

CHAPTER 10**SPORTS AND RECREATION***Julia Surman***I. Definition**

- 1 As categorized by JHU, this non-profit sector is referred to as “Sports and Recreation.” (hereafter referred to as “the SP Sector”). Organizations include sports clubs, recreation and social clubs (e.g., swimming clubs) and service clubs (e.g., Lions, Zonta, Rotary). Within Hong Kong and for the purposes of this review project the same classifications have been used, except that we have also added alumni associations to this category. It is worth noting, however, that the YMCA and recreational centres for the elderly or for children have been included in the welfare section.
- 2 For the purpose of this report and for clarification, the Researcher has used the following definitions for Sports and Recreation.

“Sports” is defined as “a game with a set of rules which puts the individual to a test, competitive in nature, in a contesting situation”.

“Recreation” is defined as “an activity essentially self-chosen for intrinsic rather than extrinsic ends, to participate for self-satisfaction in one’s leisure time.”
(The Oxford English Dictionary).

- 3 The Researcher compiled the following summary of the estimated number and type of organizations in the SP Sector¹:

Table 1

| <u>Ref:</u> | <u>Categories:</u> | <u>No. of Organizations</u> | <u>% of total</u> |
|---|--|-----------------------------|-------------------|
| SP | Sports Clubs (including Sports Associations) | 289 | 57 |
| SP | Recreation Clubs | 58 | 11.5 |
| SP | Service Clubs | 65 | 12.8 |
| SP | Alumni Associations | 94 | 18.6 |
| Estimated Overall Total in the SP Sector | | 506 | 100% |

- 4 A brief outline of the Researcher’s definition for each category is included below:
 - Sports Clubs/Associations: These include local community sports clubs as well as National Sports Associations.
 - Recreation Clubs: These include clubs that were recreation and not sports based. The definition used for sports and recreation as quoted previously was used as a basis to differentiate between a sports club and a recreation club.
 - Services Clubs: These include all Rotary Clubs, Lions Clubs and Zonta Clubs

in Hong Kong, i.e., all clubs that focus on providing services to the local community.

- Alumni Associations: These include alumni associations based in Hong Kong but not necessarily established as a result of a Hong Kong institution, i.e., the association could relate, for example, to a UK or US-based university or school, college or university.
- 5 The Researcher would like to emphasize that during the course of the research further social and recreational clubs were identified. Although these were not included in the table above their contact details have been included in the final list of clubs and organizations for future reference if required.

Background

- 6 Organized sports and recreation have a long history in Hong Kong with Hong Kong's premier sports club having been officially recognized and founded in 1849, however an interest in sports and recreation was known to exist a long time before then². The history of organized sports and recreation in Hong Kong was very closely linked to the formation of private clubs, some of which are still in existence today. These clubs were Hong Kong's pioneers in the development of sports and recreational activities, and as each sport and recreational activity attracted more and more participation, controlling bodies were formed to support these activities. Eventually the Amateur Sports Federation and Olympic Committee (ASF & OC) was formed in 1950 and developed into a strong and much respected body.
- 7 However, by the 1970s the sports and recreation sector was beginning to recognize that a new approach towards sports and recreation was required by the Government, in order to raise the quality of life of the people of Hong Kong through sports. It was recognized that one of the major issues was availability of land in urban areas, a commodity that Hong Kong was short of then and still is today. Sports and recreation clubs were not in the financial position to purchase land for leisure-time activities; responsibility lay with the Government, which took it upon itself to promote sports by providing land at nominal rent to sports clubs and making special financial loans to certain sports associations. During that time responsibility to administer recreation facilities in the urban areas lay with the Urban Council (by way of the Urban Services Department). In rural areas, responsibility lay with the Director of Urban Services working closely with the District Commissioner.
- 8 Throughout the 1970s the Government did much to ensure that sports and recreation were developed and made available to everyone in the community³. In 1973 Sir Murray Macle hose, the then Governor, established the Council for Recreation and Sport (CRS).
- 9 In its early days the CRS recognized the need for a professional sports body to be set up within the Government and so in 1974 the Government established the Recreation and Sports Service (RSS) within the Education Department. In 1980 the RSS was moved to the Home Affairs Branch. The role of the RSS was to advise on the provision of sports and recreation facilities and services to meet the

leisure time needs of the local community, in particular the young. The service administered its activities on a district basis.

- 10 In its third year the RSS recognized that community needs were beginning to outstrip supply of facilities. The RSS had achieved its goal of “*recreation for everyone*”; however, more planning would be needed to cope with people’s increased leisure time as a result of holidays, provision of better-qualified personnel to meet the demand for sports officials and to improve the quality of sports programmes as well as to facilitate the introduction of new sports, games and recreational activities. A Technical and Planning Section was set up within the RSS to facilitate the planning of sports and recreation programmes and to focus on further areas of development, such as the increase of sports and recreational activities in rural areas, new towns and public housing estates.
- 11 To further the development of sports the Government decided during the 1970s to build the Jubilee Sports Centre, which opened in 1982 in Shatin, where it still stands.
- 12 In 1981 the Recreation and Culture Department was created, which gave the Government greater involvement in the area of recreation. In 1985 the Regional Council was established and the Recreation and Culture Department became a part of the Municipal Services Branch under the new Regional Council.⁴
- 13 Further changes were made to the management of the sports and recreation sector when in 1985 the Urban Council and the Regional Council joined hands to promote sports and recreational activities across the territory through a number of means, including:
 - providing public money to sports associations in organizing sports activities at grassroots levels;
 - organizing and funding district-based low-cost programmes for the community at grassroots levels through the sports promotion section;
 - joining hands with Hong Kong School Sports Association and the New Territories School Sports Association to promote sports in secondary schools; and
 - planning, constructing and maintaining adequate and functional sports facilities.
- 14 By 1991, all government policies on recreation, sport, culture and heritage matters were being coordinated by the Recreation and Culture Branch, headed by the Secretary for Recreation and Culture. Organized sports in Hong Kong received a further boost in 1990 when the Government established the Sports Development Board (SDB).
- 15 The SDB is responsible for coordinating all public funding for sport in Hong Kong and also operates the Sports Aid Foundation, which supports gifted athletes in pursuing their careers in sports. The SDB’s role was to provide opportunities for the general public to have access to sports facilities in Hong Kong.
- 16 The Hong Kong Sports Institute was amalgamated with the SDB on April 1, 1994

