

GOVERNANCE AND SOCIAL RESPONSIBILITY PERCEPTIONS OF THE SAFA AFFILIATED FOOTBALL CLUBS EXECUTIVES

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Abstract

Governance concerns have been in facade of society both in South Africa and in the rest of the world. These concerns have been raised at various levels such as public sector, private sector, and even within sports and recreation. The South African media have also heightened the exposure of incidents whenever gross violation of good governance principles occurred. The sport fraternity, particularly football, is not immune to this scourge. In the South African context, very little research has been done to look into the governance trajectories concerning sports organisations. As a result, this paper will consider how the Gauteng football clubs that are affiliated with the South African Football Association (SAFA) perceive issues of governance and those that concern social responsibility. Qualitative data in a form of semi-structured interviews was used. A total of 12 executive managers participated in the study. Atlas ti was used to analyse data deductively. The findings seem to suggest that the clubs are aware and supportive of good governance principles, ethics and issues of social responsibility. Calls are made to SAFA and its structures, government and the corporate sector to instil good governance principles and support social initiatives within their surroundings. Moreover, families and communities were encouraged to raise the bar in terms of improving the moral capital of society.

Keywords: Community Engagement, Football Clubs, Governance, Moral Capital, Social Responsibility

1. INTRODUCTION

The concept of governance has featured prominently in literature and the public domain. Unfortunately, more often than not, it featured for all the wrong reasons. As a result, several studies have been commissioned in order to find ways to instil moral order. Moreover, the word “governance” has been used loosely, even in terms of social and business aspects that are not related to it. Alm (2013) mentions several instances where governance was overused. Nonetheless, very few entities can contest its significance in the daily lives of organisations (profit or not-for-profit) and society at large. This phenomenon of governance is also enjoying attention in the business of sport, and not only in football and its structures (FIFA, 2013; Alm, 2013). Football clubs, both big and small, are not exempt from applying good governance principles (McIntyre & Murphy, 2012). As an outcome and as one of the core principles of good governance, the concept of social responsibility must be emphasised as the latter concept can sometimes be regarded as a product of the former. Jo and Harjoto (2012) argue that there is a causal effect of governance on social responsibility. With that said, Seeletse & Ladzani (2012) suggest that social responsibility is applicable to all organisations, whether corporate or small, profit or not-for-profit organisations, including soccer clubs.

This paper highlights the perceptions of the managers of affiliated SAFA football clubs in Gauteng, South Africa, in terms of governance and

social responsibility in sport. Their perceptions and contribution also highlighted the challenges that football, particularly in South Africa, faces in terms of poor governance, unethical behaviour by participants, maladministration and the fact that social responsibility does not feature prominently in their discussions. The paper concludes with a concise model on governance and social responsibility. Recommendations and managerial implications are also provided. As a point of departure, the next section will deal with general governance and governance in South African Sport.

2. GOVERNANCE GENERAL AND GOVERNANCE IN SOUTH AFRICAN SPORT

Governance has to do with the systems of running, administering and directing activities in an organisation (Lazenby, 2014; Hough, Thompson, Strickland & Gamble, 2011). Tuan (2013: 148) perceives governance as a mechanism of leveraging orientation of both the internal and external stakeholders; therefore, it can also be regarded as a system of accountability. The King Committee on Corporate Governance (2009) proposes the seven principles of good governance as accountability, discipline, fairness, independence, responsibility, social responsibility and transparency. Moreover, Lazenby (2014: 71) argues that governance should address the two major issues in social responsibility and ethical behaviour. Ehlers and Lazenby (2010:97) refer to a well-managed organisation as such that will respond to issues of social nature and prioritize

all matters of ethical standards within its surroundings. Jansen van Rensburg, Venter and Kriek (2013) suggest that these recommendations are also applicable to both local and international sport organisations, including *Internationale de Football Association* (FIFA), *Confédération Africaine de Football* (CAF) and, subsequently, South African Football Association (SAFA). With that said, many governance concerns have been coming to the fore which implicated key football officials. For instance, the awarding of rights to host the FIFA World Cup tournaments have been in the spotlight, with allegations of bribery between the world football body and bidding nations being alluded to (Jennings, 2014).

