

APPENDICES

Appendix One

Written Response by Fiji National Sports Commission



14 May 2020

Honourable Viam Pillay,
Chairperson,
Social Affairs Committee,
Parliament of the Republic of Fiji.
SUVA

Dear Sir,

RE: RESPONSE: Clarification of Issues – Fiji National Sports Commission
August 2017 – July 2018 Annual Report

The Fiji National Sports Commission hereby gives written response to letter dated 30 April received from the Standing Committee on Social Affairs 2020 for the clarification on issues of the annual report for August 2017 – July 2018.

Please find responses to questions raised attached for your perusal.

Yours sincerely,

A handwritten signature in blue ink, which appears to read 'Peter Mazey', is positioned above the printed name and title.

Peter Mazey
Executive Chairman

PARLIAMENTARY STANDING COMMITTEE ON SOCIAL AFFAIRS

1. Central-Urban Division of the Sports Commission:

a. *What training programs has the Central-Urban Division conducted for youth from 2017 to date? How has the Commission continued to expand these programs?*

To date the Central Urban Division has conducted a total of thirteen (13) Train the Trainer Programs for 62 urban communities between the Lami-Nausori Corridor since 2017. This resulted in 629 young people being trained from August, 2017 to February 2020 in the areas of sports coaching, match officiating, sports administration and fitness instruction. These urban communities were grouped into Urban Community zones since the Fiji National Sports Commission established an additional sports development division in 2017.

These are as follows:

Lami Zone

- Delainavesi
- Waigaga Settlement
- Nadonumai
- Lami Village
- Suvavou Village
- Valenicina Settlement
- Qauia Settlement
- Nivikinikini Settlement
- Matata Settlement
- Kalekana Settlement
- Namuka Settlement

Tamavua Zone

- Nauluvatu
- Tamavua – I – Wai
- Samabula
- Lovoni Settlement
- Namadi
- Wailoku
- Tamavua Village
- Nadurulou Settlement
- Vunimoli Settlement
- Tacirua
- Coloi-i-Suva

Mid-Central Zone

- Raiwaqa
- Raiwai
- Muani kau
- Vatuwaqa I
- Toorak
- Nasova
- Howel Road
- Vatuwaqa II
- Jittu Estate
- Nabua

- Mead Road

Nasinu Zone I

- Laucala Beach
- Kinoya
- Nadera
- Veiraisi Settlement
- Nadawa
- Nepani Laqere Settlement
- Muainikoso

Nasinu Zone II

- Cunningham
- Vesida
- Caubati Housing
- Cakau Housing
- Newtown
- Valelevu Housing
- Nasole
- Delaitokatoka
- Kalabu Housing
- Tovata
- Makoi

Nausori Zone

- Nakasi
- Naulu
- Wainibuku
- Muana, Toga
- Nausori Village
- Waila Housing
- Davuilevu Housing
- Vunimono
- Nadali
- Namono Settlement
- Navatutyaba Village

These trainings have equipped youths to attain the necessary skills to establish sustainable community structures by way of sports clubs and community youth networks which have been set up as multi sports associations where individual sports are being affiliated to the respective National Sports Organization.

This has resulted in:

The organization of community sports competitions and participation of youths in such events;
formation of sports clubs;
Affiliation of clubs to their respective sports pathways;
progress of individual coaches, officials and administrators through their respective National Sporting Organization Pathways.

This has ensured that we expand on their training by their accreditation through training programs conducted with and through the NSO with the assistance of the Commission.

The Commission believes there are opportunities to extend this urban program to Labasa and Lautoka; however this will very much depend on available funding as additional sports development staff would be required.

2. *Elaborate on the MOU signed with the Fiji Police Force (FPF) in the setting up of the Central-Urban Division and how it partners with FPF in conducting training programs for the Central youth.*

The MOU signed between the Fiji National Sports Commission and the Fiji Police Force was instrumental in the zoning of urban communities through the Duavata Community Policing Network. The collaboration has assisted the Police in keeping youth in the urban community zones occupied in Sports and out of crime.

In doing so, this led to the setting up of the identification of youths in these communities to attend Fiji National Sports Commission sanctioned programs done through the Community Police Posts. This has been conducted through Train the trainer programs providing Sports administration courses for the urban youth as well as the Police officers to create awareness and a sense of appreciation of value of the courses conducted by FNSC to youth in their communities. The sharing of resources has had an impact on community awareness programs assisting in crime reduction in the red zone areas where sports training has been conducted thus giving accessible data information in those community areas as information on improving on Nation building.

