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Title: A Critical review of Club Governance Structure

Case study of Tornadoes Basketball Club in Grenada

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Acronyms list

GOC	Grenada Olympic Committee
GNBA	Grenada National Basketball Association
FIBA	International Basketball Federation
IOC	International Olympic Committee
MOS	Ministry of Sports
MOE	Ministry of Education
TBC	Tornadoes Basketball Club
SSC	Sissons Sparklers Club
NPO	Non-Profit Organization
GOG	Government of Grenada
VP	Vice-President
GNA	Grenada Netball Association
GVA	Grenada Volleyball Association

Abstract

Having good organizational structure is an important part of an organization as it enables strategic planning which can help meet the organization's vision and objectives. The study tackles the topic of Club Governance Structure. It provides an extensive overview of Critical review of Club Governance Structure within Basketball in Grenada. This study aims to get a better understanding of the structure that exists within the Basketball Clubs and Teams. The study would show that Basketball teams in Grenada do not have proper organizational structure by using the methods of quantitative and qualitative research to collect the data. In addition, the purpose of this study is to use the Tornadoes Basketball Club (TBC), which is a fully developed club, as a model which can be used by the Basketball Association to guide the underdeveloped teams and club in their development and or transformation into a well-structured club. Furthermore, sets of recommendations would be provided to the Basketball Association to include in its constitution, guidelines to help guide the teams into a club.

Résumé

Avoir une bonne structure organisationnelle est une partie importante d'une organisation, car elle permet une planification stratégique qui peut aider à atteindre la vision et les objectifs de l'organisation. L'étude aborde le thème de la structure de gouvernance des clubs. Elle fournit un aperçu détaillé de l'examen critique de la structure de gouvernance des clubs au sein du basketball sur l'Ile de Grenade. Cette étude vise aussi, à mieux comprendre la structure qui existe au sein des Clubs et Equipes de Basketball. L'étude montrerait que les équipes de basket-ball sur l'Ile de Grenade n'ont pas de structure organisationnelle appropriée, ceci en utilisant les méthodes de recherche quantitative et qualitative pour notre collecte des données. De plus, le but de cette étude est d'utiliser le Tornadoes Basketball Club (TBC), qui est un club pleinement développé, comme modèle pouvant être utilisé par la Basketball Association afin de guider les équipes et les clubs non structurés dans leur développement et/ou leur transformation en des clubs bien structurés. En outre, un ensemble de recommandations seraient fournis à la Basketball Association pour inclure dans sa constitution, des lignes directrices pour aider à guider les dirigeants dans un club.

Declaration

I Ryan Joseph hereby declare that the project titled “A Critical review of Club Governance Structure” is an original work done by me under the supervision of my tutor and has not been submitted heretofore.

I further declare that

I. The project has not been forwarded to any other University or establishment including the University of Ottawa for the reward of any other degree.

II. Due credit has been given to data material obtained from literature in the project that came from other sources by providing full details in the reference.

III. The project has been written with strict guidelines from the University.

Date: July 5th, 2022

Name of student: Ryan Joseph

Chapter 1: Introduction

Presently there are two (2) basketball clubs in Grenada and fifteen (15) Teams, one of the clubs is fully structured (Tornadoes Basketball Club) and the other is semi-structured (Sissons Sparklers Club (SSC)). The clubs are legally registered in the law of Grenada as a Non-Profit Organization (NPO) and have a constitution. The club that is fully structured consist of a President, Vice-President (VP), Technical Director, General Secretary, and floor members. These groups of people help manage the development of their club. The semi-structured club has some executive members, whereas the teams do not have any executive members (Johnson, 2021). Furthermore, the teams are made up of a group of friends or basketball players that come together to participate in tournaments for financial reasons or recognition. They are not legally registered and do not have a constitution. In addition, the teams in Grenada do not have any robust policies and procedures to help develop the game and run the teams effectively. As a result of this, it has significantly impacted the development of players in the country negatively. Also, with the lack of development, this affects not just the players but the coaches and presidents of each team, the fans, businesses, and the country on a whole. To have a strong functional National Olympic Committee (NOC) there is a need to have well managed national federations which are made up of clubs and these clubs are a vital part of the operational chain. Without strong clubs, you cannot have effective national federations nor NOC.

If these issues are not addressed now to help improve basketball in Grenada, there would be no opportunity for the young players that love basketball to showcase their talent and to develop and excel themselves. This can result in the players showing interest in other sports such as football and athletic. These sports have more opportunities for them since the sport associations are better organised and managed. Furthermore, basketball would continue to fall behind the other sports, as a result there would be no youth development in basketball, businesses would not invest and sports any activities relating to basketball.

I would like to make recommendations to aid in the team's development and to encourage good governance practices of all the basketball team and clubs in Grenada. Implementing good governance guidelines can help strengthen the administrative and operational function of the teams, the Grenada National Basketball Association (GNBA) and improve the Olympic committee. This would certainly enhance and benefit the organization and players greatly. With the implementation of good governance practices, this would bring better performance and improvement in the quality of players at the national level, regional

and international championships. Resulting in an increase in the number and quality of elite players emerging from the club structure. In addition, there would be an improvement in the health and wellbeing of basketball players at each club, not forgetting, there would also be an improvement in the management and administrative structure of all teams and clubs.

There is no doubt that the outcome of this project would have a positive impact on the improvement of basketball in Grenada and the development of young players. Having said this, the Government of Grenada (GOG) would be pleased to invest more in developing the basketball courts throughout the country. Additionally, since I am the General Secretary for Grenada National Basketball Association, it would be easier to advocate for the recommendations made herein and influence change within the administrative structure to improve basketball in the country.

More concrete data would be obtained from analysing the following three research questions. Which would provide a better scope and understanding of the structure that exists within the clubs and teams in Grenada. It would also show the problems they're faced with and the best way to eliminate and solve the challenges. This would help develop the teams and to implement good governance practices.

Research questions:

- I. What are the main factors that influence good governance at the club level?
- II. Why is it important to establish a club structure?
- III. What is the current state of governance at club level?

Scope

Data has been collected from the fifteen teams and two clubs in Grenada to help us analyse their current situation to help in their development and or transformation. To assist these associations, we conducted a case study using Tornadoes Basketball club (TBC) which is the only fully developed basketball club in Grenada. By analysing TBC, this provided a better insight and understanding of the club structure, strengths, techniques, and success. These insights would assist in the development of the fifteen (15) undeveloped teams and the one semi-structured club in Grenada. We aim to use the Tornadoes Basketball club as a model which can be used by the basketball association to aid in the development of the teams and clubs to help stare them in the proper direction. The information and sources gathered would be analysed from all relevant material without any limitation to recent material.

Limitation:

I. Lack of literature on basketball clubs/teams; Limited literature on club management /governance in Grenada.

II. Methods of collecting data; A need for revision for data collection method to include missing elements (important questions) that affected the way in which variables were measured which limited thorough analysis of the findings.

Chapter 2: Literature Review

What is Governance?

According to the Merriam Webster online dictionary, the word Governance is defined as “the act or process of governing or overseeing the control and direction of something (such as a country or an organization).” (Hoye, Smith, Nicholson, & Stewart, 2018, p. 164), states that, organizational governance explains the level of power within an organization and provides the system in which organization are run, manage, and control. (Graham, Plumptre, & Amos, 2003, p. 1), also define governance as “a process whereby societies or organizations make their important decisions, determine whom they involve in the process and how they render account.” “The task of defining governance remains complicated by the fact that attempts to apply the attributes may cause disagreement.” (Shipley & Kovacs, 2008, p. 216).

What good governance is based upon?

Good governance practice based on the International Olympic Committee (IOC) movement focuses on transparency, democracy, accountability, and social responsibility, (Committee, 2008, p. 7). “Governance is a particularly important element of managing sport organizations, many of whom are controlled by elected groups of volunteers, as it deals with issues of policy and direction for the enhancement of organizational performance rather than day-to-day operational management decision-making.” (Hoye et al., 2018, p. 22). Furthermore, “Governance is about the more strategic aspects of steering: the larger decisions about direction and roles. That is, governance is not only about where to go, but also about who should be involved in deciding, and in what capacity.” (Graham et al., 2003, p. 2).

What are the main factors that influence good governance at the club level?

At the club, transparency, accountability, democracy and being socially responsible can influence good governance within the club. It is of utmost importance to ensure that the policies and procedures that are in place to help govern the clubs are followed. “A fair, transparent and freely accessible conflict-handling process is imperative to good governance.”(Burger & Goslin, 2005, p. 6). These good governance practices can contribute to better teamwork, loyalty, improved performance, and trust amount members and can also aid in the smooth and effective operation of the clubs.

Principles of good governance:

Good governance has many principles that help govern an organization. A few of the main International Olympic Committee (IOC) principles for good organizational governance in sport organization are transparency, accountability, democracy, and social responsibility, (Committee, 2008, p. 7). Table number one (1) below provides a more detailed explanation of good governance principles.

Table 1: Principles of good governance

PRINCIPLES OF GOOD GOVERNANCE	EXPLANATION
Transparency:	The enforcement of decisions and important information should be accessible, openly, honestly, and frequently communicated in practice with rules and regulations. “Transparency is value laden as the opposite of secrecy; that is, if transparency occurs, it conveys honesty and integrity” (Ball, 2009, p. 297).
Democracy:	Is a system whereby, citizens have the fundamental human rights and freedom to partake in decision making, to appoint a leader that they see most suited to run an organization. “A good democracy is thus first and foremost a broadly legitimated regime that completely satisfies its citizens (quality in terms of result).” (Morlino, 2004, p. 12). “Freedom and equality are the two main democratic ideals, and it is obvious that they are central to a normative definition of quality democracy” (Morlino, 2004, p. 24).
Accountability:	Is necessary in society and within organizations. It allows a person to acknowledge, understand, accept, and take responsibility for their own actions and consequences that they undertake responsibility for. (Joannides, 2012, p. 4), “The accountable person is presented as a moral and responsible self-seeking to witness the truth, so that others have faith in him or her.”
Social responsibility	It is the social responsibility of Individuals and organization to ensure unbiased, safe, trustful, none misleading and accuracy in their practice. “Professional sport organizations, by virtue of their visibility, resources, and integration in communities, have great power to improve public welfare. Committing to social responsibility in sports means creating space outside the competition that defines

	the games and the business, and committing to improvement through careful evaluation of preceding efforts.” (Chung, 2018, p. 150).
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(Source: International Olympic Committee. (Committee, 2008, p. 7)

Additionally, the clubs are structured and have guidelines and constitution which they must follow unlike the teams which are run by different individuals and is not setup as a professional body. For instance, in terms of structure, the teams do not have an executive committee. The leaders of the teams train their players to play based on their own beliefs, and since there is no proper structure, the teams sometimes do not follow the rules of the game. Hence, there's no absolute transparency, accountability, democracy, and social responsibility within the teams (Johnson, 2021). “Accountability as the first pillar of good governance is incumbent upon those parties and individuals, who make decisions, take actions and implement measures on specific issues pertaining to the management of the federation.” (Burger & Goslin, 2005, p. 9). Furthermore, the team members do not go out into the community to help educate, develop, or engage in activities within the different communities as the club do. As a result, due to poor governance and the lack of teamwork, the basketball teams are struggling to strive and to attract the necessary support needed to be at the top.