and operates within the broad sports policy defined by the SDB.⁵

- 17 The Leisure and Cultural Services Department (LCSD) was set up in January 2000 under the Home Affairs Bureau to deliver leisure services to the public. The department develops and manages a wide range of sports and recreational facilities for the public, as well as supports and organizes sports and recreational programmes for the community, often in conjunction with National Sports Associations.
- 18 The Home Affairs Bureau formulates and coordinates policy and drafts legislation for developing recreation and sport in Hong Kong, as well as coordinating the planning of territory-wide recreational and sports projects. The HAB's principal objectives for recreation and sport are:⁶
 - to raise the profile of sport and physical recreation in the community, emphasizing the link between exercise, physical fitness and a healthy lifestyle;
 - to encourage the provision of high quality recreational and sports facilities;
 - to raise the standard and the profile of Hong Kong sport internationally; and
 - to work with the Leisure and Cultural Services Department, the Hong Kong Sports Development Board, the Hong Kong Sports Institute and other sports bodies to promote physical recreation and sport at all levels of the community.
- 19 In summary, the main areas in the Government responsible for sports and recreation are the Hong Kong Sports Development Board (SDB), the Leisure and Cultural Services Department (LCSD) and the Sports Federation and Olympic Committee of Hong Kong, China (SF&OC). The SAR government policy bureau with overall responsibility for sports and recreation is the Home Affairs Bureau.

II. Current picture from the study

The landscape

- 20 At present, Hong Kong has about a hundred community sports clubs (known as "public sports clubs") based at public venues and affiliated to National Sports Associations. These clubs were formed largely on the initiative of the SDB. Hong Kong now has a total of 58 National Sports Associations (NSA) and related sports associations, each responsible for the development and planning of one sport in Hong Kong. There are currently 19 Districts Sports Associations (DSA). These local sports associations are supported by the Home Affairs Department and the Leisure and Cultural Services Department.
- 21 With regards to recreational clubs, it was very difficult to find all the names and contact details of these as the Researcher was not able to locate one comprehensive register or list. It was therefore difficult to determine the number and size of organizations as well as types and sub-groups within this area. It is also not known what proportion of clubs may actually be missing from the final list we compiled.

- 22 Services Clubs: There are 42 Rotary Clubs in Hong Kong all located in different districts; 18 Lions Clubs and five Zonta Clubs. The clubs vary enormously in age and size.
- 23 A total of 94 alumni associations based in Hong Kong were identified for the purposes of this study.

Role in economy

General Overview

- 24 Sports and active recreation can make a significant contribution to a country's economy. Sports and recreation create direct economic benefits in the form of jobs, income and taxation revenue. They also benefit the economy indirectly by improving people's health and well-being, which reduces healthcare costs and increases labour productivity. Sports and recreation also generate economic benefits by contributing to the tourism and entertainment industries in Hong Kong. For example, events such as the Hong Kong Rugby Sevens, the Cricket Sixes and the Hong Kong Tennis Open are major international sporting events that attract significant numbers of visitors to Hong Kong from around the world. The USC Alumni Association reported holding annual international conferences in Hong Kong, another good source of income for the local economy.
- 25 It is more difficult to identify the economic benefits of sports and recreation when compared to something like the construction industry, whose economics are monitored and measured very closely. This is partly because it is often not very clear which economic components make up the sports and recreation sector. In addition, the economic benefits of sports and recreation are both direct and indirect (making them harder to identify) as well as making it difficult to place a monetary value on them.⁷
- 26 For instance sports can be regarded as a composite sector, including among others⁸:
- enterprises that provide sport services to consumers;
 - part of the clothing and footwear industry;
 - part of the hospitality industry that provides accommodation and food to sports participants and spectators; and
 - a wide range of other industries providing sport-related goods and services.
- 27 As sports and recreation sales and purchases are related to a range of other industries, they tend not to be recorded separately in the official figures of any economy. The sports sector is not dissimilar to the tourism industry, in that it also buys goods and services from a wide range of other industries, and unlike a manufacturing industry, such as textiles, which buys a simple range of goods, converts these into finished consumer goods and then sells them. It is therefore only possible to estimate the benefits of the sports and recreation sector by carrying out a detailed investigation of all the sectors involved.
- 28 In a report titled the 'Economic Benefits of Sports, A Review', written in 2000 by

the Business and Economic Research Ltd (BERL) for and on behalf of the SDB, it was noted that the economic benefits of sports to Hong Kong could be greater since *“the size of the sports market in Hong Kong is relatively large, with around one half of the population participating in some sport or active recreation, but many people only take part infrequently. In Hong Kong, if this "interest" is converted into committed, frequent participation, sport will grow rapidly, and significant direct and indirect benefits will accrue to the economy.”*⁹

