PERCEIVED ADMINISTRATIVE CONSTRAINTS AMONG THE OPERATORS OF THE NATIONAL SPORTS COMMISSION, IN THE DEVELOPMENT OF SPORTS IN NIGERIA

BY

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AHMADU BELLO UNIVERISTY, ZARIA NIGERIA

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A THESIS SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES, AHMADU BELLO UNIVERSITY, ZARIA
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DEPARTMENT OF PHYSICAL AND HEALTH EDUCATION,
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2015

DECLARATION

I declare that the work in the thesis entitled "Perceived Administrative Constraints among the Operators of the National Sports Commission, in the Development of Sports in Nigeria;" is written by the researcher in the Department of Physical and health Education under the supervision of Prof. (Mrs) F.B.Adeyanju, and Prof. A. I. Kabido. The information derived from the literature has been duly acknowledged in the text and a list of references provided.

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Hauwa- KuluAkinyemi	Signature	Date

CERTIFICATION

This thesis titled "Perceived Administrative Constraints Among the Operators of the National Sports Commission, in the Development of Sports in Nigeria" by Hauwa-Kulu Akinyemi meets the regulations for the award of (M.Sc) Sports Management of Ahmadu Bello University, Zaria and is approved for its contribution to knowledge and literary presentation.

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DEDICATION

This work is dedicated to Almighty God, the Protector of all lives and Giver of all good things. He protected me on all the numerous trips I made from Abuja to Zaria from 2009 – 2015. His name, be praised.

The work is also dedicated to Prof. F.B. Adeyanju, who God used, to enable me undertake the course. She encouraged and gave me all the support I needed.

Lastly, to my husband and children, for their love, support and encouragement during this research work.

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ABSTRACT

This study examined the perceived administrative constraints among the operators of the National Sports Commission, in the development of sports in Nigeria. To achieve the purpose of this study, ex-post facto design was adopted. The population for the study comprised of selected staff from the Directorate Cadre of the National Sports Commission, Presidents and Board Members of Sports Federations. Included also, are Commissioners and Directors of Sports in the 36 states of the Federation and the Federal Capital Territory. The entire population for the study was 385. In over five decades of sports administration in Nigeria, the general opinion of Nigerians is that the level of sports development is not commensurate to the resources being expended by the government of Nigeria in the sector. The work considered therefore the perception of stakeholders in sport about the frequent changes in the administrative structure, including leadership, amongst others, that militate against the development of sports in Nigeria. These factors were examined to establish those factors, perceived as constraints to the development of sports in Nigeria. The data collected for the work were statistically analyzed using descriptive statistics of mean and standard deviation (std) to test and analyze bio-data variables and to answer research questions; Inferential statistics of chi-square was used to test all stated hypotheses with a view to either accept or reject each null hypothesis. The level of significance was set at 0.05. The major findings from the study showed that frequent change of leadership, capacity building of staff, bureaucracy, Non implementation of sports policy, funding, inadequate modern sports facilities and equipment constrained the development of sports in Nigeria. The researcher recommended among others that there should be stability of leadership structure in Nigerian sports organizations to allow leaders to complete drawn up programmes. Staff should be regularly sent on training both within and outside the country to enhance their capacity building and situate them to deliver on their job schedules effectively. Unnecessary bureaucratic structures in the management of sports in Nigeria should be removed. The sports policy document should be implemented from start to its logical conclusion to pave way for maximum development of sports in all ramifications.

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OPERATIONAL DEFINITION OF TERMS

The following terms are operationally defined the way they are used in this study for clarity and to avoid ambiguity.

Sports Administration:

This is the process of implementing sports policy when managing a sports organization, it also includes planning, directing, co-ordinating, controlling, staffing, monitoring and evaluation of sports programmes, in order to achieve the goals and objectives of sports development in Nigeria.

Administrative Constraints:

These are hindrances to the effective running of sports programmes in Nigeria. They are factors, that limits sports organisations from achieving the goal of sports development.

Management staff of NSC

Staff of the National Sports Commission on Grade Level 15 and above. They include, Assistant Directors, Deputy Directors, Directors and the Director-General.

Sports Development:

Is the process whereby Nigerians are given the opportunities to take part in sports and physical activities for recreation, as well as putting structures in place to encourage the youths to develop their skills and achieve podium performance in their chosen sports.

Operators of the National Sports Commission

They are members of the National Council on Sports, which includes sports professionals working with the NSC and all the States Sports Councils of the Federations including FCT. It covers boards of National Sports Federations and States Sports associations.

Administrative process

Are series of actions taken that produce the expected result of sports development in Nigeria.

ABBREVIATIONS

- NSC - National Sports Commission
- SPRD - Sports Planning, Research & Documentation
- IOC - International Olympic Committee
- NAPHER-SD - Nigeria Association for Physical, Health Education, Recreation, Sports and Dance
- UNESCO - United Nations Educational Scientific and Cultural Organisation.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The global legal status for sport was created on the 4th of November, 1966 by United Nations Educational, Scientific and Cultural Organisation (UNESCO) through the declaration of the principles of International co-operation with the "Right to leisure and sport". This was followed by, UNESCO International Charter on Physical Education and sport which declared "the practice of sport as fundamental right". It was further adopted by the International Olympic Committee (IOC) in the fundamental principle No.8 of the IOC Charter, which confirmed the practice of sport as a human right (A.T Oduyale, K.Onyiliogwu&O.Oduyale, 2009).The involvement of the Federal Government of Nigeria in sport, however, dates back to 1962 with the establishment of the National Sports Council, which functioned under the Federal Ministry of Labour.

From 1962, the National Sports Commission (NSC) went into mergers and today, the NSC, as it is called now, has gone through series of changes in nomenclature and merged in different forms as stated below:-

- National Sports Council - 1962 – 1963
- Ministry of Labour - 1964 – 1975
- Ministry of Social Development, Youth and Sports - 1975 – 1979
- Ministry of Youth & Culture - 1979 – 1982
- Ministry of Youth, Sports & Culture - 1982 – 1990
- Ministry of Youth and Sports - 1990 – 1992

- National Sports Commission - 1992 – 1995
- Ministry of Youth and Sports - 1995 – 1999
- Ministry of Sports and Social Development - 1999 – 2007
- National Sports Commission - 2007 till date

Sport has permeated the Nigerian society just as it was in many other societies across the world. Media coverage of sports and sporting events has been substantial. Ojeme (2005), supported this view, when he pointed out that sport is a social phenomenon that has grown from its humble beginning of being an entertainment and recreation past time, to become visible and prominent business phenomenon that could no longer be ignored in the social, political and economic environment of any nation. The relevance and importance of sports make sports management the bedrock for sports development in virtually all nations. This is the aspect that is responsible for the smooth-running of various sports in terms of planning, organizing, directing and controlling all essential inputs in sports. Sports succeed or fail in direct proportion to the appropriate decisions and actions of those responsible for managing them, (Emiola,2000). Management however, involves the interaction between those who administer and those who participate in sporting process.

In comparing sports with other fields of human endeavours, Park house (1996) stated that sports and its administration is relatively new, being an offshoot of the older field called Physical Education. He further explained that sports management has expanded to include professional sports, facility management, event management and other areas thereby making its administration more complex. The federal republic of Nigeria Sports Development Policy (1989) defined sports development as "the process of continuous improvement of the sport structure,

institutions and programmes in order to create a societal condition conducive to physical fitness for all and the effective functioning and self-actualization. The sports development policy document under reference, categorized sports development under the following components; International sports, Indigenous sports, Stadia management, Institutional sports and Sports federations.

Sports development in Nigeria has witnessed a lot of metamorphosis from the Colonial period, pre-independence and independent era. However, until quite recently that emphasis is being laid on professionalism, those at the helm of affairs in sports development efforts in Nigeria had been non-professionals, which has had negative effect in the fortunes of sports development in Nigeria (Emiola, 2000). Besides, both the vision 2010 and 20-2020 committees identified some of the problems affecting sports development in Nigeria to include poor administration of sports at the various levels of government with frequent changes in the machinery and administrative structure of sport including the leadership and membership of the governing bodies. These to a large extent have often been viewed as administrative constraints in development of sports in Nigeria. Other key issues related to administrative constraints includeinadequatefunds, non implementation of sports policy, bureaucracy, lack of capacity building for staff on a sustainable basis, inadequate provision of facilities and equipment and lack of maintenance of the existing ones etc.This study therefore was carried out to establish the administrative constraints to the development of sports in Nigeria.

1.2 Statement of the Problem

The administration of any organization is a function that requires personal and professional preparations. Sport is a technical area that requires adequate preparation for those that manage it. A good sports manager istherefore expected tohave a thorough knowledge of

sports, professional attitude and commitment, in addition to traits like personality, intelligence, fairness, flexibility, integrity, honesty, and sincere interest in the management of sports. It is often difficult to find individual who could combine all the aforementioned traits though this is not impossible. In most government establishments in Nigeria, it is sometimes difficult if not impossible to have a chief executive officer stay on the job for more than an Olympic cycle because deliberate government policy may make such stay impossible. There are frequent changes of the leadership of the National Sports Commission, especially in the appointment of Ministers. From records available, it is on the average of two years, as in three decades, there have been more than fifteen Chief Executives that have superintended over the affairs of the Commission from 1962 to date. (Akinyemi, 2011).

In more than five decades of the existence of a National Sports Organization in Nigeria, operational modalities are not based on well defined and inclusive sports policy. The first policy enunciated in 1989 was never implemented, in 2009, the Federal Executive Council approved a new sports policy, which has never been referred to in the process of sports development in the country. This has often been said to probably account for the reason why performances of athletes at regional, continental and International competitions are haphazard and successes recorded cannot be sustained, because it is not based on well thought out trainingprogrammesand policy implementation (Adeyanju 2010, Akinyemi, 2012). Until recently, personnel to drive Sports Development processes was not subjected to training and retraining to keep them abreast of latest development in the field of Sports Administration. However, the few that personally struggle to improve themselves are usually not properly deployed, to show case knowledge acquired, as postings, to areas of work, is not merit driven but has political and tribal connotations (Akinyemi, 2012).

The committee set up to drive the sports sector document on vision 2010, gave recommendations and directions towards the development of sports in Nigeria. The contents of the entire document were never implemented. This gravitated to vision 20:2020, the sports thematic group of the vision, set some targets to be met in year 2010. The targets were;

a) To get to the quarterfinals of the football world cup held in South Africa. The Super Eagles was defeated and went out of the game at the preliminary level.

b) Nigeria was expected to be the first African Nation on the medal table of Commonwealth Games held in New Delhi, India, 2010. That did not happen because Nigeria was the third African nation on the medal table behind South Africa and Kenya.

c) Team Nigeria was postulated to win the All Africa Games held in Maputo, Mozambique. The team finished third as Nigeria could not play the politics, when the list of sports to feature at the games were decided,as weightlifting and wrestling, where Nigeria has competitive advantage were not featuredduring the Games.

d) Team Nigeria was mandated to win atleast five (5) Gold medals at the 2012 Olympics in London. The team came back without a medal. The President of the Federal Republic of Nigeria was infuriated and directed that a Presidential retreat be organized, to get to the root cause of the problem hindering podium performance of Team Nigeria at International competitions.

The Key Performance Indicator (KPI's) of the National Sports Commission is predicated on two major premises. These are:-

i. Increasing the profile of Nigeria in the comity of nations by winning medals at the continental and international competitions. It means that at every world competitions, Team Nigeria is expected to achieve podium performance.

ii. The second KPI is on mass participation in sports, which is to create awareness on the values of taking part in physical activities and sports to all citizens of Nigeria.

The National Sports Commission is perceived not to have been able to meet up with its mandate and has therefore not successfully driven her KPIs. The implementation of the recommendations of the 2012 Presidential Retreat is still a huge problem, as the High Performance System set up is bedeviled with administrative issues. At the moment, all the equipment purchased for the High Performance Centre has not been installed.

Nigerians, most especially elites (NAPHER-SD, Adeyanju 2010) have expressed theirdiscomfort with the level of development in the sport sector, given the human and capital resources available, as the performance at international level is not commensurate with resources expended. For instance, Nigeria was ranked number 61 in the Olympic Games of 2008, number 9th in the Commonwealth Games of 2010 and 3rd in the All Africa Games of 2011, without a medal at the 2012 Olympic Games, and 8th in the Commonwealth Games of 2014. The performance is not commensurate with the available human and material resources, in that team Nigeria performance level at various international competitions could not be taken as sign of

sports development, as a result of which failure and lack of progress in sports is often associated with the nature of sports administration in Nigeria (Akinyemi, 2012).

In an attempt to address the seemingly lack of progress in the sports sector, various committees were set up by the Nigerian Government. The Ogbemudia Report in 2001, on problems of sports in Nigeria chronicled the issues affecting the development of sports in all its ramifications. Reports from all the Sports Federations were studied and the recommendations amongst others were; early preparation of athletes for Regional, Continental and International competitions. The need to pay attention to the Grassroots Sports Development by way of Collaboration with the Ministry of Education both at States and Federal levels were stressed. NAPHER-SD Report in 2001, the National Committee on Problems of Sports in Nigeria took a detail look at various areas of sports development and recommended measures to be taken to revamp the sector.

The Technical Sub-Committee of Sports Experts in 2004 and the Omeruah Committee, of the same year on Report of Team Nigeria's Performance at the 2004 Athens Olympic Games amongst others recommended the following:-

a) Relocation of National Sports Federations to different parts of the countries i.e. States where they have special affinity and environmental factors, the idea was to situate sports federations closer to a place where there will be abundant natural talents in the sport.
b) Collaboration between Ministry of Education and the National Sports Commission to effectively drive school sports programmes,in-terms of provision of facilities/equipment.

c) Implementation of bilateral agreement on sports with other countries especially the ten (10) year Elite Athletes Training Program of the National Institute of Sports and the Australian Ministry of Sports.

d) Restructuring of the hitherto sports development department to:

   i) Sports Federations and Training Department.

   ii) Recreation Department to drive mass participation in sports; eg sports for all programme.

   iii) Application of sports science in the training of athletes for National, Regional and International Competitions.

   iv) Structured training and retraining of coaches and Sports Administrators to meet the demand of their offices in the 21st Century.

e) Failure to implement white paper reports and recommendations were seen as a demonstration of administrative constraints and waste of public fund. To stem the tide, a special team in the Office of the Secretary to Government of Nigeria was set up, to retrieve all reports and white papers with a view to drive implementation of recommendations as contained in the various Reports, nothing tangible came out of the exercise as the committee did not submit report of its proceedings to government.

f) The National Sports Summit of August, 2010, was convened to take a closer look at factors militating against development of sports in Nigeria. The summit recommended amongst others, theProfessionalisation of all administrative personnel and auxiliary service providers.

   i) Development of a clear grassroots strategy for all sports.

ii) Insufficiency of government funds to address all the needs of sports, it was observed that there have not, been clear funding strategy.

iii) Political will to concentrate on sports that Nigeria is capable of developing a competitive advantage over other countries was proffered too.

g) The Summit, 2010, brought to the fore the following challenges:-

i) Absence of long-term focus due to frequent changes in leadership.

ii) Weak and insufficient developmental support in the area of coaches

Administrative bottlenecks, in the maintenance of sports facilities.

The foregoing narration is a pointer to the fact, that the issues militating against the development of sports in Nigeria, have been discussed at several fora and reports of such discussions are available in the National Sports Commission. However, to the best of the knowledge of this researcher, there has not been any dedicated research to find out the administrative constraint in the development of sports in Nigeria in order to proffer solutions to such problems. It is not certain if the much talked about problems such as, frequent change of leadership, capacity building of staff, non-implementation of sports policy, bureaucracy, inadequate funding, provision of and inadequate facilities and equipment, are actually administrative constraintswhichdoaccount for the unsatisfactory level of sports development in Nigeria. Based on these and many more, this study was undertaken to find out from the operators of the National Sports Commission who are also the custodian of sports development in Nigeria, the administrative constraints to sports development in Nigeria.

1.3 Purpose of the Study

The purpose of this study was to find out the administrative constraints to the development of sports in Nigeria. The study was to specifically determine;

i. if frequent changes of leadership in sports organizations constitutes significant constraints to sports development in Nigeria.

ii. the extent to which lack of capacity building for staff is a constraint to development of sports in Nigeria.

iii. if administrative bureaucracy in sports organizations is a significant constraint to the development of sport in Nigeria.

iv. if the ineffective and non-implementation of Nigeria sports policy is a significant constraint to sports development in Nigeria.

v. if inadequate funding and administrative ineffectiveness in the management of fund allocated to sports is a significant constraint to sports development in Nigeria

vi. if inadequate provision of facilities and equipment are significant constraints to the development of sports in Nigeria

vii. if lack of transparency and accountability are significant constraints to sports development in Nigeria, and to proffer solutions to the problems identified.

1.4 Research Questions

This study set out to answer the following research questions:

1. Is frequent change of leadership a constraint to development of sports in Nigeria?
2. Is capacity building for staff a constraint to development of sports in Nigeria?
3. Is bureaucracy a constraint to the development of sports in Nigeria?
4. Is non-implementation of sports policy a constraint to sports development in Nigeria?
5. Is funding an administrative constraint to sports development in Nigeria?
6. Are provision of facilities/equipment constrained development of sports in Nigeria?

7. Is lack of transparency in financial management a constraint to sports development in Nigeria?

1.5 Basic Assumptions

For the purpose of this study the following assumptions are made:

1. Frequent change of leadership is the bane of sports development in Nigeria.
2. Sports development in Nigeria is not constrained by capacity building of staff.
3. Bureaucracy is a constraint to sports development in Nigeria.
4. Non-implementation of sports policy is a constraint to sports development in Nigeria.
5. Sports development in Nigeria is constrained by funding.
6. None provision of modern and adequate facilities/equipment is a constraint to the development of sports in Nigeria.
7. Lack of transparency and accountability is a constraint to development of sports in Nigeria.