3. *Provide the eligibility criteria that need to be met in order to secure a sports scholarship. How does the Commission monitor the progress of scholarship recipients to ensure that they successfully complete their Awards?*

a. Our Sports Scholarship Grant is to assist in sending talented athletes and technical officials overseas for high level training on a short term basis. The Sports Commission does not nominate participants, but only assists with providing some funding on a short term basis. Each National Sporting Organization nominates and applies to the Commission for funding on an annual basis.

The eligibility criteria has to be met in order to secure sports scholarship as follows:

The application form SG 401 (Sports Scholarship Award) must be filled out and endorsed by the National Sporting Organization. They are specifically to complete and submit the Information required:

- Full Participant Name and Bio Data with NSO internal full selection criteria information
- Selection Panel listing with processes and protocols that allow participant application for the award.
- Full Breakdown of grant request
- 4 Year development plan for the applicant.

b. In addition to this the Fiji National Sports Commission monitors the progress of the scholarship due to the nature of the type of scholarship given. Therefore a participant may need a scholarship from anywhere from 5 days to 3 months to attend workshops and technical insights for their specific sport with their affiliated sporting body regionally or internationally. Monitoring and evaluations of awardees is done through their acquittals of funds and reports upon their return through their National Sporting Organization.

- 4. We note that during the 2017-2018 fiscal year, five Sports Outreach Programs were conducted with a total of 481 participants from five provinces, 15 Tikinas and 52 villages. How does the Commission plan to expand its Sports Outreach Program to other Provinces around the country?**

Sports Outreach Program referred to in the Annual Report as the Outreach program is in essence our Introduction to Sports through Community Sports Camps. From the establishment of the Fiji National Sports Commission in 2013, the Sports development unit had visited all 14 Provinces in Fiji, covering over 160 Tikinas and more than 900 villages in the last 7 years through the introduction to Sports through Community Sports Camps.

After a review of program impacts, it was found that for the sustainability of our sports development programs in the provinces, we needed to train more community sports leaders. Hence the number of Train the Trainer Programs was increased and we reduced the number of introduction to Sports through community sports camps under the Sports Outreach Program. This enabled us to refocus for program outcomes and impacts in an effort to increase training for accrediting sports coaches, technical officials and sports administrators to manage community sports structures at the community level.

This expansion aimed at the establishment of Community Sports Associations that aligned with the provincial council structures; ideally a Community Sports Association set up in every tikina (district) of each province. This structure gave the commission the platform to progress sports through the vanua and during this period we were able to set up four (4) Community Sports Association i.e. Namosi Vanua Community Sports Association – Namosi Province; Vaturava Community Sports Association – Cakaudrove Province; Lakeba Community Sports Association – Lau Province; Rewasa Community Sports Association – Ra Province.

The Suva urban division differs where Community Sports Networks have been established as the coordinating body for sports in urban communities. This network structure gives the commission the platform to progress sports through urban community structures and three (3) Community Sports Network were established during this period: Lami Community Sports Network; Tamavua Community Sports Network; and the Nausori Community Sports Network

This expansion is currently a work in progress Fiji wide due to funding.

- 5. Was the budgetary allocation for the various Sports Development Programs for the 2017-2018 fiscal years sufficient?**

The budgetary allocation for the various Sports development programs for 2017 – 2018 required more. However we worked within what was allocated to achieve the results expected and faced challenges that were expected. Regrettably our budget allocated for Outreach Programs in the following years has been reduced to \$200,000 annually so we are having to reduce the number of programs conducted accordingly.

Sports Governances is a critical area for sports in Fiji and the commission believes that in order to get things right in sports, training has to be done at the community level. This would assist in the integrity of a sport community association, its clubs, the national sporting organization or the game itself. As this was identified as a key area to address and more training required for the established Community sports association and club levels in the community, our train the trainer program needs more seed funding to close this gap that the commission has identified.

This would be a win win situation for both the National Sporting Organizations and the Commission as we address the gaps in sports governances as a whole from the grass-root level to high performance sports.

- 6. Provide reasons for the reduction in the number of communities and people participating in the Sports Outreach Programs in 2017-2018 (481 participants) as compared to 2016-2017 (630 participants).**

Again Sports Outreach Program referred to in the Annual Report as the Outreach program is in essence our Introduction to Sports through Community Sports Camps.

