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EXECUTIVE MASTERS IN SPORTS ORGANISATION MANAGEMENT



MEMOS XXVI

2023-2024

Building Capacity of the Sports Federations in the Kyrgyz Republic

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Abstract

English

The sports system in the Kyrgyz Republic has been mainly led by non-profit organizations since 1991, with some elements of the Soviet system still in place. Despite government involvement, there are significant challenges, such as outdated training methods and a lack of qualified professional staff in the sports field. This study proposes comprehensive workforce training programs in the Kyrgyz Republic and develops practical capacity-building solutions. This is based on evidence gathered across the sports sector through qualitative information gathering, descriptive analysis, and thorough literature research. Findings revealed the severe shortage of skilled professionals influencing the overall efficiency of sports organizations; even though there is an understanding of the necessity of professional education and training programs among federations, their organizational capacity in the sphere of HR is very low and needs an external boost. At the same time, according to findings, against expectation, the NOC is rather nonactive in support of sports federations in their attempts to develop, and this aspect needs to be built. The results of the entire study will be presented to the NOC in order to have the NOC start the implementation process for comprehensive training programs for sports managers in the Kyrgyz Republic. This particular action recommended by the study supports the evolution of the sports federations system in the Kyrgyz Republic and aims to have a meaningful impact on the overall development of sports governance and management in the country.

French

Depuis 1991, le système sportif de la République kirghize est principalement dirigé par des organisations qui exercent sans en retirer un avantage financier. Certains éléments du système soviétique étant encore en place, malgré l'implication du gouvernement, il existe des défis importants, tels que des méthodes de formation obsolètes et un manque de personnel professionnel qualifié dans le domaine du sport. Cette étude propose des programmes complets de formation de la main-d'œuvre en République kirghize et développe des solutions pratiques pour le renforcement des capacités. Elle s'appuie sur des données recueillies dans l'ensemble du secteur sportif par le biais d'une collecte d'informations qualitatives, d'une analyse descriptive et d'une recherche documentaire approfondie. Les résultats ont révélé la grave pénurie de professionnels qualifiés qui influe sur l'efficacité globale des organisations sportives ; même si les fédérations comprennent la nécessité de programmes d'éducation et de formation professionnelles, leur capacité organisationnelle dans le domaine des ressources humaines est très faible et a besoin d'un soutien extérieur. En même temps, selon les résultats, contre toute attente, le Comité National Olympique est plutôt inactif dans le soutien aux fédérations sportives dans leurs tentatives de développement, et cet aspect doit être renforcé. Les résultats de l'ensemble de l'étude seront présentés au le Comité National Olympique afin que celui-ci entame le processus de mise en œuvre de programmes de formation complets pour les managers sportifs en République kirghize. Cette action particulière recommandée par l'étude soutient l'évolution du système des fédérations sportives en République kirghize et vise à avoir un impact significatif sur le développement global de la gouvernance et de la gestion du sport dans le pays

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Chapter 1. Project Introduction

1.0 Introduction

The history of sports in the Kyrgyz Republic as a system began with the country's independence gained in 1991. During these 30-odd years, democratic changes in the country allowed for the organization of a new system of sports regulation. Leadership was given to non-profit organizations of various legal forms (associations, foundations, organizations), which took on the mission of developing the sport in the Kyrgyz Republic. At the same time, a part of the sports system of the Soviet Union still remains (Olympic training schools), which are still operating and are supported by the state budget. On the state side, sports development is regulated by the Ministry of Culture and Sport of the Kyrgyz Republic, which includes the Department of Sport and Physical Culture of the Kyrgyz Republic, as well as local self-government bodies at the local level (regional, city and district departments of physical culture and sports of the Kyrgyz Republic).

Within this system, the partnership of state institutions with the sports federations is conducted only within the framework of training and participation of athletes in sports events held under the auspices of the International Olympic and Paralympic Committees (Program of the Government of the Kyrgyz Republic 'Sports Kyrgyzstan' for 2018-2022 years; As amended by Resolution of the Government of the Kyrgyz Republic No. 599 dated 11 November 2019). All other activities of the sports federations are the responsibility of the federations themselves.

According to the Government Program "Sports Kyrgyzstan", the problem that hinders the development of the sports sphere in KR is the "... a technological one, including insufficient professional staff, lack of modern methods and technologies for organizing the training process and providing the necessary means, lack of professional biological, medical and scientific support" (Chapter 4, p.38).

Recognizing the challenges faced by sports managers in the Kyrgyz Republic when seeking relevant information, the lack of context-specific data and easily accessible information becomes clear as a significant obstacle. This underscores the importance of the proposed project, which aims to address these issues and provide a solution despite the challenges it may entail.

1.1 Research Aim

The primary aim of this research is to explore how to best enhance the professional competencies of the people working in the sports field of the Kyrgyz Republic through comprehensive workforce training. This exploration is achieved through in-depth research of the management of sports federations in general, with consideration given to the strengths and weaknesses in the current management of sports organizations in the KR and what kind of obstacles to the way of the more functional and efficient structures these organizations have and how the difficulties should be overcome.

This research pays special attention to the role of the capacity-building process as a strategy to improve the overall performance of sports organizations in the Kyrgyz Republic. The study also assesses how capacity building can support the workforce to meet organizational requirements in the labor professional competencies. The final objective of the research is proposing actions.

1.2 Approach

This study employs various research methods to address the study aims, with a further descriptive analysis approach (Chapter 3). This includes:

- Semi-structured interviews with the federation's leaders to understand the state of governance and management in sports federations as a whole
- A questionnaire survey to gather data on training needs of sports federation representatives.
- A Focus Group with representatives of various sports federations to obtain qualitative insights that will serve as a sense-check of the previous findings and enrich the data collected.

1.3 Outline of the Project Report

Chapter 2 presents a Literature Review to inform the scientific basis for data collection, analysis, and recommendations.

Chapter 4 describes the findings of Interviews, a Questionnaire survey, and a Focus Group and serves to reveal the main problems existing in the field of sports development in the Kyrgyz Republic, particularly in the governance and management of sports organizations, based on the data received from the utilizing different approaches to gathering and analyzing the information.

Chapter 5 discusses all the project results, compares them to the literature review data, and confirms them with some local and cultural specialties. Then, it summarizes and proposes how to enhance the professional knowledge of people working in sports federations via comprehensive training programs.

Chapter 6 contains the Action Plan with detailed steps and recommendations.

Chapter 2. Literature Review

2.0 Overview

This literature review covers topics relevant to exploring the MEMOS research project on sports development and organizational activities in the Kyrgyz Republic. Specific local area studies are not readily available or easily accessible. Therefore, this review canvasses the literature on organizational capacity building, development domains, and ways to build capacity.

The effective management of human resources is crucial for the survival and sustained success of sports organizations (Taylor et. al, 2015). This includes skillful volunteer recruitment and retention strategies, maintaining strong financial capacity, ensuring robust infrastructure, meticulous planning and development, and establishing and nurturing external relationships. These factors collectively contribute to the overall strength and resilience of sports organizations, enabling them to thrive and grow in a dynamic and competitive environment. (Doherty et al., 2013; Rossi et al., 2023).

The success and sustainability of sports organizations are not just dependent on their current stage, but on their capacity to cultivate and enhance workforce skills and capabilities, elevate processes, and allocate resources to excel in a rapidly changing world. This practice, known as capacity building, is not just a buzzword but a strategic necessity for their survival and success. It requires a comprehensive, multi-dimensional approach that addresses various aspects of organizational development domains (Rossi et al., 2023).

2.1 Organization Capacity Building

Since the 1980s, capacity building has been the topic of research in multiple directions by different scholars because of its universality and importance in improving and accelerating any social and economic processes (Millar & Doherty, 2016).

Recently, there has been a growing application of capacity building in managing sports organizations, including non-profit organizations (Jones et. al, 2020). Capacity building in sports is a well-researched topic in sports literature, covering various themes such as organizational development, resource management, financial sustainability, strategic planning, human resource development, stakeholder engagement, community involvement, infrastructure development, ethical practices, governance, cultural and behavioral aspects, adaptation, innovation, and the impact of external factors.

Capacity building is the process of enhancing an organization's resources and abilities to achieve its mission and objectives effectively. It is a process of multifaceted, ongoing, and everlasting character, which is crucial for the effectiveness and sustainability of non-profit sports organizations (Chaskin, 2001; Millar & Doherty, 2016). Capacity building has a duality and is the reaction to changes from one side and the process itself, the outcomes of which are changes from the other side. These changes affect both the internal and external environment: "...capacity building is conceptualized in the literature as change that results from a given strategy"(Millar & Doherty, 2016, p. 370).

Nonprofit sports organizations can build their capacity in many different dimensions, such as "infrastructure and operations; leadership, vision, and strategy; human, financial, and other core resources; and networks and external relationships (Doherty et al, 2018, p. 2). At the same time, there are a few main directions that are crucial for the organization's survival and effectiveness. Developing and improving these areas is essential for the success of the organization; namely, these are human resources, institutionalization, and networks (Doherty et al., 2018, p.3).

Human resources and finance dimensions are the most significant functions of nonprofit sports organizations for effectiveness (Doherty et al., 2018). Balduck et al. (2014) noted that Hall et al. (2003) described human resources as the primary dimension reflecting the critical ability of effective deployment of human capital within organizations (Hall et al, 2003). Balduck et al. (2014, p.2028) suggested, "It also includes the competencies, knowledge, attitudes, motivation, and behaviors of individuals in the organization."

Capacity building is a crucial strategy for enhancing workforce efficacy and resilience in the dynamic landscape of organizational management. Capacity building involves specific mechanisms intentionally designed to strengthen the skills and processes within an organization. However, capacity building goes beyond training. It is a holistic process that develops skills, resources, and processes for workforce enhancement.

Allen and Helms (2006) suggest that strategic practices or tactics can help build capacity. These methods are not solely focused on acquiring new skills but also on enhancing the ability to plan for long-term development strategically (Millar & Doherty, 2016). This understanding of capacity building provides a foundation for employing various strategies to support and enhance sports organizations' workforce and processes.

2.2 Capacity building strategies

Millar and Doherty (2016) differentiate between strategies focused on process issues and skill issues (see also Backer, 2001; Cairns et al., 2005). On the one hand, process-oriented strategies may involve the implementation of new operational frameworks that simplify workflow, minimize redundancies, and facilitate seamless communication channels within the organization (Millar & Doherty, 2016). Skill-based strategies, on the other hand, are directed toward specific competencies that the workforce needs to acquire or enhance. This could involve specialized training programs, workshops, or further education opportunities (Millar & Doherty, 2016).

Millar and Doherty (2016) suggest there are two types of strategies for building capacity: external and internal. Internal strategies are specific to the organization's context and are developed within the organization. For example, an organization can take control and tailor strategies such as increasing membership fees to build financial capacity or introducing a volunteer recruitment policy to enhance human resource capacity.

External strategies are those developed outside the organization, such as workforce training provided by a third party or consultancy services. These strategies can be beneficial as they bring in fresh perspectives and expertise, and they can be more efficient since the organization does not have to spend time developing and managing the strategy itself.

Effective capacity building typically involves a combination of internal and external strategies to ensure immediate and long-term outcomes (Millar & Doherty, 2016). They suggest deploying a process of implementing capacity-building strategies and analyzing their short-term and long-term outcomes. For example, introducing a new fundraising program can bring in immediate financial resources, while conducting a budgeting workshop can help develop financial management skills that benefit the organization and its workforce in the long term.

In essence, capacity building plays a vital role in an organization's development. The fundamental principle is to maintain a balance between internal and external strategies, which can establish a strong framework for nurturing a competent and empowered workforce and streamlining processes. This, in turn, equips the organization to tackle future challenges and capitalize on opportunities.

2.3 How to build capacity in sports organizations

Given the wide range of drivers and methods available, sports organizations face the challenge of defining capacity building and choosing methods to achieve optimal capacity (Rossi et al., 2023). The multi-layered and multidisciplinary nature of the activities of sports organizations dictates ways and means of strengthening the capacity of such organizations (Balduck et al., 2014).

For a sports organization to be stable and of high quality, it must focus on several areas of development. Previous studies have identified the following key areas that require attention: access to material resources, which includes finance; building healthy relationships with external stakeholders; strategic planning and development; availability of robust infrastructure; and development of human resources. By prioritizing efforts in these areas, a sports organization can improve its overall stability and quality (Cairns et al., 2005b).

In their research, Doherty et al., 2013 compared an organization's **financial resources** to fuel that is essential for its proper functioning. Various scholars have highlighted the significance of stable financial streams for sports organizations (Millar & Doherty, 2018). These streams should comprise all the revenues that an organization can generate directly from its activities, including monthly membership fees, revenue from competitions, certification or licensing fees, training, and sponsorships.

Establishing strong connections with external **stakeholders**, including public authorities, local businesses, and other sports organizations at both local and international levels, should be a top priority for any sports organization. Such relationships can prove beneficial in the long term, as they provide a reliable source of support and assistance when needed. Government bodies involved in sports development can be particularly valuable partners, providing a stable resource for organizations to achieve their goals (Cairns et al., 2005).

Strategic planning is a vital area of development for every sports organization. The organization must have an in-depth understanding of the external environment in which it operates and plan accordingly. To achieve this, the organization should engage in long-term strategic planning, utilizing the necessary tools to evaluate its current state, measure performance, and mitigate potential risks arising from both internal and external factors.

Moreover, external demands and pressure to participate in various competitions and programs can conflict with the internal needs of the organizations (Robinson & Minikin, 2011). Thus,

“organizational strategy should emerge from an assessment of the opportunities and challenges in the external environment and a diagnosis of the strengths and weaknesses of the internal environment” (Robinson & Minikin, 2011, p.223). This will help the organization better plan its resources and capacities to achieve these goals.

Even though sports organizations need long-term planning to ensure their activity is effective, sports organizations are typically reactive rather than proactive (Cairns et al., 2005).

Organizations mainly adjust their internal structure in response to changes in the external environment. Developing a solid infrastructure can help organizations respond more effectively to external factors. Formal structures, policies, and clear communication can also facilitate efficient operations and mitigate misunderstandings and conflicts within the organization.

The **human resources** domain is the foremost component of all sporting organizations (Doherty et al., 2013; Millar & Doherty, 2016). Without it, not only is it impossible to advance and strengthen the capacity of the organization, but also to carry out ordinary daily activities effectively. Having an adequate number of staff is not enough; their performance and sense of responsibility are also crucial factors (Doherty et al., 2013). Their collective skills, knowledge, and alignment with club values form the foundation upon which all other capacities are built (Doherty et al., 2013). When employees are equipped with the necessary tools, knowledge, and confidence to perform their roles effectively, they feel more valued and motivated.

Building **organizational capacity** can be facilitated by creating an environment that fosters continuous learning and development. When employees constantly learn and improve, they become more competent and better equipped to tackle challenges in their workplace. Effective human resource management is crucial to establishing a strategy not only for paid staff but also for volunteer recruitment, retention, and development. It is equally important to have a succession plan for workforce development in place to ensure the continuity of the organization's operations and culture (Doherty et al., 2013).

