

MEMOS XXV

**THE FUNDING GAP AND ITS IMPLICATIONS ON SPORTS MANAGEMENT, THE
GHANA OLYMPICS COMMITTEE, (GOC) PERSPECTIVE**



Presented by

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DEDICATION

I dedicate this work to God, my wife, Josephine Ameyaw and kids, Ashley Marie Naa Ardua Shaib, Arabella Naa Koshie Shaib and Avery Nii Dromo Shaib

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My heartfelt gratitude goes to my mother Gifty Naa Ardua Nunoo, Gideon Ampim Sackey, Ernestina Larbi- Mensah Dankwah, Mr Ben Nunoo Mensah- GOC president, Federations heads, Staff of National Sports Authority and Prince Amu for all of their unwavering support.

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ABSTRACT

This study examines the funding gap in sports management from the perspective of the Ghana Olympics Committee (GOC) and its implications on sports activities in the country. The research utilized an interview guide to gather insights from twelve (12) key stakeholders, including representatives from the GOC, Government, individual federations, and sports activity sponsors. The findings revealed that while the government allocates funds for sports development, the amount is insufficient to adequately support the diverse needs of sports activities in the country. Consequently, the GOC is striving to secure a consistent and substantial source of income within the government budget to bridge the funding gap effectively. To combat the challenges posed by limited funding, the GOC is proactively working on establishing a recognizable brand image. This branding initiative aims to attract corporate institutions as potential sponsors, enabling the GOC to leverage its image to solicit funding and support for sports-related activities. Similarly, individual federations identified rebranding and repositioning as vital measures to explore in their quest to generate additional funding. By adopting innovative strategies and enhancing their public perception, the federations seek to attract more investment and financial support for sports development. Despite these efforts, the study uncovered that most sponsorship packages received by the GOC from corporate institutions are predominantly channelled through corporate social responsibility initiatives, focusing on empowering the youth rather than directly enhancing the growth of sports in the country. Overall, the study highlights the urgent need for more substantial and sustainable funding in sports management in Ghana. By developing a robust brand image and fostering strong partnerships between the GOC and corporate entities, the sports sector can unlock new opportunities for growth and ultimately enhance the country's sporting landscape. Moreover, there is a call for greater collaboration between stakeholders to

ensure that sports development remains a priority in the national agenda, thereby securing the future of sports in Ghana.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

*“In a continent where funding of sports has always been a challenge to most Governments our next surest bet for funding for our sports, are the corporate entities,” Ben Nunoo Mensah
– President of the Ghana Olympics Committee (GOC).*

Ghana is a sports loving country. We have over the years seen the country produce some phenomenal performances and athletes in various sporting disciplines on different international platforms. For example, Azumah Nelson who among others held the WBC featherweight title from 1984 to 1987 and WBC super-featherweight title between 1988 and 1997. Isaac Dogbe also held the WBO junior-featherweight title in 2018. The Ghana national U-17 football team won the world cup championship in 1991 and 1995 and placed second in 1993 and 1997. In 2009, the U-20 team also won the U-20 world cup. This is just to mention a few. The sports fans in Ghana are also exceptional. Despite the intense love and passion for the game, sport in Ghana is bedeviled with the issue of funding. Fairly et al. (2016) however noted that organizing in sport events is expensive and as such the lack of funds and sponsorship is killing sports gradually in Ghana.

Ghana Olympics committee (GOC) has over the years been responsible for developing, organizing, and protecting the Olympics Movement. The committee has successfully promoted the interest of various sports disciplines in the country. Like many other National Olympics Committees (NOCs) in Africa, the GOC also struggles to secure adequate funding for their activities.

Organizing sports events such as the International Olympic Games require lots of financial injections. Most often than not, companies see this as opportunities to deploy the sponsorship strategy by financing various aspects of the events so that they will gain some recognition. Such strategic stands of businesses dates back to 590 BC where the Greek State sponsored athletes in the Olympic Games. As of 2018, studies reveal that \$65.8 billion has been used by firms for sponsorship. For the next cycle of games held by the International Olympics Committee (IOC) in Beijing 2022 and Paris 2024, the expect revenue through sponsorship and funding is \$3 billion. This establishes the fact that, even though a lot of funding is required to hold these events is generated through sponsorship. Unlike these international sponsorship deals for international competitions, local committees in developing sports contexts receive little or no sponsorship deals from companies to manage their activities. This is not to insinuate that NOCs do not receive any sponsorship, but they are little compared to the activities they need to embark on. In 2020 for example, Botswana was able to raise \$321,000 for their committee's activities in 2020. The Ethiopian Olympic Committee also secured about \$272,172.15 in 2020. In a similar period, the GOC secured about \$100,000 from about 11 different sponsors. Considering the number of federations that rely on the GOC, this amount means little to their activities, hence, the burden of sports development is mostly dependent on the government. This has generally hindered the development of sports in the country because the government must fulfil a tall list of other pressing socio-economic budgetary demands.

During major events, NOCs are cushioned by the International Organizing Committees and governments to help athletes participate, however, in the absence of major events, athletes need to train, training facilities need to be maintained, coaches, athletes need to be paid and a lot more activities need to be taken care of financially. The challenge is that some events in some countries are so dormant that they are unable to secure viewership or generate enough revenue to support themselves. This reveals a lacuna in terms of funding prior to major events and

sometimes during these events. What this study seeks to do is to investigate the funding gap and its implication on the management of sports. This study will be carried out from a developing sports context perspective, considering the case of Ghana Olympics committee.

1.2 Problem Statement

Sports events vary in size, impact, scale and purpose but all require certain amount of capital inflow. From local school leagues and competitions to mega sports events such as the Olympics, sports fans require certain level of organization that enhances the participation and consumption of the event. The success of these events is largely based on the availability of resources. Clutterbuck and Doherty, (2019) noted that depending on the nature of the organizing firm and the sporting activity, it is possible to attract financial support from funders. Currently, it has been established in literature that sports events are one of the major events worldwide that attract a lot of sponsors.

Even though this is true for major sports events and firms, most sports disciplines, federations and events suffer from adequate funding in most developing sports contexts. In Ghana for example, sports like football and boxing tend to have somewhat support from corporate institutions and government however, some other sports disciplines known as lesser known sports (badminton, weightlifting, judo, etc) do not get needed financial attention which makes it difficult for them to embark on their activities. The Ghana Olympics Committee (GOC) together with other relevant government agencies have the responsibility to manage and solve this problem. One of the ways of doing finding solutions to this problem is by first identifying the causes of the lack funding options and sponsorship deals to these federations and GOC at large. This study thus sets to interrogate the funding defect in sports from a developing context perspective, specifically, Ghana and identify strategies that can be put in place to enhance adequate funding of sports in Ghana considering the activities of Ghana Olympics Committee as a case.

1.3 Research Purpose

The study sought to find the effect of lack of sports funding on proper management and the strategies that can be put in place to facilitate adequate funding of sports in Ghana.

1.4 Research Objectives

1. To identify the effect of the lack of sports funding on proper Sports Management.
2. To identify the strategies that can be put in place to enhance adequate funding of sports in Ghana.
3. To identify the reasons for inadequate funding in Ghana Sports and possible remedies.

1.5 Research Questions

1. How does the lack of Sports funding affect proper Sports Management?
2. What Strategies can be put in place to enhance adequate funding of sports in Ghana?
3. What are the reasons for inadequate funding in Ghana Sports and possible remedies?

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter presents a synthesis of literature from scholars on the theme of the study. The section reviewed literature on key thematic areas like funding and the Olympic Games. Beginning with a brief discussion on the funding as a concept, the review considered funding from the public purse as well as private entities.



Figure 1: Logo of Ghana Olympic Committee

2.2 Sports Funding

The unique nature of mega-sports separates it from other sectors, and has led governments to intervene, either exempting sports from labor, competition or other legislation. According to Mitchell et al. (2012), governments across the globe are dedicated to providing funds for national sporting activities with the hope of better performance in mega-sporting events, since poor performance is unacceptable by the general public. Similarly, sports funding in recent years has become an integral part of the business environment, with expenditures continuing to increase (Chadwick et al., 2022). It is widely used as a marketing communication tool which

permits funding firms to acquire rights to benefit from the commercial viability with the sponsored event (Demirel, 2020). Funding comes in a form of “a cash or in-kind fee” paid to a firm (arts, charitable cause, entertainment or sports) (IEG, 2017). Funding is an important element in sports that is used to finance sporting events and can sustain the competitive advantage of sporting clubs in the market place (Koronios et al., 2021). An early study by Abratt and Grobler (1989) noted that the success of sporting events largely depends on additional partners who will provide financial support, credibility and publicity to the event. Funding is an important requirement for organizing sporting events (Nwankwo, 2017). This is because sporting events and sports organizations need to survive on a long-term basis. They are required to create and generate proactive and significant resources such as knowledge, time and money, which when put together is known as fundraising (Lindahl, 2010). “Sponsorship (funding) is an investment, in cash or in kind, in return for access to exploitable business potential associated with an event or highly publicized entity” (George et al., 2012, p.66).

Although sports Sponsorship (funding) as an important strategic tool emerged in the 1960s (Alonso-Dos-Santos, 2016), the past decade has witnessed a growth of global sponsorship (funding) expenditure, which rises from \$26.2 billion in 2002 to \$57.5 billion in 2015 (IEG, 2015). Chao (2011) expressed that firms allocate two thirds of their expenditures to sponsoring players, teams and sporting events. This shows the significance of sponsorship as an important marketing tool for firms that seek to associate themselves with sporting events (Biscaia et al., 2013). Similarly, funding plays an important role in international or local sporting events. For instance, multinational companies such as Coca-Cola, Nissan, Samsung, Toyota and Visa sponsored the Rio 2016 Olympic game. The cost involved in sponsoring Olympic Games is high as firms are required to pay \$200 million upfront for a 4-year sponsorship deal. Also,

sponsorship comes with restrictions, as Budweiser and McDonalds were compelled to terminate their contracts with the International Olympic Committee in 2018 (Keshkar et al., 2019).

2.3 Public funding of sports events

The process of public budgeting and funding involves aspects such as the legal, economic, political and technical. In developing a budget, economic conjecture and fiscal policies are discussed to understand the possible sources of funds. Shulman (1987) indicated that these sources and processes must be within the ambiance of the law. These laws and processes are noted to be different from one country to the other. Hence the need to be technical in applying the rules in defining the concepts of revenues and cost. Politically, Assis (2009) indicated that, different actors influence the amount that is to be invested in each sporting event.

Public budgets reveal the priorities and commitments for a government in numbers (Nzewi & Sikhosana, 2020). Through the allocation of resources among many government activities, the budgeting of public spending reflects the goals of the political agenda and creates the action plan of the government (Alves et al., 2015). Whiles lobbying bodies such as the managers of a particular sports discipline and the general public may engage to demonstrate their priorities, elected government officials make the final decisions on issues of the public budget.

