

**A SURVEY OF THE INFLUENCE OF SPONSORSHIP IN THE DEVELOPMENT
OF SPORTS IN KENYA**

BY

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**A Management research project presented in partial fulfillment of the
requirements for the award of the degree of Master of Business
administration (MBA), School of Business, University of Nairobi**

October, 2007

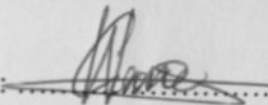
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DECLARATION

This research project is my original work and has not been submitted to any other institution of higher learning for the award of any academic degree.

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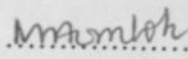
Kiraguri, W. Grace

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To my one and only brother "The late Julius Wangariye Kiraguri" A special brother and friend you were and will always be. Rest in peace.

DECLARATION BY THE SUPERVISOR

This project has been submitted for examination with my approval as the university supervisor.

Signature 

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ACKNOWLEDGEMENT

This study was accomplished with the help a number of people to whom I am deeply indebted.

First sincere thanks go to my supervisor Ms Margaret Ombok for her invaluable encouragement, support and advice through out this study. In addition, I would like to thank my research assistant Tots Naiboi for his enthusiastic support in collection of data. Special thanks to the various managers in the sports federations' for devoting their time to give feedback and sharing information pertinent. Special thanks to Mr. Sam Mwai (CEO, Studia Sports Management Board) for sharing his ideas during numerous meetings. To my one and only brother "The late Julius Wangenye Kiraguri" A special brother and friend you were and will always be. Rest in peace.

To my numerous friends who made life bearable during the hard times with special salute to Anthony Wainaina, Margaret Barasa and Ann Gakere Kagendo.

Lastly to my family:

Dad and mum: for the continuous support and encouragement during my whole education and life in general.

My special sisters; Wairimu, Wangari, Wambare, Wangere, Njeri and Wanja for their endless love and support.

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ACRONYMS

AK	-	Athletics Kenya	ii
DDC	-	District Development Committee	iii
EABL	-	East African Breweries Limited	iv
FIFA	-	Federation of International Football Association	v
IAAF	-	International Association of Athletics Federation	ix
IUSC	-	Inter University Sports Council of East Africa	xi
IYSPE	-	Internal Year of Sports and Physical Education	
KFF	-	Kenya Football Federation	
KNOC	-	Kenya National Olympic Committee	1
KNSC	-	Kenya National Sports Council	2
MYSAs	-	Mathare Youth Sports Association	3
NGO	-	Non Governmental Organization	3
TLPF	-	Tegla Lorupe Peace Foundation	6
UNESCO	-	United Nations Education, Scientific & Cultural Org.	8
UNICEF	-	United Nations Children's Educational Fund	8
WHO	-	World health Organization	

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It is against this backdrop that this study was formulated to determine the extent to which sports sector in Kenya just like many other countries experiences several constraints among which the lack of adequate funding is the most prominent. The study identified the only key to sustainable sports programs which means involving a full spectrum of stakeholders through various forms of sponsorships.

carried out and the population of interest was all the registered sports federations under the umbrellas of Kenya National Sports Council (KNSC). The registered federations total up to 53 and given the small size of the population of interest, a census study was carried out. Primary data was carried out using semi structured questionnaire and the respondents interviewed were all in managerial positions at the federations. Of the total target number of 53 respondents, 47 respondents i.e. (88.7%) of the targeted population returned the questionnaire completed satisfactorily.

From the study it was established that a number of federations received both cash and values in kind sponsorships. Most of cash sponsorship received was likely to be used in training and team administration while a larger percentage of value in kind received was attributed to provision of equipment. It was evident that neither cash sponsorship nor value in kind to the federations was directed to infrastructure creating a gap for future expansion of sporting opportunities. The study hence recommends that key stake holders such as the ministry of sports undertake a rigorous exercise aimed at further increasing sports infrastructure so as to steer the development of sports right from the grass root.

ABSTRACT

Sports are by all means very critical and valuable to the human fraternity. However, sports sector in Kenya just like many other countries experiences several constraints among them financial shortfalls. Sports -for-development strategy has been identified as the only key to sustainable sports programs which means involving a full spectrum of various sectors of government and private sector in supporting sports through various forms of sponsorships.

It is against this back drop that this study was formulated to determine the extent to which sports sponsorship has influenced sports development in Kenya. A descriptive study was carried out and the population of interest was all the registered sports federations under the umbrella of Kenya National Sports Council (KNSC). The registered federations total up to 53 and given the small size of the population of interest, a census study was carried out. Primary data was carried out using semi structured questionnaire and the respondents interviewed were all in managerial positions at the federations. Of the total target number of 53 respondents, 47 respondents i.e. (88.7%) of the targeted population returned the questionnaire completed satisfactorily.

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The study did not focus on spectators who are the main target for corporate bodies undertaking sports sponsorship and proposes that further research could be conducted to determine the impact of sponsorships on spectators' perception of sports.

The study further proposed that given the influx of sponsorship from the private sector, there is a need for sports federations to harness the partnerships so as to create long positive relationship for the benefit of both sports and the corporates. Sponsors also should take a more forthright approach in management of sponsorships so as to ensure that not only is the brand awareness achieved during sports activities but also the measure impact of sports development of those particular sports.

According to the 3rd National development plan, the government reflected its commitment to alleviation of poverty and unemployment through an integrated approach. The plan emphasizes on the need for all sectors to play a complementary role by increasing their own productivity and efficiency in utilization of available resources. Unemployment and poverty are the main twin challenges of development (National development plan, 2001). In the past decade, the formal sector has not met the challenges of employment creation and income generation due to slow economic growth and declining levels of investment. In the informal sector, despite the lack of adequate and appropriate technical skills, limited credit facilities, and imperfect essential support services, employment in this sector increased from 65 percent in 1997 to 72 percent in 2001. This trend signifies the critical role of essential skills training for economic growth (Sessional paper, 2003).

Traditionally the business of a corporate has been to make profits and to serve the interest of it's owners. However, corporate managers are being called upon to direct attention and resources to social problems far removed from their central economic mission. In a wider term this is what is referred to as corporate social responsibility and according to Carnegie (1899) is advocated for extended participation by the business sector on social

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INTRODUCTION

1.1 Background

The African continent remains by and large marginalized in the world economy, with over half of the population living under US\$1 a day per person (Davis, 2002). In the context of the Millennium Development Goals (MDGs), the international community has set itself a target of reducing poverty by half by the year 2015 (The Guardian, 2004). Africa, a continent endowed with immense natural and human resources as well as great cultural, ecological and economic diversity, remains underdeveloped. Most African nations suffer from military dictatorships, corruption, civil unrest and war, underdevelopment and deep poverty (The Guardian, 2004). Kenya is just but one of the many nations experiencing similar problems in relation to poverty.

According to the 8th National development plan, the government reflected its commitment to alleviation of poverty and unemployment through an integrated approach. The plan emphasizes on the need for all sectors to play a complementary role by increasing their own productivity and efficiency in utilization of available resources. Unemployment and poverty are the main twin challenges of development (National development plan, 2001). In the past decade, the formal sector has not met the challenges of employment creation and income generation due to slow economic growth and declining levels of investment. In the informal sector, despite the lack of adequate and appropriate technical skills, limited credit facilities, and imperfect essential support services, employment in this sector increased from 65 percent in 1997 to 72 percent in 2001. This trend signifies the critical role of essential skills training for economic growth (Sessional paper, 2005).

Traditionally the business of a corporate has been to make profits and to serve the interest of it's owners. However, corporate managers are being called upon to direct attention and resources to social problems far removed from their central economic mission. In a wider term this is what is referred to as corporate social responsibility and according to Carnegie (1899) he advocated for extended participation by the business sector on social

issues. On their part businesses should be seen to be improving quality of society in which they operate albeit in diversified ways such as sponsorship of various activities including arts, cultural aspects, education and sports. According to Murphy (1990) many business have recognized the role and are now reacting to these in diverse ways.

1.1.1 The Concept of sponsorship

Sponsorship is the provision of resources (e.g., money, people, equipment) by an organization (the sponsor) directly to an individual, authority or body (the sponsee), to enable the latter to pursue some activity in return for benefits contemplated in terms of the sponsor's promotion strategy, and which can be expressed in terms of corporate, marketing, or media objectives (Pope & Turco, 2001).

Shilbury et al (1996) defines sponsorship is as a business relationship between a sponsor and a beneficiary which offers in return some rights and association that may be used for commercial advantage. Sponsorship has also been defined as the provision of resources (eg. money, people, and equipment) by an organization directly to an event or activity in exchange for a direct association to the event or activity. The providing organization can then use this direct association to achieve either their corporate, marketing, or media objectives (Sandler and Shani, 1993). A problem with this definition is that it ignores the activity of sponsoring a team or individual competitor (or other individual) It does however; strictly categorize the nature of the support.

The range of sponsorship opportunities is limited only by one's imagination. The obvious areas are sports, arts, education, community and broadcast (Edward, 1991). However, sport sponsorship is the most popular and will be the key focus in this study. Sport sponsorship can range from grass roots involvement to regional, state, national and international events such as the World Cup Soccer tournament and the Olympic Games. "Sports sponsorship will continue to be a popular and growing form of marketing" (Lucas, 1996).

1.1.2 Meaning of sports

Sport' is a collective noun which refers to a wide range of processes, social relationships and presumed physical, psychological and sociological outcomes. For example, there are individual, partner and team sports; contact and non-contact sports; motor driven or perceptually dominated sports and those which place different emphasis on strategy, chance and physical skills. Further, the nature and context of participation can range from the competitive, via an emphasis on self-development, to purely recreational activity.

A sport consists of a physical and mentally competitive activity carried out with a recreational purpose for competition, for self-enjoyment, to attain excellence, for the development of a skill, or some combination of these (Robertson, 1986). A sport has physical activity, side by side competition, self-motivation and a scoring system. The difference of purpose is what characterizes sport, combined with the notion of individual (or team) skill or prowess. Schlossberg (1996) defines sport as all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels.

1.1.3 Sports Development

Todaro (2000) views development in a modern perspective as that aspect that leads the improvement in the quality of life of people through social, political and economic determinants. As such development aims at availing opportunities to improve quality of life. Sports by definition extends far beyond traditional team games to incorporate individual sport and fitness-related activities such as aerobics and certain dance activities, as well as recreational activities such as long walks and cycling. It extends from casual and informal participation to more serious organised club sport, and for the minority involves complete commitment in pursuit of the highest levels of excellence at Olympic and World level. This wide and inclusive definition of sport extends its relevance to the whole population and has its value as a significant player in the broader social agenda (Schlossberg, 1996).

Hence sport development has been defined as a process whereby effective opportunities, processes, systems and structures are set up to enable and encourage people in all or particular groups and areas to take part in sport for recreation or to improve their performance to whatever level they desire (Collins et al, 1999). Sports development is about implementing and delivering sport to a range of target groups, an activity that calls for support from various sectors to steer the development. Sports development can be both generic (concerned with particular common issues), or sports-specific (concerned with aspects of particular sports). Some of its core concepts include: Dynamism, Progression, Change, Development, Equity, Universality, Access, Opportunity, Facilitation, Generic skill, Sports-specific skill and Achievement (Sport England, 1995). Sport development deals with the opportunities available for people to progress to their potential in sport, from taking part for fun and health to competition and also encompasses the provision of opportunities for addressing the social issues of the day through participation in sport (WHO Report, 2003).

For this study, the definition according to Collins et al (1999) will be adapted which defines sport development as a process whereby effective opportunities, processes, systems and structures are set up to enable and encourage people in all or particular groups and areas to take part in sport for recreation or to improve their performance to whatever level they desire

1.1.4 Sports in Kenya

The Government of Kenya, through the ministry of sports has been at the fore front of supporting the sporting fraternity because the sector is viewed as a vibrant engine for social economic development. The government has obviously shown great commitment to sports and as the president of Kenya His Excellency Mwai Kibaki stressed the need to have institutionalized mechanisms in Kenya that will promote various fields of sports and improve the welfare of sports people in the country (Onyango, 2005).

Various bodies have been set up to facilitate sports such as Kenya National Sports Council, Athletics Kenya, National Olympic Council of Kenya, Sports Stadia Management Board amongst others all aimed at harnessing the sports talents and

addressing the key specific needs that is required at various levels to boost sports in Kenya. Like many other countries, Kenya has taken up sports very seriously given the social economic benefits aligned to sports. The ministry of Education ensures that at the primary and secondary level of education, physical education is mandatory in order to instill the sporting culture amongst the growing children. School competitions in all types of games including swimming, athletics, football, volleyball, hockey etc are encouraged and participation starts right from the grass root, climaxing at the national competitions. This not only helps identify and tap talents, it also encourages the youth to appreciate sports as a way of the future. The precedence of sporting activities is taken seriously in institute of higher education through inter university / college sports. Kenyatta University takes the seriousness a notch higher through the existence a department of sports in the faculty of education, where students major in Physical education.

