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**IMPROVING GOVERNANCE OF TRIATHLON IN KENYA IN-ORDER TO
FACILITATE A SUCCESSFUL TALENT DEVELOPMENT PROGRAM**

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ABBREVIATIONS AND ACRONYMS

IF	International Federation
KCA	Kenya Cricket Association
KFF	Kenya Football Federation
KTF	Kenya Triathlon Federation
NOC-K	National Olympic Committee of Kenya
NSF	National Sports Federation
GOK	Government of Kenya
R1	Respondent 1 of the Executive Board
R2	Respondent 2 of the Executive Board
C1	Respondent 1 of the Coaches
C2	Respondent 2 of the Coaches
A1	Respondent 1 of the Athletes
A2	Respondent 2 of the Athletes
A3	Respondent 3 of the Athletes
A4	Respondent 4 of the Athletes

ABSTRACT

The study sought to examine how we can improve governance of Triathlon in Kenya in-order to facilitate a successful talent development program. The following specific objectives guided the study: to determine the impact of transparency in the National Sport Federation in enhancing talent development of triathlon sport in Kenya; to determine the impact of accountability in the National Sport Federation in enhancing talent development of triathlon sport in Kenya; to determine the impact of the democratic process in the National Sport Federation in enhancing talent development of triathlon sport in Kenya; and to determine the association between improved governance and successful talent development program. Applying qualitative research design, the study undertook a case study of the Kenya Triathlon Federation. The study used in-depth interviews as the key instrument for primary data collection with closed and open-ended questions targeting 8 respondents within the federation. The results concluded that there was a lack of the three governance elements of transparency, accountability and democracy hindering the talent development program. The study recommends that proper policies be developed incorporating programs within the federation activities. It further recommends that there is involvement of all stakeholders in the development of the policies and to ensure there is inclusion of a reporting matrix for proper accountability.

RÉSUMÉ

L'étude visait à examiner comment nous pouvons améliorer la gouvernance du triathlon au Kenya pour faciliter un programme de développement des talents réussi. Les objectifs spécifiques suivants ont guidé l'étude: déterminer l'impact de la transparence au sein de la Fédération nationale sportive sur le développement des talents sportifs de triathlon au Kenya; déterminer l'impact de la responsabilité au sein de la Fédération nationale sportive sur l'amélioration du développement des talents sportifs de triathlon au Kenya; déterminer l'impact du processus démocratique au sein de la Fédération nationale sportive sur le développement des talents sportifs de triathlon au Kenya; et déterminer l'association entre l'amélioration de la gouvernance et le succès du programme de développement des talents. En appliquant un plan de recherche qualitative, l'étude a entrepris une étude de cas de la Fédération kényane de triathlon. L'étude a utilisé des entrevues en profondeur comme un instrument clé pour la collecte de données primaires avec des questions fermées et ouvertes ciblant 8 répondants au sein de la fédération. Les résultats ont conclu à un déficit dans les trois éléments de gouvernance que sont la transparence, la responsabilité et la démocratie, ce qui a nui au programme de développement des talents. L'étude recommande que des politiques appropriées soient élaborées en intégrant les programmes dans les activités de la fédération. Elle recommande en outre que toutes les parties prenantes participent à l'élaboration des politiques et veillent à ce qu'une matrice de rapport soit incluse pour une responsabilisation appropriée.

INTRODUCTION

Background of the Study

Sport is an activity that attracts the interest of millions of people all over the world. It is indeed, considered a universal activity that permeates every society at every corner of the world, realizing the importance of sport in society noted that the fraternal and character-building qualities of sport and its capacity to bring together diverse people and communities as demonstrated in regional sport festivals like the Africa Cup of Nations and Olympics (Real,2022).

Every sport that is officially recognized within the Olympic Movement has a governing body, called an international federation (IF), which defines the way that the sport operates. The IF creates a common set of rules, rankings and procedures (such as safety and anti-doping rules) and organizes international competitions (Boli, & Thomas, 2017). Promotion of the sport is also a function of international federations. National federations have the same objectives as an international federation, but within the scope of one country. National federations support local clubs, competitions and associations and are generally responsible for national teams (Forster, 2016).

According to Nagel, Schlesinger, Bayle, and Giauque, (2019) the international and national sport federations as well as their member organizations are key actors within the sport system and have a wide range of relationships outside the sport system (e.g., with the state, sponsors, and the media). However, they are currently facing major challenges such as growing competition in top-level sports, democratization of sports with ‘sports for all’ and sports as the answer to social problems. In this context, professionalizing sport organizations seems to be an appropriate strategy to face these challenges and current problems (Ruoranen, et al., 2016). National sport federations are non-profit organizations responsible for the organization and development of sport throughout all the layers of a single discipline (from grassroots to the elite one) at national level. As governing bodies, they should set an example on how to conduct their business for all other sport organizations in their discipline, i.e., clubs. In addition, since their customer base is quite large and different, in order to satisfy all needs, a proper process of strategic planning and governance is required to be in place for accountability, transparency and compliance to build confidence in the management of the respective sport.

In promoting sports activities, Sport federations need to establish contemporary governance structures and programs to accomplish their work more efficiently and to adequately meet the expectations of a complex and dynamically changing environment. At national and international levels, these developments are associated with new governance structures, increased strategic capability (Shilbury & Ferkins, 2021) and capacity building (Robinson & Minikin, 2018) in order to manage the complex challenges more efficiently.

Global Sports Industry

Governments worldwide have recognized the importance of the sports sector and have as such committed themselves to supporting the independence of these sports associations (Hayhurst, M., & Frisby, 2020). This support however is with the assumption that the sports associations observe proper governance principals. Sports federations must recognize that the influence to oversee their sport as trustees and the authority to oversee is essentially conferred in their associates and implemented by them unswervingly and indirectly over an organization of depiction (Kinuthia, 2019).

In developed world like United Kingdom (UK), there are different levels of sport federations, British and regional sport federations that promote their sport in their country or region (i.e., Wales, England, Scotland and Northern Ireland). According to Richelieu, (2018) these sport federations can be recognized by national sport agencies such as UK Sport and/or Home Country Sports Councils such as Sport Wales, Sport England, sport Scotland and Sport Northern Ireland. Sport federations vouch for the application of the rules and regulations within their sport, including preventing cheating through doping. These sport federations are independent organizations that can be recognized and funded by national public agencies. Sport federations are typically governed by a Board of volunteers who is accountable to their club members. They vary in size and in addition to public funding; they can generate revenues from members' affiliation and sponsoring to cover expenses related to their administration, paid staff and activities (Siekman, & Soek, 2020).

Both voluntary sport federations and sport clubs have a long tradition and still play a central role in the organization, promotion and development of sports in the national and international contexts. The tasks of sport federations especially include representing one or more sports, acting on behalf of their interests in relation to society and to (inter-)national sport organizations (NSOs), promoting competitive sports and organizing competitions,

championships and sport events, as well as articulating rules and regulations which govern them.

Sports Industry in Africa Region

In spite of the existence of several structures for sports governance, there are many challenges faced in ensuring operative and effectual transfer of sport services in Africa region (Coakley, 2008). The most evident ones are: firstly, most of the personnel serving in the various national sport federations and organizations as managers are not trained professionals in the areas of sports management and administration (Hoye, & Cuskelly, 2017). Leadership in the sports federations is open to "every other" person who has the interest to provide the required leadership so long as he/she is able to win elections; secondly, the role of the international sport federations in handling and intervening in the affairs of the national sports federations has not been clearly spelt out (Cornelissen, 2021).

In order to regulate the governance of sports, the formulation and enforcement of national policies on sports administration is mandatory (Oketch, 2019). Despite the existence of structures for the governance of sports federations in across developing nations, there are numerous challenges being faced in the operative and well-organized delivery of sports amenities in the country. Many of the employees working in the various sport federations as managers are not adequately trained in the various areas of sports governance and as such the sport federations suffer from inadequate management which ultimately leads to poor performance of the sport federations (Hoye, & Cuskelly, 2017).

In addition, there is no clear hierarchical arrangement and coordination of the roles of government sports agents and those of the national sports federations and organizations (Parent, Naraine, & Hoye, 2018). The various national sports federations and organizations tend to operate independently from the government agents that are in charge of sports but only appear to work together in times of need, and for convenience. Further the schools organize inter-school sports around the country. It is through this competition that a lot of new talents are revealed (Kinuthia, 2019). However, during such competitions, the only thing that sports council executives do is to get there and read long scripts at the opening and closing ceremonies. The athletes at the end of the competition go back to their regions and villages to wait for another year or two for another regional's event. What should happen next after the inter-schools? How many school athletes are recruited to join regional teams? Is the hierarchy

functional so that regional level athletes are refined and recruited to join for example, east, west, north or south teams.

In Tanzania, although there is a sports policy, its implementation has not been realized, (Mwisukha et al., 2017). For example, the policy states, inter alia making Physical Education (PE) compulsory at all levels but PE is still taught as an extra curricula activity (Atkinson, & Young, 2018). In order for sports organizations to address various issues affecting sports and changing situations and perceptions, it is imperative for them to regularly review their constitutions that govern their operations (Shehn, 2008). However, the duration of time over which the organizations' constitutions should be in force is hardly spelt out or specified. As such, some national sports federations and organizations tend to use outdated constitutions that are out of touch with prevailing circumstances.

Kenyan Sports Industry

Sports in Kenya, unlike many other sectors of economic activity cannot only be reduced to its economic and commercial dimensions; the organization of sport is based upon clubs which are gathered into sport federations (Parent, Naraine, & Hoyer, 2018). These sports federations are mostly organized at national levels, and are responsible for a whole range of issues, and commercial issues are only one aspect of governing sport federations' activities. Sports' governing bodies are at the same time executive bodies which manage sports legislate in setting up of the rules of the games and are also judges whenever it comes to settling sports disputes. These manifold dimensions of sports governance are quite unique if compared with other sectors. Effective sports governance requires leadership, integrity and good judgment. Additionally, effective governance will ensure more effective decision-making, with the organization demonstrating transparency, accountability and response ability in the activity undertaken and resources expended (Lickona, 2020).

According to the Sports Registrar at the Ministry of Sports, Culture and the Arts there are 69 registered sports federations in Kenya as at June 2020. Despite existence of these organizations, it has been found that there lacks a clear hierarchical coordination of government sports agents' roles and those of National Sports Federations (Andanje 2018). The sport federations are seen to operate independent of government and only work together in times of need or convenience.

Management lapse in the Kenya Football Federation has previously resulted in an international ban by the world body, FIFA (Simiyu Njororai, 2020). Other associations have also been

victims of such lapses and the results have been deteriorating performance in athletics, manipulable electoral systems, dilapidated infrastructure, corruption, and loss of corporate sponsorships. Some of the constitutions used in these associations have outlived their relevance hence the stagnation of some associations. Government interventions have been lukewarm and in most cases more of rhetoric than practical solutions. A new trend that is emerging however is the appointment of some executive officers on permanent employment instead of electing them. This has been evident in the Kenya Cricket Association (KCA) and the Kenya Football Federation (KFF) (Chappell, 2022).

In Kenya, sports have contributed to the uniting of people especially athletics and rugby. In the most recent World Athletics U20 Championships, Kenya finished in the third position. In the world of athletics, we have seen some great athletes like Ferdinand Omanyala and Kemboi, However, despite this success, the ministry of sports faces a lot of challenges in the administration of sport in Kenya. Therefore, these are grounds that the study aims at discussing the challenges and suggest possible solutions to these challenges faced in the administration of sport in Kenya.

Triathlon in Kenya

Triathlon is an endurance multi-sport race consisting of three events namely, swimming, cycling and long distance running without stopping in between events but going through the transition area. Most triathletes in Kenya start off as swimmers or cyclists and gradually combine the three events. They would either compete as duathletes (two events, cycling and running) or triathletes in most of the races. Until 2019, the sport was not formally governed in the country and this led to athletes participating only in international events as individuals and not as a country. The sport federation was founded in 2007 and was then known as Kenya Triathlon Association. This was an informal association that was not registered legally under the Kenya legislation and was predominantly in 2 major cities in the country.

The Kenya Triathlon Federation was incorporated under the Kenya Sports Act, 2013 in September 2019 as a national sports organization (Act No. 25 of 2013) with a lean team of volunteers who were either in the sport, or have an interest in the sport coming together to regulate triathlon in Kenya. The mandate of the sport federation is to promote, develop and regulate the triathlon, duathlon and aquathlon sports in Kenya. The sport federation is currently affiliated to the National Olympic Committee of Kenya, the Africa Triathlon Union and World Triathlon, which is the International Federation. With the support from the government, the

sport federation has managed to send a team to various Africa Triathlon Championships and the Commonwealth Games in Birmingham, 2022.

Statement of the Problem

Kenya's Vision 2030 and the constitution offer a support for democratic and responsible humanity backing social privileges. Though, at the moment, Kenyans face serious encounters connected to diverse aspects of moral governance. Governance in sports is a growing area of interest and concern in Kenya. Despite the fact that local sports federations regularly organize tournaments, little is known about the accomplishment of the intended objectives. It is assumed that in setting realistic objectives and achieving the same, sports organizations would be way on track to achieving adequate governance levels.

In Kenya, disputes and wrangles are a very common phenomenon in sports federations. Disputes often occur as a result of fighting for leadership positions and control of finances and other assets and resources. The negative consequences of such conflicts include diversion of attention from the agenda for sports development, withdrawal of corporate sponsorships, court cases, neglect of sportsmen and women and imposition of international sanctions by international sports federations (Andanje et al., 2014).

In spite of several attempts made at various levels to address issues of governance in the Kenyan sports industry, the country still lacks an adequate national sports policy to guide sports development and administration. The absence of such policy has made it quite difficult to regulate the industry and towards this end, it is imperative for the sports organizations to have a regular review of the constitutions governing their operations so as to address the various issues affecting their governance and changing situations and perceptions.

Similar problems and challenges are faced by the Triathlon sport and the sport federation in general. There has been no properly documented governance structure in line with the sport federation's strategy to develop talent at the grassroots level. The sport federation has been concentrating on organizing events at the county or national level but does not have a proper plan on how to identify and develop talent across the country from the grassroot level. After the event takes place, there is no proper follow-up program on the athletes to help them improve and prepare them for regional or continental championships. **It is against this that I seek to determine how we can improve governance of Triathlon in Kenya in-order to facilitate a successful talent development program.**

Significance of the Study

The findings of this study will be valuable to resolve governance issues in Triathlon and NSFs in understanding the challenges faced by sports federations and their impact on talent development in Kenya. It is envisaged that the study findings will strengthen the sport governance' belief in the practice of transparency, accountability and democratic process in addressing talent development gaps. The study findings will enrich policy decision makers in government to place sports in economic and development mainstream in line with the Vision 2030 (GoK). The findings will contribute to academia by providing valuable empirical data for research and academic interest. The governance team of NSFs may use information from the study to develop appropriate strategic planning models that incorporate effective strategic planning tools for improved performance in talent management in the NSFs and growth of sport industry.

General Objective of the Study

- i. To determine the impact of transparency in the National Sport Federation in enhancing talent development of triathlon sport in Kenya
- ii. To determine the impact of accountability in the National Sport Federation in enhancing talent development of triathlon sport in Kenya
- iii. To determine impact of the democratic processes in the National Sport Federation in enhancing talent development of triathlon sport in Kenya

Research Questions

- i. How does transparency in the National Federation affect the talent development of triathlon sport in Kenya?
- ii. Does the National Federation's democratic process affect the talent development of triathlon sport in Kenya?
- iii. How does accountability in the National Federation affect the talent development of triathlon sport in Kenya?

