

BASIC GUIDE TO SPORTS CLUB MANAGEMENT



sport and recreation

Department:
Sport and Recreation
PROVINCE OF KWAZULU-NATAL



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INTRODUCTION

The following presentation is a basic guideline to Sport Club Management. It is a detailed guideline from the formation of a sport club including all administration work and financial requirements to the organisation of tournaments.

By the simple application of these guidelines, an individual can start a basic sports club which could compete at a competitive level against other such clubs

The administration work includes the correct procedure of meetings, who is involved, and the role and function of specific committee members. The role of the Secretary is dealt with in greater detail emphasising the importance of correspondence its correct format record keeping thereof.

The financial management is one of the most responsible portfolios a club has. Strict control has to be taken of every cent entering and leaving the club. The Treasurer is responsible for recording all the transactions in suitable document and accounting form. The chapter concerning financial management gives a detailed step-by-step instruction of how to control all financial transactions within a club.

The final section on organisation of tournaments takes a detailed look at how to organise a simple Round Robin tournament, a knock-out tournament and a pool-system tournament.

At the end of this presentation it is hoped that the reader would have found it easy reading and has learnt something about the basics of Sport Club Management.

1. FORM A CLUB

When there are a number of people participating in the same activity or who share common interests there may well be a need for the formation of a club of society so that people can get together to participate in their activities or to execute their interests in an organised way.

1.1 The events leading to the formation of a club

- A survey to determine the need for a club
- Determine the date for a foundation meeting
- A suitable venue must be found
- Notices/posters advertising the meeting
- The meeting

1.2 Survey to determine if a club is needed

The need to form a club usually arises from the people sharing the same interests. If a request does not come from those people themselves there are various other ways to determine the need for a club.

Two are:

- Questionnaire
- Opinion surveys

1.3 Recruiting of members

The visualised club will have a group of potential members because the need for a club will be informed by the surveys. (The group sharing the same interests/activities)

Some methods of recruiting members are:

- Advertising in newspapers, schools and shop windows
- Personal recruitment
- Introductory functions where people intending to become members are given more information on the planned club
- Written recruitment where invitations are sent to people intending to become members

1.4 Determination of a date for the Introductory Meeting

When enough members have been recruited a date must be determined when the club can be formally founded. After a date has been fixed for the formal founding of a club a suitable venue must be found to hold the meeting.

Before looking for a venue the following must be considered:

- Is the venue centrally placed for the target group?
- Size of the venue – is it big enough to accommodate the expected number of members.
- Appearance of the venue – an untidy venue gives an untidy first impression. An exhibition of the type of activities planned can lead to a positive atmosphere.
- Lighting and acoustics (can the speaker be heard clearly from any where in the hall.

1.5 Notice of the Foundation meeting

After the date and venue had been finalised a notice should now be advertised or distributed to inform others interested of the formation of the club.

This notice should have the following information:

- I. Aim of the meeting
- II. Place, date and time
- III. Concept of the constitution
- IV. Agenda

NOTICE OF MEETING

TO ALL INTERESTED

You are invited to a meeting next Wednesday 13 July 2011 at 18:00 in the Dundee Town Hall with the aim of founding a Volleyball club.

Mr A Mkhize of KZN Volleyball will be addressing the meeting. The club's proposed constitution is attached.

AGENDA

1. Opening and welcome by convener
2. Attendance Register
3. Aim and object of the meeting
4. Election of steering committee
5. Speech by Mr Mkhize
6. Discussion of constitution
7. Acceptance of constitution
8. Committee election
9. Viewed activities (planned activities)
10. General activities
11. Date of following meeting
12. Closing

CONVENER
9 Long street
DUNDEE
Cell. 082335566

Appendix (1) refers to the proposed constitution that is attached.

During the foundation meeting of the club, the convener (normally the person who started the idea of a club) acts as the chairman. The meeting takes place according to the normal meeting procedures until the steering committee is chosen. The chosen chairman then takes over the meeting and carries on according to the agenda. The actual committee is then chosen according to the prescribed constitution of the club.

1.6 The Constitution of the Club

The constitution of a club usually involves the following aspects.

1. The **name** of the club.
2. The **aims** of the club.
3. **Membership requirements.**
4. **The committee** which includes the following
 - i. The formation of a committee by election
 - ii. The duties and privileges of the committee members (office bearers)
 - iii. Terms of service on the committee
5. **Types of meetings** and how regularly they will be held eg.
 - i. Committee meetings
 - ii. Annual general meeting
 - iii. General meeting
6. **Financial matters**
 - i. Membership fees
 - ii. Opening of a bank account
 - iii. Bookkeeping
 - iv. Auditing
 - v. Financial reports
 - vi. Official yearbook of the club.
7. **Procedures of meetings**
 - i. Notice of meetings. In the constitution it is determined how many days before a meeting notice will be given.
 - ii. How many members the quorum will consist of
 - iii. Voting
 - iv. Procedures relating to the alteration of the constitution
 - v. Voting rights
8. **The rules relating to the expulsion of members** as a result of eg. misbehaviour
9. **Action to be taken when the club dissolves**
10. **Acceptance and commencement of the constitution**

1.7 The Club Members

The main aim of any club is services to its members. Just as the club (committee members) have obligations to the general members so do the members have obligations to the committee. Club members must become involved in club matters, work and task must not be left to the committee members, the general members can help in the following ways;

- i. Administrative help
- ii. Recruiting members and sponsors
- iii. Help with the club notice board
- iv. Help with collecting funds
- v. Help with transport
- vi. Voluntary group leaders

1.8 A few hints to help improve membership involvement/interest

- i. A monthly or quarterly newsletter to keep members informed and up to date with club matters.
- ii. Give members the opportunity to develop their full potential.
- iii. A club T-shirt or a club badge that can be worn by club members.
- iv. Socials.

2. MEETINGS

2.1 What is a meeting?

A meeting is when two or more people gather to discuss common interests, set goals and make decisions.

Meetings are one of the most popular forms of group communication. People concerned with the efficient running of a club are brought together in meetings to discuss issues concerning the effective running of the club or society.

2.2 Types of meetings

Meetings can be broadly classified into the following categories:

- i. Private meetings
- ii. Committee meetings
- iii. Public meetings
- iv. Informal meetings

2.2.1 Private meetings

Only members of a certain club are allowed to attend. People may however attend these meetings as observers but they have no right to vote on issues taken. Private meetings are usually held by private clubs, societies and sporting bodies. These clubs are not directly controlled by the laws of the country but by their own constitutions, regulations and general laws.

2.2.2 Committee meetings

Committee meetings are private meetings and consist of the following members;

- The Chairman
- The Vice-Chairman
- The Secretary
- The Treasurer
- Two or three additional members

The Committee oversees the daily administration of the club and makes recommendations to be approved by the members of the club during the annual general meeting.

2.2.3 Public meetings

The following are examples of public meetings:

- Political meetings
- Conferences
- Symposiums
- Seminars

Members of the general public are allowed to attend such meetings

2.2.4 Informal meetings

Informal meetings are generally called to discuss certain issues that need immediate attention. Informal meetings are more of a type of discussion group than a meeting itself. Informal meetings improve communication in any organisation.

2.3 The Notice

Members of a club must be informed that a meeting is going to be held. The members must be informed a reasonable time before the meeting is going to take place (as prescribed in the

constitution), this is done in the form of a notice. Notice of a forth-coming meeting does not always have to be written it can also be done verbally e.g. by telephone. Notice of an Annual General Meeting is usually given 21 days before and any other meeting 7-14 days before.

2.3.1 Contents of the notice

A notice should include the following information;

- i. The name of the club
- ii. The address of the club
- iii. The date the notice was sent out
- iv. The telephone number of the secretary
- v. Indication of what the meeting is about e.g.

Notice of meeting

Or

Notice of change of address

(Notice is hereby given of the meeting to be held at (place) at (time))

- vi. An indication of the type of meeting;
Annual General Meeting or Committee Meeting
- vii. The day, date, time and place of meeting.
- viii. Signature of the Secretary

2.4 The Agenda

The agenda is a list of topics to be discussed at the meeting in a fixed order. The agenda is normally sent with the notice of meeting so that members can prepare themselves for discussions

2.4.1 Aim of the Agenda

- i. To ensure that no topics for discussion are forgotten
- ii. To ensure that discussion topics are dealt with in the correct order
- iii. To give members the opportunity to prepare for the meeting
- iv. To ensure that no unnecessary discussions take place
- v. To ensure that the meeting runs orderly and with ease

2.4.2 Requirements of the agenda

The agenda should be short, to the point and unambiguous (no double meanings).

The agenda should include the following elements.

- i. Opening and welcome by the chairman
- ii. Constitution of the meeting
- iii. Attendance register and apologies of members not attending the meeting
- iv. Acceptance of the minutes of the previous meeting
- v. Matters arising from previous meeting
- vi. New topics to be discussed
- vii. General topics
- viii. Determine the date of the next meeting
- ix. Conclusion and closing

The order of the agenda may only be changed by the chairman with approval of the members attending.