1.6 Hypotheses

On the basis of the research questions raised for this study, the following hypotheses were postulated:

Major Hypothesis

Sports development in Nigeria is not significantly constrained by administrative process.

Sub-hypotheses

1. Frequent change of leadership is not a significant constraint to the development of sports in Nigeria.

2. Capacity building of staff is not a significant constraint to the development of sports in Nigeria.
3. Bureaucracy is not a significant constraint to sports development in Nigeria
4. Non-implementation of sports policy is not a significant constraint to the development of sports in Nigeria.
5. Funding is not a significant constraint to the development of sports in Nigeria.
6. Facilities and equipment are not significant constraints to the development of sports in Nigeria.
7. Transparency and accountability are not significant constraints to the development of sports in Nigeria.

1.7 Significance of the Study

This study is justified on the following basis:

- Its outcome may be of benefit to the Government in policy formulation and execution, especially in the areas of sports administration and development.
- It may be significant to athletes, coaches, researchers and students in sports management course as it may expand the frontiers of the discipline of sports administration in Nigerian institutions.
- It may provide awareness to the operators/stakeholders in the sports sector regarding the factors that may have been militating against sports development in Nigeria so as to enhance their strategic plan to sports development.

1.8 Delimitation

This study was delimited to those who had responsibility for sports development in Nigeria termed the operators. Specifically, it was delimited to the operations of the National

Sport Commission, National Sports Federations being the apex organizations in charge of sports in Nigeria and State Sports Councils. All the management staff of the National Sports Commission, the 35 Presidents and Board members of all the National Sports Federations as well as Commissioners and Directors of Sports in all the 36 states in Nigeria and the Federal Capital Territory, were the population for this study.

1.9 Limitation

This study is limited by the oath of secrecy in Civil Service. The Secretaries to the Federations could not give exact amount of grants from their International Bodies.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 Introduction

The purpose of this research work was to assess the perceived administrative constraints to the development of sports in Nigeria. In doing that related literature were consulted and reviewed under the following sub-headings:

2.1 Concept of sports

2.2 Concept of administration and sports administration in Nigeria

2.3 Sports organization in Nigeria

2.4 Sports development

2.5 Administrative pattern and function

2.6 Theory of constraints

2.7 Frequent change of leadership

2.8 Personnel structure and capacity building

2.9 Acquisition of knowledge

2.10 Bureaucracy

2.11 Policy implementation

2.12 Funding of sports

2.13 Facilities and equipment

2.14 Summary of review of related literature

2.1 Concept of sports

United Nations Educational, Scientific and Cultural Organisation (UNESCO) (2005) defined sport as "any physical activity which has the character of play and which involves a struggle with oneself or with others, or a confrontation with Natural Elements in a sport". If this activity involves competition it must be performed with a spirit of sportsmanship. Bucher (1997) explained that sports is a game or contest involving individuals and group of individual skills or physical powers on which money or reward is at stake and is also done for personal and natural love. He also stated that sport is important to the societies and that it is a medium that permeates every aspect of life. Thus physical educators are therefore interested in studying the influence of sports and the socio-cultural complex of the society.

Ajisafe (2005) stated that sports are such activities that grant amusement whether competitive or recreational, and it includes: hunting, fishing, mountaineering and a host of others. According to Ekpenyong (2008) sports is human activity that involves specific administrative organization and a historical background of rules and regulations, which define the objective and limit the pattern of human behaviour. It involves competition and a definite outcome primarily determined by physical skill. Onifade (2010) explained that sport is an essential tool for building strong individuals and vibrant communities, to enhance collective pride and identify the sense of belonging. It asserted that through sports in their respective communities, Canadians learnt to violate and to accept a sense of responsibility for a civil society.

Bucher (2004) said that sports if well structured provide a social environment whereby societal attitudes are shaped into a positive manner through social stimulus situation. He observed that sport is a veritable tool for enhancing social interaction and integration particularly

among the youths competing for laurels in various events. However Onifade(2010), noted that sport contributes to individual physical, social and character development with the power to be a major influence on marginalized and under-represented groups and individuals. It also develops self-esteem and helps to overcome personal and social challenges. Furthermore, Penman (1981) reported that adolescents develop maturely in strength, co-ordination and co-operation, when they participate frequently in sport. He maintained that, participation in sport and physical activity at all ages, increase resistance to such diseases as heart disease, cancer, diabetes, osteoporosis, arthritis, obesity and mental health disorders. An increased investment in sport means an increase in health quality and a decrease in health care costs. It then means that sports worldwide is now a cohesive force for building friendship among nations, building bridges of peaceful co-existence and a strong political and economic weapon for development.

According to Coakley, (2001) any institution that treats sports development with levity it is doing so at its peril because Sport has the potential to provide a cutting edge for an enclave for dropouts. Thus, Universities and Secondary School are expected to be the vanguard of molding sportsmen and women who can stand on their own intellectually in all spheres of life through proper sports administration. Consequently the sociologist of sports who works within a Marxist Lenninst ideology sees sports as a means to an end. For example, Larry (2006) affirms that the physical qualities of man were in the past, and were of this day, one of the fundamental conditions of material production. The starting point is the fact that physical culture and sports are a social process, which in a purposeful and systematic way makes their contribution to turn man into a creative producer of material and spiritual values.

However, it may well be that those who play, enjoy and take passionate interest in sports spend a limited amount of time thinking of its importance in cultural terms. The world of sports

for them is one of flesh and blood, sweat and tears, aches and pains, frustration and elation. It is in effect, real and not some illusionary pastime. The same can be said for Educationists, the National Sports Organizations, the Town Planners, the Mass Media and the vast numbers of spectators be they active followers or armchair sportsman. Sports permeate practically every facets of life, it affects Mass Communications, Economics, Business, Law, Art, Education and to an increasing amount, politics (Udo, 1999).Sports in some countries are therefore used as a vehicle to facilitate progress and achievement of the communist ideals. This of course is different from the western philosophy although both systems may be using sports as a means to an end. Certainly the military man would see sports as an employable adjunct to physical fitness, which in turn would presumably increase fighting efficiency. In the 19th (Nineteenth) century, the English middle classes saw sports as a legitimate means of character training; indeed, some might argue that various establishments still subscribe to this belief.

Mullin (2010) who wrote about sports in the soviet Union said that the analysis of a nation reveals the stuff of its social and value systems, and also about the other facts of political and economic life. Morton, of course was writing about a society that sees sports overtly as a political and economic vehicle. However, Mathew (2013) reviewing American sporting life, believed that Sports and games provide a touchstone for understanding how people live, work and think, and many also serve as a barometer of a nation's progress in civilization. The precise definition of what separates a sport from other leisure activities varies between sources, with no universally agreed definition. The closest to an international agreement on a definition is provided by SportAccord, which is the association for all the largest international sports federations (including football, track and field, cycling and tennis, equestrian sports federations and more), and is therefore the *de facto* representative of international sport.

Sport Accord uses the following criteria, in describing sport:

- have an element of competition
- in no way harmful to any living creature
- not rely on equipment provided by a single supplier (excluding proprietary games such as Chess) or
- not rely on any "luck" element specifically designed into the sport

Frost (2001), recognize that sport can be primarily physical (such as rugby or athletics), primarily mind (such as chess or go), predominantly motorised (such as Formula 1 or powerboating), primarily co-ordination (such as billiard sports), or primarily animal supported (such as equestrian sport), (Garret, 2006). There has, however, been an increase in the application of the term "sport" to a wider set of non-physical challenges such as electronic sports, especially due to the large scale of participation and organized competition, but these are not widely recognized by mainstream sports organizations. Sports therefore can be used as a vehicle to positively project the image of a country through achieving podium performance in international sports competitions, as well as helping to have vibrant and healthful individuals in the society.

2.2 Concept of Administration and Sports Administration in Nigeria

Administration is the methods and strategies adopted by individuals toward policy attainment (Hernandez, 2002) it involves the activities and processes adopted by a group of individuals towards the attainment of set objectives. Administration is a means to an end and not an end in itself, (Ikhioya, 2001). Administration can only take place if the following four elements are available

(i) Formal organization

(ii) Task to be performed

(iii) Workers to perform task

(iv) Leaders to show the way

Administration is both an academic discipline and a field of practice. Administration is a term that refers to the implementation of government policy and to an academic discipline that studies this implementation and that prepares civil servants for working in the public service, (Random House Unabridged Dictionary)

Sports Administration involves the manipulation of essential elements in an administrative environment for the purpose of ensuring efficiency and effectiveness in the running of a sporting organization so that a set policy could be achieved (Ikhioya, 2001). According to Ikhioya (2001) sports administration entails two main areas of emphasis, which are organizational and situational/event administration. He said that institutional/organizational administration involves administrative activities and processes geared towards ensuring successful policy outcome, while situational/event administration entails activities and processes geared toward ensuring the success of training and competitive field situations.Fasan(2004), described sports administration as the formulation of plans and programmes that serves as a guide in the execution of sports oriented activities. He also said, it is a process of planning, directing, managing, coordinating programmes, human, material and physical resources in sports organization for the purpose of accomplishing, the objectives of the organization through a collaborative effort.

The involvement of the Federal Government in sports Administration in Nigeria started in 1962 with the establishment of the National Sports Council, which functioned under the Federal Ministry of Labour. The promulgation of Decree 34 of 1971, created the National Sports

Commission, thereafter, the organization witnessed a lot of oscillation, between operating as a Ministry and as a Commission for over three decades. Up till now (2014) the bill to give legal backing to the National Sports Commission, has not been passed by the National Assembly. The bill is about professionalizing sports such that the institution can hire and fire as this will put a stop to administrative pool staff being posted to the National Sports Commission. NSC can strategically hire staff based on needs and in line with strengthening weak areas.

2.3 Sports organization in Nigeria

At the States level, sports are run through the States Sports Council. The States Sports Council supervises all the States sports Associations, all of which have their boards headed by a chairperson. At the local Government level, Sports, is driven, through the establishment of Sports Committees. The Sports Committees are expected to source for talent at a very tender age from the communities and nurture them to take part in the States Sports Competitions. Sports in Nigeria, according to Vision 20: 2020 document on sports thematic group, have been a veritable avenue for national cohesion and unity. It has also become a pervasive social phenomenon whose influence is felt in all facets of life. The establishment of missionary schools in pre-independence era assisted the introduction of sports in Nigeria. Although some of the sports and games were alien to Nigerian culture, it satisfied the common goal of bringing Nigerians together through sports competition. This outcome collaborated the fact that National unity can exist through sports participation. (Oduyale, 2009).

The National Sports Commission, created by the promulgated of Decree 34 of 1971, has the mandate of promoting physical fitness and well being of all Nigerian and develops sporting activities nationally to levels that are internationally competitive. In pursuance of this mandate,

the Commission's functions are, to regulate, promote, in cooperation with other sports bodies or sports groups, the physical fitness and general well-being of all persons in Nigeria; she is;-

a) To organize, or assist financially or otherwise, the participation in sports at national and international levels;
b) To train Nigerians to become sportsmen and instructors in sports;
c) To conduct and encourage research into all matters relating to sports;
d) To provide and maintain sports centres and facilities for the training of Nigerians as instructors and organizers of sports.
e) To ensure the participation of all sportsmen where required in National or International competitions; and
f) To coordinate and integrate effort to raise the standard of performance in sports throughout Nigeria. (NSC, 2008).

The National Sports Commission, also supervise the activities of thirty-five various Sports Federations. These Federations have their boards with Presidents and Secretaries.

The Federations are:-

i. Athletics Federation of Nigeria
ii. Badminton Federation of Nigeria
iii. Nigeria Basketball Federation
iv. Nigeria Boxing Federation
v. Nigeria Chess Federation
vi. Nigeria Cricket Federation
vii. Cycling Federation of Nigeria
viii. Darts Federation of Nigeria

ix. Deaf Sport Federation of Nigeria

x. Fives Federation of Nigeria

xi. Nigeria Football Association

xii. Nigeria Golf Federation

xiii. Gymnastics Federation of Nigeria

xiv. Handball Federation of Nigeria

xv. Nigeria Hockey Federation

xvi. Nigeria Judo Federation

xvii. Karate Federation of Nigeria

xviii. Nigeria Rowing Federation

xix. Nigeria Rugby Federation

xx. Nigeria Scrabble Federation

xxi. Nigeria Shooting Federation

xxii. Nigeria Squash Racket Federation

xxiii. Para-Powerlifting Federation of Nigeria

xxiv. Para-Soccer Federation of Nigeria

xxv. Wheel-Chair Tennis Federation of Nigeria

xxvi. Nigeria Swimming Federation

xxvii. Nigeria Table Tennis Federation

xxviii. Taekwondo Federation of Nigeria

xxix. Nigeria Tennis Federation

xxx. Traditional Sports Federation

xxxi. Weightlifting Federation of Nigeria

xxxii. Nigeria Wrestling Federation

xxxiii. Nigeria Volleyball Federation

xxxiv. Kung-Fu Federation

xxxv. Kick-Boxing Federation

Source: Sports Planning, Research &Documentation Directorate of NSC Abuja, 2013.

Two Parastatals, are currently under the supervision of the Commission.

They are:- a) National Institute of Sports and

b) Nigeria Football Federation.

National Institute for Sports (NIS) is responsible for training of Sports Administrators, Coaches and Sports Technicians, at certificate, Diploma and Higher Diploma levels.

Nigeria Football Federation, has a board and President, with a Secretary-General responsible for the general administration of the body. The NFF is responsible for the management of the game of Football in Nigeria. It also represents Nigeria at Continental and International Organizations. The Nigerian Football League is mandated to develop the country's league to an enviable International Standard, comparable to any league in the world. The organization is under the watchful eyes of NFF.

For the Commission to carry out her mandate effectively, it now has six Sports Zonal offices. Each Zone comprise of at least six States. The zones were created to effectively liaise with the States and other stakeholders within each zone and to effectively organize and manage inter and intra-zonal competitions among the states, schools and other institutions within each zone. The zones are as follows:-

South-West (Ibadan)	-	Oyo, Ogun, Lagos, Ekiti, Ondo, and Osun.
South-South (Benin)	-	Edo, Delta, Bayelsa, Rivers, Cross-Rivers and Akwa-Ibom

South-East (Enugu)	-	Enugu, Ebonyi, Anambra, Imo and Abia
North-East (Bauchi)	-	Bauchi, Gombe, Taraba, Yobe, Borno and Adamawa
North-Central (Jos)	-	Plateau, Nasarawa, Benue, FCT, Niger, Kwara AndKogi
North-West (Kaduna)	-	Kaduna, Katsina, Kano, Jigawa, Sokoto, Kebbi AndZamfara

2.4 Sports Development

Sports development can be described as the development of sports in itself or the use of sports and physical activities' opportunities for the development of society. The development of sport in any country depends largely on culture, societal values, economy/industrialization, Government policy, etc. Simply put sports development also could be viewed as the process of making sports, in all its ramifications, become larger, stronger, more impressive, successful, advanced and of course make it go through the required positive changes, in a very consistent manner, with the right structures and infrastructures in place (1989 Sports policy document).

India for instance has a tradition of sports and physical fitness. Political responsibility for sport in India is with the Ministry of Youth Affairs and Sports, which is headed by a cabinet Minister. In recognition of the importance of sports, Sports Authority of India (SAI), the field arm of the Ministry of sports, was established in pursuance of a Government resolution to effectively and optimally utilise various sports facilities and efficiently handle all matters pertaining to sports promotion and sports management. The programmes and activities of Sports Authority of India given are below:

(a)National Sports Talent Contest (NSTC) Started in 1985, this scheme attempts to identify talented school children in the age group of 9 to 12 years. Children are selected in 10 Olympic

disciplines, viz. Athletics, Basketball, Badminton, Boxing, Football, Gymnastics, Hockey, Table Tennis, Volleyball and Wrestling through a series of tests and contests held at various levels.

Following selection, these children are admitted in SAI adopted schools (of which there are 58 at present) where their board, lodging and tuition fees are met by SAI. SAI also provides coaches and special infrastructure facilities to these schools, along with recurring grants for maintenance and equipment.

(b) Special Area Games. This scheme, started in 1985, aims at identifying population groups and regions where natural talent and aptitude for a particular sport exists. The scheme involves a process of identification and survey of areas and regions, special competitions to assess potential, selection of promising young boys and girls and intensive training at SAG centres, where educational and vocational training facilities are also provided.

(c) Sports Projects Development Area (SPDA). This Scheme, started in 1988, aims at providing basic sports facilities at 78 locations throughout the country, where a comprehensive and integrated system of coaching and training is provided to talented young sportspersons in the age group of 9 to 14 years. This is aimed at providing in-house facilities to the talented youth in their own states. A maximum of three Olympic disciplines, in addition to one indigenous game, are offered for training. Three Olympic disciplines should generally include at least one of the three mother disciplines, i.e. athletics, gymnastics, swimming in each centre. Thirty out of 34 SPDA Centres have started functioning, with a total strength of 679 sportspersons.

(d) Sports Hostel Scheme. This Scheme was introduced to provide basic facilities in each State and National level Championships. All running costs, including equipment, training, etc. are

provided by SAI. Each hostel has a sanctioned strength of 50 boys and 30 girls. 18 hostels have so far been established with 895 children.

(e) National Coaching Scheme. The National Coaching Scheme, which was first introduced in 1955, is meant to encourage people to take up coaching. The Scheme, over the years has undergone numerous changes and is now a major source for meeting the requirement of coaches by various user agencies. At present, the total strength of coaches under the scheme is 1677.