Role in society

General Overview

- 29 In Hong Kong as with many other places in the world, sports and recreation are enjoyed in many different ways. For some people sport is a run in a park or in the countryside, while for others it means a closely fought match on a soccer pitch. The activities that this sector is engaged in varies considerably from active sport participation, such as running, tennis and football to other hobbies not classified as sports but as recreational, such as reading.
- 30 Sports and recreation have an invaluable role to play in society. The following direct and indirect observations are made as a result of the literature review as well as during interviews with various clubs and associations within the sport and recreation sector.
- 31 In their own eyes the SP Sector sees their role in the economy and society as:
- **Social Cohesion** - Sport and recreation can contribute in strong, fundamental ways to Hong Kong. Take for example Hong Kong’s recent successes at the Asian Games in South Korea. *“A universal sporting culture within a nation can increase the feeling of inclusion by all groups in the nation.”*¹⁰
 - **Reduction in Youth Crime Rate**¹¹ - Inactivity, boredom, rebelliousness, and peer pressure have all been identified as causes for crime. Sport and recreation programmes are known to give youth, in particular, an opportunity to vent frustrations, expending energy positively and learning life skills and values. Although no direct link to a reduction in the crime rate can be established, the Government has for many years organized a Summer Youth Programme, which includes outdoor excursions, visits, tours, sports contests, outings to holiday camps and other social and recreational activities for youth.
 - **National Identity** - Competitive sport at an international level can significantly increase international awareness of a nation, which can have indirect benefits in generating a familiarity with their exported goods and services. The same benefits can accrue to high-profile international sporting events. For example during the interview with the Hong Kong Amateur Athletic Association (HKAAA), it was observed that the stadiums at the Asian Games in Korea were full for every event and that Koreans were strongly encouraged by the government to attend and support the games. In particular Koreans were encouraged to support all teams and not just their

own to instill some national pride in the fact that they were the hosts of the games and that everyone was welcome to participate.

- **Life / Social Skills** – Sports and Recreational activities can teach people to understand each other better. They facilitate a better people-to-people understanding as well as encourages people to understand the benefits of working together as a team. For example, in Hong Kong, Outward Bound courses are encouraging more and more corporations to take part as a value-added activity for team building and management.
- **Healthier Society** - The health-related benefits of regular physical and recreational activity have been documented in numerous surveys, both locally and overseas. These benefits include longer life expectancy and reduced chances of contracting heart diseases, strokes, diabetes, colon cancer, hypertension, osteoporosis, obesity, anxiety and depression. People who take part in regular exercise and recreational activities also remain physically self-sufficient to a far greater degree in the later stages of their lives, as they benefit from better muscular strength and condition. In addition to physical health benefits, participation in sport and recreation provides psychological benefits, promoting social interaction and easing tension and stress.
- **Networking** – The services clubs and alumni associations both noted that through membership in their respective organizations members were able to meet other professionals either within their field of expertise or otherwise and use this as a means to further their own business development through the exchange of ideas or forging of new partnerships. The Rotary Clubs clearly state that one of their objectives is to “*encourage and foster the development of acquaintance as an opportunity of service*”.¹²
- **Serving Society** – Services clubs in particular noted that they play an important contributory role in society. For example, Rotary Clubs state in their objectives that they should “*encourage and foster high ethical standards in business and professions the recognition of the worthiness of all useful occupations; and the dignifying by each Rotarian of his occupation as an opportunity to serve society*” and “*encourage and foster the advancement of international understanding, goodwill and peace through a world of fellowship of business and professional men united in the ideal of service.*”¹³ Rotary Clubs throughout Hong Kong give great support to community and vocational projects on an annual basis such as raising funds for children’s homes or providing sponsorship for community-based environmental programmes such as beach clean-ups etc.

32 Volunteers in Hong Kong have been referred to by the SDB as the “backbone of sports”. The SDB recently commissioned a report “Volunteerism in Sport”¹⁴ in which it was estimated that 4,500 people were volunteers in Hong Kong in 1997, of which the majority were general helpers (33%), coaches (21%) and umpires (19%). The survey found that recruiting professionals such as doctors, therapists and technicians to act as volunteers was difficult. It also noted that the major source of volunteers came from personal connections and by word of mouth.

- 33 The HKAAA noted that they rely heavily on volunteers to support some of their bigger programmes such as the Hong Kong International Marathon; for this event the HKAAA might deploy a total of 2,000-3,000 people including police; medical support staff; people at the start, en route and at the finish; baggage handlers; physiotherapists etc.
- 34 Information and statistics for recreational activities were not available. However, through information received during the interviews with recreation clubs, it is evident that the majority of these clubs are heavily dependent on volunteers to ensure their continuity. Clubs and associations rely on volunteers to carry out their everyday functions including administration, accounting, public relations activities etc. Recreation clubs also relied on volunteers to teach members. For example, each week at its weekly meeting a different member of the Tango Tang Club would teach other members new dance steps. All representatives interviewed said that members would take it upon themselves to volunteer to organize different events for the continuation of the club.