2.4.3 Example of a notice of meeting and agenda

ESHOWE SOCCER CLUB

P.O. Box 10
ESHOWE
10000
Tel. 2468199

Dear club member

Notice is hereby given of the General Meeting of the Eshowe Soccer Club to be held on Tuesday, 20 August 2011 at 19:00 at the Eshowe Community Hall.

The minutes of the previous meeting are attached,

Yours faithfully

SECRETARY

AGENDA

1. Opening and welcome
2. Attendance register
3. Apologies
4. Minutes of the previous meeting
5. Matters arising from the minutes
6. Discussion points
 - i. Membership fees
 - ii. Soccer balls
 - iii. New shirts
7. General
8. Date of next meeting
9. Closing

2.5 The attendance register

The attendance register is a list of names and signatures of members present at a specific meeting.

Advantages of the attendance register;

- i. It prevents arguments of who was present and not
- ii. It gives an indication of how regularly members attend meetings
- iii. It indicates which members are absent without excuse
- iv. It is an administrative help for the Secretary

2.6 The minutes

The minutes of a meeting are a brief, correct and fair report of decisions made during a meeting.

2.6.1 The aim of the minutes

- i. Official record of meetings for future reference
- ii. They are the official history of the club

The minutes are written/recorded in the minute's book. If the minutes were sent out together with the agenda they are accepted as read, if not they must be read during the meeting. The

Chairperson signs the minutes after members attending the meeting have accepted them as correct. The Secretary may also sign the approved minutes.

2.6.2 Requirements of the minutes

- i. They must be clear, to the point, have no double meanings and must be objective.
- ii. They must give a correct report of the progress of the meeting and decisions made.
- iii. Full particulars about agreements and transactions
- iv. Full particulars about appointments and conditions of service
- v. Instructions/tasks given must be fully noted

The form of the minutes should have the following aspects;

- Heading
- Type of meeting
- Day, date, time and place
- Opening and welcome
- Attendance – the Chairman’s name first and then in alphabetic order
- Apologies
- Minutes of previous meeting
- Matters arising from minutes
- New issues (Role, responsibility and timeline)
- General
- Closing

Room must be made for the signature of the chairman, place and date.

2.6.3 Sample of minutes

THE SOCCER CLUB OF ESHOWE

Minutes of the 7th Annual General Meeting of the above-mentioned club held on Saturday, 30 September 2010 at 10:00 at the Community Hall of Eshowe.

1. Opening and welcome
The chairman welcomes all present
2. Present
The Chairman Mr. K. Zulu and the following members in alphabetical order;
Mr. A
Mr. B
Mr. C
Mrs. D
Mr. E
3. Apologies
Mr. Z. Ndaba
4. Minutes
Minutes of the 6th Annual general Meeting are read, accepted and signed.
Proposer – Mr. R. Twele
Seconder – Mr. P. Pause
5. Matters arising from the minutes
None
6. President's report
7. Financial report
8. Election of committee members

Chairperson	Mr. B
Vice-chairperson	Mr. D
Secretary	Mr. F
Treasurer	Mr. Z
Additional committee members	Mr. Q
	Mr. K
	Mr. N
	Mr. G
9. General
None
10. Closing
The Chairperson closed the meeting at 12:00

APPROVED AT :
DATE :
CHAIRPERSON :
SECRETARY :

2.7 Voting

During a meeting there are often times when it is required of members to vote on certain issues.

Examples of when voting is done:

- Choosing new committee members
- Decisions about amendments and motions

Ways of voting:

- Raise/show of hands
- Secret voting/Secret Ballot

The normal way of voting during meetings is by show of hands. The Chairman asks those approving a motion to raise their hands and then those against the motion to raise their hands.

If an equal number of persons have voted for and against a motion, the Chairperson normally has the casting vote.

It should be remembered that when voting for people it should always be a secret vote.

When voting for committee members the following rules should be taken into consideration:

- i. Candidates should be properly nominated and seconded
- ii. Nobody is considered chosen until a clear majority can be determined (a clear majority is one vote or more)
- iii. The Chairperson does not use his casting vote when voting for committee members or any other people

2.8 General rules of a meeting

2.8.1 The Chairperson

Every meeting must have a chairperson. If the chairperson or vice-chairperson is not available the meeting must choose one for the specific meeting.

2.8.2 The Quorum

- The quorum is the minimum number of members present who are allowed to vote. This minimum number is found in the constitution.
- There must be a quorum before a meeting can commence.
- The quorum must be held for the duration of the meeting (no new members or members leaving).
- If there is not a quorum within 15 minutes the meeting can be adjourned.
- All decisions made without a quorum are not valid.

2.8.3 Respect for the Chairperson

All members must show respect for the chairperson. A member showing unruly behaviour during the meeting may be asked to leave.

2.8.4 Turns to speak

During formal meetings the chairperson allows members only one turn to speak.

2.8.5 Adjourning a meeting

The chairperson has the right to adjourn the meeting when;

- All points on the agenda have been discussed
- The meeting has become so disorderly that it is impossible to continue with the meeting

2.9 Duties of committee members/office bearers

2.9.1 The Chairperson

- The Chairman ensures that the meeting is properly constituted, he leads all meetings.
- He has ordinary as well as casting vote at all the above-mentioned meetings, except during the election of committee members.
- He is the spokesman of the club.
- He must take a leading role in the carrying out of the aims of the club.
- He must ensure order and the smooth running of the meeting.
- He must make sure that the will of the majority is carried out.
- He must make sure that the matters arising from the minutes are dealt with and no decisions against the constitution are taken.
- He must ensure that control is taken over the financial matters of the club.

2.9.2 The Vice-Chairperson

- He takes over the duties of the chairperson when he is absent as well as duties and tasks given to him from time to time

2.9.3 The Secretary

- The Secretary is responsible for all the administration of club, except financial matters. He/she is responsible for the filing of all incoming and outgoing correspondence.
- Keeping of minutes held by the club.
- Does all the correspondence and record keeping.
- Is the contact person between the different sporting structures and his/her own club.
- Prepares the agenda for a meeting.
- Sends out the notices of all meetings well before time.
- To give results of all decisions made during meetings.
- To keep a name list of all members as well as their addresses.
- Works closely with the Chairperson and the Treasurer.
- Prepares the yearly report and sends it out to members in typed form.

2.9.4 The Treasurer

- Is responsible for all the financial matters of the club
- Controls and keeps register of all the money belonging to the club.
- Controls all money coming in and money spent. No purchase may be made without the signature of the Treasurer and one other committee member.
- He collects membership fees, issues receipts and keeps duplicates of each receipt.
- He opens a bank account on behalf of the club.
- He must make sure the bank has a copy of the chairperson's signature.
- He should make use of a deposit book for all moneys which are deposited into the bank.
- He should keep a petty cash book for all small expenses which are paid out.
- He must keep proof of all cash payments.
- He should present a financial report or statement to the annual general meeting of the club. The chairperson should first examine the report/statement and sign it.
- He should keep all records for at least six years before destroying them.

- xii. The authority of the committee should be given before any payments are made.
- xiii. It is preferred that all money received should be paid into a bank account and that all payments, except petty cash payments, be made by cheque or electronic transfer. Accounts should not be paid in cash form.

2.9.5 Additional members

- i. Additional members form part of the committee.
- ii. They carry certain tasks given to them by the chairperson.

2.10 Leadership

Some useful hints to consider when electing a Chairperson

The leadership is the action that causes a person or a group of people to do what the leader wants to achieve.

Leadership is a relationship between leader and a person or a group of people. The relationship is led by the leader to start certain actions. Interaction and influencing by the leader takes place by means of communication. It is often debated that leadership is a quality that is inherited and not learned.

2.10.1 Leadership is;

- i. Control over group actions.
- ii. Influence of certain styles and abilities of this leader over a group to reach certain aims and goals.
- iii. Improvement in leadership can be learnt through experience.
- iv. Leadership implies
 - Loyalty
 - Honesty
 - Initiative
 - Enthusiasm
 - Risk
 - Self confidence
 - Character
 - Endurance

2.10.2 Requirements of leadership

- i. Acceptance of leadership
 - Make yourself acceptable to the aims and goals of the group, identify yourself with the group and accept the responsibilities of the group.
- ii. Ability to lead
 - The ability to handle matters and people, to get along with people and to work with them.
- iii. Acceptance as leader by the group
 - The leader must have an appeal to people to be able to convince them to follow him. He must be the representative of their aspirations and aims of the group.

2.10.3 The task of the leader

- i. Knowledge
 - This implies a vision for a certain matter and the necessary research that will enable it to be carried out. In other words the problem and the way it should be solved, goals aimed at, the methods that will be applied.

