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INTERSECTING PUBLIC- PRIVATE AND CIVIL SECTOR GOVERNANCE OF GENDER TRANSFORMATION IN SPORTS IN SOUTH AFRICA

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A research report submitted to the Faculty Commerce Law and Management (CLM), University of Wits Watersraand, in 50% requirements for the degree of Master in Management: Governance (Public and Development Sector Monitoring and Evaluation)

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ABSTRACT

South Africa is a developing country with gender equality being one of the leading priorities since the democratic transition of 1994. Sports in South Africa is ushered by several stakeholders who have an important role in the governance of gender transformation. As an essential element for development, sports require for an implementation of coordinated strategies, wherein which multi- stakeholders both in the public, private and civil sector can play prescriptive, regulatory, technical as well financial support roles. Some of these roles could include leadership in sports.

Yet, issues of inequality, inadequate sports women professionals and administrators is engulfed for more than two decades into democracy in the country. Unequal representation in decision-making positions, pay parity, femicide and gender-based violence, inadequate investment, repetitive negative stereotypes as well as codified norms are some of the visible ills experienced by women in the society as well as in sports.

The research began with gender transformation phenomenon as a background to the study drawing into the governance of sports and role players in the sports system in South Africa to provide a summative framework for gender transformation in sports.

The theoretical argument suggests that good governance in sports is largely dependent on the how adequately and transparently defined are roles and responsibilities and functions of the partaking stakeholders. Also, on how well the monitoring and evaluation strategies are enforced by the governing organization. Mainstreaming gender equality polices, and strategies is key, and, unless all stakeholders adopt and implement policies including regulatory frameworks to monitor and evaluate these, gender mainstream in sports could have long-lasting impact for women. In this regard, women and girl players across sports codes should not have unequal opportunities in sports relative to their male counterparts. Women have been deprived access to sports participation or being in sport leadership positions.

The literature review shows that some underlying factors including exclusions on account of social beliefs and expectations, socio-cultural expectations, inadequate publicity and media coverage, access to participation, funding and poor governance affects optimal participation of women and young girls in sports in South Africa.

The primary research objective was to examine the roles and responsibilities of the public-private and civil sector in gender transformation in sports, how the roles and responsibilities intersect and what interactions are involved between the various stakeholders to ensure gender transformation in sports.

The study used a qualitative research approach to gain better understanding of the problem, further, applied a purposive sample of knowledge experts including government sector, private sector, sport federation and non-government organisations (administrators/activists, decision-makers, employees, and sport persons) current and retired players, sports journalist, coaches, and clubs (women led, school, and community sports club) to participate in the empirical part of the study. To collect data, the researcher used semi-structured interviews (n=12), audio-recorded the interviews, transcribed and analysed the data using thematic analysis.

The following six themes were identified from the data such as: (i) structural support for women and girls in sports, and (ii)gendered meanings of sporting inclusion, (iii) systemic and gendered exclusion, (iv) partnership and collaboration for social change and gender empowerment, and (v) re-shaping the imaginary of sport sponsorship and support.

The findings confirmed that: a) public- private and civil sector organisations have a role to play in the transformation agenda and in sports, b) that there is inadequate support and coordination between the role players in favour in ushering gender transformation in sports, c) there is no central coordination of the roles and responsibilities. There is no clear strategy for collaboration of efforts between the role players, each of the entities work in isolation of the other d) there seems to be challenges in the design, implementation, monitoring and evaluation of the gender mainstream initiatives and affects the optimal of participation women sports in South Africa.

The study enabled the researcher to develop a conceptual framework to address the problem. The framework suggests that all stakeholders (especially sports organisations) adopt and implement policies including regulatory frameworks to monitor and evaluate regulatory measures with the view to promote equality between women and men in sports. Adopt an intersectionality approach that will help to determine the differences the participation rates between the marginalised groups and to those among dominantly situated groups with a view to redress the patriarchal norms and systemic gendered exclusion in sports. Develop equality policies that are monitored and evaluated using scientific research and integrate those into actions that will contribute to progressive long-term change and amenable to respond to changes in response to local situations and specific environments. Develop a structured implementation platforms with concrete actions necessary to strengthen and structure of cooperation between stakeholders to develop their instruments, capacities, policies, and actions, while facilitating dialogue and exchange of experience.

It is therefore concluded that women participation in sports in South Africa can only benefit from an investment (implementation) in such a framework that will demand all role players

(public, private, and non-governmental organisations) to lead and cooperatively work together to change gender norms and stereotypes in sports in South Africa.

DECLARATION

I, Vuyelwa Ndzala, hereby declare that this research for the degree, Management Governance (Public and Development Sector Monitoring and Evaluation), at the University of Witwatersrand, School of Governance. This work has not been submitted previously for any other purposes or any other academic institution. This submission is entirely my own work in planning, design, and implementation, with all the materials and sources used have been acknowledged.

Date: **Signature:**

…… ……..

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LIST OF ABBREVIATIONS:

ASA – Athletics South Africa

CEO – Chief Executive Officer

CSSPs- Cross-sector Social Partnerships

DSAC- Department of Sports Arts and Recreation

DBE- Department of Basic Education

DPME- Department of Performance Monitoring and Evaluation

FBO- Faith-Based Organisations

IDI – In-depth interviews

IOC – International Olympic Committee

MSP- Multi-Stakeholder Partnerships

NDP – National Development Plan

NGO- Non-Government Organisations

NOC – National Olympic Committee

NR – National Record

NSRP – National Sport and Recreation Plan

PPP- Public-Private Partnerships

RDT- Resource Dependency Theory

SA – South Africa

SASCOC – South African Sports Confederation and Olympic Committee

SRSA – Sport and Recreation South Africa

ST- Systems Theory

UN – United Nations

UNESCO – United Nations Educational, Scientific and Cultural Organization

USA – United States of America

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Chapter 1: Introduction

1.1 Background and context

According to the World Bank (2012) gender equality is an essential development objective, a crucial component towards enabling people to participate equally in the society. In this regard, South Africa has also listed gender equality as one of leading priorities since the democratic transition of 1994 (Seidman, 2018). A new South Africa that is that enshrined by democratic principles across all races, ethnicity, gender, and class (Fikeni, 2012). Equally, South Africa is widely known for achievement in sports. However, gender inequality has plagued the development of women in sport across various sports codes.

In South Africa inequality in sport is not limited to race but is entrenched to gender too (Espi, Francis, Valodia, 2019). This is despite the progress made in the regulatory frameworks since 1994 to redress the ills of the past, including in sports. Sports (2018) echoes that regulatory frameworks are enacted to guard and take forward gender transformation, however, such efforts have not necessarily yielded practical realities for many women in South Africa. This is supported by Burnett (2018), reporting that there is inadequate implementation of policy reforms towards gender transformation in sport and it continues to present challenges for women than gender quotas.

Sports is an engine for development and calls for coordinated strategies where in which the participating stakeholders such as those in the public, private and civil sector can play a lucrative role, including the governance provisions, legislative frameworks as well as technical and financial support and leadership in sports. In turn, South Africa's Department of Sport Arts and Culture (DSAC) Draft Policy: Women and Sport (2020: 15) indicates that "a sustainable sports transformation process in South Africa requires a robust policy change with a set of projects involving heterogeneous combination of plans enacted by various actors, situated across institutions, and operating at various geographical scales".

Supported by Sotiriadou (2013: 55) "the execution of sporting systems in South Africa involves public and private stakeholders and can affect, and are affected by the actions, decisions, policies, practises, or goals of the sporting environment".

Given this, it can be said that the involvement of the various stakeholders in sports management and administration contributes to the complexities in sports. The difficulties could emerge from the reporting lines and sometimes the willingness to implement the regulatory frameworks which may eventually and affect the transformation agenda in sports specifically, women participation (Cruickshank, and Collins, 2012). Hanley (2021) indicates that gender lies across the physical and social point, similarly to where sport also exist in.

The fundamental stakeholders in sports include government, corporate, non-government entities, and sports persons themselves. South Africa's Department of Sport Arts and Culture (2022) recognise that government and investors play a dominant role as stakeholders in sports, and they influence decision-making and policy development. Browne and Muhomba (2022) reports that many of these entities are profit driven whilst the government is focused on delivering South Africa's National Development Plan (2030) imperatives.

While there are conspicuous occasions for women in various sports codes, there remains obstacles for many women inhibiting optimal participation in their preferred sports codes (Hills, 2015). Some of the challenges experienced by women in sports include unequal representation in decision-making positions; focus on "cosmetic fitness which promotes appearance and beauty; trivialisation of women's sports; unequal opportunities in organised and mainstream sports as well as insufficient job opportunities for women in coaching and administration" (Norman, 2019: 255).

Emanating from this background, it was imperative for this study to examine the intersecting public-private and civil sector roles and responsibilities towards gender transformation in sports in South Africa.

1.2 Research Problem

In South Africa, sports is delivered in public and private schools, by private sport clubs as well as sundry non-governmental organisations (NGO's) (Sports, 2018). However, according to South Africa's Department of Sport Arts and Culture (2021), the visible move from public sector towards private has been observed, as a result public-private partnership in sport sector is seen as a logistical next step towards good governance. Private sector is primarily focused on the utilisation of sporting facilities and provision

of financial support whilst the public sector, the owner of sporting facilities is mostly focused on providing institutional and legislative support, as well the economics of facility management.

South Africa's Department of Sport Arts and Culture (2021) acknowledges that the sports environment and its several stakeholders have a role to play, especially with latest impetus escalating across the sports sector in support of equality across genders. Browne (2021) wrote that there are several actors in the sport ecosystem making substantial developments to advance gender equality such as, (i) developing sport from the basic level for women and girls; (ii) developing and implementing gender equality approaches; (iii) expanding the number of women taking part in leadership positions at all levels of the sports profession; (iv) increasing funding allocation for women's sports and increasing media coverage as well as promoting women's achievements in sports.

However, the fruits of these initiatives are not fully realised because of the isolated approach in the implementation leading to missed opportunities for learning and scaling on best practices (Hylton and Totten, 2013). At the same time, in several contexts, the world of sport remains beset by many of the same gender inequalities that can be observed widely including unequal pay, gender-based violence, lack of targeted investment and the reproduction of negative stereotypes and social norms (Singh and Naidoo, 2017).

Legg (2020) echoes that probable partnership efficiencies in sports are not always realized due to the misalignment in interests and influence by various stakeholders. There are constrained resources, lack of integrated efforts between the stakeholders as well as inadequate coordination in the sporting fraternity. As such, according to Moser (1989) legislation and policies that have been put in place to protect and advance gender transformation have not necessarily translated into practical realities for many women.

Against this background, it appears as if intersecting norms around gender, disability and poverty can impede some people ever considering taking part in sport, leading to a great deal of unused potential. In addition, there is minimum research that has been

conducted to examine how public-private and civil sector roles and responsibilities intersect to impact gender transformation in sports in South Africa.

Therefore, this study was focused on examining the intersecting public-private and civil sector roles and responsibilities towards gender transformation in sports in South Africa. In this regard, a need for a social compact is essential leading to a meaningful inclusion of all sectors of the society to play a role in advancing human rights, equality, and human solidarity in sports (Cherwitz, 2005).

1.3 Research Purpose

The purpose of the study was to examine the intersecting public- private and civil sector roles and responsibilities towards gender transformation in sports in South Africa**.**

1.4 Research Question

The overarching research question was as follows:

1.6.1 What are the roles and responsibilities of the public-private and civil sector in gender transformation in sports?

The subordinate questions were as follows:

1.6.1.1 How do these roles and responsibilities intersect in ensuring gender transformation in sports?

1.6.1.2 What interactions are involved between public-private and civil sector stakeholders in ensuring gender transformation in sports?

1.5 Research Objectives

The objectives of the study were to examine the roles and responsibilities of the public-private and civil sector in gender transformation in sports, how the roles and responsibilities intersect and what interactions are involved between the various stakeholders to ensure gender transformation in sports as well as to propose a conceptual framework to address the problem.

1.6 Qualitative Research

The study applied qualitative research to collect data that would provide a detailed description, a thorough understanding, feelings, values, and perceptions that underlie individual experiences and influence their behaviour (Mertens and Hesse-Biber, 2012). Berg (2001:18) defines qualitative research as the "meanings, concepts, definitions, characteristics, metaphors, symbols, and descriptions of things".

The method used emphasised the vitality of the context in which the data is collected and is in line with the chosen theoretical framework for this research. The method enabled the researcher to gather data on the intersecting public-public and civil society roles and responsibilities with the view to change gender and social norms and address inequalities in power and privileges between persons of different genders in sports in South Africa.

1.7 Overview of the Research Report

The report proceeds from the introduction to chapter 2 literature review, where several concepts and arguments are discussed around gender transformation from a multi-stakeholder perspective in sports administration. The literature review is followed by a discussion of the methodology of the study.

Chapter 3 on methodology began with the outline of the design of the study and the instrument from a practical perspective as well as a theoretical one, which allowed for the appropriateness of the design and the instrument considered in relation to the nature of the study. The chapter on methodology dealt with the procedure followed in the research and the ethical measures considered.

Chapter 4 discussed of the results. This chapter involves a summary of the process used to generate themes from the results along with an overview of these themes from the perspectives of the participants.

Chapter 5 provides a conclusion section where the themes are re-explored from the perspective of other researchers and in relation to the aims of the study, the research questions, and the theoretical framework.

The final chapter offered a conclusion of the study in terms of the strengths and weaknesses as well as recommendations thereof.

Chapter 2: Literature Review

This chapter provides a comprehensive understanding of the existing literature and debates about the governance towards gender transformation in sports.

2.1 Gender transformation defined

According to Doorgapersad (2015: 124) "gender is a socially and culturally constructed diverse tasks, roles and responsibilities related to women and men". The fundamental objective of promoting gender equality is to ensure established practices by firmly including gender sensitive practices and norms into the organisational policies and guidelines. Gender equality has "to do with the view that all human beings are free to develop their personal abilities and make choices without the limitations set by strict gender roles" (Doorgapersad, 2015: 36). Moore (1994: 66) says that "achieving greater equality between women and men requires changes at many levels, including changes in attitudes and relationships, changes in institutions and legal frameworks, changes in economic institutions, and changes in political decision-making structures". Figure 1 below provides more related definitions.

