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Critical factors influencing international sporting success of the Philippines: the athletes' perspective

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ABSTRACT

The aim of this study is to contribute to the understanding of the recent declining performance of the Philippines in international sporting competitions by identifying and evaluating relevant factors that are critical to its international success through the perspective of the national elite athletes. An evaluation of the organizational effectiveness of the national sports governing bodies provides explanation to the poor performance of the country in major international competitions such as the Southeast Asian (SEA) Games.

One of the most recent approaches used in measuring organizational effectiveness is the Sport Policy factors Leading to International Sporting Success (SPLISS) model. The model specifies Critical Success Factors (CSFs) which are operationalized into measurable concepts for evaluation of success in international sporting competitions. The purpose of this paper is to identify and evaluate relevant CSFs that influence the international sporting performance of the Philippines. This research also aims to compare the results of the evaluated CSFs between the participating National Sport Associations (NSAs). Finally, the study examines possible relationships with international success output (2015 SEA Games results) among the participating sports.

There were 83 National elite athletes from six NSAs participated in this research. A five-point likert survey questionnaire derived from the CSFs of the SPLISS framework was used in identifying and evaluating success factors in elite sports. Quantitative data was distributed over five categories for each CSF to identify the relevant factors. Also, five level standards of measurement were adapted to transform the category format data into a numeric five-point scale in order to measure the level of quality of CSFs. Further, descriptive statistics was used to compare and analyze possible relationships between the effectiveness ratings of factors and the success output of the participating NSAs.

Results showed that majority of the respondents either agreed or strongly agreed that all SPLISS pillars had a critical influence on their international sporting success. Also, a positive correlation was analyzed between the effectiveness ratings of the pillars and the 2015 SEA Games output across the different participating sports where if the rating of sport policy factors is high, the international performance also is relatively high. Otherwise, when the perceived quality of these key factors is low, the international output may not be as successful as expected.

Key words: elite sport success, organizational effectiveness, critical success factors, SPLISS, Philippines

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LIST OF ABBREVIATIONS

CSF - Critical Success Factors

IOC - International Olympic Committee

NSA - national sport association

NOC – national Olympic committee

OCA - Olympic Council of Asia

PCSO - Philippine Charity Sweepstakes Office

POC - Philippine Olympic Committee

PSC - Philippine Sports Commission

SEA – South East Asia

SPLISS - Sport Policy factors Leading to International Sporting Success

1 INTRODUCTION

The Philippines has not had a successful performance in the international sporting scene (i.e., Southeast Asian (SEA) Games, Asian Games, Olympic Games, etc.) in the past few years. Although the Philippines first participated in the Olympic Games in 1926, it has only produced nine medals, with the best result of only two silver medals won in 1964 and 1996 (International Olympic Committee (IOC) 2013). On the other hand, the Philippines won its first overall victory in the SEA Games in 2005 but it should be noted that the Games were held in the Philippines that year which may have influenced the outcome. Nevertheless, the Philippines has had its worst performances in the bi-annual international sport event for the last six years. The country finished only 5th or 6th place in the last three SEA Games (Olympic Council of Asia (OCA) 2013). Further, as one of the pioneer participating nations in the Asian Games, the Philippines had a relatively declining performance in medal standings since 1958. Figure 1 shows a negative correlation of the placement of the country in the medal table with the number of participating nations in the Games. As the number of participating countries increased, the medal standing of the country decreased.

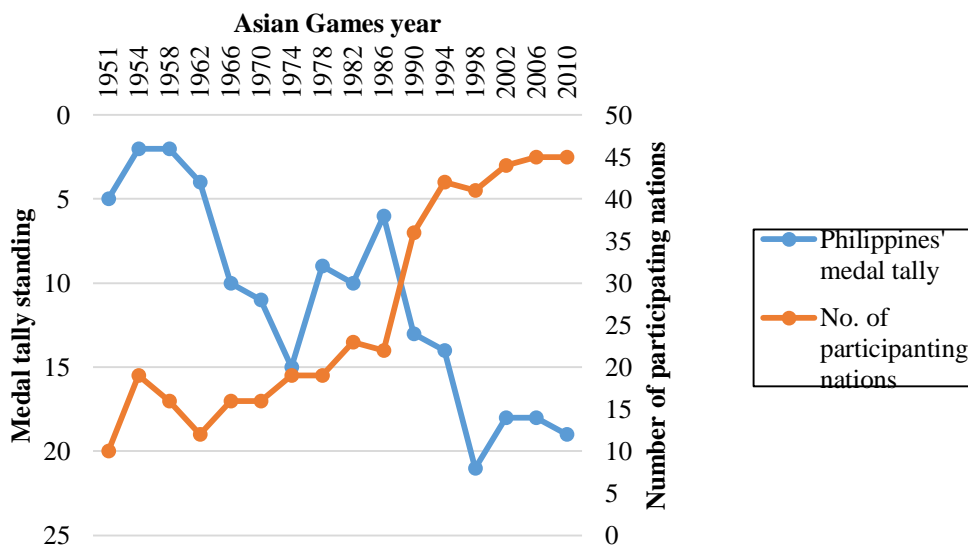


Figure 1. The success of the Philippines at the Asian Games (OCA 2015).

Recruitment, training and selection of athletes for international sport competitions are the responsibilities of respective National Sport Associations (NSAs) (Philippine Olympic Committee (POC) 2008). NSAs are private, non-profit organizations, recognized as the

governing body of a sport in the country. As members of their respective international sport federation, NSAs are in charge of the promotion of their sport in their country including licensing of coaches and officials, and organization of competitions. Alongside the NSAs is the support of the public sector through the Philippine Sports Commission (PSC). The PSC provides financial support to national athletes and coaches, through their respective NSAs. In 2012, there was an average of 600 Filipino national athletes and coaches who were supported on training and international competitions (PSC 2012). The PSC is the top national sports body commissioned by the Philippine government through Republic Act 24.01.1990/6847 or “The Philippine Sports Commission Act”. The PSC works together with the different NSAs to develop programs for sport promotion nationwide. It exists to serve as an initiator of promotion and development of Philippine sports by creating policies and setting priorities through the following:

(1) coordinating and implementing a national sports program; (2) creating equitable opportunities for participation in sports by all sectors; (3) providing assistance to stakeholders and partners; (4) supporting the specially talented athletes for high level competitions; and (5) promoting the development of those physical qualities and moral values which is the basis of sports. (Philippine Sports Commission 2002).

According to De Bosscher, De Knop, Van Bottenburg and Shibli (2006), the success of an athlete or team is increasingly dependent on the performance capability of the national organization and its effectiveness in utilizing all related means for the advantage of the elite sport. As managers of their respective sport, NSAs have a significant role in organizing and implementing sport policies to achieve international sport success. Thus, organizational effectiveness of these sport organizations must be examined which may provide an explanation to the poor performance of the Philippines in major international competitions.

De Bosscher et al. (2006) presented a comprehensive performance model that determines sports policy factors important for international elite sports. The Sport Policy factors Leading to International Sporting Success (SPLISS) model categorizes nine pillars of important policy determinants for international success. The model also specifies Critical Success Factors (CSFs) that describe each pillar. A total of 103 CSFs have been consolidated from the theoretical framework to operationalize the nine pillars into

measurable concepts (De Bosscher, Shibli, van Bottenburg, De Knop, and Truyens 2010). Although there are a lot of possible factors that determine international sport success, the nine-pillar model suggests that four of the pillars such as financial resources, athletic and post-career support, training facilities, and coach development are the most influential drivers of an effective sport system based on most successful sample nations (De Bosscher, De Knop, Van Bottenburg, Shibli, & Bingham 2009).

Although the development of the theory on SPLISS is still in an early stage, validation of the model of nine pillars through specific research, including quantitative data analysis, is important (De Bosscher et al. 2009). In view of this, the purpose of this paper is to identify and evaluate relevant CSFs that may influence the international sporting success of the Philippines. This research aims to make comparisons using the results of the evaluated CSFs and examine its possible relationship with international sporting success among NSAs. Furthermore, the study may also validate the framework in assessing the effectiveness of elite sport policies in a developing country such as the Philippines.

2 THE PHILIPPINES AND INTERNATIONAL SPORTING SUCCESS

The following chapter will provide a literature framework for the study by starting with a brief background of the Philippines and its society in relation to the nation's history of culture and sports, which will lay down the context for the research. The next section will give an overview of the structure and organization of sports in the Philippines that mainly focuses on the competitive elite level of sports. This will be followed by the country's recent state of performance in international sports setting. The latter part of the chapter will lead to a review on the measurement of effectiveness in sport organizations according to existing literature. Finally, the chapter will discuss the main theoretical model used in the study to achieve its research objectives.

2.1 The Philippine society and sports

The Philippines is the world's second largest archipelago of more than 7,100 islands that covers 297,179km² located in the westernmost Pacific Ocean (Conservation International 2013). Grouped into three major areas—Luzon, Visayas and Mindanao, the bulk of the country's population resides along the extensive coastlines of the numerous islands (Roces & Roces 2013, 12). The latest 2010 census shows that the population of the Philippines is estimated at 92.3M (National Statistics Office 2010).

According to Roces & Roces (2013), it has been said that the Filipinos are Malay in family, Spanish in love, Chinese in business and American in ambition. The evolution of the Filipino culture has been intervened by its history, intruding with a heavy hand on critical occasions which irreversibly affected the Filipino character both positively and negatively. When Ferdinand Magellan in 1521 arrived and claimed for the Spanish crown what would become the Philippines, he found an archipelago whose political structure showed no relation to the contemporary Philippine state (Philip 2001, 18). Instead, there was only a system of sultanates and fiefdoms existed that controls limited villages from settlements along the coasts and rivers. The pre-colonial Philippines was characterized by varied kinship-based political systems scattered across the archipelago (Maca & Morris 2015, 127-128).

The Spanish colonial state lasted for almost four centuries under the proverbial 'cross-and-sword' mode of colonial administration. The Catholic Church was an active agent of colonization and still remains to be a very influential force in the Philippine society. During the 1896 revolution against the Spanish, the Filipino rebels eventually surrounded the colonizers in Manila and soon the native peoples were about to establish their own national government (Gems 2014). Yet the American forces traveled to the Philippines to claim the victory and the archipelago through the resultant peace treaty with Spain in 1898. The Americans immediately occupied the country with three objectives that revolved around race, religion, and capitalism.

The Americans applied a colonization strategy which was centered on the creation of a system of mass education (Maca & Morris 2015, 128). Public schooling and education became a means to acculturate and assimilate the Filipinos where sport and physical education assumed a primary role in the civilizing process of the indigenous people (Gems 2014). The American soldiers introduced the Filipinos to baseball and boxing as early as 1898. For instance according to Gems, baseball, the American national past time, was intended to impart particular white, middle class values such as teamwork, self-sacrifice, leadership and deference to authority in the person of an umpire. In 1899, American Protestant missionaries started giving out bible with the intention to convert the Catholic Filipinos to their version of Christianity. American soldiers acted as public teachers in 1898, until the arrival of new recruits from the USA in 1901, teaching vocational education, the English language and US sports and games.