This targets 100 youth participants. Participants attend to learn the basic skills of a range of sports and a selected few from this group is identified to further their sports interest for the Train the Trainer Program at the end of the program. These selective few identified would then be trained for a specific sport in coaching and officiating skills and community sports management.

In 2017-2018, we had reduced the number of Sports Outreach Programs to five (5) from seven (7) due to the following:

1. The Commission included another division called the URBAN YOUTH PROGRAM with the focus to empowering youths through formal sports accreditations with Train the Trainers Program. This reduction correlated to data of the increase of young people moving into in urban areas from rural and outer island communities.
2. Participants that were part of the Sports Outreach Program included teachers that had an interest in learning a new sport or been familiar for a physical activity. These participants moved into Train the Trainer program and later to the Educate the Educator Program to assist with their professional development.
3. And the other reason for this reduction in participants in the sports outreach program was evidently seen in the rural to urban drift for work and other personal reasons. This lead to other programs been conducted like wellness and kids in community sports.

On the other hand, while we train fewer people in Train the Trainer Programs, more people are engaged in organized sports as a result of accredited coaches, officials and administrators who organize formal competitions in the community.

Figures provided in the Chart for question 15 clearly show that overall we conducted 44 programs in total.

7. How is the Commission planning to increase the participation of youth in sports?

Through the Community Sports Associations (Rural) and the Community Sports Networks (Urban). We are already seeing an increase in participant of youth in sports. We plan to continue to increase our train the trainer program with Youth and for all with M&E for the sustainability of these sports communities to be the backbone of Fiji's sporting industry in producing athletes, good sports administrators, and world class coaches and technical officials.

9. Train the Trainer Program:

a. Explain whether those attaining Certificates as part of the Train the Trainer Program are remunerated according the Level and category of certificates received.

The Commission provides Community Funding Assistance Funding to Communities after running a Train the Trainer Program to organize a community sports event. Community Sports Association is established, more competitions are organized where particularly accredited referees/umpires are remunerated at the event. The commission also recommends these accredited personnel to the NSO's to engage them in NSO sanctioned competitions where they are remunerated. The remuneration figures are consistent with what the NSO's fee levels.

b. Provide some details on the 528 people who attended various programs for accreditation in different sports and attained Certificates accordingly in 2017-2018.

In 2017-2018 the commission conducted training for accreditations in the following sports as follows

Coaching :

Sport	Accreditation Level	Accrediting Body
Rugby	World Rugby Level 1	World Rugby via Fiji Rugby Union
Soccer	Grassroots Level 1	Fiji Football Association
Netball	NetGO Coaching Certificate	NZ Netball/Oceania Netball
Rugby League	NRL Level 1/ FNRL Level 1 Coach	NRL (Aust) and Fiji National Rugby League
AFL	Level 1 Coach	AFL Fiji

Outrigger Canoeing	Coaching Level 1	Fiji Outrigger Canoeing Association
Volleyball	Community Coach	Fiji Volleyball Federation
Basic Coaching	Community Coach and Official (CC&O)	Oceania Sports Education Program (OSEP) delivered by Fiji National Sports Commission

Match Officiating:

Sport	Accreditation Level	Accrediting Body
Rugby	Referee Participation/Level 1	Fiji Rugby Union
Netball	C Badge Official	Netball Fiji
Rugby League	Referee Level 1	NRL (Aust) and National Rugby League
Volleyball	Community Referee	Fiji Volleyball Federation

Sports Administration:

Accreditation Level	Accrediting Body
Sports in Community Certificate (SIC)	OSEP delivered by Fiji National Sports Commission

Strength and Conditioning:

Accreditation Level	Accrediting Body
S&C General Coach	OSEP and Fiji National Sports Commission
S&C Rugby Coach	World Rugby and Fiji Rugby Union

Aerobics Instructors (Fitness Leaders) : Number in total:

Accreditation Level	Accrediting Body
Fitness Leaders Certificate	Wellness Department – Ministry of Health

10. **Page 14 of Annual Report (Hosting a Sporting Event Recipients) - Provide a breakdown of the expenses incurred by the respective National Sporting Organizations in hosting the stated events.**