Furthermore, McIntyre and Murphy (2012) view governance as the set of powers that enable both the individual and organisational behaviours to align themselves in the spirit of doing what is morally right. In the context of this paper, the organisation in question constitutes SAFA-affiliated football clubs, whereas SAFA officials and the club managers are the individuals who McIntyre and Murphy (2012)

alluded to. It is thus obligatory for all parties involved in the business of football to, without fail, adhere to good governance principles (King Committee on Corporate Governance, 2009). Over time, society has noted with disbelief the number of times various football federations appeared in the media for reasons other than what they were enlisted to do, which is to promote the game across the globe. Many reputations have been tarnished, careers destroyed, dreams shattered and resources squandered due to poor governance by those entrusted with taking the state of football to greater heights. While some merely ignore these incidents, others cover them up, and it can only be detrimental to the future of football if these problems are not properly unattended to. Vulnerable communities can only watch helplessly while the state of grass-roots football turns out to be calamitous as a result of corruption.

There are many examples of such corruption cases in the world of football (Sparre, 2006; Jennings, 2014), one of which is given in the table below.

Table 1: 200 European football matches under investigation

<i>200 European football matches under investigation</i>
Champions League: 3
Germany: 32 (second division or lower)
Europa League: 12
Belgium: 17 (second division)
Switzerland: 22 (second division)
Croatia: 14 (first division)
Slovenia: 7 (first division)
Turkey: 29 (first division)
Bosnia: 8 (first division)
Hungary: 13 (first division)
Austria: 11 (first division or lower)
Under 21 European Championship: Unspecified

Source: Adapted for BBC Sport (2009) German Police Unit

Table 1 indicates some of the 200 European football matches that were under investigation for match fixing. As a typical example, in 2005, a German football referee confessed to trying to manipulate games in the second division, third division and the German Cup.

All this had a negative impact on the credibility of German football. For instance, according to BBC Sport (2009), the Italian football league came under fire after serious allegations of match fixing, which nearly killed the passion for football of many people across the globe given the rich history and reputation of this league. All the guilty parties received hefty fines and other related punishment. However, these incidents affected the way in which the football fraternity perceived the rules, fairness and legitimate success. Moreover, according to the BBC Sport (2009), more than 200 European football games are under investigation in a match-fixing inquiry by German law enforcement bodies.

2.1. Internationale de Football Association (FIFA)

Internationale de Football Association (FIFA) was established in Switzerland in 1904. This federation was charged with the responsibility of fostering unity of the globe through football. The promotion of football among the global citizens was among its key agendas. Over the years, 12 presidents have been at the helm of this football federation. In 2015, there were scathing attacks on the leadership of FIFA following a series of allegations of bribery and

corruption related to the awarding of the bid to stage the football world cup (Gibson, 2015). Several FIFA officials, which include the general secretary as well as the President, have been suspended following allegations of corruption and bribery with the price tag of more than a billion rand (Staff Reporter, 2016). This proves to be an indictment on the leadership of those within the world football federation. These challenges are likely to send negative waves to the football stakeholders, including football clubs at grass-roots level, suggestive that wrongdoing may be perpetuated without punitive consequences.

With that said, it is interesting to note that FIFA's existing structure rests on three main pillars:

I. FIFA - even though by law still a non-profit association - is in fact a potent corporate entity. This calls for a sequence of particular governance measures developed in the corporate world.

II. FIFA encompasses a wide spectrum of stakeholders ranging from its Member Associations to players, referees, player agents, clubs, marketing professionals, the fan community and the public at large. If this general interest does not imply legal accountability to the general public, FIFA owes it to its reputation to act as a quasi-public body. The EU and the Council of Europe expect international sports governing bodies to respect the core principles of a state of law (especially the rule of law, separation of powers, transparency, accountability and democracy). This view is shared worldwide.

III. In the past, the prevalent risk in the relations between FIFA and its Member Associations was conflict of interest. The current lack of state of the art conflict rules is a clear deficit." (FIFA, 2013).

