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Purpose of the Manual

This document is a part of the services that the South African Sports Commission provides for South African sport and recreation organisations. This document aims to assist them to understand the processes involved in running events and to enable these organisations to host these events successfully.

The manual has been designed around the needs of sport and recreation organisations but has drawn on the experience of the people from the various components of event management. These people have given their time and knowledge to ensure that this manual is geared toward the South African environment.

Sport federations and recreation organisations at national, provincial and club level should use this manual to assist them to run successful events and projects.

This manual follows on from the “Bidding to host an international sport and recreation event in South Africa” as both were produced together. The “bidding” document initiates the process and provides the necessary sanctioning by the sports authorities while this document enables organisations to implement the event.

This manual is not however the definitive project management resource as project management is a vast field of expertise. Also note that each field of the event e.g. marketing, sponsorship accrual, technical services, volunteer services etc are all extremely specialised components in their own right.

What the manual does try to provide is the basic project management elements needed for organisations to run sport and recreation events.
Project Methodology

The Hosting manual was developed in conjunction with the Bidding manual.

The method employed to develop this resource was:

1. To meet people who either managed events in South Africa or who were part of events. This enabled the identification of event performance areas and to identify special challenges that emanated from previous events.

2. A desk-top study of past events such as the All Africa Games to define good practice systems and methods.

3. The project process which was monitored by the SASC through a project task team. The team met regularly to review the development of the manuals.

How to use the Manual

The manual is divided into sections that correspond to the project management process. Broadly, it consists of the pre-event, the implementation of the event and the evaluation and wrap-up of the event.

The specific elements of the events such as marketing, planning, sponsorship etc. are incorporated under these broad sections.

A compact disc (CD) will be provided with this manual. This disc contains the manual in Microsoft Word electronic format. Organisations are encouraged to use this file as the template for their project plan and to use the checklists as needed.
Section 1
The Project Management Process

The management of sport events is an important component of the development of sport and recreation activities in South Africa. These events range from necessary meetings, councils and conferences to exciting and challenging national and international competitive events.

The project management of these events should follow the same project management processes adopted by business. The project should therefore be planned, implemented and reviewed. All the normal components of management should also apply. This includes aspects such as resource management (human, financial, equipment), control, leadership, conflict management etc.

For South Africa to achieve its vision of becoming a world force in sport and recreation, the events that it presents should be of an international standard and measured by international benchmarks.

Projects can be separated into phases, each of these phases having their own similar processes. The following diagrams illustrate these components.
There are a variety of project management tools that the project manager could utilise to ensure that the event is managed properly.

Listed below are some of the products available:

1. **Project management software**
   a. This project management software package enable the project manager to plan, budget, allocate human resources and display the project management process in Gantt chart and critical path format.

2. **An office suite such as Microsoft Office or Corel Office**
   a. These software packages contain the essential word processor (typing), spreadsheets, presentation design, email package and database

3. **Office Equipment**
   a. Computers and printers
   b. Desks and other office furniture
   c. Stationery
4. Communication
   a. Telephones
   b. Faxes
   c. Cell Phones
   d. email

**Project Phases & Steps**

When planning for an event, the project manager should always realise that the phases of an event should follow on from the other and even overlap each other.

Usually a project will consist of:
1. An initiation phase - where the idea of the project is discussed
2. The planning phase - where the components of the project are planned
3. The implementation phase - where the plan is put into action
4. The closing phase - where the project is reviewed and shut down

The control phase occurs throughout the project.

![Project phase interaction diagram]
Most projects could also be divided simply into the three basic chronological steps: the pre-event, event and post event components. These steps could contain the following elements:

1) **Pre-event**
   1. Establish a working group or committee and project manager
   2. Determine staffing requirements
   3. Compile a project plan with objectives
   4. Work out a programme of activity containing:
      - Planning phase
      - Determining the scope of the event
      - Running the planning sessions
      - Constructing a project plan
      - Implementation phase
      - Control mechanisms
      - Staff / management meetings and reports
      - Evaluation processes
      - Evaluation / de-briefing session

2) **Event**
   1. Ensure regular working group or committee meetings with the manager
   2. Ensure that activities follow the project plan
      - Adherence to set systems

3) **Post-event**
   1. Run a debriefing session
   2. Compile project report
   3. Presentation of the report
Section 2
Establishing the Organising Committee and Event Structures

Introduction
A Local Organising Committee (LOC) should be established to manage the event. Ideally a project manager, a person responsible for the management of the project, should also be selected. The absence of a project manager could lead to confusion regarding roles and final responsibility for the event.

The LOC should comprise of people who are competent in the fields of expertise required by the event. It is advisable for the project manager to compile an organogram as well as a table of activities of the specific event performance areas.

Organising Structures of Events

Most major events in South Africa comprise of:

1. The Host City
2. An elected or selected Executive or Board

This organisation usually sets the policies of the event and ensures accountability to the sport

3. The Local Organising Committee
   i. The selected project managers and co-ordinators
   ii. The “staff” of the event who may be paid or unpaid, full-time, part-time or volunteers

4. Voluntary Workers
   Recruited to carry out the activities of the event
In most cases the “board” or “executive” of the event will consist of representatives of:

1. Government
2. The Federation
3. The Host City
4. Sports Commission
5. A Financial Person
6. The Event Project Manager or CEO
7. A Legal Person
8. Other Role Players

### Performance Areas of the LOC

The LOC is the structure that carries out the day-to-day work of the event.

The members of the LOC could perform the following roles. In most cases a person could have responsibility for more than one component. Also the composition of the LOC could differ from event to event.

In all of the components that are listed below the following elements should also be included:
- Management and operational systems
- Volunteers
- Budgets
- Catering
- Office space
- Accommodation
- Clothing

1. Chairperson
   a. Co-ordinate the functioning of the LOC
   b. Represent it in public and
   c. Chair meetings of the LOC.

2. Project Manager
   a. Manage the personnel or staff of the event
   b. Is accountable to the management or executive committee of the event or the organisation responsible for the event
   c. Manages all aspects of the event to ensure the successful execution of the event
3. Secretarial / Administrative / General office duties
   a. Administrative functions
   b. Filing and records
   c. Office infrastructure
   d. Programme
   e. Typing
   f. Reception

4. Finance / Treasurer
   a. Financial transactions
   b. Set up financial systems
   c. Budgeting
   d. Sponsorship contracts (with the legal person)
   e. Funding applications to government
   f. VAT exemption / registration
   g. Procurement, sales & merchandising
   h. Internal and external audits
   i. Workers compensation
   j. Insurance
   k. Licensing contract and legal
   l. Account management

5. Marketing & Public Relations (PR)
   (These components could be split depending on the magnitude of the event).
   a. Marketing
      i. Marketing strategy
      ii. Sponsorship agreements
      iii. Branding
      iv. Signage and décor
      v. Tourism information
      vi. Advertising
   b. Public Relations
      i. Media strategy
      ii. Media liaison
      iii. Media centre
      iv. Media conferences
      v. Hospitality centres

6. Legal
   a. Copyrights
   b. Contracts
   c. TV rights
7. Protocol
   a. VIPs
   b. Hosts and hostesses
   c. Attaches
   d. Accreditation – linked to security
   e. Ceremonies and functions / banquets
   f. Hospitality centre
   g. Department of home affairs – protocol
   h. Conferences
   i. Liaison
   j. Help desk
   k. Entertainment
   l. Government services

8. Technical
   a. Event fixtures and draws
   b. Facilities
   c. Umpires, referees and judges
   d. Jury of appeal
   e. International federations rules and regulations
   f. Equipment
   g. Training and competition venues
   h. Maps
   i. Results and technology

9. Information Systems
   a. Website, internet and email
   b. Communication systems
      i. Radios
      ii. Cell phones
   c. Computer systems and networks
   d. Other media
   e. Big screen scoreboards and result boards
   f. Processing of event information and results

10. Transport
   a. Transport systems
   b. VIP and guests vehicle assignment
   c. Team transport
   d. Public participation transport
   e. Equipment transport
   f. Freight
   g. Staff transport
   h. Volunteer transport
i. Permits
   i. Parking
   ii. Entry permits

11. Catering
   a. Supply of food and beverages for:
      i. Athletes
      ii. VIPs
      iii. Officials
      iv. Volunteers
      v. Staff
      vi. Spectators
   b. Menus
   c. Special food requirements

12. Medical and Doping Control
   a. Selection and appointment of medical staff
   b. Medical systems and procedures
   c. Emergency procedures
   d. Medical facilities
   e. Mobile clinics
   f. Referral clinics / hospitals
   g. Physiotherapists
   h. Dope testing
   i. Emergency medical services

13. Safety and security
   a. Security systems
   b. Law enforcement and visible policing
   c. Traffic management
   d. Police escorts
   e. Accreditation
   f. Security clearance and checks
      i. Staff
      ii. Volunteers
   g. Spectators
   h. Participant protection
      i. VIPs and guests
      ii. Athletes
      iii. Officials
      iv. Volunteers
      v. Staff

14. Interpretation services
   a. Competition
b. Meetings and conferences
c. VIPs

15. Local authorities / councils support services
   a. Waste
   b. Traffic
   c. Parking
   d. Health
   e. Horticulture
   f. Electricity and furniture

16. Accommodation
   a. Participant accommodation
      i. VIPs and guests
      ii. Athletes
      iii. Officials
      iv. Volunteers
      v. Staff
   b. Laundry
   c. Catering at accommodation venues

17. Public participation
   a. Community Involvement
      i. Transport
      ii. Catering
      iii. Ticketing

18. Clothing
   a. Design and selection
      - Co-ordinated with marketing
   b. Participants clothing
      i. VIPs and guests
      ii. Athletes
      iii. Officials
      iv. Volunteers
      v. Staff
   c. Systems
   d. Distribution centre

19. Volunteers
   a. Recruitment
   b. Selection
   c. Training
   d. Placement
   e. Management
   f. Acknowledgement
A typical organogram of a sport event management structure could look like this. The structuring of the event organisation will change from event to event. Different types of functional organograms could be produced to display names and portfolios or job functions. The advantages of organograms are that they display elements of the event in a simple format.
LOC Planning Workshop

On entry into the event the first steps in managing the event is to run a planning session with the LOC. This workshop serves to introduce the sub-units of the LOC and to ensure that all members understand the objectives, elements and processes of the project, the people responsible, the common goals and the financial processes.

