

**Challenges and Problems to Join Ethiopian Super League in the
Case of Assosa Kenema Football Club**

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**A Thesis Submitted to
The Department of Sport Science**

**Permented in Partial Fulfillment of the Requirement of the
Degree of Master of Science in Sport Science**

**Addis Ababa University
Addis Ababa, Ethiopia**

June / 2018

Addis Ababa University
School of Graduate Students

This is to certify that the thesis prepared by Mathewos Befekadu, entitled: *Challenges and Problems to Join Ethiopian Super League in the Case of Assosa Kenema Football Club* and submitted in partial fulfilment of requirements of Degree of Master of Science in Sport Science complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

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ACKNOWLEDGEMENTS

First of all thanks be to my almighty God. Amen! Secondly, my mom in heaven, for her life time effort to make me a better person; I would have been nothing without her. Then, I owe much of my sincere appreciation to Dr. Aschenaki Taddese, who gave me valuable lessons and advice far and beyond the meaning of the words and for generously lending me his skill in my writing process and for his many other good ideas throughout the study.

I would like to extend my gratitude to Addisu Firdu, for all his support, suggestions, and encouragement in the development.

Thanks be to Abera Bayisa, Lealem Telahun, Faith, Mohamed Esmail for supporting me on my clarity of my questionnaires in seeing the benefit of this study and cheered on throughout. Thanks also be to all the pilot participants with whom I have talk to on my questionnaires beforehand.

I also want to thank all Assosa Kenema FC participants for providing insight of their believe and perspective of the club challenges and problems to join to Ethiopian super League.

Finally, I pay the greatest thanks to my adored wife for her love and trying to make me feel at work, and my two daughters and my little son for bothering me to watch a children song on my busy laptop when I am on my thesis.

TABLE OF CONTENTS

Contents	Pages
ACKNOWLEDGEMENTS.....	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	vii
LIST OF FIGURES.....	x
ABBREVIATIONS AND ACRONYMS.....	xi
ABSTRACT.....	xii
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.2. Statements of the Problem.....	2
1.3. Research Question	3
1.4. Objective of the Study.....	3
1.4.1 General Objectives	3
1.4.2. Specific Objectives	4
1.5. Significance	4
1.6. Scope of the Study	4
1.7. Limitation of the study	5
1.8. Operational Definition of Terms.....	5
1.9. Organization of the Study.....	6
CHAPTER TWO	7
REVIEW OF RELATED LITERATURE.....	7
2.1 The Ethiopian Football Federation	7

2.2 Challenges and Problems of Football Club	7
Management in Football Club	7
2.3 Challenges of Football Management	8
2.4 Strategic Management in Football- Vision and Major Goals.....	9
2.5 Fundamentals of Football Management.....	9
2.6 Human Resource Management.....	10
2.7 Finance in Football	10
2.8 Public Relations	10
2.9 Fans	11
2.10 Media.....	11
2.11 Managerial Structure of the Professional Football Club.....	12
2.12 Managerial Aim and Purposes of Professional Football Club Structure and Administration Suggested by FIFA	13
2.13 Modern Trained of Football Clubs in Relations to Management.....	17
2.14 Planning in Football	17
Perspective plan	17
2.15 The Annual Program	17
Division into Periods	17
2.16 Components of Coaching Football	19
2.17 Factors which Affect Training.....	19
2.18 Factors Affecting Performance	21
Environmental Factors	21
Cohesion:	22
Factors Affecting Group Cohesion.....	22
Theories of Developing Cohesion	23

2.19 Sport and Nutrition.....	23
2.20 The Traditional Model of Multidisciplinary Coaching and Coach Education	23
2.21 Factor Contributing for Development of Football	24
2.22 Coaching Methods	24
CHAPTER THREE.....	25
RESEARCH METHOD	25
3.1 Research Design and Methods	25
3.2 Source Site.....	25
3.2.1. Primary Source	25
3.2.2. Secondary Source	25
3.3. Sampling Population/Sampling Technique	25
3.4 Instruments of Data Collection.....	26
3.4.1. Questionnaires	26
3.4.2. Interview	27
3.4.3. Observation	28
3.4.4. Written Documents.....	28
3.5. Procedure of Data Collection	28
3.6. Pilot Test.....	29
3.7 Method of Data Analysis.....	29
3.8 Ethical Consideration.....	29
3.8.1 Informed Consent and Voluntary Participation	29
3.8.2. Anonymity and Confidentiality.....	30
CHAPTER FOUR.....	31
RESULTS, ANALYSIS AND INTERPRETATION OF DATA.....	31
4.1 Demographic Characteristics of the Participants.....	31

4.2 The Results and Analysis of the Appendix- A-Interview	34
4.3 The Results and Analysis of the Appendix-B-Questionnaire	39
4.4. The Results and Analysis of the Appendix-C Questionnaire.....	51
4.5 The Results and Analysis of the Appendix-D- Documentation Analysis.....	68
4.6. The Results and Analysis of the Appendix-E- Observation.....	71
CHAPTER FIVE.....	73
SUMMERY, CONCLUSION AND RECOMENDATION	73
5.1 Summary	73
5.2 Conclusion.....	78
5.3 Recommendations.....	79
REFERANCE	81
APPENDIXES	84

LIST OF TABLES

	Pages
Table 1. Demographic Characteristics of the Participants (subjects)	33
Table 2. The SWOT(Strength, Weakness, Opportunities and Threat) Analysis of Assosa Kenema FC.....	37
Table 3. Result and Analysis of Question number 1- 5	39
Table 4. Result and Analysis of Question Number 7- 9.....	40
Table 5.Question 10: How are the boards of the management of your club been determined?	41
Table 6.Question 12: From where are the board members of Assosa Kenema Football Club from?	42
Table 7.Question 15: How do you see the participation of the community in the club?	42
Table 8.Question 16: What is the basis taken into consideration when chairing the club manager?	43
Table 9.Question 17: How was the time of call out of coaches, previous players, new signings and try out players?	43
Table 10.Question 18: How do you describe the role of the executive body capability to the development of the club?	43
Table 11.Question 19: Among the existing coaches indicate their practical dedication level for the clubs achievement?	44
Table 12.Question 20: Put the main problems of Assosa Kenema Football Club the most problematic one?.....	44
Table 13.Question 21.Does Assosa Kenema Football Club have a youth football club project on its side?	44
Table 14. Question 22: If your answer is "yes!" to question above at which age can they start?	45
Table 15.Question 23: How many youth players are promoted to the main team every year?	45

Table 16. Result and Analysis of question number 24 and 25.	45
Table 17. Question 27: What is the means of communication in your club?	46
Table 18. Question 28: How does the club promote its schedule, service, events and games to the community at large?	46
Table 19. Question 29: Which one of the media options does the club mostly use for promotion?.....	47
Table 20. Question 30: How often does the club organize a press release to the media?	47
Table 21. Question 31: Does your club have a Facebook account?	47
Table 22. Result and Analysis of question number 32-34.....	48
Table 23. Question 35: What is your age group	48
Table 24. Question 36: Sex.....	49
Table 25. Question 41: Educational level.....	50
Table 26. Question 42: How long have you been with Assosa Kenema Football Club?	50
Table 27. Question 1: Which one is among the component of managerial challenges of Assosa Kenema Football Club?.....	51
Table 28. Question 2 : Which key element of football management is neglected by Assosa Kenema Football Club management?	51
Table 29. Result and analysis of question number 3 and 4.	52
Table 30. Question 5: From the members of the club which do you think caused high quality players to leave the club?	53
Table 31. Question 6: What is the strength of Assosa Kenema Football Club?	53
Table 32. Question 7: Which one of this is the weakness of Assosa Kenema Football Club?	54
Table 33. Result and Analysis of Question number 1-5.....	55
Table 34. Result and Analysis of Question Number 6 and 7.....	56
Table 35 . Result and Analysis of Question number 8 and 9.	56
Table 36. Question 1: How often the club does regularly trains?	57

Table 37. Result and Analysis of Question Number 2-5.....	57
Table 38. Result and Analysis of Question 6 and 7.	58
Table 39. Result and Analysis of Question Number 8 and 9.....	58
Table 40.Question 10: How receptive are players to the coaching?	59
Table 41. Question 11.When did the majority of players have an adequate understanding of others weakness and strength?.....	59
Table 42.Question 12.Which method does the main coach practice during his training session?	60
Table 43. Result and Analysis of Question Number 1 and 2.....	60
Table 44 Question 3. Is there lack of tie with potential sponsors existing the region?.....	61
Table 45.Question 1.How important work been done on organizing spectators and media support for the club?	61
Table 46.Question 2.Because of the region's geographical location, do you struggle when playing away matches at a high altitude/high lands?.....	62
Table 47. Question 4: What are the opportunities of Assosa Kenema Football Club?.....	62
Table 48.Question 5: What is the threat of Assosa Kenema Football Club?	63
Table 49. Question 1: What is your age?.....	64
Table 50. Question 2: Sex.....	64
Table 51.Question 7: Educational level?	66
Table 52.Question 8: How long have you been with Assosa Kenema Football Club?	67
Table 53. Assessment Form for Document Content Analysis of Assosa Kenema Footbal Club	68
Table 54. Observational Check List for Investigating Facilities and Equipments of Assosa Kenema FC :.....	71

LIST OF FIGURES

	Pages
Figure. 1 FIFA’s Suggested Club Structure and Administration of Professional Football Club.....	13
Figure 2. Organizational Structure Chart of Assosa Kenema FC	34

ABBREVIATIONS AND ACRONYMS

BGR- Benishangul-Gumuz Region

CAF- Confederation of African Football

ENSP- Ethiopian National Sport Policy

FC- Football Club

EFF -Ethiopian Football Federation

FIFA- Federation of International Football Association

G.C- Gregorian Calendar

SWOT- Strength, Weakness, Opportunity, Threat

ABSTRACT

This study was intended to explore the major Challenges and Problems to Join Ethiopian Super League in the Case of Assosa Kenema FC. To achieve the set objective, the research mainly used descriptive method, which involves a variety of research method to achieve its goal, based on the nature of the research qualitative and quantitative data input has been used. As the topic under study particularly focuses on Challenges and Problems to Join Ethiopian Super League in the Case of Assosa Kenema FC, from the 124(100%) total population of current club members 46 (38%) sample size have been selected as participants by random sampling method and census. As a method of data collecting tools, interview, questionnaire, observation and document analysis were addressed. The data gained through these techniques were grouped accordingly and analyzed to explore the major Challenges and Problems to Join Ethiopian Super League by the club. As the result shows, the main constraints are related with managerial, decentralization of authorities, organizational, planning, rules regulations and guide lines, income generating and sponsorship, finance and budget, media coverage, fan attraction, and public relation, community participation, youth players development, coaching method, lack of psychological training, and environmental. To resolve these issues, recommendations are afforded.

Key words: Challenges, Problem, Affiliation, League, Super League, National League

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Benishangul-Gumuz Region (BGR) is found in South-West border of Ethiopia to Sudan. Assosa town is the regions capital and about 677 kilometres from Addis Ababa. Football (soccer) is popular in this region; beginning from youth(youth under 15-17) up to adult official football competitions, records in All Ethiopian Games and by the regions contribution of many players such as; *Ahemed Seid (to Muger FC), Arafat Seid,(to Muger, Ethiopian Coffee FC, and Professionally in Yemen),Salhadin Seid(to Mugger, St.Gorege FC and professionally in Egypt and Algeria), Mikael Garri(to Harer Beer, and Ethiopian Coffee FC),Suleman Mohamed (to Adama Kenema ,St.Gorege FC, and professionally in Sudan), Dreje Megerssa (to Muger, Ethiopian Defence ,and Dashen Beer FC)* and , more players in Ethiopian premier and , super league participant clubs, because of that the regions has been known by the Federal Ministry of Youth and Sport as potential area for football talent development.

However, for Benishangule-Gumuz (BGR) to join or have a rePercentative in the national league, it almost took 15 years to find a football club that could be well organized and breaking the catch to the league. Instead, it was in 2015/16 G.C which the Ethiopian Football Federation (EFE) has given the chance to the region to be able to affiliated with a local club that they think will fit in it, rePercent and perform better in the Ethiopian national league, not by the regions local clubs effort, achievement and successes.

In fact the Ethiopian National Sport Policy [ENSP], 2004 document declare this is because of "undermining the role that the society can play in on the rise the sport and the shortage of trained sport managers, directors, team leaders, coaches and officials caused the problem more unsettled.

Never the less, Assosa Kenema FC which has been prearranged the opportunity to join the Ethiopian national league by the authorization of the Ethiopian Football Federation (EFF) since 2015/16 G.C hasn't achieve that a great deal to the next level of progress; which is the Ethiopian super league. It has been found in the tournament in Dire Dawa in 2014/15 G.C Ethiopian Football Federation Document (2010). In contrast it is playing at the second level

of the Ethiopian premier league. Within this league we can find 32 local football clubs which are from different regions except Benishangul-Gumuz. The policy argues that "the solution for this problem which came rolling for many years back and lead the poor sport performance that we have in a bright future, participating the community has to be the biggest asset. [ENSP], 2004)"

As the researcher being born and raised in Assosa town; years and decades of playing football in school and various big clubs in the town and the region, and as being a sport science major and physical education, having also further studies in coaching trainings and football club administrations and with coaching experience since 2008 G.C for youths from age 13-17(see WWW.Assosa-soccer.com),coaching many big clubs in the town beginning from 2010 G.C- July.2016 G.C and coaching the region's football team as a main coach in 2011 G.C and with players from different Zones and Woreda's of the region and having enough information's on football clubs concern such as factor in managerial, setting plan, avoiding the community at large, being an able to find potential sponsors, working on advancing the football with modern trained education, science and of football organization, note having quality coaches and players ,undermining an educated sport personal who can organize the club as a technical director, being an able to create conducive situation that would facilitate the gradual autonomy of sport there by releasing it from government subside. This observed and several factors caused the motive to study the constraints that the researcher wants to find out and which he has the assumption for the failure of the club form its progress to the future.

So, the Challenges and Problems to Join Ethiopian Super League in the Case of Assosa Kenema FC issue therefore became a starting point for approaching and verdict out the challenges and problems to join the Ethiopian super league subsist within this club and put forward solutions.

1.2. Statements of the Problem

The Ethiopian premier league has been found in 1997 (1990E.C) replacing the former first division which was established in 1944G.C).contested by sixteen clubs, it operates a system of promotion and relegation with the other secondary and (super league) and tertiary (super league) Ethiopian Football Federation Documents (2010) with the intention of its rivalry and to make different regions to organize their local clubs and come through it to the premier

league. This type of reorganisation has benefited different community based local regional football clubs to come with their regional talented players to the premier league and stay in the league since it's originate. But, Benishangule-Gumuz region quite surprisingly without having a strong local football clubs competition in its own region it has got a huge amount of players in the biggest Ethiopian league. This creates questions such as" How come a region that don't have a single representative in the Ethiopian national league and the super league has emerged this massive players in the first league?, Why is that the region doesn't have any club in the Ethiopian national league before its being invited to it in 2015/16 G.C while contributing outstanding players in the premier league in the early years? And many other enquiry but Assosa Kenema which has been affiliated in the south west group to the Ethiopian national league is still struggling in its performance to join to the Ethiopian super league since 2015/16 and hasn't made it. Assosa Kenma FC document (2009). For the failure of the advancement of the club, the researcher assumes an abundant of attribute were to have dragged back the progression of the club. Some of which allied to the external and internal factors.

1.3. Research Question

For the purpose of this study, the following questions had been addressed:

- ✓ What are the Challenges and Problems to Join Ethiopian Super League in the Case of Assosa Kenema FC?
- ✓ What are the SWOT analyses (Strength, Weakness, Opportunities and Threats) of the club since it has been affiliated to the Ethiopian national league?
- ✓ What are the plans (perspectives, strategic and developmental) of the clubs of Assosa Kenma FC?
- ✓ What are the implementation of plans (perspectives, strategic and developmental) to solve the challenge and problem of the club to join the super league?

1.4. Objective of the Study

1.4.1 General Objectives

- ✓ To explore out the Challenges and Problems to Join Ethiopian Super League in the Case of Assosa Kenema FC

1.4.2. Specific Objectives

- ✓ To discover the invariable Challenges and Problems to Join Ethiopian Super League in the Case of Assosa Kenema FC.
- ✓ To distinguish status of the SWOT analyses (Strength, Weakness, opportunity and Threats) of the club in accordance to their magnitude.
- ✓ To examine the plans (perspectives, strategic and developmental) of the clubs of Assosa Kenma FC?
- ✓ Evaluate implementation of plans (perspectives, strategic and developmental) to solve the challenge and problem of the club to join the super league?

1.5. Significance

This study can provide information about the major Challenges and Problems to Join Ethiopian Super League in the Case of Assosa Kenema FC, will Percent views on the existing situations and perspective of the club, an insight and magnitude about the Challenges and Problems to Join Ethiopian Super League to the stake holders, it can help the administrative body of club, the Regions' Football Federation, the Regions' Youth and Sport Office, Assosa Municipality Youth and Sport office , potential sponsors ,the club community, and coaches to be conscious of the findings of the major challenges and problems of the club and will set ways and means to alleviate them.

It also can be a good alert the newly affiliated football club from the Assosa Woreda "The Eagles" to consider the information gained through this research to adapt to their situation to skip the problems and challenges that has been faced, and it will serve as a base for a detailed study for those who have the intension to conduct research in the Challenges and Problems to advance to Ethiopian Super League in the case of Assosa Kenema FC.

1.6. Scope of the Study

Two more parameters for research study establish the boundaries, exceptions, reservations, and qualification inherent in every study: delimitations and limitations (Castetter and Heisler, 1977, cited in Creswell, 2003, p.147).So, This Study is delimited to; its method or procedure section; descriptive method which describe the status of some aspects of phenomenon with involving qualitative and quantitative data input. Additionally this study will confine itself to questionnaires, interviewing, document analysis, and observation the overall progresses.

The other is it is delimited in Assosa Ketema FC current Managerial and administrative staffs, technical directors, team leaders, coaches, Players, medical Staff, and their fans have been involved in the study. Even if this issue may arise in other region national league affiliated clubs in the league in the group (south west region group) were Assosa Kenma FC is and the issue raised could also affect their achievement. Even in Benishangul_Gumuz it delimits local football clubs which are under the umbrella of the Regional Football Federation affiliation to the Benishangul-Gumuz regional league.

1.7. Limitation of the study

Assessing and evaluating the overall program, seems essential and very helpful to make the study to the entire regional leagues in general and at national level. But, since time and resource, could not allow that; the researcher have chosen to undertake the study only on Assosa Ketema FC which is affiliated in the Ethiopian national league in the south west zone group of Ethiopia and competing to join the super league.

The other limitation found during the study was one participant from the management group of the club couldn't be voluntary for the interview and Appendix-B; which reduces them in to 10 participants.

1.8. Operational Definition of Terms

Challenges:-A task or situation that tests someone's abilities. American Heritage (2016)

Problem-A question proposed for solution; a matter stated for examination or proof; hence, a matter difficult of solution or settlement; a doubtful case; a question involving doubt. (<https://www.dictionary.com>)

Affiliation:A connection with a political party or religion, or with a larger organization: an affiliating or being affiliated; connection, as with an organization, club, etc. (<https://www.Collinsdictionary.com>)

League: - a group of athletic teams organized to promote mutual interests and to compete chiefly among themselves. (<https://www.dictionary.com>)

Super League- It is the second division of Ethiopian football league run by the Ethiopian Football Federation. Ethiopian Football Federation Document (2010)

National League- it is the third division of Ethiopian football league run by the Ethiopian football federation. Ethiopian Football Federation Document (2010)

1.9. Organization of the Study

This thesis is organized in five chapters. The first chapter deals with background of the study, statement of the problem, significance of the study, delimitation of the study and definition of some key terms and concepts. Chapter two covers review of related literature, which consists of features of promotion in football, challenges of football management, management in Football club, and strategic planning. Chapter three comprises methods and procedures of the study while chapter four is a section that deals with Percentation, analysis and discussion of findings. Finally chapter five provides the summary of the findings, conclusion reached and recommendation made on the basis of the conclusions from the data analyzed.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 The Ethiopian Football Federation

Beginnings

The Ethiopian Football Federation was founded in 1943 and became affiliated with FIFA in 1952. In 1957 the EFF along with its Egyptian, Sudanese, and South African counterparts founded CAF. Ethiopian football Federation document (2010)

Premier League

The Ethiopian Primer league is the top association football division in Ethiopia. The EFF was responsible for all regulatory processes of both the Men's and Women's premier league. (Ethiopian football Federation document, 2010)

Ethiopian Super League

The second division of Ethiopian Football is also run by the Ethiopian Football Federation which has been found in 2014/15 G.C in Dire Dawa. (LBID)

Ethiopian National League

The first division of Ethiopian football is also run by the Ethiopian football federation which has been found in 2000/01G.C as the same time with the Ethiopian primer league.(LBID)

2.2 Challenges and Problems of Football Club

Management in Football Club

Management, defined as it is a process that involves individuals and groups working to achieve the organizational goals. And it includes planning, organizing, staffing, directing, coordinating, reporting and budgeting of an organization (FIFA document, 2011). Malik (2005) state that" management as the highest proficiency future and its knowledge is a weapon for raising competitive revenue. This return helps companies and same time the individual and it make them effective. He also revealed that management is, skill,

intelligence, gift, knowledge, and attitude which can be put in to practice and that brings - success."

Hamil and Chadwick (2010) says that " football is well known all over planate earth and been through a lot of practice and conducted several celebration and then become a strong sport, proficient, and this days a business oriented sport. For this reason sport personals are required to fit well to the job with certified, planned, and income based style the football business.

2.3 Challenges of Football Management

" to find out the exceptional nature for football with in investigating the for components of managerial challenges 1) the production and result, 2) clients of the result ,3) the industry development ,4) the plan of management image ,assignment and key ambition will express the football management challenges.(Dolles & Söderman, 2005)"

The Football Component – The Goods of Football and Their sell

Describing football product is so not easy the reason behind it is each and every person has the practice and prospect of the it's nature and the event they are integrated to the practice of football. It offers more benefit, practice and enjoyment. There are expected six components from football parcel and this are 1) Teams, 2) football competitions and matches, 3) clubs, 4) football events and stadium, 5) football players, and 6) products (Levitt, 1983 in Wolf, 1999).

Who Pays Money for Football – The Customers of Football

Fans choose and love teams without bearing in mind the cost and price in relation to the other clubs. The main reason for fans choice to be affected by a team is consist of talent of players, enjoyment, entertainment and geographical relation. As a result, the different goods of football initiates five diverse consumers of football; 1) the fans and spectators, 2) the affiliated member of clubs, 3) the sponsors for clubs, 4) the media family, and 5) local communities (Dolles & Söderman, 2005).

The Industrial development of Football – The Practice of Generating Result

Except products, the industry of football cannot manufacture and gather account to sell in the prospect in harmony with the most attribute of football which is ambiguity of the result of

matches. So, the issues that come to reflection in the football industry are how to form a skillful and excellent player and how to produce a professional and superior team (Dolles & Söderman, 2005).

2.4 Strategic Management in Football- Vision and Major Goals

"Vision of the club is the main and wide-ranging ambition of the football club which mentions the pick point the club aims to attain in the subsequent season. On top of that this type of directory is related with the planned objectives which is not focused on winning in matches or games, it is the anticipation of the club director and coaches to be in the prospect; attaining the international level and winning the champions league (Ewing 2004)"

To attain the key objective of football clubs, performance is the major element of success. For several reasons plans can be lay out in clubs, but some of the broader are on particular actions and the overall is interrelated to the sum total activities in the club. the plans at the league level can be able to be the most sequential expunction of what has been said type. (Hamel & Prahalad 1989)."

2.5 Fundamentals of Football Management

Promotion in Football

"Football industries illustrate other than service, even more than experience and entertainment. In other word, football managers are confused to clearly identify their products. It is a problem which is resulted to some extent from the fact that each person has his/her specific expectation and experience from the football games and its events. There is not only one single specific product, entertainment or service that is offered by football clubs, whereas, there are five following probable offerings which are, football game, football merchandise, football players, football team, and football club (Dolles & Söderman, 2005)."

It is important to know why supporters choose one team rather than another one. Undoubtedly, the expenditure is not the argument of supporters in the business area of football for fans, while, regional embeddednesses, skilled players, excitement and fun are the probable reasons for choosing a team to support. Also, the corporate culture of the football club may be one of these reasons because fundamental culture can determine the values which are placed on football teams through consumers. Traditions and beliefs constitute this

organizational culture and help supporters to discern it over other businesses and organizations and arouse a specified life into the foundation of structure (Mintzberg, 1989). Therefore, a broader approach to reach consumers is created in football that includes (1) the fan base which is consist of spectators and supporters, (2) the members of clubs, (3) the media, and (4) the sponsors.

2.6 Human Resource Management

Wall and Wood (2005) "believes that human capital enhancing which is the determinant of Human resource management includes practice such as complex selection methods, evaluation, training and instruction, teamwork, communication, performance-related pay and securing for employment. But it is important to know how complex these practices in sport organization are and how apply this approach for enhancing human capital in sport organization (Wall & Wood, 2005).

2.7 Finance in Football

Football is different from all other professional sports by considering it as a business. This sport is being recognized with its characteristics of “specificity” and “uniqueness” through European Union. It is reported that football clubs do not control their revenues and costs directly compare to other businesses (Commission of the European Communities, 2007). In order to have a healthy financial club, below factors should be considered:

Try to be in the center of the table of a league which is an appropriate position for potential fans, and avoid relegation, create a trusted local fan base, own a private stadium which has been constructed recently and has proper facilities for hospitality in match days and for other activities which generate revenues in non-match days, have contracts with its players which are related to their performances, employ a manager who brings success on the pitch and grateful of financial limitations (Morrow, 1999).

