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An Evaluation of the Readiness Assessment Tool (RAT) on the Development of National Sporting Organisations in Fiji

피지의 국가 스포츠기구의 발전에 대한 RAT 적용에 대한 평가

2016 년 8 월

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Abstract

An Evaluation of the Readiness Assessment Tool (RAT) on the Development of National Sporting Organisations in Fiji

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The Purpose of this research is to evaluate the implementation of the Readiness Assessment Tool (RAT) on the development of National Sporting Federations in Fiji.

Design/Methodology/Approach – These research findings are based on the content analysis of the Readiness Assessment Tool that consists of the RAT assessment based on the General Development benchmark assessment of all the National sporting federations that have completed the assessment and follow up interviews with key stakeholders and national sporting
federation personnel involved in the management of its sporting federations.

This paper reviewed the readiness assessment conducted by the National Sport Organisations in Fiji from 2011 to 2014. It looked at how National Sporting federations were using the RAT, how the RAT assists in the development of their sporting organizations and find recommendations to the issues arising from the implementation of the RAT in Fiji.

Findings - These research findings showed that most of the National Sporting federations did not meet the required General development benchmark set out from the tool in order to be READY to take on programs to assist in their development, function effectively, efficiently and compete internationally. The first notable finding is that there is lack of accountability and misunderstanding by sporting federations on the use of RAT. Secondly there is currently no mechanism in place to ensure that there is consistent monitoring and evaluation of the respective strategic directions/plans of the sporting federations that should be derived and linked from their respective readiness assessments.

Recommendations include an essential need for government to legislate and appoint key personnel that are able to strategically implement the assessment analysis report of the respective sporting federations into
action and monitor and evaluate the progress of such development. This is essential because the RAT can be used as a strict and accountable guideline for the proper distribution of funds both for Olympic Solidarity funds and Government funds. The Fiji National Olympic Committee needs to recruit specific human resources to be able to monitor and evaluate such programs for its National Sporting Organisations.

For future plans, the recommended implementation and monitoring plan stated in this paper can be accustomed and used in the other Pacific Island countries that are affiliated to the Oceania National Olympic Committee. For future research, there is a great need to set up sport science development in Fiji.

**Keywords** : Readiness Assessment Tool (RAT), Strategic Direction, Accountability, Program Evaluation, National Sporting Organisations

**Student Number**: 2014-25182
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Chapter 1. Introduction

1.1. Background of Study

The Fiji Islands consists of 330 islands and 500 islets in the South Pacific Ocean. It lies approximately 730 kilometres south of the equator. The majority of the 900,000 live on the two big islands: Viti Levu and Vanua Levu.

Fiji is recognized as a regional leader in sport. It has a well-established national approach to sport development and achieves consistently high results on the international stage including gold, silver and bronze medals at the Manchester 2002 Commonwealth Games, International athletes such as Vijay Singh and the National rugby sevens team are among the best in the world in their sport. Fiji is also the administrative “home” of the Oceania National Olympic Committees.

In 2003, Fiji hosted the South Pacific Games where it finished second overall on the medal tally behind the French colony of New Caledonia. To host the games, three major sporting facilities were built: a multi-purpose gymnasium, an international swimming pool and international-standard water based synthetic hockey pitch. In addition, several new national sport facilities were built including a netball centre, national beach volleyball centre, national sailing centre, and a baseball
diamond. These world class facilities complement an established network of national and community facilities that are the envy of the other Pacific island countries.

The Fiji Association of Sport and National Olympic Committee (FASANOC) was formed in 1949 and officially recognised by the International Olympic Committee in 1955. Fiji first competed in the Olympic Games at the London 1938 Empire Commonwealth Games. FASANOC has 39 affiliated national federations.

As a member of the South Pacific Games Council, FASANOC has hosted the South Pacific Games in 1963, 1979 and 2003.

The key stakeholders in sport in Fiji include the Ministry of Youth and Sport, the Fiji Sports Council, Fiji Sport Commission and FASANOC.

i. Ministry of Youth & Sport: The Ministry of Youth and Sport advises the Minister responsible for sport on matters of policy and oversees the disbursement of government funds allocated specifically for the purposes of sport development.

ii. The Fiji Sports Council is a statutory authority established by the Fiji Government and is responsible for the promotion and development of sport and for the maintenance and development of sporting facilities.
nationwide. It is mandated through the Fiji Sports Council Act to build and manage sporting facilities in Fiji.

iii. Fiji Sports Commission was recently established under the Fiji Sport Commission Decree 2013 that looks after sports development and sports and physical activity promotions across all levels of participation.

iv. FASANOC is the umbrella body for sport in Fiji. All of the 39 national sport federations (both amateur and professional) are affiliated. FASANOC represents the interests of sport in Fiji and is responsible for coordinating Fiji teams to multi-sport games such as the Olympic Games, Commonwealth Games, and South Pacific Games.

FASANOC is recognised internationally by the:

- International Olympic Committee
- Commonwealth Games Federation
- South Pacific Games Council

FASANOC’s main source of funding for its administration is through its business arm - the Suva Apartments - as well as grants from the IOC. For development of elite athletes and for the preparation of Fiji representatives for multi-sport events, FASANOC relies on funding from the Fiji Government, IOC – Olympic Solidarity and its corporate sponsors.
Sport organizations in developed countries, those in third world countries often lack key infrastructure for sports development from the grassroots to elite level. Much can be said about the lack of financial investment in infrastructure by respective governments. In Oceania, particularly in the Pacific region, a majority of sporting organizations (NOCs and NGBs) are faced with this reality. The report on Pacific Sporting Needs Assessment found that Pacific Island Countries continue to face development problems, many of which are related to capacity constraints (Australian Sports Commission – Pacific Sporting Needs Assessment, 2004). The report (2004, p4) identified priority areas for development for each country demonstrating a degree of commonality between the countries. The principle sport development deficiencies that emerged from the needs assessment were:

- National Sport Policies
- Sport Education programs, including coach education, sport administration and sport science / sport medicine
- Physical education and school sport programs
- Volunteer recruitment, development and retention
- Women in sport initiatives
- Sport for people with a disability
- Sport facilities

A common feature in most developing countries is that when there are limited resources elite sport is given priority, while other areas of
development are set aside. The pressure to perform usually results in ‘Top Down’ development rather than ‘Bottom Up’ development. This leads to an imbalance for the organization ultimately leading to a drop in stability and efficiency such that in the long term, the original planning goals either fail outright or are achieved once but do not remain sustainable.

