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## Capacity Building for Effective Sport Talent Development: Perceptions of Opportunities and Challenges among County Sports Teams' Officials in Kenya

**Dr. Doreen Odhiambo**

Ag. Chief Executive Officer (C.E.O),  
Kenya Academy of Sports, City Square, Nairobi, Kenya

**Ngota John Okwemba**

Senior Manager, Partnerships & Linkages  
Kenya Academy of Sports, City Square, Nairobi, Kenya

**David Okoti**

Ph.D. Student, Department of Curriculum and Instructional Technology  
Kibabii University, Bungoma, Kenya

### **Abstract:**

*Capacity building is a critical game changer in enhancement of effective work performance in most sectors of society. One of these sectors in Kenya is sports, which constitutes the Social Pillar Vision 2030 that embodies the national development blue print. However, not much research has been done to examine capacity building among sports officials in Kenya in the context of opportunities and challenges. This paper presents and discusses the findings of a cross-sectional survey conducted among sports administrators and technical officials of sports teams drawn from 23 counties, during Kenya Youths Inter Sports Association (KYISA) Championships of 2019. The study examined capacity building opportunities and challenges among the county sports teams' officials in development of youth sporting talent. The study targeted 114 sports officials. The study found that there was inadequate capacity building and training among sports administrators and technical officials. Opportunities for capacity building among sports officials were available in the following areas: Effective mobilization and utilization of sports resources, Anti-doping sensitization, Motivation of self and student in sports, Technical skills training in sports, Dealing with negative cultural perceptions about sports, and selection of sports trainees. Challenges in capacity building among sports officials included inadequate funding, insufficient sports facilities, lack of equal opportunities for training and placement and lack of political goodwill. The study recommends that: Frequent capacity-building and training to be done for sports officials; Sport capacity building programmes should be devolved to the grassroots; There should be provision of sponsorship for willing coaches and officials to attend high level trainings and courses; Sport institutions and organizations should create a budget line for capacity building; and sports administrators and coaches to benchmark with other countries for best practices.*

**Keywords:** Sports administrators, technical officials, capacity building, sports talent

### **1. Introduction**

Sport offers a myriad of career opportunities, including those for sport administrators and technical officials. Sport has also been considered useful for development, and as a vital vehicle for promoting social inclusion of marginalized populations (UNESCO, 2015). Research has shown that sport is also important for building of character, impartation of life management skills, learning to compete, skill development as well as achievement of social goals like friendship, bonding, and teamwork (Legg, 2020). When appropriately conceived, managed and promoted, sport can bring about conflict resolution and peace building. According to Schulenkorf, Sugden and Sugden (2016), this is possible because sport has capacity to provide people of varied ages and backgrounds with valuable social experiences that contribute to feelings of inclusion and social capital. However, such benefits notwithstanding, sport presents technical officials with many common as well as unforeseen challenges and opportunities.

World over, sports administrators and officials are faced with diverse challenges in their pursuit of results. In Europe for instance, sport is a growing social and economic phenomenon which makes an important contribution to the European Union's strategic objectives of solidarity and prosperity (European Commission, 2007). However, sport managers and administrators are faced with challenges which have emerged in the European society. These include 'commercial pressure, exploitation of young players, doping, racism, violence, corruption and money laundering' (European Commission, 2007). According to the analysis of Škorić (2018), the challenges facing sport administrators and officials could be summarized into three: (1) innovation, (2) issues of multilingualism, multiculturalism, and multi-disciplinarity

and (3) competencies. On the other hand, according to Groeneveld (2009), co-management and co-governance of sport with the citizens and the state is the other great challenge facing European sport administrators. These challenges pose a demand for expertise. According to Horch and Schütte (2003), expertise refers to possession of adequate knowledge, skills and competencies about the sports of one's organization. Lussier and Kimball (2014) as cited in Škorić (2018) explained that managers expertise is the 'ability to use methods and techniques to perform a task'. This thus raises the question of how frequent sports managers and sports officials are capacity-built to meet these ongoing demands and challenges.