Benefits of good governance within sports club:

To have good governance within sports club, the right people, structure, policies, and procedures must be put in place. “Finding the right structure for a sport organization involves balancing the need to formalize procedures while fostering innovation and creativity, and ensuring adequate control of employee and volunteer activities without unduly affecting people's motivation and attitudes to work.” (Hoye et al., 2018, p. 21). Proper structure and governance come from having clubs and not teams, this can help manage risk, protect members and volunteers, create unity, happiness and effectiveness between volunteers and members. In addition, there would be more time to focus on the club and funding criteria would most likely be met. As stated by (Noor, 2008, p. 4) “Good governance is now an acceptable goal for public servants in developing countries who have been asked, besides striving for professional excellence, to be more transparent and fair in all of their transactions and respond with integrity to the demands of the citizens.” Furthermore, good governance is essential, it is the key goal in achieving the objectives of a club. With good governance the club would be in good hands at the highest levels with other benefits such as: good financial

and economic development, improved efficiency and effectiveness, better management, good reputation and relationship, goals and objectives would be achieved, and trust would be built.

Disadvantage of lack of good governance within club structure:

With lack of good governance in club structure, this can cause corruption, increase conflict, communicating of misleading information and dysfunction within the club. According to the Oxford Learner's Dictionary, corruption is defined as “dishonest or illegal behaviour, especially of people in authority.” “Socially-responsible sports federations are aware of and successfully respond to external and internal social issues placing a high priority on the adherence to ethical standards.” (Burger & Goslin, 2005, p. 11). Without good governance within the club structure, there would be no good unity, teamwork and trust among leaders and players. This can cause people within the club to fight against each other. Resulting in de-motivation from the players to perform, lack of sponsorship from sponsors that do not trust or see the integrity of the club which could hinder outsiders from enjoying or showing love for the game. Good governance is one of the key aspects that encourages the smooth operation of a club. Hence, it is necessary to bring together teams and to encourage best practices.

Why is it important to establish a club structure?

It is generally accepted that individuals and community that participate in sports get to experience and enjoy a wide range of sporting and recreational activities, which helps to create a solid bond. Also, members would get the opportunity to participate in meaningful community activities, develop leadership and social skills, better teamwork and cooperation between staff and members. As a result, the function and operation of the club would run smoothly and efficiently and there would be greater loyalty among all. “Good governance is a product of the quality of decisions and actions of public officials that enhances the trust of people in the polity and its leadership.” (Noor, 2008, p. 12). In addition, a club that consists of a structure underpinned by good governance should display transparency, responsibility, accountability, and involvement with their stakeholders. Therefore, this would lead to better outcome on and off the court.

Organizational Structure:

According to Law Insider dictionary, Sport Organization means “a sport club, sport body or an association or group of persons who are participating in or are coaching or managing a sport.” Management in sport organizations provide information on; sports development, planning activities relating to sports, relevant resources, processes and functions within the sports areas, policies of human resources development, business functions, communication, and coordination. Structure refers to how an organization’s internal system is made up which included relationship, authority, and communication, (Fredrickson, 1986, p. 282). In addition, organizational structure explains how activities are delegated, supervised, and organized for members in achieving organizational goals and objectives. Organizational structure is the foundation of procedure and routines, and it determines which member gets to be part of the decision-making process. Placing members within the sport club, based on their skill level would lead to operational efficiency because these members would be well qualified, and better able to provide or carry out their roles and responsibilities at a higher standard. Having a good club structure, would improve its function, this would help in delegating responsibilities and duties to its members and outline the hierarchy structure within the club. It would also have a positive impact on the administrative function of sports on all levels.

How can the club structure improve?

The improvement of a club structure is always an ongoing process, every club has its own specific needs. However, there are frequent improvements that are important and necessary for the development of a club structure such as: effective frequent communication, teamwork among all staff and members, displaying of good leadership skills, honesty, and integrity, hiring qualify and talented candidates for the different roles within the club, placing focus on training, education, and growth. “The way in which a sport’s governing body communicates with its members is regarded as a key indicator of the quality of its governance processes.” (Burger & Goslin, 2005, p. 6). All of which would improve the structure of the club by enhancing and creating a solid foundation and high productivity within the club. It is important for clubs to have a good functional board to improve its club structure. Board performance has a big part to play with the development of clubs. Also, good organizational governance ensures that the board members deliver what they promise to do and this need to be monitored effectively. Board members need to have a strategic plan in place and an

appropriate structure to help in the development of the club structure. The members of the organization are responsible for all the executive body, whether they are appointed or elected and shall answer to them and in some instances to the stakeholders also, International Olympic Committee. (Committee, 2008, p. 7).

Improving performance in the club

In addition, having strong leadership aids in the smooth operation of the club, a dedicated team to enhance productivity, and a culture that can influence positive behaviour can help the members in achieving greatness. These are all very important aspects that are needed to create dynamics within the club structure, which would create the right atmosphere that would encourage everyone to become a part of or participate in activities within the club. “Among any sample of firms that had diversified across a portfolio exhibiting strategic relatedness therefore, we would only expect superior performance in those that had also put in place the organizational structures necessary to realise these benefits.” (Markides & Williamson, 1996, p. 11).

Strong Leadership: An outstanding club needs strong leadership to help motivate, encourage, lead, and connect its members to achieve greatness, through a common purpose and to build relationships that allows for effectiveness in communication, creativity and problem solving. “Managers at the helm of sport organizations need to be able to influence others to follow their visions, empower individuals to feel part of a team working for a common goal, and be adept at working with leaders of other sport organizations to forge alliances, deal with conflicts or coordinate common business or development projects.” (Hoye et al., 2018, p. 22).

Dedication: Once an individual feels appreciate and recognized they would most likely feel happy and passionate about what they do and where they work. This would enhance productivity in an individual which would cause them to stay and participate within the club for the long run.

Culture: The Oxford Learner’s Dictionary defined culture as, “the customs and beliefs, art, way of life and social organization of a particular country or group.” “Generally speaking, organization culture is the “set theory” of important values, beliefs, and understandings that members share in common, culture provides better (or the best) ways of thinking, feeling and reacting that could help managers to make decision and arrange

activities of organization.” (Sun, 2008, p. 137). All these elements help in strengthening the degree of integration and function of a group of people, (Schein, 1988, p. 9).

Furthermore, people may accept change or be very resistant to change in an organization. Helping an organization to design their fundamental strategy in human resource would help them interpret their own culture, (Schein, 1988, p. 43). Organization culture is important now than in the past due to increase in competition, globalization, mergers, acquisitions, alliances. Culture within the workforce has created more need for coordination and integration to improve efficiency, quality, and teamwork. “Organizational culture is very important because Culture influence the way people behave and think within an organization and organization development impact culture effectively which can make people work more efficiently.” (Sun, 2008, p. 140).

Programs: Sports programs are very important for the benefit of clubs and individuals. As an individual, participating in sports teaches lessons of life such as responsibility, dedication, togetherness, accountability, and self-discipline. Sports programs help in enhancing physical and mental abilities in people and help them in achieving their goals in life. Hence, creating sports programs should be a priority because it helps increase performance among individuals at the club structure.

The positive impact of sports and recreational programs in a club:

It is important for sport clubs to develop grass root and elite programs; these programs would help in the enhancement of athlete’s mind and body. Grassroots sports and recreation have a great impact on one’s social life, it assists in the development of new skills, create healthier lives, and encourages an individual to participate in the communities. In addition, the elite program, enhances and grow players to become true world leading individuals in the future. Furthermore, living an active lifestyle by participating in regular physical activities or programs can provide numerous benefits to an individual. “Providing a quality program experience heightens engagement in the sports or recreational activity.” (Ware & Meredith, 2013, p. 3). Additionally, taking part in sports and recreational programs can help an individual to feel better, healthier, physically, and mentally. These sports and recreation programs can also be fun, it can help reduce on crimes, antisocial behaviour among individuals, increase on one’s health and wellbeing, build motivation, confidence, provide empowerment and knowledge, brings about creativity and sense of accomplishment, increases life satisfaction, reduce stress, create room for personal development and growth

and it also helps an individual to build self-esteem and leadership skills. “Sports and some types of recreational programs not only teach physical skills, but can also be used to teach a range of other cognitive social skills that are important for personal and community functioning in everyday life. (Ware & Meredith, 2013, p. 7).

What is the current state of governance at club level?

At present, more attention and emphasis are placed at the club level to further develop the clubs and to ensure that the good governance policies and procedures that are in place are executed to the full extent. “The encompassing aims of the majority of codes are to create best practices to ensure accountability for actions, responsibility and transparency for its broader societal stakeholders, create and monitor checks and balances for power within an organisation and create mechanisms whereby risks are identified and managed.” (Burger & Goslin, 2005, p. 3). Furthermore, at the club level regular meetings are held to ensure the smooth operation and function of activities and the members get the opportunity to actively partake in the decision-making process to aid in its effectiveness.

In addition, at the club level the executive committee consists of Seven (7) volunteer members who are elected officers. These members are identified in the constitution and their roles and responsibilities are clearly outlined. “Criteria and guidelines relevant to candidates-elect and incumbents are given in terms of pre and post-electoral procedures.” (Burger & Goslin, 2005, p. 6). The executive members represent the club in all functions and activities, and they are responsible for the strategic direction and performance of the club. The good governance practice that exists in the club is helping to guide and set the foundation for stability, opportunities, best performance, and growth within the club level. “As the sports industry has moved into this sector, it has become imperative that sports organisations are aware of and can comply with the principles of good governance as these will be applied to measure their business performance.” (Burger & Goslin, 2005, p. 3). The club is also able to strengthen its resources and provide members with the required skills and knowledge needed to enhance the club structure and for successful growth in the future. Additionally, the club can receive better financial assistance and support from the community, which is helping to develop capacity building within it. Because of good reputation and integrity, the club is attracting companies that are interested in sponsoring them in local basketball tournaments.