Receiving monetary allocation and other incentives from governments for sporting activities has been a long-standing practice of state and local governments. In some instances, the incentives come in the form of facility and infrastructure development, training and tax abatements (Bartik, 2017). With the growing interest in sports, the size and scope of public subsidies are escalating. Even in some instances private sports teams or events make demands for government financial assistance due to the high capital involvement and the high demand on sports consumption. Despite all these investments however, some proponents are of the

view that there is little or no economic benefit from these allocations. They also suggest that in the absence of a sports team or activity, people will still spend money on recreational activities.

2.4 Private financing of sports events

With respect to private financing of sports, the two major forms of investors are households and businesses. Firms intervene mainly as sponsors while household bring in interventions in the form of volunteerism, as a spectator or an athlete. Buying team paraphernalia such as jersey or patronizing ticket to sports event is quite different form household's sports consumption. Household sports consumptions could be in the form of high-level sports such as sports entertainment or expenditure related to recreational sports. However, these expenses are related to small part of their household expenses. Volunteering is an integral part of sports that contributes to the development of sports. In Europe for example, 34% of volunteers work in the sports sector. Business investments in sports on the other hand, deals with sponsorship and partnerships with brands and athletes. This is a win-win strategy where companies use athletes or sports events to communicate or advertise their brand. In this case, the firm gets the opportunity to promote their brand and the sports brand or athlete gets to gain some level of funding.

2.5. Funding the Olympic Games

The development of mega-sports such as the Olympic Games has become an integral element of the sports system of most countries (Goranova & Byers, 2015). The economic benefits attached to the success of the Olympic Games by countries represent national pride (Humphreys et al., 2018). As a results, national governing agencies invest resources and money in developing effective and efficient sports structures for current and future athletes. For instance, in 2003, Japan established a National Training Center which cost them \$185 million (Johnson, 2008). "Germany spends hundreds of millions of dollars on schools developed to

identify and train elite athletes” (Humphreys et al., 2018, p.399). While the Swiss government invest \$35million annually on the Swiss Olympic (Swiss Olympic, 2010). The London Olympic Games was funded by the government through the Olympic Deliver Authority (ODA), which was mandated to construct venues and also create infrastructures for staging the London 2012 Olympic Games at a cost of £3298 million, which later rose to £4036 million, then £ 9325 million (London Assembly, 2008; National Audit Office, 2007). Other bodies such as Exchequer, National Lottery, Greater London Authority (GLA) and the London Development Agency (LDA) contributing £5975 million, £2175 million, £925 million and £250 million respectively (DCMS, 2007; Kenyon & Palmer, 2008).



Figure 2: Ghana Olympics committee secure sponsorship deal from PaySwitch

2.6 Funding the Ghana Olympics

The Olympic Games in Ghana are mainly funded by the Government of Ghana (GoG). The GoG, through the Ministry of Youth and Sports (MOYS) provides funds for the various sporting activities, including athletes for the Olympic Games. The GoG established the National Sports College (NSC) Winneba to train coaches and sports managers and the National

Sports Authority (NSA) is tasked to oversee the growth of sports and to ensure mass participation in sporting activities (Charway & Houlihan, 2018). The main source of funding for the Ghana Olympic Committee is supplementary budget of the MOYS known as the “Medium-Term Expenditure Framework (MTEF)”. The Ghana Olympic Committee (GOC) also supports the various sports federations under its umbrella (Ghana Olympic Committee, 2022). Also, sports funding has taken a new shift, as most corporate bodies are acutely engaged in funding sporting activities in order to achieve their organizational objectives (George et al., 2012). As a result, the GOC has major corporate partners in the country who supports its activities. Some of these partners includes AshFoam Ghana Limited, Cocoa from Ghana, McDan Group, Toyota Ghana Limited, PaySwitch Ghana and Twellium Industrial Company. These corporate bodies have over the past years provided both financial and non-financial assistance to the GOC. For instance, prior to Tokyo 2020 Olympic Games in Tokyo, Japan, Ashfoam Ghana limited paid for the kits that were worn by Team Ghana in that tournament. In 2018, PaySwitch Ghana handed an amount of GH¢100,000 to the GOC to support team Ghana’s only representative in the winter Olympic games in PyeongChang in South Korea. Cocoa from Ghana also donated an amount of \$25,000 to the Ghana Olympic Committee that same year.

2.7 Challenges of Funding

One of the key challenges for partners of the Olympic Games regarding funding is identifying effective and efficient principles for assessing their Return on Investment (ROI), while considering the consistent transformation of the Olympic Games both as “a mega sporting event and a sociocultural phenomenon”. Although multinational firms are ready to invest in the Olympics just to become partners, some of them are uncertain with respect to funding the games (Giannoulakis et al, 2008). A firm can use “fiscal preponderance” as a strategy to convert the intangible latent resource of sports funding into a sustained competitive advantage.

That is, investing huge amount on a “shortgun approach” of forging and establishing relationships with prominent events, teams or athletes with the belief that it will translate into a positive relationship. They further stated that specific aim of formulating partnership agreement varies with desires and resources of each firm.



Figure 3: Ghanaian athletes at the Olympics games.

According to Becker et al. (2022), most mega-sports are unable to deliver the anticipated economic results. “This can include substantial cost overruns, diminished monetary and non-monetary benefits, venues with capacity exceeding post-event demand, or lasting financial burdens for local governments” (P.2). Literature (Baade & Matheson, 2016) has attributed reasons such as strict deadlines, inexperience local organizers complexity of task, as well as strict deadlines regarding the Olympic Games. Also, Preuß et al. (2019) also identified event mismanagement, delays, cost underestimations and exaggerated optimism as factors that impeded the funding Olympic Games.

2.7 Chapter Conclusion

The literature review section of the study has critically examined several key issues. Beginning with a discussion on the issues of funding and continued with a brief overview on issues relating to the Olympics games. The challenges faced during funding was also touched on in the section.

CHAPTER THREE

METHODOLOGY

3.1 Research design

The purpose of this study is to identify the funding gap in managing sports in Ghana from the perspective of Ghana Olympics Committee (GOC). To achieve this, the study will employ a qualitative research approach. Deploying this strategy will enable the respondents express themselves in a way that is not limited by numbers. The research strategy is an essential research approach. The plan and direction of a suitable research inquiry are shown in the research strategy (Saunders et al., 2003). The researcher's choice of either of qualitative, quantitative or mixed methods techniques, procedures and directions in collecting data and analysing same (Saunders, 2009), is considered under the research design. Qualitative research refers to the techniques used in gathering, analysing and presenting non-numeric data or narratives (Saunders et al., 2009) while quantitative research offers researchers the opportunity to explain and evaluate the degree of association or relationship among variables (Hair et al., 2020). This study will focus on the qualitative research approach as it will allow the researcher ask questions that cannot be easily put into numbers to understand the happenings of the phenomenon under study. It will also enable the researcher to explore the issues, encourage discussion and delve into critical areas that may help the researcher achieve the goals of the study.

3.2 Population, Sample Size and Sampling technique

In defining a population, Burns and Bush (2000), examine the entire group under investigation following the research work's stated objectives. The general population refers to the complete collection of individuals about whom a study is being conducted (Banerjee & Chaudhury,

2010). It refers to anyone from whom data or information can be obtained to meet the study's objectives (Creswell, 2014). The selection of a representative sample from the study population is another crucial step in the research process. Sampling is defined as “the world of units from which the sample is to be nominated”. Glaser and Strauss (1967) see saturation to be the point of diminishing return of information hence this study will seek to take data from about 12 respondents comprising 3 heads of sports federations in Ghana, 3 members of the GOC, 3 respondents from the Government and 3 respondents from the existing sponsoring organisation. The purposive sampling technique will be adopted for the selection of targeted respondents due to the fact that, not all the elements of the population may be present to provide the needed data or information. Besides, the researcher has limited time and resources. The participants will be purposively selected based on a stratified scheme to ensure representation of all the federations. Informed consent will be sought from necessary and relevant stakeholders.

3.3 Research Instrument, Data Collection Procedure and analysis

The grounded theory method will be applied following the procedure outlined by Miles & Huberman (1994). The author will apply a constructivist ideology within the qualitative paradigm where the participant's meaning of the data will be emphasized while the researcher will develop codes and themes grounded on literature (Strang, 2015). Open ended interview guides used to collect data from the respondents of the study. The finding of this study will be presented and benchmarked against the sports funding activities of other countries with similar GDP as that of Ghana.

3.4 Ethical Considerations

Ethics consists of the researcher's openness with respondents and appropriate treatment of confidential information in research, how the researcher formulates and clarifies research topic, research design and gain access, and collect data (Malhotra et al., 2017). Since this study involves humans, voluntary participation will be highly considered throughout this work. This means that the researcher will not carry out any work without prior notification of the participant. It is important to establish that participants were assured of confidentiality. Thus, the purpose of the study will be explained to each participant that the research is for academic purposes only so that they can easily feel free to support the work (Dudovskiy, 2018).

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.1 Chapter Overview

This current chapter presents the results of the data analysis. The data for the study were collected via telephone and face-to-face interviews employing both semi-structured and unstructured questions in an interview guide. This chapter is sectioned as follows: respondents' profile, responses to the interview guide research questions modelled in the study's first chapter and finally the findings of the study as they relate to literature.

4.2 Profile of Respondents

The respondents selected for the study have been reported according to their age brackets. In all, twelve (12) persons pertinent to the study (respondents) were interviewed from various sectors within the sports industry in Ghana. It is worthy to note that all twelve (12) respondents participated in this exercise freely without any compulsion. The subsequent table presents respondents' profiles and their particular positions.

Table 4. 1: Demographics of respondents

Demographic	Frequency	Percentage
Gender:		
Male	10	83.33%
Female	2	16.67
Age:		
20 – 30 years	1	8.33%
31 – 40 years	8	66.67%
41 – 50 years	3	25.00%
51 – 60 years	1	8.33%
Above 60 years	0	0%
Position		
Management	7	58.33

Operational	3	25
Technical	2	16.67
Duration of service		
01-04	5	41.67
04-08	4	33.33
8 and above	3	25
Source: Field Data (2023)		

The above table (Table 4.1) presents the frequencies and percentage score of the demographic (gender, age, position, and number of years served in the current position) traits of the respondents. The information provided in Table 5.2 is indicative of the fact that more males (83.33%) responded to the interview than females (16.67%). Most of the respondents fell within the age bracket of 31-40 years with 25% falling within the age range of 41-50 years. The age ranges of 20-30 and 51-60 all scored 8.33% respectively. 58.88% of the respondents were in management positions, 25% were in operational positions while the remaining 16.67% were in various technical positions. This made it possible to ascertain the thoughts of respondents across all levels of the industry. Finally, the study found out that, 41.67% of respondents served in their positions for 1-4 years, 33.33% of respondents served in their positions between 4-8 years while the remaining 25% have served for more than 8 years.

4.3 Section B: The funding gap and its implications on sports management

i. Response from government

What sort of funding does the government give the GOC?