National Sporting Organisations and in fact all sport organisations are constantly faced with the need to make decisions that will have an effect on their development. What competition to attend or establish? Which sources of funding to pursue? What kind of programs and planning to implement? All too often decisions are made to apply for funding or to take part in competitions simply because they are there.

Programs and funding support are provided to National Federations under the umbrella of the Olympic Movement from Olympic Solidarity, Government and their respective International Federations. Competition programs are available and assistance provided to attend International championships and multisport games.

The Programs that are available for developing Olympic Sports Organisations are generally well thought out. However the application of such projects globally does not appear to allow for the variation in the stage of development of target sports organisations. Consequently some Olympic
sports organisations appear to undertake projects that they are not ready for.

In the Oceania region, substantial resources have been invested into sport education training since joining the Olympic movement. Since then, sport education training courses have been delivered by international federations, Oceania National Olympic Committee (ONOC) and the Australian Sport Commission (ASC) and more recently education institutes. There have been various degrees of success but Pacific Island countries continue to struggle to produce consistent results at major international meets. Further increasing health and social issues across the Oceania communities have become a regional cause for concern and an area where sport can be used as a major prevention strategy. This has been evident with increased financial resources in the sport for development initiatives through the health and education sectors.

Major research conducted by the Australia Sport Commission (2004) reinforced the great need for sport education in majority of the Pacific Islands. Delivery of courses has continued but the results of the research by Minikin (2009) have demonstrated the need for a wider systems building approach to ensure training has an identifiable impact, supports development of sport organizations and improves sport in the region. This
piece of work mirrored the experiences of Oceania Sport Education Program (OSEP) since its operations at Oceania National Olympic Committee (ONOC) in 2007 leading OSEP to investigate and lead an education systems approach to support sport education in the region. Based on taking a system based approach OSEP had researched and proposed ‘Sport Education Framework in Oceania (see Figure 1). This framework was designed to support lead sport stakeholders develop and drive national sport education systems, over-arch OSEP and other training courses and assist the coordination of partnerships between organizations delivering sport programs, training volunteers and professionals and driving sport policy leadership at a national level. This ‘Sport Education Framework in Oceania’ (below) is based on research by Minikin, Giles & Klein (2005) and UK Sport’s International Coach Education Systems (ICES) initiative. Additionally a team of lead sport education professionals from the region and internationally have formed the OSEP Framework Review Group (FRG) who give advice on framework development.
The Sport Education Framework consists of three major areas: Sport Participant Development Model, Sport Volunteers and Professional Competency Framework and Sport Education System.

The Sport Participant Development Model outlines the different groups of people in the region that are engaged in sport activities. The Sport Volunteers and Professionals Competency Framework Outlines the people that support sport participants and the competencies they require.
undertaking their roles. And lastly the Sport Education System includes guiding principles for the National sport education commission, Sport education training providers (SETP) and Organizations delivering sport programs and activities (ODSP).

The Oceania National Olympic Committees (ONOC) have directed significant resources towards addressing the perceived deficiencies in sport development infrastructure among its member NOC’s and their respective NF’s.

Dating back to the mid 1990's, considerable thought has been given to determine why or why not programs of development for sport have had such varying degrees of success, regardless of the resources committed to them and the expertise applied. At a planning workshop held in Port Moresby during 2006, a need to establish an assessment tool to measure the level of development of National Sport Federations (NF’s) was recommended. This initial project was undertaken by Auvita Rapilla as part of her MEMOS studies for 2007 - 2008. Brian Minikin then took this to another level and expanded the NF Assessment Tool to include more parameters and as well, design a Gap Analysis Tool that would identify the deficiencies between what an organisation would ordinarily expect to have
in place to successfully conduct a program and what it actually has in place. This formed the basis of another MEMOS project completed by Brian in 2008-2009.

ONOC had developed a Readiness Assessment Tool (RAT) which is a Web Application that Assesses, Compares and Monitors the current elements that make up a National Federation (NF) in the context of the Pacific Region and compare it to the elements that are expected to be in place in order for a specific activity or program to be able to function.

In the process of constructing the R.A.T., information had been gathered that could be used to assess the current level of development of a NF in the context of the Pacific Islands across eight pillars of development, sometimes referred to in planning documents as Key Performance Indicators (KPIs). These include: Governance which included rules and regulations, policies and strategic planning, Management which included organisational structure, role development, Sport Activity which included competition or preparing for competition, development programs, training. Communication including methods used, responsiveness and technology available. Finance included record keeping, marketing and planning, Physical Resources which included equipment (sport and administrative), facilities access and availability, Human Resources included type and diversity as well as
planning and management practices and Values involving cultural, attitudinal and behavioral values that are most essential at any given point of development.

Key elements were then identified for each of these pillars that characterized the overall development of the organisation and these were ordered such that they reflected early or formative development, moderate functional development, high effective development and elite corporate development.

Using the information gained it was possible to classify key elements across these stages of development and link them across the pillars as well as within the pillars to give an overall picture of the current level of development of the NF and a profile of this development to see if it is occurring in a balanced way. The real value of the RAT however comes from the provision of an assessment by key sports administrators as to what elements need to be in place to enable an organisation to benefit from taking part in a specific project or program. These assessments are being tested and built on an ongoing basis to provide benchmarks for NF’s to aim for.

By referencing the organisation’s own current assessment against these benchmarks covering 8 pillars 76 sub elements and 450 criteria, a GAP analysis can now be performed that determines the state of readiness of the
organisation to proceed and identifies recommended elements that need to be put in place to help the organisation become ready to undertake the desired project.

The final positive outcome from using the RAT is the capacity to reassess the organisation after undertaking an intervention and use the tool to gather evidence of the effectiveness or otherwise of its involvement in the activity. This will enable a proper impact assessment to be done by the organisation to determine the effectiveness of development strategies that it has chosen to take.