Different federations exist in support of various sports, Kenya Football Federation (KFF) which manages the football clubs in Kenya, Athletics Kenya (athletics) etc (see attached appendix 5). It is through these bodies that different sports have grown and the tapping of individual talents has been harnessed. This growth not only helps the individual but contributes enormously to both the image of the country at the international scene as well as economic gains. Individual team members for instance who represent the country in various sports such as athletics bring in huge amounts of money in form of winnings. According to the local dailies report, on 9th May, 2006 Daily Nation newspaper, a special feature focused on the bright future athletics has in Kenya. The article featured a study by Road race Statisticians indicating that amongst the world top athletes; there are two prominent Kenyans; Mrs. Catherine Ndereba and Paul Tergat both of whom have grown fabulously rich running in the most prestigious marathons.

Other unique sports groups such as Mathare Youth Sport Association (MYSA), whose strategy is to use of youth soccer programmes in the slums of Nairobi to bring hope to the lives of thousands of destitute children in the slums have been established. Taking the advantage of soccer fever in the slums, the MYSA programmes have been able to make a

major breakthrough in creating sustainable programmes in the fight against the rampant drug abuse in the slums, slow down the crime rate, make an impact on school dropout and create positive attitude and hope among thousands of children in the slums (Boit, 2005).

Boit (2005) further observes that sports personalities have also continued to steer development of sports in Kenya as the case of the annual Tegla Loroupe Peace Race (TLPR) which is a peace building initiative. It is used as a mobilizing tool to bring the warring communities of the Greater Horn of Africa Region. These peace races have been used to build trust among the warring communities in Northern Kenya, North Eastern Uganda and Southern Sudan.

Corporate sponsorship in sports has also been evident in supporting sporting activities as evidenced by events such as the Standard Chartered annual marathon, which brings together members from the professional arena and participants who run for personal achievements and fun annually in Nairobi (Standard Chartered Annual Report, 2005). Another good example is the Safaricom Lewa Marathon sponsored by Safaricom Ltd , which also serves as good forum for local tourism with a larger national circuit that embraces a unique concept of running in the wild (Keino, 2006)

1.2 Statement of the problem

Sports are by all means very critical and valuable to the human fraternity. It not only gives the body physical fitness but also emotional and social benefits. Sports puts the youth into good use because they represent a huge fraction of the productive group that need to be incorporated into the country's economic drivers and their talent tapped early enough.

Kenya just like many other African countries has also experienced major set backs due to several logistical problems making it rather impossible to tap sports talents. The development of sports and sporting facilities in Kenya today is faced by an uphill task. The stadiums facilities and playing grounds are not only insufficient but are equally lacking in most regions. Poor leadership qualities have impacted negatively on how

sports are managed amongst many federations in Kenya (Keino, 2006). Just but to mention a few.

However, despite the logistical issues affecting the sports fraternity, this has not stalled the development of sports. For instance Kenya's past performance and dominance in athletics in international competitions, positioned the country as a favorite to win the bid to host, the 35th IAAF, World Cross Country Championships, Mombasa in March 2007. By hosting an event of this magnitude several benefits were derived in terms of media exposure, capacity building of local coaches, technical knowledge, improvement of infrastructure, temporary employment, proper training kits from sponsor's were received as well as general gain to the country in terms of foreign exchange earnings.

Integrated partnership approach to sport-for-development therefore is the key to sustainable programs. This refers to the involvement the full spectrum of various sectors of government, sports organizations, Non Governmental Organizations (NGOs) and the private sector in supporting sports through various form of sponsorships (United Nations, 2003). The government on its part supports sports through the ministry of sports by offering sponsorship monies which aid in facilitation of travel; team allowances etc however the support is still inefficient given the population currently undertaking sports. The private sector has stepped in heavily to bridge the gap by way of sponsorships.

Studies by Madrigal (2000) focused on the ability of a sponsorship as an avenue to increase brand awareness, generally a fairly expected effect. Another study by Meenaghan (1991) focused on role the sponsorship as a communication mix. Studies by Armstrong (1988), Witcher, Craigen, Culligan and Harvey (1991), and Javalgi et al (1994) on sponsorship argue that sport's effectiveness as a promotional vehicle lies in its ability to shape corporate image. While these studies focused on sponsorship, they looked at sponsorship from the corporate benefits point of view and overall impact of sponsorships towards consumers. While the findings in the studies are primarily important, the studies do not focus on the contribution and the significance of sports sponsorship towards the development of sports.

development, the primary may also devise incentive measures to avoid Studies in Kenya by Okeyo (2004), Otachi (2005) and Gichana (2004) focus on broad aspects of corporate social responsibility in Kenya. Sport sponsorship was mentioned as one of corporate social responsibilities. The studies are broad in nature and do not specifically address the effects of sports sponsorship in development of sports. Even though in the recent years, corporate sponsors have ventured into sports sponsorship, the impact of sponsorship on sports development in Kenya is not known. The sponsorship inputs remain vague and hence no tangible development can be attributed to the sponsorship packages. If these impacts were known to the various authorities, efforts and measures could be put in place to enhance sports development. To the researcher's knowledge it appeared that, no study had been conducted in Kenya on the impact of sponsorship in sports development. The study therefore sought to determine the extent to which sponsorship contributed to sports development .in Kenya.

1.2 Objectives of the Study

The objective of this study was to determine the extent to which sports sponsorship had contributed to sports development in Kenya.

Specifically the study sought to determine the extent to which

- i. Cash sponsorship had contributed to sports development in Kenya
- ii. Value in kind sponsorship had contributed to sports development in Kenya.

1.4 Importance of the Study

The findings of the study may be useful to the following:

- (i) The government of Kenya, through the ministry of Sports may recognize the impact of sports and justify higher budgetary allocation
- (ii) Ministry of Sports, Gender and Culture may be able to put measures right from primary schools to higher institution of learning in order to mobilize sports at an early age where talent can be tapped and harnessed. Upon realization of the over all impact of sports towards social economic

development, the ministry may also devise incentive measures to avoid migration of our top sportsmen in other foreign nations.

- (iii) Higher learning institutions as well as other bodies may be able take up sports as serious sector and allocate more time and resources towards its promoting sports.
- (iv) The study may also be an eye opener for corporate to view sports as a way of developing the nation as opposed to looking at it purely as a means to achieving corporate objectives.
- (v) Future researchers and scholars- in using the study as a source of reference and stimulating interests for further research

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In recent decades, sponsorship has become an increasingly important part of the sport and recreation industry growth and as the significance of sponsorship has grown, the need to understand it, and maximize its potential has greatly increased (Justin Madden, 2000). The spending trend on sport sponsorships is expected to continue. Corporations are flocking to sport sponsorship in order to achieve the benefits of this association. A sponsorship is sought to attain four principle benefits for a corporation, including awareness improvement, image enhancement, relationship building through hospitality, and increased sales (Howard & Crompton, 1995).

Sponsorship today is a well integrated part of companies' marketing strategies and it is no longer a question of charity but a case of give and take in order to benefit both parties (Jiffer & Roos, 1999). It has evolved from corporate philanthropy or mere patronage into a sophisticated and highly competitive promotional activity (Mescon and Tilson, 1987). Schaaf, (1995) argues that sponsorship is a commercial transaction where both parties anticipate a financial return. Commercial sponsorship represents one of the most significant marketing developments in recent decades. While limited activity was evident in the first half of this century, the major growth in sponsorship has occurred over the last 25 years (Sandler and Shani, 1989).

2.2 Meaning and importance of Sponsorship

Sponsorship has been defined as "an investment, in cash or in kind, in an activity, in return for access to the exploitable commercial potential associated with that activity" (Meenaghan, 1991). The typical sponsorship include signage in arena, advertising in game programs and in TV and Radio broadcast of the teams games (generally combined

and referred to as media), the mark as official sponsor of the teams offering exclusivity in that category of game promotion and tickets to the games (Boos, 2003). "Sponsorship refers any commercial agreement by which a sponsor, for the mutual benefit of the sponsor and sponsored party, contractually provides financing or other support in order to establish an association between the sponsor's image, brands or products and a sponsorship property in return for rights to promote this association and/or for the granting of certain agreed direct or indirect benefits" (Howard & Crompton, 1995).

In another context sponsorship has been defined as the provision of resources (e.g. money, people, and equipment) by an organization directly to an event or activity in exchange for a direct association to the event or activity. The providing organization can then use this direct association to achieve either their corporate, marketing, or media objectives (Sandler and Shani, 1993). However, opinions differ when it comes to defining what sponsorship is. A reason for this might be that sponsorship often is confused with events, such as charity and endorsements. Jetkin & Yadin (2000) define sponsorship as giving monetary or other support to a beneficiary in order to make activities financially viable, sometimes for altruistic reasons, but usually to gain some advertising, public relations or marketing advantage. Though money is viewed as the key contributory factor, companies may provide money to sporting organizations in other ways such as charitable donations where by no commercial return is expected although a company makes use of donations so as to be seen as a good corporate citizen. Or through corporate patronage which is half-way house between donations and sponsorship, patronage generally provides only some recognition of a company's activity among a relatively small, though influential, group. It is more common in the arts than sport. Corporate hospitality is the opportunity to meet customers and contacts in informal enjoyable circumstances to pursue business objectives. It is often part of a sponsorship package. Then there is the Public relations/community relations which is the sponsorship of sports used to meet objectives on a company's social or political agenda. The aim is not to sell products but to improve a company's image as an employer, corporate citizen or contributor to the economy.

According to Armstrong, (1988), sponsorship is the provision of resources (e.g., money, people, equipment) by an organization (the sponsor) directly to an individual, authority or body (the sponsee), to enable the latter to pursue some activity in return for benefits contemplated in terms of the sponsor's promotional strategy, and which can be expressed in terms of corporate, marketing, or media objectives. The leveraging of sponsorship investments through the use of sponsorship-linked marketing programs that include everything from magazine, television, and newspaper advertising to licensing, in-store displays, sampling, and incentives makes sponsorship a significant contributor to many communication programs. For example, marketers spent \$5 billion worldwide on campaigns, promotions, and events to leverage their 1996 Olympics sponsorships (IEG Sponsorship Report, 1996).

Pitts & Stotlar (1996) argue that sponsorship offers a number of advantages over more conventional advertising techniques – makes the sponsor more people orientated and is longer lasting in terms of its commitment than advertising. Shilbury, Quick & Westerbeek (1998) define sponsorship as a business relationship between a sponsor and a beneficiary which offers in return some rights and association that may be used for commercial advantage. Pope & Turco (2001) define sponsorship is the provision of resources by an organization (the sponsor) to the sponsee to enable the latter to pursue some activity in return for benefits contemplated in terms of the sponsor's promotion strategy, and which can be expressed in terms of corporate, marketing or media objectives. Sponsorship is a viewed as a business relationship and according to Sleight (1989) sponsorship is a business relationship between a provider of funds, resources or services and an individual, event or organization which offers in return some rights and associates that may be used for commercial advantage. While Muret, (1998)) define sponsorship as financial or material support of an event, activity, person, organization or product by an unrelated organization or donor in return for prominent exposure of the sponsor's generosity, products or brands.

From a promotion perspective, Hart (1998) defines sponsorships as a means of promotion that is a deliberate financial support given to achieve brand awareness, enhance corporate

image, increase goodwill, and raise employee morale. Coulson-Thomas (1990) mentions sponsorship as part of sales promotion - to put a name across and promote an image. Pope's (1998) definition of sponsorship states that sponsorship is the provision of resources (e.g. money, people, equipment) by an organization (the sponsor) directly to an individual, authority or body (the sponsee), to enable the latter to pursue some activity in return for benefits contemplated in terms of the sponsor's promotion strategy, and which can be expressed in terms of corporate, marketing, or media objectives.

Opinions differ when it comes to defining what sponsorship is, a reason for this might be that sponsorship is often confused with other events, such as charity and endorsements. Jenkins & Yadin, (2000) define sponsorship as giving of monetary or other support to a beneficiary in order to make its activities financially viable, sometimes for altruistic reasons, but usually to gain some marketing advantages.

From all the above definitions of sponsorships by different authors, sponsorship is considered as a form of support either in financial form (money) or other forms (in kind) used to assist organizations or individuals pursue some activity or improve their performance in return for some form of benefits to the sponsoring organization. It is therefore evident that benefits accrued from any form of sponsorship is two way and either party stands to reap some benefits, in form of brand awareness or image building for the corporate or facilitation for the recipients. Sponsorship hence is for the mutual benefit of both parties.