#	NSO	Hosting Event	Amount Given (\$)	Budgetary Items Expensed
1	Fiji Amateur Boxing Association	International Boxing Matches	\$40,000	Airfares – International Referees & Judges Venue hire Accommodation – Intl Referees & Judges Meals Transportation Team Preparation
2	Fiji Cricket Association	ICC EAP Sub Regional World U20	\$120,000	Venue Hire Transportation Airfares – International Officials Accommodation Meals Team preparation
3	Fiji Hockey Federation	2017 Fiji Invitational Series	\$25,000	Venue Hire Transportation Airfare – Overseas Officials Meals Accommodation meals
4	Fiji Netball	Fiji vs South Africa Test Match	\$56,000	Venue Hire Transportation Airfares – International Officials Accommodation Meals Team preparation
		Netball Quad Series	\$39,000	Venue Hire

				Transportation Airfares – International Officials Accommodation Meals Team preparation
5	Fiji Rugby Union	World Rugby Pacific Challenge	\$200,000	Accommodation Airfares Transport Meals Venue Hire Medical
		Pacific Nations Cup	\$200,000	Accommodation Airfares Transport Meals Venue Hire Medical
		June Test Series	\$200,000	Accommodation Airfares Transport Meals Venue Hire
6	Fiji Surfing Association	FSA International Teams Challenge	\$8,000	Accommodation, Meals Facility Rental Event Insurance Equipment Professional Services– Referees/Officials/ Judges Advertising Transportation
7	Fiji Swimming	Junior Pan Pacific Games 2018	\$200,000	Equipment Accommodation Meals Airfares Transportation Team Preparation
8	Fiji Table Tennis Association	World Cadet Challenge	\$450,000	Airfare Meals Accommodation Facility Rental Advertising Transportation Professional Services Event Insurance
9	Special Olympics	Invitational Games	\$100,000	Venue Hire Transportation Meals Accommodation Medical
10	Tennis Fiji	Inaugural PNC Tennis Tournament	\$48,000	Meals Accommodation Facility hire Transportation Equipment advertising Medical
		Fiji Open International	\$10,000	Meals Accommodation Facility hire Transportation Equipment Advertising Medical

11. What plans does the Sports Commission have in place to help athletes attain more medals in the Pacific Mini Games and the Commonwealth Games?

As part of our Strategic Plan for the next 5 years, one of our strategic goals, the Commission plans to identify, develop, improve performance of talented athletes and coaches through the implementation of a structural system with access to a comprehensive range of support programs as the way forward in assisting athletes attain more medals at any national, regional or international games.

This will be done through our sports development unit in the assistance to develop a more comprehensive internal data talent tracking systems from grassroots to elite in all aspects of the sport. Increase specialized technical assistance for Coaches Training for Technical & Sports Training Coaches & referees, assist in the development plan of talent delivery programs with NSO's and for monitoring & evaluation have in place a template to insist on NSOs to maintain comprehensive calendar of events in and effort to develop approved sanctioned sports events that will continue to expose talented athletes for medal contention.

12. What are the terms and conditions that Short Term Experts need to meet before being eligible for grants?

For any National Sporting Organization to be considered and Eligible for these grants they must be first certified by the Commission as an "eligible NSO", have demonstrated that the sport is gender inclusive, and be able to certify that it can provide a major portion of all budgeted expenditure up to 2 thirds of the cost; have clearly demonstrated that it is transparent, accountable and practices good sports governance principles; have participated in all FNSC Annual Events that includes the NSO Conference, Coaches Forum and the Fiji Sports Awards; Grants requests must include full budgets (income & Expenditure), details of event and invitation, details of benefits for sport and the benefits (detailed) to the Fiji economy and grant request templates must be fully completed for each particular request and emailed and a hard copy delivered with all required documentation to the Commission office by the deadline date.

Eligible Sports Organisations: To be certified as an "eligible NSO" an organisation must have shown that:

- it practices good sports governance,
- it has a 4 year development plan (not just for the sport, but also for the funding of the Sport) and
- it shows accountability to its athletes, members and the sport.

Preference for funding assistance will be given to "eligible NSO's" who are working with the Sports Commission and/or the community in the development of their sport and contributing to the physical wellbeing of Fijians through recreational sports development and have submitted justification for any grant request by submitting the outcomes and impact of previous year grants including a gender impact analysis of their sport and ensure they show any change in international ranking for their sport.