In line with our paper, particular attention is drawn to these pillars as they relate to governance. With governance, issues such as stakeholder engagement, transparency, accountability and fairness that are inferred in the FIFA governing pillars ought to be committed to. Sound strategic plans rest on all these governance principles mentioned in the FIFA governing pillars. However, the issues regarding conflict of interest seem to worry not only FIFA, but it is also prevalent in all its formations, including CAF, SAFA and PSL. For example, some of the CAF, SAFA and PSL office-bearers also own or run football clubs that are affiliated to the same organisations (Alegi, 2010). As such, this makes it difficult for those with a conflict of interests to act as both "referees and players" at the same time.

That said challenges and steps are taken to deal with governance issues and uproot corruption in world football. For instance, as a means to incentivise ethical behaviour the Referees Association of Ghana states that it has plans to reward referees who report cases of bribery to the association with half of the money involved in the attempted bribery (Yeboah, 2016).

In another case, FIFA's ethics committee decided to ban Former FIFA secretary general Jerome Valcke from all football-related activities for 12 years after he had been found guilty of being involved in lawful acts relating to the selling world cup tickets (Staff Reporter, 2016).

2.2. Confédération Africaine de Football (CAF)

CAF was established in 1957 in Khartoum, Sudan. This confederation, which is affiliated with FIFA, was established to oversee the development and business of football within the African continent. CAF has also been linked to a series of poor governance indictments. For example, during the 2006 FIFA World Cup in Germany, a FIFA and CAF executive member from Botswana was exposed by the media for selling complimentary match tickets at three times their nominal value. This incident led to his resignation from all his positions in both African and international football (Sparre, 2006). Several other CAF officials were also implicated in the ticket scandal for both the London 2012 Olympics and the 2010 World Cup in South Africa (Jennings, 2014).

2.3. South African Football Association (SAFA)

SAFA was formed in 1991 after South Africa was readmitted into world football fraternities following the collapse of the racial laws of apartheid and assurance of the new democratic dispensation. SAFA was charged with the responsibility of restoring the dignity of South Africa in the global arena and fostering social cohesion through football (Latakomo, 2009). Much was done in terms of establishing football structures at local levels in order to heighten standards thereof in the country. Moreover, various stakeholders, including the South African government through the ministry of sports and recreation, weighed into the challenge of improving the state of football in the country. Two major highlights are the successful hosting of the African nations cup in 1996 (which South Africa

won) and 2013 as well as the 2010 FIFA World Cup. All these successes were out-staged by the rampant allegations of corruption and poor governance trajectory. For instance, in 2012 SAFA had to suspend their then president and four other top officials after they have been implicated in pre-World Cup match-fixing scandal (Mzansi Football, 2012).

2.4. Premier Soccer League (PSL)

The South African professional football league was established in 1996 by various high-profile football figures. This was a continuation from what was previously known as national football league (Latakomo, 2010). The main aim thereof was to display world-class football, which could put South African football on the world map. Over the years, a lot of money and other resources were pumped into PSL, making it one of the best football leagues in the world (Harris, 2014). However, as is the case with many other football leagues, PSL never existed without controversy, particularly in the areas of corruption, bribery and match fixing. These filter down to grass-roots football level and thus hurt the moral stature of South African football (ka Mabasa, 2015).

2.5. Grass-roots football and social responsibility

Traditionally, social responsibility has always been perceived in corporate context only (McWilliams & Siegel, 2001; Ehlers & Lazenby, 2010; Jo & Harjoto, 2012; Lazenby, 2014). Little is known about the social responsibility roles which non-profit organisations such as football clubs, especially those at grassroots level, play. McWilliams and Siegel (2001) define social responsibility as actions that give the impression of advancing the social good beyond the interests of the organisation itself. With the above definition in mind, Jo and Harjoto (2012) refer to social responsibility as certain acts of serving people, communities, and the environment in such way that is far beyond what is legally required. As a positive, Arendt and Brettel (2010: 1470) regard social responsibility initiatives as marketing processes that can enhance the stakeholders' perceptions and the image attractiveness of the organisation effectively. In terms of SAFA and its football clubs, this suggests that they have to look beyond the needs that are most pertinent to them and consider the needs of their immediate surroundings. The hosting of the 2010 World Cup aided the development of South African soccer giving it long-awaited attention. The 2010 World Cup provided for what was called the legacy projects, which were significant contributors towards the social responsibility initiatives. These legacy projects were about, among other things, developing abandoned football and other infrastructure in disadvantaged communities. The Gauteng SAFA regions and the disadvantaged communities are also situated in these regions. Moreover, these legacy projects were launched to ease the burden of underdevelopment in many football-loving communities. This has certainly improved the football development prospects across the country.