Sport has been able to socially control the general public and direct the nationalistic sentiments against regional foes rather than the American authorities. As early as 1905, the Bureau of Education required physical education for both boys and girls and organized district leagues and interprovincial competition between schools. Further, the emphasis on sport took greater scope under Governor W. Cameron Forbes from 1909-1913. Forbes held great faith in the powers of sport as an educational tool and a means to building character. Using a portion of his own wealth, he built a golf course and polo grounds at the Americans' summer capital in Baguio. The Governor-general also brought up the Young Men's Christian Association (YMCA) to direct a comprehensive athletic program in the schools, which promoted the amateur ideals of middle class gentlemen as well. Tennis courts and running tracks were added to the schools by 1910, and Forbes provided material incentives for winning. Uniforms, trophies, and other prizes were awarded to the

best sport teams from the local to provincial level. According to Gems, about 95% of schoolchildren participated in the physical education program and over 1,500 baseball teams competed for honors. School administrators organized their sports programs on a professional model. Further, the Bureau of Education put so much importance to sport that a formal policy allowed students to make up academic deficiencies through bonus points if they competed in the provincial athletic contests. (Gems 2014)

Upon arrival in Manila in 1910, the YMCA under the leadership of Elwood Brown, forged close ties with the American colonial government. Brown founded the Philippines Amateur Athletic Federation in 1911 and Governor-general Forbes served as its first president. Since then, emphasis on athletic competitions assumed even greater proportions when the YMCA reorganized the Manila Carnival as an athletic spectacle resembling the Olympic Games. The 1912 Carnival hosted national championships in men's and boys' baseball, basketball, volleyball, and track and field, at the same time with girls' basketball and open competition in tennis, running, swimming, golf, soccer, polo, [American] football, and bowling. In the immersion of the World War I in the rest of the world, Americans believed that they have achieved a substantial and relatively peaceful difference in the Philippines through sport and physical education. However, Gems explained that "the Filipinos learned from the Americans, but they both adopted and adapted the cultural forms they deemed most appropriate and combined them with existing native practices to produce a hybrid culture with its own ideas, beliefs, and practices." (Gems 2014)

Since independence from the Americans in 1946, attempts by the Philippine state to build a cohesive sense of national identity have met with limited success. Unlike the colonial histories of other Asian countries that are widely invoked for nation-building purposes, a prolonged and varied experience of colonization such as in the Philippines has not been consistently or effectively harnessed to creating a shared sense of identity. National identity in the Philippines is portrayed as a 'patrimonial state' and an 'imagined community'. (Maca & Morris 2015)

Different cultural, linguistic and social systems existed in the archipelago's various regions, which may explain the difficulty of the nation to form its own shared identity. These differences are still evident today in the formation of regional identities, for example as Ilocanos, Tagalogs, Bicolanos, or Visayans (and expanding to subgroups with

such regions) (Philip 2001, 18). There are 110 indigenous peoples of the Philippines recognized by law (Abanes, Scheepers, & Sterkens 2014). Indigenous people is considered as a group of homogenous societies identified by self-ascription and ascription by others, sharing common bonds of language, customs, traditions, and other distinctive cultural traits. The largest ethno-linguistic group is the Tagalogs that comprise about 25% of the country's population. They are mostly based in the most populous island of Luzon where the capital Metro Manila is located. The Bisayas are the next biggest group followed by the Cebuanos with 11% and 10% percent of the population, respectively. Both Bisayas and Cebuanos speak almost identical language and are mostly located in Visayas and some in Mindanao. Although there is lack of existing literature, it can be observed that the concentration of sport development and activities are also mostly centered in Metro Manila compared to other regions. Aside from the possible effects of cultural differences in the nation's sporting culture, socioeconomic issues may also play a significant role in the formation of sports culture and development in the country.

Most recent government estimates indicate that 25,8% of the population live below the poverty line during the first semester of 2014, and this percentage has unfortunately been unchanging for the past decade despite the registered economic growth of the country (Philippine Statistics Authority 2015). Historical data shows that economic growth is inclined to disproportionately benefit only the wealthy sector of the population (Bernardo 2013). This inequality of wealth distribution contributes to widening the existing gaps between the rich and the poor. In view of this, the sporting culture (i.e., sport participation) of Filipinos may also be regarded differently by different ethnic groups or the rich and the poor. For instance, Virola, Encarnacion, and Pascasio (2011) measured the progress of the Philippine society according to the Happiness Index among the poor and the unhappy. The study identified 15 domains/sources of happiness where "Leisure and sports" were included in the list. Results showed that leisure and sports are regarded as one of the least important sources of happiness among the low-income group. However, the study was not able to further elaborate on the results of the data. Further, no similar study was found to show results of the same methodology for the rich. Nevertheless, it is common that local sport programs and activities are offered through the private sector (i.e., private schools and universities, fitness gyms, etc.), which is not easily accessible for the poor and mostly the rich can afford.

Considered as a developing country with a different sporting background and culture, the Philippines can be an interesting setting to apply existing framework in assessing the effectiveness of sport policies in order to validate its relevance in such society and culture.

2.2 Structure and organization of elite sports in the Philippines

The first and so far the only sports policy act published in the Philippines is the Republic Act No. 6847 also known as the “Philippine Sports Commission Act”. The Philippine sport policy act was approved in 1990 and its purpose was to establish a body corporate to carry out the following policy:

Declaration of Policy. — It is the policy of the State to promote physical education, encourage and sustain the development of sports in the country to foster physical fitness, self-discipline, teamwork and excellence for the development of a healthy and alert citizenry through a unified national sports promotion and development program, and that the establishment and creation of a single, unified and integrated national sports policy-making body shall further this objective. (Republic Act 6847/1990, Section 2)

The Philippine Sports Commission (PSC) was therefore founded as a governmental regulatory national agency which mainly aims to provide leadership in policy-making and priority-setting of all national amateur sports promotion and development, particularly in giving importance to grass-roots participation. The functions of the PSC include (1) the coordination of an integrated amateur sports promotion and development program for the country; (2) the establishment of linkages with international sports associations, national sports commissions and organizations of other countries; (3) the provision and management of fully-equipped sports facilities located across the country; (4) the provision of incentives, recognition and awards to deserving associations, athletes, referees, game officials, coaches, and others involved in or supporting sports development; and (5) the initiation of basic and applied research on sport development. (Republic Act 6847/1990)

The PSC Act has also identified and briefly explained the functions and its relationship with other organizations involved in the promotion and development of sports in the country—the POC and the NSAs (Republic Act No. 6847/1990, Sections 12 and 13).

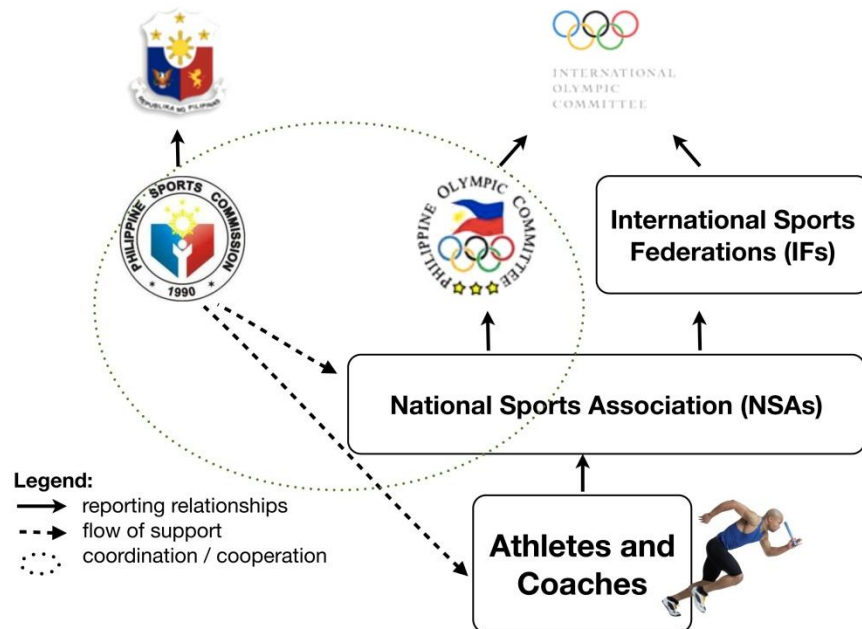


Figure 2. The relationship of the Philippine government, various sport governing bodies and stakeholders for elite sports (Bernardino 2013)

Figure 2 shows the relationship among the three major organizations of elite sports in the Philippines. The POC is a private, non-governmental organization comprised of different NSAs in the Philippines, acting as the umbrella organization of these associations. The POC which is affiliated with the IOC is also recognized by the PSC as the National Olympic Committee (NOC) for the Philippines, which is autonomous in nature. The POC is the sole authority responsible for the country's participation at the Olympic Games, Youth Olympic Games, Asian Games, SEA Games, as well as other events sanctioned by the IOC and the OCA and also to organize these Games when they are to be held in the Philippines. The Philippine NOC is an independent entity and does not receive any financial subsidy from the government however POC-member NSAs receive some financial assistance from the PSC. (POC 2008)

The NSAs are also independent and autonomous organizations that are responsible for the promotion and development of their respective sport in the Philippines. In order to be recognized by the POC and consequently the PSC, the NSAs should be affiliated with their respective international federations. These international sport federations are in turn

recognized by the IOC. The NSAs have exclusive technical control over the promotion and development of the specific sport or discipline they organize. Among the many functions of the NSAs as identified in the PSC Act (6847/1990), here are some of their duties and responsibilities: (1) to conduct competitions for the promotion of their respective sports; (2) to adopt, in coordination with the POC, a training program for the development of the athletes and their preparation for international competitions; (3) to select the athletes, coaches and other officials for their national teams taking into consideration not only their athletic abilities but also their discipline, moral character, aptitude and attitude; and (4) to qualify and license referees, umpires and other game officials who shall officiate in competitions in their respective sports. There are currently 50 registered NSA members affiliated with the POC, comprised of 40 Regular members, 5 Associate members, and 5 Recognized members (POC 2013).

Although the Philippines seems to have everything in place including the policies, the organizations, the program for the athletes, etc., the question remains why the country is performing badly in international sport competitions. In the recent past, there have been some organizational issues among the POC, PSC and the different NSAs including negligence on how NSAs operate as an organization. Early in 2015, the PSC had reported that delinquent NSAs were expected to put their house in order, meaning that the associations should have straightened out their books of accounts and legal compliance, before the end of that year. Otherwise, these NSAs will be stripped of recognition by the POC and not receive funding for projects or athletes. The Philippine government has issued a circular with the attention on the POC through PSC that several NSAs were not eligible to accept government assistance because of unsettled accounts or lack of proper documentation. Also the government audit agency pointed out that numerous NSAs were not properly registered as an official organization. Thus, such NSAs had no legal entity to receive financial subsidies. According to the PSC, more than 30 out of the 50 NSAs were found with unliquidated accounts since 1990 and 16 to 18 NSAs were estimated that are still not officially registered with the government. (Henson 2015a)

In addition to the PSC, the POC had also called attention to NSA officials to conform to the policy of good governance by being fair and democratic in involving the major stakeholders of their respective sports. The POC had cited one case of NSA where there was a failure of elections and the officials of the said NSA asked for a holdover period of two years. According to the POC, the allowable period to postpone the elections of NSA

officials is 60 days only. The IOC, as cited by the POC, demands a fair and democratic election involving as many stakeholders as possible. The POC explained that elections are a tool to manage and govern, an administrative incidental. The Philippine NOC recalled that the primary concern of an NSA is the sport it governs, not the officers, not the board—the goal must be to develop and promote sports. In light of this, the POC warned the NSAs that do not conform to the policy of good governance that the association may lose its membership with the Olympic committee. As a result, such NSAs shall lose their right to vote in the POC General Assembly as a regular member and shall be denied of receiving financial assistance from the PSC. (Henson 2015a)

Table 1. National budget and other sources of funding of Philippine sports from 2010-15 (PhP in millions (Eur))

	2010	2011	2012	2013	2014	2015
National sport budget	214,1 (4,2)	168,6 (3,3)	178,2 (3,5)	179,2 (3,5)	182,3 (3,6)	186,9 (3,7)
PSC Revenue target	836,5 (16,7)	827 (16,5)	933 (18,6)	885,1 (17,7)	842,4 (16,8)	745,5 (14,9)

Sources: Department of Budget and Management (2010-2015); PSC (2012-2015)

On the other hand, some NSAs claim that one of the major problems pulling [Philippine] sports down is leadership and widespread politics, and those that are blaming the NSAs completely for the failure of their athletes miss the larger picture. One perspective of this sport struggle in the Philippines is the lack of attention and priority given to sports by the government which is evident in its negligible budget allotted for athletic development. (Gutierrez 2012) Table 1 shows the main sources of funding of Philippine sports from 2010 to 2015 through the PSC. The approved 2015 national budget for sports was 186,9M PhP (3,7M Eur) allocated to the PSC (Department of Budget and Management 2015). Although the national sport budget has increased since 2012 from 178,2M PhP (3,5M Eur), the funding for elite sport was far from enough according to Gutierrez (2012). However, it should be noted that the PSC receives sport funding from other sources of income such as Affiliation fees, Facility Rent income, and Shares from national lottery and gaming agencies such as the Philippine Charity Sweepstakes Office (PCSO) (PSC 2014).