This workshop will also produce objectives for each sub-unit and control mechanisms to be used to implement the objectives.

**Vision**
The vision statement sets the path or direction for the organisation or event and states where and how the organisation sees itself in the future.

**Values**
These statements, called value statements explain the principles that the event or organisation will strive to follow in order to prepare for and host the event. Examples of words that communicate values could be:

- Accountability
- Inclusion
- Honesty
- Standards
- Consultation

**Mission Statement**
The LOC should establish a work environment that everyone strives toward. An exciting way of doing this is to provide a Mission Statement for the group.

The mission statement should elaborate on what the event is, what the event strives to achieve and briefly how it intends to get there.

In most cases the mission statement of any LOC would be:

“To host the event successfully, by ensuring quality competition, a safe and stimulating environment and a superb experience for all participants.”
Other possible elements of the LOC that could be incorporated into a mission statement could be:

- To show the world that the organisation and South Africa can host a successful event
- Promote the sport at all levels
- Put the town, city, federation on the world map
- Establish benchmarks
- Stimulate the development of the sport
- Empower, enrich and train the LOC members, the communities and volunteers through the experience
- Ensure participation of communities in the event
- Leave a legacy or heritage for the country and the communities
- Have a positive impact on the city or cities and their economies
- Unite public and private sectors

**Objectives**
The objectives state specifically what the event wants to achieve in a particular period of time.

These are statements that can be measured to determine the success of the event.

**Implementation steps and strategies**
These are logical steps that will be taken to achieve the objectives. In most cases these steps include:

- The action to be taken
- The person responsible
- The deadline
- Costs
### LOC Checklists

#### Local Organising Committee and its Functions

The following is an example of an LOC job function checklist. The project manager should include the name of each individual responsible for a specific job function. This list is distributed to every individual of the event.

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<td>Information Technology (IT)</td>
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<td>Setting up and controlling IT systems</td>
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<td>Publishing results and event data</td>
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<td>Compilation of event statistics</td>
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<td>Web-site design and updates</td>
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<td>VIP Hosting</td>
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<td>Contracts / Legal</td>
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<td>Account Management</td>
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<td>Volunteer Services</td>
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<td>Selection of volunteers</td>
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<td>Training of volunteers</td>
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<td>Management of volunteers</td>
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<td>Acknowledgement of volunteers</td>
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<td>Clothing of volunteers</td>
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</tbody>
</table>
Safety and Security
- Escorts
- Law Enforcement
- Visible Policing
- Traffic Management

Medical Services
- Mobile Clinic
- Referral Clinic / Hospital
- Physiotherapist
- Dope Testing

Transport
- Teams / VIPS / Guests
- Permits
- Driver Allocation

Catering
- Catering at venues
- VIP Catering
- Menus

**Project Participant Totals**

Each unit should compile a list of the people working in that sector. This list will assist the project manager to keep track of the total number of people working in the event and provide useful information for clothing and catering etc.

<table>
<thead>
<tr>
<th>Areas</th>
<th>Convenor</th>
<th>No. of LOC</th>
<th>Staff (paid)</th>
<th>No. of volunteers</th>
<th>Total</th>
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<tbody>
<tr>
<td>1 Marketing</td>
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<td>2 Administration</td>
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<td>6 Public Participation</td>
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<td>7 Media</td>
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<td>8 Facilities development &amp; support (Technical)</td>
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<td>9 Accommodation</td>
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<td>10 Transport</td>
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<td>11 Safety and Security</td>
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<td>12 Ceremonies</td>
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<td>13 IT</td>
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<td>14 Technical Officiating</td>
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<td>15 Finance</td>
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25
Event Premises

The administrative office of the event should be set up at a central location. The premises should accommodate the full-time and part-time staff and should have the capacity to expand to include the volunteers needed for the event.

The office space should meet with the following requirements:

- Offices space
  - Closed and open plan
- Desks
- Chairs
- Meeting facilities
  - Tables
  - Overhead projectors
  - Chairs
  - Flip chart boards
  - White boards
- Kitchens
- Ablution facilities
- Stationery
- Communication equipment
  - Telephones
  - Faxes
  - Email
- Office equipment
  - Photocopierners
  - Binders
- Parking
- Easy access after hours
- Storage space
Section 3
Project Performance Areas

1. Management

Ideally an event should employ a full time project manager, especially for international events. This person will manage the process, people, and systems and ensure the day-to-day running of the event.

In the case of major international events where budgets allow, a complete management structure containing a CEO, managers, project managers, staff and volunteers should be developed.

Management issues that could be considered are:

- Job descriptions and briefing of managers and coordinators
- Selection of appropriate office space and equipment
- Compilation of business or operational plans for each component of the event
- Creation of a project plan
- Create the office environment and reporting systems
- Sending out of bulletins, communiqués, information packs, entry requirements, and other pertinent information to the countries, teams etc.
- Produce participant guides, contracts, code of conduct, contact details, maps
- Produce the final reports

Pre-event Activities

Some events require that pre-event visits and meetings be held. These sessions could cover issues such as:

- Criteria for participation
  - Numbers
  - Eligibility
  - Qualification criteria
- Rules and regulations
- Participation deposits and fees
- Completion of entry forms and accreditation forms

**Project Phases & Steps**

1) **Pre-event**
   - Establish a working group or committee and project manager
   - Determine staffing requirements
   - Compile a project plan with objectives

2) **Event**
   - Ensure regular working group or committee meetings with the manager
   - Ensure that activities follow the project plan
   - Adherence to set systems

3) **Post-event**
   - Run a debriefing session
   - Compile project report

**Human Resources**

The human resources unit could fall under the jurisdiction of the CEO or a specific human resources manager.

This unit will handle issues such as:

- Staff applications
- Staff and volunteer records
- Leave
- Grievances
- Contracts
- Conduct and disciplinary hearings

Depending on the event there may be applications for staff positions. Applications and appointments should be centrally processed through one unit. Detailed records of staff should be kept for the event as well as for future events.
Risk Management

Risk Management is the process of planning for the possibility of the event’s course of action not going according to plan.

Apart from the planning and instituting the systems necessary to counter the unexpected events, the following items need to be done:

- Asset insurance
- Business interruption insurance
- Fidelity insurance
- Public liability insurance
- Umbrella liability insurance
- Directors’ and officers’ liability
- Motor fleet insurance
- Stated benefits insurance
- Comprehensive extortion insurance
- Medical insurance
- Cancellation insurance

Systems should also be set for the reporting of lost goods. Staff should be acquainted with these procedures.

A structured and negotiated comprehensive package should be signed.

A system of recovery should also be established for lost tickets and other goods.

Legal

A legal person should be used to assist the organisers in legal issues such as:

- Contracts
  - Government contracts
  - Sponsorship agreements
  - Supplier contracts
  - Service contracts
- Entertainment
- IT
- Ceremonies
- Employee contracts
• Disputes
  o Sponsors
  o Suppliers
• Winding up of the organization

Checklist - Management

<table>
<thead>
<tr>
<th>Item</th>
<th>Person Responsible</th>
<th>Deadline</th>
<th>Completed</th>
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<tbody>
<tr>
<td>Project Plan with Work Breakdown Structures (WBS)</td>
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<td>Meeting Roster / Schedule</td>
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<td>Games Schedule</td>
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<td>Contact Lists</td>
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<td>Unit Meeting Schedules</td>
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<td>Transport Requirements</td>
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<td>Communiqué Roster</td>
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<td>Unit Business Plans and Implementation</td>
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<td>Catering Arrangements</td>
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<td>Board / Executive Meeting Schedule and Implementation</td>
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<td>Stationery Requirements and Schedule</td>
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<td>Staff Code of Conduct</td>
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<td>Staff Placement</td>
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<td>Contracts</td>
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</table>
Key Points

1. The formulation of the business and operational plans should filter to the
lowest management structures

   The managers or project managers should use these plans as a basis for
their own unit’s operational plans

2. Regular briefing meetings should be held to inform staff of developments

3. Participating countries or teams must sign their acceptance of the rules
and regulations

4. Teams not adhering to the stipulated numbers should be fined to cover
costs

5. Deposits and fees must be paid before arrival in the country or at the
venue

6. Communication with teams will always be frustrating. Teams must be
made aware of the penalties of missing deadlines and be reminded
continually.

7. Teams that cannot fulfill their financial obligations should not be allowed
to arrive for the event or should not be given their accreditation until
payment is received

8. Contracts must be entered into with organisation’s seconded staff

2. Administration

Despite having a competent CEO, project manager or managers, the event
can still fail if the administrative systems are not set up.

Administrative issues that could be considered are:

- Selection of appropriate office space and equipment
- Installation and monitoring of communication equipment
- Selection and allocation of office equipment and office communication
  systems
- Filing systems
• Compilation of business or operational plans for each component of the event
• Create the office environment and reporting systems
• Creation of reports to the executive / board and other role players
• Sending out of bulletins, communiqués, information packs, entry requirements, and other pertinent information to the countries, teams etc.
• Production of participant guides, contracts, code of conduct, contact details, maps
• Produce the final reports
• Keeping of the event personnel records

Project Phases & Steps

1) Pre-event
• Establish a working group or committee and project manager
• Determine staffing requirements
• Compile a project plan with objectives
• Work out a programme of activity containing:
  o Filing systems
  o Recording systems
  o Stationery and other requisition processes
  o Determining office equipment and furniture needs

2) Event
• Ensure that activities follow the project plan
• Adherence to set systems, controls and procedures

3) Post-event
• Run a briefing session
• Compile project report
• Possible procedures manual of the event

Equipment

The provision of equipment that enables the organisation to function properly should be prepared well in advance of the staff or volunteers joining the organisation.

The following equipment is recommended:

• Copiers
• Fax machines
• Laminators
• Shredders
• Binders
• Computers
• Computer accessories
• Stationery
• Telephones

This equipment can either be hired or sponsored. Note that maintenance of this equipment can be expensive and should be written into the budget. Purchase options should also be investigated.

Insurance and security should also be provided.

**Stationery**

As with the office equipment the provision of stationery is critical for the proper function of the organisation. Office stationery should also be strictly controlled and administrative systems established to ensure control.

Every department or unit should include stationery requirements and stationery submissions as part of their checklists. Stationery should be ordered a month in advance but this should increase to biweekly during the event.