Response 1: *“The government funds national teams of all federations, but the development of the disciplines is in the hands of the National Sports Authority and the federations, the individual federations. Government is mandated to give financial and logistical support to individuals and organisations that are going to represent Ghana in international competitions.”*

Response 2: *"The government also recognizes the significance of athlete development and promotes sports excellence in Ghana. To support this objective, they allocate funds to the GOC for organizing training and development programs. These initiatives include talent identification programs, coaching workshops, sports science and medicine support, and athlete scholarships. Such funding helps nurture and groom athletes to represent Ghana in international sports events. The government also provides financial support for travel and logistics arrangements associated with sports events. This includes covering expenses such as airfare, accommodation, transportation, and meals for athletes, coaches, and officials representing Ghana in various international competitions. By funding these aspects, the government ensures that Ghanaian athletes can participate in global sporting events without financial constraints."*

Response 3. *"Tax incentives for companies that sponsor the GOC or Ghanaian athletes*

- *Direct financial support to the GOC*
- *Promotion of the benefits of sponsoring Ghanaian athletes and sporting events*
- *Provision of training facilities and equipment to Ghanaian athletes*
- *Facilitation of partnerships between the GOC and private sector sponsors*
- *Financial support for the development of sports infrastructure in Ghana*
- *Incentives for international sports organizations to host events in Ghana*
- *Funding for the promotion of sports and physical education in Ghana*
- *Provision of legal assistance to the GOC*
- *Promotion of Ghanaian athletes in international events*
- *Financial support for the GOC's marketing and advertising efforts"*

From the responses above, it was identified that government provides both financial and logistics supports to the athletes and the federations through the GOC in the form of direct financial flows, support for travel and training equipment.

On a scale of 1-5, how challenging is it to offer sponsors of sports event?

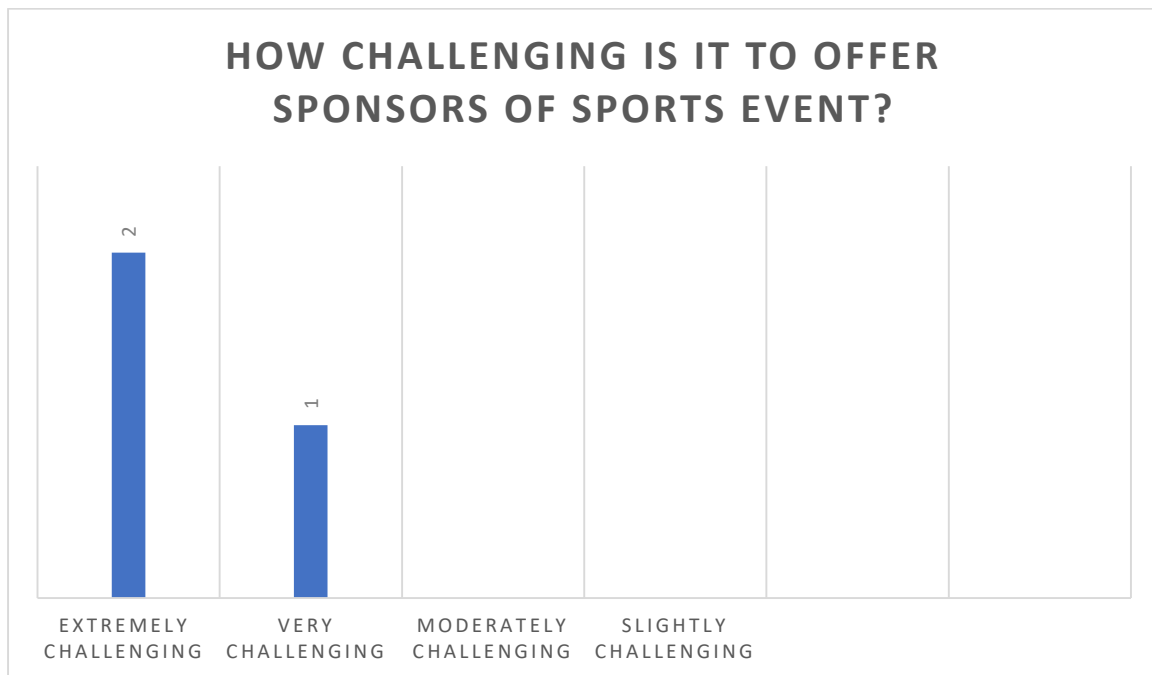


Figure 4: How challenging is it to offer sponsors of sports event?

The above figure indicates out of the three government personnel interviewed, they all agreed that government has severe challenge in supporting sporting activities in the country. That is, government faces lots of challenges while allocating resources for sporting activities and that may be as a result of competing priorities and budget constraints. This could in effect hamper the activities of the GOC.

What are some of the challenges the government faces in funding the GOC?

Respondent 1 *“Most of the federations do not present their activities for the year so you can hardly have a comprehensive projection towards sports activities for the year. Also, most of these sports events are not one-off event like I explained earlier. So, you have to participate in a number of competitions to qualify. Because the certainty of qualifying is not guaranteed, it becomes difficult to capture it in the budget. The ministry does ad hoc expenditure that they*

did not budget for because we don't know, for example, the recent World Cup we participated in. If you read in the news, we did not have a budget for the World Cup before we qualified. So, we needed to qualify and so putting in the ministry budget becomes a difficult task because you are not sure whether you are participating or you are not. You have to qualify and that at the time that you are preparing the budget, you ask the qualifier. In this part of the world, sports are considered as a recreational activity and since we the practitioners are not able to quantify the contribution of sports to the GDP, it becomes difficult for it to compete with other priorities of government. Finally, most of the funds released for these federations do not get accounted for. And when they get reimbursed by the international or organizing body, the funds are not replaced, instead, they come with a budget as to how they intend to use the funds they received."

Response 2: "One of the major challenges is the limited financial resources available to the government. With numerous sectors and priorities competing for funding, sports activities and the GOC may not receive the desired financial support. Bureaucratic processes can be a hurdle in the timely disbursement of funds. The government's funding for the GOC often goes through multiple layers of approvals and administrative procedures, leading to delays in receiving the necessary funds for organizing events."

Response 3: "Lack of private sector engagement and sponsorship are another challenge. Limited involvement from the private sector means that the government has to shoulder a significant portion of the funding burden, putting additional strain on their resources. The government may face difficulties in balancing competing priorities. Sports funding can sometimes take a backseat to other pressing issues like poverty alleviation, social welfare programs, and infrastructure development, making it challenging to allocate sufficient funds to the GOC."

The findings of the study reveal financial constraints as a major challenge faced by the government in funding sports programs. It was noted that sport is not considered as a major contributor to GDP but only a recreational activity hence has no impetus to compete with other socio-economic demands on the government. It was also noted that lack of accountability by the various federation does not encourage the government to keep investing public funds into sports. Administrative lapses where the various federations and the GOC at large is unable to compile their programmes or activities before the start of the sporting year makes it difficult for government to plan ahead and allocate necessary funds.

What measures have been put in place to overcome these challenges?

Response 1: *“So, there are number of steps that government have taken to address these challenges. Government has been looking at a dedicated source of funding for sports and sporting activities in the country, so somewhere 2017 thereabout, the government attempted to set up what it called a Sports Development Fund. Where do we raise the funds to use for the sporting community so that every now and then we don't run to government because the Black Star have qualified? The government did not abandon that idea, so they are looking at avenues that they can use because the Ministry of Finance said they will not want to overburden already citizens by taxing them. Items brought into the country for sporting purposes could enjoy some tax holidays. Also, they are looking at developing a standard sporting policy so that whether NPP or NDC is in power the state of Ghana has its own sports policy, so this is where we want to be in the next 10 years or in the next five years, this is where we want to be in terms of athletics, in terms of boxing, in terms of football, the government is. Also, the federations can be broken down into classes, then revenue is distributed among them based on some key factors so that we concentrate more on the various groups based on certain factors”.*

Response 2: *“To overcome financial constraints, the government has encouraged public-private partnerships. By collaborating with private entities, such as corporate sponsors and businesses, the government can leverage additional funding and resources for the Ghana Olympic Committee. This helps alleviate the burden on the government and diversify the sources of funding for sports events. Governments have established dedicated sports development funds to provide sustained financial support to sports organizations, including the Ghana Olympic Committee. These funds are specifically designed to overcome budget constraints and ensure consistent funding for sports activities. They are often supported by contributions from the government, private sector, and other stakeholders. Measures have been taken to improve the capacity and governance of sports organizations, including the Ghana Olympic Committee. This includes providing training and resources to enhance financial management skills, strategic planning, and accountability. By strengthening the capacity and governance structures, the government aims to ensure effective utilization of funds and promote transparency in sports funding.”*

Response 3: *“Dedicated funds are established to provide consistent financial support to sports organizations like the GOC, with contributions from the government, private sector, and other stakeholders. The government prioritizes sports funding by allocating more budgetary provisions to the GOC, addressing the challenge of limited resources.”*

In dealing with the challenges listed by the respondents, the study identified that it was necessary for enough collaboration between all the stakeholders in the sports industry to have a streamlined system or structure that feeds into the policy that regulate the industry and the various supports that are received from the government. It was also noted that there is the need for a consistent source of revenue for the industry.

ii. Responses from GOC

Who are your major sponsors?

Respondent 1: *Even though we have some international sponsors who support our activities on a regular like the International Olympics committee, Association of National Olympic Committees of Africa and Coca-Cola, we also have some local firms or let me say, firms producing locally like Cocoa from Ghana, Payswitch, McDan, Ashfoam, Toyota, and Twillium who support us. Quite recently, the GOC secured a sponsorship deal with Indomie and Blue skies. Between 2018 and 2020, the committee had over 11 partnerships in different shapes and forms. We also receive financial and logistic support from the Government.*

Respondents 2: *“Aside the government subventions, the GOC had only Cocoa from Ghana as their headline sponsor but in recent times, the committee has secured deals from Payswitch Ghana, Mobility International, Decker Engineering, McDan, Directline Risk Consult, Ashfoam, Toyota Ghana, Twillium, Allied Oil, Republic Bank and Papaye.”*

Respondents 3: *“Cocoa for Ghana has been our headline sponsors for a while now, however, in recent times, we have seen the likes of Twillium, Ashfoam, and McDan come through strongly. Even though some firms like TV3 and Prudential Life Insurance do not engage the GOC directly, they sponsor the growth of sports activities in different ways.”*

Based on the responses, it can be deducted that GOC receives sponsorship from both government and private entities.

How do you manage the relationship between GOC and the sponsors?