PART ONE

THEORETICAL FRAMEWORK

CHAPTER 1 – Literature Review

1.1 Introduction

This chapter reviews the existing literature, information and publication on the topic related to the research problem by accredited scholars and researchers. This section shall examine what various scholars and authors have said about the governance challenges faced by sport federations and their impact on talent development in Kenya, in particular it will cover the theoretical review of literature, empirical review of the literature and summary of the research gaps.

1.2 Theoretical Review

1.2.1 Resource Dependence Theory

The Resource Dependence Theory states that directors play a pivotal role in providing essential resources that are required by the organization through their connections with the external environment. These resources enhance the performance of the organization to make sure it remains relevant and competitive. According to Hillman, Cannella et al (2000), for a sports organization to adopt this theory, the board is used as the conduit to attract and retain resources that are useful to it. This means that the board's role is to collect knowledge about the organization to portray a positive image to the public while reducing external concerns in-order to attract resources (Daily, Dalton & Rajagopalan, 2003). Truyens, et al., (2021) explains that a firm's sustainable competitive advantage is reached by virtue of unique resources being rare, valuable, inimitable, non-tradable, and non-substitutable, as well as firm-specific, in order to reach a desired end. Helfat and Peteraf (2022) refers to capability as "complex of bundles of skills and accumulated knowledge, exercised through organizational processes that enable firms to coordinate activities and make use of their assets. In other words, the capabilities represent the skills allowing firms to deploy resources to reach a desired objective, thus the importance of training and developing employees, and in this case, athletes.

Resource dependence theory in this case holds that a firm that exploits its internal resources and capabilities could achieve good performance, as the resources are stable and reliable in the process of strategic management, making the firm able to face market dynamics and competition (Barney, 2020). The resource dependence theory therefore examines the links between the firm's internal features and processes, and its performance in-order to attract and retain external resources due to its positive image. According to Pfeffer (1972), resource

dependence theory explains that a company's success is dependent on maximizing its power over certain resources which are necessary for running smooth operations. This means that the theory lays emphasis on the role of the board to acquire and maintain resources through their partnerships and interactions with the external environment.

This theory is linked to this study in that it advocates how resources including the human resources, finances, various expertise and technical knowledge can be used to create a platform for the athletes to be discovered and nurtured to be high performing in the sport. Resources are the key to developing a successful talent development program and these resources are useful to provide facilities for training, the man power (coaches) and the right program for the athletes. Focus on the attraction and maintenance of resources by the board is necessary to develop long term sustainable programs for the athletes in talent development. However, if the board fails to focus on resource attraction, the athletes will stagnate in their training and only focus on in competition seasons to train and be active.

1.2.2 Stakeholder Theory

This theory relates to the relationship between the organization's board and its stakeholders. It indicates that the board should always assess its relationship with the stakeholders and make sure that it remains positive at all times (Clarke, 2004). This theory is concerned with the morals and ethics involved in the management of the organization through the board's decisions that have an impact on the relationship with stakeholders. National Sport Federations have many stakeholders who they are responsible to, and these are employees, members, athletes, sponsors, government agencies, etc. The actions they take and decisions made by the board have an impact in the perception created towards these stakeholders, directly impacting the relationship. In this case, the role of the board according to this theory is to satisfy each of these stakeholders' interests without compromising the objectives of the organization (Carver, 1997). According to McDonald and Puxty (1979), companies no longer have a responsibility to their stakeholders alone. This responsibility extends to the society in which they operate. The National Sport Federations have a wide responsibility to the stakeholders who are in direct contact and collaboration with them and also those around them, in the environment in which they operate.

Literature defined a stakeholder as any individual or group of individuals who can or is affected by the affairs of the organization, Freeman, (1984). In later years, different scholars defined

stakeholder as one who is interested in the survival of the firm (Alkhafaji, 1989). This theory dictates that the organization understands its environment in which it is placed and who the stakeholders are as they achieve the vision and mission of the organization.

This theory is linked to this study as it shows the relevance and responsibility of the various stakeholders towards the overall decisions made that are aligned to the objectives of the sport federation. It is important for the sport federation to understand who the stakeholders are and how they can have an impact to the organization, either directly or indirectly. The recognition of the stakeholders will help the board of directors know the kind of relationships to nurture that are linked to the earlier theory of resource dependency. The same stakeholders are the ones who would facilitate the resources that the sport federations will require for the furtherance of their objectives.

1.3 Empirical Literature

1.3.1 Impact of Transparency in enhancing Talent Development

Henry and Lee (2004) define transparency as the clarity in procedures and decision making, especially when it comes to resource allocation. It has been regarded as one of the tools used for evaluating the governance of sports organizations. For the purpose of our study, we define transparency as what various stakeholders understand is the decision-making process of the organization and their satisfaction that the process is open to scrutiny and understandable to all involved, free of bias. According to Cotterrell (1999), transparency is a communication process involving the availability of information and getting involved in the acquisition, creation and distribution of knowledge. On the other hand, disclosure is making information about decisions made by an organization available, either voluntarily or through some legal requirements. Transparency reduces the chances of doubt and speculations within the stakeholders of an organization. Some of these disclosures are either made through the policy documents shared with the public, or in the audit reports that are distributed to various stakeholders.

According to Baker, Cobley and Schorer (2012), talent is an individual's potential for success in a given domain. They further explained that talent identification as an early recognition of that potential, while talent development being the nurturing of that potential through attention to the provision of appropriate training and resources. Talent is identified at an early age of a child's development to know if this talent will continue at maturation, or the child will develop

other talents. For talent to be developed, there is a need to have the right individuals identified, through a proper selection process and the same put on a continuous program to develop them. The identification process that is to be put in place should involve qualified coaches and talent coaches who understand what talent is and know it when they see it, from the genetics point of view to the environment in which the athlete is domiciled. Transparency in the process involves having independent panel of experts to identify the talent through a set of process clear to all and then developing a pathway of development over a period of time.

1.3.2 Impact of Accountability in enhancing Talent Development

The efficacy of any talent identification and development program depends on the accountability of every stakeholder within the program. According to Mulgan, R (2002), the scope of accountability has been extended beyond the concept of being called to account for one's actions to applying the internal aspects of official behavior, to institutions that control official behavior and to means of making officials responsive to public wishes without them being called out to account. According to a study by Pilon, M and Brouard, F (2022) further reveals that accountability for non-profit and public sector organizations is more complex due to the multiple stakeholder relationships and the heterogeneity of information demands. They further revealed that accountability studies focused more on what it was and whom it should be given to, but did not take into consideration how it is managed or what the accountability system contained.

A system of accountability, also referred to checks and balances has to be in place when developing a comprehensive talent identification and development program for athletes. Once athletes have been identified, there has to be a target of performance within the program which has to be evaluated periodically to know if the athlete selected is keeping within the targeted outcome of the development program. Most sports organizations seek resources based on the athlete talent identification programs but once the resources are received, they do not properly evaluate the impact of the program on the athletes.

A combination of professionalism and the pressure on organizations from sponsors, government, members and other stakeholders has led to the need to have proper systems and processes in place (Slack, 1985). There is increased need to have accountability systems that will be relied upon both by the athletes and the stakeholders to evaluate the progress of the program. Most studies have focused on commercial firms in Europe and Northern America with few highlighting the plight of athletes in Africa and Kenya in particular.

1.3.3 Impact of Democracy in enhancing Talent Development

The structure of sport organizations is such that it is created and managed through an association democratic process in all the decisions that are done. The management of the organization is established out of a democratic process where the populous member is elected into office. According to Horch, (1992), a voluntary democratic association is a freely chosen union of persons who jointly pursue their specific goals within a formal structure where members are the sole decision-making body. In this case, formal structure means that there are rules governing the members rights, duties and obligations, including how the democratic process is conducted. A study done by Ibsen et al. (2019) further defines association democracy as the members' involvement in discussion and subsequent decisions involving the running of the association. This is through participation in the general assembly on matters policy making and decisions on governance, objectives and strategic direction.

For democracy to work, decisions have to be made with the involvement of all the members. This includes decisions on talent identification and development. The involvement of the members is by participation in the development and approval of the talent identification policy, together with the development program for the same. There has been a growing concern of sports leadership distrust among various stakeholders where they feel that their interests and priorities are not being considered in key decisions (Katawala, 2000). He further averred that in-order to overcome this, key stakeholders have to be involved in major policy decisions where their interest are aligned to the overall objectives of the sport. Hindley (2007) questioned the stakeholder involvement in the governance of National Sport Federations where the interests of various groups like the athletes or coaches are taken into consideration. He proposed that mechanisms should be put in place on policy decisions that would include the views of all stakeholders.

Involvement of the stakeholders on the policy making stage of the talent identification and development program will create trust in the process and the notion of bias when it comes to the allocation of resources to the athlete development program will be eliminated.

1.4 Summary of the Literature and Research Gaps

Despite sport contributing to the Gross Domestic Product and welfare of individuals in Kenya, National Sport Federations have over the years faced constrained performance both financially and in terms of sporting standards. This situation has slowed the rate of development in sport industry and inhibited the realization of economic potential of the sector. Having recognized the challenges of funding National Sport Federations against competing budgetary priorities, the government made planning a policy requirement for all National Sport Federations in Kenya since the year 2002 in the hope that this would lead to overall improved performance. However, more than ten years after the introduction of the strategic planning policy, performance of National Sport Federations in Kenya had not improved as had been anticipated. This is a complete opposite of successes witnessed in Europe, Australia and USA among others where National Sport Federations have had both sound financial performance and on field success as a result of adoption of proper governance initiatives. Consequently, the link between accountability, transparency, democratic process and Development of Sports in Kenya is unknown. It is also unclear the extent to which managements of National Sport Federations are committed to governance practices and whether this relates to the prevailing constrained performance despite adoption of planning for more than a decade as a policy. This study sought to establish how improvement of governance practices by the triathlon federation would have an impact on talent development in Kenya.

CHAPTER 2 - Research Methodology

2.0 Validation of the Research Questions and Methodology

This chapter will focus on the validation of the research questions, based on the literature reviewed in previous chapters, the research design, the target population, sampling technique, data collection technique and data analysis.

2.1 Validation of Research Questions

Review of the literature relevant to the study with an aim of further understanding the research problem helped to understand the following:

1. The key governance issues faced by National sports federations
2. The implication of the governance gaps towards the development of talent in the country
3. The impact of the governance gaps on other stakeholders like the government, sponsors and international federations.

It further brought clarity in answering the general research question and sub-questions thereof as follows:

How can we improve governance of triathlon sport in Kenya for a successful triathletes' talent development program?

The sub-questions are:

- How does transparency in the National Federation affect the talent development of triathletes in Kenya?
- Does the National Federation's democratic process affect the talent development of triathletes in Kenya?
- How does accountability in the National Federation affect the talent development of triathletes in Kenya?

2.2 Methodology

2.2.1 Research Design

This study will adopt a qualitative approach of collecting both primary and secondary data from a specific population drawn from the members of the federation. The primary data will be collected from the semi-structured interviews that will be carried out on the identified respondents to the study, and the secondary data will be from various documents that exist within the federation eg strategic plans, policy documents, constitution, etc. The design suits this study since these data will enable the researcher to establish the governance challenges faced by sports federations and their impact on sports development in Kenya. Replication of the designs will therefore help the researcher to adequately address the study objectives.

As this research will concentrate on the Kenya Triathlon Federation, a case study will be done with in-depth interviews carried out on key stakeholders within the National Sports Federation.

2.2.2 Case Study

According to Gerring J (2004), a case study is an intensive study of a single unit with an aim to generalize across a larger set of units. In this case, Kenya Triathlon Federation will be the study unit of the Nation Sports Federations in Kenya.

2.2.3 In-depth Interviews

In-depth interviews are qualitative data collection tools that use open-ended, discovery-oriented methods which allow the interviewer to deeply explore the respondent's feelings and perspectives on a subject, (Lisa A. Guion, 2019). They are open-ended semi-structured questions that seek understanding and interpretation with respect to a given subject. The responses are usually audio-recorded and complemented with written notes by the interviewer.

2.3 Target Population

The target population that will be interviewed is drawn from members of the Kenya Triathlon Federation. The interviews will be conducted on the following individuals:

- 2 members of the executive board of the federation
- 2 coaches in the federation

- 4 Athletes in the sport

2.3.1 Members of the Executive Board

The interviews will be conducted on 2 members of the executive board. In this case, the vice president and the Secretary General. The selection of the two is because they are the ones who are tasked with the formulation and implementation of policy within the federation. As decision makers, the interview will be structured to highlight why there are gaps in governance and ways to improve on this. The findings would be key for them to implement recommendations for improvement into the future.

2.3.2 Coaches in the Federation

The researcher will target 2 coaches involved in the development of the sport in the country. As the athletes are drawn from both genders, the target will be one male and one female coach who are actively involved in training the athletes. The involvement of the coaches will help the researcher better understand how the policies set by the federation board are implemented at the grassroot level and how they affect the development of the sport.

2.3.3 Athletes

The research will involve a selection of 4 athletes drawn from both Junior and Senior categories. It will further categorize them into either male or female and we will have one Junior Male, one Senior male, one Junior Male and one Senior Female. The athletes are key stakeholders who are affected by all the policies and decisions made by the board. The lack of governance leads to the lack of opportunities for the athletes to actively compete in local, national and international events. The relevance of the athletes in the study is to evaluate the impact of the decisions on other external stakeholders with regards to the athletes. For instance, the withdrawal of sponsorship or government funding towards the sport. Further, the separation of the Junior and Senior athletes determines the level of development need and amount of support required by each category.

PART TWO

RESEARCH, FINDINGS & RECOMMENDATIONS

CHAPTER 3 - Research Results

The research was conducted on the respective respondents, the 2 members of the executive board, 2 coaches and 4 athletes. All the respondents have been members of the federation from the time the federation started 3 years ago and so have a first-hand experience of the performance of the federation. The interviews went to answer the three research questions that covered the governance elements of Transparency, Accountability and Democracy.

3.1 The Members of the Executive Board

The researcher interviewed 2 members of the board who have been mandated with the role of developing policy to be used to govern the federation. Both of the respondents are high school physical education teachers and deeply involved in sporting activities. They were part of the team that founded the federation 3 years ago and were involved in the drafting of the constitution and other federation documents, necessary in the running of the federation.

3.1.1 Respondent 1 of the Executive Board – R1

R1 has been in the federation from inception and was open to say that the only document that he knows exists is the constitution and the selection criteria. There is no development plan within the federation for the athletes. Reliance has been on the National Olympic Committee to come up with development programs that are geared towards the major games. R1's idea of development as a federation is geared towards competition where the selected team meets in camp for a period of not more than 2 weeks prior to travelling for a competition.

On transparency, R1 was of the opinion that all federation documents that are developed should be put in the public domain for all to have access to and know what direction the federation is taking. R1 felt a lot was happening behind the scenes, which even other members of the executive were not aware of. To R1, transparency avoids speculation among the stakeholders and this helps avoidance of doubt and speculations. On accountability, R1 said that there should be a feedback mechanism engraved in the policy developed that would help to evaluate progress or impact of the same. Accountability for R1 is being able to answer to the members on various issues that you are mandated to do. R1 said that on matters democracy, there has been limited involvement of various stakeholders in decisions that are made at the executive board. In development of the policy documents, there is a need to have the involvement of the coaches and athletes. They are the consumers of the documents and so it would be of interest

to involve them in the document development. As it is, the involvement of the athletes is only when they are invited for an event, or be part of the National team to represent the country. The development of the athlete is squarely left to the athlete themselves and the coaches.

3.1.2 Respondent 2 of the Executive Board – R2

R2 has been in the triathlon sport for over 10 years and has also been in the Federation for the past 3 years. R2 has been involved in the development of the sport in Kenya and is now a level 1 technical official.

