TITLE PAGE

COMPARATIVE PERFORMANCE OF SOKOTO STATE'S SPORTS ASSOCIATIONS

BY

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A Thesis Submitted in Partial Fulfilment of the Requirements for the Degree of Master of Education in Fhysical and Health Education (Coaching and Administration of Sports)

DEPARTMENT OF PHYSICAL AND HEALTH EDUCATION
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This research was conducted by the investigator. No similar research was under taken in the State. All books, researches and other materials used in this study were fully acknowledged.

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DEDICATION

This Thesis was dedicated to my wife AISHATU, my children, FATI, NURRADDIN and AHMED including the two deceased - HABSATU and MARYAM. May their souls rest in peace, Amin.

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"Praise belongs to God, the Lord of all Being".

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U.K. ABDULLAHI

ABSTRACT

The purpose of the study was to compare the performances of the different Sports Associations of Sokoto State on their functions as stated in the edict of the Sokoto State's Sports Council. To achieve this purpose, a questionnaire consisting of seven sections on the different responsibilities of the Sports Accociations, was prepared and administered on the organising Secretaries of the respective Sports Associations.

The organising Secretaries filled in the questionnaire by using the: official records that provided the necessary information for the different statements in the questionnaire. The information thus collected was statistically analysed to compare the performances of the different Sports Associations.

The results of the study indicated insignificant difference between Sports Associations in the performance cf administrative and promotional functions of Sports. However, significant differences were found between Sports Associations in the organisational, developmental, co-ordinational, controlling, and achievemental functions of Sports. Handball, Footbal, Athletics and Badminton were found as the best in the performance of the different functions of Sports, whereas LawnTennis, Volleyball, Veightlifting and V'restiing Associations were found as the least in the performance of the functions of Sports.

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ACRONYM

A.B.U.	-	Ahmadu Bello University, Zaria
L.G.S.C.	-	Local Government Sports Council
M.B.O.	-	Management By Objectives
M.S.Y.S.C.	-	Ministry for Social Welfare, Youths, Sports and Culture.
M.S.Y.S.	-	Ministry for Social Welfare, Youths and Sports
N.O.C.	-	Nigeria Olympic Committee
N.S.A.	-	National Sports Association(s)
N.S.C.	-	National Sports Commission
N.S.F.	-	National Sports Festival
S.A.	-	Sports Association(S)
S.C.	-	Sports Council
S.S.A.	-	State Sports Association(s)
S.S.C.	-	State Sports Council
S.S.S.C.	-	Sokoto State Sports Council
Z.S.O.	-	Zonal Sports Office

CHAPTER I

INTRODUCTION

Modern man has been excelling his primitive counterpart in athletic endeavours as evidenced by the ever improving performance standards in diverse sports disciplines (Egbunike, 1985). This trend has been attributed primarily to better training methods, improved nutrition and better selection of sports, suitable to the psycho-biological, social and physical make-up of individual athletes. However, athletic excellence of a nation at international level has been found to be primarily due to the organisational and administrative efficiency of sports services available to a nation (Venkateswarlu, 1984). Evidence so far reported in literature has supported the view that morale and will-power can be developed through effective organisation and administration of sports and physical education (Adedeji, 1972; Hall, 1973; Park, 1974; and UNESCO, 1976).

Sporting facilities personnel and funds play a very important role in the effective organisation and administration of physical education and sports programmes, which produce people capable of participating

in national and international competitions (Albanese, 1975). However, the quality of such programmes in any institution depends more on efficient administration than on any other factor (Tread, 1951). This is perhaps why many administrators feel that in a given situation, a good administrator produces substantially better programmes (Ezersky, 1976).

It is important for any nation to lay a good foundation for her sports industry by ensuring an effective organisation, satisfactory coordination and control, and a machinery for evaluation. It can be said with some justification that a nation that cannot effectively administer and organise sports will not be in a position to achieve commendable results (Egbunike, 1985). The above view could be substantiated by the achievements of the sports organisation, and administration of some developed countries like Canada, Romania, Germany, England and Russia. In Canada, for example, the inefficient organisation caused by the inability of the federal and provincial governments to cooperate, except for intermitent periods of an uneasy co-existence, has been the major obstacle in realising the ultimate potentials of Canadian sports (Broom, 1970). The above problems can also be cited in the case of Romanian National Gymnastic Committee which had

been performing very poorly due to conflicts among the organisers and administrators. But when the system was re-organised before the 1976 Montreal Olympics, the team won almost all the gold medals in gymnastics (Egbunike, 1985).

The importance of efficient and effective sports organisation and administration was emphasized by former West German leader, Helmut (1981) when he said that world standards cannot be expected without effective organisation. This statement was made when the West German students performed very well in the international students Winter Games, otherwise known as the "Winter Universities", held at Jaca in Spain (February 24 - March 4, 1981). The issue of efficient and effective system of sports organisation and administration was the main reason why Russia excelled England in all sporting activities even though the organised sports competitions started earlier in England during the Industrial Revolution than in Russia, 1860 (Egbunike, 1985).

Poor and ineffective organisation of sports, especially in developing countries, is often

characterised by the mismanagement of funds, misplacement of priorities and unrealistic planning. In 1981, for example, there was the general feeling that Ethiopia and Somalia pulled out of the All-African Games not because of lack of foreign exchange, but because of improper planning and ineffective organisation of sports (Venkateswarlu, 1984). Nigeria is no exception to this inefficient organisation and administration of sports prevalent in developing countries (Egbunike, 1985).

The promulgation of Decree No. 34 of August, 1971 establishing the National Sports Commission by the Federal Government of Nigeria was for the purpose of efficient and effective organization and administration of sports in Nigeria. This new set-up of sports structure appeared to have made many mistakes in the initial years of its existence, especially from 1971 to 1975 (Venkateswarlu, 1984). It was heavily criticised for its ill-defined philosophy, appointment of untrained and inexperienced personnel, avoidance of professionally qualified and experienced personnel from making their contribution, misplaced priorities and ineffective administrative control and coordination (Akioye, 1975; Amuchie, 1977). Even in recent years, its handling of National Sports Festivals

and National teams for international competitions came under severe criticism (Uronkpo, 1981). This inadequate organisational structure and administrative inefficiency have been brought to light by professional leaders as the most contributing factors to the snail-pace progress of the country's athletic achievement, (Fatile, 1982).

Like what happened at the national level, the problems of inefficient and ineffective organisation and administration of sports prevailed even in Sokoto State. Although there was no research evidence to prove the presence of inefficient and ineffective organisation and administration of sports in Sokoto State, the poor performances of the State's contigents in various National Sports Festivals could support the assumption that the organisation and administration of Sports in Sokoto State is inefficient.

Sokoto State participated in only three out of the six National Sports Festivals organised in the country, where it was placed the 15th at the 1977 Festival, 14th at the 1979 Festival, and 12th at the just concluded 6th National Sports Festival, (Dange, 1985).

Recently, the Governor of Sokoto State advised the State to organise competitions. He said,

> "You are all aware that the 6th National Sports Festival is around the corner. It is therefore pertinent that competitions of this nature be organised so as

> to groom our sports men and women in order to participate heartily and efficiently during the festival. It is moreover necessary to do this considering the very short time we have between now and December and coupled with the nature of the nation's economy which may be same endurance in holding a full fledged State Sports Festival from where we could select the best to represent our State. The State is blessed with abundant young and talented sports men and women that can comfortably compete with others from any part of the nation". (Mohammed, 1985).

"The real challenge for our organisational hard work and talents lie ahead during the All Nigeria Sports Festival and all Nigeria Secondary School Competitions, to be held at Ilorin in December, 1985 and Minna in February 1986 respectively. I am sure that our boys and girls will do the same and proudly carry the banners of Sokoto State as well as bring laurels to the State at the competition". (Dange, 1985).

For reasons beyond the scope of this research, Sokoto State had been performing very poorly in the field of sports for several years. The State could not take part in many National Sports Festivals organised in the country. When it participated, the performance was generally poor. It is however, interesting to note that the State had made some tremendous improvement in recent years. The above facts were made known by the Honourable Commissioner for Information, Social Development, Youth, Sports and Culture, Alhaji Umaru Babuga Dange when he informed the Military Governor of Sokoto State on the occassion of the reception accorded the State contingents to the sixth National Sports Festival. The Commissioner started by reminding the Governor that he (Commissioner) had presented to the Governor the contingents on tenth December, 1985, before their departure to Ilorin for the Festival (Dange, 1985).

The State's improvement at the sixth National Sports Festival over the previous Festivals could be

due to the response of the organisers to the call of the State Governor, Colonel Garba Mohammed. The Governor said "It is therefore pertinent that competitions of this nature be organised so as to groom our sports men and women in order to participate heartily and efficiently during the Festival", (Mohammed, 1985). Although the State had made an improvement over its previous performances, the performance (twelveth out of the nineteen States) is not all that something to be proud of.

The sports organisers referred to in the above context were obviously people of the Sokoto State Sports Council. For the purpose of an effective organisation of sporting activities in the State, the State Governor promulgated an edict called the Sports Council Edict 1984. This edict clearly stated the specific and general functions of the sports council. On page four, section nineteen of the edict, the specific function of the Council was given as: subject to the provisions of this edict, it shall be the duty of the council to take all steps as may be desirable to promote, encourage, develop, coordinate and control sports in the State. Section eleven of the same page continued with the general functions of the council: In particular, and without

prejudice to the generality of provisions of Section 10, the Council shall have power:

a) to organise, hold or assist, financially or otherwise, the holding of matches and competitions in sports whether between participants from the State and other States of Nigeria or between participants from Nigeria and other territories, and may provide or present trophies and prizes of the same and may prescribe the rules which matches or competitions shall be held;

b) to organise, encourage or assist financially or otherwise the participation of any person in the State in any form of sports at divisional level, necessary advantageous or expendient (sic) for the performance of its function;

c) advise the government on matters of policy with respect to the promotion of sports in the State.

The council as a general body could not perform the above stated specific and general functions which it was supposed to perform. So in order to have

successful implementation of the specific and general functions easier for the Council, the Council had to create various Sports Associations for various sports which are played in the State. Each Sports Association had been charged with the responsibility of carrying out the function of the council under its jurisdiction. Section twelve page five of the edict stated the functions of the Sports Associations as follows:

1. A Sports Association shall within its area of jurisdiction have the responsibility of administering, organising and coordinating sports activities in accordance with the general or specific directions of the Council.

2. No Government financial assistance may be granted to any Sports Association except Council, which shall decide the amount of such grant and the terms under which it may be made.

As the council was charged with the responsibility of administering, organising and developing sports throughout the State, each sports association had to carry out its activities of administering, organising and developing its particular sports throughout the State. With this in mind it could be seen that the activities of the Sports Associations were widely spread throughout the entire nineteen Local Government Areas of the State - thus not limited to the people of the Council alone.

Since the activities of the Sports Associations were State-wide, it implied that the learning institutions in the State were not left behind. This fact was made clear by the Honourable Commissioner when he delivered a speech at the closing ceremony at the Ginginya Memorial Stadium, Sokoto. He said, "Government is aware of the importance of institutional sports and its social significance in terms of children's physical fitness and health. My Ministry is doing its best to encourage, promote and develop sports in the institutions and the State in general", (Dange, 1985). The institutions mentioned here include even those of higher learning.

Besides the institutions of learning, the activities of the sports associations also reached the private and public sectors including the government ministries, organisations and parastatals in the State. The Armed Forces and other services like the Police were not left out. Other areas which were highly covered by the activities of the Sports Associations were the Sports Clubs and Recreational Clubs.

As Section twelve Paragraph two of the Edict categorically stated that no fund should be made available to any Sports Association but the Council, and as the grants given by the Council were always not enough, each sports association was forced to look out

for help from voluntary organisations and individuals so that their functions could be carried out succesfully. It is difficult for anyone sector of National economy to bear the burden of developing and promoting sports in the country. National coportations, both government and quasi-government parastatals, private sectors should come forward and integrated sports development in their policies. It is true that such investment may not be seen in any tangible returns, but it will be reflected in the physical and mental health of the employees and greater production, (Dange, 1985). Even the Governor himself implored that each of the individuals in the State should come forward and help in promoting sports in the State (Mohammed, 1981).

The main aim of the administration and organisation of sports by the sports Associations is to improve performance in sports. Even participation at national level could be considered as an achievement. As the Permanent Secretary (1984) put it in his speech, "in this regard it is not the winning that matters in the sports but the participation which brings people of different social backgrounds and interests together to compete under common inspirations, motivation and objectives".

In view of this importance of efficiency and effective organisation and administration of sports, the researcher was interested in finding out which of the State's sports associations in Sokoto State has performed better than others. The researcher was also interested in finding out the achievements of sports associations in Sokoto State both at the national and international levels.

1.2 Statement of the Problem

The main purpose of this study was to compare the performance of Sokoto State Sports Associations in sporting activities and also to see if all the associations were performing the duties they were supposed to perform.

Specifically, this study was conducted to answer the following questions:

1. Are there differences between the Sokoto State's Sports Associations in their performance of the functions of administration, organisation, development, promotion, coordination, control and achievement of Sports?

2. Which Sports Association(s) had the best performance of the functions of Sports in Sokoto State?

1.3 Significance of the Study

This study was considered necessary to find out the Sports Association(s) that performed best in sporting activities in the State.

The study would help the Sokoto State Sports Council to identify the problems faced by the various Sports Associations and also the associations that performed best.

The individual Sports Associations could see their image among others in the performance of sports in the State. This could help them to improve their activities towards effective administration, organisation and development of sports in the State.

The results of this study would be helpful to the coaches in the State. They would help each coach to realise the position of his performance in the State. The study would make those who were performing poorly to put more effort towards better and effectively planned programmes.

This study would educate the people of the State on the general activities of the Council. This might help many to support and help the council and the associations in developing and promoting sports in the State.

1.4 Basic Assumptions

On the basis of the available research evidence and personal experience of the investigator, the following assumptions were made forthe purpose of this study:

(a) Some sports associations have a better system of administration than others and are more popular than others.