In summary, the life cycle of a sports organization involves a constant balancing act of maintaining autonomy while working closely with influential external stakeholders, achieving goals and completing tasks, and navigating external factors and pressures while considering the resources and availabilities at hand. In this environment, developing an organization's capacity is a crucial and ongoing process that involves building competencies and abilities in all areas of the organization, both internally and externally, both in the short and long term.

Due to the lack of existing research in this area, this study serves as the starting point for further research into various aspects of sports development in the region, including legal aspects, human resources, and other factors crucial for sports development. As the research intends to identify the current capabilities and limitations of sports organizations in the Kyrgyz Republic, its findings will help in understanding the areas that require more attention and specify the areas where capacity needs to be improved.

This study involved conducting research into training and development programs that are mostly needed by the workforce of sports organizations. The aim is to create educational programs that will improve the skills and capabilities of personnel working in sports federations. The literature presented in this chapter forms the basis from which to frame the MEMOS project.

Chapter 3. Methodology and Analysis

3.0 Overview

For this study, a variety of research methods were employed. First, an extensive review of academic literature and relevant articles was conducted, which helped to identify key areas where the main problems and research questions could be addressed. Additionally, the research methods of this study were informed by the methodology used by corresponding authors in their works, as identified through the literature review.

This study took three stages based on the formulation of the main research questions and the key findings of the literature review. Each stage involved a different study method, analysis approach, and study participants.

3.1 Stage One: Semi-Structured Interviews

In the first stage of research, the semi-structured interview method was used to identify strengths and gaps in the management field of sports organizations located in the Kyrgyz Republic. The interviews also helped to determine the gaps in the workforce's skills and identify the training needs for the competencies of the federation workforce. The interview guide was designed based on the literature review's main findings. These included key topics associated with capacity building, including: **strengths and gaps in management; development strategies; request for training, scope of training, building relations.**

In-depth interviews were conducted with the heads of seven sports organizations in the Kyrgyz Republic to acquire trusted managerial data. The selection criteria for the interviewees were based on their profound understanding of sports organizations' operations and their ability to provide insider data. This selection process was essential, given the study's specificity and the importance of obtaining insider data from trusted senior leaders in sport. The information obtained during the first phase was foundational to the entire study; the research followed with two subsequent stages based on the insights data collected.

The interviews were voice recorded by the researcher and then were transcribed and analyzed.

Interview respondent's profile

The seven in-depth interviews were conducted with the key informants of the different sports organizations in Kyrgyz Republic, as follows:

- President of the Kyrgyz National Aikido Federation

- President of the National Shooting Sports Federation
- Executive Director of the Kyrgyz Chess Union
- Vice-President National Federation of Kok-Boru\General Secretary of International Federation of Kok-Boru
- President of the Olympians Association of the Kyrgyz Republic
- President of the Kyrgyz Wrestling Federation
- President of the Rhythmic Gymnastics Federation of the Kyrgyz Republic

3.2 Stage Two: Questionnaire Survey

In the second stage of the research, a questionnaire survey was designed and implemented to identify the main gaps in sports organizations' activity and managerial process and determine needs in training and training programs' scope. The key findings of the literature review and analyses of the semi-structured interviews with the leaders of sports federations gave the base for the structured questionnaire, which had 25 questions in total.

The questionnaire consisted of 24 close-ended questions using Likert scales and relevant forced choice answers. Question #25 was open-ended, offering participants to make proposals and express their ideas, which helped to formulate some final conclusions.

The questionnaire was created on the easily accessible public platform GOOGLE Forms and analyzed using GOOGLE Forms analyzing instruments—Excel tables and their visualizations.

Questionnaires were sent to the representatives of the different sports organizations via Whatsapp messenger, with a link to GOOGLE forms. The contacts for responding were chosen based (1) on the researcher's personal contacts among various sports federation leaders and (2) membership in the USF (Union of Sports Federations of the Kyrgyz Republic), which counts around 40 sports federations contacts in the related WA group. The researcher also sent a letter explaining the aims of this research to each of the federations' leaders (around 50 contacts in total) and asking them to fill out the form. In addition to the letter attached to the message, the researcher personally talked to almost all contacts, explaining the aims of the study. In two weeks, 51 responses were received from the members of different sports federations working on the territory of the Kyrgyz Republic. Thus achieving a 100% response rate.

3.3. Stage Three: Focus Group Interview

For the final stage of the research, the Focus Group interview method was used. As identified by Doherty et al. (2014), focus group interviews help elicit rich data and gain insights, which can be crucial for problem understanding and addressing. The focus group can create an environment in which participants can express their opinions freely in connection with other people attending.

As the Focus Group was aimed at sense-checking, the three members were selected based on professional experience and availability. One of the criteria for members' selection was making sure that the participants were familiar with the topic of research because knowing the theme of capacity building helped them to express their thoughts and participate fully in the discussions more easily. Besides addressing some results of the previous stages of the research, this method of discussion helped to identify data possibly missing, as well as clarify the available results. The small size of the group allowed for detailed discussion and for each participant to fully contribute ideas and perspectives.

Respondent profiles.

Three leaders of the federations who were already engaged in the first stage of the research participated in the Focus Group. The discussion guide was designed based on the findings of the first two stages of the research to initiate deep reflection and thoughtful discussions and potential actions. The Focus Group members were:

- Vice-President National Federation of Kok-Boru\General Secretary of International Federation of Kok-Boru (noted as Participant#1 in the "Focus Group findings" chapter)
- President of the National Shooting Sports Federation (noted as Participant#2 in the "Focus Group findings" chapter)
- President of the Rhythmic Gymnastics Federation of the Kyrgyz Republic (noted as Participant#3 in the "Focus Group findings" chapter)

The Focus Group was conducted online in Russian, and audio and video recordings were made using the Google Meet platform for online meetings and conferences. The researcher facilitated the group with the help of one of the National Aesthetic Group Gymnastics Federation's technical staff.

3.4 Data Analysis

A descriptive analysis was applied holistically for understanding, categorizing, and interpreting the study data collected across the three phases outlined above.

3.4.1 First stage: Interviews with Sports Federations Leaders.

The initial phase of the research aimed to explore, contextualize and confirm the literature research findings. It involved obtaining data through semi-structured interviews and analyzing the received qualitative data by indexing it to main themes that had been logically derived from questions posted in the interview guide.

All interviewers spoke Russian during the interviews, using some Kyrgyz words and expressions. In total, about 10 hours of audio materials were transcribed, producing a large amount of data.

After multiple readings, the researcher indexed materials in themes, coded them into 12 essential subjects, then narrowed down to the major 6 and further the indicative quotes were extracted. After all this coding process data was translated into English using DeepLPro translation platforms. The analysis is reported in English directly, using the translated quotes. These themes are presented in Table 3.1 with indicative quotes.

Table 3.1 Interview Coding

Theme	Quote
Current Gaps & Strengths	“The Federation is a small business... that at some point has to learn to earn its operating expenses on its own”
Key Challenges	“Sanctions in the world on weapons. We are directly linked to this. We used to buy ammunition and bullets in Russia”
Strategic planning vision: Understanding the strategic planning processes.	“The most important thing for our Association is to attract as many athletes as possible” “The state should increase the salary fund, the NOC should implement some sports management projects. In addition, there should be a more global strategy, because English should become a second language”
Areas of federation development to focus on in order to increase the	“What influences the success of athletes? It is the equipment, the complete equipment of the athlete, the training base, the coach

efficiency of the federation	himself, so that he is qualified and knows all the rules of the competition, passing the control of weapons and equipment”
The importance of human resources	“We can probably talk more about the lack of human resources and people who will know their stuff’
Workforce training Request	“This year the federation contracted an English language course. The teacher came three times a week and conducted the courses”.
Scope of training	“Our specialists would love to hear from some PE academy specialists” “Sports Management. To get acquainted with the structure of this organization”

3.4.2 Second stage: Questionnaire Survey.

During the second phase of the research, Questionnaire Survey Data was obtained in Russian.

Data then were extracted into available GOOGLE Excel text table for further analysis.

Hereinafter to make few verifications within the received data, some results were cross compared using Excel text tables. Collected analysis presented in the “finding” chapter.

Data then was translated into English directly in the Excel table and then visualized in diagrams and chats.

Open-ended Q#25 “Your suggestion on how to make a work in your sports organizations more effective.” responses were analyzed by thematically.

3.4.3 Third stage: Focus Group.

The final phase of the research did not aim to answer the questions posed in the Focus Group directly but rather to verify the data already obtained in the previous phases of the study.

The Focus Group was conducted online in Russian, and audio and video recordings were made using the Google Meet platform for online meetings and conferences. The researcher facilitated the group with the help of one of the Aesthetic Group Gymnastics National Kyrgyz Federation technical staff.

Around 60 minutes of the Focus Group timing were then transcribed using Google's free AI platform for meeting notes. The researcher then read the text carefully at different times and

analyzed it for connections between phrases said by interviewees and the questions posted in the Focus Group.

Since some of the main themes that arose in the previous qualitative data analysis were used to frame the Focus Group questions guide, the same ones were used as index themes for decoding transcribed texts and extracting insight data. This resulted in indexing 12 main themes with quotes, which were then condensed to a smaller number (4) to avoid repetition and overlap. Finally, the results were translated into English for further interpretation.

These categories are given below in different groups.

Table 3.2 Focus Group Themes

Theme	Quote
Capacity building	“There needs to be a better allocation of resources, advice from the Federation should come “
Training needs	“I also think that training programs are needed. This is also what is needed, not only the Federation”
Key external stakeholders	“ We need feedback from the NOC” “I think it was determined today that we don't have such an organization. – NOC”
MOSO	“I believe that each Federation should have at least one person to send to this program”.

3.5 Researcher Reflection.

The researcher understands that qualitative data analysis cannot be done without a share of subjectivity and bias on the researcher's part. It is imperative to acknowledge that data acquired through interviews with well-informed representatives of federations is also subjective and cannot be the truth in the first instance. In the ideal case, with a qualitative data analysis, it is possible to obtain answers to the questions posed in the interview to confirm already existing theories. In the case of the entire study, these theories had arisen from the

analysis of literature research related to this topic and to which the researcher wanted confirmation.

In addition, the researcher tried to consider certain transcribed nonverbal signals, such as laughter, pauses, and emotional exclamations, that would indicate their true attitude to a particular problem when descriptively analyzing the data. This, in turn, could release certain insights in support or refutation of the questions asked and gain insight into the perspectives.

Chapter 4. Results

4.1 Interview findings

The first phase of the research findings is based on the respondents' insights, thoughts, attitudes, and views. This provides an overall picture of the state of sports federations in the Kyrgyz Republic. While only a limited number of respondents (7), their professional affiliations (Olympic, non-Olympic, Folklore, and other kinds of sports) were quite diverse. This allowed the researcher to identify the main trends in the development of sports in the Kyrgyz Republic.

Given the complexity and importance of the sports sector in the Kyrgyz Republic, in-depth research is imperative to uncover and address the most pressing and potentially alarming trends, ensuring timely and effective preventive measures can be taken.

This phase of the study identified some of the fundamental threats to the federation's existence and factors influencing effective work, the main gaps and strengths in the management of sports federations, and ways to address such gaps and increase the efficiency of sports organizations. The results provide guidance on which training is most needed, according to the interview participants, to enhance the professional skills of sports federations' workforce.

4.1.1 Fundamental threats

The main themes of fundamental threats to sports organizations were identified as:

- **Political and economic changes and how they influence the sports organizations' activity**
- **Society's perception of the sports federations**
- **Lack of interconnection with the mass media**

The results highlight a complex challenge facing the interviewed sports organization managers: determining the paths of strategic development of their organizations. It highlights those of global or country-level character that, to a minimal extent, depend directly on the managers themselves and the emergence of which they are unlikely to prevent. Correctly identifying and prioritizing and understanding these external challenges are important components of a leader's strategic thinking.

Political instability, changes in the political courses, and interactions related to these changes within the country are the main influencers on the efficiency of the sports organizations and

can be identified as ones the federation's leaders can't control. Federations are public organizations that deeply interact with government authorities, and how successfully they are active or proactive in solving their problems to a great extent depends on contact with them. Frequent turnover of officials forces managers to elevate their skills in the field of government relations.

“Like all sectors of our economy, the instability of external factors greatly affects you. Because you need to adapt. But this is probably more of a politician, let's say. And we are very much connected with politics. Because when there is even a change of minister or director, and you have just introduced this director to our sport, and literally six months later, you need to introduce another person to our sport again. It's not good. Stability, elementary, at least 3-5 years is necessary if we want to really grow and develop. Even gyms are not built in a year and not in a month. With a change of leadership and a change of government... even if the government changes, it should not affect other players” – president of the Shooting Sports Federation of the Kyrgyz Republic.

Another significant threat is related to the structural and governmental consideration of sports federations and how federations are conceived within society. It is characterized by a lack of objective information about what federations are, their financing sources, and their status in the hierarchy of the sports organizations system. It leads to the distorted perception of the idea of sports federations by society, in particular, that they are supposedly part of a state mechanism, essentially government bodies, with appropriate funding, staffing levels, and other attributes. In connection with such bias, when the mission of federations is perceived by the population and even some officials incorrectly, they are presented with claims about work efficiency, membership fees, etc.

“Where do (we) get money from? Where does the financing come from? They are of little interest. The main thing is that the federation must fulfill its obligations to society. Therefore, the main problem is the understanding of the population”, – Executive Director of the Kyrgyz Chess Union.

“... people sometimes do not understand us (regarding what) a federation is. When we went to the Olympics, we went with our own money, and they say, «And what is he doing there, it would be better if this coach went!». «Listen, we travel for our own money, we don't receive a salary here!». And they: «What did you think, this is a job, you get a salary, that you are sitting there». You see, many people don't know this concept of federation, the work of the federation, how we struggle, where we get money from, how we support the sport, how we care. Many people don't understand this”, – president of the Wrestling Federation of the Kyrgyz Republic.

Data revealed that there is not enough interaction between sports organizations and society within the country through available tools (media or social media) to communicate various information to the public.

"Our regular partners are Sport.kg, Akipress, news portals. They commercialized their news too much. Even to publish news that the guys took good prizes at the Asian Championship or a good large-scale tournament was held, they demand money. We knocked on their doors several times, then we stopped, because their mission is not very clear to me - let them take money from those who are connected with commerce," - Executive Director of the Kyrgyz Chess Union.

Building relations with one of the powerful external stakeholders, the mass media, needs more attention from the side of federations, which indeed requires special knowledge and skills. As for now, sports organizations are not seeking a solution; some of them just do nothing, and some of them simply refuse to cooperate with mass media.

4.1.2 Major Strength and Gaps

In this part, the main strengths gaps and in the management of the sports federations are under review:

- **High abilities of the sports federation's leaders as a strength**
- **Influence of the society rigidness and consequences of the cultural specialties**
- **Legal framework (internal and external) as a gap**

The data extracted from the interviews revealed that federation leaders' personal competencies and expertise **are the main drivers** and play a vital role in the successful development of a sports organization. This is not a unique feature of sports organizations but is pretty consistent with other research in this sphere.

"A manager must be able to convey, explain, motivate, instill some values, he must be the backbone of the organization. ", – vice-president of the Federation of Kok-Boru of the Kyrgyz Republic.