Stationery includes:
1. Pens
2. Pencils
3. Office paper
   a. Copier
   b. Fax
   c. Writing pads
4. White board pens
5. OHP pens
6. Transparencies
7. Staples
8. Sticky tape
9. Message books
10. Fax copier and printer cartridges
Printing

There is usually a huge amount of printing to be done at events. This printing can take the form of normal office laser and inkjet printing for normal administrative work or bulk printing.

There will also be a need to produce high quality documents, office stationery and brochures.

The laser printers should be preferred to inkjet printers for black and white office printing as the cost per print is cheaper. Bulk copies should be proof read before printing.

Office furniture

Office furniture for the event needs to be procured and placed in the respective units.

Depending on the event the office furniture could range from basic furniture to expensive items.

Furniture needs to be procured for:

- Offices
- Committee offices
- Meeting rooms
- Competition venues
- Team offices
- Hospitality areas
- Games village
- Technical officials venues

Clearly systems need to be implemented to procure, place, monitor, secure and retrieve the furniture.

A completely separate unit should be established for this purpose. A furniture needs list should to be compiled and proper sourcing procedures followed to ensure best possible prices and service. Inventories and delivery records should be kept. Also approach the municipality for furniture.

Strict security is essential to control these items.
Committee / Meeting Services

Most units of the event will have committees that advise and monitor their activities. These committees need to meet regularly and there is therefore a need to service them.

Committee services should be established in each unit to:

- prepare for meetings
- send out notices
- take and distribute minutes and reports
- follow-up on action items

It is advisable therefore that each unit should have a person specifically assigned for this job.

Checklist - Administration

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<th>Item</th>
<th>Person Responsible</th>
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<td>Meeting Roster / Schedule</td>
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<td>Equipment Lists</td>
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<td>Transport Requirements</td>
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<td>Catering Arrangements</td>
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<td>Parking Requirements</td>
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<td>Stationery Requirements and Schedule</td>
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<td>Furniture Procurement Policy</td>
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<td>Furniture Inventory</td>
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<td>Furniture Security Systems</td>
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</table>
Key Points - Administration

1. All hired equipment should contain a maintenance contract
2. Staff and volunteers should be trained to operate the equipment
3. A security system must be applied to prevent the removal of equipment, stationery, furniture and any movable assets
4. A unit for administration and dissemination of equipment and stationery should be established
5. Bulk orders for stationery should be done in advance to prevent delays in staff performing their tasks
6. Bulk printing should be outsourced to prevent excessive use of the office equipment

3. Finance

As this manual is focused on international type events it is advisable to select a qualified financial person to the position of the project manager for finance.

Appropriate financial software packages need to be bought and set up to capture the many financial transactions. Programmes such as Pastel and QuickBooks Pro should suffice. The costs of purchasing this software should therefore be factored into the budget or alternatively donations or sponsorships sourced.

Objectives

1. Establish financial systems
   a. Detailed itemised budget compilation
   b. Purchase and set up accounting packages
   c. Opening of bank accounts
   d. Ensure that signatory (authorisation) requirements are adhered to
2. Apply for funding
3. Ensure that proper accounting procedures are followed
   a. Budget revision
   b. Commitment accounting
   c. Cash Flow
4. Produce financial reports
Stakeholders

Stakeholders are the people or organisations that have right, ownership or interest.

1. Funders / Sponsors
2. Unit Project Leaders / Managers
3. Executive Members
4. Public
5. Government

The budgeting process

1. Each project manager including the CEO should attend the planning sessions
2. Through these sessions the project plan will be drawn up
3. Contained in this plan is the expected expenditure for the event. This should include the following costs:
   a. Capital Budget
      i. Event Equipment
      ii. Office Equipment
      iii. Venue Construction / Hire
   b. Operating Budget (The budget needed to operate the event)
      i. Stationery
      ii. Transport Costs
      iii. Staffing Costs
      iv. Communications
4. This expenditure should then be compared with the actual and possible income of the event

Petty Cash

Handling petty cash could be one of the major headaches of the event if it is not controlled. Keep these transactions to a minimum by having strict control measures and a planned programme of expenditure.

Buy a petty cash book for this purpose and record the transactions judiciously.

Use of an imprest system i.e. the re-imbursement of expenditure float dependant on the number of petty transactions.

Reconciliation of transactions should also be done.
Budget Template

<table>
<thead>
<tr>
<th>Income (sources of income)</th>
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<tr>
<td>Grants from Government</td>
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<td>Sponsorships</td>
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<td>Donations</td>
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<tr>
<td>Other Income</td>
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<td><strong>Total Income</strong></td>
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<td>Expenses</td>
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<td>Stationery</td>
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<td>Telephone</td>
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<td><strong>Total Expenses</strong></td>
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<td><strong>Profit / Loss</strong></td>
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</table>

Note that with government grants no profit is allowed. This money must be used e.g. for development.

Project Phases & Steps

1. Pre-event
   - Establish a working group or committee and project manager
   - Compile a project plan with objectives for this unit
   - Determine resourcing requirements
   - Have a meeting with the whole organisations / events units to determine budgeting processes
   - Work out a programme of activity containing:
     o Financial Systems
     o Budgeting Processes
     o Budgets
     o Procurement Systems
     o Record Keeping
     o Opening of Accounts
     o Salary Wage Systems
     o Financial Controls
     o Signatories
     o Weekly / Monthly Reporting Processes
2. Event
   - Ensure regular working group or committee meetings with the manager
   - Ensure that activities follow the project plan
   - Adherence to financial systems

3. Post-event
   - Run a briefing session
   - Compile project report containing the required financial reports

Checklist - Finance

<table>
<thead>
<tr>
<th>Item</th>
<th>Person Responsible</th>
<th>Deadline</th>
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Key Points – Finance

1. Budgeting control is essential. Detail of actual expenditure against the budget must be made available to the managers or people responsible for units for control purposes
2. Past events should be used for compiling accurate itemised budgets
4. Protocol

Introduction

The protocol unit can be responsible for the following components of the event:

- Invitations
- Airport welcome and send-off
- Accreditation policy
- Team / country / participant liaison
- Ceremonies
- Hosts and hostesses
- Guest / VIP events
- Visas

Objectives

1. Invite participants to the event
2. To ensure that all participants of the event are accredited correctly and awarded the necessary status
3. To ensure that dignitaries are handled with the correct protocols
4. Ensure correct entry to country
5. Production of a protocol handbook
6. Immigration procedures
7. Issuing of medals and certificates (could also be allocated to ceremonies)
8. Communication with countries / teams in liaison with the project manager
9. Arrangement of meetings and conferences
10. Organising religious services
11. Linkage to government functions at all levels e.g. mayoral and premier functions
12. Arrangement and co-ordination of Chefs de Mission / Team management meetings
13. Co-ordination of hosts, hostesses, attachés and country liaisons
Invitations

Invitations to participate in the event should be designed and dispatched according to the protocol agreement and regulations of the event.

These invitations should be sent to the participants, countries, guests and dignitaries.

The invitations should be sent out well in advance of the event to ensure timeous replies. It stands to reason therefore that the invitations should contain the following elements:

- Event details
- Entry forms
- Participation criteria
- Fees and deposits
- Timeframes and deadlines should be stipulated

Invitations should also be issued to government officials and VIPs. These include:
- Ministers
- Premiers
- Presidents / Deputy presidents
- Mayors and councillors
- MECs
- Directors general
- Heads of departments – national, provincial and local
- Directors
- Confederation presidents
- Secretary-generals
- International presidents
- IOC members
- Chairperson SASC
- CEO SASC

The Protocol Handbook

It is recommended that a protocol handbook be developed specifically for volunteers and staff to understand the basic principles of protocol.
Immigration and Visas
A process of entry into the country needs to be developed with the Department of Foreign Affairs and the Department of Home Affairs. This process ensures easy access for participants and other government officials.

Medals
This component deals with the design and allocation of commemorative and award medals.

The design of the medals should therefore receive attention and sanctioning early in the event to ensure timeous production.

Certificates
Certificates could be designed and awarded to participants and volunteers.

Communication with teams / countries
Communication with teams / countries is usually done through faxes, telephones, email, attachés, and embassies and could become a frustrating task. Proper systems therefore need to be created to ensure communication and the retrieval of information from the participants of the event.

Meeting conferences and functions
Usually the protocol department facilitates meetings through the provision of translation services, provision of venues, stationery, signage, equipment and personnel such as recording services, hosts and hostesses.

Tourism
The main responsibility is to provide a link to the department of tourism from local to national level.
Religious Services

These services can be provided for the various religions that attend the event. Appropriate facilities that conform to the religions requirements should therefore be provided.

Chefs de Mission / Team Managers Meetings

A standard agenda can be set for these meetings. If the need arises then translation services should be provided.

These meetings should:

- take place daily
- should be short and deal with specific issues that will facilitate the smooth running of the event by addressing problem areas for the organisers
- provide necessary information for the teams.

Minutes taken should be distributed the same day.

Hosts, Hostesses, Attachés and Country / Team Liaisons

Hosts and hostesses are usually placed with ministers and dignitaries. They ensure that the VIPs are informed of pertinent issues concerning the event and assist the VIPs to attend events. Country or team liaisons are placed with the teams and carry out a similar function.

When these volunteers or personnel are selected they should have security clearance and be able to speak the countries / teams language.
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**Key Points – Protocol**

1. The Departments of Home Affairs and Foreign Affairs should form part of the committee / commission for protocol
2. Certificate allocation should be done centrally
3. Communication with teams will always be frustrating. Teams must be
   made aware of the penalties of missing deadlines and be reminded
   continually
4. Proper contact information must be submitted by the teams / countries
5. Applications, selections and training for hosts, hostesses, liaisons and
   attachés should happen at least a year before the event to ensure proper
   screening and training

## 5. Security

### Introduction

Security remains one of the key elements of sport and recreation events. The
security component handles the safety and security of the:

- Athletes
- Officials
- Staff
- VIPs
- Spectators
- Volunteers
- Furniture
- Equipment
- Vehicles
- Venues
- Transport routes

### Objectives

The objectives of this unit could include aspects such as:

a) To provide a safe and secure environment for all the participants of the
   event
b) To secure the equipment and other items of the event
c) Closed circuit television
d) Press identification of people
e) Emergency procedures
f) Emergency services
Security Systems and Structures

The National Operational Coordinating Committee (NOCOC) could be responsible for the co-ordination of security.

