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# City of Cape Town's - **Recreation Leadership Development Programme**

Community Services and Health | Recreation and Parks Department

9 September 2022

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# Rationale for a recreation leadership programme

- South African youth face a multitude of challenges:
  - Growing prevalence of **youth unemployment**
  - **Suicide** is the second leading, and fastest growing, cause of death in South Africa
  - **Post-traumatic Stress Disorder** (PTSD) is common due to violence in homes, communities and schools
  - High levels of **poverty**, lack of work opportunities, **educational challenges** and other **socioeconomic challenges** impacts on youth development
  - Growing prevalence of **physical inactivity**, placing youth at risk for chronic disease of lifestyle and overweight / obesity later in life.
- Common contributing factors to engaging in risky behaviours, particularly in disadvantaged communities, are inadequate resources and leisure boredom.



# Recreation Leadership Development Program

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- To respond to this need, the Department developed a three-year structured recreation development programme, as one of several recreation programmes offered to youth – launched in 2013
- The programme is offered only to high-school youth aged 13-17 years (grade 9-11) and uses sport and recreation as a tool for recreation development.
- The purpose of the programme is to *develop recreation champions able to influence and guide others in their community to live a physically active lifestyle and to advocate positive change in their communities related to sport and recreation.*
- To achieve this, youth must themselves be **'immersed' in an active lifestyle** and have the tools and skills to lead and champion others.



# Programme objectives

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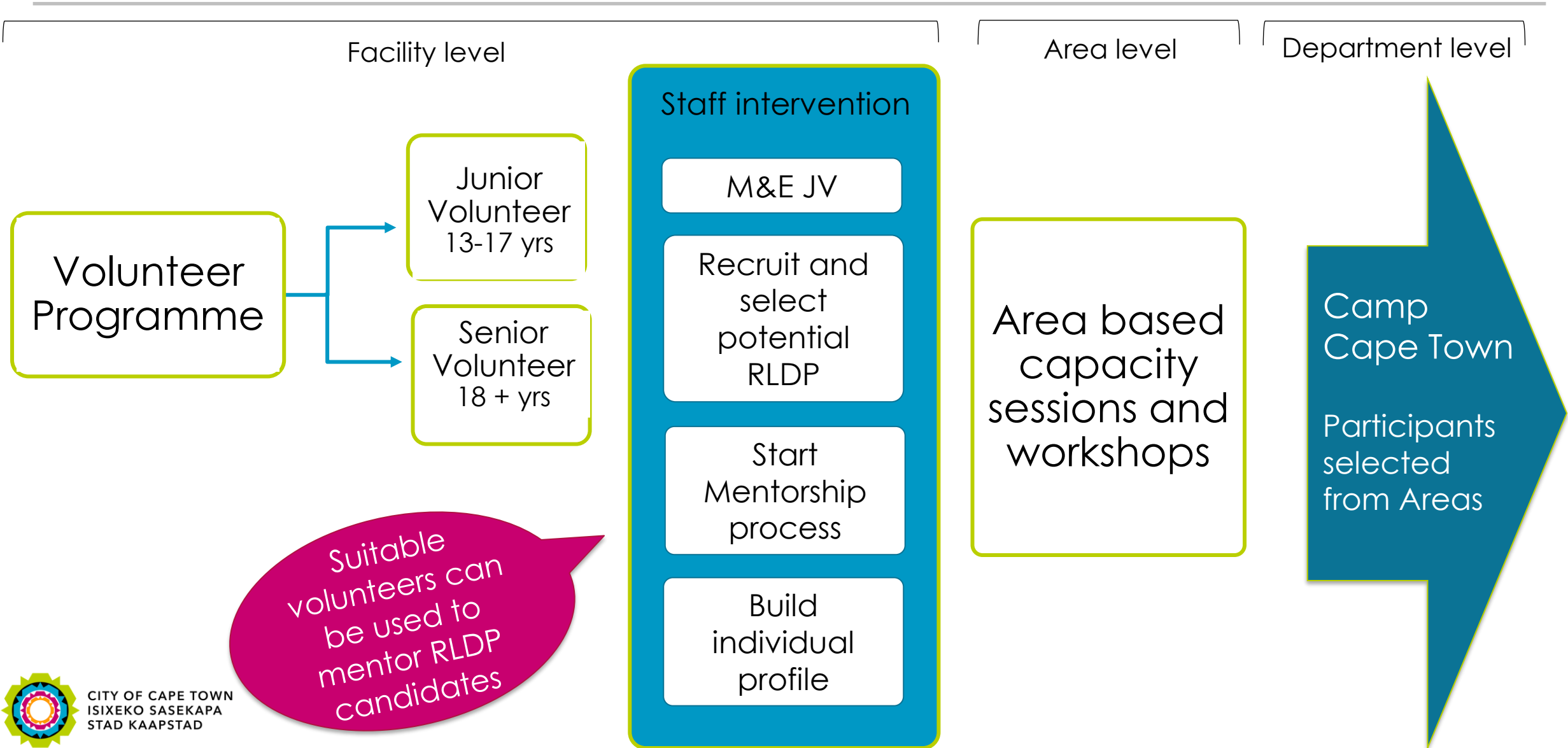
1. Identify and select high school youth with potential leadership qualities.
2. In selected youth, provide an enabling environment for recreation leadership development over a three-year period.
3. Provide selected youth with tools, skills and experience to lead and champion recreation and sport in their communities and broader.