In Africa, sport has been embraced as a strong pathway of mobilization of unity, solidarity, economic development and social development. The continent continues to gain respect for the starling performances of her sportsmen as well as for continuous display of the distinctive spirit of African ethos and culture of self-worth, integrity, perseverance, unity, unselfishness and respect for humanity. However, African nations have faced diverse challenges in this effort to establish and popularize sports talent development. In 2008, the AU reiterated the vision of the Sport Policy Framework as 'To provide a dynamic and leading-edge sport environment that enables all Africans to experience and enjoy involvement in sport to the extent of their abilities and interests and, in increasing numbers, perform consistently and successfully in competitive and recreational contexts' (African Union, 2008). However, it was highlighted that there were challenges encumbering attainment of this vision, most of which were administrative or managerial in nature:

*Some of the challenges for the African Sport Movement are to cultivate a fresh reminder of basic African ethics in the minds of sports leaders and athletes as a prerequisite for the healthy management and practice of sport in order to counteract the deviations born of superstition, chauvinism and the intrusion of money. Furthermore, strong ties of solidarity should be created between the state and sports associations to pursue the exclusive aim of developing sport in Member States through the implementation of management systems that would promote the development of youth, proper management of sports bodies and optimum use of financial and material resources (African Union, 2008).*

Two questions raised here are: (1) How well are African sports administrators equipped to handle the challenges of superstition, chauvinism and the intrusion of money? (2) How well are the African sports management systems tailored to 'promote the development of youth, proper management of sports bodies and optimum use of financial and material resources'. The answer to these questions points to the need for frequent and effective capacity-building and training of sports administrators and officials in order to be able to confront the challenges. Many sports administrators and officials in Africa are not adequately skilled, yet they are expected to deliver excellence (Boshaff, 1997). While explaining the necessity of training for sports officials and managers in South Africa, Boshaff referred to those who lacked training as 'barefoot sports administrators. Is Africa having 'barefoot' sports administrators and technical officials? The current study sought to answer this question in the Kenyan context, by investigating the extent of, and the challenges facing capacity building among sports administrators and technical officials.

Another challenge in African sport administration and management is gender inequality. In Nigeria, Elendu and Orunaboka (2011) argued that sport should instead be an institution that should challenge gender stereotype and enhance women empowerment. Despite policies and legislation on achieving gender equity, a gender disparity still exists in the area of sports administration and management in most African countries. Singh and Naidoo (2017) in a phenomenological case study of women in sports management conducted an assessment of gender inequality in South Africa. The aim of the study was to explore the reasons for gender disparity. The study presented the views of a selection of women in sport management. The themes that were identified provided the basis for assessment and recommendations. In general, respondents felt that in order to address the existing challenges, women needed to find a niche in sport management and pursue it; women already holding management positions needed to become mentors of the next generation of women managers; and a career in sport management required women to balance their roles with their personal life. The study recommended provision of opportunities to fast track the progress of gender equity in sports management, to educate a patriarchal society with changing roles for the girl child and to encourage women to equip themselves with the requisite knowledge and competencies. The current study carried out a gender comparison as well, with the aim of establishing the situation in Kenya.

In Kenya, the sports sector plays a significant role in overall national development. As Mwisukha, Njororai and Onywera (2003) observed, the contribution of sports towards social, economic, cultural and political development of Kenya has been huge. According to Republic of Kenya (2018), the sports sector contributes immensely towards attaining of the 'Big Four' initiatives through betterment of people's health as well as opening up employment opportunities. Furthermore, sport is one of the key sectors that constitute the Social Pillar of Kenya's Vision 2030. Vision 2030 is Kenya's most recent development blueprint in the country, which aims at attaining the status of a middle-income nation. This would make the nation globally competitive and prosperous, and also grant high quality of life to her citizens. The social pillar of this vision aims at achieving justice and cohesiveness in society with equitable development. This is based on society's key sectors that include education, water, environment, housing, gender, youth, culture and sports.