NOCOC is an inter-departmental co-ordinating mechanism for the South African Police Service (SAPS), the South African National Defence Force (SANDF) and the National Intelligence Agency (NIA).

The responsibility for access control and loss control could be performed by outsourced companies.

Other functions of these entities could include checking of:

- Venues
- Vehicles
- VIP credentials
- Electricity connections
- Food – in conjunction with the Department of Health
- Volunteer and staff checks
- Co-ordination of emergency services
- Games Village / Athlete accommodation
- Accreditation

Security Checklist

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</table>
Key Points - Security

1. Screening of volunteers is essential
2. Local authorities and local media should be involved in getting the buy-in of communities around the venues
3. Safety and security should be involved from the onset of the event

6. Accreditation

Introduction

The accreditation process starts with the allocation of the proper accreditation according to the event protocols.

Accreditation should be applied to all participants of the events, including sponsors and service/product suppliers. The issuing of accreditation also applies to vehicles.

The areas of accreditation include:

- Accreditation card production
- Allocation of accreditation levels
- Accreditation lists

This unit could therefore be tasked to:

- Design an accreditation card
- Purchase the required resources
- Photograph people or acquire photographs
- Laminate the cards
- Provide the thread for the card and issue these cards
- Check accreditation against the person and form of identification
- Liaise with security

The Accreditation Process

The success of the accreditation process depends largely on:

- The proper training of volunteers and staff to operate the accreditation equipment
- The ability of the organisation to apply the deadline for applications for accreditation
• The necessary equipment needed to produce the accreditation cards
• The ability to handle emergency cards
• The systems for ensuring that cards cannot be duplicated
• The system for replacing lost cards

Accreditation Centres

Different centres can be used to service different participants such as:
• VIPs
• Athletes
• Technical Officials
• Volunteers
• Staff
• Media
• Suppliers
• Sponsors

Accreditation Cards

The process of producing accreditation cards is extremely demanding and team members are continually pressured into producing more cards or changing the status of individuals.

The following is an example of a typical accreditation card.
Car passes or any other similar identification cards could be produced to control access and movement into the venues.

The following diagram is an example of a car pass.

Note that the driver should also be correctly accredited.

**Accreditation Checklist**

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Key Points – Accreditation

If countries do not respond timeously to the deadlines for the submission of accreditation forms there should be a mechanism to reduce their privileges or the institution of fines.

7. Accommodation

Introduction

The aim of the accommodation unit is to ensure that the participants of the event have suitable and safe accommodation.

Objectives

1. To find suitable accommodation that will cater for the required number of people
2. To ensure that the participants are safely accommodated during the event
3. To ensure that the accommodation is of a quality as determined by the rules of the event
4. To ensure reasonable distance from the accommodation venue to competition and training venues.

Role Players

As accommodation, like catering, can sully the event if not handled correctly, it is advisable to include members of other units on this committee.

The important units are:
- Finance Committee
- Transport
- Protocol
- Safety and Security
- Medical
Games Village

In mega events such as the All Africa Games a games village is usually provided for the participants.

This village is built and then sold to the public after the event.

The village should contain all the facilities needed to enable the athletes and technical officials to function optimally during the event.

To provide a well co-ordinated facility the following aspects need to be applied:

1. Appropriate and safe accommodation must be provided
2. The numbers as forwarded by the teams should not be exceeded
3. Technical officials should not be placed with the athletes

A transport and security system should be set up at the games village to ensure smooth transport of the athletes to and from the events and to ensure safe accommodation.

Hotels

Hotels are usually identified to accommodate:

- VIPs
- VVIPs
- Media
- Technical Officials (if not accommodated in the village)
- Medical Staff (not accommodated in the village)

Hotels should have shuttles allocated or the VIPs should have transport allocated.

As with athlete accommodation proper and timeous notification of stay and arrival is essential in ensuring that dignitaries are accommodated speedily and effectively and within suitable distances from the events.
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Key Points - Accommodation

1. Teams should sign a contract of payment for accommodation before they arrive
2. Teams should have advanced visits to determine whether they will be staying in the accommodation provided
3. The controlling body should sanction the accommodation before the event
4. A voucher system should be used for the provision of meals
5. Dignitaries should confirm hotel accommodation and arrivals at least three months before the event
6. Volunteers, especially hosts and hostesses, have to be accommodated as close as possible to the hotels of their VIPs

8. Ceremonies

Introduction

This unit of the event handles the:

- Opening and closing ceremonies
- Team / Village / Participant Welcomes
- Award Ceremonies
- Cultural Activities

Objectives

1. To organise a reception for the participants
2. To welcome teams at the airport, at their accommodation or at a planned venue
3. To organise and co-ordinate artists and performers i.e. cultural groups and dancers for the opening, mayoral & other functions, as well as the closing ceremonies
4. To organise souvenirs for the teams and dignitaries – where this may be too expensive, commemorative medals or certificates could be issued
5. To arrange and ensure catering for the VIPs
6. To organise the opening and closing ceremonies
7. To organise the ceremony presentation of Medals and Awards
8. To plan and co-ordinate all official functions of the event
Role Players

- Performers and Artists.
- Sub-committees, Finance, Protocol, Transport, Security
- Caterers
- Exhibitors
- Public participants

Opening Ceremony

The opening ceremony is the occasion where the teams are presented to each other and to the public.

The ceremony could be presented as a theme that focuses on the cultural component of the province, the sport or the country.

In major events companies are invited to tender for these ceremonies. A brief should therefore be prepared and issued to the companies that tender.

Welcome Ceremonies

These ceremonies welcome the participants / countries or teams. They can occur at the airport, accommodation venue or at a selected venue.

Flag raising ceremonies could also be included under this unit. However it is strongly recommended that the protocol unit be included in the activities to ensure that the flags, anthems and protocol are applied correctly.

Cultural Functions

This could be held to welcome the participants of the event. It is also the opportunity for the sponsors to be thanked and to thank individuals and organisations formally for their contribution to the event. This component could signify the link between art, culture and sport as vehicles for unification of teams of the event. These activities could take place at special events, the airports, accommodation venues and at functions.

A final event party or function could also be held.
Closing Ceremony

The closing ceremony is the final ceremony and usually bids farewell to the participants.

In most cases this ceremony is affected by fixtures or events running late. Close scrutiny must be kept on keeping the event running to time. As with the opening ceremony this component can be outsourced.

See Ceremonies Checklist on next page
**Ceremonies Checklist**

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<td>List of Souvenirs for Dignitaries</td>
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<td>List of Exhibitors</td>
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<tr>
<td>Contact Details of Caterers</td>
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<tr>
<td>Agreements or contracts signed by artists and schools</td>
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<tr>
<td>Ceremonies Tender Brief</td>
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<td>Flags and Flag poles</td>
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<tr>
<td>Anthems on CD</td>
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<tr>
<td>Rehearsal Rooms and Schedules</td>
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<tr>
<td>Medals and Awards</td>
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<tr>
<td>Cushions for presentations</td>
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<tr>
<td>Presenters and MCs</td>
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<tr>
<td>Gift / Medal Bearers</td>
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</tbody>
</table>
Key Points – Ceremonies

1. Budget sufficiently for these ceremonies
2. Appoint an events management company to manage these components
3. Appropriate areas should be allocated for the flag raising ceremonies
4. Identify, secure and prepare venue
5. Protocol matters – e.g. parade of countries in alphabetical order with the host country last
6. Transport of public participants to and from the venue
7. Parking and access to the venues
8. Programmes and schedules

9. Catering

Introduction

Catering is probably the single element that can create problems more than any other component of the event. Like accommodation it is therefore essential that a joint approach be tackled with members of other units of the event.

It is also a huge logistical exercise. Tenders can be called for from companies. Catering can be provided at the following venues:

- Games village
- International zone
- Competition areas
- Airport reception
- Organisation offices
- Volunteer areas

Objectives

To ensure catering for participants of the event. These could be:

- LOC
- Board
- Participants
- Performers
- Dignitaries
- Security
• Spectators transported to the event as part of the community participation campaign
• Athletes
• Guests
• Officials

Control Measures

Arranging the catering is not an easy task, as very few people will be satisfied with the menu, food or presentation thereof. It is also an area open to abuse.

Control measures could include:

• Lists of people requiring food
• The feeding schedule
• Use of accreditation cards
• A voucher system

Catering Checklist

<table>
<thead>
<tr>
<th>Items</th>
<th>Responsible Person</th>
<th>Deadline to Complete</th>
<th>Completed</th>
<th>Cost</th>
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</thead>
<tbody>
<tr>
<td>Liaise with MC, Speakers, and VIP's on catering needs</td>
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<tr>
<td>Confirm and inspect catering venue</td>
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<tr>
<td>Finalise refreshments for guests</td>
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<tr>
<td>Check menus - quantity and quality</td>
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<td>Organise kitchen arrangements</td>
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<td>Delivery Systems and collection points</td>
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<tr>
<td>Refreshments - venues and times</td>
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<tr>
<td>Meal venues and times</td>
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<tr>
<td>Organisation of meal tickets</td>
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</tbody>
</table>
Key Points – Catering

1. Food distribution needs a separate planning strategy and a unit needs to be established for this purpose
2. Catering facilities must be organised well in advance of the event
3. The quality of the food must be constantly checked and the Health Department must be incorporated into the process
4. The food preferences of the participants must be taken into account
5. Athlete diets must also be considered

10. Transport

Introduction

Transport is another logistical challenge for the organisers of the event. Clearly a separate experienced unit should be set up for this component.

A travel agent should also be appointed to service participants and VIPs and preferably be on site to assist with tours and confirmation of tickets.