Recently, a PSC report (2014) showed that the total revenue collected by the Commission was 811,6M PhP (16.3M Eur), of which the shares from the national lottery and gaming agencies was over 90% of the total amount—752,4M PhP (15,1M Eur). Despite the reported total revenue of the PSC, in comparison to other neighboring Asian countries the funding allotted for sport in the Philippines was still smaller, whereas Singapore received a total budget of 7,4B PhP (148,7M Eur) for sports alone in 2011. Singapore has a population of around 5 million in comparison to the Philippine population of 90 million. Although their country is not a major world player in sports, the recent investment of the Singaporean government in sports has paid off. In the 2008 Beijing Olympics Singapore won its second Olympic medal in history with a silver medal in the women's table tennis event. In London 2012 Singapore doubled its medal count from 2008 after winning two bronze medals in the same event. During the 2012 games Singapore sent 23 athletes to compete in nine different sports in comparison to the 11-man delegation of the Philippines in eight sports even though having 18 times more in its total population. (Gutierrez 2012) As of recent international sport competitions, the Philippine delegation has shown a poor performance and has been in a declining trend over the last two decades, which may be attributed to the occurring problems of the respective sport governing bodies of the country.

2.3 Philippine international sport performance in recent years

The Philippines finished sixth overall in the recently concluded 28th SEA Games in Singapore. Although there was an improvement in the country's performance compared to the 2011 edition of the Games, the country still failed to end the continuing decline of its performance since 2005, when as hosts the Filipinos topped the competition for the first time. Since that year, the Philippines never placed in the top four in the overall medal standings, which has been ruled by its neighboring Thailand, Vietnam, and Indonesia. (Reyes 2015) From an outstanding finish of 113 gold medals in 2005, the country drastically fell to sixth place in the 2007 Thailand edition with just 41 golds (see Figure 3). After placing fifth overall in 2009 in Laos (38 gold medals), the country fell again to sixth two years after in Indonesia (36 gold medals). As its worst performance so far, the Philippines finished seventh overall in Burma in 2013 with only 29 gold medals won, which the country matched in 2015.

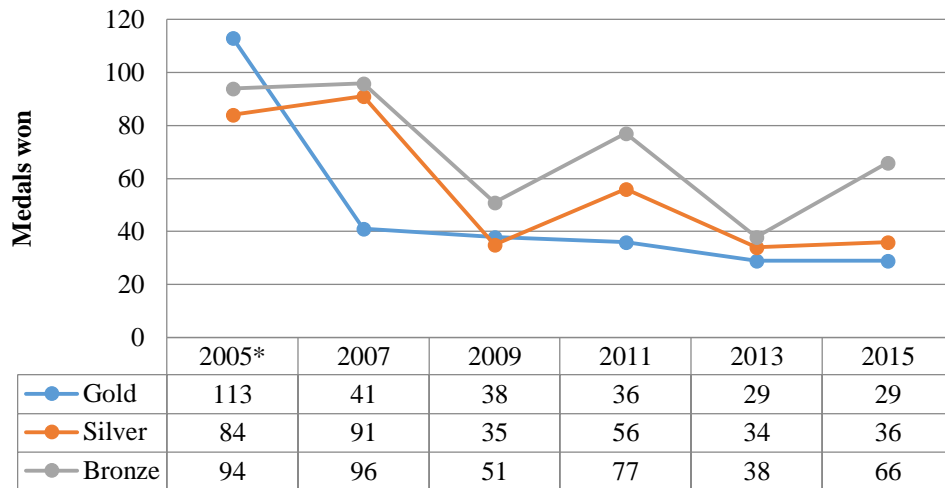


Figure 3. The medal output of the Philippines in the Southeast Asian Games (OCA 2015)

According to an interview with veteran Filipino sports analyst Ronnie Nathanielsz, the Philippines international sporting performance is obviously on a decline as the figures speak for themselves whereas the country was normally at the top during the 70's until early 80's (Del Rosario 2015). Since the Philippines' debut in the SEA Games in 1977, the country has indeed consistently finished within the top four overall until 1997, except in the 1989 edition when the Philippine contingent placed fifth in Malaysia (OCA 2015).

The country won the top overall of the regional sport event only once, in 2005, and as second best in 1983 and 1991. However, some of the competitors were unimpressed in both the 1991 and 2005 edition because Manila was the host of the games. Nevertheless, the Philippines had great moments in international sports competitions during the 70's and 80's. A Filipina was once hailed as Asia's fastest woman in the 80's when Lydia De Vega won the gold medal in the 100-meter dash in two consecutive Asian Games in 1982 and 1986 in New Delhi and South Korea, respectively. She currently holds the 100-meter sprint record in the South East Asian Games since 1987, where she also ran away with nine golds and two silvers during her five stints in the regional sport event. (Castillejo 2015) Another Filipino legendary track and field athlete during the 80's is Elma Muros who is recorded to be one of the most medalled Filipino athletes in SEA Games history with her 15 gold medals won. Considered also to be the youngest-ever track and field athlete in the games at 14 years old, Muros won her games medals in several events including the 100- and 200-meter sprint events. She also had her 8 titles in the long jump event during her 21 years of competition. (Santos 2015) Aside from the athletics event, the Philippines also showed tremendous achievements in swimming during the late 80's

until early 90's through the Filipino swimmer icon Eric Buhain. He acquired 15 gold medals for the country's prominence in the sport from 1985 to 1993 during the South East Asian Games. Following his SEA Games success, Buhain became the foremost delegate to represent the country during the 1988 Seoul and 1992 Barcelona summer Olympics. (Paglumotan 2005)

The Philippines continued to show its potential to excel in international sports setting until the mid-90's when Filipino boxer Mansueto "Onyok" Velasco brought the Philippines as close as possible to its first-ever Olympic gold—winning the silver medal in the 1996 Atlanta games. The Philippines has so far won five medals in the Olympics through boxing since taking part for the first time in 1924 in Paris. Three bronze medals were accounted for from Filipino boxers during the 1992 Barcelona, 1988 Seoul, and 1932 Los Angeles. (Reyes 2012) Boxing has indeed been one of the sports that the Philippines has been successful in through Manny Pacquiao, the most celebrated boxer in the world during the early 21st century. Pacquiao, who was born and raised out of poverty, is considered to be the best pound-for-pound boxer by the professional boxing community. He is the only boxer in history to win 10 world titles in eight different weight divisions—from bantamweight through to super welterweight. (Sheehan 2012)

Despite the promising success of the Philippines in international sports competitions particularly in the SEA Games during the 70's until the mid-90's, the country has had its declining performance by not making it to the top four overall since 1999 until the recent Games. The country usually ends up between 5th and 6th place, except in 2003 and 2005 where it finished fourth and top overall, respectively (OCA 2013). Although the Philippines improved one rank by finishing sixth overall in the recent 2015 games, it should be noted that the country sent 466 athletes in Singapore. This has been doubled compared to 210 athletes sent during its record-low seventh overall in 2013 Burma. Out of the 400-plus athletes, the Philippines have recorded a measly ratio of 6.22 when comparing the number of gold medals won and number of athletes in the delegation. (del Rosario 2015) According to del Rosario, this has been the lowest ratio since 2007 in Bangkok when the country sent 620 representatives and only 41 gold medals were won for a ratio of 6.61. Sports events such as swimming, traditional boat race, archery, and rowing that the country was expected to do well during the games failed to secure a single gold medal. These sports were also considered medal-rich events which are significant to the country's success in the games. For instance, since 2011 the Philippine swimming

delegation has been in a victory drought—where 38 golds were up for winning. (Reyes 2015)

As a result of the declining performance of the Philippines in recent international sports competitions, there have been a lot of opinions on why the country has not been able to perform well in international sports including the limited resources, incompetent leaders, less-focused and skilled coaches, and insufficient support for the athletes (Reyes 2015 and del Rosario 2015). In view of this, the purpose of this study is to identify possible reasons causing the poor performance of national athletes during international sporting events by evaluating the organizational effectiveness of major sport-governing bodies in the country from the perspective of the athletes themselves.

2.4 Organizational effectiveness approaches in sports

Organizational effectiveness is a fundamental concept to any organization. It is a role of the managers to understand how and what makes their organization effective. (Parkhouse 2005, 83) However, effectiveness of the organization may not be fully determined by the successes of the different programs, as this is a large concept (Chelladurai 2001, 343). The assessment of the value of programs and the utilization of service volunteers in an organization is not necessarily the sum of the overall organizational effectiveness (Herman and Renz 1999 as cited in Chelladurai 2001, 343). Although very important, research on organizational effectiveness may have declined due to the inherent difficulties in studying its central dynamics—determining what defines effectiveness, who should decide what it is, and how long it should be assessed are the frequent issues (Parkhouse 2005, 84). Thus, research studies suggested various approaches to explain this aspect of organization. Past research studies used different methodological approaches such as goal attainment, systems resource, competing values, and multiple constituency (Ibrahim, Hamatineghad, Ramezanineghad, & Eydi, 2013; Papadimitriou, 2007; Shilbury & Moore, 2006; Trail & Chelladurai, 2000).

In a comprehensive review of organizational effectiveness by Hossein et al (2011), one of the earliest approaches in measuring performance of an organization is the goal attainment approach. This approach was characterized by an identification of goals in order to evaluate performance. The premise of this approach is that organizations are deliberate, rational, and goal-seeking entities. Early studies used the goal approach to

focus on the potential importance of win-less records as a measure of effectiveness. (Shilbury & Moore 2006) Goal attainment approach was considered to be the most dominant and primary approach used to define and assess effectiveness (Ibrahim et al 2013). Trail and Chelladurai (2000) assessed the extent to which faculty and students differed in the importance they attached to selected goals, and in the approval of selected processes within intercollegiate athletics. Results showed several significant differences between faculty and students in rating the goals and processes where all subgroups were congruent in rating the development goals as more important than performance goals. This approach was considered to be useful to assess the effectiveness of professional and elite sporting organizations and programs, but may not be applicable to mass sports' programs. The weakness in this approach is clearly manifest in the sporting environment where the propensity to measure effectiveness in terms of gold medals and success at international competitions is too great to overlook. (Shilbury & Moore 2006)

The second approach is the system resource approach by Yuchtman and Seashore in 1967, which proposed the system resource model that defined effectiveness as "the ability of the organization, in either absolute or relative terms, to exploit its environment in the acquisition of scarce and valued resources." (as cited in Hossein et al 2011) The focus of this effectiveness view was the ability of the organization to attract resources to ensure viability while maintaining a harmonious relationship with the environment. In the context of national and state sporting organizations, the effectiveness of the organization is based on its ability to obtain significant funds through corporate and private donations to carry out its programs. Koski (1995) analyzed the organizational effectiveness of Finnish sports clubs from an open systems perspective by integrating various approaches to organizational effectiveness including the system resource model and goals model. Findings indicated that sport clubs with clear values underlying their activities were more effective, specifically in their ability to obtain resources and in their general level of activity. According to Shilbury and Moore (2006), the system resource approach highlights the ability to measure some inputs and outputs, but this is not necessarily a measure of effectiveness.

During the 1970's, a change of viewpoint related to effectiveness was recognized through the internal process approach which suggested that the dynamic between employees is an important effectiveness criterion (Shilbury & Moore 2006). In this model, organizations are viewed to have effective operations when they can offer a harmonious and efficient

internal environment (Hossein et al 2011). This approach caused that dynamism among the staff of the organizations become the most important measure of effectiveness in an organization which involves the evaluation of honesty, integrated systems, and good performance. Effectiveness is defined as healthy resources and the productivity of the organization including the satisfaction of its staff and members. Further, the internal process approach includes the ability to perform tasks such as decision making, planning, and budgeting, etc. It assumes that organizational effectiveness is the result of the development of the management procedures in determining and choosing the goals of the organization as well as the way to achieve these goals. (Ibrahim et al 2013) However, the disadvantages of this approach lie not only in the one-sided view of effectiveness where important aspects such as resources, output and satisfaction of clienteles or participants are ignored and also in identifying the valued internal processes and in developing methods to measure those (Papadimitriou & Taylor, 2000).