Response 1: *"Building a strong relationship with sponsors starts with open and regular communication. We maintain consistent contact with sponsors, providing updates on our activities, discussing upcoming opportunities, and addressing any concerns or questions they may have. Transparency is key in managing the relationship. We ensure that sponsors are well-informed about how their contributions are utilized and the impact they have on our programs and events. This helps foster trust and keeps sponsors engaged and invested in our partnership. We value sponsor feedback and input. We actively seek their perspectives on our events, initiatives, and how we can further enhance our partnership. By listening to their suggestions and incorporating their ideas, we strengthen the collaborative nature of our relationship. We aim to create unique and memorable experiences for sponsors. We go beyond standard sponsor benefits by offering exclusive access to athletes, VIP experiences at events, and opportunities for sponsor representatives to engage with our sports community. This helps deepen the relationship and provides sponsors with added value."*

Response 3: *"We strive to understand the goals and objectives of our sponsors. By gaining insight into their marketing objectives and target audience, we can align our partnership activities to deliver mutual benefits. This involves customizing sponsorship packages and activations to meet the specific needs and objectives of each sponsor. Regular evaluation and reporting are essential in managing the relationship. We track and measure the outcomes and impact of our partnership and share comprehensive reports with sponsors. This helps demonstrate the value and return on investment they receive from their sponsorship. Providing sponsor recognition and visibility is a priority for us. We ensure that sponsors receive prominent branding opportunities at our events, in marketing materials, and through our digital channels. By highlighting their support, we enhance their visibility and provide a platform for them to reach their target audience."*

From the responses, it was identified that effective management of the relationship between GOC and sponsors thrives on open communication, transparency, understanding sponsor goals, regular evaluation and reporting and incorporating sponsor feedback.

On a scale of 1-5, how challenging was it to secure sponsors for your sports event

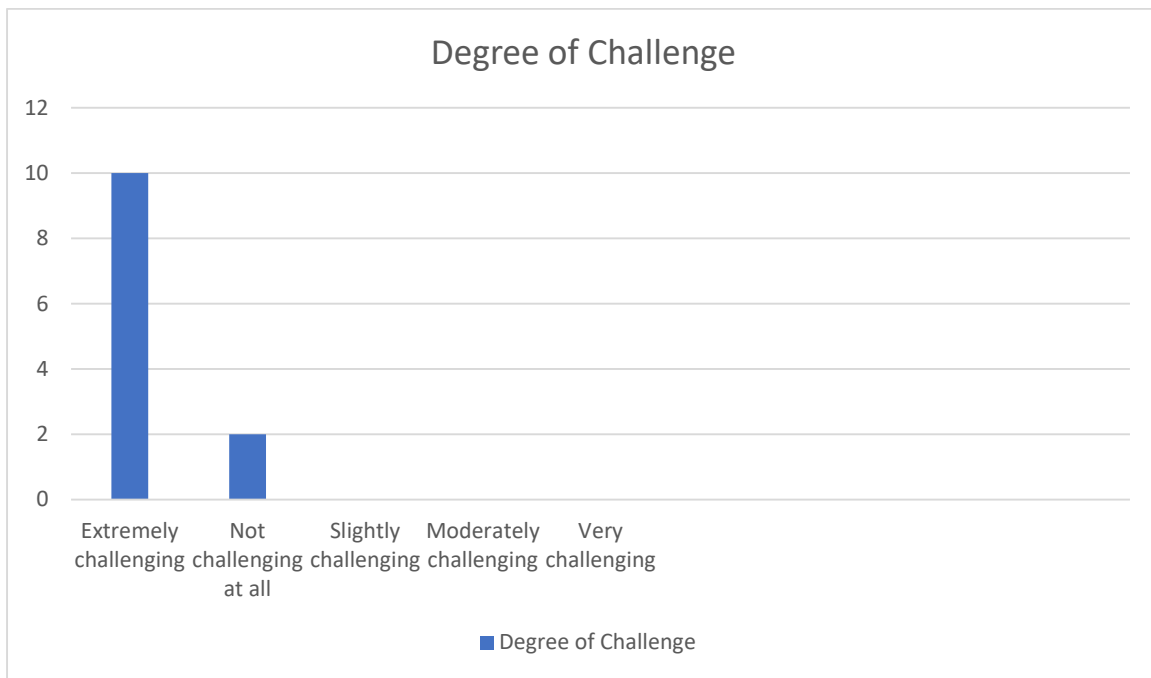


Figure 5: Degree of challenges of funding: GOC perspective

All the respondents indicated that it is extremely challenging to secure sponsorship for sports events in Ghana. Most of the respondents noted sponsor brand fit and event sponsor fit as a major challenge. Some also indicated that, since sports are seen as a social activity or a recreational activity rather than a business opportunity, most firms prefer treating sports sponsorships as a corporate social responsibility strategy. Other challenges mentioned include difficulty in reaching out to potential sponsors, competition with other events for sponsor attention, high sponsorship cost and difficulty in quantifying return on investment. The

respondents also noted that sometimes they receive low or bad reportage which does not really help.

Did you have to make any compromises in terms of sponsorship deals due to challenges faced? If you answered 'Yes' to the previous question, please describe the compromises you had to make.

Response 1: *“Yes, securing sponsorship deals for the GOC was indeed a challenging task. We faced budget limitations and competing interests from other organizations. To overcome these challenges, we had to make compromises in terms of the sponsorship package offered. This included adjusting the financial terms, exploring alternative benefits for sponsors, and negotiating on exclusivity rights to accommodate the circumstances while ensuring mutually beneficial partnerships. During the process of securing sponsorship deals for the Ghana Olympics Committee, we encountered challenges related to brand alignment. Some potential sponsors had differing target audiences or values that didn't perfectly align with the committee. To address this, we made compromises by working closely with sponsors to find common ground and develop creative activation strategies that resonated with both their brand identity and the Olympic values.”*

Response 2: *"Sure, one of the challenges we faced in securing sponsorship deals for the GOC was conflicting sponsorship requests. Some sponsors had overlapping interests, creating potential conflicts of interest. In such cases, compromises were necessary to manage these conflicts and ensure fairness among the sponsors. We carefully negotiated and established clear guidelines to address exclusivity rights and sponsorship activations, allowing us to maintain multiple sponsorships while avoiding any perceived bias or unfair advantage. Timing*

and duration were significant factors in securing sponsorship deals for the Committee. However, due to unforeseen circumstances or changes in sponsorship priorities, compromises were required. We had to be flexible in adjusting timelines, activation plans, or the overall duration of sponsorships to accommodate the changing landscape. This allowed us to maintain valuable partnerships despite the challenges."

Response 3: "Maintaining public perception and upholding the committee's values were crucial considerations in securing sponsorship deals. We faced situations where potential sponsors' actions or public image were not in alignment with the committee's ethos. In such instances, compromises were made by carefully evaluating the potential impact on the committee's reputation and ensuring that sponsors' actions and values were congruent with the Olympic spirit. This helped us maintain the integrity of the sponsorship program. Financial considerations posed challenges during the sponsorship deal negotiations for the Committee. Due to budget limitations, compromises had to be made regarding the sponsorship fees and financial contributions expected from sponsors. We engaged in detailed discussions, exploring alternative forms of support or value-added benefits that sponsors could provide to mitigate the financial constraints while still achieving the committee's objectives."

On a scale of 1-5, how satisfied were you with the overall sponsorship support you received for your sports event?

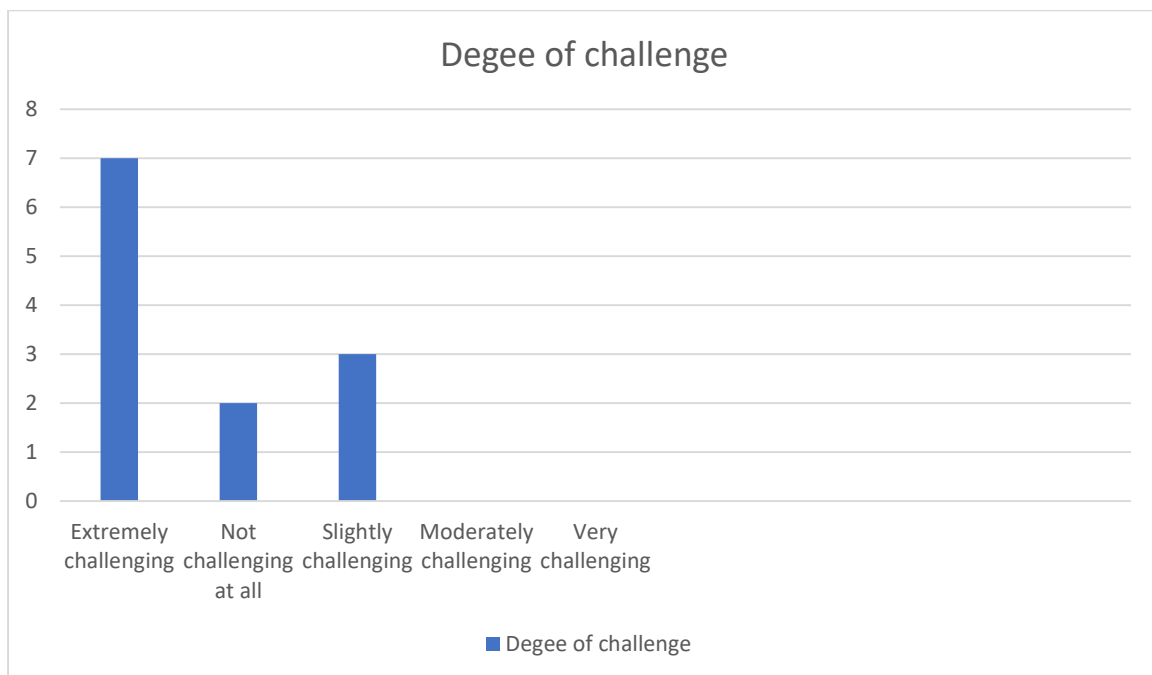


Figure 6: Degree of challenges of funding: federations perspective

Generally, all the three respondents noted that they were partially satisfied with the sponsorship deals they have received from both government and private entities. They however acknowledged the need for more collaborative effort to boost the efforts of the GOC to achieve greater strands with respect to securing more sponsorship deals.

iii. Response from the federations

What are some of the concerns raised by stakeholders in relation to sponsorship?

Response 1: *"One effective way for federations to acquire funds for their activities is through fundraising initiatives. This can include organizing charity events, campaigns to engage the public and gather financial support. By showcasing the federation's mission and the positive*

impact of their activities, they can inspire individuals and communities to contribute towards their goals."

Response 2: *"Federations can generate revenue by organizing sports clinics, training camps, or workshops for athletes and coaches. These specialized programs can be open to participants from different regions or even internationally, attracting enrollment fees that contribute to the federation's funding. Additionally, federations can offer sponsorships or scholarships to talented athletes who might otherwise struggle financially, nurturing their talent and building goodwill within the sporting community."*

Response 3: *"Engaging in partnerships with sports-related businesses and organizations to federations to acquire funds. These partnerships can involve collaborations with sports equipment manufacturers, fitness clubs, or sports apparel brands such as Pokoo Sportswear. Federations can negotiate revenue-sharing agreements or obtain financial support in exchange for brand associations, endorsements, or exclusive licensing rights to use the federation's name and logo."*

What are some of the concerns raised by stakeholders in relation to sponsorship?

