

Sponsorship Guidelines

Contents

1	Introduction	2
2	Background	2
3	ADSA Sponsorship Policy	3
4	Guiding Principles for Partnerships	5
5	Types of ADSA Partnerships	5
5.1	Collaborative partnerships	5
5.2	National sponsorships	5
5.3	National advertising	6
5.4	Branch advertising	6
6	Procedure for Evaluating a Proposal for Partnerships	6
6.1	Process for determining whether a company is suitable for National Sponsorship	6
6.2	Process for determining whether a company is suitable for National Advertising	7
6.3	Process for determining whether a company is suitable for Branch Advertising	7
Appendix I:	Background / Governance	9
Appendix II:	Risk & Opportunity Assessment Tool	11
Appendix III:	Risk Description	12
	Example Scenarios	13

1 Introduction

Sponsorships and collaborative partnerships with industry are important to the Association for Dietetics in South Africa (ADSA). They are of potential benefit to the ADSA in the following ways:

- Addressing alternative income and resourcing for ADSA for administration costs associated with the day-to-day running of the association;
- Creating a platform for engagement between ADSA and industry, and
- Supporting public health messaging and having an impact on the availability and promotion of healthier choices.

ADSA is a Non-Profit Organisation (NPO) and all the dietitians that work for ADSA do so on a voluntary basis. ADSA's income for day-to-day running of the association is primarily made up of membership fees paid on annual basis. In addition to this, ADSA seeks support from the private sector for its activities in order to enhance opportunities for its members. In accepting support, ADSA enters into a mutually beneficial collaboration with these organisations, where the sponsor is entitled to certain benefits and services. All sponsors are bound by the **ADSA Sponsorship Policy**.

This document aims to establish a framework for ADSA sponsorship, with consistent procedures for all types of Sponsorship agreements.

2 Background

All sponsorships and collaborative partnerships should be aligned with the principles of ADSA's vision, mission and underlying aims, as taken from the constitution below:

VISION

To represent and develop the dietetic profession to contribute towards achieving optimal nutrition for all South Africans.

MISSION

As the registered professionals in the field of dietetics and nutrition we support and promote the continued growth of the profession of dietetics in South Africa.

The primary aims of the Association shall be:

1. to serve the interests of dietitians in South Africa;
2. to promote the nutritional wellbeing of the community.

To further these primary aims, the Association shall strive to attain the following subsidiary aims:

- a) To act as spokesperson in negotiations affecting all matters of the dietetic profession.
- b) To improve and maintain quality of service rendered by dietitians by setting guidelines and creating opportunities for continuing education.
- c) To formulate and publicise statements based on scientific facts regarding dietetics and nutrition.

- d) To build up and maintain contact with food, nutrition and related industries.
- e) To have input on draft legislation on food, nutrition and related matters.
- f) To build up and maintain contact with organisations and associations which provide nutrition information to communities and individuals in South Africa.
- g) To improve and maintain quality of service rendered by establishing and monitoring standards necessary for continuous quality improvement.

Collaborations shall provide a vehicle for helping ADSA to achieve these objectives. Traditionally, such collaboration has been with pharmaceutical and nutritional companies, with food manufacturers and retailers. It is ADSA's aim to collaborate with a wider range of companies, such as, but not limited to, trade associations, financial institutions, medical aids, the travel industry and the media.

3 ADSA Sponsorship Policy

All potential ADSA sponsors are to be evaluated to ensure that they are consistent with ADSA's evidence-based approach to nutrition.

ADSA adheres to and enforces the following principles in its relationships with sponsors:

1. Adherence and commitment to ADSA's mission, vision, positions and policies

ADSA sponsors are committed to the mission and vision of ADSA. Each sponsor's objectives reflect this commitment and are aligned with ADSA's strategic goals.

2. Scientific Accuracy

All sponsor materials, presentations and information shared with members are internally reviewed for scientific accuracy, adherence with ADSA's positions and policies and for appropriateness for ADSA members. This review is done by the ADSA Executive Sponsorship portfolio holder, by the ADSA COO and the ADSA President.

3. Non-endorsement

ADSA does not endorse any brand, company product or service.

4. Non-influence

ADSA's programs, leadership, decisions, policies and positions are not influenced by sponsors.

ADSA's procedures and formal agreements with external organisations are designed to prevent any undue corporate influence.

