

**FACTORS THAT HINDER THE EFFECTIVENESS OF
FOOTBALL CLUBS: THE CASE OF SOME SELECTED
CLUBS IN ETHIOPIA**

By

ASMARA GIZAW TESSEMA

**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES OF
ADDIS ABABA UNIVERSITY IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF SCIENCE IN SPORT
SCIENCE**

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ACRONYMS

AAU: - Addis Ababa University

A.D.:- Anno domino; used in dates to mean after the birth of Jesus Christ.

B.C: -Birth of Christ, indicating years numbered back from the supposed year of the birth of Christ

CBE: - Commercial Bank of Ethiopia

CAF: - Confederations of African football

EEPA: - Ethiopia Electric Power Authority

EFF: -Ethiopia Football Federation

FA:- The Football Association challenge cup, commonly known as the FA cup, is an annual knockout cup competition in English football and is the oldest association football competition in the world

FIFA: - Federation International de Football Association

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ABSTRACT

The purpose of this thesis was to study factors that hinder the effectiveness of some selected football clubs with the case of premier league participant clubs registered by Ethiopian football federation and found in Addis Ababa city administration. The sample of the subject consist of 5 committee members, 5 directors, 5 sport scholars, 5 national clubs (St. George, Dedebit, CBE, Ethio Coffee and EEPA), 15 players of Football and 15 coaches and officials of Football using purposive sampling techniques. To conduct a research both quantitative (using simple percent), qualitative and descriptive survey method were employed. A variable data suggests those factors hinder the effectiveness of the clubs under investigation. The result of the study indicates that some variables hinder the effectiveness of Ethiopian Football clubs as compared to the period of their establishment as well other African and International clubs. Major findings of the study are concerned, significant majority of the respondents stated that, the variables lack of football facilities, Finance, Trained Professionals and Elite athletes or high performance programs.

Key Words: - Club, Football, Effectiveness, Football Clubs, Factors

CHAPTER ONE

INTRODUCTION

1.1. Background

Football game had wide historical development globally as well here in our country, Ethiopia.

It becomes more popular games in Ethiopia since it was begun following the inventions of foreigners. Around 1916 foreign communities, like Armenians, the Greeks, Hindus, Italians were computing each other at Jan-Hoy-Meda mean while the society were used to watch the match. The youths living around piazza formed St. George Football Club. Then after some clubs started to established and started to compute each other nationally.

September 6, 1941 Ethiopian Football Federation was inaugurated officially by clubs such as St. George, Military, Kibur Zebegna and Red Sea as founding members. Since then, Ethiopia started to participate in international competitions and also Formed CAF together with Egypt and Sudan. Ethiopia hosted and get the 3rd African Cup where as Sudan, Egypt take the 1st and 2nd trophy respectively. In 1960 and 1968, Ethiopia hosted 6th and 10th African cup respectively. Since then there is nothing experience to be written as history of achievement as well participation of African cup of nation.

The researcher is the worker of Federal Sports Commission and has many years' experience to observe different deficiencies of progress in Ethiopian Football clubs.

As well through some assessment conducted the clubs do not show some progress in international competitions'. Based on observations that none of the clubs have their own standardized sport field, grass root training, means of income generations, skilled man powers makes a researcher to question himself whether these may be main factors that makes the clubs in effective. The "Factors that Hinder the Effectiveness of Football Clubs in Ethiopia" is research title which researcher undergo in fulfillment of Master of Science in Football Coaching. At the end of this research, researcher clearly identified those factors considered as clubs barriers and forwarded necessary recommendations which will used as a corrective measure .

1.1.1. Historical Development of Football

According to FIFA Website, the origin of football can be found in every corner of geography and history. The Chinese, Japanese, Italian, Ancient Greek, Persian, Viking, and many more played a ball game long before our era. The Chinese played "football" games date as far back as 3000 years ago. The Ancient Greeks and the Roman used football games to sharpen warriors for battle. In south and Central America a game called "Tlatchi" once flourished. But it was in England that football was really begun to take shape. It all started in 1863 in England, when two football association (association football and rugby football) split off on their different course. Therefore, the first Football Association was founded in England. On October 1863, eleven London Clubs and schools sent their representatives to the Freemason's Tavern. These representatives were intent on clarifying the muddle by establishing a set of fundamental rules, acceptable to all parties, to govern the matches played amongst them. This meeting marked the birth of The Football Association. The eternal dispute concerning shin-kicking, tripping and carrying the ball was discussed thoroughly at this and consecutive meetings until eventually on 8 December the die-hard exponents of the Rugby style took their final leave.

They were in the minority anyway. They wanted no part in a game that forbade tripping, shin-kicking and carrying the ball. A stage had been reached where the ideals were no longer compatible. On 8 December 1863, football and rugby finally split. Their separation became totally irreconcilable six years hence when a provision was included in the football rules forbidding any handling of the ball (not only carrying it).

Only eight years after its foundation, The Football Association already had 50 member Clubs. The first football competition in the world was started in the same year - the FA Cup, which preceded the League Championship by 17 years.

International matches were being staged in Great Britain before football had hardly been heard of in Europe. The first was played in 1872 and was contested by England and Scotland. This sudden boom of organized football accompanied by staggering crowds of spectators brought with it certain problems with which other countries were not confronted until much later on. Professionalism was one of them. The first moves in this direction came in 1879, when Darwin, a small Lancashire Club, twice managed to draw against the supposedly invincible Old Estonians in the FA Cup, before the famous team of London amateurs finally scraped through to win at the third attempt. Two Darwin players, the Scots John Love and Fergus Suter, are reported as being the first players ever to receive remuneration for their football talent. This practice grew rapidly and the Football Association found itself obliged to legalize professionalism as early as 1885. This development predated the formation of any national association outside of Great Britain (namely, in the Netherlands and Denmark) by exactly four years.

After the English Football Association, the next oldest are the Scottish FA (1873), the FA of Wales (1875) and the Irish FA (1880). Strictly speaking, at the time of the first international match, England had no other partner association against which to play. When Scotland played England in Glasgow on 30 November 1872, the Scottish FA did not even exist - it was not founded for another three months. The team England played that day was actually the oldest Scottish Club team, Queen's Park.

The spread of football outside of England, mainly due to the British influence abroad, started slow, but it soon gathered momentum and spread rapidly to all parts of the world. The next countries to form football associations after the Netherlands and Denmark in 1889 were New Zealand (1891), Argentina (1893), Chile (1895), Switzerland, Belgium (1895), Italy (1898), Germany, Uruguay (both in 1900), Hungary (1901) and Finland (1907). When FIFA was founded in Paris in May 1904 it had seven founder members: France, Belgium, Denmark, the Netherlands, Spain (represented by the Madrid FC), Sweden and Switzerland. The German Football Federation cabled its intention to join on the same day. (*FIFA.org*)

This international football community grew steadily, although it sometimes met with obstacles and setbacks. In 1912, 21 national associations were already affiliated to the 'Fédération Internationale de Football Association' (FIFA). By 1925, the number had increased to 36, in 1930 - the year of the first World Cup - it was 41, in 1938, 51 and in 1950, after the interval caused by the

Second World War, the number had reached 73. At present, after the 2000 Ordinary FIFA Congress, FIFA has 204 members in every part of the world.