(b) Some sports associations are just existing on papers, their impact is not felt by anybody in the State.

(c) Some sports associations could not develop, promote or encourage their activities beyond the Sokoto State Capital.

(d) Some very popular sports associations are the best in the State in all aspects of sporting activities.

1.5 Hypotheses

The following Null Hypotheses were made for the purpose of this study:

1. There are no differences, in performance of functions of administration, organisation, development, promotion, coordination, control and achievement of sports between the Sokoto State's Sports Associations.

2. There is no difference in the overall performance of the functions of sports between the Sokoto State's Sports Associations.

1.6 Scope of the Study

This study has covered the entire Sokoto State of Nigeria. Thus any sporting activity which was of significance to this study carried out by any sports association in any part of the State had been considered.

The population of this study was the whole of the Sports Associations of Sokoto State of Nigeria. The sample of the study consisted of the following State Sports Associations each of which had Organising Secretaries:

A: Athletics
B: Badminton
C: Basketball
D: Cricket
E: Football
F: Handball
G: Hockey
H: Judo
I: Lawn Tennis
J: Table Tennis
K: Volleyball
L: Weightlifting
M: Wrestling

The following were the variables being use in the study:

A: Administration
B: Organisation
C: Development
D: Promotion
E: Coordination

F: Control; and

G: Achievement

1.7 Definition of Terms

The uncommon and seemingly ambiguous terms used in this study are defined below in their operational sense:

ADMINISTRATION - A social process concerned with identifying, maintaining, motivating, controlling and unifying formally and informally organised human and material resources within an integrated system designed specifically to achieve pre-determined objectives (Musaazi, 1985).

COMMISSION - National Sports Commission as established by virtue of Section 1(1) of Decree No. 34 of 1971.

CONTROLING - Giving out instructions and seeing that such instructions are well executed.

CO-ORDINATION - Orderly arrangement of group effort, to provide unity of action in the pursuit of a common purpose.

DEVELOPMENT - A system may be regarded as developing when its performance capabilities are increasing and as decaying when its performance capabilities are decreasing (Fletcher, 1971).

ORGANISATION - An arrangement of the combined and coordinated efforts of individuals and groups so that the work of the agency can be carried out with maximum efficiency, minimum waste and with optimum desirable results (Shivers, 1967).

PERFORMANCE - Actual achievement made by Sports Associations from their stated functions as prescribed in the Sports Council Edict, 1984.

PROMOTION - Taking sports to the grass-root level.

CHAPTER II

REVIEW OF RELATED LITERATURE

2.1 Introduction

The purpose of this study was to compare the performance of Sokoto State's Sports Associations.

To achieve this purpose, an attempt was made to review the literature relating to the factors affecting the performance of Sports. The factors affecting performance of sports in any State or nation are in the general organisation and administration of sports in that State or nation. It was in view of this that the researcher attempted to bring to light the essential features of efficient administration of sports.

The literature reviewed is presented in this chapter under the following sub-titles:

1. Administration
2. Organisation
3. Development
4. Promotion
5. Coordination
6. Controlling
7. Performance
8. The organisational structure of sports in Nigeria.

9. The administrative and organisational structure of sports in Sokoto State.

2.2 Administration

It is the belief of this investigator that, like that of (Fletcher, 1971), that of the many definitions of administrative and political development, those centerin around the notion of performance capabilities are most useful. Bucher, (1983) defined administration as concerned with the functions and responsibilities essential to the achievement of established goals through associated effort. It is also concerned with that group of individuals who are responsible for directing, guiding, co-ordinating, and inspiring the associated efforts of individual members, so that the purpose for which an organisation has been established may be accomplished in the most effective and efficient manner possible.

From the above definitions, administration could be seen as gearing towards the achievement of a given goal. Fletcher, (1971) gave more clarification on this issue. Politics may be viewed as the process by which choices are made among competing goals and support is gained for these choices, while administration may be seen as the process of implementing the chosen goals.

Another scholar, Russel T. Gregg (1970) had come out with a comprehensive definition of administration that contained almost all the elements of administration. According to him, administration is the total processes through which appropriate human and material resources are made available and made effective for accomplishing the purposes of an enterprise (Greeg,197

Simon (1976) perceives administration as a process or rational decision-making which involves identification of relevant criteria. Rational decision-making involves selecting the best of the alternatives. He believed that decision-making in any formal organisation is based on value and factual judgements. Factual judgements are statements about things which are observable and can be proved right or wrong, while value judgements are ethical statements.

Another renowned scholar that has done extensive work in the field of administration is Musaazi of Ahmadu Bello University, Zaria. Musaazi (1985) defined administration as a social process concerned with identifying, maintaining, motivating, controlling and unifying formally and informally organised human and material resources within an integrated system designed specifically to achieve pre-determined objectives. He further explained the contributions of administration towards the proper operation of an organisation. Administration:

1. Exists to implement the decisions of an organisation.
2. Influences the results to be achieved, the direction to be pursued, and the various priorities to be recognised within the organisation.

3. Determines, in a large measure, the organisational climate and working relationship.

4. Can help to make employees more productive.

5. Helps to assemble and ensure effective use of resources.

6. Unifies and coordinates the human and material resources available for use in the organisation.

7. Evaluate the quality and quantity of outcomes actually accomplished.

8. Shapes, to a large extent, the image and prestige of the organisation.

9. Tries to build into the organisation provisions for innovations, for change, and for development, (Musaazi, 1985).

2.3 Organisation

Organisation, like administration, has many definitions and is also of many types. "Organisation means 'purposive systematic arrangement', a working order, a system of interdependent parts", (Best, 1986). Organisation as a process, according to (Shivers, 1967), is an enterprise and consists of grouping the work to be done into individual jobs and defining

established relationships between individuals filing these posts. In other words, organisation, as a structural unit of an agency, is an arrangement of the combined and coordinated efforts of individuals and groups so that the work of the agency can be carried out with maximum efficiency, minimum waste and with optimum desirable results. Organisation is a social group in which members are differentiated as to their responsibilities for the task of achieving a common goal (Shull, 1970). Simon (1976) perceived organisation as system of equilibrium which receives contributions from its employees in the form of effort and in return offers them remunerations. Still on the definitions of organisation, (Selznick, 1957) stated that it is "a technical instrument for mobilising human energies and directing them towards a set aim". A definition similar to that of Seznick was the one from (Etzioni 1964), who defined organisation as social units or human groups constructed to achieve a common goal. Chris Argyris (1960) conceptualised organisation as a plurality of parts maintaining themselves, through their inter-relatedness and achieving specific objectives, which are adopted to the external environment, thereby maintaining the inter-related

state of the parts. All the above definitions from different experts in the field of administration clearly qualified both the Sports Council and State Sports Association as an organisation.

Daughtery and Woods (1971) stated that there are three types of organisation and administration:

(a) The leader-centred organisation in which positions, power and authority are delegated by the leader.

(b) The type in which positions are assigned on the basis of tradition; and

(c) The bureaucratic type of organisation in which members establish positions.

Organisation is a systematic preparation for action, and the structuring of individuals and functions, into productive relationships. It seeks a pattern of skills and responsibilities that will ensure coordination and unity of purpose through supervision. The objective then of both administration and organisation is to control the environment, with administration providing the direction for the organisation (Daughtery and Woods, 1971).

Organisation can be divided into two main parts: Formal and Informal organisation. A formal organisation refers to consciously planned activities which are deliberately structured for the purpose of realising specific goals (Musaazi, 1985). A formal organisation has the following characteristics:

1. Duties were clearly specified
2. Objectives, goals and aims are also specified
3. Channels of communication were clearly defined.
4. No indispensability for anybody in the organisation.
5. The incumbents are renewed from time to time through transfer, promotion, dismissal, retirement or death.
6. Specific rules and regulations are defined.

In contrast to formal organisations, informal organisations are closely organised, ill-defined and usually grow spontaneously, (Musaazi, 1985). Membership of informal organisations may be gained either consciously or unconsciously, and it is often difficult

to determine the exact time when a person becomes a member. In such organisations one's membership or involvement may just 'grow' through time. The exact nature of relationships among the members and even the goals of the organisation are unspecified. Some examples of informal organisations are friendship cliques, peer groups, work groups and pressure groups.

Organisations can also be classified on the basis of their main objectives, (Musaazi, 1985). For example:

1. Service Organisations - assist people without requiring full payment from each recipient of the service, and these organisations include those dealing with charities, boards of governors of educational institutions and hospitals where treatment is given free of charge.

2. Economic Organisations - such as business cooperations provide goods and services in exchange for some form of payment.

3. Religious Organisations - Only cater for the spiritual needs of their members. Churches, Mosques, sects and others deal with spiritual and moral matters.

4. Protective Organisations - such as the Police and the Army which protect people from harm.

5. Government Organisations - This can include some of the organisations mentioned above. These also include courts, states, cities and so on.

6. Social Organisations - which serve the social needs of people for contact with others, identification and mutual support; clubs and sports teams come in this category. For example there is Zamtex Football Club, Gusau in Sokoto State.

Musaazi also listed down the following as the principles of an organisation:

1. There should be a clear line of authority from the top to the bottom of the organisation, so that it is clear who is responsible to whom.

2. Every worker should immediately be responsible to one senior only; otherwise confusion and conflicts may arise.

3. Authority must always be commensurate with responsibility. If a person is given a lot of responsibilities and little authority, he will not be effective in discharging his responsibilities.

4. Have one executive responsible for the flow of information (that is, communication of policies) from the managing body so that distortion in communication can be kept to a minimum.

5. Ensure that the span of control is appropriate; that is, do not assign to an administrator more persons than he can supervise.

6. Have the right degree of central control but with maximum decentralisation.

7. Make the best use of specialists and the principle of specialisation, because in complex modern organisations, no single person can be all knowing, however, highly placed he may be.

8. Ensure that the responsibility and authority of each executive is defined. If this is not done, 'empire-building',

and 'poaching' will occur - the former may result in isolation, the latter in interference.

9. Ensure that the organisation includes built-in ways of coordinating the work of the whole concern so that the executive does not have to resort to 'reminders' in normal times, and he does not have to rush in with an administrative fire brigade in emergencies.

10. Ensure that the organisation provides good lines of communication both upwards and across levels of management.

11. The number of levels of management should not be unnecessarily excessive, because it makes the whole organisation unwieldy and communication is likely to be distorted and slowed down, perhaps sometimes disappearing altogether.

12. Ensure that responsibility is allocated for the whole of the work of the concern, otherwise something might not be done - simply because it was nobody's job to do it.

Organisational theory and structure requires that, first there must be a need for an organisation to exist and, second, the organisation must know the goals it is trying to achieve. Most often than not, these solutions are always not possible in our Sports organisations. In ideal terms, set objectives are structured to enable the administration to organise, direct, plan, motivate and evaluate its actions. Then the set tasks are accomplished through either formal or informal organisation (Best, 1986).

Sports organisation, as both an enterprise and as a process, involves therefore the careful and economic utilization of men, materials, and finance in order to provide efficient, effective and systematic results. As a process, sports organisation results from centralised authority, whereby, responsibility is designated, coordination of work is utilized and the relationships between the individuals holding the specialised jobs are fixed (Amuchie, 1970).

Earlier in this chapter organising was described as the art of establishment of a formal structure of authority through which sub-divisions are arranged, defined and co-ordinated for defined objectives. This was the area that exactly touched the area of the

organising secretaries and the coaches in the sports associations. This included all the activities performed by the coach and his organising secretary in order to fulfil, the aims and goals governing the establishment of their sports association. Organizing then consisted of breaking the program down into:

1. Individual jobs
2. Group jobs together into sections or departments; and
3. Establishing the overall patterns of relationships between departments that make up the structure of the total organisation, (Koontz and O'Donnel 1968).

In order to make the system of organising much easier **for** organising secretaries and other administrators in general, Musaazi (1985) had come out with some techniques of organising. The techniques of organising may be said to consist of the following:

1. First determine the objectives. Then set out with the policies and plans to achieve these objectives for the enterprise as a whole, and for each section

of the business. This involves seeking the desired division of activities.

2. Define the work to be done to achieve these objectives under the guiding policies.

3. Divide and classify the work into suitable groups.

4. Assign essential work to various supervisors and section leaders.

5. Determine the authority and responsibility of each officer in the organisation.

6. Decide and specify the relationships between individuals, managers, and different departments.

7. Staff the organisation with employees who meet the personnel requirements.

8. Establish methods and procedures to help achieve the objectives of the organisation. Whether or not the principles and techniques have been fully utilised in an organisation will become clear from its operation. The final performance of a sports club, athlete or a star player will be a clear proof of whether the

sports association has utilised the principles and techniques or not.

2.4 Development and Promotion

The researcher decided to discuss development and promotion together because it was his opinion that the two variables were mainly concerned with the same activity. The objective of both development and promotion is to make a business grow bigger and wider in the society. In this process development and promotion help their awareness reach the grassroot level. To develop and promote sports in the State means that the sports association should take such sports to the grassroot level in the State. It has to bring such sports to the eyes of the public so that people will develop interest in it thereby bringing a mass participation in it.

Fletcher (1971) made it clear that a system may be regarded as developing when its performance capabilities are increasing and as decaying when its performance capabilities are decreasing. This view can be used to determine as to which sports association is developing and which is decaying. A sports association should be developing if its activities, that is, performance capabilities, are

on the increase at least for the last five years. Any sports association, whose activities are on the decrease within this period of five years, should be considered as decaying. Thus development is seen as a process of challenge and response, a "moving equilibrium" in which performance capabilities are measured in terms of success in coping with demands (Fletcher, 1971). Demands here are placed on State Sports Association by the State Government or Sports Council. Success should refer to the actual success achieved by the sports association in administering and organising sports in the State, as well as in the final performance that produced the association in different national and international competitions.

Development cannot be separated from the success or achievement made by an organisation. Oyugi, (1973) has contended that in defining development, we cannot avoid value judgements. Development is thus inevitably treated as a normative concept, as almost a synonym for improvement. To pretend otherwise is to hide one's value judgement, (Oyugi, 1973). Professor T.D. Montgomery argued along these lines when he wrote that development is always conceived as aspect of changes that is desirable (Montgomery, 1966).