2.3 Sports sponsorship

Commentators have found various historical contexts for the origins of sport sponsorship: The wealthy of ancient Greece supported athletic and arts festivals in order to enhance social standing and gladiators could be supported (or owned) by members of the Roman aristocracy for the same purpose (Sandler and Shani, 1993; Cornwell, 1995). But the first modern, commercial use of this promotional activity has been traced to the placement of advertisements in the official programme of the 1896 Olympic Games and the product sampling rights purchased by Coca Cola for the 1928 Olympics (Sandler and Shani,

1993; Stotlar, 1993). The first recorded use of the sponsorship of sport in the United Kingdom occurred in 1898, when the Nottingham Forest soccer team endorsed the beverage company Bovril (Marshall & Cook, 1992). Sport sponsorship involves the allocation of scarce resources with the intent of achieving certain organizational objectives (Slack and Bentz, 1996).

Shank (1999) defines sports sponsorship as investing in a sport entity to support, overall organization objectives, marketing goals and/or strategies. While Covell (2001) view sports sponsorship as a form of sales promotion that creates publicity opportunities, Wilmhurst (1995) discusses sport sponsorship as an important promotion form in itself. Siegel (1996) mentions sport sponsorship as a promotional option. Jobber (1995) argues that sport sponsorship takes place when a payment is given in return for some business consideration or benefit. Mullin, Hardy & Sutton (1993) defines sponsorship as the acquisition of rights to affiliate or directly associate with a product or event for the purpose of deriving benefits from that association. He further highlights the rights as; the right to use a logo, name, trademark and graphic representations signifying the purchasers' connection with the product or event. These rights can be used in advertising, promotion, publicity, or other communication activities employed by the purchaser; the right to an exclusive association within a product or service category; The right of entitlement to an event or facility; The right to use various designations or phrases in connection with the product, event or facility such as "official sponsor", "official Supplier", "official product", "presented by", or "official broadcaster"; The right to conduct certain promotional (marketing communication) activities, such as contests, advertising campaigns, or sales-driven activities in conjunction with the sponsorship agreement.

Sport sponsorship is the provision of resources (e.g. money, people, equipment) by an organization (the sponsor) directly to a sponsee (e.g. sport personality, sporting authority or sport body or code) in return for certain rights (as expressed by Mullin et al (2000) to be included in a sponsorship agreement) contemplated in terms of the sponsor's marketing communication strategy (cross-impact and leverage between sponsorship and

other marketing communication variables employed before, during, and after the sponsorship campaign), and which can be expressed in terms of corporate, marketing, sales and/or media objectives and measured in terms of linking the objectives to the desired outcome in terms of return on investment in monetary and non-monetary terms.

Sport sponsorship can range from grass roots involvement to regional, state, national and international events such as the World Cup Soccer tournament and the Olympic Games. "Sports sponsorship will continue to be a popular and growing form of marketing" (Lucas, 1996). Sport sponsorship is now being integrated into many companies' marketing strategies around the world. "There has been a dramatic rise in corporate spending on sport sponsorships in many industrialized countries" (Copeland et al, 1996). Sport sponsorship exchanges are to be beneficial for both the sport organization and the sponsoring agencies. Sponsorship agreements are valuable resources through which providers of funds, resources, or services and the sponsors and sport organizations gain commercial advantage. Sports sponsorship has become an important marketing tool for advertisers because of the flexibility, broad reach, and high level of brand or corporate exposure that it affords (Kropp, Lavack, Holden & Dalakas, 1999). Benefits associated with sponsorship for sport organizations include receiving needed funding, increasing revenue and encouraging involvement in the business community.

Corporations seek to reach marketing objectives through sponsorship of sport by increasing public awareness, enhancing or reinforcing brand image and involving the company with the community. This involvement may generate media benefits, improve sales and establish differentiation (Irwin et al, 2002). Sport sponsorship provides a means of reaching audiences in four specific ways: during pre-promotion advertising and publicity, during the event, during the broadcast and through post event reporting (Kropp et al, 1999).

Sponsorship has grown significantly in the past twenty years and it will continue to grow (McDowell, 1999). Therefore, it is imperative to understand what makes sponsorship effective. Corporations attempt to attract customers to a particular product or service by sponsoring an event that matches the demographic characteristics of a particular type of

customer (Howard & Crompton, 1995). Golf attracts, for the most part, a higher income population and individuals that enjoy recreational activities. Therefore, companies that want to attract people in these categories are a good match for sponsoring golfing events. However, corporations must choose the type of sponsorship that best meets their needs while attracting customers to their product or service. The range of sponsorship opportunities is limited only by one's imagination. The obvious areas are sports, arts, education, community and broadcast. The sponsorship of sports might involve a gift of money or even equipment to struggling associations or particular individuals. This type of sponsorship involves a kind of patronage. According to Jackson & Schmader (1990) the gift of new tennis rackets to a local school by a parent or a manufacturer is merely an act of generosity and would generally imply no obligations on the students except perhaps enjoy its use, unless there was some additional understanding between parties. For example a manufacturer who donates a young promising surfer a free wet suit or surf board by a local manufacturer would ideally agree to wear the suit or use the surf board in local competition. The surfer would thus provide the manufacturer with a form of free advertising for the free product as the result of an informal agreement that is to both parties advantage. Other type of sponsorship, are entirely the very formal agreement where both parties sign up contracts and each keeping to their side of the bargain. Upon breaching this agreement, the contract gets terminated. For example within sports there is a range of different sponsorship opportunities. For example in soccer, it is possible to sponsor the title e.g. Barclay Card premier or stadium eg the rebook stadium, there also exists opportunities to sponsor a club e.g. O2 and Arsenal (Gladden et al, 2004)

While it is primarily true that sports sponsorship is the most popular form of sponsorship, it is also obvious that any firm entering into a sponsorship agreement should treat its sponsorship as a resource which, either singly or in combination with other resources, can be developed into an area of distinctive competence. This in return assists the firm to gain a position of sustainable competitive advantage. It is evident from the above that most scholars view sports sponsorship as a promotion strategy to achieve certain marketing goals, which can either be expressed in terms of sales or media objectives. Olkkonen et al (2000) highlight the fact that sponsorship has become an increasingly popular medium of

corporate communication especially among companies in the consumer market but also in business to business.

Hence as much as sports sponsorship in most instances is viewed as a good gesture and corporate social responsibility from a corporate perspective, it is rather obvious from literature review that it is not a philanthropic gesture but rather platform for building a commercial and competitive advantage for the firms. Sponsorship evidently is a commercial agreement between a company and a sport to enter into a joint venture to promote their mutual interests. In return for a financial contribution a sports organization will allow the use of its name in commercial activities. These activities can be as varied with some of the most obvious being the display of the brand name on kit, banners around the venue, advertisements in programmes, and on other merchandise or use of the club, event, team or individuals in advertisements and other promotions. Hence to the beneficiaries the benefits of sponsorships are massive making it a good way of partnering creating a win-win situation. At the heart of sports sponsorship is a commercial proposition that provides a return on investment for both the brand owner and rights holder

2.4 Sports Developments

Sports development is a process whereby effective opportunities, processes, systems and structures are set up to enable and encourage people in all or particular groups and areas to take part in sport for recreation or to improve their performance to whatever level they desire (Collins, 1999). Sports development is about implementing and delivering sport to a range of target groups, an activity that calls for support from various sectors to steer the development. Sports development can be both generic (concerned with particular common issues), or sports-specific (concerned with aspects of particular sports).

According to United Nations Report (2003) sport development deals with the opportunities available for people to progress to their potential in sport, from taking part for fun and health to competition and also encompasses the provision of opportunities for addressing the social issues of the day through participation in sport. However, the aim of United Nations activities involving sport is not the creation of new sporting champions

and the development of sport but rather the use of sport in broader development and peace-building activities. While in some instances such activities may lead to the development of sport, the primary desired outcome is to contribute to overall development via sport-related projects.

In his report Robertson (1986), stated that it is not enough to provide facilities only, you have to encourage people to make the best use of these facilities because even without special skills we need to build confidence in people to take part in activities. According to Sports Council Research Unit(1990), sports development is a process by which interests and desires to take part in sport may be created in those who are currently indifferent to the message of sport; or by which those now not taking part but well disposed may be provided with appropriate opportunities to do so; or by which those currently taking part may be enabled to do so with meaningful frequency and greater satisfaction, thus enabling participants at all levels to achieve their full potential.

Sports development can be both generic (concerned with particular common issues in sports) or sport specific which is concerned with aspects of particular sports. Some of the core concepts include: Dynamism, Progression, Change, Development, Equity, Universality, Access, Opportunity, Facilitation, Generic skill, Sports-specific skill and Achievement (Sport England, 1999). Eady (1993) further argues that sports development is something that makes a difference, it's the promotion and implementation of positive change, the provision of opportunities for people, additional to those that already exist, planned, structured and achievement-orientated, locally original, the removal of barriers, an educational process, it's about changing the attitudes of providers and the participants contemporaneously, a tradition of challenging tradition, and a significant challenge to sports management.

Sports are a catalyst for economic development. Each of the various sectors of the sports economy can create activity, jobs and wealth. When several are combined together into a single strategy, it is possible to achieve additional economic gains because of the synergies that result (Sports England, 1999). According to United Nations Report (2003)

the economic potential of sport is highlighted by its economic weight, resulting from activities such as the manufacture of sporting goods, sports events, sport-related services and the media.

Further to the economic value the report further argues that many of the core values inherent in sport are compatible with the principles necessary for development and peace, such as fair play, cooperation, sharing and respect. The life skills learned through sports help empower individuals and enhance psychosocial well-being, such as increased resiliency, self esteem and connections with others. Sport brings individuals and communities together, highlighting commonalities and bridging cultural or ethnic divides. Sports provide a forum to learn skills such as discipline, confidence and leadership and it teaches core principles such as tolerance, cooperation and respect. Sports teach the value of effort and how to manage victory, as well as defeat (United Nations Report, 2003).

More generally in the society the youth are likely to be targeted by sporting schemes because of what Fitzpatrick et al (1998) refer to as their "double disadvantage". Young people are more likely to be affected by, unemployment; lower wages, reduced benefit entitlement, higher levels of homelessness, increased health risks (drugs and mental health), lower rates of educational attainment, greater risks of being a victim of crime and political marginalization. Scholars argue that this can be curbed by engaging the youth in various activities and sports is one of them. "Employment is often the best way of diverting people from criminal careers" LIRC (1999). Sport England (1999) argues that one of the most valuable outcomes of a sports programme designed to reduce crime would be to enhance the participants prospects for obtaining employment. (Sport England, 1999; Collins et al, 1999; Best, 1999; Department of Culture, Media and Sport, 1999) all list the prevention of youth crime as an issue to which sports can make a contribution.

In arguing for the social value of sport, Sport England (1999) regard the heterogeneity of sports as a major strength, stating that "the wide diversity of activities sport offers enables individuals of all ages to participate at the level and intensity that suits them. It equally has a role to play in promoting action on disability whether in enabling access to facilities, or promoting integration such as the many sporting activities with and for the

disabled, visually impaired and paraplegic (Davis, 2002). Long and Sanderson (1998, p299), in a review of the claims of the community benefits to be derived from sport, added the "empowering of disadvantaged groups" and "improving the capacity of the community to take initiatives". Sport is both a consumer good and a consumer of goods. Numerous recent studies attest to the rapid development of the sports economy as an independent branch of economics, and have highlighted the amount of turnover generated by sport: the building of infrastructures, the manufacture of capital and consumer goods, and the provision of services, the dissemination of information, revenue from sports events, advertising expenditure and sponsorship budgets. Several years ago, some countries conducted a number of highly instructive studies. For instance in France in 1980, the Federation of Sports Equipment Industries comprised 6,482 businesses employing some 300,000 persons (UNESCO, 2003).

From the above reviews of sports development, it appears that from whatever perspective we analyse sports, it is impossible to detach it from development aspects in which ever form. This is mainly because in general development is not static but rather a continuous process that aims at improving quality of life and so the same applies to sports. The two become inseparable given the multiple benefits of sports. What it is primarily true is that the immediate benefit is to the individual through fitness and over all health improvement, the resultant is a ripple effect to the society through extended social, economic and political development. The literature marries sports involvement very well with aspects of development. The ripple effect of sports development is overall positive changes to the individuals, teams and society.

2.5 Dimensions of sports development

Sports have been widely accepted as a powerful contribution to social and personal development. It must be understood that sports impact encompasses the social and personal development, health and well being, culture, education, economical development as well as prosperity. Hence sports plays a paramount role in society and it is essentially important that governments and private sectors contribute to the success of sports. Sponsorship has been an enabling vehicle in creating and supporting an integrated

sporting system. This has led to extending support to the sportsmen enabling them to achieve their full extent of their abilities and interest (Canadian Sports Policy, 2002).

