

**ADDIS ABABA UNIVERSITY  
SCHOOL OF GRADUATE STUDIES**

**STUDY ON RIGHTS AND RESPONSIBILITIES OF  
ATHLETES IN OROMIA ATHLETICS CLUBS IN  
FOCUS ON SUSTAINABILITY OF THE CLUBS**

**BY  
KELBESSA EBA MULATA**

**AUGUST 2012  
ADDIS ABABA  
ETHIOPIA**

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**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES OF  
ADDIS ABABA UNIVERSITY IN THE PARTIAL FULFILMENT OF  
THE REQUIREMENT FOR THE DEGREE OF MASTERS OF SCIENCE IN  
SPORT SCIENCE (ATHLETICS COACHING)**

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## ACKNOWLEDGEMENTS

First and for most I would like to thank almighty God. For giving me life, keeping me healthy and for unreserved gift of coverage to undertake this study. I would like to express my immeasurable gratitude to my advisor Dr. Bezabeh Wolde for his continuous, unreserved, and valuable comments for the successes of this research. Had it not been his whole follow up, patience and cooperation this research would have been much difficult.

I am also indebted to thank my precious wife s/r Abezash Akassa, for her moral encouragement as well as shouldering all the economic, family responsibilities and whatever happened in my life to the extent of extremes, she has been beside me. I also owe a special credit for my daughter sifan Kelbessa, my son sagni Kelbesa for their inspiration and consistent affection made me to exert effort to complete this study on time.

My special thanks also goes to my friend Mesay Shiferaw for his laptop lend, advice, assistance and cooperation for the success of this research.

I am also grateful to thank my brotheres Abera Gure, Amanu Eba for their unreserved advice, assistance, and material support for the success of this research.

My deep appreciation and respect goes to Ato Solomon Birhanu my boss, Ato Tamirat Feyissa EITF President, Ato Tamirat Bekele Ethiopia Olympic committee Executive director for their help in covering my work, moral and material that brings me to this success.

I would like to thank my friends Legesse Regassa, Teferi mokonnin, Abiyot Tesfaye, yilma kefelgni for their different forms of help in the course of this study.

Lastly, Oromia Athletics federation, club coaches, and athletes deserve big thanks for they spend their work time with me. Of course my entire job is surrounded by them.

## Declaration

I declare that this thesis is my own original work and has not been presented for any other degree and that all sources of materials used for the study have been duly acknowledged.

Name\_\_\_\_\_

Signature\_\_\_\_\_

Date\_\_\_\_\_

This Thesis has been submitted for examination with my approval as a university advisor.

Name\_\_\_\_\_

Signature\_\_\_\_\_

Date\_\_\_\_\_

## ***Abstract***

*This study was conducted to study the rights and responsibilities of athletes in Oromia athletics clubs in focus on the sustainability of clubs. The research was designed to be conducted by descriptive survey method. Questionnaires, interviews, and observation checklists were used to collect data then, analyzed by frequency counting, and percentages. To analyze the collected data, both qualitative and quantitative methods were in use. Pertaining to the sample population for the study, from some selected athletics clubs; Athletes, club coaches' municipality, Zonal, and Oromia athletics federation officers were involved. The results indicate that the athletes are not aware of the constitution of clubs, which describes rights and responsibility of athletes, There is no involvements of athletes in decision-making process, Basic necessities, which provided to athletes were not satisfy them, by quality, quantity and accessibility,. There were high drop out of athletes in the clubs. Because of better payment, lack of performance and clubs reduces them as results of budget problems. The trained of coaches asking suggestions on their training methods, coaching styles, training load was low. The incomes of clubs were not from well-established source. Athletes were not ask the concerned bodies about problems they had because of fear then they leave their clubs,. There were low follow up and supports from regional athletics federation, zonal and municipality sport offices for athletics clubs. Therefore, the researcher recommended that Clubs management should educate athletes. Clubs administration should involve athletes starting from amendment of their clubs constitution to high level of board committees whom determine the sustainability of the clubs. clubs management need to design way to improve quality and quantity of food in relation to their training load, quality of residues, access of sport wears, amount of their salary in relation to community life to improve their motivation to stay in their clubs. Concerned bodies do on it by involving athletes themselves, Coaches of the clubs should ask athletes' suggestions on their training methods, coaching styles, training load; the clubs managements should create the system to improve the income of their clubs by involving athletes. Instead of leaving, athletes should have and know properly the aim, objectives, and goal of themselves as well their clubs. They should committed to reach their goal by straggling for their rights by following the rules and regulation of their clubs. Regional athletics federation, zonal sport office, municipality sport offices need to design and develop mechanisms to support, supervise, and work with close relation to athletics clubs by teaching the ways to handle athletes, found raising mechanisms and apply the proper structures of clubs managements respectively. Generally due attention and serious consideration should given to athletes to sustain the athletics clubs.*

## **Acronym/ Abbreviation**

EAF= Ethiopia Athletics Federation

IAAF= International Amateur Athletics Federation

IOC= International Olympic Committee

MoYSC= Ministry of Youth, Sport and Culture

NCAA= National College Athletics Association

NGB= National Governing body

NJCAA= National Junior College Athletics Association

USATF= United States of America Track and Field

USOC= United States of Olympic Committee

## Table of contents

	Pages
Acknowledgments .....	I
Table of contents.....	II
List of tables.....	V
Acronyms and abbreviation.....	VII
Abstract.....	VIII
CHAPTER ONE	
INTRODUCTION	
1.1 Back ground of the study.....	1
1.2 Statement of the problem.....	4
1.3 hypothesis of the researcher.....	4
1.4 Objectives of the study.....	5
1.5 Significance of the study.....	5
1.6 Delimitation of the study.....	5
1.7 Limitation of the study.....	6
1.8 Operational Definition of Terms.....	6
1.9 Organization of the study.....	6
CHAPTER TWO	
REVIEW OF THE RELATED LITERATURE	
2.1 Historical of athletics.....	7
2.2 Athletics events.....	9
2.3 History of Ethiopia athletics.....	10
2.4 Governance of sport organization.....	12
2.5 sport clubs in different countries.....	15
2.6 sport club system .....	23
2.7 Sport Club sustainability •••.....	25
2.8 Sports Clubs' Effectiveness .....	27



2.9 Athlete Development and Services .....	29
2.9.1 The Sport Development Continuum.....	29
2.9.2 Basic strategies for athlete development program .....	30
2.9.3 Serving Athletes .....	32
2.10 Categories of sport clubs.....	33
2.11 Factors affecting performance of athletes in sport clubs .....	36
2.11. 1 Administration and organizational structure of the clubs.....	36
2.11. 2 sport club leadership style.....	38
2.11.3 Responsibility of Club officers.....	38
2.11. 4 Responsibility of Coach.....	39
2.11.5 Responsibility of Athlete.....	39
2.12 Quality foods provided for athletes.....	40
2.13 Resources needed by athletics clubs - .....	41
2.13.1 Financial resources .....	41
2.13. 2 Human resources .....	41
2. 13. 3 Material resources.....	41
2.13.4 Facilities need by athletes.....	42
2.13.5 Communication.....	43
2.14 Establishment of sport clubs.....	43
2.14.1 The Formation of a New Club.....	44
2.14.2 The benefits of forming sport clubs.....	45
2.14.2.1 Health issues.....	46
2.14.2.2 Social and community issues.....	46
2.14.2.3 Economic issues.....	47

2.14.2.4 Education / achievement.....	48
2.14.2.5 Other.....	48
<b>CHAPTER THREE</b>	
<b>3. RESEARCH DESIGN AND METHODOLOGY .....</b>	<b>49</b>
3.1 Research design .....	49
3.2 Subjects of the Study.....	49
3.3 Instruments of Data Collection .....	50
3.3.1 Questionnaire.....	51
3.3.2 Interview.....	51
3.3.3 Observation Checklists.....	51
3.4 Sampling Procedures .....	52
3.5 Procedure of Data Collection .....	52
3.6 Method of Data Analysis.....	52
<b>CHAPTER FOUR</b>	
<b>ANALYSIS, DISCUSSION AND INTERPRETATIONS OF THE DATA.....</b>	<b>53</b>
4.1 Background Characteristics of the Study Groups.....	53
4.2 Finding and Discussions.....	57
<b>CHAPTER FIVE</b>	
<b>SUMMARY, CONCLUSION AND RECOMMENDATION</b>	
5.1 Summary of the major findings.....	81
5.2 Conclusion.....	84
5.3 Recommendation.....	85
Bibliography.....	87
Appendixes	
Declaration	

## List of Tables

Pages

Table-1- Sample Selected from Athletics clubs, city administration, zone and region .....	50
Table-2 <b>Athletes</b> and coaches involved in the study by sex, age, educational background, training age, type of event they specialized and experience in and outside the athletics clubs.....	55
Table-3- Have you had experience of training before join the clubs for athletes. ....	57
Table-4- Ways of selection to be the athlete of the clubs.....	58
Table-5- Taking necessary athletes personal information when they start coaching.....	58
Table-6-Interest of asking suggestions of athletes on training method.....	59
Table-7- Have you examines your health when you join the club?.....	60
Table-8: Did you know your performance level when you join the club?.....	60
Table-9-: Improvement of performance after joins clubs .....	61
Table-10-Availability, quality and quantity of basic necessity supplied for the athletes by the clubs .....	61
Table-11- Participation of athletes in decision making in the clubs.....	62
Table-12- when you joined the club did you gain necessary information about your right and responsibility.....	63
Table-13- In your understanding who is responsible for the sustainability of the club?.....	63
Table-14-: was the method of selection of athlete for competition clear for every athlete in the clubs.....	64

Table-15- Do you have the constitution of the club on your hand.....	64
Table-16 Rate of dropout of athletes in clubs .....	65
Table-17-: The main case for dropout of Athletes .....	65
Table-18- The involvement of athletes to reduce the dropout of them .....	66
Table-:19- is there agreement between club and athletes that the athletes support the club from their future income when they developed.....	67
Table-20- Do you like your club?.....	68
Table-21- How is your salary in comparison with other clubs?.....	68
Table-22- Do you evaluate your athlete’s performance regularly to have their regular Record.....	69
Table-23- The effort made by club managements to educate athletes about their right and responsibility when they join the club .....	70
Table-24-: Do you believe that the athletes raise their problems that they have frankly?.....	71
Table-25-: The Idea respecting rights of athletes is the base for sustainability of club.....	71
Table-26- The major reason and case of athletes’ dropout of their clubs.....	72
Table-27- Is the income of the club certainly from well-established source? .....	73
Table-28- Responsibility of athletes for sustainability of the clubs.....	74

# Chapter one

## Introduction

### 1. Background of the study

Sport serves as a vehicle for education, health, leadership and fair play for all who participate and are involved in sport. Our society enjoys and celebrates the success and achievements of our sporting teams and individuals, and athletes are often chosen as role models by younger and aspirin Athletes (...[http://www.ausport.gov.au/supporting/ethics/complaint\\_management/fact...](http://www.ausport.gov.au/supporting/ethics/complaint_management/fact...))

A number of traditional sports used to be widely practiced in Ethiopia before the introduction of Modern sports. Horse racing, wresting, and field hockey (Genna) are among traditional sports that are still being practiced in the nation. When it comes to modern sports, athletics and football are the two popular sports of the nation.

In Ethiopia modern sport is still at the infancy level. The causes for these are organizational and Economical problems. As the leadership in sports lacked a popular base in this country, it has been under going a series of continuous reorganization. The focuses are even more given to limited sports, like football, athletics, volleyball etc. Yet as this intent on gaining victory lacks broad base that would replenish about sport persons, the results registered have been declining as well. The shortage of sport facilities, sport wear, equipment as well as lack of trained personnel in the sphere have also made the problem more complex (National sport policy, 2005)

As indicated at this out set and incorporated in the sport policy document (2004), the policy out lines clearly selected goals, means and strategy. Further defines to what, how, where, whom, and why to train, who is to train at different levels, decisions as to organization, facilities and administrative arrangements as well as to coordination among its several elements. In spite of all these frameworks, there seems to be an immense gap between what is written in black and white and actually practiced on the ground, ever since the policy has come in to action that is actually the question of hands on job. Interestingly, sport all countries is changing with times, but not uniformly at all. The gap in resource between wealthy and poor countries is growing. There is no question that the availability of quality facilities is necessary for proper training; where this does not exist. Apparently, it is intended ahead of time (Judith, 1998).In a nuts shell, this is actually a severe challenge that developing countries face.

Conversely athletics is one of the purest of all sport, relaying solely on the strengths of the human body rather than their technological implements to improve performance. Moreover, the sport and games played in a country can tell us a lot about the country. The way sport is played often indicates how people in particular country live. (Brian Mac, 201 1)

Likewise, when we mention sport and Ethiopia, few world first-class distance runners' immediately comes to our mind. In fact, at this stage one could safely and justifiably come to an agreement that Ethiopia has some of the best middle and long distance runners in the world. Accordingly, the New York Times called Ethiopia 'running Mecca,' due to its historical successes in the athletics program, in which it also took 5<sup>th</sup> place in the world ranking during the Olympic champion at Beijing(International Olympic commit, 2010). To strengthen idea this point quoting Mulugeta(2011) assertion is apt:

*Excellence in athletics is among the top few subject matters Ethiopia is well known for around the world. The reputation started to build up back in the days of Abebe Bikila who stunned the world by winning the Olympic marathon setting a world record after running barefoot in Rome in 1960. It was the first ever marathon Gold Medal for Africa Abebe became the first athlete in the world to win back-to-back Olympic Marathon titles when he won the subsequent Olympics in Tokyo in 1964. Since then, Ethiopia has produced many heroes and heroines in the Olympics stage such as Mamo Wolde, Miruts Yifter, Belayneh Dinsamo, Derartu Tullu, Haile Gebresellassie, Fatuma Roba, Gezahagne Abera, Kenenisa Bekele, Gete Wami, Meseret Defar, Tirunesh Dibaba, Gebregziabher Gebremariam, Birhane Adere and others who marveled the world in the long distance race Ethiopia has won 19 gold, 5 silver and 14 bronze medals on the prestigious Olympic stages alone until 2008—the Beijing Olympics. Apart from the Olympics, countless medals have been won by different Ethiopian athletes in international track and field competitions like the World Athletics Championship, World Cross Country, International Marathon races, Golden and Diamond leagues, World Youth Athletics Championship, African Athletics Championship and so on. Ethiopia has indeed offered the world some remarkable athletes that will never be forgotten in the history of the sport. Apart from the late Abebe Bikila, the legendary Haile Gebresellassie, Kenenisa Bekele and Tirunesh Dibaba are among few unique athletes that the world has ever witnessed..*

In order to achieve all they can in their sporting pursuits and receive all the benefits listed above, athletes regardless of age, level of competition, sporting activity or ability need to be supported and afforded certain rights. Athletes are also, however, required to meet certain obligations and responsibilities in order for all involved to benefit fully from their sporting pursuits.

It is therefore essential that athletes operate professionally and with integrity both on and off the field and in their relationships with those who participate in or associated with their sport.

**From an ethical perspective, every athlete has the right to:**

- Compete and train in an environment free from discrimination, harassment and abuse.
- Be treated fairly, equally and with respect and dignity by coaches, officials, fellow athletes, opponents and supporters.
- Enjoy their sport and be united in sportsmanship and fair play.

- .Compete and train in an environment free from drug cheats.
- .A qualified and dedicated coach who respects the rights of the athletes with whom they work.
- Guidance and support from coaches, support personnel and board/committee members.
- Encouragement and courtesy from the sporting community.
- Be honest with their coach and support personnel (managers, physiotherapists, doctors, administrators) concerning illness, injury and ability to train fully within the program requirements.
- A fair process and the principles of natural justice being consistently applied, should the athlete become the subject of or involved in a complaint, allegation or investigation within the sport.
- Access to clearly articulate legal and moral standards and requirements through codes, policies, rules, regulations, guidelines and procedures manuals as defined by the sporting organization.
- Access to educational and development opportunities, so that the athlete's current and future Vocational needs and provided for.

**From an ethical perspective, every athlete is responsible for:**

- . Contributing to a safe environment for other athletes and participants (including coaches, officials, parents, administrators and support personnel) that are free of discrimination, harassment and abuse.
- .Treating all athletes and participants fairly, with respect and dignity regardless of gender, race, place of origin, athletic potential, color, sexual orientation, religion, political beliefs, socio-economic status and other conditions.
- .Promoting fair play, team work and appropriate sporting behavior.
- .Accepting victory and defeat with dignity and grace.
- .Refraining from any behavior that may bring the sport or club into disrepute.
- .Conducting themselves with integrity and honor both on and off the field and being a positive role model for others.
- .Respecting the talent, potential and development of fellow athletes, competitors, coaches and officials.
- Providing feedback to coaches, officials, support personnel and other participants in a professional manner that is appropriate and sensitive to their needs.
- Maintaining an uncompromising adherence to the sport's standards, rules, regulations, codes and policies and encouraging others to do likewise.
- Not using their involvement with the sport, a member association or an affiliated club to promote their own beliefs, behaviors or practices where these are inconsistent with those of the sport or club.
- Being knowledgeable of and complying with the anti-doping rules set out by their sporting organization, state department of sport and recreation and/or centre of sporting excellence or development.
- Taking full responsibility in the context of anti-doping, for what they ingest and use. (...[http://www.ausport.gov.au/supporting/ethics/complaint\\_management/fact...](http://www.ausport.gov.au/supporting/ethics/complaint_management/fact...))

From this notion, this study will be conducted about the rights and responsibility of athletes in Oromia athletics clubs in focus on the sustainability of the clubs. The athletes have great role to sustain the clubs therefore this study will be conducted to assess the rights and responsibilities of athletes, in the clubs furthermore, the income of the clubs, the athletes involvement in different activities and public services will also be studied. Athlete's thought for the existence of their club in their each and every action they take through out their athlete life, the base of income of clubs, way athletes involve in different decisions made by management of their clubs to make their clubs more effective and accomplish the public expectation to visualize the future success will also be studied .

## **1.2 Statement of the problem**

In Ethiopia it is not uncommon to establish a club and to run it but the problem is on effectiveness and sustainability of the clubs.