Chapter 3: Methodology

The Tornadoes Basketball club (TBC) in Grenada has proper club structure, policies, and procedures in place to help govern the club. As a result, this has greatly impacted the development of the club and its players positively. Apart from the fully structured club, there is One (1) semi-structured club that has some executive members and also Fifteen (15) teams that are not structured and do not have policies and procedures in place to develop their players and to establish themselves. The aim of this study based on the nature and exploration of the research questions, is to use the Tornadoes Basketball club as a model which can be used by the Grenada National Basketball Association (GNBA) to aid in the development of the teams and club to help stare them in the proper direction.

Qualitative and quantitative approach

A mixture of qualitative and quantitative method has been employed due to the nature of the study. According to (Sechrest & Sidani, 1995, p. 3) “In general, qualitative researchers claim that their aim is to provide rich description so as to achieve understanding often “deep” understanding, as if anyone else might deliberately settle for shallow understanding - whereas quantitative scientists aim for prediction, often implicitly qualified as “mere prediction.” A quantitative approach was conducted to gather information via questionnaire from the executive members of Tornadoes Basketball club, the members of the One (1) semi-structured club, the managers of the Fifteen (15) teams and the executive committee of the Grenada Olympic Committee (GOC). In addition, a qualitative approach was used to collect data via interview with the Coordinator in the Ministry of Sports in Grenada (MOS) and the Coach Instructor of the International Basketball Federation (FIBA). The data that has been collected provided an insight on the structure, strengths, challenges, and success that exist within the sports association, by analysing statistical numerical measurement using the quantitative approach and an interpretation of information gathered under the qualitative approach. Furthermore, the research method helped to improve the analysis and better balance any limitation of one type of data by the strength of another. The findings would be used to aid in the development of the teams and clubs in the basketball association.

Data collection method

The research instruments that were used to collect data are questionnaires and interviews.

Gathering of data

The questionnaires were emailed to the targeted executive members of the Tornadoes Basketball club, the managers of the Fifteen (15) teams, the existing executive members of the semi-structured club and the Grenada Olympic Committee (GOC) via the monkey survey application. These members were selected for data collection because they are the ones that manage the day-to-day operation and the functioning of their establishments. The questionnaire consists of Twelve (12) open and closed ended questions. The questions were easy and quick to answer, resulting in clear comparison and understanding of gathered data. Also, it was less costly to conduct. In addition, a semi structured interview was conducted online via zoom with the Coordinator in the Ministry of Sports and the Coach Instructor for FIBA, the data collected helped in understanding more about the structure that exists within sports teams and clubs in Grenada to help in their development. This method of collecting data was quite effective as it was not costly and time consuming.

Foresee challenges

There were a few challenges that arose with the questionnaires that were emailed to the participants, such as: the response time in answering the questions were delayed and misinterpretation of the questions.

In terms of the interview, the information gained from the Coordinator in the Ministry of Sports and the Coach Instructor in FIBA posed challenges such as, audio and internet failure which affected communication and hearing of vital information.

Data analysis

The data that were gained from the semi-structured interview questions through the qualitative research approach has been analysed using the thematic analysis. This method assisted in identifying themes, ideas and pattern which helped to accurately analysed the data

collected. The interview was recorded and presented in essay format using a word document. This helped better analysed and understand more about the structure that exist within sports teams and clubs in Grenada to help in their development.

Additionally, the quantitative approach that was used to collect data from the questionnaire has assisted in providing statistical information that has helped to accurately analysed the data that were gathered. The software that was used to gather the data for analysis was Mometric Inc (Survey Monkey). Furthermore, the data collected was presented in the form of graphs and essay format. This ensured analysis of the present situation of the clubs and teams in Grenada. Arising from this, tailored specific recommendations were made to improve the basketball management space in Grenada.

Chapter 4: Findings & Analysis

To gather findings from the sport associations, regarding organization structure, questionnaires and interviews were conducted with the participants. The questionnaires were prepared on the Monkey Survey application and were emailed to the executive members of the Tornadoes Basketball club and semi-structured club, the managers of the Fifteen (15) teams and the Grenada Olympic Committee (GOC). Furthermore, a semi structured interview was conducted online via zoom platform with the Coordinator in the Ministry of Sports and the Coach Instructor for FIBA to collect data.

Teams and Semi-Structured Club Findings

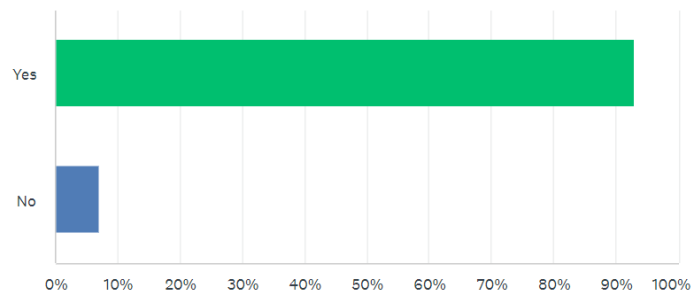
Findings indicate that Teams are open to receiving assistance and becoming a Basketball Club.

A questionnaire was prepared and emailed to Fifteen (15) teams and One (1) semi structured club via link created on monkey survey. The findings show that, 92.86% of the respondents indicated that they are open to receiving financial and technical support to become a basketball club, while 7.14% said they are not open to receiving support. Also, when asked if the teams are interested in becoming an establish basketball club, 100% responded with a yes. Their response could be because of wanting to be recognized, sustainable and, also to receive financial benefits from private sectors and the communities.

The Coordinator in the Ministry of Sports Grenada indicated that once club structure is established, they would be more open to providing associations with educational and financial assistance.

Are you open to receiving assistance to become a basketball club?
(e.g financial, technical support)

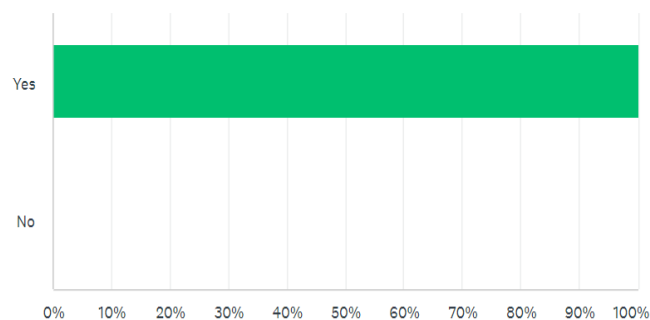
Answered: 14 Skipped: 0



Graph 1: Percentage of Team participants that would accept assistance to become a basketball club

Would you want to become an established Basketball Club?

Answered: 14 Skipped: 0



Graphic 2: Percentage of Team participants that wants to transform into a basketball Club

Findings show the different positions that exists within teams

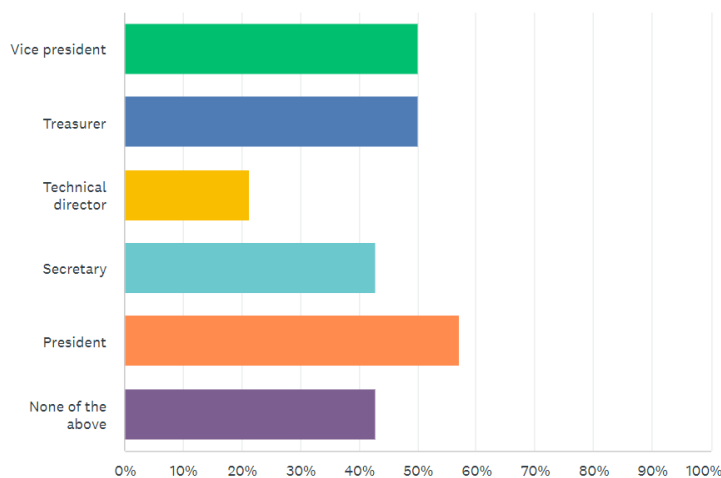
In terms of organizational structure, 57.85% indicated that their committee consists of a president, 42.86% has a secretary, 21.43% has a technical director, 50.00% has a treasurer, 50.00% has a vice president and the remaining 42.86% said they don't have any structured committee members. The teams and semi-structured club are not fully structured because they do not have a complete executive body like a president, secretary, and treasurer,

hence this would affect their strategic planning to achieve goals and objectives which would affect the efficiency and effectiveness of operation.

The International Basketball Federation (FIBA) Coach Instructor highlighted that; it is very important that clubs have organizational structure as it contributes to the success of basketball internationally.

Does the team have the following positions?

Answered: 14 Skipped: 0



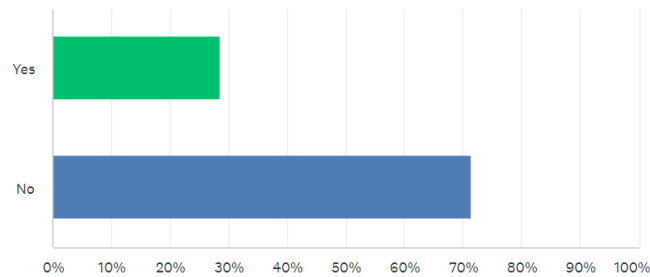
Graphic 3: Percentage of positions that make up the organizational structure of Teams

Findings show Teams that are governed/non governed by a constitution

In the survey, 28.57% of the respondents indicated that their teams are governed by a constitution and 71.43% said that their teams do not have a constitution. Without a constitution, there would be no clear organs, mandates, roles, dispute, and resolution as compared to clubs that have constitutions and are operated better.

Is the team govern by any constitution?

Answered: 14 Skipped: 0



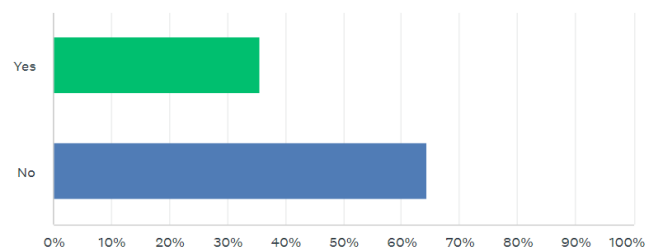
Graphic 4: Percentage of Teams that are governed/non governed by a constitution

Findings show Teams that are legally registered and how they are registered

When asked the following, is the team legally registered? 35.71 % said yes and 64.29% said no, in terms of the teams that are registered, we have 14.29% that are registered as a non-profit organization, 14.29 % as association and 71.43% said none of the above. If a team is not registered, members of the team are personally liable and face the consequence of any financial or illegal occurrence or debt which is rather risky.