2.5 Coordination

Coordinating is the function of accommodating and synchronizing the activities of the various component units of an organisation into proper functional relationships for the purpose of achieving goals. It involves superintending, directing and controlling (Simon, 1976). Coordination can also be viewed as the orderly arrangement of group effort, to provide unit of action in the pursuit of a common purpose, (Koontz, 1968). Koontz confirmed that coordination contains all the principles of an organisation expresses all the purposes of an organisation.

A factor which could be considered in defining co-ordination can also be viewed as the orderly arrangement of group effort, to provide unity of action in the pursuit of a common purpose (Koontz, 1968). Koontz confirmed that co-ordination contain all the principles of an organisation and also expresses all the purposes of an organisation.

A factor which could be considered in defining co-ordination is the need for the orderly arrangement of group effort. When a number of individuals must work together, integration and orderliness become significant. On this note, therefore,

co-ordination can be defined as the process by which managers achieve integrated pattern of group and individual efforts.

For any organization to achieve effective coordination, there must be delegation of authority as well as responsibility. Koontz expressed the views that co-ordination cannot work without authority. The various departments in an organisation can be given authority as well as responsibility to work over their departments and report any matter that is above their capacity to chief executive. In this type of situation, the organising secretaries and the coaches needed more authority so that they could achieve effective coordination of sporting activities in the council and the State in general.

Coordination must be sought for the very first step, namely, planning, so that the plans of all the department are integrated in a master plan, ensuring adequate coordination. Similarly organising people into groups, and work into activities involves adequate coordination to execute this plan and attain the objectives.

There are three general levels of coordinations:

1. Apex - this includes principally coordination through the cabinet, the secretariat and cabinet committees.
2. Executive level - the level of responsibility and control for the treasury.
3. Departmental level - coordination is achieved through the medium of inter-departmental committees and informal relation of senior civil servants.

2.6 Control

Control refers to giving out instructions and seeing that they are well executed. Controlling means that the administrator must check to see that progress is being made towards the original objectives

(Bucher, 1983). Some factors involved in controlling include:

1. Setting standards of satisfactory performance.
2. Checking results to see how they compare with others.
3. Taking corrective actions where results are below expectation.

The purpose of controlling included setting standards to be achieved at strategic points, checking and reporting on performance, and taking corrective actions, (Bucher, 1983).

For any control to be effective, the number of people an officer could control must be of a limited number. No superior can supervise directly the work of more than five, or, at the most, six subordinates whose work interlock (Urwick, 1938). The council was doing well in this respect for appointing one organising secretary to control one sports association in the State. The council should however increase the number of senior coaches for effective control of sporting activities among the various sports clubs in an association.

2.7 Performance

In this section, the researcher would like to focus attention on the actual performance or achievements

made by each sports association in sporting activities. The work to be assessed for each association included the performance made in the State, at the national as well as international levels. The art of assessing something or somebody in an organisation is referred to as Performance Appraisal in Administrative jargon.

Performance appraisal is a general method of assessing how well an employee is going in his place of work, that is, is he performing or carrying out the duties specified to him by the organisation? For the rest of this section, an employee should refer to the employees of the council especially the organising secretaries, coaches, and the sports associations themselves as organisations.

Performance appraisal, according to (Twaddle, 1979), is a system of determining the output of the worker in relation to the task assigned to him by the organisation. Hartwell, (1980) defined appraisal as an evaluation of performance. Performance, he continued, is exactly what the worker has managed to produce in a given period of time. Lefton, et al (1977) saw performance appraisal as a formal discussion between a superior and subordinate for the purpose of discovering how and why the subordinate is presently

performing on the job and how the subordinate can perform more effectively in the future that the subordinate, the superior, and the organisation all benefit.

Elements of Appraisal

Elements of appraisal refer to the things to be considered in appraisal. Hartwell (1980) advocated the following elements for appraisal.

1. Aims and objectives of the organisation. Every organisation must have some aims and objectives.

2. Qualification of the individual or employee. This should include both the general and paper qualifications. In this respect, general qualification refers to the physical qualifications of the employee. For example in the case of coaches, what was their performance physically?

3. Tasks and duties to be performed. The tasks and duties should be specified - which is also referred to as job description. The tasks and duties to be performed by the council and sports associations had been clearly specified in the Edict.

4. The components of Appraisal - Performance appraisal is made up of three components; input, throughout-put; and out-put. In an organisation such as company, in-put represents the raw materials used for production. Through-put is the process of this production and out-put is the finished product. In this profession (sports) the three components stand in this form: In-put, in-put in sporting activities includes all the playing facilities, equipment and the players themselves. Through-put, this is the actual process of coaching and the association with the players when coaching. It includes all the methods employed such as demonstrations, corrections, game situations during the coaching session. Output, this refers to the number of players that benefitted from the coaching and their performances. This could be seen through the number of competitions (at State, national and international levels) attended by the players and the positions reached at such competitions.

Purpose of Appraisal

Appraisal serves many functions in all organisations including both public and private sections. Such functions include:

1. Feedback to Appraisee - People do not improve on their result without feedback on their performance. Jobs vary in the extent to which they enable people get accurate feedback - especially in sporting activities. Performance appraisal is helpful by giving direct feedback from the manager to the employee (and vice-versa), and by helping the employee to set up ways of monitoring his own performance. This type of relationship exists more between a coach and his players, especially in training and even competition sessions.

2. Management by Objectives (MBO). Setting main objectives to be met by the organisations and the constraints hindering achievements of the targets as well as knowing when the objectives are reached are essential for planned progress. The same can be done to an employee. Targets, constraints hindering achievements of the targets as well as knowing when the objectives are reached are essential for planned progress. The same can be done to an employee. Targets, constraints, and measures are discussed for each subordinate and objectives are formally agreed.

MBO assumes a formal sharing of objectives between managers and subordinates.

R.Steiner was among the chief advocates of MBO, Steiner (1975) emphasised that there must be cordial relationship between administrator and his subordinate during the period of appraisal. He insisted that if a superior is to appraise anybody, there must be a face to face relationship which must determine the following:

1. The work to be performed - by subordinate.
2. The amount of work to be completed.
3. When the work should be completed.
4. Maximum expectation from the boss.
5. Minimum expectation from the subordinate.

The above five items are what constitute MBO. In that case, an employee will be judging himself in front of his senior. The targets are set, the achievement of which would be a credit to him. According to Steiner, there should be no secret in promotion. There should be no need for any confidential reports which exist in the ministries.

Techniques of Appraisal

Basically these are the following three techniques of appraisal:

1. Grading - In grading, the employer is concerned with certain things to assess, and so the employee is assessed by a number of factors or criteria, such as energy, reliability, drive and confidence.

2. Written Assessment - This is where the manager writes down his views on each individual employees in connection with performance of the tasks of the employees with regards to the objective. This method is the one commonly used in the ministries nowadays as confidential reports or annual evaluation forms.

3. Target Setting - The superior would be evaluating a subordinate according to the goals and objectives provided to him (MBO). In this case, an employee would be assessing himself in front of his employer. Target setting is the most appropriate technique to be used by the council in assessing its employees.

2.8 The Organisational Structure of Sports in Nigeria

Organisation of sports evolved from relatively simple, linear and more informal structure of pre-independent Nigeria to a highly complex, formal and multi-dimensional structure of post-independent Nigeria (Venkateswarlu, 1984). The administrative policies, the organisational structure, and the leadership of the National Sports Council by the senior government officials have all undergone many changes since their inception, not always with happy consequences, The inadequacy, the inconsistency, the impropriety and the incompetence of the present administrative organisation of sports for the national interests, aspirations, and goals of Nigeria have been brought to light by professional experts (Akioye, 1975; Amuchie, 1977; Venkateswarlu, 1977; Fatile 1978,82; Eleyae 1979).

Venkateswarlu, (1984) further identified the main weakness in the Nigerian sports structure as follows:

(a) The administrative structure is too simple to meet the demands of this vast and complex country.

(b) It failed, more than often to clarify the delegation of authority and responsibility.

(c) Administrative work has not been organised by function. In other words there have been more than one chief executive in style in each sports council.

(d) There has not been adequate and timely communication between personnel concerned with the organisation and administration of sports. This often contributed to avoidable and unnecessary inter-personal conflict; and

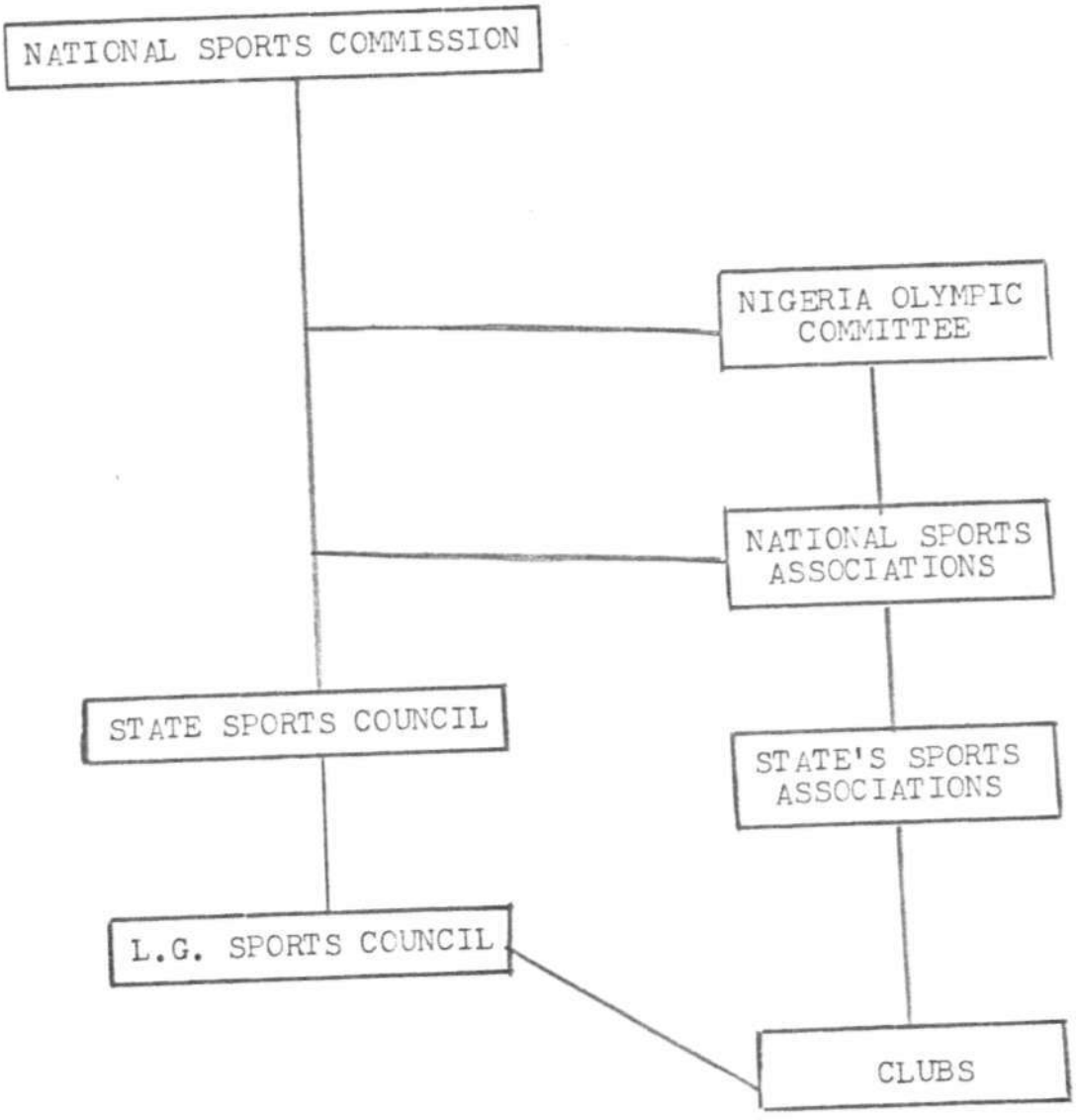
(e) There has not been proper coordination and cooperation between the different departments of sports council.

Most of these weaknesses have been attributed to the absence of clear-cut policy of the government on sports, to ill-defined objectives and goals, to inadequate planning and rapid change of officials (Akioye, 1975; Venkateswarlu, 1977; Fatile, 1982;83).

Charts are frequently used to illustrate and clarify the structure of an organisation. These charts clearly depicts the administrative set up of an organisation and the key administrative positions and their functions.

They are used to orient new staff members to the responsibilities and their place in the total structure of the organisation (Bucher, 1983). An organisational pattern, according to (Jensen 1983) illustrates lines of authority, responsibility and accountability. It describes the proper administrative channels and the inter-relationships of personnel and programmes. The present organisational structure of sports in Nigeria is being headed and controlled by the National Sports Commission (N.S.C.). The structure has been diagramatically represented in Figure 2.1 below.

Figure 2.1: THE ORGANISATIONAL STRUCTURE OF SPORTS IN NIGERIA - Developed from Venkateswarlu (1984) p. 17.



The National Sports Commission (N.S.C.)

The N.S.C. came into existence as a result of promulgation Decree No. 34 of 1971 by the Federal Military Government of Nigeria. The composition of the Commission was made up of the following - a Chairman, a Secretary, the Chairmen and Secretaries of each State Sports Council; 5 persons, one each from the disciplined forces; 12 persons to represent National Sports Associations; the Chairmen and Secretaries of University Games Associations; one person to represent Physical Medicine, one woman to represent Women Sports, one person to represent Nigeria Olympic Association, one person to represent School Sports, five others to represent general sports.

The N.S.C. was made up of the following divisions:

1. The Administration division which comprises the accounting, audit and public relations. The division is headed by the Director of Sports.
2. The Training Division (Institute) - known as the National Institute for Sports is headed by the Deputy Director of Sports.
3. The Coaching Division is manned by an Assistant Director of Sports.