Participation of the athletes on decision made in the club plays great role on the sustainability of the clubs. To study the sustainability of the clubs and the following basic questions will be answered at the end of this study:-

1. What are the rights of the athletes in oromia athletics club in focus on the sustainability of the clubs?
2. What are the responsibilities of the athletes on the sustainability of the clubs?
3. What benefits do the municipalities get from established clubs?
4. Does the athletics club have the written document that describes the rights and responsibility of the athletes?
5. Do the clubs respect the right of the athletes in the decision made on training, on questions they raise about training time, about selection of athletes for competitions in different levels?
6. What are main reasons for the athletes to Withdraw from the clubs?
7. How clubs will reduce the dropouts of athletes and sustain the clubs?
8. Are the clubs incomes from well-established source?

## **1.3 Hypothesis of the researcher**

In oromia athletics clubs there is written document that describe the rights and responsibilities of athletes. the club management clarified the documents for the athletes when they join the clubs, the basic necessity are already fulfilled for athletes, athletes are active participant in the clubs and clubs have enough incomes for their sustainability, however the researcher hypothesized the written document is only on the shelf. It is not implemented.



## **1.4 Objectives of the study**

This research has its own general and specific objectives:-

### **1.4.1 General objective:-**

The general objectives of this research are to study the rights and responsibilities of athletes in focus on sustainability of athletics clubs.

### **1.4.2 Specific Objectives:-**

- To identify rights and responsibilities of the athletes in their athletics clubs sustainability.
- To assess the involvement of athletes in decisions made by club's administration.
- To predicate necessary ways that should be followed by athletes and clubs administration to sustain the clubs.
- To identify the means of incomes of the clubs that enhances the effectiveness.
- To asses as athlete's outlook for the existence of the club in action they take through out their athlete life.
- To identify as there is basic necessities like, housing, sport wear, enough diet, training truck and field.
- To suggest possible recommendations to improve the degree of involvement of these athletes in the suitability of their clubs.

## **1.5 Significance of the study**

It is hoped that finding of this study would have the following significance.

- Give insight about the right and responsibility of athletes to sustain clubs.
- Be used as feedback for stakeholders and athletes to make them aware about responsibilities of athletes employ to sustain the clubs.
- Moreover, the findings will serve as a piece of reference to other researchers who are interested to undertake further study in the area and to contribute a little in order to enrich the existing literature gap in the field.

## **1.6 Delimitation of the study**

Athletics is a subject with a vast type of activities.

The researcher will challenging and unmanageable to deal with the whole part. This study would delimitate to study the rights and responsibilities of athletics clubs in Oromia. This

selection would make on the consideration of accessibility and availability of information that the athletics clubs of selected athletes in Oromia regional state.

### **1.7 Limitation of the study**

The outcome of this study would very interesting to conduct the study on the participating of all clubs of athletics in the country however; the study is limited in Oromia regional state selected athletics clubs because of the shortage of money, time, scarcity of materials, and transportation problems. Another Major problem that the researcher faced was shortage of reference books and appropriate documents while conducting the research, the researcher has been forced to rely mainly on sources that are little related to the topics.

### **1.8 Operational Definitions of terms**

**Athlete**:-is someone who is good at sport, especially athletics and takes part in sport competition.

**Athletics**: - track and field sport, comprising group of athletics events or disciplines each of which involves either running, walking, throwing or jumping.

**Right**:-just and fair entitlements due to an athlete.

**Responsibility**:-obligation athletes would be expected to meet.

**Clubs**:-is the team, which competes in sporting completions.

**Sustainability** is the long-term maintenance of well being, which has environmental, economic, and social dimensions, and encompasses the concept of stewardship, the responsible management of resource use.

### **1.9 Organization of the study**

This study is organized in to five chapters. Chapter one deals with the back ground of the study. The basic questions of the research, statement of the problem, objective of the study, significances of the study, scope of the study, limitation and organization of the study and finally operational definition of key terms are included. In chapter two, review of the related literature is dealt. Research design and methodology with detailed explanation on procedures of sampling techniques, Instrument of data collection are included in chapter three. In chapter four, the data presentation and analysis are made. The summary, conclusions and recommendation are presented in chapter five. Finally bibliography, sample questionnaires, sample interview questions another relevant documents are attached to the last part of the thesis.

## Chapter Two

### 2. Review of related Literature

#### 2.1 History of athletics

Track and field is one of the oldest sports. Athletic contests were often held in conjunction with religious festivals, as with the Olympic games of ancient Greece. For 11 centuries, starting in 776 BC, these affairs for men only were enormously popular events. During the Middle Ages organized track and field all but disappeared. The true development of track and field as a modern sport started in England during the 19th century. English public school and university students gave the sport impetus through their interclass meets, or meetings as they are still called in Britain, and in 1849 the Royal Military Academy held the first organized track and field meet of modern times. Not until the 1860s, however, did the sport flourish. In 1866 the first English championships were held by the newly formed Amateur Athletic Club, which opened the competition to all "gentlemen amateurs"--specifically, athletes who received no financial compensation for their efforts. In 1896 the first modern Olympic Games were staged. Although initially of limited appeal, the Olympics captured the imagination of athletes and grew steadily, making track and field an international sport for the first time. In 1912 the International Amateur Athletic Federation (IAAF) was formed by representatives from 17 countries. The IAAF was charged with establishing standard rules for the sport, approving world records, and ensuring that the amateur code was adhered to; it continues to carry out these duties today. The participation of women in track and field is a relatively recent development. In 1921 representatives from six countries formed an athletic federation for women, which merged with the IAAF in 1936. Participation by women has grown rapidly in many countries in recent years, particularly in the United States, where many schools have added women's track and field to their athletic programs. (<http://www.iaaf.org/.../index.html>)

But what was the sport the IAAF was meant to govern? For participants, athletics was about enhancing the quality of life; it was something done for love and other noble principles. This permitted a limited group of athletes to achieve high-level performances by virtue of a privileged social and financial situation.

Yet with the continual evolution of modern society came tremendous enthusiasm for sport. This growing interest and the improvement of individual performances boosted the stature of athletics. Beginning in the 1960s, TV coverage of athletics greatly increased and many companies began to see commercial value in the sport. It became harder to follow the amateur principle in the traditional sense, especially considering the time and resources needed to train and maintain elite athletes. Faced with this commercially demanding world, the IAAF made changes to benefit the athlete, spectators and all other members of the Athletics Family.

In 1982, the IAAF abandoned the traditional concept of amateurism and in 1985 created trust funds for athletes. The way to high performance was opened to larger groups of extremely talented athletes. Steadily, there has been a change from the so-called amateurs to financially motivated and secure athletes at the highest levels and this development has continued with the introduction of the IAAF Competition Awards in 1997, which offered prize money to successful athletes for the first time in the history of IAAF competitions.

The development of applied sports sciences, improved equipment and new training and competition techniques, brought even more changes to the sport. Sadly, performance enhancing drugs became more prominent at this time as well, jeopardizing the moral fabric of sport as well as the health and lives of young people.

The IAAF has subsequently led the sports movement worldwide in the development and application of an extensive anti-doping program involving testing both in and out of competition. Until the late seventies, athletics had its moment of glory every 4 years, at the Olympic Games. Today, The official IAAF Competition Program now includes World Championships, World Junior Championships, World Youth Championships, World Indoor Championships, Continental Cup, World Cross Country Championships, World Race Walking Cup, World Half Marathon Championships, the international Diamond League and World Challenge series, Combined Events Challenge Race Walking Challenge, Hammer Throw Challenge, Road Race Labels, and Permit circuits for indoor and cross country competitions. In addition a variety of major competitions at continental level reflect the expansion of the IAAF program.

Fourteen multi-sport and Area Games competitions, including the Olympic Games, are organized on all continents with athletics as the core sport.

Added to this are thousands of other national and local area events. In 2003 the IAAF Congress approved the addition of Mountain Running to the list of disciplines governed by the IAAF.

Mountain Running has its own World Championships and Grand Prix circuit. With regard to administration, the number of affiliated federations grew dramatically, from 17 in 1912 to 213 in 2008 and back to 212 in 2010 when Netherlands Antilles federation ceased to exist independently. All federations are invited to attend the IAAF Congress every two years with elections held during even-numbered Congresses. While once functioning in a way which favored the wealthier, developed nations through its voting system, the IAAF adopted the ultimate democratic system of one country, one vote in 1987.

The IAAF Council, which administers all IAAF affairs, consisted of seven members drawn from 16 member federations in 1912, and this has grown to 17 from 212 today.

In 1968, a representative of each area in the world was elected to the IAAF Council and in 1995 two women were elected for the first time. The IAAF now has six Area Group Associations. Council is assisted by six Committees and eight Commissions in the wide ranging decisions it must make. These are manned by experts in the various fields.

The IAAF Headquarters, which was initially the study of the General Secretary, now consists of three fine buildings in Monaco. The organization now employs nearly seventy full-time multi-national professional staff.

This expansion and growth have only been possible due to a professionally planned marketing program. The IAAF has long accepted the need to embrace corporate sponsorship as a means to better promote and develop the sport world wide.

In the early days IAAF income was restricted to membership fees paid by the affiliated member federations and additional sums from the selling of the IAAF publications. But in recent years, with the expansion of the competition program and the huge interest in athletics shown by TV and corporate partners, this income has increased dramatically.

This move towards a more professional sport was particularly recognized in 2001, when the IAAF Congress voted unanimously for the organization's name to be changed to the International Association of Athletics Federations. (<http://www.athleticscholarships.net/history-of-track-and-field.htm>)

## **2.2 Athletics Events**

Track and field events are divided into three broad categories: track events, field events, and combined events. The majority of athletes tend to specialize in just one event with the aim of

perfecting their performances, although the aim of combined events athletes is to become proficient in a number of disciplines. Track events involve running on a track over specified distances and in the case of the hurdling and steeplechase events obstacles may be placed on the track. There are also relay races in which teams of athletes run and pass on a baton to their team member at the end of a certain distance. There are two types of field events: jumps, and throws. In jumping competitions, athletes are judged on either the length or height of their jumps. The performances of jumping events for distance are measured from a board or marker, and any athlete overstepping this mark is judged to have fouled. In the jumps for height, an athlete must clear his or her body over a crossbar without knocking the bar off the supporting standards.

The majority of jumping events are unaided, although athletes propel themselves vertically with purpose-built sticks in the pole vault. The throwing events involve hurling an implement (such as a heavy weight, javelin or discus) from a set point, with athletes being judged on the distance that the object is thrown. Combined events involve the same group of athletes contesting a number of different track and field events. Points are given for their performance in each event and the athlete with the greatest points total at the end of all events is the winner.

### Official world championship track and field events

track events					field events		Combined events
Sprints	Middle-distance	Long-distance	Hurdles	Relays	Jumps	Throws	
60 m	800 m	3000 m	60m hurdles	4×100m	Long jump	Shot put	<i>Pentathlon</i>
100 m	1500 m	5000 m	100mhurdles	relay	Triple jump	Discus throw	Heptathlon
200 m		10,000m	110mhurdles	4×400m	High jump	Hammer throw	Decathlon
400 m			400mhurdles 3000 m steeplechase	relay	Pole vault	Javelin throw	

Source: [http://en.wikipedia.org/wiki/Track\\_and\\_field](http://en.wikipedia.org/wiki/Track_and_field)

### 2.3 History Ethiopia athletics

Although the exact roots of Ethiopian Athletics cannot be retraced accurately, it is widely believed that the sport was widely practiced in schools and military before 1897. The sport was limited to these parts of society only because others did not have access to equipment used for

competition or was not organized in a manner that motivated progress. But after signs that the sport was increasing in popularity in many parts of society, a need to assemble these activities under one organizing umbrella quickly arose. It was in 1949 that the Ethiopian Athletics Federation (EAF) was formed and soon became a member of the International Amateur Athletics Federation (IAAF).

Since its inception, much of the federation's activities were carried with the help of amateurs. The first executive committee was headed by Colonel Getahun Teklemariam, the man official recognized as the first president of the EAF. This committee started a formalized program where athletes competed domestically and internationally.

One of the first major competitions in the Federation's, the Shewa championships, was organized in 1966 and was a competition among various divisions of the military, schools, and clubs. The first ever edition of Ethiopian championships were held in 1971.

In the late 70's, a new committee, headed by chairman Tesfaye Sheferaw, was formed to administer the federation. The major achievements of this era were the staging of the first Abebe Bikila Marathon and the national cross country championships. Ethiopia also participated in the world cross country championships for the first time in 1984. This executive committee was also responsible for overseeing many developmental activities of the Federation. Construction of the first athletics track, education and hiring of coaches, and major improvement in working procedures were all hallmarks of the early 80's. Many years later, the EAF now has semi-professional organizational structure. (*EAF Ethiopian Athletic Federation - About EAF* <http://athleticsethiopia.org.et/Content/ContentManager.php?aboutEAF>) 1 of 3 12/15/2011 2

### **2.3.1 Oromia region and athletics**

Oromia is one of the regional states in Ethiopia among 9 regional and two city administrations. The region has 18 zonal administration 304 woreda administrations, 6343 kebele and 423 cities. As Ethiopia is the source of many long distance runners from these runners most of them are from Oromia. The region is known by contributing so many athletes than other regions of the country. In addition, to maintain the sustainability of these results of the athletes the region plan and apply different mechanisms. These are building stadiums, establishing clubs and different projects. Now day in the region, there are so many athletics clubs, which are administrated by

city administration sport bureaus. Due to Geographical location, altitudes and temperature the region have the access for development of athletes. (*3<sup>red</sup> all Ethiopian game pp30-31:2012*)

## **2.4 Governance of sport organization**

“Because sport is based on ethics and fair completion, the governance of sport should fulfill the highest standards in terms of transparency, democracy and accountability” (*Jacques Rogge, loc president*).

Governance is the systems and processes concerned with ensuring the overall direction, effectiveness supervision and accountability of an organization. (*The national hub of expertise in governance UK*)

Sport organization increasingly depend on governmental funding and on sponsorship by private companies and individuals, these responsible for running sport have a duty to ensure that sport is managed in an appropriate manner. This begs the questions: who in a sport organization is ultimately responsible? (*Sport administration manual PP: 184:2009*)

IOC defined the universal principles of good governance for the Olympic and sport movement in 2008, and these were full endorsed at the 2009 Olympic congress in Copenhagen.

### **2.4 .1 the endorsed principles of good governance of sport**

**2.4 .1.1 Vision:** - the vision and overall goals of the sport organization have to be clearly defined and communicated.

**2.4 .1.2 Mission:** - the mission should include:

- Development and promotion of sport through non-profit organization;
- Promotion of the values of sport;
- Organization of competition;
- Ensuring a fair sporting contest at all times;
- Solidarity; and
- Respect for the environment



### **2.4 1.3 Structures, regulations and democratic process**

- All sport organizations in the Olympic and sport movement should be based on the concept of membership with in entities established in accordance with applicable law.
- The sport organizations should include as members legal or physical persons who constitute the organization and contribute to form the will of the organization.
- The stakeholders of the organization encompass all members who make up the organization as well as all external entities who are involved and have a link, relation with or interest in organization.

#### **2. 4 .1.4 Clear regulations**

All regulation of each organization and governing body, including but not limited to, constitutions and other procedural regulations, should be clear, transparent, disclosed, publicized and readily available. Clear regulations allow understanding, predictability and facilitate good governance. The procedure to modify or amend the regulations should also be clear and transparent.

#### **2.4.2 Governing bodies of sport organization**

The size of the governing bodies should be adequate and consistent with the size of the sport organization. The tasks and responsibility of the governing bodies should be clearly defined in the applicable regulations and should be adopted and reviewed as necessary. Governing bodies should be entitled to create standing or ad hoc committees with specific responsibility, in order to help them in their tasks. The organization should set out and adopt reliable and appropriate criteria for the election or appointment of members of the governing bodies so as to ensure a high level of competence.

#### **2.4 .2.1 Internal management**

Good internal communication reinforces the efficiency of sport organization. Good information flow inside sport organization ensures good understanding by membership of activities undertaken and allows managers to make timely and informed decisions.

Good working conditions and atmosphere as well as motivation and incentive policies are essential for the smooth functioning of the organization.

#### **2.4.2.3 Risk management**

A clear and adequate risk-management process should be put in place for the: identification of potential risk for the sport organization; evaluation of risks; control of risks; monitoring of risks; and disclosure.

#### **2.4.2.4 Appointment of the members of the management**

Leader is above management. The majority of the members of management should be professional. Candidates should have professional competency and an impeccable professional history. The selection process should be based on objective criteria and should be set out clearly. (Sport administration manual)

#### **2.4.2.4 Code of ethics and ethical issues**

Any sport organization should develop, adopt and implement ethical principles and rules. Ethical rules should refer to be inspired by the IOC code of ethics. Monitor the implementation of ethical principles and rules.

#### **2.4.2.5 Accountability**

All bodies whether elected or appointed, shall be accountable to the members of the organization and in certain cases to their stakeholders. In particular, the executive body shall be accountable to the general assembly of the organization. Management shall be accountable to the executive body. All employees shall be accountable to management.

#### **2.4.2.6 Athletes' involvement participation and care**

The right of athletes to participate in completions at an appropriate level should be protected. The voice of the athletes should be heard in sport organizations. Measures should be taken to prohibit exploitation of young athletes. Athletes should be protected from unscrupulous recruiters and agents. Cooperation with the government of the countries concerned should be developed. Codes of conduct should be signed by all sport

organizations. Sport organization shall adopt rules for the protection of the athlete's health and to limit the risk of endangering the athletes' health.

#### **2.4 .2.7 fighting against doping**

Sport organizations shall fight against doping and uphold anti-doping policy. Zero tolerance in the fight against doping should be encouraged in all sport organization at all level. Sport organization shall protect the athletes from doping in particular through prevention and education.

#### **2.4 .2 8 Insurance**

Insurance in case of death or serious injury is to be recommended for all athletes and should be mandatory for young and junior athletes. When ever and where ever possible, athletes should be provided with social security coverage. Special insurance policies should be available for professional athletes. The organizers of sport events should obtain adequate insurance coverage.