2.8 Public Relations

Based on Pederson *et al.* (2007), public relations is so important in sport entities especially when attempting to impress public opinion and should not be ignored through sport managers and professionals. The most important function of public relations is in affecting public opinions in the field of professional football because public opinion provides the whole

significant licenses to administrate the football organizations. According to Pederson *et al.* (2007), sports public relations affair is so important in sport organizations and clubs to create and establish strategies which ensure they communicate internally and externally in a most desirable procedure with vital components. Because of above-mentioned reasons, an appreciating of public relations is inevitable success point in the modern football in contemporary era and it is being used to fulfill the objectives of sport entity through crafting and amplifying the organizations brand image.

2.9 Fans

In football, if there is lack of relationship between fans and club, it will lead to empty stadium, decreasing in merchandize, no interest for sponsoring and finally no growth. The club managers have to establish a fan relationship management program in order to benefit from fans. The fan relationship management can be instituted as bellow:

Through fan relationship management a club manager can ensure to have full stadiums in the season. It is the most beneficial way to merchandize successfully and attracts worthwhile sponsorship. Sponsors are attracted to a team which besides a big following has also an advanced engagement with them. . (Ehsani, et al. 2013).

Fan Demand for Football: The great amounts of profits which are generated from football are because of huge and continuous fan demand for football. Borland and Macdonald (2003) believe “fan interest” is an essential factor which runs demand for the match and football contests. Fans show their interest to the football matches and contests by watching the matches on television, listening to the game in radio, buying the merchandises which are associated which the favorite club, or following the news of the games in newspapers. These people are also consumers who buy tickets and attend stadium and fill the stadiums and thus become component of the product itself, as an exhibition of the live football events which are sold to other consumers (Borland & Macdonald, 2003 in Hamil & Chadwick, 2009).

2.10 Media

Media has considerable impact upon sport as equipment; match times and financial changes have been altered. It is obvious that media has a substantial effect on sport, but as the impacts of media on all parts of life is increasing so its effects on sport is increasing proportionally.

Through this relationship between media and sport both of them are growing and becoming richer (Nicholson, 2007).

The positive aspects of the relationship between football and media: the mass media has the ability to find the general public and show them to the game, hugely popular football matches such as champion leagues in the high-ranked football country are now easily accessible from all around the globe through a good coverage of media .football games coverage in television empowers fans through the access of slow motions, replays, the comments of experts, and multiple camera angles which unfold the events of a game in front of the eyes of spectators. Fans can benefit from different views, opinions and analysis by television. Also, they can view only highlights of the games because of the lack of time (Haynes, 2007).

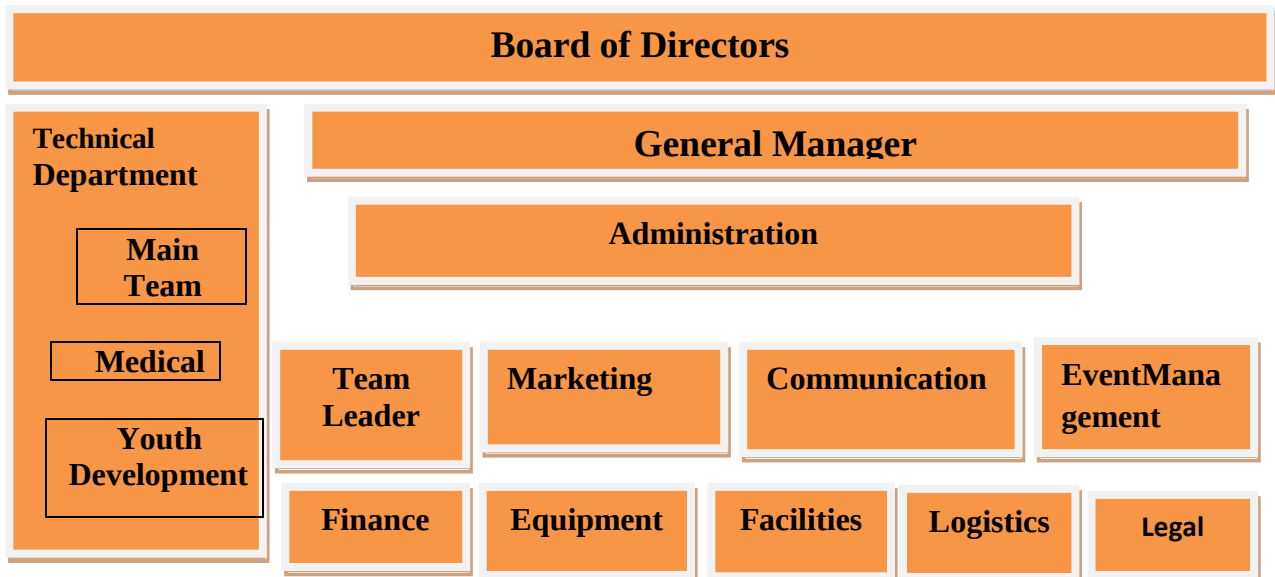
2.11 Managerial Structure of the Professional Football Club

The structure of an institution or organization classifies the connection between the branches of that organization makes it fairly and direct the practical and human supply for the reason of attaining the organizational ambitions and objectives. Structure can also term and share the task and occupation of persons employed with in an organizations. How this employers are delegated and shaped and the values the individuals have and works they are given will openly affect on the achievement of goals and the mainly the organizational performance. Some documents explains that is no "perfect form" when it comes to the structure of an institution or organization, but some kind of modification to situations, objective and goals that must be archived. The modified structure must show the activity, responsibility, and decision making the range to be taken by each person or members and should also define the line of command that exist. (Morgan *et. al.*, 2006).

Within this situation professional teams meet many challenges in addressing the internal and the external situations of performance. The reason is a club can't easily come up with a winning team without enough sponsors and income generating ways; they must depend on their organizational strength to stay successful. The most important ability for such strength is a very well organizational structure. FIFA's document (2011) on football club structure and management suggested the following club structure and administration for professional football clubs (Fig. 1) and emphasized that the relationship between the chairman and the club manager is a paramount importance. It also described that football club management

requires people (with required skills, expertise and experience), Structure, Clarity of roles, and Management procedures.

Figure. 1 FIFA’s Suggested Club Structure and Administration of Professional Football Club.



Source; FIFA’s document (2011)

2.12 Managerial Aim and Purposes of Professional Football Club Structure and Administration Suggested by FIFA

Board of Directors

To make the biggest decision in football clubs is given to board of directors; that is their main goal and activities and authority beneath laws (FIFA’s document, 2011). The performance of the club is at the hand of the board of directors and they are responsible for it. It is the board duty to stand as an owner and members. Different board members of club have different unstable duties and responsibilities in terms of their roles concentrating on controlling, decision making scope and content. (Morgan *et. al.*, 2006). But, FIFA’s document (2011) states that the major duties of board of directors is making choices on significant issues for the club administration and assign the General Managers who put on the practice decision. Business plan, financial matters which evolves trade of resources, saving

ads credit, and other essential staff for the club management are the essential issuers for a club which requests decision from the board directors.

General Manager

Among the goal and activities of General Manager is running the choice and strategies of the board of directors which have assigning and controlling all the members and informing to the board of directors by the president (FIFA's document, 2011).

Any delegated in the General Manager of the club by the Board of Directors and will manage all staff must hold a profound at least 10 Years management familiarity (decision-making experience is wanted) and a board understanding of football industry and management .This manager has to word as a regular time centered and necessitate to have quite enough skills such as directing, communication, basic concepts, good English skill.(LBID)

Technical Department

The purpose of the technical department is to attain constant victory on the field work. With this member of the department major job of the football field performance of the club is played. As (FIFA's document, 2011) describes it, it has 3 -sub-units which will be strengthen by highly qualified coaches and medical person. The required expert for the Top team as a main part which contains head coach, assistance coach ,goal keeper coach, fitness trainer and selected football players.iin the second part of the sport medicine staff which has medical doctor, physiotherapist, and psychologist. The third part is which contains head coach, fitness trainer, and youth players which is the base in engaging, exercising and generating young talented for the mean team.(LBID)

Club Administration Department

This department has sub-units such as administration, finance, logistics, facilities, legal, and marketing, communications, and event management.

Administration

The purpose of this sub-unit is to organize all the club managerial activities. The main position is administration of the club office, preparation, logistics, timetable, equipment and get in touch with the league & association. The head of this position need to have 10 years of

knowledge, skill and attitude with at least 5 years in admin field in football business is wanted. The nature of employment has to be a full time job and requires having enough knowledge of administrative process in football club with good skill of English, and computer and information technology literate. (LBID)

Facility

To preserve and control training facilities equipment for the club is the main goal of the sub-unit and major job and duty is controlling the facility in a place where the clubs have football field, gymnasium, and dressing room and treatment facilities. If they don't have the first job should be focusing on securing training facilities by requesting the government, schools, company about availability of their facilities to use. The head of Facility unit is necessary to have at least 10 years of effective knowledge, with minimum of 5 years in football facility management. This job should be done by full time employee and requires having enough knowledge of facility preservation, particularly football pitch and satisfactory communication skill and having a association with local administration, schools, companies, is advantageous. (LBID)

Treasurer

The aim of this sub-department is manage the all fiscal activities of the club. Its function and tasks are financial statement, financial planning, internal controls & measures, financial management, financial report – to Board, ticketing control and reconciliation. Head of financial unit position is required to be qualified accountant or diploma of certified public accountant and having at least 10 years of working experience, minimum of 5 years in financial field. Head of financial department needs to gain in the football club for plenty time to carry out the responsibilities. If it is part-time employee, then qualified and experienced assistant is needed by the club. (LBID)

Legal

The aim of this unit is organizing and controlling the legal issues of the club and keeping the resources of the club. This task and role are conformity with national laws, conformity with club states conformity with FIFA, association & league regulations, player agreement,

commercial rights, and agreement and certificate (sponsorship, products, player image rights, and media rights).(LBID)

Marketing

The main goal of this sub-unit is endorse the club and creating the club with fiscal funds. Its role and tasks are Sponsorship, Ticketing, stock Media rights, endorsement (publicity, Promotion of match, Promotion of merchandising), and supporter expansion (Fan club, Fan event, affiliation with society). Head of marketing dept is necessary to have at least 10 years of operational practice, with at minimum of 5 years in marketing field. The requirement of Head of marketing unit ought to be Degree in marketing with a wide acquaintance of marketing in football industry and excellent communication skill with good command of English. Head of marketing unit should be full time job and capacity to create widespread network with potential sponsors is wanted. (LBID)

Communication

To create a good picture through the media is the main role of the sub-unit by establishing and maintaining good club rePercentage. It is accountable for build connection with the media about the club. Match preparing (official recognition, Press conference), Club newspaper, creating Club Web-site; carrying out internal information distribution, and disaster supervision. Head of communication unit is obligatory to have at least 10 years of working experience, with at least 5 years in media field with a Degree in journalism or public relations. Wide knowledge of communication commerce and good command of English with outstanding communication skill are highly demanded and must work on full time basis and be able to create wide system with football media. (LBID)

Event Management

To secure and provide successful events is the purpose of the sub-unit. Its role and duties are setting up and organization of events. During preparation level, recruitment of the unit and progress of strategy, plan and event are made. Administering events consist of all duties that will be made ahead of game (training for competition), game day and Post game. (LBID)

Team Manager

The purpose of the team manager is to administer the clubs day to day basis at a high quality such as: Logistics, Equipment, and Training Facilities being supported by a kit man. The task and job of the manager is team operational requirements. (LBID)

2.13 Modern Trained of Football Clubs in Relations to Management

The higher need for the professionalism and increasing higher pay for player's payment are leading clubs to concentrate on financial capacity and profit making instead of merely having a winning team on the field to stay on a league. Clubs must depend on other ways a bit proficient and realistic to secure the financial issues will provide the long term sustainability. This is done in searching potential sponsors and involvement to the major community and stakeholders or through creating marketing achievement. This is by working hard to meet the need of all key stakeholders including members and fans, media, worker, and players, resource including finance generated and suitably billed. (Foreman, 2003)

2.14 Planning in Football

Perspective plan

Perspective plan 4-8years long range plan of a club; its content is determined by the tasks and aims, available equipment, and presence of qualified and sufficient coaches within which framework of the training processes laid down. The 4 year plan in football is the basic guiding line for working with perspective plan in football club; perspective plan is a 10-15 years plan depending on the objective of realities of a given country it includes conditions of training that is organization, method, material and social and controlling-sport doctor, pedagogue test, self control and annual training cycle. Bompa and Half (2009)

2.15 The Annual Program

Division into Periods

As Sneyers and Jozef argue, an annual program puts you in a position to systematically get the players into form in such a way that they can maintain their fitness as long as possible. For this purpose we divide the season into various periods:

Pre-season: which is divided in to preparatory and build-up period.

The high-season which also is divided in to soccer-specific training and points game training.

The post-season this also is divided two parts and this are transitional period and rest period.

Preparatory period (1st part of the pre-season): In this period we create the foundations for the rest of the season. At the beginning we do not overdo it, but rather build up slowly.

Principle: Longer distances at low speed, e.g. two run of five minutes each.

Execution: In game form (e.g. forest and cross-country running).

Build-up period (2nd part of the pre-season): We gradually pay more and more attention to technique (running, jumping), develop fighting strength, strength and speed ability (interval method) with load.

Principle: Shorter distances, fast execution.

Training means: Cross-country running and running on the field.

Soccer-specific training (1st part of the high season): The competitive games begin. Training is harder and concentrated on soccer.

Principle: On the basis of the level of fitness achieved we now work actively and deliberately on soccer.

Training means: Running training with the ball, technique training with the ball and once a week suitable fitness training with the emphasis on speed ability and strength.

Point's game training (2nd part of the high season): A large part of points game training is aimed at maintaining a certain level of performance, developing strength and reducing weaknesses, all of this adapted to the circumstances.

Principle: Interval training with and without the ball, circuit training and special training.

Training means: Various running and ball exercises, group training.

Post-season (Transitional period, rest period): The time to mentally recover and "fill up". Here a healthy way of life and active regeneration are important. (Sneyers, Jozef.(2005)

2.16 Components of Coaching Football

The Four Components of Coaching Soccer are: The Technical Component, the tactical Component, the Physical component, the, psychological Component

The **technical component** refers to the technique of skill performance. This is the “how to perform the skill” part of the game. The “mechanics” of skill performance!

For example: Where to place your non-kicking foot at the instant you strike a ball...Pointing your toe down and locking your ankle when striking a ball with your instep (laces)...

The **tactical component** refers to the “decision-making” part of the game. This is the “when, why, what and where” part of the game. For example: If you have possession of the ball, should you dribble it, pass it to teammate or shoot it...If a ball has been served (passed) to you by a teammate, should you receive it, kick or pass it on your first touch or let it go...

The **physical component** refers to the fitness part of the game. The elements of fitness include: Endurance, flexibility, agility, balance, speed, strength, power...

The **psychological component** refers to the intangible part of the game such as: Mental toughness, emotions, stress, attitude toward self and others...

An understanding of these **four components** most certainly will help you to enjoy the game more and help you positively affect the development of your children.

Good training sessions are composed of activities that incorporate all four components. This is referred to as economical training. Activities that replicate the game itself are the best activities. After all, when our players face their opponents on game day, they play “the game”...they don’t compete in “drills”!

In a game-like environment, players work on the technical part of the game (they dribble, pass, etc.), and the tactical part of the game (they make many decisions), the physical part of the game (they run, stop, jump, change direction, etc.), and the psychological part of the game (satisfaction, disappointment, stress, fun...). (Tom Goodman, M.Ed.(2005))

2.17 Factors which Affect Training

Experience shows that a well organized training positively influences a result which gives the coach the necessary trust on the part of the players. If, however, there are no positive results

or other problems arise, there is generally only one decision possible for those who have a say in the matter: change the coach. To put it simply: when signing his contract, the coach is already signing his own dismissal.

Sneyers, Jozef: (2007) stated" The coach has a rather lonesome position. No matter how well training is prepared and how strong the game shown is tactically in the point's games: judgment of him will always depend on the bull's eye. For this reason from the first moment on the coach must get to work with all his energy and observe all influencing factors. The prerequisite for a good training program is that the coach expends his knowledge by evaluating technical literature, talking with other coaches, taking training courses, observing current developments in soccer etc."

With regard to equipment as well, the coach must leave nothing to chance. He must always have sufficient balls, cones, corner flags, hurdles, training vests etc. In addition he must make sure the changing rooms are kept tidy and that there is a blackboard for talks on technique and tactics. In general he must come to agreement with everybody who influences the success of his activity (players, family, fans, administration and staff), so that he can do his work in the best way possible and his players can go on to the competition field as well prepared as possible. The results of the training and coaching of a group of players are dependent on many factors. Sneyers, Jozef: (2007)

Such as :-

Coach: Knowledge and training experience, character, views on the game, ability to motivate players

Players: Existing qualities, mastery of basic techniques determines the playing "substance" of a team. Tactics without technique are impossible, unless the tactics consist only of keeping one's own goal closed by "nailing it" and as far as possible shooting away every ball. Very few players will get enjoyment out of this. On the other hand, the better each individual player can handle the ball and the more prudently he acts in a game situation, the more successfully the team's game will run. We are assuming, however, that the players place their abilities at the service of the team. Soccer can be reduced to two situations: ball possession and loss of the ball. If the players master the basic techniques, they will stay in possession of the ball longer.

The chance of positively shaping a game and converting ball possession into goal opportunities is thus greater. A team which demonstrates weaknesses in ball technique will more often be confronted with the situation of loss of the ball. The players will then hear from their coach how it should be, but they cannot put the theory into practice. In other words: tactical intentions and teamwork of the players can only be successfully realized if the basic techniques are mastered. (LBID)

Training discipline, attitude to sport outside training time (use/abuse of alcohol, smoking, regulated life).Willingness to train independently outside of training to eliminate weak points, communal feeling and team spirit (gatherings, contacts amongst each other, other interests).

Environment: favorable or unfavorable influences can come from the club management, fans, the players' parents and, not to be forgotten, their wives or girl friends.

2.18 Factors Affecting Performance

Environmental Factors

Evidence shows that playing at home generally offers an advantage to a team although home players are often more *anxiety prone* and this can affect game performance. A hostile crowd atmosphere can lead to teams making mistakes.

The time of the day plays an important role in performance. Factors such as reaction time, isometric strength, coordination and agility depend on body temperature, which is closely linked to the time of the day .It is well known that the environment plays an all-important part in determining performance levels. We know that altitude, the weather and significant changes in temperature and humidity will affect performance. High altitude (e.g. above 2000m) is detrimental to performance.

The balance between heat production and heat loss mediates the harmful effects of cold exposure. There is a close relationship between muscle performance and muscle temperature - as temperature decreases, so does performance.

When playing football in hot weather, the heat lost through convection and radiation is minimal thus requiring heat to be dissipated through the evaporation of sweat.

Cohesion:

Understanding what we mean by the term ‘team’, we need also to know what we mean by team cohesion. Albert Carron (1984) described team cohesion as being ‘a dynamic process that is reflected in the group’s tendency to stick together while pursuing its goals and objectives’. He divided team cohesion into group integration and individual attraction. Group integration refers to the way in which the group operates as a whole. Individual attraction explains how being a member of the group satisfies the needs of the individual and team. Carron further sub-divided each component into task and social aspects. Task aspects are concerned with the way the team performs, while social aspects refer to the rapport between team members.

Carron and his colleagues have identified a number of factors that are thought to determine the nature of cohesiveness. Task cohesion requires that the team members know their roles (role clarity), accept their roles and those of others in the team (role acceptance) and are able to perform their roles well (role performance). This, of course, would ensure that the sum of the parts was greater than the sum of the whole. The word teamwork may well describe the equalities. Probably the factor most likely to cause a lack of cohesion would be role acceptance. If an athlete feels that he/she is worthy of a more important role this could cause disharmony.

On the social side, cohesiveness appears to depend on a sense of belonging to the group and valuing that belongingness. In other words, the athlete must believe that it is worth being a part of the team. It appears that this sense of belonging is helped if the group is relatively stable, in other words turnover of players is low. How well team members are willing to conform also affects the level of cohesiveness.

Factors Affecting Group Cohesion

Success level: success leads to cohesion. Size of group: smaller groups are more cohesive. Leadership style of coach: coaches can enhance role clarity: self-efficacy: a sense of belonging. Motivation types: Homogeneity leads to better cohesion. Social class: Homogeneity leads to better cohesion. Personality type: athletes with a desire for power can disrupt coach–athlete cohesion. Gender of athletes: Males and females differ in their

preference of leadership styles and need for democracy within the group. Age: Children have different needs to adults.

Theories of Developing Cohesion

Perhaps the best known theory of developing cohesion is that of Tuckman (1965). "Like all cohesion theorists, he sees cohesion as being dynamic in nature. To Tuckman, cohesion develops linearly through a process of *forming, storming, norming and performing*. The *forming stage* is, as it says, the beginnings of the process. Team members get to know one another and the group's goals. The *storming stage* is one of some disruption, with conflict and even rebellion. The *norming stage* is characterized by the members becoming aware of one another's strengths and weaknesses. In this stage, the disruption slowly dissipates and some form of cohesion is developed. There is co-operation between members. In the *performing stage*, the team works as a unit to achieve its goals."

2.19 Sport and Nutrition

In every sport, energy requirements are of great significance. They are dependent on many factors, but also on the type and the intensity of loads and the specifics of the particular sport. Quantitatively and qualitatively appropriate nutrition as well as sufficient rest is very important. The most important elements of our diet are: Proteins, carbohydrates and fats.

2.20 The Traditional Model of Multidisciplinary Coaching and Coach Education

The argument in support of coaching position is based on recognizing coaching as intellectual as opposed to technical work, requiring higher-order thinking skills to deal with the humanistic, problematic and dynamic nature of the tasks involved. The case is summarized around three principal issues: the need for coaches to consider (1) cultural factors, (2) the development of social competencies, and (3) the pedagogical contextualization of practice, if lasting improvement is to occur. In making the case that Kenyan middle-distance athletes are culturally as opposed to naturally produced, Bale and Sang (1996: 17) stated that 'running can mean different things to different cultures'.

2.21 Factor Contributing for Development of Football

In Sports believed that to be an effective coach it is important for the coach to: ‘Analyze their performance against a check list to identify areas of strength and weaknesses Recognize the different behavior exhibited in their own coaching Devise and implementing an action plan to change aspects of your own coaching behavior where required Monitor any improvements in their coaching practice’ (Coach Foundation, 2002)"

2.22 Coaching Methods

If coaches are not familiar with the scope and characteristics of the methods, it may be difficult for them to question current practice and make choices about the appropriateness of future action. It is important to remember that the characteristics associated with a particular method are not necessarily exclusive to that method, as, since the methods are positioned on a continuum, it is likely that those positioned next to each other will share some of the same characteristics. Kirk et al (ibid.) grouped their interpretations of Mosston's styles under the categorizations of *direct*, *task*, *reciprocal*, *guided discovery* and *problem-solving methods*. (Coach Foundation ,2002)"

CHAPTER THREE

RESEARCH METHOD

3.1 Research Design and Methods

The purpose of this study is to explore the Challenges and Problems to Join to Ethiopian Super League in the Case of Assosa Kenema FC. Hence, according to the specific objectives the researcher has chosen the descriptive method. The goal of descriptive research is to describe the status of some aspects of a phenomenon. It can help to understand a topic and lead to causal analysis. Descriptive research, therefore, involves a variety of research methods to achieve its goal. Based on the nature of the research data it may have: qualitative and quantitative data inputs for the study.

3.2 Source Site

To achieve the objective of this study the researcher has used both primary and secondary source of data.

3.2.1. Primary Source

The primary source of data collected through questionnaires and interviews from the legally registered club members such as previous and current management and administrators staff, technical staff ,team leaders, coaches, players, finance officers, cashiers, medical staffs and from fans (formal registered or informally) as part of the community.

3.2.2. Secondary Source

The secondary data collection was from regional Archive in Assosa town, from the regions youth and sport office, from the regional football federation and from the club itself.

3.3. Sampling Population/Sampling Technique

The total population of this study are the current Assosa Kenema football board, club members, manager, technical directors, team leader, coaching staff, medical staff, players, finance, casher, and the fan too. As the researcher has been informed from the club currently has Assosa Kenema football club have 7 board members, 4 executive body ,1 manager,3 technical staff, 1 team leader,1main, 1 assistance and 1 goalkeepers coach in total 3 coaches,1medical staff ,25 squad adult players, 25 squad of youth players which are trained

to be promoted to the main team,1 finance,1 cashary,1 percheser,1 store keeper and about 50 informally organized fans ,in total a population of 124 (100%) associates.

So, the researcher randomly select 3 participants from the current board members,2 executive body ; who are the management and administration members those in position of making big decisions, and 2 newly formed technical director ,squad of 20 players ,and informally(unregistered) but known 10 fans by simple random sampling method which is using lottery method. Additionally, from current members of the club;1 manager, 1 team leader,1 main coach and 1 assistance and 1 goalkeepers coaches , 1 health assistance,1 finance, 1 casher, 1 purchaser, and 1 store keeper by census to the sample size because they are not many in number , in total of 47 (38%) subjects.

3.4 Instruments of Data Collection

The instruments for data collection which the researcher has used are questionnaires, interviews, observation, and written documents from the club. It has been used to gather data's from the sample population.