The fourth model is emphasized on the human resources recognized as the strategic constituencies approach, originated from the work of Conolly, Conlon, and Deutsch in the 1980's. The identification of the key stakeholder's view of effectiveness is considered vital to the performance of an organization. (Hossein et al 2011) This approach regarded an organization as effective when it complies with requirements of internal and external factors within the environment, especially internal and external strategic constituencies. One of the advantages of this approach is that there would be a wide attention to the effectiveness of the organization during its implementation where internal and environmental factors are evaluated. (Ibrahim et al 2013) Shilbury and Moore (2006) explained that there are different interests in the way the organization performs based on the perception of each constituent group, which equally provides support in some way as an employee, board member, sponsor, player, official, or volunteer. Papadimitriou and Taylor (2000) applied the strategic constituency approach of organizational effectiveness to a sample NSAs in Greece by investigating whether multiple constituency-related expectations related to the functions and output of NSAs demonstrates diversity and incongruence. Results of the study provided substantial support for the application of the multiple constituency approach to measuring organizational effectiveness. Furthermore, this approach strengthens the theoretical assumption based on recent literature that organizational effectiveness is a multi-dimensional and multi-perceptual construct.

Shilbury and Moore (2006) also developed a psychometrically sound set of scales based on the competing values approach (CVA) which was derived from the strategic constituencies approach. The purpose of the study was to operationalize the CVA by developing a reliable and valid instrument in order to measure effectiveness of individual NSAs in Australia. The CVA was considered to be a useful tool to explore with its capacity to integrate the major theoretical models used to measure effectiveness. Results of this study showed encouraging outcomes and strengthened the argument that organizational effectiveness, particularly for non-profit sporting organizations, is a multidimensional construct. Shilbury and Moore further suggested that the CVA model is a basis for organizational diagnosis, initiating the processes required to either resolve work practices, policy, or strategies or facilitate channels of communications where perceptions are assumed to be incongruent with the actual practice.

De Bosscher et al (2006) also considered the multiple-constituency model of the effectiveness of organizations as a sound theory on sports policy however factors leading to international sporting success has not yet been devised using this approach. Thus, the opportunity was taken to study the elite sport climate to identify the determinants of success according to the main stakeholders in elite sport. Van Bottenburg (2000) defined the term 'elite sport climate' as: 'The social and organizational environment that provides the circumstances in which athletes can develop into elite sports athletes and can continue to achieve at the highest levels in their branch of sport' (as cited in De Bosscher et al 2006). Flemish athletes, coaches, and performance directors from NSAs were asked to identify the five most important internal and external factors that have had the greatest influence on the personal success of athletes. Inductive analysis showed ten identified areas which can be categorized into eight sport policy areas. Furthermore, the study presented a composite performance model of sport policy factors that are important for international success. The authors have proposed a model that categorizes past literature into nine pillars of important policy determinants. The model known as the SPLISS is characterized by a focus on the athlete as a central stakeholder in elite sport systems.

For the past years, an ongoing discussion continues on which model offers the most appropriate way to evaluate organizational effectiveness (Hosseini et al 2011). Nevertheless, in recent date the multiple-constituency model and CVA, which created a synthesis of the earlier goal approach, internal process approach, and resource system approach, seems to best represent the multiplicity of organizational effectiveness.

Shilbury and Moore (2006) have emphasized that the value of non-profit organization research is grounded in its ability to provide a model that is capable to measure effectiveness at the individual organizational level but also capture the multidimensional societal measures often defining success of nonprofits. In view of this, this paper is based on one of the most recent pillar framework developed by De Bosscher et al (2006) which was derived from a multiple-constituency model. The framework and model will be further discussed in the next section of the chapter.

2.5 The SPLISS framework and model

One of the most recent models used in measuring organizational effectiveness is the SPLISS model. The model was developed as a conceptual framework based on a multidimensional approach to measure effectiveness of national sport organizations (De Bosscher, De Knop, Van Bottenburg, and Shibli 2006). The model categorizes nine pillars or sport policy areas that determine success namely: (1) Financial support, (2) Intergrated approach to policy development, (3) Foundation and participation, (4) Talent identification and development system, (5) Athletic and post-career support, (6) Training facilities, (7) Coaching provision and coach development, (8) (Inter)national competition, and (9) Scientific research (see Figure 4).

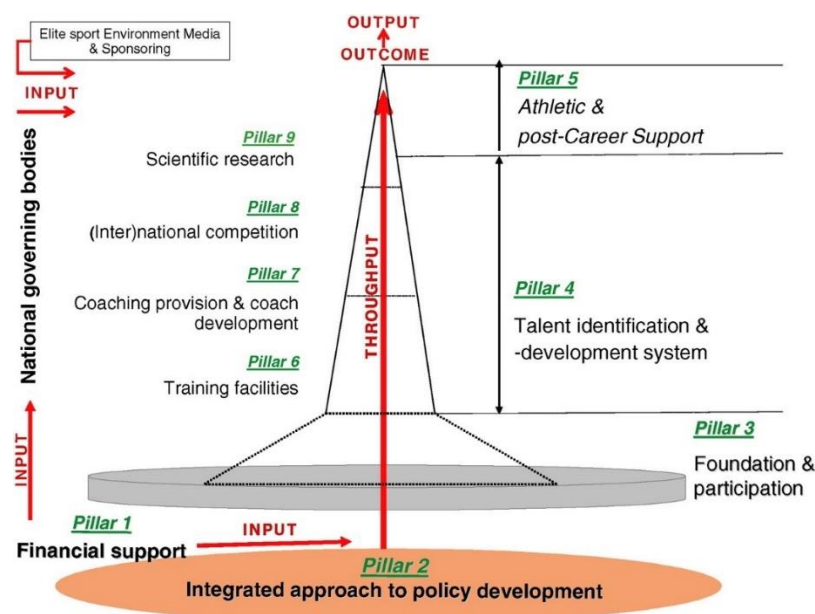


Figure 4. The nine pillars of sport policy factors influencing international success (De Bosscher et al 2006).

The model provides nine criteria that can be measured at each stage of the input, throughput, and output cycle. Pillar 1 is an indicator of the input stage which involves financial and human resources. Countries that spend more funds in top-level sport can provide more opportunities for its athletes to develop under optimal conditions. On the other hand, pillar 2-9 can be considered as criteria of the throughput stage. An integrated approach to policy development (pillar 2) and financial resources (pillar 1) are essential considerations for sport and athletic career development in a respective sport. A logical progression can be observed among pillars 3-5 where the initiation phase begins when the athlete is introduced to a particular sport (pillar 3). Then an athlete may proceed to an intensive training and development program when identified as 'talented' (pillar 4) to eventually reach the top and progress to compete in international level (pillar 5). The model figure shows the form of a pyramid as many athletes are filtered out during these stages (pillars 3, 4, and 5). The remaining four pillars in the throughput stage are also important for elite athlete development such as training facilities (pillar 6), the provision and development of coaches (pillar 7), participation in national and international competitions (pillar 8), sport science research and sport medicine support (pillar 9). (De Bosscher, De Knop, Van Bottenburg, and Shibli 2006)

2.6 Critical Success Factors (CSFs)

The nine pillars of the SPLISS model were specified by a set of CSFs to measure sport policy determinants of competitiveness quantitatively. A total of 103 CSFs were identified and have been consolidated from the theoretical model, which were used to operationalize the nine policy areas into measurable concepts. (De Bosscher, et al. 2010)

The advancement of the SPLISS model led to an international comparative study where six nations were compared by operationalizing the nine pillars into measurable concepts, which can be accumulated into an overall score for each pillar. Based on the conceptual framework and CSFs, the study developed an overall sport policy questionnaire accomplished by the cooperating researchers in different countries and an elite sport climate survey questionnaire administered to athletes, coaches, and performance directors. A five-point scoring scale system was then developed to evaluate each nation's performance against each CSF into one final percentage score. (De Bosscher, De Knop, Van Bottenburg, Shibli, and Bingam 2009)

Although findings were yet inconclusive on the input-throughput-output relation, the research suggested four pillars as key success drivers (financial resources, athletic career support, training facilities, and coach development) and three undeveloped aspects (talent identification and development systems, scientific research and coaches' provisions) where nations may benefit a competitive advantage (De Bosscher, De Knop, Van Bottenburg, Shibli, and Bingam 2009). Increasing sport disbursements (inputs) and development of the identified eight pillars (throughputs) has not produced anticipated results (outputs) at an international level (De Bosscher, Shilbury, Theeboom, Van Hoecke, and De Knop 2011). Recent studies applying the SPLISS model showed that the multidimensional approach has not yet proven to be an all-encompassing evaluation tool in measuring effectiveness (De Bosscher, Shilbury, Theeboom, Van Hoecke, and De Knop 2011; De Bosscher, De Knop, Van Bottenburg, Shibli, and Bingam 2009; & De Bosscher, De Knop, Van Bottenburg, and Shibli 2006). Nevertheless, it should be noted that the research was still in the early development process which was experimental and opportunistic. One of the purposes of the SPLISS model that remains to be pursued is to identify possible relationships between, inputs, throughputs, and outputs in elite sport (De Bosscher et al 2010). In view of this, the aim of this paper is to apply the same framework by identifying relevant CSFs and also assess the effectiveness of elite sport policies of selected NSAs in the Philippines, which may also further validate the conceptual framework.

3 METHOD AND DATA

The purpose of this study was to evaluate the effectiveness of elite sport policy of six NSAs in the Philippines based on the CSFs of the SPLISS model. The ‘nine-pillar’ model by De Bosscher, Shibli, Bottenburg, and Truyens (2010) categorizes nine pillars of important policy determinants for international sport success, which was adopted to this research as a framework to evaluate the effectiveness of elite sport policies of the respective participating NSAs. Each pillar is assessed through several Critical Success Factors (CSFs) which was operationalized in the SPLISS research protocol into four different research instruments: the overall sport policy inventory, an elite athletes’ survey, and elite coaches’ survey and a performance directors’ survey.

This study made comparisons and analyses of the evaluated policy areas of the participating NSAs. During the study, the CSFs were assessed in order to identify selected factors which may be only relevant to Philippine sport setting according to national athletes who are considered as primary stakeholders in elite sports. Further, participants were asked to evaluate the level of quality of the different CSFs according their personal athletic experience. The data results were then used to analyze for multiple comparisons among participating NSAs. Also, the researcher investigated any relationship of the input (financial support) and throughput factors (e.g., athletic and post-career support; and coaching provision and development) toward the output (international sport success) of elite sport policy based on the rated CSFs.

3.1 Survey Questionnaire development

This research adapted the CSFs specified from the SPLISS framework identified by De Bosscher et al (2010) for evaluating the elite sport systems and policies of nations. Although previous studies prefer to use mixed methods exploratory sequential design, which involves qualitative phase (identification of possible factors affecting performance output) followed by a quantitative phase (evaluation of sport policy through the identified factors), the approach used in this study was only quantitative methods in order to identify and evaluate the success factors in elite sports due to the extensive work required to comply with the actual SPLISS study protocol. For instance, the difficulty of conducting interviews or focus group discussions with main stakeholders in elite sports, as also this

topic can be a sensitive topic especially for NSA officials or directors. The obtained quantitative data was derived from the CSFs of the SPLISS framework through a survey questionnaire.

The survey questionnaire was answered by National elite athletes from the participating NSAs in order to identify and evaluate the CSFs on what they perceive to be relevant and applicable to elite sports in the Philippines as well as the level of effectiveness of each CSF in their respective sport. The questionnaire lists statements derived from 47 selected factors out of the total 103 CSFs specified by the SPLISS consortium (De Bosscher et al 2010). The 103 CSFs were narrowed down to 47 factors where the other CSFs were excluded as they may be too specific or too complicated for the athletes to answer, e.g., *CSF3.4: There is a sufficient high weekly average amount of time for PE in nursery education (in minutes per week at least 100 min)*". The survey questionnaire was divided into two sections that respectively identify the CSFs which could be critical factors to the international sport success of the Filipino athletes and also evaluate the level of quality (effectiveness) of the CSFs based on the experience of the respondents as an elite athlete in their respective sport (refer to Appendix A).