R2 was of the opinion that good governance was essential to develop sports in the country. R2 also mentioned that much as there were various documents within the federation that aligned to policy, there was no document that focused on talent development for triathletes. As a federation, they had to come up with some key policy documents that would be useful in governing the federation. R2 talked about the development of the athletes' code of conduct and the selection criteria policy documents that are in the custody of the Secretary General. Further, R2 mentioned that they had development programs for the existing talent which is in collaboration with the programs laid out by the National Olympic Committee of Kenya. On accountability, there was no clear system that monitored to make sure that all the laid down processes were followed. The policy may be written and known to the athletes and all stakeholders but the monitoring part was missing. R2 said that they relied on evaluating the activities for the year based on the objectives set at the beginning of the year.

R2 talked of the importance of having an athlete development program for the triathletes. He confirmed that there have been discussions around talent development and he would be keen on developing a policy. R2 appreciates that there is a gap between the junior athletes and the under 23 athletes who are slowly moving into the elite category. R2's fear is to not have athletes in all categories that would participate in various events. R2 would like to have a program that starts with the school going children to identify and nurture the talent to competitive levels. According to R2, there is a need to involve all the stakeholders in the federation to develop talent identification and development programs targeting the young athletes so that there is always continuity as the mature athletes transition out of the sport.

3.2 Coaches

The interviews targeted 2 coaches, a male and a female one. Both coaches are certified level one coaches by the World Triathlon and have been coaching both elite and junior athletes in the country.

3.2.1 Respondent 1 of the Coaches – C1

C1 is a World Triathlon level two certified female coach who has been a member of the federation for the last 3 years. C1 was a former triathlete and explained her experiences of being an athlete without a training program and the challenges therein.

C1 pointed out the lack of a transparent and open system in the federation on matters policy. C1 mentioned that she was not aware of the existence of any policy documents on athlete developments developed and monitored by the federation. C1 has been designing her own training programs that were useful to the athletes depending on the objectives of the respective athletes. C1 does believe that the federation should have a proper and open plan for athlete development because there are many triathletes out there at the grassroots level who have not been identified and developed. With regards to accountability, C1 believes that there is a need to have the coaches who are members of the federation being answerable to the federation on the athletes they develop. C1 has her own system of accountability where she keeps a record of athlete progress over time but that is to keep the athletes accountable, but the federation does not oversee her program. When asked about the element of democracy, C1 quickly pointed out that involvement of all stakeholders is very important if the development of documents at the federation level. As of now, C1 only knows that there is a constitution but no other policy document that is useful to develop the athletes. According to C1, there is a need to involve the athletes and coaches in the formulation of the development program in order to ensure that the goals of the athletes are incorporated and this will create a sense of accountability among all stakeholders.

3.2.2 Respondent 2 of the Coaches – C2

C2 is also a World Triathlon level one certified male coach who has been training triathletes for the past 4 years. C2 has been a member of the federation for the past 3 years. C2 has been preparing athletes for various continental championships alongside running a triathlon club that focused on beginners and intermediary level athletes learning about the sport.

Unlike the earlier respondent, C2 believes that there is significant transparency within the federation and in respect to him as a coach. C2 knows that there are policy documents within the federation, but is not sure if the documents in existence are open and known to everyone. However, C2 could not mention which policy documents he was familiar with apart from the constitution and the athlete's selection criteria policy. C2 believes there is a development policy in the federation that was in line with that of the National Olympic committee but we later established that the development he knew of was that coming from the Olympic committee level and not the federation. When asked about the element of accountability, C2 said that there is a reporting structure with the Secretary General of the federation where he sends periodical reports to him regarding the progress and development of the athletes that he coaches. This was in contrast to the response from the 1st respondent. C2 however felt that there is a need for democracy and more involvement of more coaches and athletes when developing training programs for the athletes. We need to have more involvement of the athletes in the programs for them to take ownership of the process.

3.3 Athletes

This project sought to get responses from 4 athletes, 2 male and 2 female, from the elite category and the junior category who have taken part in various events. These athletes helped to shed some light as stakeholders in the federations to evaluate the level of governance experienced from the athlete's point of view.

3.3.1 Respondent 1 of the Athletes – A1

A1 is a 19-year-old male elite triathlete who has been a member of the federation for the past 3 years. A1 has been a triathlete for the past 6 years having taken part in various continental championships to represent the country. A1 has an independent personal coach based in South Africa that has been giving him the training program. His coach is not a Kenyan coach and is unknown to the federation. For A1, it is a personal initiative because he does not think the federation can assign any coach to him.

When we discussed matters governance, A1 said that he was not aware of any policy documents in the federation and more specifically, no talent development program for triathletes. A1 has been struggling with issue of transparency and knows nothing about the federation apart from the information he receives with respect to an event or the planned international championship.

A1 has been exclusively working with his coach who monitors his development and performance based on the training program that he follows. As far as A1 is concerned, he is only accountable to his coach in South Africa. There is little or no involvement at the athlete level on matters to do with the policies in the federation. A1 felt that there is a need to have more involvement of the athletes as they are the ones who make the sport possible. A1 further felt that there was a lot of talent at the grassroots level, which needed to be tapped but the federation is not making effort to have events that would create that opportunity to the new talent.

3.3.2 Respondent 2 of Athletes – A2

A2 is also a 19-year-old female triathlete who has been racing for the past 4 years having done Ironman competitions as well as triathlon races. A2 is a member of the federation. A2 used to have an independent coach based in Egypt but the logistics of the training program was not viable considering she is a student. For now, A2 has been training on her own to keep fit but keeps consulting a local coach to help with the program she has developed herself.

As for her response to the element of transparency with respect to governance, A2 felt unaware of the ongoings of the federation. A2 is not aware of the existence of policy documents in the federations and specifically that that has to do with talent development. Further, the federation is not clear on the plans it has for athletes, apart from when there is an event, they want to get participants to. The only time A2 gets any communication from the federation is when there is an upcoming event. As for accountability, A2 is of the opinion that athletes need to be assigned certified coaches that would help monitor them to ensure that the athletes remain active even when not competing. Her challenge is the lack of a proper athlete and this makes her plan a program that is easy and comfortable to her, resulting in her not developing to her full potential. A2 had a good understanding of democratic process and she felt that this was lacking within the federation. Decisions were made without any involvement of the athletes and she did not feel involved in what goes on in the federation. Likewise, A2 does not involve the federation in any development plans she may have as an elite athlete.

3.3.3 Respondent 3 of the Athletes – A3

A3 is a junior male athlete who is still in high school but has been in triathlon for the past 5 years. Similarly, A3 is a member of the Kenya Triathlon Federation and has participated in

various continental championships as well as local events. A3 has a personal local coach who has been assisting him with a training program, independently developed for him.

A3 felt that there has been a lack of transparency within the federation, especially when it came to athlete development. A3 is not aware if there exists a development policy aimed at nurturing new talent to develop them to greater athletic prowess. If there was one, A3 felt that it was only known to a selected few and this made the rest of the athletes feel left out. In his opinion, A3 felt that decisions made at the executive level were all for the executive with no benefit to the athlete. Involvement of the athlete was when there was a planned event that the federation wanted to have participation, without consideration of the preparedness of the athlete. When asked about accountability, A3 felt that he was only accountable to his coach, who gives him the training program that he follows. No progress report is shared with the federation by his coach that can be used to evaluate his development and level of preparedness for major events. In his opinion, A3 feels totally left out and believes that this is the sentiment of many other athletes. A3 believes that there are plenty of good athletes that have not been given a chance to be developed due to a lack of a development plan by the federation that can assist the athletes to develop and grow.

3.3.4 Respondent 4 of the Athletes – A4

A4 is a 17-year-old high school female student who joined the sport in 2017. A4 has been a member of the Kenya Triathlon Federation for the past 3 years and has participated in various local and continental championships. A4 was part of the training spurring partners for the Commonwealth Games preparations but did not get to take part in the competition. A4 is one of our promising female Junior athletes in Kenya. At the moment, A4 does not have a coach but has been watching videos of various athletes and trying to develop a training program herself, much as it has been proving very difficult.

A4 was of the opinion that no much communication has been coming from the federation, apart from when there is an upcoming event that it required participants for. The federation has not been open and transparent with various stakeholders on decisions that have been made and this makes her and other athletes speculate on the objectives of the federation. A4 is not aware of any policy documents that may be in existence in the federation because none has ever been shared to the stakeholders. Very little information is divulged to the public on the federation affairs and so if there is any policy on talent development, then it is tailored for few athletes only. A4 felt that there is no accountability on the part of the federation as no one knows about

anything that goes on in the federation. This leaves out very many talented athletes that have potential of growth if we had a proper plan for them to grow. The element of democracy was addressed, and A4 felt that she has never been involved in any matters to do with the federation. A4 felt that it would be important to involve the athletes on decisions as it is them who participate and a development program would assist even the talented ones who have no financial capability to develop themselves to attain their full potential.

Chapter 4 - Research Conclusions and Recommendations

4.1 Conclusions of the findings

This chapter aims to draw conclusions based on the research questions that the researcher intended to answer, and what the findings from the interviews revealed. The conclusions will compare the responses from each respondent on the 3 areas of governance, namely transparency, accountability and democracy. The research sought to find out how we could improve governance of triathlon in Kenya in order to facilitate a successful talent development program.

4.1.1 Conclusions on Transparency

According to previous literature, the purpose of transparency is to eliminate doubt among the stakeholders on the decisions made by an organization. Disclosure, either voluntary or imposed by legal process alleviates doubt and creates confidence and fairness among all stakeholders.

Responses from the executive indicated that they have not properly disclosed all the information to the athletes on policy matters. There exist policies within the federation, but these are only known to the executive and kept by the Secretary General. According to respondent 1 (R1), some of the policies that exist are not known to all the members of the executive. Information flow is within a few members of the executive and the documentation that is to be disclosed to all members is instead held by a few members only.

According to respondent C1, the element of transparency within the federation is lacking as she is not aware of the existence of any policy document. The lack of any policies led her to development of her own training program that she uses to develop the athletes that she coaches. Further, she is not aware of any existing documents that are used for the governance of the federation.

As for the athletes, they were separately but jointly in agreement that they had no information with respect to the existence of any policy documents in the federation. Respondent A1 & A2 said that they only got information from the federation when it related to an upcoming event. They have never seen any policy document that described any strategic direction from the federation. The athletes believe that information only exists within the members of the executives and their training programs are developed and conducted by their coaches independently.

In conclusion, there is no adequate disclosure to various stakeholders on the policy documents that may be in existence within the federation. Further, there is no triathletes development program within the federation that is known to all and can help in the development of athlete talents. Focus has been on the existing athletes who are established and ready to compete in the sport. Each athlete is left to conduct their own training programs that are not part of the federation development plan for athletes. Communication and information shared to the athletes or coaches from the federation's executive is to do with upcoming events and competitions with disregard to the development of the athletes.

4.1.2 Conclusion on Accountability

Accountability surrounded the process of the athletes and coaches being answerable to the federation on their training programs that aligned towards the athlete development. The interview questions aimed to establish if there were control mechanisms surrounding the activities of the athletes and coaches towards attaining the objectives of the federation.

Responses from the executive with respect to accountability revealed that there were no structures that monitored the activities of the coaches or athletes. The federation relied on the program that exists at the National Olympic Committee level mandated to develop talent from different sports. These programs are not sufficient as they are conducted during the school holidays. Respondent R1 alluded that the program conducted at the NOC level was limited to a short duration and the coaches were accountable to the NOC and not the federation.

As for the coaches, respondent C2 said that there is no reporting structure that mandated them to give progress of the athletes to the federation. Upon completion of the program that is conducted during the holidays, the reports are submitted to NOC who monitor the athlete progress. C2 further was of the opinion that a continuous program would be more effective that focused on the athlete development throughout the year and monitored by the federation and in line with the International Federation guidelines.

The athletes have been training using personalized training programs developed by their individual coaches. As per respondent A3, he is not aware of any policies or documents in the federation that is relevant to athletes' development. Neither is he aware of any reporting mechanism that exists to help to monitor the progress of the athletes. Respondent A4 does not have a coach or a training program and has been relying on the internet to come up with personalized programs that she uses for her own personal development. This means that she is

not accountable to any one on the targets that she may have set on herself, monitoring of the progress or the level of preparedness towards any events or competitions.

All the 3 classes of respondents indicated that there is no accountability process within the federation that is used to monitor the development of athletes within a given time. As it is, each athlete works independently with their coaches and is only answerable to the coach. The coaches on the other hand are not regulated or monitored by the federation to make sure that the training programs given to the athletes are safe, impactful and towards the development goals of the athletes. At the federation level, the focus has been on the events and competitions that are planned with disregard to whether there is identification and development of talent. There is even no post event analysis of the athlete performances to identify gaps that the coaches can work towards improving performance.

4.1.3 Conclusion on Democracy

This is the process of having all stakeholders' involvement in the decisions made by the federation. It is the process of getting the views of all the different players when implementing any policy or process for the good of all. Democracy helps to make sure that any policy implemented caters for all the needs of the stakeholders for the unity and development of the sport.

At the executive level, there has been no involvement in the development of the existing policies for the federation. These policies did not take into consideration the views of the various stakeholders. The policies are kept at the federation and not shared to the coaches, athletes or parents for them to know of the objectives and goals of the federation. However, the federation's executive is willing to involve the different stakeholders in the development of the talent identification and development policy as this will involve the expertise of the coaches as well. This is a good indication of positive advancement by the federation towards growing the sport by getting the involvement of coaches and athletes in the process.

The coaches were disappointed at the lack of involvement by the federation in various activities that needed their involvement in preparing the athletes. They said that being coaches and mentors to the athletes, they would better understand policies that would help the athletes grow and develop towards attaining excellence. They were ready to be included in the development of the triathlete's talent identification and development policy that would be useful in having identified talent go through a development program over time.

Athletes totally felt left out and uninvolved in the happenings of the federation. They were not aware that they could contribute to the affairs of the sport in the country. In their opinion, they felt that the policies were for them to follow and implement and as such, their contribution would be very relevant to the development of the sport. They asked for inclusion on some decisions that are made at the executive level which would be done by the athlete representative at committee.

The research findings from the interviews conducted by the researcher indicate that there is a lack of governance within the federation especially on the 3 main research elements of Transparency, Accountability and Democracy. This lack of governance has led to the disregard of talent identification and development within the triathletes. There is a potential gap in the development of new talent to take over from the already advanced triathletes who are already in the competitive age. The federation has been working autonomously with the coaches and athletes having a different focus that does not align to the overall strategic plan for the good of the sport.

4.2 Recommendations

The conclusions of the research findings indicated that there was a general gap in governance within the federation, specifically with regards to Transparency, Accountability and Democratic process with regards to triathlete talent development. This chapter will try to propose recommendations that can be implemented by the Kenya Triathlon Federation towards improving on talent identification and development within the sport. The same recommendations would be useful for adoption at the National Olympic Committee level for implementation at the other federations level. The recommendations are divided into the respective stakeholders and will focus on how each stakeholder will have a role to play in the implementation of the recommendations.