Consultancy support in assisting the National Federations to put in place the elements they need in order to successfully undertake the activities they aspire to, will be available through the ONOC and its member NOCs and the Olympic Sports Federations of Oceania (OSFO) and their member Regional Federations. The RAT is not designed to pass judgement or to determine funding levels to be applied to National Federations. Rather, it is a tool for identifying the priorities for development that are required before a NF undertakes a strategic direction and as such will enable organisations to better determine their funding priorities.
1.2. Problem Statement

The Readiness Assessment Tool undertaken by National Sporting Organisations since 2011 was an opportunity to determine the level of development they have achieved but as at 2014 when this research was undertaken there is no proper monitoring and evaluation in place to assist national sporting organisations in their developmental plans or oversee the assessment conducted by the National Sport Organisations. The lack of sport educators and resource personnel at the Fiji Association of Sport & National Olympic Committee (FASANOC) made this task difficult to carry out. All assessment needs to be evaluated and the lack of this poses developmental problems for the National Federations. Feedback is found to be a concern as the outcome of RAT is that it has the capacity to reassess the organization after undertaking the assessment and act as a monitoring and evaluation tool. In this case there is no external party that is assessing the organization in order to properly evaluate and recommend priority needs that need to be addressed via consultancy support by ONOC or NOC.

1.3. Purpose of the Study

The overall of the study is to evaluate the implementation of the Readiness Assessment Tool program on the development of National
Sporting Federations in Fiji. This study will also provide recommendations to improve the delivery of RAT to National Federations for future improvement.

### 1.4. Objective of the Study

Specifically this study is designed to:

1.4.1. Examine current practises by the National Sporting Organisations on the use of the RAT.

1.4.2. Establish the impact of RAT on National Sporting Organisations

1.4.3. Make recommendations on how to allow RAT to make a greater impact on National Sporting Organisations.

### 1.5. Research Questions

Based on the notion that an evaluation of the implementation of RAT on the development of National Sporting Organisation in Fiji has not been carried out before has led to the following research questions:

Q1  How are the National Sporting Organisations using the RAT?

Q2  How does the RAT assist National Sporting Organisations post assessment?

Q3  What would make RAT more effective for the level of National Sporting Federations?
1.6. Significance of Study

This study is significant because since the RAT was established in 2009 and adopted by the Fiji Association of Sport and National Olympic Committee, no evaluation on the implementation of the RAT had been carried out at the time of my research. My study will hope to provide the initial way forward in ensuring that the evaluation of such assessment will be critically used for the strategic way forward for National Sporting Federations and relevant stakeholders.

The recommendations from this research also can be used by the management of the OSEP in the Oceania National Olympic Committee and Fiji Amateur of Sport Association and National Olympic Committee to conduct similar evaluation for the other 14 member countries that are also using RAT. In evaluating the assessment for the respective National Sporting Organisations, further needs analysis in the area of Sport education could be recommended to OSEP for these Fiji National Federations to help bridge the gap in development.

1.7. Scope of Study

An analysis will be conducted to evaluate the RAT used by the National Federations and how the RAT contributes to the development of the National Federations. The study will also look at areas of program
assistance that OSEP can assist in to develop these National Federations. The scope of this study will also look at issues regarding barriers to the use of RAT for development of the National Federations, opportunities for recommendation of National Federations to undertake specific OSEP educational programs under the Olympic Solidarity. It will also study the stakeholder support level and lastly propose a monitoring and evaluation framework for the RAT.
Chapter 2. Literature Review

2.1. Planned Approach

The first part of this review looks at the importance of planning, what is strategic planning and tools used in planning to analyze and review current situation of sports organizations. Using the RAT is a form of planned approach in that the tool assesses the readiness of the National Federation to be able to plan and take on new programs or projects. It is important to first discuss the importance of understanding the need for National Sporting Federations to diagnose itself in understanding both its internal and external environment first before it is able to interact with other essential stakeholders in the system.

2.1.1. The Importance of Planning

Today most sports organizations recognize the importance of effective planning processes as a key component of a strong sports system, and we can find a growing body of literature on planning in sport. With the increasing complexity of the social, legal, economic, political and technological environments within which sports operates, it has been recognized that sport must take a long-term and comprehensively planned approach to its future development. Mark Peters, Chief Executive Officer of the Australian Sports Commission emphasized the mere fact that
“Success in international competition is the result of strategic planning and program delivery by our national sporting organisations” (Ausport, Vol 2, No 3, Feb 2005).

“The Australian Sports Commission sees effective planning processes as being a key component of a strong national sports system. Effective planning is an integral part of the management and coordination of a sporting organization’s activities” (Australian Sports Commission (ASC) Planning in Sport – A Good Guide for Sporting Organisations, 2004, p1). Planning is an integral part of any organization and in sport National Federations must plan to develop; otherwise they will be marginalized and may cease to exist. In particular, lack of forward planning is the downfall of many National Federations resulting in last minute scrambling to find solutions, especially for funding.

2.1.2. What is Strategic Planning?

Strategic Planning can be defined as “a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does so” Bryson (1988). Kent and Wilkinson (1991) describe it as the process of determining what an organization intends to be in the future (Wittock, Bollaert, De Knop, Laporte, Van Meerbeek, 1996, p93) It is a process of identifying and
building a broad framework and strategies that allow an organization to achieve its mission and objectives. Generally strategic planning is the process of determining where an organisation wants to be and how it is going to get there through a strategic direction. It is a process that must be designed to fit the unique nature of the organization.

2.1.3. Advantages of Strategic Planning

The advantages of strategic planning are numerous; however the following specific benefits to sport have been identified in the Strategic Planning Guide for Fiji’s National Sports Federations (Boyd, 2005, p5):

- Increase in awareness of your operating environment;
- Cope with change in your environment;
- Set a clear purpose and direction you’re your NF;
- Exert more control over your NF’s destiny – decide where it wants to be in the future and work out how to get there;
- Become proactive rather than reactive;
- Improve financial performance and use your resources effectively;
- Improve organizational control and coordination of activities;
- Provide a sound platform for decision-making and forming other plans;
- Monitor and evaluate your progress;
- Unify the National Sporting Organisation by providing a common view;
- Develop teamwork off the field.

2.1.4. The Strategic Planning Process

Strategic planning is a process that is carried out with varying models by different authors. According to Chappelet & Bayle (2005, p7), the number of stages is variable depending on whether or not the
models include operational management and performance management within the process. Boyd (2005, p8) outlines five (5) phases in the Strategic Planning Process:

- **Phase 1**: The Strategic Platform – Vision; Mission; Values; Stakeholders
- **Phase 2**: Environmental Analysis – Internal and External; SWOT Analysis
- **Phase 3**: Outcomes – Strategic Priorities; Objectives; Strategies; KPIs
- **Phase 4**: Operating Planning – Action Plan, Implementation
- **Phase 5**: Monitoring & Evaluation – Monitor progress; Review results; Modify Plan

The “Managing Olympic Sport Organisations” (MOSO) Manual (2007, p62) also outlines the process in five simple steps consisting of: Preparation; Diagnosis; Objectives; Planning and Evaluation.