1.1.2. Historical Development of Football in Ethiopia

When assessing the history of modern sport, specifically Football, in Ethiopia; it traces back in half of a decades. Even if it was long back since it takes place in Ethiopia, the development and popularity was not good enough. In 1916 the foreign community living in Addis Ababa like Armenians, Greeks, Indians, and Italy were computing each other at Jan-hoy-medea mean while the society around there were interested and started participation. In 1928 the youths living around paisa formed St.George club followed by some others like Defense and red sea.

The establishment of Ethiopian Football Federation in 1941 with four clubs was inaugurated whith St.George, Defence, Kibir Zebenga and Red sea as founding members. CAF, which was formed in 1955, Ethiopia played a great role in collaboration with Sudan and Egypt. Ethiopia hosted 3rd African cup of nation and hold the trophy. Additionally, Ethiopia hosted 6th and 10th African cup of nation in 1960 and 1968 respectively. The Federal Sports Commission was founded in 1968 within the regulation. (*EFF*)

At the recent time there are around 14 clubs which compute at national football league representing their respective regions and around 69 national and regional 2nd division football clubs in Ethiopia.

1.2 Statement of the Problem

The reason why the researcher of the study choose this title is that he come across different unexpected problems such as shortage of facilities, constraint of finance, development of elite training, and the like those hinders the effectiveness of Ethiopian Football Clubs. In addition to this the researcher realized that no specific criteria settled to measure the impact and effectiveness of the Club. Besides this the researcher also perceived that the organizational relationship between Federal Sport Commission and the federation, as well as the Clubs was in appropriate especially in technical and financial support in order to promote the development of Football sport. Then after all stakeholders and collaborators of Clubs have expectations of a 'Club's effectiveness' across a number of domains (e.g. Facilities, Finance, People development, elite athletes) high performance programs and sport spread throughout the country, yet there appears to be no clear understanding of the criteria that correlate to effectiveness in a Clubs. Government agencies, federal and regional sporting organizations, in particular, expect certain outcomes from Club due to the funding they provide to it to fulfill government priorities. For example, a Club is given funds to conduct a participation in international competitions program, however, in order to receive the funding the Club must also write the aim of participation and the desired outcomes from it.

The problem that arises is that most documents available to assist Clubs to be more effective or to work better appear to be created by funding raising agencies or sport organizations working at a different level in sport events.

1.3. Research Questions

This study sought to answer the following research questions:

1. How is Football Clubs effectiveness improved?
2. What criteria are perceived to make the Club effective?
3. What are the Grass roots and elite training looks like?
4. How do the Clubs which will regularly compute under National Football Federation should have to establish in each region by quality and quantity?
5. How does the Club generate income by different means of income generation method?
6. How do stakeholders & collaborators of Clubs will have to work by supporting financially, technically and materially for Clubs effectiveness?

1.4 Objective of the study

1.4.1 General Objective

To assess the major factors hinder the effectiveness of Football Clubs in Ethiopia, specifically some selected football Clubs and comes with possible recommendations for further improvement.

1.4.2 .Specific objectives

- ☞ To improve the practical problems of Football sport development,
- ☞ To identify the criteria's which makes the clubs effective
- ☞ To improve the trainings at the grass root level
- ☞ To indentify the modern criteria strategic system how to establish clubs and propose possible solutions as to how to alleviate.
- ☞ To improve the clubs financial capacity
- ☞ To improve the relationship between the stakeholders to supporting the Football Clubs

1.5. Significance of the Study

This study would support the football clubs by providing their status of effectiveness. Therefore, the findings of this study would specially be significant for the following major reasons:

1. It is hoped that this will provide some information to leaders, coaches, athletes, and concerned partners of Ethiopian Football Clubs in their existing factors hinder the effectiveness and development.
2. By identifying the prevailing major problems of hindering the effectiveness of Football Club development and to take corrective measures in accordance with suggested possible recommendations.
3. It is hoped that this study would enable to pin out the criteria and direction to the Club and Clubs with similar level and other stake holders in designing and executing effective strategic planning on Football Club effectiveness and development.
4. It may serves as a base line work for future in depth investigation at national or regional level on related matters/issues.

1.6. Delimitations

The researcher focused on effectiveness of the clubs, for the reason that his specialization in the graduate study was football coaching. Interpretation and knowledge of the subject matter helped the researcher to conduct the present research. Thus, examining whether the football clubs are effective or not in different viewpoints, further attracted the researcher to select the topic. The study was focused on the sportsmen, officials & coaches and sport commission

and Club administrators, view points, as these people were directly involved in managing Club activities and were expected to be aware of the Club's goals at different levels. This study acknowledges that there are multiple constitute views of effectiveness in the Club, such as Finance, Facilities, high performance programs for elite athlete and sports spread that could have been explored.

1.8. Limitation of the Study

As the study was mainly focused on Ethiopian Football Clubs effectiveness, it is time consuming for data collection about the Ethiopian Football Clubs status. In addition there was scarcity of material on the issue in addition to the financial constraints. Shortage of time, lack of material and constraint of money are the major limitations the researcher face while conducting this research.

1.9. Definition of the terms

The following terms are basic ones which needs the operational definition as the researcher used them in this research, and listed them by Alphabetical order.

1. **Club:** - means a team of Football sport which is licensed by the Ethiopian Football Federation and entitled to lead, spread and promote the sport of Football, and also participate in different competitions.
2. **Effectiveness:** - means the degree at which one work is done well and produces the results that were intended.
3. **Elite:** - means the most talented and the best players.

4. **Entitlement:** - means the right to have or do something.
5. **Facilities:** - are buildings, pieces of equipment, or services that are provided for the sport of Football.
6. **Garrison:** - means a group of soldiers whose task is to guard the town or building where they live.
7. **Grass-root:** - means ordinary children's or youth those are grouped to train Football in woredas and zones to form the main team as elite in the far future.
8. **Veterans:** - means the members of soldiers who have served in the armed forces of their country, especially during a war.

1.10. Organization of the study

This study consists of five chapters. Chapter one deals with introduction, background issues of the study and the position of EFF in Ethiopia. In addition, the research problem, conceptual framework, objectives, significance of the study, delimitations limitation, definition of terms and organization the study were discussed definition of Club effectiveness were provided in the background. Acronyms for a number of Clubs can be found in appendix.

Chapter two provided a review of relevant literature relating to the Ethiopian sport system, Clubs effectiveness in terms of Finance, Facilities, Grass root, Clubs, elite Athletes, organizational culture and the nature of sport Club. Chapter three describes the research design, including the sample population and size, procedures, government sport organization involvement and their

views of Club's effectiveness, ethical considerations and data analysis. Chapter four outlines the findings of the study, and chapter five consists of summary, conclusion and recommendations for further research based on the findings.

Finally lists of reference materials, questionnaires, checklists and appendix have been attached and the paper comes to an end.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

As it is widely believed by intellectuals in the research affair review of related literature is part of the research that place significant role. Based on this idea most of the researchers use this part as a theoretical base to analyze the collected data and to reach at conclusion

The following literature review provided a brief overview of the positioning Football Club within the Ethiopian Sport System & the effect of government policy and funding on sport in Ethiopia. The importance of sport Club within Ethiopia is established to illustrate the importance of this study to further understandings community sport organizations, and in turn hopefully assist sport administrators in becoming more effective in their role. Research of this Club was varied, so a review of more relevant aspects was included, for example, Club establishment and fund rising system and the like.