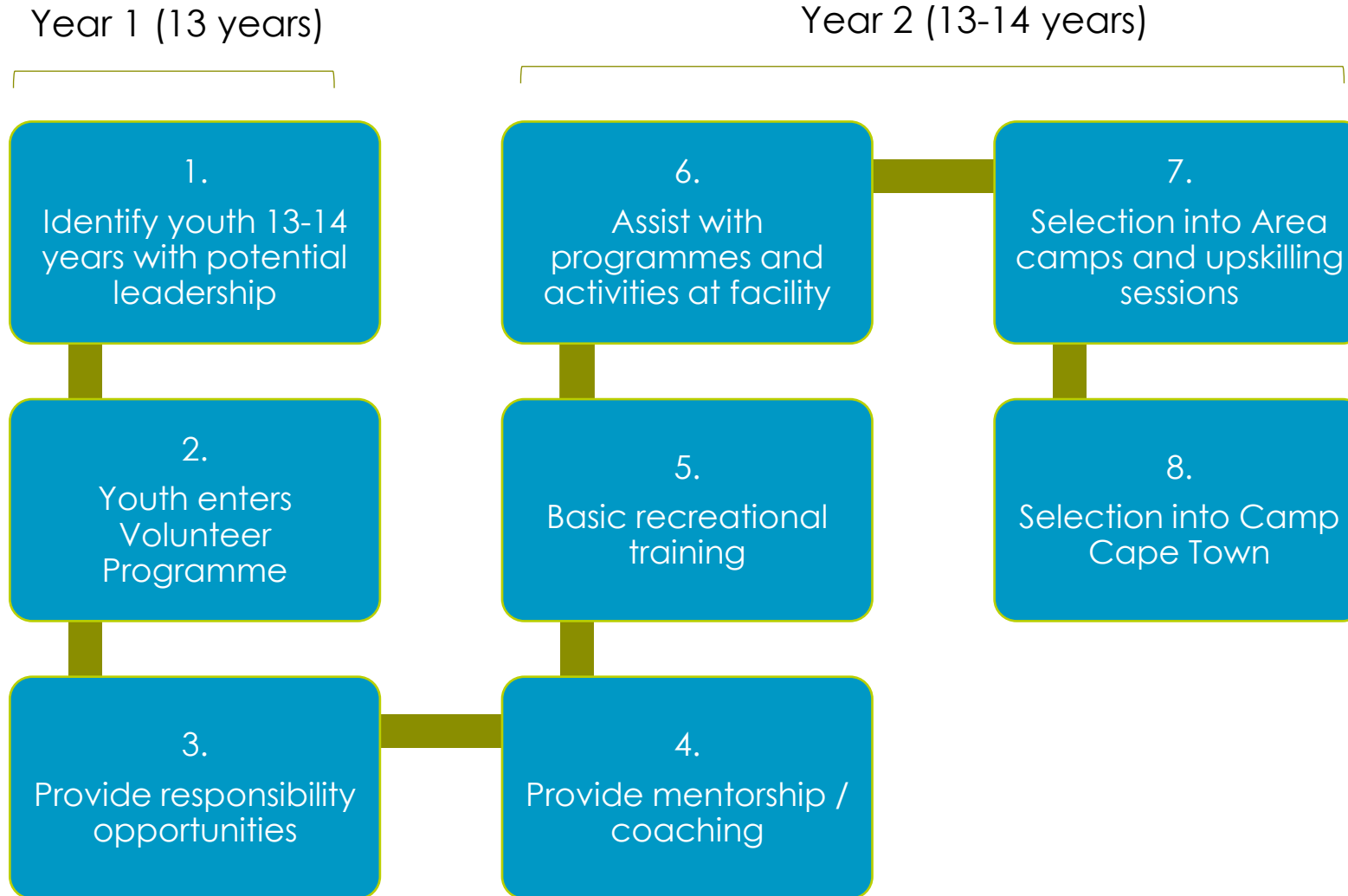
# Process and structure

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