(f) Sports Science Research Fellowship Scheme. The Sports Authority of India awards Sports Science Fellowships to research workers for carrying out research in sports science related areas such as sports physiology, sports injuries, sports bio mechanics and training methods. Under the Scheme, 5-10 fellowships are awarded every year. (sports.indiapress.org/develpoments.php)

Singapore pursues sport development as a means of nation building hence her sport development is strategically planned to change lives and promote national identity. The country aims high with a long-term strategy to develop sport at the grassroots level. Government recognises the role sport can play to impart social values and encourage social cohesion. The strategy is to encourage young people to get involved in sport at the grassroots level, hence young people are given more opportunities to play sport with a view to keep the youths in sport throughout the sporting ecosystem and to help drive future growth from the grassroots up.(www.sportanddev.org/en/connect/signup.cfm)

Sport England aims to ensure positive planning for sport, enabling the right facilities to be provided in the right places, based on robust and up-to-date assessments of need for all levels of sport and all sectors of the community. To achieve this, the objectives are to seek to protect sports facilities from loss as a result of redevelopment; to enhance existing facilities

through improving their quality, accessibility and management; and to provide new facilities that are fit for purpose to meet demands for participation now and in the future. Sport England promotes a planned approach to the provision of facilities and opportunities to participate in sport. The aim is to deliver sustainable development goals through:

- Recognising and taking full advantage of the unique role of sport and active recreation in contributing to a wide array of policy and community aspirations, including leisure, health and education.
- Using sport and recreation as a fundamental part of the planning and delivery of sustainable communities.
- The development of partnership working using sport and active recreation as a common interest. (https://www.sportengland.org/

In South Africa, sport is governed through Sport and Recreation South Africa (SRSA), which is the national government department responsible for sport. Aligned with its vision of creating an active and winning nation, its primary focuses are providing opportunities for all South Africans to participate in sport; managing the regulatory framework thereof, and providing funding for different codes of sport. SRSA is headed by a cabinet Minister.

Sports development in South Africa is focused on eradicating the distortion created by apartheid. There is therefore a big challenge of delivering sports development in South Africa's townships and creating opportunities for young people in the previously disadvantaged black communities. Transformation and Development have been the declared goals of sport in the new South Africa. Much has been made of “transforming” the composition of national teams so that they better represent the nation’s diverse population. (www.sportanddev.org/en/connect/signup.cfm)

In Nigeria, the Sports Policy (2009), stated that Sports development components include

a. International Sports
b. National Sports
c. State Sports
d. Local Government/Community Sports
e. Institutional Sports
f. Indigenous/Traditional Sports
g. Sports Associations/Federations
h. Youth Sports
i. Media and Sports Marketing
j. Sports goods manufacturing
k. Sports Facilities construction
l. Sports Science and Sports Medicine.

The National Sports Commission which is the apex body administering sports in Nigeria coordinate and regulate the effort of other agencies to ensure the above mentioned elements of sports development are successfully driven. At the States level, the Sports Councils scout for talents, train and prepare them to take part in intra and inter-state and National competitions, while at the local government level, sports is run at committee level. It is however, doubtful if this is the situation at the moment.

2.5 Administrative Patterns and Functions

Riordan &Krüger (2003) stated that the organisation and administration of sports in Scotland conforms broadly to the pattern elsewhere in the United Kingdom and that there are

four (4) major agencies supported by a variety of voluntary and professional bodies. The main Agencies are:

* The Central Government through the Minister of Sports;
* A sports council funded by Government but operating at arm's length from it;
* Governing bodies of Sports;
* Local Government.

The powers and influence of each Agency varies from time to time depending on the Government in power. There was little to distinguish the pattern of sports in Nigeria from what obtains in Scotland and England in the sense that Nigeria, being a former colony of UK tailored her pattern of sports administration in line with the practice in UK. Whereas sports in the UK is funded through the Government subvention, UK lottery and private organisations, in Nigeria according to the 2012 presidential retreat on sports, Sporting activities, especially national and international competitions, are almost one hundred percent funded by Government .

Houlihan (1997) observed that overriding themes of sports in America are class, social integration and commercialism. The commercialisation of sport in America is reflected in the scale of professional sports, the spread of commercial attitudes and values within college sport. This process was made prominent by the growth and powerful symbiotic relationship between television and sport.

Houlihan (2002) postulated that government support and involvement in sport administration are becoming increasingly uniform in terms of motive but that the same cannot be said of the administrative arrangement adopted by the countries. In Canada, USA and Australia for instance, provincial and state governments enjoy considerable autonomy in the area of sports and recreation, though they are strongly influenced by their central policy objectives.

Houlihan further stated that in Spain, sport is delegated to the largely autonomous Higher Sports Council (HSC) which is ultimately accountable to the ministry of culture. Whereas in Germany and Netherlands, the responsibility for sport is shared between government and non-governmental organisation (NGO) where the NGOs have considerable sources of finance independent of government. The differences between countries in pattern of sport administration are as a result of differences in administrative arrangement, socio-economic standard/values and contemporary cultural pattern. One thing that is common to all the countries is that Government get involved in sports either as a provider or a regulator.

Igbanugo, (1996) stated that recent development in administrative thought, makes it imperative for any field of human endeavour to look beyond its own experience to accumulating body of knowledge and theory about administration. These developments are in turn based uponbehaviours in organized groups, thus, the process of planning and organizing are essential in sports development programmes. The administrator who has varied repertoire of all possible tactics, techniques, procedure and theories of Management will be better prepared to deal with complex situations than an administrator who is not so equipped. In the view of Jeroh (2002) administrative pattern is that whatever the administrative choice, it should reflect the responsibilities which the administrator is faced with during the work- day. Reference points to these illustrations are as follows:-

a) There should be formulation, review and revision of organizations aims and objectives in the operation of policies and procedures for the organization.
b) There should be recruitment, appointment of staff and assignment of duties.
c) There should be program, planning and evaluation with the attendant timelines for programme implementation.

d) There should be budget, planning, approval of the highest authority to control expenditures and the search for additional funding to enable full execution of programs.

e) There should be planned maintenance and supervision of facilities to keep it up to date and functional.

f) There should be regular interface between staff of all the departments and units of the organization to clear grey areas to keep officers focus and work towards the achievement of the organizational goals.

With respect to administrative functions,Fayol (1989) recognized planning, organizing, staffing, directing, coordinating, reporting, budgeting and evaluation (POSCORBE), as key functions. Explanation of the above variables is a key to understanding how administrative constraints could influence or retard development of Sports in any nation, Nigeria inclusive. Planning is the first function of an administrator. It is seen as a formal process of setting objectives and determining the means of accomplishing the set objectives. Planning requires the analysis and understanding of the organization being planned for. It requires projecting, forecasting or speculating about the future. Effective planning therefore leads to good performance. Researchers (Igbanugo 1996; Luschen2009) have shown that success achieved in any sports development programme is as a result of good planning.

Organizing is the process of grouping activities among people, resources and systematically integrating the division into a unified system. Organizing is regarded as a social process which involves the following:-

i) Determination of activities needed to achieve organizational goal.

ii) Designing the organizational structure.

iii) Grouping work and activities among people.

iv) Assigning authority and responsibility to the workers.

v) Establishing relationship among people in the organization.

Staffing in an organization is a very crucial issue as human capital determines the success and failure of an organization. Ozigi (1988) emphasized the need for recruiting the right caliber of staff to ensure maximum productivity. Good policies, that can enhance staff promotion, staff development in terms of capacity building, training and retraining programs, ensures adequate staff welfare and it raises staff morale. Recruitment in itself is a continuous exercise as policies are reviewed from time to time, which will necessitate strategic personnel management that will produce required results. Staffing can never be "a one off" activity, as staff gets 'fired' retired or even die. Directing is a key function of the administrator, as subordinates needs to be adequately informed of their role and know what is expected of them. Personnel needs to be helped to improve their skills and a conducive environment have to be ensured to enable staff accomplish the organizational goals and objectives. Directing entails leading, communicating and motivating the staff to give their best in their assigned role. Coordination is the process of integrating organizational programs into unified whole.

According to Bucher (2004), A sport administrator should regularly meet his subordinate to make arrangements for unity of purpose so as to avert any obstacle in work coordination. Coordination is a significant key since all units and departments of an organization are interrelated and interdependent.

Reporting is about effective communication in an organization. Creating communication pathways that effectively inform all and sundry in the organization is one thing a sports administrator should take to heart. A sports administrator, should have good command of

English language, should be able to succinctly report on activities of the organization to the understanding of relevant audience.

According to Bucher (2004) budgeting is the expected total revenue and expenditure for each year. According to him there should be good and realistic line and expenditure control within the organization. The financial requirement in the organization of sports programme is so huge and of essence that any sports administration is expected to have a good accounting or financial systems to cater for the needs of the organization.

Ozigi (1998) viewed evaluation as the determination of areas in which an administrator is succeeding or failing, with the ultimate aim of improving quality and raising standard of performance. Evaluation should be carried out from time to time in an organization to determine whether programs lined up for execution are geared towards achievement of the organizational goals. However, Bucher (2004), emphasized that the sports administrator has the responsibility for utilizing scientific valid measurement and evaluation techniques to determine whether the objectives of the programs are being achieved. Arising from the detail, explanations and analysis of '**POSCORBE',** it is assumed that sports administrators in Nigeria performs their role superficially as effort is not geared towards ensuring strategic planning, strategic recruitment of staff to align with organizational goals. If these highlighted functions are properly carried out, it is expected that the resultant effect is that sports will develop from the grassroots and talents identified from the grassroots competition shall act as a feed, to the National team.

2.6 Theory of Constraints

Constraint is anything that limits a system from achieving higher performance versus its goal. It is a factor that limits the system from getting more of whatever it strives for. (Mathew,2013). The development of Theory of Constraints (TOC) is credited in the main to

Dr.Eliyahu M. Goldratt, an Israeli physicist who has turned his attention to the business world, through a large number of books, seminars and other media. (Synder and Spreitzer, 2003).

According to Goldratt, organizational performance is dictated by constraints. These are restrictions that prevent an organization from maximizing its performance and reaching its goals. Constraints can involve people, supplies, information, equipment, or even policies, and can be internal or external to an organization. The theory says that every system, no matter how well it performs, has at least one constraint that limits its performance – this is the system's "weakest link." The theory also says that a system can have only one constraint at a time, and that other areas of weakness are "non-constraints" until they become the weakest link. The theory is used, by identifying one's constraint and changing the way that one works, so that one can overcome it. The theory was originally used successfully in manufacturing, but today it can be used in a variety of situations. It is most useful with very important or frequently-used processes within the organization.

The theory challenges managers to rethink some of their fundamental assumptions about how to achieve the goals of their organizations, about what they consider productive actions, and about the real purpose of cost management. It focuses on understanding and managing the constraints that stand between an organization and the attainment of its goals. The result is optimization of the total system of resources.

As organizations and the financial practitioners who support them continue to learn which questions to ask, as well as which information best addresses these concerns, the need to add new models to the information toolkit grows. In line with the postulations of the Theory of Constraints and from the stakeholders perceptions of the problems of sports in Nigeria, coupled with the various reports on problems of sports in Nigeria, the focus should be, on understanding

and managing the constraints, with a view to providing solutions to those constraints militating against development of sports in Nigeria.

2.7 Frequent Change of Leadership

First and foremost, the reason for change of leadership in any organization is to acquire on the job training for the leadership when it is in-house movement. Secondly, it is to boost revenue generation for the government and thirdly, for the avoidance of the entrenchment of personal interest when people at the helm of affairs stay in a position for too long. These are the three main reasons why such change is considered necessary in any given set-up. However frequent changes are not in the best interest of any organization and at the end of the day, it is not an answer to improvement in revenue generation. Change of leadership is in general a devise towards ensuring a very proactive approach towards making new leadership very efficient in their areas of specialty. The organization therefore could decide to effect change to make sure some individuals are not staying in a particular position for too long, because some of the time when in a position, one becomes so known to the people that one will not do the work well, so the organization decides to make a change in order to bring new people for good service delivery. In that context there is nothing wrong with the changes, it is very good because change is one of the permanent things in life. Whoever is there at the head of a unit is there to serve the nation, and when they are changed frequently, it is to allay the fear of corruption because the tendency is that when one stay too long in a position, the person is bound to become corrupt by the processes; government therefore, could decide to effect a change so as to reduce corruption. Unfortunately, this is not often the situation because such change most of the time has not really solve the problem but aggravate it because when a system is corrupt, it is corrupt, no matter who heads the organization.

Although change in administration is for administrative efficiency, new leaders are prone to temptations of bribery and corruption and as have been said severally that over-familiarity in the terrain brings compromise and corruption, when a leader overstays in a particular position more than necessary, it brings about leakages by way of compromise. It should however, be recognized that one thing that is permanent in life is change. It is part of work routine that leaders after spending sometime at a particular place should be changed. There is nothing wrong with this, when people go to new places as new ideas are being encrypted. Changes are good but the period within which is done, the method employed and the politics involved are not encouraging and therefore could be counter-productive. In the National Sports Commission, Leadership of the Commission reign on average of two years, which is too frequent for crystallization of ideas. Chief Executives in Sports do not superintend long enough to enable them to create a sustainable and enduring system that can stand the test of time. The resultant effect is haphazard development of sports as every new leadership seek to create new ideas rather than building on the existing platform for Sports Development.

2.8 Personnel Structure and Capacity building

Personnel Structure is an employee's position in a company from the individual employee's view. The personnel structure can be considered from two perspectives:

- administrative perspective
- organizational perspective

According to Wikipedia (2013) the administrative personnel structure consists of the following elements:

- *Employee group*
- *Employee subgroup*

- *Payroll area*
- *Organizational key*

The extent of the distinction that one can make between employee groups and employee subgroups depends on one's evaluation and access protection requirements. The organizational key consists of a part of both the enterprise structure and the personnel structure. The elements employee group and employee subgroup could also be relevant in forming the organizational key.

The organizational personnel structure consists of the following elements:

- *Position*
- *Job*
- *Organizational unit*

The Personnel in the National Sports Commission is structured along Professional line in the five professional departments. The redeployment of pooled administrative cadre staff has stalled the development of Sports as every year administrative staffs are sent from the Federal Civil service to man the professional departments. These folks have little or no technical knowledge in Sports administration. They therefore grope in the dark without adding any value to the Sports system throughout their stay in the sector.

Capacity building, also referred to as capacity development, is a conceptual approach to development that focuses on understanding the obstacles that inhibit people, governments, international organizations and non-governmental organizations from realizing their developmental goals while enhancing the abilities that will allow them to achieve measurable and sustainable results.The term capacity building emerged in the lexicon of international development during the 1990s. Today, "capacity building" is included in the programmes of

most international organizations that work in development, the World Bank(World Bank), The United Nations(UN) and non-governmental organizations (NGOs) like Oxfam International. Wide usage of the term has resulted in controversy over its true meaning. Capacity building often refers to strengthening the skills, competencies and abilities of people in developing societies so they can overcome the causes of their exclusion and suffering. Organizations interpret capacity building in their own ways. For instance in the NSC capacity building is training and retraining of sports officers to align them with the latest skills in modern age sports development strategy. Fundraising, training centers, learning centers and consultants are all some forms of capacity building. To prevent international aid for development from becoming perpetual dependency, developing nations are adopting strategies provided by the organizations in the form of capacity building. The United Nations Development Programme (UNDP) was one of the forerunners in developing an understanding of community capacity building or development. Since the early 70s the UNDP offered guidance for its staff and governments on what was considered "institution building." In 1991, the term evolved to be "community capacity building." The UNDP defines capacity building as a long-term continual process of development that involves all stakeholders; including ministries, local authorities, non-governmental organizations, professionals, community members, academics and more. Capacity building uses a country's human, scientific, technological, organizational, and institutional and resource capabilities. The goal of capacity building is to tackle problems related to policy and methods of development, while considering the potential, limits and needs of the people of the country concerned. The UNDP outlines that capacity building takes place on an individual level, an institutional level and the societal level, (Teferra , 2010) .

- Individual level - Community capacity-building on an individual level requires the development of conditions that allow individual participants to build and enhance existing knowledge and skills. It also calls for the establishment of conditions that will allow individuals to engage in the "process of learning and adapting to change." (http://www.jwu.org/guide/english/start_en.htm).
- Institutional level - Community capacity building on an institutional level should involve aiding pre-existing institutions in developing countries. It should not involve creating new institutions, rather modernizing existing institutions and supporting them in forming sound policies, organizational structures, and effective methods of management and revenue control. (http://www.jwu.org/guide/english/start_en.htm).
- Societal level - Community capacity building at the societal level should support the establishment of a more "interactive public administration that learns equally from its actions and from feedback it receives from the population at large." Community capacity building must be used to develop public administrators that are responsive and accountable.(http://www.jwu.org/guide/english/start_en.htm).

Organizational capacity building - another form of capacity building that is focused on developing capacity within organizations like NGOs. It refers to the process of enhancing an organization's abilities to perform specific activities. An Organizational capacity building approach is used by NGOs to develop internally so they can better fulfill their defined mission, (Eade, 2007). Allan Kaplan, a leading NGO scholar argued that to be effective facilitators of capacity building in developing areas, NGOs must participate in organizational capacity building first. Steps to building organizational capacity include:

- Developing a conceptual framework

- Establishing an organizational attitude
- Developing a vision and strategy
- Developing an organizational structure
- Acquiring skills and resources (Teferra, 2010).

Kaplan argued that NGOs who focus on developing a conceptual framework, an organizational attitude, vision and strategy are more adept at being self-reflective and critical, two qualities that enable more effective capacity building, (Teferra, 2010). The situation in the National Sports Commission is pathetic as trained staff are not posted to area of expertise and so the organization is deprived of getting value for fund expended in capacity building activities.