Gender transformation definitions

Author	Definition
Woodford-Berger, P. (2007: 124)	*"A long-term strategy or institutional approach for promoting gender equality as a policy outcome with the view to produce transformatory processes and practices that will concern, engage and benefit women and men equally by systematically integrating explicit attention to issues of sex and gender into all aspects of an organisations work"*
Koch & Kirleis (2019:112)	*"There are two basic aspects of gender transformation. One is the potential for societal shifts in terms of ontologies or even apparently mundane aspects of social organisation, such as labour divisions, often enacted through challenges to and transformation of conventions. For this aspect of gender, it is possible to question what causes change and transformation, and*

	what such changes look like. For the individual, however, transformation is due to the lifecycle that causes changes in bodies, their appearances and capacity"
Moore (1994: 55–56)	*"Gender equality denotes women having the same opportunities in life as men – including the ability to participate in the public sphere."*
European Institute of Gender Equality (2018: 1)	*"Gender equality involves the integration of gender perspective into the preparation, design, implementation, monitoring, and evaluation of policies, regulatory measures, and spending programmes, with a view to promoting equality between women and men and combating discrimination."*

Figure 1: Gender Transformation Definitions: Moore (1996)

From the definitions in figure 1 above, it can be deduced that gender equality can be attained when women have equal opportunities in life including the ability to participate equally in all spheres of the society and prescribed through the recognised legislative processes. Supporting the views above, Nentwich (2006: 494) suggests that "equality is not possible, rather, an "institutionalised way of offering same or similar opportunities to all genders". In addition, Brush (2003: 15) views gender transformation as efforts to change gender and social norms to address inequalities in power and privilege between persons of different genders, to free all people from harmful and destructive norms". These norms include gender roles, expectations, stereotypes, and harmful attitudes, customs, and practices, including gender-based violence.

Accordingly, Ruane-McAteer (2019) avers that gender transformation approaches include strategies that address the causes of gender-based inequalities. A system that works to transform harmful gender roles, norms, and power relations while fostering critical examination of inequalities recognising and strengthening positive norms that support equality and an enabling environment. Additionally, a system that highlights the position of women and girls relative to men and boys while considering the added effects of marginalisation (e.g., the intersections of gender and social class or gender, class, and ethnicity).

2.1.1 Situational Analysis: Women Participation in Sports in South Africa

In South Africa the end of "Apartheid" marked amongst others the recognition of opportunities for men and women as well as in sport. South Africa began to compete internationally hosting the African Cup of Nations Finals, participating during Rugby World Cup Tournament and the Olympic Games (Ogunniyi, 2015). However, women are still lagging in this regard, female participation is not equivalent to that of their male counterparts in all sporting competitions (Burke, 2010). According to Walseth and Fasting (2004), women form a minority in many sports and remain a minority when it comes to decision-making position, they are "excluded from 20 out of 52 sports federations and have less than 25% representation in 46 of them" (Moawad, 2019:23). It is believed that the fundamental obstacle for women participation in sports is the culture within the dominant sports organisations overpopulated by men.

This is supported by the Eminent Persons Group (EPG) Report (2019) on transformation in sports. The report recognised the gradual transformation in various sporting codes in South Africa, however, indicated areas for improvement such as the need to: i) change the demographic profile of the senior and underage male and female representative teams in sports; ii) develop a long-term sport plan to audit school sports facilities; iii) ensure better alignment and coordination between DSAC, schools and federations; iv) improve on skills development plan to enable optimal participation and opportunities for schools; v) ensure effective implementation of Memorandum of Understanding (MoU's) between the Department of Sports Arts and Culture (DSAC) and Department of Basic Education (DBE) to mitigate against facility constraints; vi) encourage teacher to be involved in organising, administering, and coaching sports activities; and, vii) establish a coordinated and a seamless school sports system that will improve access and delivery of school sport at a grassroot level as well as ensure a functional school sports system that will form a robust foundation for the successful transformation of sport in the country (Stroebel *et al*., 2019).

Mahomed and Dhai (2019) contents that women players in South African face hurdles including parity that is not yet resolves in sports. The amount and level of support given between men and women athletes is weak, the "participation levels of women and girls

at grassroots level is particularly poor, with few opportunities for females to participate in sport at schools and in clubs" (Mahomed and Dhai, 2019: 45).[1]

Figure 2 below provides a summary of South African women's participation at the Olympics 1992- 2016.

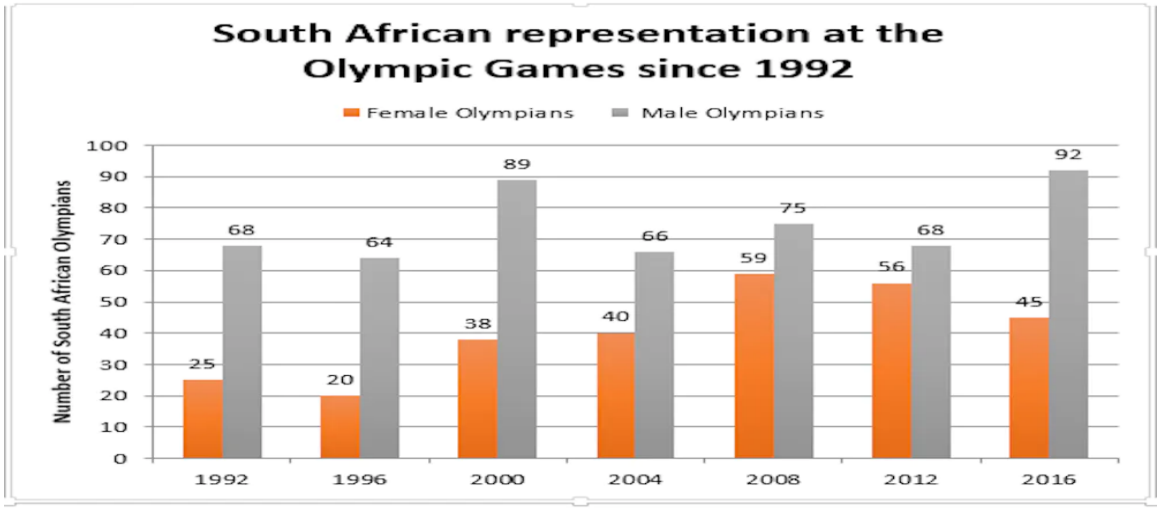

Figure 2: Representation of Participation 1996-2016: The international journal of Olympic studies (2017)

Figure 2 demonstrates participation trends between female and male at the Olympic Games since 1992 up to 2016. The graphical presentation suggests that while there is an upward movement in the overall participation over the years, however, female participation remain low relative to male. This view is supported by Nkambule, (2014) who avers that in South Africa sports is dominated by males and are predominant decision makers in sports administration and management. Girls on the other hand are "socialised into domestic roles at a young age providing a barrier to their optimal participation in sports (Nkambule, 2014: 45). Presently, female athletes are being paid less than their male counterparts, and several parts of the globe, women's sport is still considered amateur. Cox (2018: 56) wrote that "about 99% of all sponsorship money is directed to men's sports".

According to Burke (2016) women are underrepresented in the decision-making positions. The technical quality of women's sports coverage that is often lower than that of men. Camera work, editing, graphics, sound and framing of sporting events are provided far more to men than to women. Furthermore, Burke (2016: 40) contents that

[1] *Apartheid (Afrikaans: "apartness") is the name of the policy that governed relations between the white minority and the non-white majority of South Africa during the 20th century.*

“matches for women receive far fewer teasers and promotions than those of the men, percentages ranging from 2% to 14.8% depending on the channel”. According to Duncan (2009), these teasers and promotions may strongly affect the perception of the audience regarding the importance and the charm of the game. In addition, these teasers give more importance to the games in the eyes of producers (Duncan, 2009).

Hill and Grand’Maison (2017) argue that even though the size of the country’s women’s teams attending the Olympics have been about half the size of the men’s teams, South African female athletes have left a mark on the global stage. South Africa can do better for women in sports (Hargreaves, 1997). Female athletes need more funding, media coverage and opportunities to be on an equal footing with their male counterparts.

Funding and opportunities are the biggest challenges that sportswomen face hindering optimal participation. Hill and Grand’Maison (2017) mentions that supporting women in sport is not only about Olympic glory or success, but also the lessons that can be learnt through participation in sport - discipline, dedication, determination, and teamwork – lessons that women can translate into other areas of life. These skills can be applied as female athletes seek success beyond the sports field, similarly, more women are needed to be role models in sport for the next generation of sports leaders (Hill and Grand’Maison, 2017).

2.1.2 Structure of sport system in South Africa

In South Africa, public authorities and constituent groups of people are involved in the execution of the sporting system and are termed stakeholders. The sports stakeholders are defined as “a group or an individual who can affect, and is affected by the actions, decisions, policies, practises or goals of the organisation itself” (Sotiriadou, 2009: 848). These stakeholders within sport enter what is termed in the literature as an “inter organizational relationship” with other stakeholders in the sporting environment (Babiak and Thibault 2009:17).

Figure 3 below shows the various stakeholders in sports, explained by depicting the various stages of sporting performance, whereof club and school sport form the base

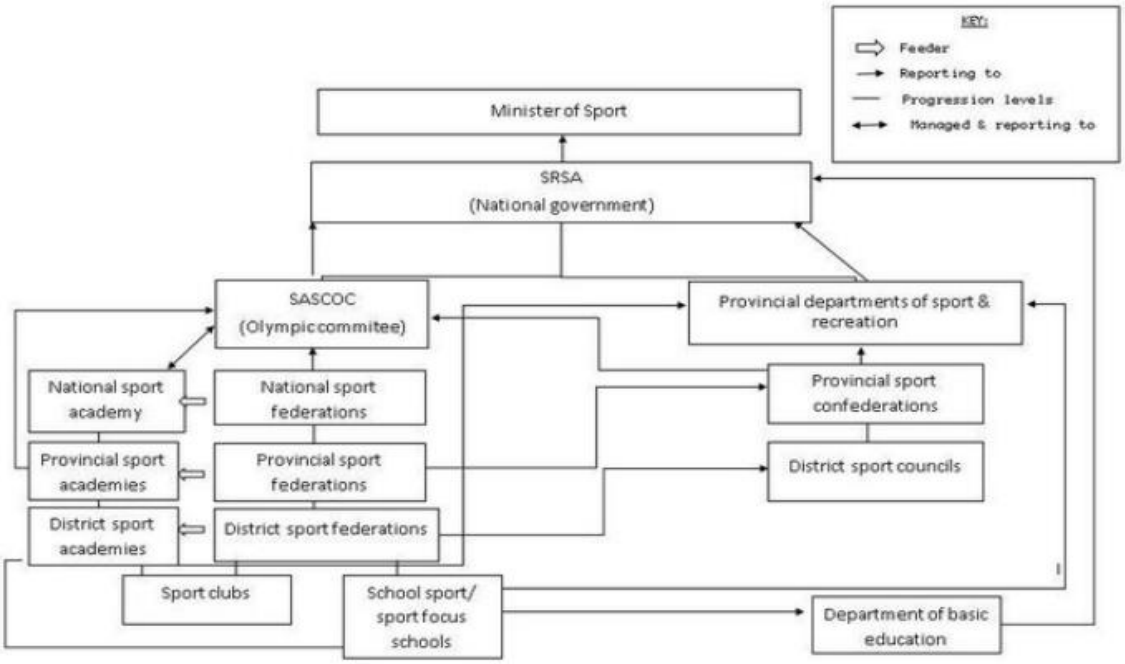

Figure 3: Stakeholders in Sports in South Africa Country profile: Sport in South Africa (2018)

2.1.3 Governance of sports and sports polices in South Africa

The evaluation of the implementation of sport policies is key to governance and it examines whether the actions by stakeholders are directed at achieving the authoritative instructions of the national government (Cloete and Wensink, 2000). The implementation process of public policy is openly related to the interactions of the various stakeholders within a particular environment. According to Cloete and Wissink (2000) stakeholders display diverse interests, aims, and approaches in attaining the directive provided in the policy guidelines, denoting a potential barrier in the implementation of sports policies. This impediment could present power related issues which Carney (2012) understands as entrenched and diffuse, as policy implementation can be enacted through the interactions of various stakeholders, which may often compete leading to a range of conducts such as autonomy, possession of authority, resistance of others. Correspondingly, some stakeholders may exert more power over others because they exercise control over the needed resources (Sotiriadou, 2009).

In this instance this may refer to national government, as they manage and distribute all the funds for both mass and elite sport and hereby exerting power over the other

stakeholders in for an example the national federations who need the funds for their daily operations. This concept of the power illustration by government introduces the resource dependency theory (RDT), which expresses this interdependency which exists between organisations or stakeholders due to the latter stakeholders need to acquire the available resources (Chelladurai and Chang 2000; Chelladurai 2009; Sotiriadou 2009 and Lucidarme *et al*., 2017). Investigating the different types of relationships within the sporting environment between the involved stakeholders in South African sport is vital and could assist in the holistic understanding pertaining to the dynamics of the environment (Cloete and Wissink, 2000; Chelladurai 2009; 2014).

2.2 Role Players in the Governance of Gender Transformation in Sports

According to Waardenburg and Nagel (2019: 19) "sport organisations are expected to accept a wider social role. They are encouraged to enrich social capital, social inclusion, and participation among organisational members, as well as to strengthen social cohesion in local communities". An increasing number of public institutions cooperate with sport organisations because of these supposedly positive spill-over effects. Next to these social roles for members and local communities, several sport organisations have explicitly begun to take up their social responsibility through taking an active position in combating organisational problems such as exclusionary practice amongst others.

According to Crane *et al.,* (2004) stakeholders' involvement which can be direct or indirect (depending on the stakeholder profile), needs to:

- Publicly support the principles of gender equality in/ for the organisation
- Publicly endorse and the structures responsible for the implementation the intervention (gender equality)
- Make available sufficient financial and human resources to implement the programme
- Participate and advocate for the intervention
- Approve relevant documentation, processes, procedures, and activities supporting structural change towards gender equality in the organisation

- Request regular updates regarding the implementation of the plan and progress (monitoring results) towards gender equality.

2.2.1 The Role of Sports Organisations

Both public and private sports organisations need sustainability (Eschenfelder and Li, 2007). Sports organisations are focused on the economic utilisation of resources and making a profit (except for those organisations are not profit oriented, NGO's). This is essential for sports organisations to continue and to survive (Eschenfelder and Li, 2007). All sports organisations depend on donors, sponsors, subsidies, and good business decisions. However, sport has a very important additional ingredient, the philosophy of health, winning, and building a winning culture. "The winning maximisation model for sport implies that the sports organisation, which represents a certain team, must focus on increasing and maximising winning" (Eschenfelder and Li, 2007: 43).

Accordingly, Eschenfelder and Li (2007) recognise that this model does not imply that other goals are unimportant, additional goals of a sports organisation include profit maximization, sales maximization, growth maximization, satisfying contributors and satisfying consumers. Insufficient profit-debt and other factors can act as a hindrance and a limiting factor for a team to maximise wins on the field. Other players in the sports system are all stakeholders concentrated on the physical well-being and sport such as gymnasiums, nutrition companies, media representatives, sports, and medical specialists, as well as sport advertising agents from the government, community, and private sectors. Each type of supplier differs in their primary and secondary goals, objectives, philosophies, management, membership, and leadership styles.

In South Africa there is currently a strong culture of voluntary sport support from the community at school level. The private sector is increasingly getting involved in sports development, such as University Sport initiative. This initiative is growing and most of the team sports obtain excellent television exposure. Several Executive Heads (CEOs) from large companies voluntarily took the initiative to promote sport at university level, with multiple benefits to stakeholders, such as private companies for marketing, sponsors, and spectators for entertainment. These are beneficial to the players, the

communities as well as for the purposes to identify potential talent. These leaders took the initiative and were not formally appointed to make it happen. They were the catalyst to many other role players who were not elected by others. Pfister and Radtke (2009:232) maintain that "sports leaders are elected rather than appointed and one consequence of this being that voluntary careers are subject to great uncertainty, with not only qualifications and competence playing a role but also a candidate's networks and his or her ability to present himself or herself as an ideal leader".