3.4.1. Questionnaires

The questionnaires which the researcher has used are not standardized, but a self made (Self prepared) questionnaire. Participants whom were interested to take part in the study has been handled self-administered questionnaires containing open and close ended question type with brief, relevant, without ambiguity (avoids negative questions, acronyms or complex wordings and which has a translated academic vocabulary in to a natural way of the sample populations), and specific question which are in relation to the researchers research question, in considering points such as one question for one idea, which was be about 20 word in English and 25 words in Amharic.

The questionnaire has included formats of questions such as yes or no answer, quantity , degree of agreement scale (Likert scale), list, and multiple choice . The layout was structured with introduction, expression of thanks, purpose, phone number, date of returning, and clear instructions. Generally the questionnaires have been prepared in logically ordered questions which are filtered to guide the respondents and, attract the participants.

The content of the questionnaires for the current board members, executive body, club manager, team leader, finance, cashier, purchaser, and store keeper are ; management and structural related, youth players development related , communication and media related, finance related and background questions, which is different than the one for the current technical staff, coaching staff, players, health assistance and fans; which consists of management and structural related, coaches and technical staff related, external factors related, finance related questions and background questions.

During the actual data gathering time the researcher have suffered to find the board members and collect the questionnaire from them; they were not available for meeting and training schedules of their office. From the samples size one subject was not willing to take part in filling the questionnaire.

3.4.2. Interview

As a qualitative collection tool, Semi-structured (semi-directive interview) have been made with detailed standardized schedule. A detailed pre-planned schedule, interview guide have been prepared and conducted with the current board members, executive body, club manager, team leader, finance, cashier, purchaser, and store keeper. More factual question have been listed out carefully in the interview paper work with the time allotted to complete the interview. The same questions are put to all the respondents and in the same order. Each question is asked in the same way in each interview. But the researcher has encouraged the respondents to talk freely about a given topic with a minimum of timely guidance.

The interview were made with mayor of Assosa Town Administration and president of the club for 53 minutes, with the executive body head of the club for 23 minutes, with manager of Assosa Kenema FC for 18 minute, with the team leader of the club for 00:17:38 minutes and with purchaser of the club for 12 minutes and with other 5 subjects of management members of the club between 10-13 minutes also. Then, during the actual interview time schedule recording material (tape recorder used by journalist) has been used to collect the data.

The most difficult issues which the researcher have faced were; being an able to find the board members for the actual interview because of the busy meeting schedules they have at their office even if they have made an appointment with the researcher.

3.4.3. Observation

The researcher has used observation as a method of collecting data. The observation has been lead by the research question, and lists of observational assessment prepared. It also focused in investigating the implementation of perspective, strategic, developmental, rules and regulations and the yearly plan of the coach if they are respectively implemented or put in to practice systematically, then it has been written and recorded frequently using an observational notes and as an evidence of the observation the researcher have takes some pictures and copy off documents hen be examined qualitatively. With this method the researcher also has been paying attention on facilities and equipment in the Assosa Kenma FC office and on their training field. So, the researcher have analyzed the documents in the club for 2 weeks and the equipment and facilities for 6 week in two ways, the first is by just informing the coach the researchers arrival during their training time and the second one is just by observing the facilities and the equipments in training with the team during their regular training session.

3.4.4. Written Documents

For this study as a secondary data collection tool, the researcher have collected written documents from the clubs Archive on the clubs' background history till current or past until it's affiliation to the Ethiopian national league, a copy of their rules and regulations for their constitution that they have submitted for the Ethiopian Football Federation (EFF) to be given the certificate of affiliation, a copy of short and long term plans of the clubs the coaches and a copy of their monthly or annual reports has been collected because it helps as a spring board for the study in gathering more information's about the clubs. Annual reports on the yearly hosted clubs competitions and record of results, structural manuals, rules and regulations of the club and legally accepted documents etc.

3.5. Procedure of Data Collection

During this study; first the data has been assessed to get information from what has been done in relation to the problem. Second, before distributing the prepared pilot test questionnaire was carried out to determine the clarity of instruction and to ensure the validity and reliability of the research instrument. The management staff and the technical staff of the club have taken part in the in the questionnaire which are 47 subjects. From the finding of the

pilot test; the arrangements of the questionnaire have been revised. And those which are above 0.65-0.79 by the SPSS were taken in to the main questionnaires.

3.6. Pilot Test

From total pilot population of 45 (100%) ,25 (55.55%) piloting respondents whom are not part of the sample group of the main data collection of the club have been selected. With the above mentioned data collecting tools the researcher has built the bases of review literature and the required data which has been collected. Before handing over and utilization of the tools to collect data, they have been approved accordingly; corrections and reconstructions have been also done." The collected response calculated by split-half method of reliability testing and the result of pilot study on open ended questions also it had helped the researcher to improve the content validity. The purpose of the pilot study was to enable the researcher to improve the reliability and validity of the instruments, and to familiarize themselves with administration of the questionnaires. *Iraki, Margaret Wanjiku (2005)!"*

3.7 Method of Data Analysis

The data which has been obtained from, questionnaire, interview, document analysis and observation was analyzed systematically through computer programs named SPSS (Statistical Package for Social Science) Version 16 for frequency and Percentage. Thus, with this program, the items have been grouped in categories and rePercentage referring to each individual item. A related item has been treated together. The quantitative aspects of the collected and organized data have been analyzed by using SPSS, and the qualitative in descriptive statements and narrative approach.

3.8 Ethical Consideration

3.8.1 Informed Consent and Voluntary Participation

The researcher has to explain all the required information to his/her prospective participants, including the right to confidentiality, the non-disclosure of information, the right to withdraw from the research process at any time, and the benefits of the research. The researcher also provided the participants with the opportunity to ask questions. Informed consent, according to Marczyk, DeMatteo, and Festinger (2005:245), is the system for communicating the research study to potential participants and providing them with the opportunity to make

autonomous and informed decisions regarding whether to be participants in the study or not. It gives the participants the freedom and self-determination to participate or not.

3.8.2. Anonymity and Confidentiality

The researcher is responsible for ensuring the confidentiality of the protected information but also for maintaining the confidentiality of information with regard to the privacy and dignity of the participants. Thus, will confidentiality involves to have control over the use of or access to his or her personal information, as well as the right to have the information that he or she shares with the researcher to be used anonymously and its source to be kept confidential (Marczyk, et al., 2005:244).

The researcher has given the participants full assurance that their names and the names were not be revealed. In addition, they provide with safe places where the interviews will to be conducted. The questionnaires will complete anonymously. No one except the researcher allowed seeing the information provided by the participants. The researcher doesn't release any information regarding the participants without the participants' permission. Iraki Margaret Wanjiku , (2013).

CHAPTER FOUR

RESULTS, ANALYSIS AND INTERPRETATION OF DATA

The result found from Appendix-A-Interviews, Appendix-B- and -C- Questionnaire, Appendix-D-Documentation Analysis and Appendix E-Observation are analyzed and interpreted descriptively for the interviews, questionnaires with open ended item and for the document analysis and observation.

Percentage has been also engaged questionnaires. SPSS version 16 has been used for most of the items in the questionnaires with close-ended items.

Appendix-A-Interview and Appendix-B-Questionnaire have been used to gather data from 11 management staff of (current Board Members, Executive Body, Club Manager, Team Leader, Finance, Cashier, Purchaser, and Store Keeper) of Assosa Kenema FC. Only one executive body that has been randomly sampled wasn't voluntary for the interview and the questionnaire completions.

Appendix-C has been used to gather data from 37(current, coaching staff, Technical staff, Team Leader Players, Health Assistance and Fans) in Assosa Kenema FC.

This two self administered questioners include items aimed at electing the views, opinion and suggestions of the respondents on the challenges and problems of their football club plans, strategies and implementation, management, structures, facilities, communication, finance, and marketing. As a result, out of 11 questionnaires distributed to management respondents, 10 were filled and collected back with an overall response rate of 91%; when we see the questionnaires distributed to the technical staff, coaches, medic, team leader, players and fans, from 37 questionnaires all(100%) have been filed and given back to the researcher .

4.1 Demographic Characteristics of the Participants

From the 47(100%) of the participants 5(10.6%) of the management staff are male and 5(10.6%) of them are female which shows a balance in gender. On the technical department participant of the club 32(68.0%) are male and 10(21.21%) of the fans are male which doesn't have a single female subject.

When it comes to age ;out of 47(100%) of the subject 3(6.3%) of the management 17(36.1%) of the technical department, 6(12.8%) of the fans are at the younger age from 18-24,6(12.7%) of the management,6(12.7%) of the technical department,4(8.5%) of the fans are between age 25-34,1(2.1%) of the management and 4(8.5%) of the technical department are above 35.This shows that above average of the subjects are young enough to the position they took part.

On the educational background, from 47(100%) of the subjects, the management staff, 2(4.2%) at preparatory level, 3(6.3%) are at college level, 4(8.5%) at the degree level, 1(2.1%) at masters level. From the participants in the technical department 2(4.2%) of the coaches,6(12.7%) of the players and 2(4.2%) of the fans are grade 9-10 ,9(19.1%) of players, 2(4.2%) of the fans are preparatory level,4(8.5%) of the players,1(2.1%) of the health assistance and 3(6.3%) of the fans are at college level,1(2.1%) of coaches,2(4.2%) of technical staff(directors),1(2.1%)of players, and 3(6.3%) of the fans have degree. Finally 1(2.1%) of the management and 1(2.1%) of the technical department have masters degree.

On the duration of the participants in the club, out of the 47(100%) of them, from the managements staff 5(10.6%) have 1-11 months, 2(11.7%) have 1-2 years,3(6.3%) have 3 years duration which implies those whom are 1-11 months are grater in frequency and Percent. From the technical department 3(6.3%) of the technical staff,5(10.6%) of the players,1(2.1%) of health assisatance,2(4.2%) of the fans are 1-11 months,2(4.2%) of the coaches,6(12.7%) of playes,3(6.3%) of the fans have 1-2 years duration in the club,1(2.1%) of the coaches,9(19.1%) of the players,5(10.6%) of the fans are 3 years duration in the club. From this we can see that those whom have 1-11 months and from 1-2 years, as they took the 2nd place and those whom have 3 years are the first and many numerically.

On the coaching level of the coaches, 2(66.6%) have CAF "C" license and (33.3%) have regional level football coaching license and a CAF "C" license. This shows as two coaches have same coaching level background and as one coach does an advance level of difference in comparison to the other coaches of the club.

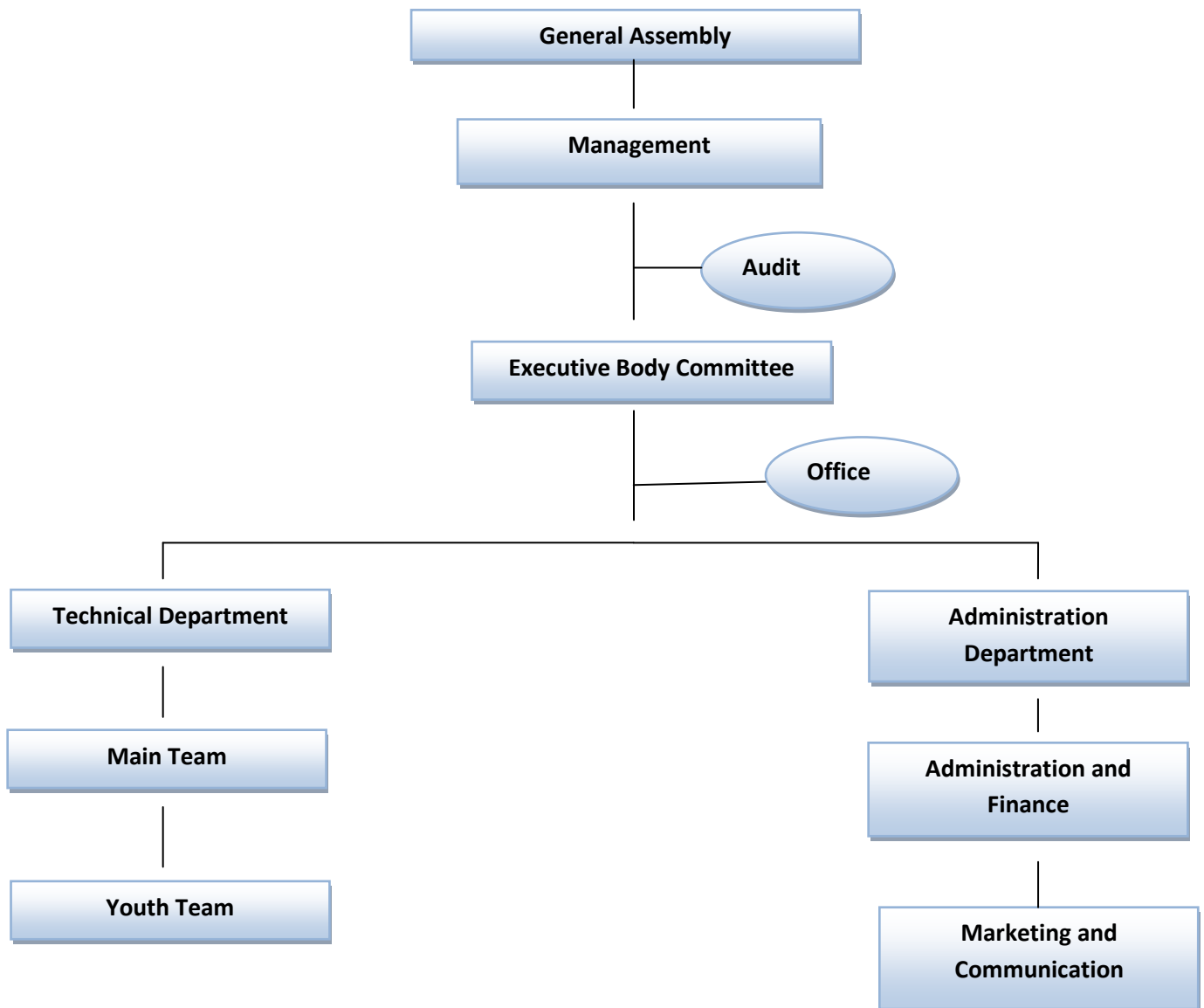
Table 1. Demographic Characteristics of the Participants (subjects)

Demography Characteristics		Management staff	Coaches	Technical staff	Players	Health Assistance (Medic)	Fans	Total
Sex	M	5	3	3	20	1	10	42
	F	5	-	-	-	-	-	5
Total		10	3	3	20	1	10	47
Age	18-24	3	-	-	17	-	6	26
	25-34	6	1	1	3	1	4	16
	Above 35	1	2	2	-	-	-	5
Total		10	3	3	20	1	10	47
Educational Background	9-10	-	2	-	6	-	2	10
	Preparatory	2	-	-	9	-	2	13
	college	3	-	-	4	1	3	11
	Degree	4	1	2	1	-	3	11
	Masters	1	-	1	-	-	-	2
Total		10	3	3	20	1	10	47
Duration in the club	1-11 month	5	-	3	5	1	2	16
	1-2 years	2	2	-	6	-	3	13
	3 years	3	1	-	9	-	5	18
Total		10	3	3	20	1	10	47
Coaching level	CAF "A" license	-	-	-	-	-	-	-
	CAF "B" license	-	-	-	-	-	-	-
	CAF "C" license	-	2	-	-	-	-	2
	Regional level Football Instructor and CAF "C" License	-	1	-	-	-	-	1
Total		-	3	-	-	-	-	3

4.2 The Results and Analysis of the Appendix- A-Interview

In question one, it had been asked to know Assosa Kenema's FC organizational chart look like. The president of Assosa Kemnemas' FC believes, the general assembly has the full authority on the following organization of the club and describes the organization in such a way.

Figure 2. Organizational Structure Chart of Assosa Kenema FC



Source: From the Constitutional, Rule and Regulation of Assosa Kenema FC.

The manager of the club has responded in describing it *"these structures have improved about 75% than the one the club have at the beginning. The manager believes from the structure the executive body is missing because they are not functional at all. The marketing and communication department also hasn't been assigned to get to work.*

In question two of the interview, it had been asked to know if each assigned delegates in different organizational structure of the club carry out their responsibilities properly. The President of the club response was: *"We can't say all the organizational structures are equally on the same track of functionalities; there are parts were we missed the similarity in functionality. For example, the executive body is not functional, and the marketing and communication department also.* This give us an idea about that there are units on the chart which are with purpose but the assigned personnel's to the unit are not capable of activating it.

The executive body responded *"The responsibility is not put to work as it is on paper. So ,we can't say this mach has been done: unless the organization is put to stand on its feet by working hard on our accountabilities"* This implies as the executive body is stagnant.

In question three of the interview, it had been asked if there are some works which the members of the executive board have some for development of the club. The respondents respond was, *"nothing at all."* The team leader of the club response was: *"I haven't seen them on duty; that is all I can tell."* This also can be evidence as the executive body members are totally unseen and an recognized in the club.

In question four of the interviews, it had been asked if the club have club manager. The respondent response was; *"yes!"* it does. This proved that as there is assigned person as a manager for the human resource management.

In question five of the interview, it had been asked if the manager have a leadership quality (skill, organization, communication, knowledge, decision making, and motivation. The president believes *the manager hasn't got a good leadership qualities but leadership performance has to be improved through experience. On the other hand, the boards also have to give full responsibility to the person, to see if things could be handled; by decentralizing the authority.* Which means as the authority of the club lies on the shoulder of

the president not on the club manager and which is creates a paradox with the delegation of the manager on the manager's position.

In question six of the interview, it had been asked if the club have a strategic plan. The club manager describes: and here are the responds

- The club vision is in 2020 G.C to see the club being a community based, financially stabled and which can contribute quality players to the country beyond the region, and exemplary in its organizational structure.
- The Mission is: To produce young talented players with talent identification science. To create an exemplary club with its organization, and financially capacity throughout the country.
- The goal of the club is: - In 2015-2016 G.C. participating in the national league and becoming champion. In 2017-2018 G.C. participating in the super league and becoming champion. In 2019-2020 G.C. participating in the primer league and becoming champion.

From the respondent response in the first question of the interviews, the most important unit of the structure of the club is stagnant, and the marketing and communication unit also the same, which implies and supports what we see in question number six of the interviews; meaning from the long term plan on the current moment the club hasn't put down to specific plans and strategies that could be implemented step by step to the big picture the vision.

When it comes to the goals of the club, by the year the club have been involved in the Ethiopian national league the ambition was to be the champion but until now the club hasn't been champion, except gaining experience from the nature of the league.

In light of that, the future will tell at which stage the club will finish but on the document analyses the researcher will examine where the club is at the moment of the study from the report of the club. But even when we see the 2019-2020 G.C goal on the year of affiliation of the primer league it have aimed to be the champions of the primer league, but from the fact that we know there are many clubs which are in the primer league but straggling to be in the top 10 leave alone to be the champion at ones. This shows that as the plan is very ambitions and which is unrealistic and desire base .

In question seven of the interview, it had been asked about the SWOT (Strength, Weakness, Opportunity and Threat analysis of the club. The response was:

Table 2. The SWOT(Strength, Weakness, Opportunities and Threat) Analysis of Assosa Kenema FC

	Helpful	Harmful
Internal origin	Strength	Weakness
	Changing our old trained to new, Staying in the league competitively ,Having good coaches, Competent players ,Sustaining the club the much possible, Having few strong board members, Being in the top four of the table	Lack using the talent potential we have in the region, Lack participating the community,, Lack of finding potential sponsors, Poor public relation and marketing , Inactive executive body, Lack of dedication from some of the club members, Lack of income generating, Being an able to evaluate implementations of plan, Lack of fan mobilization
External origin	Opportunities	Threat
	Football talent potential we have in the region, Being able to change our situations Change of attitude towards the football development ,Youths have got involvement in football business, To join the super league, Computing for the super league, Attainment of league experience	Disciplinary issues will weaken the football, Lack of community involvement (without them the club will not sustain longer), Political assignees are not available to reach the work needed, Budget(it is still from the region not by the club itself),Finance , Commitment of the club member and dedication , Challenge from opponent team in the group

In question eight ,nine, ten, eleven and twelve of the interview , it had been asked to find out the sells, product of the club, potential sponsor being identified in the region ,the use of mass medias advantage and fan mobility and management. The participants respond was *"nothing being done to all."* This also strengthens (shows) as the marketing unit is not functional enough to support the club with its need in income generating situation.

In question thirteen of the interview, it had been asked to explore the challenges of Assosa Kenema FC. *The respondent believes, budget and finance, lack of dedication to work hard for the development of the club. The president of the club believes a new system has to be set "the organization itself is one challenge, there assigned people but they stuck in the middle of*

the straggle we have to change the level of the club. What we can see from this also is, the marketing and the delegation of the units haven't been assessed by the club seriously.

The team leader believes "organizational functionalities have to be improved: they pull buck every single day to day bases of the club to be better than it is."

In question fourteen of the interviews, it had been asked to find out the major challenges of management in Assosa Kenema FC. The club manager of Assosa Kenema FC described it *"Managerial and administrative work is not defined well and clearly, this makes the work hard on us. Whoever responsible to different part of the administration has to know what is expected of him/her and strive to the goal set by the Assosa Kenema FC. The other is politically assigned board members are not available whenever the club needs them for some decisions or financial issues or they cannot go down to earth and work for other mobilization like other clubs electoral from the community dedicated to the huge work that has been planned but not implemented. They consider it as it is a second duty to them not their major duty because they are assigned to it already, but they give more priorities to the political assignments. This is practically seen in the club. That is why I believe making the club community based will reduce the challenges in the club for sure. "* This illustrates that what has been mentioned by the participants are the huge challenges of the club as a club which struggles to advance to the Ethiopian super league.

On the other hand the President of the club believes, *"creating strong club is one challenge and finding the fans after them is the other. When we do that the other benefits will happen such as the finance and budgeting will be improved and the sponsors will run after us for the mutual benefits of promotion"*. This implies that as the club is not being made strong as its vision, mission and goals set, which explained as there are a lot of works to be done to make create the club strongly stable.

In question fifteen of the interview; it had been asked to know the major problem of the club. *As the president of Assosa Kenema FC described it the main problem of the club are, Selection of the board members, Managerial, communication, Media, community involvement, budget, distribution of work and commitment to implement in accordance to the plans we have.* From the view point of the studies literature the problems which have been

described are the most influential factors for the development of a football club even though the club couldn't be able to work on them to skip the factors they cause.

In question sixteen of the interview, it had been asked if basics of football management had changed the progress of the club. The president Assosa Kenema FC believes that *"these clubs have to be handled to sport personals than us: the political assignees, because we couldn't be like the sport professionals to manage the club and lead it to the longer road. What I mean is, we are not equipped like the sport experts to manage the club with the basics of the football management, but we can take the share to support them in the way they want as to support them because sport is part of the sectors which are institutional. So, we tried the much we can with designing the organizational structures in to our situations and began to work on the management of the club but still we are having functionality issues to the basics of the management.* This explained that as there is a gap in the basic knowledge of football management in some of the board members not at all to hold the club professionally.

4.3 The Results and Analysis of the Appendix-B-Questionnaire

Part 1. Management and Organizational Structure Related Questions

Table 3. Result and Analysis of Question number 1- 5 .

Question No	Questions	Frequency				Percent
		Yes	No	I don't Know	No answer	
1	Does your club have its own rules that govern the club and its members?	9				90%
				1		10%
2	Does your club have clearly objectives?	9				90%
			1			10%
3	Does your club have organizational chart?	8				80%
			2			20%
4	Is a general assembly meeting held at the beginning of each season before the competition starts	6				60%
			4			4%
5	If your answer to no.4 is "No!", do you think it has affects, the election and replacement of board members?	1				10%
			2			20%
					1	10%

In question one of part one, it had been asked to know if the club have rules that govern it and its member. The response was: 9 believe it has, and 1 believes as he/she doesn't know. This implies that the clubs have a rule which governs itself. In question two of part one, it

had been asked if the club have a clear objective and 9 respondents response was yes and 1 respondents' response was no. This shows that the clubs have a clear objective sated. In question three of part one, it had been asked to explore if the club have organizational chart and the response was: by 8 respondents yes by 2 respondents no. This implies that as the clubs have a chain of command down wards and up-wards and delegation of role and responsibilities. In question four of part one, it had been asked, if the general assembly meeting held at the beginning of each season before the competition starts. The respondent's response was; 6 believe yes, 4 believe no. This implies that even though the rule of the club puts it as the general assembly meetings should be held at the beginning of each competition season as the club hasn't done it at all.

In question five of part one, it had been asked if the date which the general assembly meeting held. The respondent response was: 9 of them haven't written the date, 1 wrote September 2017 G.C. In question four if the respondents respond is yes, they were suppose to know the date. This shows that as 6(60%) of the subjects choose to miss giving answer to the item. This implies they want to quit this question.

In question six of part one, it had been asked to know the effect of not having general assembly meeting, on the election and replacement of board members. The response was: 2 believe no,1 believe yes, and 1 believe no answer.

Table 4. Result and Analysis of Question Number 7- 9.

Question No	Questions	Strongly Disagree	Disagree	Unsure	Agree	Strongly agree	Percent
7	What is your level of agreement with this statement "The club's board committee members have a good understanding and ability to do their job by the rules."		1				10%
				2			20%
					5		50%
						2	20%
8	What is your level of agreement with this statement "Repeated transfer of the coaches' technical staff and new players by in the club had cause the club to have low achievement"	1					10%
			3				30%
				1			10%
					2		20%
						3	30%
9	What is your level of agreement with this statement "Attracting highly paid and experienced players playing in other region primer and super league will help join Assosa Kenema to join super league."	1					10%
			3				30%
				3			30%
					3		30%

In question seven of part one, it has been asked to find out if the club's board members have the understanding and ability to their duty by the rules. The respondents response was; 5 of them do agree, 2 of them as they strongly agree, 2 of them as they are unsure and 1 of them as he/she disagree. This indicates that as the group idea lies as the clubs have a proper written rules and guide lines.