Is the team legally registered?

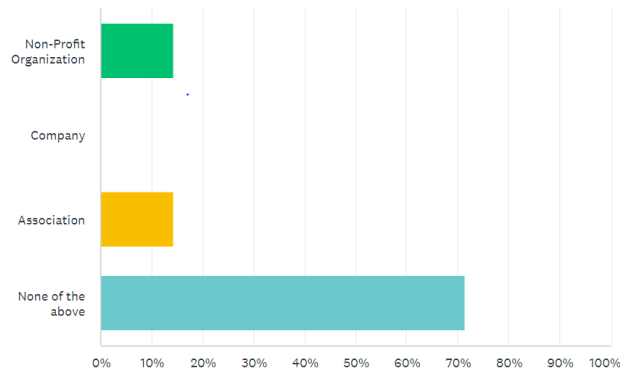
Answered: 14 Skipped: 0



Graphic 5: Percentage of Teams that are legally registered

How is the team registered?

Answered: 14 Skipped: 0



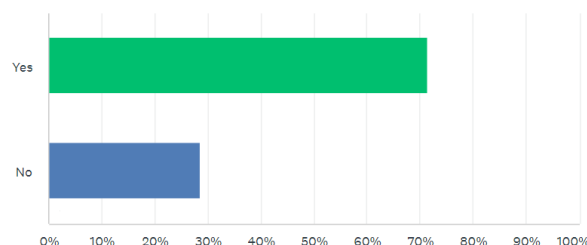
Graphic 6: Percentage of how the Teams are registered

Findings show Teams that have or do not have good culture to promote teamwork and team spirit

From the survey conducted, 71.43% of the teams indicated that they have good culture to promote teamwork and team spirit while the next 28.57% said there is no good culture to promote teamwork and team spirit. Culture can influence a team's behavior in terms of what is acceptable and what is not. A good culture represents the team's beliefs, values, morals, and attitude which can influence the performance or the operation of the teams positively. Hence, having one hundred percent good culture as the clubs do, this can promote teamwork, it can help better performance and operation at full capacity which would allow the teams to achieve their goals and objectives.

Does the Team have a good culture to promote teamwork and team spirit?

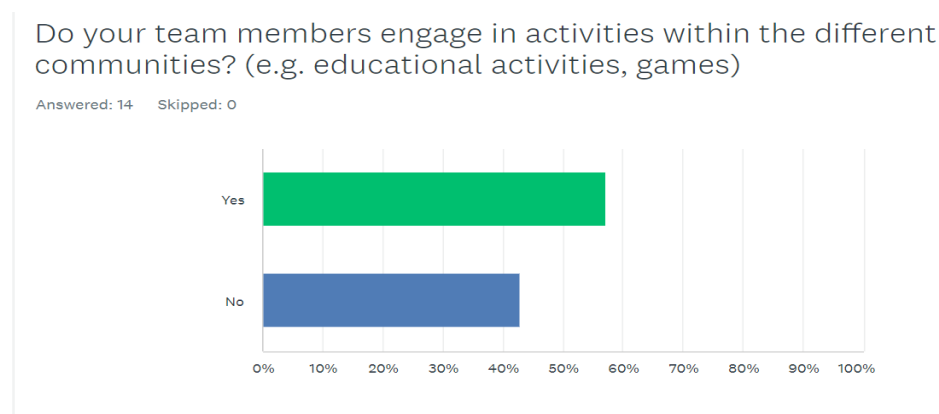
Answered: 14 Skipped: 0



Graphic 7: Percentage of Teams that have and do not have good culture to promote teamwork and team spirit

Findings show Teams level of engagement in the communities

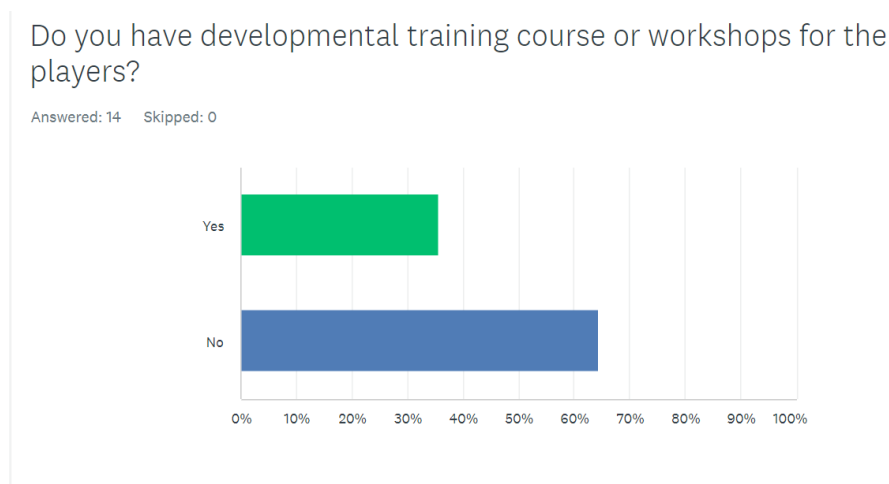
The teams were asked whether or not they engage in educational and game activities in the communities like the clubs do and 57.14% of the participant indicated yes and 42.86% said no. There is a need for the teams to engage with their communities, keeping the culture alive brings individuals together and create strong supporters.



Graphic 8: Participation of Teams engagement in community activities

Findings show Teams accessibility to training courses or workshop

In relation to developmental training course or workshop for the players, 35.71 % of the teams responded yes to having developmental training or workshops in place for the players and 64.29% indicated that there is nothing in place for the players. Whereby, the club offers more accessibility to developmental training courses than the teams. Furthermore, the lack of training courses for the players would affect their performance and hinder them from competition or future opportunities, since that would prevent them from being as good as the other teams or clubs that have access to developmental training. In order to be the best and to excel as a basketball player, it is very important to have developmental courses and workshops like the clubs do in order to help develop the players intellectually which in turn would help them to perform well in the physical sports.



Graphic 9: Percentage of Teams that have developmental training course or workshop for the players

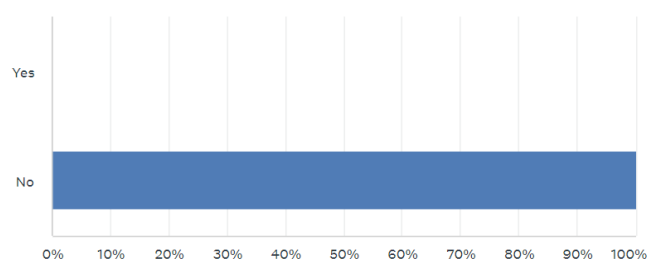
Findings show adequacy of training equipment

We also wanted to know whether or not the teams have enough training equipment to assist them in their training and 100% of the participants said no. By becoming a club, it is easier to get financial assistance from the Ministry of Sports (MOS) to purchase training equipment. Also, having adequate high-quality equipment can provide resources for the players to help enhance their skills and performance. By not having the proper equipment, this can be dangerous and unsafe for the players causing injury and other catastrophes.

The Coordinator in the Ministry of Sports indicated that they are open to providing financial assistance to clubs that are fully structured since their focus is on associations that have organizational structure.

Does your team have enough Training equipment?

Answered: 14 Skipped: 0



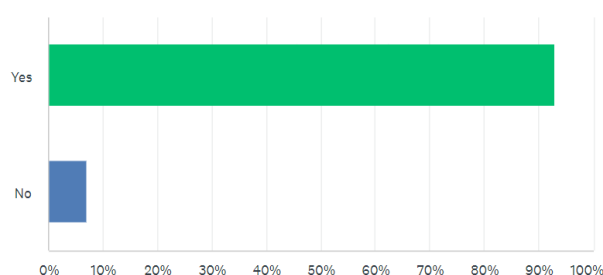
Graphic 10: Percentage of Teams that do not have adequacy training equipment

Findings show the level of financial and training support

We can see that, 92.86% agree that the lack of financial support and training hinder their teams from full development while 7.14% said no. Because teams are not fully developed and structured, they are not recognized and the Ministry of Sports in Grenada prefer to invest in associations that are structured and recognize, hence this prevents the teams from getting proper assistance to aid in their development.

Do you believe that the lack of financial support and training hinder your team from full development?

Answered: 14 Skipped: 0



Graphic 11: Effect of how lack of financial and training support hinder Teams development

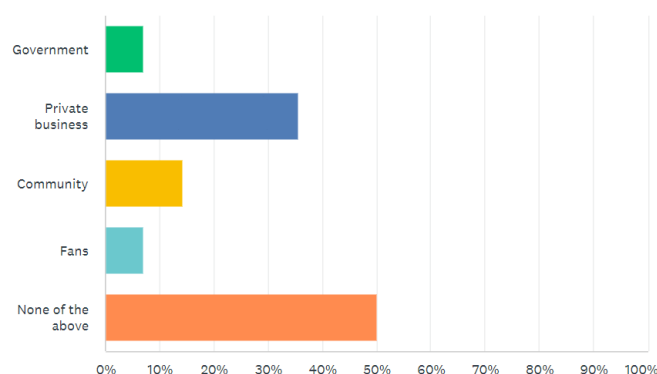
Findings show the Teams source of financial and technical support

The teams were asked about their source of financial and technical support to aid in their operation and 7.14% said government, 35.71% said private sector, 7.14% said fans, 14.29% said the community and 50.00% said they do not receive any assistance. If the teams become a club, they would be more recognized by FIBA and MOS making it easier to get financial assistance from them.

The Coordinator in the Ministry of Sports Grenada stated that they would support each association goals and vision through education and finances. Once the association is properly structured since structure is their focus in providing assistance. In terms of basketball, clubs are what is considered to be fully structured and not teams.

Do you get assistance from the following source to help develop or operate the team? (e.g financial or technical)

Answered: 14 Skipped: 0



Graphic 12: Percentage showing where the Teams source of financial and technical support comes from

Analysis

From analysing these findings gathered from the teams and semi structured club with the focus on structure, we can see that one hundred (100%) of the teams wants to become an established basketball club, this shows us that being established, recognized and having proper organizational structure is important as the MOS and FIBA would prefer to invest in clubs that are recognize and are properly structured since they are seen as a more professional body.