2.5.1 Training

When playing a game, athletes are required to understand the strategies of their game while obeying the rules and regulations of the sport. The events in which they compete include both team sports—such as baseball, basketball, football, hockey, and soccer—and individual sports—such as golf, tennis, and bowling. The level of play varies from unpaid high school athletics to professional sports, in which the best from around the world compete in events broadcast on international television (Canadian sport policy, 2002).

Being an athlete involves more than competing in athletic events. Athletes spend many hours each day practicing skills and improving teamwork under the guidance of a coach or a sports instructor. They view videotapes to critique their own performances and techniques and to learn their opponents' tendencies and weaknesses to gain a competitive advantage (Coalter, 2002). Busser (2001) further states that improvements in sporting facilities will ensure that all necessary equipment is available at sessions and many opportunities for at least a part-time job as a coach, instructor, referee, or umpire in amateur athletics or in high school, college, or university sports to train are opened. However, of significant importance is the impact on personal growth and the development of transferable skills from the coach to the trainees. The attitude and approach of leaders/coaches will also be greatly improved through the development of sporting activities. Research findings illustrate the central importance of coaches and their leadership skills in successful programmes (Coalter et al, 2000).

Coaches, organize amateur and professional athletes and teach them the fundamentals of individual and team sports. Coaches train athletes for competition by holding practice sessions to perform drills that improve the athletes' form, technique, skills, and stamina. Along with refining athletes' individual skills, coaches are responsible for instilling good sportsmanship, a competitive spirit, and teamwork and for managing their teams during both practice sessions and competitions (Coalter, 1994). He further argues that by using

their knowledge of their sport and of physiology, they determine the type and level of difficulty of exercises, prescribe specific drills, and correct athletes' techniques. Umpires, referees, and other sports officials officiate at competitive athletic and sporting events. They observe the play, detect infractions of rules, and impose penalties established by the rules and regulations of the various sports. Umpires, referees, and sports officials anticipate play and position themselves to best see the action, assess the situation, and determine any violations.

2.5.2 Infrastructure

Economic development can be stimulated by the construction or rehabilitation of sports infrastructure, whether large facilities or small projects, such as leveling a space to make it safe and suitable for playing. Therefore, open spaces and the development of sports infrastructure are important in urban planning. The economic benefits of developing infrastructure include employment and investment during construction, as well as ongoing employment to manage the facility and the activities within it. Once constructed, some sports facilities can be used for multiple purposes, including by schools and community groups for cultural, social and other activities (United Nations, 2003).

Sports is widely supported by sponsors who, contribute enormous resources through establishing infrastructure such as sports clubs, as well as organizing for events which offer great training. Although the market in sports infrastructure is becoming more competitive, there is a constant stream of opportunities – from feasibility and planning stages, to fitting out stadia and transport links, to VIP management, security and ticketing. Sport infrastructure encompasses operates and promotes the use of the state's major sports, recreation and leisure facilities (Canadian sports Policy, 2002).

Sponsorship by individuals or corporate has equally been supportive to clubs and the revenue from sponsorship mostly goes towards recruitment, preparation, training and supporting of coaches. More often and not lack of proper funding results to decline in participation at national and international levels, partly due to increased travel budgets which is often lacking, a situation that has greatly been addressed through sponsorship,

either by individuals or corporate (Canadian Sport Policy, 2002). Hosting of the international sports event provides a wide array of significant benefits to the sporting fraternity including sport programming and facility legacies. Fund raise through sponsorships tremendously contribute to the preparation and successful organization of championships.

2.5.3 Capacity building

Effective development must be sustainable and human-centered. Sustainable development requires that the needs of the present generation are met without compromising the ability of future generations to meet their own needs and human development requires that people's choices are enlarged, providing all members of society with increased opportunities and the conditions necessary to live long and fulfilling lives (United Nations Report, 2003). Sport is also a key component of social life, directly engaging communities. It brings people together in a fun and participatory way. It helps create social relationships, build connections and improve communication between individuals and groups.

Beyond the increased productivity generated by having a physically active workforce, sport is a valuable employment training tool. Sport teaches skills such as the value of effort and how to work as a team, thus improving employability. More than stimulating economic growth, effectively designed sports programmes strengthen basic human capabilities, create connections between individuals, increasing knowledge, contributing to education and teach core values and life skills. Volunteers are an important strategic resource for sports programmes that should be actively mobilized. Sport everywhere relies on volunteers, whether community-based matches or international events. For example, the Sydney 2000 Olympic Games deployed 47,000 volunteers. Given that sport is a key site for volunteer involvement, sport should be used to promote volunteerism, especially among youth whose participation is a strong predictor of volunteering in later life. Volunteerism provides benefits to the individual, such as self-fulfillment, skill acquisition, increased understanding and social integration. It also benefits society, through impacts including economic growth, social welfare, community participation,

generation of trust and reciprocity, and the broadening of social interaction through new networks.

In several countries professional sports clubs have developed imaginative community involvement initiatives targeted at disadvantaged and unemployed young people - for example, several FA Premier League soccer clubs and some cricket clubs in the UK, baseball and football clubs in the USA, ice hockey teams in Canada and soccer clubs in Argentina. A trend is developing amongst some commercial sports facilities and clubs towards developing corporate social responsibility policies and programmes like other businesses with community outreach. These provide excellent models of how sports and commercial objectives can be aligned with the need to address social problems in a sustainable way (Canadian Sport Policy, 2002).

2.5.4 Team skills

The type of activity and its relevance to the personality and development needs of participants also improves the general skills of both the participants in the sport and the spectators. Because sports participation is just one of many things which people do, its impact will depend on the relative significance of the experience and its associated values. Research indicates that sports are at their most effective when they engage people's enthusiasm and interests and match their learning styles – managing to negotiate a path between stress (by making too many demands) and boredom (making too few demands) as stated by Coalter (2002). In a survey of English local authority leisure service departments, sports development officers and leisure centre managers Long and Sanderson (1998) found that, among the supposed beneficial outcomes associated with sports participation, the *individual psychological effects* – improved self-esteem and self-confidence – were easily the most important perceived benefits.

However, on the basis that most sports entail physical activity, sports are frequently promoted as being able to make a significant contribution to the improvement of health-related fitness. For example, Sport England (1999) emphasizes the heterogeneity of sports, stating that "the wide diversity of activities which sport offers enables individuals of all ages to participate at the level and intensity that suits them". The benefits listed

include the reduction of risk of coronary heart disease, obesity and osteoporosis; psychological benefits (e.g. reduction of depression); and a range of other more specific health benefits. It is the physical activity associated with most sports participation that induces physiological changes beneficial to health. While physical activity may prevent, or delay, the onset of certain diseases (Blair et al, 1989) it is also of value in their treatment and rehabilitation.

Physical education is an excellent means to put into practice many of the skills that are considered necessary outcomes of a modern education system, especially teamwork, cooperation, problem-solving and confidence-building. These are aspects of learning that involve knowledge, but knowledge alone is not sufficient; physical education provides a very practical way to imbue these skills (United Nations, 2003).

Sport provides a forum to learn skills such as discipline, confidence and leadership and it teaches core principles such as tolerance, cooperation and respect. Sport teaches the value of effort and how to manage victory, as well as defeat (United Nations report, 2003). The report further alludes that practice of sport is vital to the holistic development of young people, fostering their physical and emotional health and building valuable social connections. It offers opportunities for play and self expression, beneficial especially for those young people with few other opportunities in their lives.

2.5.5 Social Benefits

Sports are seen as a social activity and bring along a number of social benefits to the community. Social outcomes at community level are the least tangible and present difficulties in measuring any cause-and-effect relationships, in part because the unit of analysis is not individuals but geographical areas or 'communities'. It has been documented that sports can be used to achieve social outcomes such as: Improving the fitness and health of the broader community, Addressing issues of community safety, reducing levels of vandalism and crime, contributing to improved school attendance and educational performance, developing social and technical skills and increasing employability, contributing to broad policies of community development, regeneration

and the improvement in perceptions of the local area and general improvement in the quality of life (Busser et al, 2001).

The emphasis here on the impact of sports is related to a number of the intermediate outcomes such as: Increased time spent in sports leads to increased interaction with others, which will increase a sense of identity with the local community, increased identity with the community will lead to a greater sense of having a stake in social relations (an increased sense of 'social inclusion') and an increased sense of a stake in the community will lead to more socially responsible behaviour and a reduction in anti-social behaviour (Farrelly et al, 1997). Sports also address issues of youth crime where modern recreation zones, catering for formal and informal sports would be developed. Boredom, caused by a lack of physical leisure provision in the area, is a recognized cause or excuse for young people to take part in negative and often criminal activity. The provision of new or improved leisure facilities as part of a recreation programme is a key element of addressing these (Myung-Soo Lee, et al 1997).

Sporting activities is also expected to perform several important functions including: Physical activity serving to provide a relatively institutionalized opportunity to expend pent-up energy and to develop perceptions of efficacy, competence, control, freedom and independence. For anger management which is often a problem for participants and sport is regarded as offering a positive environment in which to address this issue; sporting activity can improve fitness and be used to address issues of drugs, healthy eating, smoking; introduction to a range of activities can assist in the development of personal discipline and more constructive uses of leisure time and it is agreed that well developed sporting activities address the general learning (Coalter, 2002).

There is evidence that participation in outdoor recreation programmes can contribute to increased self-esteem, perceptions of mastery and control and increased social skills (O'Brien, 1992; Crompton and Sellar, 1981; Backman and Crompton, 1984). Collins et al (1999) suggest that sport and physical recreation can provide personal opportunities for

increased socializing and integration, with associated communal benefits of increased community coherence.

By encouraging sport and sport-based economic activities, it is possible to initiate a “virtuous circle” in which new forms of activity are generated, requiring additional goods and services, creating jobs and contributing to economic development. Here, the provision of financial and technical assistance, such as coach training or assistance with technical aspects of sporting goods manufacturing, is highly beneficial and provides the support to initiate such a cycle.

Sport helps combat economic exclusion. In several countries professional sports clubs have developed imaginative community involvement initiatives targeted at disadvantaged and unemployed young people - for example, several FA Premier League soccer clubs and some cricket clubs in the UK, baseball and football clubs in the USA, ice hockey teams in Canada and soccer clubs in Argentina. A trend is developing amongst some commercial sports facilities and clubs towards developing corporate social responsibility policies and programmes like other businesses with community outreach. These provide excellent models of how sports and commercial objectives can be aligned with the need to address social problems in a sustainable way (Canadian Sport Policy, 2002).

The policy further stresses that sports sponsorship has steered many sports personality to achieve world class excellence which is recognized as a worthy of support. Excellence is a source of community pride, inspires many upcoming sports personalities at every level to strive towards their own best personal achievement. The potential for sports stars to earn money through sponsorship and endorsements have greatly been recognized and sports sponsorship has moved from being simply an opportunity for corporate entertainment and brand awareness into a sophisticated brand building and two way marketing platform. Sponsorship in the area of sports and the related sporting activities go along way to enhancing sports and encourages sports development in the country and will be indicated as in some of the aspects below.

2.5.6 Sports equipments

Sports equipment includes any object used for sport or exercise. Examples of equipments for sports include balls, goals, sticks for hockey and lacrosse, nets for tennis, volleyball and badminton. Examples for exercise include Swiss balls, weights, equipment for the gym. The sports equipment market consists of equipment for golf, fishing, tennis, physical fitness, gymnastics, archery, bowling, billiards, winter and summer sports, fun sports, beach sports, racket and indoor sports, outdoor sports and team sports (Wikipedia, 2005)

Before our society became a consumer society, children made their own tools; particularly in the field of sport. Footballs were produced from old rags: the cover was stuffed with hair or rags gathered from the barbers or the tailors shop at the corner. In the developing countries, particularly in rural areas, these scenes have hardly changed, despite visible signs of progress and modernization in other sectors. Apart from a limited few who can afford such a luxury, only the players and athletes of clubs affiliated to national sports federations possess the appropriate equipment. The only way to find a satisfactory solution for all, with respect to the problem of sports equipment, is to strive for a North-South and South-South dialogue and a change in mentality. The transfer of technology, the setting up of small and light scale industries, and the liberalization of commercial exchanges, mainly between the Southern countries themselves are worth thinking about (Hillary Commission, 1998)

In the case of sports sponsorships in respect to learning institutions, Alexander in his study reveals that "The University relies on sponsorship in just about each and every piece of its activities. It's actually quite common and very important for funding a private university. He also pointed out that many campus buildings and rooms, even faculty chairs, bear the name of corporations that did sponsor such equipments (Alexander, 2001).

2.5.7 Events Publicity

Establishing strong relationships with sports federations and associations is an effective way to tap into existing networks and structures on regional and national levels, allowing a large and diverse audience to be reached. Working directly with sports organizations can lead to positive changes and get them on board, setting high-profile examples for others to follow. UNEP's work with IOC led to the environment becoming the third dimension of the Olympics—alongside sport and culture—and to the development of guidelines for “green” Olympic Games, with supplementary effects to other sports federations and association (United Nations, 2003).