The strong emphasis of this study was on organizational effectiveness. Overview of the importance of investigating organizational effectiveness was discussed and the difficulties researchers found in defining organizational effectiveness. Many approaches to measuring organizational effectiveness and the most commonly used approaches are outlined. The approach used in this study is acknowledged, with its strengths and weaknesses noted, and evidence was presented to justify the approach as appropriate for use in this study. As researchers suggested a link between an organization's effectiveness and an organization's culture (Cameron & Freeman, 1991) this review briefly

organizational culture within the sport context & how relates to organizational effectiveness.

In addition to this the Ethiopian sport policy and system described as follow to reveal the evidence more.

2.1 Different directives

2.1.1. Ethiopian Sport policy and strategic system

According to Ethiopian sport policy sport Clubs was positioned at the higher level of their sport kind. Sport Clubs provide an opportunity for young children to play sport in different Clubs, possibly for the first time. Clubs establish and license Clubs which are the training ground for tomorrow's regional, national & international champions, but also provide an avenue for people of any age and ability to compete in sports competition (Doherty & Misener, 2008). Sport Clubs which are established under Clubs provide health and social benefits, such as an "important in community health & productivity, production of elite & professional sports men and women, build of social capital and civic engagement & a fall in medical costs" (Stewart et al, 2004, P.32). These benefits assist governments, as they cross into community health and crime sectors, and can impact on funding in particular in growing medical costs of an ageing population (Stewart et al, 2004) It is therefore in a government's best interest to assist sport Clubs as part of their growth & development expenditure strategy. National and regional sport Clubs, with professional management practices relevant to their stakeholders, can also make a positive and preventative contributor to country's health management strategy.

The Federal Democratic Republic of Ethiopia Sport Commission & Regional Sports Commissions play an important role in the sport industry in Ethiopia, as these agencies provide funding at all three levels in the Ethiopian sport system (sport policy 1990) Figure below illustrates the relationship between International, National & Regional sport Federations and Clubs.

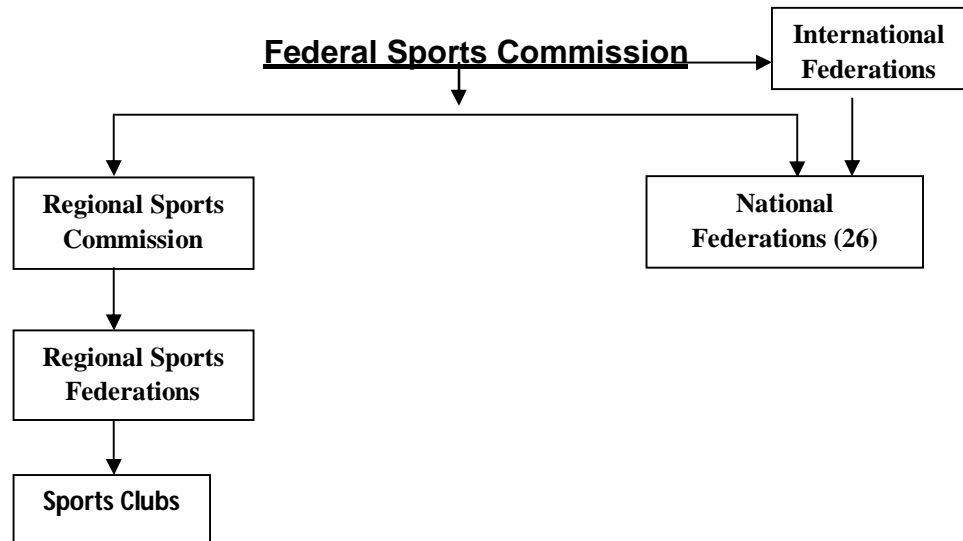


Figure.1. The Structure of Ethiopian Sport System (Adopted from FDRE Sports Commission)

Each level communicates with the organization above and below, with the organization above providing guidance to the lower level organizations i.e., the Federal Sport Commission gives the regional sports commissions and the national Federations directions and the regional sports commissions and the National Federations assists the regional sports Federations while the regional sports Federations assists the Clubs in their region. Assigned at each level is the relevant government body that supports and assists sports organizations.

Furthermore, the federal sports commission predominantly communicates with the regional sports commissions as well as with National Federations. Each

national sport Federations has direct communication with its respective regional sports Federations as well as international Federation.

Regional government also has a strong association with different Clubs, as the respective regional government authority owns and maintains most Club buildings, playing grounds and courts at the regional level, with sport Clubs signing leases for a number of years for entitlement to utilities the respective complexes.

Similar to that of Ethiopian sport policy and strategic system the effectiveness of the policy and fund raising expressed as follow.

2.1.2 The Effect of Government Policy and Fund raising system

The Ethiopian sport policy states “The base for sport is of course the community and mankind at large. Participating in sports not only empowers the individual with healthy physical and brain but also strengthens social bondage by creating harmony with others. This in turn creates solidarity among nations and nationalities thus consolidating the unity of the peoples.

Being healthy physically and mentally by engaging oneself in sports contributes towards productivity on one hand, and minimizes medical cost on the other. Since broad-based sports activities also guarantee the emergency of outstanding sports persons, their appearance on international competitive arenas again popularities the country of their origin hence strengthening relations with other countries, the growth of modern sport is still at the lower level. The causes for these are organizational and that of outlook. As the leadership in sports locked a popular base in this country, it has been

undergoing a series of continuous reorganization. Its main focus has been on organizing competitive sports for the very few elite athletes who have gained recognizing community rather than producing elite sports persons by organizing community centered sports activities.

Yet as this intent on gaining victory lacks broad base that would replenish able sports persons, the results registered have been declining as well. The limited role of the community in sports, the decline of sports in schools; the shortage of sports faculties, sportswear and equipment as well as the lack of trained personnel in the sphere have also made the problem more complex. In order to gradually solve these fundamental problems and guide our sports in a different direction with a new outlook, a community centered movement remains the only alternative. (Sports policy, 1998)

Besides, this regional gov't role in the effectiveness and development of sport was discussed as follow.

2.1.3 Regional Government role in sport development

Regional government authorities in Ethiopia in general have access to the majority of regional Football Federation as well Clubs in sport of Football. Regional government supports their Club by fund rising, grassroots identification of talented youths and their training, fulfilling facilities as well as organizing different Clubs and supporting by finance can play as great role to reach at the expected result.

A. Finance

According to sport policy of Ethiopia; financial income generation system is widely discussed as follows:-

“... ensure the supportive role of governmental organs (Sport Commissions) at every level to the public organs (Clubs, Clubs, Olympic committees and sport councils), the affairs of sports of the country remaining in the hands of the public organs; support fund raising programme for sport; devise ways of encouraging investors to invest in areas of sport; create relationships with different governments and organizations;” (sport policy, 1998)

According to the statement of sport policy above the government supports by finance the sport associations while the main objective is to encourage them and create a conducive situation that would facilitate the gradual autonomy of sport by doing away with government subsidy. Furthermore the policy clearly states that Club has the right to generate its own finance by means of different fund raising programme, sport commercial and permanent and occasional sporting agency.

Not only finance but also facilities development also has its own great role in the effectiveness and development of Football sport in Ethiopia.

B. Facilities

Access of playing ground, sportswear and equipment leads the public at large to the participation of that sport, promoting it, simultaneously with production of

elite athletes. The main focus of sport policy of Ethiopia concerning this issue is:

“to establish & preserve sports and recreational facilities constructed by the government along side with the community in residential, educational areas as well as working places; and to facilitate the local production of sport wears and equipment;” (Sport policy, 1998,5)

Moreover, regarding roles of facilities in sport development and effectiveness stated as follows.