During the second Medium Term Plan of Vision 2030, MTP II, (2013-2017) in sports, several achievements were made. According to Republic of Kenya (2018), these achievements included: Establishment and construction of Kenya Academy of Sports Phase I; Refurbishment and rehabilitation of three county stadia (i.e. Kipchoge Keino, Kisumu and Mombasa) and two national stadia (i.e. Moi International Sports Centre Kasarani and Nyayo National Stadium); Mobilization of Ksh.24 million by the National Sports Lottery Fund which was disbursed to support sports events; Enactment of Sports Act, 2013 which provided the legal framework to facilitate growth and development of sports industry; Enactment of the Anti-Doping Act, 2016 which provided the legal framework for carrying out the fight against doping in sports through anti-doping value-based education, sensitization and awareness campaigns; Establishment of Anti-Doping Agency of Kenya (ADAK) to protect athletes' fundamental rights to participate in doping-free sport and thus

promoting good health, fairness and equality for athletes in Kenya; Improved performance of Kenyan teams in major international sports competitions, bringing home assorted medals and awards. These competitions included 2014 Commonwealth Games in Glasgow, 2015 International Association of Athletics Federations (IAAF) Athletics championship, 2015 African Games, 2016 International Rugby 7s (sevens) series, 2016 Rio Olympic Games and 2017 IAAF World Cross-country. For effective implementation of the MTP II and MTP III, well informed sports administrators are needed to catapult the country to a new level of excellence in sports.

The establishment of Kenya Academy of Sports was a notable achievement during implementation of MTP II of Vision 2030. The Academy is strategically positioned for professionalization of sports as well as youth sports talent nurture and development. This institution, after its establishment, partnered with schools, county governments and communities and established four Satellite Sports Academies (Republic of Kenya, 2018). In terms of capacity building of sports technical personnel, the Academy trained coaches and sports administrators who are spread within the national federations and schools. Furthermore, four hundred (400) athletes were also identified and trained in several sports disciplines.

According to Republic of Kenya (2018), some of the programmes and projects planned for sports sector in 2018-2022 include: Completing construction of Phase I of Kenya Academy of Sports, and initiating construction of Phase II (comprising of an administration block, a hotel and a High-Performance Centre); The Kenya Academy of Sports to establish 10 regional sports academies in 10 regions to identify and nurture talents among the youth; The Kenya Academy of Sports to administer certificate and diploma courses to at least 3,000 sports personnel and develop curricula for 25 sports disciplines. These goals are in line with the salient need of provision of capacity building and training for sports administrators and sports officials in order to enhance sports talent development. There is however, need to train more as well as elevate the standards of training.

It is worth noting that though government efforts in achieving these goals have been notable, non-distractible and indefatigable, the same has not been without challenges. According to Republic of Kenya (2018), inadequate human resource and budgetary provision are among the major challenges that have been faced. Mwenzwa and Misati (2014) in their review of the social pillar of Kenya's Vision 2030 First Medium Term Plan 2008-2012 (MTP I) observed that though the country had made remarkable achievements, numerous challenges had been encountered, including negative ethnicity, overreliance on donor funding, inequalities, insecurity and corruption. While Mwenzwa and Misati carried out a literature review, the current researchers conducted a full empirical study. Furthermore, their consideration covered the entire social pillar, which is so broad and includes education, water, environment, housing, gender, youth, sports and culture. The current study narrowed down on sports for purposes of exclusivity and depth.

Blumberg and Pringle (1982) Theory of Work Performance postulates that work performance is a function of the interaction between three dimensions; opportunity, willingness and capacity. If a worker is given an opportunity to perform a task and has willingness to do it, high work performance is achieved if the worker either already has or is given capacity. A consideration of the sport officials' capacity to confront the challenges they encounter in sport talent development would thus be of significant consequence to their work performance. Therefore, this study sought to examine the opportunities and challenges in capacity building among county sports officials in Kenya, with a view to enhance effective youth sport talent development.