Response 1: *"One common concern raised by stakeholders in relation to sponsorship is the potential loss of authenticity or integrity. They worry that excessive commercialization or sponsor influence might compromise the values and principles of the sport or event. It's important for stakeholders to ensure that sponsorships align with the core mission and maintain the integrity of the sport or event. Stakeholders often express concerns about the balance between sponsorship and fan experience. They worry that excessive branding or intrusive sponsor activations could overshadow the event or detract from the enjoyment of the*

spectators. Finding a balance that respects the fans' experience while still delivering value to sponsors is a key consideration."

Response 2: "A concern raised by stakeholders is the potential conflict of interest between sponsors and the goals of the organization. Stakeholders want to ensure that sponsors' objectives align with the long-term interests of the sport or event. It's important to establish clear guidelines and policies to manage any conflicts of interest and maintain the organization's autonomy and decision-making authority. Stakeholders often express concerns about the impact of sponsorship on accessibility and inclusivity. They worry that sponsorship agreements might limit participation opportunities for certain individuals or communities. It's important for sponsors and stakeholders to work together to ensure that sponsorship arrangements promote equal access, diversity, and inclusion within the sport or event."

Response 3: "Financial dependency on sponsorship is a concern raised by stakeholders. They worry that an over-reliance on sponsorship revenue might lead to compromises in decision-making or limit the organization's ability to pursue its objectives independently. It's important for stakeholders to diversify funding sources and establish clear guidelines to safeguard the organization's autonomy and long-term sustainability. Concerns about the transparency and accountability of sponsorship agreements. They want to ensure that sponsorship deals are conducted in an ethical manner and that the benefits provided by sponsors are fully disclosed and properly utilized. Establishing transparent processes, reporting mechanisms, and regular communication with stakeholders can help address these concerns and build trust."

How difficult is it to obtain sponsorship?

The three respondents agreed that finding sponsors for sporting events in Ghana is quite difficult. Most respondents cited event sponsor fit and sponsor brand fit as key challenges. Many businesses choose to handle sports sponsorships as a corporate social responsibility

strategy since most people see sports as social or leisure activities rather than commercial opportunities. Other difficulties highlighted include being hard to get in touch with prospective sponsors, having to compete with other events for sponsors' attention, paying exorbitant sponsorship fees, and having trouble calculating return on investment.

What measures are in place to correct the difficulties in obtaining sponsorship deals?

Response 1: *"To address the difficulties in obtaining sponsorship deals, the federation focuses on enhancing its brand value and visibility. This is done by investing in professional branding, creating a strong online presence, and actively engaging with fans and followers through social media and other digital platforms. Collaboration and partnership development have been key measures that federations have employed to overcome sponsorship difficulties. By establishing strategic alliances with other sports organizations, local businesses, or community stakeholders, federations can leverage their collective networks and resources to attract sponsors."*

Response 2: *"One effective measure we dealt with a challenge was to offer our sponsors unique and tailored activation opportunities. This was done by working closely with sponsors to understand their marketing objectives and create customized activation plans that align with those goals. This included exclusive access to athletes, VIP experiences, or co-branded marketing campaigns. By providing sponsors with distinct and engaging opportunities, federations can differentiate themselves and attract sponsorship interest."*

Response 3: *"Transparency and accountability are vital measures to address sponsorship difficulties. Federations can establish clear and consistent reporting mechanisms to demonstrate the usage of sponsorship funds and the impact generated. By providing sponsors with regular updates and detailed reports on how their investment has been utilized and the benefits gained, federations can foster trust and long-term partnerships with sponsors."*

To mitigate the challenges faced while securing sponsorship deals, the respondents noted that they boosted their brand presence and made it a relevant brand that firms would like to associate with. Also, they indicated strategic alliance where strategies like exclusive access to athletes, VIP experiences given to sponsoring firms at games, or co-branded marketing campaigns were deployed. Regular update and detailed reports on how funds are used encourages firms to sponsor the federation.

How often does the federation account for funding received?

Unanimously, it was averred by all respondents that audited accounts are presented at the annual general meetings of the various federations after which copies are made available to the general public and all other interested stakeholders.

What forms of sponsorship do you receive from partners and stakeholders?

Respondent 1: *"The federation receives various forms of sponsorship from our partners and stakeholders. This includes financial sponsorship, where the government and companies provide us with financial support to fund our programs, events, and operations. Additionally, we also receive in-kind sponsorship, where partners offer resources, such as equipment, services, or expertise, that contribute to our success without direct financial involvement."*

Response 2: *"One significant form of sponsorship we receive is media sponsorship. Our partners in the media industry provide us with advertising opportunities, coverage, and promotional support. This allows us to reach a wider audience, increase our visibility, and generate awareness for our organization and our initiatives. Naming rights sponsorship is another valuable form of support we receive. Our partners have the opportunity to associate their brand with our organization or specific events or facilities. In exchange for their financial*

support, they gain naming rights, allowing their brand to be prominently featured and recognized by our stakeholders and the public."

Response 3: "We are fortunate to receive cause-related sponsorship from our partners. We have had to align our brand with their organization's mission and support their initiatives that address specific social or environmental issues. Through these partnerships, we collaborate on joint campaigns, fundraising events, or initiatives that raise awareness and create a positive social impact. In addition to financial and in-kind sponsorships, we also receive expertise and knowledge-sharing sponsorships. Our partners provide us with access to their industry experts, who share their insights, guidance, and best practices. This form of sponsorship helps us enhance our capabilities, develop innovative strategies, and stay at the forefront of industry trends.

From the responses, it was noted that the federations entered into partnerships like promotional partners, media sponsorship, in-kind sponsorship, financial sponsorship and cause-related sponsorships. All these forms of sponsorships were identified to fit the objectives of both sponsoring firms and the federations.

On a scale of 1-10, how much does the lack of sponsorship impact your sports federation's ability to organize successful events?

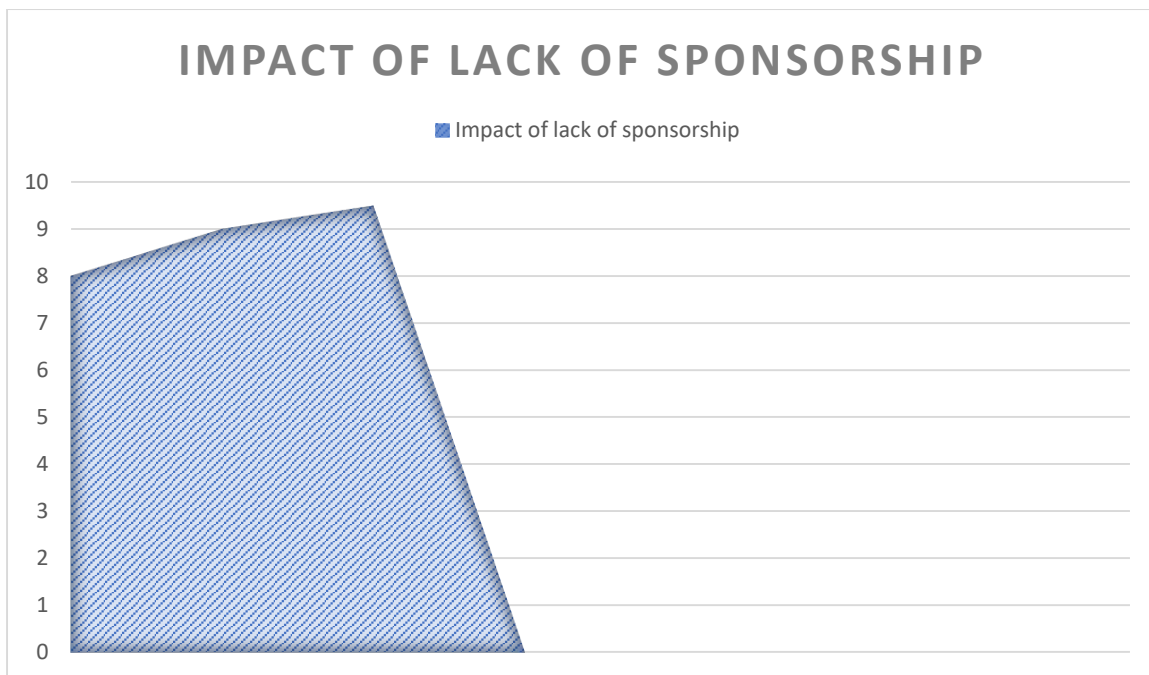


Figure 7: Impact of lack of sponsorship

Response: 1 *"I would rate the impact of the lack of sponsorship on our sports federation's ability to organize successful events as an 8. Sponsorship plays a crucial role in providing the necessary financial resources and support to create high-quality events. Without adequate sponsorship, we face significant challenges in meeting the event's budget, ensuring proper logistics, and delivering a memorable experience for athletes, spectators, and stakeholders."*

Response 2: *"Considering the importance of sponsorship in organizing successful events, I would rate the impact of its lack as a 9.5. Sponsorship revenue enables us to invest in event infrastructure, marketing campaigns, athlete accommodations, and overall event experience. Without adequate sponsorship, we would face significant limitations in delivering a top-notch event that attracts a wide audience and generates positive media exposure."*

Response 3: *"The lack of sponsorship has a significant impact on our sports federation's ability to organize successful events, and I would rate it as a 9 on the scale. Sponsorship is vital to cover event costs, provide top-notch facilities, and enhance the overall experience for*

participants and attendees. Without adequate sponsorship, we would face limitations in terms of event scale, participant engagement, and the ability to deliver a memorable and successful event."

Lack of sponsorship is considered to impact the various federation's ability to organize successful events negatively. Attaining an average 8.3 indicating extremely difficult shows how the members of the various federation feel about lack of adequate sponsorship for their activities.

iv. Response from Sponsors

How long have you been sponsoring sports activities in the country?

Response 1: *"Well, we've engaged the GOC for about 5 years now, however, I must be quick to add that the kind of sponsorship package we extend to the committee is treated as one of our corporate social responsibilities and not necessarily as a major item on budget."*

Response 2: *"About five years now."*

Response 3: *"We started engaging them for four years now."*

The findings revealed that most of the contracts of sponsorship signed, are relatively new contracts within the first five years of their agreements. It was identified that some firms even treat it as a corporate social responsibility.

How can you describe the relationship between your firm and the sponsored agency?

Interviewee 1: *"Our firm and the sponsored federation have a mutually beneficial partnership. We provide financial support and resources to the federation, enabling them to develop and promote their sport. In return, the federation offers us brand exposure and marketing opportunities during their events."*

Interviewee 2: *"The relationship between our firm and the sponsored federation is collaborative. We work closely together to align our goals and develop initiatives that benefit both parties. We provide financial assistance, expertise, and promotional support, while the federation helps us reach our target audience and enhance our brand image through their sport."*

Interviewee 3: *"The relationship between our firm and the sponsored federation is strategic. We invest in the federation's activities and initiatives, which in turn strengthens our brand presence and reputation in the sports industry. We collaborate on various projects, such as sponsor activations, athlete endorsements, and community outreach programs."*

Based on the responses, it was identified that generally, sponsorship relationships are mutually beneficial partnership, collaborative and strategic in nature.