Sports organisations are more likely to have voluntary leaders in both lower and higher levels of organisational positions. Voluntary positions are also more common in sports organisations than in other organisations (Pfister and Radtke, 2009). Voluntary leaders have more liberty to make decisions, but also with fewer specific control mechanisms in place. This could raise a few concerns. Due to the higher possibility of voluntary leadership in sport, there is a higher risk of 'mis-leadership' and unprofessional leadership, with the additional risk of not managing the sports organisation as a business.

2.2.2 The Role of the Public Sector in Sports

The dependency on sports as an engine for development demands for an implementation of coordinated strategies, within which the public sector can play a normative role (Women U N, 2020). Some of these leading roles include, governance, regulations, technical and financial support, leadership in sports. In South Africa, the Department of Sports Arts and Culture (DSAC), supports and oversees the activities of legal entities, with respect to the practice of sport and the administration of national and international competitions. Therefore, the responsibility of the public sector in sport development and ensuring gender equity through sport hinges on a panoply of factors, in this regard, South African government has introduced laws to promote equality, representation, and redress in sport, these include:

- The National Sport and Recreation Amendment Act (2007) of South Africa aims to "redress the inequalities" in sport and recreation in South Africa. The act requires federations to make provision for women and disabled people to participate at the top level of sport.

- The South African White Paper on Sport and Recreation (2012) with a commitment to put “special emphasis” on the inclusion and promotion of priority groups, of which women are one.
- The 2012 Transformation Charter for South African Sport identified women as a marginalised group, calling broadly for their increased access, representation, and opportunities in sport.
- The South African Sports Confederation and Olympic Committee (SASCOC) was established in 1991 with its objective to promote and develop high performance sport in the Republic of South Africa as well as and to act as the controlling body for the preparation and delivery of “Team South Africa” at all multi-sport international games including but not limited to the Olympics, Paralympics, Commonwealth Games, World Games and All Africa Games.

The National Development Plan (NDP) (2023) states that “South Africa needs to focus on building a capable and developmental state” (NPC 2014: 410). To achieve this, the NDP stresses that the public service should be both skilled and representative, and that public employment should have a specific focus on women. The South African Government is constitutionally mandated to eliminate inequalities at all levels of society, and this includes the issues linked to the lack of parity for women in sports. In South Africa, there has been remarkable progress since 1994 in closing gender gaps across the political and public sectors, but the equitable economic and financial participation of women remains a challenge that still needs to be addressed including in sports (Hills, 2015).

On the other hand, even though South Africa has ushered in several policies in the past years all aimed at promoting equality and representation in sports, still women remain deprioritised and underrepresented in sports, especially at managerial level and as coaches (Hills, 2015). This is also exacerbated by the fact that minimum effort has been done in establishing domestic professional leagues in the main sports such as cricket, football, and rugby (Marshal, 2018). This is where the imbalance exists between male and female sports, as men get paid at national, international and club level, which is not always the case with women. As in all areas of South African life, there is an expectation that full participation and empowerment of women is important for ensuring a truly inclusive and equitable society.

2.2.3 The Role of the Private Sector in Sports

The private sector comprises several of commercial operators owned by corporates or individuals, whose primary agenda is to create revenue form the services and products which they offer for their customers (Hartmann and Pfister, 2003). According to Absa Kenya (2018) sport is a cash-incentive sector that requires consistent investment to attract the right role models, coaches and trainers who are critical in generating positive outcomes and nurturing sporting talent. Amid other fundamental contributions, the private sector can contribute to the development, provision of finance and sports infrastructure and services. According to Proctor (2006), partnerships are done to expand markets, increase efficiency, share resources, and mitigate challenges amongst others. Sports delivery mechanisms, targeted at facilitating sports participation, represent an institutional, cross-sector collaboration. According to Weiss (2012), figure 4 below exemplifies the reasons why the public sector enters partnerships.

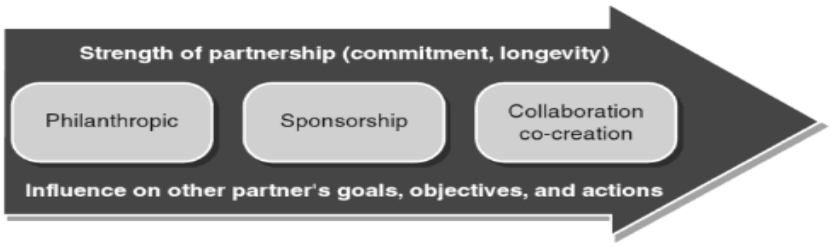

Figure 4: Private Sector Partnership: Source: Zimbabwe Ministry of Sports (2019)

Strategic partnerships with businesses, government, civil society with their capacity to increase accountability and promoting participation has in many studies shown that partnerships can unleash innovative ways of working, mobilizing expertise and hard to reach resources. In addition, cross-sector partnerships are essential to achieve the scale and sustained impacts required for gender equality as well as in sports. It is evident that collaboration and partnership provides opportunities for new approaches to partnerships that goes beyond philanthropy, but towards generating shared values where each sector has a valuable role to play, it is the value of collaboration that brings real transformation.

2.2.4 The Role of Civil Society Organisation in Sports

Civil society organisation is different from the state, the market, and the individual household, they are the basis where in which people convene to take collective action on issues of common interests (Banks and Hulme, 2012). Civil society includes networks, non-profit organisations, and registered faith communities. In this regard, civil society organisations are perceived as the most effective means of controlling repeated abuses of state power, holding rulers accountable to their citizens, and establishing the foundations for long lasting democratic government (Banks and Hulme, 2012).

The Sport for Generation Equality Initiative is a women led initiative consisting of governments, United Nations Organizations, Sport for Development and Peace Organizations, Civil Society, Sport Federations, Event Organisers, Leagues, Teams, Brands, Marketers, Media, and Sport influencers.

The initiative's objective is to establish a multi-stakeholder coalition to make gender equality a lived reality through sports as well as to multiply impact for gender equality and women and girls' empowerment by enabling learning from one another and accelerating efforts to:

- Promote women's leadership and gender equality in governance models,
- Prevent and respond to gender-based violence,
- Undertake to close the gap in investment in women's sport and promote equal economic opportunities for women and girls,
- Promote women's equal participation and bias free representation in media, and,
- Provide equal opportunities for girls in sports, physical activity, and physical education.

Given the above, it can be concluded that clearly articulated roles and responsibilities towards inclusive development and the advancement of gender equality could benefit all stakeholders involved aimed at closing gender gaps in sports.

2.2.5 Challenges of public-private sector partnerships in sports

Sports programs are delivered in public and private sports schools, also by private sport clubs and various non-government organizations. Whilst there is progress in this regard, potential partnership efficiencies are not always realized due to a lack of goal alignment and limited resources (Gobikas and Čingienė, 2021). The underpinning principle of continuity of sports activities means that state and municipal institutions, as well as non-government organizations are actively involved in the field of sports, creating conditions whilst encouraging people to engage in sports as widely as possible, thus, strengthen their health (Gobikas and Čingienė, 2021).

Conversely, and as can be observed, local government carry a wide range of key functions and responsibilities related to the provisions of sports programs. The include the development programmes of sports from the basic levels to more structured programmes for competition at higher levels, construction, and management of sports facilities as well as creating means to attract the wider community to join and increase participation in sports (Čingienė and Gobikas, 2021). In addition, municipalities do not have sufficient capacity to adequately deliver on every level of its domains. As such there is often limited budget, inadequate human resources as well as limited managerial expertise (Čingienė and Gobikas, 2021).

Additionally, while Public-Private Partnerships (PPP) are a popular way to build synergies between public organizations and private companies to answer contemporary challenges and to develop new opportunities. These collaborative arrangements share resources, risks, responsibilities, and benefits, at the same time, they also have certain and substantive shortcomings (Meidutė and Paliulis, 2011).

According to Schaeffer and Loveridge (2002) partners involved in a public-private partnership projects may have different interests, different goals of organizations that are likely to collapse partnerships. Also, especially in developing economies, there is a public concern that through such a partnership, the state ownership will pass into the private hands and, ultimately, the quality of service will suffer (Meidutė and Paliulis, 2011). In addition, Roehrich *et al*., (2014) and Wang *et al*., (2018) acknowledge that public private partnerships may have both more and higher levels risks than conventional projects. This is because public-private partnerships may have more

stakeholders, project procedures may be more complex, special rules on funding, documentation and fees may be set, or there may be a lack of experienced partners.

2.3 Understanding Gender Equity in Sports

According to Schaillée (2021: 16) “sports and gender equality are inter-related in different manners. Sports is a social and cultural activity in which social constructions of masculinity and femininity play a key role. Sports can bring many benefits in relation to health, well-being, learning of new skills and freedom of movement.” However, gender inequalities persist in all areas pertaining to sports such as access and participation, decision-making, access to resources, salaries, financial incentives, and in relation to appropriate sports facilities, as well as in the organisational cultures of sports bodies (Houlihan, 2003). Vyas-Doorgapersad (2020: 45) mentions that “other relevant issues are the lack of gender awareness of sport-related policies, coaching and training, gender-based violence in sport, and the fact that media coverage of sport often contributes to perpetuate gender stereotypes”. More research and data on the topic, integrating a gender mainstreaming approach into all sport-related policies, as well as positive measures to address the many gender gaps in the field are necessary to achieve real equality between women and men in and through sport.

Currently, the Olympic games have grown to be the largest, gender equal sporting event in the world, with a significant number of “women competing at the Olympic Games increased from 34 per cent of the total at Atlanta 1996 to a new record of 48 per cent at Tokyo 2020, and a commitment to reach full gender equality for the Olympic Games Paris 2024” (Mahomed and Dhai, 2019:56). In October 2018, the “Youth Olympic Games Buenos Aires 2018 were the first fully gender-balanced Olympic event ever as well as Beijing 2022 accounting to 45 per cent of women athletic participants” (Mahomed and Dhai, 2019: 59). Figure 5 below demonstrates the female representation at the Olympic Games for athletics from the year 1900 in Paris up to year 2020 in Tokyo. Although there is an upward movement of female participation, the mobility margins are still relatively low to that of men participation.

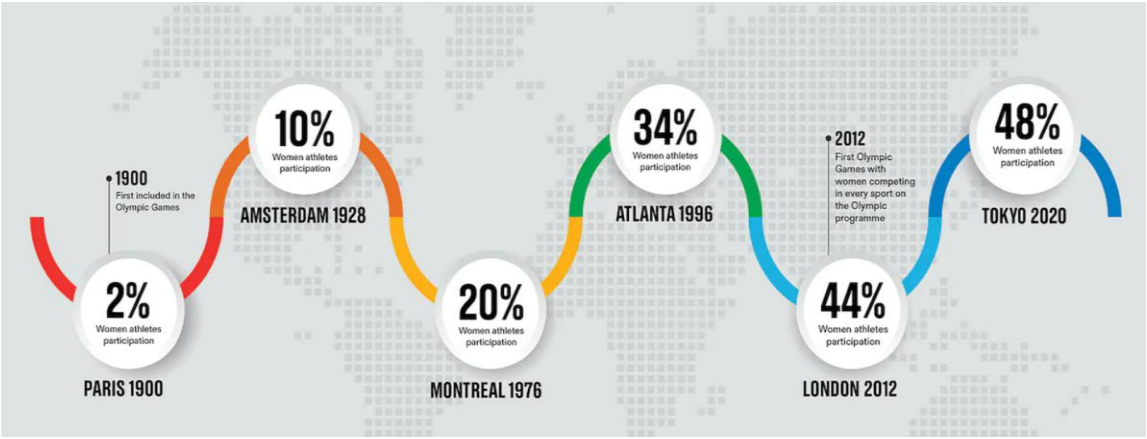

Figure 5: Female Representation at the Olympic Games: Sikes and Adom-Aboagye (2017)

With regards to the South Africa's position on initiatives to promote women's participation in sports, although numbers are hard to come, comparison shows that women are still behind (Sikes and Adom-Aboagye, 2017). This is despite the fact that South Africa had adopted number of declarations and passed laws to remedy the situation, this includes the adoption of the "Brighton Declaration on Women and Sport" passed nearly 23 years ago to increase women's participation in sport, the "National Strategy for Women and Sport" which focused on both the grassroots level, helping more women to take part in sport, and the elite level, supporting those with potential to reach the highest levels – the Olympics. In addition, policy statements from the Department of Sport and Recreation South Africa articulate the importance of providing equal opportunities for women in sport (Sikes and Adom-Aboagye, 2017). Moreover, relative to the nation's main sport such as cricket, rugby and football, South Africa is yet to consider establishing professional domestic leagues for women.

According to Sports (2022), the issue of gender equality in societies needs to go beyond rhetoric and beyond political correctness and equity quotas. According to South Africa's Department of Sports and Culture (DSAC) (2021: 23) "1.5 million fewer women than men participating in sports at least once a month globally which indicates a wide gender disparity". In addition, "women make up only at total of 18% of qualified coaches and 9% of senior coaches" (Cashmore and Cleland, 2011: 44). This is critical for identifying and understanding the impact of gender inequality issues in societies, polities, and economies. According to Spaaij and Jeanes (2014:88) men's sports might be more popular than women's due to the disadvantages that women have faced throughout the last two centuries in the field "women were excluded from sports for

different reasons such as religious, physical characteristics and societal" amongst others. Fraser (2007) argues that to achieve gender equality, men's sports organizations should invest in women's league and promote sports for women. Media coverage and sponsorships aim to gain as many spectators as possible to maximize revenues. For this reason - as men's sports tend to be more popular - they receive more coverage than women. Thus, men have far greater access to audiences over generations, and are enabled to build a larger fan-base. To achieve equal opportunities for men and women, sports managements need to allow women equal exposure (such as television, journals, and broadcast). This is imperative as it provides the audience with an equal choice in watching either men or women.

2.3.1 Gender Equality in Sports Governance

According to Lam (2014) governance is an integral part of being accountable responsible, setting governing principles, communication, transparency with the central component being decision-making. Good governance involves making collective decisions that direct collective opinions and efforts (Issacharoff, 2008). On one hand, stakeholders of an organization articulate their interests, influence how decisions are made, determine who the decision-makers are, and finalize actions to be taken. The decision makers, on the other hand, should acknowledge these inputs and put them into consideration during the decision-making process. Decision makers are accountable to those same stakeholders for the organization's outputs and the process of producing them (Andrew, Billings and Marie-Hardin, 2022). Figure 6 below shows the flow of stakeholders decision-making process with collective propositions and inputs leading to outputs and collective accountability.