Professional skills, specific multidimensional knowledge, courage in taking responsibility for decision-making, ability to communicate easily, and ability to build strong relationships with people are the main factors forcing organizations from mere survival to high effectiveness.

"With my arrival, I cleaned up, built a system where I like this person or not, and in work I always found a common language with such people. Don't confuse personal with work. In any case, whether you like it or not, the person who is

needed on the spot will come”, – vice-president of the Federation of Kok-Boru of the Kyrgyz Republic.

Some data extracts testify that managers on their way to effective organizations face society's rigidity and cultural specialties. To overcome this, managers have to show both their strong-willed character and a high level of professionalism.

“Initially, again (plays a role) our mentality is probably sexism and against my young age: “What can this girl do for the federation?” At first, even the federation did not accept me, neither coaches nor athletes”, – President of the shooting sports federation of the Kyrgyz Republic.

Some managers reported the difficulties that emerged while attempting to create a robust **internal structure** for the organization. They believe that the organization has to remain unaffected by changes in staff, including its top officials:

“If we are talking about the development of the federation, at some point, we need to put the interests of the federation above the (personal) interests of the people that are part of this federation. Because today these people exist, tomorrow they do not. And the federation must build its own, like a matrix”, – Executive Director of the Kyrgyz Chess Union.

“My achievement is that I have put the system on a track that works, that controls itself” - Vice-president of the Federation of Kok-Boru of the Kyrgyz Republic.

Some of the received data also identified challenges in creating **legal frameworks** and **internal policies** to regulate federations in various directions, thereby creating a legitimate organization and a working structure.

“When we got control of this federation, we had practically no legal documents that would help make it clear in which direction the federation was moving. And now these documents have to be created from scratch, precisely in terms of coaching, in terms of refereeing, in terms of formation, in terms of holding internal tournaments, how all this is registered, how everything goes. These are regulatory documents”, – the executive director of the Kyrgyz Chess Union.

4.1.3 Development strategies

As effective capacity-building actions formed with the objectives of strategic development, the study also aimed to find out what kind of development strategies exist in sports federations and how they are implemented by the federation's leaders. Regardless, almost all answered affirmatively to the question of whether there is an organization development strategy in place, but the question about their sports organizations' strategic initiatives was rather difficult for almost every interviewee, and additional explanations highlighted the current situation.

Some examples of strategies discussed are presented in this part of the study.

In its work, the Aikido Federation relies on close cooperation with the World Aikido Center Aikikai Hombu in Japan:

«We have the only strategy – to be an organization recognized by the World Center. And an athlete, although there are no competitions, has an interest in getting the belt from the first to the last – «Oh, there is a black belt!». It's motivation. In this regard, we are completely dependent on Hombu Dojo. And we try to maintain this connection. We work with them in such a way as not to contradict them, to fulfill their demands, that is, we obey them» – President of the Aikido Federation of the Kyrgyz Republic.

This federation has unique conditions. In the hall region of ex-Soviet Union states, the only Certified Aikido Center is the Kyrgyz Aikido Federation. However, the federation's leaders do not consider this fact a reason to build a new development strategy or use it as a competitive advantage that will allow the federation to grow sustainably. Instead, the federation prefers to prioritize a "survival strategy," which doesn't promote development but simply allows it to stay afloat.

“And for them (other countries) there is no such organization in Central Asia except ours, which is directly linked to Japan”, - President of the Aikido Federation of the Kyrgyz Republic.

An example of a successful approach to achieving financial independence is by adopting effective business strategies. This can eliminate the need to constantly seek sponsorship. One way to achieve this is by creating a trust fund, which is deposited in a bank and accumulates interest. This interest can then be used to cover all of the organization's operational expenses.

“The society is satisfied, the federation is in surplus, and sometimes the sponsors are happy that they don't have to beg for money all the time. They give once, and that's it,” – the Executive Director of the Kyrgyz Chess Union.

The results also point to limitations in strategy development initiatives could arise from relying mostly on the leaders' competencies due to a shortage of professional staff. This, in its turn, may limit the organization's ability to operate effectively:

«I'm very bad with delegation due to the fact that you try to delegate, but everything comes back to you. Taking responsibility is very weak among our employees», – comments of one of the interviewees.

Another opinion:

“A modern manager must abstract himself from the everyday problems of the company, he must learn to delegate, if he cannot delegate, then he does not know how to build relationships, he does not know how to communicate”, - Vice-president of the Federation of Kok-Boru of the Kyrgyz Republic.

The unavailability of sound strategy initiatives can be illustrated by the following example:

«This year, in connection with the Olympics, awards have been given to many people since the end of the year. 17 million – is a lot of money. And everything that we accumulated there, we made everyone happy. The children generally had a great time when a 15-year-old boy received 50–60 thousand catfish (local currency); the parents were happy. Well, it was very positive...» – one of the interviewees comments on the strategies initiatives question.

4.1.4 Development domains

During the discussion, two areas were explored: **human resources** and the **social mission** of some sports, such as Chess and Aikido, in which the leaders of the related federations see special tasks that go beyond sports at first glance: moral depth as a mental practice for Aikido:

... there is no such powerful philosophy as in Aikido anywhere else. ...the mission of Aikido – is to bring peace, harmony», – President of the Aikido Federation of the Kyrgyz Republic.

...and the social and educational effects on the mass involvement of children in Chess:

«School League, for this, we hold the slogan «Aalamga zhol ayildan bashtalat» (The road to the Universe begins in the village), and children from the regions can achieve success if the opportunity is created. Perhaps future celebrities are sleeping there... », – Executive Director of the Kyrgyz Chess Union.

4.1.5 Human Resources

HR is of the most significant domains for enhancing the efficiency of sports organizations.

“Human resource is very important, it's the executive”, - vice-president of the Federation of Kok-Boru of the Kyrgyz Republic.

The findings also specify both quantitative and qualitative dimensions of this assertion.

The lack of qualified personnel is a pressing problem for sports organizations. As a result, the workload on the workforce who are in “line” increases, which, in turn, forces them to become «station wagons» and sometimes negatively affects the timing and quality of work:

“I was the General Secretary who performed all the functions that are possible in an organization”, - Vise-president of Kok-Boru National Federation of KR.

“That is, people burn out, so, probably, you cannot entrust everything to one person, give him a lot of responsibilities”, – president of the Rhythmic Gymnastics Federation of the Kyrgyz Republic.

A quantitative shortage in human resources, especially in coaching, can lead to undesirable consequences, as one of the interviewees assumes:

“If you have a shortage of personnel in the form of coaches, then the coaches dictate politics to you”, - President of the Shooting Sports Federation of the Kyrgyz Republic.

This decision-making influence, including their own interests, may conflict with the strategic direction set by the company's management.

“Perhaps in the presidium should be a person who does not participate at all in coaching activities ... in general, coaches, they do not see the big picture, they want to push their interest,” - President of the Federation of Rhythmic Gymnastics KR.

The data from interviews revealed in common the low level of quality of education of the workforce that engaged in the sphere of sports, which is hindering the development of sports organizations according to interviewee's comments:

“We are, after all, everyone who in the sports sector – is not the society that emphasized education.”, – president of the Shooting Sports Federation of the Kyrgyz Republic.

Some of the interviewed managers believe that employees are not motivated enough to acquire knowledge and enhance their professional competencies or there are cultural peculiarities in perceptions of their own deficiencies by the members of the sports organizations.

Here are the comments on an attempt to motivate the workforce of one federation to study English:

“All full-time employees have only very basic English, school English. This year the Federation entered into an agreement to provide English language courses. That is, the teacher came three times a week and conducted courses. These courses were available to absolutely everyone, even though you are a recent athlete, even a coach, for any position. So what's the point? Three people participated”, – President of the Shooting Sports Federation of the Kyrgyz Republic.

“Our mentality – “I know everything, and that's enough” – President of the Shooting Sports Federation of the Kyrgyz Republic.

“I believe that if you don't know, then come and ask. If you don't ask, then you're a fool for life; if you ask, you're a fool for a minute.”, – vice-president of Kok-boru National Federation.

Interviewees firmly believe that education in general and multiple-direction training, particularly, will allow employees to enhance their existing competencies and gain new ones through different training processes:

“The best – is to delegate to people what they are strong at. And put pressure on these strengths. And weak qualities just need to be worked out from time to time on less important, less urgent matters”, – Executive Director of the Kyrgyz Chess Union.

The managers interviewed logically assumed that sports training aimed at expanding workforce professional horizons will help liberate employees and leverage them to another level of their professional careers.

“...When a person sees only the bottom, the surface, it is not so effective. When you see the scale, your horizons increase.”, – President of the Shooting Sports Federation of the Kyrgyz Republic.

4.1.6 Request for training

The interviewees indicated that due to a shortage of sports professionals in the Kyrgyz Republic, sports organizations' leaders sometimes prioritize meeting minimum standards. This involves attending coaching seminars, developing essential skills for organizing federation meetings, and writing correspondence.

“Education I think is important, we conduct refereeing seminars. Well, here are the coaching seminars, I think we need to hold “, – president of the Rhythmic Gymnastics Federation of the Kyrgyz Republic

“Yes, I always took them to important meetings... When we prepare for the tournament, two months in advance, I put them under dictation, distributed responsibilities, and during the process they then come and ask questions, and we jointly solved problems through explanation”, – vice-president of Kok-Boru National Federation.

“I even now force them to learn to write letters”, – President of the Wrestling Federation of the Kyrgyz Republic.

The interviewees' opinions, confirmed in the second phase of the study, state that further education is the responsibility of the employee. This view is justified by the belief that employees should show initiative and that personal initiative and financial contribution from the employee are essential for training to be truly valuable and effective.

“A person himself must look for courses and develop himself. Then this knowledge will be useful to them. This is the psychology of people, when a person does not pay for courses or some information, he does not perceive it”, – president of the Shooting Sports Federation of the Kyrgyz Republic.

“I don't like to drive by the hand, I think, if you don't know, come and better ask” – vice-president of National Kok-Boru Federation.

During the conversations, when immersed in the issue of workforce training, managers expressed a keen interest in workforce training and awareness of its importance in building

their organization's external and internal connections and their employees' general professional growth.

“This will make my job easier. This is very important. Very useful, because it is for them that we do not have courses”, – President of the Rhythmic Gymnastics Federation of the Kyrgyz Republic.

“Of course, you need it (training). And it would be very convenient for me if such a specialist were ready...” – President of the Rhythmic Gymnastics Federation of the Kyrgyz Republic.

4.1.7 Scope of training

The topics listed below were revealed as required for workforce training in regard to the organization's overall development.

General context of sports organization system

Many managers believe training should commence with a broadening the horizons of their staff through immersion in the general context of sports organizations system:

“We know that there are starts, competitions, national, international and the top – Olympic Games. That's all. And who does what, how is it formed, why is it done, who finances it. This picture is what they need more.”, - The President of the Shooting Federation.

Staff members' lack of understanding about how the sports system works is currently being addressed by their managers spontaneously, non-systematic—during ongoing work and in personal conversations:

“I don't know what courses they need so they understand what overall development is, how important it is to work together. We just tell them this during personal conversations, because I don't know where they can be taught this”, – president of the Rhythmic Gymnastics Federation of the Kyrgyz Republic.

Strategic planning/project management

The Executive Director of the Kyrgyz Chess Union highlighted the relevance of project management skills with a focus on the strategic vision of the project, noting the need to raise staff awareness in implementing several projects aimed at good social goals beyond the sporting world.

“I mean projects in the direction, probably more strategic. So people are wondering why we are involved in the School League. (...)”

Basic financial management skills

Heads of sports organizations see the potential for the development of their federations in training their staff in at least basic skills – building relations and, which is considered highly needed, is a basic financing:

“... how to distribute finances and this is the direct responsibility of the Secretary-General in my absence.”, – president of the Shooting Sports Federation of the Kyrgyz Republic.

“General concepts of budget financing, people need this to plan each event”, – Executive Director of the Kyrgyz Chess Union.

Psychology training for employees and athletes

The involvement of a sports psychologist permanently to work with athletes was seen as important:

“(coaches should know) psychology, physiology, and anatomy With us, all this is superficial. We don't have any depth. We don't have a sports psychologist. I have been raising this issue for a year. Because the psychological state of an athlete greatly affects the result... they consider themselves below the level. That is, if you initially put yourself below the level, how will you get on the podium?” – President of the Shooting Sports Federation of the Kyrgyz Republic.

Self-presentation skills, including those relating to the development of oratory

Some respondents expressed the lack of self-presentation skills in their workforce and a wish to participate in training in this sphere:

“There is always a desire to learn. More training in oratory, we probably need”, – Executive Director of the Kyrgyz Chess Union.

Training in social media and digital marketing

Leaders recognize that while some employees are taking the initiative to learn these skills independently, providing structured training opportunities for all staff has a significant advantage. This training not only empowers employees to market themselves effectively but is also beneficial for the organization as a whole which is most important.

“Yes, we have Instagram, we have a website. We are slowly coming to the idea that we need to do targeting. ... In this regard, the training would be interesting.”.

The scope of training needed for the development of sports organizations encompasses a wide range of essential skills. This includes understanding existing organizational systems, financial management, psychological preparation, and communication. These aspects confirm the major scholars' findings about the multidimensional nature of sports federation activity.

4.2 Questionnaire survey findings

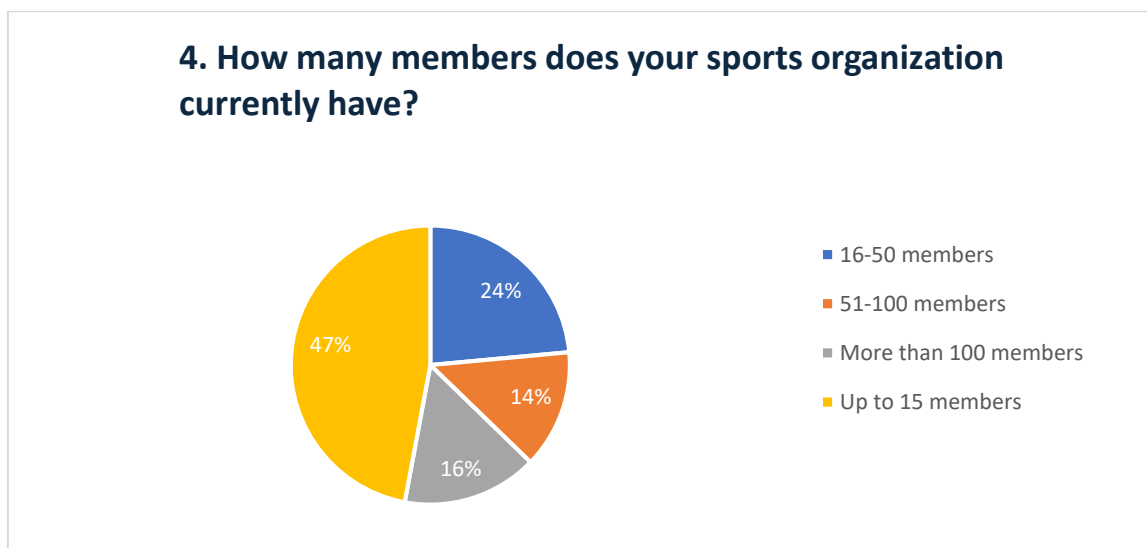
The second phase of the study aimed to achieve two goals simultaneously: the primary goal was to validate the previous literature research findings, and the secondary goal was to provide comprehensive answers to the research questions. Upon analysis, the gathered data were thoroughly categorized into various subjects based on the main themes discovered in the literature research and later outlined in the survey.