Objectives

1. To transport the participants and equipment to the event safely (this could be from their countries)
2. To transport the participants and equipment safely throughout the event
3. To transport participants safely and on time to their destinations using designated routes
4. To ensure smooth running of the event by ensuring that participants arrive timeously at their destinations
5. Make sure of proper management of vehicles, including their safe keeping.
6. To make arrangements for transport i.e. travel agents
7. To make alternative arrangements in case of vehicle breakdowns
Transport Routes

The routes for transport could be:

- Athletes and technical officials
  - Airport to accommodation
  - Accommodation to practice venues and back
  - Accommodation to competition and back
  - Transport to functions and ceremonies

- VIPs
  - To and from accommodation
  - To and from functions
  - To and from airport
  - Tours

Control Mechanisms

1. Maps of area and venue
2. The maps should be distributed to all participants and drivers
3. All information desks will be supplied with the relevant maps
4. Driver vehicle allocation list
5. Each driver should be provided with a list of passengers that he/she has to convey; this will help for security reasons and for strict allocation
6. Vehicles should be marked but this is subject to approval by the safety and security committee
7. Transport roster (incorporating lag-time)
8. The safety and security committee will advise and liaise with the transport committee prior to and during the games
9. Team manager briefing
10. Two-way radios to track the vehicles
11. Airport rosters
12. Drivers Code of conduct:
   a. Abuse of vehicles
   b. Drug and alcohol abuse
   c. Punctuality
   d. Responsibility and commitment
   e. Dedication
   f. Attire
13. The usage of logbooks to control the vehicle usage and petrol costs
14. Two-way radios will also be used to track the drivers
15. Confirmation of licence and security passes
16. The transport committee together with the safety and security committee will do a thorough check on the driver's license validity and security passes.
17. Training:
   a. The transport committee will offer the training to all drivers prior to the games.
18. Feeding:
   a. The feeding of drivers must be included into the catering arrangements.
19. Schedules:
   a. The transport committee must consult with other committees and a transport schedule compiled.
20. All transport vehicles should be parked at a secure location when not in use.
21. After the drivers have parked their vehicles they should be transported to their accommodation areas or to their homes / places of residence or to their own transport.
22. Refuelling system
23. Tracker device systems

Transport Duties

The transport division will ensure that the following people are transported during the event.

- Officials
- Staff
- Teams
- Schools
- Dignitaries
- Volunteers
- Spectators
- Public participants

Officials and VIPs

- Sedans should be used to transport VIPS and organisation officials including guests categorised as VIP
- Officials should have dedicated drivers and vehicles
- Umpires should have vehicles for their use / and drivers if necessary
Teams
• Buses should be used incorporated into a shuttle system to transport the teams for the event if dedicated buses are not provided.
• These buses should be also used to transport the teams to and from various tourist destinations.

LOC
Sedans should be allocated to the convenors of almost all the committees.

Public Participation
• Schools as part of public participation
• Buses should be used to transport the groups whom are part of the public participation component.

Fuelling System
A fuel account should be opened to facilitate fuelling of all the vehicles and to ensure a responsible financial system. A delegated person should issue vouchers to the drivers and copies of these vouchers should be returned for filing.

At the end of the event the petrol stations records should be compared to those maintained by the transport co-ordinator.
## Transport Checklist

<table>
<thead>
<tr>
<th>Item</th>
<th>Person Responsible</th>
<th>Deadline</th>
<th>Completed</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Project Plan</td>
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<td>Meeting Roster / Schedule</td>
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<td>Budgets</td>
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<td>Contact Lists</td>
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<td>Furniture Requirements</td>
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<td>Staff Requirements</td>
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<td>Volunteers Requirements</td>
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<tr>
<td>Stationery Requirements and Schedule</td>
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<tr>
<td>Catering Arrangements</td>
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<td>Accreditation</td>
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<tr>
<td>Maps of Area and Venues</td>
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<td>Vehicle overnight parking facility</td>
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<td>Driver Feeding Roster</td>
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<td>Driver Training Schedule</td>
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<td>Driver Security Checks</td>
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<tr>
<td>Confirmation of licence and security passes</td>
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<td>Driver Transport Schedule</td>
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<td>Logbook System</td>
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<td>Driver Clothing</td>
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<td>Driver Allocation List</td>
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<tr>
<td>Airport Rosters</td>
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<tr>
<td>Drivers Code of Conduct</td>
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<td>Fuelling System</td>
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<td>Uniforms</td>
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</table>

### Key Points – Transport

1. Drivers must be screened at least six months before the event
2. Drivers should be trained and familiarised with the routes and protocols
11. Marketing

Introduction
The role of marketing is to sell a particular product, in this case, the event and aspects associated with the event.

In major international events or where budgets allow, host organisations should employ a company to manage this process.

Objectives
1. To create public awareness of the event through various publicity campaigns
2. To secure adequate sponsorship for the event in cash or in kind
3. To market the event
4. To ensure that the funders and sponsors receive exposure

Marketing Components

1. Position statement
Most major events use a position statement to embody the principles of the occasion. The statement should be positive, have a sense of anticipation and celebrate the occasion.

2. Games Logo
The event logo could reflect aspects of the country, province, city, sport or venue. A design company can be commissioned to produce the logo or a competition could provide the basis for a possible logo.

The rationale should contain:
- Reasons for the shape and design
- Colours that indicate principles

3. Mascot
As with the event logo the mascot should also reflect uniqueness about the event or the location of the event.

Usually the mascot is a cartoon character or animal that is also given a fun and easily pronounced name.
The rational for the mascot also embodies the principles of the event i.e. excitement, enjoyment.

The selection of the mascot could also be done through a national, provincial, regional or local competition to develop awareness and excitement for the event.

**Sponsorship**

The organising committee, together with the committee and companies responsible for raising funds from sponsors should determine the amount that will be raised on the basis of the budget developed.

To achieve this goal the following sponsorship strategies should be developed:

1. A sponsorship rights package that will guarantee sponsors privileges in their sponsorship of the event
2. A sponsorship marketing campaign
3. A sponsor service plan

Sponsors want their money to be spent in a manner that enables the public and participants to notice the sponsors positive association with the event.

The sponsorship programme should:

1. Promote the event
2. Give sponsors significant, dedicated and unique advertising opportunities which will enable them to gain positive association with the event and mileage there from

Media advertising and hospitality could be built into the sponsors rights package. The package can also be assessed by outside companies to determine the return on investment before, during and after the event.

**Sponsor Packages**

Several types of packages could be designed to enable different sponsors to associate with the event.
The following types of sponsor packages should serve as examples:

1. **Event Sponsor**
   a. Rights of association
   b. Logo branding on:
      i. Athlete attire
      ii. Podiums
      iii. Event tickets
   c. Local TV broadcast sponsorship
   d. Extensive exposure to the event marketing programme and leverage opportunities
   e. Access to the sponsor hospitality tent with corporate entertainment opportunities

2. **Sponsor – such as team sponsor**
   a. Rights of association
   b. Local TV broadcast sponsorship
   c. Extensive exposure to the event marketing programme and leverage opportunities
   d. Access to the sponsor hospitality tent with corporate entertainment opportunities

3. **Official product Sponsor**
   a. Cash and product sponsor
   b. Specific rights
   c. Specific exposure to the event marketing programme
   d. Product / Service endorsement by the event

4. **Official Supplier (product / service)**
   a. Product or service supply
   b. Define exposure through the marketing campaign
   c. Product / Service endorsement

### Marketing Phases

The sponsors and the event needs to be promoted through an ongoing, exciting and logical marketing campaign.

An example of such a process is:

1. **Pre-event**
   a. Consultation with stakeholders
   b. Development of the marketing concept, position statement and programme
c. Development of the logo and recognition thereof  
d. Develop the sponsors association with the event  
e. Build credibility and significance for the event  
f. Create public awareness  

2. Event  
   a. Highlighting the sponsors association  
   b. Draw public to the event  
   c. Cement sponsors association  

3. Post event  
   a. Attach the sponsors to the successful event  
   b. Thank the sponsors for making it possible  

Public Relations  
This component of the event, as with the other components, should be handled by an outside company. This is of course dependant on the type of event and available budget.  

The public relations programme should be directly linked to the marketing programme, with the positioning statement being the central theme in all activities.  

Special emphasis should be allocated to the buy-in from stakeholders. The stakeholders could range from:  

- National Government  
- Provincial Government  
- Local Government  
- Sport and recreation organisations  
- Corporations  
- Prominent personalities  
- Media  
- The public  
- Schools  

The endorsement from these key stakeholders could be recorded as:  

- Letters  
- Videos  
- Radio and TV interviews  

The public relations programme links directly to the marketing programme and must ensure that the sponsors and key stakeholders are treated in a manner that reflects their commitment and respect to the event.
Internet Site

The internet site could also be used as a form of public relations and marketing.

Apart from having the sponsor logos the internet site could also contain:

- Daily schedules and programmes
- Results
- Medal standings
- Entries
- General information
- Email messages
- Team information
- Event history
- Media releases
- Athlete profiles

Advertising

Naturally the event needs to be promoted in a manner that attracts the most people to the event. There are various forms of doing this and advertising is one of these methods.

Classical Advertising

1. The classical television advertisements:
   - Generic promotional advertisements of the event and its participants
   - Of the sponsors associated with the event
2. Radio advertisements
   - In South Africa radio advertisements reach the majority of the communities and should therefore be done. If possible radio advertisement should be done in the different languages.
3. Print campaign
   - Usually in newspapers and magazines
4. Event magazine
5. Web site
Outdoor Advertising

The various forms of outdoor advertising could be:

- Billboards
- Gantries
- Street flags
- Perimeter signage
- Taxi advertising
- Airport branding
- Décor
  - Flags
  - Bunting
  - Sponsor flags
  - Television and interview backboards

Merchandising

The sale of event items could raise significant funds for the event. However, proper planning and production of the items as well as the proper systems for sale needs to be set up well in advance of the event.

Depending on the level of the event the following merchandise which contain the event logo could be developed and sold.

- Event T-shirts
- Golf shirts
- Mascots
- Caps
- Key rings

Licensed vendors could be selected to make the sales.

Broadcasting

The SABC is usually the major broadcaster of major events in South Africa but the other broadcasting stations could also be used as host broadcasters of the event.

Broadcasting can be done in the form of live as well as delayed broadcasts. In some events where this is not possible the broadcaster could produce event packages that could be sold to broadcasters in other countries.
The broadcast programme could include the following elements:
- Weekly clips as a build-up to the event
- Live broadcast of the opening and closing ceremonies
- Daily live coverage
- Daily highlights package
- Summary package of the event

Broadcast rights

The event could sell broadcast rights to various countries, in most cases using companies to do the sales.

Publications

Several types of publications can be produced as part of the events marketing efforts. These publications should always inform the readers of the event, its sponsors, and provide a communication tool for the event.