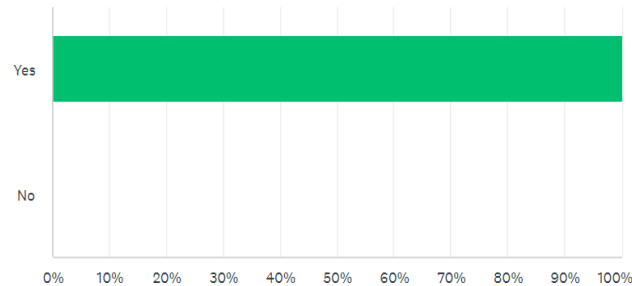
Grenada Olympic Committee Findings

Findings show the improvement in sporting association over the last five years.

A survey was conducted with the executive members of the Grenada Olympic Committee (GOC) via a questionnaire produced from the software Monkey Survey in which all the participant was sent a link via email to complete the questionnaires. Findings gathered shows that 100% of the participant agreed that they have seen improvement in the sporting association over the last five years. Since, there has been an increase in the percentage of clubs with proper organizational structure this has contributed to the improvement.

Have you seen improvement in the sporting association over the last Five (5) years?

Answered: 5 Skipped: 0



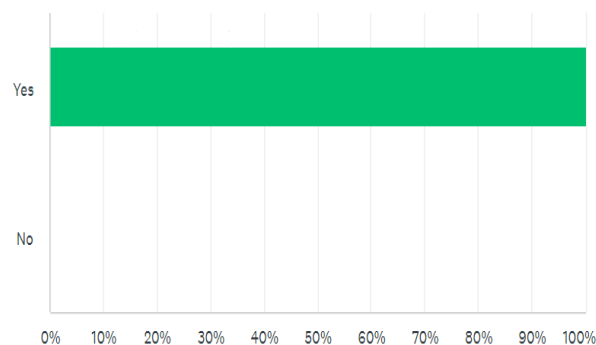
Graphic 1: Shows the level of improvement in the sporting association

Findings show GOC prefer clubs instead of teams

The Grenada Olympic Committee (GOC) indicated that they prefer clubs instead of teams, when asked why they preferred clubs than teams, the majority responded saying it's because of better organizational structure.

Does the committee prefer different sports association to have Clubs instead of Teams?

Answered: 5 Skipped: 0



Graphic 2: Shows that the GOC prefer Clubs than Teams

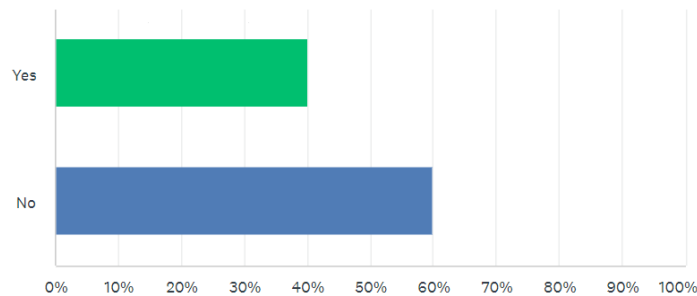
Findings show Teams that have organizational structure

The question was asked, does sports team in Grenada have organizational structure? 40% said no and 60% responded with a yes. This is because some sports teams in Grenada

have organizational structure like the Grenada Netball Association (GNA) and Grenada Volleyball Association (GVA). However, in Basketball, teams are not structured, only clubs have organizational structured. You can only be structured once you are an established club.

Do sport Teams in Grenada have organizational structure?

Answered: 5 Skipped: 0



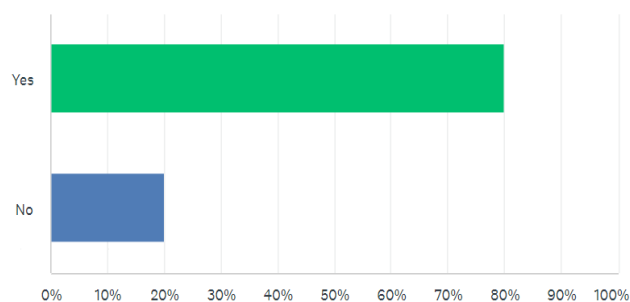
Graphic 3: Shows the percentage of Teams with and without organizational structure in their association

Finding show Clubs that have organizational structure

As shown in the graph below, 80% of the participants stated that sports club in Grenada have organizational structure and 20% said no, the percentage that said no could be due to some of the clubs that do not have structure. Apart from basketball, there are other sports associations in Grenada that consist of clubs such as Cricket, Football and Swimming. Having said this, the participant that indicated no, could be any of the clubs listed above since the GOC deals with all national sports federation.

Do sport Clubs in Grenada have organizational structure?

Answered: 5 Skipped: 0



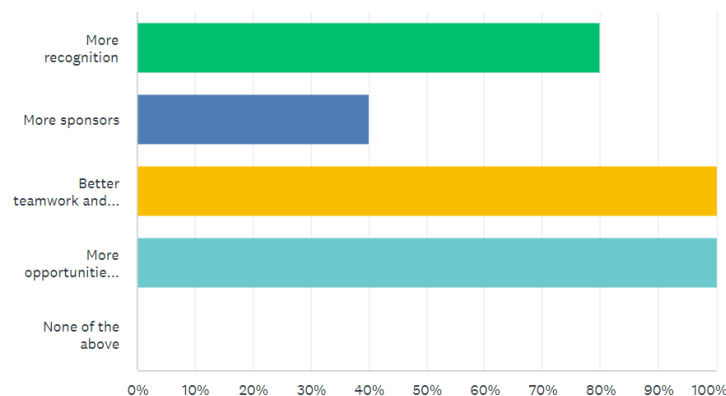
Graphic 4: Showing the percentage of Clubs with and without organizational structure

Findings show the advantages of forming a Club

The participants were asked to select the advantages of forming a club from a selected list and 100% selected better teamwork and organizational structure and more opportunities (scholarship & support), 80% said more recognition and 40% said more sponsors. Teamwork and organizational structure contribute to the effective functioning of a club hence, this is why clubs are operated on a better scale and since clubs are recognized by the public and the private sectors, they are in a better situation to receive financial and technical support.

What are the advantages of forming clubs?

Answered: 5 Skipped: 0



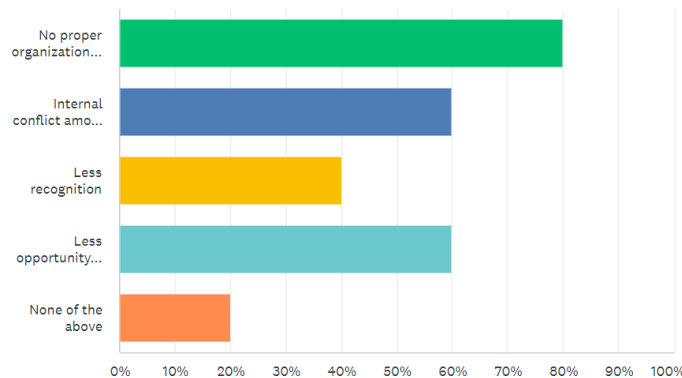
Graphic 5: Showing the advantages of forming a Club

Findings show the weaknesses of a Team in sports association

To commence, 80% said that the weaknesses of a team are, no proper organizational structure, 60% said internal conflict among members, 60% said less opportunity and the next 40% said less recognition. The less recognition may come from the public and or the private sectors as these are the main stakeholders that contribute financially to the development of sports. If the teams are not recognize this would make it difficult to get the support since more focus is placed on associations with proper structure, therefore if structure is established, there would be recognition and financial and technical support from the stakeholders.

What are weaknesses of a Team in sports association?

Answered: 5 Skipped: 0



Graphic 6: Shows the weaknesses of a Team

Analysis

The Grenada Olympic Committee which is governed by good governance principles and practices has been doing a good job in the sporting association in Grenada, as we can see, sports have been doing well over the years as progress is being seen in its development. The findings gathered from data collected shows that the Grenada Olympic Committee prefer clubs instead of teams because the clubs have better organizational structured and contributes to many benefits such as better teamwork; Teamwork makes progress easier; it is essential to bring persons together who is willing to work towards the same goals and objectives. Also, having organizational structure can create more recognition and opportunities for the players under the different associations like scholarship, sponsorships & more support from private businesses, fans, and government institutions. To conclude, it is better to have clubs as they are stronger, more stable with proper organizational structure such as an executive committee, better teamwork and is governed by good practices, policies, and procedures which the teams do not have. Since the Grenada Olympic Committee is governed by good governance principles and practices, they can be seen as a role model for the sporting associations to adopt which consists of clubs and teams.

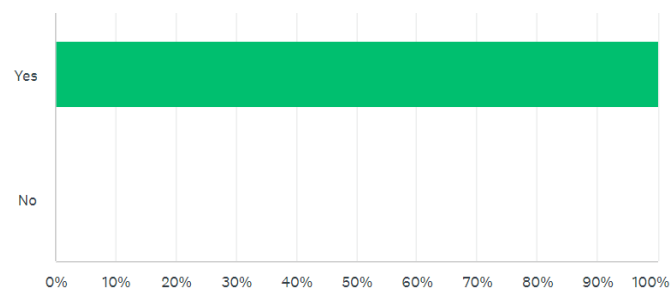
Tornadoes Basketball Club Findings

Findings show the importance of forming a Club:

A survey was conducted with the executive members of the Tornadoes Basketball Club via a questionnaire produced from the software Monkey Survey in which all the participants were sent a link via email to complete the questionnaires. From findings obtained from the survey conducted indicates that 100% of the participant said that it is important to form a club. It is important to form a club because clubs are a recognized body and have proper organization structure, due to this, there would be smooth operation within the club and teamwork among members.

Is it important to form a club?

Answered: 6 Skipped: 0



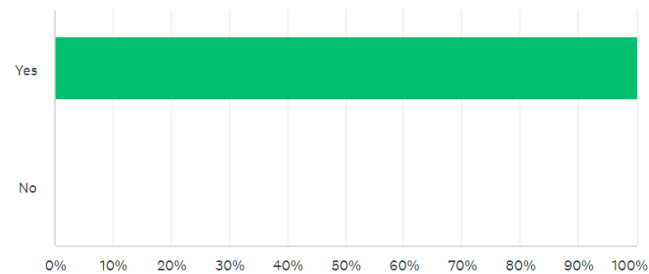
Graphic 1: Showing the importance of forming a Club

Findings show how Tornadoes members feel about being a part of the Club

From the survey conducted, 100% of the respondents indicated that they feel motivated and excited to be a part of Tornadoes Basketball club. Having a club that is established and properly structured that is governed by good governance policies and principles make it easy for members to enjoy being a part of the club. Also, this would attract interested individuals that want to be a part of a prestige organization.