In the first section of the survey questionnaire, respondents were asked to rate how much they personally agree or disagree that each statement is indeed a critical factor in their sport success by answering a five-point Likert scale selection from Strongly agree to Strongly disagree (see Figure 5a). The second section of the questionnaire consists of the same statements however in this part respondents were instructed to evaluate the quality of each CSF based on their athletic experience as a representative of their country, using Likert-type scale items with a five-category format (Excellent....Extremely poor) as shown in Figure 5b.

The 47 selected CSFs were rephrased into statements in order to allow the respondents to answer each factor through a Likert-type format and also to contextualize the CSFs so that respondents may have a better understanding, i.e., specific terms used locally such as the names of the organizations involved in elite sports. For example in the second section of the survey, *CSF1.11: There is sufficient financial support per sport from national collective sources (i.e. national lotteries, central government and NOC), through National Governing Bodies (NGBs) and/or sport clubs*" was modified into *"I can... [Strongly agree....Strongly disagree]... that in order for the Philippines to achieve international sports success, it should be that (there is)... (2) Sufficient financial support*

from national lotteries/central government (i.e., PSC, PCSO and the POC for specific elite sport (disciplines) through NSAs.” (see Figure 5b) Furthermore, the survey questionnaire included a Filipino translation since it was anticipated that some athletes prefer to answer in their own language than in English. The translation of the survey was consulted with a linguist specialist for the accuracy of the Filipino translation of the questionnaire items.

I can ... Ako aythat in order for the Philippines to achieve international sports success, it should be that (there is)...
Strongly agree	Agree	Neither /NDA	Disagree	Strongly Disagree	... na upang ang Pilipinas ay makakamit ng internasyonal na katagumpayan sa sports, dapat ay (mayroong)...
					(1) Sufficient national level financial support for elite sport. <i>Sapat na pambansang suportang pinansiyal para sa elite sport.</i>
					(2) Sufficient financial support from national lotteries/central government (i.e., PSC, PCSO) and the POC for specific elite sport (disciplines) through NSAs. <i>Sapat na suportang pinansiyal mula sa pambansang lotto/ sentral na pamahalaan (i.e., PSC, PCSO) at ang POC para sa piling elite sport (disiplina) sa pamamagitan ng NSAs</i>
					(3) Strong coordination of all agencies (e.g., POC, PSC, NSAs) involved in elite sport, with clear task descriptions and no overlap of different tasks. <i>Matatag na koordinasyon ng lahat ng mga ahensya (e.g., POC, PSC, NSAs) na kabilang sa elite sport, na may malinaw na deskripsyon ng gawain at walang overlap ng iba't ibang mga gawain.</i>
					(4) Long-term policy plans developed (at least on a 4-8 year period) specifically for elite sport and are communicated in public, regularly evaluated and supported with financial resourcing.

Figure 5a. Sample of the first section of the survey questionnaire

In my experience as a national athlete, I think it has been...					... in my sport that (there is)...
Excellent	Above Average	Average	Below Average	Extremely Poor	... sa aking sport na (magkaroon ng)...
					(48) Sufficient national level financial support for elite sport. <i>Sapat na pambansang suportang pinansiyal para sa elite sport.</i>
					(49) Sufficient financial support from national lotteries/central government (i.e., PSC, PCSO) and the POC for specific elite sport (disciplines) through NSAs. <i>Sapat na suportang pinansiyal mula sa pambansang lotto/ sentral na pamahalaan (i.e., PSC, PCSO) at ang POC para sa piling elite sport (disiplina) sa pamamagitan ng NSAs</i>
					(50) Strong coordination of all agencies (e.g., POC, PSC, NSAs) involved in elite sport, with clear task descriptions and no overlap of different tasks. <i>Matatag na koordinasyon ng lahat ng mga ahensya (e.g., POC, PSC, NSAs) na kabilang sa elite sport, na may malinaw na deskripsyon ng gawain at walang overlap ng iba't ibang mga gawain.</i>
					(51) Long-term policy plans developed (at least on a 4-8 year period) specifically for elite sport

Figure 5b. Sample of the second section of the survey questionnaire

Initial testing of the survey questionnaire was conducted to one of the researcher's colleagues in the University of the Philippines, who was then a national Elite athlete. Revisions were made according to the feedback received from the pilot test. After the completion of the survey questionnaire, the validity of the research tool was consulted with and approved by the research adviser, who himself was involved in the SPLISS comparison study for Finland.

3.2 Respondents

There were 83 National elite athletes from six NSAs who were asked to participate in this research. Table 2 shows the summary of the respondents and their corresponding relevant information. All respondents returned the questionnaire since the survey was administered during their respective training sessions. The average age of the National elite athletes who participated in the study were between 16 to 34 years old, of which 63% were males (n=52) while 37% were female athletes (n=30). Due to the limited access to survey the national teams, some sports were only represented by either their men or women athletes. For instance, the researcher only managed to obtain responses from the men's and women's team for floorball (n=17, 20,5%) and softball (n=12, 14,5%), respectively. It should be noted that the Floorball NSA only sent the men's floorball team to the 2015 SEA Games in Singapore as approved by the POC since it was the first time that the sport is included as a medal sport in the Games. On the other hand, the researcher only had the endorsement of the coach of the women's softball team for the athletes to answer the survey questionnaire, but not for their men's team.

Table 2. Summary of Filipino National Elite athlete respondents (N=83)

		Respondents	
		n	%
Sex	F	30	31,6%
	M	53	63,9%
Sport	Badminton	17	20,5%
	Cycling	7	8,4%
	Fencing	12	14,5%
	Floorball	17	20,5%
	Softball	12	14,5%
	Water Polo	18	14,7%
	Median age in years	21	
Range	16-34		

The number of athletes from the respective participating NSAs varied depending on the size of their national team, ranging from 7 to 18 respondents. The number of participating athletes from the Cycling NSA was the least among the sample ($n=7$, 8,4%) because only the cyclists from the Track event was available during the administration of the survey since athletes from the other event Road cycling had a separate training program from the former group.

3.3 Data collection

In the Philippines, the term NSA is used to describe the governing body for a specific sport and is similar to ‘National Governing Bodies’ and ‘Sports Federations’ in other countries. De Bosscher, Bingham, Shibli, van Bottenburg, and De Knop (2008) defined NSAs as the organization responsible for administering eligibility, rules, and competitions for their sport within a given nation. Each NSA oversees competitions in its country, where certain rules are determined and applied by these sport organizations. The POC recognizes 50 member NSAs in the country, 40 of which are considered as Regular members in which their sport is included in the program of the Olympic Games.

The six participating NSAs in this study, except the floorball, are all recognized as Regular members of the POC. The researcher used convenience sampling method where the participating NSAs were selected upon the researcher’s accessibility to the respondents, through contact persons who are acquainted or are working with the particular NSA. The four participating NSAs such as badminton, cycling, floorball and water polo were chosen to participate in the study upon the approval of their respective head coach, while the athletes of the other two NSAs (fencing and softball) agreed to be respondents upon the endorsement of their assistant head coach and strength and conditioning coach, respectively.

The selection of the respondents was based on the definition of De Bosscher, Bingham, Shibli, van Bottenburg, and De Knop (2008), where an elite athlete is defined as “an athlete who, as an individual or as part of a team, has participated in an elite sports discipline in European Championship, World Championship, Olympic Games or other competitions that are comparable to these championships or games in the last twelve months.” (De Bosscher, Bingham, Shibli, van Bottenburg, and De Knop 2008, 27)

The respondents who participated in this study fit the criteria mentioned above as these athletes have competed either in the Olympic Games, Asian Games, SEA Games, or in their respective sport's World Championships. During the collection of the data, all of the respondents participated in the recent 2015 SEA Games in Singapore, except for the cycling athletes and some badminton players. The cycling athletes who participated in the study did not compete in the SEA Games because their event, Track cycling, was not included in the program that year. On the other hand, the Badminton NSA decided to only send two athletes to participate in the Singapore Games. Nonetheless, the respondents from the badminton team have competed in World or Asian Championships for their sport. Athletes of the four participating NSAs (badminton, cycling, softball, and water polo) answered the survey questionnaire during one of their training sessions before departing to Singapore for the Games, while the other two participating NSAs (fencing, and floorball) were asked to have their athletes answer the survey after the Games back in the Philippines.

3.4 Data analysis

This research aims to identify CSFs that are relevant to elite sports for Filipino athletes in general which may also provide some validation to the suggested CSFs and its overall SPLISS framework. Furthermore, the purpose of the study is to measure the level of quality of the elite sport climate in the Philippines based on the evaluated CSFs and also to explore any relationship between the different pillars incorporated from the CSFs (the inputs and throughputs) and the output (international performance).

De Bosscher et al (2009) developed a scoring system in order to initiate a methodology to compare the competitive position of a nation in elite sport more objectively and to find relationships between elite sport policies and success. A five-point scoring scale was applied to provide a general assessment of each nation's performance against each of the 103 total CSFs, which were then clustered into one final percentage score for each pillar. Different ratings were used depending on the kind of question and the research instrument (i.e., open-ended, dichotomous questions or assessment on a five-point Likert scale). As for this research, an overall percentage score for each pillar was calculated based on the 47 selected CSFs assessed by the respondents in the questionnaire. The number of CSFs attributed to a particular pillar ranges from two factors (e.g., Pillar 1: Financial input) to seven (e.g., Pillar 4: Talent identification and development system) (refer to Appendix

B). The percentage scores of the first part of the survey will show how relevant the factors are for the athletes in terms of their success in international sport competitions. From the scale of Strongly agree to Strongly disagree, data may confirm or deny the validity of the CSFs as important measures for international sporting success in Philippine context.

On the other hand, a scoring system was developed for the second part of the survey questionnaire where the five-point Likert scale was also used to measure the organization performance of each sport in the Philippines. Similar to the data analysis of De Bosscher (2009), quantitative data (percentages) were distributed over five categories for each CSF and giving to it a score from one to five. In order to compare and analyze the performance of each participating sport, five level standards of measurement were adapted to transform the category format data into a numeric five-point scale. Data were coded in terms of the level of quality (effectiveness rating) of a CSF as perceived by the elite athlete, where Extremely poor was equivalent to a score of 1 while Excellent meant a score of five. Descriptive statistical analyses such as median (Mdn) and interquartile range (IQR) were used to relate the level of effectiveness of the nine pillars to the participating NSAs. The Mdn is a measure of central tendency that approximately provides the average or the likeliest response. On the other hand, IQR is a measure of dispersion showing whether the responses are clustered together or scattered across the range of positive responses.

Finally, the presentation of the results will show any specific characteristics and trends in the performances of each participating sport, which may also provide some discussion on any relationship between the consolidated CSFs (inputs and throughput pillars) and output (international sport success). According to De Bosscher et al (2010), various methods by which output in elite sport can be measured include the number of medals won during the Olympic Games or other major international events, rankings, the relative success (popularity, wealth, etc.) or even the number of participants qualifying to take part. In view of this, output was measured in this study primarily based on the performance of the participating sports in the 2015 SEA Games, which is regarded as one of the major international events that the Philippines participates in. Furthermore, the number of medals during the last edition of the Games will be totaled for each sport and/or the ranking against the number of qualified participants, if the sport was not able to win any medal.

Statistical data analysis was performed using the IBM Statistical Package for Social Sciences (SPSS) Version 22. Descriptive statistics and Tables functions were used to analyze and present the data results. Further, the software was also used to evaluate missing data which will be discussed in the next section.

3.5 Missing data analysis

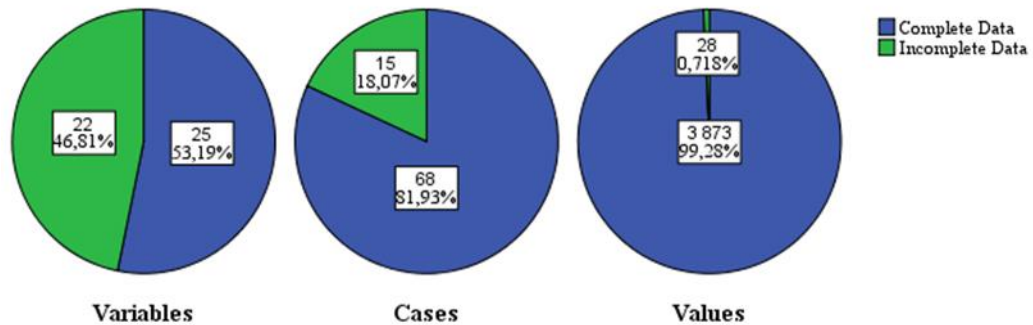


Figure 6a. Overall summary of missing values for the first part of the questionnaire

There are some variables that have been observed with missing data based on the collected responses. Figure 6a shows the overall summary of missing values for the first part of the research questionnaire. The chart above shows almost half of the total 47 variables ($n=22$, 46,81%) have at least one missing data while there are only 15 respondents (18,07%) who have not completely answered the questionnaire. Further, there is a very minimal number of missing values throughout the data set ($n=28$, 0,718%).