5. General Requirements for Acceptance of ADSA Sponsors:

- Strict criteria are followed to assess the suitability of a collaboration – see Annexures I, II and III
- Scientific accuracy of communication with ADSA members
- Conformance with ADSA positions, policies and philosophies
- ADSA has editorial control of all content in materials distributed to ADSA members

- Clear separation of ADSA messages and content from brand information or promotion
- No endorsement by ADSA of any brand or company product
- The inclusion of relevant facts and important information where their omission would present an unbalanced view of a controversial issue in which the sponsor has a stake

6. Interest groups:

The same criteria used to assess national sponsorship will be applied to interest group and working group sponsorship.

7. Management of funds:

The income from ADSA partnerships and sponsorship at national level shall be pooled and used primarily for administration costs associated with the day-to-day running of the association. Where there is a direct association – for example sponsorship of a branch event, it will be acknowledged by the event organisers in a presentation at the event.

8. Contract of agreement:

The final agreement with any collaborating partner will be embodied in a formal Letter of Agreement or Contract, depending on the scale and complexity of the undertaking. All agreements will be time-limited. Lengthy or recurring collaborations will be subject to periodic review and re-evaluation.

Disclaimer:

Sponsorship enables ADSA—as it does for most non-profit organisations and associations across the country — to build awareness of ADSA and our members, and to share science-based information and new research with our members. ADSA is not influenced by our corporate sponsors, nor does ADSA endorse any of the sponsors' products or services.

ADSA communication and messages are based on evidence-based reviews of the latest and most authoritative science.

ADSA builds and maintains its reputation by scrupulous attention to facts, science and honesty. It is at the discretion of ADSA whether to take on a sponsor or not. ADSA reserves the right to remove a sponsor at any given time at the discretion of the ADSA Executive Committee.

All communication sent out to ADSA members by sponsors must be evidence-based. The ADSA Executive Sponsorship & Treasury portfolio holder and ADSA COO review all communication sent out by sponsors to ADSA members.

ADSA reserves the right to ask for substantiation of any claims made by sponsors' products. Any products that are unable to substantiate their nutrition or health claims will not be communicated.

Any form of endorsement by ADSA is prohibited.

Sponsors are not allowed to have the ADSA logo on their communication to the public or on any promotional material. Similarly, sponsors are prohibited from publicising that they are an ADSA sponsor on the said communication.

ADSA will not consider partnership opportunities with manufacturers of alcoholic beverages or cigarettes.

4 Guiding Principles for Partnerships

Before entering into any partnership ADSA's core principles must be considered. They will always be paramount. The suitability of any collaboration will always be assessed against these principles before any practical questions of cost and benefit are considered.

The principles are:

- The corporate integrity of ADSA and the ADSA members' professional reputation will always be the first consideration.
- Scientific validity, ethical soundness and professional appropriateness will always be the criteria against which any potential collaboration will be judged.
- Collaborations which are determined not to be a good fit for ADSA by the processes outlined below should be managed sensitively. Sometimes by renegotiating the parameters of the collaboration it is possible to proceed, but if we decline, the reasons should be given in writing to the prospective sponsor.
- If a sponsor does not act in our interests, ADSA will first discuss this with them verbally, then in writing to identify any risks that may jeopardise the partnership, or the delivery of the service. Risks may be financial, commercial, reputational or service-related and must be dealt with promptly and appropriately.

5 Types of ADSA Partnerships

5.1 Collaborative partnerships

Collaborative partnerships describe a non-commercial relationship between ADSA and other partners on mutually agreed projects that support public wellbeing and are consistent with association objectives, supported nutrition principles and current scientific knowledge. Examples include professional bodies, consumer groups, health charities, food interest groups and food industry groups.

5.2 National sponsorships

National sponsorships describe a corporate sponsorship of ADSA at a national level, the funds from which are pooled and allocated to the day-to-day administrative aspects of running the association. In exchange for this funding, the corporate sponsor is entitled to certain benefits as described by the ADSA National Sponsor Benefits and Costing document. The sponsor shall be reviewed against criteria (Appendix 1) to determine suitability in terms of alignment to achieving ADSA's goals and objectives.

5.3 National advertising

Where companies would like to communicate with ADSA members on an ad hoc basis via the weekly mailer, for which an advertising fee will apply.

For the purposes of the Sponsorship Guidelines document, only National Sponsorships, Branch Advertising and National Advertising will be discussed. This is due to collaborative partnerships being of a more strategic nature, and not involving any sort of commercial exchange or agreement with ADSA.