Do you feel motivated and excited to be a part of Tornados Basketball club?

Answered: 6 Skipped: 0



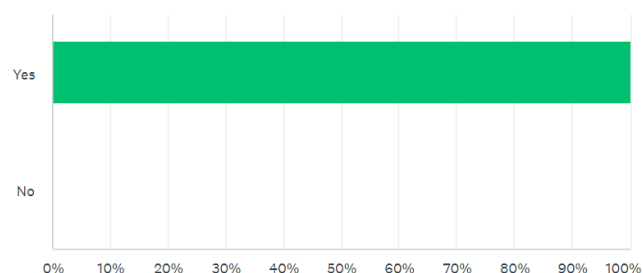
Graphic 2: Shows how Tornadoes members feel about being a part of the Club

Findings show players have opportunity at Tornadoes Basketball Club

When asked if Tornadoes Basketball Club have opportunity for the players, 100 % of the participants responded with a yes. The members all agreed that there is opportunity for the players. Moreover, the players have opportunities such as scholarships and developmental programs to help with their performance and opportunity to represent Grenada at the national level.

Do you think that Tornados Basketball club has opportunity for its players?

Answered: 6 Skipped: 0

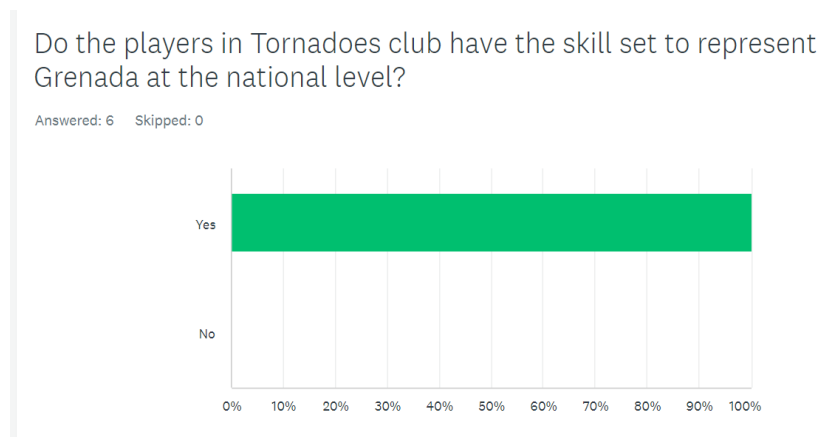


Graphic 3: Shows that Tornadoes Basketball Club has opportunity for its players

Findings show players skill set to represent Grenada at the national level

The members of the Tornadoes Basketball Club all said yes indicating 100% that the players have the skill set to represent Grenada at the national level. Due to having

developmental courses for the players, this can help enhance their performance to represent Grenada.



Graphic 4: Shows that Tornadoes players have the skill set to represent at national level

Findings show how Tornadoes Basketball Club is legally registered

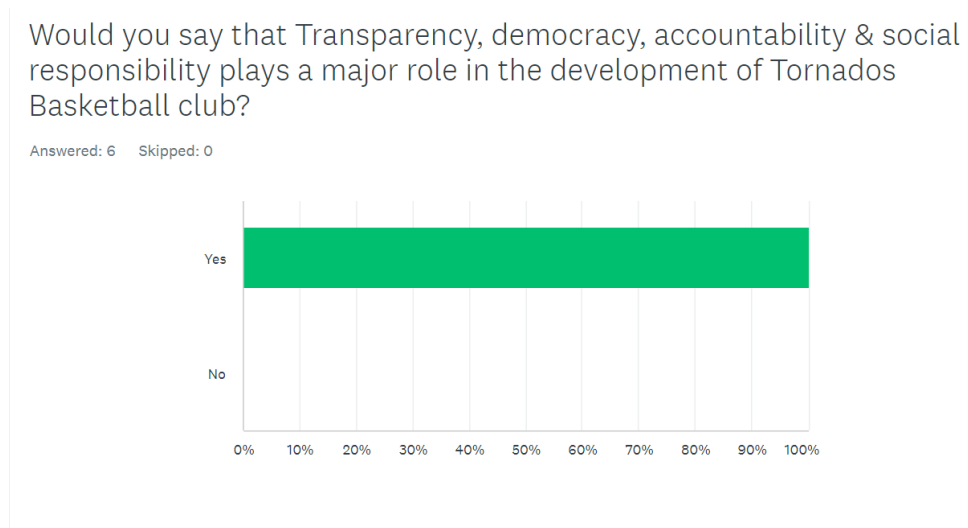
The Tornadoes Basketball Club is legally registered, as indicated by 66.67% of the participants as a non-profit organization and 33.33% said that the club is registered as an association. The reason for the 33.33% response is because the participants could have misinterpreted the question. Furthermore, being legally registered, the members would not be personally liable for any debt and liability of the club.



Graphic 5: Show what Tornadoes is legally registered as

Findings show that Tornadoes is governance by good governance principles

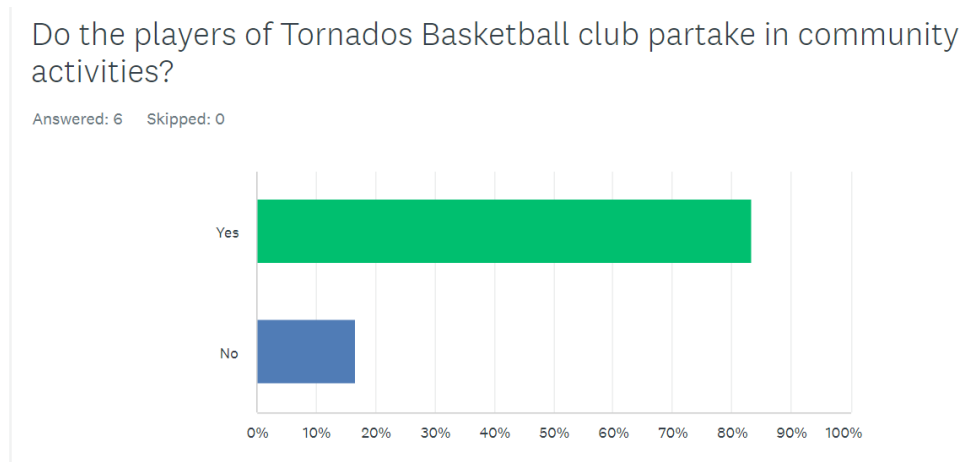
When asked whether transparency, democracy, accountability & social responsibility plays a major role in the development of Tornadoes Basketball Club, 100% of the participants responded and said yes. A club that is governed by good governance principles would be operated on a structural level, which means that there would be smooth operation and unity among members within the club which would create a welcoming environment and atmosphere for all.



Graphic 6: Shows good governance principles help in the development of Tornadoes

Findings show players that partake in community activities

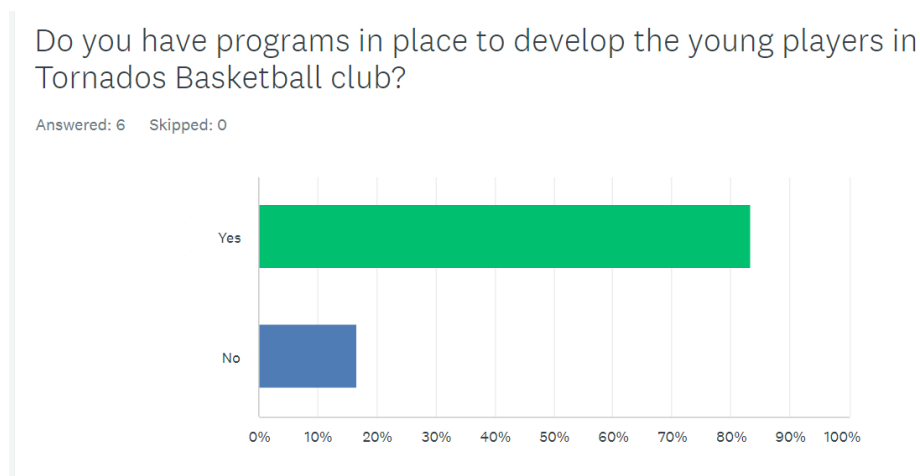
The question was asked, do the players of Tornadoes Basketball club partake in community activities? 83.33% reply with a yes and 16.67% said no. Since the players go out into the community to partake in community activities, they can engage in community games and competition to strengthen teamwork and enhance their performance. While the teams do engage in the community, their participation is small compared to the club's participation.



Graphic 7: Showing players that partake in community activities

Findings show that Tornadoes has program for its players development

We also touched on the topic of having programs in place to help the young players, 83.33% said there are programs in place and 16.67% said there are no programs in place to help develop the players. Due to the Covid-19 pandemic, a halt was placed on new programs for the players because of the mandate of no gatherings. At present there are no new programs in place rather the old programs like the grassroot and elite programs that are there to develop the players. The differences with the response could be a misinterpretation of whether the question was referring to “new or existing programs.” Having developmental programs are essential for the players to help stimulate their intellect and to provide them with the necessary techniques and skill set to enhance their performance.



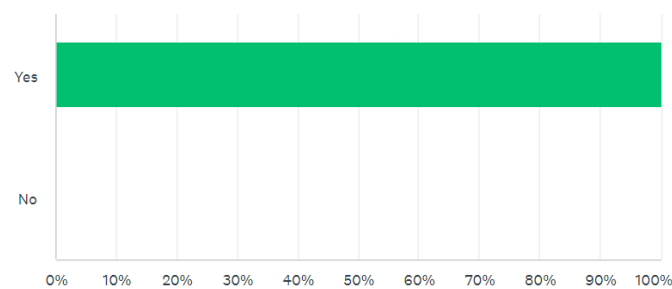
Graphic 8: Shows that Tornadoes have program for its players development

Findings show what is included in Tornadoes constitution

From the answers obtained from the questionnaires, 100% of the participants agreed that Tornadoes club has a constitution. The participants indicated that 100% of the constitution has governance policies and procedures, 66.67% indicated that the constitution have outlined duties and responsibilities of members, the next 66.67% of the constitution has elected or appointed members and the remaining 66.67% said that the constitution has codes of conduct (disciplinary and disputes consequence). It is very important to have policies and procedures, clearly outlined duties to prevent confusion and to have fairness within an organization. This would help guide the operation of a club in an effective and efficient manner and direction.

Do you have a Constitution?