In question eight of part one, it had been asked if repeated transfer of the coaches ,technical staff and new players in the club had cause the club to have low achievement. The respondents respond was: 3 do strongly agree, 3 disagree, 2 do agree, 1 strongly agree, and 1 is unsure. The implication of this items idea lies as they believe repeated transfer will help the achievement of the club.

In question nine of part one, the respondent's response was: 3 do strongly agree, 3 do agree, 3 do disagree, and 1 strongly disagree to the statement. This group idea lies in the disagreement of attracting highly paid and experienced players to the club wouldn't help the club to join super league.

Table 5.Question 10: How are the boards of the management of your club been determined?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Informally	7	70.0	70.0	70.0
	by General assembly meeting	2	20.0	20.0	90.0
	Not Clear	1	10.0	10.0	100.0
	Total	10	100.0	100.0	

In question ten of part one, it had been asked how the board of the management of the club has been determined. Out of the 10 respondents 7 believe it informally, 2 by general assembly meeting, and 1respnded it is not clear. This shows that as it is made informally.

In question eleven of part one, it had been asked, if the respondents respond is "yes!" to question above; to descend the structure from top to the bottom. The respond by all 10(100%) of them way: General Assembly, Management, and Executive body, Office: under the office there are two parts the Technical Department and Administration Department. Under the technical department part is the main team and the youth team. Under the Administrative department there is management and finance and communication and marketing.

Table 6.Question 12: From where are the board members of Assosa Kenema Football Club from?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Political leaders	6	60.0	60.0	60.0
	Community and Political leaders	4	40.0	40.0	100.0
	Total	10	100.0	100.0	

In question twelve of part one, it had been asked to know from where the board members of the club are. The response was: 6 from political readers, 4 from community and political leaders.

In question thirteen of part one, it had been asked to know where in the club the community members are participating and 9 of the respondents in none, and 1 responded in the board members. From here it is clear that the community hasn't been involved in any position in the club.

In question fourteen of part one, it has been asked to find out why the political leaders are chosen to the board membership than involving the community. The respondent response was; 9 haven't responded none at all but 1 believe since the sport sectors are at infancy level we needed the attention from the government and political leaders.

Table 7.Question 15: How do you see the participation of the community in the club?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Somewhat participatory	8	80.0	80.0	80.0
	Participatory	1	10.0	10.0	90.0
	Very un-participatory	1	10.0	10.0	100.0
	Total	10	100.0	100.0	

In question fifteen of part one, the aim was to explore the participation of the community in the club. The response was: 8 believe it is somewhat participatory, 1belive participatory, 1 believe very un-participatory. The table shows as the community have been forgotten in the taking part in the club.

Table 8.Question 16: What is the basis taken into consideration when chairing the club manager?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sport science graduate	7	70.0	70.0	70.0
	The experience in sport sector	3	30.0	30.0	100.0
	Total	10	100.0	100.0	

In question sixteen of part one, it had been asked to know what was the basis taken into consideration when chairing the club manager. The respondents respond was; 7 consider it by sport science graduate, 3 consider it by the experience in sport sector.

Table 9.Question 17: How was the time of call out of coaches, previous players, new signings and try out players?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Early	6	60.0	60.0	60.0
	In the middle	2	20.0	20.0	80.0
	Late	2	20.0	20.0	100.0
	Total	10	100.0	100.0	

In question seventeen of part one, it had been asked to find the appropriateness of the call made to collect players, the coaches for the pre season. The respondent's response was: 6 believe it is early, 2 believe in the middle, 2 believe it is late.

Table 10.Question 18: How do you describe the role of the executive body capability to the development of the club?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High	1	10.0	10.0	10.0
	Average	3	30.0	30.0	40.0
	Low	4	40.0	40.0	80.0
	Very low	2	20.0	20.0	100.0
	Total	10	100.0	100.0	

In question eighteen of part one, the respondents respond was ; 4 described it low,3 average,2,very low, and 1 high to the capability of the executive body with the role to develop the club. This body is totally in active and efficient enough to take the position for nothing.

Table 11. Question 19: Among the existing coaches indicate their practical dedication level for the clubs achievement?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Main Coach	10	100.0	100.0	100.0

In question nineteen of part one, all the 10 respondents believe the main coach is practically dedicated to the clubs achievement.

Table 12. Question 20: Put the main problems of Assosa Kenema Football Club the most problematic one?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Sponsoring	4	40.0	40.0	40.0
Marketing	1	10.0	10.0	50.0
Attitude of the society	2	20.0	20.0	70.0
Players	1	10.0	10.0	80.0
Implementation of plan	2	20.0	20.0	100.0
Total	10	100.0	100.0	

In question twenty of part one, it had been asked to find out the problem of the club and the respondents respond was: sponsoring the first, attitude of the society and implementation of plan takes the second, marketing and players the third.

Part 2; Youth players Development Related Questions

Table 13. Question 21. Does Assosa Kenema Football Club have a youth football club project on its side?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	9	90.0	90.0	90.0
No	1	10.0	10.0	100.0
Total	10	100.0	100.0	

In question twenty one of part two, the aim was to know if the club have a youth team and 9 respond there is and 1 respond there isn't.

Table 14. Question 22: If your answer is "yes!" to question above at which age can they start?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	U-15	2	20.0	20.0	20.0
	U-17	5	50.0	50.0	70.0
	U-20	3	30.0	30.0	100.0
	Total	10	100.0	100.0	

In this question twenty two, it had been asked to find out at what age are the youth team and 5 believe they are at Youth-17, 3 believe they are at youth-15, and 2 believe they are at youth 20 age category.

Table 15. Question 23: How many youth players are promoted to the main team every year?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	6	60.0	60.0	60.0
	1-2	3	30.0	30.0	90.0
	3-4	1	10.0	10.0	100.0
	Total	10	100.0	100.0	

In question twenty three of part two, it had been asked if the youth team is contributing to the main team and 6 respondents believe as it doesn't contribute any player, 3 believe as it is from 1-2 and 1 believe as it is 3-4 players each year.

Table 16. Result and Analysis of question number 24 and 25.

Question No	Questions	Strongly Disagree	Disagree	Unsure	Agree	Strongly agree	Percent
24	What is your level of agreement with this statement "The club benefits from promoting youth players to the main team by reducing the payment of players"	1					10%
				2			20%
					2		30%
						5	50%
25	What is your level of agreement with this statement "The club has quality players in the squad"	3					30%
					7		70%

In question twenty four of part two, it had been asked if the club have benefited from the promotion of youth players to the main team and the respondents respond was: 5 of them strongly agree, 2 of them agree, 2 of them were unsure and 1 does did agree. The benefits of the youth team haven't been seen in the club. In question twenty five, the respondents react to the statement was: 7 of them do agree, 3 of them strongly disagree on the availability of quality players in the main squad of the club.

In question twenty six of part twos the aim of the question was to know as how many existing players fit to the level of the league the club is and from 10(100%) respondents, 6 (60%) respond 5-6 players, 2(20%) respondent wrote 10-12 players, 1(10%) respondent wrote "most of them" .

Part 3 Communications and Media Related Questions

Table 17. Question 27: What is the means of communication in your club?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Through Meeting Announcement	6	60.0	60.0	60.0
Phone calls	2	20.0	20.0	80.0
Text	2	20.0	20.0	100.0
Total	10	100.0	100.0	

In this question twenty seven of, it had been asked to find out the means of communication in the club and the respondent respond was: through meeting as a first choice, phone calls and text message as second choice.

Table 18. Question 28: How does the club promote its schedule, service, events and games to the community at large?

	Frequency	percept	Valid percept	Cumulative percept
Valid With announcement by microphone	9	90.0	90.0	90.0
By Notice board	1	10.0	10.0	100.0
Total	10	100.0	100.0	

For this question twenty eight of part three, the respond was, with announcement is by microphone as a first choice, and by notice board as a second.

Table 19. Question 29: Which one of the media options does the club mostly use for promotion?

	Frequency	percent	Valid percent	Cumulative percent
Valid The regional TV program	1	10.0	10.0	10.0
Communication office which is under Administrative town	1	10.0	10.0	20.0
The regional FM	1	10.0	10.0	30.0
None	7	70.0	70.0	100.0
Total	10	100.0	100.0	

In question twenty nine, it had been asked to know if the regional mass media has been used by the club for promotion and the respondents respond was: 7 of them believe as it is none, 1 believe as the regional FM being used, 1 believe as the communication office under the administrative town being used, and 1 believe as the regional TV program was being used.

Table 20. Question 30: How often does the club organize a press release to the media?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid In 3 games	2	20.0	20.0	20.0
In 5 games	2	20.0	20.0	40.0
None	6	60.0	60.0	100.0
Total	10	100.0	100.0	

In question a thirty of part three, it had been asked to find out how often the club organizes press release to the media and the respondents respond was: 6 believe as it is none, 2 believe in 5 games, 2 believe in 3 games.

Table 21. Question 31: Does your club have a Facebook account?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	10.0	10.0	10.0
Yes	2	20.0	20.0	30.0
No	7	70.0	70.0	100.0
Total	10	100.0	100.0	

In question thirty one of part three, it had been asked to know if the club has used social media as a means of promoting itself to the community at large. The respondents respond

was: 7 reacted in responding by no, 2 reacted in responding by yes and 1 has missed the question.

Part 4: Finance related question

Table 22. Result and Analysis of question number 32-34.

Question No	Questions	Frequency				Percent
		Yes	No	I don't Know	No answer	
32	Does your club have an income generating plan?	5				50%
			5			50%
33	Does your club management board Percent financial report?	5				50%
			5			50%
34	Does your club have an officially known sponsor?	10				

In this question thirty two of part four, it had been asked if there is a plan for income generating .The participants respond was: 5 believe as there is and 5 as there isn't. In this question thirty three of part four, it had been asked if there is the club management makes a financial report. The participants respond was: 5 believe as there is and 5 as there isn't report to be made. In this question thirty four of part four, it had been asked if the club have a recognized sponsor .The participants respond was: 10 believe as there isn't any known sponsor.

Part 5 Background Information

Table 23. Question 35: What is your age group

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-24	3	30.0	30.0	30.0
25-34	6	60.0	60.0	90.0
Above 35	1	10.0	10.0	100.0
Total	10	100.0	100.0	

In this question of thirty five, it had been asked to know the age of the respondents who took part in Appendix-B. The result is; 6 are from 25-34, 3 are from 18-24 and 1 is above 35.

Table 24.Question 36: Sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	5	50.0	50.0	50.0
	Female	5	50.0	50.0	100.0
	Total	10	100.0	100.0	

In question thirty six of part five, the respondent sex was: 5 male and 5 female which shows female are involved equally in management part.

In question thirty seven of part five, it had been asked the place of birth and region of the participants. The result shows that; out of the 10(100%) of the 6(60%) is Assosa born they are from Benishangul-Gumuz, 1(10%) from Banbasi Woreda Benishangul-Gumuz, 1(10%) is from Kamash Woreda Benishangul-Gumuz, 1(10%) from Kurmuk wereda, Benishangul-Gumuz, and 1(10%) is from Tegray, Tegray region. Which shows most of the participants are from the different woredas of the region.

In question thirty eight of part five, it had been asked to know the Ethnicity and mother tongue of the participants and the respond was: 6(60%) are Berta and their mother tongue is Berta, 1(10%) is Oromo and their mother tongue is Afan Oromo, 1(10%) is Amhara and the mother tongue is Amharic, 1 (10%) is Tegere and the mother tongue is Tegeregna, and 1(10%) is Gumuz and the mother tongue is Gumuz. This implies that among the regions nation which is Berta are more involved in the board because they are politically assigned to different position in the administration.

In question thirty nine of part five, it had been asked to know the religion of the participant and the respond was: 6(60%) of the respondent respond as they are Muslim, 3(30%) of them Orthodox, 1(10%) is Catholic. This shows most of the boards are Muslim this has a relationship with the political assignee of Berta.

In question forty of part five it had been asked if the participants are capable of speaking much language. The respond was: 5(50%) of them speak Berta, Arabic, Amharic, Afan Oromo, and English, 1(10%) speak Gumuz, Amharic and Oromo, 1(10%) speak Tegeregna, Amharic and English, 1(10%) speak Berta, Amharic and Afan Oromo, 1(10%) Berta, Amharic, Afan Oromo and Arabic, 1(10%) 1(10%) speaks Amharic. This indicates most of the participants do speak more than two languages.

Table 25.Question 41: Educational level.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Preparatory	2	20.0	20.0	20.0
	College level	3	30.0	30.0	50.0
	Degree	4	40.0	40.0	90.0
	Masters	1	10.0	10.0	100.0
	Total	10	100.0	100.0	

In question forty one of part five, it had been asked to know the educational level of the participants. The participants respond was:4 of them are at degree level,3 of them are at college level,2 of them are at preparatory level, 1 of them at a masters level . This implies that most of the participants have a good educational background.

Table 26.Questio 42: How long have you been with Assosa Kenema Football Club?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	From 1-11 months	5	50.0	50.0	50.0
	1-2 years	2	20.0	20.0	70.0
	3 years	3	30.0	30.0	100.0
	Total	10	100.0	100.0	

In question forty two of part five, it had been asked the duration of the participants who took Appendix-B. The participant respond is: 5 of them from 1-11 months, 3 of them from for 3 years and 2 of them have 1-2 years duration in the club. This illustrates that half of the board members are very new to the club. When we triangulate this with the interview, questionnaire Response on item number 10 and 12 on page 39, it happened because of the determination of the board and the position they come from.

4.4. The Results and Analysis of the Appendix-C Questionnaire

Part 1. Managerial and Organizational Structure Related Question Section

Table.27. Question 1: Which one is among the component of managerial challenges of Assosa Kenema Football Club?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Creating a strong team (club, event, stadium, players, products)	17	45.9	45.9	45.9
	Business/Industry development (youth players' development)	13	35.1	35.1	81.1
	Attracting fans/spectators, sponsors, media	4	10.8	10.8	91.9
	Strategic management and implementation-mission and vision	3	8.1	8.1	100.0
	Total	37	100.0	100.0	

The aim of this question was to know the components of the managerial challenges of Assosa Kenema FC. From the respondents response; creating a strong team (club, event, stadium, players, and products) takes the first place, business/Industry development (youth players' development) the second, attracting fans/spectators, sponsors, media, third place and strategic management and implementation-mission and vision as fourth. These are what have been sighted by the participants. Which shows that business are the big agenda.

Table 28. Question 2 : Which key element of football management is neglected by Assosa Kenema Football Club management?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Marketing (game, products, players, team, club, ticket etc)	4	10.8	10.8	10.8
	Media coverage	6	16.2	16.2	27.0
	Finance (signing players)	9	24.3	24.3	51.4
	Manager's management	7	18.9	18.9	70.3
	Public relations (for promotion)	5	13.5	13.5	83.8
	Fans attraction (lack of relationship)	6	16.2	16.2	100.0
	Total	37	100.0	100.0	

In the second question, it had been asked which key element of football management is neglected by Assosa Kenema FC. From the response what was been found are; finance (signing players), managers' management, fan attraction, media coverage, public relation (for promotion), public relation and Marketing (game, products, players, team, club, ticket etc).

Table 29. Result and analysis of question number 3 and 4.

Question No	Questions	Strongly Disagree	Disagree	Unsure	Agree	Strongly agree	Percent
3	What is your level of agreement with this statement" Repeated transfers of coaches, technical staff and new players will lead to achieving the clubs goal"	3					8.1%
			3				8.1%
				6			16.2%
					12		32.4%
						13	35.1%
4	What is your level of agreement with this statement "The club lacks fans that stands behind the players and support them compete well to their limit during each game"	1					2.7%
			3				8.1%
				4			10.8%
					11		29.7%
						18	48.6%

In this third question, it had been asked what the respondents' agreement level is to repeated transfer of coaches, technical staff and new players if it leads the club to its achievement of the goal been set. As the result of its variables; 13 respondents strongly agree, 12 do agree, 6 are unsure, 3 do disagree and the other 3 strongly disagree to the statement. When the researcher triangulates this response to the other repos of the participant it has been true that the club has been changing players and main coach, technical staff; this is strengthen (supported) from the respondents' background information. Meaning from the participants given Appendix-C; 37 respondents , the duration they have is ,11of them have from 1-11 months stay which is about 29.7%, 11 have from 1-2 years which is (29.7%) 15 have 3 years which is (40.5%). In the forth question of part 1, it has been aimed to know the level of agreement on how the respondents respond about the lack of fans that stand behind the players and support them compete well to their limit during each game. Out of 37 respondents, 18 do strongly agree, 11 of them agree, 4 of them are unsure, 3 do disagree, 1 does strongly agree. This shows that the club lacks active fans that can stand behind the players and supports them to compete well in their games.

Table 30. Question 5: From the members of the club which do you think caused high quality players to leave the club?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Board members	3	8.1	8.1	8.1
	Other	2	5.4	5.4	13.5
	Administration	10	27.0	27.0	40.5
	The main coach	9	24.3	24.3	64.9
	Player ethics	7	18.9	18.9	83.8
	Team leader	3	8.1	8.1	91.9
	Assistant coach	2	5.4	5.4	97.3
	Goal keeper Coach	1	2.7	2.7	100.0
	Total	37	100.0	100.0	

In the fifth question, it had been asked to explore what makes previous quality players to leave Assosa Kenema FC in their own will. Out of 37 respondents 10 believe it is the administration, 9 do believe the main coach, 7 believe previous players ethics, 3 do believe board members. 3 believe team leader, 2 the assistance coach, 2 believe others, and 1 believe the goalkeeper coach. This implies that the admin part takes the first role to make quality players leave the club and go to other clubs ; the main coach was the second and players ethics the third.

Table 31. Question 6: What is the strength of Assosa Kenema Football Club?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Comprehensive Plans, Mission Vision and Goals	5	13.5	13.5	13.5
	Budget	2	5.4	5.4	18.9
	Player's competitiveness	10	27.0	27.0	45.9
	Other	1	2.7	2.7	48.6
	Technical staff	1	2.7	2.7	51.4
	Coaches	16	43.2	43.2	94.6
	Management staff	1	2.7	2.7	97.3
	Organized Fans	1	2.7	2.7	100.0
	Total	37	100.0	100.0	

In the sixth question, it had been asked to discover what the strength of Assosa Kenema FC is. The response that has been found is; out of 37 respondents 16 reacted as coaches is, 10 react as players competitiveness, 5 reacted as comprehensive plans, mission, Visions and goals, 2 reacted as budget, 1 other, 1 reacted technical staff, 1 reacted management staff, 1 reacted as organized fans.

Table 32. Question 7: Which one of this is the weakness of Assosa Kenema Football Club?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Some management board lacks motivation	7	18.9	18.9	18.9
	Executive Body lack doing what they are expected of them	13	35.1	35.1	54.1
	Lack of committee work on community participation and organizing	2	5.4	5.4	59.5
	Inability of executive body to create ties with media	5	13.5	13.5	73.0
	Inability to generate income from fans	4	10.8	10.8	83.8
	Inability to identify potential sponsors and use them	6	16.2	16.2	100.0
	Total	37	100.0	100.0	

In question seven, it has been asked to explore the weakness of Assosa Kenema FC. So, out of 37 respondents given Appendix-C; executive body lack doing what they are expected of them has been indicated as the first weakness, some management boards lacks motivation has been indicated as second, inability to identify potential sponsors and use them as third, inability of executive body to create ties with media as forth, inability to generate income from fans as fifth, lack of committee work on community participation and organizing as sixth. As the interview response showed also the executive body lack doing what they are expected of them, as some management board lacks motivation, and the inability to identify potential sponsors and use them.

Part 2 : Coaches and Technical staff Related Question Section

Table 33. Result and Analysis of Question number 1-5.

Question No	Questions	Strongly Disagree	Disagree	Unsure	Agree	Strongly agree	Percent
1	What is your level of agreement with this statement "The coaches have the skill and knowledge gap to equip the players for the league level."	8					21.6%
			18				48.6%
				3			8.1%
					2		5.4%
						6	16.2%
2	What is your level of agreement with this statement "Psychological training (sport Psychology) needs to be emphasized more in your training?"	1					2.7%
			2				5.4%
					8		21.6%
						26	70.3%
3	What is your level of agreement with this statement "Among the factors affecting the clubs training is how the coaches analyses the game"	3					8.1%
			9				24.3%
				6			16.2%
					5		13.5%
						14	37.8%
4	What is your level of agreement with this statement "The main coach's character affected players training"	4					10.8%
			15				40.5%
				3			8.1%
					8		21.6%
						7	18.9%
5	What is your level of agreement with this statement "The coaches have inadequate knowledge about modern football training"	22					59.5%
			9				24.3%
				1			2.7%
					2		5.4%
						3	8.1%

In question one of part two, it had been asked to know if the coaches have the skill and knowledge gap to equip the players to the level of the league they are playing. From the respondents response we can see that, those who disagree are 18, who strongly disagree are 8, who strongly agree are 6, who are unsure are 3, and whom agree are 2. In question two of part two, it had been asked if psychological components are needs emphasis in the package of the clubs training. The respondents agreement level is; 26 stronglyagree,8 do agree, 2 do disagree, and 1 do strongly disagree. In question three of part two, it had been asked to identify if the coaches' analyses has been among the factors affecting the clubs training. The respondents' level of agreement was; 14 of them strongly disagree, 9 disagree, 6 unsure, 5 agree, 3 strongly disagree. In question four of part two, it had been asked if the main coach's character affected players training. Out of 37 respondents; 15 did disagree, 8 do agree, 7

strongly does agree, 4 strongly disagree. From the review of the literature as factor affecting training coach's character is one but in the case of Assosa Kenema FC the data shows as it didn't happen. In question five of part two, it had been asked if the coaches have inadequate knowledge about modern football training. Only 22 strongly disagree, 9 do disagree, 3 does strongly agree, 2 agree and 1 unsure.

Table 34. Result and Analysis of Question Number 6 and 7.

Question No	Questions	Excellent	Very good	Good	Average	Poor	Very poor	Percent
6	How is the coach's ability to motivate players?	25						67.6%
				8				21.6%
					2			5.4%
							2	5.4%
7	How is the coach's leadership style in coaching?	21						56.8%
			12					32.4%
				3				8.1%
						1		2.7%

In question six of part two, it had been asked that how is the ability of the coach to motivate players. The participants reply is; 25 of them excellent, 8 of them good, 2 of them average, 2 very good. In question seven of part two, it had been asked to know how the leadership style of the coach is. For the question; 21 the respondents believe it is excellent, 12 believe it is very good, 3 believe it is good, 1 believe poor.

Table 35 . Result and Analysis of Question number 8 and 9.

Question No	Questions	Frequency				Percent
		Yes	No	I don't Know	No answer	
8	Do you think the feeding for the player is given emphasis by the club?	24				64.9%
			10			27.0%
					3	8.1%
9	Do you believe the feeding of the club is well organized and suits the players?	33				89.2%
			2			5.4%
					1	2.7%

In question eight of part two, it had been asked if the feeding program provides and adequate balanced diet for football performance. Only 24 responded yes, 10 no and 3 no answer. In question 9 of part two, it had been asked if players are eating according the menu of the club. Out of the 37 respondents 33 believe yes, 2 believe no and 1 believe no answer

Part 3: Mani Players Related Questions Section

Table 36. Question 1: How often the club does regularly trains?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-2 days 1/per day	3	8.1	8.1	8.1
1-2 days 2/per day	2	5.4	5.4	13.5
3-4 days 1/per day	1	2.7	2.7	16.2
5-6 days 1/per day	29	78.4	78.4	94.6
5-6 days 2/per day	2	5.4	5.4	100.0
Total	37	100.0	100.0	

In question one of part three, it had been asked how often the club players regularly train. Out of 37 subjects 29 responded 5-6 days 1/per day, 3 responded 1-2 days 1/per day, 2 responded 1-2 days 2/per day, 2 responded 5-6 days 2/per day, 1 responded 3-4 days 1/per day.

Table 37. Result and Analysis of Question Number 2-5

Question No	Questions	Frequency				Percent
		Yes	No	I don't Know	No answer	
2	Do you think the training program is appropriate for your league level?	33				89.2%
			2			5.4%
					2	5.4%
3	Do you think players know their roles?	31				83.8
			2			5.4%
						10.8%
4	At the beginning of the year, did you experience any difficulty getting to know the player in the club?	11				29.7%
			22			59.5%
					4	10.8%
5	Was there conflict between players when the regular games begin?	6				16.2%
			28			75.7%
					3	8.1%

In question two of part three, it had been asked if the training made in the club has improved players performances. More respondents meaning 33 out of 37 has responded yes, 2 respondents no and 2 respondents no answer. In question three of part three, it had been asked to know if the players do know their roles. For the question; 31 of the respondents from 37 of them reacted yes, 2 of them no and 4 of them no answer. In question four of part three, it had been asked if there was any difficulty getting to know players at the beginning of the competition year. The response was: 22 subjects said no, 11 said yes and 4 no answer. In question five of part three, it had been asked to find out if there was any conflict happened

with players when the regular game begins as a case of forming cohesion. The respondents response was; 28 no, 6 yes and 3 no answer.

Table 38. Result and Analysis of Question 6 and 7.