4. The collegiate and school division came under the leadership of an Assistant Director of Sports.
5. The sports Medicine Division. The stadium and facilities division is headed by a Stadium Manager.

The functions of N.S.C. as embedded in the Decree No. 34 and published in an official Gazette No. 41, volume 58 of 12th, August, 1971 are as follows: Section 3 (1) 'a' and 'b' states:

(a) To encourage the development and organisation of, and participation in, sports in Nigeria.
(b) To coordinate and integrated efforts to raise the standard of performance in sports throughout Nigeria.

Section 3(2) stated clearly other duties of the Commission in relations to the State Sports Councils and International relations affecting sports. The commission shall, in all international relations affecting sports have the sole right to make, on behalf of the State Sports Council, any necessary arrangements for competitions, technical assistance, recruitment of

coaches, and for any of such other matters as the commission may think fit.

Without prejudice to the generality of sub-section (1) above, it shall be the duty of the commission:

(a) to promote in cooperation with other sports bodies or sports groups, the physical fitness and general well-being of all persons in Nigeria;

(b) to organise, or assist financially of otherwise, the participation in sports at inter-state, national and international levels;

(c) to train Nigerians to become sportsmen and instructurs in sports;

(d) to conduct and encourage research into all matters relating to sports

(e) to provide and maintain sports centres and facilities for training of Nigerians as instructors in and organisers of sports;

(f) to ensure the participation of all sportsmen where required in inter-state, national or international competions.

The Nigerian Olympic Committee (N.O.C.)

Recognition of a new National Olympic Committee in Nigeria came up by the end of 1950 which allowed Nigeria to be admitted into the Olympic family of nations as the 69th member and was accorded the recognition, which the country needed to enter teams in future olympic competitions. At its inaugurations it was concerned with the welfare and interest of sports as a whole and not of any individual sports, The N.O.C. has the following functions:

1. Making known throughout Nigeria the aims and objectives of the olympic movement and the propagation of its high ideals.
2. The committee was to project the National Sports image and to see to its healthy development, free from political, religious, racial or tribal interference and from commercialism.
3. The N.O.C. was to ensure the development of the National Amateur Sports in Nigeria.
4. The N.O.C. is responsible for the

representation of Nigeria by the best available competitors in the Olympic games, commonwealth games, African games and all other international games in all branches of sports.

5. The N.O.C. was also concerned with the welfare and interest of sports as a whole and not of any individual sport.

6. It sought to make Olympic aims and ideals more widely known in Nigeria and facilitate Nigerian entry into the counsels of international sports.

7. It acted when required by seperate sports organisations as the official channel for liason and communication with the International Olympic Committee.

The National Sports Association (N.S.A.)

The N.S.A. has been long in existence and it was the organising committee of the centre in the pre-colonial period prior to the advent of Decree No. 34 which brought about the establishment of the National Sports Commission., N.S.A. became more recognised during the creation of the Decreee in which it was stated that the

the Commission may set up National Sports Associations for each of the existing sports and may appoint chairman and other members. Accordingly, all matters relating to the constitution, affiliation, recognition, of all international competitions and to officers of N.S.A. shall be submitted for approval to the National Sports Commission. The N.S.A. had the following functions:

1. N.S.A. shall within its area of jurisdiction have the responsibility of administering, organising and coordinating sports activities in accordance with the general or specific directions of National Sports Commission.
2. It shall be the responsibility of the N.S.A. to provide competitors at national and international levels for any competition for the country through the National Sports Commission.
3. It shall be responsible to the National Sports Commission in any of its administrative processes.

The functions of the State Sports Councils (S.S.C.) and the State Sports Associations (S.S.A.) have been discussed in Chapter One.

From Figure 2.1 it could be observed that, the National Sports Commission is the highest governing body of sports in this country. This showed that all matters concerning sports in this country were being finalised by National Sports Commission. From Figure 2.1 it could be seen that, there were three sports organisations at the federal level namely, the National Sports Commission, National Olympic Committee and National Sports Associations. The National Olympic Committee and the National Sports Commission are independent to each other but they only interact with one another. This interaction between the National Olympic Committee and the National Sports Commission is tied up with financial responsibility. The National Olympic Committee is financed by the Federal Government through the National Sports Commission. The National Sports Association is more responsible to the National Sports Commission than it is to the National Olympic Committee in carrying out sporting activities.

At the State level there are two main sports bodies, namely, the State Sports Council (S.S.C.) and the State Sports Associations (S.S.A.). The S.S.C. is directly responsible to the National Sports Commission and not the National Sports Association or

National Olympic Committee. The S.S.A. on the other hand is responsible to both the S.S.C. and the National Sports Association.

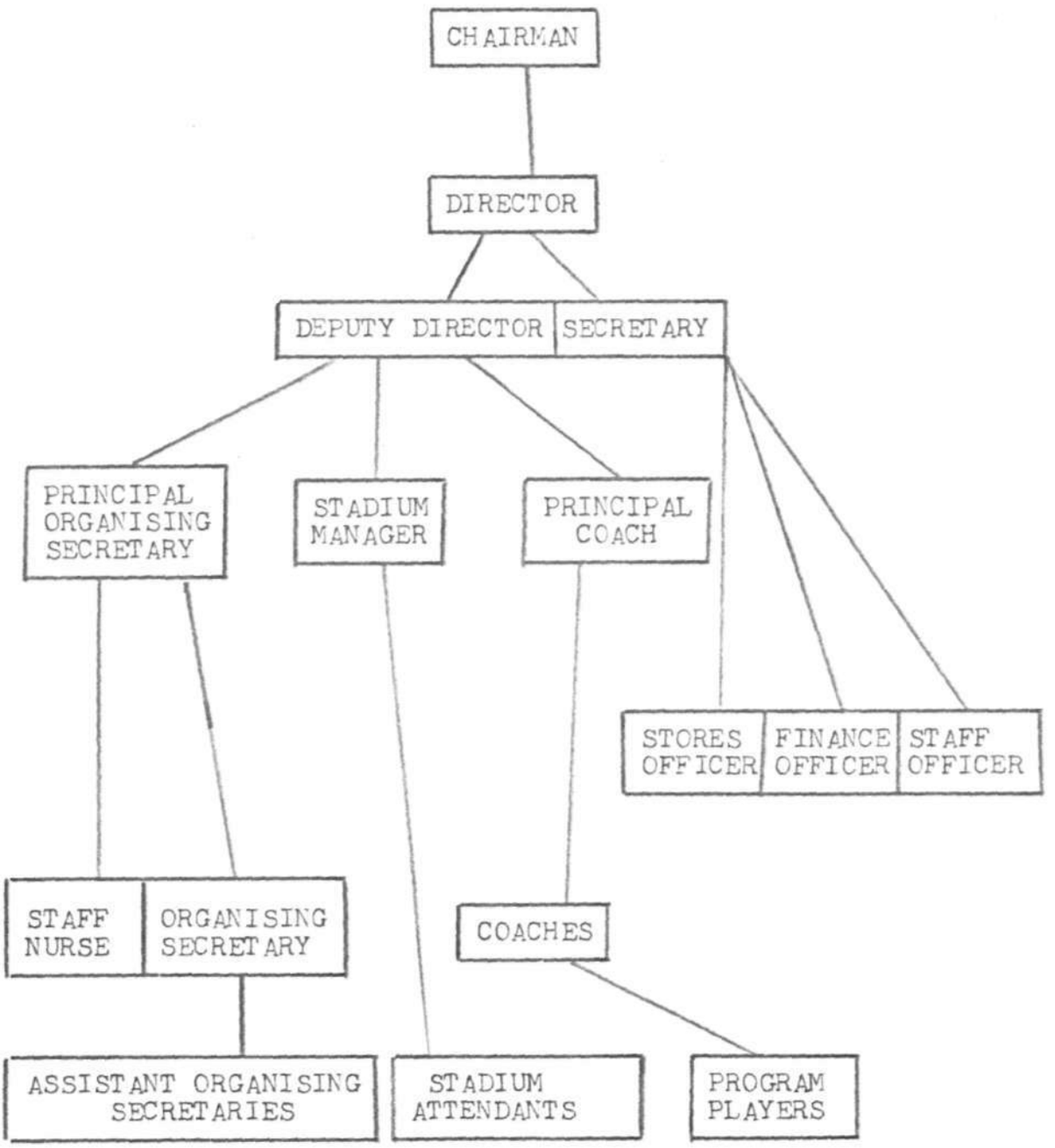
At grass-root level, there are two more sports bodies in the country. These are the Local Government Sports Council and the Sports Clubs. The Local Government Sports Council and the Sports Clubs. The Local Government Sports Councils, where they exist are directly responsible to the State Sports Council. They carry the activities of the State Sports Council to the people in the rural areas. The sports clubs on the other hand, are directly responsible to the State Sports Associations. They are also responsible to the Local Government Sports Councils or State Sports Council where Local Government Sports Councils are not in existence.

The Sports Clubs are the last organ that takes sports to the general people of the country. It is in the sports clubs that mass participation of sports is usually found. So it is the responsibility of each State Sports Association to develop as many sports clubs as possible in its areas of jurisdiction.

2.9 Administrative and Organisational Structure of Sports in Sokoto State

The administrative structure of Sokoto State Sports Council, like all other ministries in the State consists of two sections. These are the Professional/Technical Section and the Administrative/ Executive section. All the two sections are headed by the Chairman and Director of Sports. This structure is represented in Figure 2.2.

Figure 2.2: THE ORGANISATIONAL AND ADMINISTRATIVE STRUCTURE OF SPORTS IN SOKOTO STATE



The Chairman

The Chairman is the Chief Executive of the Council. This appointment is either on full-time or part-time basis. He is appointed by the Governor (recommendation of sub-committee, M.S.Y.S.C.). His main duties include the following:

1. To provide over all meetings of the council.
2. To direct the secretary to call for meetings.
3. To participate in the implementation of the council's policies.

The Director of Sports

The Director of Sports is the highest civil servant in the council. He is responsible to the Chairman and Permanent Secretary. His duties in the council include the followings:

1. Responsible to the Permanent Secretary of the Ministry for the overall directions of the sports division towards the attainment of its declared purposes in accordance with the ministry.
2. The Division's official representative on all the formal dealings with other divisions of the Ministry and other organisations, agencies and institutions both internal and external -

although normal powers delegation of the duty by standing schedule or in specific instances are at his disposal.

3. Responsible for all discipline matters arising within the division.
4. Chairman of the division's senior forum and staff forum whose delibration's shall guide him, but not bind him, in the formation of the division's plans, policies, operating procedures and organisation.
5. Responsible for day to day supervision and organisation of staff of the council.
6. Responsible for the efficient and effective internal administrative functioning of the council including the building of stadium, play facilities, track and field sports, gymnasium.
7. Responsible for the public relations of division via press and broadcast media.
8. Responsible for the assignment of special/ regular responsibilities to secretaries on a permanent or temporary basis as required.
9. Responsible for the permanent secretary for professional advice on matters pertaining to sports including the formulation of policy,

acquisition of the equipment and materials, utilization of staff and the proposed programmes.

10. Responsible for the expansion and coherent development of sports in the state.
11. Responsible through the permanent Secretary, and in consultation with such other staff members as is appropriate for rendering the services to post-primary, primary institutions sporting clubs; youth clubs and local government education secretaries in sports activities.
12. Responsible for the coherent development and expansion of coaching camps, challenge cup competitions, and the general sports programmes.
13. Responsible as required for advise on the organisation of such ceremonial activities as Nigerian Independent Day and Children's Day celebrations.
14. Responsible for the financial sactions up to the reasonable amount as specified by the Ministry to avoid delays in implementing the programmes.
15. Responsible for maintaining of records pertaining to the staff and to arrange for a periodical check-up of the registers maintained by the other staff of the sports division.

The Deputy Director of Sports

Directly responsible to the Director of Sports. He asists the Director in all the Director's responsibilities mentioned above.

The Principal Organising Secretary

He is a liason officer between the Director and the organising secretaries. He is responsible to plan the schemes of organisation of sports at Zonal, State, and sometimes national level competitions. It is his duty to give guidelines to the organising secretaries regarding any competitions. From time to time, he is expected to supervise the zones for effective organization of sports. Also he is responsible to suggest to the Director for necessary coaching camps, or tours, purchase of sports journals, publicity of sports activities and programmes. He should hold meetings for organising Secretaries to discuss the personal and organisational problems. It is his responsibility to see that the organising secretaries coordinate the work very well with sports associations and sports clubs in the State. He may call for the meetings of the Chairmen of the different associations. He must lay out rules and regulations and give guidelines to the Ministry's competitions, cup competitions,

associations and club competitions. He should recommend to the Ministry to give necessary financial aid for the above competitions whenever they are organised by the association and clubs. He is responsible for arranging extramural competitions with other States. He should survey the playing facilities and submit his recommendations to the Director.

Organising Secretary

He should establish good public relations. He should render his services and suggestions to the local clubs and associations and help them in carrying out their activities. He should prepare programmes for the zonal competitions and any other local cup competitions. He should make correspondence with the Headmasters to be well in touch with the programme.

Assistant Organising Secretary

He should attend to the work assigned to him by the organising secretary. He should show aptitude to start the clubs and associations and conduct competitions at various levels within the zones. He should take charge of any competitions and should be able to organise the coaching camps for the local institution/clubs and select

athletes to represent the clubs, and the respective zones. He should maintain good public relations with local peoples. During competitions he should take up more responsibilities for the welfare of the players.

Staff Nurse

To give all necessary medical assistance to the staff of the council including players.

Principal Coach

1. Responsible to plan the coaching programmes in his area of sports and should execute the same with the cooperation of the coaches.
2. Responsible to allot duties to each coach who works under him.
3. Responsible to bring to the notice of the Deputy Director any misbehaviour, irregularity and negligence of coaches and trainnees.
4. Responsible to help the organising secretaries in conducting the competitions.
5. Responsible to maintain duty roster to all the coaches in his sports at different levels.
6. Responsible to take initiative for new plans proposals and coaching programmes in sports.