The print and broadcast media are further avenues for advocacy through sport. Profiles of individuals who have been affected by sport, accounts that highlight charitable involvement of athletes, or stories that bring light sport-related activities raise awareness about development issues. Many United Nations communications campaigns use sport in a variety of innovative ways: UNDP's campaign “Teams to End Poverty” draws upon the advocacy power of sports stars including Ronaldo, Zinedine Zidane, Martina Hingis, Sergey Bubka and Jacques Villeneuve (United Nations, 2003).

Traditionally, professional sports teams and leagues have been owned publicly or by independent, individual entrepreneurs (Brower, 1977; Flint and Eitzen, 1987; Kowet, 1977; Mills, 1991). However, the appearance of corporations in the operations of professional sports has led to, and has been the result of, the significant growth of the industry over the past few decades. Whannel (1992) attributed the emergence of sport sponsorship in Britain to increased television exposure, and the banning of cigarette advertisements on television in 1965. Sponsorship has become a crucial revenue source for sports leagues.

Its inclusive nature makes sport a good tool to increase knowledge, understanding and awareness about peaceful co-existence. According to Copeland et al (1996) they argue that it often takes time to build sponsor recognition with an event and it therefore important to develop long-term sponsorship partnerships because it is difficult to measure

short-term results. A sponsor wants to create activities that are enjoyable and memorable for audiences and participants and provide them occasions to build the brand values and to develop sales opportunities and volumes (Pope and Voges, 1997; Armstrong, 1988).

According to Darren (2003) sport and celebrities have become major spectacles of today's media culture. Sports celebrities have been looked upon as role models for decades, and with the technological advances in broadcast and interactive media, it appears that famous and infamous athletes are everywhere. He further alludes that over the years, advertisers have paid famous athletes millions of dollars to endorse their products. Sports celebrities' endorsement responsibilities can range from using or wearing certain brands (e.g., Tiger Woods and Nike apparel) to providing actual brand testimonials (e.g., Rafael Palmiero of the Texas Rangers and Viagra). Some of the most widely utilized advertising spokespersons today are famous athletes such as Michael Jordan (Nike, Hanes, Gatorade), Tiger Woods (Wheaties, Buick, Target), Shaquille O'Neal (Radio Shack, Nestles, Burger King), Venus Williams (Reebok), and so on. This not only helps greatly in empowering the individuals financially but also an avenue for popularizing the various sports. The personalities become icons or brands that the youth can emulate and are positive mentors to them. Boit (2005) observes that since the advent of industrial revolution, the electronic and the print media have not only popularized sport but have brought top-level sports to every family via the satellite and the Internet. While this electronic revolution has created a positive impact on the love and popularity of sports viewing.

2.6 Summary

Sports are becoming more and more popular all over the world. People's interest in/and enthusiasm for sports, both as active participants, as well as enjoying it as spectator, have made sports into a multi-billion dollar industry.

Sports sponsorships exist because of economic necessity and because they are able to create a mutually beneficial relationship between the spectators and businesses. Sporting activities are essential not only for nurturing good health but also in creating opportunities for individuals and communities to play and work together. Hence Sports

contributes greatly to building a cohesive society that is an essential base for a strong and prosperous nation. The fact that sports can be tapped to be a source of dependable employment for many young people, leading to overall reduction of crime and drug abuse is an added advantage which both the government and corporate should take pride in as they endeavor to continue supporting the sport.

For this reason, the partnership between government and business is vital in unlocking resources for the development of sports. Sport has, indeed, become a burgeoning industry sector, and a meaningful contributor to the hours yielding more leisure time, and the concomitant growth of service and leisure sectors in the world economy.

The remarkable increase in the number of sport properties available and the number of sponsors investing in sport properties suggest that sponsorship is a rapidly growing way of doing business. The corporate sponsors evaluate sponsorship through brand awareness or wider corporate objectives and little evidence is available to show any other significant contribution towards sports development.. This study aimed to determine the contribution of sponsorships towards sports development in Kenya.

3.3 Data Collection Method

Primary data was collected using a semi structured questionnaire, which were administered to the respondents using a drop and pick- later method. In each federation a respondent in the administration position was interviewed. The questionnaire was divided into two sections. Section A consisted of personal information while Section B contained questions on the influence of sports development in Kenya.

3.4 Operationalizing the sports sponsorship and sports development variables

Sponsorship is either in cash or value in kind. In this study sponsorship in kind included equipment, services or management expertise.(appendix III). The sports sponsorship variables that were tested in this study included; training facilities, skills of teams, social skills of the community, sports equipments, infrastructure, capacity building and

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

A descriptive survey was conducted to establish the impact of sponsorship in sports development. This design was chosen because it aims at describing characteristics of the variables in sports development and also quantifies the extent to which sponsorship would influence the development of sports. According to Cooper & Schindler (2003), a study concerned with the finding out who, what, which and how of a phenomenon is a referred to as a descriptive design.

3.2 The Population

The population of interest in this study consisted of all the registered sports federations by Kenya National Sports Council (KNSC). Those sports that do not have a registered and recognized federation by KNSC were not captured by the study. According to the KNSC report of 2006, there are 52 registered federations in Kenya. (See appendix IV) Given the small size of the population, a census study was conducted.

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events publicity. The operationalization of these variables is as shown on ((appendix 1V) A likert scale was used to determine the extent to which sponsorship influences sports development

3.5 Data Analysis

Data collected was analyzed using descriptive statistics. Data collected in section A was analyzed using frequency distribution and percentages while data on section B was analyzed using mean scores, standard deviations and co efficient of variation using the statistical packages for social scientist (SPSS-version 11.5) computer program.

4.2 Demographic profiles

This study considered a census as the number of federations in the country of study was only 13. The characteristics of the federations studied related to the positions held by the respondents, age and gender of the respondents, how long they have been working at the federation and their highest level of education attained. In this section the demographic analysis of the data has been by the use of frequencies and percentages.

Table 1: Age of the respondents

Age	No.	%
11 - 24	0	0
25 - 29	7	15
30 - 39	15	32
40 - 49	23	49
50 +	2	4
Total	47	100

The personnel involved in the management of the various federations involved in the various sporting activities were asked to indicate their age within the various age ranges

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents findings on the survey of the influence of sponsorship in the development of sports in Kenya using a statistical package for social sciences (SPSS) for the analysis. Data is mainly analyzed using frequency tables (f) for primary analysis and presented in table forms. However, for further secondary analysis the researcher computed means, standard deviations and coefficient of variation. Of the total target number of 53 respondents, 47 respondents i.e. (88.7%) of the targeted population returned the questionnaire completed satisfactorily.

4.2 Demographic profiles

This study considered a census as the number of federations in the country of study was only 53. The characteristics of the federations studied related to the positions held by the respondents, age and gender of the respondents, how long they have been working at the federation and their highest level of education attained. In this section the demographic studies the analyses of the data has been by the use of frequencies and percentages.

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Total	47	100

The personnel involved in the management of the various federations involved in the various sporting activities were asked to indicate their age within the various age ranges

The result from Table 1 reveals that majority of the managers at the various sports federations in Kenya were above 30 years of age. This implies sports federations in Kenya are managed by adults.

Table 2: Gender of the respondents

Gender	No.	%
Male	34	72.3
Female	13	27.7
Total	47	100

The results from Table 2 indicates the majority of the respondents, 72.3% were male, which indicates the dominance of the male gender in the management of sports in Kenya

Table 3: Level of education attained by respondents

Highest level of education attained	Male		Female		TOTAL
	No.	%	No.	%	
Below O' Level	2	5.9	0	0	2
O' level	8	23.5	0	0	8
A' level	4	11.7	4	30.8	8
Diploma	13	38.2	6	46.2	19
Degree	5	14.7	2	15.4	7
Masters	2	5.9	1	7.6	3
PhD	0	0	0	0	0
Others	0	0	0	0	0
Total	34	100	13	100	47

The respondents were asked to indicate the highest level of education they had attained Table 3 indicates that majority of the male respondents were Diploma holders at 38.2 % followed by O level at 23.5%. The level of education attained would reflect the quality of work and the understanding of the area of sports activity.

Table 3 further indicates that 100% of the female managers of sports federations in Kenya had attained secondary education and 69.2% had gone up to post secondary education. This indicates that the majority of the female in the management cadre at the federations are well educated. The table further indicates that 23.1% of the females had acquired degrees compared to 20.7% of males. Compared to the female employees more male employed at the federations had attained the university level of education

Table 4: Length of service of managers at the federation

Duration	No.	%
below 1 year	0	0
1-3 year	21	44.7
4-6 years	12	25.5
7-9 years	9	19.1
10 and above	5	10.7
Total	47	100.0

The managers at the federations interviewed have been in the service of the federation for a period of over 1 year. Table 4 indicates that 55.3% of the respondents had stayed at the federation for a period of over four (4) years and about 11% of these have been at the federation for more than 10 years.

Table 5: Position held at the federation

Position held at the federation	No.	%
Secretary General	13	27.7
Head Coach	7	14.9
Board member	9	19.1
Manager	10	21.3
Chairman	8	17.0
Total	47	100.0

The respondents were asked to indicate the position or job title they have been holding at the federation. Table 5 indicates the positions held by the various respondents used in the study. These were indicated as titles such as Secretary General, Chairman to the Board, Federation Manager, Board member and Head coach of the respective federations.

The respondents all held important posts at their federations and can provide important details about the aspects of sponsorships their federations have and continue to receive and how such forms of sponsorships influence the performance of the federation and the respective sports the federation is in charge of.

4.3 Nature of sports sponsorships in Kenya

It was important to establish the nature of sponsorship among the sports federation in Kenya and the respondents were required to indicate the source of sponsorship and to state whether they received sponsorship in cash or value in kind or both. Those that indicated value in kind category were further required to break it down into equipments, uniforms, coaches, referees, umpires, transport facilitation, catering services, accommodation, medical facilities. They could also indicate if there was any other form resources not indicated in the questionnaire.

Table 6: Sources of sports sponsorships

Sources of sports sponsorships	No.	%
Self sponsorship	29	61.7
Sponsored by Government	25	53.2
Sponsored by private sector	34	72.3
Individual sponsors	14	29.8
NGOs sponsorships	6	12.8
Others	13	27.7

Table 6 indicates the sources from which the various federations get their sponsorships. The table shows evidence that most of the federations in Kenya, 72.3% of the federations receive their sponsorships from the private sector while 61.3% are self sponsored. It is

further evident from the analysis that a number of sports federations in Kenya get their sponsorships from more than one source.

Table 7: Category of sponsorships

Category	No.	%
Cash	42	89.4
Values in kind	37	78.7

The managers of the various sports federations were asked to indicate the type of sponsorships they have been receiving whether cash, values in kind or both. From the results displayed in Table 7 the management of the various federations indicated that they have been receiving both types of sponsorships; cash and values in kind.

As indicated 89.4% of the federations receive sponsorship in the form of cash sponsorships and 78.7% of all the sports federations in Kenya receive their sponsorships in values in kind.

Table 8: Values received in kinds of sponsorships

Types	No.	%
Equipments	41	87.2
Uniforms	25	53.2
Coaches	20	42.6
Referees	19	40.4
Umpires	15	32.0
Transport facilitation	23	49.0
Catering services	14	29.8
Accommodation facilities	13	27.7
Medical facilities	21	44.7
Others	9	19.1

The respondents were asked to indicate the various types of values or items they receive in kind as forms of sponsorships to the federations. From the results shown in Table 8

majority of the federations' most popular types of sponsorship in kind are in the sponsorships for sports uniforms, medical facilities and transport facilitations.

The results tabulated in Table 9 to Table 14.

4.4 Contributions of sports sponsorships to sports development in Kenya

In this section the aspects of contribution of sports sponsorships tested included both forms of both Cash and Values in kind. The extent to which the sponsorship affected the sports development was tested on various aspects of development namely training and improvement of skills, infrastructure, capacity building, social benefits, events publicity and equipment.

A likert scale on was used to determine the extent to sponsorship influenced the factors of sports development with a scale of 1-5. The score of No extent and small extent have been taken to represent a variable which is exhibited by a small extent (SE) which is equivalent to a mean score of 0- 2.5 on the continuum of the likert scale. The score of " to some extent" has been taken to represent a variable that is used to a moderate Extent (ME). The score of both " large extent and very large extent have been taken to a mean score of 3.5 to 5 on a continuum likert scale.

Standard deviation which measures the dispersion of data from its means was used. A standard deviation of less than 1 means the was no significant variance in the responses, while an standard deviation of greater than 1 means there was a significant variation in responses. A standard deviation of 0 there was no significance.