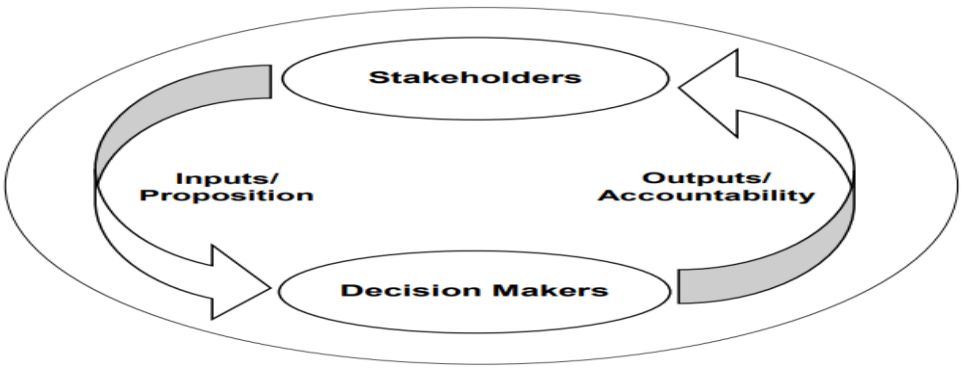

Figure 6: Decision-Making Process in Governance: Australian Sports Commission (2002),

According to the Australian Sports Commission (2002), governance concerns three major issues:

1) how an organization develops strategic goals and direction,
2) how the board of the organization monitors the performance of the organization to ensure it achieves these strategic goals, and
3) ensuring that the board acts in the best interests of the members.

To guarantee good governance in sports, the roles and responsibilities of all participants should be clearly defined. Good governance also depends on how transparent these roles and responsibilities are defined, monitored, and enforced by the governing organization (European Olympic Committee, 2003). Effective governance of sports is particularly complex because of the wide range of participants involved. These participants include players and clubs, local, national, and international organizations, spectators, the media, commercial (sponsors) and non-commercial interests, and educational and training bodies. These groups typically have different priorities and inter-relationships within and outside the sport. Individual sports are typically characterized by multiple interests and roles, and a complex combination of legal, regulated, and self-regulatory frameworks, contractual relationships, practices, implicit relationships, and tacit understandings (Lam, 2014).

The role and legitimacy of governing organizations depends on continuing and widespread confidence in their institutional structures, governance arrangements, rules, and dispute mechanisms. Without this confidence, the value of the sports, events, and championships for which they are responsible may be adversely affected (European Olympic Committee, 2003; McKenzie, 2002).

According to Lam (2014) to provide good or effective governance in sport organisation is a challenging task because of the wide range of participants involved. These groups typically have different interests and priorities within and outside the sport. All groups involved in a sport need to have confidence that the sports in which they are involved are effectively and fairly governed at every level. To this end, good governance in sport is based, in part, on clearly defined roles and responsibilities of all participants and transparency (a form of communication) as well as the way these roles and responsibilities are defined, monitored, and enforced by governing organisations.

Given that sport is ushered by a variety of role players and stakeholders, many of the actors in the sport ecosystem are making significant strides to advance gender equality. For example, organisations are developing their sport at the grassroots level for women and girls; implementing gender equality strategies; creating their safeguarding policies; increasing the participation of women in leadership and at all levels of the profession; increasing resource allocation for women's sports; doing better and more media coverage; marketing free from gender bias and promoting women's achievements.

The discourse, however, is, until now, gender mainstream initiatives in sports are not properly coordinated, and work in relative isolation, leading to missed opportunities of learning and scaling the best practices (Coalter, 2010). At the same time, in various contexts, the world of sport remains plagued by many of the same gender inequalities that we see more broadly in society – issues such as unequal pay, gender-based violence, a lack of targeted investment and the reproduction of negative stereotypes and social norms (De Soysa and Zipp, 2019; Rhode, 1999).

2.3.2 Sports Governance: Issues and Perspectives

According to Blanco (2017) sports governance is an emerging paradigm. This implies the act of governing sports through the participation of various multiple actors and stakeholders such as the government, business and industry leaders, academe, as well as civil society organizations. These entities are involved in the formulation, legitimization, and implementation of sports programs, policies, and projects for sports excellence and development. (Blanco, 2017). As sports organizations are required to become more professional and adopt a more transparent and accountable approach to their operations, it has become important for all students, researchers, and professionals working in sports to understand what governance is and how it should be achieved (O'Boyle and Bradbury, 2013).

According to Suits (2007) sports is a fact of life. It makes individual, families, and communities grow strong and healthy in so many ways—physically, emotionally, socially, and economically. Without sports activities, life appears to be dull, boring, and uneventful (Blanco, 2017), the author further states that with the advent of

globalisation of sports, the need to value it as a way of life becomes even more challenging and perplexing among nation-states, local institutions, sports organisations, and other sports stakeholders and actors, particularly in the field of governance. More importantly, Blanco (2017) echoes that sports governance enables national sports to achieve greater heights—a source of national pride, joy, and honour for country and its people. Supporting the views, Jarvie, and Maguire (2002) indicates that sports governance is an outstanding precondition and prerequisite for global prestige and reputation as sports excellence highly equates with social, economic, and political growth and development even making countries a sports haven for tourism.

Sports governance is an act of orchestrating, manoeuvring, facilitating, and mobilising the pool of talents, resources, approaches, and processes in a much broader, fuller, and wider continuum of sports actors, agents, and stakeholders across various sectors of society (Blanco 2017). It presupposes the interplay of policymakers and policy-implementers, in the realm of sports, in determining the achievement of excellence in sports not only in an individual or local basis but more importantly on a collective and national level. Clearly, the importance of sports organisations adopting good governance practices has become increasingly recognised by governments which often provide significant amounts of funding to these organisations. The guidelines and resources developed by the governments have tended to draw on the expertise of corporate governance experts or consultants from the non-profit field (Hoye and Caselli, 2007)

It is said that the idea of sports being freed from politics is achievable, if one must consider the degree of commitment and sacrifice one entails in relinquishing power, prestige, and position for the greater good instead of acquiring power motivated by greed, power, and ambition (Blanco, 2017). There are also instances where, in the international and national sports, leaders have been there in power for the longest time but finds difficulty in letting go and hand over the new mantle of leadership to the new breed and new blood of sporting leaders, governors, and managers (Blanco, 2017).

This is where the conflict arises, when the hordes of loyal supporters and followers of the long-time reigning sports leaders are threatened by the emergence of new brand and innovative sports leaders. The former would do everything to wield its influence

and power as well as charisma and connections to national government leaders and even going beyond the extent of getting the blessing and recognition of the leader of the world or international sports governing bodies where the national sports associations and organisations are affiliated with (Blanco, 2017). Some sports disputes are even elevated to a legal battle, a competition done not in the basketball, volleyball, baseball, and football courts but in the courts of law in which sports are drag into legal and oftentimes a painful controversy. As a result, contestations between national sports federations and associations—which is the legitimate and officially accredited association of the world sanctioning and governing bodies—and a breakaway and splinter sports federations, which also seeks the recognition and accreditation of the world governing body in which the sports event are affiliated will occur (Blanco, 2017). Under such scenario, the world governing bodies issue sanctions, penalties, suspension, and in extreme cases, temporary or lifetime bans on national teams from competing and hosting international, national, and local competition sanctioned by such world governing bodies (Blanco, 2017).

2.3.3 Challenges of Sports Governance

According to O'Boyle and Shilbury (2016) the challenges associated with governance, and with improving governance, comes from inside and outside the sports. These challenges have led to the existing calls and expectations to improve governance in sport.

O'Boyle and Shilbury (2016) reports that externally, the world is changing towards faster communication and movement of people around the globe. This increase in globalisation means that organisations and the public are more aware of what is happening in sports, politics, religion, and other institutions (O'Boyle and Shilbury, 2016). Governments and the media have become increasingly concerned with sports, for what it can achieve for society and for its potential to harm. This translates to a greater need for change, innovation, and transparency in the management of sports to ensure public trust and confidence in the value of sports over its negative impacts (Robinson, 2004). When doping and corruption scandals filled media headlines across various sports, there were immediate calls for reform in governance structures and organisation cultures that permitted the unethical behaviours (Kihl, 2017). However,

members of sports organisations are also members of society and so pressure to reform can be thought of as from both outside and inside the organisations.

According to Tierney and Minor (2003) internal challenges of governance refer to the difficulties sports managers have in meeting the expectations of governments, the media and the public but also in meeting internal pressures from various stakeholders with divergent views as to how to meet challenges for greater transparency, professional organisation. Sports organisations may see how to meet these challenges but do not have sufficient resources so much seek innovative ways to satisfy stakeholder expectations. This is also a challenge given that those organisations most often in need of innovation are also the ones least likely to innovate due to a perceived lack of resources or capacity to try new things (Riege and Lindsay, 2006).

2.3.4 Challenges with gender mainstream initiatives

Section 2.3.3 above described the challenges within the governance of sport, given the multi -stakeholder influence, power, and interest, accordingly, inadvertently, there are challenges with the implementation of the gender mainstream initiatives that affects sports and optimal participation for women in sports

According to Guzura (2017) there seems to be a limited experience in implementing gender mainstreaming, incorrect understanding of the strategy of gender mainstreaming, inadequate techniques, and tools as well as lack of political will to redress gender representation across all walks of life.

Gender mainstreaming requires the continuation of specific gender equality policy, if only to make sure that gender equality issues do not disappear and that equality policies do not get over-fragmented. Gender equality is often misunderstood, one of the main problems hindering further progress in the field of gender equality is the limited and narrow conception of gender equality. According to MacKinnon (1991) gender equality is not the same as anti-discrimination, it is much more. It is not only about enforcing separation of group of people meaning that all references to women and men in legislation are removed.

Conversely, Guzura (2017) echoes that gender mainstreaming requires considering the relations between women and men, and not simply reducing the concept to the two categories of women and men. Mainstreaming involves the integration of a new approach such as a gender equality perspective, into an until then thematic approach.

This involves tighter co-operation between policy departments which formerly had an exclusive competence. It can involve a reorganisation of the policy process, and the co-operation of new external political actors, such as NGOs. In other words, mainstreaming requires procedural changes, such as the rethinking of approaches to policy making, shifts in organisational culture or the creation of new channels for consultation and co-operation (Guzura, 2017).

A lack of adequate tools and techniques might mean that mainstreaming will be badly implemented or not implemented at all. Gender mainstreaming might require the need to develop new policy tools and to adapt existing ones, for an example, the reconsideration of statistical data and the integration of gender as an extra variable. The lack of sufficient knowledge about gender equality issues might will lead to bad implementation of gender mainstreaming. When the strategy of gender mainstreaming is implemented, the matters relating to gender equality are no longer on the hands of the policy makers but for all stakeholders involved as well as beneficiaries including the wider community (Lombardo, 2013; Guzura, 2017).

2.4 Development frameworks for interpreting empirical results

Section 2.4 provides a discussion on Multi-Stakeholder Partnerships (MSP), a theoretical framework for understanding the importance of the intersecting roles and responsibilities of the various stakeholders towards gender transformation in sports. Also, further provides a description of Systems theory and Theories of Governance demonstrating how role players fit and how their contributions may impact gender transformation in sports.

2.4.1 Multi-Stakeholder Partnerships (MSP)

Multi-Stakeholder Partnerships (MSP) is a form of "partnership governance structure that brings different actors such as civil society, governments, international bodies, media, and academic or research institutions for sharing experience, information, technologies, and financial resources working toward a common solution" (Brouwer and Brouwers, 2017:12). The theory provides critical views with the aim to establish a balance with regards to separate roles and responsibilities of various sports entities towards gender transformation as the main objective. Additionally, reflects on the importance of co-ordinating and integrating efforts towards achieving gender equality. Biekart and Fowler (2018) echoes that through Multi-Stakeholder Partnerships (MSP) all actors involved take ownership on all stages of decision-making towards a common goal.

Multi-Stakeholder Partnerships (MSP) encourages participation from a range of stakeholders including business sectors, civil society organizations and the public sector meeting together towards a solution to a complex challenge that affects everyone in the society (Rasche, 2012 and Waddock *et al.,* 2015). Whist it remains hard to define Multi-Stakeholder Partnerships (MSP), however, the underlying feature resides in the relationship between various stakeholders which satisfies the principle of collective societal ownership rather than government ownership (Biekart and Fowler, 2018).

Molen and Stel (2013:1) define Multi-Stakeholder Partnerships (MSP) as a cooperation between different stakeholders that have an interest in a problem and together engage in a process of dialogue and cooperative action to address this problem. Multi-Stakeholder Partnerships can be seen as extended versions of, or related to, Public-Private Partnerships (PPPs), however, there are essential differences between PPPs and MSPs since the later encompasses a much broader aspect of co-action or collaboration.

The usefulness of the Multi-Stakeholder Partnerships (MSP) theory is in its ability to legitimize democracy. The multi- stakeholder inclusive nature of the theory "facilitates democratic legitimacy in the policy process where traditionally, other actors apart from the government have been considered subsumed within the states due to the adoption

or imposition of top-down policy; now it is the responsibility of the state to listen to its citizen's voices through the representation of diverse actors" (Waddock *et al.,* 2015: 34). Secondly, Multi-Stakeholder Partnerships (MSP) provides a balanced representation where the nature of cooperation is clearly defined as well as, appropriate mechanisms put in place to formulate decision-making and its execution (Momen, 2020).

2.4.2 Systems Theory (ST)

Multi-Stakeholder Partnerships (MSP) framework is supported by Systems Theory (ST) that was developed from the work of Emile Durkheim on social systems (Robbins *et al*.,2006). Durkheim (1984) contends that complex social systems or organizations tends to depend on the division of labour in the maintenance of the whole. Moreover, to sustain the system, different parts that compose the system must perform their job based on the area of specialisation. Hence, this theory provides a sociological dynamic through which human social interaction are explained for the sustainability of sports.

In this regard, systems theory in this research explains the balance with regards to different responsibilities of the private, public, and civil sector towards gender transformation as the main objective. This is premised on the thinking that the existence of the different stakeholders prompts the needs for all the parts to play their role in ensuring the survival of the whole. Therefore, system theory provides an insight on the significance of the interrelationship of government and private sector to the gender transformation agenda in sports in South Africa.

2.4.3 Theories of Governance

The concept of governance has increased tremendously during the last two decades, the term is not new, rather as old as the civilization or the human history (Farazmand 2013). As a concept, governance incorporates with the very long history of governing, rule, authority structures, and domination (Tiihonen, 2004). According to Graham *et al.,* (2003) governance is seen as interaction among structures, processes, and traditions that determine how power and responsibilities are exercised, how decisions are taken, and how citizens and other stakeholders have their say. Therefore, governance is about power, relationship, and accountability, it addresses the questions

like who has the influence, who makes the decisions, and how decision-makers are held accountable (Papadopoulos, 2003). The emphasis is on the relationship between the civil society and the state, which is very crucial. Kooiman (1993) contends that governance as a form in which public or private sectors engage in problem solving, not separately, but in conjunction with other actors in society. This approach, therefore, views governance as forms of multi-organisational action rather than involving only state institutions. In fact, these kinds of definitions have redefined the role of the state and distinguished governance from the traditional public administration, and this is the intellectual and conceptual starting point for the emergence of a collaborative governance a breakthrough public sector management paradigm.