5.4 Branch advertising

Branch advertising describes ad hoc participation at ADSA branch committee events, by providing funding in exchange for advertising space (such as a stand, inclusion of content into the member goodie bags etc.). Advertisers will not be permitted to influence the content of the branch event and will not be permitted to co-brand with ADSA on any communication. Nor will advertisers have access to attendance registers or contact lists for event attendees.

6 Procedure for Evaluating a Proposal for Partnerships

6.1 Process for determining whether a company is suitable for National Sponsorship

The Executive Sponsorship portfolio holder will be responsible for managing all engagements between ADSA and potential National Sponsors.

When a company approaches ADSA with an interest in becoming a National Sponsor, they will be directed to the Executive Sponsorship portfolio holder. Alternatively, the Executive Sponsorship portfolio holder may approach companies to be potential national sponsors. The Executive Sponsorship portfolio holder will engage with the company to understand their goals, reasons for interest in partnership with ADSA, as well as their key nutrition and marketing messages to ADSA members and the public. As part of this initial screening, the document entitled **Appendix I: Background / Governance** will be completed and kept on record.

Using the information captured in **Appendix I: Background / Governance** referred to above, the Executive Sponsorship portfolio holder will screen the company against **Appendix II: The Risk and Opportunity Assessment Tool** and allocate the company a risk and opportunity score. The risk and opportunity assessment and score will be shared with the ADSA Executive Committee for comment and feedback. The score may indicate low risk, moderate risk or high-risk, as well as low opportunity, moderate opportunity and high opportunity. For companies scoring a moderate or high risk, a more detailed description of the risk is required, by completing **Appendix III: Risk Description**. High-risk companies will be provided with feedback and informed that they are not suitable collaborative partners of ADSA. Companies scoring moderate risk will be discussed with the ADSA Executive Committee to determine whether additional parameters would be required to allow the partnership, or whether the risk is too high to allow partnership. Companies scoring low risk score will be invited to be National Sponsors according to the requirements of the ADSA sponsorship policy, and the benefits and costing agreement.

The decision to allow a company to be a National Sponsor will only be permitted post feedback and agreement from the ADSA Executive Committee.

Further to the process outlined above, ADSA will not allow companies who manufacture designated products as defined by R.991 (namely infant formula, follow-up formula, infant or follow-up formula for special dietary management of infants with

special medical conditions, complementary foods, liquid milks, powdered milks, modified powdered milks or powdered drinks marketed or otherwise represented as suitable for infants and young children, feeding bottles, teats and feeding cups with spouts, straws or teats) to be National Sponsors, irrespective of the company's risk and opportunity score.

6.2 Process for determining whether a company is suitable for National Advertising

The Executive Sponsorship portfolio holder will be responsible for managing all engagements between ADSA and potential National Advertisers.

When a company approaches ADSA with an interest in advertising in the national mailer, they will be directed to the Executive Sponsorship portfolio holder. Alternatively, the Executive Sponsorship portfolio holder may approach companies to advertise in the national mailer. The Executive Sponsorship portfolio holder will engage with the company to understand their goals, reasons for interest in communicating with ADSA members, as well as their key nutrition and marketing messages to ADSA members and the public. As part of this initial screening, the document entitled **Appendix I: Background / Governance** will be completed and kept on record.

Using the information captured in **Appendix I: Background / Governance** referred to above, the Executive Sponsorship portfolio holder will assess the content of the communication for accuracy and alignment to ADSA's principles to determine whether the communication will be permitted into the ADSA mailer. The Executive Sponsorship portfolio holder reserves the right to request changes to be made to any communication for it to be included into the mailer, and also reserves the right not to allow communication to be sent if it does not comply with ADSA's principles and requirements.

For additional support, the Executive Sponsorship portfolio holder may consult with the ADSA COO and the Executive Communications portfolio holder. The decision to allow a company to be a National Advertiser will only be permitted post feedback and agreement from the Executive Sponsorship portfolio holder.

Further to the process outlined above, ADSA will not allow companies who manufacture designated products as defined by R.991 (namely infant formula, follow-up formula, infant or follow-up formula for special dietary management of infants with special medical conditions, complementary foods, liquid milks, powdered milks, modified powdered milks or powdered drinks marketed or otherwise represented as suitable for infants and young children, feeding bottles, teats and feeding cups with spouts, straws or teats), to be National Advertisers, irrespective of the company's risk and opportunity score.

6.3 Process for determining whether a company is suitable for Branch Advertising

The Branch Sponsorship portfolio holder will be responsible for managing all engagements between the respective ADSA branch and the potential Branch Advertising company.