III. Links among the Government, the market and the Third Sector in SP

General Overview

- 35 There appears to be a mixed degree of interaction between the Government and organizations within the SP Sector. This is primarily because the organizations concerned vary greatly in terms of size, establishment and areas of activity. For example, the National Sports Associations are very closely linked to the Government for a number of reasons, in particular funding, whereas an organization such as the Tango Tang Club or the Hong Kong Kart Club will have very little involvement from the Government.

Specific Avenues of Interaction with the Third Sector

- 36 ***Contribution of professional skills*** - Many professional bodies and professional individuals volunteer their time and intellect to Third Sector organizations, for example, in auditing an organization's accounts.
- 37 ***Supporting fund-raising, community activities*** - The SP Sector, in particular the services clubs and alumni associations, contribute time, intellect, resources and money to society through participation in events. Rotary Clubs are very heavily involved in supporting community activities. Each year, each club in Hong Kong will select a number of community activities and projects which they will support either financially or in-kind.
- 38 ***Joint events*** – All the clubs and organizations interviewed reflected that it was important for their organizations to hold joint events with other organizations with the same or a different background. And each organization interviewed was able to describe past joint events that they had helped organize or had taken part in.

IV. Major issues facing the sector

General Overview

- 39 While a considerable percentage of the overall budget for sport, leisure and recreation is committed to the cost of running public facilities and programmes, the Government also channels significant resources to NSAs and athletes, either through subsidies, SDB subventions or direct grants from specific funds. These resources are mostly channelled through the HAB to the LCSD, the SDB and the SF&OC. Some funding is also available from the HAD and the ED for district and school programmes respectively. Table 2 is an example of funding received by the sports and recreation sector through various government funding sources during 2000- 01.

Table 2: Expenditure from various Funds for 2000-2001 ¹⁵

| Funding Source | Amount HK\$ million |
|---|----------------------------|
| Leisure and Cultural Services Department | 2,235.0 |
| Sports Development Board | 195.0 |
| Sports Federation & Olympic Committee of Hong Kong, China | 3.0 |
| Arts and Sport Development Fund | 20.7 |
| Sports Aid Foundation Fund and Sports Aid for the Disabled Fund | 8.4 |
| Hong Kong Athletes Fund | 0.5 |
| Sir David Trench Fund | Not available |
| Sports Aid for the Disabled Fund | 1.8 |

- 40 The main issue identified by the groups interviewed for this study is funding, and related issues such as lack of manpower, staff turnover and language. These are discussed in more detail below.

Funding Sources

- 41 A number of channels exist for funding sports and recreational activities in Hong Kong. However, the various sources of funding are differently managed and administered, often in such a way that organizations find it difficult to understand how they can apply for any of these funding sources. These sources are described briefly below.

Government Funding Sources

- 42 **Government** – Funds from the Government are distributed through a number of government bodies/departments including the Leisure and Cultural Services Department, the Sports Development Board and the Sports Federation and Olympic Committee.
- 43 **Hong Kong Sports Institute / Sports Development Board (SDB)** – receives a direct government subvention and provides funding support to NSAs for the

development of sports in Hong Kong.

- 44 The *Hong Kong Sports Institute (HKSI)* offers substantial financial support as well as support in-kind to elite athletes in Hong Kong. It operates a form of sports scholarship for talented athletes who are unable to cover their own costs.
- 45 *Sir David Trench Fund (SDTF)* - since its establishment in 1970, the Sir David Trench Fund for Recreation is used, as the Governor—and now the Chief Executive—directs, for the provision of facilities for recreational, sporting, cultural, social and related activities. The aim is to encourage recreational and related projects for the involvement of the public in the life of the community of Hong Kong.¹⁶
- 46 *Sports Aid for the Disabled Fund (SADF)* - set up in 1985 under the auspices of the SDTF, it provides grants of up to \$50,000 annually to individual athletes. The fund has a capital of \$6.5 million and is administered by the SDB.
- 47 In addition, the Government has recently established a \$50 million "*Paralympian Fund*" for handicapped athletes managed by the Social Welfare Department to provide further support to these athletes' training and competition.
- 48 *Sports Aid Foundation Fund (SAFF)* - set up in 1987 under the auspices of the SDTF, it provides annual grants ranging between \$30,000 and \$90,000 to individual athletes. The fund has a capital of some \$40.6 million.
- 49 *Hong Kong Athletes Fund (HKAF)* - set up in 1996 under the SDTF, it has a capital of \$13.3 million and provides tuition and subsistence grants to allow athletes to pursue further education for up to three years full- or part-time, locally or outside Hong Kong.
- 50 *Sports Federation and Olympic Committee (SF&OC)* - is the confederation of some 70-member associations, mainly NSAs, and is the representative body of Hong Kong SAR in sending teams to the Olympics Games, Asian Games and East Asian Games. The SF&OC assists the NSAs in a number of ways including payment of affiliation fees to international bodies and assisting with the training of administrators as required. The SF&OC is an autonomous body entitled to make its own decisions regarding the disposal of its funds.
- 51 *Arts and Sport Development Fund (ASDF)* - set up in 1997 and administered by the HAB, it provides grants for one-off projects initiated by the SDB in order to help the board fulfill objectives set out in its strategic plans. The fund can also be used to support other initiatives that the Secretary for Home Affairs considers would help the development of sports and arts in Hong Kong.