#### **2.4 .2.9 Athletes' education and career management**

Education programs, developing in particular sport and studies programs should be encouraged. Career management programs should be promoted. Training professional athletes for new professional opportunities after their sports careers should be encouraged. *(Sport administration manual PP: 188-193:2009)*

### **2. 5 sport clubs in different countries**

#### **2.5.1 Sport Clubs in USA**

United States of America Track and Field (USATF), the national governing body, offers a system of youth or club support programs to identify and develop talent in track and field. USATF hosts a series of championship meets for age group track and the junior elites. It also hosts junior camps and clinics for educating coaches as well as young athletes. In addition, it provides funding for junior elites to attend camps, summits, and the Junior National Championships. Young athletes will generally have had some exposure to track and field through

track clubs and age group track and field. Most club involvement supplements the high school program and vice versa, since the official high school training and competition season only lasts three to four months. However, the first exposure to track and field tends to occur at the age of 14, through the high school program.

Collegiate institutions across the U.S. have been the “real” training centers for American track and field athletes. Most, if not all, of American Olympians have been products of the American collegiate structure.

There exists several organized university athletic systems are:

- National Collegiate Athletic Association (NCAA),
- National Association of Intercollegiate Athletics (NAIA), and
- National Junior College Athletic Association (NJCAA), to name a few. The most widespread is the NCAA with three divisions.

Track clubs exist throughout the U.S. However, with NCAA rule limitations, the club system best serves either youth or post-collegiate athletes. It should be mentioned that most post collegiate athletes choose to continue training with their college coach on their college campus for many obvious reasons (success, facilities, familiarity, etc.), but the predominant reason is the fact that most often they have nowhere else to go. The USOC has training centers, but these centers perform more of a facility/summit function. Our elite athletes generally will not live at a center because their coach is somewhere else. So, in essence, the U.S. has a multitude of “training centers” across the country and the collegiate institutions are the training grounds for our current and future Olympians

Club sport participation is a major program area within recreational sport. It involves groups that organize because of a common interest in a sport. Self-administration and self-regulation are characteristics common to all clubs, whether they revolve around bridge, chess, sailing, hot-air ballooning, track, rugby, or spelunking. Those who desire club sport membership seek regular participation under a more coherent design than information, intramural, or extramural programs offer.

Historically, you can trace club sport in America to the strong community club sport tradition that still exists in Europe. European clubs provide the main source of sport participation and instruction for all ages, interest, and skill levels. Clubs are self governed by volunteer, elected, or

paid personnel. Members customarily participate with or compete against those representing other communities.

Club systems in the United States vary depending on their setting. For example, clubs in municipal settings are organized by age groups. Clubs in military settings parallel athletic sport by sponsoring the most skilled participants to compete against those from other military bases. Clubs in commercial setting may incorporate more than one sport. They are privately owned and operate for profit through membership fees and charges for space use. Clubs within a correctional setting operate on one site with restricted or no opportunity for travel. Clubs in an educational setting are at colleges and high schools on a limited basis. Perhaps the biggest reason for the diverse approach to club sport in America is that all sport programs were developed independently through educational or municipal settings.

Club sport organizations determine their own activities, Leadership, and internal, operating policies. Self-determination, unity, and common interest are the most appealing aspects of club sport for potential members. Such characteristics distinguish club sport from informal, intramural, and extramural sport. Additional factors associated with club sport programs include in ability to provide sport participation unavailable elsewhere, an opportunity to engage in the sport of one's choice, service to special interest groups, and extramural opportunities distinct from those offered in the intramural sport programs. The United States has continually relied on a "self-selection" system which occurs through mass participation and natural selection. This requires widespread participation across all ages and all levels in track and field. Mass participation in track and field in the US is an apparent problem because of competition with other, more highly organized sports such as football, baseball, basketball, and soccer (*Henson, 1993*). Many youths currently possess the untapped potential to excel in track and field, but are either unaware or playing another sport. Although there is a need for a more formal method of talent identification, such as with Australia or New Zealand, the U.S. has been able to identify talent and encourage young athletes to participate in track and field through its present system. (*The U.S. National Talent Identification Model (1993) (United States of America Track and Field (USATF), the national governing body)*)

### 2.5.2 Sport clubs in Canada, English, German, and Norway

The local sport organization, league or similar, is the core unit for sport and recreation activities. Sport and recreation primarily takes place in the local community. A recently published survey identified 39,649 non-profit and voluntary organizations within the field of sport and recreation in Canada. Of these close to 24,000 were located in the neighborhoods, city, town, or rural municipality Statistics Canada (2004a). A large number operate also at regional and provincial levels, while there are only a relatively small number with are located at the national level. The English voluntary sector comprises the NGBs and their affiliated clubs, most of which are single sport non-profit community clubs. England has over 106,000 clubs with 8.2 million members giving a relatively low average membership of about 80. In 2004 there were 90-305 clubs registered by the state level German Sport Confederation (Deuschere Sportsbund, 2004). Having close to 23.6 million members, this gives an average club size of about 270, considerably higher than in England. A survey from 1992 showed that 35.2% of the clubs have 100 members or less, 34% have from 101 to 300 members and 5.5% have over 1,000 members. These large clubs accounted for almost 30% of total memberships. Most clubs, approximately two-thirds, offered only one sport discipline, reflecting a tendency identified by Heinemann and Schubert (1999) towards smaller, more specialized clubs with fewer members by comparison to the 1970s. In 2004, there were 7,633 voluntary clubs within the Norwegian Confederation of sport having approximately 1.65 million members. In addition, there were 4,542 clubs organized by employees with about 317,000 members (Statistics Norway, 2004). Most clubs are small: in 1998 54% of the clubs had fewer than 100 members and only 2.5% had 1,000 members or more. About one half of clubs offered only one sport (Enjolras and Seippel, 2001) and was part of a trend towards an increase in the number of specialist clubs (Skirstad, 2002).

- As shown above, clubs and other local sport organizations are numerous in all countries. The density of clubs in relation to the size of the population is highest in these countries. Generally in these four countries sport members supported clubs in large. (*Nils Asle B. Barrie.H, Per M., Suein Lngu H., Hilmar R.,(2007);Sport policy a comparative analysis of stability and change.*)

### **2. 5. 2 History of Youth sport projects in Ethiopia**

Since 1990 E.C the MoYSC has been running nation-wide youth sports projects in 8 types of sports, i.e., football, athletics, volleyball, basketball, handball, tennis, table tennis and boxing in which so far about 14000 youngsters have attended the training programmers. The projects have shown promising results to improving the standards of each sport type as they managed to produce many elite young athletes who stepped up to ultimately play for various higher-level clubs and even for the national teams of Ethiopia.

Nonetheless, in order to take full advantage of their potentials and maximize their outputs, the projects should further get adequate capacity building supports particularly in the areas of training grounds, sportswear, and gear as well as in the coaching system. More importantly overall activities of the projects need to be coherently integrated with a modern system of school (center) of excellence, which solely provides scientific sports education and training programs on talent scouting and development.

In 1996 E.C. the MoYSC carried out extensive participatory assessment across all regions to identify possible causes which account for the poor performance of Ethiopian sports and thereafter so as to design strategic courses of action aimed at tackling those prevailing challenges which persistently dwarfed the development of the sports system of Ethiopia.

Empirical international evidences further confirm that youth sports academies play a paramount role to uplifting the standard of sports in any country. Youth sports academies which eventually flourished in many cities of France hugely contributed for France's successive victories at the 1998 world cup and 2000 Euro Cup as most players of the winning teams, since their early ages, passé through the system of youth sports academies including *Clairefontaine which was established in 1988* and still the leading famous youth academy in Europe.

Nowadays the importance of youth sports as a fast track strategy for success has been utterly recognized and hence made operational virtually across as parts of the world irrespective of the development level of a country. Many African countries recently embarked on developing a system of youth sports and their efforts are being rewarded with promising results as in the cases of Senegal, South Africa, Tunisia, Ghana, Morocco, Nigeria, Egypt, etc which managed to

produce plenty of world class footballers who are now decorating the major leagues of Europe, America and Asia.

In our case the necessity of establishing youth sport academies in Ethiopia has ready been given prior importance in Proclamation Number 256/2002 and the Sports Policy of Ethiopia where it is clearly stipulated the “ the MoYSC will accomplish integrated actions with regional and national sports federations in order to establish national and regional sports training academies with a view to producing best young athletes who will be capable of overtaking the places of present time national team athletes”.

In the long run the combined effects of this proposed project together with other ongoing sector investments, which are being accomplished in the specific areas of building sports facilities and upgrading the skills of sports professionals, ensure that fundamental strategic actions are executed in the sports sector that ultimately result in the rapid progress of the Ethiopian sports sector. Power of sport as a cost-effective tool for development, social equity and peace can be realized.

The Ethiopian Sports Policy. Issued on 24 April 1998 is aware of the many benefits and growing role of sport and calls for concerted action to be forged by relevant governmental and non-governmental bodies aimed at realizing the participation of people, particularly of young people, in various sports of their choices through establishing necessary structures in areas of residences, schools and work places.

The community-based and elite-centered sports development approaches, which are the two main pillars of the Ethiopian Sports Policy, are practically complementary to each other as elites are drawn from grassroots participation of people through sport for all and traditional sports. The spectacular performances of elite athletes, in turn, will encourage and motivate people to practice sports and physical activities. This correlation between the two approaches reveals a fact that national sports programs and projects, which are designed to implement the policy need to encompass initiatives which have purposes of promoting elite sports system that will subsequently result in the development of community-based sports.

Thus in pursuit of the national strategic directions set in the national sports and youth polices of Ethiopia, the Ministry of Youth, Sports and Culture has been undertaking various fundamental



measures and projects across all regions of Ethiopia with a view to enabling young people enjoy the many benefits of sport through directly engaging in sports activities.

In the regard, it is worth noting to mention here that since 1998 the Ministry has been running sports talent development projects in 8 sport types (Football, Athletics, Volleyball, Handball, Basketball, Tennis, Table Tennis and Boxing), in which so far more than 14,000 youths have been attending the trainings in all regions of the country.

The projects have been launched with a core objective of producing talented young players who will be capable of overtaking the places of present time athletes by demonstrating best skills in domestic and international sports arena. When we measure the hitherto outcomes of the projects in terms of meeting their objectives, we could say that the projects have shown a glimmer of hope to raising the standard of Ethiopian sports system. However a lot remains to be done to enhance the performances of the projects by providing them with the necessary inputs to tackle their existing problems, which are mainly in the areas of upgrading the skills of trainers, supplying modern training facilities and allocating adequate finance to the project. (*Ethiopia's junior and youth athletics project training implementation manual 2008*)

## **B. The National Youth Sport Policy of Ethiopia (March 2004)**

As on Ethiopia's junior and youth athletics project-training implementation manual 2008 indicated, The National Youth sport Policy of Ethiopia adopted several Objectives and Goals in relation to creating talented children and youth in Athletics activities. Thus, as follows:

### **Objective**

- Create favorable conditions to increase the participation of exceptionally talented youth and those with special needs to enable them acquire special education and benefit from it.
- Enable youth to be actively involved in and benefit from activities which are directed for expanding and constructing youth-focused recreational, cultural and sports institutions and centers.
- Enable in-school and out-of-school youth to widely participate in physical education, physical fitness exercises, cultural sports trainings and competitions and benefit there from.

- Encourage the participation of children and youth in sport activities according to their inclination by forming sport clubs in educational institutions;
- Organize special training and competitions forums for talented youth in various types of sports and recruit the gifted ones by working in conjunction with sports clubs and federation.

## **Goal**

To produce large number of highly talented athletes within four years in short, middle, long distance and field events and depending upon talent with specific athletics event:

- Making them to join in different clubs
- Promote them to join camps prepared by national athletics federation
- Promote them to participate in international and national championship competition by representing Ethiopia in junior and youth level
- Promote them to replace former elite and golden athletes

The Ministry of Youth, sports and Culture, in conjunction with relevant governmental and non-governmental bodies, needs to take up the lead role to creating conducive conditions for the effective implementation of the above mentioned policy issues and directions. (*Ethiopia's junior and youth athletics project training implementation manual 2008*)

### **c. What makes a successful inner city sporting projects?**

There are a wide range of benefits that emerge from successful sporting projects. However, we can consider a successful project as one that effectively helps provide a diversion from crime, offers excitement, improved personal fitness leading to improved mental health, increased self esteem and a sense of control over one's life, the development of cognitive competences, positive role models and enhanced chances of employment.

There are many projects aimed to provide opportunities for young people, but not all well intentioned ideas work, so learning from other schemes is vital. Key requirements are:

- An attractive activity to get participants involved
- The ability to adapt a program to individual participants needs

- The use of rewards for achievement, which will enhance self esteem
- A good relationship between participants and activity leaders
- Leaders taking a mentoring role, so they develop a relationship of trust
- Ability to offer long term follow-up and viable exit routes with further opportunities
- Sharing activity with pro-social peers
- A clear set of values associated with the activity leaders and the program. (*Geoff Nichols, University of Sheffield*)

## **2. 6 sport club system**

As club members pursue their sport interest specific emphasis emerges including tournament participation, socialization interaction and skilled development or a combination of there. Factors that influence how the club evolves include tradition of the sport interests and abilities of the member capabilities of the leadership availability of facilities and equipment financial support and the proximity of opponents. The following decryption of each major club type may identify their characteristics.

### **2.6.1 Athletic club system**

Clubs interested in scheduling and hosting tournaments, leagues, or structured events operate like athletic or professional sport team. Club members tend to be goal oriented and enjoy the rivalry and competition of structured tournaments consequently, clubs hold regular practice sessions, often hire a coach, and maintain an organized tournament schedule. Sometimes, clubs hold tryouts to select a traveling team or individuals to compete against other having a similar skill level. In some instances, club-sponsored teams or members participate in structure event through the organizing bodies of the competition. To maintain a recreations sport philosophy, however, member ship should not be denied if the participant does not have the interest or ability to play at a high skill level.

The biggest difference between clubs that focus on tournaments and athletic sport is the degrees of administrative support their operations. Clubs bear the responsibility for generating and managing their finances, developing leadership and determining guidelines and activities. If

these functions were being performed for the club, it would more closely resemble an athletics sport approach. In community youth sport programs, such as soccer, traveling teams are often selected, coached and financially supported to participate in scheduled tournament similarly commercial racquetball clubs may sponsor individual members to participate in tournaments on behalf of the club.

- Although enthusiasm and resolve for high-skill performance should be encouraged, this may lead to participation by too few club members. Because involvement in scheduled activity requires many found raising mechanisms to handle the costs of entry fees, uniforms, equipment travel and lodging officials and judged fees and so on each club members should help choose how the club resources meet such expenses. (*Richard F. Mull{etal}3<sup>rd</sup> (1983) Recreational Sport program*)

### **2. 6. 2. Instructional club system**

Another popular type of club concentrates on instruction, knowledge, and skill development although some teaching takes place among the membership in every club learning is not left to chance or delta with in a haphazard way. Instructional clubs hire or recruit qualified personnel to stricture lesson or clinics at practice sessions appropriate for the interest and abilities of their membership. Some clubs will design testing situations and in house tournaments so the members can see what they have learned and where they need improvement. Other avenues for diapering newly acquired or polished skilled include demonstrations clinics, and extramural participation.

- An instructional club may meet its finical needs through membership fees lesson charges and fines. The biggest expenses arise from instructors' wages and equipment purchase. If a club wants to support members or a team in tournaments ore rent a facility they may have to mount found raising effort. (*Richard F. Mull{etal}3<sup>rd</sup> (1983) Recreational Sport program*)

### **2.6.3 Social clubs system**

- In social club settings, participants seek membership to meet others who enjoy the same sport. The major interest shared by members is a specific sport, but participation becomes

more a means for socializing than learning, skill development, fitness, or tournament play. Enjoyment arises more from rapport and camaraderie among members than from performance or competition. The fun of participation may diminish if too much structure and competitive rivalry are presents, although some clubs maintain regular intramural tournaments for their members to encourage social interaction. Other social club activities include sponsoring clinics giving demonstration or tournaments. Members of socially oriented clubs commonly provided their own equipment and support their activities through membership dues. (*Richard F. Mull{etal}3<sup>rd</sup> (1983) Recreational Sport program*)

## **2.7 Sport Club sustainability**

From a club sport organization continue operating, it must maintain its resources. Change in membership levels, interests founding facility availability, and leadership will influence its longevity consequently, an external, an external support system may reinforce the club internal leadership, helping provide continuity, organization, and programming assistance.

External administration for the club sport program should be centralized under one board department, unit or agency. (Where applicable the administration should be housed with the other recreational sport programming areas.) a central approach maintain continuity, standardizes operational procedures, establish equitable access to resources, allows an assessment of needs, and permits an evaluation of the total club program. Although external leadership supports is not always vital to the contributions to the stability and quality of club sport operations.

The degree to which external administration and program services exist depends on the philosophy of the institution, agency or bard assuming administrative responsibility, as well as the potential of the setting for providing program resources. When the higher administrative levels decide the extent of support, they communicate this to the club sport programming staff as policy or procedure. The club sport programming staff and the administrative of the recreations sport program should seek an opportunity to influence these decisions.

While examining the type of program leadership and services to offer, consider possible legal restraints. At a minimum, a staff member should investigate the legal restraints of working with clubs within a particular setting and serve as a resources person to solve problems for the club

sport program. Examples of additional services that can be provided to clubs include partial or total support for finances, instructional or coaching personnel, equipment, facilities, travel office space storage space, telephone access, clerical assistance, and publicity.

Because the program services provided to clubs vary, there are no established models dictating how to program a club sport. Two philosophical approaches to club programming exist: conservative approach, or formal; and liberal or informal. The major principle of conservative approach is that the Members have little or no discretion in determining operational procedure. Characteristics of this approach include the following.

- Clubs receive financial support from the institution or agency having administrative responsibility.
- Club schedules and activities must receive administrative approval.
- Club travel must be approved. Properly insured vehicles must be used for travel, and approved supervisors must accompany the club.
- Clubs must have an approved advisor or coach ( may be a paid position)
- Club must maintain a formal document for example, a constitution or guidelines.
- Club financial transactions and purchases must be approved by a person within the administrative structure or a program staff person
- Medical or athletic training supervision may be provided at club events.

Common characteristics of the liberal approach include the following

- Club members control operation such as funding, travel scheduling and purchasing
- Clubs receive minimal or no external assistance in founding, equipment, facilities scheduling office use or medical supervision
- Club members are responsible for their own insurance coverage and for knowing their own physiological limitations.

Agencies that provide partial or complete funding and adequate staff supervision usually select the conservative approach. The liberal approach is most frequently used when founding and staffing are limited or unavailable. The greater the financial dependence on an agency, the greater the external eldership involvement in the club.