Question No	Questions	Strongly Disagree	Disagree	Unsure	Agree	Strongly agree	Percent
6	What is your level of agreement with this statement "Player's lack readiness, familiarity and dedication to the modern training of football and game."	6					16.2%
			9				24.3%
				3			
					11		29.7%
						8	21.6%
7	What is your level of agreement with this statement "There is a tendency for players to work together to meet the goal of the club."	2					5.4%
			3				8.1%
				3			8.1%
					16		43.2%
						13	35.1%

In question six of part three, it had been asked if players lack readiness, familiarity and dedication to the modern training of football game. Out of the 37 subjects 11 do agree,9 disagree, 8 does strongly agree,6 does strongly disagree and 3 are unsure to their level of agreement. In question seven of part two, it had been asked if there is a tendency of players to work together to meet the goal of the club. According to the data found from the respondents; 16 of them do agree, 13 of them strongly agree,3 are unsure and 3 do disagree to the statement.

Table 39. Result and Analysis of Question Number 8 and 9.

Question No	Questions	Excellent	Very good	Good	Average	Poor	Very poor	Frequency	Percent
					Fair				
8	As factors affecting quality of training how do you find the existing quality of players?	15						15	40.5%
			10					10	27.0%
				9				9	24.3%
					3			3	8.1%
9	How is the assistance coaches' ability to support the main coach?	3						3	8.1%
			14					14	37.8%
				4				4	10.8%
					9			9	24.3%
							7	7	18.9%

In question eight of part three, it had been asked if the quality of existing if it affects their training. The out of the 37 respondents response; 15 believe it is excellent,10 believe it is very good, 9 believe it is good, 3 believe average. In question nine of part three, it had been

asked to find the assistance coaches ability to support the main coach. The response is: 14 very good, 9 fair, 7 very poor, 4 good, and 3 excellent by the subjects.

Table 40. Question 10: How receptive are players to the coaching?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Willingness to be coached accordingly	7	18.9	18.9	18.9
Some are difficult to be coachable	8	21.6	21.6	40.5
Few train extra by themselves to improve	2	5.4	5.4	45.9
Few are changed as they has been coached	9	24.3	24.3	70.3
They show common feeling to train hard	4	10.8	10.8	81.1
Some still remain traditional	2	5.4	5.4	86.5
Some behave badly to be when told their weakness	5	13.5	13.5	100.0
Total	37	100.0	100.0	

In question ten of part two, it had been asked to find out how the players of the club are receptive the coaching. Few are changed as they has been coached what the respondent believe as a first finding, some are difficult to be coachable as a second, willingness to be coached accordingly as a third, some behave badly to be when told their weakness as a forth, they show common feeling to train hard as a fifth, Some still remain traditional as a six, and Few train extra by themselves to improve

Table 41. Question 11. When did the majority of players have an adequate understanding of others weakness and strength?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid at the beginning of the season	6	16.2	16.2	16.2
at the middle of the first round	10	27.0	27.0	43.2
throughout the coach analysis and advise	21	56.8	56.8	100.0
Total	37	100.0	100.0	

In question eleven of part 3, it had been asked when did players do realized others weakness and strength. It has been responded by 20 of the respondents through the coaches' analysis

and advice, 10 of the respondents at the middle of the season, 6 respondents at the beginning of the season.

Table 42. Question 12. Which method does the main coach practice during his training session?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Direct method	3	8.1	8.1	8.1
Task oriented	14	37.8	37.8	45.9
Reciprocal	1	2.7	2.7	48.6
Guided discovery	10	27.0	27.0	75.7
Problem solving	4	10.8	10.8	86.5
Demonstration	5	13.5	13.5	100.0
Total	37	100.0	100.0	

In question twelve of part three, it has been asked to explore the methods used by the coach as it is viewed in the literature review. Out of 37 respondents: 14 responded task oriented, 10 responded guided discovery, 5 responded demonstration, 4 responded problem solving, 3 responded direct method and reciprocal. This implies that the coach is used to task oriented in first place, guided discovery in 2nd and guided discovery as 3rd. Based on the review, Kirk et al .(2000)

Part 4: Finance Related Question Section

Table 43. Result and Analysis of Question Number 1 and 2.

Question No	Questions	Strongly Disagree	Disagree	Unsure	Agree	Strongly agree	Frequency	Percent
1	The club has shortage of budget to attract big or quality players.	2					2	5.4%
			5				5	13.5%
				7			7	18.9%
					10		10	27.0%
						13	13	35.1%
2	What is your level of agreement with this statement "There is lack of modern football field for the team?"	2					2	5.4%
			1				1	2.7%
					8		8	21.6%
						26	26	70.3%

In question one of part four, it had been asked if the club have a shortage of budget to attract big and quality players. Out of 37 respondents; 13 do strongly agree, 10 do agree, 7 unsure, 5 disagree, 2 strongly disagree. In question two of part four, it had been asked if there is a lack of modern football field for the team. And the participants level of agreement was: 26 do strongly agree, 8 do agree, 2 strongly disagree and 1 does agree.

Table 44 Question 3. Is there lack of tie with potential sponsors existing the region?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	32	86.5	86.5	86.5
No	4	10.8	10.8	97.3
No answer	1	2.7	2.7	100.0
Total	37	100.0	100.0	

In question three of part four, it had been asked if there is a lack of ties with potential sponsors existing in the region. The respondents replied that; yes by 32 of them, no by 4 of them and no answer by 1 of them. In the interview also the lack of ties with potential sponsors existing, meaning the triangulation do support each other.

Part 5: External Factors related Questions

Table 45. Question 1. How important work been done on organizing spectators and media support for the club?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Important	2	5.4	5.4	5.4
Medium	2	5.4	5.4	10.8
Very little	6	16.2	16.2	27.0
Extremely Little	27	73.0	73.0	100.0
Total	37	100.0	100.0	

In question one of part five, it had been asked to know if important work has been done on organizing fans and media support for the club. Extremely little has been responded by 27 of the respondents, very little by 6, medium by 2 and very important by 2. This shows that as very little and extremely little work have been done on organizing fans and media support for the club achievement and promotion to where it is wanted to be reached as it has been planted in terms of short and long run.

Table 46. Question 2. Because of the region's geographical location, do you struggle when playing away matches at a high altitude/high lands?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	23	62.2	62.2	62.2
No	10	27.0	27.0	89.2
No answer	4	10.8	10.8	100.0
Total	37	100.0	100.0	

In question two of part five, it had been asked to find out if the region's geographical location has affected the players' performance in the high altitude/high lands. Out of the 37 respondents who took part in the questionnaire response was: 23 yes, 10 no and 4 no answer. Based on the review literature Sneyers, Jozef (2007) high altitude (e.g. above 2000m) is determinant to performance.

In question three of part four, it had been asked to find out if high altitude factors had happened to the players. The 37 participants (which is 100%) who has been given this Appendix C have said the clubs that we lose away match with are football clubs In Addis and around Addis; which are Arada Kefele Ketema FC, Tulu Bolo Kenema FC, Weliso Kenema FC, and Dukem Kenema FC. We know that altitude, the weather and significant changes in temperature and humidity will affect performance. High altitude (e.g. above 2000m) is detrimental to performance. As it is viewed in the literature review Assos Kenema has been a victim if the environmental factors according to the respondents response.

Table 47. Question 4: What are the opportunities of Assosa Kenema Football Club?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Attaining league experience each year	7	18.9	18.9	18.9
Advancing the region's football level	7	18.9	18.9	37.8
Introducing quality players to the club	5	13.5	13.5	51.4
Competing for the super league	14	37.8	37.8	89.2
To remain in the league	3	8.1	8.1	97.3
Contributing players to the higher league	1	2.7	2.7	100.0
Total	37	100.0	100.0	

In question four of part five, it had been asked to explore the opportunities of Assosa Kenema Football Club. From the respondent's response it has been found that; competing for the super league is the first opportunity, attaining league experience each year is the second opportunity, advancing the region's football level is the third opportunity, introducing quality players to the club is the forth opportunities, to remain in the league is the fifth opportunities and contributing players to the higher league. When this response is triangulated with the interview response there is a similarity with the response in attaining league experience, advancing the regions football level to super league, except introducing quality players to the club and to remain in the league.

Table 48. Question 5: What is the threat of Assosa Kenema Football Club?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Challenges from the clubs in the group	9	24.3	24.3	24.3
Relegation from the group	2	5.4	5.4	29.7
Strong organization of other clubs in the group	6	16.2	16.2	45.9
Losing interest of potential sponsors	20	54.1	54.1	100.0
Total	37	100.0	100.0	

In question five of part five, it had been asked to explore the threat of Assosa Kenma FC. According to the data by the subjects; losing interest of potential sponsors is the first threat, Challenges from the clubs in the group is the second threat, Strong organization of other clubs in the group is the third threat, and relegation from the group is the fourth threat. This implies that the club has an issue in sponsorship related, competition from other club, relegation from the group. This implies that, the participant response in the interview part is true to the fact that the sponsoring issues and challenges from other club.

Part 6: Background Information

Table 49. Question 1: What is your age?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18- 24	23	62.2	62.2	62.2
25-34	10	27.0	27.0	89.2
Above 35	4	10.8	10.8	100.0
Total	37	100.0	100.0	

In question one of part six, it had been asked to know what the age of the respondents involved in the Appendix-C of is. From the response fond; 23 are at youth age,10 at the young age and 4 at about leaving the youngster age.

Table 50. Question 2: Sex

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	36	97.3	97.3	97.3
Female	1	2.7	2.7	100.0
Total	37	100.0	100.0	

In question three of part six, it had been asked to know where the club players are from. From the 20 players (54.0 %) who took part in responding to this questionnaire 11(29.7 %) players are born in Assosa, 3(8.1%) players in Kamash Zone, 1(2.7%) player in Oda Woreda , which are from Benishangule-Gumuz region.which shows above half of the players are from the regions and we can understand that players whom are born in Assosa take the bigger number and Kamash zone takes the second with its players and Oda Woreda the third. and the other 4 (10.8 %) players are from Awasa, Durame, Butajira, and Abaya in the South Nation Nationalities, and 1(2.7%) player is born in Mekele; Tigray. On top of that the 2(5.4%) technical staff, from the 3 coaches 2(5.4%) are born in Assosa and 1(2.4%) is in Dese Amhara region ,1(2.4%) team leader is born Assosa town, only the 1(2.4%) health assistance is born in Menge Wereda in the region. From the 10(27.0%) fans who took part in responses to the questionnaire 8(21.6%) of them are born in Assosa town in the region and 1(2.7%) is born in Butajira in the South Nation Nationalities and the other 1(2.7%) is in

Nekemet. This also shows that the fans are more from Assosa town. This shows that the fans are more likely to get to know the players in attending their games because they are not from far place based on the review literature of the study.

In question four of part six, it had been asked to know the ethnicity and mother tongue there is in the club. From the 37 participants (100%) out of 20 players whom have responded to this questionnaire 4 (10.8%) are Oromo and their mother tongues are Afan Oromo, 6(16.%) are Amhara which their mother tongue is Amharic, 3(8.1%) are Welayeta their mother tongue is Welayetegna, 3(8.1%) of them are Gumuz and their mother tongue is Gumuz, 2(5.4%) are Berta and their mother tongue is Berta, 1(2.7%) Gurage and which his mother tongue is Guragegna, 1(2.7%) is Tigre which his mother tongue is Tegregna, 2(5.4%) of the coaches are Amhara with a mother tongue Amharic and 1(8.1 %) is Berta with a mother tongue Berta, 1(8.1%) team leader is Oromo and her mother tongue is Oromepha, 1(8.1%) health assistance is Berta and his mother tongue is Berta. Additionally from the 2 technical staff 1(2.7%) is a Amhara with a mother tongue and 1(2.7%) Oromo with afan Oromo mother tongue. This implies that the players and the coaches have the availability of finding players and coaches with the same traditions and costumes as their own which helps them as a team and it shows as the team is not one ethnic based team.

When we come to the 10 fans 4(10%) of them are Amhara with Amharic mother tongue, 4(10%) of them are Oromo with the mother tongue of Afan Oromo, 1(2.7%) is Tigre with Tegregna mother tongue, 1(2.7%) is Gurage with Guragegna mother tongue.

In question five of part six, it had been asked to find out the religion of the respondents. From out of the 37 participants which is (100%); out of the 20 players 7(18.9%) is Protestant 5(13.5%) is Orthodox, 1(2.7%) is Catholic, and 7(18.8%) is Muslim. From the 2 technical staffs 1(2.7%) is Muslim and the other 1(2.7%) is Orthodox. Among the 3 coaches 1(2.7%) is Protestant, 1(2.7%) is Orthodox and 1(2.7%) is Muslim. Additionally, 1(2.7%) team leader is orthodox, 1(2.7%) health assistance is Muslim. When it comes to the fan, 5(13.3%) is Orthodox, 4(10%) is Protestant and 1(2.7%) is Muslim. This also shows that as the teams have different religious type of religion which they do respect to one another.

In question six of part six, it had been asked to know if there is a language barrier in the club. From the 37 (100%) respondents, 20 (54%): 3(8.1%) do speak Afan Oromo and

Amharic,1(2.7%) speak Afan Oromo, Amharic and English,5(13.5%) speaks Amharic and afan Oromo,1(2.7%) does speak Amharic and English,3(8.1%) does speak Welayeta and Amharic,3(8.1%) does speak Gumuz, Oromo,Amharic,2(5.4%) speaks Berta, Arabic, Amharic and Oromo,1(2.7%) do speak Guragegn, Amharic oromo,1(2.7%) do speak Tigregna, Amharic and Oromo which shows there is a huge benefit for communication and as there isn't a tiny gap of miscommunication between them.

From the coaches 1(2.7%) speaks Amharic, Afan Oromo, Berta, Arabic,and English, 1(2.7%) does speak Berta, Oromo ,Amharic and Arabic,1(2.7%) only speaks Amharic. From the technical staff 1(2.7%) speaks Afan Oromo, Amharic, 1(2.7%) speaks only Amhara. The team leader (2.7%) speaks Oromo, Amhara and Arabic. This also shows as there is no language barrier.

On the fans point of view, 4(10.8%) speaks Amharic and Afan Oromo, 4, (10.8%) speaks Afan Oromo and Amharic, 1(2.7%) speaks Tegregna and Amharic,and 1(2.7%) speaks Tegragn and Amharic.

Table 51.Question 7: Educational level?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 9-10	10	27.0	27.0	27.0
Preparatory	11	29.7	29.7	56.8
College Level	8	21.6	21.6	78.4
Degree	7	18.9	18.9	97.3
Masters	1	2.7	2.7	100.0
Total	37	100.0	100.0	

In question one of part six, it had been asked to know the educational level of the respondents who took part in the Appendix-C and; 11 are preparatory level, 10 are grade 9-10, 8 are college level, 7 have a degree, 1 have a masters. This implies that the participants are most in the high school level and some at college, degree, and masters' level.

Table 52.Question 8: How long have you been with Assosa Kenema Football Club?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-11 months	11	29.7	29.7	29.7
	1-2 years	11	29.7	29.7	59.5
	3 years	15	40.5	40.5	100.0
	Total	37	100.0	100.0	

In question eight of part six, it had been asked to know the duration of the respondents with the club and as we can see: 15 have been for 3 yrs,11 from 1-2 years,11 have been from 1-11 months in the club. Most of the subjects are from 1-3 years and some are from 1-11 months.

In question nine of part, it had been asked to know the current level of the coaches .from 3(100%) of the coaches,2(66.6) of them have a CAF "C" level licence,1(33.4) have instructor level coaching and CAF " C" license.

4.5 The Results and Analysis of the Appendix-D- Documentation Analysis

Table 53. Assessment Form for Document Content Analysis of Assosa Kenema Football Club

Observer Name: Mathewos Befekadu **Date:** March 4/2018 G.C **Week:** 2 week

Address : In Assosa Kenema Football Club Office

Duration of Observation: March 4- 16/2018 **Started at** March 4/2018 G.C **Finished at:** March 16/2018G.C

No	Documents to be observed	Parameters of comprehensiveness and Implementation					Remarks	Evidence of observation
1	Planning	Excellent	Very good	Good	Poor	Very poor	In week one	Copies of the documents
1.1	Perspective plan				✓			
1.2	Strategic plan				✓			
1.3	Development plan				✓			
1.4	Coaches Annual Plan			✓				
1.5	Training Session Plan and implementation		✓					
2	Reports, rules and regulations	Organization, and technicality					Remarks	Evidence of Observation
		Excellent	Very good	Good	Poor	Very poor	In week two	Copies of the documents
2.1	Technical Report		✓					
2.2	Rules and guidelines				✓			
2.3	Annual and quarterly report				✓			
2.4	Yearly hosted game report			✓				
2.5	Any other							

Signature of the observer _____ Date March 16/2018G.C time 5:00 P

In the planning part of documentation analysis, the first content which had been analyzed was perspective plan. When the researcher analyst it:-

- ✓ In 2015-2016 G.C. participating in the national league and becoming champion.
- ✓ In 2017-2018 G.C. participating in the super league and becoming champion.
- ✓ In 2019-2020 G.C. participating in the primer league and becoming champion.

This can work as a strategic plan but the perspective plan has to be well planed one. Even if we look at this plan of the club it was a bit out of reach,(It is not SMART) because even in the first year of joining the national league the club plan was to just be champion which is far beyond from reality. The club finished 4th during the competition season. In the second plan also without gaining the experience of the organization of the super league and attaining the competition level of the league, the club aimed in being champion again. This is a very ambiguous plan for the club member to attain it with fact that it is achieving now. In general the researcher believes that with the parameter of the document analysis the club is in a poor level of comprehensiveness and implementation.

As a second content of document analysis, the researchers realized the strategic plan is mixed up with its attainability, it is not a clearly set and it didn't considered the overall capacity of the club and its member because of that its comprehensiveness and implementation is poor.

As the third content of document analysis, there is no development plan at all; this is poor in its comprehensiveness and implementation.

In the fourth content of the document analysis, the coach has a very good annual plan for the competition year, and in the first round 2017/18 the club is in the top four of the group and which is close to go to the strong teams leading the group and the plan was to be among the top three for the season and being able to compete the tournament for the super league. Which gives the rate good. In the literature reviews as Sneyers and Jozef argue, an annual program puts players in a position to systematically(with the SMART principle) into forms in such a way that they can maintain their fitness as long as possible by dividing the season in to various periods.

The coach's weekly and daily sessions are integrated to the annual year plan that he has in the clubs office, but it only lacks flexibility in some individual training for the players. In that case it becomes good.

In the report, rules and guide lines part of document analysis, the researcher have observed as the technical report being made by the technical staff have helped the coaches word in the views they have given. Most of the reports show as the coaches are working on the comments they are given and improving the players performance in the components of football which gives the rating set by the researcher on its organization and technicality; Very good.

In the content of rules and guide line; the researcher have analyzed as there are rules and guide lines by the club, but there organizational and technicality are very poor. One example for this is: it was the executive body who does most of the work done by club and for the club in close relation with the club manager, the president only dose act on the issues which are above them, but as a matter of fact, the club manager jumps the executive body and goes to the club president for every single matter to be decide for him. This has also made the rate to be given as poor.

On the other content of the analysis, annual and quarterly report, throughout the three years that the club have been in the national league there wasn't a quarterly report made on the fiscal and financial report of the club but only annual plans of the fiscal report mostly and the finance report appears to be later. This has also made the researcher to believe its organization and technicality is poor.

There is yearly hosted game report, in the club but all this years the documented report is written by the technical staff rather than by the coach, because by the time the report is made to be finalized the coaches are in the transition season of the year. The solutions given to the challenges and problems of the club are still are not used by the different parts of the club to get better for the next season. Because of that the researcher believes it has a good organization and technicality.

4.6. The Results and Analysis of the Appendix-E- Observation

Table 54. Observational Check List for Investigating Facilities and Equipments of Assosa Kenema FC :

Name: Mathewos Befekadu **Date:** March 18 /2018 G.C **Week** 6 Weeks

Address: Assossa Junior and secondary school

Duration of Observation: 6 weeks **Started at:** March 18 /2018 G.C **Finished at:** April 2018 G.C

No	Content of observation		Parameters				Remarks	Evidence of observation
1	Facilities		Compacted Ground	Very Dusty	Semi Grassy and Dusty	Fully Dusty	Fully Grassy	
1.1	What does the football field of the club is like?			✓				Video and photograph
1.2	Levelness		Inclined	Unleveled	Leveled but Uncomfortable	Leveled and Comfortable	Exceptional	
			✓					
1.3	Is the field comfortable for the health of the players?		Sport Injury causing	Other disease causing	Uncomfortable	Comfortable	Exceptional	Video and photograph
			✓	✓				
2.	Equipments		Unsatisfactory	Satisfactory	Sufficient	Plenty	Remarkable	
1.1	Soccer balls				✓			Video and photograph
1.2	Markers /Cones/flags			✓				
1.3	Bibs/ vests		✓					
1.4	Football	Training			✓			
	Boots For	Game			✓			
1.5	Shin guards				✓			
1.6	Two different Shirts				✓			
1.5	Air pump				✓			

Signature of the observer _____ Date April 30/2018 G.C Time 5:00 pm

In the observation part, facilities have been listed to find out the qualities. In the according to the first check list the researcher have observed the field of training ground and the field of game is the same and as it is very dusty. This was happening because the club doesn't prepare the football field very early and give care in planting grass on it .To keep the floppiness of the field they clear the grass that grew in the rainy season and make the field.

According to the observational check list, in the second content it had been observed the floppiness of the field and the field is very sloppy in one side. Unless a very huge alteration is done it is not so easy to keep the levelness of the field general.

In the other content of the observation, there was a content to observe the field if it is comfortable for his health of the players and the field was exposing players to ankle injuries and one player was severely sick with tonsillitis and as he has been asked if he does his training on a dusty field and by the time he mentioned that he have been ordered to stop training on that field. Right now the player has been examined with a surgery and his tonsillitis has been removed.

When it comes to equipment, the researcher have observed as there is no lack of equipment and facilities at all. There are sufficient balls, football shoes for training and game, shin grads, three different shirts and shorts for home and away game but the bibs and are not enough and the cones are satisfactory.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

Summarizing the overall aim of the study, techniques being used, the key findings, conclusions and recommendation will be address as follows.

5.1 Summary

This study was intended to explore the challenges and problems to join Ethiopian super league in the case of Assosa Kenema FC.

The study was designed to find the following research questions:-

- ✓ To discover the invariable Challenges and Problems to Join Ethiopian Super League in the Case of Assosa Kenema FC.
- ✓ To distinguish status of the SWOT analyses (Strength, Weakness, opportunity and Threats) of the club in accordance to their magnitude.
- ✓ To examine the plans (perspectives, strategic and developmental) of the clubs of Assosa Kenma FC?
- ✓ Evaluate implementation of plans (perspectives, strategic and developmental) to solve the challenge and problem of the club to join the super league?

To find the answer to the research question, descriptive method was applied, and the data was gathered in by Percenting, interview, two sets of questionnaire, (separate to the management part of the club and the technical part) and an observation format for document analyses and facilities and equipments in the club.

Interview and questionnaires was Percented for those in the who involve in the management part for 10 subjects of the club more on focusing to the management questions, but and a separate questionnaire was also Percented to 37 subjects whom are in the technical part of the club.

The data observed are analyzed by using SPSS (Statistical package for social science) version 16, and other conformist tool such as: quantitative aspect with Percentage and the qualitative in descriptive statements and narrative approach.

Based on the review literature of the research topic and analysis of the data that the researcher had, here are the key findings of the study.