Non-government Funding Sources

- 52 *The Hong Kong Jockey Club (HKJC)* - as a funding source is unique to Hong Kong. Over the last half century, it has strongly promoted sports, recreation and culture – from helping fund the Sports Institute to assisting with the construction of Hong Kong Park and Ocean Park in Aberdeen and funding the Hong Kong

Academy of Performing Arts.

- 53 ***Donations / Patronage*** – In a place like Hong Kong there is considerable income to sports and recreation organizations from donations / patronage, although recently it has been harder for sports and recreation organizations to find businesses willing to contribute as a result of the economic climate in Hong Kong.
- 54 ***Alumni Associations*** fall into another category as some of the associations receive funding from the educational institutions for which they are established. For example, the USC Alumni Association of Hong Kong receives support funding from the University of Southern California to run its office in Hong Kong.
- 55 ***Sponsorship / Television*** – Figures or information covering funding received from sponsorship or television deals/rights were not available to the researcher for this project. Sponsorship and television are still fairly major sources of income for sports organizations more so than recreational organizations in Hong Kong. This is evidenced by the number of sporting programmes made available to viewers on the local television stations as well as by the number of athletes wearing outfits sponsored by some of the bigger corporations, such as Nike.
- 56 ***Subscription/Membership fees*** - Funding structures of those organizations interviewed are predominantly made up of member funding through annual fees, subscriptions and/ or member donations. Members are usually called on to sponsor larger one-off events outside of their annual contribution. The smaller organizations are very reliant on membership fees for their existence.

Fees from training, education and one-off events

- 57 Sports and Recreation Clubs noted that members were charged an event fee for one-off events; this was usually sufficient to cover operating costs for a particular event. For some clubs this includes charging for weekly classes or one-off workshops.

In their own eyes the SP Sector's view on funding and funding sources

- 58 As a result of the interviews two distinct views were identified with regard to funding. Those organizations already receiving funds from the Government, i.e., the NSAs, noted that the funding was restricting for their organization. Those organizations not reliant on any sources of funding from the Government noted that funding was not really a problem as their staff members were all volunteers; they had no overheads in terms of office space and they were able to charge their members appropriately for each activity or event organized by the club, which ensured that costs were covered on an event basis.
- 59 In addition the NSAs noted that the existing funding structure was not as efficiently managed as it otherwise could be; the NSAs had some real concerns with regard to the allocation of funds. Key concerns included:

- the SDB's elite training programme, which NSAs felt included too many different sports, thereby diluting the effectiveness of the resources put into the programmes;
- that SDB's regular subventions to NSAs are weighted in favour of medal-winning sports to the disadvantage of other, often more widely-played, sports as well as to the physically and mentally able athletes ;
- application for funding from NSAs and the consequential accounting and reporting requirements are too complicated;
- SDB and the LCSD separately fund similar types of programmes causing confusion to the sports community; there is also an opinion that there is insufficient communication between the various government departments. The NSAs felt that closer monitoring could result in more efficient use of funds; and
- There are insufficient funds set aside for sports development. NSAs would like to see the Government spend more money on the development of sports, in particular at grassroots levels.

Management/Staffing

General Overview

- 60 All organizations interviewed have organizational structures in place, which include some form of operational management (either through a secretariat or an executive) and a decision-making committee such as the executive or general committee (comprising office bearers such as chairman, vice-chair or president, general treasurer and secretary). Some of the smaller organizations stated that they did have a committee but that people were not given positions and titles as such but that the organization of the committee was “pancake style,” that is, all members had an equal weighting with regards to decision making and responsibility. The service clubs, however, had extremely organized committee and sub-committee structures. Each committee member held his or her position for a year after which the position was automatically handed over to the next in line.
- 61 All organizations interviewed conducted an annual general meeting (AGM).

Staffing Issues

- 62 Organizations that suffer from funding constraints, especially smaller organizations that rely on volunteers to manage their executive functions and day-to-day operations, usually also suffer from staffing issues, although those interviewed stated that they get by with the assistance of their members whom they relied on very heavily to assist with all administrative matters. Recreational clubs noted that as a result of the economic downturn in the region their membership base had decreased quite considerably, especially recreational clubs that required members to purchase their own equipment, such as the Hong Kong Motorbike Cruisers Club. This did have an impact on the overall membership numbers for the club and therefore impacted on the number of members the club could rely on to volunteer to assist with the general running of the club.

- 63 Other organizations such as the NSAs, which receive support funding from various government departments, felt that they were particularly pushed for manpower, partly as a result of insufficient funds.

Volunteers

- 64 There appear to be two types of volunteers within the SP Sector. Volunteers are usually club members. The first type is a non-professional volunteer who usually fills roles that require no particular qualification or training such as assisting in the start or finish of a sporting event. These volunteers can assist with activities that usually require little supervision, such as support marketing and event organization, document processing and simple translation, office administration and information delivery or exchange.
- 65 The second type of volunteer is a qualified person who fills roles with greater responsibilities, such as website maintenance, public speaking, event development and management and provision of accounting, auditing and legal advice.
- 66 In both large and small organizations, committee and board level members donate their time freely. In better-established or wealthier organizations, full-time, paid personnel usually staff the executive, while in smaller organizations these roles are usually filled either partly or fully by volunteers. Organizations that are registered as a National Sports Association are able to designate some of their funds towards paying for full-time staff.
- 67 Of the organizations interviewed, most indicated that both skilled and non-skilled volunteers were essential and sufficiently available.