Have you tried any new or innovative methods to attract sponsors for your sports events?

If so, what were they and were they successful?

Interviewee 1: *"We implemented a personalized digital sponsorship approach by leveraging social media influencers. We identified influencers who had a strong connection with our target audience and collaborated with them to create engaging content promoting our event and sponsors. This strategy helped us reach a wider audience and demonstrated significant success in terms of increased sponsor visibility and engagement."*

Interviewee 2: *"We focused on creating a sustainable sponsorship strategy by aligning our event with environmentally conscious sponsors. By emphasizing eco-friendly practices, such as waste reduction, recycling initiatives, and carbon offset programs, we attracted sponsors who shared our commitment to sustainability. This unique selling point appealed to socially responsible brands, resulting in successful partnerships that resonated with our audience."*

Interviewee 3: *"We explored the concept of experiential sponsorship, which involved creating memorable and interactive experiences for attendees. Instead of traditional banner ads and signage, we partnered with sponsors to design engaging activations and installations that allowed attendees to actively participate and connect with the brands on a deeper level. This approach not only increased sponsor visibility but also generated positive word-of-mouth and social media buzz."*

It was identified that innovations deployed by some of these sponsors range from digital solutions to strategic or managerial engagements to ensure that the relationship remains beneficial to all parties. It was identified that some firms deployed a digital sponsorship approach by leveraging on social media influencers whereas others used environmentally conscious sponsors.

Discussion of findings

Ultimately, this study sought to understand the funding gap and its implications on sports management in Ghana, considering the GOC as a case. To achieve this objective, the study formulated sub objectives. The first objective of the study was to identify the effect of the lack of sports funding on proper Sports Management, the second objective was to identify the strategies that can be put in place to enhance adequate funding of sports in Ghana and the third objective was to identify the reasons for inadequate funding in Ghana Sports and possible remedies.

In relation to the first objective, the study found out that lack of sponsorship was detrimental to the growth and management of sports in the country. They noted that there is this lack because sometimes it was difficult to identify potential sponsors whose objectives align with

that of the sports outfits and vice versa. These findings are similar to findings of Danson (2010) who all sort to understand the nature and challenges of sports sponsorship.

Research objective two was to identify the strategies that can be put in place to enhance adequate funding of sports in Ghana and the study found out that it was essential for sports federations to submit their activities and plans to adequate authorities before their season starts. It was also noted that sports federations should consider making their brands household name to elicit likeability among fans and the business community. The respondents also indicated that transparency and accountability, getting a specific fund for sports in the government budget in place and also, if possible, deal with the federations based on size and class. These findings corroborate the findings of Kim, Delia & Walsh, (2022)

The third objective of the study was to identify the reasons sports is inadequately funded in Ghana and possible remedies. The respondents noted that bad reportage from the media, inability to collate all sports events before the start of the season, lack of readily available funds for sports from government, inadequate accountability, inability to quantify the contribution of sports activities to GDP and also the perception that sports is only a recreational or social event as some of the challenges of adequate funding in Ghana. They later suggested effective collaboration among firms and sports outfits, effective branding and transparency and accountability as some ways to deal with the challenge. These findings highlight the study conducted by Meenaghan, (2013).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Overview

This chapter provides a summary of the major findings of the study, conclusions in accordance with the study objectives, implication of the study to management and practice, contributions and implications of the research, the study limitations and further research directions.

5.2 Conclusion of the study

Sports has always been part of the socio-economic life of Ghanaians. However, most sports disciplines are either dead or dying due to the lack of funds to support the athletes and the activities of the federations. Even though this problem is consequential, little attention has been paid to it by both research and practitioners. The study sought to understand the funding gap and its implications on sports management in Ghana, considering the GOC as a case. The researcher asked the following questions to help achieve the set objectives. 1. “How does the lack of Sports funding affect proper Sports Management? 2. What Strategies can be put in place to enhance adequate funding of sports in Ghana? 3. What are the reasons for inadequate funding in Ghana Sports and possible remedies? Literature was reviewed on relevant themes like sponsorships and sports funding. Views were sort from relevant stakeholders within the sports industry including the GOC itself, the federations under the GOC, Government and some sponsors using interview guide designed to be semi-structured. The data collected was transcribed, reduced, condensed, coded and later displayed based on relevant themes.

From the responses, it was identified that sponsorship or funding of sports events remains a problem that needs to be addressed. This will require efforts from all relevant stakeholders including the government, other sports governing bodies, corporate Ghana to overcome these

challenges. More so, the Ghana Olympics Committee and the individual federations need to work on their branding and relevance in the media space to be more relevant and worthy of attracting attention through sponsorship deals.

5.3 Summary of major finding

The first research question asked was “how does the lack of Sports funding affect proper Sports Management?” The study found out that lack of funding actually derails the progress of sporting activities and distorts sports programs.

The second research question was “what strategies can be put in place to enhance adequate funding of sports in Ghana”. The study found out that grouping the federations into classes and attending to them based on priorities, innovativeness, enhancing brand image and brand value, ensuring accountability and transparency and allocating a specific fund for sporting activities by Government as some strategies that could enhance sports funding in Ghana.

Finally, the study sought to answer, “What are the reasons for inadequate funding in Ghana Sports and possible remedies?” We found out that inability to collate all sports programmes for proper budgeting, poor media presence, availability of potential sponsors, a lack of congruence between idles of brands and sports organisations and overburdened Government purse as some of the reasons why the GOC is faced with inadequate funding. The respondents suggested deploying digital solutions, collaborations with sponsoring firms, fixed funds from government were some of the solutions suggested by the respondents.

5.4 Implication of study

The findings of this study will be pertinent in providing scholarly contributions to research, practice and policy.

5.5 Implications to practice

Sports practitioners have sought to make sports and sporting events more appealing and bigger particularly considering competition of similar sporting events from other countries and other activities. Sports funding and sponsorship have been identified as major source of funds to organise and carry out sporting activities. However, securing appropriate and adequate funding has always been challenging.

The current study establishes that funding is very important in the quest to achieve the objectives and goals within the sporting industry. While the concept of funding seems like a well-researched area, the approach used in analysing the data gives a more holistic view to the issues discussed. This holistic knowledge can inspire all stakeholders to be aware of the challenges present in securing, offering and managing sponsorships.

5.6 Implications to literature and future research.

The study serves as a bridge between literature on the subject of sports sponsorship or funding in Ghana. Conclusive evidence has been presented which suggests that there are more needs to overcome the challenges that are present in securing funding. These answers the calls for all-inclusive study in understanding the funding gap and its implications on sports management from a variety of context and environments (Kim, Delia & Walsh, 2022). The study also contributes to extant literature by interrogating the challenges present in the managing sports from a developing sports context.

Despite these contributions, there remains gaps which should be addressed by researchers. Future studies can consider conducting a comparative study that examines challenges faced by the various federations. Future studies could also consider investigating the different funding models and strategies employed by sports organizations to overcome financial challenges.

5.7 Limitation of Study

This study, like any other, has some shortcomings that provide opportunity for future investigation. The study sought to examine the challenges of sports funding in Ghana, hence data was taken from different stakeholders playing different roles in the sports industry. As a result, data was taken from limited number of people in each sector, which could mean that enough information may not be ascertained to represent the true happenings. Also, the study adopted a longitudinal research approach collecting data at a point in time from stakeholders of the sports industry in Ghana, hence, caution should be taken whiles generalising the findings of the study.

5.8 Recommendations of the study

Having carefully examined the findings and drawn conclusions from the data, the subsequent recommendations are proffered.

- **Diversify Funding Sources:** Encourage the GOC to diversify its funding sources beyond reliance on government funding. Explore partnerships with corporate sponsors, philanthropic organizations, and international sports federations to secure additional financial support. This can help reduce dependence on a single funding stream and provide more stability and flexibility in financing sports programs and initiatives. This can be done by leveraging on building a reputable brand image which can attract

customers to sports events and sponsors to support sports and sporting events in the country.

- **Strengthen Government Support:** Advocate for increased government support for sports development and the GOC. Engage in dialogue with relevant government agencies to highlight the importance of sports in national development and secure commitments for dedicated funding allocations. This can involve lobbying for policy reforms, increased budgetary allocations, and the establishment of sustainable funding mechanisms for the GOC. Moreso, through thorough engagement, a portion of tax money can be set aside as a statutory fund to support sports or scrap off taxes and fines off sports related activities like import duties.
- **Enhance Financial Management:** Improve financial management practices within the GOC to ensure efficient utilization of available funds. Implement transparent and accountable financial systems, budgeting processes, and reporting mechanisms. This will help optimize resource allocation, track expenditure, and demonstrate financial responsibility to stakeholders and potential funders. This can be done by ensuring that all federation follow strict accounting principles with predetermined time ranges.
- **Develop Sponsorship Strategies:** Work closely with the GOC to develop effective sponsorship strategies. Conduct market research to identify potential corporate sponsors aligned with the organization's values and objectives. Create attractive sponsorship packages that highlight the benefits and exposure offered to sponsors and emphasize the positive impact of their support on sports development in Ghana. This can be done by putting in place a formidable marketing team or a team responsible for

seeking and managing sponsorship relations and implement strategies for the benefit of all parties.

- **Build Partnerships:** Foster partnerships with other sports organizations, both domestically and internationally, to share resources, knowledge, and funding opportunities. Collaborate on joint fundraising initiatives, capacity-building programs, and knowledge exchange platforms. Leverage the collective strength of partnerships to attract funding and enhance sports development efforts.
- **Promote Public Awareness and Support:** Increase public awareness about the importance of sports and the funding challenges faced by the GOC. Engage in public campaigns, media outreach, and community events to rally support and advocacy for sports funding. Educate the public on the positive social, health, and economic impacts of sports and the need for sustainable funding. This can be done by deploying both traditional and social media to create awareness and increase support for sporting activities in the country. Various influencers can also be engaged to help boost the awareness creation efforts of sports in the country.
- **Continual Evaluation and Adaptation:** Regularly assess the effectiveness of funding strategies and initiatives implemented by the GOC. Conduct evaluations to measure the impact of funding on athlete development, sports programs, and organizational performance. Use the findings to make necessary adjustments, refine strategies, and improve the overall funding approach. This can be done by ensuring that there are strict processes to follow in disbursing, using, accounting and evaluating sponsorship deals. This should take a major activity during congress of the various federations.

- **Capacity Building:** Invest in capacity building for the GOC and its stakeholders in areas such as financial management, fundraising, and grant writing. Provide training programs, workshops, and mentorship opportunities to enhance skills and knowledge related to sports funding. This will strengthen the organization's ability to secure and manage funds effectively.
- **Long-Term Funding Planning:** Develop a long-term funding plan for the GOC that outlines strategies for sustained financial support. Set realistic goals, establish benchmarks, and create a roadmap for achieving financial stability. This plan should incorporate a combination of funding sources, including government support, corporate sponsorships, grants, and public donations.