- ii. Planning
Planning flows out of the knowledge gained for future plans and tasks. Planning should be broad and adaptable for changes. Planning concerns mainly the following, the methods employed to solve a problem, the number of people involved, finances, assignments, expected time of commencement and completion. Specific planning for specific goals. The reports of progress made concerning present projects should be kept up to date together with future projects.
- iii. Organisation
As task of the leader it implies the following;
 - Setting or implementing of a structure
 - Delegation of leadership
 - Interaction between groups
 - Functioning of groups
 - Co-ordination between group leaders and groups
 - Determination in applying the club policy
- iv. Leading
This implies the implementing of leadership abilities to complete a task or project in a pleasant atmosphere.
- v. Co-ordination and evaluation
The leaders task is also the analysis of problems and the solving thereof, keeping in mind new information and situations.
- vi. Control
This implies the control of group tasks and projects. To guide and correct faults.
- vii. Completion
It is the true leader's task to see to it that goals are reached, that tasks and projects are carried out and completed.

2.10.4 Strategies of leadership

To see that goals are achieved the leader should apply the following strategies.

- i. Individuals should be motivated to partake in club activities and to receive pleasure from these activities (enthusiasm).
- ii. Facilities should be created for activities.
- iii. Safe and hygienic situations for activities.
- iv. Equipment must be provided.
- v. Individuals must be given the opportunity to develop to their full potential.
- vi. Although a leader be personal.

2.10.5 Leadership characteristics

When looking for a leader the following characteristics should be looked for;

- Health
- Intelligence
- Healthy mind
- Healthy outlook on life
- Well mannered
- Helpfulness
- Loyalty

- Pleasant spirit
- Sympathetic
- Humbleness
- Social
- Tactful
- Consequent
- Acceptance of responsibility
- Enthusiastic
- Sense of humour
- Organising capabilities
- Adaptable/flexible

3. CORRESPONDENCE/COMMUNICATIONS

For efficient administration, effective communication and correspondence methods are necessary. This work is usually done by the Secretary.

3.1 Requirements for effective communication

- i. The aim of the communication must be specific.
- ii. The group who the communication is aimed at must be known (is it aimed at the youth, scholars, senior citizens etc.)
- iii. In what format should the communication be.
- iv. The communication should address a specific topic/situation.
- v. Write accurately and clearly.
- vi. Use good and correct language.
- vii. Leave enough time available for replies and closing dates.

Never use the following negative principles;

- i. Negative criticism.
- ii. Never accept certain matters as obvious.
- iii. Ignore certain matters.
- iv. Rudeness
- v. Lack of thoughtfulness.

3.2 Notices

The type of notices discussed here are the notices placed on a notice boards. The notice board is a means of mass communication, it is aimed at a number of people.

Some negative aspects of the notice board.

- i. The information does not always reach the people concerned
- ii. It is difficult to find out what the reaction to the notice is.
- iii. The notice board is not always visited.

For a more effective notice board;

- It should not be hidden away, it should be in a central place where it is easily seen.
- Old notices should be removed regularly.
- The notice should attract attention it self – it should be interesting, the use of colour, humour, pictures etc. can help.

3.2.1 Important aspects of the notice

- i. It should immediately attract attention
- ii. Only the most important facts should be given – including a reference for a person where further information can be obtained.
- iii. A notice should be short and in understandable language
- iv. The contents should be lively, direct and to the point.

3.2.2 Example of a notice

ESHOWE SOCCER CLUB DANCE

ATTENTION TO ALL CLUB MEMBERS!!

The soccer club is holding a dance on

SATURDAY 10 NOVEMBER 2011 AT 19:00 IN

THE COMMUNITY HALL

COST: R20 PER COUPLE REFRESHMENTS WILL BE AVAILABLE

MUSIC WOULD BE PROVIDED BY THE RAINBOW BAND

ENQUIRIES: AMON ZULU CELL. 083456789

3.3 The Circular

The circular has more or less the same purpose of the notice. It is written and circulated amongst the members of the club to notify them of important information.

The circular is used for the following;

- i. To bring important dates to members attention.
- ii. To notify club members of newly appointed committee members.
- iii. To announce the retirement, resignation, etc. of committee or club members.
- iv. The change of a programme, meeting, match etc.
- v. To give information about new club members.
- vi. To ask co-operation concerning certain matters.
- vii. To notify vacant positions/posts etc.

3.3.1 Example of a circular

ULUNDI YOUTH CENTRE

P.O. Box 44
ULUNDI

Dear Club Members,

GOOD NEWS!

It is a pleasure to announce that the new volleyball court has been completed.

You can now enjoy a game of volleyball at our own club.

Bring a long some friends and enjoy a game.

REMEMBER SUPPORT YOUR YOUTH CENTRE

CHAIRPRSON

3.4 Reports

“Reports” is the term for any sort of information pieces that is based on actual facts, and concerns any subject matter. It is drawn up to form an objective, accurate, specific and useful piece of information. This information is usually presented in a neat constructed form and can either be informal or formal. The aim of the report is to inform the reader and to help him/her to make a responsible decision.

The report is a serious document and does not contain humoristic elements and is neutral and objective.

3.4.1 Essentials of reports

- i. The content is specialised.
- ii. Readers are limited.
- iii. Keep to the point.
- iv. Be objective and accurate.
- v. The report must be in logical order.

3.4.2 Visual aids

A report may also contain visual aids such as sketches, photographs, illustrations and charts. It is recommended that visual aids are used to increase the information value as well as facilitate the readability.

3.4.3 Form and lay-out of a formal report

The form and layout of a formal report need not be the same as the schematic lay-out given below, it may be changed according to the need of the report, the schematic layout is however recommended.

3.4.4 Schematic lay-out of a formal report

- i. Cover and title
- ii. Title page with names of writers
- iii. Forward and introduction
- iv. List of people approving report *
- v. Distribution list *
- vi. Summary of what the report is about
- vii. Contents
- viii. Main report
- ix. Aim
- x. Research procedure
- xi. Findings and commentary
- xii. Conclusions
- xiii. Recommendations
- xiv. Appendix
- xv. Glossary *
- xvi. Footnotes *
- xvii. Bibliography
- xviii. Index

* These are not always necessary

3.4.5 Form and lay-out for informal reports

Informal reports are usually shorter than formal reports. The informal report concerns one specific subject. The type of reports that fall into this category is eg. informal routine report and research report.

The formal report consists of three sections;

- Introduction
- Contents/Body
- Conclusion

3.4.6 Hints when compiling a report

The following are important for the effective drafting of a report:

- i. Planning
- ii. Collecting of material
- iii. Planning the conclusion
- iv. Schematic representation
- v. Compiling and editing
- vi. Final presentation

3.4.7 Hints for the draft of a report (informal or formal)

- i. Understand the aims of the report.
- ii. Determine the scope of the report.
- iii. Determine the form.
- iv. How many copies are needed?
- v. Decide if the copies must be bound.
- vi. Use terminology that the readers understand.
- vii. Collect material.
- viii. Arrange information in a logical order.
- ix. Write in correct and easily understood language
- x. Give an objective report.
- xi. Decide on an appropriate title.
- xii. Write the introduction last.
- xiii. Complete the report on time.
- xiv. Proof read the final report
- xv. The final document is presented in a neat typed form.

3.5 Letters

Letters are the most known form of all written communication. The main aim of the letter is to exchange information.

3.5.1 Important aspects when writing a letter

- i. Appearance of the letter is the first aspect that a person notices, thus the best quality paper and envelopes the budget allows, should be used.
- ii. See to it that the layout of the letter gives a harmonious impression.
- iii. Avoid dirty marks and typing errors.

3.5.2 Choice of letter lay-out

The choice of letter lay-out varies between different organisations.

The block method will be handled here because it is the most modern method.

<u>LETTERHEAD</u>	
	The senders address
	9 June 2011
Mr. Z. Zwane 1 Chapel Street PIETERMARITZBURG 3200	
Dear Sir,	
THE EXTREME BLOCK METHOD	
This letter is an example of the requirements of the extreme block method.	
You will notice that every sentence begins next to the left hand side of the page.	
This form is popular because it is practical and can quickly be typed.	
Yours sincerely	
<hr style="width: 10%; margin-left: 0;"/>	
S. MBATA SECRETARY	

Note: If the letter sent does not have a letterhead the sender can give his/her the clubs address in the right hand corner. The date is then place under the sender's address.

3.5.3 The most important components of this letter and their characteristics

- i. No punctuation marks are used in the writer's address, receivers name and address as well as the opening remarks and conclusion of the letter.
- ii. The writer has choice when writing the date, it can be written out e.g. 21 September 1985 or written in figures e.g. 2011.02.02.
- iii. The receivers address found on the top left hand side must be correctly given. Titles must be correctly used e.g. Dr., Adv., Prof., The Rev., Mrs. or Mr. Letters to organisations or companies should be addressed the Personal Manager or the Head etc.
- iv. The address must comply to the following requirements:
 - a) The street number is placed before the street name, which is written out e.g. 10 Bishop Street.
 - b) The suburb's name follows the street.
 - c) The city or town name follows.
 - d) The code follows on a separate line.

