- B. The development of effective partnerships has been absolutely crucial to the success of the linkage. Nurturing such partnerships, particularly within the provincial government, requires time and patience, but if the linkage had not developed solid foundations there would not have been long term sustainability.
- C. The model can be replicated across other regions of sub-Saharan Africa and, in fact, other underdeveloped countries, particularly those with an existing sport/tourism infrastructure.

### **References**

BLCF website [www.businesslinkageschallengefund.org](http://www.businesslinkageschallengefund.org)  
Department for International Development (DFID) [www.dfid.gov.uk](http://www.dfid.gov.uk)  
Deloitte Emerging Markets [www.emergingmarketsgroup.com](http://www.emergingmarketsgroup.com)

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