4.2.1 Organizations and Participants Profile

The total sampling of the questionnaire survey was 51 (n=51), representing a variety of sports federations and different positions within those federations. The whole sample of answers was divided by Olympic, non-Olympic, and other sports as follows: 76% of respondents were affiliated with non-Olympic sports federations, 14% with Olympic sports federations, 2% with Paralympic sports, and 8% with other sports and 63% were coaches. Meanwhile, 17% of the respondents held management positions. Administrative position holders and members of the Executive Committees each made up 6% of the survey's participants.

The majority of the respondents work in organizations with a small number of employees. Specifically, 59% of the respondents indicated that their organization has no more than 3 employees, while only 16% work in organizations with more than 7 employees. The remaining respondents work in organizations with 4 to 7 employees.

Figure 4.1 presents the size of organizations in terms of the number of members.



The survey reveals that a great number of the respondents can be considered experienced professionals, with engagements with the federations lasting more than 5 years (71%). The

other 10% of respondents have a working tenure of 3 to 5 years, 14% have worked for 1 to 3 years, and only 6% have been employed for less than 1 year.

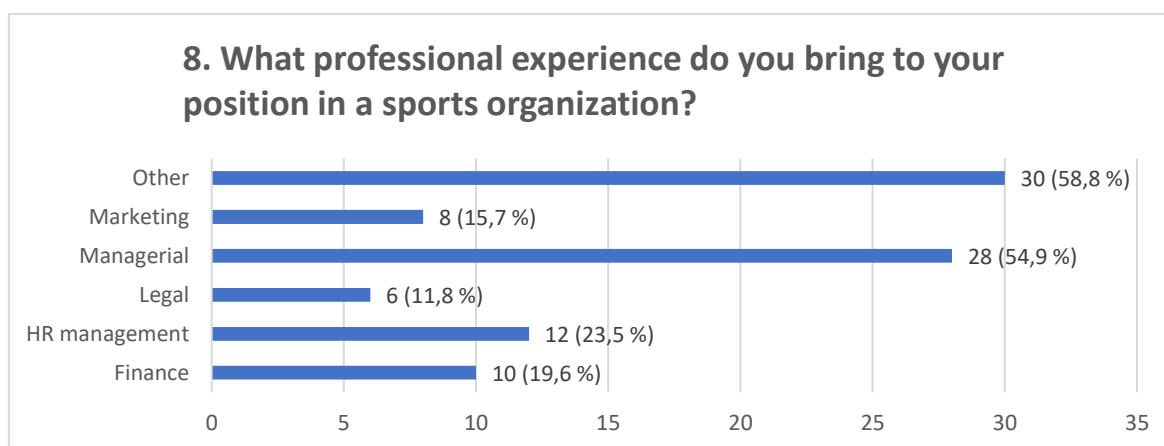
Furthermore, as per cross-table analysis, all members of the Executive Committees who participated in the survey have maintained their positions for more than five years. Similarly, the survey revealed that 75% of coaches and 67% of respondents in managerial positions have also worked for the federations for more than 5 years.

74% of the respondents have Master's degrees relevant to their role in a sports organization. Other respondents were almost equally distributed by the level of education: unfinished higher education—10%; specialized secondary education—8%; and other—8%.

At the same time, cross-table analysis showed that 75% of coaches, 89% of managers, and 67% of Executive Committee members have higher education.

The majority of the survey sample comprises individuals with diverse and vast professional experience. Diagram 4.2 depicts how experience is spread among survey participants.

Figure 4.2.



The survey findings indicate that a significant majority of participants, totaling around two-thirds (67%), are currently employed in paid positions, while the remaining one-third are actively engaged in voluntary work. Notably, over 90% of individuals in managerial positions are generously dedicating their time to volunteer work within their respective organizations.

4.2.2 Training program indicators

Almost all survey participants (98%) agree that training programs are necessary for improving employees' skills and professional capabilities. 53% of them believe that employees of organizations should be responsible for their professional development, which proves some of

the insights extracted from the first phase of this study. Every third respondent believes that professional development is not only the responsibility of employees but also of the organization itself.

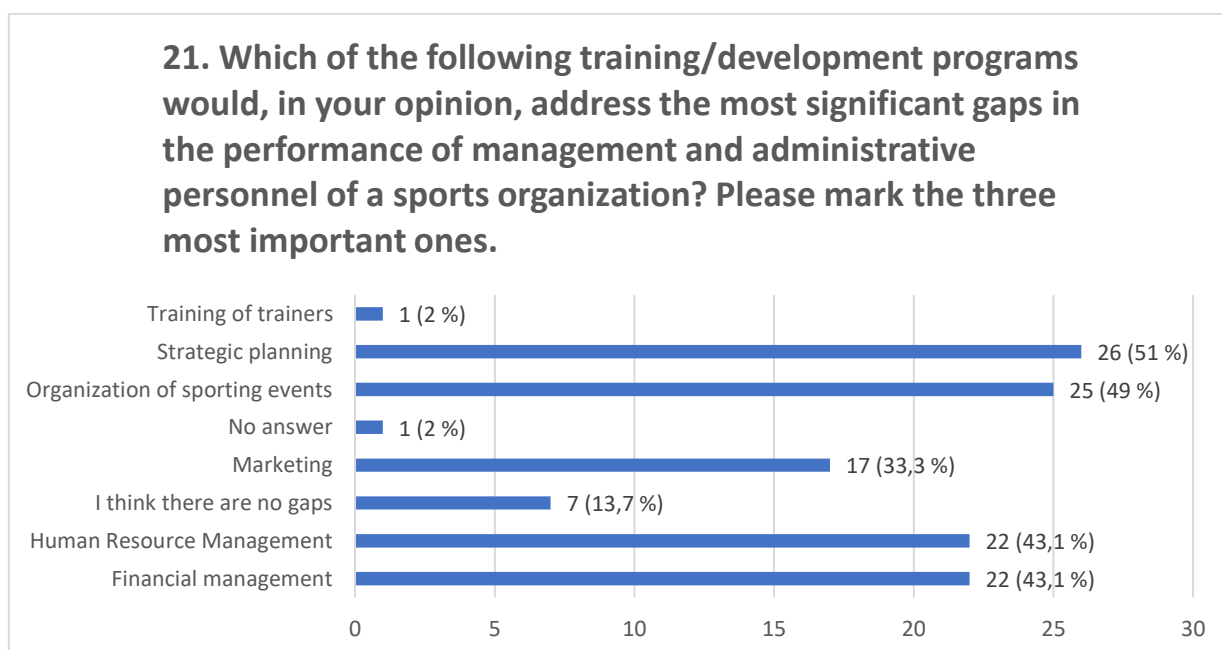
Almost all participants agreed that their organizations develop the professional skills of their employees in one way or another. However, half of the respondents (49%) said that their organizations have education seminars that are rather rare, 35% insist on having seminars frequently, and only 10% say that their organizations have an extensive training program.

82% of respondents reported that their organizations hold various training programs, indicating participation in sports event management training programs (48%), registration and organizations of sports (22%), by even proportions (11%) marketing and strategic planning, financial management (9%), human resources management (7%).

Many respondents (52%) mentioned "other areas" of professional development programs. Given the large number of coaches among the respondents, it can be assumed that these are specialized professional programs within the specialization of coaches of specific sports.

According to the survey results, the majority of respondents (65%) stated that sports federations themselves play the most significant role in facilitating training programs. Additionally, 35% reported their organizations receiving support from International Federations. A smaller percentage (12%) mentioned that training programs in their organizations were initiated by the Department of Sports (Ministry of Culture of the Kyrgyz Republic), while only 6% of respondents indicated the NOC as a facilitator of training programs.

Figure 4.3.



The survey findings, which revealed how the most significant gaps in the performance of management and administrative staff can be addressed, is showed in Diagram 4.3.

The analysis of the cross-table data showed that all individuals in administrative positions agree that event management programs are effective in addressing significant management gaps. On the other hand, the majority of managers (78%) highlighted the importance of human resource management programs for this purpose.

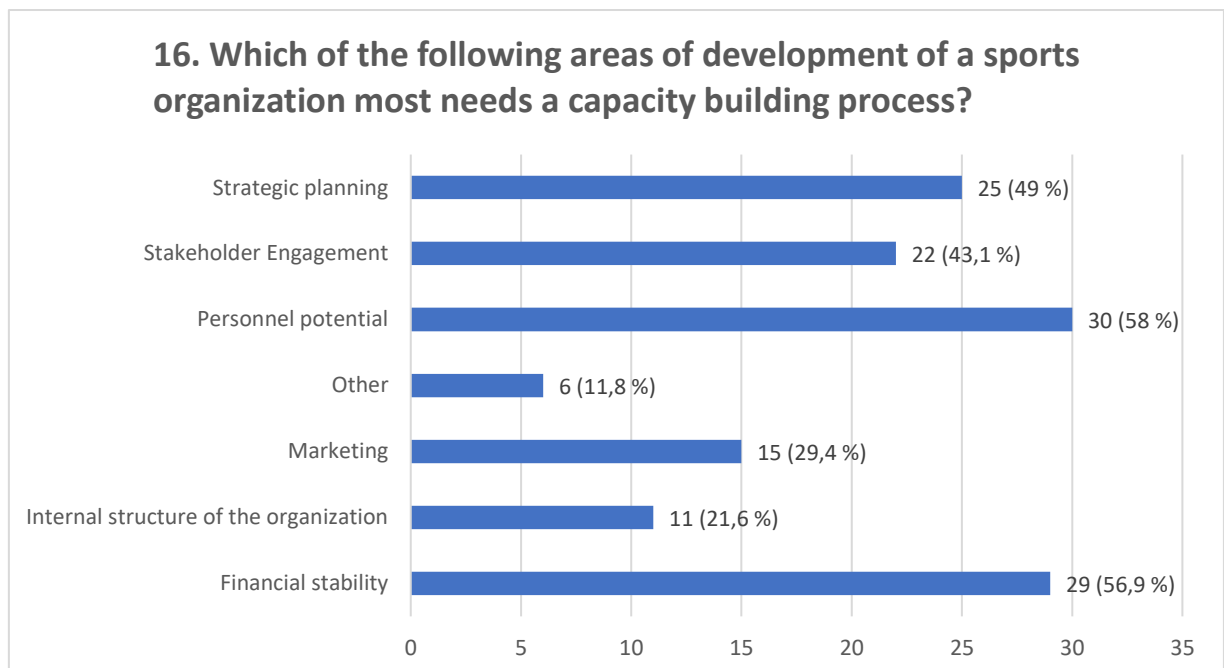
According to the survey, the majority of employees are actively involved in their professional development. 71% of them would choose to engage in independent professional development or obtain certificates externally, 63% would read specialized literature, and 45% would be seeking mentoring from colleagues.

Only three respondents (6%) have participated in the professional sports management training courses (MOSO) led by the International Olympic Committee. This educational program included courses on sports development and sports federation organization, human resources management, organization of sports events, marketing, and strategic planning.

4.2.3 Building-capacity indicators

The survey results indicate that 92% of respondents believe that capacity building impacts a sports organization's internal and external environment. Among them, 59% strongly agree, and 33% agree with this statement.

Figure 4.4.



The Figure 5.4. identifies the most significant development domains in the capacity-building process.

The analysis of the cross-table data clearly indicates that professionals in administrative and managerial roles have identified human resources and marketing as the areas in most need of capacity building. All professionals in these positions have selected these specific areas for attention. Furthermore, it is noteworthy that 53% of respondents in coaching positions have indicated a greater need for capacity building in areas such as human resource capacity and strategic planning.

The majority of respondents indicated that the support of the Government/Ministry of Sport of the Kyrgyz Republic (69%) is crucial for the further development of capacity-building initiatives in their sports organizations. Additionally, almost half of the respondents believe that support from the National Olympic Committee of the Kyrgyz Republic (49%) and international sports federations (47%) is necessary for these purposes. According to the survey participants, support from the employees of sports organizations themselves (35%), the International Olympic Committee (31%), and the leaders of sports organizations (27%) is considered less necessary.

Strategic planning shapes the forms and strategies of the capacity-building process. Therefore, the participants were asked questions related to the availability of the organization's strategic policies. Almost all survey participants (86%) believe that their sports organization has a clearly defined development strategy in place.

Finally, the respondents were asked to propose ways sports organizations could enhance their effectiveness. The most popular suggestions were providing additional training for employees (31%). Other suggestions included increasing funding for organizations (16%), participating in international and regional competitions (16%), supporting sports organizations' employees (14%), and expanding the number of employees (10%). Also, 8% of respondents recommended establishing cooperation with other sports organizations and strengthening the coaching community by conducting joint development programs.

4.2.4 Limitations

The research considered Q#8 of the questionnaire "On which level your sports organization regulates sport development" with the following variants: "International, National, Regional, Local" as a shortcoming because it was not interpreted by the respondents as expected. Per researcher assumptions, the word "regulates" was recognized by the respondents as "develops," and the answers displayed that 61% of the respondents work for the Sports International Federations, which can't be true. Thus, the analysis of responses to those questions was not

considered, but this did not seriously influence the research results except the participant's profile indicators.

4.3.1 Focus Group Findings

The purpose of the Focus Group Interview was to sense-check the results derived from the first and second stages of the entire study. In pursuit of these objectives, the researcher facilitating the discussions presented some results of the entire study to the participants at the beginning of the discussion. The study results presented sparked genuine interest among the participants, who understood the study's importance for the development of sports in the Kyrgyz Republic. One of them commented:

“I liked that idea right away. And I don't think such research has been carried out in the field of sports in Kyrgyzstan. Maybe, thanks to your efforts, other managers will have a different approach to their specific responsibilities”.

The Focus Group was not intended to consider the research results themselves. Instead, it was meant to address questions outlined in the Focus Group Guide, which identified three main themes in the discussion: (1) training as a capacity-building foundation strategy of sports organizations' progress; (2) a request for comprehensive multidimensional training programs, (3) in a separate line of the discussion, the NOC activity was highlighted by participants, especially the way how the NOC facilitates training programs for sports organizations in the Kyrgyz Republic in general.