Coefficient of variation gives a measure of the amount of variability present in the 2 data sets. It is used to compare relative variability of 2 different samples expressed in the same units. (Gupta , 1987). He further indicates that the less the co- of variation , the more the consistency in response. Hence Co efficient of variation was used to measure the amount of variability in the responses from the cash and value in kind sponsorship on the influence sponsorship on sports development.

	2.818	1.13961	43.3%
Availability of sports facilities	1.7661	1.522	56.8%
Management structure for sports	2.2188	1.368	49.6%

4.4.1 Impact of cash sponsorships on sports development

The impact of cash sponsorship was tested across all the dimensions of sponsorship and the results tabulated in Table 9 to Table 14.

Table 9: Cash sponsorship on training and skills

Dimensions of training and skills	Mean	Std Deviation	COV
Improved skills of the players	3.135	1.12527	72.4%
Instilled new skills in players	2.818	1.13961	43.2%
Enhanced performance of our players	3.227	0.85914	25.8%
Improved management skill of our coaches	3.272	1.31590	46.1%
Improved administrative skills of federation staffs	2.454	1.01076	13.8%

The results of the means indicated that cash sponsorship had influenced various aspects on training namely improved skills of players, improved management of coaches and enhanced performance of team players to a moderate extent while the influence of cash sponsorship on administrative skills or instilling new skill was to a small extent.

However, given that the standard deviation was greater than 1 most aspects tested implies that there was significant variation in the responses. Improved skills however recorded the highest coefficient implying there was less consistency in the responses.

Table 10: Cash sponsorship on sports infrastructure

Dimensions of sports infrastructure	Mean	Std deviation	COV
Construction of sports play grounds	1.9545	1.285	49.3%
Establishment of sports clubs	2.3182	1.427	36.9%
Improvement of sports stadia	2.1818	1.220	46.5%
Increase in sporting opportunities	2.9091	1.108	60.3%
Availability of sports facilities	1.7661	1.322	56.8%
Management structure for sports	2.2188	1.368	49.6%

This analysis displayed in Table 10 was done to test for clusters or variables that measure cash sponsorships on sports infrastructure. The results indicated that impact of cash sponsorship on sports infrastructure was to a very little extent with most aspects tested scoring Small Extent(SE)on their mean with an exception increasing sporting opportunities that scored moderate extent (ME). The influence of cash in infrastructure may therefore be said so impact more heavily in increasing sporting opportunities.

However, all aspects tested indicated a Standard deviation of greater than one which means there was significant variation in responses amongst respondent.

All factors exhibited a high coefficient implying less consistency in the responses though of all the factors tested, increase in sporting exhibited a slight higher coefficient than all others

Table 11: Cash sponsorship on capacity building

Dimensions of capacity building	Mean	Std deviation	COV
Increase of interests in sports	2.954	1.174	55.9%
Increased opportunity in sports	2.772	1.066	74.0%
General increase in variety of sports	2.500	1.185	58.7%
Empowering individual players	2.727	1.120	26.7%
Team building skills	2.454	1.184	31.8%

Table 11 indicates the results of the influence cash sponsorships had on capacity building in respect to sports development in Kenya. It is evident from the table that cash sponsorship greatly increased the opportunities of sports and the interests of individuals in sports to moderate extent. It was also used to empower the individual players besides increasing the number of sporting activities in the country. However, since all aspect tested had a standard deviation of greater than 1, it therefore implies that there significant variation in the responses from the various federations

Increased in sports opportunity had a very high coefficient at 74% implying the degree of variability in responses was great.

Table 12: Cash sponsorship on Social benefits

Dimensions of social benefits	Mean	Std deviation	COV
Reduced crime rates in society	2.454	1.184	92.4%
General fitness and health	3.363	1.255	68.9%
improved environmental upkeep	3.136	1.125	39.8%
provision of recreational facilities	3.045	1.396	68.8%
General awareness of sports	2.954	1.174	59.7%
Positive mentors to the youth	2.727	1.120	57.8%

The impact of cash sponsorships has on average a positive influence on sports development which in turn has positive benefits to the society with a mean score of moderate extent. Table12 indicates the results of cash sponsorships however did influenced crime reduction rates in the society to a little extent. There was also significant variation amongst different federations and that also the impact of cash sponsorship tested on various aspects was different.

Factors tested here exhibited high coefficient though reduced crime in the society had the greatest variability in responses.

Table 13: Impact Cash sponsorship on Sporting Equipments

Dimensions of capacity building	Mean	Std deviation	COV
Availability of equipments	2.945	1.741	75.8%
Improved quality of sports equipments	2.545	1.210	56.6%
Accessibility of necessary equipments	3.636	1.481	84.5%

The analysis displayed in Table 13 indicates the impact of cash sponsorships on sporting equipments towards sports development. It is evident that cash sponsorship had greatly influenced the availability of the needed equipments for sporting and sports development in the Kenya and by a large extent making the equipment accessible in most federations. The responses from different federations however had significant variation and also evidently the impact of cash sponsorship on the various aspects was different.

All factors had very high coefficient showing the degree of variability amongst the respondents was extremely high for this aspect.

Table 14: Impact of cash sponsorship on events and publicity

Dimensions of events publicity	Mean	Std deviation	COV
More awareness of sports (popularity)	2.945	1.741	75.8%
Positive mentors to the youth	2.545	1.210	56.6%

It is evident from Table 14 that cash sponsorship to a moderate extent influence the much needed awareness in sports activities and on average impact on youth mentorship. There was significant difference in the responses and the impact of cash sponsorship on publicity on the two aspects was different.

4.4.2 Impact of Value in Kind sponsorships on sports development

The study outlined categories of value in kind as resources in form of equipment, uniforms, coaches, and referees or umpires, transport facilities, catering services, accommodation and medical facilities. Respondent were also asked to state any other form of value in kind sponsorship not outlined in the questionnaire. The responses were then tested and results indicated in Table 15 to Table 20

Table 15: Value in kind sponsorship on training and skills

Dimensions of training and skills	Mean	Std Deviation	COV
Improved skills of the players	1.667	0.667	40.0%
Instilled new skills in players	0.861	0.227	25.8%
Enhanced performance of our players	1.727	0.663	38.4%
Improved management skill of our coaches	1.750	1.061	60.6%
Improved administrative skills of federation staffs	1.285	0.643	50.0%

The results indicated in Table 15 states the impact of sports value in kind sponsorship on training and skills.

The results revealed the value in kind has influenced various aspects of training to a very little extent. This was consistent across many federations as evidenced by the fact that there was no significant difference in the responses.

Table 16: Value in Kind sponsorship on sports infrastructure

Dimensions of sports infrastructure	Mean	Std deviation	COV
Construction of sports play grounds	1.060	0.667	83.2%
Establishment of sports clubs	0.833	0.192	23.1%
Improvement of sports stadia	0.889	0.172	59.4%
Increase in sporting opportunities	0.601	0.566	94.3%
Availability of sports facilities	1.600	0.227	32.8%
Management structure for sports	1.606	0.204	22.6%

The influence value in kind sponsorships influenced sports infrastructure to a very little extent and there was no significant variation in the responses amongst the federations. The impact of value in kind was also not different among the various aspect with an exception of construction of sports facilities and increasing sporting opportunities.

The coefficient of variation was relatively higher for increasing sports opportunities and construction of sports infrastructure meaning the responses varied greatly amongst the federations. There was no significance variance in management of sports and establishment of sports clubs aspects of sports development amongst respondents

Table 17: Value in Kind sponsorship on capacity building

Dimensions of capacity building	Mean	Std deviation	COV
Increase of interests in sports	3.363	1.255	53.7%
Increased opportunity in sports	3.130	1.125	41.8%
General increase in variety of sports	3.045	1.396	57.5%
Empowering individual players	3.136	1.125	63.8%
Team building skills	2.818	1.139	36.8%

Table 17 states the impact of value in kind sponsorship on capacity building of sports in Kenya. The results revealed that value in kind sponsorship influences capacity building to a moderate extent and greatly increases interests in sports in the community. However, there was significant variation in the responses amongst the federations. The impact of value in kind was however not different on the various aspects.

Given the high coefficient, it means the responses in these aspects of sports development varied amongst different respondents.

Table 18: Value in Kind sponsorship on Social benefits

Dimensions of social benefits	Mean	Std deviation	COV
Reduced crime rates in society	2.054	1.841	65.4%
General fitness and health	3.633	1.355	87.9%
improved environmental upkeep	1.136	1.255	39.8%
provision of recreational facilities	2.040	1.636	58.8%
General awareness of sports	1.954	1.745	35.0%
Positive mentors to the youth	1.277	1.250	27.8%

The mean scores on these indices indicated in Table 18 were low with an exception of general fitness and health to the society which was influenced to a very large extent. This implies that value in kind sponsorships in sports impact on the society was heavily inclined to health and fitness but very low on youth mentorship. However, there were significant variations in the responses from various respondents. General fitness and reduced crime aspects recorded rather high coefficient of variation meaning the responses were not consistent.

Table 19: Value in Kind sponsorship on Sporting Equipments

Dimensions of sporting equipments	Mean	Std deviation	COV
Availability of equipments	3.636	1.693	94.2%
Improved quality of sports equipments	3.227	1.866	86.5%
Accessibility of necessary equipments	3.045	1.966	75.7%

Table 19 indicates the impact of value in kind sponsorship on sporting equipments. There is evidence value in kind sponsorship impact availability of equipments to a very large extent. This implies also that most federations did actually receive equipment as a value in kind sponsorship from various organizations. Similarly there were significant variations in the responses and the impact of this form of sponsorship on the various aspects was different. Generally very high coefficient of variation as evidenced by the table results implying there was a very high degree of variability in the responses. There was no consistency amongst the respondents.

Table 20: Impact on value in kind sponsorship on event publicity

Dimensions of events publicity	Mean	Std deviation	COV
More awareness of sports (popularity)	3.363	1.255	68.9%
Positive mentors to the youth	3.136	1.125	39.8%

Mean scores here indicate there was moderate impact of value in kind on events and publicity though the response from different federations significantly varied.

Of the two aspects it is evident that there was higher inconsistency in responses for sports awareness factor and compared to a less consistency in youth mentorship

Table 21: Summary of the sponsorships on sports development

Dimensions of sports development	CASH SPONSORSHIPS			VALUES IN KIND		
	Mean	Std deviation	COV	Mean	Std deviation	COV
Training and skills	2.9812	1.0901	40.26	1.478	0.655	42.96
Infrastructure	2.2247	1.2883	46.56	2.098	0.338	45.9
Capacity Building	2.6814	0.9548	41.183	3.098	1.208	50.72
Social Benefits	2.9465	1.2096	64.56	2.255	1.513	52.45
Event publicity	2.745	1.4755	66.2	3.249	1.190	54.35
Equipments	3.0422	1.3733	72.3	3.302	1.841	85.46
Average means	2.7702			2.580		

CHAPTER FIVE

This analysis was done to test the variability in 2 sets of data series of sports sponsorships which was cash sponsorship and values in kind forms of sponsorships to the sports federations in Kenya. The two types of sports sponsorships was studied for its impact on sports development having the dimensions as training and skills; sports infrastructure, capacity building, impact of the society and sporting equipments.

Table 21 summarizes the results of the analysis of the study.

The coefficient of variation in Training and skills in both data sets was 40.26% and 42.96% while in infrastructure it was 46% and 45% in both set of cash and value in kind which implies therefore there was no significant difference in variability in responses for both sponsorship categories.

Capacity building co efficient of variation was 41.2% for cash and 50.7 for value in kind sponsorship. This means that there was more consistency in the responses for cash compared to the responses from the value in kind data set.

For the social benefits the co efficient was at 64.5% and 52.4%, while events and publicity was at 66.2% and 54.3% for both cash and value in kind sets respectively. This implies that there was variability in the responses with the value in kind responses being slightly more consistent that the ones in the cash categories.

Equipment aspects of sports development recorded the highest coefficient with 75.3 % and 85.4 % for both cash and value in kind. This therefore means there was no consistency in the responses for both categories.

CHAPTER FIVE

DISCUSSIONS, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

This research set out to study the influence of sports sponsorships on sports development in Kenya. The previous four chapters provided the premise on which to wind up the report of this study. In this chapter, the results of the study as presented, discussed and conclusions are drawn upon which recommendations and suggestions thought necessary for further research are identified.

5.2 Discussions

The research was intended to achieve the main objective of establishing contribution of sponsorship on sports development in Kenya. The findings clearly indicated the majority of federations involved in sports activities do receive sponsorships in either cash or values in kind or both with a higher inclination to cash sponsorship. As in the previous research in Pope's (1998), defines sponsorship as the provision of resources (e.g. money, people, equipment) by an organization (the sponsor) directly to an individual, authority or body (the sponsee), to enable the latter to pursue some activity. The main sources of cash sponsorships ranged from private sector, self sponsorship, to government sponsorships. For those federations that received values in kind as a form of sponsorship the values most received by the federations ranged from sports equipments, transport facilities (vehicles, fares etc), sports uniforms, medical facilities and coaches. From the study it was established that a number of federations received both cash and sponsorships of values in kind. According to Mac Dowell (1999), he argues that sponsorship has grown significantly in the past twenty years and it will continue to grow. This growth of sponsorship is symptomatic of the desire of marketing communicators to open up new and cost efficient lines of access to customer group. From the study this trend is evident even in Kenya.