2.9 Acquisition of Knowledge

According to Wikipedia (2013), there are different ways people have used to try to gain knowledge. Some of the several methods are listed below:-

1. By reason and logic (perhaps in cooperation with others, using logical argument).
2. By mathematical proof.
3. By the scientific method.
4. By the trial and error method.
5. By learning from experience.
6. By intuition (getting them from the subconscious).
7. By an argument from authority, which could be from religious, literary, political, philosophical or scientific authorities.
8. By listening to the testimony of witnesses.
9. By observing the world in its "natural state"; seeing how the world operates without performing any experiments.

10. By acquiring knowledge that is embedded in one's language, culture, or traditions.
11. By dialogical enquiry (conversation).
12. By some claimed form of enlightenment following a period of meditation. (For example, the Buddhist enlightenment known as bodhi)
13. By some claimed form of divine illumination, prayer or revelation from a divine agency.

Inferential knowledge is based on reasoning from facts or from other inferential knowledge such as a theory. Such knowledge may or may not be verifiable by observation or testing. The distinction between factual knowledge and inferential knowledge has been explored by the discipline of general semantics.

Situated knowledge

Situated knowledge is knowledge specific to a particular situation. Imagine two very similar games tennis and table tennis relying on knowledge from one side of an ecological boundary, after crossing to the other, may lead to starving rather than eating perfectly healthy food near at hand, or to poisoning oneself by mistake. Some methods of generating knowledge, such as trial and error, or learning from experience, tend to create highly situational knowledge. One of the main benefits of the scientific method is that the theories it generates are much less situational than knowledge gained by other methods. Situational knowledge is often embedded in language, culture, or traditions. Critics of cultural imperialism argue that the rise of a global monoculture causes a loss of local knowledge.

2.10 Bureaucracy

Bureaucracy according to Wikipedia (2013) is "a body of non-elective government officials" and/or "an administrative policy-making group. In modern day usage, bureaucracy refers to the administrative system governing any large institution. Hernandez, 2002, maintained

that, the word "bureaucracy" has developed negative connotations. Bureaucracies are criticized for their complexity, their inefficiency, and their inflexibility. (http://www.nber.org/).http://en.wikipedia.org/wiki/Bureaucracy - cite_note-10 The dehumanizing effects of excessive bureaucracy were a major theme in the work of Franz Kafka, and were central to his masterpiece *The Trial*. (http://www.jstor.org/discover/). The elimination of unnecessary bureaucracy is a key concept in modern managerial theory, and has been a central issue in numerous political campaigns. The German sociologist Max Weber argued that bureaucracy constitutes the most efficient and rational way in which human activity can be organized, and that systematic processes and organized hierarchies were necessary to maintain order, maximize efficiency and eliminate favoritism. But even Weber saw bureaucracy as a threat to individual freedom, in which the increasing bureaucratization of human life traps individuals in an "iron cage" of rule-based, rational control.

In Ancient China, the scholar Confucius established a complex system of rigorous procedures governing relationships in family, religion and politics. Confucius sought to construct an organized state free from corruption, (Jeffrey, 2012). In Imperial China, the bureaucratic government, was headed by a Chief Counselor, (Frederick W. (2003) and the positions were of a "graded civil service" and competitive exams were held to determine who held positions, (Kettle, (2009). The upper levels of the system held nine grades, and the officials wore distinctive clothing, (McKnight, (1983). The Confucian Classics codified a set of values held by the officials. By the early 19th century, bureaucratic forms of administration were firmly in place across continental Europe, North America and much of Asia. Thinkers like John Stuart Mill and Karl Marx began to theorize about the economic functions and power-structures of bureaucracy in contemporary life. Max Weber was the first to endorse bureaucracy as a necessary feature of

modernity, and by the late 19th century bureaucratic forms had begun their spread from government to other large-scale institutions.

The trend toward increased bureaucratization continued in the 20th century, and, in the modern era, practically all organized institutions rely on bureaucracy to organize tasks. They do this by processing and controlling records and information ("the files"), and administer complex systems of rules. It is not strange therefore that bureaucracy has become so rooted in the administrative practices of the NSC to the extent that now it is more of rule than exception with little or no regard to the limitations it may impose.

2.11 Policy Implementation

Policy Implementation is the stage of policy-making between the establishment of a policy and the consequences of the policy for the people whom it affects. Implementation involves translating the goals and objectives of a policy, to an operating and on-going programs. Policy implementation involves putting adopted policies into effect. According to Lowi, (2008), Successful implementation is dependent upon three elements.

1. First, policies must be passed down from the president or state and local government officials to the appropriate agency within the government bureaucracy. Thus, a policy designed to enforce traffic safety by cutting down on the number of drunk drivers would be passed down to law enforcement officials for implementation. When no existing agency has the capabilities to carry out a given policy, new agencies must be established and staffed.
2. The second element essential to effective policy implementation is clear interpretation. In other words, legislative intent must be translated into operating rules and guidelines. Too much ambiguity in this stage can lead to involvement by the judiciary that will force

legislators to clarify their ends and means for policy implementation. The judiciary may overrule the implementation of policies where legislative intent cannot be effectively translated into appropriate operating rules and guidelines.

3. The final element needed in effective policy implementation is also difficult to accomplish. The dedication of resources to implement the policy under the first element must be joined with coordination of the policy with ongoing operations. In other words, a new initiative or agency must not cause excessive competition or disagreement with existing initiatives or agencies.

In addition to the aforementioned elements, policy implementation can further be complicated when policies are passed down to agencies without a great deal of direction. Policy formulation is often the result of compromise and symbolic uses of politics. Therefore, implementation imposes a large amount of both discretion and confusion on agencies that administer policies. In addition, Jenkins,(2008), is of the view that,bureaucratic incompetence, ineptitude, and scandals may complicate the policy implementation process.

The above issues with policy implementation have led some scholars to conclude that new policy initiatives will either fail to get off the ground or will take considerable time to be enacted. The most surprising aspect of the policy process may be that policies are hardly implemented at all. Formal establishment to drive Sport development in Nigeria started in 1962. The first Sports policy was in 1989, Twenty-seven years after, and the policy was never implemented. Twenty years after, in 2009, the Federal Executive Council approved a National Sports Policy, six years into the enactment of the policy, analysis shows that major stakeholders are unaware of its existence. This is thought to be responsible for the stunted and unsustainable performances of our athletes, as it seems not to be based on well thought out plan.

2.12 Funding of Sports

Government and people worldwide tend to attain for themselves what the society values. In other words, societal values play a major role in arriving at a decision. When excellence in Sports for everyone has a high priority in the value of choice, people's political action will be taken in, in an effort to ensure that it is provided. In the same vein where Sports have low priority, it is likely to be neglected or inadequately catered for. Increase in the demand for both recreational and competitive sports have risen astronomically. In order to satisfy both demands, there is need for sufficient funds for those who need them. It does not necessarily mean that provision of money alone will ensure adequate programme of Sports. Both human and material resources need to be harnessed together to justify the means.

In this regard one will use for Sports, what Coon (1985), said about educational competition, according to which it is perhaps not fair to say that political leaders and the general public, almost everywhere, are somewhat schizophrenic on the subject of education. They have praise for the virtues of education. They rely heavily upon it, to help the new generations solve greater problems to which older generations have found no solutions. But when it comes to spending more money for education, their deeds fail to match their words.

In recent years, there has been global increase in the demands for more sporting facilities and this in turn necessitates for increase in more funds allocated for Sports in government budgets.Budget planning and preparations are more complex than many people realize. Budget planning, leads to all aspects of programme planning, because the budget must be designed to finance the programmes. In turn, the programme must be administered in accordance with the budget. The lack of modern equipment is largely because of inadequate funding. The cost of

sports equipment, which has sky-rocketed in recent years, affect the implementation of Sportsprogrammes.

The available funds for improving Sports facilities or building new ones in many instances are simply non-existent. Also the existing facilities are inadequate.

Funding of Sports vary from one country to another. Bennett et el. (1975) stated that most national governments provide direct financial subsidies or support for the sports programme in one way or the other. One common method is to give money to the various Sports Federations. France uses this method for track and field and gymnastics, but most of the team sports depend on gate takings. Government of Nigeria supplies funds through the National Sports Commission to the various Sports Federations. Japan provides money through the Ministry of Education, to the various competitive sports according to their needs at a particular point in time. The Ministry of Education and Art in Austria distributes money from the government for sport and school physical education.

Explaining further on the issue of funding, Simon (2006) maintains that in United States of America, Sport, is funded by both the Government and business organizations. The Universities in the United States own and operate huge Stadia for sports like American football, baseball and basketball. These huge Stadia are used for such competitions like National Basketball competitions, American Football league series, and the rest. Typical examples of such Universities are University of Michigan and University of California at Los Angeles, etc. The University of Michigan Sports Stadium, for example, can seat about 105,000 spectators (Simri, 1973), while the basketball hall can accommodates 18,000 fans. Bennett et al (1975) further, stated on the source of funding Sports, that a very important source of income for sports is the legalized betting pools or lotto on soccer. This is extremely popular and is used by

most of the countries of Western Europe and the former East Germany. The lotto is run by the government in every Country except in Great Britain, where pool, is operated by private companies and the government get a share. The basis for betting is usually the English professional football league competitions and the Football Association. Italy has perhaps the most elaborate and finest system for football betting, and it produces annually $100,000,000. Unlike most Countries, the profits from the pool are controlled by Sports groups and are used entirely for sports in Italy. Other sources of funds in some countries are various forms of gambling such as horse racing and dog racing.

Sports has serious functions to perform, namely, formation of a harmonious personality, socialisation and integration, political, mental and aesthetic education, health protection, development of people's physical capabilities, rational utilization of free time, promotion of international cultural contracts, peace and friendship among peoples. Ponomaryov, (1981) stated that physical culture and sport are an important means of communist education. When people engage in physical culture, they are also involved in ideological education, which finds its specific expression in the moral, mental, aesthetic and work education of all those involved in one form of physical recreational activity or the other. Such is the magnitude of emphasis on sport in the USSR. This country had a definite policy on sports and she had really shown the world her supremacy over others especially her arch rival, the USA, because of the system she adopted. The USSR voted enough funds to carry out her plans for physical culture. For example is 1959, 58 million, in 1964 64million, while in 1974, 7.6.billion rubles were spent on Sports and health. All theorganisations connected with sports, receive money from the State Budget to spend on sports and physical education. This expenditure was intended to cover the expenses that the physical culture and the sports committee bear, in maintaining their Councils, Institutions, in

making the international sports contracts and in conducting training sessions, competitions and mass sports activities in the country, Riordan, (1977). The Sports Committees were also given funds for the construction of sporting facilities under the auspices of the Committee on Physical Culture and Sports. Besides finance from the budget, the Sports Committee obtains capital from the profits of "Gtarsoirtoren", the Soviet Sports publishers, various commercial enterprises and other sources. The principal source of finance were:-

- The State Budget:- Resources were allocated to the Committees on Physical Culture and sport and to various Ministries and departments for financing work connected with sports.

For example, in 1986, 8,100million rubles (about N12,150,000,000) of the State budget were allocated to physical culture. This was subsequently increased to 8,400million rubles (about N27,900,000,000). P.19 (Sport V.USSR 1972).

(b) The State Social Insurance:- Part of the money collected from State Social Insurance was allocated to sports and Recreation. A typical example is for construction of public recreational grounds.

(c) Commercial Income:- Sports Committees, Societies, Clubs and higher institutions received income from renting out sports facilities, lending and selling equipment.

(d) Income from Sports Tournaments and Displays:- Committees and Sports Organisations conducted a number of sports, for which admission fee were charged.

(e) Lotteries:- One of the means by which sports raised money was by running special lotteries.

Government's direct involvement in Sports Administration in the socialist world might be one of the reasons why they had been doing well in all international competitions, they take part in, like the Olympics. While writing in the 'Analyst' on Seoul '88 under the caption of "Triumph

of Amateur", Triumph of Socialism, Mohammed (year) stated that right from the beginning, it was obvious to all that the real competition that year would be more between the socialist nations than otherwise. For in the first three days, the medal table showed the Soviet Union being followed by the East Germans, who were in turn closely followed by the Bulgarians. In the Socialist Countries, Sport was an integral part of everyday life. The sport facilities were free and open to everybody. In the same vein, Seppanen (1988) said that until the 1968 Games in Mexico City, the hegemony in sports was held by the United States and its allies, although quite narrowly. But, since the 1972 Munich Games, the dominance has gone over to the Soviet Union and the Warsaw Pact Countries, so much that the President of the German Democratic Republic (GDR) Olympic Committee, Manfred Ewald, commented at the conclusion of the Montreal Games in 1976 that, "For the first time, the athletes of Socialist Countries have gained absolute ascendency in the unofficial points' and medals' table" (Childs 1978). As a matter of fact, the Warsaw Pact Countries, headed by the Soviet Union, won about 56 percent of all the gold medals, and Socialist Countries as a whole won 60 percent of the total.

Bennett et el (1975) stated that:- in the Federal Republic of Germany, the States and Local Governments provide fund for Sports and the amount contributed for Sports facilities in 1972 amounted to 456 million dollars. According to Bennett et el (1975), Germany spent l00 million dollars just to refurbish nine Stadia, in preparation for the World Cup Football Tournament in 1974, which were used for the final matches in 1974. The local government gave the sum of $350,000.00 to its professional soccer team from the City of Dortmund in order to save it from ban. The local aid given to sport around the world, is unquestionably enormous, but exact figures are unavailable.

The Government of Uganda is responsible for the financing of Sports including the University Sports. Sources for funding the Sports Council include gate-takings, donations from Companies and individuals, special aid from philanthropists, and endowment funds. But the most reliable source of funding is budgetary appropriation.

According to Venkateswarlu (1985) funding of Sports Services in Nigeria has been on adhoc basis. Whenever the government is in financial crises, it goes out for contributions from the public to organise sports. The N100 million Sports Appeal Fund in the past is a good illustrative example. The appeal fund was launched in all the States capitals, including Abuja, the capital territory. Sports administration in Nigeria then was under the Ministry of Youth, Sports and Culture, so the yearly allocation to that Ministry was divided among the three sections of the Ministry. The Sports section used to go cap in hand for donations to execute its plans. The Decree of 1971 Section 12 states that:

(1) "Funds and resources of the Commission shall consist of

a) such funds as may from time to time be provided by the Federal Military Government.

b) such funds as may be collected or received by the Commission from other sources either in the execution of its functions or in respect of any property vested in the Commission and

c) interests that may accrue to the Commission from investments made by virtue of this Decree,

2) No funds shall be raised internationally by the Commission without the approval of the Government".(FGN, 1971). Bennett et al (1975) stated that Sports receive support from business and industry in a number of countries, both Communist and non-Communist. In

the former, it was done as a way of increasing the economic productivity of the workers. In the latter countries, it is more a form of advertising and commercial promotion. Japanese business contributes up to 2 billion dollars a year to sports programmes. Other countries, where "business plays an active role are, West Germany, Austria, Canada, the United States, Brazil and Nigeria. However, it should be brought to light here that how funds are spent is more important than how much fund has been raised. If the amount of fund spent on sports determines athletic achievement, Nigeria should be far superior to Ethiopia, Kenya, Tanzania and Uganda. But these countries have gained more international acclaim for their achievement especially in athletics. These countries post results because they concentrate only on those Sports they have competitive advantage over others. In Nigeria, this is not so, as political considerations determine the number of Sports the country competes in, in International competitions. The game of Table-Tennis did not have to be listed for London 2012 Olympic Games, considering their World ranking and past performances in the Olympic Games.Budget proposal of the NSC and amount actually released in 2012 will succinctly drive home the point. The sum of ₦6,894,932,345.00 was proposed in 2012 being an Olympic year. The 'envelop' given to the Commission was ₦3,991,067,662.00.

Olympic 2012 Funding Comparison

Reliable information from a well documented literature has shown that for the Athens 2004 Olympics, Great Britain injected £70 Million Pounds (₦18.2b) in the four (4) years prior to the Games and won 30 Medals, Nine of which were Gold. For the 2008 Beijing Games the British Government allocated a whooping sum of £75 Million Pounds (₦19.5b) in direct financial support. A total of 311 athletes (168 Male 143 Female)

participated in 20 Sports and garnered 47 Medals, 19 Gold, 13 Silver, 15 Bronze. The British Government jacked up its budget for athletes' preparation and participation for the 2012 Olympics at the end of the Games, they posted 29 Gold, 17 Silver and 19 Bronze a total of 65 Medals. Funding, therefore is often regarded as a very vital aspect of sports development, as availability of funds ensures implementation of sports programmes.

2.13 Facilities/Equipment

The provision of modern and adequate facilities depends very much on funding of sports. Without adequate funding, the provision of adequate and modern facilities will be a dream and the hopes and aspirations of winning laurels at international level will only be a wish. Athletic achievements, undoubtedly depends to a large extent on the provision of facilities. It is estimated that about 150,000 sport facilities are to be found in Japan as at 1970 and for the size of Japan, which is made up of Small Island, this is no mean achievement. In the world today, there are more than two dozen Stadia, which can hold more than 100,000 spectators. Brazil has nine such Stadia, which is regarded as the greatest number. The United States is the second with five Stadia of such capacity. Japan also has some Stadia with that capacity, while South Korea, the venue for the 24th Olympiad in 1988, can boast of a stadium which hosted the finals of athletics and football with that capacity. The 100,000 capacity Stadium was built at a cost of 46,000,000 pounds (N345,000,000). The biggest sports Stadium in the world, is the Maracana Stadium in Rio-de-Janeiro. This gargantuan facility was built for the 1950 World Cup Soccer Championships and its official capacity is 180,000 spectators. Other large Stadia in the former Communist countries are the Red Star Stadium in Belgrade, Yugoslavia (115,000) and the Nep (People's) Stadium in Budapest (150,000). One interesting thing about the former East Germany, with population of 1/3 that of West Germany is that there are many Stadia holding

more than (35,000) as that of West Germany. This can be easily attributed to the importance of priority often given to physical culture by the Communist countries. In the Communist bloc, Stadia are multipurpose, they are not restricted only to one event as it is in Western Europe. 'The world's largest multi-sport complex is undoubtedly the central Lenin Stadium in Moscow. In addition to the huge Stadium on the 464 acre area, there is a 50 meter swimming pool for 10,000 spectators, a 20,000 capacity Stadium for basketball, volleyball, and handball, seven soccer fields, 30 tennis courts, a ski jump, two archery fields and numerous out-door basketball and volleyball courts.