4.3.2 Discussed Themes

Answering the main questions posed in the Focus Group, the few main themes were touched on by the participants, which are displayed in the table below with some representative quotes:

Theme	Indicative Quote	Participants' Output
Organizational strategy/strategies	<p><i>Participant #1: "I think the first thing to do is to define the strategy of the federation. Where to go? It would be a shame if you went all your efforts and came to the wrong place."</i></p> <p><i>Participant #2: "There can't be something we don't need, we need and develop everything and strategic management is included."</i></p> <p><i>Participant #3: "I agree about strategic management. Maybe that's what managers should be trained to do".</i></p>	<p>Strategy should guide all federations' activities, from resource management to event organization and from day-to-day operational tasks to overall efficiency; and without a comprehensive approach to strategic planning, sports organizations may find it challenging to understand their roles.</p>
Leadership in sports organizations	<p><i>"As a result, a manager has to learn, learn and learn, then train others endlessly" - Participant #2</i></p> <p><i>Participant #1: "A lot of people just need a certificate. Some kind of status, a lot of people come, and we had a lot of managers like that, and now we have them who come for the sake of status. And they don't know anything about sports in general."</i></p>	<p>The only effective leader is the one who is engaged in the everlasting training process and successfully navigates the complexities of operating sports organizations. The importance of engaging managers with specialized knowledge and competencies well-suited for leadership positions within the federation was identified.</p>
Training and education as foundation for sports organization's activity	<p><i>"kadrovyi golod (human resource famine)" (Participant #3)</i></p> <p><i>"We work with the Department of Sports. I don't know, there are some directorates there, especially city committees (on sports). There are no professionals sitting there either. It hinders our work" – Participant #3</i></p> <p><i>"Here, I would like to see not only our Olympic Committee working, but also the state beginning to understand this structure. How does it work? What does it work for?" – Participant #2.</i></p> <p><i>"That is, being here in the country, we do not really see how international projects work. How the IOC works. What are the functions of Olympic Solidarity, what are the functions of international federations? Most likely, all of this should be communicated" – Participant #2</i></p>	<p>Training and education are foundational pillars for capacity building, and the continuous professional development of existing leaders and employees was deemed a crucial factor in the organization's progress.</p> <p>Various domains have been distinguished for addressing further training needs, including strategic management, financial management, event organizations, marketing, and human resources management.</p>
Key external stakeholders	<p><i>"It turns out that each (sport) Federation basically works with its international (sport) Federation," - participant #2.</i></p>	<p>Recognizing the crucial role of International Sports Federations in reinforcing sports within the country. The support and training</p>

	<p><i>"We don't share their emotions or their feelings because we don't know what they're doing there (the NOC). What they're doing out there. Or maybe they are doing something really good. – Participant #2.</i></p> <p><i>"We are waiting for the National Olympic Committee (some actions). I would really like them to be more active." – Participant #3.</i></p>	<p>programs of International Federations are mainly the drivers that allow sports organizations to enhance their capabilities on the local level and improve their performance on the global stage.</p> <p>NOC's transparency and active involvement in sports development in the Kyrgyz Republic were addressed. The importance of clear communication regarding budgets and programs, which would help build trust and collaboration among stakeholders, was stressed.</p>
Comprehensive training programs (MEMOS/MOSO)	<p><i>"But it (MOSO) is also inaccessible to all, and if the MOSO is translated into Russian it such successes and achievements will give, for our all federations, not only within the country but also the CIS countries it will be very useful." – Participant #2.</i></p>	<p>As the MOSO program was mentioned by the researcher at the beginning of the discussions, its potential to significantly enhance the capabilities of sports federation leaders was acknowledged.</p>

Table 4.5

To conclude, the analysis of the focus group discussion confirms all the research questions posed previously, providing a comprehensive understanding of the challenges and opportunities faced by sports organizations in Kyrgyzstan.

Chapter 5. Discussion

5.1 Introduction

A review of existing literature in the field of capacity building and analyses of the data received in this study confirm previous findings on the multidimensional character of sports federations' activity (Hall et al. 2003; Doherty, 2013) and vitality of the building-capacity process for their effective development (Chaskin, 2001; Millar & Doherty, 2016).

The main themes for the capacity-building process highlighted in this study are leadership, internal structure and internal policies of the organizations, legality and legal framework, strategic planning, capacity-building strategies, human resources, request for training, and scope of training. Attention was also paid to the threats impairing the normal work of the sports organizations; covering management gaps and strengths.

Overall, there are some **common challenges** that leaders of the federation can identify and easily understand, in some ways taking reactive actions to minimize the influence of these. The position taken by some of the federations towards other threats are rather passive and holding patterns which can make federations more rigid and less effective. Most of the federation leaders interviewed have specific strategies for their organization's development, which sometimes depend on their personal visions, and tend not to consider other personnel's opinions. Moreover, these strategies are prone to be based on situational tasks and local problem-solving rather than on a thorough analysis of the situation and a plan for progressive development.

5.2 Organizations' Development Domains

While this study primarily focuses on capacity-building processes and workforce training as successful strategies for high-potential organizations, it's important to note that **strategic planning** in sports organizations in the Kyrgyz Republic is a critical aspect that requires a comprehensive approach to be understood in-depth as well. A thorough discussion and correct conclusions are needed to address the importance of its overall recognition for the sports field evolution in the Kyrgyz Republic and the development of an Action Plan.

The findings show an understanding that establishing a **strong internal structure** that can withstand personnel changes is crucial for the organization's continuity. Developing legal frameworks and internal policies is also recognized as a significant challenge, especially when

there is insufficient documentation, as it hinders the clear direction and legitimacy of sports federations.

The study participants highlighted the **lack of accessible studies** that reveal the situation in sports organizations in the Kyrgyz Republic in this particular way. The absence of information does not allow transparency/recognition of the availability of different internal policies that make federations function as legal sports organizations in different directions on the local level as well as on the international scene professionally. This situation must be addressed with in-depth research on this particular question in the Kyrgyz Republic, as it strongly affects the vitality of sports organizations in KR.

The data received highlights that federation **leaders' personal competencies** and expertise are crucial for the successful development of sports organizations. The duality of these is that leadership positions in the federations are almost always taken by ambitious and resilient people, which can stifle the development of the organizations by turning them into “one-actor theater.”

5.3 Building Capacity through workforce training

The research presents the critical aspects of **capacity building** as a foundational element of the sports organization's development. Sports federations can significantly enhance their operational activities and strategic growth by focusing on key areas, such as financial sustainability for long-term viability and strategic planning for setting long-term goals and directions.

Consistent with other scholars (Doherty et al., 2009; Taylor et. al, 2015; Doherty et al., 2013; Rossi et al., 2023). is that the extracted data confirmed **human resources** as one of the main directions of sports organizations' capacity-building process. Building an efficient and sustainable organization without leveraging workforce competencies is almost impossible.

Therefore, this finding can be seen as consistent with the existing literature “How well sport organizations cope with the future challenges facing them will depend to a large degree on how well they can manage people to succeed in new ways of working and how successful they are at negotiating associated changes” (Doherty et al., 2009, p.19).

Furthermore, data revealed the **need to develop workforce capability** through training programs which most of scholars consider the main driver for the organization's effectiveness:

“Training and development (of workforce) are used to build the skills and capabilities of the organization to meet its strategic challenges” (Doherty et al., 2009, p.107).

The following key domains for implementation training programs were chosen by the respondents for further consideration:

- *Strategic Planning*
- *Event Management*
- *Financial Management*
- *Human Resources Management*

However, the survey also revealed a significant gap between the recognition of the necessity of training programs and their implementation. Only 10% of respondents reported extensive training programs in their federations, and a staggering 49% indicated that training programs are rare.

It's evident that sports federations must prioritize workforce training and development to improve their effectiveness and ensure their long-term growth. This can be achieved by establishing an internal environment for employee learning or by utilizing external resources to enhance their skills.

The majority of the respondents are specifically seeking external support for their organization's capacity-building efforts (Department of Physical Culture and Sports of the Ministry of Culture and Sports of the Kyrgyz Republic, NOC, and International Sports Federation were chosen as primary options for external help by respondents).

However, the analysis revealed that the National Olympic Committee (NOC) and government sports agencies have shown limited involvement in the development of sports organizations in the Kyrgyz Republic. This fact highlights the pressing need for collaborative efforts, especially in improving the professional skills of sports federations' workforce through the introduction of comprehensive training and development programs by the above-mentioned organizations.

Additionally, the stark contrast between the federations, which have intensive training programs for their employees, and those that implement the training programs rarely needs to be addressed through immediate actions to build and implement such programs for the federations' workforce.

It is important to note that most educational programs are currently initiated either by the organizations themselves or by International Sports Federations, and the contribution of NOC in the involvement in training programs practice for sports federations is rather insignificant (6%).

Almost all federations that participated in the survey have small staff teams – up to 3 people (54%) and up to 7 people (30%). The extractions of the cross-table analysis can be taken into consideration, which reveals that the quantity of staff employees does not depend on the membership size of the federations. This may mean that the workforce in sports organizations are not narrow-focused specialist professionals, but rather, they are assigned multifunctional responsibilities by their supervisors within the organizations. This aspect would be interesting for further investigation to understand what is the position of the local sports federation in this area as well as to compare the data with other scholars' findings. That research can engage both, the direct statement on “all-round-professionals” and the reasons that lead to such managerial decisions.

5.4 The NOC's pivotal role

Apart from other topics, participants exchanged their opinions of the NOC's activity, underlining its almost zero movement in implementing and facilitating the training for the sports federations' workforce. Participants of the discussion, on the one hand, are merely waiting for more actions from the NOC to be engaged in the sports federations' progress. On the other hand, they prioritize further collaboration, both with the related international sports bodies and with such key stakeholders as the NOC, underscoring the importance of a unified approach of the sports society in the Kyrgyz Republic to effective sports development within the country.

Discussing the **MOSO program** separately, participants recognized that implementing this kind of program in the Kyrgyz Republic is vitally important. If MOSO were more accessible for sports federations in Kyrgyzstan and other CIS countries, this program could leverage sports organizations to another level and contribute to all stakeholders in the field of sports. The upgraded knowledge that would be available enable federations to align their practices with international standards, thereby improving their operations and enhancing their global competitiveness. And the bottom line in this progressive move belongs to the NOC of the Kyrgyz Republic ensuring by the support of all local sports society.

5.5 Action Plan

Priority	Recommendation	Action	Lead	resources	timescale	Support required
1	To suggest NOC representative first contact with Olympic Solidarity	Needs a Meeting of NOC representative (General Secretary) with Olympic Solidarity	Asel to be sure they meet/USF support/ NOC General Secretary	During Paris-2024 Olympics/ Olympic Solidarity spot	August this year	USF support/ NOC initiatives and commitments
2	To familiarize NOC with the strategy to implement the MOSO in KG	Presentation of the Action Plan of implementation of the MOSO in KR	Asel/NOC	Time for preparation and time/spot for presentation	September this year/ After Olympics	USF support/NOC initiatives and commitments
3	To inform sportive society (Union of the Sports Federations of KR- USF) on the results of the entire research	Short Presentation on the Reunion of the sports federations of KR	Asel/the Reunion facilitator	Time for the presentation preparation/discussions with the OC	End of September this year	The USF involvement and commitment/ Ensuring NOC representatives on the meeting
4	NOC does not agree to implement the MOSO in KR, even If all the above steps are taken: Enlist the support of the USF of KR	The Letter of Appeal to the NOC has to be written and signed by members of the USF of KR	Asel/Reunion facilitator	Reunion of the USF members	November/ December 2024	Ensure USF uses its influence and is ready to appeal to NOC

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Attachment #1. Interview transcript.

Asel Engalycheva

Research Project on Sports Federations Capacity Building in Kyrgyz Republic

Method: semi-structured interview

Date: Jan 26, 2024

Venue: Bishkek, Office of AGG Federation of KR

Duration: 01:47:32

Respondent: Vice-President of the Kok-Boru Federation of the Kyrgyz Republic/Secretary General of the International Kok-Boru Federation.

Interviewer: Asel Engalycheva

I: - Does it say vice president? Or do you have secretary general in there?

R: - Where?

Yes. International Federation, secretary general. Can we get started?

R: - Okay, I'm ready.

And: - Thank you so much!

R: - Please!

And: - (laughter), first of all that they agreed.

R: - I'll help you in any way I can.

I: - We had such a good interview with Charchen.

R:- You didn't even expect it?

I: - To be honest, I didn't expect that he was such a great figure for our sport, both for Soviet sport and our sport. I knew, of course. I told him so, of course I knew that you are Sharshen Kasenov, who is now, the Dordoi Association and so on, but, the fact that you have done so much, took out all your awards, showed me in general I was...

R:- He is a unique person for our sport and humble.

And: - No, huh?

R:- Doesn't like to go out, coach is like that.

I: - The coach, you know, he's a coach and having been a headmaster for so long, it naturally affects everything. When I ask him what is the most important thing to do in terms of management strategies, he starts with the coach. The most important thing, coach, coach. What about the rest? (laughter). Well, the coach, because it's like a base and everything....

R: - It's the foundation, like a mother.

I: - Well let's see, I'm interested in how you're going to answer these questions. Tell me please, how long have you been in these positions, how long have you been a sports executive? Since what year?

R: - As of 2016.

I: - Starting in 2016?

R: - Yes.

I: - What got you into sports?

R: - Into sports in general?

I: - No, the athletic department specifically?

R: - As a leader?

And: - yes, as a leader.

R: - As it is common to say, banal, accidental. I have mutual friends from the Issyk-Kul region in sports. They called me in 2016 in the summer and asked me to talk to my good friend, a businessman from Issyk-Kul, and offer him the position of President of Kok-boru in Issyk-Kul region. At that time, I didn't even know what a kok-boru was, I didn't see it, I didn't know what a horse was, urban, I have parents, my mom graduated from the 6th school, my dad graduated from the 61st school.

And: - Ah, the "Frunzens"?

R: - Yes, yes, yes. I didn't have any idea at all, I heard that it was a kok-boru, once I was passing by the hippodrome, I remember there were cars, there were no seats, traffic was always jammed, I thought, what is it?

And: - What's going on in there? What's passing through there?

R: - And all I knew about cock-a-boro, memories when I passed by the racetrack.

And: - Issyk-Kul or ours?

R: - Ours. Issyk-Kul was not built yet, it was 2006 or 2007.

I: - Issyk-Kul has existed for a long time, hasn't it?

R: - Yes, a long time ago, but here's a new one built before the 2nd Nomads games.

I: - Well, yes. But here I remember the poplar road, it went past this racetrack all the time. We used to look at it all the time.

R: - Yes, they promised to restore this alley, they haven't done it yet. Then, I talked to this man, announced the annual budget, which was relatively small. He agreed, and the guys come to me from Issyk-Kul, show me the documents. And they have the documents, the Charter, such an old blotter.....

And the seal? All. (laughter)

R: - The seal is an old seal that is unscrewed, and a copy of the certificate with a stamp that the copy is true, restored. Well, I read the Statute, I understood the essence of the Federation's work, I sat them down, explained to them who, what should do, what the structure should be, for example, the President, two Vice Presidents. The first vice-president is responsible for paperwork, financial activities, the second vice-president is responsible for economic activities, training camps, horses, athletes, training, on the ground to work specialized as if. Then I set the date of the congress, as, they also did not understand how to conduct it, I prepared all these papers, printed them out, explained everything, who, what should say on the protocol, counting commission, credentials committee, on the maximum all this did, although I have never conducted such things. I just read and understood.

I: - Did you follow the instructions?

R: - Yes, there was a small law firm, although I'm not a lawyer myself, but I'm in documents for some reason, I'm not bad at it.

And: - Are you working it out? Same story. I am very good at legal documents.

R: - It's kind of easy, isn't it?