Quality club sport programs may flourish under either approach. The liberal approach relies heavily on volunteer leadership and voluntary as assumption of risk, and is more limited in the program services it can offer. When selecting a programming approach, make a firm decision to go in one direction or the other those who come approaches my find themselves faced with ability because of indecisive or inconsistent iterative decision making incompatible with a relaxed atmosphere. Sports clubs are similarly independent and voluntary organizations; they are not connected with the school system as happens, for example, in North America. They examined a wide range of clubs- some having only ten members, others having more than 5,000. Some are based on social considerations- social interaction, while some others are highly commercial organizations where the main concern. (Mull 1983)

## **2.8 Sports Clubs' Effectiveness**

Some interesting lessons can be drawn from research done in to the organizational effectiveness of Sports Clubs by Koski, who made a study into 835 sport clubs in an attempt to analyze their organizational effectiveness in terms of being an open and effective operation (Journal of Sport Management, Volume 9 Number 1).

Koski examined five dimensions of effectiveness:

- Ability to obtain resources;
- Internal atmosphere;
- Efficiency of the through-put process;
- Realization of aims;
- General level of activity.

He felt all dimensions except internal atmosphere were inter-related and his findings indicated that many of the features of effectiveness were largely linked to the size of membership, ideological orientation and organizational environment. Perhaps more worryingly, he found that success orientation was is entertainment. Koski feels that sports clubs differ significantly from organizations such as firms or entrepreneurial organizations. He defines effectiveness in relation to the achievement of the functions of the sports club.

Many are moving towards a service of business organization from being based on a non-commercial purpose. Increasing commercialization and business planning are the key developments identified, while there must still be a commitment to the basic ethos of sport and sports participation. Whilst the dimensions discussed related to sports clubs were the ability to obtain resources, internal atmosphere, the efficiency of the through-put process and the realization of aims, at the end of the day, these must be under-pinned by a high level of general activity and club operation should be about input in terms of participation as well as financial outcomes.

At the end of his research Koski found that the number of sports disciplines supported by the club was associated with the ability to obtain income and the number of participants. Specifically, clubs specializing in fewer disciplines were more effective than those catering for many disciplines-specialist clubs were able to generate more income. In addition members of these specialized clubs were relatively more active in their participation in club activities. This movement towards specialized clubs with fewer sport disciplines is a recent move in Finland-70 percent of the clubs founded in the 1980s specialized in only one sport, whereas the comparative figure in the 1930s was only 30 percent. Koski found that, in general, clubs with clear values underlining their activities were more effective particularly in their ability to obtain resources and in displaying a high general level of activity. He also found that the size of the club a high general level of activity. He also found that the size of the club in terms of the numbers of members had a considerable influence in almost every dimension of its effectiveness: the power of the voluntary organization rests on its members-the more members the club has, and the greater the support, the more potential for action the club will have. In large organizations, official positions are more sought after; therefore more competent and motivated people are available.

Koski felt that the most important factor of his research as it related to the development of sports clubs was that they must have a broader definition of effectiveness. Other organizations may be satisfied with a narrow set of goals as the means to assess their effectiveness, but voluntary organizations need to broaden their definition of effectiveness and measure it accordingly. Such a broad definition may require further research to generate easily quantifiable indicators of



performance, though these may be adapted from effectiveness measures used by others, such as those used by non-profit-making firms. (*Journal of Sport Management, Volume 9 Number 1*.)

## **2.9 Athlete Development and Services**

If we start with the idea that athletes should be the focus of a sport club's activities-or an athlete-centered approach-it is easy to understand that the club is essentially a service organization. Its role is to create the conditions and meet the needs, which allow athletes to develop and perform to their potential. This calls for a well-planned and coordinated program of services. Though it can be very difficult to create such a program, this challenge must be faced because failure to do so means limiting a club's athletics to a lower level of achievement. To plan for the necessary services, and for the overall development of the sport, it is essential that the leaders in the club have an understanding of the process of athlete development and the role, which the club can play. (*Journal of Sport Management, Volume 9 Number 1*)

### **2.9.1 The Sport Development Continuum**

One popular model, which describes the development of an athlete, is called the Sport Development Continuum. It consists of four phases through which athletes may progress or move backwards-as their interest, commitment and performance level change:

- **Foundation** – Potential athletes are introduced, normally at a young age, to the sport and the basic movements involved in the events. Play rather than competition is emphasized.
- **Participation** – The activities of the athletes in the Participation Phase include both training and competition on a regular basis, without great emphasis on results or achievement.
- **Performance-** In the Performance Phase, athletes are very focused on the sport and invest considerable time and effort in training in order to improve their performance and compete on a high level.

- **Excellence** – Athletes in the Excellence Phase have reached a very high standard of performance and committed themselves to achieving the best possible results in national and international level competition.

## **B. The Needs of Athletes**

In each phase of the Sport Development Continuum, athletes have training and support needs which must be met if they are to continue at that level or to progress further. These, of course, vary according to the phase and are often specific to the phase.

For example, young athletes in the Foundation phase have a need for teachers who can introduce the basic skills involved in the sport, but this is clearly not a need of an elite athlete in the Excellence phase. On the other hand, elite athletes must have the best possible facilities for training and competing, while Foundation and Participation phase athletes can often manage with only an open space and makeshift equipment (though a better environment is always preferable). (*IAAF Management and Administration Manual*)

### **2.9.2 Basic strategies for athlete development program**

#### **2. 9.2. 1. The Flagpole Approach**

The development of top athletes leading to international success and acclaim is a desirable aim “the aspirations of the masses can be fuelled by the success of ‘stars’”. It may even be that the ambitions of a relatively undeveloped country can be met without necessarily involving the masses.

Can success be built like a flag pole without a broad base of support? This depends on the extent of whether or not ability is the product of development or genetic accident. If it is the latter, then the flag pole analogy is attainable. If one searches effectively enough, sufficient athletic “geniuses” may be found, resources can be focused into developing them into stars and the aim of flying the flag realized.

Questions, which must be answered when considering this approach, include:

- What depth of support do such talented individuals need in order to sustain them?

- What does it cost in terms of manpower and resources?
- Does an adequate competitive structure exist (at the right level) to nurture their talent?  
If it does not, where can one be found?
- If it all comes to fruition, how much will the stars feel they owe anybody?

### **2. 9. 2. 2. The Pyramid Approach**

The pyramid approach means emphasis is placed on involving a broad base of athletes in the Foundation and Participation phases in the hope that talent will build on itself to reach a high point of success. However, pyramids are slower to build and take a while for the apex to be completed. Is the time span too long to sustain the energy necessary? Many pyramids never get finished! Once built, though, pyramids appear to have the advantage of being able to sustain success.

Does one have to wait until the pyramid is complete before international success can be realized? Might it be possible to create a pyramid with a flag-pole on top? Could it be raised in the course of construction without it getting in the way of the pyramid builders?

In the end-and depending upon local resources and emphasis-elite and grass roots policies must, at some point, be mutually inter-dependent.

As a starting point for discussion and planning, the following list includes some of the key needs of athletes and a rough guide to the most obvious phases where they are applicable:

- Teachers trained to provide a safe, basic introduction to the sport (Foundation).
- Open areas and basic equipment (Foundation/Participation)
- Talent identification structure (Foundation/Participation).
- Educated and certified coaches (Participation/Performance/ Excellence).
- Training facilities and equipment (Participation/Performance/ Excellence)
- Competition opportunities (Participation/ Performance/ Excellence).
- Sports Medicine support (Participation/ Performance/ Excellence)
- Financial support (Performance/Excellence).

- Psychological and mental preparation (Performance / Excellence).
- Specialist technical training (Performance/Excellence).
- Elite competition planning, management and coordination (excellence).
- Career and personal management (Excellence). (*IAAF Management and Administration Manual*)

### **2.9.3 Serving Athletes**

A clubs' leaders have a responsibility to be aware of the various needs of all athletes in their clubs and to work either to meet them or to assist other individuals and organizations to meet them.

Generally speaking, there should be many athletes in the Foundation and Participation phases spread throughout the country. The spread and size of this talent base is one of the main indicators of the strength of Athletics culture and the health of the sport. It is also a key element of a system aimed at producing elite performers on a regular basis rather than as a matter of chance.

Delivery of services to individual athletes on the scale called for by a wide base of athletes in the Foundation and Participation phases is not usually possible for a federation with limited resources. Instead, federations must try to serve these athletes indirectly by enabling and helping local associations, clubs, schools and other partners to meet the needs of athletes effectively. Activities which a federation could undertake to support its partners include:

- Organization, coordination and communication.
- Production and distribution of guidelines, plans and support materials.
- Training personnel.
- Provision of financial and material resources.

Looking at the Excellence end of the continuum, we would expect the federation's role to be different. Here the number of athletes is bound to be relatively small and the specialist services beyond the capacity of most clubs and local organizations. In this case, athletes require a team of experts in a number of fields to support them. It is more logical for services, such as specialist

coaching or medical support, to be provided directly to the athletes or the team supporting them by the federation.

Ideally, a federation should have an integrated athlete services plan—a plan which looks at the needs of athletes at all levels, identifies who will meet these needs, and shows how the activities are to be resourced. Such a plan is a central element of the federation’s overall plan. It should be produced in cooperation with athletes and representatives of the organizations which will be expected to provide services to them. Of course, there is no single blueprint for an athlete services program; each must be designed to suit the specific situation. Objectives and aims must be weighted against resources, and pragmatism must take ascendancy over idealism.

By going through the exercise of designing an athlete services program, gaps in the present system of provision and resourcing will be exposed. Filling these gaps should become priority areas of work for the federation. For those federations which do provide substantial services, this exercise helps to clarify the amounts invested in athletes throughout their careers.

An athlete services plan can be used as the basis of a contract with athletes who define their commitment and, opportunely, their contribution to the federation and to its goals and objectives. In other words, the federation can say to talented athletes ‘this is what we will do for you as you develop and this is what we expect from you when you become successful’. (*IAAF Management and Administration Manual*)

## **2.10 Categories of sport clubs**

**a. Conditional Sport Clubs** are generally clubs in their first year of activity or existing clubs that are experiencing a decline in athlete’s interest. Conditional clubs have one club year to demonstrate stability in terms of club leadership, athlete’s interest, and support in terms of club members. Financial assistance from the Sport Club Office may be available in limited amounts to assist new clubs with promotional activities. Upon successful completion of the Conditional status, a club will be automatically elevated to Recreational status or may apply for Competitive or Nationally Competitive status.

**CRITERIA:**

1. Ability to maintain a consistent membership of at least 10 (or minimum required by the activity) active athlete members during practice and meeting times.
2. Demonstrate effective club leadership.
3. Able to operate with zero funding from the Sport Club Office.
4. Must complete all administrative duties for the sport club program as outlined in their constitution.
5. Ability to operate at the lowest priority for facility reservations.
6. Must have at least 1 organized scheduled game/competition or event.
7. Must require all team members to pay minimal dues Based on desired or existing tier.

**b. Recreational Sport Clubs:** - are clubs that focus on instruction and recreational activities on region. This tier is designed for clubs that are established clubs who do not have a nationally competitive league.

Financial assistance from the regional and Athletics office may be available in limited amounts to assist Recreational clubs with special needs.

**CRITERIA:**

1. Emphasis on recreational activities.
2. Ability to maintain a consistent membership of at least 10 active athlete members during practice and meeting times.
3. Demonstrate effective club leadership.
4. Compete in external competitions, leagues, demonstrations.
5. May have an instructor, coach, or athlete acting as an instructor/coach.
6. Primarily self-supporting with minimal monetary support from the program.
7. Must maintain club website (limited).
8. Must have at least 2 organized scheduled games/competitions or events.
9. Must be in good standing with the Sport Club administration.
10. Sports that compete on individual basis

**c. Competitive Sport Clubs:** - are clubs that travel and compete against other teams and/or individuals from other amateur organizations, region, and clubs. Clubs at this level are competitive, have organization, practice and compete towards a ranking or standing.

Discretionary funding may be used for travel, and activities associated with competition.

**CRITERIA:**

1. Demonstrate effective club leadership.
2. Ability to maintain a consistent membership of at least 10 active athlete members
3. Must be part of a National or Regional Association.
4. Must compete in a regional club league.
5. Must maintain practice schedule for at least one year.
6. Primarily competitive in 6 or more intercollegiate or open competitions per year.
7. May have demand for skilled participants
8. May have a paid instructor or coach.
9. May have the ability to qualify for post-season play, within the 7- month seasonal period
10. Must be in good standing with the Sport Club administration.
11. Clubs must show a minimum of 10% of annual budget raised through fundraising activity (excluding dues).

**d. Nationally Competitive Sport club:** - Clubs are clubs that compete at an extremely high level and seek to advance to national competitions on a consistent basis. These clubs typically have to qualify for Regional and National play. Clubs in this tier have strong and effective leadership, generally have some level of coaching, are associated with a league or organization that has national championship affiliations and have full intentions to transfer to a varsity sport in the near future. Funding is used for travel, league dues, officials, and activities associated with competition.

**CRITERIA:**

1. Ability to maintain a consistent membership of at least 10 active athlete members.
2. May have demand may require competitive tryout
3. Existence of a national governing board for the sport.
4. Existence of a National Championship in the sport at the Sport Club level.
5. Reasonable qualifying procedures for the national championship.

6. Must complete all regular season competition and matches (no forfeits).
7. Must have at least 8 organized scheduled games or competitions.
8. May have a paid instructor or coach.
9. Clubs must show a minimum of 25% of annual budget raised through fundraising activity (excluding dues).
10. Must be in good standing with the Sport Club administration.
11. Must have near future aspirations to become a varsity sport, as designated by the Recreation and Athletics Director, and the Competitive
12. Sport Coordinator. (*U. Bobcats: pp9-11:2011*)

## **2.11 Factors affecting performance of athletes in sport clubs**

There are a number of hampering factors that deducts the performance of athletes. Even though describing all of them may be difficult based on their degree of importance research mention them in detail as follow.

### **2.11.1 Administration and organizational structure of the clubs**

Various authors define the term administration in different ways but with identical conceptual farm work. Administration is as guidance leadership and control of the efforts of a group or individuals toward some common goal. It commonly implies the arrangement of human and material resources and programs available the process. (Bucher: 1983)

Administration in health, education consists of similar process and function as in other aspects of education and for successful and effective administration. (Jess and Brownell 1946) as quoted by Frost; et, al (1995) forwarded the following suggestion. .good personality, eg: Friendly, open, creative, supportive, fairness is expected from administrators.

.administrative units and personal should be frequently visited.

.commitment to wards an organization's Vision, Mission and Goals.

.The administrator has to be well-educated, trained, mentally and morally experienced in the field.



.Regular performance follow-up and evaluation should be employed to improve what is being done within the organization.

.more emphasis needs to be placed on the development of personnel.

.Needs and interests of personnel need to be accessed and responded in accordance with existing situation.

These are indeed some of the qualities an administrator has to possess in order to be effective and successful. When it comes to organization “a leader or administrator is one who motivates, provides, direction and delegates’ responsibility and authority to the volunteers.”(*Sport leadership course: 1986: 126*)

The some document also state factors contributing to successful and effective leadership, thus the function of at least three complex elements. The individual, the followers and conditions of the immediate environment affects the administration situation in a given organization. In this regard, the document (1986) describes a good administrator as the one with required age and experience, Technical competence, style, control position, in organization and personal qualities.

Added to this a full understanding of leadership behavior requires that followers to be considered are: -

- Need to affiliate
- Preferred rewards
- Need to achieve
- Acceptance of authority
- Need for independence
- Tolerance of ambiguity

The relationship between the characteristics of followers and the effectiveness of the leader is partially due to the fact that certain types of individuals will responds to certain leadership success and effectiveness are the factors by which the “situation” that a potential leader faces.

Nature of the task, degree of stress, clarity of role, size of group, time constraints and task dependence. Gorma(1982) on his part state that the primary responsibility of leader has to be managing the human resources of the group in light of the situational constraints.

This obviously requires sound communication and conducive climate of honesty and trust. The authors further describe that the leader must also be aware of his personal qualities these of his group members, Adding that motivating group members becomes a prime objective.

### **2.11.2 sport club leadership style**

Responsibility, leadership, and direction are a few of the benefits that a Sport Club can offer its members. Sport Club members are responsible for writing and implementing the Sport Club's constitution, recruiting new members, establishing club dues, developing a financial plan, planning and publicizing the club's upcoming activities, and overseeing the Club's activities in a manner consistent with regions requirements. The activity of each registered Sport Club is monitored by the leadership from each of the Sport Clubs, the Sport Club Coordinator and the regional sport commission. These individuals should collaborate and communicate regularly to ensure the overall success of each club.

### **2.11. 3 Responsibility of Club officers:**

Writing, obtaining approval for, and implementing the Club's constitution, Recruiting new members, Establishing Club dues and collecting dues from members, Developing a financial plan, Ensuring all Club and individual Club member paperwork is completed and submitted, Planning and publicizing the Club's upcoming activities,

Initiating substantial member support in the area of fund raising, All officers and selected Club leaders are required to attend a Leadership Retreat at the beginning of the plan of the club.

Ensuring policies are followed by participants and coaches. Ensuring risk management policies are followed. Sport Club leaders play an important role not only in the organization of each Club, but by communicating directly with the Clubs members.

These leaders are responsible for dispersing information regarding club policies and procedures, Club rules, and basic Club information to their Club membership. Regional sport officer will only communicate with athletes Club representatives concerning Club business to insure a proper channel of communication. The Club leadership should be prepared to devote time and energy in the development of their organizations. (*HOWIE 2006*)

#### **2.11.4 Responsibility of Coach**

The quality of coaching and the athletes-coach relationship are the essential features of athlete development. The quality of coaching determines the quality of training environment. Athletes will not improve much without high quality coaches creating and directing an intelligent training plan. The coach's commitment to excellence and fixing of realistic goals set the tone of training. The time a coach has available is important for establishing adequate training. The time available often depends on the extent to which coaches can be paid for their coaching activities. The number of athletes a coach must train influences the quality of the training, the fewer athletes, and the better for those being coached.

The most essential requirement in developing top level athletes is the availability of a world class coach. While the coach may be many things to the athletes: - Teacher, trainer, manager, scientists, friend, and so on. If coaching is highly knowledgeable, motivated, intense, sensitive, to individual needs and successful in solving problems the training environment should generate much success for athletes. However if the coach has poor technical or theoretical knowledge lacks experience is unable to direct a comprehensive program, or is not motivated, or can not spend their necessary time, the athlete will not reach his or her potential. From the above notion one can conclude the coach have a significant importance for an athlete in order to achieve his or her dream.