1. From the interview, questionnaire and document analysis the finding shows that Assosa Kenema FC have long and short term plan, vision, mission and goals, organizational structure chart, rules and guide lines but the most important point is its implementation and functionality fall in a big question mark. There are even units which are not active such as executive body and marketing and communication department. What is in the blue print and what is on the ground are far apart from reality.
2. The club has a manager which has no authority. In the interviews findings it is found that the authority hasn't been decentralized until the readership quality of the manager is improved through experience and get efficient. In interview, it is on the president shoulder which the managerial issues of the club lies on. Wall and Wood (2005) "believes that human capital enhancing which is the determinant of human resource management includes practice such as complex selection methods, evaluation, training and instruction, teamwork, communication, performance-related pay and securing for employment. But it is important to know how complex these practices in sport organization are and how apply this approach for enhancing human capital in sport organization.
3. From the findings of the study, the board members are determined informally. From the 10(100%) of the management staff; 7(70%) believe it is informally made, 2(20%) believe it is by general assembly meeting, 1(10%) not clear. The performance of the club is at the hand of the board of directors and they are responsible for it. It is the board duty to stand as an owner and members. Different board members of club have different unstable duties and responsibilities in terms of their roles concentrating on controlling, decision making scope and content. (Morgan *et. al.*, 2006).
4. From the findings out of 10(100%) subjects of the management staff, 6(60%) reacted the board members are from the political leaders, 4(40%) reacted they are from the community and political leaders. The policy argues that "the solution for this problem which came rolling for many years back and lead the poor sport performance that we

- have in a bright future is, participating the community has to be the biggest asset. Ethiopian National Sport Policy [ENSP], 2004)"
5. In the findings from 10(100%) of management staff respondent, 4(40%) believe sponsoring is the most problematic area in the club, 2(20%) believe implementation of plans is, 2(20%) Attitude of the society, 1 (10%) marketing, 1(10%) players. From the interview, questionnaire and document analysis findings Assosa Kenema FC doesn't have clearly income generating means. Even though there is a draft of a plan the dedication to put it in to practice is not being tried. This finding is strengthened by the fact that out of the 10(100%) participants from the management staff reposes; 10(100%) of them respond as the club doesn't have officially recognized sponsor. From the interview also, it has been said "the club doesn't have any product for sell or to earn income." The study also shows there are no ties with potential sponsors in the region. The respondents believe on this is out of the 37(100%) participants, 32(86.5%) believe it is yes, and 4(10.8%) believe it is a no and 1(2.7%) have no answer for it. "The main goal of this sub-unit is endorse the club and creating the club with fiscal funds. Its role and tasks are Sponsorship, Ticketing, stock Media rights, endorsement (publicity, Promotion of match, Promotion of merchandising), and supporter expansion (Fan club, Fan event, affiliation with society. FIFA's document, (2011)!"
 6. In the interview and questionnaire the finding shows that the neglected element of football management in Assosa Kenema FC is; out of 37(100%) participants 9(24.3%) believe it is finance, 7(18.9%) believe managers management, 6(16.2%) believe it is the media coverage, 6(16.2%) believe fan attraction, 5(13.5%) believe public relations, 4(10.8%) believe marketing.
 7. In the study it has been found that, the clubs have a lack of using media as a means to reach to the community and for the promotion work. The participants response shows out the 10(100%) 7(70%) reacted none, 1(10%) the regional FM, 1(10%) communication office, 1(10%) the regional TV program. "Media has considerable impact upon sport as equipment; match times and financial changes have been altered. It is obvious that media has a substantial effect on sport, but as the impacts of media on all parts of life is increasing so its effects on sport is increasing

- proportionally. Through this relationship between media and sport both of them are growing and becoming richer (Nicholson, 2007).!"
8. In the other finding the club lacks fans. Out of 37(100%) 18(48.6%) do strongly agree, 11(29.7%) agree, 4(10.8%) unsure, 3(8.1%) disagree, 1(2.7%) strongly disagree. "In football, if there is lack of relationship between fans and club, it will lead to empty stadium, decreasing in merchandize, no interest for sponsoring and finally no growth. The club managers have to establish a fan relationship management program in order to benefit from fans. (Ehsani, et al. 2013).!"
 9. In the interview of the SWOT(strength, weakness, Opportunity and Treat) analysis as weakness; lack of using the talent potential in the region, lack of participating the community, lack of finding potential sponsors, poor public relation and marketing, inactive executive body, lack of dedication from some of the club members, lack of income generating, being an able to evaluate implementations of plan, lack of fan mobilization and as a threat: disciplinary issues will weaken the football, unless the community involves the club will not sustain longer, political assignees are not available to reach the work needed, budget(it is still from the region not by the club itself)finance, commitment of the club member and dedication . According to Pederson et al. (2007), "sports public relations affair is so important in sport organizations and clubs to create and establish strategies which ensure they communicate internally and externally in a most desirable procedure with vital components."
 10. In the study, from 10 (100%) participant, about attracting highly paid and experienced players playing in other region super league helping the club to join the super league, 3(30%) do strongly agree, 3(30%) agree, 3(30%) disagree, 1(10%) strongly disagree.
 11. From the questionnaire findings out of the 37(100%) of respondents 17(45.9%) of the participants believe creating strong team(club, event, stadium, player and products) are the 1st components of managerial challenges of Assosa Kenema FC, business (Industry development, youth development) as 2nd, attracting fans (spectators sponsors and media) 3rd and strategic management implementation of mission and vision as 4th. This also supported by other finding; the youth team of Assosa Kenema hasn't promoted young players as expected. The 10(100%)

- respondents response was: 6(60%) respond none,3(30%) respond from 1-2 youth, and 1(10%) from 3-4 youth players. In the findings Assosa Kenema FC hasn't benefited from promoting youth players to the main team by reducing the payment of players. The respondents respond found shows that; from 10(100%) of them 5(50%) do strongly agree, 2(20%) agree, 2(20%) unsure, 1(10%) disagree.
12. From the study the club has two coaches whom are at CAF"C" level coaching license and 1 at instructor level and having a CAF"C" license too. Their educational level of the 2 coaches is 9-10 grades and 1 have a sport science degree.
 13. In the study, from 37(100%) respondents, 13(35%) do strongly agree,12(32%) do agree,6(16.2%) unsure,3(8.1%) do disagree,3(8.1%) do strongly disagree with the statement on repeatedly transferring coaches technical staff and new players in the club.
 14. In the research finding what made high quality players to leave the club in their own was: out of 37(100%) of the subjects,10 (27.0%) believe administration,9(24.3%) the maincoach,7(18.9%) players ethics,3(8.1%) team leader,3(8.1%) board members,2(5.4%) assistance coach,2(5.4%) others,1(2.7%) goalkeepers coach.
 15. From the findings it has been shown that psychological training needs to be emphasized more. Form 37(100%) of the participant resonance,26(70.3%) do strongly agree,8(21.6%) do agree, 2(5.4%) disagree,1(2.7%) strongly disagree.
 16. In the study it has been found that players lack readiness, familiarity, and dedication to modern training of football, Out of 37(100%) subject: 8(21.6%) respond strongly agree,11(29.7) agree,3(8.1%) unsure,9(24.3%) disagree,6(16.2%) strongly disagree.
 17. In the findings the method that coach was using on his training is as the subjects believe, from 37(100%) respondents,10(27.0%) believe guided discovery,14(37.8%) believe task oriented,5(13.5%) demonstration,4(10.8%) problem solving,3(8.1%) direct method, 1(2.7%) reciprocal.
 18. From the interviews findings, the clubs have a shortage of budget and in the questionnaire also out of 37(100%) respondents 13(35.1%) do agree, 10(27%) agree,7 (18.9%) unsure, 5(13.5%) disagree, 2(5.4%) strongly disagree. In the observation and questionnaire findings there is a lack of modern football field for the team, to

support this out of the 37(100%) respondent: 26(70.3%) do strongly agree 8(21.6%) agree,1(2.7%) disagree,2(5.4%) strongly disagree.

19. Out of the 37(100%) of the participants 23(62.2%) believe yes, 10(27.0%) believe no and 4(10.8%) believe no answer for the regions geographical location effect when travelling for away matches in the high land part of the group. In the open ended questions also it has been found the clubs have lost regular games that it has with Tulu-Bolo Kenema FC, Arada Kefele Ketema FC, Weliso Kenema FC and Dukem Kenema FC.

5.2 Conclusion

Since the aim of the study is to explore the challenges and problems of Assosa Kenema FC to join Ethiopian super league, relaying on the findings found from the study the researcher have drawn the following conclusions.

- The club is not run according its rules, regulations and guide line set ahead. General assembly meetings are not made based on the rules, but people are assigned in a rush informally to different positions (roles) of the club. In addition, short term and long term plan are very ambitious (unrealistic), it doesn't reflect today's reality. It doesn't prioritize the goals in terms of actual relevance.
- The club lacks organizational functionality and efficiency, the executive body and the marketing and communication unit is the most inactive unite of the organization. The club manager's leadership qualities are not good enough to the positions which play the great role of the club. That is why finance, manager's management, media coverage, fan attraction, and public relation, marketing are the most neglected elements of football management.
- Administrational weakness, the main coach (previous coach), player's ethics are poor and they have made players to leave the club on their own.
- The most problematic area of the club are finding sponsors, tying with them and working hand in hand, income generating means, shortage of budget Because of that, it cannot even renew its football field. The weakness of the club are ,lack of using the football talent in the region, participation of the community, dedication from the board members, lack of controlling of implementations of plans and fan mobilization. The treats of the club are community involvement, political leaders, budget, finance,

commitment, dedications and lack of quality players (even though the club have youth team, the promotion to the main squad is much poor.)

- From the components of the managerial challenges of Assosa Kenema FC; creating a strong team (club, event, stadium, players and products) is the 1st, Business (industry development /youth players development) is the 2nd , attracting fans (spectators, sponsors, media) is the 3rd, strategic management and implementation of mission and vision as 4th.
- The educational level of the two club coaches is poor. The believes which the club member have on repeatedly transferring coaches technical staff, and players to the team is wrong.
- The coaches training method lack variation in coaching method and the emphases given to psychological training are very low by the coaches. On top of that, players lack readiness, familiarity and dedication to modern training of football.
- The regions geographical locations have affected the performance of the players when traveling to the high land (high attitude) area clubs in the group.

5.3 Recommendations

In terms of the summary and conclusions made, the researcher suggests the following recommendations;

- Assosa Kenema FC should pay due attention in applying the rules, regulations and guide lines, than acting as if as it is being applied. In light of that, the short and long term plans and strategies must be planned again in considering their specificity, measurability, attainability, relevance and time frame.
- The organizational functionality should be given consideration and evaluation and modification. New people should be assigned by the generally assembly meetings in the year to come, but care should be given to those positions which were inactive during the election time and political assignees must hand over their position for the electoral of the community at large. Unless the club is made to be based by the community the existence of the club wouldn't last longer.
- The manager of the club should make an experience sharing with other well organized clubs managers in the group where Assosa Kenema FC is competing or in other group; to improve the leadership quality of that lacks. In addition, the authority

to run the club must be decentralized from the busy president of the club who is the mayor of Assosa Administrative town to the manager of the club.

- The club must plan the means of income generating, by producing products for sell or marketing or should find a potential sponsor in the region and make an agreement with them, because the club shouldn't only weight the government share of budget from the region, it should involve the public and private sector and NGO's to the mutual benefit.
- The element of football management, such as manager's management, finance, media coverage, fan attraction, and public relation must be give emphasis by the club consistently.
- The coaches who have low educational level should improve their educational level if that is impossible the club must decide to find well educated coaches in their place.
- The coaches in the main team must work hard to promote young players from the youth team; because the regions have the football talent potential and it shouldn't be wasted.
- The training given by the coaches must incorporate different coaching methods of coaching, so that the players can benefit from it. In addition psychological training must be given accordingly side by side with other components of football coaching.
- Finally, the researcher recommends Assosa Kenema should travel 4-5 early before to the high altitude area clubs in the group or they must play their games within 24 hours of their arrival to the place.

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APPENDIXES

APPENDIX A-INTERVIEW QUESTION DEPARTMENT OF SPORT SCIENCE COLLEGE OF NATURAL SCIENCE ADDIS ABABA UNIVERSITY

This interview questions will be asked of the current Board Members, Executive Body, Club Manager, Team Leader, Finance, Cashier, Purchaser, and Store Keeper of Assosa Kenema Football Club.

The purpose of this interview schedule is to collect data on the Challenges and Problems encountered to Join Ethiopian Super League by Assosa Kenema Football Club. This is parts of my research requirement for my Masters of Science in Sport Science of Addis Ababa University. You will be asked subject matters which are related to the clubs challenges, problems, organizational and managerial issues. This will last an hour, and the researcher will thank you in advance for investing your time with full collaboration to the study.

Thank you in advance for your cooperation to the study!

Are you willing to continue the interview please?

If the answer is yes! Let's start with the questions.

1. What does Assosa Kenema Football Club organizational chart look like?
2. How do you see the way each assigned delegates in different department of the club carry out their responsibilities?
3. Mention what the members of the executive board have done for the development of club?
4. Does Assosa Kenema have a club manager?
5. What is your opinion on the club manager's leadership skills, organizational skills, communication, knowledge, decision making, and motivation?

6. What are the strategic plans of Assosa Kenema Football Club?
7. What is the SWOT: (Strength Weakness Opportunity and Treat) analysis of the club?
8. Are there any sells by Assosa Kenema Football Club?
9. How Assosa Kenema Football Club does produce income?
10. Does Assosa Kenema Football Club identify potential sponsors in the region? If it does, how much has been earned from them?
11. How much work has been done by Assosa Kenema Football Club to benefit from mass media's advantage?
12. What does the management of the club has done to increase active fans to attend matches?
13. What do you think are the main challenges of the club?
14. What do you think are the major challenges of management in Assosa Kenema Football Club?
15. What do you think are the main problems of the club?
16. How much the basics football management has changed the progress of the club?

"Thank you for your time and cooperation!"

APPENDIX B- QUESTIONNAIRE

This questionnaire will be filled by current Board Members, Executive Body, Club Manager, Team Leader, Finance, Cashier, Purchaser, and Store Keeper of Assosa Kenema Football Club.

Dear respondents,

My name is **Mathewos Befekadu**, I am a masters student in the school of post graduate studies College of Natural Science, and Department of sport science at Addis Ababa University. I am intending to write my thesis on challenges and Problems encountered to Join Ethiopian Supper League by Assosa Kenema Football Club, for the partial fulfillment of the requirement of masters of sport science.

Your responses to the following question will guide the researcher to the aim of the study on Assosa Kenema Football Club. Completion of this survey is voluntary and anonymous. The result will only be used for the purpose of my research.

Thank you in advance for your cooperation to the study!

General directions:

- Your name is not required on this questionnaire part of the questionnaire.
- Please mark a tick (✓) inside the circle○ indicated.
- For the open ended questions, please write your responses in the space provided.

Are you willing to take part in the study by responding to this questionnaire?

☐ Yes ☐ No

If "yes!" please proceed to the next part.

Part 1: Management and Structural Related Questions.

1. Does your club have its own rules that govern the club and its members? (Tick one)

☐ Yes ☐ No ☐ I don't know

Other _____

2. Does your club have clearly objectives? (Tick one)

☐ Yes ☐ No ☐ I do not know

Other _____

3. Does your club have organizational chart? (Tick one)

☐ Yes ☐ No ☐ I don't know

4. Is a general assembly meeting held at the beginning of each season before the competition starts?

☐ Yes ☐ No

Other _____

5. If your answer to the above question is "yes!" write the date. _____

6. If your answer to no.4 is "No!", do you think it has affects, the election and replacement of board members? (Tick one)

☐ Yes ☐ No ☐ No answer

7. What is your level of agreement with this statement "The club's board committee members have a good understanding and ability to do their job by the rules." (Tick one)

☐ Strongly Agree ☐ Agree ☐ Unsure ☐ Disagree ☐ Strongly Disagree

8. What is your level of agreement with this statement "Repeated transfer of the coaches' technical staff and new players by in the club had cause the club to have low achievement" (Tick one)

☐ Strongly disagree ☐ Disagree ☐ Unsur ☐ Agreee ☐ Strongly agree

9. What is your level of agreement with this statement "Attracting highly paid and experienced players playing in other region primer and super league will help join Assosa Kenema to join super league. (Tick one)

☐ Strongly disagree ☐ Disagree ☐ Unsure ☐ Agree ☐ Strongly agree

10. How are the boards of the management of your club been determined? (Tick one)

☐ Informally ☐ by General assembly meeting
☐ Not clear ☐ by the clubs president personal choice

Other _____

11. If your answer is Yes to question no.3 please descend the structure from top to the botom _____

From where are the board members of Assosa Kenema Football Club from? (Tick one)

☐ Community Members
☐ Political leaders

- ☐ Community and Political leaders
☐ Professionals
☐ Stake holders
☐ Potential sponsors
12. If your answer to above question is "community members", what position do they have in the club? _____
13. If your answer to above question is "political leaders": clarify why?

14. How do you see the participation of the community in the club? (Tick one)
- ☐ Very participatory
☐ Somewhat participatory
☐ Participatory
☐ Somewhat un-participatory
☐ Very un-participatory
15. What is the basis taken into consideration when chairing the club manager? (Tick one)
- ☐ Managerial Experience
☐ Sport science graduate
☐ None sport Science
☐ Football Experience
☐ The experience in sport sector
 Other _____
16. How was the time of call out of coaches, previous players, new signings and try out players? (Tick one)
- ☐ Very early ☐ Early ☐ In the middle ☐ Late ☐ Very late
17. How do you describe the role of the executive body capability to the development of the club? (Tick one)
- ☐ Very high ☐ High ☐ Average ☐ Low ☐ Very low
18. Among the existing coaches indicate their practical dedication level for the clubs achievement? (Put in numerical order)
- ☐ Goalkeepers coach ☐ Assistance coach ☐ Main coach
19. Put the main problems of Assosa Kenema Football Club; the most problematic one? (Tick one)
- ☐ Managerial
☐ Fan
☐ Sponsoring

- ☐ Marketing
- ☐ Facility and equipment
- ☐ Coaching financial
- ☐ Attitude of the society
- ☐ Players
- ☐ Implementation of plan
- Other _____

Part 2 : Youth Players Development Related Question

20. Does Assosa Kenema Football Club have a youth football club project on its side? (Tick one)
- ☐ Yes ☐ No ☐ No Answer
21. If your answer is "yes!" to question above at which age can they start? (Tick the existing category)
- ☐ Youth under 13 ☐ youth under 15 ☐ youth under 17 ☐ youth under 20
22. How many youth players are promoted to the main team every year?(Tick one)
- ☐ None ☐ 1- 2 ☐ 3-4 ☐ 5
- Other _____
23. What is your level of agreement with this statement "The club benefits from promoting youth players to the main team by reducing the payment of players" (Tick one)
- ☐ Strongly disagree ☐ Disagree ☐ Unsure ☐ Agree ☐ Strongly agree
24. What is your level of agreement with this statement "The club has quality players in the squad" (Tick one)
- ☐ Strongly disagree ☐ Disagree ☐ Unsure ☐ Agree ☐ Strongly agree
25. How many of the existing players well fit to the level of the league now?
- _____

Part 3: Communication and Media Related Questions

26. What is the means of communication in your club? (Tick all that apply)
- ☐ Through Meeting announcements ☐ phone calls ☐ Text ☐ Email
- Others _____
27. How does the club promote its schedule, service, events and games to the community at large? (Tick all that apply)
- ☐ With announcement by microphone ☐ By Notice board ☐ By face book page
28. Which one of the Media options does the club mostly use for promotion? (Tick all that apply)
- ☐ The regional TV program
- ☐ Communication office which is under Administrative town
- ☐ The regional FM
- Other _____

29. How often does the club organize a press rerelease to the media? (Tick one)

☐ In all the games ☐ In 3 games ☐ 4 games ☐ 5 games

30. Does your club have a Facebook account? (Tick one)

☐ Yes ☐ No ☐ I don't know

Part 4: Finance Related Questions

31. Does your club have an income generating plan? (Tick one)

☐ Yes ☐ No ☐ I don't know

32. Does your club management board Percent financial report? (Tick one)

☐ Yes ☐ No ☐ I don't know

33. Does your club have an officially known sponsor? (Tick one)

☐ Yes ☐ No ☐ I don't know

If "Yes!" mention the sponsor's _____

Part 5: Background Information.

35. What is your age group : ☐ 18- 24 ☐ 25-34 ☐ above 35

36. Sex: ☐ Male ☐ Female

37. Place of Birth _____

Region _____

38. Ethnicity _____ Mother

tongue _____

39. Religion _____

40. Among the language spoken in Ethiopia how many languages can you

speak? _____ list

them _____

41. Educational level? (Tick one)

☐ 4-8 ☐ 9-10 ☐ Preparatory ☐ College level ☐ Degree ☐ Masters

42. How long have you been with Assosa Kenema Football Club? (Tick one)

☐ From 1-11 months ☐ 1-2 years ☐ 3 years

43. What is your position in the club?

"Thank you for completing this questionnaire!" please contact me with any question you have or when you finish; so that I can come and collect it (+ 251 913 24 00 28).

APPENDIX C- QUESTIONNAIRE

This questionnaire will be filled by current, coaching staff, Technical staff, Team leader Players, Health Assistance and Fans in Assosa Kenema Football Club.

Dear respondents,

My name is **Mathewos Befekadu**, I am a masters student in the school of post graduate studies College of Natural Science, and Department of sport science at Addis Ababa University. I am intending to write my thesis on Challenges and Problems encountered to Join Ethiopian Supper League by Assosa Kenema Football Club, for the partial fulfillment of the requirement of masters of sport science.

Your responses to the following question will guide the researcher to the aim of the study on Assosa Kenema Football Club. Completion of this survey is voluntary and anonymous. The result will only be used for the purpose of my research.

Thank you in advance for your cooperation to the study!

General directions:

- Your name is not required on this questionnaire part of the questionnaire.
- Please mark a tick (✓) inside the circle○ indicated.
- For the open ended questions, please write your responses in the space provided.

Are you willing to take part in the study by responding to this questionnaire?

☐ Yes ☐ No

If "yes!" please proceed to the next part.

Part 1: Managerial and Organizational Structure Related Question Section

1. Which one is among the component of managerial challenges of Assosa Kenema Football Club? (Tick one.)
 - ☐ Creating a strong team (club, event, stadium, players, products)
 - ☐ Business/Industry development (youth players' development)
 - ☐ Attracting fans/spectators, sponsors, media
 - ☐ Strategic management and implementation-mission and vision
2. Which key element of football management is neglected by Assosa Kenema Football Club management? (Tick one)
 - ☐ Marketing (game, products, players, team, club, ticket etc)
 - ☐ Media coverage
 - ☐ Finance (signing players)
 - ☐ Manager's management
 - ☐ Public relations (for promotion)
 - ☐ Fans attraction (lack of relationship)
3. What is your level of agreement with this statement "Repeated transfers of coaches, technical staff and new players will lead to achieving the clubs goal" (Tick one)
 - ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Unsure
 - ☐ Agree
 - ☐ Strongly agree
4. What is your level of agreement with this statement "The club lacks fans that stands behind the players and support them compete well to their limit during each game"
 - ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Unsure
 - ☐ Agree
 - ☐ Strongly agree
5. From the members of the club which do you think caused high quality players to leave the club? (Tick one)
 - ☐ Board members
 - ☐ Administration
 - ☐ The main coach
 - ☐ Player ethics
 - ☐ Team leader,
 - ☐ Assistant coach
 - ☐ The fans
 - ☐ Technical director,
 - ☐ Goal keeper Coach
 - ☐ Other
6. What is the strength of Assosa Kenema Football Club? (Tick one).

 - ☐ Comprehensive Plans, Mission Vision and Goals
 - ☐ The Team leader
 - ☐ Employment of Health assistance
 - ☐ Technical staff
 - ☐ Coaches

- ☐ Management staff
- ☐ The Club manager
- ☐ Guidelines, regulations and finance policies
- ☐ Organized Fans
- ☐ Having assigned finance, cashier, purchaser,
- ☐ Budget
- ☐ Player's competitiveness

Other _____

7. Which one of this is the weakness of Assosa Kenema Football Club? (Tick one).

- ☐ Some management board lacks motivation
- ☐ Executive Body lack doing what they are expected of them
- ☐ Lack of committee work on community participation and organizing
- ☐ Inability of executive body to create ties with media
- ☐ Inability to generate income from fans
- ☐ Inability to identify potential sponsors and use them

Other _____

Part 2: Coaches and Technical Staff Related Questions Section

1. What is your level of agreement with this statement "The coaches have the skill and knowledge gap to equip the players for the league level." (Tick one)

- ☐ Strongly disagree ☐ Disagree ☐ Unsure ☐ Agree ☐ Strongly agree

2. What is your level of agreement with this statement "Psychological training (sport Psychology) needs to be emphasized more in your training? (Pick one)

- ☐ Strongly disagree ☐ Disagree ☐ Unsure ☐ Agree ☐ Strongly agree

3. What is your level of agreement with this statement "Among the factors affecting the clubs training is how the coaches analyses the game" (Pick one)

- ☐ Strongly disagree ☐ Disagree ☐ Unsure ☐ Agree ☐ Strongly agree

4. What is your level of agreement with this statement "The main coach's character affected players training" (Pick one)

- ☐ Strongly disagree ☐ Disagree ☐ Unsure ☐ Agree ☐ Strongly agree

5. What is your level of agreement with this statement "The coaches have inadequate knowledge about modern football training" (tick one)

- ☐ Strongly disagree ☐ Disagree ☐ Unsure ☐ Agree ☐ Strongly agree

6. How is the coach's ability to motivate players? (Tick one)

- ☐ Excellent ☐ Good ☐ Average ☐ Poor ☐ Very Poor

7. How is the coach's leadership style in coaching? (Tick One)

- ☐ Excellent ☐ Very good ☐ Good ☐ Average ☐ Poor

Other _____

8. Do you think the feeding for the player is given emphasis by the club?
☐ Yes ☐ No ☐ No answer
 Other _____
9. Do you believe the feeding of the club is well organized and suits the players? (Tick one)
☐ Yes ☐ No ☐ No answer
 Other _____

Part 3: Main Players Relate Questions Section

1. How often does the club regularly training?(Pick One)
☐ 1-2 days (one training session a day) ☐ 1-2 days (two training sessions a day)
☐ 3-4 days (one training session a day) ☐ 3-4 days (two training sessions a day)
☐ 5-6 days (one training session a day) ☐ 5-6 days (two training sessions a day)
2. Do you think the training program is appropriate for your league level? (Tick one)
☐ Yes ☐ No ☐ No answer
 Other _____
3. Do you think players know their roles? (Tick one)
☐ Yes ☐ No ☐ No answer
4. At the beginning of the year, did you experience any difficulty getting to know the player in the club? (Tick one)
☐ Yes ☐ No ☐ No answer
 If "Yes!" What are the reason _____?
5. Was there conflict between players when the regular games begin? (Tick one)
☐ Yes ☐ No ☐ No answer
6. What is your level of agreement with this statement "Player's lack readiness, familiarity and dedication to the modern training of football and game." (Tick one)
☐ Strongly disagree ☐ Disagree ☐ Unsure ☐ Agree ☐ Strongly agree
7. What is your level of agreement with this statement "There is a tendency for players to work together to meet the goal of the club." (Tick one)
☐ Strongly disagree ☐ Disagree ☐ Unsure ☐ Agree ☐ Strongly agree
8. As a factor affecting quality of training how do you find the existing quality of players?(Tick one)
☐ Excellent ☐ Good ☐ Average ☐ Poor ☐ Very Poor
9. How is the assistance coach's ability to support the main coach?(Tick one)
☐ Excellent ☐ Very good ☐ Good ☐ Fair ☐ Very poor
10. How receptive are players to coaching? (Choose one which usually practiced by the players)
☐ Willing to be coached accordingly

- ☐ Some are difficult to be coachable
 - ☐ Few train extra by them selfless to improve
 - ☐ Few has changed as they has been coached
 - ☐ They show common feeling to train hard
 - ☐ They don't have team sprite
 - ☐ Some still remain traditional
 - ☐ Some behave badly to be when told thier weaknesses
11. When did the majority of players have an adequate understanding others weaknesses and strengths?(Tick one)
- ☐ At the begging of the season
 - ☐ At the middle of the first round
 - ☐ Through the coaches analyses advice
12. Which method does the main coach practice during his training session? (Tick all that apply)
- ☐ Direct method
 - ☐ Task oriented
 - ☐ Reciprocal
 - ☐ Guided discovery
 - ☐ problem solving

Part 4: Finance Related Question Section

1. The club has shortage of budget to attract big or quality players. (Pick one)
 - ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Unsure
 - ☐ Agree
 - ☐ Strongly agree
2. What is your level of agreement with this statement "There is lack of modern football field for the team.(Tick one)
 - ☐ Strongly disagree
 - ☐ Disagree
 - ☐ Unsure
 - ☐ Agree
 - ☐ Strongly agree
3. Is there lack of tie with potential sponsors existing the region?(Tick one)
 - ☐ Yes
 - ☐ No
 - ☐ No answer

Part 5: External Factor Related Questions

1. How important work been done on organizing spectators and media support for the club? (Tick one)
 - ☐ Extremely important
 - ☐ Very important
 - ☐ Medium
 - ☐ Very little
 - ☐ Extremely little
2. Because of the region's geographical location, do you struggle when playing away matches at a high altitude/high lands?(Pick one)
 - ☐ Yes
 - ☐ No
 - ☐ No answer
3. With which clubs in the high lands/high altitude did you lose away match with?(write their names and town)_____
4. What are the opportunities of Assosa Kenema Football Club? (Tick one)
 - ☐ Attaining league experience each year
 - ☐ Advancing the region's football level

- ☐ Introducing quality players to the club ☐ Promoting the organization of fans
☐ Competing for the super league ☐ To remain in the league
☐ Contributing to the higher league

Other _____

5. What is the threat of Assosa Kenema Football Club? (Tick one)

- ☐ Challenges from the clubs in the group ☐ Loosing interest of potential sponsors
☐ Strong organization of other clubs in the group ☐ Relegation from the group

Others _____

Part 6: Background Information.