**2.2. Models of Capacity and Performance Assessment**

The third part of the review looks at a model of capacity analysis to help strengthen organizations to achieve their vision and mission. Before any planning can take place, National Federations must firstly determine their current state of development. Today there are a range of models to assess capacity of organizations and for this research reference is made to three models used by Sport Organisations in their planning: The McKinsey Capacity Self-Assessment Tool for Non-Profit Organisations for example was tested in PNG by the PNG Sports Foundation;
2.3. Minkinsey Capacity Self-Assessment Tool

In partnership with Venture Philanthropy Partners (VPP) and in collaboration with several other philanthropic organizations and sector experts, McKinsey & Company launched a project to strengthen, develop and maintain the structure of non-profit organizations through capacity building (McKinsey & Company, 2001, p13). They set out to develop a definition of nonprofit organizational ‘capacity’ as well as develop an easy-to-use tool for assessing it. McKinsey & Company (2001, p33) conducted case studies on 13 nonprofit organizations that engaged in capacity building over a 10 year period. The research led to the creation of the “Capacity Framework” (Table 1) which defines seven essential elements of nonprofit capacity as follows:

<table>
<thead>
<tr>
<th>Elements</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aspirations:</td>
<td>An organisation’s mission, vision, and overarching goals, which collectively articulate its common sense of purpose and direction</td>
</tr>
<tr>
<td>Strategy:</td>
<td>The coherent set of actions and programs aimed at fulfilling the organisation’s overarching goals</td>
</tr>
<tr>
<td>Organisational Skills:</td>
<td>The sum of the organisation’s capabilities, including such things (among others) as performance measurement, planning, resource management, and external relationship building</td>
</tr>
<tr>
<td>Human Resources:</td>
<td>The collective capabilities, experiences, potential and commitment of the organisation’s board, management team, staff, and volunteers</td>
</tr>
<tr>
<td>Systems and Infrastructure:</td>
<td>The organisation’s planning, decision making, knowledge management, and administrative systems, as well as the physical and technological assets that support the organisation</td>
</tr>
<tr>
<td>Organisational Structure:</td>
<td>The combination of governance, organisational design, inter-functional coordination, and individual job descriptions that shape the organisation’s legal and management structure</td>
</tr>
<tr>
<td>Culture:</td>
<td>The connective tissue that binds together the organisation, including shared values and practices, behaviour norms, and most important, the organisation’s orientation towards performance</td>
</tr>
</tbody>
</table>

They saw these elements as being related in the following hierarchy:

7 Key characteristics of Capacity Framework Source: McKinsey and Company

The pyramid emphasizes the importance of examining each element individually and in relation to the other elements, as well as in context of the whole enterprise. The Culture element is described as the ‘connective tissue’ binding together all elements to achieve organizational performance (2001, p34).

All these elements are relevant to KRAs used by sport organizations in their planning. Using the same conceptual framework, Competitions as
the core business of sport can be described as the ‘connective tissue’ binding all other KRAs such as Administration, Human Resources (coaches and technical officials); Physical Resources (sports facilities and equipment); and Financial resources (to fund programs and competitions). Without athletes competing there would be no administrators, officials, facilities and equipment, and no funding required.

The McKinsey research also developed the Capacity Assessment Grid, a diagnostic tool to measure an organisation’s strength along each capacity element in the Capacity Framework. It enables an organization to conduct its own self-assessment to determine where it stands along the continuum of best practices for each element of capacity (2001, p77).

Using this model, a capacity self-assessment exercise was facilitated in the PNG Sports Foundation by the AusAID Sport for Development Advisor, Mark Clark. This exercise proved to be a positive participatory exercise to stimulate discussion about capacity development, and to identify and recognize capacity strengths and weaknesses as the first step towards capacity development to improve each capacity weakness in the new PNG Sports Foundation. To build upon the finds of the exercise and to address capacity weakness a Capacity Building Action Plan was also drawn up for adoption by the Board and implementation by Management.
and lead individuals. As a result, Capacity Development was selected as the first of seven Strategic Objectives in the PNGSF Strategic Plan 2008-2011 (Clark, 2007).

Clark also used the same model for the Sport for Development Initiative’s “Strongim Komuniti Klub” (SKK) project, to allow project communities to self-assess capacity levels of their own club and activities.

The framework and capacity assessment grid provides a practical and useful way for organizations to understand and track their own capacity and then develop plans to improve it. The power of the tool is twofold:

• used as a self-assessment tool it allows a participatory approach that stimulates interest in capacity development and generates a critical sense of ownership and responsibility in the results of the assessment. In this sense, the process of using the tool is as important as the relative validity of the resulting scores.

• the descriptions written within the Matrix framework mean that the (self-assessed) scores are tied to a benchmarked standard

2.4. Readiness Assessment Tool

There are many readiness assessment tools available in different fields of study. The purpose of a change readiness assessment is to analyse the level of preparedness of the conditions, attitudes and resources, at all levels
in a system. In this context the word 'system' is being used to cover organizations, sectors, networks, national structures, or any other combination of elements that might together be the focus of a capacity development initiative, needed for change to happen successfully. The greater the complexity of the proposed change, the greater the importance of understanding whether and where there is readiness for change as this can be critical first for deciding whether it is appropriate to intervene and, if it is appropriate, about both the entry points and the types of intervention.

Readiness means being prepared. In summary according to ONOC annual reports, change readiness can be defined as:

- Having the right conditions and resources in place to support the change process
- Having a clear vision and objectives for the intended change
- Having the motivation and attitudes to engage with the change and make it work

So the purpose of a change readiness assessment is to analyze the preparedness of the conditions, attitudes and resources need for change to happen successfully. The greater the complexity of the proposed change, the greater the importance of understanding where they are in the system. In this context the word 'system' is being used to cover organisations, sectors, networks, national structures, or any other combination of elements that might together be the focus of a capacity development initiative. There is
readiness for change as this can be critical first for deciding whether it is appropriate to intervene and, if it is appropriate, about both the entry points and the types of intervention.