Eg. Prof. J. Cook
10 Bishop Street
Westville
DURBAN

- v. The relationship between the writer and the reader will determine if the opening is formal or informal.
- vi. Formal openings are Sir and Madame.
- vii. Less formal openings are Dear Sir or Dear Madame.
- viii. The less formal opening is recommended. It can be used in the following ways: Dear Mr. Smith or Dear Mrs. Brown etc. titles are abbreviated with a full stop: Dr., Mr., Prof. etc.
- ix. The contents and style of the letter should make use of the following;
 - a) Positive words and expressions.
 - b) New words used where possible to make letters interesting.
 - c) Simple language that people talk and will understand.
- x. Avoid the following;
 - a) Bombastic language.
 - b) Going to too much trouble – remember brief is the best.
 - c) Using old worn out expressions (clichés).
 - d) Using slang to try and be amusing.

3.5.4 Summary of hints for the letter writing

- i. Determine the degree of formality of your letter.
- ii. Choose suitable words that carry your message across.
- iii. Choose words that fit the formality of your letter.
- iv. Choose specific words.

3.5.5 The five C's of correspondence sum up the most important aspects of the letter

- i. Correctness - facts, style and language.
- ii. Conciseness - words and sentences that do not relate to the message carried over should be left out. Be brief and do not beat about the bush.
- iii. Coherence – The contents of the letter should be planned beforehand and logically ordered.
- iv. Courtesy – Use simple, understandable language, your letter should be courteous and friendly.

A list of addresses of regional, provincial and national sporting bodies and offices, other clubs and societies should be drawn up. This list must always be kept at hand so that when addresses or information is needed the writer knows who to contact and where to send the letter.

A list of the addresses of club members should always be kept at hand. The drawing up of this list is the duty of the Secretary.

4. SPONSORS

When applying for sponsorship there are some important aspects that should be remembered.

- i. Always approach the sponsors professionally i.e. neat and direct.
- ii. Before applying for sponsorship do research regarding probable sponsors.
- iii. Prepare a detailed explanation of how the club can benefit from the sponsorship.
- iv. Provide details regarding committee members.
- v. Specify use of sponsorship to finest detail.
- vi. Indicate the coverage eg. TV, radio, press and number of people involved.
- vii. Indicate if any sport personalities will be involved and the team participating.
- viii. When a sponsor has been chosen inform the sponsor by telephone the intention to apply for a sponsorship and make an appointment.
- ix. When the appointment has been made make sure you see the person involved personally.
- x. Attend the appointment neatly dressed, be punctual and have with you a well prepared typed document of application with the necessary information needed.
- xi. Be well prepared for questions.
- xii. Report back to the club.
- xiii. If the application has been successful write a letter of thanks to the sponsors.

5. FINANCIAL MANGEMENT

The Treasurer is responsible for the financial management of the club and if he is not suitably qualified, he should work in conjunction with a qualified accountant. The Treasurer reports to the Committee and to all members at the AGM

5.1 Budget

Every club must have an annual plan drawn up so that planned activities for the year ahead can take place in an orderly manner. For planned activities to take place, finance is obviously needed. It is here that effective budgeting is of utmost importance.

Budgeting is the financial implication of planned activities expressed in rands terms. Almost every plan has financial implications, therefore it is important that a budget is drawn up well in advance and that it is approved by the committee members, to ensure that funds are readily available when needed. A budget must make provision for expenditures (money spent by the club, accounts etc.) as well as income (money received). A budget should reflect clear goals.

The budget is the committee's most important control and co-ordinating element. Money that has not been budgeted for may not be spent (control). Funds should be available on the date that they are needed to pay for activities that has been accordingly planned for in the budget (co-ordination). The availability of funds will determine the activities that the club can carry out.

In short: a budget is a money plan

5.2 Elementary method of budgeting

The following is an example of a tennis club's monthly budget. The same method can apply for a yearly budget.

<u>BUDGET FOR ABC TENNIS CLUB MAY 2011</u>	
INCOME	
a) Membership fees	
C. Zulu	R 30.00
K. Bennet	R 30.00
R. Naidu	R 30.00
Etc.	Etc.
	R 2000.00
b) Interest earned	R 100.00
	<u> </u>
Total Income	<u>R 2100.00</u>
EXPENDITURE	
<u>Regular Costs</u>	
Affiliation fee	R 50.00
Refreshments	R 100.00
Court maintenance	R 300.00
Tennis balls	R 50.00
Flood lights	R 300.00
Rent and electricity	R 700.00
	<u> </u>
<u>Irregular Costs</u>	
<u> </u> New Net for Court 3	R 500.00
Total expenditure	R 2000.00
Income - Expenditure	
Surplus amount for investment/Reserve	R 100.00

5.3 When handling a cheque book the following rules should be followed

- i.
- ii. The cheque book must be kept secure at all times;
- iii. No alterations or correcting fluid must be used in the cheque book
- iv. All cancelled cheques must be retained and attached to the relevant cheque stub;
- v. All unused lines on the cheque must be cancelled by drawing a line through them;
- vi. Cheque stubs must be completed in detail;
- vii. Cheques must be used in sequence;
- viii. Signatures must not be pre-entered into the cheque book
- ix. Statements should be regularly reconciled and balanced.

5.4 The petty cash

- i. Never keep more than R200 in the petty cash.
- ii. Petty cash must always be kept secure
- iii. Petty cash vouchers and a petty cash book must be used and kept secure
- iv. Official proof should be obtained for every cent spent from the petty cash.
- v. Payments should not be made before approval by an official decision and two signatures of committee members.

5.5 Financial records

The primary task of the Treasurer is the drawing up of the financial records/reports. It must be done in such a way that it is accepted by both the committee and auditors. The following books and records should always be available.

- i. All source documents (e.g. Receipts/deposit slips and invoices/statements)
- ii. A book of all records of income and expenditure. (e.g. cash book, journals, etc)
- iii. All minutes of meetings for inspection purpose with regard to the approval of expenditures, the old and new committee members, etc.
- iv. Asset Register
- v. Ledger

5.6 General hints

- i. A club should be careful of becoming a profit making organisation, however a club should budget for a surplus so as to build up a reserve for emergencies or expansion.
- ii. The committee should not be appointed for more than one year.
- iii. The Treasurer should not serve for more than three years.
- iv. Never make payments without the necessary proof.
- v. Never make payments without the necessary signatures.
- vi. Committee members should maintain and act their specific portfolios.
- vii. Never use the clubs order forms for personal use.
- viii. Never do anything for your own gain.

5.7 Auditors

If the club is registered under Article 21 of the Companies Act it is required to appoint a registered auditor too periodically (at least once a year) inspect the financial books of the club and report on its findings. Article 21 of the Companies Act is specifically aimed at the registration of non-profit companies/organisations.

5.8 Accounting records

5.8.1 Bank Accounts

- i. A bank account must be opened by the club at a registered bank.
- ii. There must preferably be three persons authorised to sign the with-drawl slips
Chairperson
Treasurer
Additional committee member
- iii. Two of the authorised signatories must sign all with-drawl slips and cheques.
- iv. All deposits should be made by the Treasurer as this would ensure better control over receipts.
- v. If possible the club cheque account should not be opened at any of the same branches where the committee members have their personal cheque accounts.
- vi. The cheque account should be opened in the clubs name and not an individual's name.
- vii.

5.8.2 Receipts

- i. A pre-numbered receipt book must be kept.
- ii. A receipt must be made out by the Treasurer or a specifically delegated person for all monies received.
- iii. The receipt must record the amount received, who it is received from and the type of funds (e.g. subscriptions, gate takings, donations). The carbon copy of the receipt must be retained in the receipt book – the top copy may be given to the person handing over the money. The receipt must be signed by the Treasurer.
- iv. All monies received by the Treasurer should be deposited into the bank account as soon as possible – he should not keep funds at home for a period of time.
- v. All receipts should be recorded in the cash book at least once a week (Refer cash book section later on).

5.8.3 Payments

- i. All payments must be backed up by some form of documentation (e.g. an invoice; a cash sale slip).
- ii. Invoices for goods or services received must have the date and signature of an authorised person accepting the goods or service.
- iii. These documents must all be kept in a file, preferably in order of payment and once the amount is paid the Treasurer should record the date of payment on the document and initial it to ensure that it does not get paid more than one.
- iv. Each payment should be approved by the committee preferably before the payment is made, but if this is not possible then at the very next committee meeting. The approval of each payment should be recorded in the minutes of the meeting.
- v. Each payment should be recorded in the cashbook immediately after it is made (refer to cashbook section).

5.8.4 Cashbook

- i. A cash book must be kept in the following format.