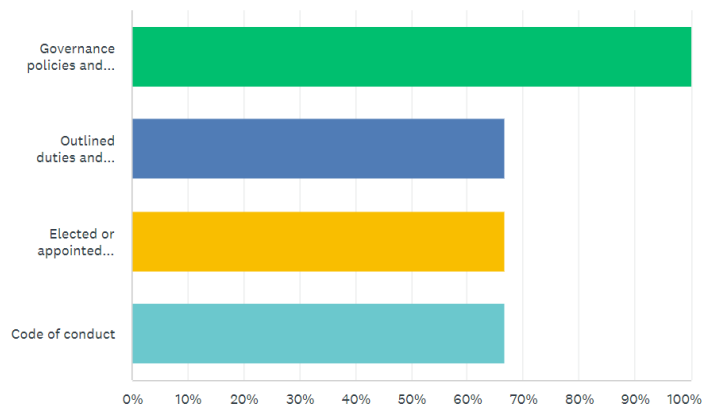
Answered: 6 Skipped: 0



Graphic 9: Shows Tornadoes have a constitution

What does Tornadoes Basketball club have in its constitution?

Answered: 6 Skipped: 0



Graphic 10: Shows what Tornadoes have in its constitution

Analysis

Analysis of the data collected proves that it is important first and foremost to establish proper organizational structure, as this would contribute to the smooth effective and efficient operation of a club. Hence, it is vital to form clubs which are stronger when put together as they are governed by principles. In addition, the members would be dedicated and excited to be a part of a prestigious organization that is governed by good governance principles, clear and defined roles and responsibilities with policies and procedures in place to provide guidance. Furthermore, we have seen that because of good organizational structure, the members can work together and put programs in place for the players to help in their development. The developmental programs are there to provide the players with the skill set that they need to excel and to perform at their best which in turn would provide opportunities such as scholarships and the ability to play basketball at the national level. Also, engaging in community activities would provide opportunities for the players to show off their talents, to compete with other local basketball teams and clubs. This would help them to discover their strengths and weaknesses which would only make them stronger as a club once they can identify areas of opportunities. Furthermore, partaking in community activities can provide entertainment for persons that love basketball; this would bring families together and present opportunity to raise funds to help keep the sport operating at full capacity.

Because teams are not structured and do not have strategic plans in place, their members are not committed compared to the members of a club. Clubs have guideline, policies, and procedures in place with common goals and visions which makes the club unique and different from a team. In addition, when members of a club know their roles and responsibilities from the start, it makes it easier for them to engage in community activities. Clubs are role model of society, and they lead by example in partaken in social work.

International Basketball Federation (FIBA) Findings

A semi-structured interview was conducted with the Coaching instructor Mr. Nelson Isley from the International Basketball Federation (FIBA) online via zoom application on May 26th, 2022. The interview discussion was based on the topic of Sports Team and Clubs. Mr. Isley in his role at FIBA is in charge of operating the coaching clinic to help develop and

grade basketball worldwide. His responsibilities also include the development of programs worldwide such as FIBA's Certification course, which is there to help raise the level of coaches that teach the game.

The interview was held to gather data to get a better understanding about sports organizational structure, projects that FIBA have in place to help develop basketball in Grenada, preferred sports association (teams or clubs) and recommended club structure for Grenada. Finally, the interviewee was asked for recommendations for the Grenada National Basketball Association to aid in their development.

During the interview discussion, Mr. Isley was asked whether or not he believed that having organizational structure contributes to the success of basketball internationally and he responded and said yes, it is very important to have a club structure. To explain his reason, he stated that the clubs have grassroot program that show the kids the type of style they need to play and help develop their talent to produce players for the National team. Additionally, he illustrated the importance as to why he said that having organizational structure contributes to the success of basketball internationally by using examples from Europe by saying that Europe especially Spain is better than the rest of the world because of the strong club structure and good competence coaches. He also went on to say that, within the club structure in Spain they have good coaches in the mini basketball to help the kids until they can play as seniors.

Furthermore, the interviewee indicated that FIBA has the following programs in place to assist basketball in Grenada; the Grassroot program to help develop the grassroot coaches in Grenada and the Caribbean, Player's workshop to help players after finishing their professional life and Equipment Center where the National Federation can go to get help to improve their basketball court. In addition, the interviewee said that FIBA prefer clubs instead of teams because the national clubs are a model of the country. Without a strong club competition, this would cause problem because you would not be able to produce young talents. He went on to say that local competition is important and if there is no strong domestic league, this would hurt the development of the players and eventually the national team. Also, the interviewee recommended having an ideal club structure with a minimum of six (6) clubs that is sustainable and has recognition with financial backing. He also added that these clubs should have junior program to help develop the different age groups.

Finally, the interview was concluded with recommendations for the Grenada National Basketball Association to aid in their development. The following recommendations were brought forward; firstly, the Grenada National Basketball Association needs to work with the Ministry of Education or the Ministry of Sports to assign qualify coaches to the primary schools to teach the youngsters basketball at an early age and to implement developmental program for the young players. Secondly, the Grenada National Basketball Association should organize club competition amount themselves and maybe with other Caribbean islands or outside the Caribbean to improve the standard of the players. Thirdly, the Basketball Association needs to establish a youth league for helping young players which would make a different in basketball.

Analysis

From the interview conducted, we can conclude that having proper organizational structure encourages good governance practices and it is better to have clubs instead of teams as they are better structured and have stronger and stable foundation. We also gathered that having well equipped qualify coaches to provide developmental programs for players especially at a primary school age is necessary if we intend to create talented basketball players for the national level. In addition, we gathered that having a recognize club structure with financial backing is an ideal club structure to have. Finally, clubs that are strong and have good competence coaches are the best model to follow.

The Ministry of Sports Grenada Findings

A semi-structured interview was conducted on May 27th, 2022, with the Coordinator in the Ministry of Sports in Grenada online via zoom application with Mr. Kerlon Peters. The discussion was based on the topic of sports organizational structure. Mr. Peters roles and responsibilities include, strategic planning, policy advisory, providing technical assistance for the sports associations, development of coaching structure, facility maintenance and facility development.

The interview was held to gather data to get a better understanding about sports organizational structure, projects that the Ministry of Sports have in place to help develop

basketball in Grenada, preferred sports association (teams or clubs). Finally, the interviewee was asked for recommendations for the sporting association to aid in their development.

To commence, the interviewee was asked to verify whether or not the Ministry of Sports has any plans or project in place to assist the basketball association in Grenada and his response was yes, the Ministry of Sports assists all sports. Mr. Peters further explains that plans are in place to construct an indoor basketball facility. He stated that, the Ministry wants the associations to be strong, hence they would support each association through education, they intend to support the association goals and vision while also supporting the framework to develop the basketball facility. In addition, Mr. Peters indicated that associations with good organizational structure benefit more simply because they focus more on structure hence, once an association is organized properly, they would prefer to provide financial and technical support to these associations. There are team's associations in Grenada that are structured such as Volleyball and Netball, however, regarding basketball, the sport is structured when it is at the level of a club, meaning that teams must go through the process of transforming into a club if they were to establish structure. Basketball clubs are associations operated by executive members that follow basketball policies and procedures, whereas teams are operated by individuals with manager's position, these individuals do not follow policies and procedures instead they play using their own style and beliefs, hence, Mr. Peters would prefer basketball clubs instead of teams.

Finally, the interviewee was asked to provide recommendations for the sports association to aid in their success and he stated that, the associations need to make the sports attractive and sell only positivity to get the young players interested in joining the association. In addition, he said that the members of the associations need to engage with the schools and create programs and courses for the kids as this would help them to understand the game at an early age which would provide sustainability in the sports. In addition, he also mentioned that the associations need to recruit individuals that are interested in the sports, individuals that are serious about being a part of the association. He further went on to say that to aid in the association's success, all volunteers should be rewarded for their time and hard work.

Analysis

From data collection and analysis of the answers to the interview questions, we can see that clubs are preferred over teams because clubs have proper organizational structure, which is very important in an association, whereas teams do not. Furthermore, more focus is placed on associations that take the time to establish structure and stability for their associations. Additionally, emphasis is placed on ensuring that the youngsters are equipped with the right skills instil in them at an early age with the provision of sporting programs.

Chapter 5: Recommendations

The following recommendations are drawn from the literature review and findings. They are intended to guide the development of sporting associations in Grenada.

I. The Grenada National Basketball Association need to implement in its constitution guidelines that can help teams to become a club, this would help guide the teams and make it easier for them to transform into a club. To further explain, the teams do not have proper structured and robust policies and procedures to help develop the game and operate the teams effectively like the clubs do. Hence, it is important to establish a club structure to benefit more financially. Additionally, clubs are seen more as a serious structural body with sustainability, proper administrative structure, clear objectives, and vision that attract more sponsors, financial assistance, and general support. By establishing a club, this would strengthen the club structure in basketball and there would be more opportunity for the young players to work together to enhance and develop their talents and skills.

II. The Grenada National Basketball Association can seek more technical and financial support for its members (teams and clubs). This support can come from the Government of Grenada (GOG), the Grenada Olympic Committee (GOC), private businesses and or fans. Receiving of technical and financial support would provide revenue to create more courses and programs to help in the development of the players, also the financial aspect that comes with the operation and administrative function can be met. Furthermore, more can be invested on equipment and games. Clubs need to have enough equipment to effectively accommodate training for its players. Having adequate high-quality equipment can provide resources for the players to help enhance their skills and to perform at their best. The lack of proper equipment can be dangerous and unsafe for the players. Hence it is priority that the players are wearing the proper gears to prevent injury and that the infrastructure where games are held is well secure and maintained to prevent catastrophes.

III. The Grenada National Basketball Association (GNBA) should include in its constitution that all clubs need to have at least; a President, Secretary, Treasurer, Committee members, Women Representatives as well as Players Representatives in its structural committee. These committee members should be elected and should have in place policies, checks and balances so that there is no biasness or corruption in the process but rather

transparency. Furthermore, the following committee positions are essential because these positions contain the key roles and responsibilities of the association hence, these members are necessary to aid in the smooth effective and efficient operation.

IV. Clubs and teams need to be strategic with their engagement with the private sector. The private sector is the main stakeholders in sponsoring developmental programs such as grassroot and elite program that would be able to benefit both parties. Having programs that can help develop the players are needed if the intention is to help them to succeed and to excel at the game. With sports evolving more and more in the world, the players would need to keep abreast with new information, techniques, and way of the game.

V. In the interview conducted with the Coach Instructor for FIBA, Mr. Nelson mentioned that schools play an important role in identifying and developing basketball players among its young generations. This mean more attention need to be placed on school activities which would help to identify talents. Also, more programs need to be implemented in schools especially primary school to help develop the youngsters at an early age. Having said this, the Ministry of Education and Sports need to empower physical education teachers or assign equipped Coaches to the schools to teach the students the necessary basketball skills and techniques at a young age.