Considering their expertise and ability in training and practical techniques, tactics, and strategies, skillfully coaches must try to use the appropriate leadership style and increase team spirit and group cohesion among the sport teams. In addition, a coach must enhance his recognition of his athletes' characters, support them socially and emotionally, showing affection to them and at appropriate times admires their contributions and efforts. In addition, he should employ his skills and knowledge to train and exercise techniques, tactics, and professional strategies, so that he could optimize individual and team performance and generate satisfaction in athletes as well.

*(Research Journal of International Studies - Issue 16 (September, 2010)*

#### **2.11.5 Responsibility of Athletes**

Having special talent, strong motivation and a willingness to work extremely hard are all characteristics of a successful athlete. Finding such individuals and encouraging them to pursue

their talents to the fullest are often major challenges. Sometimes, for a sport to succeed in developing athletes to a reasonably high level, a talent identification program must be implemented, along with developmental programs to help them. It is obvious that, in countries with limited human resources, facilities, competition opportunities and financing, there may be little opportunity for youngsters to find a sport in which they can excel. By necessity, sport administrators may need to concentrate limited resources on only a few sports in order to achieve some improvement. It is important for sport administrators to understand what the goals are for a particular sports program in order that they can adopt the right approach to athlete development and have effective and wonderful commitments to their objectives.

## **2.12 Quality foods provided for athletes**

Nutrition is all the foods a person eats and drinks. The whole human body is made from this food and all energy comes from this food. Especially for athletes foods which needed for their over all performance and life as other individual.

The food acts in the body as a fuel by Providing energy and chemicals for movements, growth and to keep body health. However, what an athlete need nutritionally is affected by their age, sex, body building, level of physical activity and state of health.

We need to eat to obtain enough energy to complete our daily tasks. We have to keep pace with our body's metabolism. Energy levels in the body should be high before training and competition. The performance diets normally supply energy. But when should we eat and drink before exercise, and how much and what kinds of food are best.

The meal itself will not produce higher performance and it can reduce performance too little to eat before competition is much better than too much. Each individual will be different in what works well for them. More over a balanced diet is one maintained and individuals energy balanced.

The diet should not be expensive and should simply follow these guide lines.

.Eat a lot of different kinds of foods such as vegetables, fruits, fish, meats, dairy products and grains

- .Eat a high proportions of carbohydrate rich foods.
- . Avoid fatty meals and sweet or salty snacks.
- . Drink small, easy digested meal, usually less than 500 calories before training.
- . Restrict fats and proteins since they are slowly digested.
- .Eat about 2:30 to 4 hours before training or competition
- .Minimize foods which are form gas in the digestive system.

## **2.13 Resources needed by athletics clubs**

Resource is an aid or support that you can draw on to assist you to achieve something clearly one of the most important skills for a sport administrator is to determine needs, to identify resources that can resolve these needs, and then to acquire the needed resources. These resources can be seen from different vantage points that some of these resources will be discussed as follow. These are: - financial, materials, and facility resources.

**2.13.1 Financial resources:** every organization needs financial support in order to deliver its programs and projects. Adequate financial support ensures that the organization can fulfill its aspiration. In light of this no one seriously believe that athletes can be competitive in high performance sport with out some form of financial support. In spite of this now a trend to wards professionalism, as defined both in monetary and full time training terms. Coaches administrators and at the highest levels of competition are essentially full time, with various support from governments, their association, sponsors, and from employment as athletes.

**2.13. 2 Human resources:** every organization mainly athletics clubs depends on peoples to fill the roles of organizers, administrators, fund raisers, planners, official's, coaches, athletes, and sport medicine specialist. In line with this human resource since early 1970s has become an increasingly important in organizational success as panted out by Mills (1975)

**2. 13. 3 Material resources:** these are the items you acquire to ensure effective and efficient administration practices in your organization. Even though sport in all countries is changing with times, but not uniformly for all.

The gap in resources between wealthy and poorer countries is growing. Even once powerful nation states who strongly promoted sport have seen success erode with decade.

There is no question that the availability of these do not exist is becomes more difficult to excel. Safe well designed equipment is important in prevention and although it is clearly event specific. Take time to ensure that any equipment is safe and fit for use every time you come to use it. Damaged or faulty equipment frequently are a cause of injury

Many different surfaces are encountered in athletics, some natural and other synthetic. Can cause problems, What ever the surface, be sure your athletes, choose the correct foot wear to suit the condition. Reduce the risk of injury by varying the surface for training when possible.

Clothing is very much as matter of personal choice, but must be chosen carefully. Nylon is often cheaper than natural fiber, but is particularly had in hot climates and heat generating activities. Shoe design has advanced greatly and better safe shoes are now available. Particularly care is necessary, however, to select foot wear appropriate to individual events and especially, appropriate to the surface.

**2.13.4 Facility resources:** - it is important to pay close attention to needs of athletes and coaches. This may sound self evident, but it is surprising how often sport administrators don't find out exactly what athletes and coaches needed and want. Listed below are some of the typical needs of coaches and athletes.

**Facilities needs by athletes are-**

- .housing, foods and cloth to training site
- .Access to showers and transportation
- .Access to appropriate educational opportunities
- .Access to social, cultural, religious, and recreational opportunities
- . Access to employment
- . Community support, including that of the media. (*Slack, 1994*)

**2.13.5 Communication:** - is the transmission of information by any means. We communicate in order to influence or affect the understanding, attitudes and behavior of others. This allows us to manage people, make decisions, plan and solve problems. Communication must be clear, frequent and involve everyone. In the world of sport, communication between athletes, coaches and administration is essential if excellence is to be achieved. The ability to communicate is arguably the most important skill we need in order to manage our organizations.

As an organization's growth and success depend to a large extent on how well its communication systems work. Effective communication is a skill that everyone can learn. One of the most frequently cause of conflict between organizational sub units is lack of clear and adequate communication as information moves vertically up and down a sport organization's hierarchy, it may get distorted or misinterpretation, as we say earlier, the personnel who staff the various sub units of sport organization came from different backgrounds and may use a different vocabulary in order to conduct their work *effectively efficiently*. (Roger J. pp 146: 2009)

## **2.14 Establishment of sport clubs**

Sport clubs are basic building blocks of sport it is the clubs that are responsible for implementing activities designed to protect the environment and promote sustainable development their attitude sets an example for individual athletes as well as for whole community in which they are located. (<http://www.asport.gov.aul-data/assets/pdf.0016/115540> selection policy guide lines)

Sport obviously encompasses the various forms of physical activities carried out by an individual or a group either in organized or non organized manner to achieve different physical and mental benefits.

According to *FDRE sport policy document* :( 1997), the bases for sport is the community and the nation at large participating in sport not only empowers the individual with health physique and brain but also strengthens bondage by creating harmony with others. The document further indicates the declining condition of Ethiopia sport saying that limited role of the community in sports. The decline of sport in school, shortage of sport facilities, sport wear and equipment as well as lack of trained personnel in the field have made the problem more complex. The need for a policy is sport become imperative if the imbalances that exist are to be redressed in any

meaningful way. It becomes clear that with no ensure that sport objectives were met. To this end, the Ethiopian sport policy has clearly stated the nation's sports policy objects. (1997:2)

1. To enhance the participation of the community in traditional sport and sport for all as well as recreational activities in consistent with their capacity and preference so as to realize the fundamental right of citizens to wards exercising sports.
2. To register great achievement of international standard by tapping overall sport activity within the community and in particular from among the youth by creating awareness and participation amongst them.

This policy father states the main focal areas, methods of execution, sports organization and management, and finance, training sportswear and equipment as well as organs for the execution of the policy. With regard to club establishment, the policy vividly reveals the establishment of sport club and facilities to be constructed by the government along side with the community in residential, educational as well as working areas. While stating methods of implementing the policy, the some documents has it that organizing the public in accordance with their areas of preference and inclinations in their locations, educational and working place in order to enable them engage themselves in sport activities individually or in groups.

### **2.14.1 The Formation of a New Club**

Any group or individual wishing to form a Club Sport should schedule a meeting with the regional sport commission and the local sport office in order to judge interest and potential participation. The Regional sport commission will assist and advise the club through the process of becoming a recognized organization; however, final say lays with both club Affairs and the club Government Association.

A club must gain full approval of the regional sport commission in order to be advised by the Department of local sport office. If a club does not gain the approval under the by-laws of the country sport and local sport office, all facility space and assistance will cease.

Below are the steps you must complete prior to obtaining approval from the regional sport commission and local sport office:

- a. The Club will need to draft a constitution as well as a mission and service statement.
- b. The Club constitution that should ascertained by general assembly of the club.



- c. The club must have name symbol
- d. The club should have manager
- e. The club should have standardized playing field or court/track.
- f. The club must have certified coach
- g. The club should have members who contribute fees
- h. The club must respect the rule and regulation of regional and national sport federation.
- i. The club must have bank account number and enough budgets for current year club activities.
- j. The group will advertise and hold a preliminary meeting in order to judge interest and participation at which time every member should be recorded.
- k. Once the Club Sport is recognized by regional sport commission. The group will have to meet on a consistent basis throughout the clubs year, to keep all members up to date on situations and pending events. *(FDRE sport commission pp 2003: sport organization establishment manual)*

#### **2.14.2The benefits of forming sport**

These organizing bodies of sport clubs have their own aim and goal for what purpose they establishing but as general the most common benefits of forming sport clubs are as follows:

Encouraging local and shared ownership of the sport, Promoting and providing an organized form of sport at the community level, Encouraging cooperation and teamwork among the clubs members, Promoting and developing leadership, Opportunities to affiliate with other sport clubs through a provincial, regional or municipal network, Coordination of efforts to strengthen sport development, Provides the sport with more permanency even though individual club members may change.

There is also considerable literature on the benefits and impact of sport in a range of areas although it is also recognized that there are limitations to some of the research evidence which has been developed.

### **2.14.2.1 Health issues**

A number of reports identify the benefits of sport to health, and Coalter (2005), for example, suggests that regular physical activity can contribute to a number of health outcomes, including: reducing incidence of obesity; cardiovascular disease; non insulin dependent diabetes; colon cancer; osteoporosis and hemorrhagic strokes.

It is also noted that sport can make a positive contribution to mental health and can, for example, reduce isolation. groups having lower health status than other groups, along with lower levels of participation in sport. It is suggested that if sports policy can increase participation amongst members of these groups, there will be health benefits.

### **2.14.2.2 Social and community issues**

There has also been considerable focus upon the impact of sport upon social and community issues, with the suggestion that this takes place at an individual level and more widely. The country strategy to meet Sport policy identifies the role of clubs in particular as providing a means of participating at various levels, sports clubs add to the fabric of country society. At an individual level, it has been suggested that participation either as a volunteer or as a participant in sport can have a wide range of benefits for people in different age groups. The fulfillment and social purpose, as well as enabling skills and qualifications development in some cases and giving something back. Sport England (1999) also suggested that it provides training for community life and sport Scotland (2004a) identifies that sports volunteers teach the value of a healthy lifestyle to future generations, as well as building community leadership and increasing social contacts.

At a wider level, it has been suggested that sport can have an impact upon social exclusion (e.g. sport Scotland 2003) and community cohesion, and there has been a focus on the notion of “social capital” as central to this. Social capital has been linked to the existence of accessible community networks and organizations in which there is a high level of participation, as well as a sense of identity and mutual support.

It has also been noted that clubs and groups can be seen to be forms of “social capital”, and that taking part in activities contributes to building social capital. Volunteering is also linked to social capital, which, in turn, has been linked to other beneficial outcomes upon areas such as health, community integration and crime (e.g. Putnam, 2000).

### **2.14.2.3 Economic issues**

The economic impact of sport has also been highlighted at both individual and community level. At an individual level, participation in sport (particularly through volunteering) can enhance employability, through the acquisition of transferable skills, experience and, in some cases; qualifications can include having a positive impact upon self-esteem, quality of life, enjoyment,

There have also been a number of attempts to quantify the impact of sport upon national and local economies (although it should be noted here that this does not suggest that this is the economic impact of sports clubs per se). These have focused on issues such as the economic impact on health; the overall contribution of sport to the economy; and the importance of teams and major sporting events.

In terms of the specific economic impact upon health, Gratton (2004) suggested that the costs of inactivity are on the national health sector, on absence from work and on the costs of premature deaths and noted that the total cost of inactivity in England may be as much as £3.3bn per year. Coalter (2005) identified that the cost to the national health sector in Scotland of treating illnesses attributable to obesity was £170m per year.

He also stated that the Scottish Executive Health Department (2002) noted that a 1% reduction in the level of inactive Scots, each year for 5 years, could generate savings to the national health sector of £3.5m. It has also been noted that increasing health leads to reduced absenteeism, which, in turn, is beneficial to local businesses.

In terms of the overall contribution of sport to the economy, the value of the input of volunteers has been noted. Coalter (2005) described sport's contribution to the country economy as being much through sales of clothing and footwear; subscriptions and fees; gambling; equipment; TV and other consumer expenditure.

3. Sports provision also provides opportunities for employment and Coalter noted that around 42,000 people were employed in sports-1.67 Community regeneration has been identified as a specific way in which sport can impact upon the local economy of Scotland, and Coalter et al (2000) noted sport's key role in 11 participation highlighting the opportunity for community development through sport.
4. Sport Scotland (2004a) also identified the contribution of volunteers to community capacity building.

#### **2.14.2.4 Education / achievement**

Coalter (2005) noted that there is a common assumption that participation in sport can result in improved academic achievement. The overall evidence, however, is seen to be inconclusive. He suggested that the contribution may be more indirect, through, for example, promoting greater integration in educational settings, or enabling underachievers to participate in educational environments where they can improve their achievement related jobs in country Crime

There have been a number of reviews which have identified a potential impact of sport on crime (particularly youth crime).

It has been suggested that sport can have a role in prevention (through diverting young people from crime) and in the rehabilitation of offenders. Much of the research material relating to crime focuses upon ‘diversionary’ sports programmes rather than sports clubs, but Coalter (2005) suggests that there are strong arguments for the potentially positive contribution that sport can make.

#### **2.14.2.5 Other**

.there is environmental benefits through sport (such as the identification of facilities which can provide a social focus and affect perceptions of a neighborhood). Sports facilities can also provide a “green” space the economic contribution of outdoor sports activities (as well as sports tourism) can also contribute to the sustainability of environmentally sensitive or otherwise important areas.

2. There are also seen to be wider environmental benefits, and although these should be noted, they are often seen to be at a wider level, and can be less directly linked to sports clubs than is the case in some of the other areas. (*REID.H 2006*)

## **Chapter Three**

### **3. Research Design and Methodology**

All research need a foundation for their inquiry, and inquires need to be aware of implicit word views they bring to their studies (Creswell and Clark, 2007 as cited in Andumlak, 2009). In light of this, philosophical foundations of a research represent underlying assumption on the nature of reality (ontology), how we gain knowledge, of what we know (epistemology), role values play in research (Axiology), and the language of research (rhetoric).

The research design and method selected under here are, therefore underpinned by the abovementioned basis.

#### **3.1 Research Design**

Research design refers to the plan of action that links the philosophical assumptions to specific methods (Kumar, 1999). Thus, a descriptive survey method that is strongly believed to be the most appropriate for addressing the interned proposes of this study. “Study on rights and responsibilities of athletes in ormoia athletic club in focus on the sustainability of the clubs” was employed.

#### **3.2 Subjects of the Study**

The participants of this study were some selected oromia Athletics clubs. Since the study was expected to investigate the abovementioned topics, it assumed that it would be quite appropriate to get relevant data directly from trainee 101 athletes 16 coaches participated in filling the questionnaires. Four dropout athletes, six city administration sport officer, six zonal sport office athletics federation experts, and one regional athletics federation expert participated in interview.

**Table1. Sample Selected from Athletics clubs, city administration, zone and region**

No	Name of clubs	Total Population(N)						Sample Selected(N)					
		Athlete			Coach			Athlete			Coach		
		M	F	T	M	F	T	M	F	T	M	F	T
1	Suluta athletics club	24	14	38	2	-	2	8	5	13	1	-	2
2	Asela athletics club	33	23	56	2	-	2	12	7	19	2	-	2
3	Adama athletics club	36	32	68	3	-	3	10	8	18	3	-	3
4	Ambo athletics clubs	24	21	35	3	-	3	7	5	12	3	-	3
5	Oromia Road enterprise athletics club	37	21	58	3	-	3	7	9	16	3	-	3
6	Lagatafo Athletics clubs	26	24	50	3	-	3	14	9	23	3	-	3
	<b>Total</b>	180	135	305	16		16	58	43	101	16	-	16

Source: - Oromia region athletics federation and each athletics clubs documents

Remark: Of the total population of athletes from selected athletics clubs 101 (33.11%) and all 16(100%) respective coaches' were considered in filling out the questionnaires.

- ❖ 13 officers participated in the interview
- ❖ 4, drop out athletes participated in the interview

### 3.3 Instruments of Data Collection

The data for the study were collected using questionnaire, interview, and observational checklists with regard to documents, athletes' record sheet were consulted.

#### 3.3.1 Questionnaire

Two sets of questionnaires were developed in English to obtain information from selected athletes and coaches. In order to elicit the necessary data, both questionnaires were constructed

based on the reviewed of related literatures; the items of the questionnaire were mixed, both closed format question and open formats (see Appendix -1-2). This was constructed in keeping with the main themes of research guiding questions as well.

To satisfy the need for confidentiality, respondents were not asked to put their names on the questionnaires. Instead, they were kindly requested to indicate their sex, age, training age, qualifications experience as far as the background characteristics are concerned.

### **3.3.2 Interview**

An interview is a type of survey where questions are delivered in a face-to-face encounter by the interviewer. The interview is like a conversation and has the purpose of obtaining information relevant to a particular research topic (Kumar, 1999).

Interview was held to supplement and enrich the information that was drawn by the questionnaire. For Four dropouts athlete and 13 Administrators of these selected Athletes clubs and regional athletics federation participated in the interview. One of officer was from regional athletics federation; the remaining officers were taken from each zone and woreda where these athletics clubs found pertaining to the interview, it was followed by probing sets of predetermined questions and taking note, comments which were given by each interviewer after questions, jot down on the note book until the last question comes to an end. Soon after the interview was over, again the whole idea was restated in order to incorporate if there is any missed point. Interview was held in Amharic and or afaan-Oromo language for ease of communication and clarity of ideas. Finally, the whole idea of the interview was summarized and analyzed from what has been written on the notebook during and after the discussion.