“construction and preservation of sports & recreational facilities in rural areas in consistent with the settlement of the population and cities according to the master plan so as to enable the community to participate in sports activities at kebele, woreda, zone & regional level, encourage the society in various ways to participate in the construction of sports facilities, incorporate sport facilities in the master plan of newly built kindergartens & schools; and ensure the availability of sportswear and equipment, incorporate sports facilities and reserve areas for the construction of same at government and other organizations; incorporate sports facilities in the master plans of newly created institutions of the defense force and the police; encourage the local production of sports wears and equipment taking into account the financial and creative capacity of the society.” (Sport policy, 1998).

According to the above mentioned points finance and facilities development constitute a great role in the effectiveness of Football sport. In addition to this the grass root and elite training development has also its role.

C. Grass root training development

Basic sport training starts at early childhood age of Grass roots identification of talented youths and providing training and those becoming by improving their

level of Excellency as youth, national level. Accordingly the Ethiopian Sport Policy proofs this as follows:

“... Organize special training and competitions forums for talented youth in various types and recruit the gifted ones by working in conjunction with sports Clubs.” (Sport policy, 1998)

According to the above idea we can understand that grass root training development have a great role in promoting Football sport. In addition to this, the progress organization and development of sport Clubs has also its own great role.

D. Clubs

Sports Clubs are the basic center of sport performance development area as well the machine that produces elite athletes for the national team. Telling us about where to establish the sports Clubs by category the sport policy states the following:

“facilitate the formation of Clubs and teams to enable the participation of the community in competitive sports; encourage the participation of children and youth in sport activities according to their inclinations by forming sport Clubs in educational institutions; ensure the participation of the worker in competitive sports by forming sports Clubs; ensure the participation of members of the defense force and the police in competitive sports by forming Clubs in different departments.” (Sport Policy, 1998)

From the above mentioned sport policy, and others system we clearly understood that the Clubs can be established around the community residential

area, in educational institutions, around working environment, at defense & police forces working and recreational area.

The other major point that can contribute for the development of Football sport is establishing standardized competition programs at different levels.

E. Competitions

Sport regular and consistent competitions are the place where athletes evaluate their level of performance, get experience and exchange skills. So regular competitions at different level are vital for grass root trainers, youth trainers, and Club trainers and for elite those trained as national team. Sport policy states that;

“Enable students/trainers of different levels to participate in sports competitions at national and international level, including the universiad, by organizing competitive programmes.” (Sport policy, 1998)

As it is possible to understand from the above mentioned point establishing regular and standardized competition programs has its own great role in Football sport development and analyzing the effectiveness of the outcome.

Besides the above expressed different directives it is also possible to take best practice from different countries to make this research more comment and relevant.

2.2 Best Practice

In other hand, in addition to assessing the policy statements, it is advisable to use best practices from different countries.

The researcher had seen the detail best practices of selected countries Football Club on to how they generate the income, how they fulfill the facilities required for the Football sport, how they implement the grass root identification of talented youths and conduct training, how they organize the Clubs and how they conduct different competitions.

The countries the researcher selected for the best practices are Football Club South Africa, Egypt Football Club from the African Nations, Spain Football Club & England Football Club from Europe and China Football Club and Korea Football Club from Asia.

All the above countries which are selected for their achievement best rank comparatively as best practices are almost deals with the basic issues as listed below.

2.2.1 Grass root training development

Almost all the above countries had clearly settled out on their strategic plan for the grass root talent identification and training project. Barcelona Football Club for example has 9 schools in which grass root training takes place regularly and also an academy which accommodates about 300 youth at grass root level. This is basic for getting broad base replenish able sports person. (Barcelona FC.com)

Moreover there are others points used to alleviate this content more which can be explained as follows:

2.2.2 Facilities development

Those countries Football Associations/Clubs have their own Football sport facilities, sport wear and equipments in constant way like Gymnasium, play grounds, shorts and uniforms for each age group from grass root to national team separately.

2.2.3 Clubs development

Each country Football Association/Clubs have their own Clubs in schools, government organizations, public sectors, which can compete against each other throughout the year by category. This helps them to select the top players/elite as national team members these can also perform top comparatively on the world championship tournaments.

2.2.4 The income generating systems

They generate their own income from constant competitions, TV channel contract, shop rental, coffee services and others constantly. In additions they also search for fund raising programme by proposal of new idea which leads to top development of the Football sport.

The detail best practices of these countries activities on to how to generate income, fulfill facilities, conduct grass root training, organize Clubs and conduct competitions are listed in the following tables.

Table1. African Nations best practices

Basic issue	Name of the country selected for best practices	
	Football South Africa	Egypt Football Association
Income	<ul style="list-style-type: none"> • From Government • Sport Clubs • Donors 	<ul style="list-style-type: none"> • From Government through Ministry of youth and sports • Sport Clubs • Donors
Facilities	<ul style="list-style-type: none"> • Gymnasium • Brand sport wear • Equipment of play for different age groups like shuttle cock, racquet 	<ul style="list-style-type: none"> • Has their own facilities like <ul style="list-style-type: none"> - Stadium of Football with other sports - Gymnasium - Sport Complex - Swimming Pools - Gymnasium of state secondary schools - National Training Centers - Others like sport documentation center
Grass root training	“grouped by age category”	<ul style="list-style-type: none"> ◆ There are 9 schools in which grass root training take place. ◆ There are different projects
Clubs	<ul style="list-style-type: none"> • Has so many Clubs which can compute regularly against each other 	<ul style="list-style-type: none"> ✓ Has the Clubs which can compute regularly against each other.
Administration	Ministry of Sports ↓ Board of the South Africa sport council ↓ National Federation ↓ Clubs	Ministry of youth and sports ↓ Board of the Egypt Sport Council ↓ National Federation ↓ Clubs

Table2. Europe Nations best practices

Basic issue	Name of the country selected for best practices	
	Spain Football Clubs	England Football Clubs
Income	<ul style="list-style-type: none"> • Have their own Marketing & commercial Department. • Develop new sponsorship and commercial programmes. • Increase annual income by increasing membership. • From selling the brand. 	<ul style="list-style-type: none"> • Funded from sporting organization of the country • Has their own means fundraising program. • Participate in sport commercialization and create sponsoring system.
Facilities	<ul style="list-style-type: none"> • Fulfill sport facilities, sportswear and equipments of Football for each grass root trainees and Clubs as well national team and get income by selling the brand one. 	<ul style="list-style-type: none"> • Full fill facilities, sport wear and equipments of Football for each trainee.
Grass root training	<ul style="list-style-type: none"> • Targeted at increasing the number of young people playing Football. • Establish annual Football Summer cup programme. 	<ul style="list-style-type: none"> • Has their own system of grass root talent identification, and training them in camp.
Clubs	<ul style="list-style-type: none"> • Promote positive and safe guard children from abuse or poor practice. • Establish links between Clubs and schools. • Football Club development programme. 	<ul style="list-style-type: none"> • Has their own Clubs which are compute regularly and continuously • Football Club development programme
Administration	<ul style="list-style-type: none"> • Provide strong leadership • Increase the number of regional development officers to a minimum of 10. 	<ul style="list-style-type: none"> • Strong leadership • Establish Football Club at different levels.