Other Issues

- 68 Organizations that are predominantly English speaking commented that it is more difficult to access the local Cantonese speaking press and, as such, have concluded that they need to employ Cantonese speakers in areas such as public relations, marketing, event organization and administration. A way around this, as was noted by one club, was to broaden the membership base and ensure that there was an even balance of members from both the local community and the expatriate community.

Government policies

General Overview

- 69 Generally, the SP Sector reported that the Government has played a minimal role in development of the sector and at the regulatory or structural level of the sector, it was noted that this is preferred. The SP Sector in general does not advocate any need for government regulation and would prefer that the Government not “over-develop” policies, especially those that will add administrative requirements without providing real benefits.

Areas of Concern

- 70 ***Supportive Government policies*** - Although there are very few government policies that inhibit the operation of the SP Sector, most interviewees felt that there was a general lack of government policy and oversight to encourage effective development of the sports and recreation sector. Some interviewees noted that although the Government had in the past approached their organization for comments and recommendations on certain policies, the consultation had very little impact on policies or proposed policies.
- 71 ***Benchmarking from overseas*** – Following from the comment above regarding existing systems used by the Government to manage the SP Sector as a whole, it was suggested in a couple of interviews that the Government should look at overseas governments and benchmark development patterns for the SP sector in Hong Kong. In the past the Government had employed a number of top coaches from overseas to enhance the level of performance of local athletes. However, with the general movement towards localization within the Government, only local coaches are now employed to coach athletes. The underlying view is that for certain sports Hong Kong may benefit by bringing in more experienced coaches from overseas.
- 72 ***Recognition.*** While the SP Sector does not advocate that the Government become involved in undertaking tasks performed by the sector, it does believe that through recognition of the sector's work, the Government could help build awareness of the contributions that the SP Sector is making to society. This could attract more sponsorship and donations as well as encourage more people to join sports and recreation clubs, thereby enhancing both the economic and social contribution of this sector to society as a whole.

Public Awareness

General Awareness

- 73 Most Hong Kong people are interested in sports and recreation. Local and international sports and recreation news is amply covered by the Hong Kong media, and research shows that some two-thirds of newspaper readers regularly read the sports pages (not including horse-racing news). Live and pre-recorded broadcasts of sports events have high viewing rates, and attendance at top-level international events held in the SAR is generally good.
- 74 Having said that, some sports organizations interviewed noted that the Hong Kong media focused too much on international sporting news and did not provide sufficient coverage of local events and the success of local athletes – it was felt that coverage was particularly poor with regards to local handicapped athletes. Some interviewees felt that the Government could be more closely involved in trying to encourage the local media to give more coverage to and to promote local events and local athletes.

Public Perception

- 75 The majority of organizations interviewed had little or no idea of how the public viewed their activities. The recreational clubs considered themselves a form of “outlet” where enthusiasts with a particular hobby are able to share their hobby with like-minded people and therefore felt that public perception was not such a major issue for them. Having said that, the representative from the Motorbike Cruisers Club was quite concerned that motorcyclists were all viewed in a negative light and as a form of “Hells Angels”. The club has worked hard to dispel this image by ensuring that club members all abide by the “highway code” when out riding in big groups.
- 76 The service clubs noted that many members of the general public did not really understand the workings and purpose of a service club. Most service clubs meet weekly for lunch and some clubs are concerned that they are viewed as a “lunch club” as opposed to a club that makes significant contributions both financially and in-kind to the community, locally and in China.

Government Involvement

- 77 Views on the levels of involvement from the Government were of varying degrees depending on the type of organization in question.
- 78 The Hong Kong Sports Association for the Mentally Handicapped (SAM) stated that the Government should work more closely with organizations such as themselves to promote sports and recreation for both “able” and handicapped athletes. The SAM representative interviewed for this report felt very strongly that in Hong Kong too much focus was being placed on academic achievements and education, especially where young people were concerned. The representative felt that although the Government knew what the benefits were for sports and recreation, they were not being sufficiently promoted to the general public.

Ethics

General Overview

- 79 While no noted issues in relation to honesty, corporate integrity and accountability were reported by the SP Sector, the existence of a clear organizational structure including appropriate review levels appears to be an essential element that contributes to ethical behavior within the organizations. Most organizations believe that the board of directors and/or general management committees are accountable to the members and staff of the organization through the AGM and through audited annual reports. These are made available to members and, depending on the size of the organization, are usually posted on the organization’s website.
- 80 From a slightly different perspective, the Rotary Clubs, for example, include in their code of conduct a four-way test which asks the following four questions¹⁷:

- Is it the TRUTH?
- Is it FAIR to all concerned?
- Will it build GOODWILL and BETTER FRIENDSHIP?
- Will it be BENEFICIAL to all concerned?

In addition, one of Rotary's objectives is to encourage and foster the advancement of international understanding, goodwill and peace through a world fellowship of business and professional people united in the ideal of service. Although the above codes of conduct and objectives are not verified by an external organization, they clearly indicate Rotary's stance concerning their management approach.