Some of the legacy projects beneficiaries included: artificial pitches, stadia, road networks, residential housing, administrative offices, football equipment, transport means, finances and many

more. However, there is still a need to put coordinated 'legacy' plans in place to try to capitalise on any of the potential benefits of the 2010 World Cup (Mbalula, 2010).

There are also soft issues such as social cohesion and social inclusion, which the country (especially the previously depressed communities) realised. However, these legacy projects are now subjects of neglect, theft and vandalism, which pose challenges in terms of the social responsibility of the football clubs in question.

According to Seeletse and Ladzani (2012: 11458), social responsibility is often associated with big corporate businesses; hence, the term 'corporate social responsibility' is often used. However, in South African Football context, grass-roots football deals with the development of football at local levels, particularly in community and school echelons. The main idea behind the development of grassroots football is to become a feeder and incubator for young talent into the professional league as well as the national teams. However, this requires focus from the mother body of SAFA through their developmental initiatives. Saying that the pace of development has been extremely slow is an understatement. At the heart of the challenges are corruption, maladministration and limited resources. In June 2015, SAFA tried to improve the state of grass-roots football by appointing former national team captain Neil Tovey as technical director (SAFA Media, 2015). His role, among others, is to monitor the development of football at grass-roots levels. While his appointment was widely welcomed, according to ka Mabasa (2015), some felt that Tovey's role was "impossible" given what they referred to as "a poor state of football". It is thus safe to say that history will be the judge of whether local football will be taken to greater pinnacles or not during Tovey's tenure.

3. RESEARCH METHODOLOGY AND DESIGN

A qualitative data in the form of semi-structured interviews was used. Twelve club managers participated in the study which was done between

November and December 2014. This sample of a number of people or objects was considered to be representative of a certain population, after due consideration of the spread of the five regions that make up the SAFA Gauteng area (Strydom, 2011). A list of football clubs that are affiliated with SAFA and are located in Gauteng was obtained from the SAFA membership office and due permission was granted.

Atlas it was used to analyse data deductively. It is widely known that there are challenges regarding good governance principles within the South African sport fraternity and beyond, and within football circles (Sparre, 2006; Jennings, 2014).

The interview guide theme to participating managers was with particular reference to governance and social responsibility issues, and what these participants thought could be done to improve the state of South African football (with due regard to governance, ethics and social responsibility issues).

The central questions that were asked were as follows:

"With due regard to governance, ethics and social responsibility issues, what were the changes in South African football you have observed over the recent past?"

"What do you think can be done regarding governance, ethics and social responsibility issues concerning SAFA and its grass-roots structures?"

4. RESEARCH FINDINGS AND DISCUSSION

As alluded to in the previous sections, 12 participants (club executive managers) were involved in the interviews. At the beginning of this section a perspective regarding the participants who were involved in the interviews is given. The levels of education, experience and other demographic details are outlined and discussed briefly. The table below summarizes the levels of education, experience and other demographic details of the clubs that participated in the study.

Table 2. Summary of participant's experience and qualifications

<i>P</i>	<i>Ethnicity & Gender</i>	<i>Other roles beyond the club</i>	<i>Industry experience</i>	<i>Managerial experience</i>	<i>Qualifications</i>
1	African, Female	Club owner and treasurer of the local football association	Six years	Six years	Secretarial diploma; Sports administration; Financial Management; Coaching courses
2	African, Male	Club owner and coach	Five years	Five years	No formal qualifications were acquired
3	African, Male	Club director and fundraiser for the sport local association	20 years	20 years	Life skills training
4	African, Female	Secretary of the regional football league and sport science student	One year	One year	Officiating and coaching science diploma (still studying)
5	African, Male	Technical adviser	Six years	Six years	B.Ed. in Physical Education; Advanced management programme; Level 2 SAFA coaching certificate; Level B coaching licence with FIFA
6	African, Male	Club co-owner and CEO	15 years	13 years	First aid course
7	African, Male	Community leader	Five years	Four years	Sports administration course; Child tune athletics course, five coaching certificates
8	African,	Club owner	Five years	One year	Coaching courses; Life skills training; First-aid course
9	African, Male	Coach and business adviser	Nine years	Three years	Coaching course; Life skills training; First-aid course
10	Asian, Male	Coach	15 years	Two years	Coaching course (still studying)
11	African, African, Male	Volunteer administrator for other clubs	14 years	Seven years	Coaching course; First-aid course
12	African, Male	Coach	Four years	Four years	No formal qualifications were acquired