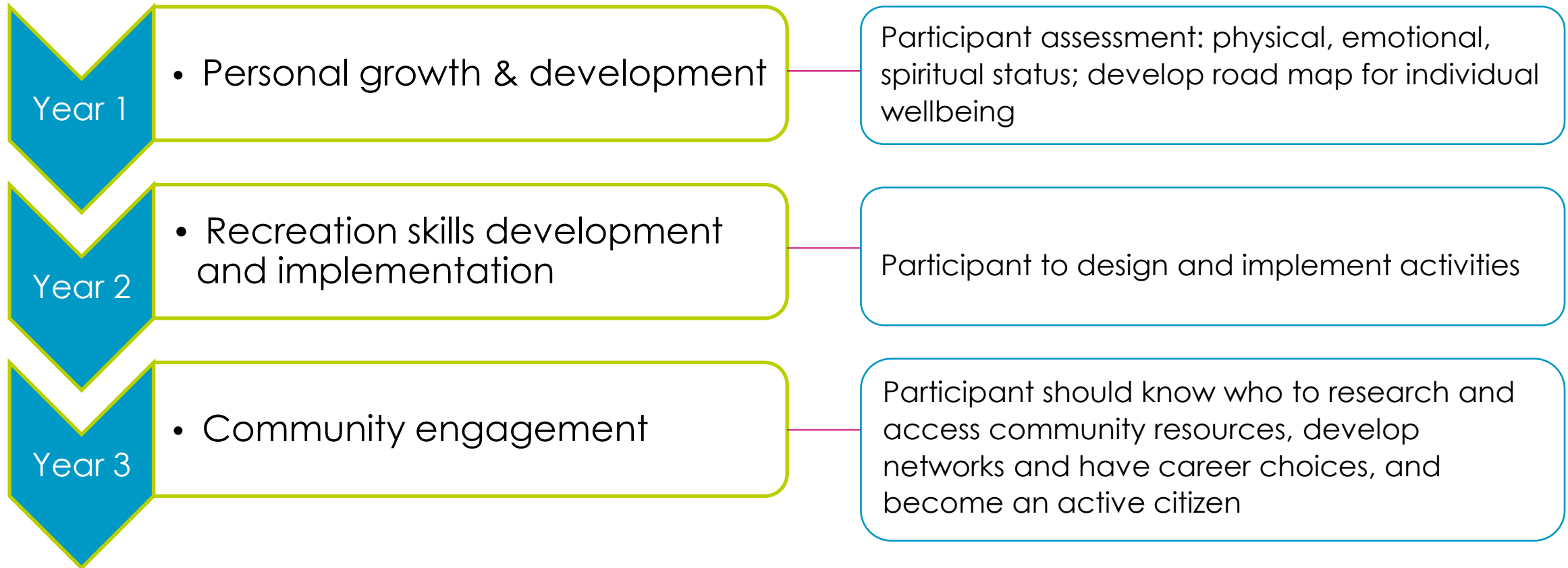
# RLDP Selection Process