## 2. Methodology

This study was conducted among sports administrators and technical officials present during the Kenya Youths Inter Sports Association (KYISA) Championships that were conducted in Busia County from 14<sup>th</sup> to 29<sup>th</sup> December 2019. The counties that were represented included Vihiga, Baringo, Embu, Tharaka Nithi, Kirinyaga, Meru, Kakamega, Siaya, Kwale, Kitui, Makueni, Busia, Nyandarua, Nakuru, Bungoma, Kilifi, Garissa and Turkana. The researchers leveraged on this diversity from across the nation to obtain findings that could be fairly representative of the country.

The study sought to answer the following research questions:

- What are the demographic characteristics of county sports administrators and technical officials?
- What are the challenges faced by sports administrators and technical officials in development of sports talent among the youth in Kenya?
- What challenges in capacity-building do sports administrators and technical officials face in Kenya?

The study adopted a cross-sectional survey design. By simple random sampling, the researchers obtained 51(44.7%) out of the 114 participants present from the 19 counties that were represented during the event. According to Mugenda and Mugenda (2003), a sample of between 20 and 50 percent for a small population is reliable and representative enough for generalization. However, the bigger the sample, the more representative it becomes. In this study therefore, 44.7% was an adequate representation of the target population. Random sampling was preferred to give each participant an equal probability of being chosen, and thus enhance generalizability of the research findings. Questionnaires were used to collect data from the participants. The questionnaires consisted of closed-ended items for determining the participant's demographic characteristics as well as open-ended items tailored to gather data concerning the challenges facing sports administrators and technical officials in capacity building and development of youth sports talent. The results were analysed using SPSS version 21, and presented using tables and figures.

## 3. Results and Discussion

Hereunder, the results and analyses of the findings are presented in line with the research questions. First, the demographic characteristics of participants are presented and discussed followed by an analysis of the challenges faced by

sports administrators and coaches in development of sports talent among the youth, and lastly the challenges faced in capacity-building for sports administrators and technical officials.

### 3.1. Demographic Characteristics of Participants

The demographic characteristics of the County sports officials that were investigated include age bracket, gender, experience in sports, areas of specialization and training.

#### 3.1.1. Age

The survey first sought to determine the age brackets of the sport officials. The results were as in Figure 1 below.

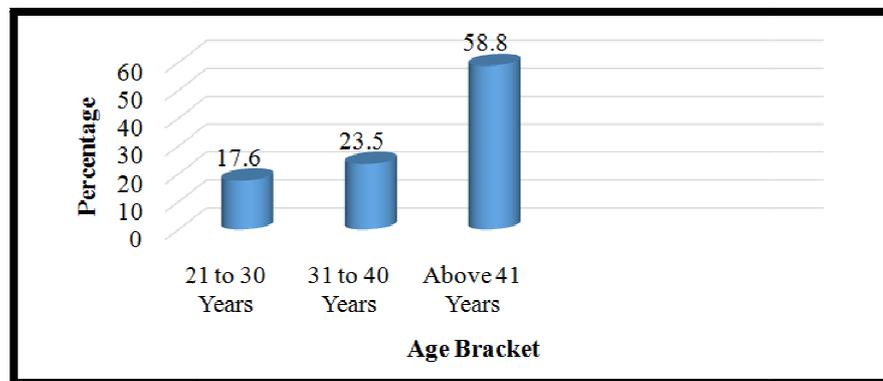


Figure 1: Distribution of Sports Officials by Age

It was found that most 30(58.8%) of the County sports teams officials were aged above 41 years. Only 9 (17.6%) were aged between 21 to 30 years while 12 (23.5%) were aged between 31 to 40 years. There is need to tap into the highly experienced aged bracket through more training and capacity building for the younger generations.

#### 3.1.2. Gender

The responses of participants concerning their gender was as in Figure 2 below.