The proponents of governance emphasize three important issues that includes: i) decentralization, ii) people-oriented governance system, and iii) enhancement of people's participation through networking governance (Asaduzzaman and Virtanen, 2016). The components of good governance include universal protection of human rights; non-discriminatory laws; efficient, impartial, and rapid judicial processes; transparent public agencies; accountability for decisions by public officials; devolution of resources and decision making to local levels from the capital; and meaningful participation by citizens in debating public policies and choices (Weiss, 2000).

2.5 Conceptual linking multi-stakeholder roles and responsibilities towards gender transformation

Multi-stakeholder partnerships involve a diverse array of institutional arrangements between government, private sector, civil society, providing an alternative to traditional state-led, top-down development approaches (Stibbe, Reid, and Gilbert). This is an essential paradigm in sustainable development, where-in together with other multilateral agencies serves to address development challenges including the governance of sport towards gender transformation (Hazlewood, 2015).

According to Weiss (2000) multinational corporations have distinguished themselves as powerful actors in providing aid, professional support and authority over international national development projects that hold international standards. Weiss (2000) contents that the United Nations have endorsed private sector's involvement in funding and supporting development initiatives. On the other hand, actors such as

non-government and faith-based institutions play critical roles in addressing pertinent global concerns towards bringing social and economic change for the communities and countries worldwide (Weiss, 2000).

According to Hayhurst (2011) developing countries are advocating for initiative that support the notion of girls as ‘catalysts’ for bringing unparalleled social and economic change, an initiative that is executed and funded by private sector, government, and NGO’s targeting girls. The initiative has amongst others, profound implications for gender equality, challenging gender norms, healthy living and leadership skills using physical activity and sports. In this instance girls are not seen as actors but as purveyors of this initiative. This initiative assumes the model of a ‘Transnational Governance’ where corporations are filling the governance gap especially on social and economic development interventions, away from the state towards private sector and across different international actors such as Non-Government Organisations (NGOs) private foundations and Faith-Based Organisations (FBOs) towards efficiency and effectiveness in driving development initiatives (Hayhurst, 2011).

Figure 7 below shows how various elements of a system inter-relate with the view to making sense of the complexity of a phenomenon by looking at it in terms of wholes and relationships rather than by splitting it down into its parts. In this regard, public support for women’s sport and gender equality, where each stakeholder plays a role independently towards ensuring growing women in sports.

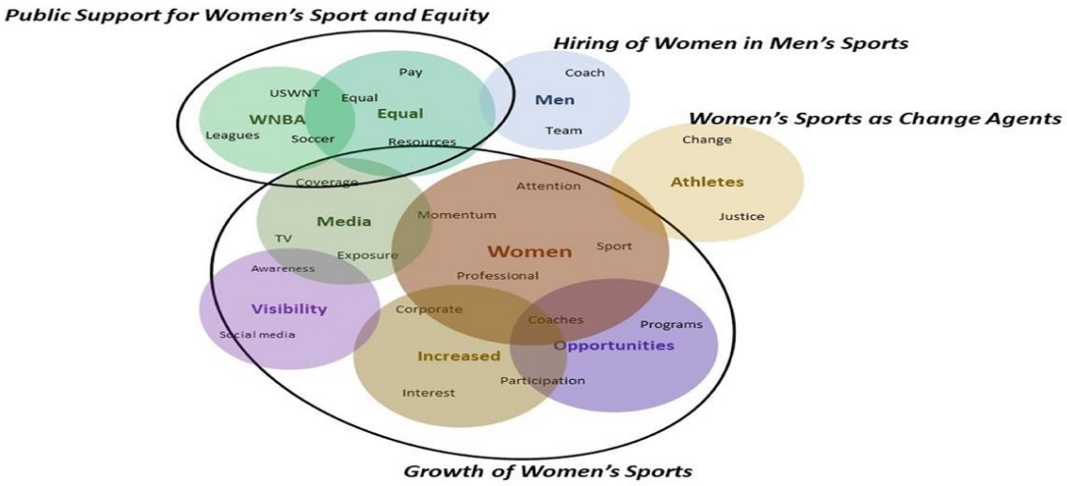

Figure 7: Source: Re-thinking Women's Sport Research:(Looking in the Mirror and Reflecting Forward,2021)

The following themes were identified such as:

a) **Power gender dynamics in sports:** Unequal power and the number of choices available to women in the administration and management of sports often leads to a range of challenges that inhibits and eventually affecting the interests to take on leadership positions for many women in sports. Despite the existence of institutions and policies to address these power gender dynamics in sports, evidence shows that women in general and, women in sports leadership continue to be marginalized and excluded from sports leadership position while men continue to make decisions that affect women in sports for women with no input from women themselves, in this regard, sports would remain a masculine space (Scott, 2020).

b) **Social expectations and gender stereotyping in sports:** Gender stereotypes are dominant and create negative impact to the society that believes that male individuals joining a particular sport activity is normal over women. Women's capabilities are always questioned based on gender while male individuals see themselves to have more abilities in terms of sports and treat females inferiorly even without looking at their capabilities first. This notion perpetuates a patriarchal society that associate sports to men only, primarily because of the imbalance in the media coverage, sponsorship, and marketing of women sports.

c) **Attraction and retention of talented women players**: The loss of talented people, or the failure to attract the right people is often related to a lack of coordination between role players in sports. Access to equal opportunities, recognition of talent and advanced marketing strategies are essential in any career progression, so as in sports. In addition, the ability to nurture a sense of belonging and flexibility in how and when work gets done is also instrumental in retaining talent. Often, sport management concentrate on factors such as remuneration and job title which have now become of lesser focus, players prefer coaches and clubs that prioritise their full support as individuals and provide them with greater flexibility to define how they work. This requires a refined shift in talent management and retention strategies that focus not only how to attract and retain female players but on how to create an environment that is conducive to advancing women in sports.

d) **Oversight and accountability for gender transformation initiatives in sports**: strengthening accountability and oversight mechanisms for gender equality and mainstreaming initiatives in the sports fraternity is essential. To this effect, adherents should encourage increased participation to support gender equality by integrating gender perspectives in all sports practices, regulatory frameworks and budgets and provide oversight of the implementation of gender equality and mainstreaming strategies in sports.

In conclusion, Lebel *et al*., (2021) asserts that research has noted challenges affecting women in sports for many years and since the Title IX, emanating from participation gap, resources differences, stagnation, media coverage and lack of fan interest amongst others. Amidst of the listed above, stakeholder influence and insights in this regard is not well researched. Some systematic factors that might influence different stakeholders caused by functional fixedness, cognitive biases may hinder perspectives, true change and the wisdom carried by various stakeholders in the sport fraternity (Du Toit, 2010).

Collaboration with stakeholders becomes effective when contextualised based on local realities and linked to the goals, needs and priorities of stakeholders. Stakeholders' active involvement can help facilitate understanding of the local context by identifying challenges and constraints as well as potentials and opportunities, an effort that can strengthen ownership of, and support for, development interventions and the identified transformative changes and results (Moallemi *et al.,* 202)

From literature interrogated, a conceptual framework for my study has been derived spelling out how the research problem is explored based on the literature. The significance of this conceptual framework is that it accentuates the reasons why this topic was chosen and presents the structure the scholar is certain that it can best explicate the natural progression of the phenomenon under study.

Chapter 3: Research Methodology

3.1 Introduction

Chapter 3 provides a detailed description and the processes undertaken to investigate the phenomenon under study as well as process undertaken to analyse the data. In this regard chapter 3 provides information such as why the study was conducted, which data was collected, the specific methods used, as well as analytical techniques used to perform the research with the view to draw purposeful conclusions.

3.1.1 Aim and objectives

The study focused on examining the convergence of roles and responsibilities of various stakeholders in gender transformation in sports. Literature revealed that gender transformation initiatives can only be realised through optimal participation and collaboration with various stakeholders including sports organisations and federations across all levels. The aim of the study was to look at how the roles of the stakeholders intersect towards gender transformation sports as well as to examine the interactions involved in ensuring gender transformation in sports in South Africa.

In this regard, the study was approached from a qualitative perspective whereby semi-structured interviews were conducted with selected subject experts, public and private sector, sports clubs such as school, community, and women-led, current, and retired players in various sports codes.

3.2 Research Design

According to Saunders *et al.*, (2012), research philosophy is a belief about the way in which knowledge is gathered, generated, analysed, and used. Using a descriptive approach, a detailed account of the process used to answer the research question, collect data, interpret, analyse, and come to conclusion for this research is detailed in this section.

3.2.1 Qualitative Research Design

Qualitative research deals with words and meanings, whilst quantitative research deals with numbers and statistics when collecting and analysing data, the two techniques are equally important for gaining various kinds of knowledge (Creswell and Creswell, 2017).

The study used a qualitative research approach to gain meanings, concepts, thoughts, and experiences using open-ended questions verbally to respondents. The objective of qualitative research is to achieve a detailed understanding of a very specific situation (Cooper and Schindler, 2011). Differently put, qualitative research explains the underlying reasons behind a specific situation. In addition, the study required few participants and had no intention to generalise the findings (Cresswell and Cresswell, 2017). The participants were purposefully selected from the population of the knowledge experts from the public, private, and civil society sector organizations in sports across the provinces of South Africa.

The purposeful selection of the participants enabled the researcher to gather descriptive and interpretative, as well as insights about the phenomenon under study (Cresswell and Creswell, 2017). The approach is cost effective and time effective as it accommodates a small population to work with (Cresswell and Clark 2011). In this case the researcher selected participants that possessed characteristics that are associated with the research study including persons responsible for gender transformation, decision makers, administrators, coaches as well as retired and current players.

3.2.2 Research population

Research population refers to a well- defined collection of individuals with similar characteristics identified for the purposes of a specific focus of the research, whilst target population refers to a broad group of people or individuals under examination for research purposes and are relevant to the investigation as a carry same or similar characteristic. Boyce (in Kluka, 2008). For this study, the research population included participants involved on different levels and in different areas of sports as well as experts in the field of gender transformation in sports.

The criteria for participant involvement included persons with latest developments in sports, gender dynamics and trends and governance thereof. Specific individuals were approached to participate in this study, including sports personnel such as those in the public, private and civil sector including sports federations, sports clubs, players (former and current players) sports officials were targeted to contribute to the value, reliability, and validity of the study.

It was imperative that the target population is identified accurately to ensure meaningful findings. The selected respondents which were over 18 year of age gave permission to participate in the study through a signed consent form.

3.2.3 Research sample

Cresswell (2009) echoes that qualitative research enables purposeful selection of participants or sites (or documents) that will best help the researcher understand the problem and the research question. A relatively small population made non-probability purposive sampling possible for this study. Purposive sampling is used when the is a definite purpose and intent to selecting the respondents (Plowright, 2011). According to Saunders, Lewis, and Thornhill (2012), non-probability purposive sampling is often applied used when researching a small sample group. The sample size was also influenced by the availability of resources, willingness to participate, and time available to conduct and properly analyse interviews. It is believed that the smaller the sample size, the greater the detail and the depth of the information. It is expected that saturation of content was reached once 12 participants were interviewed.

To enable sample selection, the study drew a database of the subject experts and decision makers in the public, private and civil sector organisations, the sports federations, coaches, community sports clubs, women led sports clubs, players (current and retired) in soccer, athletics, rugby, and swimming. The participants were over 18 years of age and were interviewed based on their availability and willingness to participate through a signed consent form.

Electronic e-mails and phone calls were made to the potential participants requesting their participation and a consent to carry out the interviews while others made referrals.

Following the receipt of the confirmation, a refined database was developed, and appointments were made for a virtual or a telephonic interview, with a proposed date and time as well as a virtual link for a meeting. Of the twenty (20) intended participants a total of twelve (12) were reached and interviewed.

3.3 Ethical Considerations

Prior to commencing data collection, the research proposal was reviewed and accepted by the Wits University Ethics Committee. The researcher commenced with data collection only upon the confirmation of the availability of the twelve selected participants. Potential respondents were contacted via email and telephonically to seek permission to participate in the research.

The following ethics were considered and communicated to the participants prior data collection as follows:

Confidentiality of responses. The participants were informed that their participation is protected, and their names will not be divulged.

Permission to use quotes in the research report. Participants were requested with their consent to use direct quotes in the research report, without divulging their real identities.

Recording during interviews: Participants were requested and with their permission that the interviews are recorded for ease of the researchers' reference and iteration purposes during the report writing.

Protection of interview information: Participants with their consent were informed that the information provided will be kept and may be used confidentially after the project has ended for academic purposes by other researchers, subject to their own ethics clearance being obtained,

Use of participants position/rank and type of institutions. Participants with their consent were asked to use position/rank and type of institutions in the research report.

3.4 Data Collection

Data collection is a "process of gathering or collecting information" (Zikmund & Babmin, 2010:59). The primary research for this study relied mainly on semi-structured interviews as the primary data source for analysing and examining the intersecting public- private and civil sector roles and responsibilities in sports and how these affect gender transformation in different sporting codes in South Africa.

The primary research data were mainly obtained by audio recordings and notes taken during the interviews to add contextual data and to ensure sufficient data collection (Saunders, Lewis, and Thornhill, 2012). The small population made it possible to do a qualitative study by means of semi-structured interviews with the selected participants. This approach offered the researcher the opportunity to get a deeper understanding of the perceptions and personal experiences of the participants regarding the subject under study.

In this case, the researcher used a refined database of the participants that agreed to participate to the study via electronic mail or telephonically. The refined list included experts in gender transformation in sports, persons from the public, private, and civil sector organisation, sports clubs segregated by whether they are women led, community led, school sports clubs, township sports club and for peoples with disability as well as players in soccer, athletics, rugby, and swimming. Appointments for semi-structured interviews were made via e-mail or cell phone and were scheduled at a time and place convenient and practical for both the researcher and the participant using MS Team virtual link.

In addition to signing the consent form, the researcher verbally read out the research objectives and clearly stated the aim of the research as well as the intellectual property ownership of the research.

Saunders *et al.,* (2012: 304) define secondary data as "data that have already been collected for some other purposes, once obtained, this data can be further analysed to provide additional or different knowledge". Relevant secondary data readily available in the public domain, including both quantitative and qualitative data such as articles, books, websites, and documents, were therefore used to compose the literature review of this study. Debates about the use of non-numerical data is that

qualitative data is more likely to be obscure, elastic, and more complicated than quantitative data (Cooper and Schindler, 2011). Also, the fact that some qualitative results are difficult to be generalised to a larger population might be seen as a methodological weakness; however, it can also be seen as strikingly relevant when the study is highly focused and specialised, as in this study.

The purpose of the collection of qualitative data in this study was to gather data that would provide a detailed description of relevant topics, themes, and situations for a thorough understanding to address the research problem. In the context of qualitative research and the variety of data collection methods available, the method of semi-structured interviews was selected. The method enabled the researcher to gather data on the intersecting public-public and civil society roles and responsibilities with the view to change gender and social norms and address inequalities in power and privileges between persons of different genders in sports in South Africa.