### **3.3.3 Observation Checklists**

One set of observational checklist was designed and developed to determine to what extent the availability of athletics facilities and equipments was found. (See appendix VI).

### **3.4 Sampling Procedures**

From 20 (twenty) athletics clubs in oromia region 6 (six), suluta athletics clubs, Asela Athletics club, Adama Athletics clubs, Oromia road enterprise athletics club, Lagatafo Athletics club were selected by simple random sampling method (see table 1).

There are a total of 305 athletes and 16 coaches' in these selected Athletics clubs so out of these 101 (33.11%) athletes and 16(100%) coaches of these clubs were considered respectively, in line with this Koul (2006) pointed out that if the population under study is homogenous, a small sample is sufficient. In the mean time, to get representative sample of both male and female respondents, all the total population 305 (100%) a selected club athletics' were satisfied into two group 180 male and 135 female, from each stratum 33.11% of athletics that is 58 male and 43 females were selected by using simple random sampling method (see table 1).

### **3.5 Procedure of Data Collection**

The instruments which were initially prepared were given to the advisor in order to comment the extent to which the items were appropriate in securing relevant information to the research based on comments from my advisor, each item was restated as required.

For those respondents who have been selected, the final copies of the questionnaires were distributed in face –to-face situation by the researcher. This was done intentionally if there was a need for additional explanation on how to respond and to get back as many questionnaires as possible. Regarding observational check lists, it was filled during the period in which the researcher was in each athletics club. In addition to observational to check lists club documents were consulted by the researcher to triangulate the result of questionnaires.

### **3.6 Method of Data Analysis**

In this study, both qualitative and quantitative analytical procedures were employed. In conformity to this Flick (2002) as quoted in Abera 2009 suggested that qualitative and quantitative methods should be viewed as complementary rather than rival comps.

Hence frequency counts percentage and descriptive statements were used to analysis the items of the questionnaire.



The data collected through structured questionnaires were presented in tables and analyzed by statistical tools and descriptive statements.

In addition, qualitative data were analyzed by summarizing the words of open ended items of questionnaire, interview and observational checklists; finally, the data were analysed and discussed to reach at certain finding which in turn was used to give conclusion and possible recommendation.

## **Chapter Four**

### **4. Analysis and Interpretational of Data**

In the section the results obtained from the questionnaire, interview, observational checklists, and documents were analyzed; by frequency counts, percentage, were statistical methods employed to present and analyze the structured items of the questionnaire quantitatively.

To supplement and enrich the information that was drawn using questionnaire, the data from open-end-questions interview and observational checklist where analyzed and described qualitatively.

#### **4.1 Background Characteristics of the Study Group**

Based on the response obtained from athletes of selected oromia athletics clubs and coaches' the characteristics of the study groups were examined in terms of their sex, age, training age education, work experience in and outside the clubs.

**Table 2: Athletes and coaches involved in the study by sex, age, educational background, training age, type of event they specialized and experience in and outside the athletics clubs.**

No	Variables	Athletes				Coaches	
		Character	Responses		Characteristic s	Responses	
			N <sub>o</sub>	%		N <sub>o</sub>	%
1	Sex	Male	58	57.4	Male	16	100%
		Female	43	42.6	Female	-	-
		Total	101	100	Total	16	100%
2	Age	13-16	-	-	21-25	-	-
		17-20	82	81.2	26-30	2	12.5
		21-24	15	14.9	31-35	5	31.25
		25-28	4	3.9	36-40	6	37.5
		≥ 29	-	-	≥ 41	3	18.75
		Total	101	100%	Total	16	100%
3	Educational background	1-6	-	-	Grade 12	2	12.5
		7-8	12	11.9	12+1	1	6.3
		9-10	59	58.4	Diploma	7	43.8
		11-12	18	17.8	BA	4	25
		≥ 12	12	11.9	MA	2	12.5
		Total	101	100%	Total	16	100%
4	Training years (age) /experience in coaching	1	4	3.9	1	-	-
		2	20	19.8	2	1	6.3
		3	47	46.5	3	8	49.9
		4 and >4	30	29.7	4 and >4	7	43.7
		Total	101	99.9	Total	16	99.9
5	Type of event specialized/ Coaching	Short distance	21	20.8%	Short distance	2	12.5
		Medium distanc	29	28.7%	Medium	3	18.7
		5000&1000	31	30.6%	5000 m & 1000 m	5	31.2
		Marathon & half Marathon	14	13.8%	Half marathon & marathon	4	25
		Field event	6	5.9%	Field events	2	12.5
		Total	101	100%	Total	16	99.9%

A break down of the study population in terms of gender as indicated in item 1 of table 2, in both case athletes and coaches males constitute an over whelming majority 58 (57.4) and 16 (100%) respectively. At the same time, however the finding shows that there are 43 (42.6%) female respondents in the first case.

Regarding the age groups of respondents in item 2 of the table 2; 82(81.2%) were between the age category of 17-20 years, 15(14.9%) fall in the age groups of 21-24 years; and the remaining were 4(3.9%) 25-28 years and that of the coaches 2(12.5%) were between 26-30 years; 5 (31.25) fall in the age group of 31-35) years; 6(37.5%) were 36-40 years and the remaining 3(18.7%) were above 41 years. From this fact one can easily deduce that the largest portion of the athletes in the sample population belongs to the youngest age groups and coaches in the sample population belongs to the Adult age groups.

In addition, with regard to educational background in item 3 of table 2: from the total number of athletes respondents 59(58.4%) of athletes are affording high school: 18 (17.8) athletes are attending preparatory (11-122). Both (7-8) and above grade 12 athletes each constitutes 12(11.9) which is quite few compared to the pervious class.

However, a coaches educational background in item 3 of table 2: from total respondent 7(43.8%) are Diploma; 4(25%) are first degree holders; 2(12.5%) 2<sup>nd</sup> degree holders and the reaming 2(12.5%) are grade 12 complete.

Apparently, in the years spend as trainee and trainer category as item 4 table 2 indicates most of the athletes 47 (46.5) have been in clubs for 3 years; 20(19.8%) are 2 years training experience; 4(3.9%) are 1 training age from the item and above 4 training age from highest in the same percent.

From this notion one can easily understand that most of the athletes have 3-4 years of training age but few athletes have 1-2 training years and as the same few athletes have more than 4 years training age. Pertaining to coaches in four categorical years' 7(43.7%) of coaches have more than 4 years experience; 5(31.2%) have 4 years coaching experience; 3(18.7%) have 2 years experience and 1(6.3%) have 1 years coaching experience.

From this notion one can easily understand that most of the athletes have more than 2 years experience of training and most of coaches have more than 4 year coaching experience.

From the respondent as item 5 of table 2 the type of event they specialized; 31(30.6%) are 5000m and 10000m; 29(28.7%) specialize medium distance; 21(20.7%) specialize short distance 14(13.8%) specialize marathon and half marathon and the rest 6(5.9%) of athletes specialize filed events. And that of the coaches' 5(31.2%) specialize 5000m and 10000m; 4(25%) specialize half marathon and marathon; 3(18.7%) specialize medium distance raining and from the two extremes short distance and field events are specialized by equal few coaches 2(12.5%) from the respondents but due to small number of coaches they were not coaching according to their specialization.

At this stage, therefore, if one is to draw a profile of what may be characterized as athletes and coach of selected oromia athletics clubs are represented; one could come up with young athletes most male who is attending a high school and degree having four years and above of experience in coaching respectively.

## 4.2 Finding and Discussions

**Table 3: Have you had experience of training before join the clubs.**

Respondents	Alternatives	Response	
		F*	%
Athletes	A. Yes	66	65.4
	B. No	35	34.6
	Total	101	100%

F\* frequency or number of respondents

As shown in the above table 66(65.4%) of athletes had experience of training before join their clubs. However 35(34.6%) of the sample athletes had no training experience before join their new clubs.

This shows clearly that more than half of athletes had experience of training before join their new clubs.

**Tale 4: Ways of selection to be the athlete of the club**

Question	Respondent s	Responses and n <sub>o</sub> of respondents with percentage				Total
		A. Resolute of one completion	B. Pervious years average performance	C. by Interest	D. By taking entrance practical exam	
How you were selected by the club to be the athlete of the club?	Athletes	55 (54.5%)	22(21.7%)	-	24(23.7%)	101(100%)

F\* frequency or number of respondents

As depicted in table 4, slightly more than half of the respondents i.e., 55(54.5%) are responded as they were selected to be the athlete of their new clubs by resolute of one competition.

On other hand, 22(21.7%) of the respondents responded as they selected by their pervious years average performance and 24(23.7%) of the respondents also responded as they selected by taking entrance practical exam (competition) and there is no respondent who responded as they were selected by interest only.

**Table 5: Taking necessary athletes personal information when they start coaching**

Question	Respondents	Response and No respondents with percentage		Total
		Yes	No	
When you were start coaching in the club had you take necessary personal information of the athletes?	Coaches	13 (81.25%)	3 (18.75%)	16 (100%)

F\*: frequency or number of respondents

Selected athletes club coaches were asked as “they had take necessary personal informant of the athlete when they were start coaching” Accordingly, the result indicates that out of 16 coaches, 13(81.25%) responded “yes” but 3(18.75%) were responded “No”.

The analysis indicates that most of coaches had taken necessary personal information of the athletes when they start coaching in the clubs.

**Table 6: Interest of asking suggestions of athletes on training method, coaching styles and training load.**

Respondents	Level of interest	Response in F* and percentage	
		F*	%
Coaches	Very high	-	=
	High	1	6.25
	Medium	4	25%
	Low	11	68.75
	Very low	-	-
	Total	16	100

F\* frequency or number of respondents

As it can be seen in Table 6; 11(68.75%) of coaches replied that, they had low interest to ask suggestions of their athlete’s on their training methods and 4(25%) of them has medium interest to ask suggestions of their athletes on their training methods , however 1(6.25%) of them have high interest to ask suggestion of athletes on their training method, but there is no coaches responded as they have very high and very low interest to ask suggestion of their athletes on their training method. It could be seen that the majority of coaches respondents interest in asking suggestion is low and. It could be then deduced that most of the coaches have low interest in asking suggestion of their athletes in their coaching method.

**Table 7: Have you examinees your health when you join the club?**

Subject	Alternatives	Responses in <u>No</u> and percentage	
		F*	%
Athletes	Yes	18	17.82%
	No	83	82.18%
	Total	101	100%

F\* : frequency or number of respondents

As shown in the table 7; most of the respondents 83(82.18%) of the athletes response were “NO” how every, only 18(17.82%) athlete respondents were said “YES” this shows that most of the athletes were not examines their health when they join the clubs.

**Table 8: Did you know your performance level when you join the club?**

Subject	Alternatives	Responses in <u>No</u> and percentage	
		F*	%
Athletes	Yes	83	82.18%
	No	18	17.82%
	Total	101	100%

F\* frequency or number of respondents

The table above revealed that from the athlete respondents 83(82.18) noted; as they know their performance level when they joins their clubs but it is said “No” by the 18(17.82%) of the athletes. Therefore, this shows that most of the athletes know their performance level when they were joins their new clubs.



**Table 9: Improvement of performance after joins clubs**

Subject	Alternatives	Responses in No and percentage	
		F*	%
Athletes	Yes	20	19.20
	No	81	80.20
	Total	101	100%

**F\* frequency or number of respondents**

Athletes were asked as they show improvement in their performance after they join their clubs “Accordingly, the result indicates that out of 101 athletes 81(80.2%) were not shows improvement in their performance but 20(19.8%) of the athletes were show improvement after they joins their new clubs.

**Table 10: Availability, quality and quantity of basic necessity supplied for the athletes by the clubs**

No	Basic necessities	Respondents	Respondents in No and percentage									
			V. good		Good		Satisfactory		Poor		Total	
			F	%	F	%	F	%	F	%	F	%
1	Standard of residual	Athletes	8	7.92	25	24.75	30	29.9	38	37.62	101	100
2	Quality of quantity of food		14	13.86	16	15.84	28	27.7	43	42.57	101	100
3	Availability and quality of training field and track		2	1.98	23	22.77	52	51.49	24	23.76	101	100

**F\* - frequency or number of respondents**

According to the finding of table 10, the majority of athletes that range to 68(67.52%) were replied as the standard of residual were not good however, 23(22.7) said good. the quality of food that was provided for athletes, as replied 70(69.2) not good .however, 30(29.39%) said good. In the availability and quality of training field/track, about 74% of the respondents were also responded as It was not good however, around 23% of athletes answered as it was good.

This shows that the quality of house were poor; the food the clubs provide for the athletes in relation to their training load were poor and satisfactory.

**Table 11: Participation of athletes in decision making in the clubs**

Respondents	Responses	Responses in No and percentage	
		F*	%
Coaches	Very high	-	-
	High	1	6.25%
	Medium	8	50%
	Low	2	12.5%
	Very low	5	31.25%
	Total	16	100%

**F\* - frequency or number of respondents**

Asking coaches of selected Athletics clubs', to what extent athletes participate in decision making in the club about different activities of the clubs', the following results were obtained of the total 16 coaches of the selected athletics club's who responded to the item 8 (50%), 2(12.5%), 5(31.25%) said that it was "medium", "low" and "very low" and coaches suggested as athletes could not have right to involve in decision making. They can only forward their suggestions on the decision made by the club management. The remaining 1(6.25%) respondents were, however in the opposition of high and there are no respondents who said very high.

This response clearly implies that the participation of athletes in decision making in the club about different activities of the club was medium and very low.

**Table 12: when you joined the club did you gain necessary information about your right and responsibility.**

Participants	Alternatives	Responses in No and percentage	
		F*	%
Athletes	Yes	18	17.82%
	No	83	82.18%
	Total	101	100%

**F\* - frequency or number of respondents**

As it can be seen from table 12 from athletes of selected athletics clubs respondents 83(82.18%) said that they were not gain necessary information about their right and responsibilities. However 18(17.82%) responded as they gain necessary information about their right and responsibilities.

**Table 13: In your understanding, who is responsible for the sustainability of the club?**

Respondents	Response in no and percentage									
	Coach		Manager		City sport office		Athlete		All	
	F	%	F	%	F	%	F	%	F	%
Athletes	2	1.98	2	1.98	27	26.73	2	1.98	68	67.33

**F\* - frequency or number of respondents**

As shown in table 13 above, 68 (67.33%) of the respondents responded as coaches, manager, city sport office and athletes are responsible for sustainability of the clubs. However, 27 (26.73%) said city sport office and 2(1.98%) responded as coaches, manager and athletes and responsible for the sustainability of the clubs in equal number.

**Table 14: The method of selection of athlete for competition clear for every athlete in the clubs**

Respondents	Alternatives	Responses in No and percentage	
		F*	%
Athletes	Yes	93	92.08%
	No	8	7.92%
	Total	101	100%

**F\* - frequency or number of respondents**

As it is depicted in table 14, majority 93 (92.08%) of the total respondents indicated that the method of selection of athlete for competition were clear for every athletes in the clubs, while only 8(7.92%) of the respondents said the method of selection was not clear. This implies that the clubs method of selection of athletes for competitions were clear for every athletes in the clubs.

**Table 15: Do you have the constitution of the club on your hand?**

Respondents	Alternatives	Responses in No and percentage	
		F*	%
Athletes	Yes	32	31.68 %
	No	69	68.32%
	Total	101	100%

**F\* - frequency or number of respondents**

As it is indicated in table 15; 69 (68.32%) of the total respondents said that the constitution of the club were not on their hand however, 32(31.68%) of the respondents answered as there is the constitution of the club on their hand. This indicates that more than half of the selected clubs were not informed the athletes about the constitution of their clubs.

**Table 16: Rate of dropout of athletes in clubs**

Respondents	Responses	Number of respondents with percentage	
		F*	%
Athletes	Very high	19	18.81%
	High	43	42.57%
	Low	31	30.69%
	Very low	8	7.92%
	Total	101	99.99%

**F\* - frequency or number of respondents**

Concerning the dropout of athletes in the selected athletics clubs as indicated in table 16; 43(42.57%) of the respondents said high, 31(30.69%) said low, 19(18.81%) said very high and 8(7.92%) of the respondents said very low. This implies that the dropout of the athletes in the selected athletics clubs were differ from one club to another clubs but as a general as a responses of more than half of the respondents there were high and very high dropout of athletes in the clubs.

**Table 17: The main case for dropout of Athletes**

Respondents	Responses	Number of respondents with percentage	
		F*	%
Athletes	Lack of performance	52	51.48%
	Conducts problem	16	15.84%
	Lack of knowledge about their right and responsibility	11	10.89%
	Problem of budget	22	21.18%
	Total	101	99.99%

**F\* - frequency or number of respondents**

The table 17 indicate that the main case for athletes to dropout from their clubs 52(51.48%), 22(21.78%), 16(15.84%), 11(10.89%), lack of performance, problem of budget, conducts

problem and lack of knowledge about their right and responsibility respectively as responded by the athletes.

This shows that the main case for dropout of athletes were lack of performance and the problem of budget in large amount and conduct problem and lack of knowledge about their right and responsibility also the case in certain amounts in these athletics clubs for athletes dropout.

**Table 18: The involvement of athletes to reduce the dropout of them**

Subject	Alternatives	Responses in <u>No</u> and percentage	
		F*	%
Athletes	Yes	48	47.52 %
	No	53	52.47%
	Total	101	99.99%

**F\* - frequency or number of respondents**

From the informants 53(52.47%) of them said there were no involvements of athletes in the club activities to reduce the dropout of athletes and forward the following reasons:

- Involving in club activity to reduce the dropout of athlete was not their duties and did not concern them, said these athletes because they were not informed as they have responsibility in reducing the dropout of athletes. however, 48(47.52%) agreed as there was involvement of athletes in the club activities to reduce the dropout of athletes and forward the following reasons:
- Advising each other to do their training effectively, to develop intimacy, friendship and helping each other.
- For these who had problems of conduct advising them as they should to improve their conduct and develop how to live social life.
- If one of them better than other they discuss each other in what way that the improvement happen and other should follow that method to be best:
- As they advise each other's they have to do their training to reach their goal.