# Selection Process – Identifying and mentoring potential youth



# Three-year RLDP





# Camp Cape Town 2022

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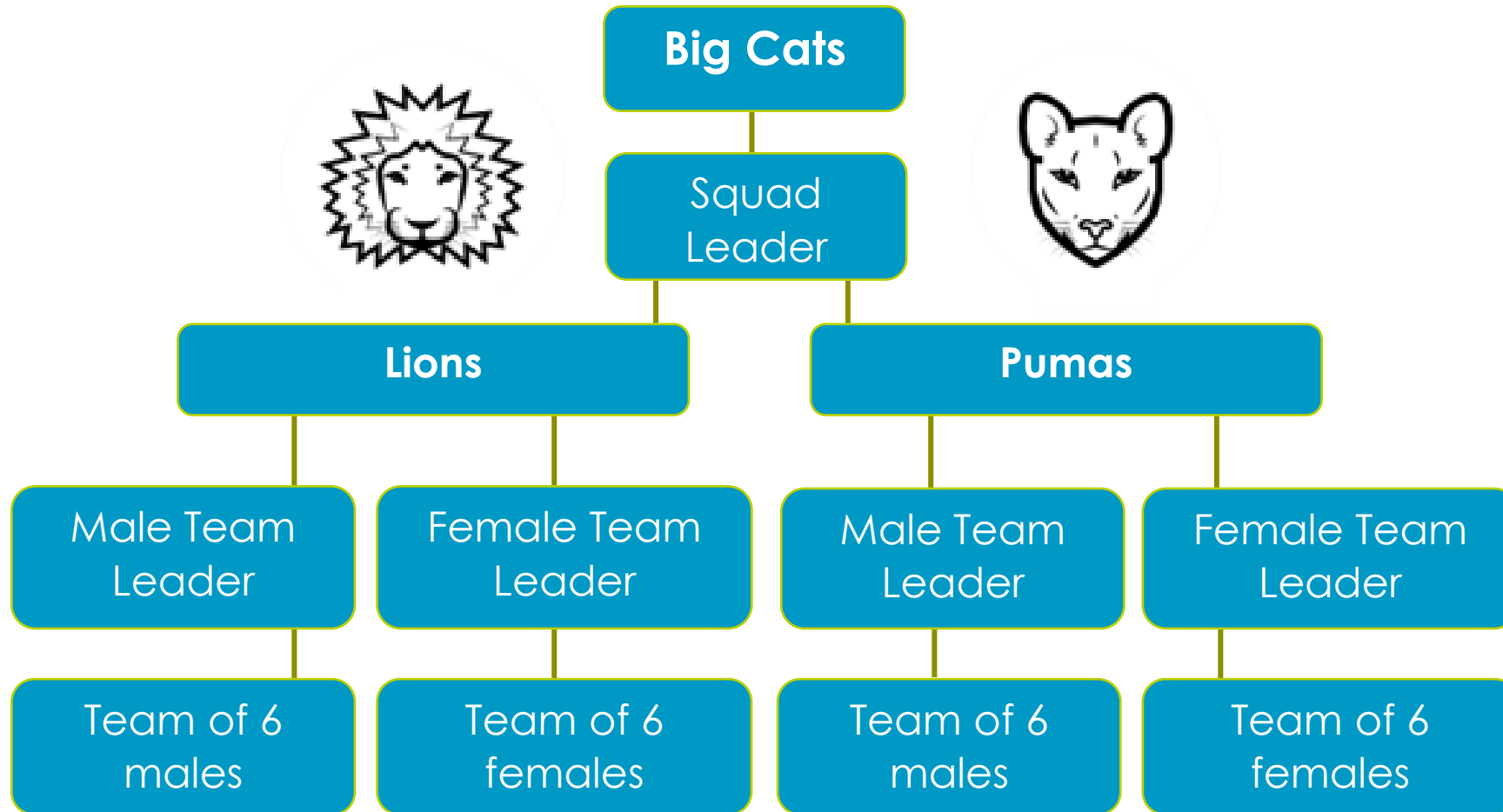
# Camp Cape Town 2022

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- The Department hosted its 8th successful camp since its first launch in 2013 (excluding 2020 and 2021, due to the Covid-19 pandemic).
- Held at Voortrekker Park Resort in Strand, Cape Town, over five days during the March-April school holidays.
- The 2022 theme **Camp Cup 2022**, and the slogan was **Recreation Leaders Deliver Progress**.
- Seventy-two participants were selected, of which 68 attended.
- The group was divided into three squads, each with a Squad Leader.
- Each Squad was sub-divided into two teams, each with male and female team leaders.



# Team structure (one of the 3 squads)



# Programme of activities

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- Programme activities are designed to develop and recognise specific leadership attributes in the participants.
- Activities range from challenging recreational activities to fun recreational performing arts and recreational craft activities.
- Invited talks and activities by City line departments, such as Library and Information Services, Health, Fire and Rescue Services, Environmental Management, Nature Conservation and Urban Agriculture introduce and expose participants to the various functions of the City.