Table 3. Asian Countries best practices

Basic issue	<i>Name of the country selected for best practices</i>	
	China Football Clubs	Korea Football Clubs
Income	<ul style="list-style-type: none"> • From sponsors and factory company • From brand sell • From facilities rental • From equipment sell for the supporters (11 constant sponsors) • Highly from government 	<ul style="list-style-type: none"> • From sponsors and Donors • From government
Facilities	<ul style="list-style-type: none"> • Each Clubs of the country have their own way to fulfill facilities required. • There are also the special facilities for national team with standard quality. 	<ul style="list-style-type: none"> • Each Clubs have their own facilities • Have high standard gym Football • Have their own shoots and T-shirts with brand symbol and have of athletes.
Grass root training	<ul style="list-style-type: none"> • The Clubs have their own young training centers as a grass root training centers. • Have standardized training material and training centers for the grass root trainees. 	<ul style="list-style-type: none"> • There are grass root training centers in school and center of Excellency built for this purpose.
Clubs	<ul style="list-style-type: none"> • There are around 100 million people involved in Football in China. • The officially registered Clubs exceeds 5000 and each can compete against each other. • There are about 3 national team of both men and women. 	<ul style="list-style-type: none"> • There are so many Club of Football which are registered by National Club and compute against each other regularly.
Administration	<ul style="list-style-type: none"> • The grass root training center, the Clubs and the Football Association of china have strong administrative. 	<ul style="list-style-type: none"> • Have strong Administrative staff of Football.

From the above three listed tables of best practices, we can understand that each countries have their own means of income generating system like constant sponsoring, from donors and marketing and commercial system in addition to the government fund regarding income.

The countries selected for best practices have their own means of full filling Football sport facilities, sport wear and equipments of Football for their grass root training centers, Clubs and National team.

Regarding grass root training all of them have their own standard of identification of talented youth's selection as the base for broad base replenishable sports person at national wide level of elite national team members.

All the countries was seen as the Clubs which regularly compute under the Football Club/Association by category as schools, premier league and National league.

The Club of the above countries selected as best practice, has enough number of officers of high standard educational background in addition to those profession officials has also sports council members those can provide strong leadership.

2.3. Intellectual Saying

In addition to the best practices, the researcher also assessed the intellectual saying on effectiveness of the Football Club as follows:

2.3.1 Goal attainment approach

The earliest is the goal attainment approach (Price, 1968) and is characterized by an identification of goals to measure performance. The goals model defines effectiveness as the degree to which an organization has achieved its goals (Price, 1972; Scott, 1977).

The goal approach is the most widely used, according to Weese (1997). It assesses the effectiveness of an sport organization in terms of its success in realizing its goals (Pratt & Eitzen, 1989). Regarded as the "most logical approach" to study organizational Effectiveness (Chelladurai and Haggerty, 1991) the goal approach nevertheless has its weaknesses. Most obvious is the reality that an organization may have numerous goals that may conflict with one another (Weese, 1997; Pratt & Eitzen, 1989). In addition, an organization's

goals may shift over time, especially its short-term operative goals (Pratt & Eitzen, 1989). Goal shifts may result from a sport organization's interactions with its environment, from internal changes, or from outside pressures. When a sport organization's goals are "unclear, unstable, and conflicting with each other" (Chelladurai & Haggerty, 1991), it becomes very difficult to measure sport organizational effectiveness using the goal approach. In other word, one of the earliest approaches used to assess organizational effectiveness, specifically in sport organizations, was the goals approach (Slack & Parent, 2006). This approach focuses on the goals or output of a sport organization and on evaluating how well the sport organization meets those goals. Thus, a national sport team's final standing in the world championship would indicate the effectiveness of the national sport organization (CLUB) (Chelladurai 1987):-

"Early studies in the area of organizational effectiveness of sporting organizations used the goal approach and tended to focus on, or note, the potential importance of win-loss records as a measure of effectiveness (Frisby, 1986)."

In addition to this Trail and Chelladurai (2000) investigated the importance that faculty and students attach to the goals and processes of intercollegiate athletics. The results demonstrated differences in the relative importance faculty, students, males, and females attached to these goals and processes.

"Clearly, this approach may have some merit for elite-level sport, but at the mass participatory level and in the totality of sport organizational responsibilities it is less useful. The weakness in this approach is clearly manifest in the sporting environment. That is, the propensity to measure effectiveness in terms of gold medals and success at international competitions is too great to overlook. Much of sport's history is cluttered with administrators' myopic views of success (Shillbry & Moore, 2006)."

From the Goal attainment approach, we can understand that the degree to which National Club achieves their desired goal on the planned action could indicate whether they are effective or not.

2.3.2 System resource approach

The second framework is the system resource approach Yuchtman and Seashore (1967), who proposed the system resources model, defined effectiveness as "the ability of the sport organization, in either absolute or relative terms, to exploit its environment in the acquisition of scarce and valued resources.

As is the case with systems theory in general, this view of effectiveness focused on an organization's ability to attract resources to ensure viability. Attracting necessary resources and maintaining a harmonious relationship with the environment is central to the application of the systems model. Thus,

“A Club would be considered effective based on its ability to obtain significant funds through corporate and private donations to carry out its programs. A school of physical education would be considered effective if it can attract a large number of students to enroll and/or recruit highly qualified faculty members. It is assumed that since resources are required to achieve the organization's goals, the greater the resources are the greater the organizational effectiveness would be (Chelladurai, 1987 pp92).”

In the case of national and state sporting organizations, the true nature of this interrelationship is “manufactured”, as public money is guaranteed to ensure organizational stability. Equally, sporting organizations have usually been single - minded in their search for sponsorship, often at the expense of broader

integrated marketing strategies. Once again, this approach highlights the ability to measure some inputs and outputs, but this is not necessarily a measure of effectiveness. Frisby (1986) extended the research in this area by integrating the goal approach and the systems resource approach. Using the goal model, the world ranking for each sporting organization's Olympic team or teams, the percentile ranking of each Olympic team, and the most recent change in world ranking was used. System resource issues explored included an examination of the operating budgets and increase in funding from Sport Commission (federal government department responsible for sport in Ethiopia).

Fristby's study produced weak positive correlations between variables of the goal and systems resources model. Specifically, the study showed that larger operating budgets tended to be associated with successful results in international competition. Chelladurai, Szyszlo, and Haggerty (1987) also investigated the effectiveness of Clubs employing the systems resource approach.

The theoretical framework of this study was "derived by superimposing the distinct domains of elite and mass sport on the systemic input - throughput - output cycle to yield six dimensions of effectiveness - input - mass, input - elite, throughput mass, throughput - elite, output -mass, and output- elite.

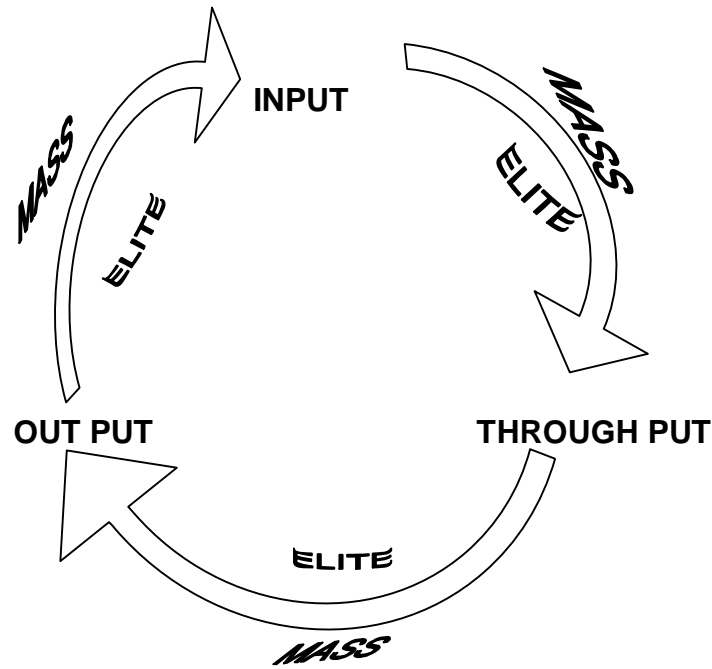


Figure. 2 The theoretical framework (Adopted from Chelladurai, Szyszlo, and Haggerty) (1987)

Although the empirical results did not completely support the theoretical conceptualization of Club effectiveness, the study represented an important attempt to better understand the operations of Ethiopian Football Club.