- As they have to keep them self from unwanted place that affects their performance, health and conducts and Even if they have problem in any way as they have to raise the problem and stay in their club until to attain their goal and discussing with each other and with club management instead of leave the cubs.

. This shows that more than half of the respondents as answered there is no involvement of athletes to reduce their dropout and in few said there is involvement of athletes, this implies that there is the difference between clubs to clubs to involve athletes in their clubs decisions.

**Table 19: is there agreement between club and athletes that the athletes support the club from their future income when they developed?**

Respondents	Responses	Number of responses with percentage	
		F*	%
Athletes	Yes	41	40.59 %
	No	60	59.40%
	Total	101	99.99%

**F\* - frequency or number of respondents**

According to Table 19; 60(59.40%) of athletes indicated as there was no agreement between club and athletes that athletes support the club from their future income when they developed these who responded “no” give the following reason. There was no agreement on such ideas that the clubs were not forward such agreement with them. However, 41(40.59%) of them indicated as there was agreement between club and athletes.

The result show that above half of the selected clubs were not had agreement with their athletes on this issue.

**Table 20: Do you like your club?**

Respondents	Alternatives	Responses in No and percentage	
		F*	%
athletes	Yes	19	18.81%
	No	82	81.18%
	Total	101	100%

**F\* - frequency or number of respondents**

As observed from Table 18, which has rating the like and dislike of athletes toward their clubs it can be observed that 82(81.18%) of athletes responded as they did not like their club, however 19(18.81%) of the athletes replied that as they like. This data give information, as athletes did not like their club.

**Table 21: How is your salary in comparison with other clubs?**

Alternatives	Response with percentage	
	F*	%
The same	26	25.74%
High	4	3.96%
Low	34	33.66%
Very low	37	36.63%
Total	101	99.99%

**F\* - frequency or number of respondents**

As shown in the above table 37 (36.63%), of athletes responded that their salary was very low in comparison with other clubs, and 34(33.66%) also said their salary was low. However, 26(25.47%) answered as their salary was the same in comparison with other clubs and 4(3.96%) of them said as their salary was high.



This shows clearly that most of the athlete’s salary was very low and low with comparison with other clubs and their salary did not satisfy athletes.

**Table 22: Do you evaluate your athlete’s performance regularly to have their regular record**

Respondents	Alternatives	Responses in No and percentage	
		F*	%
Coaches	Yes	8	50 %
	No	3	18.75%
	Sometimes	5	31.25%
	Total	16	100%

**F\* - frequency or number of respondents**

Coaches of the selected athletes clubs asked as they evaluate their athlete’s performance regularly to have their regular record. Accordingly the result indicates that out of 16 coaches 8(50%) and 5(31.25%) said “Yes” and “sometimes” respectively. The remaining 3(18.75%) said “No” and forwarded the reasons so many athletes As they coach in different item like short distance medium long distance and also field event and as their few numbers of caches in relation to the distance categories and number of athletes due to this it was difficult for them to evaluate regularly.

**Table 23: The effort made by club managements to educate athletes about their right and responsibility when they join the club**

Respondents	Alternatives	Responses in No and percentage	
		F*	%
Coaches	Very high	2	12.5 %
	High	3	18.75%
	Medium	1	6.25%
	Low	8	50%
	Very low	2	12.5%
	Total	16	100%

**F\* - frequency or number of respondents**

From the informants 8(50%) of them said club managements did educate their athletes in low rate about their right and responsibility and 2(12.5%) of coaches answered also very low these coaches who respond low and very low forward as The club management by themselves did not exactly know about the right and responsibility of athletes in proper and valuable way and they were not had close relation with athletes and even with the representatives of athletes.

However 3(18.75%), 2(12.5%), 1(6.25%) answered “high” “very high” medium respectively.

To sum up, the majority of the respondents have agreed that club management rate of educate athletes about their right and responsibility when they join the club were low.

**Table 24: Do you believe that the athletes raise their problems that they have frankly?**

Respondents	Alternatives	Responses in No and percentage	
		F*	%
Coaches	Yes	-	-
	No	13	81.25 %
	Sometimes	3	18.75%
	Total	16	100%

**F\* - frequency or number of respondents**

As shown in table 24 that; 13(81.25%) of the respondents believe that, as the athletes were not raise their problems that they had frankly. Then, they were give reasons as athletes had fear special to asks about the things clubs should supply for athletes, because they think as the club’s management take measurement on them if they ask whatever they wants. However, 3 (18.25%) of the respondents believe that as the athletes raise sometimes their problems that they had frankly but there is no respondents who said ‘yes’ athletes raise their problems that they have frankly. The result shows that most the athletes were not raise their problems that they had frankly.

**Table 25: The Idea respecting rights of athletes is the base for sustainability of club**

Respondents	Alternatives	Responses in No and percentage	
		F*	%
Coaches	Very high	2	12.5 %
	High	12	75%
	Medium	2	12.5%
	Low	-	-
	Very low	-	-
	Total	16	100%

**F\* - frequency or number of respondents**

As shown in the above table 12(75%), of the respondents indicated that the Idea respecting rights of athlete was highly the base for the sustainability of the club and the response “very high” and “medium” were responded by the equal 2(12.5%) of the respondents. However there is no respond that said the idea respecting rights of athlete low or very low impact for the sustainability of club. This indicates that most of the coaches of the athletics clubs conform respecting the right of athletes are the base for sustainability of the clubs.

**Table 26: The major reason and case of athletes’ dropout of their clubs**

Respondents	Alternatives	Responses in No and percentage	
		F*	%
Coaches	Health problem	1	6.25 %
	Family background	-	-
	Club family relationship	-	-
	Need for better payment	15	93.75%
	Total	16	100%

**F\* - frequency or number of respondents**

Table 26 shows responses on the question: “The major reason and cause of athletes dropout of the club is?” From the table, it can be observed that the number of responses from 16, 15 (93.75%) said need for better payment on the other hand, the remaining one(6.25%) coach respondent said health problem.

It could be seen that the vast majority of coach’s respondents said need for better payments. It could be then deduced that the main reason and cause for athlete’s dropout from their club was need for better payment that is related to their life.

**Table 27: Is the income of the club certainly from well-established source?**

Respondents	Alternatives	Responses in No and percentage	
		F*	%
Coaches	Yes	3	81.25 %
	No	7	43.75%
	I am not sure	6	37.50%
	Total	16	100%

**F\* - frequency or number of respondents**

As observed from table 27; selected club's coaches asked as the income of the club certainly from well established source, then they replied that 7(43.75%), 6(37.50%) out of 16 coaches replied 'no' and 'I am not sure' for the issue then These coach who responded no forward to fowling reasons:

- The club income was depend only from one source i.e. from city income and it depends on the welling of the administrator of the city
- If the city administrator had interest for these sport they may allocated enough amount of budget other ways the budget given for the club was low even if the income of the city decrease the clubs opportunity to gain budget becomes under question . However, 3 (18.75%) said yes certainly from well established source, that reflects as most of the respondents indicate the source of income of clubs were not from well established source.

**Table 28: Responsibility of athletes for sustainability of the clubs**

Question for coaches	Alternatives	Responses with percentage	
		F*	%
Do the athletes are responsible for the sustainability of their club?	Yes	13	81.25 %
	No	-	-
	Sometimes	3	18.75%
	Total	16	100%

Concerning the item on Table 28, majority 13(81.25%) of coach respondents confirmed that the athletes are responsible for the sustainability of their club, 3(18.75%) coach respondents responded as athletes are sometime responsible for the sustainability of their club and also there was no respondents that disagreed as athletes were responsible for their club sustainability.

The result indicates that most of the coaches accept, as the athletes are responsible for the sustainability of their clubs.

**Athletics and coach’s response to the open-ended question**

**Coach’s response to the open ended question**

The last portion to this questionnaire has open ended questions redundant opinions are summarized in one statement.

The open ended questions focused on:

1. With how many athletes did you start training? How many of them are present?

In response to this questions most coaches answered that as there was dropout of athletes from response of coaches. The numbers of athletes when they were start coaching of six selected athletics clubs with 494 athletes but 305 Athletics are present know in these selected clubs.

2. For the suitability of the club what responsibility are expected from the athletes?

In response to this question, most coaches suggested that:

- The athletes should obey for the rules of their club and follow then forward their questions rather than leave their club.
  - They have to do their raining properly to improve their performance to be competent and selected athletes in their cubs and national level.
  - They have to do the way their clubs income increase and they will become profitable from it.
  - Advising each other on the problems they had in their different problems that leads them to leave to clubs to reduce the dropout of athletes from their clubs
3. What benefits does the city administration get from establishing the club? Responding this question, coaches suggested the following benefits:
- To produce representative elite athletes for the country
  - To make athletes profitable in their athletics carrier and to improve the life of athletes
  - To introduce their city in regional and national level and to gain prize from the result of athletes as a club
  - To improve awareness of youth in their surrounding toward athletes
  - To protect athletes from unwanted behaviors like smoking drinking alcohol spending their time in useless activities
  - To make athletes winner in national and international level and gain income (10%) from the athletes prize of money.

#### **Athlete's response to the open ended question**

1. For question- "do you like your cub," most of athletes answered "NO" responded the flowing reasons:
- The club did not give appropriate facility like sport close, low amount of salary and no motivation that increase the interest to their clubs.
  - The club administration was not answer most of the time properly the question that they were raise.
  - The last question is one open-ended question that given for athletes was:
2. What actions were expected from athletes and club administration to insure club sustainability? These sample athletes give the following answers:
- First of all as they had to know their aim, objective and goal

- Discuss on the rules and regulation of the clubs with each other and clubs managements.
- Following the direction that were given by their coaches and doing their training properly on the way to be effective according to their plan
- Involving in the different activities of the clubs that develop the club income, reduce athlete's dropout, and increase performance of clubs at whole as the responsibility given for athletes.

From the clubs administration the following action were expected as the athlete's response:

- Making the environment self and favorable and suitable for athletes
- Hire coach who is knowledgeable and who can coach athletes effectively and efficiently.
- Add salary of the athletes according to the life situation of the country to make happy in their life that makes athletes effective.
- Proper follow up of club training and all activities of athletes properly and giving sufficient encouragement and correcting if needed coach athletes and facility providers of the clubs
- Try to plan the way to gain another source of income by developing strategy with club management and involving athletes.

### **Analysis of interview of oromia regional, Zonal and woreda sport experts**

The student researcher conducted structured interview in face to face manner with woreda, zone and regional athletics federation experts in different time and Place in order to get additional information about the rights and responsibilities of athletes in focuses on the sustainability of the clubs. Thus, the responses from the subjects summarized and presented in the following way.

- Concerning the presence of professional athletics expert in these In all level of the oromia regional state athletes federation zone sport office, city sport office the respondents agreed as there were no professional exports who had above BA ( first degree educational background.
- The respondent also asked dose your office have close relationship with athletics clubs? all of them responded that: their relation with the clubs were not satisfactory and These whole selected athletes clubs in the region and also others athletes cubs in the region



were governed and owned by the city athletes clubs the government bodies were not properly know about the athletics clubs management system they were not given great infancies for the cubs and athletes sustainability for this reason the athletes leave the cubs to find the more organized and profitable cubs There is the constitution of the clubs there is the organizational structures of the clubs but these were not properly applied in clubs and educated properly for athletics to involve in the club activities to help the clubs to be sustainability.

- When asked the number of clubs they have, the regional athletics officer replied that before three years there were only three clubs, these were oromia prison cubs oromia muger clubs and oromia polices club. In 2002 E.C at the same time 17 clubs were establish.
- When asked as there was drop out of athletes and main factors for drop outs ; All of them reported that no doubt, In the beginning, when they were selected athletes to be member of clubs, by giving one practical entrance exam then that time they were select athletes who inter in the completion at least 1-34 ranks in each item. Because of these there is now the high rate of athletes dropout due to lack of performance, due to these cases there is cubs Which had low number of athletes in their cubs like Nekemt athletics club, Jima athletics club In addition, Waliso athletics club specially had now few athletes . Athletes leave the clubs due to lack of budget lack of performance and clubs unable to fulfill necessary facilities for athletes.
- If the clubs administration provide for athletes enough salary sufficient sport wears enough amount of food in terms of quality and quantity and give responsibility for athletes it was advantages for clubs to be sustainable.
- The regional athletics federation official asked about weakness of athletes and clubs management he said that, The weakness of clubs management were not hire manager, enough number of coaches and allocating enough amount of budget for clubs, there was no close supervision. Even these coaches who work in these clubs salary was low due to these they were work in two or three other clubs then they were not perform their training effectively as needed by clubs and athletes. Even these coaches did not have their training lesson plan for week and day therefore they recommended if the clubs

management, regional and zonal sport office experts give time and follow-up properly the clubs performance.

- The officers asked by student researcher “what benefit did municipality gain from establishing clubs?” and they responded that The municipality profit from establishing the clubs will to produce elite athletes for country and to introduce our country in international completions
- In economical ways if athletes become developed and winner in international completions they will gain money and invest in the country and help them self their cubs and also their country and also in their investments they will employee other people in their investments
- A question raised to the respondents “Are the clubs effective according to their long time and short time plan?” The respondents replayed that as it is difficult to say they are effective because most of the clubs are not effective according to their objectives and goals. These clubs had two or three coaches, not have sufficient materials and field of training individuals and in groups without gaining facility that were sufficient for them and coaches who were coach them effectively. For these reasons these cubs were not effective.
- Is the income of the clubs from g rounded base?  
For the above question the interviewer responded:” no” and the reason they give for their answers were the income of the clubs were completely from municipality, even the clubs could not have other income sources in the structure of these clubs. they have board who lead them but board were not functional as needed and Set in structure of the clubs for these reasons the clubs income depends on only the municipality administration willingness to allocate budget for those clubs .
- Finally regional athletics federation officers asked, “What strategies do you suggest to the clubs administration and athletes to sustain their clubs?” Interviewers suggested for the clubs administration to sustain their clubs as they have to apply properly the structure of the clubs like the board committee of the clubs should involve in the clubs leadership properly as set in the constitution of the clubs and try to perform different find raising methods to develop the income of their clubs.

- The clubs administration should be hired enough coaches for their clubs according to the number of athletes and disciplines they had.
- The regional government sport office should also give great position in supporting, helping supervising, and correcting clubs management systems.
- Athletes of the clubs should also be responsive about the aim of their clubs and have their own personal aim that helps them to keep their right and overcome their responsibility that is expected from them to make them self effective and their clubs profitable and sustainable.
- Generally the interviewers conclude their ideas by suggesting that there was low awareness in all levels from the regional level up to athletes in the way to maintain the sustainability of these athletics clubs

#### **Analysis of interviews of drop out athletes from selected athletics clubs**

Structured interview was held with four athletes who had dropped from clubs due to different reasons at different time and place and their responses are summarized as follows:

- Primarily they were asked the time they joined the clubs and they responded that they joined the clubs in 2002 E.C in similar time.
- They were asked again about their stay in the clubs they replied as their times were challenging and they were working as their potential but they could not show expected performance because of their beginning were low.
- They were asked again about as they were informed about their rights and responsibilities when they were in the club, all them answered as they were not have understanding about their rights and responsibilities but only as they remember there was dismissal from club if one shows unwanted behaviors.
- Asked For the drop out athletes, the cause that leads them to leave their clubs: they responded as they were not treated properly their right and responsibility that means what should be expected from them and rights of athletes for this reason they leave their clubs due to performance of them were not reach on the expected goal but the expected goal was not informed to them. they were not trained properly, they were not evaluated

continuously and even before they dismissed from the clubs they were not advised and there was no warnings given for them.

- They were asked again how the club management was treated them when they were in the club. The dropout athletes replied that as there were no visible handlings given for them except monthly payment, giving certain sport materials. Even there was no such close relationship with other club administration except their coaches.
- The drop out athletes asked by student researcher to give their suggestions on the way to make the clubs more effective then their suggestions were:
  - Club managements, coaches, athletes and concerned bodies as the whole should have their own contribution for the effectiveness of their clubs by taking their responsibility on relating each other discussing each other on the vision, mission, objective and goal of their clubs.

The last question that was raised for dropout athletes was “if you for a second time gain chance to join club is there the circumstance that you improved and to be competent?” Then most of them replied that, as they were not stopped their training by them self to be individual competent, even if they were dropped from the club because of their interest to athletics sport so if, they gain chance to be the member of one club they want to keep them selves from unwanted place and doing their training properly, they try to ageist them selves according to their aim, clubs objectives and straggle to their rights as to fulfill necessary facilities for them, ask the club management to hire knowledgeable coaches who will help them effectively by giving long time for them.

#### 4.2.4. Analysis and Interpretation of Observation of athletics clubs home, field, facilities

**Table 20:** Table Showing the Summarized Observation of athletics clubs home, field, facilities

No	Item	Excellent	Very good	Good	Poor
1	Willingness of the coaches to encourage and support athletes at training			✓	
2	Suitability of the clubs environment, instructional materials and facilities				✓
3	The quality of residence that the athletes live in the clubs				✓
4	The quality of sport closes that clubs give for athletes				✓
5	Quality and quantity food provided for athletes				✓

*NB. The result obtained is not for a single club. It is the summarized result of the six sample clubs*

As it was mentioned in the methodology section, observation was conducted for club's facility, which provided for athletes in six selected clubs. The observation checklist involved facility required for athletes, Suitability of the clubs environment; instructional materials and duty of coaches to encourage athletes were observed. As indicated in Table 29, Willingness of the coaches to encourage and support athletes at training was good, however the quality of residence that the athletes live in the clubs and the quality of sport closes that clubs give for athletes. However, Suitability of the clubs environment, instructional materials and facilities and Quality and quantity food provided for athletes in relation to training load was poor according to the observation. Therefore, these facilities are mandatory for athletes to be effective the club management never expect from athletes without fulfilling these for them.

## **CHAPTER FIVE**

### **Summary, Conclusion and Recommendation**

This chapter summarizes the major findings of the study and then concludes on the base of these findings. Finally, feasible recommendations are suggested.

#### **5.1. Summary**

The focus of this study was to assess rights and responsibility of athletes in oromia athletics clubs in focus on the sustainability of the clubs.

The study was designed to answer the following research questions.