E: - Yeah, easy enough. It's an easy read.

R: - Yes, when I read, I understand what this person wants from me, what he means, some of his sneaky thoughts, I answer him later, somehow like that. Well, in general, I set the date of the congress, slaughtered a lamb in Issyk Kul.

And: - How could it not be?

R: - At the fair, I bought all the groceries, set the table, all at my expense. I myself was interested in making a contribution to the sport. The congress was held, this person was chosen, then according to the Charter I started to read out the other positions, the first vice-president is such and such... in front of everyone, I used to speak Kyrgyz poorly, and thanks to the kok-bor, in 7 years I started to speak Kyrgyz better. It used to be difficult for me, many people even laughed when I spoke in Kyrgyz, because many words were not pronounced correctly, it was incomprehensible.

I: - Are you conducting the proceedings in Kyrgyz?

R: - No, in Russian. Especially in the International Federation only in Russian and English, according to the Charter even the official language, English, is Russian. Then, one aksakal stood up and said, my son, you see, we have guys here with documents are not friends with documents, I see you are a literate guy, you fit, and offered me for the position of the first vice-president, said that I am suitable for this position, and the second Taalaya, who used to work as a groom, played kok-boru games, who has authority in the region. In this way we were chosen. Before the Nomad Games, in August, the President's Cup, the most important in terms of points, was a rating tournament, then I first brought the national team from Issyk-Kul region to the Republican competition. When I came to the Republican Federation, there were 8 to 12 teams in the leagues, mostly played Chui and Talas regions. Chui region played because there was a hippodrome here, they did not go anywhere, all the games were held at the hippodrome, respectively, all the horses, barns, teams were stationed directly in the area of Bishkek, in the nearest villages, near Bishkek. And so Chui oblast was the leader in this sport, and Talas oblast, which was a competitor. Only one team Dostuk played from Osh oblast, well, it is our champion team, but it is international, the best players from all oblasts are gathered, on the contract system. The other regions did not play at the national competitions, if they did, they played in their own regions. At that time, I had no idea what the team's uniform should be, I went to Dordoi and bought white T-shirts, made stencils for them, bought a gas can of purple color, I remember, I glued them on. In the evening I came, rented a house for them, and they eat one ram every day, if you want to know, and plus they give the horses 2,000 worth of vitamins every day, they give them medicines and amino acids.

And: - A horse is an athlete, it's an athlete that needs proper nutrition.

R: - Oats, millet, "bede" - clover. In general, you have to clean up after him 3 times, you have to walk him. Like a full-fledged child.

And: - Sure.

R: - And there are from 15 to 20 horses in each team. This is a huge labor in fact, which many people do not understand, and even other sports functionaries and say why they are developing so slowly, because any equestrian sport on the world stage is poorly developed, only because it is physically impossible to do it. Let's say in Japan, at the Olympic Games, nobody takes horses there.

And: - How can you take a horse to Japan?

R: - Japan itself provides as many horses as it can. A horse is a man's legs. For example, we give each athlete time to understand which horse is his, so that they understand each other half-heartedly, so that adaptation takes place. Some athletes cannot play on another athlete's horse. We have unique trainers, who know what kind of horse a sportsman needs for his style of play, his role, his personal characteristics. He says, no, I like this one, he says, this horse does it like this, it does it like this, when you do it, it does it like this, everything is right, well, everything is your horse and they customize the whole game. We have the basis of the game taken from hockey, that is, the replacement is not as in soccer, on the whistle, and the coach decides at what moment. There are 12 players in the team, 12 horses, and 4 players with horses play on the field. Accordingly, let's say, when there is an attack of the opposing team, the coach brings in a striker of his own and brings out a midfielder, a defender to meet the attack, to take away the ulak. Then, when the ulak is taken away from the opposing team, he waits for the defenders to come out, for the forwards to enter the field, then it is passed. Remember? Passes it and the attack starts. That is, if you study it, it is very interesting.

I: - So you were offered to become vice president, did you accept the invitation?

R: -Yes. Then this man, a businessman, just before the start of the competition, 2 weeks before the training camp, did not pick up the phone, did not answer the calls. I call him, and he says that everything is expensive, I don't want to get involved. I said, "You can't do that.

E: I do, I don't.

R: Yeah, I do, I don't want to. Anyway, he and I had a little bit of this ...

I: - And has he been elected president yet?

R: - Yes, the congress has already passed, he worked for a month, and he felt sorry for the money.

I: - (laughter) Very interesting. And please tell me, what is your education?

R: - Polytechnic, Faculty of Information Technology, Automated Control in Production.

And: - Aha, with a technical background it's basically easy to adapt across all fields.

R: - All the more so in my specialization, we are managers, people who set up production, plants. I have never worked in the civil service, but in the civil service I have headed many enterprises, unprofitable, half-bankrupt, as a crisis manager I was invited.

I: - Please tell me, after you came to work, did you apply any successful management methods. I understand that at the moment all the work practically lies with the vice-president. The president plays a political role. What are some of the most successful management practices in your organization, what practices would you like to share that are successful? Management specifically.

R: - To make you understand the point, I was recognized as the best General Secretary in the history of the Federation. The first was Temir Duishekeev, he was the second director of Bolot Shamshiev, they filmed "Wolf Pit". He was the founder, and he laid down all the rules. But, there the work was done in the national direction, everything came from the president's desire. There is a desire - there is bread, no desire, no bread. I built the system differently. As much as possible I wanted to make the system work like in the West. Let's say there is a leader, or there is no leader, but the wheel is always turning.

I: - So that it's not tied to one person.

R: - Yes, everyone has to fulfill their function, and then this mechanism will spin. I'll tell you a little more before, I came to the guys in the barn and gave them out, they stenciled it all at night. As it happens in American movies, the coach comes to the team before the start, I also gave motivation before the game, I said if you lose, no one will judge you, you came for the first time, show a good game, enjoy your own game, feel the atmosphere when 30 thousand spectators are watching you. And I say we don't care about the results. If we lose there 15:0, it's like a two-way tie, it's good too, because the next time I go, as acting president, when I go to ask functionaries or businessmen for money, there is a reason, there is a team, which shows initiative to participate in competitions, and for this we need money for our resources, to buy a horse, funds for the maintenance of horses, to support the athletes themselves. In this way it will be possible to press on the dignity of the sponsors of Issyk-Kul that the team is losing, we need all their support. Therefore, our participation, to try to participate in the competition is important, to show their game to the whole country, there is a live broadcast on KTRK. Thus motivated. Of course, we lost two games. But, now in all leagues from Issyk-Kul region there are 5-6 teams. One team participates in the top league. I always pushed and always directed my colleagues to adhere to the principles of sports, that is, we have a specific, national game, and it is not considered as a sport, but as a national game - a national treasure, as a game of real batyrs. The Federation itself was founded in 1998, according to the Statute. And the very first game was held in 1996, on the bypass road, behind Dordoi, where there was a brick quarry. And there on the place of the brick quarry, according to the idea of Bolot Shamshiev, as the games were taken from the basics of hockey, there was to be a korp, 200 meters by 70 meters without an out. The weight of the ulak was 27 kg, and now it is 35. Now in the republic they want to reduce the weight, so that there were more goals, the spectacle to increase.

When I came there were from 8-12 teams of competitors. The largest number of participants was on Nooruz, the opening of the season. On May 9, there were fewer participants, as some horses go to pasture to breed. More participants came to the President's Cup. The approach to the kok-boru was seasonal, without the sporting principle, if you wanted to come, if you wanted to leave. With my coming into office, suggested opening a transfer window, a winter window. At the time of the season, players and horses will not be able to move to other teams, although these conditions were, but they did not fulfill. And I forced that the team when participating in Nooruz, must participate in May 9, in case of non-participation, they will not be allowed to participate in the President's Cup. Introduced certain restrictions for teams. Because I had an agreement with KTRK with the channel sports, on live broadcasting, all tournaments, even abroad to shoot live and broadcast. For this purpose they allocated a certain time for our sponsors, so that they could scroll the clips. The tariff is 60000 soms per minute, somewhere. I prepared business proposals and made about 120 mailings to all commercial structures, banks, state enterprises, businessmen. The proposal suggested that if you are a general sponsor, then between three halves, for 10 seconds will be advertised your video, between games for 20 seconds advertised, as well as a running

line and the commentator himself sounded about the main sponsors. Another commercial package was offered for a lower amount. I made a marketing move to attract money to the Federation, because when I came the prize fund was 1mln KGS, then I raised it to 2.5mln KGS. The winning team of the top league gets 1 mln soms. For this sport it is not a lot of money.

I: - How many general sponsors do you have right now?

R: - I've already left the republican affairs for the second year, now I work in the international federation. The general sponsor for two years I myself brought with 1HBET, I knew that bookmakers would come to us at some point. I wanted to make bets and already open my own bookmaker. I prepared this platform for stability, so that the teams would get used to the calendar plan, and so that the airtime would not be disrupted. I even gave a schedule of games a month ahead, for the entire tournament, for 10 days, which team will play with whom, how many breaks, where you can broadcast clips, the entire forecast was provided to the sports channel KTRK. Since the air was broadcast via satellite, it was a big expense, and we successfully held tournaments in Moscow.

And: - Please tell me, apart from attracting sponsors, what areas could you list in which development plays a decisive role in strengthening the effectiveness of capacity, work?

R: I would like to note that according to the Statute of the Republican Federation there is a Board consisting of 21 people, from among the leaders of 7 regions, two cities of Bishkek and OSH. If the Republican Tournament, there are 9 teams. And also the President, Secretary General, three Vice-Presidents, and 6 leaders of the teams of the higher league. Who goes to the top league that leader is automatically included in the Board. Why this decision? Because we needed competition, and of the 12 teams that used to play, there were only three leaders, and the rest came, lost, embarrassed and left. It was problematic for me. As a functionary, I had to keep a stable team for the whole year. My contracts with KTRK were not broken. I started to think about creating a second league, to sift out who wants to go to the top league and who wants to play in the first league. I created the top league. New teams had some incentive, and the top league struggled at its own level. In the higher league there were sponsors, there was motivation, let's say a team from Toktogul region got to the higher league, there was a big motivation, pride for their district, and all akims, businessmen joined and helped the team, in strengthening and supporting horses, and other help was coming. Guys were taken under contract. Thus, the competition increased, and we had not 3 best teams, but 5 always best teams that could compete with each other. And we could make predictions. If there is no competition, there is no entertainment, and the viewer will not watch. I have always looked at this sport from the spectator's side. For me it is fundamentally important, I need to explain the arguments to the members of the Board. The Federation is registered in the sports registry, then we must develop this game within the framework of sport, sports principles, and keep up with the times, and not look at the game as the game of our ancestors.

I: - Please tell me, what external players influence the management decisions of your organization? And if there are any external players that influence particularly positively, or particularly positively? How do you adapt?

R: - Outside player is a stretch.

And: - Outside players are those people around you, organizations that you depend on a little bit or not so little bit. These are spectators, sponsors, other Federations, the Olympic Committee, parents, horse owners, etc.

R: -The external players are first of all viewers. We have always reckoned with them, with our viewers, that's why we are in the first place in terms of views in the republic, in live broadcasts, thanks to our viewers. A viewer can love and can even hit. For every innovation they were worried, sincerely, because they thought we were ruining established traditions. Then I got the idea to make a documentary movie, on the history of kok-boru. First of all, I needed this movie to show our viewers, especially our young ones, what it was like in the 90s. They think they have been playing for decades, and you are making something up here. I wanted to show that the Federation was formed in 1998, in fact a teenager, and in this movie to show the history, who were the first people in the history of the formation of kok-boru games, how the rules were introduced. Accordingly, thanks to the audience, and we grew, to convey correctly to the audience, to explain the strengths that this is the past, its further development, formation. I went for interviews many times, specifically to bring information to the viewers, although I did not speak Kyrgyz well, as a primary source.

The sponsors were loyal to us, because we were always saved by the fact that we had a high viewership. I personally met with the sponsors myself, I had personal relations with all of them, and I warned them in advance that we were on the way to becoming established, we had to be patient, and we would try our best. And there were no problems with them.

On the side of government agencies, there is always bureaucracy, which also does not understand why we have such large prize funds, why we have many teams, why and why we need to increase the number of teams, what we want to achieve by this, why the budget is spent. And we have to meet with each manager, invite him to tea, explain that this is the only national sport and we need to develop it together. I was good at cooperating with government agencies, but not always successfully, but I achieved my goals. I have a good relationship with everyone, and the Prime Minister, deputies, to find a common language.

And: - How do changes in attitudes, there's always, it's the human factor, affect your management policy, how have any changes happened in attitudes with your external players, what are you doing?

R: - The most difficult thing is to work with the closest people, with the family, to build a relationship in everyday life. In the same way in my Federation it was very difficult to work with my Board. Because there is such a thing as "envy". You succeed, you are praised, and envy starts, that you could have done such a thing. When I came to the Federation played two regions, and now all regions play, and each region has its own hippodrome, with spectator stands, and taikazans. I traveled through all the regions, carrying the transition cups, specially ordered, big beautiful cups.

I don't like it when people don't trust me, doubt me. I've changed a lot of managers, and they still tell me that no one could party like you party with cards. They even gave me the nickname "orus", as I didn't care if they even call me for tea to cement their relationship with me, but I'll still do it my way. If you fail in your work, then make room, I will appoint another. I would appoint the day of the congress and call everyone from the

region and change the leader. My work is important to me. And it is principled. Many go to the kok-boru because of politics, spectacular, it is authority. All need the electorate. Many politicians deep down well understand me, I do not know what they say behind my eyes, so far I have not heard anything bad.

I: - Did you manage to unify the rules?

R: - Yes. I did.

And: - Besides you, the executive committee, who else works for the Federation, Administrative staff, press secretaries?

R: - Administrative staff, that's a separate problem, turnover, intrigue. Because I am used to working like a soldier. I have always told my employees that if they say no, then go around the other side and it is necessary to achieve a solution to this issue.

For two years, I rented the office at my own expense, and paid my staff at my own expense. Because at that time the President came for political interests, and he was not interested in this game at all. I could not find him for months, he could come to the tournament, present the cup and leave. I was the General Secretary, who performed all the functions possible in the organization. And the press secretaries were always changing.

I: - Those people who are working for you at the moment, they don't have enough competencies to meet the level that is needed, right? How do you help them to have these competencies? Maybe you need to train them in some way?

R: Yes, I always took them to important meetings. I gave them literature, took them on business trips, to all the tournaments. When we prepare for a tournament, two months in advance, I sit them down under dictation, distribute responsibilities, and they come and ask questions during the process, and we solve problems together through explanation. I don't like to lead by the pen, I think if you don't know go up and ask better. If you do not ask, you are a fool for life, if you asked, you are a fool for a minute. And we have such a mentality, you ask, he knows everything, and then he goes to all the offices and asks. I could sit in an office, and I knew what was being done in the regions. I always received calls and reports. I was always informed and always knew what intrigues were going on around me.

I: - Did it help you navigate and make decisions right away?

R: Two days before the board, it was impossible to approach me. I was nervous, irritable. I was always tense.

I: - Have you always expected to be attacked and have to defend or attack?

R: - to toe the line.