In any context capacity development is about change. Implementing and managing change is usually a very big undertaking which is why there is so much attention paid to all aspects of change in the academic and business worlds, and increasingly development practitioners understand how important change is to the success of development initiatives at all levels. The changes intended by a capacity development initiative may be on a very large scale, affecting many elements and individuals within a system and how they relate to each other, or they may be quite small affecting only one part of a system and a few people.

Whatever the size and scope of the intended change it is important that the key stakeholders understand whether the whole system, and any or all of the elements within it, are ready. This is for two reasons: firstly, embarking on a capacity development change initiative without assessing readiness, at best risks wasting opportunities and resources, and at worst risks doing damage to existing capacity. (This is why change readiness assessments are sometimes referred to as change risk assessments.) Secondly, the interrelatedness of all parts in a functioning system means
that even though many may be ready, perhaps one small element could block capacity development initiatives from being effective. It can also be about the ability to manage change, which requires several soft capacities such as communication skills, flexibility and responsiveness, strategic thinking and so on. The lack of the right conditions often creates blocks to capacity creation, utilization and retention. Understanding where these blocks are can provide valuable guidance for entry points: maybe the block has to be dealt with first in order to free up access to all other parts of the system, or maybe the proposed entry point has to be amended in order to by-pass a block that can’t be overcome.

2.5. Program Evaluation

Program evaluation is an activity that organizations do routinely, formally and informally, because we want to know how well human services serve people in need (Carey & Posavac, 2007). Program evaluation has been derived in a diverse fashion through a synthesis of theories and methodologies taken from a number of disciplines such as psychology, statistical analysis, economics, and political science. These disciplines share some characteristics, but are fundamentally different in several ways. Evaluations vary as a function of evaluators' experience within different disciplines, different program contexts, and different needs of those who
commission evaluations (Jemelka & Borich, 1979). Because program evaluation covers such a broad range of human endeavor, useful information may be found in several different types of literature depending on the needs of the reader. However, this diversity within the field has led to confusion and misunderstanding of the purpose and methodologies of program evaluation.

2.6. Performance Measurement

Performance measurement is another business tool that is being adapted to nonprofits. Although related to both strategy formulation and impact evaluation, it is mentioned so often in the literature that it deserves separate mention. Performance measurement refers to the systematic monitoring of certain key variables (e.g. money spent, people served, raw materials used, etc.) often referred to as indicators of program quality (IPQ). Any significant change in these variables would allow adjustments to be made before too much damage is done. Renz (2001) argues that measuring and managing performance is the key to moving from a focus on activity to one on long-term, sustainable impact. Wholey (1997; 2001) also sees tremendous value in performance measurement systems as they can improve government management of programs, decision-making, and the public’s confidence in government.
Toffolon-Weiss, Bertrand, and Terrell (1999) report success using a performance measurement framework in use with USAID. Of course, performance measurement systems themselves are not exempt from evaluation. Poole et al. (2000, 2001) introduce instruments designed to assess performance measurement systems. Similarly, Youtie et al. (1999) promote using evaluability assessments. All of these articles report either success or promise of success for performance measurement as a nonprofit management tool. Clearly, performance measurement is here to stay (Poole et al., 2001; Newcomer, 1997). Performance measurement is not without critics, however. Campbell (2002) warns against too much emphasis on performance management, saying that we should “never substitute indicators for judgment” (p. 255). Perrin (1998) echoes this critique when he warns against what he calls “goal displacement.” An example of goal displacement might be when cost-effectiveness, one possible measure of a program’s success, takes priority over the overarching, but less measurable goal of, say, health education. Stake (2001) concurs: “we are increasingly the promoters of impressionistic tallies, the façade of technology” (p. 349).
Chapter 3. Method

3.1. Introduction

This research is basically to evaluate the implementation of the Readiness Assessment Tool on the Development of the National Sporting Organisations in Fiji.

On this chapter, the researcher will discuss on the way of this research conducted. It included research design, population and sampling, data collection and data analysis.

3.2. Sample Population

A total number of 27 National Sporting Federations in Fiji that undertook the RAT from 2011 to 2014.

3.3. Data Collection

The research methodology for this study will include the following broad data collection activities:

3.3.1. Evaluation of the RAT assessment by National Federations

A Content Analysis of the RAT assessment conducted by the Fiji national federations will be carried out

3.3.2. Survey

There was a survey sent to National Sporting federations who were directly involved in the RAT programs at national level.
3.3.3. Documentary Review of Annual Corporate Plans and other document

Permission to collect and evaluate data for this study was granted from the ONOC. Other documents used also included the Fiji Association of Sport and National Olympic Committee Strategic Plans and Charter
Chapter 4. Findings

4.1. How are the National Sporting Organisations using the RAT?

Twenty seven (27) out of thirty nine (39) National Sporting Federations in Fiji use the Readiness Assessment Tool for the period 2011-2014. Since 2011, the Fiji Association of Sport and National Olympic Committee (FASANOC) have held RAT sessions at their headquarters to have the national sporting federations complete the RAT. The six Board Vice presidents are each responsible for five to 6 national sporting federations each and are the ones that ensure that these national sporting organizations are present at the RAT sessions. After the RAT assessment are complete, the National Sporting Federations are expected to review their readiness assessment pillars and work on limiting the deficiencies as stated in the gaps provided. There is no regulatory body or consultancy arm of the NOC or government that monitors the RAT being carried out by the National Sporting Federations and most do not utilize the gaps presented by the RAT to assist them in their strategic planning due to lack of time, personnel and knowledge in analyzing the data. Assistance to the RAT feedback and monitoring process was found to be missing and some National Sporting Organisations were found to not fully
grasp the potential of the Readiness Assessment tool to help in its development.

4.2. How does the RAT assist National Sporting Organisations post-assessment?

The RAT assists NSO’s post assessment in Fiji by evaluating the NSO’s performances according to different benchmarks available with the RAT. These available benchmarks in which NSO’s are able to evaluate its performances and achievements against include: Multisport games, National Programs, Education programs, Olympic Solidarity programs, Hosting events, General development and OSEP Courses. For the purpose of this research analysis, the benchmark for General development in the NSO’s in Fiji was analysed. The following analysis are results retrieved from the RAT undertaken by the National Sporting Organisation’s in Fiji from 2011-2014.