The big Stadia are not restricted to the major sporting countries of the world. The developing countries have also borrowed a clue and construction of big Stadia has been started in the third world countries. Nigeria at present has 9 Stadia, which can seat more than 35,000 spectators each, the largest being the National Stadium, Lagos, opened in 1973 for the All Africa Games held in Lagos. It has a capacity for 60,000 spectators. With a population of over 160 million, certainly Nigeria is grossly lacking in Sports facilities compared to a country like East Germany with a population of only 9-10 million but with numerous sports facilities. In Japan, sports facilities are provided by national, public and private bodies and are available for public use. These facilities are maintained regularly. The national survey conducted on sports facilities reveals that there are 218,700 sports facilities in the country in 1980 (Bennett et al, 1975).

Saudi Arabia has also joined the rank and file of Nations with modern and adequate sports facilities. The four Stadia used for the Junior World Cup Competition in March, 1989, have been certified satisfactory to hold the World Cup Football Competition for the Jules Rimet Cup. This assertion, was made by the Brazilian President of FIFA, Joan Havelanga, during the World

Youth Soccer Competition in Saudi Arabia. The four Stadia used are equipped with the latest equipment and each with a capacity of more than 60,000 spectators (Bennett et al 1975). Seoul, in South Korea, was the venue for the 24th Olympiad. The South Korean Government spent billions of dollars towards staging the biggest Olympic Games ever, as at that time.

Minn (1978) stated that some people have claimed that too much money has been spent on building new Stadia, facilities and athletic villages and new airport terminals and “Olympic" highways, but government officials insist the money is well spent. The Seoul Olympics it was believed, would serve as a spring-board to show South Korea as an advanced nation, in the same way that the 1961 Tokyo Games heralded Japan's arrival on the world stage. The main Stadia used for football and athletics final was named the Olympic Stadium, which was built at a cost of 46,000,000 pounds (about 345 million naira). It was officially opened in September,1984 after seven years of work. It seats 69,841 spectators and has a total capacity of 100,000. The other Stadia used for the Olympics can seat more than 60,000 spectators, equipped with sophisticated communication gadgets (Bennett et al 1975).

Construction and maintenance of sporting facilities involve a huge sum of money. Hence there is the need for both government and private organizations to pull their resources together for the construction and maintenance of facilities.

In Nigeria, the major sporting facilities are constructed and maintained by the government and this has not augured well for sports development in the country. Venkateswarlu (1982) statedthat, "a number of reasons can be attributed to this state of affairs. First of all, in view of the developmental stage of Nigeria, sports cannot be its top priority, when compared to agriculture, education and health. Therefore, the government cannot take complete responsibility for sports. Secondly, sport for a long time was purely a voluntary activity, so, the determination

and dedication of the government to promote sports, cannot be achieved unless it receives the co-operation of equally determined and devoted people who are stakeholders in sports. Such co-operation can be guaranteed only when these people are directly involved in the organisation of sports.

At a Seminar organized by the Centre for Social and Economic Research of Ahmadu Bello University, Zaria, Nigeria Venkateswarlu (1989) said that in the present situation of economic crisis, the government cannot bear such responsibility and therefore the organisational structure of sports should be modified to suit the present realities of the nation. This is specially so in view of the fact that performance progress in any human endeavor, primarily depends on organisational efficiency and effectiveness. In this vein, Venkateswarlu suggested a neo-corporatist organisational structure for sports in Nigeria. In this type of set up or structure, the relationship between sport and State appears to be relatively stable compared to the field of economics.

The likelihood of high achievements is increased by the provision of facilities. In 1984 Los Angeles Olympics, South Korea was ranked tenth in the sporting world. When Seoul was officially selected as the venue for the 24th Olympiad on September 30th, 1981, at a meeting of the International Olympic Committee in Baden-Baden, West Germany, the Seoul Olympic Organizing Committee went into action. A total of 34 competition venues were constructed or brought up to required standard. The facilities enjoyed a fine reputation for their versatility, and ample seating capacity. A total of 72 training sites were built, while the Stadia were a mammoth electric scoreboards as well as state-of-the-art equipment for timing, broadcasting and lighting. With these modern facilities, which serve as motivation, Korea improved her ranking on the medal table. At the conclusion of the 24th Olympiad, she collected a total of 33 medals, 12 gold,

10 silver and 11 bronze, placing fourth after USA (Patrick 1988). If a certain activity is highly valued as an instrument in the goals and plans of society, it greatly benefits from special attention and care, which was the story of South Korea.

The exodus from Nigeria of potential athletes is an indicator of societal value and dearth of training facilities. Athletes are lured to overseas because the society over there places great value on sports. There is plenty of evidence, especially from Socialist Countries, supporting this kind of assumption. Sappanen, (1984) supported this idea when he said that:-

> "The spotting of talents, special sports schools, professional training, and the extensive use of science in improving achievements, illustrate how seriously the use of human potentials in top level Sport is taken. Though building facilities and training talents may contribute to Sport achievements, they do not account for people's willingness to devote themselves to hard training and more or less ascetic striving for those achievements, which are difficult to reach. In the background there must always be very high personal motivation".

The remarkable achievement of the former Socialist block in international sports has been the focus of sports commentators all over the world. But why is personal involvement, as recent sport achievements clearly suggest, more characteristic of socialist than of capitalist countries? What made the members of socialist societies strive after and also reach achievements requiring extra-ordinary personal motivation ascetic effort and devotion? Caltung(1985) states that there is puritan tendency and a close linkage to general Christian morality, often a certain boy/girl scoutism in the communist youth organizations which steers activity. Although Galtung's notion may include something which is important, for understanding socialist achievements, a more detailed analysis of achievements only supports it to a limited extent, even though the Marxian guiding principle of "From everybody according to the capacity" is apparently more binding in an ethical respect than its western equivalence given by Christ,

"Let your light shine before men, that they see your good works", it is obvious that the high degree of devotion evident in Sports achievement is specific rather than general characteristic of socialist world. When examining other activities, such as work, entrepreneurship or economic activities in general or even literature, the achievements suggest that the outstanding results are less characteristic of socialist countries than market economy countries of the West. In other words, there is no question of common superiority of one or other type of society, but rather different direction of achieving potential. The idealization of progress and achievements is highly characteristic of both socialist and market economy societies, but the emphasis placed on different types of activities varies to a large extent.

2.14 Summary of review of related literature

The contribution of the various researchers as well as their opinion and views regarding administration of sports constitute the literature review. The evolvement of sports and sports administration,, as well as the benefits of sports to an individual, society and country were reviewed. The concept of sport administration highlighted the key elements required for effective sports administration. Sports development as defined by various researchers was presented and the pattern of sport administration in different countries including Nigeria was compared. The effect of the frequent changes of the leadership of sport administration in Nigeria was reviewed as well as the personnel structure of an organisation. This section also contains several ways people have used to acquire knowledge in other to be more effective and efficient. The chapter also dwelt on the policy implementation, funding of sport and the role of adequate facilities and equipment in the effectiveness of sport administration.

The achieving spirit in sports is primarily based on the idea of progress. The present pursuit of those achievements is more or less closely linked to the struggle of the big powers and

power blocs for political hegemony in the world. Simultaneously, with the growing dominance of the blocs of super powers, especially of the former Soviet Union and its allies, the role of smaller countries and the third World as a whole has become less important. A continuously growing proportion of participating countries are no longer able to win medals in the Olympic Games and other major international sporting events. Nigeria story on Sports Facilities and maintenance is pathetic as recently the Federal Government returned three stadia back to the States Government where they are situated to run. (NSC, 2013). The Meeting of National Council of Sports held in Ilorin, Kwara State, April 2013 vehemently kicked against the action but Federal Government did not bulge.

Maintenance budget to the National Sports Commission can best be described as ridiculous. The National Sports Commission, designed a plan, to build Mini Sports Centres, in each senatorial Zone of the country, the concept, was usurped by the politicians as "constituency project" which is yet to yield the expected result (NSC 2010). In view of the foregoing, availability of modern facilities is a major factor that dictates the level of sports development in any society.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter deals with the methods used in carrying out the study. Specifically, it is concerned with the research design, population, sample and sampling techniques. It also describes the instrument used for data collection and its validation procedures. Similarly, the chapter deals with the procedure for data collection and the statistical tools used for the data analysis.

3.2 Research design

The Expo facto research design method was used for the study. The rational for choosing this method is based on the fact that descriptive survey research enables the collection of detailed factual information, which describes existing phenomena; it also helps to identify problems or justify current conditions and practices and to make comparison and evaluation. (Scott 1989)

3.3 Population

The population for this study comprised the staff of the National Sports Commission especially those in the directorate cadre, presidents and board members of thenational sports federations. Also included were the commissioners and directors of sports in the thirty-six states in Nigeria and the Federal Capital Territory. The entire population was 507.

3.4 Sample and sampling techniques

The breakdown of the population was as follows:- 48 directorate cadre staff of the National sports commission, 385 presidents and board members of the national sports federations and 74

commissioners and directors of the states sports councils in the 36 states and the federal capital territory. The sample size of 385 was selected for the study, using Krejcie and Morgan table. To allow for proper representation of all the groups in the population, stratified random sampling technique was used to select approximately ¾ of the population. The choice of stratified random sampling technique was to ensure proper representation of each of the homogenous subgroups in the sample (Owie, 1997). To achieve this, the list of all the members of the subgroups were obtained from the department of sports planning, research and documentation of the National Sports Commission, serial numbers were assigned to each of the sub groups and every second even numbers on the list were eliminated to bring the total sample size to 385, 76%, of the population.

3.5 Instrumentation

The major instrument that was used in this study was a set of questionnaire. A questionnaire was used to solicit information from respondents on their perception of administrative constraints to Sports Development in Nigeria. The questionnaire was divided into two parts, A and B. Part A is divided into five parts, all on demographic variables. Part B was further divided into seven (7) sections, each section addressed variables of interest like frequent change of leadership, capacity building program, bureaucracy, and implementation of sports policy. Other variables covered in the questionnaire included funding, provision of facilities and equipment and transparency and accountability. Each of the section has 6 questions drawn on Likert Scale format that addressed each variable of interest.

3.5.1 Validation of the instrument

The instrument for this study was validated at two levels. First, it was vetted by the supervisors of the researcher and second by specialists drawn from the fields of Physical Education, Sports Management and Statistics. Through this process, the quality of the instrument was enhanced as their comments and suggestions were used to improve the quality of the instrument thereby giving it the required validity.

3.6 Procedure for data collection

The researcher produced a total of 385 copies of the questionnaire administered to the subjects sampled for the study. The administration of questionnaire was done directly to the respondents by the researcher. In doing this the researcher reached out to the sampled subjects in their respective places of work within the Commission and the Sports Federations. The researcher met the States Directors of Sports and the States' Commissioners of Sports during Council on Sports meeting, while opportunity of the monthly meeting of the Sports Federations was used to reach out to both the Presidents and members of the various Sports Federations.

3.7 Statistical techniques

The data collected in this study were subjected to inferential statistics using package from the Statistical Package for Social Sciences (SPSS). Specifically, Chi-square statistics was used to test the hypotheses, while, descriptive statistics of frequencies, mean and standard deviation was used for the analysis of both the demographic variables as well as answering research questions. All hypotheses were tested for acceptance or otherwise at 0.05 level of tolerance.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.0 Introduction.

This chapter presents the data analysis including its discussion of results. The data was gotten from the various operators of the National Sports Commission. The analysis of the data collected was done using Statistical Package for the Social Sciences (SPSS) 17th Edition. The first section of this chapter presents the frequency and percentages of the demographic variables. The second section, present the answers to research questions using item frequency, mean and standard deviations. The cumulative mean is compared with a decision mean of 3.500 to assess the level of perception. The third section concentrated on the solutions to the research question while the fourth section deals with the test of the study's hypotheses followed with a discussion of the findings from the tests.

4.1 Presentation of bio data.

A total of 385 respondents from the National Sports Commission, State Sports Councils and Sports Federations were selected for the study. Their demographic variables selected include gender, age, marital status, educational qualification, occupation as well as position in the establishment. The selected variables are classified in frequencies and percentages in Table 4.1. The discussions of the percentages are accompanied with graphical illustrations.

Table 4.1 Classification of the respondents by their bio-data

Variable	Variable options	Frequency	Percent
Age	20 - 24 years	31	8.0
	25 - 29 years	15	4.0
	30 - 34 years	46	12.0
	35 - 39 years	166	43.0
	40 years and above	127	33.0
	Total	385	**100**
Gender	Male	266	69.0
	Female	119	31.0
	Total	385	**100**
Place of work	National Sports Commission	37	9.5
	State Sports Councils	28	7.3
	Sports Federations	320	83.2
	Total	385	**100**
Designation	Commissioners, States and FCT	28	7.3
	Director General	1	0.2
	Directorate cadre staff in NSC	38	9.8
	Director State Sports Councils/FCT	28	7.3
	Presidents Sports Federations	27	6.9
	Secretaries Sports Federations	27	6.9
	Board members of Sports Federations	238	61.7
	Total	385	**100**
Years of working experience	1-5 years.	30	7.7
	6-10 years.	55	14.2
	11-15 years.	104	27.0
	16-20 years	197	51.1
	Total	385	**100**

The percentage distribution of the respondents age ranges are indicated in Figure 1.

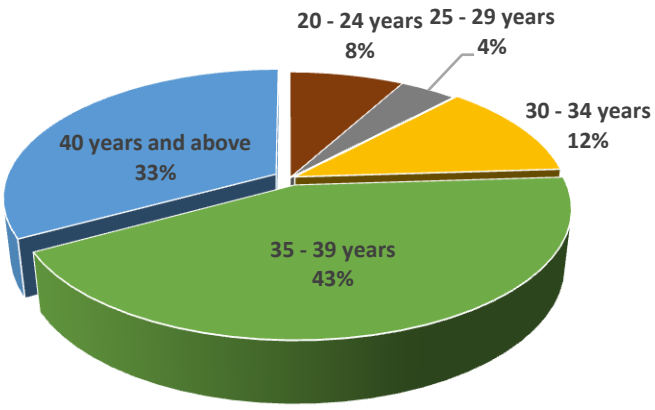


Fig.1: Percentage classification of the respondents by their age ranges

The table and the chart showed that 31(8.0%) of the respondents were within the age range of below 25years while 15 (4.0%) were between 25 and 29years. Respondents within the age range of 30 and 34years were 46(12.0%) while 166 (43.0%) were between 35 and 39years. But 127 or 33.0% of the respondents were above 39years. The ages clearly shows that the respondents were within the ranges where they could be rely on for valid information on the administrative constraints to the development of sports in Nigeria. The percentage classification of the respondents by sex is shown in Figure 2:

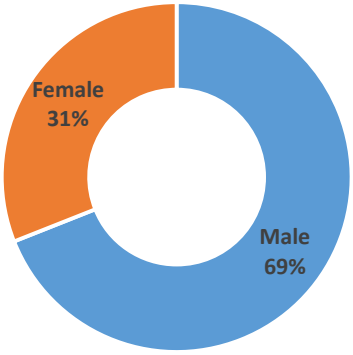


Fig. 2: Percentage classification of the respondents by sex

Table 4.1 and Figure .2 revealed that 266(69.0%) of the respondents were male while 119(31.0%) were female. This would imply that the opinions of male and female were relatively represented in the study. The percentage classification of the respondents by their respective place of work is presented in Figure 3.

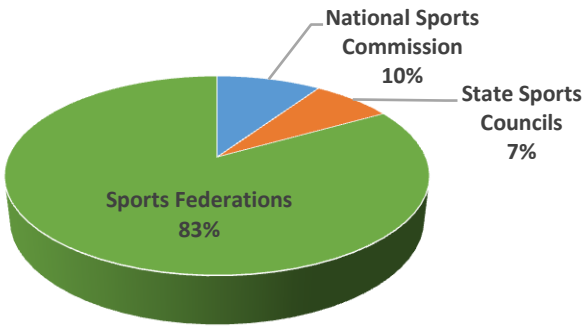


Fig. 3: Percentage classifications of the respondents by their places of work

The table and the chart revealed that 37 or 9.5% of the respondents were from the National Sports Commission 28 (7.3%) were from State sport councils while 320(83.2%) were from the Sports Federations. This would imply that representation of opinions was taken from the different sports bodies and presented in relation to the investigated variables in the study. The percentage representation of the respondents by their designations is presented in Figure 4.