The demographics profile indicated that all sports federations are managed by adults, however gender imbalance was evident in the management profile with most sports federations managerial position being male dominated. A cross tabulation of the gender

and level of education however indicated that even though women were fewer in the sports arena, they were likely to be more educated than their male counterparts. The gender imbalance in the management of sports federation can perhaps be explained by anecdotal research that most women perceive sports to be male dominated and hence reluctant to actively take part in management despite being academically qualified. There is a general aspect of gender disparity but it was not identified in literature review and could be an area for further study.

It was found out that a number of federations in Kenya have been in existence for a number of years, 10 years and above, though there are also entrants who have been in the sports management for only a few years. Based on the findings of the study, the registered federations that participated in this study, only one federation has been in the activity of sports development for less than five years. The fact that the sports federations have been in existence for a longer time is a positive indication as it gives confidence to the sponsors. This is because sponsors confidence is paramount for continuity. According to Copeland et al (1996), they argue that it often takes time to build sponsor recognition with an event and it therefore important to develop long-term sponsorship partnerships because it is difficult to measure short-term results.

The study further established that sponsorship in cash had an influence on sports development in the improvement of skills of both the players and the coaches. Evidence therefore suggests that most of the federations that received cash sponsorship allocated a huge percentage to training for both coaches and athletes. Research findings illustrate the central importance of coaches and their leadership skills in successful programmes (Coalter et al, 2000). This is an indication that cash sponsorship to a large extent has been well utilised to ensure that athletes in Kenya receive good training. This may further explain the current dominance in sports especially in athletics and women's volleyball.

In respect to the infrastructure of sports it was evident that not much of the cash sponsorship to the federations was used for the construction of the sports facilities. This maybe explained by the fact that most of the cash sponsorship was diverted to training.

This may also imply that the federations are more concerned with excelling athletes and will divert attention to the individuals. Though training is a positive direction, federations' need to be challenged to equally undertake development of infrastructure as that is what supports the growth of the sport disciplines. Sport infrastructure encompasses, operates and promotes the use of the state's major sports, recreation and leisure facilities (Canadian sports Policy, 2002). Hence encouraging partnership with the corporate sector to develop infrastructure is a concept that federations ought to partake in the future so as to encourage participation.

Schlossberg (1996) defines sport as all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels. According to the responses from federations, sports sponsorships have a positive influence on the development of sports which in the long run has the society benefiting and general fitness and health was perceived to be the greatest benefit. According to Long and Sanderson (1998, p299), in a review of the claims of the community benefits to be derived from sport, they added sports empowered disadvantaged groups and improved the capacity of the community to take initiatives.

In the western nation's sports involvement and sports sponsorship is highly seen as a way to avert crime by heavily engaging the youth in activities. Sport England (1999) argues that one of the most valuable outcomes of a sports programme designed to reduce crime would be to enhance the participants' prospects for obtaining employment. However this was not reflected in this study as crime reduction scored the lowest mean. Crime reduction attributions to increased sports activities in the developed countries maybe explained by the fact the standards of living is higher, hence availability and accessibility of social amenities creating an enabling environment to pursue varied sports activities. This is the opposite in the developing countries where standards of living is still at the lowest and sports infrastructure under the prevailing circumstances is not a priority. As a result, this creates a pool of idle and energetic youth. This is an indication that a lot more than sport needs to be done to avert crime in Kenya.

It is also evident that cash sponsorship does have a significant positive influence on media and events publicity. This not only brings forth the awareness of the sports but also keep the youth relatively motivated in finding out where the action is. According to Darren (2003) sport and celebrities have become major spectacles of today's media culture. Sports celebrities have been looked upon as role models for decades, and with the technological advances in broadcast and interactive media, it appears that famous and infamous athletes are everywhere. However, the finding of this study indicates a link in creation of awareness of sports but it did not draw any relationship in terms as youth mentorship. This implies that the effect of media in sports sponsorship may greatly benefit corporates in brand building and not necessary moulding or shaping the youth. High attendance to the events for fun or leisure creates a platform for corporate to associate closely with their consumers and enhances brand awareness. This finding further supports the literature review because according to Kropp et al (1999) Sport sponsorship was defined as a means of reaching audiences in four specific ways: during pre-promotion advertising and publicity, during the event, during the broadcast and through post event reporting.

Based on the study, a number of federations stated they received sponsorship in kind but evidently across all the federations, this form of sponsorship had very little influences the improvement of skills of the sports players as well as those of the coaches. This is mostly due to the earlier statement by the same federations that the values in kind categories mainly included sports uniforms, sports equipments and transport etc which implies the gains in kind were materials and not tangible. This may also be a strategy by the corporate to issue teams with branded uniforms further creating a platform for brand exposure. In respect to the influence on sports infrastructure majority of the federation stated that sponsorships in kind similarly had very low influence on the development of sports infrastructure. This is attributed to the nature of resources given to the federation as indicated by their response that it mainly include uniforms, transport, medical which do not necessarily have any association with sports infrastructure. These findings came out strongly across both categories of sponsorships.

According to the federations that participated in the study, the extent to which sponsorships of values in kind has had on the development of sports in the country has had a ripple effect on society in that there was notable increase in sports interest in the community. This may equally explain the influx of corporate social responsibilities (CSR) in a number of sports federations. An increase in interest is a positive indicator that more people may participate in sports in future

There is evidence that value in kind sponsorship impact availability of equipments to a very large extent. This implies that most federations did actually receive equipment as a value in kind sponsorship from various organizations. Since this was consistent in all the federations, it may further imply that once equipment is received it is well utilised.

The study also found out that there were significant differences in the responses from the respondents which maybe attributed to the existence of different sports disciplines each with unique style. In arguing for the social value of sport, Sport England (1999) regard the heterogeneity of sports as a major strength, stating that "the wide diversity of activities sport offers enables individuals of all ages to participate at the level and intensity that suits them. Hence the requirement from each federation is different depending on the nature of the sports. For example athletics as a sport in which Kenya is currently dominating may not require high investment of infrastructure as athletes' practice our door along Kenya is endowed and challenging terrain, but the same cannot be said for swimming which requires heavy investment in swimming pools or Golf which requires a well constructed golf course. The lack of consistency too in responses could be explained by the variety of sports disciplines. Another probability of variation in responses may also be attributed to how corporates make their choices of sponsorship which is dependent on demographics. Corporations attempt to attract customers to a particular product or service by sponsoring an event that matches the demographic characteristics of a particular type of customer (Howard & Crompton, 1995).

5.3 Conclusion

This study examines the influence of sponsorship in the development of sports in Kenya. The study investigated the various categories of sports sponsorships received by the federations in Kenya. As per the findings of this study the federations have sponsorships in either cash or sponsorships of values in kind. There are also a number of federations that receive both cash and values in kind sponsorships of sports in Kenya.

As per the findings of this study, the federations have a number of similarities among them in terms of how the sponsorships funds are used in sports development. Sponsorship in values in kind is mostly used in the areas of sports equipments, uniforms and transport facilitation given to the federations. These sponsorships go a long way in enabling the federations boost sports management and skills improvement of the sports. These sponsorships in the form of products and services offerings would mostly help the federations reducing the challenges that they face in the development of the respective sports. These challenges range from financial that is the high cost involved in the running of sports, purchasing of sports equipments, uniforms, hiring experienced referees and the other costs involved in running sports programs. All the federations agree that the use of sports sponsorships in whichever form; cash or values in kind influences sports development.

This study confirms the importance of sponsorships in promoting the development of sports in such areas as improving skills of the players, instilling new skills in the players and enhancing performance of the players.

The wide range of characteristics of the types of sports is important in understanding the assumptions about their ability to contribute to wider social and economic issues in community development, community safety, quality of life, employment amongst others.

The study also draws a positive indication that most sports sponsorship in Kenya emanates from the private sector giving rise to what the literature review had concluded that the future of sports development will be mainly through forging strong partnership

with all development sectors. Hence sports federations must actively cultivate partnerships with corporate sectors if they have to raise the bar in development of sports in this country.

This study also does reveal that sports can be tapped to be a source of dependable employment for many young people. In developed countries as evidenced by the literature review, sports involvement leads to overall reduction of crime and drug abuse. However this does not seem to be the case in Kenya, with most federations' managers expressing the lack of that linkage. This therefore means that since evidence supports that this linkage has been established in more developed world to some extent, it can also be achieved in Kenya in the future. A lot more needs to be done by the stake holders to raise the bar and the profile of sports and to position it as a positive youth influencer. A lot more playing ground should be set aside by city planners in the estate to allow playgrounds for children or develop play parks and equip them to inculcate the concept of sports in the estates as opposed to the erection of more and more high-rise flats reducing and minimizing chances of engaging in sports.

5.4 Recommendations

This part of the report brings forward recommendations that would help improve the cases that have been observed under this study on the influence of sponsorships on sports development in Kenya.

However, in terms of achieving these outcomes, it is essential to distinguish between necessary conditions such as participation in sport; and sufficient conditions, such as the type of provision, style of management and experience which can ensure the desired outcomes. A lot of emphasis therefore needs to be placed on evaluation and effectiveness of sponsorship by all stakeholders to ensure that whatever form of sponsorship is given is directed towards the aspect of sports development it was aimed at. This will enhance efficiency in management of the funds and reduce opportunity for embezzlement. Handing over sponsorship monies to federations as a Corporate Social Responsibility (CSR) is in itself an efficient but not a sufficient condition. Sponsors ought to take more

forthright approach so as to ensure that not only is the brand awareness achieved but also measure other aspects of development of that particular sport. Measurement of impact could range from total event attendance, exit polls, sales following the event, and number of media mentions, generated media coverage, percentage of youth attending the event amongst others. Private sector hence needs to step up their evaluation criteria of the sponsorship impact on sports development.

Sports sponsorships exist because of economic necessity and because they are able to create a mutually beneficial relationship between the sports federations and businesses. Therefore, sponsorships should be more critically analyzed from how these corporate sponsorships fit with the strategic mission of the federations and not only for the sponsoring organization. The responsibility lies with federation officials who have the decision-making power when it comes to sponsorships, they must take a guarded approach weighing the costs and benefits of partnering with a particular business. Money cannot be the first priority, how this partnership will fit with the federation and the sporting fraternity as a whole must come first.

The private sector involvement in sports has been greatly attributed to using sports as an avenue for creating awareness. This has probably led to discrimination in sports sponsorship with some federation receiving over whelming support than others. However in some many instances corporations are involved with sport merely because the vice-president or sales manager had an affiliation with a particular activity and not necessarily for business related reasons.

Sports sponsorship does evidently have a way of capturing media attention hence creating awareness of sports as well as the participants. Given media is a very influential tool to the community, positive reporting by media on sporting activity will yield the much desired outcome of driving the youth to either take part in sports or watch or listen. The government and all sporting bodies should therefore identify strategies of harnessing this opportunity not only as a tool for creating awareness but also as a vehicle to positively influence the youth in Kenya towards active participation.

been a low turn out of spectators at stadiums during sports activities and very high turn

Lastly though large significant amount of sponsorship is directed towards training and improvement of team skills, the government ought to establish a policy that will ensure the development of sports by taking charge of establishing proper infrastructure. Evidently the federations are not in a position to plough back the sponsorship funds they receive to support facilities such as establishing stadiums, swimming pools or tennis courts and the lack of the facilities eventually will be a draw back in sports development. This is because infrastructure is a more permanent resource that can be used from one generation to another. Good sports facilities and proper infrastructure have longer term impact in sports development as opposed to enhancing individuals' capability only. Hence for developing countries like Kenya, it maybe worthwhile for the Government through the Ministry of sports to encourage donor agencies to offer sponsorship in kind through activities such as building of sports stadiums , swimming complexes, gymnasium among others. These are facilities do have a longer life span and would be used by generation to generation. Further recommendation would be for that upon donor acceptance to facilitate in supporting sporting infrastructure, then the facilities should be and spread across the country, for this could further develop sports right from the regional and grass root levels. *negative media reporting creates a draw back amongst our youth*

5.5 Suggestions:

This study by its nature has not been able to exhaustively investigate all the variables that explain all the aspects as to how sponsorships influence sports development in Kenya. The following areas are therefore recommended to be carried out for further investigations or study.