Implementing these recommendations can help address the funding challenges faced by the GOC and provide a framework for sustainable funding support for sports development in Ghana. Collaboration among stakeholders, effective financial management practices, and diversification of funding sources are key to securing the necessary resources to advance sports programs and nurture Ghanaian athletes.

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Appendices

Appendix 1: Interview guide – GOVERNMENT

Dear Sir/Madam,

As part of the academic requirement at MEMOS XXV, I am conducting a study that investigates the **funding gap and its implications on sports management, the Ghana Olympics Committee, (GOC) perspective**. Will be glad if you can spend some few minutes to respond to these questions. This will aid the progress of the study. All responses will be maintained in strict confidence and used purely for academic purposes. By completing this survey, you are indicating that you are willing to participate in this study. Please contact me at Jerryshaib@gmail.com with any questions or concerns. Thank you very much.

SECTION A: DEMOGRAPHICS

1. Gender: a. Male [] b. Female []
2. Position
3. Number of years served in your current position:

Section B: Funding Gap and its Implications on Sports Management

Government

4. What have been government's role funding sports events in the GOC?
5. How long has government funded the GOC?
6. What sort of funding does the government give the GOC?
7. On a scale of 1-5, how challenging is it to offer sponsors of sports event?
 - 1 - Not challenging at all
 - 2 - Slightly challenging
 - 3 - Moderately challenging
 - 4 - Very challenging
 - 5 - Extremely challenging
8. What are some of the challenges government faces in funding the GOC?
9. What measures have been put in place to overcome these challenges?

Appendix 2: INTERVIEW GUIDE - GHANA OLYMPICS COMMITTEE, (GOC)

Dear Sir/Madam,

As part of the academic requirement at MEMOS XXV, I am conducting a study that investigates the **funding gap and its implications on sports management, the Ghana Olympics Committee, (GOC) perspective**. Will be glad if you can spend some few minutes to respond to these questions. This will aid the progress of the study. All responses will be maintained in strict confidence and used purely for academic purposes. By completing this survey, you are indicating that you are willing to participate in this study. Please contact me at Jerryshaib@gmail.com with any questions or concerns. Thank you very much.

SECTION A: DEMOGRAPHICS

1. Gender: a. Male [] b. Female []
2. Position
3. Number of years served in your current position:

Section B: Funding Gap and its Implications on Sports Management

4. Who are your major sponsors?
5. How do you source sponsorship from sponsors?
6. How do you manage the relationship between GOC and the sponsors?
7. How often do you render assistance to members of the GOC?
8. On a scale of 1-5, how challenging was it to secure sponsors for your sports event?
 - 1 - Not challenging at all
 - 2 - Slightly challenging
 - 3 - Moderately challenging
 - 4 - Very challenging
 - 5 - Extremely challenging
9. What were the major obstacles you faced in securing sponsors for your sports event?
(Select all that apply)

1. Lack of interest from potential sponsors

2. Difficulty in reaching out to potential sponsors
 3. Competition with other events for sponsor attention
 4. High sponsorship costs
 5. Difficulty in demonstrating ROI for sponsors
 6. Other (please specify)
10. How successful were you in meeting your sponsorship targets for your sports event?
1. Completely unsuccessful
 2. Partially successful
 3. Moderately successful
 4. Very successful
 5. Completely successful
11. Did you have to make any compromises in terms of sponsorship deals due to challenges faced?
- 1 – Yes
 - 2 – No
12. If you answered 'Yes' to the previous question, please describe the compromises you had to make.
13. On a scale of 1-5, how satisfied were you with the overall sponsorship support you received for your sports event?
- 1 - Completely dissatisfied
 - 2 - Partially dissatisfied
 - 3 - Neutral
 - 4 - Somewhat satisfied
 - 5 - Completely satisfied
14. How likely are you to seek sponsorship for your sports event in the future?
- 1 - Not likely at all
 - 2 - Slightly likely
 - 3 - Moderately likely
 - 4 - Very likely
 - 5 - Extremely likely.

Appendix 3: INTERVIEW GUIDE – FEDERATION

DEAR Sir/Madam,

As part of the academic requirement at MEMOS XXV, I am conducting a study that investigates **the funding gap and its implications on sports management, the Ghana Olympics Committee, (GOC) perspective.** Will be glad if you can spend some few minutes to respond to these questions. This will aid the progress of the study. All responses will be maintained in strict confidence and used purely for academic purposes. By completing this survey, you are indicating that you are willing to participate in this study. Please contact me at Jerryshaib@gmail.com with any questions or concerns. Thank you very much.

SECTION A: DEMOGRAPHICS

1. Gender: a. Male [] b. Female []
2. Position
3. Number of years served in your current position:

Section B: Funding Gap and its Implications on Sports Management

Apart from the government, GOC and existing partners, how does the federation acquire funds for their activities?

4. What are some of the concerns raised by stakeholders in relation to sponsorship?
5. How difficult is it to obtain sponsorship?
6. What measures are in place to correct the difficulties in obtaining sponsorship deals?
7. How often does the federation account for funding received?
8. What forms of sponsorship do you receive from partners and stakeholders?
 - a. Promotional partners
 - b. Media sponsorship
 - c. In-kind sponsorship
 - d. Financial sponsorship
9. On a scale of 1-10, how much does the lack of sponsorship impact your sports federation's ability to organize successful events?
10. On a scale of 1-10, how challenging do you find it to secure sponsorships for sports events?

11. Have you tried any new or innovative methods to attract sponsors for your sports events? If so, what were they and were they successful?

Appendix 4: INTERVIEW GUIDE - SPONSORS

Dear Sir/Madam,

As part of the academic requirement at MEMOS XXV, I am conducting a study that investigates **the funding gap and its implications on sports management, the Ghana Olympics Committee, (GOC) perspective.** Will be glad if you can spend some few minutes to respond to these questions. This will aid the progress of the study. All responses will be maintained in strict confidence and used purely for academic purposes. By completing this survey, you are indicating that you are willing to participate in this study. Please contact me at Jerryshaib@gmail.com with any questions or concerns. Thank you very much.

SECTION A: DEMOGRAPHICS

1. Gender: a. Male [] b. Female []
2. Position
3. Number of years served in your current position:

Section B: Funding Gap and its Implications on Sports Management

4. How long have you been sponsoring sports activities in the country?
5. How can you describe the relationship between your firm and the sponsored agency?
6. What challenges do you face sponsoring sports agency?
7. What measures have you put in place to overcome these challenges?

Appendix 5: Sample response from Ghana Olympics Committee

Interviewer

We are researching into the challenges that you face in raising or meeting your sponsorship needs in the sporting environment, we want you to help us get some information on how challenging it is from the perspective of Ghana Olympics Committee (GOC).

Respondent

I want to give you the broad perspective of the challenges that the sports federations face not only because sponsors, are not interested in them, but you know, so I will talk broadly then you can pick your points away. If I ask you if you ever heard about the sports or have you ever gone to watch a cricket match, you would have told me that no, you don't even know we play cricket in Ghana. If I ask you about the sports called, maybe scrabbles or squash, you will tell me, maybe you didn't even know we play it here. Sponsorship from the marketing person perspective manager, if I am a brands manager and I want to associate with the product, then I want to associate with a product that is visible out there that people will easily recognise and identify themselves with. So that's a problem our sporting disciplines face out there. If you look at a product like football, it's easy for football to get sponsorship because people want to associate with football or brand managers will want to associate with football because it is easily visible or it is a product that can easily give the mileage. Few companies would do that out of maybe their corporate social responsibility, but huge funding or to get the kind of funding we want is not going to be from the CSR, but it would have to be a marketing budget put aside for that purpose. Marketing budgets, depending on the product you're marketing and the markets that they are playing can be very, very demanding. Everybody is looking at getting something in return. Unfortunately for us here, our products that we have apart from football are not attractive or have not been made attractive. Some years back when we were kids in the 70s, it was a product like tennis which was attractive to sponsors. A product like Athletics was attractive to sponsors that was when the likes of Milo came in. Football has always been there, but was never as attractive as it is now or it has been in the last 10 years because now we are watching a lot of leagues and we are now watching the EPL and stuffs like that. So, the challenge that most of our federations have is that they are not attractive. People just don't want to be associated with them or because they are not known by the public and we haven't done much. You yourself need to know how to package the product to become attractive, and that is what most of our disciplines have not been able to do. Quite apart from that, we as a people, you know, just focus and put our interests in one sporting discipline because somehow our policymakers think that it is the product that represents the entirety of sports, as such, if you are successful in that product, then you are successful in sports. Our policymakers think that football, you know, when Ghana gets glory in football, Ghana wins African nation. Yeah. OK. Then our sports is developing. And it is wrong, because as a nation, everybody thinks that football is our passion, football is our passion, but football is not or developing football is not sport development. So the biggest challenge that most disciplines face is how to grow to become attractive. Because the government in the past had invested so much into football and even into football infrastructure up to a certain level that now it has become attractive and everybody is crazy about it and everybody is following it. We as a people have not invested in the others or the discipline to make them grow so that they can become attractive to the private sector. And that is why I said knowing or unknowingly we are not making it attractive.

Unfortunately, it has come to a level that now that there is actually no government sponsorship or government involvement, or at least some level of support, but it is so low that it's not big enough for it to get to the level where people would now begin to recognise that there is this sporting discipline. Our media, who would usually give mileage and visibility to sponsors, when they put in their money, everybody in media, I will say, 85% of our media people only know about football or the rules and regulation guiding football. Even when we have a sports programme and it is a 2 hour programme, about one hour thirty minutes would be spent talking about football as if that is the only sports product that we have in this country and 30 minutes is spent talking about all the other sports. If I'm a brands manager and I want visibility for my product, there's a 2 hour programme and football takes one and half hours and then they lumped a lot of products up and within 30 minutes talk about all of them and any other thing, if it were you, which product would you invest your money in? Obviously, football. So you see, we as a people are not even helping the disciplines to grow. We as sports journalists are not helping the disciplines to grow. Unfortunately, also we haven't had the kind of maybe leaders in the others sports disciplines who are marketing oriented or who would be able to put together a marketing plan that will be able to put the product out there and make it attractive. It is not their fault, it is not easy to run the so called least-finance sports because you're virtually running it from your pocket. The national team, football (Black Star), is highly funded by government, so the sports eventually becomes non attractive to even sports athletes who want to take part in the sport. Let's take weightlifters who barely get support to travel to go and take part in the sports, why will I want to go and play such a game and not concentrate on football, where I can do football which is very attractive. The major problem why sponsors are not coming into our sporting discipline is because they are not attractive and does not give the mileage. OK, so you as the federation manager or the federation administrator doing the so-called least sponsored sports, these are the challenges that you have faced with, so it is either you want to run the federation from your pocket and then keep it out there, or in most cases you give up. The more championship, the more tournaments you are having, the more media will talk about your product, the more attractive you become. If I'm a sponsor and like I explained earlier, I want a product I can associate with, I want a product that is out there that gives me visibility or gives me mileage so why would I invest in the so-called lesser known sporting discipline that gives no mileage? It's a huge challenge for development in this country. The budget that is given to the sport ministry is actually nothing to write home about. Especially when we have the high demand product like the national senior national team, the Blacks Stars. If you're giving to the sports ministry, maybe a budget of GH¢24 million, then, once the Black Stars play one match and you spend about GH¢5,000,000 you can imagine, what it means is that when the Black Stars plays two to three matches, the entire budget will be depleted so there is nothing left for the government to support the other disciplines with. You know, so that is also a major challenge why our sporting disciplines are not becoming attractive because you need to go and maintain a certain level before you become attractive to sponsors. And it is the government or the people in that sports who have to push the sports up to grow.