1. What is your age group : ☐ 18- 24 ☐ 25-34 ☐ above 35

2. Sex: ☐ Male ☐ Female

3. Place of Birth _____ Region _____

4. Ethnicity _____ Mother tongue _____

5. Religion _____

6. Among the language spoken in Ethiopia how many languages can you speak? _____ list them _____

7. Educational level?

- ☐ 4-8 ☐ 9-10 ☐ Preparatory ☐ College level ☐ Degree ☐ Masters

8. How long have you been with Assosa Kenema Football Club?

- ☐ Less than a year ☐ 1-2 years ☐ 3 years

9. If you are a coach what is your coaching current coaching course level _____

"Thank you for completing this questionnaire!" please contact me with any question you have or when you finish; so that I can come and collect it (+ 251 913 24 00 28).

APPENDIX D-DOCUMENTATION ANALYSIS

Assessment Form for Document Content Analysis of Assosa Kenema Football Club

Observer Name: Mathewos Befekadu **Date:** March 4/2018 G.C **Week:** 2 week

Address : In Assos Kenema Football Club Office

Duration of Observation: March 4- 16/2018 **Started at** March 4/2018 G.C **Finished at:** March 16/2018G.C

No	Documents to be observed	Parameters of comprehensiveness and Implementation					Remarks	Evidence of observation
1	Planning	Excellent	Very good	Good	Poor	Very poor		
1.1	Perspective plan							Copies of the documents
1.2	Strategic plan							
1.3	Development plan							
1.4	Coaches Annual Plan							
1.5	Training Session Plan and implementation							
2	Reports, rules and regulations	Organization, and technicality					Remarks	Evidence of Observation
		Excellent	Very good	Good	Poor	Very poor		Copies of the documents
2.1	Technical Report							
2.2	Rules and guidelines							
2.3	Annual and quarterly report							
2.4	Yearly hosted game report							
2.5	Any other							

Signature of the observer _____ Date March 16/2018G.C time 5:00 Pm

APPENDIX E- OBSERVATION

Observational Check List for Investigating Facilities and Equipments of Assosa Kenema FC

Observer : Name:mathewos Befekadu **Date:** March 18 /2018 G.C **Week** 6 Weeks

Address: Assossa Junior and secondary school

Duration of Observation: 6 weeks **Started at :** March 18 /2018 G.C **Finished at:** April 2018 G.C

No	Content of observation	Parameters					Remarks	Evidence of observation
1	Facilities	Compacted Ground	Very Dusty	Semi Grassy and Dusty	Fully Dusty	Fully Grassy		
1.1	What does the football field of the club is like?							Video and photograph
1.2	Levelness	Inclined	Unleveled	Leveled but Uncomfortable	Leveled and Comfortable	Exceptional		
1.3	Is the field comfortable for the health of the players?	Sport Injury causing	Other disease causing	Uncomfortable	Comfortable	Exceptional		Video and photograph
2.	Equipments	Unsatisfactory	Satisfactory	Sufficient	Plenty	Remarkable		
1.1	Soccer balls							Video and photograph
1.2	Markers /Cones/flags							
1.3	Bibs/ vests							
1.4	Football Boots For Training Game							
1.5	Shin guards							
1.6	Two different Shirts							
1.5	Air pump							

Signature of the observer _____ Date April 30/2018 G.C Time 5:00 pm

ተጨማሪ መግለጫዎች

ተጨማሪ መግለጫ ለ- የፅሁፍ መጠይቅ

ይህ የፅሁፍ ቃለ መጠይቅ የሚቀርበው በአሰላ ከነማ የእግር ኳስ ክለብ ስር ላሉ የወቅቱ የቦርድ አባላት፣ሰራ አስፈጻሚዎች፣የክለቡ ሰራ አስኪያጅ፣ቡድን መሪ፣የፋይናንስ ሰራተኛ፣ካሸሪ፣ ግዢ ፍጻሚና ንብረት ክፍል ይሆናል፡፡

ውድ መላሾች፤

ስሜ ማቴዎስ በፍቃዱ ሲሆን፤ በድህረ ምረቃ ትምህርት ክፍል፤ተፈጥሮና ሳይንስ ኮሌጅ፤ስፖርት ሳይንስ ትምህርት ክፍል፤በአዲስ አበባ ዩኒቨርሲቲ የሁለተኛ ድግሪ ተማሪ ነኝ፡፡በስፖርት ሳይንስ ለሁለተኛ ድግሪ መመረቂያ ጽሁፌን ሟሟያ ለመጻፍ ላቀድኩት ጥናታዊ ጽሁፍ የሚሆን ወደ ኢትዮጵያ ከፍተኛ ሊግ ለመግባት አሰላ ከነማ እግር ኳስ ክለብን የገጠሙ ተግዳሮቶችና ችግሮች ላይ አተኩሪያለው፡፡

ለቀጣዮቹ ጥያቄዎች የሚሰጡዎቸው ምላሾች በአሰላ ከነማ እግር ኳስ ክለብ ላይ የሚደረገውን ጥናት ወዳነጣጠረበት አቅጣጫ ይመራሉ፡፡ የጽሁፍ መጠይቁንም የሚሞሉት በፍቃደኝነት ላይ ተመስርቶ ሲሆን ማንነቱ በሚስጥር የተጠበቀ እንጂ የሚገለፅ አይሆንም፡፡ምላሾም ለዚህ ጥናት አላማ ብቻ የሚውል ይሆናል፡፡

ለጥናቱ በሚያደርጉት ትብብር በቅድሚያ አመሰግናለው!

አጠቃላይ መመሪያ :

- በየትኛውም የመጠይቁ ገፅ ላይ ስምዎን መፃፍ አይኖርብዎትም፤
- እባክዎትን ይህን የራይት መልክት (□) በተሰጠው የክብ ምልክት ውስጥ ○ በተገለጸሎት መሰረት መልሶን ይጠቅሙ፡፡
- መልስዎን በተሰጡት የባዶ ቦታ ላይ እንዲያሰፍሩ ለቀረቡት ጥያቄዎች፤እባክትን መልሶን በጽሁፍ በቀረበሎት ባዶ ቦታ ያስፍሩ፡፡

ለቀጣዮቹ ጥያቄዎች ምላሹን በመስጠት በዚህ ጥናት ለመሳተፍ ፍቃደኛ ኖት ?

○አዎ አይደለም

መልሶ " አዎ! " ከሆነ እባክዎትን ወደሚቀጥለው ክፍል እንለፍ፡፡

ክፍል 1: አስተዳደራዊና አደረጃጀታዊ መዋቅር ጋር የተያያዙ ጥያቄዎች

34. ክለቡንና አባላቱን ሊገዛ የሚችል የክለቡ ደንብ አለ? (አንዱን ይምረጡ)

○ አለ የለ○ አላውቅም ○

ሌላ _____

35. ክለቡ ግልፅ የሆነ ዓላማ አለው? (አንዱን ይምረጡ)

☐ አለ ☐ የለ ☐ አላውቅም ☐

ሌላ _____

36. የክለቡ አደረጃጀታዊ መዋቅር የሚያሳይ ቻርት አለው ? (አንዱን ይምረጡ)

☐ አለ ☐ የለም ☐ አላውቅም ☐

37. የውድድር ዓመቱ ከመጀመሩ በፊት በየውድድር ዘመኑ መግቢያ ላይ ጠቅላላ ጉባዔ ተደርጎ ያውቃል?

☐ አዎ ☐ አይ ☐ አላውቅም ☐

ሌላ _____

38. ከላይ ላለው ጥያቄ መልስዎ አዎ! ከሆነ ቀናቶቹን ይፃፉ _____

39. ለ7ኛው ጥያቄ መልስዎ አይ! ከሆነ " የቦርድ አባላትን ምርጫና ቅያሪ ላይ ተፅዕኖ ፈጥሯል ብለው ያስባሉ? (አንዱን ይምረጡ)

☐ አዎ ☐ አይ ☐ መልስ የለኝ ☐

40. በዚህ ሐረግ ላይ ያሉት የስምምነት መጠን ምን ይመስላል " የክለቡ የቦርድ ኮሚቴ አባላት በክለቡ ደንብ ላይ ጥሩ አረዳድና በደንቡ መሰረት ስራቸውን የመስራት ብቃት አላቸው." (አንዱን ይምረጡ)

☐ በጣም እስማማለሁ ☐ እስማማለሁ ☐ እርግጠኛ አይደለሁም
☐ አልስማማም ☐ በጣም አልስማማም

41. 8. በዚህ ሐረግ ላይ ያሉት የስምምነት መጠን ምን ይመስላል " በክለቡ ውስጥ በተደጋጋሚ የሚደረጉ የአሰልጣኝ የቴክኒክ ክፍልና የአዳዲስ ተጫዋቾች ቅያሪ ለክለቡ አለመሻሻል መንስኤ ናቸው:: (አንዱን ይምረጡ)

☐ በጣም እስማማለሁ ☐ እስማማለሁ ☐ እርግጠኛ አይደለሁም
☐ አልስማማም ☐ በጣም አልስማማም

42. በዚህ ሐረግ ላይ ያሉት የስምምነት መጠን ምን ይመስላል " በኢትዮጵያ ፕሪመርና ሱፐር ሊግ ያሉ ጥሩ ተከፋይና ልምድ ያላቸውን ተጫዋቾች ወደ ክለቡ መሳብ የአሰላ ከነማን የእግር ኳስ ክለብ ወደ ከፍተኛ ሊግ ሊቀላቅለው ይችላል:: (አንዱን ይምረጡ)

☐ በጣም እስማማለሁ ☐ እስማማለሁ ☐ እርግጠኛ አይደለሁም
☐ አልስማማም ☐ በጣም አልስማማም

43. የክለቡ የአመራር ቦርድ ምርጫ የተደረገው በየትኛው መልኩ ነው ? (አንዱን ይምረጡ)

☐ መደበኛ ባልሆነ ስብሰባ ☐ በክለቡ ተጠሪ የግል ምርጫ
☐ በጠቅላላ ጉባዔ ☐ ግልፅ አይደለም

ሌላ _____

11. ከላይ ለተጠየቀው ጥያቄ መልሶ አለ! ከሆነ እባክዎትን ወደ ታች በመዘርዘር በተዋረድ ያስቀምጡ _____

12. የአሰላሳ ከነማ እግር ኳስ ክለብ የቦርድ አባላት ከየት የተመረጡ ናቸው? (ምርጫው የተካሄደበትን ይምረጡ)

☐ ከማህበረሰቡ

☐ ከፖለቲካ አመራሮች

☐ ከማህበረሰቡና ከፖለቲካ አመራሮች

☐ ከስፖርት ባለመያዎች

☐ ከባለድርሻ አካላት

☐ አቅም ካላቸው ስፖንሰሮች

13. ከላይ ላለው ጥያቄ " ከማህበረሰቡ ነው ካሉ" በየትኛው ቦታ ላይ የሃላፊነት ላይ እንደሚገኙ ቢጠቅስ? _____

14. ወይ ደግሞ ለላይኛው ጥያቄ " ከፖለቲካ አመራሮች ካሉ "ምክኒያቱን ግልፅ ቢያደርጉ? _____

15. የከተማውን ማህበረሰብ በክለቡ ውስጥ የሚሳተፍበትን መንገድ እንዴት ያዩታል?

☐ በጣም አሳታፊ

☐ በመጠኑ አሳታፊ

☐ አሳታፊ

☐ በመጠኑ የማያሳትፍ

☐ በጣም የማያሳትፍ

16. የክለቡን ስራ አስኪያጅ ለመሰየም ከግምት ውስጥ የገባው መሰረታዊ መስፈርት ምን ነበር? (ናቸው የምትላቸውን ምረጥ)

☐ የአመራርነት ልምድ

☐ በስፖርት ሳይንስ ተመራቂነት

☐ ከስፖርት ሳይንስ ባለሞያነት ውጪ

☐ በእግር ኳስ ልምድ

☐ በስፖርት ዘርፍ ባለ ልምድ

ሌላ _____

17. በክለቡ በኩል ለአሰልጣኞች፣ለነባር ተጫዋቾች፣ለአዲስ ፈራሚዎችና ለምልመላ የተጠሩ ተጫዋቾች የተጠሩበት ወቅት እንዴት ነበር? (አንዱን ይምረጡ)

☐ በጣም ቀደም ብሎ

☐ ቀደም ብሎ

☐ መሃል ላይ

☐ ዘግይቶ

☐ በጣም ዘግይቶ

18. የስራ አስፈፃሚ ኮሚቴዎች ክለቡን ለማሳደግ እየተጫወቱ ያሉትን ሚናና አቅማቸውን እንዴት ይገልፁታል? (አንዱን ይምረጡ)

☐ በጣም ከፍተኛ

☐ ከፍተኛ

☐ መሐከለኛ

☐ ዝቅተኛ

☐ በጣም ዝቅተኛ

19. በአሁኑ ወቅት ካሉት የክለቡ አሰልጣኞች ውስጥ ለክለቡ ውጤታማነት በተግባር እንደሚያደርጉት ልፋት አሰልጣኞቹን በደረጃ ያስቀምጡዎቸው? (በቁጥር ደረጃ ይስጡ)
☐ የግብ ጠባቂ አሰልጣኝ ☐ ረዳት አሰልጣኝ ☐ ዋና አሰልጣኝ
20. በአሰላ ከነማ እግር ኳስ ክለብ ውስጥ የሚታዩትን ችግሮች በከፍተኛ ደረጃ ከሚታዩት እስከ ዝቅተኛዎቹ ያስቀምጡ::? (በቁጥር ቅደም ተከተል ያስቀምጡዎቸው)
☐ አስተዳደራዊ ☐ የአሰልጣኝ
☐ ደጋፊ ማጣት ☐ የማህበረሰቡ ግንዛቤ
☐ ስፖንሰር ማጣት ☐ ተጫዋቾች
☐ የሽያጭ አለመኖር ☐ እቅዶችን ተግባራዊ አለማድረግ
☐ የስልጠና ቁሳቁስና ማዘውተሪ ስፍራ

ሌላ _____

ክፍል 2 : የታዳጊ ወጣት ተጫዋቾችን ማሳደግ ጋር የተያያዘ ጥያቄ

21. የአሰላ ከነማ እግር ኳስ ክለብ ከዋናው ቡድን ጎን ለጎን የታዳጊ ወጣቶች ቡድን አለው ? (አንዱን ይምረጡ)
☐ አዎ ☐ አይ ☐ አላውቅም ☐
22. ከላይ ላላው ጥያቄ መልሶ አዎ! ከሆነ " በየትኛው የእድሜ ነው የሚጀምሩት? (ያለውን የእድሜ ካታሃሪ ይምረጡ)
☐ ከ-13 ዓመት ☐ ከ-15 ዓመት ☐ ከ-17 ዓመት ☐ 20 ዓመት
23. በየውድድር ዓመቱ ስንት ታዳጊ ተጫዋቾች ወደ ዋናው ቡድን ያድጋሉ? (አንዱን ይምረጡ)
☐ ምንም ☐ 1-2 ታዳጊ ☐ 3-4 ታዳጊ ☐ ታዳጊ 5

ሌላ _____

24. በዚህ ሐረግ ላይ ያሉት የስምምነት መጠን ምን ይመስላል " የአሰላ ከነማ እግር ኳስ ክለብ ታዳጊ ወጣት ተጫዋቾችን ወደ ዋናው ቡድን በማሳደግ ለአዋቂ ተጫዋቾች ከሚከፍለው የክፍያ ወጪ ቀንሷል:: (አንዱን ይምረጡ)
☐ በጣም እስማማሁ ☐ እስማማሁ ☐ እርግጠኛ አይደለሁም
☐ አልስማማም ☐ በጣም አልስማማም
25. በዚህ ሐረግ ላይ ያሉት የስምምነት መጠን ምን ይመስላል " ክለቡ ባለው የተጫዋቾች ስብስብ ውስጥ ጥራት ያላቸው ተጫዋቾች አሉት:: " (አንዱን ይምረጡ)
☐ በጣም እስማማሁ ☐ እስማማሁ ☐ እርግጠኛ አይደለሁም
☐ አልስማማም ☐ በጣም አልስማማም
26. አሁን ካሉት ተጫዋቾች ውስጥ ምን ያክሉ ለሊጉ ደረጃ የመጥናሉ ?

ክፍል 3: ግኑኝነትና የብዙሃን መገናኛ አጠቃቀም ጋር የተያያዘ ጥያቄ

27. በክለባቹ የምትጠቀሙት የመገናኛ መንገድ ምንድነው? (የምትጠቀሙበትን ካሉት ውስጥ ጠቁሙ)
☐

የዕሁፍ መልእክት ☐ ስልክ ☐ ኢሜል ☐ በስብሰባ ጥሪ
 ሌላ _____

28. ክለቡ እንዴት ነው ያለውን ፕሮግራም፣ግልጋሎት፣ ውድድርና ግጥሚያ ለሰፊው የከተማው ማህበረሰብ ማሳወቅ የሚችለው? (የሚጠቀመውን በሙሉ ይጠቅሙ)

☐ በመለፈፊያ መሳሪዎች ☐ በማስታወቂያ ቦርድ ☐ ፌስቡክ ገፅ

29. ክለቡ እራሱን ለማስተዋወቅ በብዛት የሚጠቀመው የብዙሃን በገናኛ የትኛው ነው? (ከተዘረዘሩት ውስጥ የሚጠቀመውን ይጠቅሙ)

☐ የክልሉን የቴሌቪዥን ፕሮግራም
☐ የከተማ መስተዳድሩ ህዝብ ግኑኝነት ክፍል
☐ የክልሉን ኤፍ ኤም

ሌላ _____

30. የአሰሳ ከነማ እግር ኳስ ክለብ ምን ያክል ጊዜ ለሚዲያ መግለጫ የሚሆን ፕሮግራም አዝጋጅቶ ያውቃል? (አንዱን ይምረጡ)

☐ በነበሩት ግጥሚያዎች በሙሉ ☐ በ3 ግጥሚያዎች ጊዜ
☐ በ4 ግጥሚያዎች ጊዜ ☐ በ5 ግጥሚያዎች ጊዜ

31. ክለባቹ የፌስቡክ ገፅ አለው? (አንዱን ይምረጡ)

☐ አዎ ☐ አይ ☐ አላውቅም

ክፍል 4: ከፋይናንስ ጉዳዮች ጋር የተያያዙ ጥያቄዎች

32. ክለባቹ ገቢውን የሚያመነጭበት እቅድ አለው? (አንዱን ይምረጡ)

☐ አዎ ☐ አይ ☐ አላውቅም

33. የክለባቹ አስተዳደር ቦርድ የፋይናንስ ሪፖርት ወቅቱን ጠብቆ ያቀርባል? (አንዱን ይምረጡ)

☐ አዎ ☐ አይ ☐ አላውቅም

34. ክለባቹ በውል የታወቀና መደበኛ ስፖንሰር አለው? (አንዱን ይምረጡ)

☐ አዎ ☐ አይ ☐ አላውቅም

መልሶ አዎ ከሆነ፣ ስፖንሰሮቹን ይግለፁ _____

ክፍል 5: የግለ መረጃ

35. የእድሜ ደረጃ : ☐ 18- 24 ☐ 25-34 ☐ ከ35 በላይ

36. ፆታ: ☐ ወንድ ☐ ሴት

37. የትውልድ ቦታ _____ ክልል _____

38. ብሄር _____ የአፍ መፍቻ ቋንቋዎ ምንድነው _____

39. ሃይማኖት _____

40. በኢትዮጵያ ካሉት ቋንቋዎች መካከል ሰንቱን በትክክል መናገር
ይችላሉ?_____

ይዘርዝራቸው_____

41.የትምህርት ደረጃዎ ?

☐ 4-8 ☐ 9-10 ☐ ቅድመ ኮሌጅ ☐ በኮሌጅ ☐ የመጀመሪያ ድግሪ
☐ ሁለተኛ ድግሪ

42. ከአሰሳ ከነማ ጋር መስራት ምን ያክል ጊዜ ሆኖት?

☐ ከአመት በታች ☐ 1-2 አመት ☐ 3 አመት

43. በክለቡ ያሉት ቦታ ምንድነው?

" መጠይቁን ሞልተው ስላጠናቀቁ አመሰግናለው!" እባኮትን መጠይቁን በተመለከተ ማንኛውንም አይነት ጥያቄ ካሎት ወይም አጠናቀው ሲጨርሱ በተሰጠው ስልክ ቁጥር ይደውሉና ያሳውቁኝ፤ ጥያቄዎን እንድመልስም ሆነ ፤መጥቼ ያጠናቀቁትን መጠይቅ እንድወስድ፡፡ (+ 251 913 24 00 28).

ተጨማሪ መግለጫ ሐ- የፅሁፍ መጠይቅ

ይህ የፅሁፍ የቃለ መጠይቅ የሚቀርበው በአሶሳ ከነማ የእግር ኳስ ክለብ ስር ላሉ የወቅቱ አሰልጣኞች፣ ቴክኒክ ክፍል፣ቡድን መሪ፣የህክም ባለሙያ፣ተጫዋቾችና፣ ደጋፊዎች ይሆናል፡፡

ውድ መላሾች፣

ስሜ ማቴዎስ በፍቃዱ ሲሆን፤ በድህረ ምረቃ ትምህርት ክፍል፣ተፈጥሮና ሳይንስ ኮሌጅ፤ስፖርት ሳይንስ ትምህርት ክፍል፤በአዲስ አበባ ዩኒቨርሲቲ የሁለተኛ ድግሪ ተማሪ ነኝ፡፡በስፖርት ሳይንስ ለሁለተኛ ድግሪ መመረቂያ ጽሁፌን ሟሟያ ለመጻፍ ላቀድኩት ጥናታዊ ጽሁፍ የሚሆን ወደ ኢትዮጵያ ከፍተኛ ሊግ ለመግባት አሶሳ ከነማ እግር ኳስ ክለብን የገጠሙ ተግዳሮቶችና ችግሮች ላይ አተኩሪያለው፡፡፡፡

ለቀጣዮቹ ጥያቄዎች የሚሰጡት ምላሾች በአሶሳ ከነማ እግር ኳስ ክለብ ላይ የሚደረገው ጥናት ወዳነጣጠረበት አቅጣጫ ይመራሉ፡፡ የጽሁፍ መጠይቁንም የሚሞሉት በፍቃደኝነት ላይ ተመስርቶ ሲሆን ማንነቱ በሚስጥር የተጠበቀ እንጂ የሚገለፅ አይሆንም፡፡ምላሹም ለዚህ ጥናት አላማ ብቻ የሚውል ይሆናል፡፡

ለጥናቱ በሚያደርጉት ትብብር በቅደሚያ አመሰግናለው!