NB: All participants are club managers, "P" stands for participant

According to Table 2, 12 clubs participated in the study. At club/participant 2, more than one person participated in the study. Club executive managers who were involved in the strategic planning processes and operations of the team were the ones eligible to participate in the study.

Some of the participants assumed other roles other than those of being managers which were technical and operational in nature. In fact, five out of 12 participants were both managers and club owners. These were participants 1, 2, 3, 6 and 8. Only two of 12 participants were female. This is despite the fact that six out of 12 clubs were involved in women's football. Merely one out of 12 participants was of Asian origin. Two out of 12 participants had no formal education. Despite this reality, participant 12 stated that he was not satisfied with his situation and hoped to do something about it.

When asked about his qualifications, the following is what participant 12 said: *"Embarrassing-none"*.

The vast majority of those who participated had completed both coaching and first-aid courses. Participants 1, 5 and 7 appeared to be the most accomplished as far as education and trade qualifications are concerned.

When asked about his educational qualifications this is what participant 5 has to say:

"I have a B.Ed in Physical Education, a Sports Science diploma and now I'm doing an Advanced Management Programme which is a bridging course for MBA. You realize that when you study Physical Education, there's a module for football where you do Administration and Management of Football Coaching and Management of Football. I also have Level 2 of SAFA coaching certificate. I have a B licence for FIFA, and all of those coaching qualifications to assist me in making sure that the teams are good in coaching and administration."

This participant's accomplishments are an ideal situation given that none of the other participants came close in that regard. Despite the fact that all participants were in managerial roles at their respective clubs, it was concerning that very few had the necessary qualifications and skills to execute such.

Regarding bribery in sport, which is a subject of unethical behaviour, this is what the participants had to say:

"Somehow, the corruption plays a role in that department because we don't always get the necessary funds we should be getting. Those are some of the issues officiating bribes have been a big problem. We tried to address it in meetings." - Participant 7

This participant also alluded to the need for smaller teams to have a "voice" in football circles in terms of whistle-blowing on corrupt acts and bribery. Moreover, there seems to be a need for all the teams to feel that they are being treated equally. However, this wish seems to be eroded by the alleged unequal treatment that smaller teams such as his receive relative to their bigger competitors. This sentiment was shared by participant 9. However, participant 9 further proposed other possible solutions.

"You know referees need to earn a subsistent salary or whatever then I should think it's one step

in the right direction in combating corruption, match-fixing" - Participant 9

The need for better pay for referees seems to be the proposed solution to get rid of the match fixing, bribery and corruption in football. This somewhat suggest that there is a link between poor incentives and issues of match fixing, bribery and corruption in football. The need get rid to drugs, corruption and bribery in football was emphasized by participant 11.

"Corruption in the game - my brother - it's killing the game cause it's a challenge. It's a 2-way. It's not only SAFA." -Participant 11

Participant 11 suggested that the challenges drugs, corruption and bribery in football go beyond SAFA, which could be affecting football even at a global stage. Moreover, he warns of devastating effects these challenges may have on football, especially at grass-roots level. In reaction to the ethical challenges, several solutions were proposed.

"Religion brings the character. It makes now a challenge to have morals" - Participant 3

Participant 3 suggests that religion is necessary for character building in terms of ethics, governance issues and to be socially responsible. This is advocacy for the football fraternity to acquire moral capital, which enables stakeholders to be ethical and socially responsible. In their take on the social responsibility role that the clubs can play in the community, the participants had their own perceptions, challenges and proposed solutions.