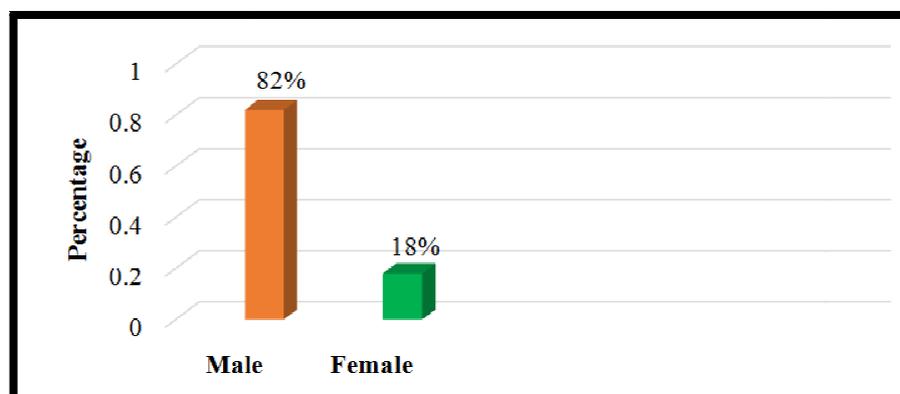


Figure 2: Distribution of Participants by Gender

The study found that there were 42 (82.4%) male participants and 9 (17.6%) female participants. It was clear that the male participants were by far more than females. This agrees with findings of Singh and Naidoo (2017) that there were more male officials involved in sports than female. A need to address gender equity among County sports officials involved in sport in talent development was thus established.

#### 3.1.3. Area of Specialization

Participants were also asked what their area of specialization was. The results indicated that the participants were a mixture of coaches, referees, and sports administrators. Table 1 below shows the frequency and percentage distribution of participants by job description, ranked in order of frequencies.

Job Description	f	%
i. Coach	27	52.9
ii. Sports administrator	5	9.8
iii. Referee	16	31.3
iv. Coach and referee	2	3.9
v. Coach, referee and sports administrator	1	1.9
Total	51	100.0

Table 1: Frequency and Percentage Distribution of Participants by Job Description

The study found that a majority (52.9%) of participants were coaches. It was also evident that some participants were doubling up responsibilities. Two participants (3.9%) were both coach and referee. Another participant (1.9%) served as a coach, referee and sports administrator. It was also observed that the percentage of sports administrators (9.8%) was low, hence need to train more for effective governance in sports.

### 3.1.4. Experience in Active Sports

To determine the participants' experience in active sports, they were asked the question, 'How many years of experience do you have in active sports activities?' The findings were as summarized in Figure 3.

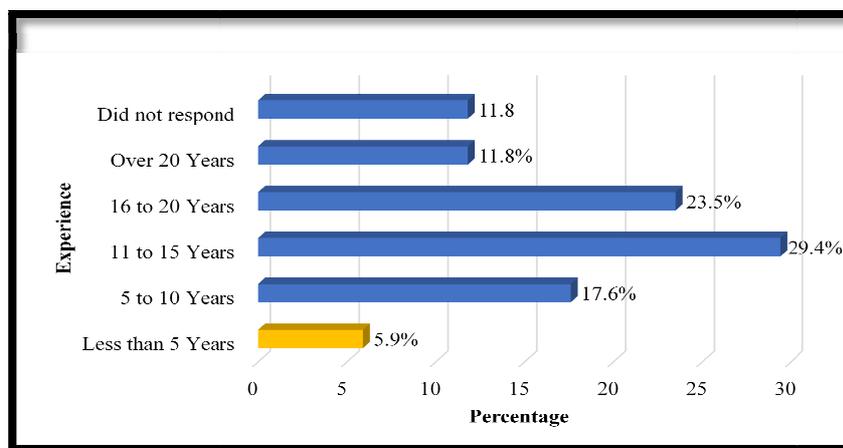


Figure 3: Participants' Years of Experience in Active Sports

The study revealed that most sports personnel were well experienced, with over 5 years of experience in active sports. Only 5.9% had an experience of less than 5 years. However, 11.8% did not respond to the question.

### 3.1.5. Sport Disciplines of Specialization

Participants were asked the question 'Which sport have you specialized in?' their responses were as in Table 2 below, ranked in order of frequencies.