4.2.1 Executive Board

The executive board of the federation is charged with the responsibility of developing policies in line with the International Federation for the development and regulation of Triathlon in Kenya.

a) Strategic Direction

In the strategic plan for the federation, it needs to include a multi-year policy that aligns towards the development of the sport from the grassroot level. The policy will act as a guide towards the strategy but therein, there needs to be inclusion in the annual calendar of events. Projections should be included on the number of athletes to be targeted for the identification exercise. For a start, 10 athletes per event to be targeted in building the team. More focus should be on the younger athletes than the more mature ones to strengthen the base. These athletes will be as follows:

Age Group	No. of Athletes
Under 13	5
Under 15	3
Under 17	2

The federation will need to bench-mark against other National Federations as they align to the strategic objectives of the National Olympic Committee. Consultations have to be done with the coaches, athletes and NOC to have a participatory process that would be acceptable and beneficial to all.

b) Monitoring & Evaluation

The federation, in particular its board and management, needs to play an important role of monitoring the progress of the athletes that are in its database. All triathlon coaches and athletes must be registered with the federation and a database kept to monitor the progress of each athlete. There should be a matrix that is shared with the coaches to help evaluate the effectiveness of the triathletes' training program. The evaluation should periodically measure the development of the triathletes as well as any gaps in training, including injuries.

4.2.2 Coaches

The role of the coaches is to develop the talent that has already been identified. Due to their expertise, they would also be useful in being part of the talent identification team that would go around scouting for fresh talent that appear during grassroots events.

a) Talent Identification

Coaches have the skill in identifying the potential in athletes when they come for events at the grassroots level. The federation registered coaches should be tasked with the role of identifying talent, based on a given criteria that is agreed upon by the federation. In each event, the above guide of athletes is to be used to identify new talent with varying capabilities. Apart from the events, scouting should be an ongoing activity for the coaches to help grow the pool of athletes in the federation database.

b) Talent Development

All triathlon coaches should be registered with the federation and they will need to submit their training program to the federation for approval. These training programs for the athletes have to be developed in collaboration with the federation and target athletes at different levels. The same programs should also have a reporting matrix that shows the progress of each athlete, areas of difficulty and the kind of support required.

c) Coaches Development Programs

Further, the coaches have to take initiative in taking part in development programs that focus on coaching triathletes. These programs are available at the International Federation level. Kenya Triathlon Federation needs to be instrumental in identifying these programs and making sure that coaches are properly developed with the appropriate training skills ideal for the athletes' progress. Focus is always on developing athletes with disregard on the need to also develop the coaches on newer and better ways of training athletes.

d) Coaches Evaluation

The federation needs to develop an evaluation matrix that targets coaches. In the matrix, periodic data is to be collected to check on various key performance indicators like number of athletes coached, coach development programs attended, training programs used for each athlete, etc. This will help to monitor the type of training given to the athletes as well as the competence of the coaches.

4.2.3 Athletes

All triathletes must be registered with the Federation, including the amateur ones. A full database to be maintained that has the athlete's details and development plan. Athletes should be assigned coaches that work with them using programs developed by the federation. They should also complete a periodic self-assessment report together with the coach to be submitted to the federation. This will create a sense of responsibility among the athletes in making sure that they set targets that they need to achieve in their development programs. Athletes should be called upon to be part of the policy development.

4.3 Other Recommendations

The researcher would like to propose that more research on the topic should be done by other researchers. This is because the focus was only on 3 elements of governance, namely Transparency, Accountability and Democracy. Further research should be done with respect to the other elements of governance eg responsiveness, rule of law and inclusiveness/ equity. As similar structures exist within the other National Federations in Kenya, similar recommendations should be implemented therein and can be under the guidance of the National Olympic Committee of Kenya.

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APPENDICES

Appendix 1

In-depth interview with Respondent R1, an executive member of Kenya Triathlon Federation conducted on 26 March 2023

Interviewer: Good afternoon
Respondent R1: Good afternoon, sir. How are you?
Interviewer: Very well, thank you. My name is Rommel Lukila. I am a student of, MEMOS program. MEMOS is an executive master's degree program in sports organization management. It's an I O C, international Olympic Committee Program, through the Olympic Solidarity for sports administrators. And part of the program is to carry out, uh, a research project. And my project is, uh, to do with, uh, sports governance.
Respondent R1: Okay.
Interviewer: Uh, for national federations.
Respondent R1: Oh, yes.
Interviewer: So, and we are here to do an interview. I would like to get a few of, um, what you think of, uh, of the Kenya Triathlon Federation's governance in relation to talent development within the country. Great. Okay. So maybe we can start off by you introducing yourself and then you can tell us about, uh, what you are in the federation.
Respondent R1: Uh, my name is XXXXXXXX, a member of Kenya Triathlon Federation. I am also a member of the executive board.
Interviewer: How long have you been in the federation?
Respondent R1: Uh, it's two years, uh, now, uh, and this year I'll be completing the third year if I am not wrong.
Interviewer: Okay.
Respondent R1: Yes.
Interviewer: And you're based in Kenya?
Respondent R1: I'm based in Kenya in the coastal region of Mombasa.
Interviewer: Okay. From a global perspective, what is your understanding of sports governance? Or, governance general?
Respondent R1: Uh, sports governance is how you, you govern your, uh, the sports, uh, federation or rather a particular sport. Uh, and it's more, rather is more to do with, uh, a leadership, how the structures are set. And, uh, I think it's all about, uh, leadership of a certain organization of our sports organization or a certain individual sport. That's according to my understanding.
Interviewer: So, what would you consider the key elements, that are important for governance? You've referred to them as, uh, in leadership. What would you consider to be the main elements that would help or that are important for talent development?
Respondent R1: Uh, key elements are, uh, uh, I think I'll pick three core values, uh, that is integrity, uh, transparency and, uh, delegating.
Interviewer: Okay.
Respondent R1: Actually, I think these are the core values. If, uh, if they're put in place, then we'll have a, a, a good organization.
Interviewer: So maybe you can just briefly elaborate. You've talked of, uh, integrity, you've talked of, uh, transparency.
Respondent R1: Yes. Yes.
Interviewer: Maybe you can just expound a little bit on, on, on those elements.
Respondent R1: So, when we talk about integrity uh, we need people who feel, uh, that what athletes go through and they're able to air their views, uh, when it comes to leadership, and the center person here is an athlete. So, as leaders, I think we,

we have to be, we have to be aware of what our athletes go through, you know. And, uh, when it comes to transparency, I think we should be very clear, uh, of the things when it comes to Uh, when we, uh, we, we, we take these, uh, athletes to represent us. Uh, there must be transparency in how we, you know, we constitute the teams, you know, the, uh, uh, qualifying criterias, things like this. And also if, uh, there are funds also, uh, the allowance that are supposed to go to the athlete, we also be transparent in that. I think the, the, the whole thing here is, you know, nurture talent. And, uh, if we consider this, uh, three values, I think we'll have, uh, you know, athletes representing us, uh, in our long term, long run, uh, program. And then we talk over delegating duties. I know there are, uh, there is a president, vice president, uh, secretary General. Uh, so at all, if, uh, something cannot be done by one member, then he or she can delegate duty so that the federation move forward as far as governance is concerned.

Interviewer: Great. Thank you very much. In your opinion, Alfian, do you think that, there exists any governance documents within that federation

Respondent R1: Mm-hmm. Yes.

Interviewer: As in documents that give the federation a strategic direction?

Respondent R1: Yes.

Interviewer: Okay.

Respondent R1: Uh, the most important document is the Constitution. Yes, if the organization has a constitution and everything is put in, uh, you know, uh, I mean is self-explanatory. Yes, each article is self-explanatory. Uh, I think, uh, we, we are good to go. And as we talk now, we have a constitution. We also have policies, you know. Yes, in place. So constitution and policies, these are very important documents in any organization. Okay. And then we have a strategic plan. Yes, if you have a strategic plan, document, then, uh, you on the right track, and this a must document you cannot do away with.

Interviewer: Who is the custodian of these documents, uh, within the federation? And if they're there, like you said, that they exist, are they available to the members?

Respondent R1: They're available to the executive, executive members. Yes, but the custodian of this is the president who is mandated, uh, to have, and the Secretary General. Okay. These are the custodians of the, uh, documents, you know, because the file remains in the headquarters. Okay. And you know, the headquarters, you have leaders, you know who, who are in charge of that mm-hmm. Yes, uh, for those files.

Interviewer: Yeah. Okay. So now I want us to just take a different shift and, uh, and, and, and dive into, uh, a bit of detail to do with the elements that you've mentioned, part of the elements that you've mentioned mm-hmm. Yes, uh, one of them is transparency.

Respondent R1: Yes.

Interviewer: And, uh, under transparency, uh, do you know, or do you believe there exists, uh, a triathletes talent development policy in the federation?

Respondent R1: I'm not aware. I'm not aware if there is a, uh, come again, please.

Interviewer: Uh, is there, does, um, is there a, a triathlete talent development policy in the federation, a development policy for triathletes to develop their talent?

Respondent R1: Uh, there is no, uh, document, per-se. Yes, but there is action that, uh, has been taken. Yes, uh, I might not be aware. I'm not in a position to answer that question because I've, I've not, uh, you know, gone through that, that policy. Uh, but I know of Sure. Some initiatives the federation is taking to nurture talents as we talk. Right now, we have a coach and, uh, four athletes who are under, uh, Olympic Committee of Kenya program, you know, in a talent development program. And each end of the school holiday season, at the end of, at the holiday seasons, we have these young athletes who are supported, you know, through the federation, you know, uh, in, in camps to, you know,

improve their techniques, their skills of triathlon. And also we've partnered with, uh, Kenya, uh, Olympic Committee, uh, to give some students scholarship. And it is through, uh, Federation. But, some action and Initiative has been there, but, uh, I don't, uh, I'm not sure of a policy, you know, that directs us to, you know, that initiative.

Interviewer: Is this an, is it, is this a National Olympic Committee initiative, the programs you have mentioned, or is this a federation, uh, program?

Respondent R1: It's a National Olympic Committee program, which requires all federations, you know, to send athletes and coaches. So through, uh, Kenya, Triathlon Federation, athletes have benefited.

Interviewer: Okay.

Respondent R1: And so, to athletes, you know, it's like an umbrella. Yes. The, uh, Olympic Committee of Kenya, uh, you know, passes it to the Federation. Federation, you know, passes it to the athletes. So to athletes, it's a Kenya Chapter on Federation Initiative. Because now the, the Kenya, the Federation is used as a link between the athlete and the Olympic Committee of Kenya.

Interviewer: Do you think the existence, or, or rather the availability of a policy document with regards to talent development would create more transparency to the members, or do you think if It's important to have a policy document that, uh, stipulates this?

Respondent R1: It's very important to have such a document, uh, because, uh, you, you also mention a lot of things in that policy, uh, that will answer all questions that are intended to be asked by members. So if you have it on hand, then, uh, I think people relax, and it's good if you can put it in a public domain also mm-hmm, uh, uh, limited to the members also and go through it. Uh, for me, it's very important to have such a policy. Uh, that's such a document. Yeah. Very important, because again, uh, uh, questions will be asked in the future and, uh, the policy document, you know, will be there to answer those questions.

Interviewer: Brilliant. Uh, the next, um, element that, uh, I wanted us to also have a look at is the whole issue of accountability.

Respondent R1: Yes.

Interviewer: And, uh, accountability is all about checks and balances. Who checks who? And, and it ties to the whole element of transparency. So yes, I would want to know, uh, whether there is or there exists a system of checks and balances to ensure that the triathletes talent development program is implemented. Well, is there a way within the federation that, uh mm-hmm you are able to measure whether the program that we are doing, specifically the development program of the, of the triathletes, Uh, whether they're checks and balances that will be able to be used to measure the effectiveness of the program.

Respondent R1: Yeah. Uh, to, for me, uh, I must say, uh, there must be feedback, uh, from the coach and from the athletes whenever they go through a certain program. For example, data of athletes, whenever they go to those camps is taken, their weights are measured. There are some tests that they go through. Uh, tests are also taken, uh, strength tests and all that. Uh, and also you are able to, uh, you know, monitor the progress of these athletes and all those documents. At the end of the camp, uh, as a coach, you send, um, a report of how the camp, it was things that need to be, uh, to improve, you know, this, uh, individual athlete needs to improve on this and that, uh, and the end, at the end of the day, you end up helping that athlete. Yeah. Through that report and through those tests. And these are documents that are shared to the, you know, secretary general

Interviewer: Ah, good. So, so they, they're periodic evaluation reports that are sent out to, uh, to the federation to give the progress?

Respondent R1: Yes. Sent to the committee. Sent to the National Olympic Committee, then ccd to the, uh, federation.

Interviewer: Oh, so they exist? what are the timelines that exist, um, within which reports are sent?

Respondent R1: The timelines actually, uh, it's a minimum of four months.

Interviewer: So, every four months there is a program that, uh, there's a training program to develop the triathletes.

Respondent R1: Yes, correct.

Interviewer: Great. Um, that's good on accountability, at least there, there exists, uh, a system of checks and balances within the federation then. Uh, yes. Our final element that I wanted us to look at is to do with democracy.

Respondent R1: Democracy, yeah.

Interviewer: Yes. Uh, was was the development of the, uh, development, uh, policy done and agreed. Yes, with the entire executive board, for example, uh, that particular program that you've talked about that, uh, is every four months that that is done to the athletes? Yes. Uh, the development of that program was it, uh, discussed and agreed by the executive board that this is the kind of policy document that, or rather the kind of policy that would, would be placed to develop the athletes?

Respondent R1: Uh, there is no, uh, policy that, uh, you know, ha has been put in place as per se. But, uh, it's very important. Now, after this meeting, we, uh, is a waken up call, uh, as I mentioned to you earlier on, uh, there's an initiative, but that policy, I don't know if, uh, it is complete and if it's there, it's there. I don't think if it's complete. Uh, but I do remember members of the executive sat in a meeting and agreed on this matter.

Interviewer: Okay. Do, do, do you think it's important to have like a feedback mechanism, uh, with regards to, to whichever policy that would be there?

Respondent R1: Yes. Yes. Yeah. There, there must be feedback and, uh, we need input of every member of the executive, you know? Cause at the end of the day, it's not a one man show. It is a team, it is a federation, and everyone must give their input. Uh, concerning that, uh, document,

Interviewer: Do you think it is relevant to as well include the athletes and the coaches? Because all those are stakeholders, uh, in relation to the sport?

Respondent R1: Yeah. Uh, it's very important. Now that we've mentioned about the athletes. Uh, I think, uh, there must be an athlete representative. You know, you cannot, uh, include all athletes. But, you know, in our meeting, we have over a hundred plus athletes in Kenya. So choose, uh, uh, a representative and, uh, consider gender, then they be able to air the views, uh, in order, I mean, to, in order for that, uh, document to function. So, so I think it's very important to involve athletes, uh, representatives and coach, uh, representatives. And for this, I think we have to encourage coaches also to come up with their own, you know, welfare and associations so that whatever is discussed in the executive, you know, they also, uh, give an okay. No one is in the dark.

Interviewer: Um, just, um, to take you a little bit back. Yeah. When we, when you, when you told, when you told me about the existing program that runs every four months, and there are lots of athletes who are umm, are part of that program, how many are they?

Respondent R1: There are four

Interviewer: Athletes. Yes. Uh, what criteria was used to select the respective athletes to be part of this program?

Respondent R1: Uh, first of all, we look at our registered athletes and those that we think have potential in representing Kenya, uh, in future competitions. Ok. And then we also look at age, uh, guideline, uh, sent by Olympic Committee of Kenya. An athlete must be between 14 years and, uh, uh, 18. Okay. And those are the guidelines, if I'm not wrong. So I think 12, 12 to 12 to 18, if I'm not wrong. And, uh, we have the database as a federation. Yes, we have, the database is there for all athletes who registered with the federation and those who have

been taking part in our competitions. Yeah. And those that we, uh, surely identify that they have potential to represent the country.

Interviewer: Okay. Uh, thank you so much Alfian for your very insightful information.

Respondent R1: Yes.

Interviewer: And, uh, all this will be treated with strict confidentiality.

Respondent R1: Yes.

Interviewer: And, uh, I really appreciate for your time.