On the other hand, the second part of the questionnaire showed a fewer number of at least one unanswered variable of only 12 (25,53%) in the acquired data (see Figure 6b). Although about a quarter of the respondents ($n=20$, 24,10%) had missing data, there was again only a very minimal number of missing values in the second part of the questionnaire ($n=25$, 0,641%). Overall, the missing data analysis shows that there are only less than 1% of the total missing values for both parts of the questionnaire which may be perceived insignificant to affect the outcome of the study.

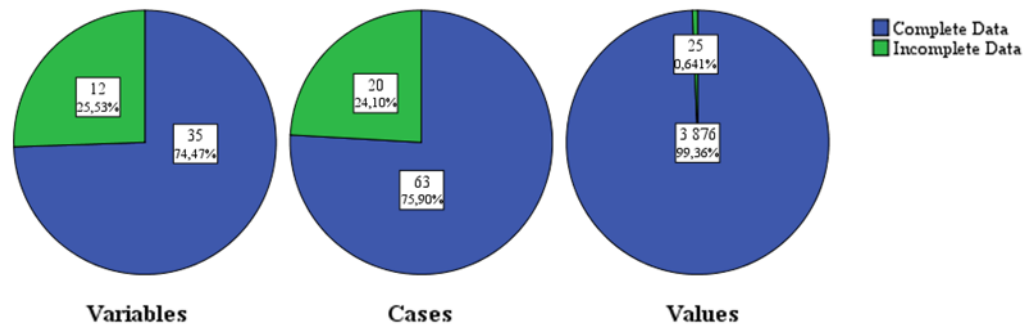


Figure 6b. Overall summary of missing values for the second part of the questionnaire

In order to further analyze the missing data, the frequency distribution of the missing variables in relation to each respondent for both parts of the survey questionnaire is shown in the table below:

Table 2. Frequency distribution for the missing variables per respondent of Part 1 and Part 2 of the survey questionnaire

Part 1			Part 2		
Counted missing variables	n	%	Counted missing variables	n	%
0	68	81,9	0	63	75,9
1	10	12,0	1	17	20,5
2	2	2,4	2	1	1,2
3	2	2,4	3	2	2,4
8	1	1,2			
Total	83	100	Total	83	100

There were 68 and 63 respondents that had valid, non-missing values for the respective 47 items of the first and second part of the questionnaire. Table 2 indicates that around 18% (n=15) of the total cases had missing values between 1 to 8 items in the first part of the survey questionnaire while 24,1% (n=20) of the respondents had missing values between 1 to 3 items in the second part of the questionnaire. Although the frequency distribution table shows that in Part 1 of the questionnaire 1,2% to 12% have indicated missing data, it should be noted that the number of missing data per variable only ranges from 1 to 3 (refer to Appendix C). On the other hand, Part 2 of the questionnaire can be observed with a range of missing data per variable between 1 and 5. The variable with the highest recorded missing data for Part 1 of the questionnaire is Item no. 38, where it asks how important the “national coordination and long-term planning of event organization” is for the Philippines to achieve in international sporting success. Part 2 on

the other hand showed Item no. 41 with the highest missing data where the respondents were asked to evaluate the “sufficient opportunities for elite athletes to participate in international competitions.” It is difficult to identify why the cited variables were left unanswered by the respondents as there may be countless explanation for this occurrence. Nevertheless, the highest number of missing data for a particular variable is 5 that only accounts to about 6% of the total sample, which may have no significance in the data analysis that may affect the results of the research objectives.

3.6 Scope and limitations

The purpose of this study was to identify CSFs that are relevant to Filipino athletes in relation to elite sports performance and to compare the results of the evaluated CSFs as well as to examine possible relationship with international sporting success among NSAs. The researcher only focused on elite athletes from a few number of selected NSAs due to the limited accessibility of the researcher to the national athletes, which was only through the consent and approval of the researcher’s colleagues who are either acquainted or are working with the particular NSA.

Although nowadays the multiple-constituency model is one of the best approaches to represent the multiplicity of organizational effectiveness, the researcher decided to limit the study of organizational effectiveness of Philippine sports within the perspective of the athletes, instead of including the perception of the coaches, performance directors and other elite sport stakeholders. Furthermore, this research mainly used quantitative methods only in identifying and evaluating success factors in elite sports due to the demanding work required to accomplish a more comprehensive approach such as the actual SPLISS study protocol which involves content data analysis, interviews, and administration of survey questionnaires.

The researcher searched for cause-effect relationships with the variables often based on assumptions. According to De Bosscher et al (2010), it is important to note that such assumptions may also be influenced by human impact. Although inputs and throughputs processes of the sport policy factors may increase chances of international success, these still do not guarantee success. De Bosscher et al added that a critical reflection on this assumption is needed as there is a range of confounding variables influencing success, including cultural factors, traditions of success, general school and sport systems, political

systems, value systems and even doping or naturalization. These variables make it extremely difficult to come up with scientific evidence for the actual impact of the sport policy on success. Even though this study has developed a different approach to measure effectiveness of sport policy factors, the evaluation tool used cannot guarantee that it will prevent results to the over-simplification of reality.

Moreover, though it may be relatively easy to measure inputs and outputs in quantitative or qualitative terms, the researcher agrees with Bosscher et al (2006) that the assessment of the throughput process is more difficult and often indirect methods will have to be used. Thus, the input and throughput factors in this study were only analyzed at a descriptive level only and with only the involvement of the athletes who can evaluate validly the effectiveness of each pillar. Due to the limited number of sample size in order to apply comparative and correlation statistical analysis, an absolute assurance cannot be given in filling the 'gap' between observed and perceived quality. Finally, this research has conducted several subjective interpretations on the analysis of the data and therefore need to be explored in greater depth in future research.

4 RESULTS AND DISCUSSION

The following chapter will present the data and results of the study. The data was based on the responses of National elite Athletes in the Philippines in relation to (1) the assessment of selected CSFs for its relevance in the Philippine sport context and (2) the evaluation of the quality of these CSFs according to the perception of the respondents. This chapter will also provide some discussions on the analysis of the results regarding any relationship between the different pillars integrated from these CSFs and the success of the participating sports in international competitions.

4.1 The Relevance of the CSFs to Filipino Elite Athletes

Table3. General assessment of Filipino athletes on nine pillars consolidated from selected CSFs

Pillar (Input and throughput)	SD	D	NAD	A	SA
1. Financial input	1,2%	14,5%	9,6%	19,3%	55,4%
2. Integrated approach to policy development	0%	1,2%	10,8%	44,6%	43,4%
3. Foundation and participation	2,4%	3,6%	15,7%	39,8%	38,6%
4. Talent identification and development	0%	1,2%	13,4%	34,1%	51,2%
5. Athletic and post-career support	0%	4,8%	10,8%	36,1%	48,2%
6. Training facilities	0%	2,4%	9,6%	36,1%	51,8%
7. Coaching provision and coach development	0%	0%	12,0%	43,4%	44,6%
8. (Inter)national competition	0%	3,6%	9,6%	38,6%	48,2%
9. Scientific research	0%	1,2%	12,0%	38,6%	48,2%

SD - *Strongly disagree*; D - *Disagree*; NAD - *Neither A nor D*; A - *Agree*; SA - *Strongly agree*

Table 3 shows the overall assessment of the Filipino athletes on the pillars, which was consolidated from the 47 selected CSFs (refer to Appendix D). According to the results of the survey questionnaire, majority of the respondents either agree or strongly agree that all nine pillars have a critical influence on international sporting success as National elite athletes. Every pillar was confirmed to be a significant factor to the performance in international sporting competition by the respondents, with an overall percentage between

74,70% and 88% respective to those who agree and strongly agree with the perceived relevance of the CSFs.

Although more than half of the respondents strongly agreed that financial input (Pillar 1) is critical in the international sport success, it should be noted that this pillar had also recorded the relatively highest percentage among other pillars that disagree (n=14,5%) that monetary support is essential in elite sport. This may confirm the findings of Shilbury and Moore (2006) that although a significant factor, resource acquisition contributed least to the effectivity of the sport organization. The results of their study did not support the affirmation that resources, including funding, underpin effectiveness and therefore was not perceived as a critical determinant of success.

Table 4. Breakdown of overall percentage scores of financial input (Pillar 1)

	CSF1.1		CSF1.2*		Pillar.1
	n	%	n	%	%
SA	45	54,2%	38	45,8%	55,4%
A	18	21,7%	22	26,5%	19,3%
NAD	7	8,4%	5	6,0%	9,6%
D	12	14,5%	16	19,3%	14,5%
SD	1	1,2%	2	2,4%	1,2%
Total	83	100,0%	83	100,0%	100,0%

*CSF 1.2: *Sufficient financial support from national lotteries/central government (i.e., PSC, PCSO and the POC for specific elite sport (disciplines) through NSAs.*

Table 4 shows the count and percentage scores of the two CSFs in relation to Pillar 1. Although not significantly proven, respondents showed their disagreement (n=16, 19.3%) with the importance of receiving financial support from the government through national lotteries (e.g., PCSO) and the PSC. One implication that may have caused this incongruity is the attitude of some respondents upon reading the statement suggesting that the financial support for sports is received from ‘national lotteries’. Despite the big revenue that the government gains from legalized forms of gambling [which is also allocated to sports], there are those who refrain from legalizing or patronizing gambling including national lotteries for the primary reason that the Catholic church is against it. According to Lia (2011), the church upholds its teaching that games of chance or wagers are not in themselves contrary to justice however become morally unacceptable when they deprive someone of what is necessary to provide for his needs and those of others, leading to

enslavement in passion for gambling. The church embraces the general moral principle specific to the Philippine situation and states that all forms of gambling are not desirable. Thus being a predominantly Catholic nation, Filipinos are encouraged to refrain from receiving funds from illegal and legal gambling so as not to promote a culture of gambling. Data may have shown different results if the term ‘national lotteries’ was omitted or re-phrased in the statement.

Although results show some disagreement with Pillar 1, this study is consistent with the conceptual framework of De Bosscher et al (2006) that the respondents agree that financial resources as well as an integrated approach to policy development (Pillar 2) are valuable factors for the development of sport and athletic careers within the participating sports, where 44,6% and 43,4% of the National athletes answered Agree and Strongly agree for Pillar 2, respectively. As primary stakeholders, the athlete-respondents would have to agree that when the country invests more in elite sport, it can create more opportunities for them to train under ideal circumstances.

Table 5. Breakdown of overall percentage scores of Athletic and post-career support (Pillar 5)

	SA		A		NAD		D		SD		Total	
	N	%	N	%	n	%	n	%	n	%	N	%
CSF5.1	41	50,0%	25	30,5%	9	11,0%	6	7,3%	1	1,2%	82 ¹	100,0%
CSF5.2*	37	45,1%	23	28,0%	6	7,3%	15	18,3%	1	1,2%	82 ¹	100,0%
CSF5.3	30	36,1%	35	42,2%	11	13,3%	7	8,4%	0	0,0%	83	100,0%
CSF5.4	41	49,4%	27	32,5%	9	10,8%	6	7,2%	0	0,0%	83	100,0%
CSF5.5	44	53,0%	25	30,1%	9	10,8%	4	4,8%	1	1,2%	83	100,0%
CSF5.6	44	53,0%	22	26,5%	8	9,6%	8	9,6%	1	1,2%	83	100,0%
CSF5.7	38	45,8%	28	33,7%	11	13,3%	6	7,2%	0	0,0%	83	100,0%

*CSF 5.2: *Athletes' monthly income (total gross annual income) in general and income from their sport activities is sufficient.* ¹ missing values in the responses

Respondents also expressed the same findings as De Bosscher et al (2009) that four Pillars (1, 5, 6 and partly 7) were identified as key areas in sport success. Although the previous study compared the success of nations based on a sample of summer Olympic sports, this study showed and confirms with a strong agreement on the importance of financial input (n=55,4%), athletic and post-career support (n=48,2%), training facilities (n=51,8%), and coaching provision and coach development (n=44,6%) to the success in international competitions according to the perception of the athletes (see Table 3). However, it is

interesting to observe that another relatively higher percentage of disagreement among the respondents for one CSF is the importance of the sufficiency of athletes' monthly income in general and income from their sport activities (n=15, 18,3%) as shown in Table 5.