Specialization	f	%
Soccer	21	41.2
Basketball	8	15.7
Volleyball	11	21.6
Athletics	5	9.8
Soccer, Basketball, Volleyball and Athletics	1	2.0
No response	5	9.8
Total	51	100.0

Table 2: Participants' Sports Specialization

The study found that a majority of participants (41.2%) had specialization in Soccer. Athletics had the least number of participants. It was also noted that one participant had specialized in four sports, namely soccer, basketball, volleyball and athletics. A need to include other sports in championships (apart from soccer, basketball, volleyball and athletics) was thus established. This would enhance talent development in all fields of sports.

### 3.2. Capacity Building Opportunities Among Sports Officials

UNDP (2018) defines capacity building as: 'the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time'. Capacity building therefore prepares workers to handle the challenges they either face or are likely to face in their pursuit of achievement of organizational objectives. The study thus examined the challenges that sports officials face in sport talent development, so as to inform the opportunities of capacity building available among sports officials. Participants were

asked the question 'What are the challenges faced by county sports officials in developing and nurturing sports talent among the youth? The following were the responses, ranked in order of frequencies.

<b>Challenge</b>		<b>f</b>	<b>%</b>
i.	Lack of adequate facilities and equipment to develop talent	22	43.1
ii.	Lack of adequate funds	17	33.3
iii.	Drug and substance abuse among sporting youths	12	23.5
iv.	No motivation	8	15.7
v.	Inadequate technical skills	8	15.7
vi.	Cultural perceptions that sporting is leisure	7	13.7
vii.	Poor selection of trainees	6	11.7
viii.	Few tournaments	6	11.7
ix.	Lack of exposure	3	5.9
x.	Lack of good playing grounds	2	3.9
xi.	Lack of food for trainees	1	2.0

*Table 3: Participants' Responses to the Question 'What Are the Challenges Faced by County Sports Officials in Developing and Nurturing Sports Talent among The Youth?'*

Participants indicated that lack of adequate facilities and equipment to develop talent (43.1%), lack of adequate funds (33.3%) and drug and substance abuse among sporting youths (23.5%) were the main challenges faced by sports administrators and coaches in developing sports talent among the youth. These were followed by lack of motivation (15.7%), inadequate technical skills (15.7%) and cultural perceptions that sporting is leisure (13.7%). From these responses, it was observed that capacity building opportunities available among sports administrators and technical officials include among others:

- Effective utilization of available funds and facilities in talent development
- Dealing with drug and substance abuse among sporting youths.
- How to motivate self and student in sports
- Technical skills in sports
- Dealing with negative cultural perceptions about sporting
- How to select trainees for sports
- How to mobilize resources for sports

In view of the challenges identified, the participants were then asked to suggest how Kenya Academy of Sports could help to solve some of the challenges faced by county sports officials in developing and nurturing of sports talent among the youth in their counties. The following were the suggestions given, ranked in order of frequencies.

<b>Suggested Solution</b>		<b>f</b>	<b>%</b>
i.	Building sports academies to enhance capacity building	24	47.1
ii.	Lobbying for support from the local authorities and relevant organizations.	13	25.5
iii.	Have tournaments during school holidays, and the tournaments should start from Ward level.	9	17.6
iv.	Improve budgetary allocations for sports support programmes	9	17.6
v.	Education on the effects of drug and substance abuse.	6	11.8
vi.	Advocacy for sports to be embraced as an economic and social activity	5	9.8
vii.	Allowances for trainers to sustain them in the programme of training	4	7.8
viii.	Lowering age of trainees to 14 years and maximum of 23 years	3	5.9
ix.	KAS to identify a partner that will deal with capacity building of coaches	3	5.9
x.	Engage government and donors to provide training facilities and equipment	3	5.9
xi.	Donors/ well-wishers to be approached to provide food for participants	1	2.0

*Table 4: County Sports Officials' Suggestions of How KAS Can Help to Solve Challenges Faced in Developing and Nurturing of Sports Talent among the Youth in Their Counties*

A majority of participants (47.1%) felt that building sports academies would enhance capacity building opportunities and solve challenges faced by sports administrators and technical personnel in developing sports talent among the youth. This was followed by lobbying for support from the local authorities and relevant organizations (25.5%), having tournaments during school holidays which should start from Ward level (17.6%) and improvement of budgetary allocations for sports support programmes (17.6%).