## Day 1

Arrival and registration  
Group activity (ice-breakers)  
Campalympics  
E-gaming / interactive games

## Day 2, 3, 4

Hike  
Learn-to-swim  
Safety and Security: Fire Department tour  
Directorate invited talks:

- Library and Information Services: Coding game
- Health: Healthy lifestyles and wellbeing
- Social Development youth session

Urban Agriculture: food gardening  
Recreation and Parks: Horticulture 'greening my space'  
Environmental coastal walk and Shark Spotters  
Recreational arts (performing arts)  
Recreational crafts (arts and crafts)  
Careers talk  
Master Chef Competition





Welcoming and ice-breaker activities on Day 1



Visit to the Strand Fire & Rescue Station

Campalympics on Strand beach

Youth in tug-of-war competition



Learn-to-swim at Strand Indoor Pool



Coding session presented by Library and Information Services



Horticulture session presented by Recreation and Parks



Health talk presented by City Health





***The happy camping crew:*** The Recreation and Parks team responsible for the recreational leadership development programme (RLDP) is all smiles now that Camp Cape Town has been reactivated after two locked-down years. Front, from left, are Miranda Lakay, Samuel Festus and Anneke van der Westhuizen. Back row: Hadley Erasmus, Clare Bartels, Adam Williams, Carlo Benjamin, Wesley Damons and Dean Augustus.



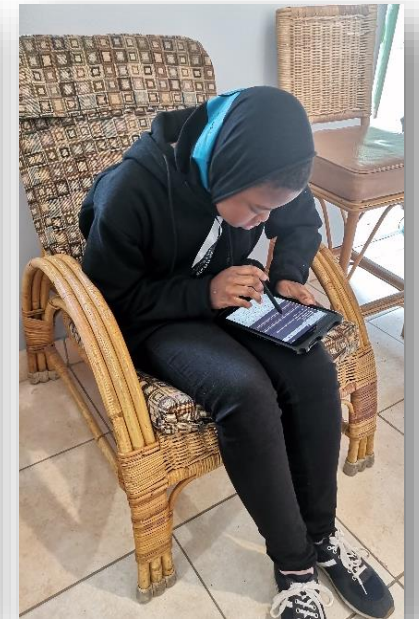


# Programme Monitoring and Evaluation

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# Camp Cape Town participant assessments

- A monitoring and evaluation (M&E) plan was introduced at the 2022 Camp Cape Town.
- To ensure programme outcomes are being achieved.
- Also allows for an agile approach to programme delivery.



# M&E activities

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- Day 1 Survey: Personal evaluation
  - Paper-based survey on day 1 of the camp
  - Getting to know the participant
- Activity Evaluations
  - The Have your say! activity evaluation was completed via a brief online survey on a mobile device after each activity
  - 791 surveys
- Day 4 Survey: Post-camp evaluation
  - Online survey on the final day of the camp
  - The How was it? survey required each participant to describe their overall camp experience, identify skills and knowledge learnt, as well as reflect on the Camp highlights and lowlights
  - Provide suggestions or recommendations to improve the camp
  - Team Leader, Squad Leader and the camp organizing committee rating



# Camp Cape Town 2022

Name: \_\_\_\_\_

## Who Are You?



**1 School**

What extra-mural activities do you participate in at school currently?

How often? \_\_\_\_\_ days per week

How much time? \_\_\_\_\_ hrs \_\_\_\_\_ minutes per week

Rate how you think you are performing at school

Poor Not that bad Average Good Excellent

1 2 3 4 5

**2 City**

What City recreation programmes do you participate in currently?

How often? \_\_\_\_\_ days per week

How much time? \_\_\_\_\_ hrs \_\_\_\_\_ minutes per week

**3 Other**

What non-City and non-school sport, fitness and recreation programmes do you participate in?

How often? \_\_\_\_\_ days per week

How much time? \_\_\_\_\_ hrs \_\_\_\_\_ minutes per week

**4**

How did you find out about the camp?

- Friend
- Family
- Play Leader
- Youth Leader
- School Teacher
- Volunteering

**5**

Circle your main expectation for the camp?