We can generalize that the system of income generation, facility fulfillment is the basic for input of mass and elite, process them both and gain output of mass and elite as the Club effectiveness.

2.3.3 Internal process approach

The third framework is the internal process approach (Steers, 1977), stated the following idea.

“Organizations that can offer a harmonious and efficient internal environment are viewed as effective operations. However, the shortcomings of this model lie not only in the one-sided view of effectiveness (as important aspects such as

resources, outputs and satisfaction of clienteles or participants are ignored), but also in identifying the valued internal processes and in developing methods to assess them. Factors such as trust, integrated systems, and smooth functioning are viewed as more precise measures of organizational effectiveness compared to, for example, the goal attainment approach.¹⁰ SMIJ–VOL.7, Number 1, 2011.”

“The process model emphasizes the internal logic and consistency among the throughput processes of the organization since they convert an organization's inputs into desired outputs (Pfeffer, 1977; Steers, 1977).”

The basic hypothesis of this approach is that there is a clear linkage between the internal processes (such as decision making and staffing) and desired outputs.

In addition to this, notwithstanding the above concerns, another problem that is common to the goal attainment, systems resource, and internal process model of effectiveness is their failure to consider the political nature of organizations.

“Non-profit organizations, such as Ethiopian national sporting organizations (CLUBs), are political entities, whereby multiple constituencies (volunteers, coaches, paid administrative staff, state representatives, etc.) function together to realize organizational goals and seek satisfaction for their needs or expectations. In these terms the multiple constituency models can provide a more representative picture of the effectiveness of such organizations. This is because in reality strategic constituent groups determine the way organizations are functioning and what is to be perceived as effective or ineffective (Connolly, Conlon, & Deutsch, 1980).”

In other hands, Chelladurai (1987) presented the input - throughput - output cycle which was based on an open system view of organizations. This framework integrated several models of effectiveness: the goal, system resources and process model which their focus was respectively on the output, input and throughput sectors of an organization. Connolly et al. (1980) argued that the previous models, the goal approach and the different systems approaches, are inadequate because they only use a single set of evaluative criteria.

According to the ideas mentioned above we can understand that the multiple constituency models conceive effectiveness not as a single statement but it recognizes that organizations have multiple constituents or stakeholders who evaluate effectiveness in different ways.

2.3.4 Strategic constituencies approach

The emphasis on human resources leads to the fourth framework, recognized as the strategic constituencies approach, Emanating from the work of Connolly, Conlon, and Deutsch (1980), the identification of the key stakeholder's view of effectiveness is considered paramount. In other words, the multiple - constituency model, according to Connolly et al., is based on,

“A view of organizational effectiveness in which several (potentially, many) different effectiveness statements can be made about the focal organization, reflecting the criterion sets of different individuals and groups we shall refer to as constituencies. (Connolly et al, 1980).”

In addition to this, a few researchers stress on attention to political view of effectiveness and recommend the multiple - constituency approach as a viable alternative for investigating effectiveness in both a profit and a non - profit

organizational context (Connolly et al., 1980; Zammuto, 1982, 1984; Kanter and Brinkerhoff, 1981; Kanter and Summers, 1987; Goodman et al., 1983; Mendelow, 1983).

Since these constituent groups (both internal and external) would have different perspectives on what the organization should be doing, they are also likely to evaluate the organization's effectiveness differently. Obviously, the question arises so to which of these perspectives should take priority in the determination of organizational effectiveness. Using this model, the administrators of a faculty may consider the unit effective but the students may rate the faculty as very ineffective. Both assessments are legitimate (Chelladurai 1987).

Each constituent group may have a different notice in the way the organization performs. Equally, each constituent group provided support in some way as an employee, board member, sport Club, player, official, or volunteer. The researcher such as Chelladurai & Haggerty,(1991); Morrow & Chelladurai, (1992) Vail, (1985); Papadimitriou, (2000); Karteroliotis & Papadimitriou (2004), Papadimitriou (2007) although acknowledging the theoretical value of the multiple constituency approach, investigates the construct by either examining a small number of constituent groups or imposing effectiveness variables on CLUBs.

Specifically, Vail (1985) attempts to study the importance placed by different interest parties on six pre - determined variables indicating organizational effectiveness within the administrative field of a representative sample of CLUBs (i.e. adaptability, communication, finance, growth, human resources and organizational planning). The researcher concludes that:

“Sport administrators, governmental agencies, coaches and sport Clubs ranked as equally important indicators of effectiveness the six selected variables (Vail, 1985).”

In addition Papadimitriou & Taylor (2000) studied applies that the multiple constituency model of organizational effectiveness to a sample of Hellenic

national sports organizations (clubs). They reported the identification of a five - factor structure 12 SMIJ – VOL. 7, Number 1, 2011 of organizational effectiveness representing the perspectives of constituent groups from within Hellenic CLUBs. The five resulting dimensions included:-

- (A) caliber of the board and external liaisons,
- (b) Interest in athletes,
- (c) Internal procedures,
- (d) Long-term planning, and
- (e) Sports science support

As it is clearly mentioned in the above points, The multivariate and univariate tests of variance revealed that athletes, coaches and scientific staff are the least satisfied groups, while international officials and board members produce the most favorable ratings of effectiveness .However, the five effectiveness factors extracted in the context of Hellenic CLUBs are only partially consistent with previous measures suggested by Chelladurai et al. (1987), Chelladurai and Haggerty (1991), Morrow and Chelladurai (1992) and Vail (1985) in reference to Canadian CLUBs. Although Chelladurai and Haggerty (1991), Koski (1995), and Papadimitriou and Taylor (2000) all employed the strategic constituencies approach, limited research reporting the use of the Competing Value Approach in studying the effectiveness of sporting organizations and sports Clubs was identified in the literature (Shilbury & Moore;2006; Balduck Buelens, 2008).

CHAPTER THREE

METHODOLOGY OF THE STUDY

3.1 The methodology of the research

This Study conducted an exploratory research method on the factors hinder effectiveness of Football Clubs in Ethiopia to explore new finding on the barriers of the clubs. Specifically the researcher used a case study of facility fulfillment for development of Football sport at grassroots as well national level. Participants were selected by purposive sampling method. Document analysis, open ended and close ended questionnaires are organized to obtain data from respondents'.

Critical problems in fulfilling sufficient facilities, construction of play fields and budget were highlighted. Those Conditions which are considered as a barriers for Football Clubs development where the primary motivations for the researcher.

3.2. The research design

This part of the study deals with the research design, participants, instrumentation, procedures and analysis of the study.

3.3 Sources of the data

The data for this study was collected from the sources such as primary and secondary source. The primary sources are the coaches, players and administrative staff of the Club while the secondary one is different documents about Football sport history, development and current issues and the websites of different countries Football Club/Associations.