The participants were finally asked to propose sports programmes that can assist in the development of sports talent at the grassroots. The participants suggested the following, ranked in order of frequencies.

<b>Suggested Programme</b>		<b>f</b>	<b>%</b>
i.	Establishing sports academies in the counties	21	41.2
ii.	Regular tournaments at grassroots levels	15	29.4
iii.	Establish Holiday Sports Training Camps for youths	10	19.6
iv.	Strengthen sports in schools	9	17.6
v.	Organized leagues from grass roots levels	6	11.7
vi.	Organize more talent development search	3	5.9
vii.	Have subcounty competitions that lead to county and then national level	3	5.9
viii.	Sports awareness campaigns at the grassroots	2	3.9

*Table 5: Participants' Suggestions of Sports Programmes That Can Assist in the Development of Sports Talent at the Grassroots*

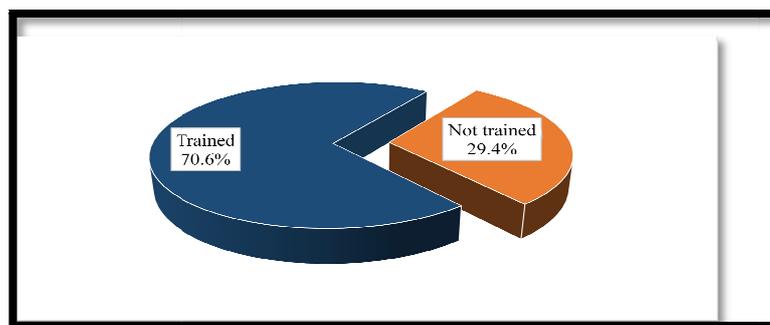
Establishing sports academies in the counties (41.2%) and Regular tournaments at grassroots levels (29.4%) were the most mentioned programmes. These were followed by establishment of holiday sports training camps for youths (19.6%) and strengthening of sports in schools (17.6%).

### 3.3. Capacity Building Challenges among Sports Officials in Kenya

To answer this question, the study first sought to establish the extent of training of the sports officials, before examining the challenges facing capacity building and training of sports administrators and officials in the counties.

#### 3.3.1. The Extent of Training of Sports Officials

Participants were asked whether or not they were trained in their areas of specialization. Results were as in Figure 4.



*Figure 4: Participants' Extent of Training*

The study found that 36 (70.6%) of the participants were trained in their areas of specialization while 15 (29.4%) of the participants were not trained. In the rendering of Boshaff (1997), 29.4% were 'barefoot sports administrators and technical officials'.

The responses to the question of whether or not the participants had received training in their sports of specialization were then analyzed by gender. The results in Table 6 were obtained.

<b>Gender</b>	<b>Male</b>		<b>Female</b>		<b>Total</b>	
	<b>f</b>	<b>%</b>	<b>f</b>	<b>%</b>	<b>f</b>	<b>%</b>
Trained	27	64.3%	9	100.0%	36	70.6%
Not trained	15	35.7%	0	0.0%	15	29.4%
Total	42	100.0%	9	100.0%	51	100.0%

*Table 6: Participants' Extent of Training by Gender*

Analysis of training by gender showed that all the 9 female sports officials (100%) surveyed were trained. For male participants, only 27 (64.3%) were trained while 15 (35.7%) lacked training in their areas of specialization. The study thus established that the male participants were more in need of capacity building in their areas of specialization than female participants for effective talent development.

#### 3.3.2. Reasons for Lack of Training

Furthermore, the participants who indicated that they were not trained in their areas of specialization were further asked to give the reason for their lack of training. The results were ranked in order of frequencies as in Table 7.