አጠቃላይ መመሪያ :

- በየትኛውም የመጠይቁ ገፅ ላይ ስምዎን መፃፍ አይኖርብዎትም፤
- እባክዎትን ይህን የራይት መልክት (□) በተሰጠው የክብ ምልክት ውስጥ ○ በተገለጸሎት መሰረት መልሶን ይጠቅሙ፡፡
- መልስዎን በተሰጡት የባዶ ቦታ ላይ እንዲያሰፍሩ ለቀረቡት ጥያቄዎች፤እባክትን መልሶን በጽሁፍ በቀረበሎት ባዶ ቦታ ያስፍሩ፡፡

ለቀጣዮቹ ጥያቄዎች ምላሹን በመስጠት በዚህ ጥናት ለመሳተፍ ፍቃደኛ ኖት ?

☐ አዎ

☐ አይደለሁም

መልሶ " አዎ! " ከሆነ እባክዎትን ወደሚቀጥለው ክፍል እንለፍ፡፡

ክፍል1: አስተዳደራዊና አደረጃጀታዊ መዋቅር ጋር የተያያዘ የጥያቄ ክፍል

8. የአሰሳ ከነማን የሚገዳደሩ አስተዳደራዊ ተግዳሮቶችን ደረጃ ይስጡዋቸው፡፡ (በክፍተኛ ደረጃ ከሚገዳደረው አስከ ገቅተኛው ከ1-4 ያስቀምጡ)
- ☐ ጠንካራ ክለብ መፈፍጠር(ክለብ፣ገጥሚያ፣ስታዲየም፣ተጫዋቾች፣ምርቶች)
 - ☐ ንግድ/እንዲሁትሪያዊ እድገት(ታዲያ ወጣቶችን ማሳደግ)
 - ☐ ደጋፊን መሳብ፣ስፖንሰር፣የመገናኛ ብዙሃንን መጠቀም
 - ☐ ስልታዊ አስተዳደርና ተልኮንና፣ ራዲዮ፣ ማሳካት እንቅስቃሴ
9. የእግር ኳስ አስተዳደራዊ ይዘቶች ከሆኑት ውስጥ በአሰሳ ከነማ እግር ኳስ ክለብ አስተዳደር ክፍል ችላ የተባትን ደረጃ ይስጡዋቸው፡፡ በከፊተኛ ደረጃ ችላ ከተባሉት በመጀመር ከ1-6 እስከ በገቅተኛ ደረጃ ችላ የተባሉት ያስቀምጡ)
- ☐ የቁሳቁስ ሽያጭ(ግጥሚያ፣ቁሳቁስ፣ተጫዋቾች፣ቡድን፣ክለብ፣ትኬት ወ.ዘ.ተ)
 - ☐ የሚድያ(የብዙሃን መገናኛ ሽፋን)
 - ☐ የፋይናንስ ችግር(ተጫዋቾችን በጥሩ ክፍያ ለማስፈረም)
 - ☐ የስራ አስኪያጅ አስተዳደር ክፍተት
 - ☐ የህዝብ ግኑኝነት ችግር (ክለቡን ለማስተዋወቅ ስራ)
 - ☐ ደጋፊን የመሳብ ስራ(ቅርርብ ያለማጠናከር፣በምዝገባና አባልነት ምዝገባ)
10. በዚህ ሐረግ ላይ ያሉት የስምምነት መጠን ምን ይመስላል " በተደጋገሚ አሰልጣኞችን የቴክኒክ ባለሙያዎችንና አዳዲስ ተጫዋቾችን ወደ ክለቡ ማዘዋወር ክለቡን ግብ ሊያሳካ ይችላል፡፡" (አንዱን ይምረጡ)
- ☐ በጣም እስማማለሁ ☐ እስማማለሁ ☐ እርግጠኛ አይደለሁም
 - ☐ አልስማማም ☐ በጣም አልስማማም
11. በዚህ ሐረግ ላይ ያሉት የስምምነት መጠን ምን ይመስላል " ክለቡ በውድድር ጊዜ ከጎናቸው ቆም በጥሩ ሁኔታ ተጫዋቾች በአቅማቸውን አውጥተው እንዲፎካከሩ የሚደግፋቸው ደጋፊ ያንሰሉ፡፡" (አንዱን ይምረጡ)
- ☐ በጣም እስማማለሁ ☐ እስማማለሁ ☐ እርግጠኛ አይደለሁም
 - ☐ አልስማማም ☐ በጣም አልስማማም
12. ጥራት ያላቸው ተጫዋቾች ከክለቡ በራሳቸው ፍቃድ ለቀው እንዲወጡ ምክኒያት ናቸው ብለው የሚያስቡዋቸውን አካላት በደረጃ ያስቀምጡዋቸው፡፡ (ከ1-9 በክፍተኛ ደረጃ እንዲለቁ ካረጉት አስከ ገቅተኛዎቹ ተራ ቁጥር ይስጥዋቸው)
- ☐ የቦርድ አባላት
 - ☐ አስተዳደሮች
 - ☐ ዋና አሰልጣኙ
 - ☐ በወቅቱ የነበሩ የተጫዋቾች ስነ-ምግባር
 - ☐ ቡድን መሪ
 - ☐ ረዳት አሰልጣኝ

- ☐ ደጋፊዎች
- ☐ የቴክኒክ ባለሙያዎች
- ☐ የግብ ጠባቂ አሰልጣኞች

ሌላ _____

13. የአሰሳ ከነማ እግር ኳስ ክለብ ጥንካሬዎች ምንድናቸው? (ናቸው የሚሊዋቸውን ይምረጡዋቸው)

- ☐ ሚተገበር እቅድ፣ተልዕኮ፣ራዲዮግብ
- ☐ ቡድን መሪ
- ☐ የህክምና ባለሙያ
- ☐ የቴክኒክ ክፍሉ
- ☐ አሰልጣኞቹ
- ☐ የአመራር አካሉ
- ☐ የክለቡ ስራ አስኪያጅ
- ☐ የእቅድ መተግበር
- ☐ መመሪያዎቹ ደንቦቹና የፋይናንስ ፖሊሲው በአግባቡ መፈፀም
- ☐ የተቀናጀ ደጋፊ ማህበርና ደጋፊ መኖሩ
- ☐ የፋይናንስ ሰራተኛ፣ካሻሪ፣ግዢ ባለሙያዎች መኖራቸው
- ☐ በጀት
- ☐ የቡድኑ ከፍተኛ ተፎካካሪነት

ሌላ _____

14. የአሰሳ ከነማ የእግር ኳስ ክለብ ድክመቶች ምንድናቸው? (1-6 በደረጃ ያስቀምጡ)

- ☐ የተወሰኑ የቦርድ አባላት ተነሳሽነት ያንሳቸዋል
- ☐ የስራ አስፈፃሚ አካላት የሚጠበቅባቸውን እየተወጡ አይደለም
- ☐ ኮሚቴዎች የክለቡን ማህበረሰብ ማሳተፍና ማቀናጀት ስራ እጥረት
- ☐ የስራ አስፈፃሚ አካላት ከሚዲያ(ከመገናኛ ብዙሃን) ጋር ትስስር መፍጠር አለመቻል
- ☐ ከደጋፊዎች ገቢ ማመንጨት አለመቻል
- ☐ አቅም ያላቸውን ስፖንሰር መለየት አለመቻልና አለመጠቀም

ሌላ _____

ክፍል 2: ለአሰልጣኝና ተከራካሪ ክፍሎች ጋር የተያያዘ የጥያቄ ክፍል

10. በዚህ ሐረግ ላይ ያሉት የስምምነት መጠን ምን ይመስላል " አሰልጣኞቹ ተጫዋቾቹን ላሉበት የሊግ ደረጃ ለማብቃት የክህሎትና የእውቀት ክፍተት አለባቸው::"(አንዱን ይምረጡ)

- ☐ በጣም እስማማለሁ ☐ እስማማለሁ ☐ እርግጠኛ አይደለሁም
- ☐ አልስማማም ☐ በጣም አልስማማም

11. በዚህ ሐረግ ላይ ያሎት የስምምነት መጠን ምን ይመስላል " በስልጠናችሁ ውስጥ የስነልቦና ዝግጅት ስልጠና(ስፖርት ሳይኮሎጂ) በይበልጥ ተክረት ተደርጎ መሰራት አለበት::"(አንዱን ይምረጡ)
- ☐ በጣም እስማማለሁ ☐ እስማማለሁ ☐ እርግጠኛ አይደለሁም
- ☐ አልስማማም ☐ በጣም አልስማማም
12. በዚህ ሐረግ ላይ ያሎት የስምምነት መጠን ምን ይመስላል " በክለቡ የስልጠና አሰጣጥ ላይ ተጽዕኖ ከሚያመጡት ዕይታዎች ውስጥ አንዱ አሰልጣኙ ለተደረገው ውድድር የሚሰጠው ትንታኔ ነው" (አንዱን ይምረጡ)
- ☐ በጣም እስማማለሁ ☐ እስማማለሁ ☐ እርግጠኛ አይደለሁም
- ☐ አልስማማም ☐ በጣም አልስማማም
13. በዚህ ሐረግ ላይ ያሎት የስምምነት መጠን ምን ይመስላል " የዋና አሰልጣኙ ፀባይ በተጫዋቾች ልምምድ ላይ ተፅዕኖ አሳድሯል::" (አንዱን ይምረጡ)
- ☐ በጣም እስማማለሁ ☐ እስማማለሁ ☐ እርግጠኛ አይደለሁም
- ☐ አልስማማም ☐ በጣም አልስማማም
14. በዚህ ሐረግ ላይ ያሎት የስምምነት መጠን ምን ይመስላል " አሰልጣኙ በመዘመናዊ የእግር ኳስ ስልጠና አሰጣጥ ላይ በቂ የሆነ እውቀት የለውም ::" (አንዱን ይምረጡ)
- ☐ በጣም እስማማለሁ ☐ እስማማለሁ ☐ እርግጠኛ አይደለሁም
- ☐ አልስማማም ☐ በጣም አልስማማም
15. የክለቡ አሰልጣኝ ተጫዋቾችን የማነሳሳት ብቃቱ ምን ይመስላል? (አንዱን ይምረጡ)
- ☐ በጣም ጥሩ ☐ ጥሩ ☐ መሃከለኛ ☐ ደካማ ☐ በጣም ደካም
16. የአሰልጣኙ የአመራር ዘዴ በአሰልጣጡ ምን ይመስላል? (አንዱን ይምረጡ)
- ☐ እጅግ በጣም ጥሩ ☐ በጣም ጥሩ ☐ ጥሩ ☐ መሃከለኛ ☐ ደካማ
- ሌላ _____
17. ለተጫዋቾቹ የአመጋገብ ስረርዓት በቂ ተክረት ይሰጠዋል? (አንዱን ይምረጡ)
- ☐ አዎ ☐ አይ ☐ መልስ የለኝም
- ሌላ _____
- የክለቡ የአመጋገብ ቅንጅት ለተጫዋቾች ይስማማሉ? (አንዱን ይምረጡ)
- ☐ አዎ ☐ አይ ☐ መልስ የለኝም ☐
- ሌላ _____

ክፍል 3: የአዋቂ ተጫዋቾች ጋር የተያያዘ የጥያቄ ክፍል

13. ክለቡ ምን ያክል ጊዜ በተከታታይ ልምምድ ይሰራል?(አንዱን ይምረጡ)
- ☐ 1-2 ቀናት (አንድ የለምምድ ጊዜ በቀን) ☐ 1-2 ቀናት (ሁለት የለምምድ ጊዜ በቀን)
- ☐ 3-4 ቀናት (አንድ የለምምድ ጊዜ በቀን) ☐ 3-4 ቀናት (ሁለት የለምምድ ጊዜ በቀን)
- ☐ 5-6 ቀናት (አንድ የለምምድ ጊዜ በቀን) ☐ 5-6 ቀናት (ሁለት የለምምድ ጊዜ በቀን)

14. ልምምዱ ተጫዋቾችንን ለውጣል ብለው ያስባሉ ?(አንዱን ይምረጥ)

- ☐ አዎ ☐ አይ ☐ መልስ የለኝም

ሌላ _____

15. ተጫዋቾች የሚጠበቅባቸውን ሚና ያውቃሉ? (አንዱን ይምረጡ)

- ☐ አዎ ☐ አይ ☐ መልስ የለኝም

ሌላ _____

16. የአመቱ መጀመሪያ ላይ በክለቡ ያሉ ተጫዋቾች ለመግባባት(ለመተዋወቅ) ተቸግረው ነበር ? (አንዱን ይምረጡ)

- ☐ አዎ ☐ አይ ☐ መልስ የለኝም

መልሶ " አዎ !" ከሆነ ምክኒያቶቹ ምንድናቸው _____?

17. የዓመቱን ውድድር በወጣው የግጥሚያ መርሃግብር ሲጀምር በተጫዋቾች መሃከል ግጭቶች ነበሩ?((አንዱን ይምረጡ)

- ☐ አዎ ☐ አይ ☐ መልስ የለኝም

18. በዚህ ሐረግ ላይ ያሉት የስምምነት መጠን ምን ይመስላል " ተጫዋቾች ለዘመናዊ የእግር ኳስ ስልጠና ፍላጎት፣ ዝግጁነት፣መዋሃድና፣ቁርጠኝነት ያንሳቸዋል፡፡" (አንዱን ይምረጡ)

- ☐ በጣም እስማማለሁ ☐ እስማማለሁ ☐ እርግጠኛ አይደለሁም
☐ አልስማማም ☐ በጣም አልስማማም

19. በዚህ ሐረግ ላይ ያሉት የስምምነት መጠን ምን ይመስላል " በተጫዋቾች በኩል የክለቡን ግብ ለማሳካት ጠንክሮ በጋራ የመስራት ዝንባሌ አለ፡፡" (አንዱን ይምረጡ)

- ☐ በጣም እስማማለሁ ☐ እስማማለሁ ☐ እርግጠኛ አይደለሁም
☐ አልስማማም ☐ በጣም አልስማማም

20. በልምምድ ጥራት ላይ ተፅእኖ እንደሚፈጥሩ ነገሮች እንደ አንዱ በአሁኑ ሰዓት ያሉትን የተጫዋቾች የብቃት ደረጃ እንዴት ያዩታል ? (አንዱን ይምረጡ)

- ☐ እጅግ በጣም ጥሩ ☐ በጣም ጥሩ ☐ ጥሩ ☐ መሃከለኛ ☐ ደካማ

21. የረዳት አሰልጣኞች ዋና አሰልጣኙን የመርዳት ብቃታቸው ምን ይመስላል?(አንዱን ይምረጡ)

- ☐ እጅግ በጣም ጥሩ ☐ በጣም ጥሩ ☐ ጥሩ ☐ መሃከለኛ ☐ ደካማ

22. ተጫዋቾች ለሚሰጠው ስልጠና ምን ያክል ተቀባይ ናቸው? (በተጫዋቾቹ በብዛት የሚስተዋለውን አንዱን በመምረጥ ይጠቁሙ)

- ☐ በሚሰጠው አግባብ ለመሰልጠን ፍላጎት አላቸው
☐ የተወሰኑት ለመገራት ያስቸግራሉ
☐ ጥቂቶች የተባሉትን ለመለወጥ በግላቸው ተጨማሪ ልምምድ ይሰራሉ
☐ የተባሉትን በመቀበል ጥቂቶች ተለውጠዋል
☐ በጋራ ጠንክረው ለመስራትና ለመተግበር ፍላጎት ያሳያሉ
☐ የተወሰኑት በነበሩበት የዘልማድ አጨዋወታቸውን መቀየር አይፈልጉም
☐ አንዳንዶች የተጠቀሙቱን ድክመታቸው ጠንክሮ ከማሻሻል ኩርፌያ ይመርጣሉ

23. አብዛኛዎቹ ተጫዋቾች በበቂ ሁኔታ የሌሎች ተጫዋቾችን ድክመታቸውንና ጥንካሬያቸውን ለይተው መረዳትና ማወቅ የቻሉት መቼ ነው? (አንዱን ይምረጡ)
- ☐ የወድድር ዓመቱ መጀመሪያ ላይ
- ☐ በአንደኛ ዙር አጋማሽ ላይ
- ☐ በአሰልጣኙ ተንታኔና ምክር
24. በስልጠና ወቅት ዋናው አሰልጣኙ በብዛት የሚጠቀመው የማሰልጠኛ ዘዴ የትኛው ነው ? (የሚጠቀማቸውን አንዱን በመምረጥ ይጠቅሙ)
- ☐ ቀጥተኛ ዘዴ ☐ ተግባር ተኮር ☐ በጋራ ሰርቶ መቀበል
- ☐ አሰልጣኝ እየታገዙ አዲስ ነገርን ማግኘት ☐ ችግር ፈቺ ዘዴ ☐ ሰርቶ የማሳየ

ክፍል 4: ፋይናንስ ጋር የተያያዙ የጥያቄ ክፍል

44. የተሻለና ትልልቅ ተጫዋቾችን ለመሳብ ክለቡ የበጀት እጥት አለ፡፡ (አንዱን ይምረጡ)
- ☐ በጣም እስማማለሁ ☐ እስማማለሁ ☐ እርግጠኛ አይደለሁም
- ☐ አልስማማም ☐ በጣም አልስማማም
2. በዚህ ሐረግ ላይ ያሉት የስምምነት መጠን ምን ይመስላል " ዘመናዊ የእግር ኳስ መጫወቻ ሜዳ ለክለቡ የለም፡፡ " (አንዱን ይምረጡ)
- ☐ በጣም እስማማለሁ ☐ እስማማለሁ ☐ እርግጠኛ አይደለሁም
- ☐ አልስማማም ☐ በጣም አልስማማም
3. በክልሉ ከሚገኙ አቅም ያላቸውን ስፖንሰሮች ጋር ትስስር የመፈጠር እጥረት አለ? (አንዱን ይምረጡ)
- ☐ አዎ ☐ አይ ☐ መልስ የለኝም

ክፍል 5: ውጫዊ ተፅዕኖ ፈጣሪ ከሆኑ ነገራ ጋር የተያያዙ ጥያቄዎች ክፍል

1. ደጋፊዎችን በማቀናጀትና የሚዲያን (ብዙሃን መገናኛን) ድጋፍ ለማግኘት ምን ያክል ጠቃሚ ስራ ተሰርቷል? (አንዱን ይምረጡ)
- ☐ እጅግ በጣም ጠቃሚ ☐ በጣም ጠቃሚ ☐ እርግጠኛ አይደለሁም
- ☐ ጠቃሚ ☐ ጠቃሚ ስራ አልተሰራም
2. በክልሉ ጅኦግራፊያዊ አቀማመጥ ምክኒያት ወደ ደጋማ ስፍራዎች ሂዳቺ ስትጫወቱ ተቸግራችኋል? (አንዱን ይምረጡ)
- ☐ አዎ ☐ አይ ☐ መልስ የለኝም
3. በደጋ ካሉ ክለቦች ውስጥ በየትኞቹ ክለቦች ነው ከሜዳ ወጪ የተሸነፋችሁት ? (ስማቸውን ጥቀሱ)
-
4. የአሰሳ ከነማ በብሄራዊ ሊግ በመሆኑ ያገኛቸው መልካም አጋጣሚዎች ምንድና ናቸው? (ኛቸው ከምትሉዋቸው ውስጥ አንዱን በመምረጥ ጠቁሙ)
- ☐ በየአመቱ በሊጉ ልምድ የማግኘት ☐ የክልሉን የእግር ኳስ ደረጃ ከፍ ማድረግ
- ☐ ጥሩ ተጫዋቾችን ለክለቡ ማስተዋወቅ ☐ የደጋፊዎችን ቅንጅት ማስተዋወቅ
- ☐ ለከፍተኛ ሊግ መፎካከር ☐ በሊጉ መቆየት ☐ ጫዋቾችን ከፍ ላለ ሊግ ማበርከት

ሌላ _____

5. አሰላሳ ከነማ እግር ኳስ ክለብ የወደፊት ስጋቶች ምንድናቸው? (ኛቸው የምትለዋቸው ውስጥ አንዱን በመምረጥ ጠቁሙ)

- ☐ በምድቡ ካሉ ክለቦች የሚገጥመው ተግዳሮቶች ☐ ከምድቡ የመውረድ እጣ
☐ በምድቡ ያሉ ክለቦች ጠንካራ አደረጃጀት ☐ አቅም ባላቸው ስፖንሰሮች
ያለመደገፍ

ሌላ _____

ክፍል 6: ግለ መረጃ

1. የእድሜ ደረጃ : ☐ 18- 24 ☐ 25-34 ☐ 35 በላይ

2. ፆታ: ☐ ወንድ ሴት ☐

3. የትውልድ ቦታ _____ ክልል _____

4. ብሄር _____ የአፍ መፍቻ ቋንቋ _____

5. ሃይማኖት _____

6. በኢትዮጵያ ካሉት ቋንቋዎች መካከል ሰንቱን በትክክል መናገር ይችላሉ? _____
ይዘርዝራቸው _____

7. የትምህረት ደረጃ ?

☐ 4-8 ☐ 9-10 ☐ ቅድመ ኮሌጅ ☐ በኮሌጅ ☐ የመጀመሪያ ድግሪ ☐ ሁለተኛ ድግሪ

8. ከአሰላሳ ከነማ ጋር ምን ያክል ጊዜ ሆኖት?

☐ ከአመት በታች 1-2 መት 3 አመት ☐

9. ዐሰልጣኝ ከሆኑ በወቅቱ ያሉት የአሰልጣኝነት ደረጃ ምንድናው? _____

"መጠይቁን ሞልተው ስላጠናቀቁ አመሰግናለው!" እባኩትን መጠይቁን በተመለከተ ማንኛውንም አይነት ጥያቄ ካሎት ወይም አጠናቀው ሲጨርሱ በተሰጠው ስልክ ቁጥር ይደውሉና ያሳውቁኝ፤ ጥያቄዎን እንድመልስም ሆነ ፤ መጥቼ ያጠናቀቁትን መጠይቅ እንድወስድ::" (+ 251 913 24 00 28).

ጨማሪ መግለጫ መ - የሰነድ ምርመራ

የአሰሳ ከነማን ሰነድ ይዘቶችን መመርመሪያና መመዘኛ ቅፅ

የመርማሪ ስም: _____ ቀን: _____ ሳምንት: _____

አድራሻ _____

የምርመራ ቆይታ: _____ የተጀመረበት _____ ያለቀበት _____

ቀን	የሚመዘነው የዶክመንት	የተጨባጭነትና ተፈፃሚነት መለኪያ መጠን					አስተያየት	የመመዘኛ ማረጋገጫ
1	ዕቅድ	እ.በ.ጥሩ	በጣም ጥሩ	ጥሩ	ደካማ	በጣም ደካማ		
1.1	የረጅም ጊዜ እቅድ							የሰነዶች ቅጂ
1.2	ስልታዊ እቅድ							
1.3	ስልታዊ እቅድ							
1.4	የአሰልጣኝ አመታዊ እቅድ							
1.5	የአሰልጣኝ ዕለታዊ እቅድና አፈፃፀም							
2	ሪፖርት፣ደንቦችና መመሪያዎች	ቅንጅትና ስልታዊነት(ተክኒካዊነት)					አስተያየት	የመመዘኛ ማረጋገጫ
		እ.በ.ጥሩ	በጣም ጥሩ	ጥሩ	ደካማ	በጣም ደካማ		የሰነዶች ቅጂ
2.1	የቴክኒክ ሪፖርት							
2.2	ደንብና መመሪያ							
2.3	የሩብ ዓመት ሪፖርትና ዓመታዊ ሪፖርት							
2.4	ዓመታዊ የውድድር ክንውን ሪፖርት							
2.5	ሌላ							

የመርማሪው ፊርማ _____ ቀን _____ ሰዓት _____

ተጨማሪ መግለጫ መ - ምልክታ

የአሰሳ ከነማን ክለብ የስልጠና ቁሳቁስና መሳሪያዎች በምልክታ የመመዘኛ ቅፅ

የምልክታ ፈፃሚው ስም : _____ ቀን _____ ሳምንት _____

አድራሻ _____

የምርመራ ቆይታ: _____ የተጀመረበት _____ ያለቀበት _____

ቀን	የምልክታው ይዘት	መለኪያ					አስተያየት	የምልክታ ማረጋገጫ
1	መሳሪያዎች	ደረቅ መሬት	በጣም አዋራማ	በከፊል ሳራማና አዋራማ	ሙሉ በሙሉ አዋራማ	ሙሉ ለሙሉ ሳር ለበስ		ፎቶግራፍና ቫዲዮ
1.1	የክለቡ የመጫወቻ ሜዳ ምን ይመስላል							
1.2	ደልዳላነት	ያዘቀዘቀ	ያልተደላደለ	የተደላደለ ግን የማይመች	ተደላደለና የሚመች	ወደር የሌለው		
1.3	ሜዳው ለስፖርተኞች ጤንነት ምን ይሆናል?	ስፖርታዊ ጉዳት አምጪ ነው	ሌላ በሽታዎችን አምጪ ነው	የማይመች ነው	ምቹ ነው	ወደር የሌለው ነው		ፎቶግራፍና ቫዲዮ
2.	ቁሳቁስ	አጥጋቢ ያልሆነ	በአጥጋቢ	በበቂ ደረጃ	ብዙ	ወደር የሌሽ		
1.1	የእግር ኳሶች							ፎቶግራፍና ቫዲዮ
1.2	ኮኖች							
1.3	በለያ ቢብስ							
1.4	ታኬታ	ለልምምድ						
		ለግጥሚያ						
1.5	የቅልጥም መከላከያ							
1.6	የተለያዩ ማሊያዎች							
1.5	ኳስ መንፈያ ፓንፖች							

የምልክታ አድራጊው ፊርማ _____ ቀን _____ ፊርማ _____