Table 2: Governance Pillar

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1. How is your committee or Board structured?
2. What is the nature of your annual general meeting (AGM)?
3. What is the structure and format of the rules governing your association?
4. How are individuals affiliated to your Federation?
5. What are your main organisational affiliations?
6. How do you go about planning?
7. What is the nature of your Codes of Conduct?
8. What organisational networks do you belong to?
9. How do you go about monitoring and evaluation of your activities?
10. What is the nature of the leadership of your organisation?

**Analysis:** Under the Governance Pillar, the outstanding component that is lacking in most National Sporting Organisations (NSO’s) in Fiji is in the area of monitoring and evaluating. Factors that attribute to most sporting organisations roles are mostly volunteer based driven and there is less time committed and responsibility given to monitoring and evaluation. There is also lack of training in the area of program evaluation for national sporting organisations in Fiji and more training and workshop on these would be vital for the RAT to be of value and ensuring development process to be consistent. There is a need for sport development officers to be trained in the area of monitoring and evaluation so as to ensure that respective NSO’s are able to see the value of reporting on their progress over their achievement.

**Table 3: Management Pillar**

![Number below benchmark graph]

1. Describe how you handle your operational planning.
2. How are programs and activities managed by the organization?
3. How does your association implement risk management procedures?
4. Describe how your organisation manages its events.
5. How are your reporting procedures managed?
6. How are the essential taskled managed by the organisation?
7. How do you manage your organisation meetings?
8. How are records kept by the organisation?
9. How are your operating procedures implemented?

**Analysis:** Management involves strategically managing all key aspects of the sporting organization and it was found that most national sporting organizations were below the benchmark in managing its programs and activities which again relates to good governance practices as program activities are not being monitored well. With this data, respective NSO’s should be able to improve its organization and help it become more ready for further successful programs. The onus is on the NSO to seek advise and assistance from its NOC on consultancy advise regarding the RAT. Another key factor of management was the ability to manage its organization meeting. Meetings are important and due to the nature of volunteerism in Fiji, many NSO’s are not able to meet the management benchmark due to this huge problem in members of executive committees not being able to meet due to other work schedules. The nature of volunteerism needs to be re-emphasized and proper volunteer structure should be mapped out accordingly for respective National Sporting Organisations so as to help with their development.

**Table 4: Sport Activity Pillar**

![Bar Chart]

1. How athletes generally are prepared throughout your Association?
2. What junior competition structures are in place?
3. Describe the nature of your national competitions.
4. What is your involvement in international competition?
5. Describe the competition framework that your organisation has.
6. What is your approach to sport for development?
7. What recognition and incentives are provided by the organisation?
8. What level of development are your national Teams and Squads?
9. What level of development are the events that you organise?

**Analysis:** Sport Activity pillar challenges the organization in taking an in-depth look into the organization structure of its sport activities, the key area why members affiliate and fans follow the organization. It was found that there were a lot of NSO’s that were below the benchmark in having recognition and incentives provided to its members. There is also lack of junior competition structures in place and this is seen as a problem as there is no development pathway for its members. This is often visible in members switching codes of sport and moving to other sports that have better competition structures in place and better reward systems. In the long term, key members are often lost to overseas clubs or other sports overseas. Therefore, there is a great need for program evaluation at all levels of development for all NSO’s in Fiji through the development officers and NOC’s.

**Table 5: Communication Pillar**

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1. What is the preferred method of communication within the organisation?
2. What format do your Notices take?
3. How is social networking handled by the organisation?
4. What form does your printed communication take?
5. How does your NF access the internet?
6. Who takes responsibility for communicating information?
7. What type of web presence does the NF have?
8. What is your strategy for working with media?
9. What form do your major written reports take?
10. How does your organisation make use of TV?

**Analysis:** The importance of communication cannot be unnoticeable. It is said to be the key to success in both the sport and business world. For NSO’s in Fiji, most do not have websites and is therefore a hindrance to sport development in the country and as well more importantly in the business world. There is a great need to ensure that the physical resources and communication channels for NSO’s are assessed and evaluated continuously so as to bridge the gaps shown against the benchmarks.

**Table 6: Finance Pillar**

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1. What income do you receive from membership fees?
2. What profit is generated by activities and events?
3. How would you describe your NF’s approach to fundraising?
4. What revenue is made from sale of merchandise?
5. What sponsorship support does the NF get?
6. What funding do you receive from your International Federation?
7. What funds do you receive from Olympic Solidarity?
8. What funding do you receive from Government?
9. How do you report on your finances?
10. How do you manage your money?
**Analysis:** The finance pillar in the post assessment of NSO’s showed that many NSO’s had fundraising approach and revenue from sale of merchandise were well below the benchmark. The lack of human resources at respective NSO’s and lack of expert knowledge on events and sales marketing are some of the contributing factors to this result. NSO’s also are below the benchmark in receiving Olympic Solidarity funds due to their lack of administrative and management skills and time as most are voluntary basis. Development requires finance and if NSO’s are able to assess themselves critically via this pillar, they will be able to start small and continue to improve over time. There needs to be champion leaders with finance background engaged by NSO’s that will assist accordingly.

**Table 7: Physical Resources Pillar**

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<tbody>
<tr>
<td>1.</td>
<td>What sports equipment do you have?</td>
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<td>2.</td>
<td>What uniform code do you have?</td>
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<td>3.</td>
<td>What physical assets does the NF have?</td>
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<tr>
<td>4.</td>
<td>What office facilities do you have?</td>
</tr>
<tr>
<td>5.</td>
<td>What office equipment do you have?</td>
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<td>6.</td>
<td>What is the standard of training venues that you have access to?</td>
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<td>7.</td>
<td>What competition facilities do you have access to?</td>
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<td>8.</td>
<td>What amenities do you have for your members?</td>
</tr>
<tr>
<td>9.</td>
<td>What communication assets do you have?</td>
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<tr>
<td>10.</td>
<td>What transport assets do you have?</td>
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Analysis: It is evident that most NSO’s lack essential communication assets for example computers, and other technical devices needed to assist in communications and operations of its organization. NSO’s are able to acquire relevant assistance through Olympic solidarity funds or government grants that will ensure communication is maintained within and with the outside world. This investment will have higher returns as communication is an essential element in the development of organizations and creates a competitive advantage to those that do not have physical resources.