VI. When it comes to basketball infrastructure for the development of young players, the Government of Grenada (GOG) needs to develop and construct basketball courts and gyms in the different communities. This would enable the players of the teams and clubs to engage in competition and practice games to enhance their performance and to keep fit. The courts would provide a comfortable and safe setting for fans to come out and provide their support.

VII. The interviewee from FIBA mentioned that there are lots of courses and programs available for players and coaches to help in their development and skills enhancement such as the grassroot program. However, these courses and programs are not communicated properly with the Grenada National Basketball Association. Hence, the National Basketball Association should put proper communication strategies and channel in

place so that these courses and programs can reach the coaches and players. Communication is essential in establishing good relationships; it encourages effective leadership and nurture mutual respect and understanding.

VIII. The Grenada National Basketball Association (GNBA) should put in its constitution that clubs should be legally registered in the law of Grenada. Once clubs are legally registered, the members of the clubs are not personally liable for any financial or illegal occurrences such as debt.

Table 2: Recommendation

Priority	Recommendation	Action	Lead	Resources	Timescales	Critical success factors
1	Implement guidelines to become a club	-Engage all members of the GNBA -Present to all members of the GNBA and get endorsement -Get an endorsement for the implementation	Sec Gen	-Accommodation expenses -Refreshment expenses	December 2023	-Commitment by the Executive committee and members -Integration into constitutions
2.	A plan to seek more Financial and Technical Support	-Engage all stakeholders Get commitment from stakeholders	GNBA	-Administrative expenses -Travel expenses	January 2023	-Commitment by the Executive committee and members
3	Implement guideline to have committee members.	-Engage all members of the GNBA -Present to all members of the GNBA and get endorsement -Get an endorsement for the implementation	GNBA	-Accommodation expenses -Refreshment expenses	June 2023	-Commitment by the Executive committee and members -Integration into constitutions

4.	Implement a Marketing strategy	<ul style="list-style-type: none"> -Develop a marketing strategic -Present to all stakeholders -Get commitment from stakeholders 	Club and team managers	<ul style="list-style-type: none"> -Travel expenses -Administrative expenses 	January 2023	<ul style="list-style-type: none"> -Commitment by club and team members -Implementation of a marketing policy by teams and clubs
5.	Implement programs and courses in schools	<ul style="list-style-type: none"> -Develop programs and courses -Present to all stakeholders -Get commitment from stakeholders 	Ministry of Education and Sports	<ul style="list-style-type: none"> -Administrative expenses -Travel expenses coaches' expenses 	June 2023	<ul style="list-style-type: none"> -Commitment by all stakeholders and school members -Implementation of the programs and courses by all schools
6	Develop and construct basketball courts and gyms	<ul style="list-style-type: none"> -Engage all stakeholders -Present to all stakeholders, members and get endorsement -Get an endorsement for the implementation and construction of the facilities 	GOG	<ul style="list-style-type: none"> -Construction expenses, Materials expenses -Labour Expenses -Administrative Expenses and travel expenses 	December 2023	<ul style="list-style-type: none"> -Commitment by all stakeholders and school members -Implementation of the programs and courses by all schools

7	Implement a communication strategy and channel	<ul style="list-style-type: none"> -Engage all members of the GNBA -Present to all members of the GNBA and get endorsement -Get an endorsement for the implementation 	GNBA	<ul style="list-style-type: none"> -Accommodation expenses -Refreshment expenses 	January 2023	<ul style="list-style-type: none"> -Commitment by the Executive committee and members Integration into constitutions
8	Implement guideline to legally register as a club	<ul style="list-style-type: none"> -Engage all members of the GNBA -Present to all members of the GNBA and get endorsement -Get an endorsement for the implementation 	GNBA	<ul style="list-style-type: none"> -Accommodation expenses -Refreshment expenses 	December 2023	<ul style="list-style-type: none"> -Commitment by the Executive committee and members -Integration into constitutions

Conclusion

To conclude, having developmental programs and courses can help to improve the grassroots level of the club and can enhance the skill level of basketball players, especially if the game is taught to the younger ones at an early age. In addition, having proper organizational structure help to encourage best performance and strengthen commitment within a sports club. To strengthen commitment, one must identify internal roadblocks that need to be remove, align metrics and training strategically. Furthermore, establishing good organizational structure does not only enhance the performance of the players but it creates teamwork among members. It makes it easier for private businesses and the community to provide assistance, since properly structured established organizations are more focused on.

Also, having proper organizational structure provides guidance in the operation of the association, since good governance policies and procedures are in place to help stare the associations in the right direction. Hence, ensuring that the right programs, courses, sport gears, equipment and proper facility are in place to support the players would certainly not only help their performance, but would strengthen the sports making it more attractive while attracting more interested individuals. Based on findings gathered, we have seen a huge percentage of teams that wants to transform into a club, this is because clubs are established with proper organizational structure and more benefits. Hence, the data gathered from all participants would help aid in the transformation of the teams and, also to help strengthen all sporting associations while in the process, using Tornadoes Basketball Club as a role model.

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Appendices

Appendix 1: GRENADA SPORTS TEAM QUESTIONNAIRE

The answers provided will help us to understand more about the operations of your Team which would assist us to aid in your development.

Target: Managers (Basketball Teams in Grenada)

1. Are you open to receiving assistance to become a basketball club? (e.g financial, technical support)
☐ YES
☐ NO
2. Would you want to become an established Basketball Club?
☐ YES
☐ NO
3. Does the team have the following positions?
☐ President
☐ Vice president
☐ Secretary
☐ Treasurer
☐ Technical director
4. Is the team govern by any constitution?
☐ YES
☐ NO
5. Is the team legally registered?
☐ YES
☐ NO
6. How is the team registered?

- ☐ Non-profit Organization
- ☐ Company
- ☐ Association
- ☐ Others (please specify)

7. Does the Team have a good culture to promote teamwork and team spirit?

- ☐ YES
- ☐ NO

8. Do your team members engage in activities within the different communities? (e.g. educational activities, games etc)

- ☐ YES
- ☐ NO

9. Do you have developmental training course or workshops for the players?

- ☐ YES
- ☐ NO

10. Does your team have enough Training equipment?

- ☐ YES
- ☐ NO

11. Do you believe that the lack of financial support and training hinder your Team from full development?

- ☐ YES
- ☐ NO

12. Do you get assistance from the following source to help develop or operate the team? (e.g financial or technical)

- ☐ Government
- ☐ Private business
- ☐ Community
- ☐ Fans
- ☐ None of the above

Appendix 2: GRENADA SPORTS CLUB QUESTIONNAIRE

The answers provided will help us to understand more about your Club which would assist us to aid in its development or the enhancement of other Clubs & Teams in Grenada.

Target: Executive members (Tornadoes Basketball Club in Grenada)

1) Is it important to form a club?

☐ YES

☐ NO

2) Is Tornadoes legally registered as?

☐ Non-Profit Organization?

☐ Company

☐ Association

☐ Other (please specify)

3) Do you have a Constitution?

☐ Yes

☐ No

4) What does Tornados Basketball club have in its bylaws or constitution?

☐ Governance policies and procedures

☐ Outlined duties and responsibilities of members

☐ Elected or appointed members

☐ Code of conduct

5) Would you say that Transparency, democracy, accountability & social responsibility plays a major role in the development of Tornados Basketball club?

☐ YES

☐ NO

6) Do you feel motivated and excited to be a part of Tornados Basketball club?

☐ YES

☐ NO

7) Do you think that Tornados Basketball club has opportunity for its players?

☐ YES

☐ NO

8) Do the players of Tornados Basketball club partake in community activities?

☐ YES

☐ NO

9) Do you have programs in place to develop the young players in Tornados Basketball club?

☐ YES

☐ NO

10) Do the players in Tornadoes club have the skill set to represent Grenada at the national level?

☐ YES

☐ NO

Appendix 3: GRENADA OLYMPIC COMMITTEE QUESTIONNAIRE

The answers provided will help us to understand more about Grenada Sports Team and Clubs which would assist us to aid in their development.

Title: Executive members (Grenada Olympic Committee)

1. Is your committee govern by good governance principles and practices?
 - ☐ YES
 - ☐ NO

2. Does the committee prefer different sports association to have clubs instead of teams?
 - ☐ YES
 - ☐ NO
3. If yes, why

4. Do sport **Teams** in Grenada have organizational structure?
 - ☐ YES
 - ☐ NO

5. Do sport **Clubs** in Grenada have organizational structure?
 - ☐ YES
 - ☐ NO

6. Have you seen improvement in the sporting association over the last Five (5) years?
 - ☐ YES
 - ☐ NO

7. What are the advantages of forming clubs?
 - ☐ More recognition
 - ☐ More sponsors
 - ☐ Better teamwork and organizational structure
 - ☐ More opportunities (e.g scholarships, support)

☐ None of the above

8. What are weaknesses of a team?

☐ No proper organizational structure

☐ Internal conflict among members

☐ Less recognition

☐ Less opportunity (e.g. sponsorship, scholarship)

☐ None of the above

Appendix 4: GRENADA MINISTRY OF SPORTS INTERVIEW QUESTIONS

The answers provided will help us to understand more about Grenada Sports Team and Clubs which would assist us to aid in their development.

Title: Coordinator (Ministry for Sports)

- 1.What role do you play in assisting with the development of sports in Grenada?
- 2.Do you believe that having proper organizational structure contribute to the success of sports organizations?
- 3.Does the Ministry for Sports have any new project or plans in place to assist the Basketball Association?
- 4.Which category of sports association benefit more, Teams or Clubs and why?
- 5.What recommendations would you give to sport association to aid in their success?

Appendix 5:

INTERNATIONAL BASKETBALL FEDERATION INTERVIEW QUESTIONS

I am conducting this survey to gather data to get a better understanding about sports Team and Clubs in basketball.

The information collected and utilized in this interview will be treated with confidentiality.

Title: (International Basketball Federation “FIBA”)

1. What role do you play in assisting with the development basketball in FIBA?
2. Do you believe that having Club organizational structure contribute to the success of basketball internationally?
3. Does the International Basketball Federation (FIBA) have any new project or plans in place to assist basketball in Grenada?
4. Which category of sports association do FIBA prefer, Teams or Clubs and why?
5. What is the ideal club structure you would recommend?
6. What recommendations would you give to Grenada National Basketball Association to aid in their development?