The interviews were characterised by Saunders, Lewis, and Thornhill (2012:374) as follows:

- an interview guide with several categorised questions/ themes.
- interview questions that addressed the objectives of the study; and
- open-ended questions.

The themes pursued in the semi-structured interviews were:

- Talent Pipelines of Potential Elite Talent across Sporting Codes
- Equitable Performance Pathways for Women in Sport
- Investment in Professional Women's Sport
- Legislative regulation of sport governance

Interviews were conducted individually with the subject experts and decision makers in the public, private and civil sector organisations, sports federation, coaches from the sports clubs, and players in soccer, athletics, rugby, and swimming to enhance the validity of the results. In this case, the researcher used a refined database with a list of public, private, and civil sector organisation and experts in sports as well as a list of sports clubs segregated by whether they are women led, community led, school sports clubs, township sports club and for peoples with disability as well as players in soccer, athletics, rugby, and swimming. The individual interviews generally took between 40-60 minutes to complete. All interviews were conducted through virtual platforms. The

interviews were conducted in the period between early December 2022 and January 2023. The interviews were audio recorded and transcribed verbatim. In addition to the recordings', handwritten notes were also taken for ease of reference and to enable iteration between the interviews The recordings as well as the hand-written notes are securely stored, and password protected to maintain privacy and security of data.

3.5 Data Analysis

Research data must be transformed into usable information. At the same time, data interpretation involves promoting and protecting data quality. Thus, data reliability and validity were considered very important in this study. Reliability refers to when the data collection techniques and data analysis procedures produce consistent and dependable findings and conclusions, while validity refers to the extent to which the research measures what it intended to measure (Saunders, Lewis & Thornhill, 2012).

The semi-structured interviews were audio-recorded and subsequently transcribed and reproduced as a verbatim written document with contextual data added for the researcher to recall the context and interpretations of interview moments. This made the subsequent processes of data analysis easier and more efficient. The transcription of each interview was done as soon as possible after the interview was conducted to avoid a hype of audio-recording interviews lining up to be transcribed (Saunders, Lewis, and Thornhill, 2012).

The transcribing process involved converting speech to text word for word (Streefkerk, 2019). The researcher was responsible for transcribing the research interviews recorded using the MS Teams audio recorder. The researchers followed the transcribing stages listed by Streedkerk (2019) as choosing preferred transcription method, transcribing the audio, clarifying the transcript where necessary and proofreading the transcript. The researcher followed the verbatim transcription method. This transcription method was chosen for its ability to include pauses, the emotions expressed such as laughter and hesitations such as "uhmm," deep sigh repetition, pitched voice (Streefkerk, 2019). Therefore, the researcher was able to track how the participants seemed to feel when they expressed a specific point (Streefkerk, 2019). After transcribing, the researcher listened to the audio and clarified

where information might have been missed and further began with the data analysis process.

Data transcription was followed by a data cleaning process. As described by Thornhill (2012:550) data cleaning is “making sure that the transcriptions are accurate by correcting any transcription errors”. Each interview that was transcribed was saved electronically labelled by a file date and file name. To ensure practicality and efficiency of the transcripts only the appropriate parts of the audio recording that were relevant and pertinent to the study were transcribed, while redundant conversation was put aside to manage data saturation.

It was only after the data was organised into meanings that the researcher could identify patterns and meanings that enabled the compilation of the interim summary with key points. The transcript summary of key points emerged as the interviews were conducted. These were patterns of the common ideas that were coming up repeatedly from different participants during the interviews and were grouped together and categorised into theme. This helped later stages of data analysis, such as identifying relationships between themes and categorising data.

The data were analysed according to the themes identified during the study. Categorising data was guided by the research problem and research aims and objectives, but also by the interview conversations and transcriptions. The data were analysed and reduced to significant results by means of a thorough thematic analysis.

The following steps were followed during the systematic and thematic process of data analysis:

- The researcher gathered an understanding of the data collected through interviews by reading all transcripts, taking notes, and collecting ideas while reading.
- The researcher selected one interview at a time and interrogates the response by looking at a specific question to gain deeper such as “what is it about?”, this is followed by noting the fundamental idea and a specific content.
- The researcher repeated step 2 with all interviews, after which similar topics are grouped together and formed into a column.
- The topics were coded and are written next to appropriate texts.

- The researcher selected descriptive/themes for the topics and categories and reduces the number of topics by merging them.
- The researcher finalised the themes, allocating meanings to the themes for each category and codes the responses using the number allocated to each participant along with the response number in line with the questionnaire numbering.
- A preparatory analysis was performed as the data connected to each category is then put together.
- Where necessary, the existing data was recorded by the researcher.

The next step was the production of the report, using extracts (verbatim) from the interview content as evidence to the identified themes for interpretation and meaning to form an argument in response to the research questions (Braun & Clarke, 2006).

To ensure the credibility and reliability of the identified themes, the research utilized the concept of trustworthiness, as introduced by Guba and Lincoln (1985), trustworthiness in qualitative research to answer the question “can the findings be trusted?” Since qualitative research does not utilize instruments with established metrics about validity and reliability, trustworthiness is vital when conducting qualitative research as it addresses the credibility of the research (Guba & Lincoln, 1985).

The validity of the qualitative data in this research was ensured through the four components of trustworthiness namely the “credibility, transferability, dependability and confirmability” (Trochim, 2019: 67).

Credibility is a process to ensure that the results of the research are credible or believable (Trochim, 2019) from the perspective of the participants (Guba and Lincoln, 1985). This depends more on the richness of the information gathered, rather than the amount of data gathered (Streubert-Speziale and Carpenter, 2007). According to Korstjens and Moser (2018), credibility is most concerned with the truth value. To ensure credibility in this research, the researcher utilized strategies such as prolonged engagement, method triangulation and data verification (Guba and Lincoln, 1985).

Transferability is the extent with which qualitative findings can be transferred to other settings or groups; it is a concept like generalizability (Trochim, 2019). In other descriptions, transferability is the degree to which the findings of this inquiry can apply

or transfer beyond the bounds of the project (Streubert-Speziale and Carpenter, 2007). Guba and Lincoln (1985) believe that transferability speaks to the aspect of applicability.

Dependability includes the aspect of consistency (Guba and Lincoln, 1985) and is demonstrated by indicating to the reader that repeating the inquiry with similar subjects in similar context will yield similar results (Streubert-Speziale and Carpenter, 2007). The researcher used an audit trail to record in a chronological order with evidence of the sequence that were part of the research procedure (Smit, 2018).

The researcher has provided detailed information on the research process, research meetings, sampling, research materials such as the interview schedule, demographic information of the participants, request letters as well as consent to perform the interviews.

Confirmability concerns the aspect of neutrality (Trochim, 2019). Confirmability is demonstrated by indicating the degree to which findings are the product of the focus of inquiry and not the biases of the researcher (Streubert-Speziale and Carpenter, 2007).

The researcher ensured that the viewpoints and perceptions are not based on the researcher's preferences but are grounded in data (Guba and Lincoln, 1985).

Lastly, the researcher acknowledged the presence of subjective views, values, experiences, and attitudes about the topic in question and allowed the participants to voice their experiences without any interference and ensured that the discussion is reported accurately

3.6 Qualitative Analysis

Data analysis started with a review of the interview transcriptions. Then a transcript summary was conducted of each interview. According to Saunders, Lewis, and Thornhill (2012:554), "a transcript summary compresses long statements into briefer ones in which the main sense of what has been said or observed is rephrased in a few words". Subsequently, the thematic analysis process commenced.

The transcript summaries assisted the researcher in recognising apparent themes and identifying relationships between themes that have emerged from the interviews. The

themes identified were guided by the research problem and research aims and objectives. Miles and Huberman (in Saunders, Lewis, and Thornhill, 2012:565) argue that "recognising relationships and patterns in the data, as well as drawing conclusions and verifying these, are helped by the use of data displays". Data displayed in this chapter encompassed organising and assembling the data into tabular form (Saunders, Lewis Thornhill, 2012).

Zikmund and Babin (2010:355) define tabulation as "the orderly arrangement of data in a table or other summary format showing the number of responses to each response category, tallying". This approach enabled the researcher to quantify the qualitative research to assist with the interpretation of data. The results of the thematic analysis will be presented and interpreted in section 4 of this chapter.

The thematic data analysis process followed in the study was guided by the fundamental principles and phases of thematic analysis suggested by Braun and Clarke (2006). Table1 presents the phases of thematic analysis that were followed in the data analysis process.

Table 1 Phases of thematic analysis

Phase	**Description of the process**
1. Familiarising with data	Transcribing data, reading, and rereading the data, noting down initial ideas.
2. Generating initial codes	Coding interesting features of the data in a systematic fashion across the entire data set, collating data relevant to each code
3. Searching for themes	Collating codes into potential themes, gathering all data relevant to each potential theme.
4. Reviewing themes	Checking if the themes work in relation to the coded extracts (level 1) and the entire data set (level 2), generating a thematic 'map' of the analysis.
5. Defining and naming themes	Ongoing analysis to refine the specifics of each theme, and the overall story the analysis tells, generating clear definitions and names for each of them.

6.Producing the report	The final opportunity for analysis: Selection of vivid, compelling extract examples, final analysis of selected extracts, relating back of the analysis to the research objectives and literature, producing a scholarly report of the analysis.

Table 1: Adapted from Braun and Clarke (2006)

3.7 Validation of interviews

Data quality is important for the validity of a study. Hence, the selected participants invited to take part in this study were specific individuals in terms of the convenience sample taken from the population. The researcher selected individuals that were involved in different areas of sports across the provinces in South Africa. To confirm reliability of the data, a summary was compiled of all the interviews conducted. The tabulation summary of the interviews displays and indicates the homogeneous nature of the group that took part in this study with its specific objectives. The summary of interviews makes it very clear that participants were involved in sports. Moreover, all participants in this study were shown to have a high level of competence, knowledge, and experience in their specific fields of sports in South Africa. In this case, the researcher conducted interviews with experts, in terms of sex, age, and level of experience, this assisted in ensuring that that new perspectives, ideas and observations emerge from the data. Table 2 below represents the demographic data of participant in this study.

Table 2: Demographic profile of the participants

Targeted= 20	Gender	Total	% Representation
Reached = 12	Male	8	66%
Non-responsive = 8	Female	4	33%

Table 2: Demographic profile of the participants

Table 3: Participant classification and level of involvement in sports

Classification		Sporting Codes	Involvement	No of years involved
Women led club	√	Netball	Couch	+20
Experts	√√√	Policy Development / Implementation	Research and Coordination	+20
Current players	√	Soccer, Athletics, Cycling	Player	+15
Retired player	√	Soccer, Athletics Swimming	Executive member of the club	+5
Private Sector	√√	Research and Coordination		+10
Public Sector	√√√	Policy Development / Implementation & Evaluation		+15
Community Sports Club	√	All sports	Couch	+15
School Sport Club	√	All sports	Sports development and couching	+10
Non-profit organisations	√	Community Development and volunteerism		+10
	√	Social interaction and development for children from diverse communities		

Table 3: Participant classification and level of involvement in sports

Table 3 above provides a summary of the selected participants, their involvement in different areas of sports as well as the years of experience in the field.

Tables 2 and 3 substantiates that participant in this study had a prominent level of competence, status, knowledge, and experience in the specific fields in sport as well as the level of involvement in sports. The participants are diverse in terms of sex, age, and the level of experience.

3.8 Conclusions

This chapter explained the research methodology and design utilised to investigate the intersecting public-private and civil sector roles and responsibilities towards gender transformation in sports. The research sampling, method of data collection, research instrument utilised, and the data analysis process were specified in this chapter. The chapter also elaborated on the importance of a thorough thematic analysis process of data obtained in this research and had no deviations from the proposed study. The remainder of this chapter focuses on the qualitative analysis and interpretation of the research results.

Chapter 4. Research Findings and interpretation

Chapter 3 dealt with the description of the research methodology and design used in this study. This chapter contains research findings and the interpretation of the data obtained from the twelve (12) semi-structured interviews in line with the study objectives.

4.1. Overall findings

Objective 1: What are the roles and responsibilities of the private and the public sector in gender transformation in sports

The respondent's responses demonstrated an understanding of the roles and responsibilities between the public, private and civil sector organisations in sports. In this regard, all the respondents indicated that gender transformation is essential component of a country's development, across all aspects of life including in sports. It was further indicated that gender transformation initiatives are meant to redress the ills of the past while pursuing efforts to transform sport in favour of previously marginalised (women, girls, and persons with disability).

From the responses it was gathered that public entities coordinate and develop regulatory frameworks for gender transformation across all sectors of life.

Private entities on the other hand are more concerned with the funding, marketing, and sponsorship, while others analyse and provide insights, market data, updates, and ratings on audience in sports as well as consumer trends across South Africa and globally.

Non-governmental organisations (NGO's) assist with the coordination within communities to identify talent and usher sport for social good as well as bridging divides among cultures and developing leaders.

The responses are illustrated below as follows:

> *One respondent indicated that "government is the genesis for the regulatory reforms, developing policies, and strategies to alleviate some of the existing challenges experienced by women in sports" (P10R1)*

One Senior Government official indicated that "Government provides legislative underpins, design and implementation of sports programmes for basic and higher education schools. Also funding for school sports." "Government through Government Wide Monitoring Framework, evaluate and assess the implementation of programmes and policies by various government departments. Government also provides a framework for monitoring those interventions including sports" (P5R1)

"I do not know much about the role of the NGOs in sports, but I think they coordinate support with the communities, raise funds to support women and young girls from the grassroot level" ((P6R1).

"Sports is seen as means for social interaction and as an agent of moral regeneration, especially among the youth while bridging divides among cultures and developing leaders. Sports in this community is sustained along those beliefs" (P7R1)

Probing about knowledge of any gender transformation strategies in place. The respondents indicated that there are gender transformation strategies in place, such as the regulatory frameworks, collaborations agreements with the Department of Basic Education and Schools Sports Programmes however, the role players work in isolation. In this regard, the transformation progress depends on the voluntary implementation of interventions and there is no penalty imposition on the set targets.