There are two types of Short Term Grants i.e:

[a] Short Term Experts Grants which is allocated to assist National Sporting Organizations [NSOs] to acquire, on a short term placement, overseas Coaching assistance, trainers, Technical Officials and Administrators to assist local athletes, coaches and national teams in their preparation towards regional, international and world championships. Getting our people overseas would be more expensive than acquiring the services of experts to conduct various development programs in Fiji.

These funds may include assistance of travel, accommodation, meals, venue, and specialized equipment (and full budget must be submitted). Overseas Short Term Experts conduct technical and administrative programs on a short term basis for a period of up to 2 months subject to immigration.

[b] Short Term Local – this is to assist NSO local development officers (who have either been trained locally or overseas or accredited), funding is provided to employ an officer to conduct local development programs. These funds are disbursed quarterly subject to submission of acquittals and reports. Planning for development program must be submitted as part of NSO 4 year Development Plan to access funding

- 13. *How has the Sports Commission collaborated with the Ministry of Youth and Sports in developing a system in Fiji that supports and nurtures the development of sportspeople from beginner levels to elite levels?***

The Fiji National Sports Commission under our Act of 2013 is mandated to look after Sports for all Fijians and Ministry of Youth & Sports is for Youth only age bracketed from 17 years to 35 years. The only collaboration done with the Ministry is with their Sports Unit is with National Policies and government requirements for Sports.

- 14: *What incentives have been formulated for corporate bodies to support the development of sports in Fiji?***

The Government has provided 150% tax concessions to corporate bodies who provide cash sponsorship to National Sports Organizations over \$50,000 annually. In the last budget the incentive was amended to those contributing over \$10,000.

- 15. *Provided below are extracts from the National Development Plan (NDP) 2017-2021 on the planned Programme and Projects of the Fiji National Sports Commission. Inform us on whether the Annual targets set out for the Sports Commission were achieved for the following years:***

- ***2017-2018 financial year***
- ***2018-2019 financial year***
- ***2019-2020 financial year (progress made to date)***

SECTION 3.1.8 OF NDP YOUTH AND SPORTS DEVELOPMENT

Goal: Empowering Youth to be agents of change and promoting sports for development.

ANNUAL TARGET							
PROGRAMME	2017-2018	2018-2019	2019-2020 (1 AUG-31 MAR)	2020-2021	2021-2022	TOTAL OUPUT EXPECTED	LEAD AGENCIES
Sports Education							
Sports Outreach Programme	7	7	7	7	7	35	FNSC
	ACHIEVED Sports Outreach Program THROUGH SPORTS DEVELOPMENT PROGRAMS						
<i>Sports Camp in Community</i>	5	4	3			12	FNSC
<i>Training of Trainers</i>	7	10	12			29	FNSC
<i>Educate the Educator</i>	4	10	1			15	FNSC
<i>Kids in Community Sports</i>	8	10	5			23	FNSC
<i>Inclusive - Disabilities & Vulnerable Communities</i>	2		3			5	FNSC
<i>Wellness</i>	7	19	3			29	FNSC
<i>Follow Up (Monitoring & Evaluation)</i>	11	10	10			31	FNSC
TOTAL Achieved	44	63	37			144	FNSC
Sports Scholarships	8	10	10	10	10	48	FNSC
	ACHIEVED Sports Scholarships request from NSO's						
<i>Basketball Fiji</i>			2			2	
<i>Boxing Fiji</i>			1			1	
<i>Cricket Fiji</i>		1				1	
<i>Fiji National Rugby League</i>		2				2	
<i>Fiji Swimming Association</i>	2		5			7	
<i>Fiji Table Tennis Association</i>	3	8	8			19	
<i>Fiji Yachting Association</i>	2					2	
<i>Gymnastic Fiji</i>			1				
<i>Karate Fiji</i>	1	7				8	
<i>Shooting Fiji</i>			2			2	
<i>Special Olympics</i>	6		4			10	
<i>Surfing Fiji</i>		2				2	
<i>Tennis Fiji</i>	1	3	3			7	
<i>Weightlifting Fiji</i>		6				6	
TOTAL Achieved	15	29	26			70	FNSC