7. Responsible to maintain records and registers and should put up proposals for the requirements whenever necessary.

Coaches

A: Senior Coach

1. Responsible to plan and execute the coaching programmes, coaching clinics with the assistance of the junior coaches.
2. Directly responsible to control the trainees and to maintain discipline amongst the trainees.
3. Responsible to give necessary instructions to the Grade II coaches and to the Assistant coaches.
4. In the absence of the principal coach, responsible to carry out his duty(ies).

5. Responsible for the technical preparation of the play fields and to supply the equipment for the competitions.
6. Responsible to keep the play pitches in good condition with the assistance of his juniors.
7. Responsible to conduct the repairs of the play pitches.

B: Coach Grade I

He is to assist the Senior Coach in executing the programmes and should train the sportsmen/women as per the programmes prepared by the Senior Coach. He should make use of the Grade II coaches in carrying out the coaching programmes. He is directly responsible to maintain attendance of players and to report about the regularity and sincerity to the head of department. He is responsible to take the assistance of the programme players to make necessary arrangements.

C: Coach Grade II

He should attend to all the responsibilities of Coach Grade I and in addition be responsible to carrying out the general warm up activities of the players and in assembling them for practice and for instructions, both before and after the practice hours. He should maintain attendance registers for the trainees and should implement the training schedules given by the senior coaches and assist them in correcting the mistakes and faults of the trainees. Whenever, the team travels outside, he should stay with the team and pass on necessary instructions as guided by the Head of the Department.

D: Assistant Coach

Responsible to assist the Senior Grade I and II Coaches in carrying out the coaching programmes. Responsible to keep the practice session. Responsible for the safe custody of the practice material. He should stay with the trainees on tours all the time responsible for the warm-up and down activities. At the time of competitions, he is responsible for the kit of the players, both in issuing and collecting it back whenever necessary.

Programme Players

1. Attend the practice schedules, both morning and evening, as directed by the senior-most coach.
2. Prepare themselves for participation in all the national and international level competitions and open championships.
3. Receive schedules from the concerned coach and strictly follow the schedules.
4. When recommended, they should attend the coaching camps/internal/external courses.
5. Expected to receive coaching and other assignments from coaches.
6. Responsible to take work for the labourers in preparation of play pitches.

If they fail to practice seriously and to make upe the State team, their appointment may be terminated.

Stadium Manager

He is responsible for the neat maintenance of the stadium complex, that includes among others, play fields, office rooms, furniture, any garden equipment. He should cater and allot work to his subordinates. He should look after the seating arrangements during competitions. He should attend to the interior decoration of the registry. He should allocate duties to the groundsmen so that they will attend to the work of the coaches during practice hours. He should prepare the grounds and keep necessary equipment ready during the competitions. He should attend to the repairs of equipment. He should be capable of issuing guidelines and instructions to his subordinates.

Stadium Attendants

They should be well versed with the layout of play fields and markings. They should carry out the instructions of the stadium manager. They should survey the playfields to make certain that the markings are made as per specifications. They should advice and submit the estimate for any necessary reapirs.

Secretary

Responsible to the Director of Sports. He has the following duties:

1. In charge of internal administration of the council.
2. Drafting of council's memos.
3. Head of staff promotion, advisory and disciplinary committee..
4. Approval of leave for staff.
5. Approval of occasional local purchase of stores.
6. Annual confidential reports for the staff.
7. Keep public relations with outside ministries and organisations.
8. In charge of the general security of the council.

Stores Officer

1. Maintaining list of approved supplies.
2. Processing of request for authority to purchase.
3. Placing annual contracts or overseas indents.
4. General supervision of stores.
5. Staff authorisation of requests for issues.
6. Control of receipts.
7. Incharge of council's stores inspection.
8. Control of labour and motor transport.

9. In charge of receiving and ledger section.
10. He is also responsible for preparing the authority for purchases and L.P.Os (Local Purchase Order) itself.

Finance Officer

Responsible to the Secretary and performs the following functions in the council.

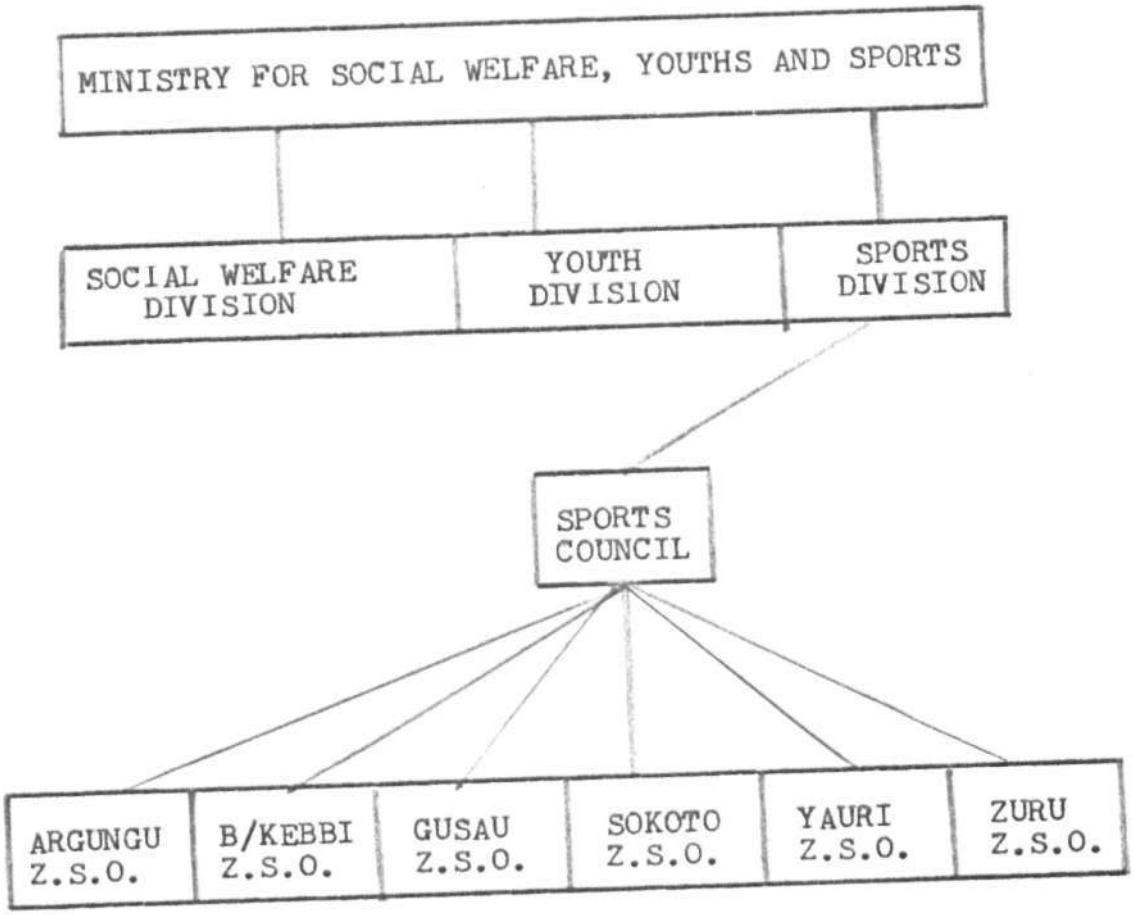
1. He advises the Director on all financial matters, accounts and all questions of policies about finances of the council.
2. To ensure consultation with the Ministry of Finance at official level where necessary.
3. To supervise the provision and making of draft estimates and advance proposals of the council and control these for the provision of supplementary.
4. To ensure a maximum degree of accounting standards, as provided and see that economy is exercised, waste is eliminated and that funds are properly applied for the purpose of which they were voted for.
5. To ensure that all revenues due to the council are collected and maintain a constant review of charges of the various services of the council.

6. To ensure a high standard of accounting. Together with good system of internal control which would prevent waste and fraud.
7. To ensure that the services of the council together with the financial and accounting procedures are not in variance with the government financial procedures.
8. To carry out any financial duties that may be assigned to him by the Director as may devolve upon the council's responsibilities.

The Organisational Structure of Sports in Sokoto State

Like the administrative structure, Figure 2.3 could be used to describe the organisational structure of sports in Sokoto State.

Figure 2.3: THE ORGANISATIONAL STRUCTURE OF SPORTS IN SOKOTO STATE



Code: Z.S.O. = Zonal Sports Office

The Sokoto State Sports Council

The Sokoto State Sports Council came into existence as a result of the promulgation of an Edict by the then State Governor (Colonel Umaru Mohammed) in 1976.

At that time the Council was an autonomous body. But at present it is under the Ministry for Social Welfare, Youth and Sports. This merger came in 1979, when the newly elected civilian governors came into power. By that period, the Council was merged with the Ministry for Social Welfare, Youth, Sports and Culture. It came into the present Ministry (Ministry for Social Welfare, Youth and Sports) in February, 1987.

The Ministry is divided into three divisions.

1. Social Welfare Division
2. Youth Division
3. Sports Division

The discussion would however be focussed on Sports Division only.

The Sports Division is the Sports Council. It is referred to as the Sports Council when there are the Executive Board members. In the absence of the Board members it would be referred to as the Sports Division.

For example at the time of this report, June, 1987, it is just a Sports Division because the State Governor, Colonel Ahmed Mohammed Daku, has dissolved the Executive Board Members of many boards and divisions (including the sports council) since March, 1987. It will remain so until the appointment of new executive Board members.

The Division (council) was the sole body or organisation of dealing with sports activities throughout the state as discussed in Chapter One.

The Zonal Sports Offices

These were created at the Local Government levels. They represent the local government Sports Councils shown in Figure 2.1. They carry out all the activities and functions of the council to the Local Government areas that they cover.

There are six Zonal Sports Offices for the nineteen Local Government Areas of the State. They are:

1. Argungu Zonal Sports Office - this is comprised mainly of Argungu Local Government Area alone.
2. Birnin Kebbi Zonal Sports Office - This is comprised of Birnin Kebbi, Bunza and Jega Local Government Areas.

3. Gusau Zonal Sports Office - It comprises of Gusau, Anka, Talata-Mafara, Kaura-Namoda and Isa Local Government Areas.
4. Sokoto Zonal Sports Office - This is comprised of Sokoto, Bodinga, Silame, Wurno, Gwadabawa, and Yabo Local Government Areas.
5. Yauri Zonal Sports Office - It covers Yauri and Bagudo Local Government Areas only.
6. Zuru Zonal Sports Office - This has Zuru and Gumi Local Government Areas under its jurisdiction.

The Zonal Sports Offices are the smallest sports organisational structure in the State. They are headed by some secretaries who are the staff of the council.

2.10 Summary

The discussion on the first section of this chapter has shown that the variables used in this study, that is, administration, organisation, development, promotion, coordination, and controlling are almost synonymous with one another. They all aim towards better administrative services in an organisation in order to achieve the stated goals of the organisation. A good administration could yield a better outcome in an organisation. Thus an association with efficient and

effective administration and organisation should have a high level of performance.

Nigeria is blessed with many sports organising bodies. These include the National Sports Commission, National Olympic Committee, National Sports Associations, State Sports Councils, State Sports Associations, Local Government Sports Councils and the sports clubs. At the federal level there are the National Sports Commission, National Olympic Committee and National Sports Associations with the National Sports Commission as the highest organising body. At the States level there are the States Sports Councils, States Sports Associations and the Sports Clubs. In the Local Government Areas there are the Local Government Sports Councils and the Sports Clubs. The Sports Clubs, unlike the National Sports Commission are the lowest sports organising bodies in the country. The above sports organisations are mainly responsible for all the sporting activities throughout Nigeria.

In Sokoto State, the organisational structure of sports comprised the Ministry for Social Welfare, Youths and Sports; Sports Division/Sports Council, and the Zonal Sports Offices. At the State level the highest body is the Sports Council. This is

in charge of all the sports activities in the State. At the Local Government level, there are the Zonal Sports Offices which took full responsibilities of sports. The Zonal Sports Offices however, are not for each local government area as there were only six of them for the whole nineteen Local Government Areas of the State.

The highest civil servants in the Council are the Director and Deputy Director of Sports. To assist them in the smooth running of the council, there are: the Principal Organising Secretary in charge of all the organisation and administration of sports activities; the stadium manager in charge of play facilities, the principal coach in charge of coaching activities, and the Secretary in charge of general administration of the council. Each of the above officers has some subordinates who help him in carrying out his duties properly as mentioned in the text.

CHAPTER III

METHODOLOGY

3.1 Research Design

The purpose of the study was to compare the performance of selected sports associations of Sokoto State. To achieve this purpose, a cross-sectional survey method was used in the study. In this method a questionnaire was designed which contained statements that were divided into seven sections. These statements required the respondents to provide personal information, information on administration of sports, organisation of sports, development of sports, promotion of sports, coordination of sports, control of sports and achievement in sports. The questionnaire was administered on the organising secretaries of the thirteen selected Sokoto State Sports Associations. These organising secretaries used official records that contained the information required to respond to the statements in the questionnaire. The information thus received was statistically analysed to compare the performance of the thirteen sports associations in different aspects of sports.

3.2 Sampling

There are seventeen State Sports Associations in Sokoto State. The sampling used in the study was

selective in the sense that it was restricted only to those that had at least a coach and an organising secretary. Thus the following State Sports Associations were selected:

1. Athletics Association
2. Badminton Association
3. Basketball Association
4. Cricket Association
5. Football Association
6. Handball Association
7. Hockey Association
8. Judo Association
9. Lawn Tennis Association
10. Table Tennis Association
11. Volleyball Association
12. Weighlifting Association
13. Wrestling Association

The questionnaire developed in this study was then administered on the organising secretaries of each of the thirteen Sports Associations.