Interviewer

Alright, thank you very much and so I'm lumping everything into two questions. Currently, we do agree that the GOC has some sponsors who have been consistent in their help or offering sponsorship, how would you describe the relationship between the GOC and these sponsors?

Respondent

OK, so then I explained to you earlier on that sponsors come in different forms, that is, those who are spending from their corporate social responsibility (CSR) budget or their marketing budget. Most of the sponsor that the GOC has sponsor from their CSR budget. For instance, Twillium and Ashfoam

What they've done for us, and what they continue to do for us, is not because of the visibility we give them, but the thing is that they think once they invest into sports they are investing in the youth and not necessarily because it's a marketing or business strategy, most of these Sponsors would do it more for the corporate social responsibility. However, because GOC has a lot of credibility or it's a big brand, of course anytime Ashfoam or any of the sponsors support us, it goes a long way to give them some mileage. The motivation to support the Olympic movement in Ghana is not because of the money or the visibility that they are going to get but more as a responsibility to the youth of this country.

Interviewer

Having identified some of these challenges as an institution, what measures have been taken to mitigate the effects of these challenges?

Respondent

The GOC represents the IOC here in Ghana. The IOC has its own sponsors who at every Olympics game based on how much is made from the marketing budget, they will then give some of these money by way of grants and then to all the National Olympic countries all over the world. Every four years, after the Olympic Games, money that is raised or money that is given by the sponsors of the Olympic Games, that is Coca-Cola, Hyundai and all other key sponsors of Olympic, will be shared amongst all the national Olympic committees all over the world, because they are also marketing the Olympic brand. That is one way that the GOC, addresses challenges of sponsorship. So the money that we get for from IOC, we use to support our activities. It's one way of maybe getting money or addressing the challenges. The GOC on its own try to be as credible as possible, that way when we approach companies to fund our activities, for example the last Olympic game, with a certain amount of money, they also come on board to support. We also try to raise money locally to support some of the activities.

Interviewer

OK, you made mention of certain indicators like growth, mileage and other things that would help attract investors or sponsors, has the GOC considered doing something about these things other than just relying on the international funds?

Respondent

The GOC has the responsibility of just taking the national team to international games. Funding, the national teams is not the responsibility of the GOC. I also did indicate to you that the GOC over the years have created a brand that has become attractive. That is the only way that when we go to sponsors to ask for money like for instance in the last Olympic Games, we got our kits being sponsored by sponsor. There are some games that are totally funded by sponsors and it is because the GOC has now become an attractive brand even though we haven't gotten to where we ought to get to. We are managing sporting disciplines or most of the sporting

disciplines that are not very attractive so it's up to us to make the GOC itself attractive, not the individual discipline, the credibility that the GOC has created for itself is what is gradually yielding result even though we wished we're getting more than we are getting currently. If we keep at this pace and we protect the brand and we let the brand grow, then it becomes so attractive, companies in Ghana will want to stay with us then the GOC will be able to raise more money than we are raising now.

Interviewer

All right. Thank you very much.

Appendix 6: Sample response from Government

Interviewer

Good afternoon, thanks for agreeing to this interview. Whatever we do is purely used for academic purposes and any information provided will be confidential. I would move straight into the interview.

Interviewer:

Please can we know your position please?

Respondent

I'm the Deputy Director General of the National Sports Authority.

Interviewer

Please, how many years have you served in this?

Respondent

I have been here for the past six years. Since 2018.

Interviewer

What has been government's role in funding of sports events, particularly with respect to the Ghana Olympics committee?

Respondent

When it comes to first funding, generally those of us in Africa, we are challenged. There's no dedicated funding source for our activities as per the act that set up the National Sports Authority. The government funds national teams of all federations but the development of the disciplines is in the hands of the National Sports Authority and the federations, the individual federations. Government is mandated to give financial and logistical support to individuals and organizations that are going to represent Ghana in international competitions, at times we are not able to provide all the support that they need because of constraints, financial and logistical constraint. The practices is that request is made from the federation to the National Sports Authority for onward delivery to the Ministry of Youth and Sports for that funding but sometimes it comes at a time that the ministry too has no funds and so, they rely also on

individual members of the federation, majority of the federations are managed by past athletes and so they have passion, so they also rely on friends to support them, to be able to promote and develop the sports, basically, sports funding in the country is heavily dependent on Government. You have instances that individual companies come in to support, some for a short period, and some for an event. Every time that the nation is called upon to participate in any program with Olympic Games, Commonwealth Games or Confederation of Africa sports programs, they depend on the government for that fund.

Government, even before the act that constituted the National Sports Authority, you know, the act was reviewed, Ghana faced challenges in 2010/2011 as a result, Ghana was suspended from the Olympic Committee because of some internal issues within the Ghana Olympic Committee. In cancelling the ban, one of the conditions was for the federations to be independent, before that time, it was government through the National Sports Authority, who appoint the executives, particularly the Presidents of individual federations, the government on the recommendation of the National Sports Authority will appoint, for example, who becomes the Athletics president who become weightlifting president but when those issue happened in 2010 and Ghana was suspended, and one of the conditions was to make those federations independent so that they can function, they can elect their executive and manage their affairs but with collaboration, so if you look at their status all the time, they make reference that the federation should collaborate with the state to develop and promote sports and here in our laws, the government is supposed to cater for the national team, for example, the athletics association can have their programs, they can look for funding to do whatever they want to do but when they are going to represent the nation in any competition within or outside the country, it is the responsibility of the state to provide those funding. There are instances that certain competitions are funded by the international bodies sometimes they give support, sometimes they take care of aspect of the competition and government also take the others.

Interviewer

So, in that case if the individual federations organise some minor competitions just to keep their athletes prepared and ready for some major competition, wont government support them?

Respondent

No, I didn't say Government will not support. It is the responsibility of Government to fund the activities of the national teams. You realize that there are about over 50 different sporting associations, and they all compete for funding for their activities, local or international, what I said was that when they qualify to participate in any international program, then government support, but we have the planner for the year so we expect that every federation would have given us their program of activity for the year some do submit, others do not. Without these programs it becomes difficult for us to plan, with the exception of Commonwealth Games, Olympic Games and others the rest are based on your participation in a number of competitions before you qualify for the main event to be able to represent Ghana in at the international level. So that is the challenge. That is the challenge.

Interviewer

What other form of sponsorship does government offer the GOC or the federation?

Respondent

There are instances that some of the federations will come to us asking for a letter of comfort to be presented to an institution or an organization for sponsorship, and we sometimes assist them. There are other government agencies that assist some federations. You remember somewhere in 2000/2005, thereabouts, Ghana National Petroleum Commission was sponsoring the Black Stars, yes, and at a point in time, Anglo Gold Ashanti also sponsored. All those things are initiative of the state to support some of the federations.

Interviewer

Please on the scale of 1 to 5. How challenging is it to offer sponsorship to the National teams.

Respondent

It is very challenging in the sense that, it's not a one-off event like I explained earlier, so you have to participate in a number of competitions that will qualify you and so the ministry does ad hoc expenditure that they do not budget for because we don't know, for example, the recent World Cup we participated, If you have read in the news, we did not have a budget for that before the qualifier. We needed to qualify and so putting it in the ministry's budget becomes a big task because you are not very sure whether you are participating or you are not. You have to qualify and at the time that you are preparing the budget, the qualifiers are still ongoing or have not even started, but you know that they will start within the period of the budget. There is therefore a challenge since you cannot include it in your budget estimate. You understand? So at the end of it, you don't have an item for that particular expenditure in your budget estimate, but in the course of the year you have qualified, and you have to participate. So it becomes difficult reason. And that is why sometimes we are we are in the news for those reasons.

Interviewer

What are some of the challenges Government faces in funding the GOC?

Respondent

In Africa, for that matter, Ghana, in all forms, sports is not seen as business but as a recreational activity and treated as a recreational activity. They don't think that it brings in any value, but they have forgotten that sports and sports related activities also contribute to the GDP of the Economy. The challenge is that, we, as sports practitioners have not been able to quantify the contribution that sports made directly and indirectly to the GDP, otherwise we would have seen that sports is not just a recreation but an economic activity.

Interviewer

I believe that among these challenges, the Government has tried to put certain steps in place to ensure that it overcomes some of these challenges. Please, what are some of these steps that have been taken and how effective have they been so far?

Respondent

There are number of steps that government have taken to overcome these challenges. One, the Government has been looking at a dedicated source of funding for sports and sporting activities in the country, so somewhere in 2017 thereabout, the government attempted to set up what it called a Sports Development Fund. It was headed by, I think, the Deputy Minister at that time and we were looking at where we raise money to feed into the fund for the use of the sporting community so that every now and then we don't have to go back to Government for support. We were thinking of imposing taxes on some items but taxing items like Alcoholic beverages, cigarette which are already taxed will only increase the cost of living for the average Ghanaian. That was what Government was looking at but somewhere along the line the committee was not able to finish it work but the Government did not abandon that idea, so it is looking at other avenues that can be used because the Ministry of Finance said they will not want to overburden already taxable items. Government is therefore looking at items that are not already overtaxed so that they could put some taxes on them and that could be used to support sports development in the country, the government is looking at developing a standard sporting policy so that whichever party is in power, the state of Ghana has its own sports policy, so this is where we want to be in the next 10 years and these are the strategies we think that we can employ. The strategy in the course of implementation may vary, but the objective will be there so in the next five years, this is where we want to be in terms of athletics, in terms of boxing, in terms of football, the government is working on that, in fact, last April, we had some stakeholder engagement because we needed to consult broadly for all those who matter in sporting activities to contribute to the development of that policy and so that we can use it to see how we guide our sports. I had a conversation with my counterpart in Jamaica sometime 2018-2019 and they have a policy and their strategy. They think that they have comparative advantage in short distance and so they don't bother themselves with other discipline, this is where we are going, however in our case every association is rushing to Government to provide funding to do ABCD and so, we have over 50 federations and all this smaller federations are craving for Government support. Unfortunately, majority of them do not have the capacity to source for funding outside the government circle for the use of the local association in Ghana. You can't take sports equipment free from the port, so if the association has no money to pay for their duty and there's nobody to help them, it will rot. So, this is what the Ministry of Youth and Sports and the National Sports Authority is working at to ensure that there will be exemption for sports related products imported by the Federations.

Interviewer

Alright, thank you very much for your time.