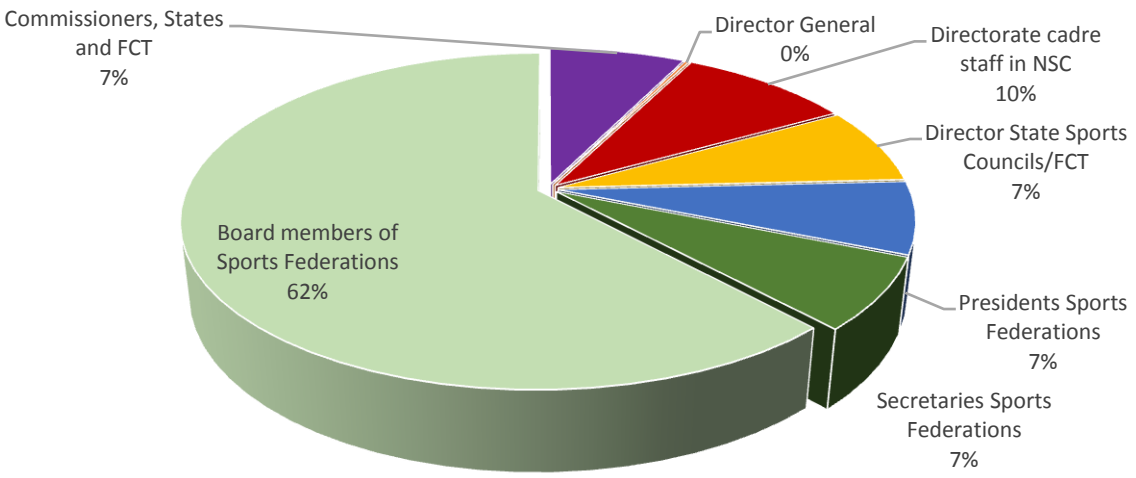


Fig. 4: Classification of the respondents by their designations

The table revealed that only one Director General was represented in the study and this accounted for only 0.2% of the total respondents. Respondents of state commissioners of sports cadre were 28(7.3%), Those of the Directorate cadre staff in the National Sports Commission (NSC) were 38(9.8) and those from the Directorate of State Sports Councils and the Federal Capital Territory (FCT) were 28(7.3%). From the office of the Presidents of Sports Federations and Secretaries Sports Federations were 27(6.9%) each respectively while the remaining 238 (61.7%) were from different Board members of their respective Sports Federations. The distribution clearly shows a fair representation of the different sports organizations in the study. The percentages of years of experience of the respondents in sport administration are graphically illustrated in Figure 5.

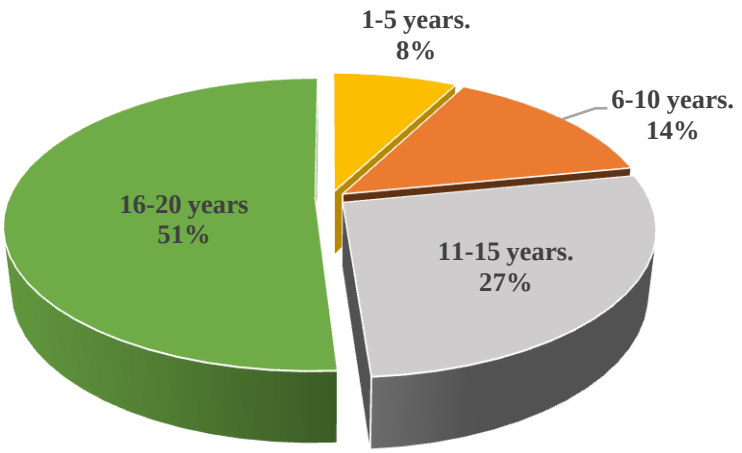


Fig. 5: Percentage representation of the respondents by their years of working experience

The table and the chart showed that only 30(7.7%) of the respondents have below 6years of working experience in sports administration among the total. Respondents who have between 6 and 10years of working experience were 55 (14.2%) while 104(27.0%0 have between 11 and 15years of experience in sport administration. Of the total, 197(51.1%) have above 15years of experience on the job. These years of experience would give the respondents enough knowledge on the administrative constraints to the development of sports in Nigeria.

4.2 Responsesto the Research Questions

The research question formulated to aid the investigation into the perceived administrative constraints to the development of sports in Nigeria are analyzed in this section with mean scores for the respective items and aggregate mean for the investigated variables. The frequency scores and percentages for the items are presented in Appendix II. For the research questions only means and standard deviations were used. Decision on each of the variables is based on score of 3.50which indicate that the respondents were in agreement with the notion suggested in the item cum variable. The research questions are:

Research Question 1: Is frequent change of leadership a constraint to development of sports in Nigeria?The perceived effects of frequent changes in leadership and attendant effect on the sports organization in terms of sports development was assessed in terms of planning, personnel selection and other roles of leadership in the sports organization. The opinions of the respondents on the items used for this assessment are scored in mean and standard deviation in Table 4.2.1. The decision on the variable is based on the aggregate mean score.

Table 4.2.1: Mean score of the respondents on frequent change of leadership as a constraint to development of sports in Nigeria

Sn	Change Of Leadership And The Development Of Sports	Mean	S. D.
1	Frequent changes in the leadership of the sporting organization is responsible for the down turn in sports development in Nigeria	3.90	1.077
2	Frequent changes in leadership distorts planning process in sports organizations in Nigeria	3.73	1.261
3	Frequent changes of leadership is responsible for poor performance by athletes	3.25	1.473
4	The politics involved in the selection of persons to sports leadership position hinders sports development in Nigeria	3.72	1.408
5	Frequent changes of leadership is responsible for non-continuation of sports development plans in Nigeria	3.72	1.097
6	Frequent changes of leadership is responsible for inconsistent sports development in Nigeria	4.18	0.956
	Aggregate Mean score	3.75	1.212

Decision mean = 3.50

The mean score of 3.75 for the aggregate opinion of the respondents in the table clearly shows that they were of the view that frequent change of leadership is a major constraint to the development of sports in Nigeria. The respondents were of the view that such frequent changes leads to distortions in the planning process of the sports organizations due to the resultant inconsistency in policy implementation and selection of athletes which culminates in poor

performances. Therefore the respondents agreed that frequent change of leadership is a constraint to development of sports in the country.

Research Question 2: Is capacity building of staff a constraint to development of sports in Nigeria? Capacity building programme of staff assessed here included, induction training programs for newly employed sports personnel, refresher courses organized for personnel of sports organizations, sustainable and consistent training programs for staff of sports organizations and performance evaluation among others. The opinions of the respondents on the selected items are scored in means and standard deviation in Table 4.2.2.

Table 4.2.2: Mean score of the respondents on capacity building of staff as a constraint to development of sports in Nigeria

Sn	Capacity Building Programme For Staff In Sports Organizations Influence Sports Development	Mean	S. D.
1	None induction training programs for newly employed sports personnel is a constraint to sports development in Nigeria	3.26	1.417
2	Number of refresher courses organized for personnel of sports organizations is a constraint to sports development in Nigeria	3.69	1.418
3	None exposure of staff to continuous training and retraining workshop and seminars hinders their efficiency in the discharge of their duties	3.81	1.655
4	The number of sustainable and consistent training programs for staff of sports organizations hinders sports development in Nigeria	3.87	1.468
5	None existence of on the job training program in sport organizations is a constraint to sports development in Nigeria	3.34	1.413
6	Lack of performance evaluation tools in the Civil Service is a constraint to sports development in Nigeria	3.48	1.339
	Aggregate Mean score	3.58	1.452

Decision mean =3.50

The table above revealed the respondents' views, concerning the perception of capacity building for staff as a constraint to development of sports in Nigeria. This is clearly demonstrated in the table with an aggregate mean score of 3.58. This view is associated with the perceived non exposure of staff to continuous training and retraining workshops and seminars which the respondents were of the opinion could hinders their efficiency in the discharge of their duties.

This would imply that the respondents agreed that none capacity building of staff is a constraint to development of sports.

Research Question 3: Is bureaucracy a constraint to the development of sports in Nigeria? The perceived impact of bureaucracy on the development of sport was assessed on the basis of bottle necks in administrative procedures that hinders quick decision making on sports matters and its attendant effects on the sports development. The opinion of the respondents on the mean score for the item used in the assessment are shown in Table 4.2.3.

Table 4.2.3: Mean scores of the respondents on bureaucracy as a constraint to the development of sports in Nigeria

Sn	Bureaucracy And Development Of Sports	Mean	S. D.
1	None Performance of athletes at international competitions is as a result of bottle necks in administrative procedures that hinders quick decision making on sports matters	3.92	1.262
2	Bureaucracy reduces expected outcomes in sports organizations in Nigeria	3.96	1.504
3	Bureaucracy slows down the pace of work in sports organizations in Nigeria	3.10	1.625
4	Bureaucracy debars quick decision making process in sport organizations in Nigeria	3.63	1.275
5	Bureaucracy is a constraint to implementation of sport development plans in Nigeria	3.92	1.155
6	Bureaucracy in sports organizations in Nigeria is a constraint to sports development efforts	4.05	1.083
	Aggregate Mean score	3.76	1.317

Decision mean =3.50

From the aggregate mean score of 3.76 in the table, it would be concluded that the respondents agreed that bureaucracy is a major constraint to sports development in the country. This is perceived to be attributable to the lack of prompt action and decision affecting policy implementation because of the bottle necks in administrative procedures involved in the sports organization. This process slows down the pace of work in sports organizations and reduces

expected outcomes or performances of the sports organization. Thus bureaucracy is seen by the respondents as a major constraint to the development of sports in Nigeria.

Research Question 4: Is Non-implementation of sports policy a constraint to sports development in Nigeria? The impact of the policy implementation as a constraint to the development of sports here took into consideration the involvement of major stakeholders in such policy formulation as well as the execution and consistency of the respective organization with such policy to ensure continuous growth. In Table 4.2.4, the mean score of the respondents on the extent to which they perceived the implementation of policy to constitute possible constraint to sport development in the country are scored in mean and standard deviations.

Table 4.2.4: Mean scores of the respondents on non-implementation of sports policy as a constraint to sports development in Nigeria

Sn	Implementation Of Sports Policy and Sports Development	Mean	S. D.
1	None involvement of major stakeholders in formulating the sport policy is a constraint to sports development in Nigeria	3.78	1.375
2	Continuity in the leadership of sports organizations enhances sports policy implementation in Nigeria	3.33	1.746
3	Major stakeholders in sports administration in Nigeria are not involved in the implementation of the sports policy	3.90	1.241
4	Non usage of the policy document as a guide in running sports, is a constraint to sports development in Nigeria	3.66	1.337
5	There is non-existence of well-thought-of, policy document for sports development in Nigeria	3.94	1.296
6	Non implementation of sports policy hinders sports development in Nigeria.	3.62	1.265
	Aggregate Mean score	3.71	1.377

Decision mean =3.50

With an aggregate mean score of 3.71 for the table, the respondents could be said to have agreed that non-implementation of sport policies constituted major constraints to sports development in Nigeria. This arise from the non involvement of major stakeholders in policy formulation which is perceived to result in lack of continuity with the implementation of such policies by successive leadership of the sports organizations and lack of relevance of some policies due to inadequate

consultancy with the implementers in the organization. In all, the respondents were completely in agreement that the non-implementation of sports policy is a constraint to sports development.

Research Question 5: Is funding an administrative constraint to the development of sports in Nigeria? The extent to which availability of funds is perceived to be a constraint in terms of how available funds hinders or enhances athletes and general management of the activities relating to organizations. The opinions of the respondents on the items used in the assessment are tabulated in means and standard deviation in Table 4.2.5.

Table 4.2.5: Respondents' mean scores on funding as an administrative constraint to the development of sports in Nigeria

Sn	Funding And Development of Sports	Mean	S. D.
1	Non availability of funds to drive planned programs is a constraint to sports development in Nigeria	4.06	1.230
2	Inability to maximize the use of available funds hinders sports development in Nigeria	4.02	0.974
3	Untimely release of funds approved for sports programs is responsible for the state of sports development in Nigeria	3.71	1.532
4	The system of sports fund releases, which is based on approved annual budget does not augur well for long preparation of athletes, for international competitions	3.85	1.203
5	Low percentage of fund from the private sector hinders sports development in Nigeria	3.72	1.312
6	Sports lottery funds do not make an impact on the implementation of sports program in Nigeria	3.68	1.391
	Aggregate Mean score	3.84	1.274

Decision mean =3.50

The aggregate mean score of 3.84 in the table is a clear demonstration that the respondents generally agreed that funding could be a major constraint to sport development in the country. The opinion arise from the perception that non availability of funds could derail planned programs of the sports organization. In line with this opinion is the lack of effective management of such fund which could equate to lack of fund which all constitute limitation to material

acquisition and human resource development. The respondents could therefore be said to have agreed that funding is an administrative constraint to the development of sports in Nigeria.

Research Question 6: Is provision of facilities/equipment a constraintto development of sports in Nigeria? The perceived impact of facilities and equipment provision as a possible constraint to the development of sports is assessed here in terms of the quality and their adequacy, the maintenance culture and the effectiveness of their utilization in the sports organization towards sports development. The opinions of the respondents on the items used for the assessment are scored in means and standard deviations in Table 4.2.6.

Table 4.2.6: Mean scores of the respondents on provision of facilities/equipment as a constraint to development of sports in Nigeria.

Sn	Provision Of Facilities/Equipment And Development Of Sports	Mean	S. D.
1	The quality and quantity of available sports facilities hinders sports development in Nigeria	3.63	1.450
2	Poor maintenance culture hinders the state of existing sport facilities	3.69	1.429
3	Sub-standard sports facilities is responsible for poor performance of athletes in Nigeria	3.55	1.508
4	Sports facilities/equipment utilized by Nigerian athletes is responsible for their level of performance at competitions	3.54	1.382
5	Availability of sports facilities/equipment at appropriate time hinders sports development in Nigeria	3.62	1.568
6	High performance sports programs are hindered by the provision of facilities/equipment in Nigeria.	3.72	1.505
	Aggregate Mean score	3.63	1.474

Decision mean =3.50

The aggregate mean score (3.63) of the respondents on the provision of facilities and equipment as a constraint to development indicated in the table showed that most of them were of the opinion that it could be a major constraint. The perceived associated effect of such provision is its impact on the effectiveness of utilizing them by athletes for enhanced performance. The respondents therefore were of the view that provision of facilities and equipment along with

effective maintenance culture could be a positive boost to development in sport but the reverse could thus be a major constraints.

Research Question 7: Lack of transparency/accountability in financial management a constraint to development of sports in Nigeria? Transparency and accountability are major factors in management which are perceived to have major impact on the progress or otherwise of any organization. The extent to which these factor are seen as possible constraint to the development of sports in Nigeria are assessed with a number of items in Table 4.2.7 on which the respondents expressed their rating in means and standard deviations.

Table 4.2.7: Respondents mean rating of lack of transparency and accountability in financial management as a constraint to sports development in Nigeria

Sn	Transparency/Accountability As It Constraint Sports Development	Mean	S. D
1	Lack of transparency and accountability hinders government release of funds for sports development	3.73	1.413
2	Lack of transparency/accountability prevents sponsorship of sports in Nigeria	3.56	1.330
3	Transparency in the selection of athletes influences sports development in Nigeria	3.89	1.133
4	Lack of transparency and accountability makes implementation of sports program difficult in Nigeria	3.66	1.391
5	Lack of transparency in the selection of coaches is a constraint to sports development in Nigeria	3.43	1.400
6	Lack of transparency/accountability in the running of sports federations hinders the development of sports in Nigeria	3.32	1.414
	Aggregate Mean score	3.60	1.347

Decision mean = 3.50

The respondents could be said to have generally agreed that lack of transparency and accountability in the running of sports organizations could to a large extent determine the progress achieved. This is indicated with an aggregate mean score of 3.60 in the table. The attendant effect of this is perceived to be associated with reluctance by respective government agencies to release funds for sports activities by the organization, inability of such organization

to attract sponsorship by other organizations and the general management of human and materials resources of the organization. Thus lack of transparency and accountability is perceived to be a major constraint to sports development in Nigeria.

4.3 Testing of Hypotheses:

The seven null hypotheses were tested in line with the research objective and questions of the study in order to provide statistical significance to the solutions proffered. The hypotheses were as follows:

Hypothesis One: Change of leadership is not a significant constraint to development of sports in Nigeria

This hypothesis was tested with the actual frequency scores of the respondents on the six items used in the assessment of the frequent changes of leadership in sports organizations as a possible significant constraint to development of sports in Nigeria assessed in Table 4.2.1. The actual frequencies and their corresponding percentages for the respective items are presented in Appendix II. The result of the chi-square procedure used is summarized in Table 4.3.1. In the table the expected count are tabulated below the observed frequencies.

Table 4.3.1: Chi-square test on frequent changes of leadership as a constraint to development of sports in Nigeria

Items	SA	A	U	D	SD	Total
1	92	242	4	14	33	385
	105.5	198.0	3.17	36.67	41.67	
2	123	157	3	81	21	385
	105.5	198.0	3.17	36.67	41.67	
3	65	189	2	36	93	385
	105.5	198.0	3.17	36.67	41.67	
4	130	166	7	17	65	385
	105.5	198.0	3.17	36.67	41.67	
5	77	222	3	67	16	385
	105.5	198.0	3.17	36.67	41.67	
6	146	212	0	5	22	385
	105.5	198.0	3.17	36.67	41.67	
Total	633	1188	19	220	250	2310
Chi-Square =329.409, DF = 20, P-value = 0.000						
(Critical value = 31.41)						

From the observed chi-square of 329.409 in the table the respondents agreed that frequent change of leadership in sport organization is a significant constraint to development of sports in Nigeria. The observed probability level of significant for the test is 0.000 ($P < 0.05$). With this observations, there is enough evidence to reject the null hypothesis that frequent changes of leadership in sports organization is not a significant constraint to development of sports in Nigeria. The result revealed that frequent changes in Leadership is a significant constraint to the development of sports in Nigeria.