Probing about the effectiveness of the gender transformation strategies

The Expert in the gender transformation sector indicated that, "even if there are strategies in place, they are no responding to the existing gender dynamics in sports, for example, sport is affiliated to the federations and everything must abide by the federation rules, that recommends medically/ clinically supported evidence to be recognised for anything outside the recognised positive identification document (ID)." (P10R 1.3)

"Gender transformation in South Africa is still pitched from quota system of a girl and boy or men and women perspective. Gender dynamics goes beyond the definition of a men and women especially in sports, there are aspects of transgender, in that case I say transformation in sport is not at the level where it should be" (P5R 1.3)

Sisi, if I can tell you, we sometimes find it difficult to get the necessary training gear shoes and the under-garments suitable for women, even for training purposes. It gets worse when young women experience the natural reproduction cycle, we are often

forced to put then on hold until they are ready to play again. The dynamics are different from rural to the urban setting and sometimes townships. (P5R1.3)

Elaborating on the challenges experienced by women in sports, the respondents indicated that there are challenges faced by women and a girl child in sports, greater than a distinction between a man and a woman, a boy, or a girl, rather the developing trends of binary and non-binary communities which needs to deal outside individual perceptions but using clinically proven facts. Gender equality cannot not imply that men and women are equal, rather, an equitable approach to access, opportunities and funding, and life chances should neither be dependent nor constrained on account gender across all sports codes. Globally, women in sport have waged a long and challenging battle to achieve earnings parity with their male counterparts. This reflects the deeply ingrained gender inequalities that exist within societies and that shape the differential value placed on women in employment, including in sport. Respondents were recorded saying:

“Sports across all codes is still dominated by men, unless we have women in top positions such as couching, female administrators and black women in leadership position in sports, transformation in sport still has a long way to go”. (P7R3)

“Let me tell you, thina in in the rural areas it’s difficult to convince a girl child to get into sports because sport is still regarded associated with a boy child, issues of safety and acceptability remain high” (P6R3)

"I would not say that gender transformation is achieved in South Africa, look at the racial patterns between sports persons, sports managers, sports couches, unless that picture changes, gender transformation in sports is not anywhere achieved." (P9R3)

“Potential players in the rural setting present different challenges in sports compared to the urban setting, for an example, inadequate facilities, limited exposure, funding, training material. All this coupled with socio-economic difficulties impede young girls and women to proceed and compete at higher levels.” (P10R 3)

“The issue is the equitable provision of resources across the race, gender and in the rural, township and urban areas to ensure equitable access” (P8 R3)

Objective 2: To establish how the roles and responsibilities intersect in ensuring gender transformation in sports

Knowledge gathered from the respondents shows that sport as a commercial venture is diametrically opposed to running sports for recreational purposes and this is where the gap exists between the public and the private sector. The variation emanates from the notion that private companies that conducting business in sports are profit based as they make decisions based on market analysis, market data, updates, and rating on audience in sports as well as consumer trends across South Africa and abroad. On the other hand, government provides legislative underpins, design and implementation of sports programmes for basic and higher education schools and partial funding for national sports. It was also noted with private companies, one must have a personal relationship with them to get support, as there is no coordinated way of soliciting support. The intersection of the roles and responsibilities between the entities would be effective if there was an institutionalised collaboration between the role players.

Respondents agree that collaboration is still beyond what it should be to create a conducive environment for both male and female sportspersons as more opportunities (financial and social) are still biased towards the male athletes.

One of the respondents mentioned that "there is a need to balance the way human and financial resources are distributed and managed in the sporting field". (P1R 8)

This was supported by some of the respondents saying that:

> *"The answer is a yes or no, because there is no clear collaboration plan, government affiliates with SASCOS which often has contradicting rules which are not challenged " no policy to address the binary and non-binary (LGBTQI+ community in sports" (P5 R 4)*
>
> *"The difficulty with private companies, you must have a personal relationship with them to get support, there is no coordinated way of soliciting support" (P12R6)*
>
> *"Underfunding for women's game affects fan base and supporters, the broadcasting time and channels are not always conducive. Players are not always shown from the development stages, investors do not identify talent from the grassroots, rather, invest where there is a guarantee on the return on investments." (P1R 6)*

Objective 3: To establish what the interactions are involved between public, private, and civil sector stakeholders in ensuring gender transformation in sports

In terms of what interactions are involved between public- private and civil sector organisation towards gender transformation in sports, respondents were very clear in terms of their individual roles, and those that they are directly involved in, however could not speak of the other entities. There was general understanding of the fragmented planning, poor coordination, and communication as well as inadequate means to monitor the interventions across the respective role players.

Elaborating on the experience on effective collaboration towards gender transformation in sports, respondents were adamant that private sector often works with whom they want to work with and often where there is return on investment, publicity, and exposure.

Some respondents elaborated on some of the collaborative interventions with the view to close gender gaps in sports

> *"I can attest to the collaboration between the between City of Johannesburg and Private Lifeguards providing basic swimming skills to the communities in the public swimming pools as an effective intervention towards building aquatic skills at a grass root level" (R4R11)*
>
> *"The inclusion of water wise programme in all primary schools enables all kids (boys and girls) to participate in sports at a development level, is a good thing" (P4R 11)*
>
> *"There may be development hubs, but one needs to look at the utilisation of those hubs given the diversity of the potential players in urban, township and rural spaces" (P4 R 11)*
>
> *"Well, not necessarily in South Africa, but there are success stories where stakeholders work together to improve women in sport, the Angel City Football club presents a success story in creating a platform form to collaborate sponsors, broadcasters in partnership to support the initiative" (P2 R13)*

Respondents were also hopeful that effective collaboration between the public-private and civil sector entities could bring about positive change in sports and especially in favour of the previously marginalised.

Elaborating on what could be done better, one respondent was recorded saying:

"Look, we have seen success stories where players cut the middleman and continue to perform well in sports, some, appoint women coaches that will understand them better" (P12 R12)

> *"Other alternatives would be cut the middleman (in this case, the federation) allow players to choose their coaches and be guided in the way that is suitable for them. Design and customise women's training gear including training for women, currently there is not clinical or scientific proof that impedes the design and funding suitable gear for sports for women. (P12 R12)*

Based upon the above, it was postulated that:

- There is a need to examine the collaboration between the various stakeholders (public-private and civil sector) towards gender transformation in sports.
- There is a limited vision and weak strategic plans of sponsors, broadcasting and identifying talent for women in sports.
- Given that sport is ushered through various stakeholders with varying interest and influence, how best can the roles and responsibilities of the stakeholders influence positively for women in sports.
- There is no clear plan to coordinate and review efforts between the stakeholder towards gender transformation in sports.

Based on the findings, public- private and civil sector organisations have a role to play in the transformation agenda and in sports. There seems to be challenges in the design, implementation, monitoring and evaluation of the gender mainstream initiatives and affects the optimal of participation women sports in South Africa.

Gender equality is not the same as anti-discrimination, it is much more. It is not only about enforcing separation of group of people meaning that all references to women and men in legislation are removed (MacKinnon, 1991). Gender mainstreaming requires considering the relations between women and men, and not simply reducing the concept to the two categories of women and men.

It involves a tighter co-operation between role players whilst re-organising policy processes encouraging co-operation with NGOs and private sector organisations (Guzura, 2017). Consequently, when the strategy of gender mainstreaming is implemented, the matters relating to gender equality are no longer on the hands of the

policy makers but for all stakeholders involved as well as beneficiaries including the wider community (Guzura, 2017)

4.2 Themes that emerged from the responses

The following themes were identified following data transcription and thematic analysis. Postulations on each of the themes were made drawing on the findings and substations by the participants including:

a) Structural support for women and girls in sports, and
b) Gendered meanings of sporting inclusion,
c) Systemic and gendered exclusion,
d) Partnership and collaboration for social change and gender empowerment, and
e) Re-shaping the imaginary of sport sponsorship and support.

1. Structural support for women and girls in sports

Structural support for women and girls in sports is a fundamental component for social change. It is a framework that deals with the forces that change the socio- structural make-up of the communities, including its strengths and weaknesses. Structural support defines the functional arrangements of the responsible entities that encourage socio-interactions towards harmonious living in each society for self-sustenance, endurance as well as increase confidence in all aspects of life. In the natural environment, social support arises from the conduct of personal relationships. Indeed, the relationship itself gives supportive meaning to behaviour and, conversely, supportive behaviours can bring relationship meaning to interactions.

Women in sport can change the narrative of **gender stereotypes and social norms** in the communities, depicting a picture of an equal society. This is only possible through a well-planned and coordinated multi-stakeholder strategy. The results of a carefully coordinated and structured approach would promote women's leadership and equality in the governance of sports. In turn, will ensure equal economic opportunities and encourage participation. Gender is not the only social identity that influences the position of men and women in society, their access to employment opportunities and the enabling mechanisms in place to support them. Other social markers such as ethnicity, race, caste, disability, sexual orientation, age, and location (urban/rural/etc.)

also influence what men and women can do, the occupations that they can fill, and the level of influence they can have. These social markers intersect and result in potential disadvantage and marginalisation of certain groups from social and economic opportunities. Globally, women in sport have waged a long and challenging battle to achieve earnings parity with their male counterparts. This reflects the deeply ingrained gender inequalities that exist within societies and that shape the differential value placed on women in employment, including in sport.

To achieve **equality in sport** is a complicated, however, evidence from many countries shows that change is taking place gradually and in areas in sports were considered male domains. This calls for persistence and enforcing change, this demands that women are uplifted and supported across all sports codes. Additionally, interest groups need to ensure that decision-making at private (corporate), public (government) and associational (sports structures) levels, and access to resources are no longer weighted or biased in favour of men. Equality in sports realm will exists when everyone shares equally in the distribution of resources, power, and influence, with equal opportunities for financial independence through work or through setting up businesses. Additionally, when everyone enjoys equal access to education and the opportunity to develop personal ambitions, interests, and talents.

2. Patriarchal norms and systemic gendered exclusion

At the heart of the challenges facing the equitable participation of women in sport are the **patriarchal norms and systemic gendered exclusion** that still inform social perceptions in South Africa. Although today sport seems to be available for everyone and participation in sport is perceived as a human right, women remain amongst some categories of people who have difficult access to this field or are excluded from it.

Black athletes were excluded from common competition, as illustrated by sports history in South Africa during the time of apartheid and in North America during segregation. Although nowadays, this form of discrimination is no longer possible, one can still observe racial discrimination in its ‘hard’ and ‘soft’ forms. White men constitute a majority among sports journalists, sports managers, club owners, and fans, even if the sports discipline is dominated itself by black athletes, as in the example of

basketball or, more precisely, the NBA. Van Dijk (2000) describes the media as one of the 'white institutions' which reproduces racial hierarchy and dichotomy.

In South Africa, homosexual athletes are yet another group that is highly affected by exclusion and discrimination in sport. Although sexual orientation itself cannot be a reason to exclude someone from a sport (as can be the case for gender, age, or lack of money), "it remains taboo in some sports disciplines (e.g., male football) or a label which influences an athlete's perception as sport is perceived as a heterosexual matrix" (Kian and Anderson, 2009: 55). Homosexual athletes, mainly men, "question the gender order and many of them, fearing rejection and discrimination, remains in the closet" (Kian and Anderson, 2009: 63). The situation of homosexual female athletes is slightly different, because they belong to two minorities: lesbians among the heterosexual majority and women in a male field (Kian and Anderson, 2009).

Despite the constitutional imperatives and regulatory frameworks women in South Africa continue to confront a range of gender-informed barriers at all levels of participation in sport – from the school level through to the senior management positions within sports decision-making bodies. Creating equitable and conducive conditions in sports – in other words a "level playing field" - is an evolving process that requires a confluence of new legislation, advocacy and awareness raising, mobilisation of sportswomen and their allies, and strategic litigation. This needs to happen in tandem with increasing social and economic pressure on the entities that provide the resources for sport, including umbrella sports associations, the media, corporate investors, and advertisers.

Coordinated efforts and organised efforts to closing the gaps and achieving parity is not a singular action. Indeed, the thrust of these efforts – which can look back to women's struggles for enfranchisement, sexual and reproductive health and rights and workplace parity – equity, representation, professionalisation, media coverage, access to sponsorship and endorsements and pay parity intersect. Policy, supported by institutional capacity, that addresses increased investment, publicity, and broadcasting of women's sport as well as proactive steps being taken by federations and governing bodies with the support and co-operation of men's teams, remains in draft – no finalisation. No authority is leveraged to guide governing bodies in increasing the marketability of women's sport and illustrating the uncapped commercial potential of

the women's game, particularly as they have greater influence and revenue than individual clubs. The steps to building elite women's participation in sport remains weak. Thus, the development of viable commercial relationships to close the pay gap and to institute a sports-wide culture that rewards women in sport.

3. Partnership and collaboration for social change

South Africa is a diverse country with multi-talent, favourable climatic conditions that are conducive for several sports codes, what is needed is keen players, keep management, political will and sustainable resources and leadership that will focus on increased potential. Strengthening **partnership and collaboration for social change** and gender empowerment is essential between the role players to ensure that talent is discovered from the early ages, efforts beyond aiming for good players and successful team, but emphasize on building good administrators, couches that are licenced at professional levels.

Even after the positive shift in economy and technological advancement, some countries including South Africa are still at plight with socio-environmental issues, including destitution, changes in climatic conditions and depletion of resources. These issues call for interventions from various sectors to convene towards innovative solutions that will effectively uproot these problems. The United Nations Global Sustainable Development Goal (SDG) number 17 recognizes that partnerships are essential in addressing sustainability issues that affects the communities worldwide. Non-governmental organizations (NGOs) on the other hand are recognised for the role they play in addressing socio-economic and environmental ills. Additionally, the NGO's have been instrumental in facilitating, coordinating, and closing gaps by bringing together different stakeholders for social change, emphasizing on equity, long-term security, sustainable community, and inclusive human development at national and international levels.

The cross-sector social partnerships (CSSPs) studies recognize that partner diversity, including the participation of the non-profit organisation may be effective, however, the role of NGOs in a collaborative sector is not clear more especially for social change. Given this, the role of the non-profit organisations in social partnerships towards promoting sustainability has created interest amongst the academics and practitioners.

4. Corporate sport sponsorship

According to Henseler, Wilson & Westberg (2011) globally major corporations have adopted new marketing strategies either than the corporate donation to create advertising for marketing purposes, a motive to attract fans from different industries (Chavanat, Martinent and Ferrand, 2009), as well as increasing relationships with their target markets (Bühler *et al.,* 2007; Henseler *et al.,* 2011). As such, the use of actual sponsors associated with professional teams should be a focal point in sponsorship research towards **re-shaping the imaginary of sport sponsorship and support**. Previous studies suggest that "sponsors want to observe sport fans having the same positive reactions regarding the sponsorship brands as they have toward their team" (McDonald, 2006: 15). However, fans' responses to sponsorship activities may differ due to the knowledge structures they possess (Roy & Cornwell, 2004). For example, Wakefield and Bennett (2010: 77) suggest that "market prominence of the brand and its relatedness with the team/event are important aspects in determining how consumers respond to the sponsorship". Supported by Speed & Thompson (2000: 18) mentioning that "sponsors perceived as being sincere will achieve better responses compared with those who are engaged in many sponsorship deals". Drawing on these views, it becomes imperative to comprehend the "role of team loyalty on fans' reactions to actual sponsors of the team, and verifying if differences occur according to the sponsoring brands."

4.3 Conclusions

The results of the study showed that sport across all codes generate the most affluent in the country, however, this is more in favour of men than women. Female sports leaders exist in marginal numbers, with very few at administrative level or coach level from the grassroots. There are few sports female administrators who are qualified and licenced compared to men in sports. In addition, gender transformation in South African is far greater than a distinction between a man and a woman, a boy, or a girl, rather should consider the developing trends of binary and non-binary communities which needs to deal outside individual perceptions but using clinically proven facts.