Respondent R1: Thank you very much, sir. I do appreciate your time as well. Yes. And, uh, keep doing whatever you're doing in order to, you know, uh, improve our governance mechanism, uh, in, in the federation. Thank you.

Interviewer: Have a lovely evening.

Appendix 2

In-depth interview with Respondent R2, an executive member of Kenya Triathlon Federation conducted on 28 April 2023

Interviewer: Good morning.

Respondent R2: Good morning. How are you?

Interviewer: I'm fine, thank you. My name is, Rommel Lukila. I am a student of MEMOS. Memos is an executive master's program in sports Organization Management, and it's an Olympic Solidarity sponsored program through the international Olympic Committee in collaboration with the National Olympic Committee of Kenya. Ole, part of the program is for me to do a research project. And my topic for the project is on governance. I am trying to find out the challenges there are as far as, I mean, governance related issues to do with talent development for triathletes of Kenya. So in a nutshell, that is what the whole topic is about. So maybe we could just start off with you telling me about yourself, um, your journey, what position you hold in the federation, and, uh, then you can now have that conversation.

Respondent R2: Okay. I've been in the sport for over 10 years. Uh, and basically, um, before then I used to coach in schools, uh, which is what I'm still currently doing, as well as, uh, I'm also a technical official, but I've been in, in the executive for, for the sport at the Federation for the last three years. Uh, and yeah. And we are happy so far with the developments that we've made as a federation.

Interviewer: Okay. How long have you been in the federation?

Respondent R2: Uh, this is my third year.

Interviewer: Third year, okay. So you have been a member and you are actually an official within the federation?

Respondent R2: Yes. Yes. In the executive board

Interviewer: Okay. Tell me something about the, the federation itself. Um, yes. But before we get to the federation itself, maybe I would ask you, what is your understanding about sports governance?

Respondent R2: Um, my understanding on sports governance, of course, is to, to to, to govern or to lead, uh, uh, or administer the federation with, in the best interest of, of course, the main focus is for the athletes and to give, uh, credible and of course, uh, lead with integrity, um, and give the best opportunities for our athletes as well as our officials be, be it the coaches and technical officials, the best, uh, opportunity for them to, to progress and to, to of course, uh, develop, uh, their talent and to pursue their professional, um, athleticism in, in the sport of triathlon.

Interviewer: Okay. And, do you consider, governance to be very instrumental to the development of athletes?

Respondent R2: Yes, actually, um, when we look at governance, and I'm looking at good governance, I mean, it forms the internal part of, of, of development of the sport, or it forms integral part of, of, uh, our federation in terms of just delivering to, to the athletes. So like I said they, from the integral part of the main part of, of, of the main focus for, for us as a federation.

Interviewer: Right. And in your opinion, uh, are there any governance documents that, uh, give the federation a strategic direction?

Respondent R2: Yes, of course. We have, um, a few, as I said, maybe when we took over three and a half years ago, our main focus first was the policies, uh, that we need to put in place. Uh, cause without those policies or documents, then we will not be able to, you know, operate, uh, effectively and of course, to offer good governance. So one of our main objectives was to come up with different policies or different documents that will help us in governing the federation.

Interviewer: Okay. So what, what are some of these documents that, uh, currently exist in the federation?

Respondent R2: Yeah, so one of the main documents, first we actually came up with it was, you know, the, the, players code of conduct, the athletes code of conduct document that we, we felt, we needed to put in place. Uh, we look at, uh, the, a policy that, uh, governs just, uh, our competitions, uh, the requirements for different competitions and, and what you need to, to put in place. Well, another document that I would say has been very important for us as we, we, we go forward is what, what is required of athletes when they're in camp, maybe preparing for different competitions as well as the, the coaches. These are some of the documents that we've managed to put in place, um, uh, for, for, for our athletes and our coaches.

Interviewer: Okay. And, um, who is the custodian?

Respondent R2: We have the selection. Maybe the other document will be the, uh, the selection policy, uh, how we select our athletes for different competitions. That has been one other very important document that we had put in place that was actually not there before. So this just guides athletes on the selection process.

Interviewer: Yes. Okay. And, um, who, if I may ask is the custodian of these documents?

Respondent R2: Of course, as per our constitution, the custodian is Secretary General. So it's me who keeps actually all these documents.

Interviewer: Okay. I would like us to just dive into, um, a little bit of detail on three elements of governance. I'm looking at democracy, accountability and transparency. So if we look at transparency as an element of governance, my first question would be, uh, do we have a talent development policy in the federation?

Respondent R2: Oh, currently we, we do not have a talent development policy for, for, for, for us.

Interviewer: Okay. Uh, so there is no policy. Is it being developed or what is the, what is the plan for the federation as far as the talent that exists is concerned?

Respondent R2: Uh, for, for us, uh, so far what we do is we have programs for talent identification. So we do not have like a document as you had asked.

Interviewer: Okay, thank you. So that means that, uh, you rely, or rather the federation has been relying on, um, on the program that is developed by the National Olympic Committee.

Respondent R2: Yes.

Interviewer: And if, uh, we'd look at, uh, now the, the whole accountability.

Respondent R2: Yes.

Interviewer: Is there a system within the federation that, uh, ensures the existing policies that are there are monitored in a more accountable way? For example, like you said, the selection criteria for instance, is there a system that ensures that that particular policy is followed to the latter?

Respondent R2: Um, uh, I may not say we have a system that monitors, but the, the key thing is, and we look at our strategic plan, we, we have, uh, monitoring measures that annually we look at what we did that year, were, well, did we manage to deliver as per our strategic plan, be it sanctioning policy, event sanctioning policy, registration of clubs policy, be it the selection criteria, did, did the committees that were involved in selection of athletes meet that. So, uh, the checks and balances at the end of every, uh, uh, sport event.

Interviewer: Nice. Okay. I am a bit concerned about the athletes. If I look at the athletes and, um, like you said, there is that whole program that exists through the National Olympic Committee. How were the said athletes, uh, selected to go for this particular, uh, training?

Respondent R2: So normally what we do is we look at um, we look at our athletes, uh, their performances in, you know, in previous events, be it, um, an annual sporting calendar year or be it for six months, what was their performances? If we are looking at the youth in those past either national championship or regional or

continental championship, what has been their performance and, uh, uh, in those events. So we base it on, on that kind of, uh, criteria that have they, what has been their performances in those events, how are they ranked? So that's what we look at in terms of our selecting. So we wouldn't just pick, you know, athletes, uh, uh, from, you know, athletes who have not maybe or who haven't taken part in major events.

Interviewer: Oh, great. So that means,...

Respondent R2: Yeah, we look at their participation in national and, and regional and continental championships.

Interviewer: Okay. So that means there is, um, there is a sort of, uh, process that happens in the selection of these particular athletes.

Respondent R2: Yes, there is. Yes.

Interviewer: And, um, if we look at the athletes themselves again, um, when we identify, those particular athletes moving forward, uh, how do we know that these athletes are developing over a period, for example, Is there a way or a mechanism that exists, um, in conjunction with the coaches through the federation for a monitoring of these particular athletes who have been identified to see whether they're making progress towards the overall goal, or, or they're just identified and, uh, it's about the training.

Respondent R2: So, it's actually more of the training. I'll not say maybe like, um, post performance analysis that we look at maybe vis-a-vis their previous performance. We look at more of the, their current performance, and then we also look at the reports that we get from the coaches who handle the youth teams.

Interviewer: Okay. So now that the development, uh, program is not in existence at the moment, and, is there a plan to have one, and if so,

Respondent R2: Uhuh,

Interviewer: Who do you think would be the most ideal stakeholders that, uh, would be included in the development of this particular program?

Respondent R2: Uh, I would say there is no plan, but it is, it is a good thought. I mean, it's one of the things that I've always thought about, uh, how do we develop talent? And in our previous meetings, we've, we've talked about this, that we, we have a gap currently between the junior athletes moving into under twenty threes with, uh, what we have for both youth and those who are moving into the junior category, uh, in, in that order. So, uh, it is, it's something good, uh, to think about. And, um, your next question was, who will be the best people to be part of this? Of course, one is athlete representatives, either having a junior category, of course, coaches, because then they're the main people who, uh, actually develop these athletes. And then of course, uh, outside school, uh, outside, uh, our own coaches, uh, coaches at schools will actually be also very, uh, uh, helpful or will be very ideal to be part of, of, of the people will sit together to develop this.

Interviewer: I think one of my final questions would be, um, do you have talent identification at the grassroots level within the federation? Because I would believe that, um, for you to develop talent, you need first to identify the talent. So I don't know whether there exists a program or, a plan on how talent can be identified to pick new talent, fresh talent that is out there that has not been identified at the grassroot level.

Respondent R2: Yeah. Um, youth development is, is what we actually do not have at the moment. Then, we've had these discussions even before that. How can we go down to the schools and because that's where we have these young people mainly, uh, schools, competitions or develop, how do we develop more of the sport in our schools so that we have the sport being, uh, you know, taken as part of the school's, uh, competition programs, uh, cause it's not currently there, you know, as opposed to other sports like swimming and, and, and, and maybe

football and, and all these other team sports. So, um, ours was how do we take the program into the schools? So one of the things that we thought we felt was first to actually go into the schools and, and, and, and have coaches, uh, coach, uh, uh, coaching sessions within, within identifiable regions. Um, and then from there, these coaches will have the knowledge to actually start the sport in, in their schools. And then from there, then we have, you know, schools competition where in these competitions we'll be able to identify, you know, possible talented, uh, athletes that now we can take them further to, you know, if it's over the school holidays, only they come for training.

Interviewer: Okay.

Respondent R2: Yeah.

Interviewer: Great. Great. Thank you so much, I really appreciate your time and I think, uh, I have the information that I required with regards to my project.

Respondent R2: Thank you very much. And I wish you the very best in your project and your, your course.

Interviewer: I really appreciate it. Thank you. I will share the feedback with you, uh, because, uh, it will, I think it'll be really relevant for you to look at what the findings are and the possible recommendations moving forward for the federation.

Respondent R2: Thank you very much. I will really appreciate.

Interviewer: Thank you once again and have a lovely day

Appendix 3

In-depth interview with Respondent C1, World Triathlon Level Two Coach and member of Kenya Triathlon Federation conducted on 27 March 2023

Interviewer: Good afternoon.

Respondent C1: Afternoon, Rommel. How are you?

Interviewer: I'm fine, thank you and how are you?

Respondent C1: I'm fine. Thank you too.

Interviewer: My name is Rommel Lukila. I am a student undertaking an Executive Master's program in Sports Organization Management, which is,

Respondent C1: Oh, congratulations.

Interviewer: Thank you. Which is actually an I O C program, international Olympic Committee in collaboration with the National Olympic Committee of Kenya.

Respondent C1: Okay.

Interviewer: And part of the program is about, uh, doing a research project on an existing problem that I identified within the National Federation of Triathlon in Kenya. So, and in that particular research project, uh, I am to undertake interviews with key stakeholders within the federation that are relevant towards my establishing the authenticity of the particular problem.

Respondent C1: Problem?

Interviewer: Yeah. So I have identified you as a key stakeholder in this problem that I'm trying to work around, and that's why I thought we could have this conversation and just, uh, get a feeling of, uh, the problem that I'm actually facing. So maybe we could just start off with an introduction of who you are, what you are in the federation, if you're a member, and, uh, then we can just take it up from there.

Respondent C1: Okay. I am a level two world accredited triathlon coach, and I sit on the executive board of the Kenya Triathlon Federation as an athlete representative.

Interviewer: How long have you been in the federation?

Respondent C1: Uh, that is, uh, I was elected last year, in 2022. And, uh, working with the Federation, uh, I started, uh, after Covid period, as a coach, I was, uh, appointed for my first task to take athletes to the African Cup in 2021, in Sham El Sheikh, Egypt. So I'll say I started working with the Federation in 2021.

Interviewer: Okay. And you, you said you are a World Triathlon accredited coach.

Respondent C1: Certified coach

Interviewer: Level two, Yes?

Respondent C1: Yes.

Interviewer: Ah, okay. What is your understanding of sports governance? Or governance in general?

Respondent C1: For sports Governance is, uh, my understanding is, uh, we should have an executive board which should always have a final say and put in place systems and procedures of how talent gets up the ladder. You know, identification of talent and, uh, structuring it and helping the athletes grow.

Interviewer: Okay. Do you, or are you aware of the key elements of governance or maybe some of the key elements that you think are relevant to help the federation to progress into the next level?

Respondent C1: Leadership? Mm-hmm, that is my, I'll say that is my key governance, because if it's not clear, if there's no open communication, especially to the athletes and to the coaches, then the sport doesn't grow.

Interviewer: Okay. So, in my particular problem, I have identified three main problems, three main governance elements that I decided to focus on. So, I would want us in this conversation to dive into those particular three broad elements being one, transparency, two, accountability, and, three, the element of democracy. If we look at, uh, transparency from a coach's point of view, do you or are you

aware of any policies or any governance documents that exist within the federation with regards to talent identification?

Respondent C1: Um, yeah, like I was saying, honestly speaking, the only documents that I know are in place is the constitution. About the policies, I, I am not aware of any being in place because what I know and what I would say, maybe the policy that is there is having the athletes register with the federation. Well, the athletes will register with the federation, and then what happens after the registration for the year, you know, or maybe do, um, what do you call it? Any point earning event. And then what happens to the athletes when they get the points.

Interviewer: Okay. So you don't think there exist a policy document within the federation?

Respondent C1: No, there isn't. And if there is, then I have not been, uh, it has not been brought or it has not been shared with us coaches.

Interviewer: Ah, okay. So let me ask, uh, how do you identify and develop triathletes talent as a coach?

Respondent C1: Okay, for the athletes that I train, I create training programs and schedules to help the athletes reach their goals. And, um, that is like, we can identify international and national events and participate in them. And if it's, um, athletes that I don't coach, I'll always get in touch with their coaches. And then we would always do, um, things like, I'll always follow up, take charge of their performance, and then help the coaches prepare them physically and psychologically for conditions and competitions to be faced so that they can reach their optimum performance.

Interviewer: So, if I got you correctly, it means that you have, uh, your own program that you have developed that goes towards developing the talent that works with you?

Respondent C1: Yes.

Interviewer: Okay. Um, if we look at the element, and

Respondent C1: Most of the time, sorry, most of the time you'll find that athletes identified have their own specific goals and would always work towards their goals. And if it's not like, um, if they don't have, they just come, like, they say, I want to do triathlon. So you'll always ask them, what do you want to do, uh, in the next like five years? Where do you wanna see yourself? And of course, it's every athlete's dream to like go to the Olympics or go to the major games. So would always train and focus on developing the athletes on towards that goal. You see.

Interviewer: So, when you talk about goals, tell me more about it. What kind of goals would an athlete have now that you, you mentioned that there are various goals that athletes have.

Respondent C1: Okay. In order for an athlete to improve and perform, we have to set targets, you see, you can just come in and say, I want to do triathlon. Yes, you'll do triathlon. Then after two years, three years, you'll be bored. So you must have a target, like, let's say I want to do triathlon, I want to reach the Olympics. So we start planning, we start training, there's the base training, building up and all that. You see, then we sign up for events like the time trials, local bike races, and that is just for data collection. And of course, once you keep on training and attending those races, when you look at your data, let's say if you started training let's say last year, so six months later you'll be at a different level from when you started. So that is growth. And the more you participate in races, the better you become. And most of the time, I'll always encourage my athletes to also attend international races, to also get, um, what do you call it, to also get the international experience. Because you'll find, and I'll give you like an example. When I was an athlete during my days, I was the best at home, you know? And all the time you'll be like, ah, you're getting a podium, you're doing this. But when I was taken to that international level, I realized there's a lot to be done. And I didn't have a coach, I was not working with a coach. So that's

when I decided to get into coaching so that I can also help the people that I had mentored. And the people were looking up to me and they're like, you know what? There's this, this has to be done. And if you do not get any guidance, then you'll just be like zero grazing, you just doing rounds there and then participating in events at home. You take the podium, you go home, you're happy, then what next? You know? So for growth, you also need to be guided. So that means within your program you have, um, an evaluation criterion to set targets for the athletes and even measure the development and growth of every respective athlete?