V. **Conclusion**

- 81 The SP Sector represents a significant sector of society, which is interconnected with a number of organizations including business, the Government and NGO's, largely through sponsorship and participation. Interaction among other third-sector organizations remains limited partly due to the difference in nature of activities provided by the different organizations that make up the SP Sector.
- 82 The SP Sector does not appear to have had much influence in the area of policy formulation to date although the more established organizations did imply that they would be willing to work more closely with the Government on developing policies that would facilitate the further development of the SP Sector. Through this research and the interviews carried out by the Researcher, a distinct impression was given by the interviewees that the Government should be paying this sector greater attention. In particular, it was felt that the Government lacked awareness in terms of the potential role the SP Sector could play in society and the valuable contributions it is able to make to the economy. On the other hand, the smaller organizations interviewed for this report were content to continue providing their services without any further involvement from the Government.
- 83 The breadth and depth of the SP Sector's potential contribution to Hong Kong is staggering. It is in this area that the Researcher believes further studies need to be undertaken. As touched on in the report, this Sector has the potential to be a huge economic contributor. However, this has not been recognized sufficiently by the Government. For example, large economic benefits can be accrued by hosting large international sporting events in Hong Kong, but instead fewer and fewer international sporting or recreational events are taking place here. Under pressure of financial deficits and worsening societal issues, governments around the world need to re-assess how to engage and foster public efforts for greater societal benefit. Governments need to understand why people and organizations contribute voluntarily to society and how to better support and encourage these resources so they continue to contribute or increase their contribution.

Additional Notes : -

Since the completion of this chapter, the following major events have occurred:

- (a) *the passing of the HK Sports Development Board(Repeal) Bill on 9 June 2004 ,meaning that the HKSDDB will soon be dissolved (tentatively on 1 October 2004);*
- (b) *the establishment of three major Committees, namely, the Elite Sports Committee, the Major Sports Events Committee and the Community Sports Committee, to be followed by the setting up of the Sports Commission soon;*
- (c) *the setting up of a Provisional HK Sports Institute Limited to be responsible for elite sports training and development; and*
- (d) *the provision of funding support to National Sports Associations through the LCSD since April 2004.*

VI. Acknowledgements

- 84 The author would like to extend grateful thanks to the following organizations for their assistance with this report:

Chong Heep Rowing Club
Hong Kong Amateur Athletic Association
Hong Kong Kart Club
Hong Kong Reel Club
USC Alumni Association of Hong Kong
Motorbike Cruisers Club, Hong Kong
Rotary Club of Hong Kong
Hong Kong Sports Association for the Mentally Handicapped
Tango Tang Club, Hong Kong

APPENDIX A – METHODOLOGY

(a) Survey Methodology

For the purposes of “the SP Sector Survey”, the Researcher used 504 SP Sector organizations as the survey sample pool (“the SP Survey Sample Pool”). The Researcher determined that although each organizational sub-category had specific individual characteristics, the largest proportion of the SP Sector organizations shared a common objective of promoting sports and recreational interests. Service clubs saw themselves playing a significant role in providing benefits to society and the alumni associations saw themselves as a key tool for their members to be able to network within society.

In conjunction with the Central Policy Unit’s statistician and the Hong Kong Polytechnic University, the Researcher selected a sample of some 20% of organizations to be surveyed from the SP Survey Sample Pool, that is, 88 organizations.

(b) Survey Questions

The Survey questionnaire used for the SP Sector was the same as that used to survey all other third-sector organizations.

(c) Interview Methodology and Process

The main objective of conducting the interviews was to obtain information on specific issues concerning a variety of organizations and also to allow them an opportunity to provide further details on their views and concerns regarding their sector. The primary focus was on qualitative data - quantitative information was obtained from other sources (including the survey, the organization, the organization’s annual report, website etc.). Information gathered during interviews was also used for developing case studies to be included in the final report.

Sample Selection for the Interviews:

Within each sub-sector, typical and extreme examples of groups, including both large and small organizations, were selected for interview. A broad range of groups within each sub-sector was interviewed due to the diversity of activities and areas of interest that the club and associations provide, in order to gain a balanced perspective of the issues relevant to the Sports and Recreation sector. A total of 10 interviews was conducted – no two clubs or associations selected for interview provided the same type

APPENDIX A – METHODOLOGY

of activities. Selection criteria included:

- Size of operations
- Visibility of the organization
- Type of activity/scope of activity provided by the organization

The following table provides a breakdown of organizations by sub-sector (including Sports associations, clubs/centres, recreation clubs, service clubs and alumni associations) that were selected for interview as well as the total estimated population size for each sub-sector.

| Category | No. groups | No. interviews | Groups selected |
|-------------------------------|-------------------|-----------------------|---|
| Sports Clubs/ Associations | 289 | 3 | * HK Sports Association for the Mentally Handicapped * HK Athletic Association * Chong Heep Rowing Club |
| Recreation Clubs | 58 | 4 | * The HK Tango Tang Club * HK Motorbike Cruisers Club * HK Reel Club * HK Kart Club |
| Service Clubs | 65 | 1 | * Rotary Hong Kong |
| Alumni Associations | 94 | 1 | * USC Alumni Club of Hong Kong |
| Total | 506 | 9 | |

The above list differs fairly significantly from the initial list put forward by the Researcher. The Researcher found representatives, particularly within the alumni associations category, unwilling to be interviewed for the purpose of this research. Reasons for this ranged from a lack of understanding as to how an organization such as theirs could add value to a research project such as this, to others stating that their views and opinions had been heard in the past but that it had made little impact in terms of how the Government worked with or viewed their role in society or as a part of the economy.