Some of the different types of publications could be:

- Event fact file
  - Projecting information about the:
    - Event
    - Mission
    - Mascot
    - Positioning statement
    - Marketing plan
    - Legacy
    - Teams
    - Staff
    - Structure
    - Programmes

- Communiqués
  - This could be used as a pre-event as well as an event publication

- Media guide
  - A guide for the media. If possible this should be translated into different languages as determined by the participants
    - Media centre
    - Media resources
    - Fees / rental for use of equipment
• Broadcast guide
  o broadcast schedules
  o television facilities
  o production plan
  o the broadcast centre

• Internal weekly newsletter for volunteers and staff
  o Staff member, volunteer of the week
  o Countdown
  o Birthdays
  o Special events
  o Unit reports / updates

**Hospitality Village / Tent / Area**

A hospitality and entertainment area could be provided for the event organisation and its sponsors.

This site may take the form of a marquee or special room at the main event centre or at different sites. Sponsors are usually responsible for their own décor, branding and catering.

**Marketing Checklist**

<table>
<thead>
<tr>
<th>Area</th>
<th>Task</th>
<th>Person Responsible</th>
<th>Deadline</th>
<th>Cost</th>
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</thead>
<tbody>
<tr>
<td>Promotion</td>
<td>Television &amp; radio</td>
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<td></td>
<td>Secure air-time</td>
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<td></td>
<td>Sell international rights</td>
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<td>Sell brochure</td>
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<td></td>
<td>Street banners</td>
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<td>Distribute flyers</td>
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<td></td>
<td>Production of posters</td>
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<tr>
<td>Sponsorship</td>
<td>Sell perimeter boards</td>
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<td>Corporate clothing</td>
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<td>Tourism</td>
<td>Engage tourism</td>
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<td></td>
<td>Negotiate discount meals and / or other items e.g. tours, promotional items</td>
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<td></td>
<td>Display flags at selected venues</td>
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<tr>
<td>Hospitality area</td>
<td>Liquor licence</td>
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<td></td>
<td>Accreditation list</td>
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<tr>
<td>Tickets</td>
<td>Printing</td>
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</tbody>
</table>
Critical Issues

- Poster advertising
- Banner production for promotion in the city
- Pamphlet distribution
- SABC rights package
- Highlight package to be produced
- Avoidance of ambush marketing
- Compilation of branding policy
- Build up ceremonies
- Television interviews
- Radio – roster of slots
- Billboard policies in relation to the city's regulations

Billboard Sponsors

<table>
<thead>
<tr>
<th>Company</th>
<th>Cost per board</th>
<th>No. of boards</th>
<th>Total</th>
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Total 0

Sponsorship Campaigns

A concerted effort should be made to make presentations to business to acquire sponsorship.

The sanction of the event by government, at all tiers is critical to the acceptance of the value of the event to sponsors.

The marketing committee could secure sponsorships in the following components of the event:

1. Event sponsor
2. Vehicles for transport
3. Liquor
4. Car hire
5. Furnishing
6. Cultural activities and game reserves
7. Information technology
   a. Provision of IT equipment and services
8. Food and beverages
   a. Juice and energy drinks
   b. Luxuries
9. Security services
10. Medical supplies
11. Floral displays by city councils
12. Paper
13. Lighting
14. Web site

**Recommendations**

When sponsorship deals are concluded which involve equipment, the people seeking these sponsorships must be certain that such equipment will be managed appropriately. Sometimes equipment may be lent.

In an event where there are multiple sponsors, special care must be taken when acknowledging sponsors in public. The marketing committee must be fully consulted on all planned acknowledgements.

Budgeting for publicity and advertising is indispensable and should never be regarded as a “nice to have” item.

Due consideration ought to have been given to the reduction of ticket prices for certain categories e.g. scholars.

**Project Phases & Steps**

1. **Pre-event**
   - Establish a working group or committee and project manager
   - Determine staffing requirements
   - Compile a project plan with objectives
   - Work out a programme of activity containing:
     a. Sponsorship procurement
     b. Public relations activities
   - Determining office equipment and furniture needs
2. Event
Ensure regular working group or committee meetings with the manager
Ensure that activities follow the project plan

3. Post-event
Run a debriefing session
Compile project report

PR and Marketing Checklist

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Media and VIP’s
Media Packs (photos)
Radio and TV Interviews
Posters
Banners
Films
Insurance of Sponsored Items
Video Cameras
Advisories
Press Releases
Information Distribution
Accreditation
Branding and Promotional Materials
Policies

12. Public Participation

Introduction
The composition of this committee should be drawn from the communities to be involved. This unit focuses on making the communities aware of the event and providing transport at no cost (or sponsored) or at a reduced fee, for these communities to attend the event.

Objectives
1. Ensure participation by the public at the event
2. Attendance by spectators: “bums on seats”
3. Successfully manage skills development clinics
4. Manage to forge links between schools and participating teams
5. Raise the awareness of the event in schools and communities
6. Ensure that there are enough volunteers for the event

Role-players
To ensure that the communities are involved, consultative meetings should be held with the community structures and organisations.
These meetings should be used to elicit their response to the event as well as their acceptance of the event.

These role players could be:

- Community leaders
- USSASA
- Other federations at a provincial level
- Sport Clubs
- Schools
- Technikons, colleges and universities

**Project Phases & Steps**

1. **Pre-event**
   - Establish a working group or committee and project manager
   - Compile a project plan with objectives
   - Invite the stakeholders to a working group meeting
   - Establish agreed objectives
   - Work out a programme of activity
   - Establish / select local area co-ordinators
   - Compile area maps
   - Transport / Pick-up schedules
   - Contact lists of participants, organisations, transport organisations, drivers
   - Catering arrangements
   - Creating awareness through marketing

2. **Event**
   - Ensure regular working group or committee meetings with the manager
   - Ensure that activities follow the project plan
   - Transport / Pick-up schedule
   - Catering

3. **Post-event**
   - Run a debriefing session
   - Compile project report
   - Produce a press release thanking sponsors, participants and role players
13. Information Technology

Introduction

Information Technology (IT) provides the platform for all the elements of the event and includes:

- Accreditation
- Communication
  - Telephones
  - Faxes
  - Cell phones
  - PA systems
  - Two-way radios
  - Web-site design
  - Information services
- Medical database
  - Athlete database model – available from the SASC
- Timing
- Results
- Hardware
  - Computers
  - Printers
  - Scanners
  - Photocopiers
  - Cameras
- Integration
  - Networking
- Software
- Sport specific services
  - Underwater cameras
  - Ball speed metres
- Support to media centre
- Support to sports competition

Objectives

1. To provide, administer and service the IT requirements of the event
2. Provide an infrastructure for the dissemination of results to the media, team managers and VIPs daily as well as at the end of the event
3. Set up communication systems
Accreditation
Volunteers could be trained to operate the IT equipment but they need to be trained at least three months prior to the event.

Communication
Communication includes the following:
- Telephones – landlines (supplied by Telkom)
- Short range radios
- Long range radios
- Mobile telephones
- Faxes
- Email

Medical Services
A medical database can be provided that includes:
- Treatment carried out at the event
- Medical records of the participants
- Doping procedures
- Doctors on duty
- Operating schedules
- List of medical venues

Timing & Results
Sport specific equipment is used to time and record results. Security and insurance should be used to ensure safety of the equipment.

This equipment must be installed at least a month prior to the event and volunteers should be trained at least three months before the event.
Checklist - IT

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<th>Item</th>
<th>Person Responsible</th>
<th>Deadline</th>
<th>Completed</th>
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Key Points – IT

1. Decide on hardware and software platforms beforehand to ensure uniformity
2. Decide who will be responsible for information management
3. Delegate information gathering e.g. who is responsible for athlete information, programmes etc
4. Reports that should be available at the end of the event:
   a. Programme results and medals
   b. Athlete database of outcomes
   c. Report of best practices e.g. safety, sponsorships etc
5. A security system must be incorporated into the event using NOCOC or the established structure to ensure that theft of software and hardware does not occur
6. Large events require networked computers
7. A technician needs to be on standby
8. Pre-event information structure should be in place
9. All athletes should be on one database (the SASC has an athletes database)

14. Sales

Introduction
In this manual sales excludes merchandising (merchandising can be referenced in the marketing section).

Objectives
To derive income from the sales during the event.

Several components of the event are potential areas that could provide income. These are:

- Tickets
- Hospitality garden
- Television
- Stalls

Tickets
A company such as Ticketweb or Computicket could be used at major events
- A complete breakdown on ticket sales still needs to be provided.
- Targets should be set
- Compile an operational plan
- Work with a dedicated group of people
- Advertise the sale of tickets and special discounts well in advance of the event and during the event
- Ensure that the ticket kiosk is set up a week before the event
**Hospitality Areas**

The hospitality area can be set up at appropriate venues to sell liquor. The organiser must however conform to the local authority regulations and in most cases a liquor licence will be required.

The products that are being sold should not contradict the sponsorship policies.

**Stalls**

Stalls could be allocated at sites within the event areas. Rentals for the stall should be determined and contracts signed prior to the event.

Possible stalls are:
- African crafts and curios
- Sweets, chips, chocolates, and other confectionaries
- Merchandising - caps, pins, t-shirts, pillows, key rings, pens, pen & pencils sets
- Food – hot chips, boerewors, rolls, pizzas, curries, hot dogs, tea garden
- Photographs
- Sports- sporting equipment

A complete breakdown of the stalls and the income derived should be compiled.

The products that are being sold should not contradict the sponsorship policies.
### Sales Checklist

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<td>Security at Sales Areas</td>
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<td>Stall Space Allocation Map</td>
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<td>List of Vendors</td>
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<td>Codes of conduct in relation to price regulation</td>
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### Key Points – Sales

1. A ticket sales system that incorporates collection of money by individuals at the gate (e.g. ticket office) must be established
2. Collection of money
3. Petty cash floats
4. Contracts with ticket booking and sales companies
15. Technical - Sport Programme, Venues and Equipment

Introduction

This is usually the environment of the technical officials and athletes and is in essence the lifeblood of the event.