CASH BOOK – MONTH OF _____

RECEIPTS					PAYMENTS			
Date	Rec. No.	Details	Amount	Bank	Date	Details	Amount	Bank

- ii. The reconciled bank balance should be entered on the first of the month on the receipts side of the cash book (the left hand side). It can be recorded straight into the “bank” column on the receipts side of the cash book.
- iii. All receipts must be recorded in the cash book. Show them as follows; date, receipt number (must agree with the receipt issued to the person) details of the amount received (e.g. subscriptions – B. Zulu; or gate takings or proceeds sale of club t-shirts etc.). The amount received must be recorded in the column headed “amount”.
- iv. Once the receipts are all recorded in the cash book the Treasurer must deposit the money in the bank account. He must add up the amount column, draw a line under this column and put the total in the bank “column” on the receipts side of the cash book alongside the last number recorded in the amount column. This total should equal the amount of money he deposits into the bank account.
- v. All savings deposit slips stamped by the bank must be kept in a file by the Treasurer.
- vi. The next receipts are recorded in exactly the same manner and when the deposit is made the “amount” column is added up from the line drawn after the last deposit.

CASH BOOK – MONTH OF MARCH 2011

RECEIPTS					PAYMENTS				
Date	Rec No.	Details	Amount	Bank	Date	Cheq No / PCV No	Details	Amount	Bank
1		Balance c/f		205 16	13		Hire of sports fields	50 00	
2	101	Subscriptions - B.Zulu	20 00		13		Sports Equipment - bought balls	25 00	75 00
2	102	Subscriptions - B.Mkhize	20 00		27		Refreshments	19 00	
2	103	Sale of cooldrinks	40 00		27		Hire of transport	35 00	
2	104	Gate money	70 00	150 00	27		Hire of sports fields	50 00	104 00
5	105	Subscriptions - R Reddy	20 00		30		Balance b/d		302 16
6	106	Donations	10 00						
6	107	Fund raising	101 00	126 00					
				481 00					481 16

CASH BOOK – MONTH OF APRIL 2011

RECEIPTS					PAYMENTS				
Date	Rec No.	Details	Amount	Bank	Date	Cheq no /PCV No	Details	Amount	Bank
1		Balance c/f		302 16					

- vii. When payments are made they should be recorded on the payments side of the cash book (the right hand side).
- viii. The various payments which are to be made from an amount withdrawn should be recorded as follows; Date, details of when the payments is, to whom the payment is and for what it is (e.g. Municipality - hire of sports fields). The amount to be paid should be entered in the column headed 'amount'. When all the payments to be made from that one withdrawal are recorded the amount column of the payment side should be added up, a line drawn under it and the total entered alongside in the "bank" column. This amount should equal the amount withdrawn from the bank account.
- ix. At the end of each month the cash book must be balanced. This is done as follows; the "bank" column is added up on both the receipts side and the payments side. The word balance should be written in down under details in the receipts or payments side (which ever side needs to balance) and the amount – the two columns should now equal each other and the totals can be written in.
- x. The treasurer must complete a bank reconciliation monthly on receipt of the bank statement. This is done by matching the deposits and payments in the cash book with the bank statement. There will invariably be differences between the two, and hence a reconciliation must be carried out to reconcile the two. The table below is an example of a bank reconciliation

Balance as per cash Book		1000.00
ADD	Direct deposits into bank (Not recorded in CB)	100
LESS	Deposits not credited by the bank	(60.00)
ADD	Cheques not debited by the bank	50.00
LESS	Stop / Debit Orders not recorded in CB	(200.00)
ADD	Interest Received	33.00
LESS	Bank Charges	(25.00)
ADD / LESS	Errors	0.00
Balance as per bank statement		898.00

- xi. Once the reconciliation has balanced, any adjustment must be made in the cash book.
- xii. Rebalance the cash book as in ix. Above
- xiii. This balance will then be recorded on the relevant side of the cash book for the next month.

5.8.5 Income statement

- i. Each month an income statement will be prepared by the Treasurer. This will show the deficit or surplus for the month.

- ii. In order to prepare the income statement the cash book for the month must be summarised i.e. total receipts will be split into the various categories e.g. total of subscriptions, total of donations, fund raising, sale of cool drinks, etc. The same will be done for payments e.g. all payments for hire of sports facilities will be added together. These totals will be entered into the income statement into the proper format i.e.

ESHOWE FOOTBALL CLUB
FINANCIAL STATEMENT FOR THE MONTH OF APRIL 2011

<u>INCOME</u>	
Subscriptions	60-00
Donations	5-00
Gate takings	40-00
Sale of cool drinks	70-00
Other: Fund raising	101-00

	R 276-00
<u>EXPENDITURE</u>	
Hire of facilities	100-00
Hire of team transport	35-00
Equipment bought	25-00
Purchase of cool drinks	19-00

	<u>R179-00</u>
Surplus / (deficit) for the month	<u>R97-00</u>

- iii. The total expenses must be subtracted from the total income for the month. If income is greater than expenses a surplus will have been made, if expenses are greater than the income a deficit would have been made for the month (show by putting brackets around the amount).
- iv. Note: Every effort should be made to ensure that expenses are not paid out from receipts, before the money is deposited as this would result in a loss of control over the funds.

5.8.6 Year end

At the end of the financial year the Treasurer must prepare an income statement and balance sheet for the financial year of the club. This is to be tabled for approval at the Annual General Meeting (AGM)

5.8.7 Income Statement and Balance Sheet for the year

This will year end income statement will be in exactly the same format as the monthly income statements except it will cover the entire year. The Treasurer should be able to compile this by summarising the 12 monthly income statements (i.e. add up subscription on monthly statement and enter the total in on the statement for the full year).

The balance sheet will indicate the financial position of the club as at the end of the financial year. Below is an example of a Balance Sheet.

BALANCE SHEET AS AT 28 FEBRUARY 2011			
<u>Current Assets</u>		<u>Equity</u>	
Cash in bank	1000.00	Members equity	148,200.00
Petty cash	100.00		
Investments	10,000.00		
Debtors	300.00		
Stock	400.00		
<u>Fixed Assets</u>		<u>Liabilities</u>	
Property	500,000.00	Loans	450,000.00
Vehicles	50,000.00	Creditors	3,600.00
Furniture	20,000.00		
Equipment	20,000.00		
TOTAL	601,800.00		601,800.00

5.8.8 List of members

The Treasurer should have a copy of the club membership list. As each member pays his subscription the Treasurer should move this off the list. This way he has a record of who has paid and who has not paid. The Treasurer must ensure that all members pay their subscription fee each year.

6 CONTROLLING AND ORGANISING TOURNAMENTS

To successfully organise a tournament there are certain duties that must be carried out before, during and after the tournament. It is impossible to draw up a check list for every activity. An example is given of a check list, but it must be adapted according to the type of sport activities and venues.

6.1 Check list for championships/tournaments

CHECK LIST FOR CHAMPIONSHIPS, TOURNAMENTS AND COURSES

1. Type of sport _____
2. Name of organising official _____
3. Type of competition/championship _____
4. Venue _____
5. Amount granted by the committee _____
6. First organising committee meeting
Place _____
Date _____
Time _____
7. Members of the organising committee
Chairman: _____ Tel. (w) _____ (H) _____
Secretary: _____ Tel. (w) _____ (H) _____
Treasurer: _____ Tel. (w) _____ (H) _____
Other : _____ Tel. (w) _____ (H) _____
Other : _____ Tel. (w) _____ (H) _____
8. Meetings held to control the organisation
Date _____ Place _____ Time _____
Date _____ Place _____ Time _____
Date _____ Place _____ Time _____
Date _____ Place _____ Time _____

Assignment	Assigned to	Control	Completed
1. FACILITIES <ul style="list-style-type: none"> i. Book venue ii. Preparation of the field iii. Cleaning services iv. Venue for reception v. Control of seating arrangements vi. Toilet facilities vii. Keys for admission to all facilities viii. First aid ix. Etc. 			
2. EQUIPMENT <ul style="list-style-type: none"> A. General <ul style="list-style-type: none"> i. Time keeping ii. Rostrum iii. Tables/chairs iv. Writing material v. Umbrellas vi. Scoreboards vii. Bells/whistles viii. Computer and printer ix. Music x. Starters Pistol xi. Etc. B. Specific sport equipment Obtain full list from sporting organisations 			
3. LIGHTING <ul style="list-style-type: none"> i. Organise switching on/off ii. Electrician iii. Lights for warming up iv. Light for ticket sales point v. Test lights beforehand 			
4. SPONSORS <ul style="list-style-type: none"> i. Find sponsors ii. Full fill sponsors requirements iii. Advertising in programme and media iv. Announcements over PA system v. Banners vi. Collect adverts for programme 			
5. PARTICIPANTS/COMPETITORS <ul style="list-style-type: none"> i. Standards ii. Entries iii. Transport iv. Accommodation v. Refreshments/meals 			
6. PRINTING WORK <ul style="list-style-type: none"> i. Programme ii. Invitations iii. Entrance tickets iv. Official tickets v. Meal vouchers vi. Entry forms vii. Accreditation cards 			