3.3 Instrumentation

The instrument used for this study was questionnaire that was developed by the researcher. To develop

this questionnaire, literature relating to the responsibility of sports council and sports associations was consulted. From this literature 7 areas were identified as the main function of these State Sports Associations. These included administration of sports, organisation of sports, development of sports, promotion of sports, coordination of sports, control of sports and achievement in sports. Each of these functions was included as a section in the questionnaire. Under each section, some statements were prepared in as simple a language as possible, avoiding any possible chance of confusion. The questionnaire thus prepared was given to three professional experts for scrutiny to determine the face validity of the statements. On the basis of the suggestions of these experts, 40 statements were deleted that were found to be repetitions. The final questionnaire was prepared by using the remaining 30 statements that were re-stated by taking into consideration the suggestions made by the experts. Thus the final questionnaire had eight statements under administration of sports, four statements under development of sports, six statements under coordination of sports, four statements under control of sports, and five statements

under achievementin sports. However, in the statistical analysis of the information received by the researcher, sections on coordination and controlling of sports were combined.

3.4 Administration and Collection of the Questionnaire

The researcher approached the Principal Organising Secretary with the permission of the Director of Sports of Sokoto State Sports Council to distribute the questionnaire to all the thirteen organising secretaries of the State Sports Associations. It was then the researcher distributed the questionnaire personally to each of the thirteen organising secretaries. They were requested to return the questionnaire within two weeks, after filling it duly, to the Principal Organising Secretary. After two weeks of the administration of the questionnaire the researcher went to the Principal Organising Secretary of the Council and collected all the thirteen responses. The whole process of preparing, administering and collecting the questionnaire lasted for two months, that is, May and June, 1987.

3.5 Statistical Techniques

Descriptive statistics and ANOVA were used to analyse the information received from the respondents

in this study. In the descriptive statistics, means, standard deviation, frequencies and percentages were determined. Numerical values were given for responses to different statements as described. These values were used in the application of one-way analysis of variance.

Numerical Values Given to Responses

Section A

Questions one to five were not awarded with any marks. Only frequencies were used.

6. For each coach, three points were awarded. For each Assistant Coach, two points were awarded. For each program player one point was awarded.

7 (a) One mark for Yes and Zero for No.

7 (b) One mark was awarded for each source.

8. 100% five marks were awarded
75% four marks were awarded
50% three marks were awarded
25% two marks were awarded
10% One mark was awarded

Section B:

9(a) One mark for Yes and zero for No

9(b) Once a year - one mark
Twice a year - two marks
Three times a year - three marks
Four times a year - four marks

10(a) One mark for Yes and zero for No

10(b) Once in a year - four marks
Once in two years - three marks
Once in three years - two marks
Once in four years - one mark

11(a) One mark for Yes and zero for No
Twice a year - four marks
Once a year - three marks
Once in two years - two marks

12(a) One mark for Yes and Zero for No

12(b) Twice a year - four marks
Once a year - three marks
Once in two years - two marks

Section C

13. One to five facilities - one mark
Six to ten facilities - two marks
Eleven to fifteen - three marks

Sixteen to twenty facilities - four marks

Twenty one and above facilities - five marks

14. One to five clubs - one mark

six to ten clubs - two marks

Eleven to fifteen clubs - three marks

Sixteen to twenty clubs - four marks

Twenty one and above clubs - five marks

15. One to five coaches - one mark

Six to ten coaches - two marks

Eleven to fifteen coaches - three marks

Sixteen to twenty coaches - four marks

Twenty one and above coaches - five marks

16. One mark for each local government area

Section D

17. One mark for each Local Government Area

18. One mark for each district

19. One mark for each organisation

20. One mark for each parastatals

21(a) One mark for Yes and Zero for No

21(b) One mark for each Trophy

Section E

22. One mark for each

Section F

23(a) One mark for Yes and Zero for No

23(b) One mark for each

24. One mark for each

25. Same as question 24 above.

Section G

26. One to five registered clubs - one mark
Six to ten registered clubs - two marks
Eleven to fifteen registered clubs - three marks
Sixteen to twenty registered clubs - four marks
Twenty one and above clubs - five marks

27(a) One mark for participation per year.

27(b) First position - five marks per year
Second position - four marks per year
Third position - three marks per year
Fourth position - two marks per year
Fifth position - one mark per year

28. Same as question 27 above.

Questions twenty-nine and thirty were not awarded with any marks. Only frequencies and percentages were used instead.

CHAPTER IV

RESULTS AND DISCUSSION

The purpose of the study was to compare the performance of different Sports associations of Sokoto State in different aspects of sports. To achieve this purpose, the information collected was statistically analysed, the result of which are presented and discussed in this chapter according to research questions raised in Chapter I.

Results

Research question One - "Is there any difference between the Sokoto State's Sports Associations in their performance of the functions of administration of Sports?" To answer this question the information collected from the respondents on the statements under administration of sports was analysed in terms of frequencies, percentages and analysis of variance.

Out of the thirteen organising secretaries who served as respondents for this study ten were on permanent appointment (about 77%) and three (about 23%) were on contract appointment. In experience, two (about 15%) had three to five years of experience,

eight (about 62%) had six to eight years of experience two (about 15%) nine to eleven years of experience, and one (about 8%) had over twelve years of experience in organisation of sports. Eight (about 62%) of these respondents attended seminars or workshops in sports administration and the remaining five (about 38%) did not attend any course or seminar in sports administration. The result further revealed that only four (about 31%) associations had formal administrative structure.

In analysing information on the categories of coaches and the generation of funds that each sports association had, three points were given for each coach, two points for each assistant coach, and one point for each program player. One mark was given if any association had other source of funding than the sports council and zero mark for having no other source. Five marks were given for 100% of funding from other sources. Four marks for 75%, three marks 50%, two marks 25% and one mark for 10%. The means and standard deviations on performance of Sports Associations in administrative functions of Sports are shown in Table 1

Table 1: PERFORMANCE OF SPORTS ASSOCIATIONS IN ADMINISTRATIVE FUNCTIONS OF SPORTS

S/NO.	NAME OF ASSOCIATION	MEAN	STANDARD DEVIATION
1.	Athletic	5,0000	5,2915
2.	Badminton	3.0000	2.0000
3.	Basketball	5.5667	5.5076
4.	Cricket	1.1001	1.7321
5.	Football	3.3333	2.0817
6.	Handball	6.3333	4.9329
7.	Hockey	5.0000	3.2456
8.	Judo	2.1000	3.4641
9.	Lawn Tennis	2.3333	2.0817
10.	Table Tennis.	1.0000	1.7321
11.	Volleyball	1.0000	1.7321
12.	Weightlifting	2.5667	2.5166
13.	Wrestling	1.3000	1.7321

Examination of Table 1 shows Handball Association showed the highest performance in administrative functions of sports as it scored an average point of 6.33 ± 4.93 points. This was followed by Basketball ($M = 5.57 \pm 5.51$ points); Athletics ($M = 5.00 \pm 5.30$ points), and Hockey ($M = 5.00 \pm 3.25$ points) associations. The poorest associations in administrative functions

of sports were Table Tennis (M = 1.00 ± 1.73 points); Volleyball (M = 1.00 ± 1.73 points); Cricket (M = 1.00 ± 1.73 points and wrestling (M = 1.30 ± 1.73 points) associations.

Results regarding differences between sports associations in administrative functions of sports are shown in Table 2.

Table 2: ANOVA FOR DIFFERENCES BETWEEN SPORTS ASSOCIATIONS IN THEIR PERFORMANCE OF ADMINISTRATIVE FUNCTIONS OF SPORTS.

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFICANCE OF F
Main effects	150.256	12	12.521	.989	.485
X^2	150.256	12	12.521	.989	.485
Explained	150.256	12	12.521	.989	.845
Residual	329.333	26	12.667		
TOTAL	479.590	38	12.621		

Table 2 shows insignificant differences between sports associations in administrative functions of sports.

Research question two - "Is there any difference between the Sokoto State's Sports Associations in their performance of the functions of organisation of Sports?"

The marking scheme followed to answer this question is shown in Chapter Three. The means and standard deviations of the performance of different sports associations in the organisation of Sports are shown in Table 3.

Table 3: PERFORMANCE OF SPORTS ASSOCIATIONS IN ORGANISATIONAL FUNCTIONS OF SPORTS.

S/NO	NAME OF THE ASSOCIATION	MEAN	STANDARD DEVIATION
1.	Athletics	4.1000	1.4142
2.	Badminton	3.5000	2.3805
3.	Basketball	3.2500	1.2583
4.	Cricket	2.0000	2.3894
5.	Football	4.0000	1.4242
6.	Handball	4.0000	1.4142
7.	Hockey	1.2500	2.5000
8.	Judo	1.0000	2.0000
9.	Lawn Tennis	1.0000	2.0000
10.	Table Tennis	1.0000	2.0000
11.	Volleyball	1.2500	2.5000
12.	Weightlifting	1.0000	2.0000
13.	Wrestling	0	0

Examination of Table 3 shows that Athletics (M = 4.10 ± 1.41 points); Football (M = 4.00 ± 1.41 points), and Handball (M = 4.00 ± 1.41 points) associations were the highest performers in the organisation of coaching clinics, camps and competitions. Judo (M = 1.00 ± 2.00 points); Lawn Tennis (1.00 ± 2.00 points); Table Tennis (1.00 ± 2.00 points); Weightlifting (1.00 ± 2 points) and Wrestling (M = 0 ± 0 points) associations were the lowest performers in this aspect of sports.

An information regarding the difference in the organisation of sports, that is, coaching clinics, camps and competitions between the different sports associations is shown in Table 4.

Table 4: ANOVA FOR DIFFERENCES BETWEEN SPORTS ASSOCIATIONS IN THEIR PERFORMANCE OF ORGANISATIONAL FUNCTIONS OF SPORTS.

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFICANCE OF F
Main effects	99.269	12	8.272	2.385	.020
X^2	99.269	12	8.272	2.385	.020
Explained	99.269	12	8.272	2.385	.020
Residual	135.250	39	3.468		
TOTAL	234.519	51	4.598		

Table 4 reveals significant differences ($F = 2.385 < .05$) between sports associations in their performance in the organisational functions of Sports.

Research question Three - "Is there any difference between the Sokoto State's Sports Associations in their performance of the functions of development of Sports? " The marking scheme followed to answer this question is shown in Chapter Three. The means and standard deviations of the performance of different sports associations in the development of sports are shown in Table 5.

Table 5: PERFORMANCE OF SPORTS ASSOCIATIONS IN DEVELOPMENTAL FUNCTIONS OF SPORTS.

S/NO.	NAME OF THE ASSOCIATIONS	MEAN	STANDARD DEVIATION
1.	Athletics	6.2500	1.8930
2.	Badminton	7.0000	3.3665
3.	Basketball	5.2500	1.7078
4.	Cricket	5.0000	2.9439
5.	Football	11.5000	7.4162
6.	Handball	5.7500	2.9861
7.	Hockey	3.5000	2.5166
8.	Judo	3.5000	2.5166
9.	Lawn Tennis	4.2500	1.5000
10.	Table Tennis	5.0000	2.9439
11.	Volleyball	5.9500	2.9861
12.	Weightlifting	2.7500	2.6300
13.	Wrestling	.5000	.5774

Examination of Table 5 shows that Football (M = 11.50 $\pm$ 7.42 points); Badminton (M = 7.00 $\pm$ 3.37 points); Handball (M = 5.75 $\pm$ 2.99 points) and Athletics (M = 6.2500 $\pm$ 1.89 points) associations were the highest performers in the development of sports facilities, personnel and clubs. Judo (M = 3.50 $\pm$ 2.52 points) Hockey (M = 3.50 $\pm$ 2.52 points) Weightlifting (M = 2.75 $\pm$ 2.63 points) and Wrestling (M = .50 $\pm$ .58 points)

associations were the lowest performers in this aspect of sports.

Information regarding the differences in the functions of development of sports facilities, personnel and clubs between the different sports associations is shown in Table 6:

Table 6: ANOVA FOR DIFFERENCES BETWEEN SPORTS ASSOCIATIONS IN THEIR PERFORMANCE OF DEVELOPMENTAL FUNCTIONS OF SPORTS.

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGIFI-CANCE OF F
Main Effects	323.308	12	26.942	2.865	.006
X^2	323.308	12	26.942	2.865	.006
Explained	323.308	12	26.942	2.865	.006
Residual	366.750	39	9.404		
TOTAL	690.058	51	13.531		

Table 6 reveals significant difference ($F = 2.865 < .01$) between sports associations, in their performance in the functions of development of Sports.

Research Question Four: Is there any difference between the Sokoto State's Sports Associations in their performance of the functions of promotion of sports?" The

marking scheme followed to answer this question is shown in Chapter Three. The means and standard deviations of the performance of different sports associations in the promotional functions of sports are shown in Table 7.

Table 7: PERFORMANCE OF SPORTS ASSOCIATIONS IN PROMOTIONAL FUNCTIONS OF SPORTS.

S/NO.	NAME OF THE ASSOCIATIONS	MEAN	STANDARD DEVIATION
1.	Athletics	3.6000	3.3615
2.	Badminton	3.6000	2.6077
3.	Basketball	2.6000	2.0736
4.	Cricket	2.2000	2.1679
5.	Football	4.2000	3.8987
6.	Handball	2.2000	3.0332
7.	Hockey	2.0000	1.8708
8.	Judo	2.6000	2.6077
9.	Lawn Tennis	1.2000	1.6432
10.	Table Tennis	2.2000	2.2804
11.	Volleyball	1.2000	1.6432
12.	Weightlifting	.4000	.5477
13.	Wrestling	.2000	.4472

Examination of Table 7 shows that Football (M = 4.20 ± 3.50 points), Athletics (M = 3.60 ± 3.36 points), Badminton (M = 3.60 ± 2.61 points) and Basketball (M = 2.60 ± 2.07 points) associations were the highest performers in the promotional functions of sports. On the other hand however, Lawn Tennis (M = 1.20 ± 1.64 points), Volley ball (M = 1.20 ± 1.64 points); Weightlifting (M = .40 ± .55 points) and Wrestling (M = .20 ± .45 points) associations were the lowest in promotional functions of Sports.