Table 8: Human Resources Pillar

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<tr>
<td>1</td>
<td>What type(s) of membership do you have?</td>
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<td>2</td>
<td>Who is responsible for the administration of the association?</td>
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<td>3</td>
<td>What coaching staff do you have?</td>
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<td>4</td>
<td>What technical officials do you have?</td>
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<td>5</td>
<td>What type of athletes do you have?</td>
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<td>6</td>
<td>What human resources (HR) management activities take place?</td>
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<td>7</td>
<td>How would you describe the NF’s approach to gender equity?</td>
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<tr>
<td>8</td>
<td>What education support do you provide?</td>
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<tr>
<td>9</td>
<td>What is the ratio of volunteers to professional staff employed?</td>
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Analysis: Under the general development benchmark for NSO’s, it is found that there is indeed Human Resource deficit in most of the National sporting organisations. This is a concern as NSO’s need human resources to enable
its development process both permanent and voluntary paid staff and without this, NSO’s in Fiji will remain stagnant and below benchmark all the time. There is a great need for the development and building a base of Volunteers in ratio to professional staff employed at each NSO’s. With the lack of personnel to organize and manage the NSO’s, a greater concern is the lack of coaching staff and technical officials available. Governing bodies such as the FASANOC and Fiji Sports Commission in which these NSO’s are affiliated to must re-evaluate and ensure office bearers are in place and held accountable for their respective roles. The sports officers and development officers must monitor the development progress of NSO’s.

Table 9: Values Pillar

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1. What is the general attitude towards sport in your association?
2. How do members exhibit respect?
3. To whom do members hold allegiance?
4. How dedicated are your members?
5. Attitude towards competition
6. How do your members approach success and winning?
7. What motivates your members the most?
8. What is the attitude of members to diversity of membership?

Analysis: The Values Pillar through its matrix assessment under the general development benchmark showed that most sporting organisations lacked
dedicated members as shown in the column 4, this is mostly due to most
NSO’s using sport as leisure and not as a business entity and the nature of
volunteerism. This is also due to the volunteerism factor and the general
attitude towards sport in the respective organisations. This also comes down
to the leadership quality at each NSO and the ability to drive a competitive
driven organization and having the right people in place to champion the
sporting organization plays a vital role in creating a greater fan base
followers.

Table 10: Overall

| Governance | Management | Sport Activity | Communication | Finance |
| Physical Resources | Human Resources | Values |

Analysis: The green line indicates the average benchmark of all National
sporting organisations in relation to their average scores against all the
Pillars.

4.3. What would make RAT more effective for the level of National
Sporting Organizations?

Sport Development Officers – There is a great need to have established
sport development officers/educators that are responsible for monitoring and
ensuring that NSO’s abide by its governing procedures and that they are able to monitor and assist in the RAT program evaluations both process and outcome evaluations. Through the appointment of Sport Development officers, this will hope to ensure that there is consultancy advise available to the NSO’s as well as more better monitoring and evaluation of NSO development. Some NSO’s will need dedicated sport officers to help them evaluate their performances over their achievement while other NSO’s can be managed by collectively by a single sport development officer.

**Education** – Through the OSEP Education Program, NSO’s through its NOC must take advantage of the services available through its education program. The OSEP Programs are very efficient and effective in strategizing and assisting the Pacific region NOC’s to ensure a pathway for excellence through its Sport Education program and essential framework. There needs to be more administrators getting trained in the various education programs offered by the OSEP program and more importantly workshops on the RAT training. NOC’s to contact and increase its network and educational opportunities offered by other IOC countries to the NSO’s in Fiji to allow a more educated and qualified sport administrators in Fiji.

**Government** – Can ensure that NSO’s requesting for government grant through the Ministry of Youth and Sport / Fiji Sport Commission, complete
the RAT as one of its criteria for accessing the government grant. It is more important to gauge the progress of NSO’s in developing the eight pillars according to various benchmarks in the program. Accountability is essential is monitoring such programs for the sake of development of National Sporting Organisations in Fiji and the use of Government funds.

**FASANOC** – to implement stricter guidelines and monitoring of its NSO’s activities as well recruit more development officers to be able to assist its affiliated members in its developmental process when needed.

**Educational Institutions** – should provide sport management and sport science higher education degree and masters programs to meet the job market of sport. Administrator courses in partnership with FASANOC and ONOC must be fully implemented to ensure a pathway for sport administrators and players as well. Universities and key stakeholders in Fiji should start seriously establish degree programs and liaise with leading sport universities globally and establish and adopt partnership universities to assist in the education pathway for sports in Fiji.
Chapter 5. Discussion

5.1. Summary of Findings

The evaluation on the implementation of the Readiness Assessment Tool (RAT) on the development National Sporting Organisations in Fiji showed that there is currently lack of accountability on the implementation of the RAT as when this research was undertaken in 2014. With this I mean that the readiness assessment is being carried out by the National Sporting Organisations but there is no mechanism in place to allow for evaluation and monitoring of the assessment. National Sporting Organisations are expected to conduct their own assessment, review, evaluate and monitor it but often it is found from the findings that this tends to fall off their radar as there is no mechanism in place to ensure that they follow this process. There is no regulatory body or consultancy arm of the NOC that monitors the RAT being carried out by the National Sporting Federations and most do not utilize the gaps presented by the RAT to assist them in their strategic planning. Currently FASANOC assigns respective Vice Presidents to various National Sporting Organisations (NSO). These Vice Presidents are in a key position to be able to be educated on the RAT by ONOC and monitor and evaluate the NSO’s accordingly if key personnel are not being appointed by FASANOC. When the RAT are not being monitored, NSO’s
tend to disregard the assessment given and some lack the knowledge to know what to do next with their respective assessments.

According to the analysis of the overall average of the assessment of the National Sporting Organisations, it was found that monitoring and evaluation of activities under the Governance Pillar was the highest meaning there were many that were below the benchmark for this pillar. From this finding it is essential that NSO’s and FASANOC work harder to ensure that governance is respected in all facets of development. Communication showed below the benchmark as well for all the sporting organisations and with these two key factors alone shows evidence that there is needs to be a monitoring structure in place to ensure that sporting organizations start to develop themselves proactively and not remain as they are due to no monitoring systems in place.

The RAT should not only be seen as an assessment tool but is actually much more than that and requires the users to properly think about what they have and what they need to have. It should create realization that sport development needs to consider all 8 pillars not just 1 pillar.

There must be process evaluations that accesses whether the targets of the NSO’s are reached and whether major challenges and successful
strategies are achieved as well as outcome evaluations done to determine to what extent are the expected changes.