- To make new friends and hanging out
- To learn new skills
- To learn something new
- To learn leadership skills
- To Have fun



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- All participants participated in City recreation activities; 80% in extra mural activities at school, mostly sport activities; 70% in out-of-school, non-City sport and recreation extra-murals.
- 53% expected to learn leadership skills at the camp, followed by learning new skills (16%)
- Few participants aimed to learn something new (11%), meet new friends (5%) or have fun (3%). Twelve percent (12%) cited 'Other', and included to meet new coaches, learning how to communicate and develop team work.



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# Camp Cape Town 2022

## Are you a Leader?

6 Leadership Do you think you are a leader? Yes / No Why...?

7 Leadership Underline what you think are the **three most important characteristics** of successful leaders today?

Good listening skills Inspiring Determined Courage Has respect  
 Can encourage others Sense of humour Communicates well Makes people feel important Integrity  
 Loyal Can influence others Humble Confidence Honest Can make difficult decisions Trustworthy

8 Leadership Underline what you think are the **three worst characteristics and behaviours** a leader can have?

Blames others Steals Anger Bossy Disrespectful Selfish Responsible  
 Has an ego Has no morals/values Bad attitude/temper Makes decisions on their own  
 Tells lies Intimidating Avoids conflict Poor listener Inspiring  
 Lacks honesty and integrity Lacks vision Communicates well

9 Leadership What mistakes do you see/have seen leaders make often?

10 Leadership What one thing makes you most proud about yourself?



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- Most participants (88%) saw themselves as being a leader and provided a personal reason as to why they saw themselves as one.

*“I am a youth leader at our church and because I have leadership qualities like communication, patience and teamwork and respect”*

*“I know what I stand for and I can listen to people to help them make decisions”*

- What makes them most proud about themselves?

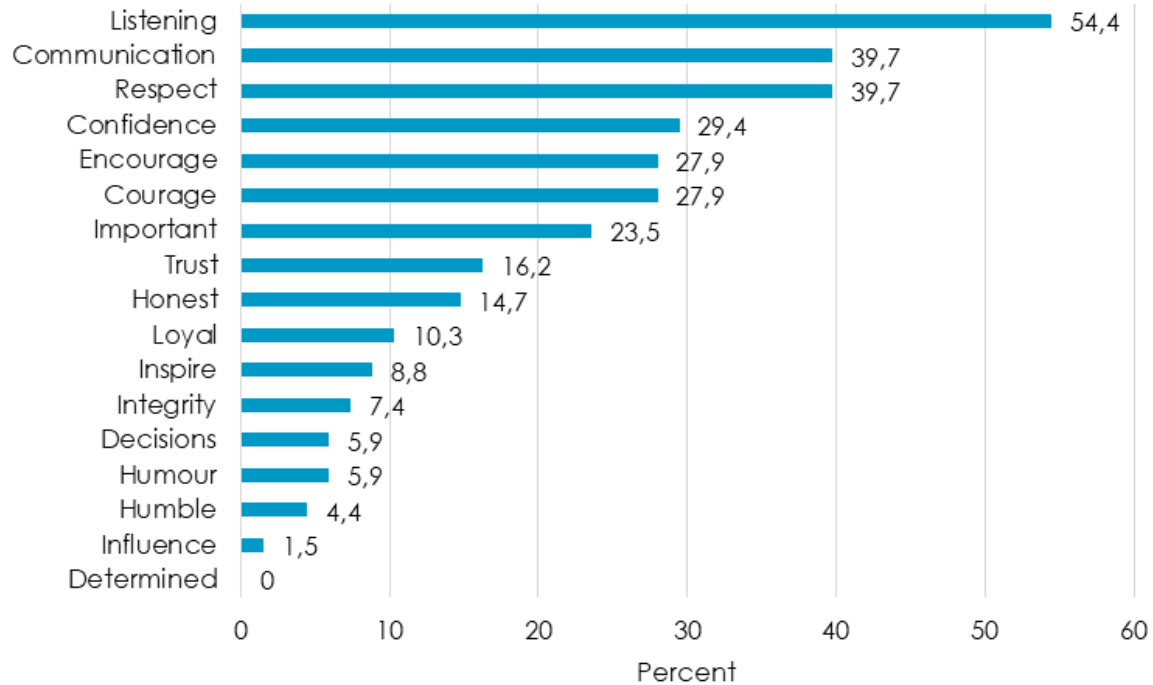
*“I don't give up that easily and I am a hard worker”*