"We don't have a sponsor. We're still looking for a sponsor. We're only surviving. Sometimes we cough up from our pockets using our own funds. At least now, the Sasol grant for transport is at least helping. From the association, I can say we do get help when we need it. The challenge is that parents don't support." - Participant 1

Participant 1 alludes to very limited sponsorships, except the transport grant from the SASOL league [women's football league], which with travelling to meetings and matches. This seems to make the management of the football club extremely difficult. However, certain acts of social responsibility are displayed by SAFA itself and some managers often contribute their own money and other resources for the betterment of their players and the communities.

On the other end, the slow pace of development for football, particularly that of women is a constant frustration for most of the managers, especially those responsible for women's football.

Participant 2 raised concerns that: "government always are telling us, and they also wanted to see more soccer ladies improving, but there is no movement that are telling that they can give us some strength that we can move on in improving the players."

Such concerns were consistent with what participant 7 said as she questions the funding model and the slow pace of professionalization of women's football in the country, also citing some skewness in terms of investment in this type of football.

"The key challenge is mainly the state of women's football in our country. It is not yet professional and when we're running football in an environment whereby there is no professional league, it becomes difficult in terms of trying to fulfil the

objectives because you find out that when you start the project, you have players that are going to school. As they finish school, since it's not a professional league, it doesn't generate income for them, they have to go find jobs and then you lose players in that manner. And then you have to say if we could have a professional league that sustains these players it could help a lot. Secondly the issue of funding: When you run a club without a budget, it becomes a difficult thing because how you access funding is difficult. The issue of sponsorships, investors, it is difficult to get investors to come and invest in our structures because there's no professional league because if you compare with the boys' side, there's the PSL [Professional Soccer League]. It is professional, that's why you find that it's easy for the league to have tournaments, to have cups, to have everything because there is a professional sector. So always, I'm dreaming of saying one day if you can wake up and have a professional league running women football" - Participant 7

With the above concerns in mind, it is clear that the state of grass-roots football, particularly that which involves women, is worrisome. A lack of funding and unavailability of sponsorships, hence lack of income of players, are some of the major challenges club managers are confronted with. This is somewhat an indictment on the corporates regarding the little support grass-roots football receives from them in terms of sponsorship and overall development. However, their passion for football and resilience to challenges keep the football clubs enthused to act ethically and in a socially responsible manner. This is also in the interest of the football players, the community in which they live and football as a whole. Furthermore, the challenges and changes emanating from SAFA structures and SAFA administration did exist and various participants had pressing challenges to that effect.

"The key challenge is there are children sometimes who are in universities. You find more players that went to universities. Universities themselves are not giving us anything." - Participants 3.

There are concerns relating to the privileges that university clubs enjoyed, with access to resources being a key feature. The departure of human resources (players) disrupts the shape of the grass-roots football clubs.

Some participants, such as participant 3, were concerned about the "uneven playing field", which put community clubs at a disadvantage when compared to those clubs that are bankrolled by tertiary education institutions. Moreover, there were concerns that the privileged clubs go on to poach talented local players without giving these local clubs anything in return. These concerns have an ethical and governance undertone, as well as a lack of due commitment by privileged clubs in terms of social responsibility. Albeit, proposals to improve challenges (emanating from SAFA structures & SAFA administration) were also made.

"I think we need to improve more in our football by getting competitions. We don't have competitions we only have the leagues that we play but before we had the Coca Cola cup come but we now no longer have the Coca Cola Cup. If there are more competitions in our leagues, we would improve more.

I also find it that some or most players are no longer motivated to play football especially the ladies. They are no longer motivated to play for the national teams because we know certain players are already in the national team, whether they are good or not. Like for instance, after the introduction of Vera Pauw [Senior Women Football Team coach] there was a team introduced." - Participant 4

The slow pace of development of football, particularly for women's football, was a concern that hindered success in the country. However, it seems that bold steps were taken by SAFA to address the challenges, one of which was the appointment of the Senior Women Football Team coach who holds international credentials. A proposal was also made to improve women's football by offering them more competitions, which might create incentives for all those involved. Education was also tipped to be one of the tools to eradicate social ills. This meant providing study bursaries for football players and was one form of social responsibility initiatives.