Reason	f	%
Lack of funds/ funding	7	46.7%
Having remained as a player for many years	6	40.0%
Lack of opportunity for training	2	13.3%
Total	15	100.0

*Table 7: Participants' Reasons for Lack of Professional Training*

The responses indicated that the main reasons why some sports officials lacked training were lack of funding (46.7%), and remaining as players for many years (40.0%). Only 2 (13.3%) cited lack of training opportunity as the reason for lacking training. It therefore pointed to the need of funding for provision of capacity building for county sports officials involved in youth sport talent development.

### 3.3.3. Challenges Facing Capacity Building of Sports Officials

The participants were asked the question 'What are the challenges facing capacity building and training for county sports officials in Kenya? The following were the challenges identified by the participants, ranked in order of frequencies.

Challenge	f	%
i. Inadequate financial resources	21	41.2
ii. Lack of sports equipment and infrastructure	18	35.3
iii. Lack of training opportunities	13	25.5
iv. Lack of equal opportunities for training and placement	10	19.6
v. Lack of political goodwill	9	17.6
vi. Lack of competent and committed staff	6	11.8
vii. Corruption and mismanagement of funds	6	11.8
viii. Lack of outreach in rural areas	5	9.8
ix. Lack of sensitization on the need and opportunities available	5	9.8
x. Negative publicity of sports as leisure	3	5.9
xi. Lack of commitment from bodies running sports	3	5.9
xii. Lack of facilitation and support for attending training courses.	3	5.9
xiii. Limited number of trainers	1	2.0

*Table 8: Participants Responses on Challenges Facing Capacity Building and Training of County Sports Officials in Kenya*

Inadequate financial resources (41.2%) and lack of sports equipment and infrastructure (35.3%) were the most mentioned challenges that were facing capacity building and training for coaches and officials in Kenya. These were followed by lack of training opportunities (25.5%) and lack of political goodwill (17.6%).

### 3.3.4. Suggested Interventions for Capacity Building Challenges

In view of the challenges mentioned, the participants were then asked the question of how the Kenya Academy of Sports would be helpful in improving capacity building for sports administrators and coaches. The following were the responses of the participants ranked in order of frequencies.

Suggestion	f	%
i. Provide sponsorship for willing coaches and officials to attend high level trainings and courses.	12	23.5
ii. The Academy should create a budget line for capacity building	9	17.6
iii. Partner with relevant federations and institutions for upgrading of knowledge and skills of coaches and sports administrators.	9	17.6
iv. Devolving trainers to grassroots to cut on costs e.g. transport, food and upkeep.	9	17.6
v. Provide equal training and value addition opportunities to willing coaches	8	15.7
vi. Hiring of competent and committed personnel	8	15.7
vii. Exposing administrators and coaches to benchmark with other countries for best practices	7	13.7

*Table 9: Participants Responses to the Question 'How Can the Kenya Academy of Sports Be Helpful in Improving Capacity Building for County Sports Officials?'*

## 4. Conclusion and Recommendations

Based on the findings of this study, the following conclusions and recommendations were made.

#### 4.1. Conclusions

The study concluded that:

- There is inadequate capacity building and training among sports administrators and technical officials in Kenya.
- There is need to organize for training of coaches and officials of county sports teams.
- Capacity building should stretch back to the grassroots.
- Opportunities for capacity building among sports officials are available in the following areas: Effective mobilization and utilization of sports resources, Anti-doping sensitization, Motivation of self and student in sports, Technical skills training in sports, Dealing with negative cultural perceptions about sports, and selection of sports trainees.
- Challenges in capacity building among sports officials include inadequate funding, insufficient sports facilities, lack of equal opportunities for training and placement and lack of political goodwill.

#### 4.2. Recommendations

In view of the findings and conclusions arrived at in this research, the study recommends that: Frequent capacity-building and training to be done for sports officials; Sport capacity building programmes should be devolved to the grassroots; There should be provision of sponsorship for willing coaches and officials to attend high level trainings and courses; Sport institutions and organizations should create a budget line for capacity building; and sports administrators and coaches to benchmark with other countries for best practices. Future studies should be conducted among sports clubs, sports organizations and federations in Kenya to establish if the findings of this study hold, as well as enhance capacity building in the entire sports sector for excellence in sports.

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