Aspects of this unit include:

- Codes - competing
- Venues
- Equipment
- Programme
- Participation manual
- Sport Specific manuals
- Technical Officials
- Qualification
- Entries
- Draws and seedings
- Results in conjunction with IT

Objectives

1. Preparation and maintenance of the playing facilities
2. To provide playing facilities that should be prepared and maintained to an international standard
3. To provide training facilities
4. To organise the competition
5. Record results

Participants

This component finalises the registration of the countries, teams or individuals. Minimum criteria for participation must be set and adhered to as this could disrupt the event.
Teams should be finalised well in advance and participants must conform to the rules and regulations of the event.
Venues
All training and competition venues should adhere to the standards required by the event. These venues should be identified, adapted or built for the purpose of the event. Supply of bottled water is essential as well as vending machines at venues.

Equipment
All equipment must adhere to international standards as required by the event. Sports equipment suppliers can be invited to tender for the provision of equipment. The equipment should then be distributed to the venues for trial events. Equipment must be insured and managed strictly to prevent damage or loss.

Programme
A training programme should be compiled and receive approval from the host organisations.

The competition programme should be compiled in conjunction with the broadcaster and be approved by the controlling body.

This competition programme should then be passed on to the catering and transport unit and other relevant units for co-ordination.

Participation Manual
This manual provides information on the event to all participating countries. It is handed to the Chefs de Mission on their arrival but preferably sent out before the event.
**Sport Specific Manuals**

These manuals are produced to inform participants of the sport specific aspects of the event. General and specific information such as rules and regulations, venue layouts, format of the competition, draws etc. are included.

The federations involved in the event should assist in compiling these manuals.

**Technical Officials**

Qualified technical officials are required to manage competitions. The controlling federation could allocate these officials or as determined by the rules and regulations.

Numbers of the technical officials should be prescribed and finalised prior to the event. These officials should be catered for regarding:

- Food
- Transport – international and local
- Accommodation
- Clothing

Technical meetings should be arranged in conjunction with the federations and the technical officials.

**Qualification for the Event**

Qualification criteria for the event should be established. If this included qualifying tournaments then these should complete well in advance of the start of the event.
## Checklist – Technical - Sport Programme, Venues & Equipment

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<td>Venue Layouts &amp; Maps</td>
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<td>Erection of seating mobile stands</td>
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<td>Transport Schedule</td>
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</table>
Key Points – Technical – Sport Programme, Venues & Equipment

1. Building and allocation of the venues should take place in conjunction with the local authority
2. Security, first aid, emergency, crowd control, and health facilities should be provided at the venues
3. Venues must be ready at least one month prior to the event
4. All equipment must be installed and tested
5. A person should be assigned at each venue to control and store equipment
6. The training and competition transport schedules must be incorporated into the transport schedule

16. Volunteer Services

Introduction

The volunteer services unit is the unit responsible for the volunteers of the event. The term “volunteers” does not mean that the volunteers are not financed as money will be spent on catering, possible accommodation, transport, communication, clothing etc.

Volunteers could also be given a subsistence allowance to cover food and transport costs.

The decision to provide allowances must be weighed up against economics, efficiency and effectiveness.

Objectives

This unit ensures the:
- Needs analysis
- Recruitment
- Creating the awareness of the opportunity for people to apply as volunteers
- Enabling systems for people to apply
- Creating the database systems for capturing this information
- Identification and Placement
- Identifying the appropriate people linked to the security check
Hosted sport and recreation events in South Africa

- Interviews
- Data assessment
- Placement
- Training
- Once identified the volunteers need to undergo orientation and unit specific training
- Control and support
- Contracts and code of conduct
- Human resource management
- Feeding
- Clothing
- Transport
- Allowances
- Review
- Acknowledgement of volunteers

Volunteer Acknowledgement

A certificate could be designed that will be issued for their services provided at the event. Other forms of acknowledgement could also be provided e.g.:
- Medals
- Clothing
- Letters of reference
- Letters of thanks
- Volunteer name wall or legacy board

Project Phases & Steps

1) Pre-event
- Establish a working group or committee and project manager
- Determine staffing requirements
- Compile a project plan with objectives
- Work out a programme of activity containing:
  - Recruitment
  - Training
  - Placement
  - Control
  - Evaluation / daily briefing session

2) Event
- Ensure regular working group or committee meetings with the manager
- Ensure that activities follow the project plan
- Adherence to set systems
3) **Post-event**
   - Run a debriefing session
   - Compile project report

### Checklist - Volunteers

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### Key Points – Volunteers

1. Volunteers should be screened by security before participating in activities
2. The volunteer process should start at least two years prior to the event
3. This will enable selection, placement and training at least a year before the event
17. Media Management

This section is directly linked to marketing and public relations. In most cases they fall under the same unit.

Introduction

Media management will always be a major challenge for event managers. Yet it is a vital component of any event and should therefore be approached with vigour and responsibility.

This component of the event enables the event organisers to associate directly with the members of the media to create a positive vision for the media representatives and to provide the necessary information about the event.

Objectives

1. To ensure that the event is covered in the media
2. To provide a service to media personnel
3. To disseminate information to media and the public
4. Establish media centres
5. Establish commentary positions

Media Centres

The media centre is crucial in facilitating coverage of the event. A media centre manager, with a dedicated group / volunteers should be allocated to the media centre.

Issues that the centres could deal with are:

1. Transport shuttle service for the media personnel
2. Media conferences
3. Release of results
4. Special announcements
5. Provision of media equipment
   - Computers
   - Email facilities
   - Printers
   - Photocopying
   - Telephones
Control Measures

1. Plans / Lists
2. Operational Plans
3. Media Briefing Schedule
4. Media Contact List
5. Roster of Radio Slots
6. Media Promotion Campaign

Media Management Checklist

<table>
<thead>
<tr>
<th>Area</th>
<th>Task</th>
<th>Personal Responsible</th>
<th>Deadline</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>TV &amp; Radio Coverage</td>
<td>Confirm coverage duration</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Determine requirements for trucks, equipment, cabling</td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Determine parking areas</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Determine power requirements</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Determine highlight package times</td>
<td></td>
<td></td>
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<tr>
<td>Clothing</td>
<td>Requirements for media and assistants</td>
<td></td>
<td></td>
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<tr>
<td>Logo</td>
<td>Provision of logo</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Print Media</td>
<td>Feature section in local papers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Radio</td>
<td>Determine programme of radio slots</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Media Personnel</td>
<td>Provide accreditation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Media Requirements</td>
<td>Team leaders to provide media needs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pre-Games Media Briefing</td>
<td>Media briefing format, programme, packs, information</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Functions</td>
<td>Determine the function programme and media responsibilities</td>
<td></td>
<td></td>
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<tr>
<td>Volunteers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provision of photographic facilities</td>
<td></td>
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</tr>
</tbody>
</table>
18. Medical

Introduction

The medical component of the event covers aspects such as:

- Medical facility
- Doping control
- Medical services for event participants

Objectives

1. To provide an accessible and efficient medical service for players, management, officials, VIP’s and spectators at the venues and places of accommodation from the time of arrival until their departure
2. To provide an efficient drug testing facility to promote drug-free sport throughout the event
3. To have the medical infrastructure in place
4. To register all clients that required medical assistance during the event in the medical consultation room as well as the first aid tent
5. Provide medical services as a successful collaboration between the public and private sectors

Needs Analysis

The first task should be to assess the type of medical service that would be needed for the event. These areas could be:

- Pre-event
- Event
- Drug-testing
- Emergency services

Pre-event

- Each place of accommodation could have a list of 24-hour emergency telephone numbers placed in the foyer. A map unique to that area illustrating the path to the nearest 24-hour casualty service would be included.
A sick bay room should be allocated at each venue for the use of medical teams. This could be useful in isolating and treating influenza; or could be used as physiotherapy rooms.

In the event of an emergency a team doctor / pharmacist would be assigned to accept and deliver prescriptions to the venue.

When the “warm-up” matches or training takes place a mobile first aid service is necessary to provide a basic medical service.

Ice should be provided at each venue.

**Event**

Although contingents should have the option of including a doctor in their medical teams, it should be assumed that there would be teams without a medical practitioner.

The medical service during the event therefore should have to include the following areas:

- Medical consultation rooms
- First aid
- Paramedic services
- Physiotherapy
- Referral hospitals
- Ambulance services
- Nursing services
- Chiropractor
- Dentist
- Optometrist

**Resource Identification**

- Once the framework has been completed the next task should be to identify the resources available to provide the services as outlined above.
- The private sector and local health department should be approached next. The main role players here should be the Hospital groups and the Pharmacies. The Hospital groups could act as a referral hospital and offer a community outreach first aid service for the duration of the event.
- Pharmacies could offer a free delivery service of all prescriptions to the places of accommodation.
- The Chiropractic Association of South Africa (CASA) should be approached to provide a service specifically for sports-related injuries at the event.
- Links with the South African Institute for Drug-free Sport (SAIDS) should be set up.
• The approach used in each instance should be a written letter of motivation for supporting the successful hosting of the event. This should be followed up with a basic outline of how such support could be rendered by the relevant sector.
• A budget should be allocated for this component.

Team Leaders

The third task should be to identify team leaders of each area. The details for each area could be finalised in consultation with each team leader.

Setting up Medical Services

Hospitals provide a first aid service to all participants and spectators at the event, but also assist with supplies e.g.

- Examination couches
- Patient trolleys with linen
- Curtain drops
- Wheelchair hire
- Surgical supplies (dressing packs; suture packs, local anaesthetic vials)
- IV rehydration sets

A tent / room should be equipped with basic medical equipment and drugs. Suitably qualified personnel should be employed to staff the tent / room on a daily basis.

South African Institute for Drug-Free Sport (SAIDS)

Communication should be with the General Manager of SAIDS. The minimal requirements as laid out by the controlling body should form the basis for the drug-testing programme. A suitable drug-testing area should be assigned and furnished by the Medical sub-committee. The Institute has a guide for setting up the area. The staff complement should be a Doping Control Officer (DCO) with male and female chaperones. The Institute provides the DCO.

Paramedics

Paramedics should be on standby at the event for any case requiring paramedic assistance. However, should an outside call for assistance arise, the paramedics would respond to such calls.
A separate room should be allocated for each discipline of treatment e.g. the chiropractic area is located in a separate room from that of the medical consultation room ensuring privacy and confidentiality. Medical staff and equipment should be on hand next to or in the venue.

Consistent command and control must be carried out at the medical post. This arises out of a sometimes conflicting preferred way of treating specific injuries.

A full debriefing should take place. This should take place within the week after the closure of the event.

Control Measures

Monitoring Function

The medical committee monitors each area on a daily basis ensuring that staff and equipment should be in place. Team leaders report directly to the component convenor.