"Their educations and their survival in life because others can be educated but if ever, that's why I also include social workers, the mindset - there's danger if your mind is lost so keeping up with them is the most important thing. That's why business needs to be there, so that if ever the boy fails in sports, we try to educate him or her and he doesn't do well in education that means there's a problem with that child. Now you need some kind of income. So who's gonna employ you because you've wasted so much time on soccer. Education is not good also, so now you become a bad example to sports. That's why you find others who played soccer are called crazy. They wash cars, they are dirty. So we must have business." - Participant 6

This proposal to educate footballers required SAFA and its stakeholders, particularly corporate businesses, to work together, which is something that was not widely practiced. Lack of resources and sponsorship for grass-roots football clubs was a common feature. A few exceptions existed, but these were from those clubs that belonged to tertiary education institutions that often allocated a sizeable budget to extramural activities and social responsibility projects, which also included bursaries.

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professional sector. So always, I'm dreaming of saying one day if you can wake up and have a professional league running women's." - Participant 7

Table 1 suggested that the majority of participants never received any financial incentives for their managerial roles and other roles they played for their respective clubs and communities. The lack of income was also a reality for football players at grass-roots levels, especially in women's football, which affected the level of commitment and overall professionalism. The state of affairs seemed worrisome as it was inevitably unsustainable and therefore merited urgent intervention if the football development agenda was to succeed.

"In terms of resources, we're talking about facilities, it's been degraded. It used to be one of the best in Gauteng if I have to put it that way." - Participant 10

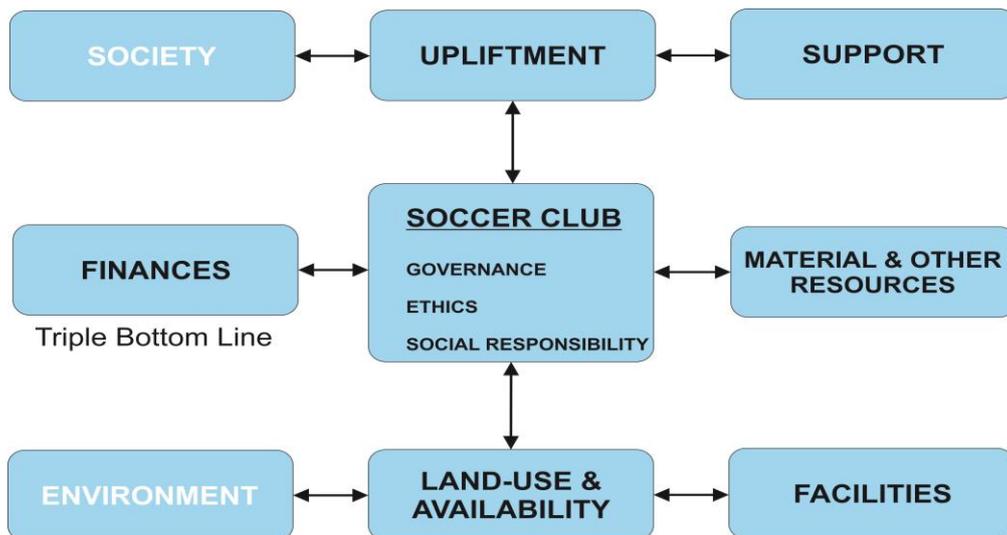
Poor maintenance of the limited facilities was a concern, as these facilities were objects of crime, theft, negligence or vandalism. There seems to be lack of adequate support from SAFA in terms of facilities management, lack of commitment by clubs

to take good care of facilities and communities not taking social responsibility of taking ownership of their surroundings. As such, collective responsibility ought to be taken by all stakeholders involved.

5. CONCLUSIONS

The relevant football clubs' managers proved to be conversant with the business environmental challenges, particularly those with governance trajectories. However, it is one thing to be aware of the problems and another to be able to influence the actions of the stakeholders. Through endeavours such as moral regeneration initiatives, it is suggested that football clubs can somehow contribute to the moral capital of society at large. This in turn could help produce football players, administrators and technical personnel who are rich with moral fiber, and who are socially responsible and ethically conscious. Figure 1 constitutes a summary of model on governance, ethics and social responsibility as far as the Gauteng SAFA football clubs are concerned.