Interviewer:

Respondent C1: Yes. And we not only measure within themselves but we also use international athletes. You'll always find, like if you've gone for a race and you look at the athletes who are there, say if it's an international race, so there's this person who was behind you, or there's this person who was in front of you, then all over sudden the person leaves you like maybe with a gap of 10 or five minutes. So you go back to the data and look at it and see where was the mistake? Was it my swim? Was it my run? Was it my bike? Then we come back to the drawing board and we are like, we need to work on our swim. If it's a swim, how many minutes do I need to shed off to be able to reach the international standard level? So then we start working on that and like we know triathlon is a, is a three in one sport, so we can't just focus on one thing. We have to also divide it into a way that we are giving attention to all the three sports and not forgetting we also need to rest, recovery and all those things.

Interviewer: So, from a federation point of view, um, do you think it is relevant then to have a similar program that is not the actual training program, but an actual policy document that highlights the program that is relevant to all coaches, um, within the federation to train athletes in a certain way?

Respondent C1: Yes. We should have a structure whereby the executive board should always have a structure, I would say top to down. So train the athletes and when, when you are training, not training them, you're developing them so that you can lead from the bottom to up. So you'll tell the athletes to register or you'll even bring, like the federation brings our point earning, uh, events home. Then what happens to the athletes when they get the points? So they'll just go home. Okay, I'm highly ranked. So the federation should also play a major role of even trying to, um, take the athletes to like events and make sure they are seeing and cause that's part of development, they are seeing what's happening out there and they're also gaining experience. So when they come back home, they know I need to work on this and I need to, to do this, for me to be able to develop in this sport.

Interviewer: Okay. And, uh, as a coach, do you think your voice would be relevant in terms of developing a proper structure? Like you've, like you've proposed?

Respondent C1: We need to have a representation and Yes, it'll be relevant if we have a system that works, you know, and whereby the executive board, everybody has a say and everybody's listened to, but we see sometimes you'll find that when we have an executive meeting, you will all put in your ideas, but when the final decision is made, you're not involved or maybe your ideas are irrelevant. So sometimes you're even left wondering, okay, then what was the point of even having the executive board or the executive meeting?

Interviewer: Okay. So why do you think that, uh, the coaches would be relevant?

Respondent C1: The coaches are the ones who are close to the athletes.

Interviewer: Okay.

Respondent C1: The coaches are the ones who work with the athletes. Like right now, if I tell you for example, there is an athlete who needs this and this and this, and they will not come to the executive, the athlete will not go to the Secretary General, not to the president. The first person the athlete talks to is the coach.

Interviewer: Okay.

Respondent C1: And the coaches are the only people who know the athletes' needs, requirements, and anything that can develop the athlete. So they should be the voice of the athletes in a way that we should be heard, um, our voices should be heard. Or rather we should also have a say, in the athletes development.

Interviewer: So, from what I'm gathering, uh, are you saying that the athletes are not heard?

Respondent C1: The athletes are not heard,

Interviewer: Or rather there is no proper process in which the athletes voice can be heard?

Respondent C1: What I was saying is, eh, yes, we should have unity in triathlon and just not, it's, it's not just triathlon but in federations, you see, the federation should work with bodies that strengthen the sport in Kenya. You see?

Interviewer: Okay. Okay.

Respondent C1: Bring groups together. And be represented.

Interviewer: In a nutshell, what I've gathered is that, uh, one, there is, uh, there's no involvement of the coaches and the athletes in the decision making of the federation.

Respondent C1: There is no involvement.

Interviewer: Uh, okay. Uh, anything else you would like to add? Because now I've covered transparency and it seems like some documents, what I'm gathering is some documents are not shared and you are not aware of them. So I've, I've also looked at accountability, which you've brought out very, very, very nicely in terms of how you evaluate your training programs for your athletes and the kind of reporting that you do between yourself and the athlete to look at whether the development program that you have for them is working or not. And when it came to democracy, which seems not to be there. There is a disconnect between the main executive board of the federation and the other key stakeholders being the coaches and the athletes. That's what I have gathered.

Respondent C1: Yeah. Yeah. What I'll say is,

Interviewer: Yes,

Respondent C1: Identification of talent is easy, but what do you do with the talent if it's at a club or at school, there has to be a structure that needs to be followed. There has to be a system that works, you see. If the executive board is not supportive or does not know what's happening, then the sport cannot grow. I mean the federation will not function, it'll just be of. We will just be sitting and waiting for trips and when the trips come, who goes, you see. There has to be a structure that works.

Interviewer: That is true. I agree with you. So, uh, would you be willing to assist the federation in coming up and developing, uh, talent identification and development program?

Respondent C1: Yes. If I'm given the opportunity, why not? From, like I said, from where I was, I did not have like information. You see, when I was an athlete, I did not have information. I'll train blindly and I'll just wake up in the morning and do my training. I run just to make sure I'm balancing the sport. But you see, if you have someone who guides you and someone who sits like on a panel and uh, gives people the voice of the athletes, be the voice of the athletes, then I'll be more than happy to be the representative for the athletes and I'll be more than happy to even sit on the development panel and program and whatever it is, just to help see the sport & talents grow.

Interviewer: Thank you. Thank you very much. I really appreciate your time and uh, it has been a very informative session with you and keep doing the good job that you're doing.

Respondent C1: Thank you so much.

Appendix 4

In-depth interview with Respondent C2, World Triathlon Level One Coach and member of Kenya Triathlon Federation conducted on 27 March 2023

Interviewer: Good afternoon.

Respondent C2: Good afternoon. How are you, sir?

Interviewer: Very well, thank you. My name is Rommel Lukila and I am a student of, MEMOS program. And MEMOS stands for executive Masters in Sports Organization Management. And it's an international Olympic committee program that, uh, works in collaboration with the National Olympic Committee of Kenya. So they select candidates to go through a one year program towards management of sports organization. And part of the program involves my research. I'm expected to do a researcher paper on governance or on a problem that exists within any sports organization. In this case, the Kenya Triathlon Federation, which is my sports organization. Then try and establish what gaps there are as far as talent identification and talent development for triathletes is concerned.

Respondent C2: Yes.

Interviewer: So, as I do this project, I am to carry out some interviews. And I have selected you as one of the World Triathlon accredited coaches that we have in the country. That's why I wanted us to have a conversation with regards to governance of the sport in Kenya.

Respondent C2: Okay.

Interviewer: So maybe you can start with you introducing yourself and, uh, telling me a little bit about your role as a coach within the federation.

Respondent C2: Uh, I'm the head coach of Kenya Triathlon Federation. I'm also a sports teacher at, uh, an international school in Mombasa. I also happen to be the head of sports department. I also run a Triathlon club here in Mombasa. I am the national coach, who has just completed level one coaching course and certified by world triathlon. My role in the federation is to make sure that, uh, the teams are well managed and, uh, are well identified and, uh, teams are composed well, so that it represents our mission.

Interviewer: Super. Thank you, Alfian for that introduction. Quite elaborate. And, uh, are you a member of the Kenya Triathlon Federation?

Respondent C2: Yes, I am a member of the Kenya Triathlon Federation of course.

Interviewer: Brilliant. Um, like I mentioned, my research paper is on governance and governance in this case being, uh, whether the federation has specific documents that govern it, that give it direction, for example, the strategic plan, you know, breaking it further down into specific policy documents that give direction to how things and how activities are conducted within the federation. So like I can give you an example of the selection criteria policy that you have. So you don't just select anybody, but, uh, there has to be a written down criteria as to how you would go out and select a team that would represent the country for any major games that you have. So that is just one of the policy documents. So I don't know whether as a coach you would know of any, uh, policy documents that are in existence?

Respondent C2: As a coach, you know, uh, I only know that document, the policy document for selection of athletes and also coaches. Cause uh, you don't want to just set policies for athletes and, uh, leave alone coaches. Cause at the end of the day, also people must feel that there was a fair selection for coaches. For example, my scenario, how I got selected to be a coach, so many coaches out there who were, you know, eligible for the sport. But, uh, there is a criterion, and that I'm aware of.

Interviewer: So, do you know of the triathlete talent identification and development policy, if there's any that is?

Respondent C2: Wow. I know, but have not come across, but I know it's there. If you can have selection, then, uh, that one for development is, uh, it must be there.

Interviewer: So, do you use it as a coach?

Respondent C2: Uh, actually I don't, uh, I don't use the policy as a coach. But I use my skills, uh, to identify the talent of, uh, you know, athletes, more specifically young athletes.

Interviewer: Okay. So my, uh, three main elements of governance that I would like us to focus on are to do with transparency, accountability and democracy. When we look at, uh, transparency, uh, you have mentioned to me that you know that there is a policy document, but you have not seen the policy document?

Respondent C2: No.

Interviewer: So how, then do you develop a program, or do you just do your own program and not the one that you say exists within the federation?

Respondent C2: I have personal programs and I also have programs for the, uh, for the federation. I'm also under the National Olympic Committee Talent Development Program that we run for four years, which is first priority for me as a coach. Cause that is a big mandate. And, uh, I wanna thank the federation also for giving me that opportunity. There is a criterion where those athletes were selected and why the coach was selected, and that one was shared to me, uh, through the letter of appointment. There are basic things that are effective.

Interviewer: I'm not talking about the National Olympic Committee. I'm talking about the Kenya Triathlon Federation itself. As a federation, I'm looking at the, the policy document that is in existence, which is what you've said exists, with regards to talent development. So that means that there is a program that exists within, at the federation level to develop talent?

Respondent C2: Yes, there is a program supported by National Olympic Committee.

Interviewer: But is it a federation program?

Respondent C2: Uh,

Interviewer: Or is it a NOC-K program?

Respondent C2: It's a, it's a NOC-K program, so, to be honest, cause uh, now most, not only Triathlon Federation, but more than, uh, 12 Federations and different schools have been invited for that program. Yeah. I think the program is under NOC-K, uh, to support federations.

Interviewer: But is there one for the federation itself that you know of? That is where my concern is in terms of focusing on the federation. And what programs exist, if any that actually help the athletes to develop?

Respondent C2: Uh, no, no. There's none. And I might say there's none cause of, uh, some factors. First of all, to run such programs, you'll need funds. And, uh, as it stands, like now the federation is not capable, but given the opportunity, if we're supported financially, yeah. But the government and the other sponsors, you know, and, uh, corporate, we can come up with, uh, with the program, uh, you know, run by the federation. But it is because of this, you know, increase lack of funds.

Interviewer: Ok. So if I look at accountability, and, uh, if, if I'm to, uh, if I'm to ask, how do you do your evaluation of your athletes on their development?

Respondent C2: Uh, first I, I must record details of each athlete, uh, that, uh, you know, I'm handling. And also there are quarterly, uh, assessment reports that I must do for these athletes. Uh, and then, uh, at the end of a calendar year, I'm able to, you know, evaluate and see which level the athlete is at. And this, uh, this involves the training routine and also performance in, uh, various competitions. So a follow up is there, I normally do. And, uh, I do my own reports of the database of all the athletes that I handle, both in the federation and, uh, at a personal level.

Interviewer: And who do you report that to?

Respondent C2: I report to the Secretary General of the Federation. Uh, and then, it can be put in the, uh, domain or the database for the federation so that, uh, the president can have a look at each athlete, cause these are the people I, I report to in the Federation

Interviewer: Let me look at, uh, an element of, uh, democracy. Do you believe that, uh, there is open democracy within the federation as far as governance is concerned now in the development of some of these documents?

Respondent C2: Oh, yeah. Uh, there is an open democracy. Uh, cause uh, I see, uh, developing those documents doesn't just need one person, it needs, uh, the executive and officials within the federation, you know, to have not come up with those document as far as decision making is concerned.

Interviewer: So, for instance, uh, if I would ask, uh, you've mentioned about the selection criteria policy that you, you're aware of and that you have seen. Uh, were you part of the development of that particular policy document?

Respondent C2: Yes, yes. I was part of it, uh, as a coach. And I also know coaches also represent welfare of athletes, though there is an athlete representative. When they were coming up with the document, uh, yes, I was involved as a coach.

Interviewer: Ok. Is there anything else that you feel needs to address as a federation, gaps that you feel need more involvement as far as coaches and athletes are concerned to strengthen the federation?

Respondent C2: Yes. I think the first point, which is, uh, paramount, is, empowering the coaches and athletes. For coaches, we empower them by giving them further training in their fields. You know, at least also apart from the field of play, you can find ways to support them, uh, you know, academically, you know, and their wellbeing. Another thing I think the federation should also focus on people with special, you know, needs.

Interviewer: Okay, Great. Thank you so, so much and I really appreciate your time. Very, very informative.

Respondent C2: Thank you very much, sir.

Appendix 5

In-depth interview with Respondent A1, Under 23 Male Triathlete and member of Kenya Triathlon Federation conducted on 27 March 2023

Interviewer: Good afternoon
Respondent A1: Hi, good afternoon.
Interviewer: How are you?
Respondent A1: I'm good. And you?
Interviewer: I'm fine, thank you. My name is Rommel Lukila. I am a student of MEMOS. MEMOS is an executive master's program on sports organization management, and it's a program that is run by the Olympic Solidarity under the International Olympic Committee, uh, in collaboration with the National Olympic Committee of Kenya. And part of the program is to do a research project on a problem that exists within my sports organization, which is the Kenya Triathlon Federation. My research topic is, um, how we can improve governance of triathlon in Kenya in order to facilitate a successful talent development program. So I have picked you as one of our senior triathletes in the country.
Respondent A1: Thank you
Interviewer: And I wanted just to have a conversation with you regarding this particular topic so that I can be able to gather information relevant towards my researcher thesis paper.
Respondent A1: Okay.
Interviewer: We can start by, uh, you introducing yourself and telling me slightly about yourself, how long you've been in triathlon etc.
Respondent A1: Uh, okay. I'm a triathlete, uh, part of the Kenya Triathlon Federation, and I've been a Triathlete in Kenya for the past six years having competed nationally and internationally.
Interviewer: Are you a member of the federation?
Respondent A1: Yes, I'm a member of the federation. I think I've been a member of Kenya Triathlon Federation for the past three years.
Interviewer: Oh, okay.
Respondent A1: Yes.
Interviewer: Which major events have you taken part in?
Respondent A1: I've taken part in the African Championships, taken part in, uh, the Zimbabwe African Cup, and some of the national events, which just happened here in Kenya, such as the Zonal and the African Cup.
Interviewer: Oh, so you are a very senior athlete? I would say
Respondent A1: Yes. I'm trying to be
Interviewer: How old are you?
Respondent A1: I'm 19 years turning 20 in November. Okay. So in triathlon, I'm now under 23 category.
Interviewer: Okay.
Respondent A1: Yes.
Interviewer: And are you allowed to race in the elite races?
Respondent A1: Yes, I'm allowed to race in the elite races too.
Interviewer: Okay. So do you have a coach?
Respondent A1: Yes, I do have a coach. My coach is a South African coach. She coaches me remotely. She sends me programs through an app called Training Picks. That's how we communicate and that's how I train.
Interviewer: So, you don't have a local coach?

Respondent A1: No, I don't have a local triathlon coach. My local coaches only help me through my programs such as swimming and running. But my main triathlon coach is coach Riana from South Africa

Interviewer: Okay. So John, um, I just want us to slightly dive into detail. And one main question I would want to ask you is, um, whether you understand what governance is?