Hypothesis Two: Capacity building of staff is not a significant constraint to development of sports in Nigeria

To test this hypothesis the observed frequency counts for the respondents' ratings of the capacity building of staff as a significant constraint to development of sports were subjected to chi-square procedure. A summary of the test is presented in Table 4.3.2. In the table, the expected counts are printed below the observed counts.

Table 4.3.2: Chi-square test on perceived capacity building of staff as a significant constraint to development of sports in Nigeria

Items	SA	A	U	D	SD	Total
1	73	164	5	77	66	385
	131.67	135.17	1.67	55.83	60.67	
2	158	104	2	88	33	385
	131.67	135.17	1.67	55.83	60.67	
3	229	43	0	36	77	385
	131.67	135.17	1.67	55.83	60.67	
4	204	74	1	65	41	385
	131.67	135.17	1.67	55.83	60.67	
5	66	197	2	43	77	385
	131.67	135.17	1.67	55.83	60.67	
6	60	229	0	26	70	385
	131.67	135.17	1.67	55.83	60.67	
Total	790	811	10	335	364	2310
Chi-Square =506.234, DF = 20, P-value = 0.000						
(Critical value = 31.41)						

The result of the test as summarized in the table reveal that the respondent agreed that capacity building of staff is a significant constraint to development of sports in Nigeria. This is indicated by an observed chi-square value of 506.234, a value higher than the critical value of 31.41 at the same 20 Degree of Freedom (DF) and the observed level of significance for the test , 0.000 and it is lower than the fixed level of 0.05 ($P < 0.05$). With these observations, there is sufficient evidence to reject the null hypothesis. Therefore, the null hypothesis that capacity building of staff is not a significant constraint to development of sports in Nigeria thus rejected.

Hypothesis Three: Bureaucracy is not a significant constraint to development of sports in Nigeria.

This hypothesis tested the ratings of the respondents on bureaucracy is as a significant constraint to development of sports. The hypothesis was tested with the chi-square procedure and the result of the test is summarized in Table 4.3.3. In the table, the expected counts are printed below the observed frequencies.

Table 4.3.3: Chi-square test on perceived bureaucracy as a significant constraint to development of sports in Nigeria

Items	SA	A	U	D	SD	Total
1	159	144	1	55	26	385
	131.17	169.0	3.83	24.33	56.67	
2	217	83	1	21	63	385
	131.17	169.0	3.83	24.33	56.67	
3	77	162	3	8	135	385
	131.17	169.0	3.83	24.33	56.67	
4	75	223	15	12	60	385
	131.17	169.0	3.83	24.33	56.67	
5	128	188	3	42	24	385
	131.17	169.0	3.83	24.33	56.67	
6	131	214	0	8	32	385
	131.17	169.0	3.83	24.33	56.67	
Total	787	1014	23	146	340	2310
Chi-Square =464.07, DF = 20, P-value = 0.000						
(Critical value = 31.41)						

The observed chi-square value of 464.07 is higher than the critical value (31.41) at the 20 Degree of Freedom (DF) and the probability level of significance obtained in the test is 0.000 ($P < 0.05$). These are clear indications that the respondents were in agreement that bureaucracy is a significant constraint to development of sports in Nigeria. With this observations, there is no enough evidence to reject the null hypothesis. Therefore the null hypothesis that bureaucracy is not a significant constraint to development of sports in Nigeria is thus rejected.

Hypothesis Four: Non-implementation of sports policy is not a constraint to development of sports in Nigeria

This hypothesis was conducted by subjecting the rated frequency counts on the perceived non-implementation of sports policy as a constraint to development of sports in Nigeria. The hypothesis was tested with the Chi-square procedure. A summary of the test is presented in Table 4.3.4. In the table, the expected counts are printed below the observed counts.

Table 4.3.4: Chi-square test on the ratednon-implementation of sports policy as a constraint to development of sports in Nigeria

Items	SA	A	U	D	SD	Total
1	127	184	1	8	65	385
	127.67	165.33	2.0	30.17	59.83	
2	162	68	4	36	115	385
	127.67	165.33	2.0	30.17	59.83	
3	130	191	2	19	43	385
	127.67	165.33	2.0	30.17	59.83	
4	109	179	2	47	48	385
	127.67	165.33	2.0	30.17	59.83	
5	164	144	2	39	36	385
	127.67	165.33	2.0	30.17	59.83	
6	74	226	1	32	52	385
	127.67	165.33	2.0	30.17	59.83	
Total	766	992	12	181	359	2310
Chi-Square =239.991, DF = 20, P-value = 0.000						
(Critical value = 31.41)						

The result revealed that the respondents were in agreement that the non-implementation of sports policy is a significant constraint to development of sports in Nigeria. This is indicated with an observed chi-square value of 239.991 as against the critical value of 31.41 at the same 20 degree of freedom. The observed level of significance for the test is 0.00 ($P < 0.05$). Therefore the null hypothesis that non-implementation of sports policy is not a significant constraint to development of sports in Nigeria is thus rejected.

Hypothesis Five: Funding is not a significant constraint to the development of sports in Nigeria

The perception of the respondents on if funding constitute a constraints to sports development in Nigeria. To test this hypothesis the observed frequency counts for the respondents' ratings of the extent funding constituted constraint to development of sports were subjected to chi-square procedure. A summary of the test is presented in Table 4.3.5. In the table, the expected counts are printed below the observed counts.

Table 4.3.5: Chi-square test on the ratedfundingas a constraint to development of sports in Nigeria

Items	SA	A	U	D	SD	Total
1	175	153	0	21	36	385
	138.17	165.5	2.67	39.17	39.5	
2	118	214	2	43	8	385
	138.17	165.5	2.67	39.17	39.5	
3	180	85	7	54	59	385
	138.17	165.5	2.67	39.17	39.5	
4	113	204	2	29	37	385
	138.17	165.5	2.67	39.17	39.5	
5	123	164	3	58	37	385
	138.17	165.5	2.67	39.17	39.5	
6	120	173	2	30	60	385
	138.17	165.5	2.67	39.17	39.5	
Total	829	993	16	235	237	2310
Chi-Square =182.211, DF = 20, P-value = 0.000						
(Critical value = 31.41)						

The result ofthe test as indicated in Table 4.2.5showed that the respondents were of the agreement that funding is a significant constraint to the development of sports in Nigeria. This is deduced from the observed chi-square value of 182.211 compared to the critical value of 31.41 at the 20 degree of freedom (DF). The observed significant level for the test is 0.000 ($P < 0.05$). Therefore the null hypothesis that funding is not a significant constraint to the development of sports in Nigeriaisthus rejected.

Hypothesis Six: Provision of facilities/equipment are not significant constraint to development of sports in Nigeria

The perception of the respondents, on the provision of facilities and equipment, as significant constraint, to development of sports in Nigeria. The hypothesis was tested with the chi-square procedure and the result of the test is summarized in Table 4.3.6. In the table, the expected counts are printed below the observed frequencies.

Table 4.3.6: Chi-square test on the ratedprovision of facilities and equipment as significant constraint to development of sports in Nigeria

Items	SA	A	U	D	SD	Total
1	130	150	0	43	62	385
	136.17	140.5	1.33	41.83	65.17	
2	143	137	1	52	52	385
	136.17	140.5	1.33	41.83	65.17	
3	128	142	2	39	74	385
	136.17	140.5	1.33	41.83	65.17	
4	115	142	2	87	39	385
	136.17	140.5	1.33	41.83	65.17	
5	157	116	2	30	80	385
	136.17	140.5	1.33	41.83	65.17	
6	144	156	1	0	84	385
	136.17	140.5	1.33	41.83	65.17	
Total	817	843	8	251	391	2310
Chi-Square =137.263, DF = 20, P-value = 0.000						
(Critical value = 31.41)						

The result ofthe test revealed that that respondents agreed that the provision of facilities and equipment are significant constraint to development of sports in Nigeria. This is indicated with an observed chi-square of 137.263 at 20 degree of freedom (DF) and a probability level of significance of 0.000 ($P < 0.05$) obtained in the test. With this observations, there is sufficient evidence to reject the null hypothesis that provision of facilities and equipment are not significant constraints to development of sports in Nigeria. The test revealed that the provisions could be a major constraint to sports development in the country.

Hypothesis Seven: Lack of transparency and accountability in financial management is not a constraint to development of sports in Nigeria

The extent to which, lack of transparency and accountability in financial management in sports organization constituted constraints to development of sports in Nigeria. The summary of the chi-square test used in the test is presented in Table 4.3.7.

Table 4.3.7: Chi-square test on the ratedlack of transparency and accountability in financial management as constraints to development of sports in Nigeria

Items	SA	A	U	D	SD	Total
1	127	175	3	11	69	385
	100.17	183.67	3.0	42.0	56.17	
2	75	218	1	28	63	385
	100.17	183.67	3.0	42.0	56.17	
3	113	207	2	37	26	385
	100.17	183.67	3.0	42.0	56.17	
4	124	158	1	51	51	385
	100.17	183.67	3.0	42.0	56.17	
5	74	198	4	36	73	385
	100.17	183.67	3.0	42.0	56.17	
6	88	146	7	89	55	385
	100.17	183.67	3.0	42.0	56.17	
Total	601	1102	18	252	337	2310
Chi-Square =169.062, DF = 20, P-value = 0.000						
(Critical value = 31.41)						

The result in the table revealed that the respondents were in agreement that lack of transparency and accountability in financial management are significant constraints to development of sports in Nigeria. This is deduced from the observed chi-square of 169.062 and the P-value of 0.000 ($P < 0.05$) obtained in the test. With these observations there enough evidence to reject the null hypothesis that lack of transparency and accountability in financial management are not significant constraints to development of sports in Nigeria.

Table 4.3.8 Summary of Chi-Square (X^2) analysis

Variable	Sample size	Likert Mean	Sd	X^2 Observed	Expected/table value	Df	Sig
Leadership	385	3.75	1.212	329.409	31.41	20	0.00
Capacity building	385	3.58	1.452	506.234	31.41	20	0.00
Bureaucracy	385	3.76	1.317	464.07	31.41	20	0.00
Non implementation of policy	385	3.71	1.377	239.991	31.41	20	0.00
Funding	385	3.84	1.274	182.211	31.41	20	0.00
Facilities	385	3.63	1.474	137.263	31.41	20	0.00
Transparency	385	3.60	1.347	169.062	31.41	20	0.00

X^2 analysis, of perceived administrative constraints to the development of sports among the operators of national sports commission.

4.4 Discussions on Findings.

A total of seven null hypotheses were tested in the study in line with the research questions and objectives of the perceived administrative constraints to the development of sports in Nigeria. The findings from the data and test of the hypotheses are discussed as follows:

The significance of the frequent changes of leadership in sports organizations on the development of sports in Nigeria was tested.The result revealed that the respondents were unanimous in their agreement on the fact that frequent changes of leadership in sports organization is a significant constraint to sport development. This null hypothesis was therefore rejected. From the related data in the analysis of the research questions, the problem of leadership changes was found to have negative effect on consistency in policy execution,

distortions in planning processes and others which all results in poor performances of athletes and hampers the development of sports development. This finding agrees with the report of Bridge and Roquemore (1998) in their exposition on management for athletics and sports administration where they stated that the more frequent changes that are made in organizations the greater the negative effects on the performance outcome.

It is to be expected that with frequent change in the leadership of an organization, there is a tendency for inconsistency, as could be seen in sports programs in Nigeria with its attendant consequences on sports development. A case in point is the inconsistency in the number of zones and agencies set up to drive talent hunt programs at the NSC. The duet of Abdullahi and Ekeji, as Director-General and Honourable Minister respectively, increased the number of zones from six to twelve and set up National Academicals Sports Committee to work hand in hand with the zones. As soon as both of them left the office, on account of retirement and reshufflement of Federal Executive members, the zones were returned to six and NASCOM abolished. This further implies that there is no stability in the leadership structure, hence the incessant changes in views and in programmes by one leader to the other, to the detriment of sports development.(Akinyemi, personal opinion).

Human capacity building programmes for staff of sports organizations,as a significant constraints to the development of sports in Nigeria was tested. The result of the test revealed that the respondents agreed that the variable is a significant constraint to sport development in the country. From the related data, lack of capacity building of staff is a significant constraint to Sports development in Nigeria. According to most of the respondents the problems are associated with the non-induction training programs for newly employed sports personnel, the inadequacy of refresher courses organization for personneland the non-exposure of staff to

continuous training and retraining workshop and seminars which hinders efficiency in the discharge of their respective duties in the sports organizations.

This finding agrees with Linnell (2003) report on evaluation and capacity building, where it was stated that the effect that additional knowledge and skills acquired on the job goes a long way to make significant difference in service delivery could explain the reason why they felt that a lot could be achieved in sports development in Nigeria through training and re-training of the sports organisations personnel and coaches alike. By implication staff who are regularly sent on training programme, are most likely needed to perform optimally than those who are never or seldom sent on training which may affect sports development. This is because the staff engaged in training and retraining courses are more equipped to deliver on his schedules than the ones who are not opportune to learn modern ways and manner to run sports in the 21st century. The tendency is for the former to keep applying outdated rules which cannot yield the expected results.

Administrative bureaucracy as a constraint to the development of sports in Nigeriawas tested. From the result obtained in the test, the respondents agreed that administrative bureaucracy is a significant constraint to the development of sports in the country. The null hypothesis was therefore rejected. The problems of bureaucracy are associated with unnecessary bottleneck and red tapism which result in most programmesnot being executed on time and in most cases not completed while some policies are known to be wrongly implemented. This finding is consistent with the report of Kettl and Fessler (2009), who stated that bureaucracy as an administrative problem often lead to either poor implementation of sports blueprints or impose negative impact on the sports development particularly in Nigeria. In the National Sports Commission, process of work is still inline with the Civil Service Rules and Regulations, which,

if applied to the letter, does not encourage taking decision when faced, with an emergency situations, without recourse to approval from the overall boss. In some instances, before directives are given, by superior authorities, it would have been too late to safe the situation. A case in point, was during the 2003 All African Games, in Abuja Nigeria, when Team Nigeria Athletes needed extra training equipments. The equipments were in the store but approval had to come from the Director of Sports, who was not available to give directives for the release of the equipments. The athletes refused to go for training sessions for two days, the Director eventually gave approval and the equipments were released, but the athletes have already missed some days of training period.

Implementation of sports policies as it constitutes a constraint to sports development in Nigeria was tested. The result of the test revealed that the variable was perceived to be a significant constraint to the development of sports in the country. The null hypothesis was therefore rejected. Part of the associated problems of policy implementation were the non-involvement of major stakeholders in the formulation of such policies, lack of continuity due to leadership problems and other related factors. This finding is consistent with Ikhioya (2006) where it was reported that consistency in sports policy has influence on sports development in Nigeria.

The problems among sports organizations are that policies are not adhered to strictly as some sports programmes are implemented without adequate policy guidelines. This situation mixed with several other extraneous factors according to Parks and Quarterman (2003) do lead to jeopardizing the desired result and it is against that background that the outcome of this study in this regard should be understood.

Funding as a constraintto sport development in Nigeria was tested. The result of the test revealed that the variable was perceived to be a significant administrative constraint to the development of sport in Nigeria. Apart from the provision of funds as obtained from the related responses in the items concerned with the variable, there was the problem of inability to minimized available fund for optimum utilization through effective management. These all contributed to inadequacy which has negative impact on the management of the organizational activities. This finding is in line with the report of Bucher (1997) where it was reported that there is virtually no human endeavour including sports that does not require adequate fund for normal growth apart from development. Accordingly, sports programmes need to utilize funds for its execution. Coakley (2001), Harnandez (2002) and Adeyanju (2010) have at different time expressed the view that even when funds are provided they are not maximized or judiciously used for the specific purposes for which such funds are earmarked. The cumulative effect according to them is a negative influence that has remained the bane of sports development in Nigeria.

Provision of facilities and equipment as a significant constraints to the development of sports in Nigeria was tested. The result of the test revealed that the respondents were of the view that the variables are major and significant constraints to development of sports in the country. From the related data obtained from the respondents, the development of sports reflects the impact of the quality and quantity along with the maintenance culture for such facilities and equipment of the sports organizations in the country. Therefore their adequacy or otherwise is likely to impact either way on the development of sports in the country. This finding agrees with Awosika (1997) NAPHER-SD (2010), which pointed out that sports organization in Nigeria generally lack a good maintenance culture which when added to the fact that modern sports

facilities and equipment are not in adequate supply will explain the slow pace of sports development in Nigeria.

Transparency and accountability as an administrative constraints to the development of sports in Nigeria was tested. The result of the test revealed that the respondents agreed that transparency and accountability are significant administrative constraints to the development of sports in the country. The null hypothesis was therefore rejected. The respondents are of the opinion that transparency in the selection of athletes could influence sports development in Nigeria suggesting that poor sports development in Nigeria is a product of lack of transparency, on the part of the officials. The finding here is consistent with Frost (2001)whoargued that officials are generally not transparent enough in sports sector because of politicization of issues, which is why competent and seasoned athletes are left out in a number of selections which gives room for the selection of average athletes to represent Nigeria, leaving the result to be better imagined than told. This is also in line with Adeyanju (2010[b]) who reported that lack of transparency in accounting for funds given to drive sports programmes, discourages prospective sponsors from further investmentin that area.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Introduction

The summary of thework, perceived administrative constraints, among the operators of National Sports Commission, in the development of sports in Nigeria, as a focus, along with the conclusion and recommendations on the subject are presented in this chapter. The chapter, also include recommendations for further studies on the subject.