Information regarding the differences in the expansion of sports towards grassroot level between the different sports associations is shown in Table 8:

Table 8: ANOVA FOR DIFFERENCES BETWEEN SPORTS ASSOCIATIONS IN THEIR PERFORMANCE OF PROMOTIONAL FUNCTIONS OF SPORT

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARES	F	SIGNIFI-CANCE OF F
Main effect	87.538	12	7.295	1.301	.247
X^2	87.538	12	7.295	1.301	.247
Explained	87.538	12	7.295	1.301	.247
Residual	291.600	52	5.608		
TOTAL	379.138	64	5.924		

Table 8 shows insignificant differences between sports associations in promotional functions of Sports.

Research question Five and Six. "Is there any difference between the Sokoto State's Sports Associations in their performance of the functions of coordination/control of sports?" The marking scheme followed to answer these questions is shown in Chapter Three. The means and standard deviations of the performance of different sports associations in the coordination and control of sports are shown in Table 9.

Table 9: PERFORMANCE OF SPORTS ASSOCIATIONS IN COORDINATIONAL AND CONTROLLING FUNCTIONS OF SPORTS

S/NO	NAME OF THE ASSOCIATIONS	MEAN	STANDARD DEVIATIONS
1.	Athletics	3.0000	2.4495
2.	Badminton	2.2500	2.0616
3.	Basketball	4.0000	1.4242
4.	Cricket	3.7500	.5000
5.	Football	.5000	.5774
6.	Handball	2.5000	1.2910
7.	Hockey	3.2500	2.0616
8.	Judo	3.0000	.8165
9.	Lawn Tennis	3.2500	2.0616
10.	Table Tennis	3.5000	.5774
11.	Volleyball	1.0000	1.1547
12.	Weightlifting	3.2500	2.0616
13.	Wrestling	0	0

Examination of Table 9 shows that Basketball (M = 4.00 ± 1.41 points), Cricket (M = 3.75 ± .50 points), Table Tennis (M = 3.50 ± .58 points) and Weightlifting (M = 3.25 ± 2.06 points) associations were highest performers in coordination and control of sports, Badminton (M = 2.25 ± 2.06 points), Volley ball (M = 1.00 ± 1.15 points); Football (M = .50 ± .58 points) and Wrestling (M = 0. ± 0 points); associations were the lowest performers in this aspect of spects.

Information regarding the difference in the coordination and control of sports between the different sports associations is shown in Table 10.

Table 10: ANOVA FOR DIFFERENCES BETWEEN SPORTS ASSOCIATIONS IN THEIR PERFORMANCE OF COORDINATIONAL AND CONTROLLING FUNCTIONS OF SPORTS.

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFICANCE OF F
Main effects	78.077	12	6.506	2.859	.016
x^2	78.077	12	6.506	2.859	.016
Explained	78.077	12	6.506	2.859	.016
Residual	88.750	39	2.276		
TOTAL	166.829	51	3.271		

Table 10 reveals significant differences ($F = 2.859 < .05$) between sports associations in their performance in coordination and control of sports.

The marking scheme followed to answer the problem of achievement of sports is shown in Chapter Three. The means and standard deviations of the performance of different sports associations in the functions of achievement of sports are shown in Table 11.

Table 11: PERFORMANCE OF SPORTS ASSOCIATIONS IN ACHIEVEMENTAL FUNCTIONS OF SPORTS.

S/NO.	NAME OF THE ASSOCIATION	MEAN	STANDARD DEVIATION
1.	Athletics	5.0000	1.7321
2.	Badminton	6.6667	8.3267
3.	Basketball	1.3333	1.1547
4.	Cricket	0	0
5.	Football	5.6667	6.8277
6.	Handball	48.6667	40.4145
7.	Hockey	0	0
8.	Judo	7.6667	5.7735
9.	Lawn Tennis	.3333	.5774
10.	Table Tennis	0	0
11.	Volleyball	1.6667	1.5275
12.	Weightlifting	0	0
13.	Wrestling	0	0

Examination of Table 11 shows that Handball (M = 48.67 $\pm$ 40.41 points), Judo (M = 7.67 $\pm$ 5.77 points); Badminton (M = 6.67 $\pm$ 8.33 points) and Football (M = 5.67 $\pm$ 6.83 points) associations were the highest performers in the achievemental functions of Sports. The following associations, Cricket, Hockey, Table Tennis, Weightlifting and Wrestling, all with the performance

of (M = 0 ± 0) points were the lowest in achievemental functions of sports.

An information regarding the differences in the achievement of sports between the different sports associations is shown in Table 12.

Table 12: ANOVA FOR THE DIFFERENCES BETWEEN SPORTS ASSOCIATIONS IN THEIR PERFORMANCE OF ACHIEVEMENTAL FUNCTIONS OF SPORTS.

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNI-FICANCE OF F
Main effects	6232.103	12	519.342	3.794	.002
X^2	6232.103	12	519.342	3.794	.002
Explained	6232.103	12	519.342	3.794	.002
Residual	3558.667	26	136.872		
TOTAL	9790.769	38	257.652		

Table 12 reveals significant differences (F = 3.794 < .01) between sports associations in their performance in achievemental functions of Sports.

Research question seven "Which Sports Association(s) had the best performance of the functions of Sports in Sokoto State?"

The overall performances of all the associations in all the sections of the questionnaire has been used to answer this question. The means and standard deviations of the overall performances of different sports associations in the functions of sports are shown in Table 13.

Table 13: OVERALL PERFORMANCES OFSPORTS ASSOCIATIONS IN ALL THE FUNCTIONS OF SPORTS.

S/NO	NAME OF THE ASSOCIATIONS	MEAN	STANDARD DEVIATION
1.	Athletics	4.8261	3.5503
2.	Badminton	4.2609	3.7664
3.	Basketball	3.7826	2.6961
4.	Cricket	2.3043	2.4 03
5.	Football	4.8696	5.1106
6.	Handball	9.9130	19.7896
7.	Hockey	2.4783	2.9922
8.	Judo .	3.1304	3.2795
9.	Lawn Tennis	2.0870	2.0651
10.	Table Tennis	2.2609	2.4162
11.	Volleyball	2.0000	2.5226
12.	Weightlifting	1.6522	2.0884
13.	Wrestling	.2609	.6887

Examination of Table 13 shows that Handball (M = 9.91 ± 19.79 points); Football (M = 4.87 ± 5.11 points) Athletics (M = 4.83 ± 3.55 points); and Badminton (M = 4.26 ± 3.77 points) associations were the highest in the overall performances in all the functions of Sports. Lawn Tennis (M = 2.09 ± 2.07 points), Volleyball (M = 2.00 ± 2.62 points), Weightlifting (M = 1.65 ± 2.09 points) and Wrestling (M = .26 ± .69 points) associations had been the lowest in the overall performances in all the functions of Sports.

An information regarding the difference in the overall performances in functions of Sports between the different sports associations is shown in Table 14.

Table 14: ANOVA FOR THE DIFFERENCES BETWEEN SPORTS ASSOCIATIONS IN THEIR OVERALL PERFORMANCES IN ALL THE FUNCTIONS OF SPORTS.

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFICANCE OF F
Main effects	1552.575	12	129.381	3.375	.001
X^2	1552.575	12	129.381	3.375	.001
Explained	1552.575	12	129.381	3.375	.001
Residual	10963.217	286	38.333		
TOTAL	12515.793	296	41.999		

Table 14 reveals significant differences ($F = 3.375 < .01$) between sports associations in their overall performances in all the functions of Sports.

The respondents had identified the followings as the causes of poor performances of sports in Sokoto State:

A: Insufficient and standard playing facilities both at the council and the zonal sports centers; Ten respondents (about 77%).

B: Insufficient funds to the associations: Nine respondents (about 69%)

C: Inadequate equipment: Six respondents (about 46%).

D: Insufficient interest from the general public: Six respondents (about 46%).

E: Unqualified manpower: Five respondents (about 38%).

F: Very limited competitions both at the State and national levels: Three respondents (about 23%).

G: Inadequate projection of performance of sports in the media: Three respondents (about 23%).

H: Due to bad administration in the Council: Two respondents (about 15%).

I: Exodus of players to high institutions, insufficient incentives to players and coaches, and insufficient employment of programme players: one respondent on each (about 8%).

The respondents were also of the opinion that the following ways could be followed to reduce the problem of poor performance of sports in the State:

A: Provision of sufficient and standard playing facilities: Nine respondents (about 69%)

B: Organisation of frequent sports competitions: Nine respondents (about 69%).

C: Provision of adequate equipment: Eight respondents (about 62%).

D: Provision of more funds: Seven respondents (about 54%)

E: Training courses for coaches and players: Five respondents (about 38%).

F: Provision of more incentives to coaches and players: Five respondents (about 38%).

G: Employment of more trained coaches and organising secretaries: Four respondents (about 31%).

H: More interest on sports from the general public: Four respondents (about 31%).

I: Intensification of public awareness on sports: Two respondents (about 15%).

J: Improvement of the general administration of the council: Two respondents (about 15%).

K: Employment of players after graduation from schools: Two respondents (about 15%).

L: Raising of funds by the Sports Associations: One respondent (about 8%).

M: Sponsoring players to institutions of high learning: One respondent (about 8%)

Discussion

One of the questions raised in this research was about the difference between the Sokoto State's Sports Associations and the performance of the functions of administration of Sports.

As administration was difused in different aspects of the performance of sports in the study, it was not possible to find out any relationship between

Sports Associations and the performance of the administrative functions of Sports. However, this study revealed that most of the respondents were on permanent employment in the Sports Council with varying periods of experience who also attended one course or another relating to sports administration. In other words, the personnel responsible for the organisation of sports were qualified and experienced. However, it was not possible to determine whether they were adequate in number for each sports association, but the analysis of information on differences between the different Sports Associations in technical personnel and funding indicated insignificant differences. It was thus found that the number of technical personnel and the amount of money generated by the State Sports Associations were not responsible for the differences between these associations in their performances of administrative functions. Perhaps other factors like organisation of coaching clinics, camps and competitions may be more important in the performance production in the Sports Associations because administration is mainly concerned with the provision of human and material resources for effective accomplishment of the purposes of an organisation (Gregg, 1970; Fletcher, 1971;Bucher, 1983). In this case the hypothis was accepted.

The second question asked in this study was the difference between sports associations and the performance of the organisational functions of sports. The results of this study showed significant differences

between different Sports Associations in the organisational functions of Sports. Very popular Sports Associations in Sokoto State, like Athletics, Football and Handball, performed much better in the organisational functions of sports, than very unpopular associations like Table Tennis, Weightlifting, Wrestling, Volleyball and Judo. This may be justified on the basis that effective and efficient organisation of sports involves careful and economic utilisation of men, materials and funds to produce efficient results (Amuchie, 1977, Koontz and O'Donnel, 1968, Best, 1986). In other words, associations that performed better utilised their resources most efficiently and effectively, whereas the associations that performed poorly did not utilise their resources meaningfully. These results supported the previous statement that it is not the amount of money or the personnel provided to an association that improves performance. Rather it is the effective and efficient utilisation of these resources that contribute to the performance of an association. In this case the hypothesis was rejected.

The third question asked in this study was about the difference between the Sokoto State's Sports Associations and the performance of developmental functions of Sports. The result of this study showed significant differences between Sports

Associations in the developmental functions of sports, that is, the development of sports facilities, personnel and clubs. The results showed that Badminton, Handball and Athletics Associations performed better than others in development of sports facilities, personnel and clubs. The results also showed that some associations like Judo, Hockey, Weightlifting and Wrestling were trailing behind in this aspect of sports. This result further revealed that some associations that were formally unpopular were becoming more popular in the State. Such associations were Badminton and Handball. It also showed that some associations like Hockey that was formerly very popular in the State no more enjoyed the privilege. The result further supported the view that a system may be regarded as developing when its performance capabilities are increasing and as decaying when its performance capabilities are decreasing (Fletcher, 1971; Montgomery, 1966) as viewed in terms of development of sports facilities, personnel and clubs. In other words, the performance of any Sports Association depends to a large extent on the facilities it provides and the personnel it uses and the number of participants it attracts, which depends on the number of clubs it promotes. It is perhaps because of this reason, associations working towards the development of these aspects of sports, have always proved to be more effective and efficient in terms of their performance (Venkateswarlu, 1982). This hypothis was also rejected.

The fourth question was about the difference between the Sokoto State's Sports Associations and the performance of the functions of promotion of Sports. Although the result on promotional functions of sports showed that Sports Associations like Athletics, Badminton and Basketball were the highest performers while Lawn Tennis, Volleyball Weightlifting and Wrestling were the lowest in this aspect of sports, the analysis showed an insignificant differences between Sports Associations in the area. The insignificant differences between Sports Associations in this respect is not confounding the earlier statement that some associations were developing while others were decaying. What it showed here was that the promotional functions of sports towards the grassroot levels was neglected by all the associations. Their only concentration in this area of sports was at the State capital level and some few local government areas headquarters only. In other words, the result indicated that almost all the Sports Associations exert their efforts in urban areas in Sokoto State as may be the case in other States of the Federation. This hypothesis was thus accepted.

The fifth and sixth questions were about the difference between the Sokoto State's Sports Associations and the performance of the functions of coordination/control of Sports. The result of this study showed significant differences between different Sports Associations in the coordinational and

controling functions of sports. The result of the study showed that some popular associations like Basketball, Cricket, Table Tennis and Weightlifting (which is not very popular) were the highest performers in coordination and control of sports. The result revealed further that some popular associations like Badminton, Volleyball, Football and Wrestling (unpopular) were the lowest performers in the coordination and control of sports. With this it could therefore be said that some associations were more than others in coordination and control of sports in the State. In order to get high performance of sports, a sports association has to coordinate and control the different activities of various personnel in that association. Coordination and control of sports activities were very necessary for any sports association that aimed towards the accomplishment of the purposes behind its creation (Simon, 1982, Koontz, 1968; Bucher, 1983). The hypothes of these questions were rejected.