There are inadequate opportunities a girl child and young women in rural areas. There is undeniable talent in the rural areas, however, that get overlooked and not given the

adequate basic support that will enable them to compete at provincial and national level. The lack of exposure impedes fundamental developing stages in sports, which in turn jeopardize their ultimate growth and potential. On the other hand, women continue to get the short end of the stick in sport, especially in the villages, where the facilities, the terrains (sports ground) and environment is not conducive standard, making it difficult to compete at provincial and regional level.

In addition, the study shows that there is inadequate support and coordinating between the role players in favour in ushering gender transformation in sports. This is essential because, the study shows that both the public-private and civil sector plays a role in sports especially in ensuring the inclusion of women and previously marginalised, however, there is no central coordination of these roles or clear strategy for collaboration of these efforts, each of the entities work in isolation of the other.

Chapter 5: Conceptual Framework, Conclusions and Recommendations

5.1 Introduction

The introductory chapters of this report theorised those sports in South Africa is ushered by various stakeholders such as government, the private sector, non-profit private organisations, autonomous institutions, multi donor agencies, research, and sports persons themselves. These have varying influence and interest across various sports codes. South Africa's Department of Sports Arts and Culture (2022) mentions that the government and investors are the dominant stakeholders that influence many of the decision-making processes and policies in sports. Legislation and policies are in place to protect and advance gender transformation, however, those efforts have not necessarily translated into practical realities for many women (Soprts, 2022). The seems to be weak and inadequate implementation of policy reforms towards gender transformation in sport. Men and women continue to present specific challenges in sports (Burnett, 2018).

Based upon the above, it was postulated that:

- There is a need to examine the collaboration between the various stakeholders (public- private and civil sector) towards gender transformation in sports.
- There is a limited vision and weak strategic plans of sponsors, broadcasting and identifying talent for women in sports.
- Given that sport is ushered through various stakeholders with varying interest and influence, how best can the roles and responsibilities of the stakeholders influence positively for women in sports.
- There is no clear plan to coordinate and review efforts between the stakeholder towards gender transformation in sports.

Postulations were confirmed and presented in the interpretation of results and a framework to address the problem.

5.2 A proposed framework for addressing a state-private transformation mandate

A conceptual framework was developed to interpret empirical results. This section provides a proposed framework for addressing the state-private transformation mandate with a logical and functional sequence towards addressing the problem.

The study proposed a Multi-Stakeholder Partnerships (MSP), a “form of partnership governance structure that brings different actors such as civil society, governments, international bodies, media, and academic or research institutions for sharing experience, information, technologies, and financial resources working toward a common solution” (Brouwer and Brouwers, 2017:12). Multi-Stakeholder Partnerships (MSP) encourages participation from a range of stakeholders including business sectors, civil society organisations and the public sector meeting together towards a solution to a complex challenge that affects everyone in the society.

Systems Theory (ST) contends that complex social systems or organizations often depend on the division of labour in the maintenance of the whole, in this regard, different parts that compose the system must perform their job based on the area of specialisation. This is premised on the thinking that the existence private- public sector institutions and civil society organisations need to pay their role ensuring the optimal gender transformation agenda in sports in South Africa.

Governance on the other hand encourages interaction between the participating organisations, processes, and traditions in order ascertain the centralisation power, the decision-making processes as well as the views of the communities. The emphasis is on the relationship between the civil society and the state and how complex initiatives are resolved as a team together with actors in society. This approach, therefore, views governance as form of multi-organizational action rather than involving only state institutions.

Given the problem and the postulation in the sections above, the challenges that can be addressed through a series of interventions in a logical approach as follows:

a) Collaboration with stakeholders

An effective means of ensuring adequate contextualization of a problem is to ensure that contextualisation is analysis is based on local realities. The stakeholders are involved themselves in carrying out the analysis and this is linked to the goals and needs and priorities of the affected parties. Stakeholders' active involvement can "help facilitate understanding of the local context by identifying challenges and constraints as well as potentials and opportunities. It can also strengthen ownership of, and support for development interventions and the identified transformative changes and results" (Seguino, 2016:44).

b) Mutual accountability

Seguino (2016) opinions that "partners working together towards shared goals and results are all accountable. Both governments and their development partners should be accountable to citizens for democratic and consultative approaches involving all key stakeholders in establishing and attaining development results" (Seguino, 2016:32).

c) Inclusiveness

A principle of leaving no one behind and reaching the furthest behind first' is a crucial in ensuring that the previously marginalised are prioritise. Stakeholders from government institutions, private institutions at all levels, civil society organizations and community groups, should, as far as possible, be actively engaged in all processes of results management, and there should be broad representation of stakeholder groups, especially from the most vulnerable and marginalized groups, considering issues of intersectionality specifically in sports.

d) Gender responsive baseline

It is essential prior to planning and implementing in any intervention to establish and ascertain the degree of gender inequality in its local context to provide adequate understanding of local realities in terms of risks and constraints as well as potentials. Insufficient baselines or background information on gender

equality in its local contexts may miss the to provide interventions that a responsive and sensitive to the local context.

e) **Promoting women participation leadership positions**

Strengthening women's equal participation in decision-making and enhance their leadership roles in sports is essential. Even where women play critical roles in different sectors and policy areas, they are not always able to participate in decision making as they are underrepresented and under-informed. There can be many obstacles to women's participation, including unequal access to necessary information, lack of knowledge about decision-making procedures, and negative attitudes towards women's leadership.

f) **Gender-responsive impact assessments**

The impact evaluation of the gender transformation initiatives before during and after helps to determine the effectiveness of the design, the implementation, and the effectiveness of the interventions as they judge the achievement of gender equality results. To be effective, these types of impact assessments require agreeable multitude of factors that underlie inequality, discrimination, human rights violations, and exclusion, as well as the types of specific changes needed to address them. The effectiveness of impact assessments also depends on establishing clear goals, targets, and indicators in the initial design and planning stages.

In conclusion, this study attempted to provide empirical views on the gender transformation in sports, with the view to examine the roles and responsibilities between the public- private and civil sector organisation, more specifically, how they intersect.

5.3 Linking the proposed framework with the research themes

The study is framed from a Multi-Stakeholder Partnerships (MSP) that encourages participation from a range of stakeholders including business sectors, civil society organisations and the public sector meeting together towards a solution to a complex challenge that affects everyone in the society (Waddock *et al.,* 2013). The framework advocates for coordinated structure with adequate participation and the nature of

cooperation clearly defined. Systems Theory (ST) on the other hand believes that difficult socio-systems are largely dependent on each stakeholder and partners working together with the view to comprehend and resolve the parts of the entire system. Moreover, to sustain the system, all parts of the system should strive and contribute to the areas of their specification.

Figure 8 below shows the flow of gender mainstream in sport and in practice

Gender Mainstreaming in Sports in Practice

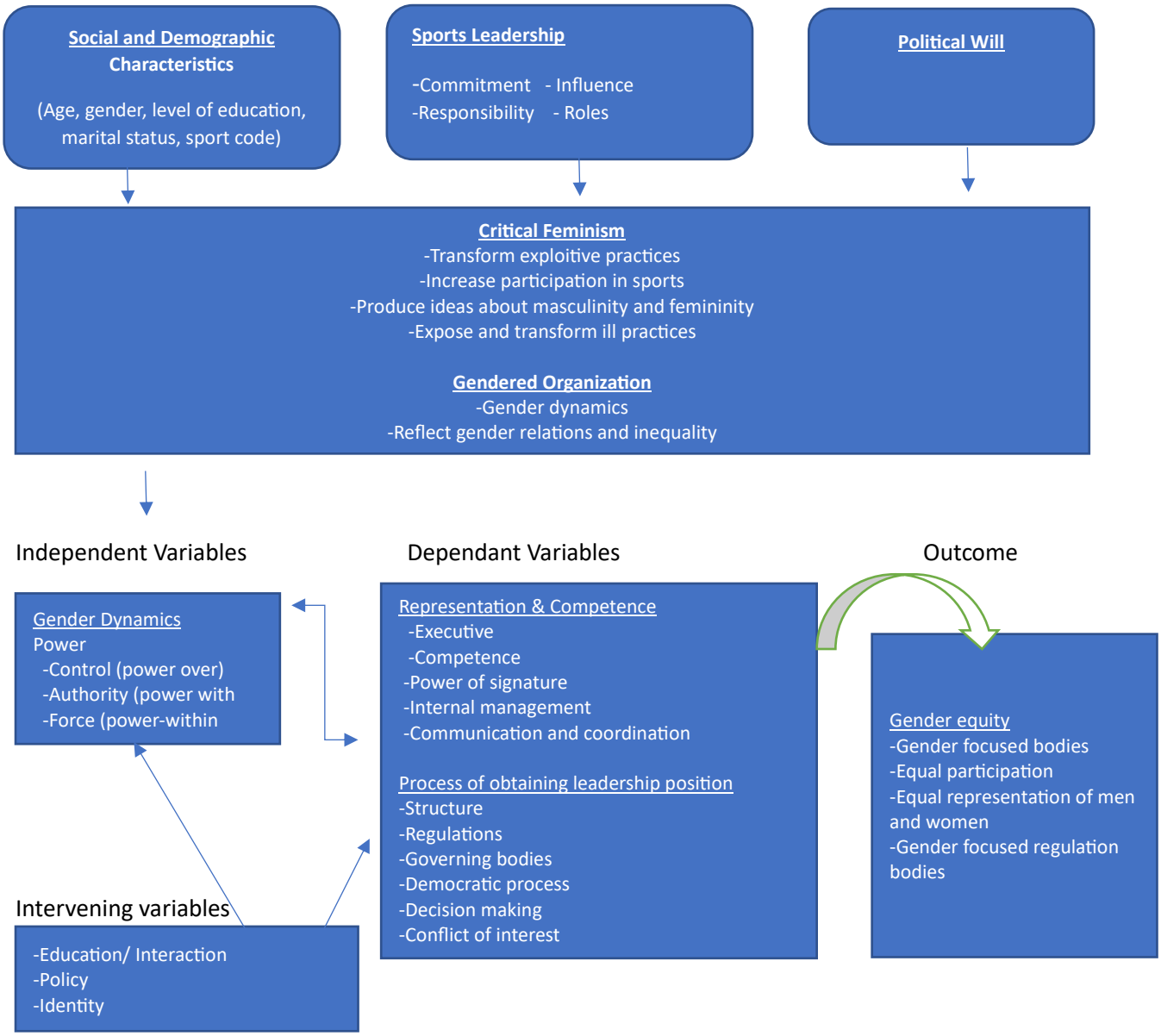

Figure 8: Gender mainstream in sports in practice

Given the above, it is imperative to illustrate the expected relationship and the natural progression of effective partnership between the various stakeholders in sports and how their roles and responsibilities intersect towards gender transformation sport.

The results conferred from the data suggest that mainstream gender equality polices, and strategies is key, and, unless all stakeholders (especially sport organisations) adopt and implement policies including regulatory frameworks to monitor and evaluate regulatory measures and spending programmes, with a view to promote equality between women and men this activity can be realised with long-lasting impact in sports. Gender mainstream policies could curb the deeply ingrained gender inequalities that exist within societies and that shape the differential value placed on women in employment, including in sport.

Intersectionality is a “lens for examining how interlocking systems of power impact on individuals’ experiences and produce inequalities. It posits that multiple patterns of identity-based inequality, such as sexism, racism or homophobia are mutually constituted, in this regard, adopting an intersectional approach will help to understand why sport participation rates among multi-marginalised groups are still exceptionally low compared to those among dominantly situated groups” (Lam, 2017: 45). This includes areas such as coaching and officiating, leadership, social equality, and media coverage with a view to redress the patriarchal norms and systemic gendered exclusion in sports.

Unless gender equality policies are monitored and evaluated, using scientific research, and integrated into all actions, policies will into greater depth allow adjustments to be made to actions that will contribute to progressive long-term change. Policies should be constantly adjusted to respond to changes in local situations and specific environments. When actions are planned, the different levels of the organisations must clearly indicate the monitoring, evaluation, and data collection methods to be used. To achieve this, stakeholders should create exchange platforms to help convey the same message and implement the measures in the most suitable way. A variety of educational platforms, methods and programmes must be implemented to meet these needs.

All stakeholders should take ownership and contribute to the structured implementation of concrete actions necessary to strengthen and structure cooperation

between stakeholders to develop their instruments, capacities, policies, and actions, while facilitating dialogue and exchange of experience.

Given the number and diversity of the stakeholders and the need for increased investment to overcome the current chronic underfunding of women's sport, budgeting that boosts the growth, development, and sustainability of a project by influencing the main strategic operations should be a core regulatory goal for all stakeholders.

Educational training material and support tools should be part of all the stages of the gender equality action plans. This will enable development opportunities for women coaches at all levels through shadowing, communities of practice, mentoring and networking programmes as well as establishment of a mentoring programme for girls/women at grassroots level. Adapt the planning of the practice of sport and sports competitions at different levels, especially grassroots level, to allow women to combine coaching/officiating with their personal life. Offer incentives for clubs to take part.

In conclusion, the proposed framework illustrates the desire for effective participation and collaboration of institutions, various stakeholders and communities with interest and influence to develop effective strategies that will respond to gender dynamics and address women participation in sports. The framework positions that if men and women attitudes towards sports management and sport administration is positive, effective participation in sports across genders and sporting codes would be realised.

5.4 Limitations of the study

The findings of this research are based on the availability and willingness of the selected participants and the results cannot be generalised. While this study achieved its intention to finding answers, the researcher is cognisant of power dynamics in respect of the occupation of some respondents. For instance, it is possible that there were instances where the participants may have felt the need to provide answers, they perceive that the researcher hoped to hear rather than their uninfluenced perceptions. However, the flexibility provided by a semi-structured interview provided me an opportunity to probe for clarity on participants' thoughts and creating an unrestricted environment for expressions. Lastly, the study did not provide for a pilot due to time limitations.

5.5 Recommendations

Firstly, it is recommended that the proposed framework be tested, refined, and developed into a model.

Secondly, the findings of this study challenged various ways in which the stakeholders in sports usher gender transformation intervention across all sports codes as well as entire system for the benefit of the previously marginalised groups.

The following opportunities for further research are as follows:

- Investigate how the South African sports system can change the entrenched cultural misperceptions around women participation in sport.
- Explore how public-private and civil sector societies can improve the governance of gender transformation in sport
- Explore how multi-stakeholder resources (financial, human capital and infrastructure) could be coordinated to enable the support required by female sport persons in South Africa.
- Develop a framework and guidelines towards an equitable selection criterion that will ultimately promote opportunities for women in sports to represent South Africa and to grow across sports codes.
- Develop monitoring and communication mechanism that will enable sharing of credible information amongst the sports administrators, coaches, and management as well as players across all sports codes.

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Annexures:

a) Signed ethical clearance
b) Consent forms
c) Access letter
d) Invitation to particate in the study
e) MS Teams link and appointments
f) Questionnaire and discussion document