5.1 Summary

The development of sports in Nigeria has not been progressive enough as would be expected from the abundant of human resources available to the country. In more than five decades of the existence of a National Sports Organization in Nigeria, operational modalities are not based on a well defined and inclusive sports policy. From records available, it is on the average of two years, as in three decades, there have been more than fifteen Chief Executives that have superintended over the affairs of the Commission from 1962 to date. (Akinyemi, 2011). Sports personnel to drive Sports Development processes was not subjected to training and retraining to keep them abreast with latest development in the field of Sports Administration. Performances of sports organizations have not beencommensurate with the available human and material resources. This study therefore set out to investigate the administrative constraints to the development of sport in the country using the National Sports Commission operators as focus.

To achieve this purpose, an expo facto research design with the aid of a structured questionnaire designed by the researcher was carried out among the National Sports Commission personnel. The questionnaire was partitioned into eight sections. The first section consisted of the demographic characteristics of the personnel. In the remaining seven sections, the seven

administrative variables were assessed. The sections were assessed on a fivepointlikert scale. The constructed questionnaire was validated and then administered to 385 respondents from the different sports organizations through the stratified random sampling procedure in line with Krejcie and Morgan (2002 Rvd).

The study was structured into five chapters. Chapter one gave the background of the study, statement of the problem, the purpose of the study, research questions, and the study's hypotheses. The delimitation and limitation of the study were also given within the chapter. Chapter two consisted of the review of the related literatures to the study. In chapter three, the methodologies used for the study were highlighted. The statistical analysis and interpretation of the findings from the analyzed data were presented in chapter four. The chapter is made up of an analysis of the population demographic variables, their opinions on the investigated variables in relation to the development of sports in Nigeria.

The major findings from the analysis of the data and test of the study's hypotheses are summarized below.

1. Frequent changes, in the leadership positions, in sports organizations, constitutes significant constraints to sports development in Nigeria.
2. Inadequate capacity building for staff is a significant constraint to development of sports in Nigeria
3. The administrative bureaucracy in sports organizations is a significant constraint to the development of sport in Nigeria
4. The ineffective and non-implementation of sports policy is a significant constraint to sports development in Nigeria

5. Inadequate funding and administrative ineffectiveness in the management of fund is significant constraint to sports development in Nigeria
6. Inadequate provision of facilities and equipment are significant constraintsto the development of sports in Nigeria
7. Lack of transparency and accountability in financial management are significant constraints to sports development in Nigeria

5.2 Conclusion

Based on the findings from the study, the researcher wish to conclude as follow:

1. Frequent change of leadership is a major constraint to development of sports in Nigeria.
2. There is a dearth of capacity building for staff of sports organization and it is a significant constraint to sports development in Nigeria.
3. Bureaucracy hinders sports development in Nigeria.
4. Policy implementation is major constraint of sports development in Nigeria.
5. Inadequacy in the management of funds and the level of funding available are major constraints to sports development in Nigeria.
6. The dearth of sports facilities and equipment have negative impact on the development of sports in Nigeria.
7. Lack of transparency and poor accountability in the management of funds for sports activities impact negatively on sports development in Nigeria.

5.3 Recommendations

From the findings, and in the expressed opinion of the respondents, coupled with the results of the tested hypotheses of this study, the researcher wish to recommend the following:

1. The appointment of leadership to sports organizations should be devoid of political considerations and should be based on knowledge of sport and tenured.
2. There should be induction courses and workshops for staff to enhance their performances in sports organization.
3. Unnecessary bureaucratic structures in the management of sports in Nigeria should be removed.
4. The sports organization should set up committees for check and balances in the implementation of sports policy document.
5. Apart from funding from government, sports organizations should source for fund through activities like the sales promotion, lottery, gate takings, etc.
6. Sports organizations should solicit for the assistance of companies and other agencies in the provision of facilities and equipment along with the effort of government.
7. Government at all levels should set up monitoring bodies, to ensure that funds allocated for running of sports programmes,are optimally and prudently utilized.

5.4 Recommendation for further Studies

The following areas are recommended for further studies;

a) Politics in sports and its influence on the development of sports in Nigeria.
b) Concession of sports federations to private sectors and the development of sports in Nigeria.
c) Leadership quality and the development of sports in Nigeria.

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APPENDIX

QUESTIONNAIRE ON PERCIEVED ADMINISTRATIVE CONSTRAINTS TO THE DEVELOPMENT OF SPORTS IN NIGERIA

PART A

DEMOGRAPHIC INFORMATION

Please tick (√) the appropriate alternative that best represents your opinion

1. Age:

(a) 20 - 24years ( )

(b) 25 - 29years ( )

(c) 30 - 34years ( )

(d) 35 - 39years ( )

(e) 40 years and above ( )

2. Gender:

(a) Male ( )

(b) Female ( )

3. Please indicate your place of work

(a) National Sports Commission ( )
(b) State Sports Council ( )
(c) Sports Federations members ( )
(d) Others (Please specify)_____

4. Designation

(a) Commissioner of sports in States Sports Council ( )
(b) Director General National Sports Commission ( )
(c) Directorate cadre in National Sports Commission ( )
(d) Director of sports (State Sports Council) ( )
(e) Presidents sport federations ( )
(f) Secretary ( )

5. How long have you been involved in the administration of sports in Nigeria?

(a) 1 - 5years ( )
(b) 6 – 10years ( )
(c) 11 – 15years ( )
(d) 16 – 20years ( )

PART B

In this study 'Sports Development' means the process whereby opportunities, processes and structures are put in place to enable and encourage Nigerian citizens to take part in sport and physical activities, as well as assist those with talents to improve on their performances to world class level.

Please note the following;

SA - Strongly agree
A - Agree
UD - Undecided
D - Disagree
SD - Stronglydisagree

SECTION 1: FREQUENT CHANGE OF LEADERSHIP AND THE DEVELOPMENT OF SPORTS IN NIGERIA

S/N0	ITEMS	SA	A	UB	D	SD
1	Frequent changes in the leadership of the sporting organization is responsible for the down turn in sports development in Nigeria					
2	Frequent changes in leadership distorts planning process in sports organizations in Nigeria					
3	Frequent changes of leadership is responsible for poor performance by athletes					
4	The politics involved in the selection of persons to sports leadership position hinders sports development in Nigeria					
5	Frequent changes of leadership is responsible for non continuation of sports development plans in Nigeria					
6	Frequent changes of leadership is responsible for inconsistent sports development in Nigeria					

SECTION 2: CAPACITY BUILDING PROGRAMME FOR STAFF IN SPORTS ORGANIZATIONS INFLUENCE SPORTS DEVELOPMENT IN NIGERIA

S/NO	ITEMS	SA	A	UD	D	SD
1.	Non induction training programs for newly employed sports personnel is a constraint to sports development in Nigeria					
2.	Number of refresher courses organized for personnel of sports organizations is a constraint to sports development in Nigeria					
3.	Non exposure of staff to continuous training and retraining workshop and seminars hinders their efficiency in the discharge of their duties					
4.	The number of sustainable and consistent training programs for staff of sports organizations hinders sports development in Nigeria					
5.	Non existence of on the job training program in sport organizations is a constraint to sports development in Nigeria					
6.	Lack of performance evaluation tools in the Civil Service is a constraint to sports development in Nigeria					

SECTION 3: BUREAUCRACY AND DEVELOPMENT OF SPORTS IN NIGERIA

S/N0	ITEMS	SA	A	UD	D	SD
1.	Non Performance of athletes at international competitions is as a result of bottle necks in administrative procedures that hinders quick decision making on sports matters					
2.	Bureaucracy reduces expected outcomes in sports organizations in Nigeria					
2.	Bureaucracy reduces expected outcomes in sports organizations in Nigeria					
3.	Bureaucracy slows down the pace of work in sports organizations in Nigeria					
4.	Bureaucracy debars quick decision making process in sport organizations in Nigeria					
5.	Bureaucracy is a constraint to implementation of sport development plans in Nigeria					
6.	Bureaucracy in sports organizations in Nigeria is a constraint to sports development efforts					

SECTION 4: IMPLEMENTATION OF SPORTS POLICYAND SPORTS DEVELOPMENT IN NIGERIA

S/NO	ITEMS	SA	A	UD	D	SD
1	Non involvement of major stakeholders in formulating the sport policy is a constraint to sports development in Nigeria					
2	Continuity in the leadership of sports organizations enhances sports policy implementation in Nigeria					
3	Major stakeholders in sports administration in Nigeria are not involved in the implementation of the sports policy					
4	Non usage of the policy document as a guide in running sports, is a constraint to sports development in Nigeria					
5.	There is non-existence of well-thought-of, policy document for sports development in Nigeria					
6.	Non implementation of sports policy hinders sports development in Nigeria.					

SECTION 5: FUNDING AND DEVELOPMENT OF SPORTS IN NIGERIA

S/NO	ITEMS	SA	A	UD	D	SD
1.	Non availability of funds to drive planned programs is a constraint to sports development in Nigeria					
2.	Inability to maximize the use of available funds hinders sports development in Nigeria					
3.	Untimely release of funds approved for sports programs is responsible for the state of sports development in Nigeria					
4.	The system of sports fund releases, which is based on approved annual budget does not augur well for long preparation of athletes, for international competitions					
5.	Low percentage of fund from the private sector hinders sports development in Nigeria					
6.	Sports lottery funds do not make an impact on the implementation of sports program in Nigeria					

SECTION 6: PROVISION OF FACILITIES/EQUIPMENT AND DEVELOPMENT OF SPORTS IN NIGERIA

S/NO	ITEMS	SA	A	UD	D	SD
1	The quality and quantity of available sports facilities hinders sports development in Nigeria					
2	Poor maintenance culture hinders the state of existing sport facilities					
3	Sub-standard sports facilities is responsible for poor performance of athletes in Nigeria					
4	Sports facilities/equipment utilized by Nigerian athletes is responsible for their level of performance at competitions					
5	Availability of sports facilities/equipmentat appropriate time hinders sports development in Nigeria					
6	High performance sports programs are hindered bythe provision of facilities/equipment in Nigeria.					

SECTION 7: TRANSPARENCY/ACCOUNTABILITY AS ITCONSTRAINT SPORTS DEVELOPMENT IN NIGERIA.

S/NO	ITEMS	SA	A	UD	D	SD
1	Lack of transparency and accountability hinders government release of funds for sports development					
2	Transparency/accountability attracts sponsorship for sports development in Nigeria					
3	Transparency in the selection of athletes influences sports development in Nigeria					
4	Lack of transparency and accountability makes implementation of sports program difficult in Nigeria					
5	Lack of transparency in the selection of coaches is a constraint to sports development in Nigeria					
6	Lack of transparency/accountability in the running of sports federations hinders the development of sports in Nigeria					

APPENDIX II

Sn	Change Of Leadership And The Development Of Sports	SA		A		U		D		SD	
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1	Frequent changes in the leadership of the sporting organization is responsible for the down turn in sports development in Nigeria	92	23.9	242	62.9	4	1	14	3.6	33	8.6
2	Frequent changes in leadership distorts planning process in sports organizations in Nigeria	123	31.9	157	40.8	3	0.8	81	21	21	5.5
3	Frequent changes of leadership is responsible for poor performance by athletes	65	16.9	189	49.1	2	0.5	36	9.4	93	24.2
4	The politics involved in the selection of persons to sports leadership position hinders sports development in Nigeria	130	33.8	166	43.1	7	1.8	17	4.4	65	16.9
5	Frequent changes of leadership is responsible for non continuation of sports development plans in Nigeria	77	20	222	57.7	3	0.8	67	17.4	16	4.2
6	Frequent changes of leadership is responsible for inconsistent sports development in Nigeria	146	37.9	212	55.1	0	0	5	1.3	22	5.7

n	Capacity Building Programme For Staff In Sports Organizations Influence Sports Development	SA		A		U		D		SD	
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1	Non induction training programs for newly employed sports personnel is a constraint to sports development in Nigeria	73	19	164	42.6	5	1.3	77	20	66	17.1
2	Number of refresher courses organized for personnel of sports organizations is a constraint to sports development in Nigeria	158	41	104	27	2	0.5	88	22.9	33	8.6
3	Non exposure of staff to continuous training and retraining workshop and seminars hinders their efficiency in the discharge of their duties	229	59.5	43	11.2	0	0	36	9.4	77	20
4	The number of sustainable and consistent training programs for staff of sports organizations hinders sports development in Nigeria	204	53	74	19.2	1	0.3	65	16.9	41	10.6
5	Non existence of on the job training program in sport organizations is a constraint to sports development in Nigeria	66	17.1	197	51.2	2	0.5	43	11.2	77	20
6	Lack of performance evaluation tools in the Civil Service is a constraint to sports development in Nigeria	60	15.6	229	59.5	0	0	26	6.8	70	18.2

Sn	Bureaucracy And Development Of Sports	SA		A		U		D		SD	
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1	Non Performance of athletes at international competitions is as a result of bottle necks in administrative procedures that hinders quick decision making on sports matters	159	41.3	144	37.4	1	0.3	55	14.3	26	6.8
2	Bureaucracy reduces expected outcomes in sports organizations in Nigeria	217	56.4	83	21.6	1	0.3	21	5.5	63	16.4
3	Bureaucracy slows down the pace of work in sports organizations in Nigeria	77	20	162	42.1	3	0.8	8	2.1	135	35.1
4	Bureaucracy debars quick decision making process in sport organizations in Nigeria	75	19.5	223	57.9	15	3.9	12	3.1	60	15.6
5	Bureaucracy is a constraint to implementation of sport development plans in Nigeria	128	33.2	188	48.8	3	0.8	42	10.9	24	6.2
6	Bureaucracy in sports organizations in Nigeria is a constraint to sports development efforts	131	34	214	55.6	0	0	8	2.1	32	8.3

Sn	Implementation Of Sports Policy and Sports Development	SA		A		U		D		SD	
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1	Non involvement of major stakeholders in formulating the sport policy is a constraint to sports development in Nigeria	127	33	184	47.8	1	0.3	8	2.1	65	16.9
2	Continuity in the leadership of sports organizations enhances sports policy implementation in Nigeria	162	42.1	68	17.7	4	1	36	9.4	115	29.9
3	Major stakeholders in sports administration in Nigeria are not involved in the implementation of the sports policy	130	33.8	191	49.6	2	0.5	19	4.9	43	11.2
4	Non usage of the policy document as a guide in running sports, is a constraint to sports development in Nigeria	109	28.3	179	46.5	2	0.5	47	12.2	48	12.5
5	There is non-existence of well-thought-of, policy document for sports development in Nigeria	164	42.6	144	37.4	2	0.5	39	10.1	36	9.4
6	Non implementation of sports policy hinders sports development in Nigeria.	74	19.2	226	58.7	1	0.3	32	8.3	52	13.5

Sn	Funding And Development Of Sports	SA		A		U		D		SD	
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1	Non availability of funds to drive planned programs is a constraint to sports development in Nigeria	175	45.5	153	39.7	0	0	21	5.5	36	9.4
2	Inability to maximize the use of available funds hinders sports development in Nigeria	118	30.6	214	55.6	2	0.5	43	11.2	8	2.1
3	Untimely release of funds approved for sports programs is responsible for the state of sports development in Nigeria	180	46.8	85	22.1	7	1.8	54	14	59	15.3
4	The system of sports fund releases, which is based on approved annual budget does not augur well for long preparation of athletes, for international competitions	113	29.4	204	53	2	0.5	29	7.5	37	9.6
5	Low percentage of fund from the private sector hinders sports development in Nigeria	123	31.9	164	42.6	3	0.8	58	15.1	37	9.6
6	Sports lottery funds do not make an impact on the implementation of sports program in Nigeria	120	31.2	173	44.9	2	0.5	30	7.8	60	15.6

Sn	Provision Of Facilities/Equipment And Development Of Sports	SA		A		U		D		SD	
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1	The quality and quantity of available sports facilities hinders sports development in Nigeria	130	33.8	150	39	0	0	43	11.2	62	16.1
2	Poor maintenance culture hinders the state of existing sport facilities	143	37.1	137	35.6	1	0.3	52	13.5	52	13.5
3	Sub-standard sports facilities is responsible for poor performance of athletes in Nigeria	128	33.2	142	36.9	2	0.5	39	10.1	74	19.2
4	Sports facilities/equipment utilized by Nigerian athletes is responsible for their level of performance at competitions	115	29.9	142	36.9	2	0.5	87	22.6	39	10.1
5	Availability of sports facilities/equipment at appropriate time hinders sports development in Nigeria	157	40.8	116	30.1	2	0.5	30	7.8	80	20.8
6	High performance sports programs are hindered by the provision of facilities/equipment in Nigeria.	144	37.4	156	40.5	1	0.3	0	0	84	21.8

Sn	Transparency/Accountability As It Constraint Sports Development	SA		A		U		D		SD	
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1	Lack of transparency and accountability hinders government release of funds for sports development	127	33	175	45.5	3	0.8	11	2.9	69	17.9
2	Transparency/accountability attracts sponsorship for sports development in Nigeria	75	19.5	218	56.6	1	0.3	28	7.3	63	16.4
3	Transparency in the selection of athletes influences sports development in Nigeria	113	29.4	207	53.8	2	0.5	37	9.6	26	6.8
4	Lack of transparency and accountability makes implementation of sports program difficult in Nigeria	124	32.2	158	41	1	0.3	51	13.2	51	13.2
5	Lack of transparency in the selection of coaches is a constraint to sports development in Nigeria	74	19.2	198	51.4	4	1	36	9.4	73	19
6	Lack of transparency/accountability in the running of sports federations hinders the development of sports in Nigeria	88	22.9	146	37.9	7	1.8	89	23.1	55	14.3

SAMPLING TABLE

SN	**Groups**	**Total**	**Sample**
1	NSC Directorate Cadre staff	48	36
2	Presidents & Board members of federations	385	293
3	States Commissioners of Sports and FCT	37	28
4	States Directors of Sports and FCT	37	28
	Total	**507**	**385**

Every 2nd even number on the list was eliminated. (385 of 507 = 76%)