Respondent A1: Governance? Yes. I think I have an idea. It's, uh, it's the body that controls a group or a country. For example, if governance of a country will say, talk about the president and all the, the main leaders of the country that control the body. That's the governance, if I can say

Interviewer: So, if we talk about sports governance, what is your understanding?

Respondent A1: Sports, for triathlon, I can say maybe for governance, maybe it's the president of our triathlon. So, uh, the president is what governs our national federation

Interviewer: Okay.

Respondent A1: Yeah.

Interviewer: Now, uh, do you know of any governance documents in existence within your federation?

Respondent A1: Uh, No

Interviewer: So, for example, uh, do you know of any policy documents that would be in existence within your federation? Maybe to a policy like for example, on selection, a policy, like on, uh, training, a policy, like on development, a policy on, uh, you know, various policies that guide the management of the federation?

Respondent A1: Uh, no, I have not seen any policy.

Interviewer: You have not seen any?

Respondent A1: Only I have not seen any. I only know the president and I only know the, the secretary general and I, I just know the people who are working but haven't seen anything documented.

Interviewer: Okay. So you would not know whether there exists, uh, any policy documents, uh, with regards to development of talent for triathletes?

Respondent A1: Uh, no, I don't think so.

Interviewer: Okay. So do you think a policy like that would be relevant, a development policy program?

Respondent A1: Yes, it'll, uh, it can very much because Triathlon is still a developing sport in Kenya and I think, uh, it'll actually help a lot people to see what, what Kenya Triathlon is trying to do to, uh, make the sport a bit more known.

Interviewer: Okay. Do you believe that, uh, we would need to have a talent identification program, for example, is it relevant to have a team of people who would be able to go down to the grassroots and identify people who are talented in the sport?

Respondent A1: Yes, it's very much needed. Cause um, we have so many talented athletes in Kenya and I know some of them are not even known or seen. Cause some can't even afford to come for events but they can race in the events, but they can't afford it. So everybody could actually help out with, uh, figuring out who kind of, who can't race. And if, if any help is needed, they can get help.

Interviewer: So, if I just go slightly abit back. You mentioned that uh, your coach is from South Africa?

Respondent A1: Yes.

Interviewer: Do you periodically report back to your coach with regards to your training program?

Respondent A1: Yeah. Yes, I do, um, twice a week, Monday and Friday, I do talk to her about my training. I explain to her if I'm having any problems or I don't understand one particular part of the training program. And uh, yeah, we communicate very well and, uh, I don't see any problem with the communication, but yeah, always good.

Interviewer: Okay. So just as a wrap what is your take as far as athletes being involved in the development of the training program? Is it relevant? Is it necessary?

Respondent A1: Yes, the athlete has to be present cause uh, the athlete is the one who's getting the program. Cause uh, the coach has to know how much an athlete can take, for example, um, how much they can run, or how much they can cycle, or also how long a distance they swim without, without the coach being there. It's very difficult to know what type of program to give an athlete.

Interviewer: Okay. Very well, thank you so much, I really appreciate your time and, um, your assistance for my project. I look forward to more interactions with you.

Respondent A1: Okay?

Interviewer: Yes. Thank you very much. I appreciate

Respondent A1: Thank you too.

Appendix 6

In-depth interview with Respondent A2, Under 23 Female Triathlete and member of Kenya Triathlon Federation conducted on 27 March 2023

Interviewer: Good evening.
Respondent A2: Good evening to you
Interviewer: My name is Rommel Lukila. I am a student who is undertaking an executive master's program in sports organization management. And this is a program that is sponsored by the International Olympic Committee, through Olympic Solidarity and in collaboration with the National Olympic Committee of Kenya. Part of the program is for me to undertake a research project with respect to a problem that I have identified within a sports organization. In this case, I'll be looking at the Kenya Triathlon Federation. And it's mainly to do with governance. What I'm trying to resolve is an issue to do with how I can improve governance of triathlon in Kenya to facilitate a successful talent development program for athletes. So that is the background of the study and the problem that I'm trying to find a solution for as far as my project is concerned.

Interviewer: I just wanted to remind you that our conversation is being recorded and it's going to be strictly confidential. It is purely for my research paper and all that we will discuss in this particular session is private and so you should be free to just respond the best you know how as far as the various questions are concerned. So maybe you can just start off with you introducing yourself and telling me a little bit about yourself and then you can take it from there.

Respondent A2: All right. I am currently a student. I am 19 years old and have been doing triathlon for the past two years. I've also done two Ironmans as a triathlete, and currently, well, not to brag or anything, but I hold the fastest time that any female Kenyan has done in triathlon, the sprint distance triathlon. And yeah, I enjoy doing triathlons and I try race at least six times in a year. In the last year, 2022, I was able to do roughly 11 races, triathlon races, but not all sprint distance, like different kinds of distances.

Interviewer: Interesting. So you are very active in triathlon, I see.
Respondent A2: Yeah.
Interviewer: Uh, are you a member of the Kenya Triathlon Federation?
Respondent A2: Yeah, I was a member last year and I registered to be a member this year, so yes

Interviewer: All right. That's really good to know. Do you have a coach?
Respondent A2: Um, currently, no, because, okay, while we were at the Commonwealth Camp, we had a coach that was for the two months that we were training. And then after that, as the camp ended and the games already ended, then I got a coach from Egypt. She was good. But then it was hard doing the online training and like, it was kind of challenging for me, especially considering someone needs you to show like the data a lot more and a lot better. Like, because they require you to show that all your data is in line with the training that they're giving you, and if not, then they think that you're not, like, you're not being as transparent as they need you to be. And also, I was like occupied and trying to balance school, and because the coach isn't physically there, I have to go an extra mile to show them everything I'm doing. So it was kind of difficult for me. So I'm still looking for a coach at the moment.

Interviewer: So, you don't have an actual physical coach present locally?
Respondent A2: I do have, um, she's not coaching me per se because she doesn't write for me my training programs or anything, but there is a coach locally who I can always contact, and she is willing to always give me advice, but then other than that I

have to plan my own training programs and I read a lot, try research, get as much information as I can.

Interviewer: Okay. What is, what is your understanding of sports governance or governance generally?

Respondent A2: Um, I believe that it's a body that creates rules to govern a society. Like keep everything the actions and, and like everything in line with what the goals of what the society is in the near future and to make sure that things aren't going like out of line. People aren't breaking the rules, aren't doing unclean sport or, yeah.

Interviewer: Okay. So my focus on governance is, uh, pegged on three elements of governance, being, transparency, accountability, and democracy. So, and those three elements are in line with talent development within the federation for triathletes. So my question is, do you know, or have you heard or have you seen a talent development policy document within the federation?

Respondent A2: Well, um, talent development policy. Policy policy, I actually don't think I have. However, from I O C, they give, um, scholarships. I know they give that to develop talent that basically is with, um, funding to ensure that those potentially successful athletes have the means to get to the standard of Olympics and to get to experience the Olympic.

Interviewer: Yes. But, but that is at the I O C level, which they support through the National Olympic Committee of Kenya. Then they roll out the program for the athletes through scholarships and, and that is usually through the Olympic solidarity, but, uh, yes.

Respondent A2: At the federation level, I have not.

Interviewer: You have not seen any?

Respondent A2: No. So far not any. But there was that one that's, um, what is it called where you come up with an idea to improve sports like a sport related business. Um, what is the program called?

Interviewer: I'm talking about a policy, an actual policy document, like for example, selection criteria policy that, uh, as a federation, this is how we are going to select a team, or this is how we're going to select athletes. But in this case, I'm talking about, uh, a development program where we know that this is the policy document that states and stipulates the procedure in which, um, talent is going to be identified, talent is going to be developed within, uh, the sport. So that's what I was talking about.

Respondent A2: So, I have not seen any from the Kenya Triathlon Federation

Interviewer: And do you think it is relevant or would it be advisable or relevant?

Respondent A2: Yes, completely. Because that's how the sports grows in the country.

Interviewer: And so now that you do not have a coach, how difficult is it for you to develop yourself considering that you are the best, potentially highly potential athlete to, you know, to get to the next level as far as triathlon is concerned in the country?

Respondent A2: Well, it's difficult because you don't have that coach, that person for, um, making sure that you are consistent with your training and that like you are accountable for everything that you do because having a coach makes it easier upon the athlete. And now I have to be accountable for myself. If I don't train, then that's my own loss. And I mean, if the federation was able to provide like, policies like, um, we have this certain camp headed for this certain race, and like they have the budget set for that, then it should make sure that the athletes aren't left out and there's always a coach, um, waiting at camps, at different camps for different races to help train athletes.

Interviewer: And do you think it would be relevant to involve you as an athlete in, the development of a program?

Respondent A2: Um, yes, because the athletes are the ones who have the firsthand experience in comparison with the officials or the people within the federation itself. So

even if people who are in the federation are previous athletes, that would be fantastic because then they would know what the issues within the federation are. And like, um, you know how there's always annual budget set aside to go for different races. It's really disappointing when you come, like as the race date comes closer, the federation is telling you that they don't have funds or they're waiting for the government to fund them. When, and like the previous year, they had already set us like they had told you that they had set aside that budget for this race. And then when you come closer to the races, you are told that there is no race you're going for because there's no money to do it.

Interviewer: Mm. Okay. And uh, when I listen to you, I get a feeling like your voice is not hard as an athlete. Is that the case?

Respondent A2: Yes, because there needs to be the link between the athlete and what the federation is doing. And like we recently just appointed an athlete commissioner to represent us triathletes, which is good and is what we kind of needed because now I can find someone to tell who maybe you guys will finally listen to, like maybe the federation would finally listen.

Interviewer: Okay. Wow. Great. Thank you so much. Uh, is there any other comments you want to, to raise as far as, uh, the governance of the triathlon is concerned?

Respondent A2: Well, yeah, I have some points

Interviewer: Uhuh,

Respondent A2: Well, to improve the governance, um, of, and you said the, the three elements your thing is based on is transparency, accountability, and,

Interviewer: Democracy. So democracy in terms of involvement of athletes, all stakeholders, the athlete, the, they're the coaches, this is the executive members all coming together and agreeing that this is the direction, uh, this is the program that we're developing for the, the triathlete. So for example, um, a proper way of, uh, I would look at it is, uh, having a program that is involving the coaches. So for example, having, um, having an event at the grassroots level that identifies talent. So once this talent is identified, what happens to it? So there is actually a program that exists that takes up this talent that we have identified and starts developing it towards specific goals into the future. So if you're looking at games four years from now, or eight years from now, I have identified, for example, an athlete who is a novice and start developing that particular athlete towards those games. So then, the program involves having coaches, having nutritionists, having all these different people who are going to support this particular athlete towards the success of those particular games. So that is the kind of program that I'm looking at. That is now democracy where all the stakeholders are involved and their input is listened to

Interviewer: Yeah. So that's the kinda program that I, I, I envision that we need to have. Then transparency is that it's open to everyone. Let everybody and anybody get to know that this program exists and it is not just for a selected few, but it's open to everybody to be able to be part of it.

Respondent A2: Yeah.

Interviewer: That's the whole issue here.

Respondent A2: I think like for me to achieve that, firstly the federation should have like set positions for all those stakeholders that you're saying because if it's unrealistic to like just talk about it and then there's no actual set position for a physio or a coach or be it a nutrition or psychologist. So then, like at the beginning of every term of the um, new governing body for the K T F, I think they should have like clear constitution, which means if it's board of directors who are all elected equally and transparently, then that would be the best way of doing it. Or like the management structure is all set out and everyone knows like that this person was elected. And I mean, it just needs to be fair for everyone to know, when things are accountable for

Interviewer: I agree. And that I think is the right direction and not just K T F but every federation should be taking that particular direction.

Respondent A2: Yeah. Basically having a plan.

Interviewer: Yeah, exactly.

Respondent A2: And then also like what you were saying to develop someone from like being a novice to an Olympian, I think that should start from like the lowest level possible, which means like hosting events, like local events as many as possible to like spread the word about the sport as far as possible and like, you know, encouraging like sports for all and mass participation, like just come and try the race and then also making registration fees like affordable, you know? I think it all depends on how well the message is communicated that triathlon exists. And cause like this weekend, this past weekend I attended a triathlon and there was like not many people, but you could tell that people enjoy doing this. It's like, it's a hobby for them that like, it puts them aside from the work life, it gives them like kind of something good that they enjoy during the weekend.

Interviewer: Wow, Okay

Respondent A2: Okay. So promoting it from like a, just, it doesn't have to be like you host necessarily world triathlon events, but just like local events that build the sport. And then of course the government like world triathlon would be, if the federation like invites them, they'd be more than willing to host the events over here as well.

Interviewer: Yeah, that's true. I like that. Okay, thank you so much. I really appreciate your time and your input in assisting me towards what I'm hoping to achieve and I look forward to more conversations with you. Have a lovely evening.

Respondent A2: Okay, thanks and you too.

Appendix 7

In-depth interview with Respondent A3, Junior Male Triathlete and member of Kenya Triathlon Federation conducted on 27 March 2023

Interviewer: Good evening.
Respondent A3: Good evening.
Interviewer: My name is Rommel Lukila. I am a student undertaking an executive master's program in Sports Organization management. It's an International Olympic Committee program and it is in collaboration with the National Olympic Committee of Kenya. Part of the program requires me to do a research project whereby I have to identify an existing problem within the sports organization, in this case the Kenya Triathlon Federation, and do a research and get the views of various stakeholders in this case being the executive, the coaches, and athletes. So as far as athletes are concerned, I identified you as one of the upcoming junior athletes in the Federation who would help to bring insight towards my research paper. Maybe just to start off, my research project is generally on governance and how we can improve governance for triathlon federation in order to facilitate a successful talent development program. So it is a link between governance and talent development. We are having programs that develop talent, in this case, athlete talent in triathlon towards success and towards, you know, uh, every athlete's dream of maybe going for the Olympics or other major games.

Respondent A3: Yes.
Interviewer: So that's in a nutshell what my whole paper is about. But, uh, just to start us off, maybe you can introduce yourself and just tell me something a little bit about yourself as far as triathlon is concerned.

Respondent A3: Okay. I am a junior athlete. I'm currently doing my AS level and as well as doing triathlon. And it's been a great journey so far.

Interviewer: Okay. Thank you. How old are you?
Respondent A3: Um, 18 years.
Interviewer: You are 18 years?
Respondent A3: Yes.
Interviewer: And are you a member of the Kenya Triathlon Federation?
Respondent A3: Yes, I am
Interviewer: How long have you been a member of the Federation?
Respondent A3: Um, it's been almost, let's say five to six years since I joined.
Interviewer: So, you have been at triathlon for about six years?
Respondent A3: Yes.
Interviewer: Okay. That's very impressive. So um, in general, let me just get a feel of your understanding of what governance is in respect to sports, what governance is all about.

Respondent A3: Um, okay. For me, I feel like governance is like the lack of, uh, like to have a policy in which way that the federation can take part in or how things should go in the federation. And um, yeah, that's my perspective of governance.

Interviewer: So, do you think governance has a direct relation to management?
Respondent A3: Um, yes.
Interviewer: Okay. Uh, do you know of any documents that exist? Any governance documents that exist as far as the triathlon is concerned?

Respondent A3: No, I have not yet heard of any.
Interviewer: You have not heard of any?
Respondent A3: Yes.
Interviewer: Okay. Uh, do you have a coach?