3.4 Population Sampling and sampling method

To conduct this research, the researcher selected 5 committee members of the Clubs, 5 directors of another sport Clubs, 5 sport scholars, 5 National Clubs (St. George, Dedebit, CBE, Ethio Coffe, EEPA), 15 players of the Football and 15

coaches and officials of Football sport; totally 50 respondents by purposive sampling.

In these purposively selected clubs there are 22 players or a total of 110 players, 5 coaches and 5 directors. In this study 50 (45.5%) of players, coaches, directors and scholars were included. The sampling technique employed in selecting those populations was purposive sampling. This sampling technique is selected because the study was conducted exploratory research on these selected clubs as a sample.

3.5 Data Collection Instruments

Both qualitative and quantitative data were collected to achieve the purpose of the study. The two types of instrument were used in the course of collecting the essential data for the study. (Questionnaires and Interview)

3.5.1 Questionnaire

It sets for directors, players, coaches and scholars which most of them are closed ended and some of them are open ended.

3.5.2 Interview

It sets for committee members, officials and others stakeholders which all of them are structured interviews.

3.6 Data collection procedures

To gather the necessary data questionnaire and interview were prepared in Amharic languages and distributed to the respondents and the detail implementation procedures are described under chapter four.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSIONS

The methodology described in the previous chapter provided the baseline for data gathering. This chapter deals with presentation and analyzing of the data collected through questionnaire, and interview. The data are presented in tables, analyzed using percentage and textual description. To supplement and enrich the information, drawn using questionnaire, the data from open-ended and close-ended questionnaires, were used. According to De Vos (1998:203), data analysis entails that the analyst breakdown data into constituent parts to obtain answers to research questions and to test hypotheses. The analysis of research data does not in its own provide the answers to research questions.

4.1 Description of the sample members

As stated from the first chapter, the goal of the study is to conduct research on the factors hinder effectiveness of Football sport in Ethiopia to become world class competent data was collected by using questionnaires & interviews. The questionnaires were delivered by hand to the respondents. A letter of approval to conduct the study and a covering letter explaining the research were attached to the questionnaires. The populations of the study are different stakeholders and collaborators of Ethiopian Football Club. The sample was purposively selected and the sample size consisted of 50(45.5%) of players, coaches, directors and scholars respondents. The following table describes the overall characteristics of the respondents.

Table 4: characteristics of respondents

No	Respondent	Sex			Age			Education			
		Male	Female	Total	20-30	31-40	41 & above	12 & below	Certificate/diploma	Degree	Masters & Above
1	Committee members	4	1	5	-	3	2	-	-	2	3
2	Directors	4	1	5	-	2	3	-	-	3	2
3	Scholars	5	-	5	-	-	5	-	-	-	5
4	Regional Clubs	5	2	7		4	3		3	2	2
5	Players	9	8	17	17	-	-	10	7		
6	Coaches & officials	7	4	11	5	2	4	7	2	2	
Total		34	16	50	22	11	17	17	12	9	12

4.2 Analysis of closed ended questions

1. Constant and continuous income generating system is the basic for the development of Football sport in Ethiopia.

Table 5: Closed ended question one response

No	Answers	Respondents	
		By No.	By Percent
1	YES	37	74
2	NO	13	26
TOTAL		50	100

According to the above data 74% of the respondents believe that constant and continuous income generation is basic for the development of Football sport while 26% are not.

We can understand that generating sustainable income is basic for fulfilling all other requirements simultaneously within other criteria's.

- Lack of facilities play significant role as a factor for not increasing in number of Football sport participants.

Table 6: Closed ended question two response

No	Answers	Respondents	
		<i>By No.</i>	<i>By Percent</i>
1	YES	43	86
2	NO	7	14
<i>TOTAL</i>		50	100

From the respondents selected as a sample, 86% belief that lack of play field and facilities are significant factors which hinder the increments of Football sport participants.

The best practices, that written in the literature review also entails that the importance and necessity of sport field and facilities, for the development of sports men and women both in quality and quantity.

- When comparing with African Nations and other world countries our Football National Team is not on the best position and even not participating in All African Games as well Olympic Games because of there is not enough grass roots as well youth training centers from which broad base replenish able sports person can be selected for national team as elite.

Table 7: Closed ended question three response

No	Answers	Respondents	
		<i>By No.</i>	<i>By Percent</i>
1	YES	43	86
2	NO	7	14
<i>TOTAL</i>		50	100

All most all the respondents responded that lack in grass roots and youth training centers are the main factors which can hinder our Football National team development because there is no broad base replenish able sport person.

In the literature review we have seen that the presence of grass root and youth training center is the basic for future national team production and development of the sport.

4. The currently conducted competitions are regularly and said to be enough for competent experience sharing as well to select elites from them.

Table 8: Closed ended question four response

No	Answers	Respondents	
		<i>By No.</i>	<i>By Percent</i>
1	YES	7	14
2	NO	43	86
<i>TOTAL</i>		50	100

From the respondents asked to answer this question 14% are responded as the there is regular and continuous competition while the majority of them 86% complain the statement, as it is not correct.

But continuous and regular competitions are basic for enhancing the experience of competent as well selecting the elites from them as a national team as it was indicated on the literature review.

4.3 Analysis of open ended questions

1. According to your opinion how do you describe the effectiveness of Ethiopian Football Club?

All the respondents give their own opinion to this question. But the overall answer could be summed up as follows.

- ❖ Comparing with other African nations Clubs, it should have to work hard;
- ❖ When compared to other senior Clubs in Ethiopia, It can be said effective within a short period of time;
- ❖ Even if it is struggling for the best work, it is impossible to conclude as effective Club;
- ❖ For the last four years the Club had tried to spread regional Club and the sport of Football in University;

We can conclude from the respondent's opinion that the Club is not effective as compared to different perspectives and other African Nation Club even though there is best beginning of spreading sport in regions and universities.

In literature review we have seen, that the other country Clubs effectiveness can be judged all together with their rank in the world as well the nation in addition to that of number of players and professionals in the field, how much income can they generate in cash and kind, the facilities they provide for each Clubs and the participation of standard and continuous competition in different level.

2. According to your opinion what criteria's should be fulfilled by Ethiopian Football Club to be said effective?

The responds ideas with the same issues concluded as follows:

- ✚ It should open and strengthen Clubs at regions with continuous assessment;
- ✚ Opening center of Excellency, Clubs and grass root training centers with continuous competition schedule;
- ✚ Fulfilling facilities and equipments of Football sport throughout the country with minimal cost;
- ✚ Increasing the number of trained professionals and sports men/women
- ✚ Planning and implementing different means of generating resources like standard gymnasium in hotels and others;
- ✚ Dealing with media and journals for promoting the sport to increase the number of participants;

As indicated above all the respondents listed the criteria to say the Club effective in their own way. We have seen approaches of effectiveness in literature review which can consider with this respondent's opinion and it can be concluded as Ethiopia Football Club should have to work on the perspectives of the approaches listed in addition to fulfilling strategic plan of governmental expectation.

3. On behalf of Ethiopian Football Club Effectiveness what could the board of directors and government direction could be?

- ↳ Focusing on how to establish best communication networks within stake holders and collaborators and capacity building;
- ↳ Dealing on how to lead to work by strategic plan, simultaneously with that of Government strategic plan;
- ↳ Targeting on spreading the sport in schools, military camp, workers associations and recreational centers;
- ↳ Focusing to provide training of Football sport with quality and quantity;

The respondents forwarded the direction all the board of directors/amateurs and the government should have to follow.