*“I always have confident about myself and can encourage others”*

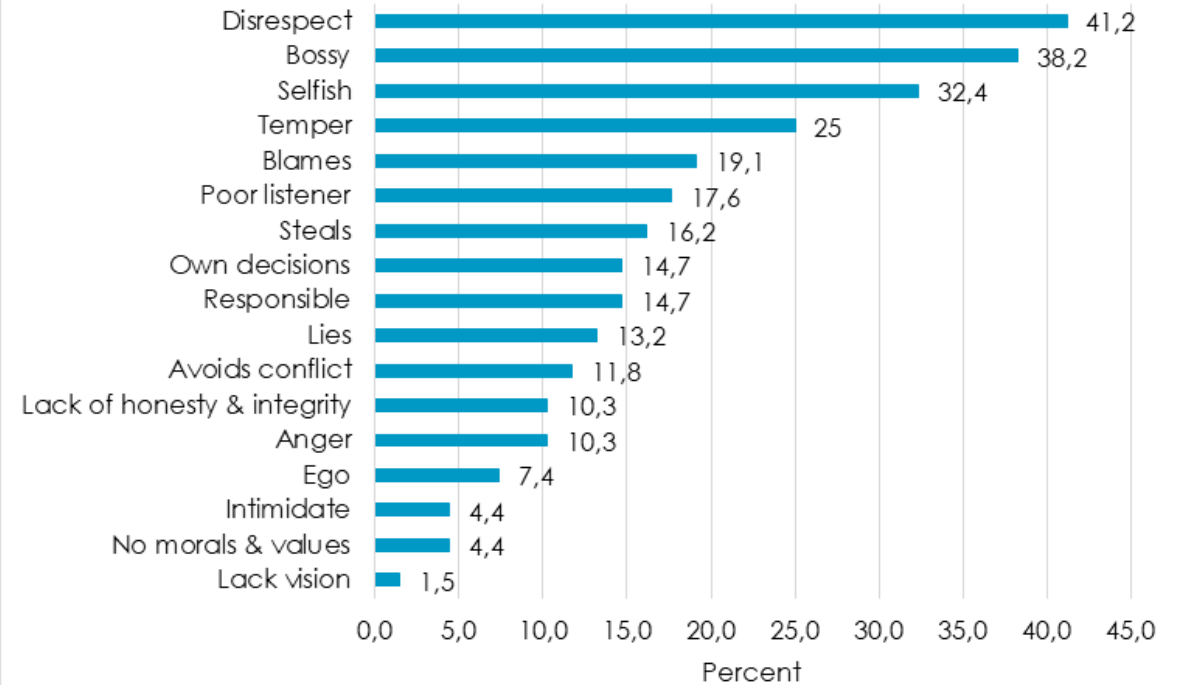
*“That I listen to others and help where I can”*

# Leadership qualities

## Good leadership qualities



## Poor leadership qualities



RECREATION AND PARKS  
**Camp Cape Town 2022**

## Are you a Leader?

11  
Leadership

Are you in a leadership role? E.g. captain of a club

## Community



What do you think social cohesion means and what it means to have 'a sense of community'

14  
Community

Who do you look up to in your home or community? Why?

15

I have opportunities to be a recreation leader in my community Yes / No  
If yes, what?



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- 50% are indicated their position in a leadership role:
  - team captains and vice captains, coach, dance leaders, class reps / captains / monitors, school RCL, prefect, student rep for school discipline; youth leader at church etc.
- 49% have interacted with people from different suburbs, 28% with people with different languages, 20% with people from different cultures, 3% with people with disabilities.
- 69% perceive that opportunity to be a leader in their community exists.

# Camp Cape Town 2022

## Community & Volunteer



16 **Community** Are there lots of different recreation programmes or activities, or sports that happen in your community?

17 **Community** How involved are you in community activities? (planning, organizing, leading)  
 Not involved at all (1)      Somewhat involved (2)      Involved at every opportunity (3)

18 **Volunteer** I volunteer in my community. Yes / No  
 If yes, what volunteer work do you do and how often?