Further research is needed on the impact of sponsorships on spectators' perception of sports. This would be important to corporates interested in branding areas such as the national stadiums in Kenya. The study would guide them on the viability of the naming rights at the stadiums. Subsequently the study would add value to the management of the stadiums that host sports events. The facilities are expected to raise revenues from the gate collections during sports events however, anecdotal research points out that there has

been a low turn out of spectators at stadiums during sports activities and very high turn outs during political rallies. Further research may be necessary to identify the barriers in consumer minds and as such benefit the sponsors and the sports fraternity.

Although sports sponsorship has become a more recognized promotional tool, most past research addressed sponsorship benefits from the sponsoring firms' perspective and not the sports itself. There is need for more research on the issues relating to benefits of sponsorships generally to the sporting fraternity. A case study of one sport that has enjoyed sponsorship partnership from the private sector for more than 5 years could be closely studied to further reinforce the positive association of sponsorship and sports development.

Given that the study indicates significance contribution from private sector towards sports yet in Kenya most federations are still crippled by financial shortfalls, it maybe worth undertaking further research to find out if levels of education by management contribute to quality of financial management and efficiency in running sports federations in Kenya. This mainly because the wrangles in sports federation have negative impact not only to the sport but also negative media reporting creates a draw back amongst our youth.

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You are therefore kindly being requested to spare a few minutes of your precious time and answer the following questions. The information you will provide in this study will be treated with the utmost confidentiality and your identity and that of your federation will not be revealed in any way, it will be used only for the academic purpose mentioned above.

Thank you so much for taking some time to participate in this study.

Yours sincerely,

GRACE W. KIRAGIRI

RESEARCHER (MBA student)

MARGRET OMBOK

LECTURER (Supervisor)

APPENDICES

Appendix I: Cover letter to respondents

Grace W. Kiraguri,
University of Nairobi,
Faculty of Commerce,
MBA Coordination office,
Department of Business Administration,
P.O. Box 30197,
NAIROBI.

7th, March, 2007

Dear Respondent,

TO WHOM IT MAY CONCERN

I am a student at the above institution and pursuing a Postgraduate studies for an MBA Degree.

As part of my course requirements and in partial fulfillment of the Masters of Business Administrative Degree work, I am carrying out a study on the influence of sports sponsorships on sports development in Kenya. Your federation has been selected from the list of active federations in the country to participate in the study.

There are no correct or wrong answers to these statements and they are intended just to obtain opinions, views, feelings or beliefs about the impact of sports sponsorship on sports development in Kenya taking into account the sports of your federation.

You are therefore kindly being requested to spare a few minutes of your precious time and answer the following questions. The information you will provide in this study will be treated with the utmost confidence and your identity and that of your federation will not be revealed to anyone at any time but will be used only for the academic purpose mentioned above

Thank you so much for taking some time to participate in this study.

Yours sincerely,

.....
GRACE W. KIRAGURI,

RESEARCHER (MBA student)

.....
MARGRET OMBOK

LECTURER (Supervisor)

Appendix 11 : Questionnaire

Section A: Personal Information

Names

Gender Male [] Female []

Age 19 – 24 [] 25 – 29 [] 30 – 39 [] 40 – 49 [] 50+ []

Highest level of education attained below O' level [] O' level [] A' level []
Diploma [] Degree [] Masters [] PhD [] others []

How long have you been working for this federation:

[] Below 1 year [] 1-3 year [] 4-6 years [] 7-9 years [] 10+

Name of Federation

Your Job title Year federation was established

Section B: Sports sponsorship

1. For this federation, the activities are (tick all that apply)

(a) Self sponsored Yes () No ()

(b) Sponsored Government Yes () No ()

(c) Sponsored by private sector Yes () No ()

(d) Individuals Yes () No ()

(e) NGO's Yes () No ()

(f) Others (specify)

2. If your federation receives any form of sponsorships (self financing or financed by others) specify what type it is. (tick all that apply)

(a) Cash ()

(b) Values in Kind ()

3. If your federation receives sponsorships of values in kind, please tick the appropriate categories for which you receive such sponsorships. (Tick as many as possible)

- a. Equipments ()
- b. Uniforms ()
- c. Coaches ()
- d. Referees ()
- e. Umpires ()
- f. Transport facilitation ()
- g. Catering Services ()
- h. Accommodation Services ()
- i. Medical facilities ()
- j. Any others (specify)

4. If your federation receives **cash sponsorship**, please indicate to what extent the sponsorship has influenced your federation in the following areas. Indicate the extent on the scales of 1 – 5 where: *(please tick where applicable)*

- 5 - A very large extent
- 4 - A large extent
- 3 - Some extent
- 2 - Small extent
- 1 - No extent

	5	4	3	2	1
a. Improved skills of the players	[]	[]	[]	[]	[]
b. Instilled new skills in players	[]	[]	[]	[]	[]
c. Enhanced performance of our players	[]	[]	[]	[]	[]
d. Trained our coaches	[]	[]	[]	[]	[]
e. Improved management skills of our coaches	[]	[]	[]	[]	[]
f. Improved administrative skills of our staffs	[]	[]	[]	[]	[]
g. Constructions of sports playgrounds	[]	[]	[]	[]	[]
h. Effective management of sports facilities	[]	[]	[]	[]	[]
i. Establishment of sports clubs	[]	[]	[]	[]	[]
j. Improvement of sports stadia	[]	[]	[]	[]	[]
k. Increasing sporting opportunities in the country	[]	[]	[]	[]	[]
l. Empowering individual players and coaches	[]	[]	[]	[]	[]
m. Improving team building skills	[]	[]	[]	[]	[]
n. Enhancing employability of players	[]	[]	[]	[]	[]
o. Bring up socially responsible persons	[]	[]	[]	[]	[]
p. Our corporate social responsibility improved	[]	[]	[]	[]	[]
q. Increased the availability of sports equipments	[]	[]	[]	[]	[]
r. More acquisition of sports equipments	[]	[]	[]	[]	[]
s. Reduced levels of crime and vandalism in	[]	[]	[]	[]	[]

society					
t. Increased employability of people with talents	[]	[]	[]	[]	[]
u. General increase in fitness and health	[]	[]	[]	[]	[]
v. Improved recreational activities	[]	[]	[]	[]	[]
w. Improvement of a healthy environment	[]	[]	[]	[]	[]
x. More awareness of sports (popularization)	[]	[]	[]	[]	[]
y. Availability of positive mentors to our youths	[]	[]	[]	[]	[]

5. If your federation receives **Sponsorships of Values in kind** to what extent has the sponsorship influenced your federation in the following areas of sports development? Indicate the extent on the scales of 1 – 5 where:

(Please tick where applicable)

- 5 - A very large extent
- 4 - A large extent
- 3 - Some extent
- 2 - Small extent
- 1 - No extent

	5	4	3	2	1
a. Improved skills of the players	[]	[]	[]	[]	[]
b. Instilled new skills in players	[]	[]	[]	[]	[]
c. Enhanced performance of our players	[]	[]	[]	[]	[]
d. Trained our coaches	[]	[]	[]	[]	[]
e. Improved management skills of our	[]	[]	[]	[]	[]

coaches					
f. Improved administrative skills of our staffs	[]	[]	[]	[]	[]
g. Constructions of sports playgrounds	[]	[]	[]	[]	[]
h. Effective management of sports facilities	[]	[]	[]	[]	[]
i. Establishment of sports clubs	[]	[]	[]	[]	[]
j. Improvement of sports stadia	[]	[]	[]	[]	[]
k. Increasing sporting opportunities in the country	[]	[]	[]	[]	[]
l. Empowering individual players and coaches	[]	[]	[]	[]	[]
m. Improving team building skills	[]	[]	[]	[]	[]
n. Enhancing employability of players	[]	[]	[]	[]	[]
o. Bring up socially responsible persons	[]	[]	[]	[]	[]
p. Our corporate social responsibility improved	[]	[]	[]	[]	[]
q. Increased the availability of sports equipments	[]	[]	[]	[]	[]
r. More acquisition of sports equipments	[]	[]	[]	[]	[]
s. Reduced levels of crime and vandalism in society	[]	[]	[]	[]	[]
t. Increased employability of people with talents	[]	[]	[]	[]	[]
u. General increase in fitness and health	[]	[]	[]	[]	[]

v. Improved recreational activities	[]	[]	[]	[]	[]
w. Improvement of a healthy environment	[]	[]	[]	[]	[]
x. More awareness of sports (popularization)	[]	[]	[]	[]	[]
y. Availability of positive mentors to our youths	[]	[]	[]	[]	[]

Value Kind	to	The provision of... (e.g. money, grants, etc.) equipment, etc. etc. organizational... supporting activities.			
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Appendix 111: Operational dimensions of Sports sponsorships

Type of sponsorship	Extended definition	Relevant issues	Relevant Questions
Cash	Monetary contribution to facilitate sporting activities	<ul style="list-style-type: none"> - sources of sponsorships - Types of sponsorships 	<p>1 (a), (b) (c) (d) (e) (f)</p> <p>2 (a),</p>
Value in Kind	The provision of resources (e.g. money, people, and equipment) by an organization to facilitate sporting activities.	<ul style="list-style-type: none"> - Categories of values in kind type of sponsorships - Other Resources sponsors 	<p>2 (b)</p> <p>3 (a) (b) (c) (d) (e) (f) (g) (h) (i) (j)</p>

Appendix 1V: Operational dimensions of Sports Development

Sport development	Extended definitions	Relevant issues	Relevant Questions
Training and skills	Ability to use strategies of the game.	<ul style="list-style-type: none"> - Improved skills of players - Instilling of new skills - Qualified coaches available - Improve coaching skills in sports - Improved performance of teams - Management skills of coaches - Improved discipline of the teams 	<p>4. (a) (b) (c) (d) (e) (f)</p> <p>5. (a) (b) (c) (d) (e) (f)</p>
Infrastructure	Construction or rehabilitation of sports facilities	<ul style="list-style-type: none"> - Availability of sports facilities - Improvement of sports facilities - Management structure for sports - Constructions of sports grounds - Accessibility of the sporting facilities - Improvement of sports stadia 	<p>4. (g) (h) (i) (j)</p> <p>5. (g) (h) (i) (j)</p>
Capacity building	Provision of opportunities for sustainable human development.	<ul style="list-style-type: none"> - Increase of interests in sports - Increased opportunity to participate in sports - General increase in variety of sports - Empowering individual players - Team building skills 	<p>4. (k) (l) (m) (n) (o) (p)</p> <p>5. (k) (l) (m) (n) (o) (p)</p>
Social benefits	Outcomes with larger community gains.	<ul style="list-style-type: none"> - Reduced crime rates in society - General fitness and health - improved environmental upkeep - provision of recreational facilities 	<p>4. (s) (t) (u) (v) (w)</p> <p>5. (s) (t) (u) (v) (w)</p>

Events publicity		<ul style="list-style-type: none"> - Positive mentors to the youth - General awareness of sports 	<p>4. (x) (y)</p> <p>5.(x) (y)</p>
Equipment	Tools or apparatus that enable the transfer of skill	<ul style="list-style-type: none"> - Availability of equipments - Improved quality of sports equipments - Accessibility of necessary equipments 	<p>4. (q) (r)</p> <p>5. (q) (r)</p>

6. Basketball Association

7. Basketball Association

8. Billiards Control Board

9. Body Building Federation

10. Bowling Association

11. Boxing Association

12. Bridge Association

13. Chess Association

14. Colleges & Schools Sports Association

15. Cricket Association

16. Cycling Federation

17. Darts Association

18. Draughts Association

19. Golf Union

20. Hockey Association

21. Hockey Union

Appendix V: Kenya National Sports Council Affiliates

1. Athletics Kenya	
2. Ajua Association	28. Ladies Golf Union
3. armed Forces Sports Council	29. Lawn Tennis Association
4. Kenya Archery Association	30. Netball Association
5. Badminton Association	31. Paralympics Association
6. Baseball Association	32. Police Sports Council
7. Basketball Association	33. Polo Association
8. Billiards Control Board	34. Pool Association
9. Body Building and Fitness	35. Prison Sports Association
10. Bowling Association	36. Professional Boxing
11. Boxing Association	37. Professional Golfers
12. Bridge Association	38. Rifle Association
13. Chess Association	39. Roller Skating Association
14. Colleges & Schools Sports Council	40. rugby Association
15. Cricket Association	41. Scrabble Association
16. Cycling Association	42. Special Olympics Association
17. Darts Association	43. Softball Association
18. Draughts Association	44. squash Rackets
19. Golf Union	45. Swimming Association
20. Handball Association	46. Table Tennis Association
21. Hockey Union	47. Taekwondo Association

22. Judo Association	48. Triathlon Association
23. Kenya Football Federation	49. Tug of War Association
24. Kecoso	50. Volleyball Association
25. K.I.M.S.C.A	51. Weightlifting Association
26. Karate –DO Association	52 Wrestling Association