ANNUAL TARGET							
PROGRAMME	2017-2018	2018-2019	2019-2020 (1 AUG-31 MAR)	2020-2021	2021-2022	TOTAL OUTPUT EXPECTED	LEAD AGENCIES
Sporting Funding							
International Representation	1 (Gold Coast Commonwealth Games)		2 (Rugby World Cup 2019, South Pacific Games 2019)	1 (Tokyo Olympics)		4 Major International/Global Tournament	FNSC
	ACHIEVED International Representation						
	Won - 1 Gold Weightlifting - 1 Silver - Men's 7s Team - 1 Bronze - Boxing - 1 Bronze - Weightlifting		Participated at the 1. Rugby World Cup didn't qualify for QTR finals. 2. 2019 South Pacific Games Team Fiji medal tally - 116 medals 35 GOLD, 38 SILVER, and 43 BRONZE.	Moved to July 2021		Participated at 3 of the Major International/Global tournaments	FNSC
TOTAL Achieved medals	4		116				FNSC
National Sports Policy							
Establishment of National Sports talent identification and development		1				Establishment of National Sports talent identification and development	FNSC
	DID NOT ACHIEVE						
		In Progress	This is ongoing as National talent identification and development is done by National Sporting Organizations				
Establishment of National Sports Academy		1				National sports academy established	FNSC
	DID NOT ACHIEVE						
		In Progress	The establishment of National Sports Academy is in progress and has been put on hold due to funding.				

Appendix Two

Supplementary Response



24th August, 2020

The Chairman
Standing Committee for Social Affairs
Parliament of Fiji
Government House
SUVA

Dear Sir

Re: Clarification on Fiji National Sports Commission

We seek to address in response to questions raised by the standing committee on social affairs raised on August 24th 2020 via Email:

Question A: What adjustments and relief measures has FNSC sought to implement to cushion the impact of COVID-19 on its operations?

COVID – 19 had substantial effects on the Fiji National Sports Commission sports development programs and grants. This was highlighted in our current annual report 2018 – 2019 from the auditor general. All our sports development programs for the 3rd and 4th quarter of the financial year were cancelled. Similarly all overseas sports tour programs were postponed indefinitely due to overseas restrictions in many countries including Fiji. All international tournaments were cancelled to prevent mass gatherings and documented adjustments were immediately activated in accordance to the Fiji Ministry of Health Guidelines and phases of lock down protocols.

All Funds that had been released for national sports organizations had to be refunded due immediately. No grants under any grant allocation were released during this period. It was clearly understood the Ministry of Economy would not be releasing any funds during the 3rd and 4th quarter of the financial year.

Our Sports Development program was put on hold and the sports development unit was tasked to update their sports development manual guidelines to include revisions for Safe Sports: Covid 19 Sports program reboot in communities.

Subsequently the proactive approach the commission took with meetings with the Ministry of Health resulted in the Commission been given the responsibility for the certification of all National Sporting organization under the New NORMS of Safe Sports Fiji. This certificate would then allow Sporting bodies

to participate and hold competitions under guidelines set out under the Ministry of Health COVID 19 Frame work.

Question B: Inform us on the lessons learnt from COVID-19 and what operation areas FNSC will be strengthen to be better prepared for future crisis.

In November of 2019, the Measles outbreak in Fiji prompted the Fiji National Sports Commission immediate action to update the Risk Management Policy and Sports Development Manual for Safe Sports. We had the Tongan National Women's team quarantined in Lautoka who had to withdraw from the Oceania World Rugby Women's championships and the Fiji Men's Football team in Vanuatu. We were proactive in our approach and updated our processes in the areas of Financial Risks for all our grants and looked at the cost of health restrictions imposed on athletes and officials while traveling or where overseas.

This allowed us to prepare well for COVID-19 and continued our dialogues with National Sporting Organization on preparedness for reduction of Sports funding due to the pandemic situation imposed for all.

Question C: With the reduction in Budgetary allocation to FNSC in 2020/21 FY, how will the commission prioritize its Sports Development Program whilst maximizing its reach to youth and sportspeople?

The reduction in budgetary allocation on Sports development increased our partnerships with other Ministries, Civil Society Organizations and Non-Government Organizations. We all had the same realization that collaboration in programs needed better planning with stakeholders to achieve goals required for program specifics and the way funds were been unitized. This was mutual as many had their budget allocation reduced as well.

We had to use other platforms of communication to conduct and hold workshops online as well. Thus internally we had to train our staff on how to conduct webinars and meetings using the Web Conferencing and holding divisional NSO training workshops on Safe Sports in Community Programs for all national sporting organization sports development officers.

Thank you, Should you need further clarification, please do not hesitate to contact me directly.

Yours sincerely



Peter Mazey
Executive Chairman
(Electronic Copy)