Medical Room

Duty Rosters must be provided for:
• Volunteers & paramedics at the event
• On call casualty practitioners at referral hospitals
• Nurses on duty in First Aid tent

Telephones

These telephones are to be used to inform doctors at the referral centres of patients to be transferred.

Two-way Radios

These will be used to communicate to the medical consultation room any medical emergencies at the venues.

Keys

Three keys to the medical consultation room and drug-testing area to secure the drugs and equipment should be provided. One of which is to be left at the 24-hour police command at the venue. The other keys can be allocated to:

a. The medical officer on duty and the other to
b. The medical head
Accommodation Facilities

- Maps detailing nearest appropriate 24-hour referral centres.
- Contact telephone numbers of the pharmacist on duty, emergency units, and medical committee convenor.

Drug Testing

- Set up definite lines of communication between the DCO and the event convenor.
- Ensure training of volunteer chaperones by DCO before commencement of the event.
- Liaison with the technical delegate on who gets tested.

Medical Histories of Participants

Obtain medical histories of all players, management, VIP’s and officials before commencement of the event. This can be set up and maintained on computer. The information is particularly useful when a patient is unable to communicate for him/herself because of a head injury or language barrier.

The information sheet outlining the medical services that should be distributed to all liaison officers and team managers should be translated into at least English and French, and if possible into the mother tongues of all visiting nations.

Liaison

Committees that are important to liaise with:
- Accommodation – sick bay room in each accommodation facility
- Safety and security – in the event of a disaster
- Facilities – to ensure appropriate allocation of rooms
- Administration – telephone and two way radios
- Finance – for disbursements
- Transport – vehicle for the event convenor
- Media – inform public and colleagues of event and appeal for volunteers
- Protocol – ensure that all sponsors are guests invited to the opening and closing ceremony
- Accreditation

Clearing the Facility

Clearing the facility and returning medical equipment at the end of the event should be included in the planning phase.
Medical Waste

The medical waste should be removed according to the medical and local authority regulations.

Medical Equipment

This will be determined by the medical committee but an example list is provided below:

- Portable tables
- Towels
- Paper towelling
- Needles
- Alcohol
- Cotton wool
- Sharps bin
- Oil
- Anti-inflammatory gel
- Arnica cream
- Transact patches
- Gauze pack
- Disinfectant
- Orthopaedic felt
- First aid kits
- Diagnostics kits
- Research materials / stationery
- Strapping
- Splints and supports
- Ultrasound machine
- Ice
- Refreshments – Players – water
- Staff – cool drinks
- Photocopies for research
- Tables / Chairs / Blankets / Pillows
- Standby first aid and medical back up
- Lockable cupboards
Section 4
Event Closure & Evaluation

Objectives
1. To assess the success of the event
2. Produce a project report

Unit Reports
Each of the units should be issued with a format for writing up their reports. Each unit should run its own debriefing session and thereafter compile their reports.

Debriefing Session
The debriefing session should ideally be run by an outside facilitator. The workshop should evaluate the project based on the objective compiled during the strategic planning sessions.

Event Report

Objectives
1. Provide an assessment of the event, based on the performance criteria set at the planning workshops.

Contents
1. Speech by Dignitary
2. Foreword by Chairperson
3. Acknowledgements
4. Messages from dignitaries
5. Project Background
6. Event organisation
7. Venue report
8. Key performance area reports with recommendations
9. Conclusion
10. Event Statistics
Appendix

Compiling Checklists

Reasons for Compiling Checklists

A checklist is a simple and underrated project management tool that comes in different forms but all have the same essential feature: a list of the key work packages that need to be completed if the project objectives are to be satisfactorily achieved.

Checklists also provide for the allocation of responsibilities to specific people.

The amount of detail contained in the list depends on who is using it and for what purpose. For example, senior managers may require just a list of milestone events; the project manager, on the other hand, would require more detailed information on who is assigned to the work, the start and finish dates, and other similar details.

The human mind is capable of storing and retrieving only so many things. Checklists help facilitate more efficient use of time and memory.

It can be frustrating for a project staff member to forget something important. An error of omission can be avoided if the staff member uses a checklist.

Some errors can also be very costly. The person compiling the checklists should weigh the potential cost of errors against the administrative cost required to create, use, and maintain checklists.

When Do You Create Checklists?

At the Beginning of the Project

Start a checklist as soon as possible during the planning stages, particularly at that stage when you're doing the Work Breakdown Structure.
During the Course of the Project

Since it is virtually impossible to anticipate all the work that will be required to complete the project, it is necessary to update the checklist periodically during the project itself. This is especially true for first-time projects where staff has little or no experience with similar projects and, therefore, no "corporate memory" to draw from. This is equivalent to saving information in short-term memory.

At the End of the Project

Take some time to review the project's history and determine what work packages should be actually required. Compare the list of actual work packages to the planned list. Analyse these lists and prepare a comprehensive list that covers different future scenarios. This step is equivalent to saving information in long-term memory.

How to Save Information on Checklists

**Accessing the List:** Each project should have a project file in which the checklist is kept and where authorised persons can access the file. If it needs to be visible, display the list in a prominent location such as a bulletin board.

**Creating Sub-Lists:** The work packages are the basic elements of the list and can be filed in sub-files if larger chunks of memory are called for. For example, a single project can have a file called "checklists," which, in turn, could contain several checklists (e.g., A, B, etc.), depending on the number of levels or chunks that are needed until the list of work packages are obtained.

**Saving the Work List Only:** Organising the work should be done in a way that facilitates checking off the items that have been completed during the course of the project. It helps to organise the work by describing what type of work is required to be done on what object. For example, use verbs such as prepare, collect, enter, and print; for example:

1. Prepare first draft
   1.1 Collect data
   1.2 Enter data into computer
   1.3 Format data
   1.4 Print data
2. Edit first draft
   2.1 Edit for substance or content
   2.2 Edit for syntax or form
   2.3 Print revised draft

Saving the list and the individuals or groups responsible for them can also be stored for future retrieval. Simply add the names of the individuals or the groups across their work. For example:

1. Prepare first draft (A Team)
   1.1 Collect data (Charl)
   1.2 Enter data into computer (Nomsa)
   1.3 Format data (Ann and Craig)
   1.4 Print data (Jack)

Tables and charts may be used to display checklists. Computerised databases may be used when the volume and complexity of information requires their use.

**Updating Checklists**

Relevant project changes need to be reflected on the appropriate checklists. Indicate the dates when the checklist entry (or the entire checklist) should be updated. Communicate the changes to all project team members who need to be aware of these changes.

**Event Lists**

These are examples of lists that could be used during the event.

1. Board members – contact details
2. LOC – contact details
3. Medical personnel – contact list
4. Teams
5. Managers
6. Volunteers
7. Drivers
8. Medical cases treated
9. Medical emergency numbers
10. National Flags, emblems and national anthems
11. Schedules and programmes
Event Forms

These are examples of forms that could be used during the event.

1. Tournament entry forms
2. Player and Management registration forms with photos
3. Indemnity forms
4. Accreditation forms
5. Team registration
6. Incident reports
7. Team / country managers contact details
8. Volunteer registration
9. Transport schedules
10. Flight schedules
11. Dietary requirements
12. Biodata
13. Image consent forms
14. Participant agreements / Contracts / Codes of conduct
15. Result forms
16. Schedules

Information Packs / Handouts

1. South Africa facts
   a. Climate
   b. Transport
   c. Security
   d. Host cities
   e. Population
   f. Languages
   g. Cultures
   h. Currency
   i. Visas
   j. Driving laws
   k. Tipping
   l. Religions
   m. Hotels and accommodation
   n. Smoking laws
   o. Banking
   p. Telephones
      • Dialling codes
   q. Television
2. Host city brochures
3. Venue information
4. Restaurants
5. Tourism excursions and brochures
6. Tournament rules and regulations
7. Event information pack
   a. History
   b. Federation
   c. LOC contact lists
   d. Emergency numbers
8. Team and player guidelines
   a. Attire
   b. Team photographs
   c. Behaviour
   d. Media commitments
   e. Accreditation
9. Sponsors
10. Guidelines for technical officials
11. Ticket prices
12. Event programmes
13. Accommodation details
14. Catering details
15. Route maps
16. Laundry facilities
17. National flags, emblems and anthems
18. Drug testing procedures and regulations
19. Contact details card
20. Broadcast times
21. Technical information
   a. Equipment
   b. Facilities
   c. Competition draw
   d. LOC meeting
Medical Consultation Room Inventory

This serves as an example of the medical consultation room inventory.

<table>
<thead>
<tr>
<th>ITEM</th>
<th>NUMBER NEEDED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bath Towels</td>
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<tr>
<td>Pillows</td>
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<tr>
<td>Pillow Slips</td>
<td></td>
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<tr>
<td>Sheets</td>
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<tr>
<td>Blankets</td>
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<tr>
<td>Mercury Thermometer</td>
<td></td>
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<tr>
<td>Baumanometer</td>
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<tr>
<td>Mobile Drip Stands</td>
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<tr>
<td>Bed Side Lockers</td>
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<tr>
<td>White Emergency Box</td>
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<tr>
<td>Red Emergency Box</td>
<td></td>
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<tr>
<td>IV Giving Sets</td>
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<tr>
<td>Jelcos</td>
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<tr>
<td>Hand Spray 500ml</td>
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<tr>
<td>Betadine Solution 1l</td>
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<tr>
<td>Uri Check (100)</td>
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<tr>
<td>Berotec / Venteze 20ml</td>
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<tr>
<td>Atrovent 2ml</td>
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<tr>
<td>Saline Vials 10ml</td>
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<tr>
<td>Lignocaine 2% Vial 20ml</td>
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<tr>
<td>Phenergan 2ml</td>
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<tr>
<td>Stemetil 12.5 mg</td>
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<tr>
<td>Voltaren 3ml</td>
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<tr>
<td>Buscopan 20mg</td>
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<td>Dextrose 50% 20ml</td>
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<td>Dextrose 5% 1000ml</td>
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<tr>
<td>Normal Saline 1000ml</td>
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<tr>
<td>Phenergan 10mg Tablets</td>
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<tr>
<td>Buscopan 10mg Tablets</td>
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<tr>
<td>Stemetil 5mg Tablets</td>
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</tbody>
</table>
References

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