The aim of interview selection was to select a variety of organizations for interviews that differed in some, or all, of the criteria listed on the previous page. However, the Researcher emphasizes that that the weight given to each of the above criteria varied for each category, based on the size and nature of the category in question.

(d) Interview Questions

APPENDIX A – METHODOLOGY

The interview questions included in **Appendix B** aimed to gain an understanding of the organization's objectives, activities and mission, including the organization's perspective of its role in and contribution to society. The interview questions also aimed to gain a thorough understanding of the critical issues the organization faces on a day-to-day basis, including but not limited to funding, staffing and management, government policies, public awareness and Third Sector dynamics.

While the Researcher provided the full list of questions to the organizations in advance of each interview, to promote ease of discussion, the Researcher allowed the organization's representative to discuss relevant and important topics from the organizations point of view. As a result, not all questions listed were posed or answered by each interviewee.

APPENDIX B – INTERVIEW QUESTIONS

1. Mission and activities

- What is your organization's mission statement?
- What is/are your primary activity/activities?
- What is your primary objective?
- Three major issues (negative or positive)/problems your organization is currently faced with?

2. Funding

- What are your major sources of funding?
- Relative importance of each source?
- Trends in funding?
- Competition for funding from similar organizations?
- Are funds sufficient?
- What are the main issues or problems in securing funding?
- Is there a need for additional government/private sector funding support?
- Any other issues relating to funding?

3. Staffing/management

- Administrative structure?
- Any staffing or management issues or problems?
- How many paid staff/volunteers does your organization have?
- Significance of / input from volunteers?
- Do you have any problems recruiting or managing staff?
- What are the main issues facing the management of your organization?
- How could the situation in terms of staffing/management be improved?
- Any other issues concerning management/staffing?

4. Government policies

- Status of your organization (charitable etc)?
- Level of contact with government?
- Access to information especially concerning issues re sports and recreation?
- Is your organization invited by government to consult/make submissions on issues/policies relating to sport and recreation?
- Does your organization or a representative from your organization sit on any government advisory or statutory bodies? Which ones? What role do they play?
- Need for additional support from government (financial, access to information etc.)?
- How could the situation in terms of government policy be improved?

5. Public awareness

- Public awareness of organization and activities? Increasing/Decreasing?
- What means do you use to make the public aware/promote your activities?
- Main issues relating to public awareness of sports/recreational issues in general?
- Difficulty/ease of promoting organization?

APPENDIX B – INTERVIEW QUESTIONS

- Problems of promoting your organization's activities?
- How could the situation in terms of public awareness be improved?

6. Third Sector dynamics

- Do other organizations face similar issues and problems?
- Interaction with Government, the private sector and other organizations?
- How would you describe Hong Kong's Third Sector?
- How could the situation in terms of the dynamics of the Third Sector be improved?

7. Role in economy and society

- How would you describe your role in the economy and in society?
- What do you see as the ultimate value of your work?
- Involvement with local communities? Difficulty/ease?
- Partnerships with other sports/recreational organizations?

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- ¹ The Researcher compiled the above summary of organizations with reference to (a) the HKTBA Associations & Societies in Hong Kong 2001 Edition, (b) the Rotary Club Pocket Planner 2001-2002, (c) Directory of National Sports Associations in Hong Kong produced by the Hong Kong Sports Development Board, (d) Hong Kong SAR Government Gazette No. 30 of 26 July 2002, *List of Approved Charitable Institutions and Trusts of A Public Character*, (e) the HKSAR Government's Leisure and Cultural Services Department and from information contained on various other internet websites such as Asiaexpat.com and through local contacts.
- ² Mair, ES (1972) Speaking at a Conference on the 'Development of Sports and Recreation in Hong Kong'
- ³ Jones EB (1988) 'The Way Ahead – A Consultancy Report on Sport in Hong Kong' Government Printer, Hong Kong
- ⁴ Information Services Department (1986) Hong Kong Report: A Review of 1986, Printing Department, Hong Kong
- ⁵ Hong Kong Sports Development Board website: <http://www.hksdb.org>.
- ⁶ Home Affairs Bureau Website: <http://www.info.gov.hk/hab>
- ⁷ Speak, M. and Lindner, K. (1995) Recreational Management And Sports Administration, University of Hong Kong.
- ⁸ Jones, EB (1988), The Way Ahead: A Consultancy Report on Sport in Hong Kong, Chapter VIII, pp. 66-78
- ⁹ Business and Economic Research Ltd (BERL), 2000 The Economic Benefits of Sports, A Review, SDB
- ¹⁰ *ibid*
- ¹¹ Report of The Sports Policy Review Team, Chapter Ten, (2002), Home Affairs Bureau, <http://www.info.gov.hk/hab>
- ¹² 70th Anniversary of the Rotary Club of Hong Kong, 2001, The Rotary Club of Hong Kong
- ¹³ *ibid*
- ¹⁴ Research Highlights – Volunteers: the Backbone of Sport (1999), Research Department, Sports Development Board
- ¹⁵ Report of The Sports Policy Review Team, Chapter Nine, (2002), Home Affairs Bureau, HK SAR Government, <http://www.info.gov.hk/hab>
- ¹⁶ Home Affairs Bureau, HK SAR Government, website: <http://www.info.gov.hk/hab/>
- ¹⁷ 70th Anniversary of the Rotary Club of Hong Kong, 2001, The Rotary Club of Hong Kong