When a company approaches an ADSA branch with an interest in advertising at a branch event, they will be directed to the Branch Sponsorship portfolio holder. Alternatively, the Branch Sponsorship portfolio holder may approach companies to be potential advertisers at their branch events. The Branch Sponsorship portfolio holder will engage with the company to understand their goals, reasons for interest in advertising at an ADSA event, as well as the company's key nutrition and marketing messages to ADSA members and the public. As part of this initial screening, the document entitled **Appendix I: Background / Governance** will be completed and kept on record.

Using the information captured in **Appendix I: Background / Governance** referred to above, the Branch Sponsorship portfolio holder will screen the company against **Appendix II: The Risk and Opportunity Assessment Tool** and allocate the company a risk and opportunity score. The risk and opportunity assessment and score will be shared with the Executive Sponsorship portfolio holder for comment and feedback. The score may indicate low risk, moderate risk or high risk, and low opportunity, moderate opportunity or high opportunity. For companies scoring a moderate or high risk score, a more detailed description of the risk is required, by completing **Appendix III: Risk Description**. High risk companies will be provided will feedback and informed that they are not suitable collaborative partners for ADSA. Companies scoring moderate risk will be discussed with the Executive Sponsorship portfolio holder to determine whether additional parameters would be required to allow the partnership, or whether the risk is too high to allow partnership. Companies scoring low risk score will be invited to be advertisers at the branch event according to the requirements of the ADSA sponsorship policy, and the branch advertising benefits and costing agreement.

The decision to allow a company to be a Branch Advertiser will only be permitted post feedback and agreement from the Executive Sponsorship portfolio holder. Further to the process outlined above, ADSA will not allow companies who manufacture designated products as defined by R.991 (namely infant formula, follow-up formula, infant or follow-up formula for special dietary management of infants with special medical conditions, complementary foods, liquid milks, powdered milks, modified powdered milks or powdered drinks marketed or otherwise represented as suitable for infants and young children, feeding bottles, teats and feeding cups with spouts, straws or teats), to be Branch Advertisers, irrespective of the company's risk and opportunity score.

Appendix I: Background / Governance

To be completed for each new partnership proposal. For a partnership renewal, consider whether any of the below have changed.

(a) Does this proposal align with ADSA's vision, mission and goals? If so, which part(s) of it?

(b) To what audience will the partnership be targeted (ADSA members or the public)?

(c) Is there a request to endorse or support a specific brand or product?

(d) What is the core message of the proposal, campaign or advertising?

(e) If appropriate, does the proposed messaging have sufficiently verified research or scientific opinion to support it?

(f) Is there a history of collaboration with this company and, if so, what were the previous experiences?

(g) Is this a one-off proposal or a long term relationship building a strategy between ADSA and the approaching company?

(h) Is the approaching company involved in any unrelated activities that could be potentially harmful to the association?

(i) Has a dietitian been involved in the development of the proposal or messaging?

(j) Is there a dietitian involved with this company in general?

(k) Is the company a pharmaceutical manufacturer, food manufacturer, retailer, trade association, medical aid, financial institution, media or other? If other, please elaborate.

(l) Will the proposal require a significant amount of ADSA time or resources to deliver? If so, please expand and provide examples.

(m) What controls will be in place that will allow ADSA to ensure unsuitable messages are rejected?

(n) Is the proposal something that the members would, in general, support?

Appendix II: Risk & Opportunity Assessment Tool

RISK ESTIMATION

Risk Factor for each question 1 – 3 can be measured by A x B. Risk is the highest number in the A x B column for questions 1-3.

A = Impact

(see **Annexure 1: Impact matrix – risk estimation**)

1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
1 Very unlikely	2 Unlikely	3 Possible	4 Likely	5 Very Likely

B = Likelihood

(see **Annexure 2: Likelihood matrix – risk estimation**)

A x B ≤ 4 Green (Low)	4 > A x B ≤ 12 Amber (Moderate)	A x B > 12 Red (High)
---------------------------------	--	------------------------------------

Please circle

A x B

1	Rate the level of risk of adverse publicity for ADSA being associated with this partner	A	1	2	3	4	5	
		B	1	2	3	4	5	
2	Rate the likelihood of the partner being subject to adverse publicity	A	1	2	3	4	5	
		B	1	2	3	4	5	
3	Rate the risk of a loss of control of the collaboration by ADSA	A	1	2	3	4	5	
		B	1	2	3	4	5	

OPPORTUNITY ESTIMATION

Opportunity can be estimated by the mode score* across questions 4 – 7

*The "mode" is the value that occurs most often.