Although not a significant majority, less than twenty-percent of the respondents perceived that the monthly income of an athlete needs not to be sufficient in order to achieve international sporting success. The Philippines is considered as a third-world country with a reported poverty incidence among its population of 25,8% in 2014 (Philippine Statistics Authority 2015). Living in a developing country, Filipinos particularly those who are in poverty are known for their resilience by showing perseverance, resourcefulness, and faith in God. Other beliefs, norms, and values recognized by Filipinos include debt of gratitude (*utang na loob*), reliance of luck (*suwerte*), reliance on others (*pakikipagkapwa*), strong family ties (*pagka-pamilya*), hard work, honoring the needs of others, and letting go (*bahala na*). (Tuason 2008) Tuason cited letting go as faith in God supplemented with optimism and responsibility rather than accepting defeat or failure. The Filipino people who remain poor use these values and beliefs to survive their present difficulties. In this sense, some Filipino athletes may have the same outlook especially for those who struggle with lack of financial support from the national sport governing bodies.

Equally considered significantly important by the respondents, all the other Pillars (3, 4, 8, and 9) which were identified by former studies as part of the throughput stage were also proven to be essential from the responses where it showed that over half of the National elite athletes expressed a strong agreement (38,6% to 51,8%) or agreement (34,1% to 44,6%) that sufficient high-quality facilities, sufficient qualified coaches at club level and a good national competition structure will make it possible for young talents to be skillful in their sport, to engage in training and competition at their own level, and to develop their skills by the time they are identified as being talented, as noted in the research of De Bosscher et al (2006).

The perceived importance of financial support, structural support and training opportunities, training facilities and competition which appeared in previous studies (De Bosscher et al 2006), remain in consistent with the Filipino athletes as shown in the results (see Table 3). De Bosscher et al suggested that from a policy perspective, support should

be provided to maximize the influence of favorable personal factors—in the case of this study are of the elite athletes representing the country.

4.2 Level of effectiveness of the CSFs for Filipino elite athletes

Results provide a fairly equal distribution of percentage responses on the evaluation of athlete participants on selected CSFs according to their personal experience in their respective sports (see Table 6). There was no significant majority of neither extremely poor-below average or above average-excellent pillars assessed based on the clustered responses of the listed CSFs. On the other hand, data also shows that the determinants of success are perceived to be average by the athletes with a percentage score between 20,5% to 30,1%. Results show that there is a majority of about 21,7% to 31,3% of those who assessed the respective pillars as average to above average, except for Pillar 1 where it was evaluated as extremely poor.

Table 6. Evaluation of Filipino athletes on nine pillars consolidated from the selected CSFs

Pillar (Input and throughput)	EP	BA	A	AA	E
1. Financial input	31,3%	6,0%	20,5%	19,3%	22,9%
2. Integrated approach to policy development	13,3%	15,7%	31,3%	21,7%	18,1%
3. Foundation and participation	19,3%	15,7%	25,3%	25,3%	14,5%
4. Talent identification and development	13,3%	21,7%	24,1%	26,5%	14,5%
5. Athletic and post-career support	22,9%	15,7%	22,9%	24,1%	14,5%
6. Training facilities	22,9%	13,3%	25,3%	22,9%	15,7%
7. Coaching provision and coach development	15,7%	16,9%	30,1%	21,7%	15,7%
8. (Inter)national competition	19,3%	21,7%	20,5%	21,7%	16,9%
9. Scientific research	15,7%	16,9%	30,1%	22,9%	14,5%

EP - *Extremely poor*; BA – *Below average*; A - *Average*, AA - *Above average*; E –

Excellent

Based on the results, 31,3% of the respondents expressed that financial input for elite sports is extremely poor in the Philippines. This confirms the sport struggle in the country about the lack of attention and priority given to sports with the negligible budget allotted by the government for the development of elite athletes (Gutierrez 2012). Despite the increasing budget over the years, some of the athlete participants agree with Gutierrez that the funding for elite sport is far from enough. It should be noted that in 2012, the PSC identified ten sports it is giving priority with the hopes of improving the country's

showing in international sporting events, such as the SEA Games. The ten “priority sports” receives the big funding from the PSC with the purpose to achieve the goal of winning more medals in future international games. (Villar 2012) None of the participating sports in this study was included in the priority list of sports, where it only comprises the following sports: boxing, taekwondo, athletics, swimming, wushu, archery, wrestling, bowling, weightlifting, and billiards. Also the government sport agency named 29 athletes to the priority list including a couple of Cycling athletes. Nonetheless, non-inclusion of the participating sports in the priority list may explain the proportion of extremely poor opinion of respondents on the financial input pillar. However, if results are examined closely, it is inconclusive to state that the financial situation of elite sports in the Philippines is extremely poor as there are respondents who expressed that the financial support for elite athletes is above average (19,3%) and even excellent (22,9%). Thus, the opinion seems to be divided with regard to Pillar 1. The distributed responses on the evaluation of the sport policy factors can be visually observed on Figure 7, which is still difficult to make inferences based on the responses.

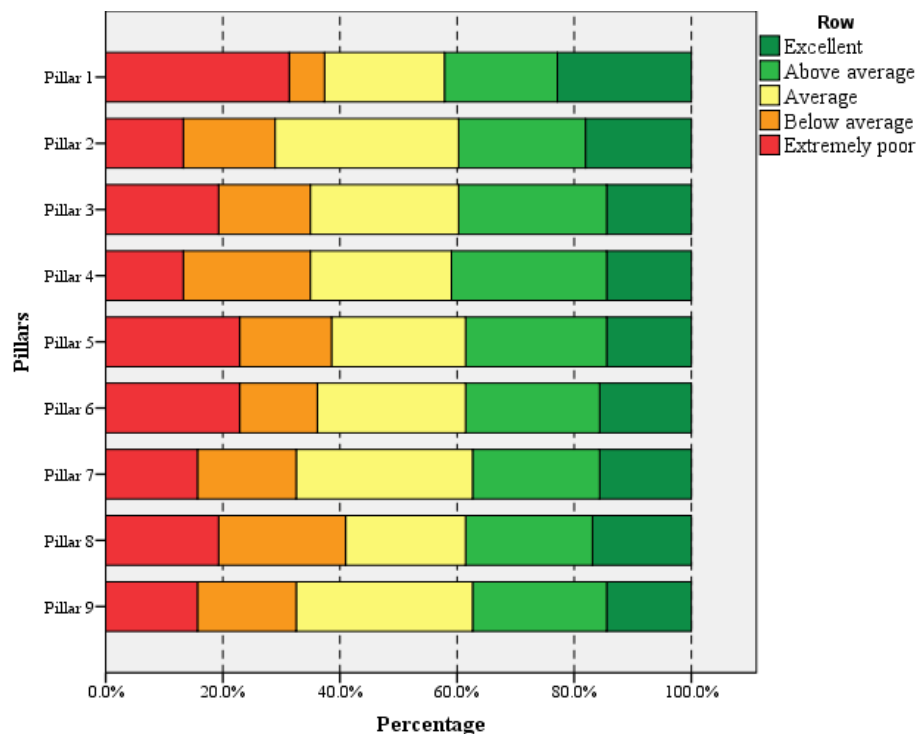


Figure 7. Percentage distribution of evaluated pillars by Filipino athletes

As a result of the differentiated responses from the overall percentage of the evaluation of athlete participants on the level of effectiveness of the nine sport policy factors, a more specific analysis of the responses for the respective participating sports will be presented

in the following section. The next section will also provide some discussions on the relationship between the level of quality of CSFs and the corresponding international sporting performance of the participating NSAs.

4.3 Relationship between the CSFs and performance of NSAs

One of the aims of this study was to make comparisons using the results of the evaluated CSFs (input and throughput) and examine its possible relationship with international sporting success (output) among NSAs. Since most of the respondents competed in the recent 2015 SEA Games in Singapore, except for the Cycling athletes and some badminton players, output was measured based on the total number of medals won during the Games. The number of events participated as well as the overall ranking (gold medals won) against the number of qualified participants was also determined for those sports that did not win any medal. The summary of the output performance of the participating NSAs is shown on Table 7.

Table 7. Output of the participating sports in the 2015 SEA Games (SINGSOC 2015)

Sport	Total events	Medals won				Rank	Total participants
		G	S	B	Total		
Softball	2	2	-	-	2	1 st	4
Cycling	5	1	-	-	1	T-4 th	6
Fencing	12	-	4	2	6	4 th	6
Badminton	7	-	-	1	1	5 th	5
Water Polo	2	-	-	-	0	5 th	5
Floorball	2	-	-	-	0	4 th	4

During the last SEA Games, the Philippine softball delegation can be considered the most successful participating sport by dominating both the men's and women's division with a gold medal each. The Cycling athletes also performed better than the others as they won one gold medal out of the five events in the road cycling category. Also one of the better performers was the fencing team despite not have been able to acquire a gold medal, the Filipino fencers still placed 4th out of the six nations with 4 silver and 2 bronze medals. On the other hand, badminton did not perform well in the last Games as their athletes only won a bronze medal and placing last among other SEA nations. However, it should be noted that the Badminton NSA only participated in one out of the seven events played by

sending four athletes who competed in the men's doubles event alone. Two of the worst performers among the participating sports were floorball and water polo as both placed last and did not win any match at all during the Games. The Water Polo NSA sent both their men's and women's teams and finished last out of the five countries that participated. Being played as a medal sport for the first time in the SEA Games, floorball was participated by only four countries including the Philippines. However, the country's floorball team was not competitive enough to at least win a match during the tournament in the men's division. Now that the international sporting success was determined, it should be interesting to observe if it has any relationship with the evaluated nine pillars.

Table 8. Summary of Median (Mdn) scores and its Interquartile Range (IQR) of the nine pillars for the participating sports (Mdn (IQR))

	Softball	Cycling	Fencing	Badminton	Floorball	Water Polo	Total
Pillar 1	4 (2)	4 (2)	3 (3)	4 (1)	1 (2)	1 (2)	3 (3)
Pillar 2	4 (2)	4 (2)	3 (3)	3 (1)	3 (2)	2 (2)	3 (2)
Pillar 3	4 (1)	3 (2)	3,5 (4)	3 (1)	3 (3)	1,5 (2)	3 (2)
Pillar 4	4 (0)	3 (2)	3 (3)	3 (1)	2 (2)	2 (2)	3 (2)
Pillar 5	4 (1)	3 (4)	3,5 (4)	3 (1)	2 (3)	2 (2)	3 (2)
Pillar 6	4 (1)	3 (2)	3,5 (4)	3 (2)	2 (3)	2 (2)	3 (2)
Pillar 7	4 (1)	4 (2)	3,5 (3)	3 (1)	2 (2)	2 (2)	3 (2)
Pillar 8	4 (1)	4 (3)	3 (4)	4 (1)	2 (1)	1,5 (2)	3 (2)
Pillar 9	4 (1)	3 (2)	3,5 (3)	4 (1)	3 (1)	2 (2)	3 (2)

In order to further analyze the data, the researcher calculated the median (Mdn) and interquartile range (IQR) of each CSF item, which was coded in terms of the effectiveness rating of a CSF as perceived by the elite athletes where extremely poor was equivalent to a score of 1 while excellent meant a score of five. Subsequently, the Mdn and IQR of the nine pillars were also computed based on the grouped CSFs (refer to Appendix E). Table 8 shows the overall summary of the Mdn scores and IQR of the nine pillars. Data analysis confirmed that the respondents have a divided judgement on the effectiveness of the nine determinants of sport success with an IQR values of 2 across all pillars, except Pillar 1 with a higher IQR equivalent to 3 which explains the high dispersion of the overall percentage responses (see Table 6). In view of this, the Mdn and IQR of the different participating sports were also computed in order to make comparisons that may provide a particular explanation of the scattered responses of the athlete participants.