On the problem of the difference between the Sokoto State's Sports Associations and the performance of the functions of achievement of Sports, the result showed significant differences between the Sports Associations of Sokoto State. The result came out with Handball, Judo,

Badminton and Football Associations as the highest performers in achievemental functions of Sports in the State. There are however, some associations like Cricket, Hockey, Table Tennis, Weightlifting and Wrestling that could not raise any sports club which could even participate in any national/international competitions. Although there were significant differences between different Sports Associations in this aspect of sports, the situation is still similar to that of question four, that is, the promotional functions of Sports towards grassroot level. In this case all the reputable sports clubs that could participate at national and international level competitions were concentrated in urban areas only. The hypothesis was also rejected.

The seventh question asked in this study was about the Sports Associations that had the highest performance of the functions of Sports in Sokoto State. This was therefore looking for Sports Association that had the highest performance in all the activities treated in this study. The result of the study showed significant differences between different associations in their overall performances. The result defected out some very popular sports associations as the highest overall performers in Sokoto State. They are Handball, Football, Athletics and Badminton Associations in their order of importance.

There are however, some associations that were brought out as being the lowest in the overall performance in the State. These associations are Lawn Tennis, Volleyball, Weightlifting and Wrestling.

The overall performance was comprised of both the achievement at the State, National and International levels. The highest overall performance should be linked with the general administration and organisation of the sports association. Thus any association that had effective and efficient system of administering and organising, should have high overall performance. In order to have a high overall performance in any organisation or to have a full achievement of the stated objectives within an organisation, there must be performance appraisal in that organisation (Twaddle, 1979, Hartwell, 1980; Lefton, et al, 1977). Similarly, this hypothis was rejected.

This finding thus supports the other findings of the study in that the Sports Associations that were found to be highly productive were also found to be the Sports Associations that performed better in the organisational, developmental, coordinational/controlling and achievemental functions of Sports. In other words the best indicators of the performance of any Sports Association according to these findings were:

A: Organisational functions of Sports, that is, organisation of Coaching Clinics, Camps and Competitions.

B: Developmental functions of Sports, that is, development of Sports Facilities, Sports Personnel and Sports Clubs.

C: Coordinational/Controlling functions of Sports.

D: Achievemental functions of Sports, that is, Promotion of Sports Clubs.

CHAPTER V

SUMMARY, CONCLUSION AND RECOMMENDATION

SUMMARY

States' Sports Councils appoint Sports Associations for their respective States in Nigeria. Some Sports Associations perform better than other Sports Associations. But no study was reported on the evaluation of the performance of Sports Associations, especially those of Sokoto State. This investigation was therefore conducted to study the performance of the thirteen State Sports Associations and also to find out the most significant determinants of this performance.

To achieve the purpose of the study, a questionnaire was developed that contained seven sections. These included:

A: Administration of Sports

B: Organisation of Sports

C: Development of Sports

D: Promotion of Sports

E: Coordination of Sports

F: Control of Sports

G: Achievement in Sports

The questionnaire thus developed was administered on the organising secretary of each of the thirteen

Sports Associations. The information collected from these respondents was statistically analysed to determine the performance of each of the thirteen associations.

CONCLUSIONS

On the basis of the results of the study and in view of its limitations, the following conclusions are drawn:-

1. Insignificant differences were found between Sports Associations in the administrative and promotional functions of Sports.

2. Significant differences were found between sports associations in organisational, developmental, coordinational/Controlling and achievemental functions of Sports.

3. The following Sports Associations performed most:

   (a) Handball
   (b) Football
   (c) Athletic
   (d) Badminton

4. The following Sports Associations performed least:

(a) Lawn Tennis

(b) Volleyball

(c) Weightlifting

(d) Wrestling

5. The final list of Sports Associations according to their overall performance in the functions of Sports is shown below:

(a) Handball

(b) Football

(c) Athletics

(d) Badminton

(e) Basketball

(f) Judo

(g) Hockey

(h) Table Tennis

(i) Cricket

(j) Lawn Tennis

(k) Volleyball

(l) Weightlifting

(m) Wrestling

6. The following factors had been identified as being the main causes of poor performance of sports in Sokoto State:

(a) Insufficient and standard playing facilities in both the State capital and Zonal Sports Centers.

(b) Insufficient funds to the Sports Associations from the Council.

(c) Inadequate playing equipment at the Council and Zonal Sports Centers.

(d) Insufficient interest in sports from the general public.

(e) No enough and qualified manpower to run the sports council

(f) Inadequate organisation of frequent competitions both at the State and national level.

(g) Inadequate projection of sports performance in the media.

(h) Due to bad administration in the sports council.

(i) Insufficient incentives (motivation) to the players and coaches.

(j) Exodus of players to high institutions.

(k) Inadequate sponsorship of the players and coaches.

(1) Insufficient employed programme players in the council.

RECOMMENDATIONS

On the basis of the findings of this research, the following suggestions were made for future research.

1. No significant differences were found between Sports Associations in their administrative function in this study. This was mainly because of the facts that administration was analysed as one of the many aspects of the performance of sports associations. It is therefore suggested that research may be conducted on differences between sports associations in different aspects of administration.

2. Differences between sports associations in the generating of funds were found to be insignificant. This was mainly because funding as a seperate aspect of performance was difused in other aspects of performance included in the study. It is therefore suggested that a seperate study may be conducted on the relationship between funding and performance of sports associations.

3. This study may be duplicated in other States of the country and the National Sports Commission.

RECOMMENDATIONS FOR IMPLEMENTATIONS

On the basis of the result of the study, the following recommendations were made for consideration by the concerned authorities:

(a) The sports council should provide sufficient and standard playing facilities in all the local government area headquarters.

(b) Sports competitions should be organised very frequently both at the State and national levels.

(c) There should be a provision of adequate sports equipment to the sports council and the zonal sports offices.

(d) More funds should be allocated to the Sports Associations.

(e) The coaches should be sent for courses to improve their performances.

(f) There should be incentives for the players and their coaches.

(g) The council should employ more trained coaches and organising secretaries

(h) The entire people of the State, especially the well-to-do ones, should show more interest in sports.

(i) The public awareness on sports should be intensified.

(j) The whole general administration of the sports council should be improved.

(k) Players should be employed after they have graduated from schools.

RECOMMENDATIONS FOR THE SPORTS ASSOCIATIONS

On the basis of the findings of this study, the following recommendations were made for the effective and efficient functioning of the Sokoto State Sports Associations:

1. Each Sports Association should appoint an independent body that will evaluate its overall performances periodically.

2. Sports Associations should not only promote but create more sports clubs in the State.

3. As government has no money to finance every aspect of sports, sports associations should attempt to generate more funds to supplement the grants from the sports council. This could

be through organising of raffle, film shows, dramas, gate fees, and picnic.

4. As the study revealed that all the Sports Associations had concentrated their activities in urban areas only, the Sports Associations should endeavour to widen their activities to every nook and corner of the State.

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APPENDIX A:

Department of Physical & Health Education

AHMADU BELLO UNIVERSITY, ZARIA - NIGERIA

Your Ref:

Our Ref: PHE/STU.PG/10

Telephone: 0-69-32692/.....

Telegrams: Unibello Zaria

22nd April, 19 87

TO WHOM IT MAY CONCERN

LETTER OF INTRODUCTION

This is to certify that Mal. Umaru Abdullahi Kangiwa is a final year student on our Master of Education degree (Coaching and Sports Administration). He is carrying out a research project on Comparative Performance of Sokoto State Sports Associations which is part of his course requirements.

We shall be very grateful if you would give him the assistance and co-operation he might need from you in this regard.

Yours faithfully,

Dr. K. Venkateswarlu
(Supervisor)

APPENDIX B:

Department of Physical & Health Education

AHMADU BELLO UNIVERSITY, ZARIA - NIGERIA

Your Ref:

Our Ref: PHE/SEU/4

Telephone: 0-69-32692/.....

Telegrams: Unibello Zaria

17th Sept 19 87

The Director
Iya Abubakar Computer Centre
A.B.U
Zaria

Dear Sir,

LETTER OF INTRODUCTION - [illegible]

I write to introduce the above named person who is a postgraduate student of this department. He wishes to make use of your facilities in his research work.

Could you please assist him accordingly.

Yours faithfully,

FOR: HEAD OF DEPARTMENT

Appendix C: QUESTIONNAIRE TO BE COMPLETED BY THE ORGANISING SECRETARIES OF THE SOKOTO STATE SPORTS ASSOCIATION

You are requested to supply the information with utmost sincerity. You are assured that the information given will be treated confidential. The information collected will only be used for academic purpose.

SECTION A: ADMINISTRATION OF SPORTS

1. Name of the Sports Association_____

2. What type of appointment do you hold?

a) ( ) Permanent

b) ( ) Contract

c) ( ) Temporary

d) ( ) N.Y.S.C.

e) ( ) Others - specify_____

3. How many years have you been on this job?

a) ( ) 0-2 years

b) ( ) 3-5 years

c) ( ) 6 - 8 years

d) ( ) 9-11 years

e) ( ) Over 12 years

4(a) Have you attended any courses, seminars or workshops on sports administration?

( ) Yes ( ) No

4(b) If Yes, specify_____

5. Does your association have any other administrative structure besides that of the Sokoto State Sports Council?

( ) Yes ( ) No

5(b) If Yes, is it Formal or Informal?

6. What categories (with numbers) of coaches do you have?

a) Coaches

b) Assistant Coaches

c) Programme Players

7(a) Apart from the money given by the sports council, are there any other ways that you generate money to run your association?

( ) Yes ( ) No

7(b) If Yes, state these ways in order of preference:

a)_____

b)_____

c)_____

d)_____

e)_____

8. What percentage does the money above represent in your annual allocation by the council?

_____

SECTION B: ORGANISATION OF SPORTS

9(a) Does your association organise competitions at LGAs?

( ) Yes ( ) No

9(b) If Yes, indidate the frequency of such competitions

a) ( ) Once in a year

b) ( ) Twice in a year

c) ( ) Three times in a year

d) ( ) Four times a year

10(a) Does your association organise competitions at the State Level each year?

( ) Yes ( ) No

10(b) If Yes, please indicate the frequency in which such competitions are organised:

a) ( ) Once in a year

b) ( ) Once in two years

c) ( ) Once in three years

d) ( ) Once in four years

11(a) Do you organise coaching clinics for your coaches?

( ) Yes ( ) No

11(b) If Yes, indidate the frequency of such

a) ( ) Once in a year

b) ( ) Twice in a year

c) ( ) Once in two years.

12(a) Do you organise camping programmes for your players?

( ) Yes ( ) No

12(b) If Yes, indicate the frequency of such

a) ( ) Once in a year

b) ( ) Twice in a year

c) ( ) Once in two years

SECTION C: DEVELOPMENT OF SPORTS

13. Please estimate the number of sporting facilities available for use to the association each year for the last five years.

YEAR	1983	1984	1985	1986	1987
Number of Facilities					

14. Please estimate the number of sports clubs in your association for the last five years.

YEAR	1983	1984	1985	1986	1987
Number of clubs					

15. Please estimate the number of coaches (in whatever grade) in your association for the last five years.

YEAR	1983	1984	1985	1986	1987
Number of coaches					

16. Please indicate the number of facilities, sports clubs and coaches that your association was able to develop in each Local Government of the State:

L.G.A.	NO. OF FACILITIES	NO. OF SPORTS CLUBS	NO. OF COACHES
Argungu			
Anka			
Bagudo			
Birnin Kebbi			
Bodinga			
Bunza			
Gummi			
Gusau			
Gwadabawa			
Isa			
Jega			
Kaura Namoda			
Silame			
Sokoto			
Talata Mafara			
Wurno			
Yabo			
Yawuri			
Zuru			

SECTION D: PROMOTION OF SPORTS

17. In how many Local Government Areas of the State is there a replica (representative) of your association?
In_____ Local Government Area of the State.

18. In how many districts of the State is the replica (Representative) of your association?
In_____ Districts of the State.

19. Have the activities of your association reached any of the following organisations in the State?
a) The Nigerian Armed Forces
b) The Nigerian Police Force
c) The Nigerian Prison Service
d) Institutions of Higher Learning
e) Post-primary Schools
f) Primary Schools

20. List any other organisation like parastatals in the State that the activities of your association have reached?
a)_____
b)_____
c)_____
d)_____
e)_____

21(a) Do you have any trophy that is being competed for in the State?

( ) Yes ( ) No

21(b) If Yes, give the name and the donor of the trophy including the clubs that compete for it.

a) _____

b) _____

c) _____

d) _____

e) _____

SECTION E: COORDINATION OF SPORTS

22. Can you list 5 (or more) ways that you follow to coordinate the activities of your coaches and clubs towards better performance of your association?

a) _____

b) _____

c) _____

d) _____

e) _____

SECTION F: CONTROL OF SPORTS

23(a) Do you have any standard (target or goal) that you want your players to reach annually?

( ) Yes ( ) No

23(b) Who sets such targets for you?

a) National Sports Association

b) The Sokoto State Sports Council

c) Yourself

d) Your coaches

e) Others - Specify_____

24. List 5 (or more ways that you follow to ensure that players have reached the set target.

a)_____

b)_____

c)_____

d)_____

e)_____

25. List 5 (or more) ways that you follow to correct or improve your clubs or players in case of poor performances.

a)_____

b)_____

c)_____

d)_____

e)_____

SECTION G: ACHIEVEMENT IN SPORTS

26. How many registered sports clubs is your association able to raise in Sokoto State? _____

27. How many of such clubs are able to participate in any national competitions for the last 5 years?

NAME OF CLUB	TYPE OF COMPETITION	YEAR	POSITION
a)			
b)			
c)			
d)			
e)			
f)			
g)			
h)			
i)			
j)			
k)			

28. How many of such clubs are able to represent Nigeria in any international competition for the last 5 years?

NAME OF CLUBS	TYPE OF COMPETITION	YEAR	POSITION
a)			
b)			
c)			
d)			
e)			

29. What are the factors causing the poor performance in sports in Sokoto State?

a)_____

b)_____

c)_____

d)_____

e)_____

30. How do you think we can improve our performance of sports in Sokoto State?

a)_____

b)_____

c)_____

d)_____

e)_____