<ul style="list-style-type: none"> viii. Parking tickets ix. Programme x. Posters xi. Score sheets xii. Etc. 			
<p>7. GUESTS OF HONOUR</p> <ul style="list-style-type: none"> i. List of honouree guests ii. Invitations iii. Protocol iv. Reception of guests of honour v. Seating of VIP's vi. Serving of refreshments/ meals vii. Security viii. Etc. 			
<p>8. FINANCES</p> <ul style="list-style-type: none"> i. Budget ii. Banking facility iii. Signing of authority iv. Collection of funds raised v. Auditing vi. Monitoring and evaluation vii. Etc. 			
<p>9. PUBLIC ADDRESS SYSTEM</p> <ul style="list-style-type: none"> i. PA system ii. Announcer iii. Two way radio's iv. Etc. 			
<p>10. MEDALS/CERIFICATES/TROPHIES</p> <ul style="list-style-type: none"> i. Ordering of medals ii. Printing of certificates iii. Trophies iv. Engraving v. Table for trophies vi. Table cloth vii. Cushions for medals viii. Etc. 			
<p>11. FIRST AID</p> <ul style="list-style-type: none"> i. First aid kit ii. First aid services iii. Ambulance service iv. Doctor on duty/standby v. Etc. 			
<p>12. OPENING/CLOSING</p> <ul style="list-style-type: none"> i. March on/off ii. Positions iii. Band/music iv. Opening address v. Etc. <p>13. PARKING AND TRAFFIC</p> <ul style="list-style-type: none"> i. Parking for spectators/officials/buses/ VIP's ii. Signboards 			

iii. Etc			
14. PRESS FACILITIES i. Press bench ii. SABC facilities iii. Telkom lines iv. Etc.			
15. PERSONNEL i. Cleaners ii. Caretaker iii. Programme sellers iv. Typist v. Officials vi. Etc.			
16. PUBLICITY i. Press ii. Radio iii. Television iv. Posters v. Banners vi. Etc.			
17. TRAVEL AND BOARDING i. Travel agent ii. Hotel arrangements iii. Permits iv. Information brochure v. Etc.			
18. SECURITY i. Police ii. Security guards iii. Accreditation iv. Venue v. Etc.			
19. ADMISSION CONTROL i. Ticket holders ii. Ticket sales point iii. Printed tickets iv. Prices v. Etc.			
20. DECORATIONS i. Banners ii. Flags iii. Flagpole iv. Plants v. Small flags vi. Sponsors decorations vii. Etc.			
21. REFRESHMENTS i. Public/officials/participants/VIP's/ media ii. Refreshments stalls iii. Caterers iv. Etc.			

<p>22. TRANSPORT</p> <ul style="list-style-type: none"> i. Arrival and departure times ii. Schedules (also for practice) iii. Arrange buses according to schedule iv. Transport of equipment v. Etc. 			
<p>23. SEATING RESEVATIONS</p> <ul style="list-style-type: none"> i. Advance bookings ii. Seating and booking plans 			
<p>24. GENERAL</p> <ul style="list-style-type: none"> i. Background music ii. Band iii. Street map and information brochure iv. Etc. 			
<p>25. AFTER COMPETITION</p> <ul style="list-style-type: none"> i. Cleaning up ii. Return borrowed/rented equipment iii. Accounts iv. Financial report and auditing v. Recommendations and reports vi. Thanks 			

6.2 Tournaments

A tournament is a structural system where the winner of a competition is determined in such way that every competitor/team theoretically has a fair chance to win.

6.2.1 The round robin tournament

The principal of the round robin tournament is that every team/competitor has the opportunity to compete against every other competitor or team. This type of tournament can be used for almost any sport activity especially in team games.

Advantages of the round robin:

- i. Every competitor/team competes against every other competitor/team.
- ii. No competitor/team is eliminated.
- iii. Every competitor/team plays the same amount of games.
- iv. The winner is chosen in a reliable manner.
- v. The most fair type of tournament.
- vi. The competitors learn to know each other.

See annexure B.

6.2.2 The knock-out tournament

This type of tournament is used mainly for individual type of sports such as tennis, squash and badminton, however it could be adapted to team sports. The method by which this tournament works is that after each round, half the competitors are eliminated until you have the last eight players. These final eight players are eliminated in the next three rounds called the quarter-finals, semi-finals and finals after which there will be an eventual winner or champion.

Advantages of a knock-out tournament:

- i. A large number of participants can compete in the competition.

- ii. A large number of matches can be played in a short period of time.
- iii. An eventual winner can be quickly determined.

Disadvantages of a knock-out tournament:

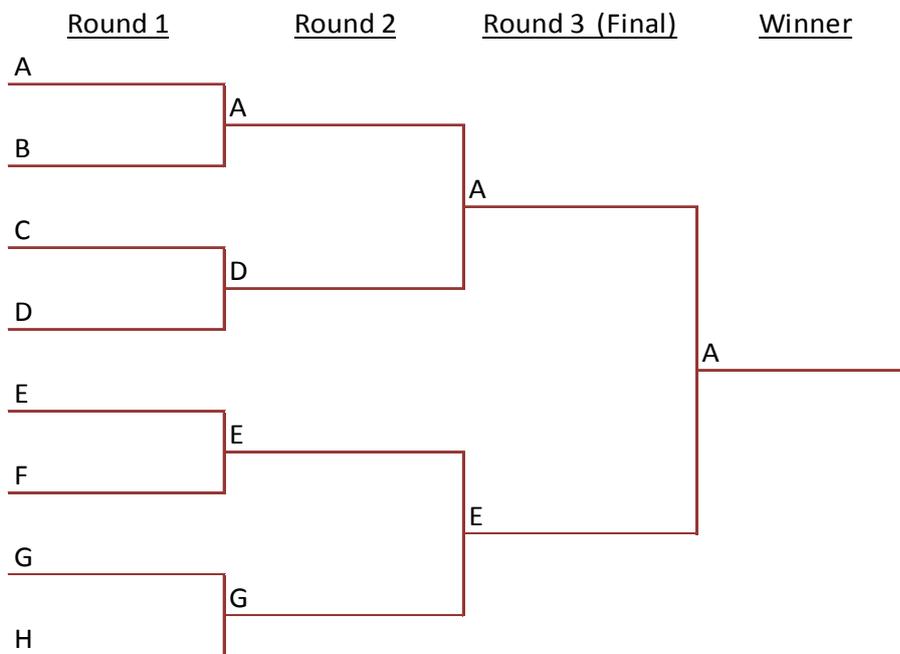
Some competitors are knocked-out or eliminated after only one match.

The working of the knock-out tournament.

- i. If the total number of competitors is a power of two, then the tournament works out simple and straight forward e.g. total number of competitors – 2, 4, 8, 16, 32 etc.
- ii. If the total number of competitors is not a number of two, then certain competitors will receive a bye into the next round. A bye is when a competitor does not have to [play a match to qualify for the next round e.g. an automatic qualification for the second round.
- iii. Byes are only found in the first round.

EXAMPLE 1

The total number of competitors is 8.



EXAMPLE 2

The total number of competitors is 14 with 8 seeded players.

Here 14 is not the power of 2, thus we must have byes involved. To determine how many byes we must use the following formula;

$$PA - N$$

PA = the nearest Power Above the total number of competitors.

N = the total number of competitors.

In this example PA = 16 and N = 14

Therefore PA-N is; 16-14 = 2 bytes



6.2.3 Seeding or ratings

The seeding or rating of players is the next factor one has to consider when drawing up the tournament. All players can be rated according to their level of performance at present or according to last years tournament performance i.e. the best player is seeded or rated number 1, second best player e, etc.

When we have a tournament where byes are involved, the top seeds i.e. 1, 2, 3 etc. receive the byes first. If there are four byes, seeds 1-4 will all receive a bye in the first round and thus automatically qualify for the second round.

Placing of the seeds is important and ensures that the better [players will meet in the final. Note that the seeds are placed at the ends of the tournament and at the end of the half split and again at the end of the quarter split. The specific placing of the seeds is a set rule and should be adhered to. I a tournament one usually seed the top eight players.

6.2.4 The pool system

The pool system tournament is usually used in team tournaments where the number of teams competing is too large to play a round robin tournament i.e. 12 teams.

- i. For example, let us use a soccer tournament consisting of 16 teams. These teams are divided into two pools of 8 teams each i.e. Pool A and Pool B.
- ii. Each pool now plays a round robin within itself i.e. all teams in Pool A play each other and same with Pool B.
- iii. Teams score 2 points for a win, 1 for a draw and 0 for a loss.
- iv. At the end of these round robins the teams are then ranked according to how many points they have.
- v. If two teams have the same points the following methods is decide which team goes ahead;
 - a) The team winning the pool game between the two teams in question.
 - b) If the pool game was a draw, the team scoring the most goals forges ahead.
 - c) If the goals are the same, the team with the least goals against goes ahead.
 - d) If still the same, the toss of a coin to decide who shall go ahead.