C = Potential

(see **Annexure 3: Potential matrix – opportunity estimation**)

1 Low	2 Medium	3 High
-----------------	--------------------	------------------

4	Rate the potential for ADSA to raise its profile through this partnership	C	1	2	3
5	Rate the potential for the profile of dietitians being raised	C	1	2	3
6	Rate the potential for the profession's profile being enhanced	C	1	2	3
7	Rate how highly the membership is likely to approve the collaboration*	C	1	2	3

Mode Score	
-------------------	--

NOTES

1. **Appendix I: background / governance** sheet should be completed for every new partnership, regardless of the risk / opportunity estimations.
2. The risk estimation is deemed to be the highest score across the five questions.
3. Where risks are estimated as being amber or red, a more detailed description is required to be discussed as shown in **Appendix III** below.

Appendix III: Risk Description

Description	Comment
<ul style="list-style-type: none">▪ Type of risk	<ul style="list-style-type: none">▪ Is it strategic, operational, compliance, financial, knowledge risk?
<ul style="list-style-type: none">▪ Stakeholders	<ul style="list-style-type: none">▪ Members' views, expectations of Council
<ul style="list-style-type: none">▪ Estimation of risk	<ul style="list-style-type: none">▪ Amber / Red
<ul style="list-style-type: none">▪ Risk tolerance / appetite	<ul style="list-style-type: none">▪ How significant is this risk estimation? What is the overall opportunity estimation? Does the opportunity help offset the risk estimation? Is the risk acceptable?
<ul style="list-style-type: none">▪ Risk treatments	<ul style="list-style-type: none">▪ How will the risk be managed? What levels of confidence are there in existing controls? Protocols for monitoring and review.
<ul style="list-style-type: none">▪ Potential for improvement	<ul style="list-style-type: none">▪ Can the risk be negated? Recommendations for limiting / reducing risk. Can the risk be delegated?

Example Scenarios

These examples are intended to assist the user with the application of these guidelines.

Scenario 1

A major food retailer is producing a generic leaflet promoting the 5 a day message, with no implicitly branded products included.

The proposed collaboration is in-line with the Guidelines for Sponsorship. The message is aimed at the public and ADSA agrees that the messaging is in line with the 5 a day policy.

A dietitian has written the content in the leaflet and, the content is also reviewed by an ADSA executive committee member.

Risk estimation = 4 (Green)
Opportunity estimation = 3 (High)

→ The partnership may be authorised by the executive sponsorship portfolio holder, with controlled distribution for a 12 month period only.

Scenario 2

A herbal remedy company approaches the ADSA to endorse their claims for weight loss. There is no evidence base for the claims.

The proposed collaboration is not in-line with the Guidelines for Sponsorship and Collaborative Partnerships because ADSA has a non-endorsement policy, and because the claims are not evidence-based.

→ Decline opportunity.

Scenario 3

A fast food chain have reduced the salt in their hamburgers and would like to advertise their new product offering at an ADSA branch event.

ADSA considers the new regulations and Department of Health policy documents and acknowledges that salt reduction is a key public health message.

The reputational risk of a high profile association with this organisation creates a high risk estimation.

Risk estimation = 16 (Red)
Opportunity estimation = 3 (High)

→ Decline opportunity.

Scenario 4

ADSA is asked by a company who employ accountants to train its HR officers who facilitate wellbeing sessions for staff across the SA. The company also want to use ADSA leaflets and communication in the sessions.

However, the company requests that they retain the right to amend the content of the wellbeing sessions without consulting ADSA.

The risk estimation is in the amber zone as the potential for loss of control by ADSA is high. Unless we can reduce the risk by retaining control over the delivery of the programme, the collaboration is unwise.

Risk estimation = 10 (Amber)
Opportunity estimation = 2 (Medium)

→ Renegotiate

Scenario 5

A manufacturer of kitchen equipment wants to advertise its products at a branch event. The equipment is marketed primarily at the manufacture of smoothie and soups.

Risk estimation = 2 (green)
Opportunity estimation = 2 (medium)

→ Accept the opportunity in light of the branch advertising and sponsorship policy.

Scenario 6

A sugar manufacturer would like to take part in national sponsorship for ADSA, however it will only promote the use of its non-nutritive sweetener range.

Risk estimation = 16 (Red)
Opportunity estimation = 2 (Medium)

→ Decline opportunity