We can also conclude this respondent's opinion with considering on that of best practices seen in literature review, the direction of amateur workers and government as to lead the work with strategic plan of training grass roots, income generation, fulfilling facilities, and continuous competition to select elite from mass participation.

4. How do you describe the Amateur workers and Ethiopian Football Club organizational form within comparison of government policy and directives?

- ↳ There is no problem in organizational form with comparison of policy and directives but, there is on implementation of action plan accordingly;
- ↳ The amateur workers should have to lead sport by discipline, work hard, and devote their time, money and knowledge;

- ☞ There is steel gap of knowledge of government policy and directives;
- ☞ Since there is clear policy and directives there is good organizational form of Club within clear job description for amateur & civil servants;

As it is indicated in literature review, the respondents also suggested that the amateur workers should have to work hard on the development of Football Club by devoting their time, money and knowledge.

From this we can understand that the Ethiopian sport policy clearly stated that the sport should be lead by public sectors which can work for development of the sport voluntarily and support it by their own money and knowledge in addition of giving full service of their time without undue payment.

5. Are there sufficient field/gym facilities and Clubs of Football in Ethiopia?

- ✓ No, not enough, even we can say there is not at all;
- ✓ As to compare with our vast population, it is not enough and also there is scarce here in Addis, the capital of the country and Africa;
- ✓ No, Even the price of those which are available with a minimal number is very expensive and hard to establish the Clubs;

As we have seen in literature review, without any field of play and sufficient facilities, it is hard to establish Clubs and strengthen those which are established simultaneously there is no development of the sport without enough field and facilities as well many Clubs which can compete against each other regularly to select elite from mass participation.

6. List down the actions that should have to taken for the development of Football sport in Ethiopia and effectiveness of the Club?

- ◆ Regional Clubs should have to be established and strengthened with regular competition schedule;
- ◆ There should be good administration, sufficient budget, with qualified and enough human resource;
- ◆ Facilities of Football sport should be fulfilled in all training sectors within quantity and quality;
- ◆ Training stations should be opened and strengthened starting from grass roots in the woreda up to centre of excellency for elite national team within regular competition program;
- ◆ Purveying the direction and dealing with NGO, GO & sport Clubs to generate sustainable income and facilities;

The respondents list of works that should have to be implemented for the sake of making Ethiopian Football Club successful and develop the sport in our country is the same within that was seen in the literature review which entail that successful sport Club is the one which can generate sustainable income, have grass root and nationwide center of training, can able to fulfill facilities the sport requires, provide good administration system, and have many professionals to do so.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

Based on the above mentioned basic questions and findings conclusions points are reached at:

- There is no sufficient knowledge in generating sustainable income for promoting Football sport.
- It is proved that there are shortage of playing fields and facilities which can play a significant role as a factor in the promotion and development of Ethiopian Football sport.
- It is found out that lack of grass root and young training centers are the major factor those can hinder the development of Ethiopian Football national team.
- It is also under stood that there is no standardized regular and continuous competition program set out.
- It is possible to perceive that no attention was given to establish standardized selection criteria for national team players selection in general and for all level players' selection in particular.
- One of this study result shows that there is no reward and incentive giving standard criteria settled.
- It is proved that all the concerned bodies don't work in collaborative with one another to a solving the problems.

- It is found out that there is less relation and communication with Federal and Regional Sport Commission in giving material and financial offering.
- It is proved that proper guidance and counseling is not being given properly to enhance the Football sport effectiveness and in order to break psychological ties of the players like self confidence and self esteem.
- It is found out that most of the sport Clubs give more attention to those more popular sports in our country when it is compared with Football sport especially in organizing and handling different Clubs.

The research result shows that some of the federal and regional concerned bodies don't give attention to expand and promote Football training center at every level.

5.2 Conclusions

The result of the study indicates that some variables hinder the effectiveness of Ethiopian Football clubs as compared to the period of their establishment as well other African and International clubs. Major findings of the study are concerned, significant majority of the respondents stated that, the variables lack of football facilities, Finance, Trained Professionals and Elite athletes or high performance programs. So, further investigation and dealing with those practical problems is necessary to alleviate the problems.

5.3 Recommendation

Based on the finding and conclusions of this research paper the following solutions ideas are forwarded as a recommendation.

- Further training should be given to the Club committee members and experts in order to generate sustainable income.
- If the coaches, club managers and collaborator and stakeholder give more attention for the fulfillment of playing field and facilities.
- The coaches, club managers and collaborator and stakeholder in collaborating with the Club must give attention to grass root and young training program development.
- It is necessary that the Federation, federal and regional sport commission give more attention to establish standard regular and continuous competition program among the clubs.
- If the Club and Federation give attention to get standardized players, coaches, referees and others by setting selection criteria, and reward and incentive giving standardized criteria.
- It is necessary that if Clubs, Federation, Federal Sport Commission, Regional Sport Commission, and others concerned bodies work in collaborative system with one another to promote Football sport at all level.
- The coaches, club managers and collaborator and stakeholder should find different possible mechanism such as the way to enhance financial capacities and how to get proper sponsorships.

- The Clubs which should compute regularly under the Federation should be established in each region by quality and quantity.
- As a general, if the above mentioned points are taken in to practices the researcher believes that the effectiveness and development of Ethiopian Football Sport will be improved with in short period of time.

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STABLE URLS ACCESSED FOR HISTORY OF FOOTBALL, CLUBS AND OTHER IMPORTANT FACTORS

- ☞ [http://www.FIFA.org/history of football](http://www.FIFA.org/history%20of%20football)
- ☞ [http://www.CAF.org/history of CAF](http://www.CAF.org/history%20of%20CAF)
- ☞ <http://www.Wikipedia.org/wiki/FIFA>
- ☞ <http://www.ithaca.edu/faculty/wblann/spt>
- ☞ [http:// repository. Vwa.edu.au:80/R/-? Func = dbin-jump-fully amp; object _id](http://repository.vwa.edu.au:80/R/-?Func=dbin-jump-fully&object_id)

Part Two: closed ended questions

Direction 2: Please respond to the following questions by writing the appropriate information on the space provided or by writing “X” mark in one of the boxes provided.

1. Constant and continuous income generating system is the basic for the development of Football sport in Ethiopia.

True False

2. Lack of play field and facilities play significant role as a factor for not increasing in number of Football sport participants.

True False

3. When comparing with African Nations and other world countries our Football National Team is not on the best position and even not participating in All African Games as well Olympic Games because of there is not enough grass roots as well youth training centers from which broad base replenish able sports person can be selected for national team as elite.

True False

4. The currently conducted competitions are regularly and said to be enough for competent experience sharing as well to select elites from them.

True False

Part Two: open ended questions

Direction 3: Please respond to the following questions by writing your opinion on the space provided.

1. According to your opinion how do you describe the effectiveness of Ethiopian Football Clubs?

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2. According to your opinion what criteria's should be fulfilled by Ethiopian Football Club to be said effective?

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3. On behalf of Ethiopian Football Club Effectiveness what could the board of directors and government direction could be?

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4. How do you describe the Amateur workers and Ethiopian Football Club organizational form within comparison of government policy and directives?

5. Are there sufficient field/gym facilities and Clubs of Football in Ethiopia?

6. List down the actions that should have to taken for the development of Football sport in Ethiopia and effectiveness of the Club?

Declaration

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

Name _____

Signature _____

Date: _____

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

Name _____

Signature _____

Date: _____