Respondent A3: Yes. I currently have a private coach who trains me. But uh, I train with and he helps me during uh, my training program. He understands me well. In terms of the federation, Kenya Triathlon, I haven't seen such, uh, an equipped coach or like well understood coach, like the one I have and it costs a lot of money for me to pay him and to have training with him cause it's, uh, sometimes really difficult and weighty on our side. Cause we have to consider other factors on top of that.

Interviewer: Okay. So you've been having a private coach all along?

Respondent A3: Yes. Yes.

Interviewer: Uh, is it because that there is no coach assigned to you as an athlete through the federation?

Respondent A3: Yes. I feel like we don't have a well certified coach that can really understand the athletes and maybe provide well, uh, training programs for us. Um, yeah, so far.

Interviewer: Okay. So are you, or rather have you heard of, uh, whether there exists, uh, talent development program within the federation?

Respondent A3: Um, no, not really. I haven't heard of any so far from my end.

Interviewer: Okay. So you have never heard of it or you don't know whether one exists?

Respondent A3: Yes.

Interviewer: Okay. Uh, lets just get a feel of your program. Your training program that you do, does it or do you have, um, reporting mechanisms between yourself and your coach where he monitors your progress? Periodic reporting?

Respondent A3: Yes, yes. Um, for what I do is I have, uh, I use Garmin. Uh, so Garmin has an app that, uh, I use, it's called Strava. So the coach can monitor how um, my events are doing or when I go for training, how my, uh, training goes. He asked me questions like how I feel about it, how, uh, I felt about the training session today and was it hard, was it easy and how the body feels or reacts to it. Um, he tends to check a lot of factors like uh, my water intake, uh, sugar levels and such stuff.

Interviewer: So, you're able to give feedback to your coach as far as how your progress is as in terms of training?

Respondent A3: Yes. Yes.

Interviewer: Okay. And, um, where do you feel as an athlete there's a gap between an athlete and the federation itself? Is there a lack of transparency or accountability or where do you feel that the gaps exist?

Respondent A3: I feel like the gaps exist. Like in terms of the federation, there's some opportunities that might come and we are not informed about it. And like, you just wonder, some people are just chosen and you dunno how it happened, where they applied for it. And it's just like, you just come with a shock and you don't know what or how it happens and everything. So I feel like this opportunities are like hidden for us as young athletes, so we don't get the ability to reach that potential to me.

Interviewer: So, the line of communication is not clear?

Respondent A3: Yes.

Interviewer: I'm trying to understand you and, and where you're coming from. Um, so that means that information does not get to the athlete when it's supposed to get there?

Respondent A3: Yes.

Interviewer: Okay. And, uh, as far as uh, talent identification, uh, do you think it is relevant? Do you think there are athletes out there that exist that we don't know about?

Respondent A3: Yes, I feel highly some athletes that are recognized, uh, they only, I feel like they only give chances to people who they might know or through people. So like, it doesn't give chances to other athletes to showcase their talent. So it's just favors some athletes and not all.

Interviewer: Okay. And how do you think we can improve on that?

Respondent A3: I feel like there should be, uh, in a way that they, the media or, uh, people to allocate people to come during events or other sporting uh, activities to like to scout and to see the potential in the sport and to just have a one-on-one discussion with their kids and almost all athletes so they can understand how athletes feel during the race and after. Yeah.

Interviewer: So, your feeling is that, uh, your voice is not hard?

Respondent A3: Yes.

Interviewer: Okay. Alright, thank you so much. That was really, really insightful, very helpful to me. And uh, like I mentioned, all information that you've given me is purely for my study and that it would be treated with a lot of confidentiality. And I really appreciate your openness and honesty in this conversation.

Respondent A3: Okay, thank you

Interviewer: Thank you so very much and have a lovely, lovely evening.

Respondent A3: You too. Bye-Bye.

Appendix 8

In-depth interview with Respondent A4, Junior Female Triathlete and member of Kenya Triathlon Federation conducted on 10 April 2023

Interviewer: Good morning.

Respondent A4: Morning

Interviewer: My name is Rommel Lukila. I'm a student of MEMOS and MEMOS is, uh, it's an executive master's degree in sports Organization management. And part of the program of MEMOS, uh, requires me to do a research paper where I am to identify a problem existing within the, within a sports organization. In this case, I am working on my federation, Kenya Triathlon Federation, then I am to do interviews to get a feel of how my various respondents that I would involve in my research paper would give me data regarding the problem that I feel exists within the federation. And just to mention, MEMOS is, uh, it's a program that is organized by the International Olympic Committee through the Olympic Solidarity, in collaboration with the National Olympic Committee of Kenya. So that is how I am involved in this particular program for the next one year.

Interviewer: Now in my research paper, I am focusing on the issue of governance and how the governance of the triathlon federation as a sports organization has a direct or indirect impact on the talent development of triathletes within the country.

Respondent A4: Yeah.

Interviewer: So just, uh, in a brief that is what my research paper is about and the entire program, uh, what the entire program is about. Just to start us off, you can start by introducing yourself and tell me about yourself, how long you've been in the sport, and generally about yourself.

Respondent A4: Okay. I am 17 years of age, um, currently in high school, in year 12 as of now. I have been in the sports since 2017 and it's been quite an experience and a journey and my future goals are to make it to the Olympics and, you know, just break the records.

Interviewer: Oh, great. Are you a member of the Kenyan Triathlon Federation?

Respondent A4: Yes, I am a member of the Kenyan Triathlon Federation. I am a junior athlete.

Interviewer: How long have you been with the federation?

Respondent A4: I think at the moment it's four years.

Interviewer: And as a triathlete, when did you start? Uh, when did you join the sport?

Respondent A4: 2017.

Interviewer: Oh, okay.

Respondent A4: Yeah.

Interviewer: So, you've been a triathlete for say, the last five years?

Respondent A4: Yes, professional level, like a really competitive level, I would say between the end of 2018 to the start of 2019.

Interviewer: So, what competitions have you been involved in?

Respondent A4: Um, I have been involved in both local and international competitions. I have represented my country in various championships, um, triathlon championships. There was the Namibia Duathlon Cup, um, there was the Africa Triathlon Cup in Egypt and I had also done qualifications for the Commonwealth Games last year.

Interviewer: So, does that mean that those were all the competitions? Just triathlons or,

Respondent A4: Um, it was a mixture of triathlon and duathlon, but most of them being the triathlon events.

Interviewer: Okay, very well, thank you. So let, let me just, uh, let's dive a bit deeper into my problem. And like I mentioned, um, my research paper is on governance. In terms of, uh, three key elements of focus being transparency, accountability,

and democracy. And, uh, if we could start generally what is your understanding of governance?

Respondent A4: Um, I would say that it's the ability of, you know, being able to be in control of something and like leading something with specific, um, key points or like elements.

Interviewer: Okay. And what of, uh, sports governance?

Respondent A4: For sports governance, I would say it's, um, the responsibility of like board directors conducting the leadership in sports specifically and, you know, having strategies towards the systems and overseeing specific games.

Interviewer: Ok. You are not too far from the truth. Its because, uh, sports governance involves generally how the federation is run, what are the key elements of, uh, in terms of policies that are in existence that drive the objective of developing the sport or growing a sport within a certain area to help athletes get to attain whatever, or levels of competence that they need to be.

Interviewer: Yeah. So if I look at transparency, um, do you know if the federation has a triathletes development policy in place?

Respondent A4: Um, to be honest, not that I'm aware of.

Interviewer: Okay. So, you've never heard of, uh, of the triathletes talent development policy within the federation?

Respondent A4: No.

Interviewer: Okay. And, uh, what is your general feel about, uh, rather do you know of any other documents that exist within the federation?

Respondent A4: Um, okay. To be honest, I really haven't been retrieving like much information from my federation. Um, most of which is the one that you will probably do your own research in order to like attain your own understanding of like different stuff. So if I was to answer that, it will be a no.

Interviewer: Okay. And, uh, if we look at the issue of, uh, transparency, uh, not transparency, accountability, do you have a coach in your training program?

Respondent A4: No.

Interviewer: So, how have you been developing your talent? Because from what I've seen is that you have, you have really grown over the last couple of years as far as the sport is concerned and you have been developing yourself to a level that, uh, is very competitive internationally. So how have you been doing that?

Respondent A4: Um, as I said earlier, it's a matter of like doing my own research and like being able to pick a few things here and there from major, like big athletes, triathletes to be specific. Um, I have been doing more of like watching videos and incorporating it during my training. Obviously it's not been easy because you don't have someone to instruct you clearly or like correct your mistakes. But regardless, I think the major thing is I just believe in myself and like push myself and, you know, we learn from our mistakes, but it's not the best sense. I notice most of my mistakes when it comes to competitions and I can say it costs me sometimes, but you know, if you are not at the level of like having your own coach at the moment, then you just have to deal with what you have.

Interviewer: So that means you are not accountable to anybody as far as your own development is concerned?

Respondent A4: Yes.

Interviewer: Wow. Okay. Do you think that, uh, it is necessary for having a sense of accountability when it comes to development?

Respondent A4: Um, yes. Sorry. Please come again.

Interviewer: Do you think it is necessary to have a sense of accountability when it comes to development?

Respondent A4: Development? Okay. Can you further explain that, if you don't mind?

Interviewer: Okay. Um, in the sense that, you see the way you would have, a laid down program. And being accountable means that you are answerable to somebody for having gone through the program. For example, the daily program, if you

were to do a run or a swim today, you're accountable to, if I was your coach, you were accountable to me to make sure that you have done what is expected of you. So that is what, that is where accountability comes in. There is somebody else who is overseeing what you're doing within the laid down program that you're supposed to be following.

Respondent A4: Okay. So what was the question again? So

Interviewer: Do you think it is relevant to have a sense of accountability

Respondent A4: To be honest as an athlete? Yes. Because when you have someone who's like overseeing what you're doing, as I mentioned earlier, you're able to like pull out the mistakes and also it can give you some, um, what's it called, some extra type of motivation and like you're able to push yourself. Like you find most of the athletes, um, some days you kind of feel low and you really do not want to train. But when you know that there is someone that you have to give results to, you kind of have to like push yourself. Yes, you have to be self-driven, but having that extra support just gives you more motive and like more strength to like keep on pushing you further ahead.

Interviewer: Um, has the federation ever offered you with a training coach

Respondent A4: <laugh>? No, that has never happened.

Interviewer: Okay. Let's look at the element of democracy. Um, and democracy in this sense is, uh, the whole issue of having various people involved in the decision making of whatever matter that is at hand. And in this particular instance, do you feel that it would be important to have a development program that is through the federation?

Respondent A4: Uh, yes. I do feel there is a need on that because as you said, democracy is one that involves like all parties coming in and like you forming a decision not just as a federation, but including the athletes and the parents and probably other people that overseeing the sport in general. So, um, if this doesn't work out to which in my opinion my federation doesn't offer that, then it creates, um, questions and people put ways and we're not able to gain as much results to the perfect extent that we're supposed to because we don't have that linkage of like being together and knowing what's really going on. Things are being done under the water and the information just comes out and you practically have no say it.

Interviewer: Do you think that there exist other talented people out there?

Respondent A4: Yes. Yes. There are many talented people. Um, if I was to talk about Kenyan generally and our federation and how we hold our events, I would say if we went to like many different counties, not just let's say Nairobi, Mumbai and like experimented places, like, um, we can say Samburu, those areas have really good people. It's just that they're not able to like come out to the sport because one, they think it's too expensive to which it is. And um, for them it's not easy for them to just like show up or like raise the money for the event. But I feel like there are so many hidden talents that can be discovered if the organization, or rather the federation could try and like reach out to this specific counties and just bring all of us together. It will also raise, um, a sense of competition because there are so many good people out there. It's just that we've not known them yet.

Interviewer: And how would they get to know them then?

Respondent A4: This is why, like, as I said earlier, um, handling or taking the competitions rather to different places in the country or having invitational, um, what's it called? Invitational competitions whereby you can make it free of charge and like get a number of kids to attend the competition and then select them and they just keep on going and keep on offering training and support to them. Because as of myself, let's see, if I wasn't, um, in an international competition, uh, international school, sorry, to which I'm privileged to, then I don't think I would've been able to know about triathlon. It's not something that has been

put out there. It's something new to our country, yes. But I feel like it really needs to be broadcasted around the country so that more people are able to know about it and we'll have more people are trying to come in or we have to reach out to them because we are a developing country. I mean, we're not that developed and we're not on the same standards, so we need to help the people who are down there and who might have talent. And I feel like if this is done, then probably we will be able to reach at a level of where South Africa is or even better.

Interviewer: Great. Very, very informative. And at one point, do you get interactions with, uh, with the federation? Uh, when do you get to hear of any information to do with the federation? Because what you're trying to tell me is, uh, you seem not to have a lot of involvement, uh, with the federation. You don't know if there's a development program for athletes or not. So, at what point do you get, um, to hear or to get any information from the federation?

Respondent A4: This is towards like competitions. That's the only time I get to hear from my federation. Apart from that, there is no communication whatsoever and in some cases you find that you as an athlete have to reach out in order to ask for like, when these specific games are going to be, because yes, there is a calendar of events, but sometimes, you know, it changes and like some games are removed, or rather, let's say the locations are changed, but most of the times it's the dates being changed now and then, so if you don't reach out then you're not able to, um, get information about it. Something else is that it's only on an online platform. And I will say that not everyone is privileged to like have let's say smartphones or wifi or data. So for the federation expecting all athletes to, you know, be checking on the website to me isn't really considerate because not everyone is available or privileged to have such, you know, opportunities. So I feel like the only time, yeah, I really get in touch with the federation is when there is some competition, that's when they'll reach out and that's when I'll know, oh, there's a competition and that's it. And after the competition that's it. There's no further information about it.

Interviewer: Okay. My final question to you would be on the whole issue of having a policy document, a proper development policy document that is aligned towards athletes, actually in this case for athletes. Do you think it would be important to have one where it is, uh, a general direction for the federation towards the athletes taking a certain, uh, trajectory in buildup towards major games?

Respondent A4: Come again. Sorry.

Interviewer: Do you think it's important to have a program that is towards the athletes, a general document that is towards athletes but directed by the coaches assigned by the federation that, uh, would lead the athletes towards, uh, the major games?

Respondent A4: Yes. I feel that there is a big importance into having that. Sorry.

Interviewer: And is it also as you feel it's important, do you think that it'll be relevant to have the involvement of athletes in coming up with that particular, uh, development program?

Respondent A4: Okay. Yes, I would because um, if I was to look at all the other countries, or rather, let me just be specific, South Africa, if you check how they perform in competitions, it's that there is a lot of teamwork because you notice if a South African is first, it's either first, second, third, and then maybe fifth, sixth, seventh. So there is that consistency in them taking the positions, meaning there is a lot of teamwork and they've been working together in training in order to be able to gain that. Triathlon is an individual sport. Yes. But when it comes to competition, it's not something that you can be able to do by yourself. You need the help of your teammates to be able to push through because there's so many different challenges. It's a sport that contains three different principles plus the transition, which is the fourth one. So I know, having a specific

program is going to be really relevant and it's going to be really helpful to like work on different tactics and you know, help the athletes really know the importance of teamwork and you know, just get together. And athletes being involved in the making of that program will also help the coach know like what are the different weaknesses in different athletes and how will they be able to work on it? Yeah.

Interviewer: Brilliant. Okay. Thank you so very much. Would you have anything else you would like to add?

Respondent A4: Um, just the need of, um, what's it called, elites who are not really well up to be supported financially because that can really, you know, push the sport and not just the sport but also our country's economy and all that.

Interviewer: Mm. Okay. Thank you so much. I really appreciate your time and, uh, your involvement in my research paper and I look forward to more interactions in the future. I will give you an update of how this whole uh, project comes out to be.

Respondent A4: Okay. Thank you so much as well.

Interviewer: You're welcome. Have a lovely day.