And: - To summarize, you think competence is lacking and if you are offered certain trainings, you will gladly send your administrative staff.

R: - Absolutely. I believe that in the republic as a whole there is a shortage of personnel, this is one of the biggest problems of our education system.

I: - What resources do you have, material, human?

R: - We have 25 thousand riders in the Republic, not only kok-boru, but also alaman-ulak, dodo-ulak.

Horses that are on the national team are untouchable, they can't be sold. They're priceless. If he sells them, we can expel him from the league. In any case, we will take action against him.

I: -How do you manage? What bodies are there, or is there a special person who is in charge of all these resources?

R: It is actually easier to work in the Federation because self-organization is in our blood, the Kyrgyz. When there was a war, they simply said that there would be a war, at such a time, in such a place there would be a gathering. And they train horses, children themselves, go hunting themselves, play in kok-bora, and through kok-bora it all happens. And it is enough to get on a horse and come. And also in the federation of kok-boru, I did not wonder, and I did not care in any way how he would get there, what he would do. Because they never asked me that question. It's a dumb question for the Federation. It's every athlete's concern. There are other issues like weather conditions, the pass. Then we solve these issues. When they come and ask to time the tournament to some date of celebrities, let's say 100th anniversary of Ormon Khan, the state asks to determine the date and hold the tournament, then we sit down and decide by the board. Why are things going well in the Federation now, because before, when I first came, there was no concept of the Board system. This is a national sport, and the leaders were specific, that is, from which region the leader comes, and that region is on the horse, and I did not like it. I always said, we should not divide. I'm a city guy, and we didn't care which neighbor was from which region. That's why I instilled, saying what's the difference, and it was always a strained relationship. But, I was not removed, they felt that my actions were right. I was not afraid, I felt that I was doing the right thing. Why is our country developing slowly, with difficulty? Because our mentality and traditions are pulling us backwards. We have to move away from traditions and put on the bed, on the railroad bed, and according to the instructions to make progressive movements forward. But we have one step forward, two steps back, those who are in the mood go forward, those who are not in the mood go back. The system should not work like that, the system should work regardless of mood or illness. About the board, when I came the list of people was, if they wanted to remove me from the post of president, they could use this list, members of which did not even have anything to do with the games, to any teams, just their own people. With my arrival, I removed, built a system where I like this person or not, and in the work always found a common language with such people. You shouldn't confuse personal with work. In any case, whether you like it or not, the person who is needed on the spot will come. My achievement is that I have put the system on a track that works, that controls itself. If it was my own fault, was wrong somewhere, I always agreed, if from the point of view of their specifics does not fit, and together with them, I also learned. I had my own trusted bikes, experts I trusted, and for hours I could talk to them, ask them about specifics, the history of kok-boru games, how to make the standings, how to adapt the horse, about the load, because I had to further explain to sponsors, journalists about our actions, about my work. In order to understand, I went very deeply into the system, and when I proposed my ideas, I tried to make them coincide with the possibilities and specifics of the sport.

I: - Let's go over again, what did you do? The board became not elected, but became on accomplishments?

R: - The Board has become factual, i.e. if you are an area manager, then you become a member of the Board. And for that you have to get elected in your region. The demand from the head was in the region. If there were any violations, the Board could send a petition to the region to reconsider this position, this manager.

So they were afraid of you?

R: -Yeah, they were afraid of me.

And: - you said you still got the executives, the top people involved?

R: - Yes, he spends money, it's psychology. He spends money not for someone else, but for himself, for his personal brand and ambitions. He is a well-established man, he has his own team, and here he is also a board member, he can go on trips abroad, vote, participate in making decisions that affect the entire republic. It is prestigious, respected. I have brought this prestige to such a high level, if earlier a decision was made by one vote, now everything is collegial, a large hall, they come in suits, in a white shirt, the minutes are kept, I introduce everyone, and then go to the microphone.

And: - How often does your Board meet?

R: - According to the Charter, the Board should be held once a quarter. But in fact it can be held two or three times a month, especially before the start of the season, some innovations, it can sit for up to 5 hours, not to come to one decision, we had to reschedule it for the next week.

And: - How long has the Board been in office?

R: - Every four years. The structure of the Board itself does not change.

I: - What do you think capacity building is? What management practices used by your organization can help to build capacity in your organization?

R: - I see the development of this sport on the world stage, and in general through the construction of infrastructure projects, the racetrack. The hippodrome should be in the shape of the Colosseum, like in the Spanish corridor. I have a project, it is egg-shaped, 200m by 70m. And the spectator should sit at a 45 degree angle, so that the acoustics are maximized, that is the spectacle of the game in what, for example, the game of accula. At the hippodrome in Pishpek is the most successful, because the spectator sits on the edge of the field, and the players horse fights close to the board. The disadvantage of the hippodrome in Cholpon-Ata is that it was built according to the French design for cross-country races.

Under the kok-boru parade track, running track, training track and then the field, just sprinkled with sand, leveled. Although the essence of the key game, in the same games of the Nomads is kok -boru, a lot of spectators. And did not take into account that for spectators who are on the stand is far away to watch.

And it should be in the form of the Coliseum, so that people can watch it with their own eyes, and most importantly, the sound effect, the hoofbeats, should be transmitted, the throws, the horses' breathing, all the emotions will be transmitted to the audience. We need one racetrack to start. On the basis of this hippodrome there will be ticket sales, but the main earnings will be not from ticket sales, but from the placement of advertising billboards, from the provision of international sports channels such as MACH TV, from the sale of broadcasting rights, from bookmakers. And the hippodrome itself will be of such a format as commercial real estate, where there will be anchor projects, let's say if the hippodrome is in the shape of an egg, then there will be an area of 30 meters of additional construction, let's say for football courts, multi-storey playgrounds, restaurants, hotels, swimming pools.

I: - A very serious project, which our state today, and in general for the next 10 years will not be able to pull out.

R: - This is not a project at the state level. The state is not an efficient manager and dealing with them is a failure. This is a commercial project. I have always urged the members of the Board to never rely on the state, on their position.

I: - How does your organization adapt to external changes? How does it respond to challenges that occur internally? External changes can be changes in laws, budget cuts, maybe a sponsor lost.

R: - We always start from the possibility, let's say before every tournament we gather and say that there are such sponsors for this tournament, there are such opportunities, if we push, we will succeed, if not, that is we lay out the cards in advance. I apply Temirlan's method, why he never lost a war, he made a big presentation before the war, now it's customary. He made drawings, stood up and said, if we take a country, according to my data there is so much gold, silk, cows, sheep, he will be able to divide it. So the army was structured, and nobody ever ran away or betrayed. Also, I am trying to explain that at the moment there is such an opportunity, if there are more sources, we will ask for more. If someone is indignant, I say sit in my place and bring more money. This is the situation today.

I: - So you adapt, you find solutions. And if there are internal changes, let's say the loss of a valuable employee who suddenly left. How do you deal with it, or are there any big conflicts inside. What management decisions do you make?

R: - We had several times when the President of the Federation was changed and an extraordinary congress was held. In such situations, we adequately perceived, we come to a consensus.

And: - What management strategies would you like to adapt in order to operate more efficiently. Here you can't adopt for your organization, but you would like to adopt?

R: - There is a movie about Kok-boru, made together with Kazakhs, this movie is roughly made on our motives of Kok-boru, it's intrigues, bribes, all kinds of fractures, on the real stories of the whole nomadic culture. It's a story of betrayal and capture. Everything that was in the history of nomads, everything was in the miniature of kok-boru. Kings say you can't argue with blood. There's basically no such thing now. I no longer worry about the internal functional mechanisms of decision-making in the Federation. Now another goal is to build the first hippodrome, then in major cities of Kyrgyzstan, Uzbekistan, Kazakhstan, Russia, Mongolia, China, Hungary, Turkey, Afghanistan to build the same hippodromes, when there will be their own money, and the International Kok-boro Federation will be like the Football Federation. They will bring money on their own. This game is very entertaining, and it is good to earn money, and I have not seen a single person who was indifferent, even how many foreigners I met, all familiar with the game. I am sure, if we build hippodromes, it will bring a lot of money, and if we manage it correctly, if we build it further, this game will develop in such countries where there is a culture of treating horses, such as France, England, Spain, Poland, Hungary, Mongolia. My blue dream is to build racetracks. I love serious projects.

And: - Please list in which areas, the most important development of the organization in order for it to be more effective, that is, what needs to be developed attitude, strategy, management, operational systems, finance, marketing, and so on?

P: - First of all finances, material and technical base, resources. Without that there is no future in this organization. Because when I started the position, I was thinking about resources, because if you don't have resources, you can't even say a word about the organization of the tournament, but if you have money, sponsors, you can announce the next steps of the tournament, and it will be organized by itself.

Human resource is very important, it is the executive body. A modern manager must abstract from the everyday problems of the company, must learn to delegate, if he cannot delegate, then he does not know how to build relationships, he does not know how to inform. He is not a manager then.

A leader must be able to convey, explain, motivate, instill some values, he must be the backbone of the organization.

I: - You have a well-built marketing system. You most likely work as a marketer yourself, how important is it in achieving success and increasing efficiency?

R: - In our state it is in the first place. If we lived in Kazakhstan, the last Olympic Games are proof of that. Let's say the budget of Almaatinsk region in national sports 365 thousand dollars a year. But at the same time they had 80 athletes, 80 horses, with three meals a day, and with feeding of horses on the balance sheet. In fact, there were no players, they just wrote off the money.

People are used to dependency. There is no such system now.

I: - If the state decides to transfer the resources it spends on sport to the Federation, will the Federation be up to the task?

R: - Point by point. It should be some kind of commission, criteria for the Federation. The Federation should submit an application to the ministry, where they reflect the structure, capabilities, plans, obligations on the rational use of funds, their costs, their goals, for example, to get Olympic medals. If the obligations are not fulfilled, the commission can reconsider.

But, at the same time, not all Federations can rationally use funds, there are human factors.

I: - And how do you determine if the Federation has the competence to spend the resources themselves?

R: -Commission.

I: The Commission determines by the training, by the human resource, by the material and technical base that the Federation has, right?

R: - Yes.

I: - And it all hinges on a human resource that can handle it, that has certain skills?

R: - Yes, as Stalin said, "cadres decide everything". Therefore, there are no irreplaceable people. I left the Federation, but the system I put in place is working.

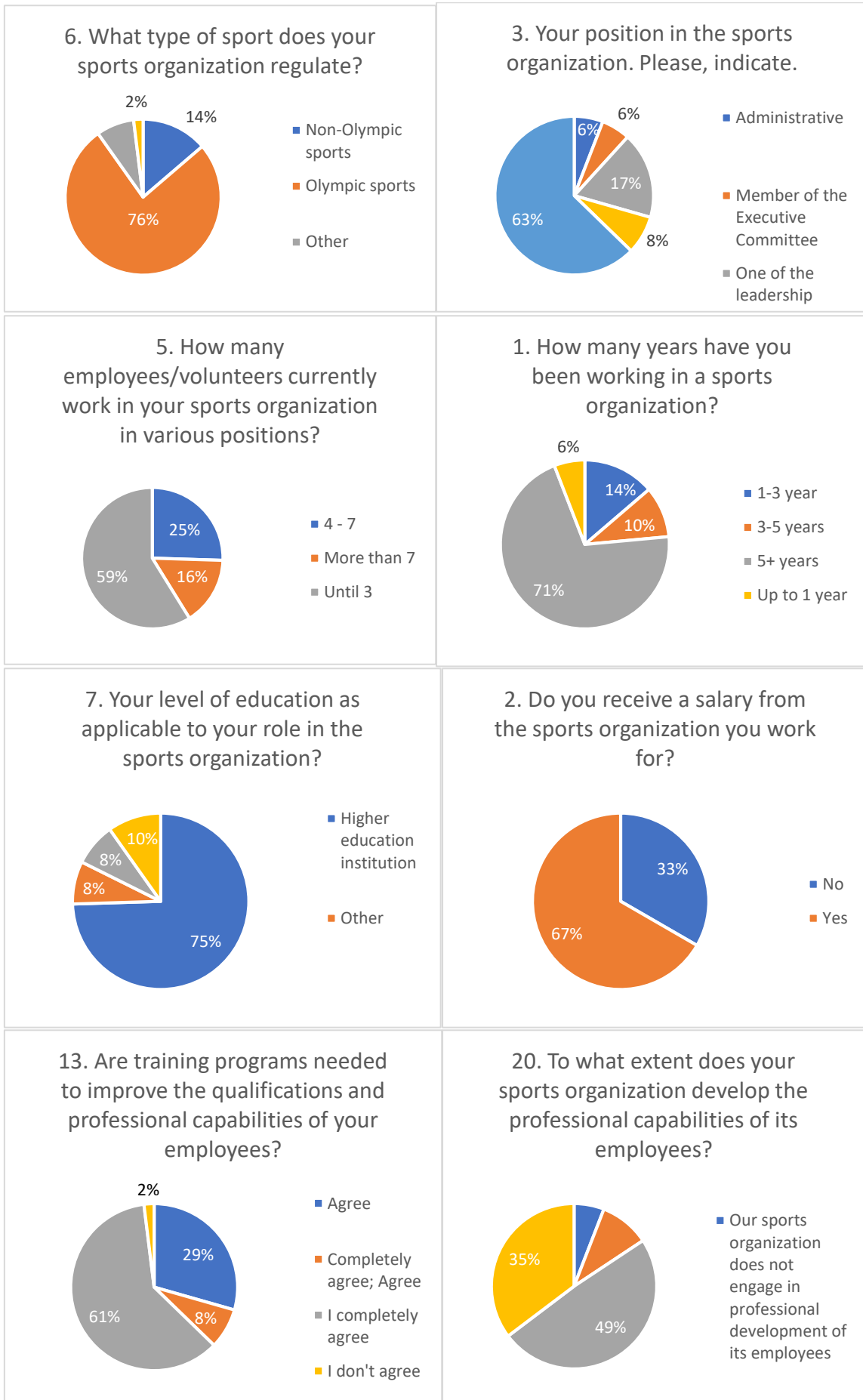
I: - And how much of the kok-boru Federation is administrative?

R: - Seven or eight people. They are the general secretary, the executive director, the press secretary, the mobilographer, the chief judge, the photographer, the chief stables veterinarian.

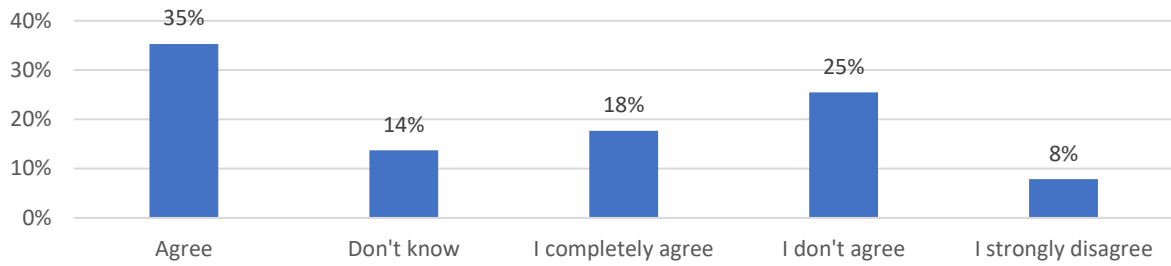
I: - People who work in your Federation probably know everything practically about kok-boru, but for sure they need certain competences in order to know how the sport works systematically, and not only in our organization, and not only in our country, but also abroad. Do you think such competences are necessary for more efficient work?