At this stage the pools should look something like this:

POOL A				POOL B		
Position	Team	Points		Position	Team	Points
1	A	14	Won the pool game of FvsK	1	P	13
2	E	10		2	O	12
3	F	8		3	J	10
4	K	8		4	B	9
5	L	6		5	Q	7
6	N	4		6	R	6
7	Z	3		7	T	4
8	S	2		8	Y	2

After the pool games the semi-finals are played in the following order;

Pool A 1 vs Pool B 2 Pool B 1 vs Pool A 2	The winners play for final positions 1& 2 The losers play for final positions 3 & 4
Pool A 3 vs Pool B 4 Pool B 3 vs Pool A 4	The winners play for final positions 5& 6 The losers play for final positions 7 & 8
Pool A 5 vs Pool B 6 Pool B 5 vs Pool A 6	The winners play for final positions 9& 10 The losers play for final positions 11 & 12
Pool A 7 vs Pool B 8 Pool B 7 vs Pool A 8	The winners play for final positions 13 & 14 The losers play for final positions 15 & 16

This above semi-final and final method is called a **cross- pool play off** and involves an extra game.

If time does not permit a cross – pool play off, a **straight pool play off** can be played.

E.G

Pool A 1 vs Pool B 1	Final position 1
----------------------	------------------

Pool B 2 vs Pool A 2	Final position 2
Pool A 3 vs Pool B 3	Final position 3
Pool B 4 vs Pool A 4	Final position 4
Pool A 5 vs Pool B 5	Final position 5
Pool B 6 vs Pool A 6	Final position 6
Pool A 7 vs Pool B 7	Final position 7
Pool B 8 vs Pool A 8	Final position 8

If the same 16 teams are playing in the tournament the following year, the pools are divided into two using the teams final placing.

7 CONCLUSION

This guide has been well prepared and easily stated, from conducting a meeting to good leadership. The problem of financial management has been dealt with in detail. It is up to the official/administrator to make use of what he/she has learnt from the manual. It is important that the administrator put it into practise and share the knowledge acquired with his fellow club members.

Good luck.

Compiled by: Sports Officers, CPA, 1986

Updated by: Sports Officers, KZNDSR, 2011

8. ANNEXURES

8.1 Annexure A

CONSTITUTION AND RULES

ARTICLES;

ARTICLE 1

CLAUSE 1 A: The name of the club is _____ hereinafter referred to as the “Club”

CLAUSE 1 B: The club was established in _____

ARTICLE 2

CLAUSE 2 A: The area of jurisdiction and headquarters shall be in _____

ARTICLE 3

CLAUSE 3 A: The club’s colours shall be _____

ARTICLE 4

AIMS AND OBJECTIVES

CLAUSE 4 A: To promote, organise and generally to encourage, assist and to protect the interest of the game of _____, the players and officials.

CLAUSE 4 B: To enforce the laws and practices of the game as enacted and/ or amended by the ___ (INTERNATIONAL MOTHER BODY)_____ from time to time; and to control improper practices and behaviour on part of the members, subsidiaries and officers and generally to protect the game against abuse by anybody in any manner whatsoever.

CLAUSE 4 C: To create friendly understanding with other clubs, and promote mutual understanding among its members (players and supporters).

CLAUSE 4 D: To keep proper books of account and to invest the surplus funds of the club in _____.

CLAUSE 4 E: To arrange or sanction or control and regulate tours by the club.

CLAUSE 4 F: To do all such things as are identical or conducive to the attainment of the above objects.

ARTICLE 5

PROPERTY OF THE CLUB

CLAUSE 5 A: The Club must apply all property and income of the Club towards the promotion of the objects or purposes of the Club. No part of that property or income to be paid or otherwise distributed, directly or indirectly, to members of the Club, except in good faith in the promotion of those objects or purposes.

ARTICLE 6

POWERS OF THE CLUB.

CLAUSE 6 A: To acquire, hold, deal with, and dispose of any real or personal property;

CLAUSE 6 B: To open and operate bank accounts;

CLAUSE 6 C: To invest its money –

- i. in any security in which trust moneys may be invested; or
- ii. in any other manner authorised by the rules of the Club;

CLAUSE 6 D: To borrow money upon such terms and conditions as the Club thinks fit;

CLAUSE 6 E: To give such security for the discharge of liabilities incurred by the Club as the Club thinks fit;

CLAUSE 6 F: To appoint agents and employees to transact any business of the Club on its behalf for reward or otherwise;

CLAUSE 6 G: To build, construct, erect, maintain, alter and repair any premises building or other structure of any kind and to furnish equip and improve the same for use by the Club;

CLAUSE 6 H: Accept donations and gifts in accordance with the objects of the Club;

CLAUSE 6 I: Print and publish any information by any media including newsletters, news papers, articles or leaflets for promotion of the Club;

CLAUSE 6 J: Provide gifts and prizes in accordance with the objects of the Club;

CLAUSE 6 K: Organise social events for Members and the promotion of the Club; and

CLAUSE 6 L: To enter into any other contract the Club considers necessary or desirable.

ARTICLE 7

MEMBERSHIP

CLAUSE 7 A: Membership shall be open to any person who wishes to further the interests of the Club.

CLAUSE 7 B: Any person seeking membership shall make application to the Management Committee, and the Management Committee shall determine whether the application is successful or not.

CLAUSE 7 C: Each person admitted to membership shall be;

- i. Bound by the Constitution and By-laws of the Club.
- ii. Come liable for such fees and subscriptions as may be fixed by the Club.
- iii. Entitled to all advantages and privileges of membership.

CLAUSE 7 D: Membership Categories:

7. D.1 ORDINARY MEMBER

Any person who is a financial member of the Club is entitled to hold any office and enjoy the privileges of the Club.

7. D.2 SOCIAL MEMBER

Persons other than ordinary members who are interested in promoting the Club, but who do not wish to participate in the playing activities of the Club, may become a Social Member.

7. D.3 JUNIOR MEMBER

Any person under the age of 18 years may become a Junior Member. Junior Members shall have no voting rights nor be entitled to hold any office.

7. D.4 LIFE MEMBERSHIP

The Management Committee as a Life Member may elect any member who has given outstanding service to the Club. Any member may nominate a person to the Management Committee for consideration for Life Membership.

CLAUSE 7 E: Any member/person or player who wishes to join the club is permitted to do so, and paying a subscription fee of R10-00 membership.

CLAUSE 7 F: A player from another club will be permitted to join the club, if only he has paid all his liabilities from his former club and left no disharmony.

ARTICLE 8

SUBSCRIPTIONS

CLAUSE 8 A: To be paid by different classes as and when they are due.

ARTICLE 9

TERMINATION OF MEMBERSHIP

CLAUSE 9 A: Any person's membership may be terminated by the following events:

- i. Resignation

- ii. Expulsion
- iii. A member's annual membership fee remains unpaid after [insert period] falling due;

CLAUSE 9 B: The Management Committee shall have the power to suspend or expel any member of the Club for:

- i. Any of the events in Clause 9A
- ii. False or inaccurate statements made in the member's application for membership of the Club.
- iii. Breach of any rule regulation or by-law of the Club and by any act detrimental to the Club.

CLAUSE 9 C: Any member who is expelled, suspended or has their membership terminated, shall have the right to appeal against their suspension or expulsion by presenting their case to a General Meeting called for such purpose, and the decision of the General Meeting shall be final.

ARTICLE 10

MANAGEMENT COMMITTEE

CLAUSE 10 A: Sometimes called the Executive Committee. Committee persons are sometimes referred to as Office Bearers. The main Office Bearers are often referred to as The Executive.

Management of the Club shall be vested in the Management Committee elected by the members at the Annual General Meeting and consisting of:

- i. President
- ii. Vice President
- iii. Secretary
- iv. Treasurer
- v. _____ Committee Members (Number to be nominated)
- vi. Club or Team delegates

CLAUSE 10 B: No person shall hold more than one position on the Management Committee at any one time. A person shall cease to be a member of the Management Committee at the conclusion of the Annual General Meeting which follows his/her election and he will be eligible for re-election.

CLAUSE 10 C: A quorum of the Management Committee shall be half of its members plus one.

CLAUSE 10 D: If the President or Vice President is unable to attend, then a chairperson nominated by the meeting shall chair that meeting.

CLAUSE 10 E: A member of the management committee may lose his or her seat on the committee for either of the following;

- i. Absence from three or more meetings without leave of absence.
- ii. Found not to be a financial member.

ARTICLE 11

POWERS OF THE MANAGEMENT COMMITTEE

CLAUSE 11 A: The Management Committee shall carry out the day-to-day running of the Club and shall have the power to:

CLAUSE 11 A 1: Administer the finances, appoint bankers, and direct the opening of banking accounts for specific purposes and to transfer funds from one account to another, and to close any such account;

CLAUSE 11 A 2: Fix the manner in which such banking accounts shall be operated upon, providing the Management Committee passes all payments;

CLAUSE 11 A 2: Fix fees and subscriptions payable by members and decide such levies, fines and charges as is deemed necessary and advisable, and to enforce payment thereof;

CLAUSE 11 A 3: Adjudicate on all matters brought before it which in any way affect the Club.