When it comes to games, all people focus on is sending a team, but without realizing the development consequences. Proper use of RAT will inform that and to use it effectively, an organization should also set its benchmark.

There should be checks and balances for ensuring strict observance of good governance rules and compliance. This can be supported through government legislation through the role of its sport officers at government level and also the various sport development officers at NSO level. Collaboration of all stakeholders is necessary so that the various benchmarks are used as a guide for NSO in measuring their development against their performances achieved. There is a great need to educate more champions in the delivery and evaluation process of the RAT so that the RAT is proactively used and monitored at NSO level. The Fiji NSO must play a stronger role in the monitoring of its NSO’s in assisting them with the resources needed to be able to reach or better the benchmarks set by the RAT program.
5.2. Conclusion

Successes in Sport at the regional and international level not only brings pride to the citizens of that country but it also brings people together and the whole nation together. Good governance practices in the National Sporting Organizations is a very important matter to take seriously as there is a huge race for excellent sporting performance in the world today.

The real value of the RAT comes from the provision of an assessment by key sports administrators as to what elements need to be in place to enable an organisation to benefit from taking part in a specific project or program. This consultancy arm of the readiness assessment tool must be fully operational in order for the RAT to achieve its real value.

The Oceania National Olympic Committee (ONOC) is to ensure that its NOC affiliates are able to assist them in the delivery of the RAT program and various other essential programs it carries out by having qualified resource personnel that have been trained by them to assess and assist NSO’s in their RAT assessments. Government through its sport officers are able to assist in the monitoring and evaluation of grants through the RAT assessment of NSO’s and can assist accordingly where necessary.

Having said this, I recommend that key officers be appointed to assess the readiness assessment tool of the respective national sporting federations
as part of their responsibility. There is a need for a team of consultants to assist national sporting federations on the proper use of the RAT and continuous peer education for sport administrators. Leaders of the sporting organisations must have a strategic intent to succeed and develop the sport in which they have been appointed to. Government should ensure that the national sporting organisations use the RAT in order to qualify for funding. The National Olympic Committee could also set benchmarks for sporting organisations to achieve before they are able to receive any Olympic Solidarity funding. There could be an establishment of sport development officers to do these training, evaluation and monitoring.

Most importantly, it was found that the Communication pillar had a low result for sporting organisations. Communication is vital for the success of any business. Sporting Organisations in Fiji need to move away from leisure operated to a more strategic operated business entity because we have people who are talented but because of the lack of structure and strategic intent of those leading, the sport continues to have very low performances. There was also found that there was lack of communication methods used by the sporting organisations. The establishment of good communication line within the organization brings about certainty and allows people to understand the same vision as those setting the strategic goals of the
organisations. Information must filter down to all stakeholders of the sport and not just some as was found in this research.

There needs to be devolving implementation of KRAs of the revised strategic plan to positions within the organisation that would require a readjusting of the structure and a rewriting and renaming of Job descriptions. Since most are volunteers, the roles of all involved in the organization must be clearly stated and proper recruitment processes must take place.

Measuring and managing performance is the key to moving from a focus on activity to one on long-term, sustainable impact with good consultancy advise from ONOC accredited officers. Sporting organisations must be able to identify its champion leaders within that will be able to drive the implementation of the RAT pillars to add continuity to the goals of the organization. These leaders can also champion the values of sport and help grow the organization in cultivating a strong team culture often resulting in an increase in volunteers within.

Having said this, it is also important to note that the world of sport is becoming more professional and there is monetary and economic value to every sport activity. Therefore there is an essential need for continuous education and accreditation of NSO human resources so that they are
employed and will be empowered as well as contribute to the sport that they enjoy and as a bonus be accredited at what they love doing.

Finally, there is a great need for Government to support the development of higher education in the field of Sport Management and Sport Science through the establishment of Degree courses, Masters and PhD courses in its National developmental plans. The job market for sport management and sport science majors is growing worldwide and Fiji needs to develop its human resources in the field of sports so that the nation becomes better in its Research and Development (R&D) in the area of sport so as to assist with better policy outcomes.
References


국문초록

피지의 국가 스포츠기구의 발전에 대한 RAT적용에 대한 평가

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체육교육과
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이 연구의 목적은 피지 국립 스포츠 연맹의 발전에 준비 평가 도구 (RAT)의 구현을 평가하는 것이다. 디자인 방법론 접근을 통해 연구 결과를 평가 완료하고 관련 주요 이해 관계자 및 국가 스포츠 연맹 직원들과의 인터뷰를 수행 한 모든 국가 스포츠 연맹의 평가로 구성 준비 평가 도구의 내용 분석을 기반으로 그 스포츠 연맹의 관리와 그것을 피지의 스포츠 조직의 발전에 발생하는 문제에 대한 전장 사항을 발견 하고자 하는 목적이 있다. 2011 년부터 피지 국립 스포츠 연맹에 의해 수행 준비 평가를 검토하였으며 이러한 연구 결과는 국립 스포츠 연맹의 대부분이 개발을 지원하는 프로그램을
맡을 준비하기 위해 도구에서 규정된 요구 기준을 충족하지 않은 것으로 나타났다. 첫 번째 주목할만한 발견은 스포츠 연맹에 의한 책임과 오해의 부족, 둘째 파생 준비 평가에서 연결되어야 스포츠 연맹의 각각의 전략 방향과 계획의 일관성 있는 모니터링과 평가를 보장하기 위한 어떠한 메커니즘도 현재 없다는 것이다. 따라서 전략적으로 이러한 진행을 행동으로 각 스포츠 연맹의 평가 분석 보고서를 구현하고 모니터링하고 평가할 수 있는 핵심 인력을 임명할 수 있는 필수적인 요소를 구현해내는 것이 목표이다. 그 이유는 양 올림픽 연대 기금과 정부 자금에 대한 적절한 분배에 대한 엄격하고 책임을 지킴으로 사용할 수 있기 때문에 필수적이기 때문이다. 또한 이 논문에서 언급 권장한 구현 및 모니터링 계획을 세울 수 있고, 오세아니아 국가 올림픽위원회에 소속 된 다른 태평양 섬 국가에서 사용 가능하며 앞으로의 연구가 피지 스포츠 과학의 발전을 설정하는 데 큰 역할을 해낼 수 있는데 이유가 있다.

주요어: 준비 평가 도구 (RAT), 전략적 방향, 책임

학번: 2014-25182