R: - I think either way is necessary.

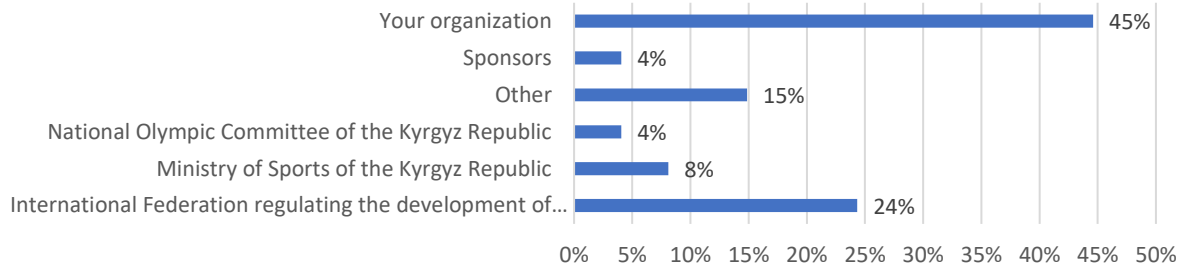
Attachment #2. Survey results visualization.



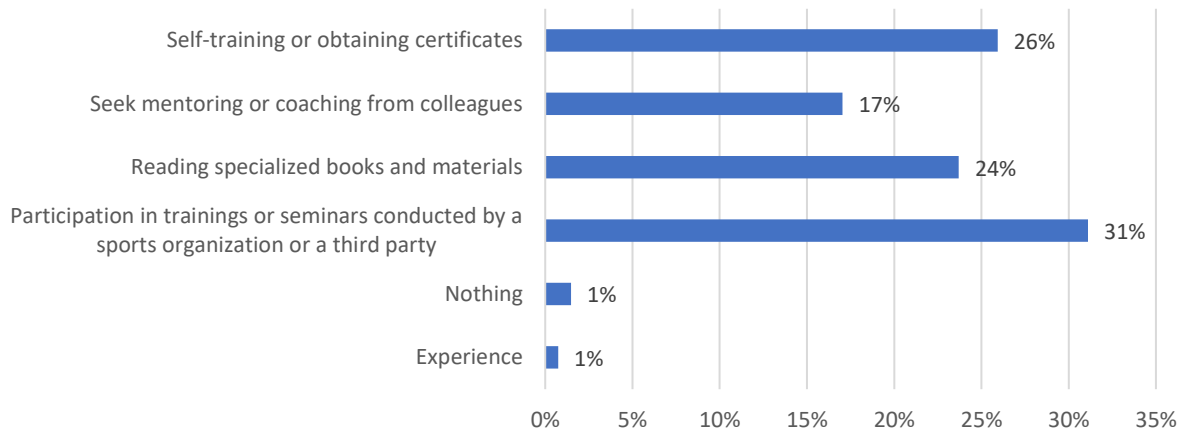
17. How much do you agree with the following statement: "Employees of a sports organization are responsible for their own professional growth"?



12. Who was the organizer of these training programs in your sports organization?

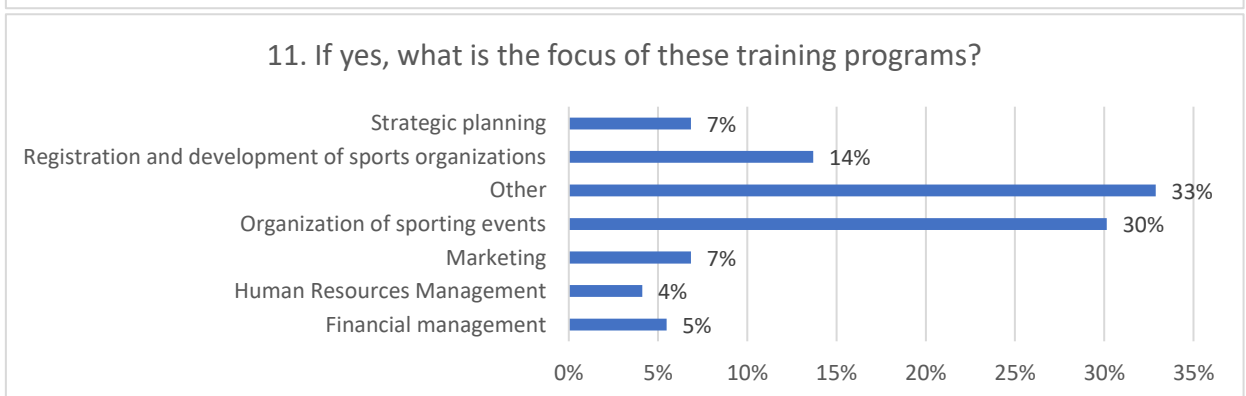
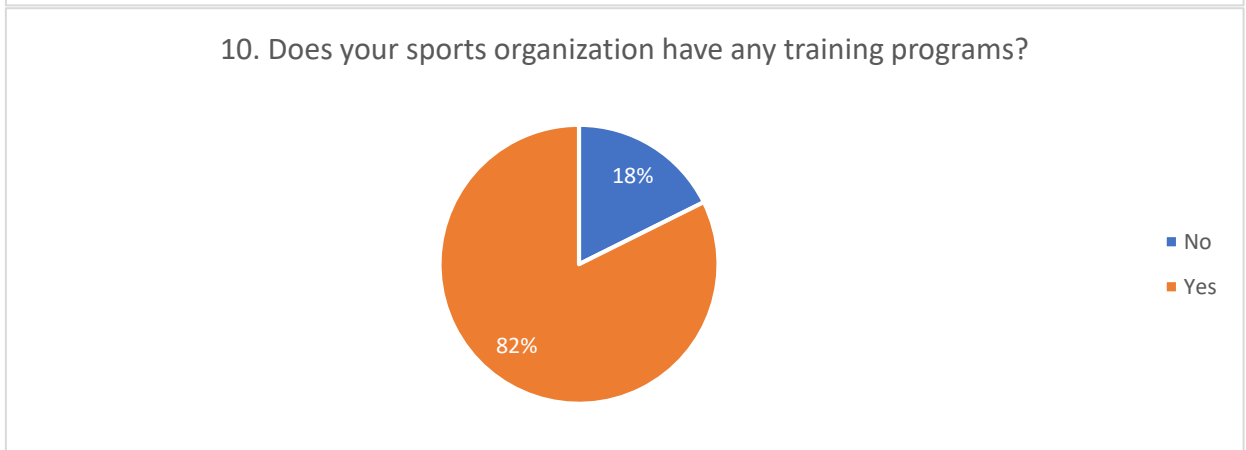
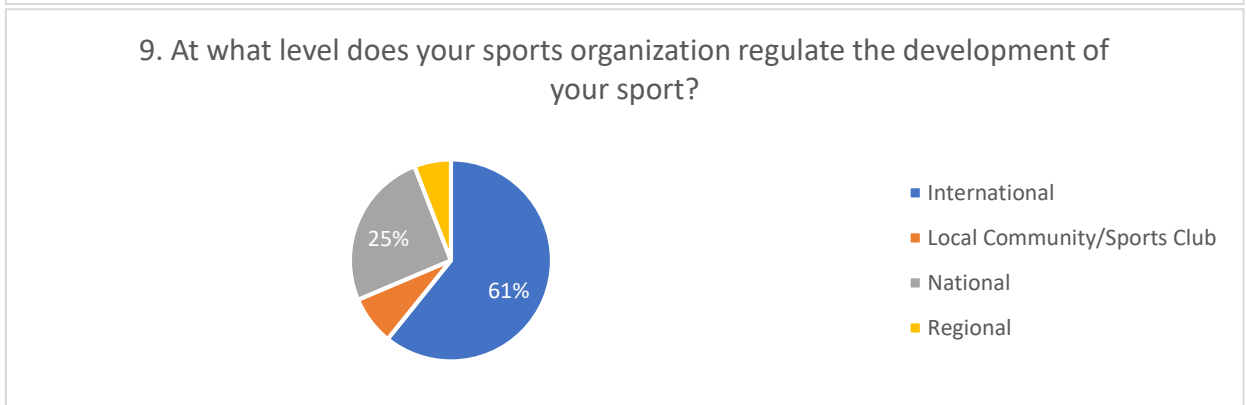
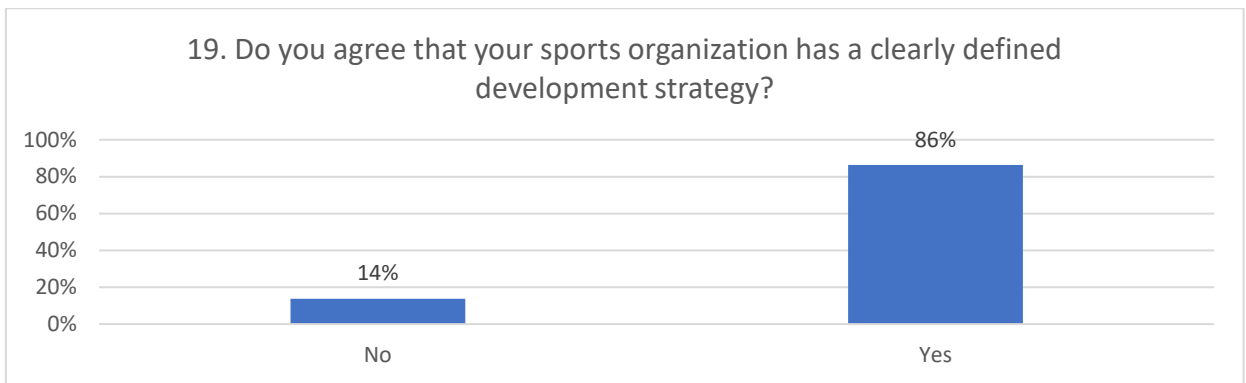


18. If you are involved in your own professional development in a sports organization, what methods do you use?

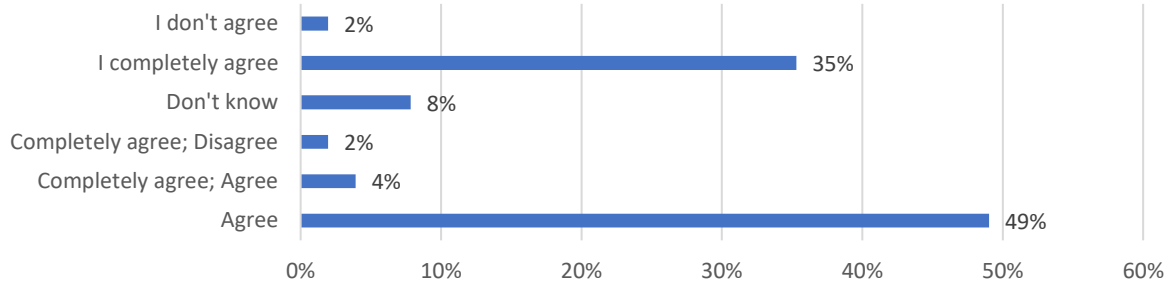


14. Do you agree that building the capacity of a sports organizations affects both internal and external sphere of its activities?





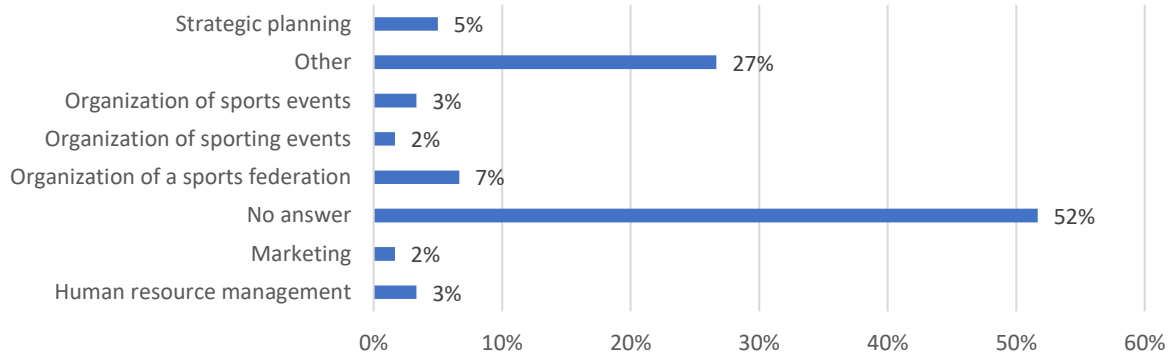
15. Do you agree that the development strategies of a sports organization should be effective in the long term and bring immediate results in the short term?



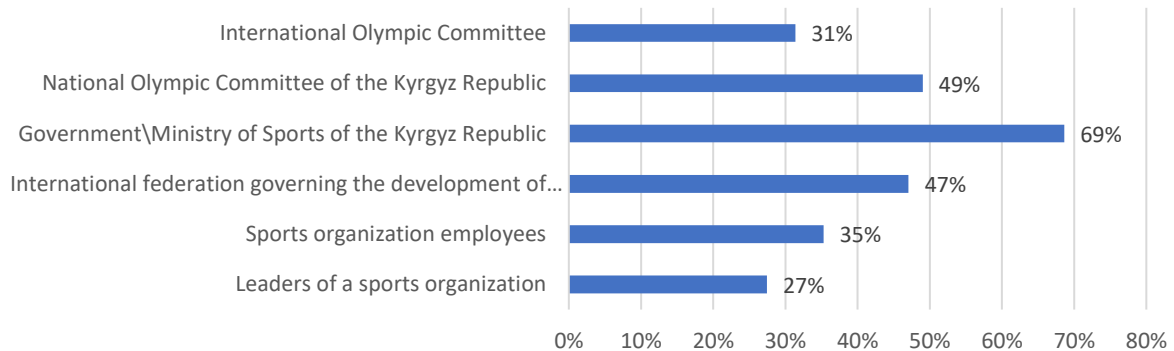
22. Have you ever participated in a training program (Management of Sports Organizations - ACSM-MOSO) administered by the International Olympic Committee?



23. If Yes, what did this educational program include?



24. What entity support does your sport organization most need to further develop capacity building initiatives?



Attachment #3

Focus Group Guide

Asel Engalycheva

Research Project

Method (3) Focus group for sense-checking

Data: May 16

Time: 13:00 of Bishkek time

Participants:

1. National Federation of RG, President
2. International Federation of KOK-BORU (headquarters in Bishkek) – General Secretary
3. National Shooting Federation, President

Duration: 1,5 hrs max

Platform: GOOGLE meeting with the video\audio recording

Questions to be discussed and verified:

1. Is there a real need for SO workforce training in KR to make organizations more efficient? Is there readiness for change in the organizations?
2. In what domain training for the workforce is more preferable?
 - Managing Human resources
 - Strategic management
 - Financial management
 - Marketing management
 - Organizing sports events
 - Organizing of Sport organization
3. Who SOs need help and support from in order to organize such training?