19 **Volunteer** Do you want to have an after-school homework programme in your community?  
 Yes / No

### My Future



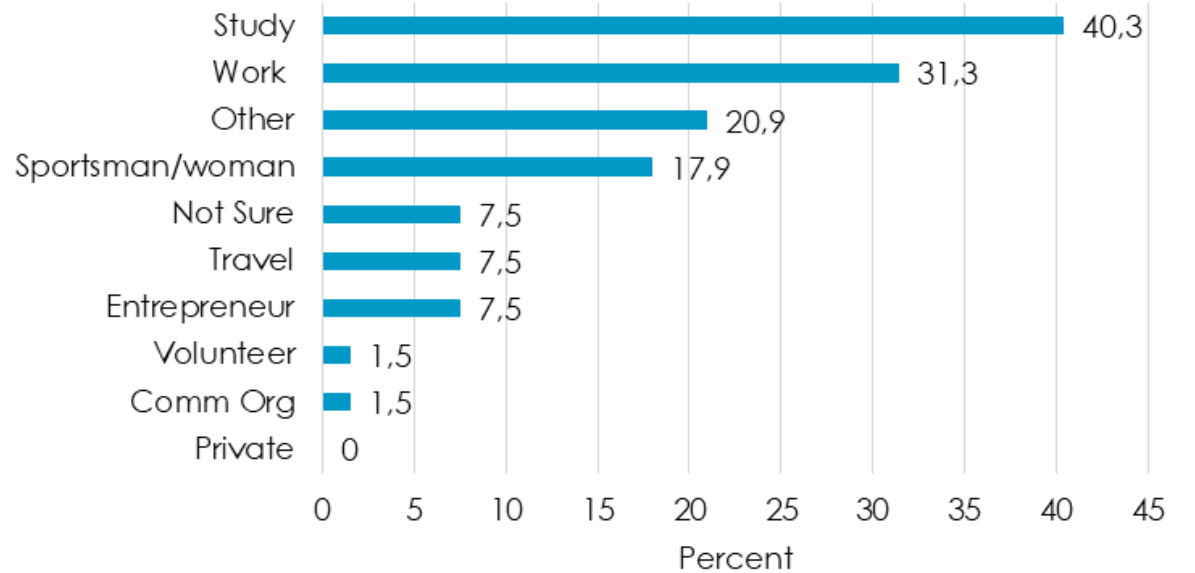
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- 61% - involved in community activities, 27% - “very involved” in community activities.
- Half are volunteers.

### What they to achieve after school



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# Activity evaluations

- What was your overall opinion of the activity?

Activity	n	Poor	Fair	Average	Good	Excellent
Recreational arts	67	0	3	1	31	64
Coastal environmental walk	64	2	2	5	28	64
LIS Coding	65	2	2	6	29	62
Healthy lifestyle	20	0	0	5	35	60
Hike	70	0	1	6	33	60
Careers	67	0	5	3	33	60
Recreational crafts	43	2	7	5	35	51
Water and fire safety	64	0	3	9	38	50
Master chef	66	2	6	12	33	47
Greening my space (Hort)	61	2	3	11	43	41
Learn to swim	66	0	6	9	45	39
Campalympics	71	1	13	21	32	32
Food gardening (Agri)	66	5	5	21	41	29



# End-of-camp evaluation

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- 75% thought the *camp exceeded their expectations* and 78% thought it was *very well organized*.
- 60% found that the venue was ideal and another 28% liked the venue.
- 92% expressed that they felt *safe*.
- 72% thought the *food was excellent* while 21% thought the *food was good* (66% perceived it was healthy).
- The top three favourite camp activities were learn-to-swim (despite the cold weather) (29%), the hike (20%) and the campalypics beach activity (15%). These were all activities facilitated by the host Department – Recreation and Parks.

*“I think the activities were also interesting & exciting but I like the part when we were learning to swim”*

*“This actives was great, when we learn something that we didn't know”*

*“It teach me about making the right choices and it shows me how life is so important and what enjoyable”*



# Conclusion

- The City of Cape Town's RLDP is one of the City's programmes targeted at youth development, and a flagship programme of the Recreation and Parks Department.
- Annually, RLDP participants who have endured a three-year long leadership development programme graduate and become champions for recreation and an active lifestyle at their local recreation facilities and in their communities.
- These graduates become mentors to younger potential leaders, sharing their experiences and knowledge gained over the past three years.
- Ongoing M&E enables programme planners and implementers to determine if outcomes are being achieved and to inform the programme and programme activities – as the M&E evolves with the programme, so the programme is being adapted to suit the developmental needs of these young participants.





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**Thank You**

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