1. What are the rights and responsibility of athletes on the sustainability of the clubs?
2. Do the athletics clubs have written constitutions that describe as athletes involve in the decision making of the clubs?
3. What are the main reasons for athletes to dropout from the selected oromia athletics clubs?
4. Could the clubs involve athletes and reduce the dropout rate of athletes from clubs?
5. Are the incomes of selected athletics clubs in oromia from well-established source?

In order to answer these questions, the descriptive survey method was employed.

In order to carry out the study, qualitative and quantitative approaches were adopted. The data relevant to the study were gathered through sets of questionnaires, interview and observation checklist from 101 athletes, 16 coaches, 13 officers, and four dropout athletes selected from six athletics clubs, municipality sport offices, zonal sport offices and oromia regional athletics experts.

The data obtained were analyzed using statistical method such as frequency and percentage whereas that of open-ended questioners, interview and observation was described by using descriptive statements. Finally, based on the analyzed data, the following major findings were obtained from the study.

- The study disclosed that most of coaches take necessary personal information of their athletes when they start coaching and most of the athletes were not show improvement in their performances.

- It was found out that the availability, quality, and quantity of basic facility supplied for athletes like food, sport wear, residences, training field/track relatively not sufficient as replied by some athletes.
- Regarding asking suggestion of athletes on training methods, coaches of the selected clubs have not such practices as indicted by most athletes and coaches.
- The study revealed that most of athletes have not participated in decision making in clubs different activities even by their representatives to sustain their clubs.
- Concerning the clubs constitution, most of the athletes are not aware of about it weather it describe about their right and responsibility or not.
- Regarding the rate of dropout of athletes, as documented in the analyses part there was high dropout of athletes. The main cause for drop out was lack of performance, budget problem in the clubs and problem of understanding about their right and responsibility from the side of athletes.
- The participation of athletes to reduce the dropouts was low because they were not having awareness that they are responsible to reduce dropouts
- The result of the study reveals, there was no agreement about the transparence or benefit from their income.
- The salary of the athletes was low as observed from the study as indicated by more than 60% of the athletes.
- The attempt made by the clubs management to educate athletes about their right and responsibility when they join the clubs was low..
- In the clubs most athletes were raise their problems that they had frankly but responses given for their questions do not satisfy these athletes then their attitude to ward their clubs was negative as indicated in the athlete's response .the club did not fulfill their interest in salary, motivation after wining certain events, and medical insurances.
- As athlete's opinion about the sustainability of the clubs majority of athletes replied that club managements, municipality sport officer and athletes were responsible.

- Regarding respecting the rights and responsibility of athletes is the base to sustain their clubs, 81.25% of the respondent coaches agreed, it is correct idea and should be applied in those clubs.
- The action expected from athletes to sustain their clubs are Having special talent, strong motivation and a willingness to work extremely hard. They should have and know properly the aim, objectives and goal of them selves as well their clubs. They should be committed to reach there by straggling for their rights in following the rules and regulation of their clubs as indicated by respondent coaches in open ended question.
- The clubs administration were expected to make the environment of the clubs secure and comfortable for athletes by fulfilling necessary facilities, equipments, enough coaches who has sufficient time, knowledge to coach the athletes effectively and efficiently as indicated by respondents of interviews.
- There were low follow up and supports from regional athletics federation, zonal and municipality sport offices for athletics clubs.

## 5.2 Conclusion

Even though the investigator of this study may not dare to generalize because of this small sample population right and responsibility of athletes in focus on the sustainability of athletics clubs seems to be a highly influential and national wide matter. However, the urge on concerned bodies may influence its adjustment to athlete's right and responsibility in focus on clubs sustainability. This along clubs managements, zonal sport offices regional athletics federation and national federation awareness to respecting rights of athletes and giving responsibility is the base for clubs sustainability. The need for focused additional study; if correctly follow up the athletics clubs sustainability condition comparing with their short and long time plan is important.

There for, based on the major finding of the study, the following general conclusions were drawn.

- ✚ Athletics clubs management do not inform the athletes properly abut their rights and responsibility when athletes join the clubs and even now, the athletes are not know well about it.



- ✦ There were no effort made by the clubs management to educate athletes about their clubs constitution, therefore most of athletes were not have inspiration about the constitution of their club.
- ✦ There were no agreement made by clubs and athletes that athletes support their club to be sustainable from their future income when they would develop, share certain percent of their prize when they gain chances of winning in different level of competitions.
- ✦ The interest of coaches to ask comments on their coaching style and method, load of training were low.
- ✦ Athletes do not frankly raise the problems they had because there is fear in athletes as they dismissed from the clubs if they ask questions.
- ✦ The quality, quantity, accessibility of basic necessity that clubs provided for athletes like residences, foods, sport wears and training filed/track do not satisfy athletes.
- ✦ Salary of the athletes was low in comparison of other clubs in the country there for athletes do not like their clubs.
- ✦ There were high drop out of athletes in the clubs. The main causes of athletes for dropout were need of better payment, lack of performance and clubs reduces them as results of budget problems.
- ✦ There were no conditions that involve athletes to eradicate dropout of their relatives from the clubs.
- ✦ The incomes of athletics clubs are not from well established sources, because it is only from municipality, therefore if income of there municipality decrease the clubs income fall under question.
- ✦ Oromia region Athletics Federation Zonal sport office and municipality sport offices do not follow up and supervise what is going on all about right and responsibility of athletes in focus on sustainability of clubs and over all training process in the clubs.

### **5.3.Recommendations**

In view of the findings of the study and conclusions drawn, the researcher forwards the following recommendations.

- ❖ Athletes are not aware of the presence of The constitution of clubs, which states Rights and responsibilities of athletes, there is a need to create awareness.
- ❖ The administration of athletics clubs should involve athletes in decision-making process starting from amendment of their clubs constitution, reduction of dropout athletes up to high level of board committees, which contribute to the sustainability of the clubs.
- ❖ Coaches of the clubs should ask athletes suggestions in their coaching style, method, load of training then use as input and adjust themselves as well their training.
- ❖ Clubs managements need to design ways to improve quality of food, housing, sport wears, salary that given for athletes to improve their motivation to wait in the clubs.
- ❖ The clubs managements should create a system to improve the income of their clubs by involving athletes, creating found raising mechanisms to handle the costs of the clubs, hence ensure sustainability of their clubs.
- ❖ The action expected from athletes to sustain their clubs are Having special talent, strong motivation and a willingness to work extremely hard. They should have and know properly the aim, objectives, and goal of their s as well their clubs. They should be committed to reach their goal by straggling for their rights by following the rules and regulation of their clubs.
- ❖ Regional athletics federation, zonal sport office, municipality sport offices need to design and develop mechanisms to support, supervise, and work with close relation to athletics clubs by teaching the ways to handle athletes, found raising mechanisms and apply the proper structures of clubs managements.
- ❖ Finally, the problem is not as such an easy one to be adequately studied by a bigger investigator. Thus, the researcher would like to recommend other concerned and interested individuals or groups to carry out deeper and wider research work on this issue, the problem on right and responsibility of athletes is a base for sustainability of athletics clubs prospect.

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**ADDIS ABABA UNIVERSITY  
SCHOOL OF GRADUATE STUDIES  
Faculty of life science  
Department of sport science**

**Questionnaire to be filled by athletes**

**Dear Respondents!**

This questionnaire is designed to collect data for the study aimed to assess rights and responsibility of athletes in Oromia athletics clubs in focus on the sustainability of the clubs. The data collected using this questionnaire is to be used only for academic purpose and all information gathered from the respondents will be helpful to get pertinent findings and to forward timely and sound recommendation. Your responses are confidential and are not used for any other purpose rather than this study. Therefore, in order to obtain relevant and reliable information that would contribute to the success of this study, I kindly request your cooperation to answer all the questions frankly as you fell.

**Thank you in advance**

**General Direction**

1. No need to write your name
2. Try to answer every question according to the instruction provided.

**Part one: General information**

Please circle your Responses

1. Zone\_\_\_\_\_Woreda\_\_\_\_\_
2. Name of the club\_\_\_\_\_
3. Sex        A, male        B, female
4. Age        A,13-16    B, 17-20    C, 21-24    D, 25-28    E, 29 & above
5. Educational back ground in grade level  
      A,1-6    B, 7-8    C, 9-10    D, 11-12    E, above grade 12
6. Training years (years involve in training)  
      A, 1    B, 2    C, 3    D, 4    E, above 4 years
7. Type of event you are specializing: A. short distance B. medium distance  
      C.5000m & 10000m D. half marathon & marathon    E, field event

**Part two: main information**

The following are issues about right and responsibility of athletes in focus on the sustainability of the club. Please, circle the letter of your choice and give your reason on the space provided

1. Have you had experience of training before you join this club?  
      A, yes                                  B, no
2. If your response for question No 1 “yes” how does you see the training in this club? A, very good B, good    C, satisfactory  
      D, poor
3. How you were selected by the club to be the athlete of this club?  
      A, by resolute of one competition    B, by taking pervious years average performance    C, by interest    D, by taking iterance exam

4. Have you examinees your health when you join the club?  
A, Yes B, no
5. Did you know your performance level when you join the club?  
A, yes B, no
6. Do you improve your performance after you start training in the club?  
A, yes B, no
7. The quality of house you live in the club:- A, very good B, good  
C, satisfactory D, poor
8. The quality and quantity of food in relation to your training load is:-  
A, very good B, good C, satisfactory D, poor
9. If your answer for question No 8 is “poor” have you ever been ask  
the concerned body about the food? A, yes B, no C, I do not  
have right to give comment.
- 10.The availability and quality of training field and truck is:-  
A, very good B, good C, satisfactory D, poor
- 11.If your answer for question No 10 is “poor” have you ever been ask  
the concerned body about the training field/truck? A, yes B, no  
C, I do not have right to give comment
- 12.The availability and quality of sport closes that the club provide for  
you is:- A, very good B, good C, satisfactory D, poor
- 13.If your answer for question No 12 is “poor” have you ever been ask  
the concerned body about the sport closes? a, yes b, no  
c, I do not have right to give comment
- 14.When you was joined the club you did gain necessary information  
about your right and responsibility? A, yes B, no
15. If your answer for question No 14 is “no” had you ever been ask  
the concerned body about your right and responsibility to know?  
A, yes B, no C, I do not have idea about it



16. In your understandings who is responsible for the suitability of the club? A, coach B, manger C, city sport office D, athlete E, all

17. Is the method of selection of athletes for competition clear for every athlete in your club? A, yes B, no

18. If your answer for question No 17 is "no" had you ever been ask the concerned body the criteria of the selection to know? A, yes B, no C, I do not have right to ask.

19. Do you have the constitution of the club on your hand?

A, yes B, no

20. How is the drop out of athletes in your club?

A. Very high B. high c. low D. very low

21. What is the main case for athletes to drop out from the club?

A, lack of performance B, conducts problem C, lack of Knowledge about their right and responsibility D, problem of budget

22. Are the athletes involved in the club activities to reduce the drop out of athletes? A, yes B, no

23. If your answer of question No 22 is "yes" in what way?

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24. If your answer for question No 23 is "no" why?

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25. Is there agreement between club and athletes that the athletes support the club from their future income when they developed?

A, yes B, no

26. If your answer for question no 25 is “no” why?

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27 Do you like your club? A. yes B. No

28 . if your answer for question no 27 is “no ”why?

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29. How is your salary in comparison with other clubs?

A. the some B. high C. low D. very low

30. What actions are expected from athletes and

club administrations to insure club sustainability?

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**ADDIS ABABA UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**

**Faculty of life science**  
Department of sport science

**Questionnaire to be filled by coaches**

**Dear Respondents!**

This questionnaire is designed to collect data for the study aimed to assess rights and responsibility of athletes in Oromia athletics clubs in focus on the sustainability of the clubs. The data collected using this questionnaire is to be used only for academic purpose and all information gathered from the respondents will be helpful to get pertinent findings and to forward timely and sound recommendation. Your responses are confidential and are not used for any other purpose rather than this study. Therefore, in order to obtain relevant and reliable information that would contribute to the success of this study, I kindly request your cooperation to answer all the questions frankly as you fell.

**Thank you in advance**

**General Direction**

1. No need to write your name
2. Try to answer every question according to the instruction provided.

## Part one: General information

Please circle your Reponses

1. Zone \_\_\_\_\_ Woreda \_\_\_\_\_
2. Name of the club \_\_\_\_\_
3. Sex      A, male      B, female
4. Age    A, 21-25    B, 26-30    C, 31-35    D, 36-40 E, 41 & above
5. Educational back ground: A, Grade12 complete B, 12<sup>+</sup>  
C, diploma    D, BA    E, MA
6. Level of coaching you has: A, first level    B, second level national  
C, second level IAAF    D, third level IAAF
7. Service years in coaching:  
A, 1    B, 2    C, 3    D, 4    E, above 4 year
8. Type of event you are coaching: A. short distance  
b. medium distance C. 5000m & 10000m  
D. half marathon & marathon    E, field event

## Part two: main information

The following are issues about right and responsibility of athletes in focus on the sustainability of the club. Please, circle the letter of your choice and give your reason on the space provided.

1. When you were start coaching in the club had you take necessary personal information of the athletes? A, yes    B, no
2. If your answer for question no “1” is yes how you did see the improvement of performance of athletes? A, very good B, good  
C, satisfactory    D, fair    E, poor

3. How is your interest to ask suggestions of athletes on your

Training method? A, very high B, high C, medium

D, low E, very low

4. If your answer for question no "3" is ' low' or 'very low', please  
Mention the reason.

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5. To what extent athletes participate in decision madding in the club  
about different activities of the club? A, very high B, high C,  
medium

D, low E, very low

6. If your answer for question no "5" is 'low' or 'very low', please list  
the reason.

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7. Do you evaluate your athlete's performance regularly to have their  
regular record? A, yes B, no C, sometime

8. If your answer for question no "7" 'no' or 'sometimes' please explain  
the reason.

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9. How is the effort is made by club management to educate athletes about their right and responsibility when they join the club? A, very high

B, high C, medium D, Low E, very low

10.If your answer for question no “9” ‘low’ or ‘very low’ please explain the reason.

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11. Do you believe the athletes raise the problems they have frankly?

A, Yes B, no C, sometimes

12.If your answer for question no “11” ‘no’ or ‘sometimes’ please explain the reason.

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13.How do you agree on the idea respecting rights of athlete the base for sustainability of club? A, very high B, high C, medium

D, Low E, very low

14.If your answer for question no “13” ‘low’ or ‘very low’ why?

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15. The major reason and cause of athletes drop out of the club related factors for athletes: A, health problem

B, Family background C, Club family relationship

D, Economic problem

16. The major reason and cause of athletes drop the club related factors for athletes: A, Facility problem B, lack of performance C, conduct of athletes D, Over training problem

17. Is the income of the club certainly from well established source?  
A, yes B, No C, I am not sure

18.If your answer for question no “17” ‘low’ or ‘I am not sure’ why?

Please explain the

reason. \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

19.Do the athletes are responsible for the sustainability of the club?

A, yes B, no C, sometimes

20.If your answer for question no “19” ‘no’ or ‘sometimes’ who is responsible? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

21.With how many athletes did you start training? \_\_\_\_\_

22. How many of them are present? \_\_\_\_\_

23.For the sustainability of the club what responsibilities are expected from the athletes? Please state the major ones.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

24.What benefits does the club get from establishing the club? State them

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Interview Guide for Oromia youth and sport Bureau Athletes federation expert.**

1. Are there athletics professional experts in your office?
2. How is your awareness towards respecting right of athletes and giving responsibility for athletes are the base for sustainability for the club?
3. Is there professional support and encouragement from your office to the clubs on ways of involving athletes actively to sustain clubs?
4. How many clubs and projects you have? \_\_\_\_\_,  
\_\_\_\_\_
5. Are there dropouts? \_\_\_\_\_ How many? Few\_\_\_\_. Many\_\_\_\_\_
6. Were there clubs which disappeared?\_\_\_\_\_ Why?
7. In your opinion what are the main cause for dropout the athletes from the club?
8. When you think is it possible to sustain the clubs by respecting rights of athletes and giving responsibility for them?
9. In your out look what are the strong and weak points in athletes and clubs on the sustainability of the clubs?
- 10.What benefits do the clubs get from the athletes?
- 11.Are the clubs effective according to their long and short time plan?
- 12.Is the income of the clubs exactly from grounded base?
- 13.What strategies to do suggest to the club and athletes to sustain their club?



## **Interview Guide for dropout athletes in selected athletics clubs of oromia regional state**

1. When were you joined the club?
2. For how many years you were stay in the club?
3. How were you waited in the club?
4. When you were in the club, how the club administration treats you?
5. Were you informed properly about your right and responsibility when you were in the club?
6. When you think know what was the cause for your dropout from the club?
7. In your opinion to make the club more fruitful and effective who is responsible?
8. If you gain chances again to join the club is there the circumstances that you improve and to be competent? What are those conditions?

## **Interview Guide for municipality and zone youth and sport Bureau Athletes federation expert**

1. Is there a professional expert who follows and gives support for athletics club in your office?
2. Does your office have close relationship with athletics club?
3. When you see as the athlete's rights are respected by the club officers?
4. Are the athletes responsible for the sustainability of the club?
5. Is there continues follow-up in your office for the club?
6. Is the club source of income from certainly from well organized?
7. Is there drop out of athletes in the club more than expected?
8. If there is drop out of athlete what are the main cause?
9. How many clubs and projects you have?  
\_\_\_\_\_ , \_\_\_\_\_
10. Are there dropouts? \_\_\_\_\_ How many? Few \_\_\_\_\_.  
Many \_\_\_\_\_
11. Were there clubs which disappeared? \_\_\_\_\_ Why?
12. What is the benefit of the club by training the athletes?
13. Who is responsible for the sustainability of the club?
14. In your opinion what is expected from the club administration, coaches and athletes to sustain their club?

## Observati on Check List

**N.B. Excellent = 4**

**Very good = 3**

**Good = 2**

**Poor = 1**

Name of the clubs \_\_\_\_\_

Region \_\_\_\_\_ Zone \_\_\_\_\_ Woreda \_\_\_\_\_

Date \_\_\_\_\_

No	Item	4	3	2	1
1	Willingness of the coaches to encourage and support athletes at training				
2	Suitability of the clubs environment, instructional materials and facilities				
3	The quality of residence that the athletes live in the clubs				
4	The quality of sport closes that clubs give for athletes				
5	Quality and quantity food provided for athletes				