CLAUSE 11 A 4: Cause minutes to be made of all proceedings at meetings of the Committee and General Meetings of members;

CLAUSE 11 A 5: Make, amend and rescind rulings and By-laws;

CLAUSE 11 A 6: Have the power to form and appoint any sub committee/s as required for specific purposes;

CLAUSE 11 A 7: May at their discretion employ a person or persons to carry out certain duties required by the Club, at salaries or remunerations for such period of time, as may be deemed necessary.

CLAUSE 11 A 8: Should a vacancy occur on the Management Committee during the season, the Management Committee shall appoint a successor until the next Annual General Meeting.

CLAUSE 11 A 9: Appoint an officer/s or agent of the Management Committee to have custody of the Club's records, documents and securities.

ARTICLE 12

AUDITOR

CLAUSE 12 A: The Annual General Meeting shall elect or appoint an Auditor or Auditors.

CLAUSE 12 B: The Auditor/s shall examine and audit all the books and accounts of the Club annually, and have the power to call for all books, papers, accounts, receipts etc., of the Club and report thereon to the Annual General Meeting.

ARTICLE 13

GENERAL MEETINGS

CLAUSE 13 A: Annual General Meeting

CLAUSE 13 A 1: The Annual General Meeting of the Club must be held within four months of the end of the club's financial year.

CLAUSE 13 A 2: The Secretary shall give at least fourteen (14) days notice of the date of the Annual General Meeting, to members.

CLAUSE 13 A 3: All financial members may attend the Annual General Meeting.

CLAUSE 13 A 4: The quorum at the Annual General Meeting, shall be a minimum of two thirds of the members.

CLAUSE 13 A 5: If, at the end of 30 minutes after the time appointed in the notice for the opening of the Meeting, there be no quorum the meeting shall stand and adjourn for one week. If at such meeting there is no quorum those members present shall be competent to discharge the business of the meeting.

CLAUSE 13A6:The agenda for an Annual General Meeting shall be:

- Opening of Meeting
- Apologies
- Confirmation of Minutes of previous Annual General Meeting
- Presentation of Annual Report
- Adoption of Annual Report
- Presentation of Treasurer's statement
- Election of New Executive and appointment of Auditor
- Vote of thanks to outgoing Executive
- Determination of Annual Membership Fee
- Notice/s of Motion
- Urgent general business
- Closure

CLAUSE 13 A 7: The procedure at the AGM shall be as follows;

- i. To read the notice convening the meeting. To confirm the minutes of the last A.G.M.
- ii. To receive the annual reports of the PRESIDENT /CHAIRPERSON) and SECRETARY.
- iii. To receive the annual financial statement from the TRESUARER and approve them. To discuss and approve any proposed amendments to THE CONSTITUTION.
- iv. To hold elections of office bearers.

CLAUSE 13 B: General Meeting

CLAUSE 13 B 1: General Meetings may be called by the Management Committee or at the request of the President and Secretary or on the written request of _____ members of the Club.

CLAUSE 13 B 2: The Secretary shall give at least seven (7) days notice, in writing, of the date of the General Meeting to the members. Notice of General Meetings shall set out clearly the business for which the meeting has been called. No other business shall be dealt with at that General Meeting.

CLAUSE 13 B 3: Two thirds of the members shall form the quorum.

ARTICLE 14

VOTING

CLAUSE 14 A: Voting powers at the Annual General Meeting and General Meetings:

CLAUSE 14 B: The President shall be entitled to a deliberate vote and, in the event of a tied vote, the President shall exercise a casting vote.

CLAUSE 14 C: Each individual financial member present shall have one (1) vote.

CLAUSE 14 D: Voting powers at Management Committee Meetings;

CLAUSE 14 E: The President shall be entitled to a deliberate vote, and, in the event of a tied vote, the President shall exercise a casting vote.

CLAUSE 14 F: Each individual committee member present shall have one (1) vote.

ARTICLE 15

ELECTION

CLAUSE 15 A: The election of officers shall be held annually.

CLAUSE 15 B: Elected office-bearers will be individually and collectively responsible for the club.

CLAUSE 15 C: Elections shall be held during the last week of **MARCH** each year.

ARTICLE 16

DUTIES OF OFFICERS

CLAUSE 16 A: PRESIDENT/CHAIRPERSON

- i. He/she shall be the head of the club in its administration and management.
- ii. He/she shall exercise supervision over all officials.
- iii. He/she shall preside at all meetings.

CLAUSE 16 B: VICE-PRESIDENT/CHAIRPERSON

- i. He/she shall act for the President/Chairperson in absentia.
- ii. He/she shall preside over the misconduct of members.

- iii. In the absence of the President/Chairperson and Vice-President/Chairperson, a temporary chairman shall be elected.

CLAUSE 16 C: SECRETARY

- i. Shall act as business-officer generally.
- ii. Shall keep all the records of the club.
- iii. Shall carry on all the correspondence on instruction and approval by the executive.
- iv. He/she shall keep minutes of all the meetings.

CLAUSE 16 A: TREASURER

- i. Shall keep proper statement of account, vouchers, receipts, deposits and books.
- ii. Shall pay out only when authorised by the executive to do so.

ARTICLE 17

ABSENTISM

CLAUSE 17 A: Any member of any committee, or player absenting himself from any meeting of which he is liable to be present, without giving a reasonable excuse or apology shall be dealt with as the executive may deemed fit.

ARTICLE 18

CUSTODY OF FINANCE

CLAUSE 18 A: All funds of the club shall be deposited in _____

ARTICLE 19

AFFILIATION

CLAUSE 19 A: The club shall affiliate to the recognised Regional and Provincial Sport Structures.

ARTICLE 20

DELEGATION

CLAUSE 20 A: The club shall nominate to delegates to the General Meetings of the affiliated REGIONAL/PROVINCIAL sports federation.

ARTICLE 21

SELECTORS

CLAUSE 21 A: The selector panel is formed by the following:

- i. The Coach
- ii. The Manager
- iii. Additional member (if any)

ARTICLE 22

REFUSAL TO TAKE PART IN MATCHES

CLAUSE 22 A: A player refusing to take part in any game of the club shall be judged to be guilty of a serious **MISCONDUCT**.

ARTICLE 23

ABSENTEISM FROM TRAINING: PLAYERS

CLAUSE 23 A: A player who fails to attend training for two weeks without notification will be suspended from matches, until he fulfils (14) fourteen days concurrent club training.

CLAUSE 23 B: A player who is under drugs or the influence of liquor before any match, will be suspended from play. The suspension will be lifted off by the executive after dealing with such a player.

CLAUSE 23 C: No player is allowed to keep ANY property of the club.

CLAUSE 23 D: Players shall be expected to wear the necessary colours of the club during matches.

CLAUSE 23 E: Any player who wishes to leave the club is free to do so. A clearance certificate would only be issued after he had settled his/her liabilities.

ARTICLE 24

RULES, REGULATIONS AND BYE-LAWS

CLAUSE 24 A: In an event of any emergency arising, the executive shall be authorised to make such rules, regulations and bye-laws as it may deem expedient.

ARTICLE 25

ALTERNATIONS TO THE CONSTITUTION AND BY-LAWS:

CLAUSE 25 A: No alteration, repeal or addition shall be made to the Constitution except at the Annual General Meeting, or General Meeting, called for that purpose and notice of all motions to alter, repeal or

add to the Constitution shall be given to members fourteen (14) days prior to the Annual General Meeting, or seven (7) days prior to a General Meeting called for such purpose.

CLAUSE 25 B: The Secretary shall forward such notices of motion to each Management Committee member at least fourteen (14) days prior to the Annual General Meeting or seven (7) days prior to general Meeting.

CLAUSE 25 C: Alterations to the By-laws can be made only at Management Committee Meetings provided notice of the proposed alteration/s has been duly notified to Committee Members.

CLAUSE 25 D: Such motions, or any part thereof, shall be of no effect unless passed by a seventy five percent (75%) majority (Special Resolution) of those present and entitled to a vote at the Annual General Meeting, General Meeting or Management Committee Meeting, as the case may be.

CLAUSE 25 E: Within one month of the passing of a Special Resolution, the Secretary shall notify the Department of Consumer and Employment Protection of the amendment. (In the case of a licensed club, the Director of Liquor Licensing must also be notified.)

ARTICLE 26

DISSOLUTION

CLAUSE 26 A: If, on the winding up of the Club, any property of the Club remains after satisfaction of the debts and liabilities of the Club and the costs, charges and expenses of that winding up, that property shall be distributed:

- i. To another incorporated Club having objects similar to those of the Club;
- ii. Or for charitable purposes, which incorporated Club or purposes, as the case requires, shall be determined by resolution of the members.

8.2 Annexure B

ROUND ROBIN TOURNAMENT

DATE: _____

TOURNAMENT: _____

PLAY _____ GAMES

TIE BREAKER AT _____ ALL

In the event of a tie, the person or couple or team having already beaten the other person/couple/team, when they met during the course of the competition, shall be declared the winner.

NAMES		1	2	3	4	5	6	7	8	9	10	Totals
	1											
	2											
	3											
	4											
	5											
	6											
	7											
	8											
	9											
	10											