Figure 1. Governance, ethics and social responsibility for Gauteng SAFA football clubs



NB: Football and soccer refer to a similar thing

Figure 1 serves a model seeking to summarize the aspirations that Gauteng SAFA football clubs are concerned with in terms of governance, ethics and social responsibility. The variables in question are considered in terms of what is referred to as the triple bottom line principles. With triple bottom line, the economic, social and environmental impact that the football clubs may make on its key stakeholders are considered. This suggests that society draws support and upliftment from the football clubs in order for it to survive. For instance, if football players are employed by the clubs and go on to receive stipends, this can be used to feed their families. If the player uses some of his/her income to better his/her community, this is social responsibility in action. Moreover, this is in fulfilment of the football clubs' social responsibility mandate.

The clubs should be financially strong and have adequate resources to honour their mandate within society. This is where sponsorships come in. Moreover, clubs should utilize the available land and facilities responsibly and optimally so as to realise the maximum benefits from them. The spirit of ownership is needed by those who enjoy football facilities in order to have these preserved. The environmental protocol dictates how football clubs respond to the environment. The use of land for football purposes should be as optimal as possible, given the scarcity thereof, especially in urban dwellings.

As opposed to the morally deficient organisations, the morally inclined organisations are more likely to receive cooperation from their various stakeholders in terms of the strategies and governance principles they may propose and follow.

This is because stakeholders will be more at ease to charge the morally inclined organisations to undertake the processes at hand (Schulman, 2012). An inclusive approach relating to stakeholders is therefore encouraged if the football fraternity wants to bear the fruits of governance and ethics, which can also be coordinated acts of social responsibility. Evidence of good governance should be conspicuous if football clubs are to be funded. This is where education, training and moral regeneration come in.

6. RECOMMENDATIONS

In this section, it was indicated that several stakeholders have collective or unique responsibilities to fulfil.

- **Ethical and responsible leadership**

This should be applicable at all levels, including SAFA officials, football clubs, community and corporate business.

Any of the strategic decisions these stakeholders may make, must be such that they are triple bottom line compliant by considering the economic, social and environmental feasibilities. This is also in line with the recommendation of the King reports (King Committee on Corporate Governance, 2009).

- **Transparency and accountability**

This can happen if the board of trustees is appointed to oversee the progress and conduct of the executive, managers, volunteers and the technical team. The board may also perform advisory duties. This is in line with agency theory (Shilbury, 2001).

- **Punitive measures to curb the scourge of corruption**

Government, SAFA, CAF, FIFA, football clubs, sponsors, the media and supporters must be made aware of harsher consequences of dishonesty and corruption in football. Any party found wanting and guilty in this regarding should, without fear or favour, receive due castigation(s). At the same time, progress in curbing dishonesty should be reported on, promoted and celebrated.

- **Stakeholder engagement**

As many stakeholders as possible should be involved when key decisions are taken. This is necessary at club, SAFA and government level. During gatherings and deliberations, proper consultations with all key stakeholders should occur to consider their legitimate claims. This perspective is in line with the King report recommendations as far a strategic planning is concerned (King Committee on Corporate Governance, 2009).

- **Government interventions**

Eight out of 12 participants commented on the poor state of football facilities on which they train and honour football matches. This is contrary to the 2010 FIFA world cup legacy report (Mbalula, 2011); it would appear that the state of many grass-roots football facilities still leave much to be desired. While progress has been made by government and other stakeholders, the football infrastructure

development needs to be accelerated if South Africa's football is to be significantly improved.

- **Monetary and other incentives**

It is often mentioned that those who are involved in the business of sport, including football, are driven by passion instead of financial gain. Be that as it may, all those involved in football do have financial needs, bills to pay and families to support.

The business sector, SAFA and government should cooperate in addressing the monetary concerns prevalent within the football fraternity.

- As such it *cannot* just be taken for granted that they can be sustained by passion alone, hence the call for them to be compensated and/or remunerated for their efforts. Executive management, volunteers, the board, the technical managerial and players must receive monetary and other incentives.

7. MANAGERIAL IMPLICATIONS

Adhering to good principles can instil new ways of doing things. Managers should not only adhere, but also possess a moral rectitude bequeathing them to do what right all the time, regardless of the circumstances. The seven principles of good governance should serve a framework to instil good work ethics within the business of football.

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