This section is concerned with the presentation of the results of each participating sport on the perception of its athletes on the level of effectiveness on every pillar, according to the computed Mdn and IQR. Additionally, some assumptions on the possible relationship between key success drivers and actual output were discussed based on the 2015 SEA Games outcome presented earlier.

Interestingly, it can be observed that there is a positive correlation between the Mdn scores of the pillar effectiveness ratings and the 2015 SEA Games output among participating sports. Results on Table 8 show that most female Softball players rated their athletic experience to be above average across all pillars (Mdn=4, IQR=0-2), which has the relatively highest scores among all participating sports. At the same time, the softball team was also considered to be the most successful team during the recent Games. On the other hand, Water polo athletes perceived the quality of their elite sport experience as extremely poor or below average while they are also one of the worst performers for the Philippine delegation in Singapore. The success of the softball team may be attributed to the above average input and throughput factors in their elite sport development. Although not included in the PSC priority list of sports for funding, the Softball NSA still receives 3M PhP (60k Eur) as allotment for NSAs that are considered on the rebuilding phase (Villar 2012). However, the significant support for the national team and grassroots program is backed up by the CEO of the country's largest pawnshop chain, Jean Henri Lhuillier. The pawnshop company has taken under its wings athletes from softball, tennis, basketball and bowling for support. Nevertheless, the sports patron Lhuillier believes that "Softball is one sport wherein both [Philippine] men's and women's teams can excel and we'll have a chance to be in the Top 10 in the world". As part of the throughput process, Lhuillier has been supporting local softball events and tournaments which in this way has been able to establish talent identification and development programs through their little leagues organized locally and participated abroad. (Leyba 2015)

On the other hand, the low effectiveness ratings of water polo are reflected with the poor performance in the 2015 SEA Games. Water polo has recorded the lowest rating of pillar in the study where most water polo respondents expressed an extremely poor condition with the financial input for their sport (Mdn=1, IQR=2). Despite the inclusion of the sport in the funding allotment of the PSC, the Water Polo NSA only receives 2M PhP (40k Eur) which is the lowest among others. Moreover, in an interview with the national team coach Rey Galang, the head coach explained that the exposure on national and international

competitions is one reason that the national team sink to new low in the recent SEA Games (Bancod 2015). In order to participate in the last edition of the Games, the water polo team needed to pay their own way to Singapore as the PSC did not fund their participation, as also the case with the floorball team (Henson 2015b).

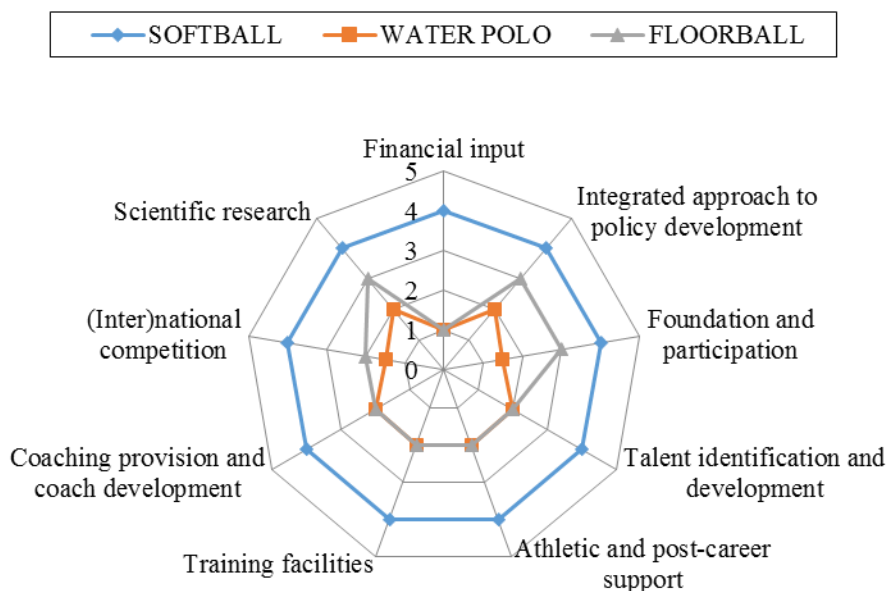


Figure 8a. The level of effectiveness of the nine pillars of the participating team-sports

Figure 8a shows a visual chart on the comparison of the effectiveness results of the three participating (team) sports—softball, water polo, and floorball. Philippine floorball, which its athletes also perceived pillar 1 as extremely poor (Mdn=1, IQR=2), was sponsored by the Singapore Organizing Committee so that the event can push through with four participating countries, where the country has finished last place. Floorball is relatively one of the newest sports in the Philippines as its NSA was only founded in 2011 and does not receive any support from the government which may explain the yet below average scores on most of the pillars in throughput process (Philippine Floorball Association 2015). The pillars of talent identification and development, Athletic and post-career support, Training facilities, and Coaching provision and development had recorded a Mdn score of 2 (below average) from the responses of the athletes. This further confirms the positive correlation of the level of quality of pillars and the international sporting success (SEA Games results) where below average-extremely poor state of elite sport pillars leads to none or few medals won and low ranking against total participating nations.

In addition to the positive correlation observed between the effectiveness performance and international success output of the participating team-sports, the three other relatively successful participating NSAs also showed correlation relationship where if the rating of sport policy factors are high, the international performance also is relatively high and vice versa. A visual chart is also presented to show the comparison of the effectiveness results of participating individual-sports such as badminton, cycling, and fencing (see Figure 8b).

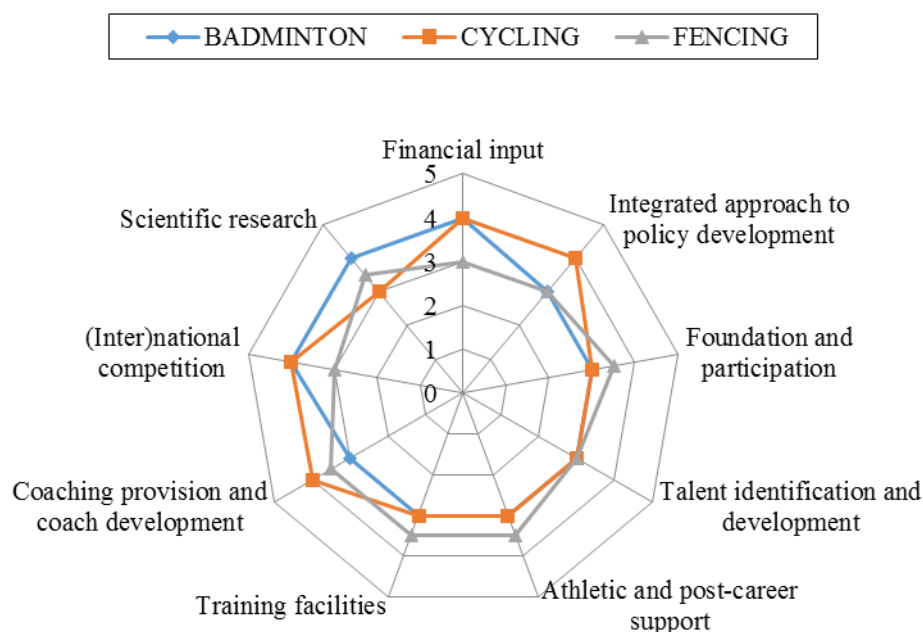


Figure 8b. The level of effectiveness of the nine pillars of the participating individual-sports

Cycling is considered the second best Philippine delegation to perform in the 2015 SEA Games by finishing 4th out of six nations with one gold medal (see Table 7). In the same manner, the Cycling NSA also scored relatively higher in the evaluation of its athletes on the level of effectiveness where Mdn scores show an above average rating on the pillars of financial input, Integrated approach to policy development, Coaching provision and coach development, and (Inter)national competition while average ratings were computed for Foundation and participation, Talent identification and development, and Athlete and post-career support. Although these results show an observable positive correlation, it should be noted that the Cycling athletes who took part in the study did not compete in the SEA Games because their event, Track cycling, was not included in the program for the past two editions of the Games while the athletes who competed and won a medal in 2015 were from the Road cycling category. Nonetheless, the Cycling delegation used to be one of the top performers in the SEA Games when the Track event was then included

in the program. For instance in 2011 Indonesia, the second most number of medals won for the Philippines was cycling with 2 gold, 5 silver, and 7 bronze medals, of which both gold medals were contributed by the Track cycling athletes (Virola 2011). In relation to the relatively high rating of level of effectiveness of the Cycling NSA, it should be noted that cycling was included among the sports that was allotted funding for rebuilding in 2012, with a 5M PhP (99k Eur) annual budget. Further, two Track cyclists were selected to the “priority athletes’ list” who received a monthly allowance of 40k PhP (780 Eur) in order to encourage the athletes to do nothing else but train in full time. (Villar 2012) In view of this, the relationship between cycling’s pillar effectiveness rating and success output may still be accepted based on the results shown by its delegation from past international competitions, particularly in the 2011 SEA Games.

Another above average-rating sport in the Philippines is badminton where for instance the evaluation of the sport’s financial input was perceived as above average by most of its athletes (Mdn=4, IQR=1). Most of the Badminton athletes consider the financial support they receive to be above average which can be explained by the overall support of one of the richest businessmen in the country, Manny Pangilinan (People’s Tonight 2014). The all out support of the telecommunications tycoon, who also happened to be the chairman of the Badminton NSA, has sponsored various competitive local badminton open tournaments including the giving away of cash prizes to all winners including a national open and a nationwide three-leg circuit (The Philippine Star 2014). This may explain the above average score (Mdn=4, IQR=1) given by most respondents on the aspect of national and international competitions in badminton (Pillar 8). Furthermore, most athlete-participants rated the rest of the pillars in the throughput process as average including talent identification and development (Pillar 4) (Mdn=3, IQR=1). The badminton NSA has reported its existing process of selecting young players to include in the national training pool through its Philippine national ranking system (Philippine Star 2014). Committed to discover young badminton talents, the Filipino businessman-supporter believes that badminton is a sport that Filipinos can excel in which explains why he keeps supporting the sport and the national team (Manila Bulletin 2014). Finally, the Badminton NSA also scored an above average rating by its athletes in terms of scientific research (Pillar 9). Although with its impressive performance in its organizational effectiveness ratings, the Badminton NSA did not perform well in the recently concluded 2015 SEA Games with only one medal won resulting to a last place

finish in the Singapore Games. Nevertheless, the Badminton delegation was able to meet its set bronze medal goal for the team in Singapore, according to the foreign Badminton head coach Paulus Firman (Navarro 2015). Firman admitted that the level of competition in the Games is definitely high and said that he just wanted to be realistic by sending players who have a chance to win a bronze medal. Despite the last place finish in the recent Games, the badminton national athletes showed an outstanding effort to capture the 2014 Swiss Open men's double gold medal (The Philippine Star 2014), which may confirm the possible causal-effect of the high effectiveness ratings. The Philippine men's doubles team's breakthrough victory in the said international open highlighted local badminton's remarkable season with its NSA officials hopeful of reaching new heights.

The last participating sport presented in the study is somewhat interesting because of the highly-dispersed results of its level of quality in elite sport policy factors and in relation to its recent performance output in the SEA Games. The Fencing NSA can be considered the most 'average' participating sport in terms of the perceived level of effectiveness of its athletes on the nine pillars, which may also be due to the high IQR scores equivalent to 3 to 4 signifying a polarized set of responses. Opinion seems to be divided among the athletes with regard to Pillar 1. Most of the fencer-respondents (n=5, 41,7%) expressed that financial input is excellent in their sport, but other responses either answered average (n=3, 25%) or extremely poor (n=2, 16.7%) to above average (n=2, 16.7%), which results to a relatively dispersed response (Mdn=3, IQR=3) (see Table 8). Similar to softball, the Fencing NSA receives an annual budget of 3M PhP (60k Eur) from the PSC (Villar 2012). However unlike the SEA Games softball champions, fencing does not have businessmen sports patron who funds the programs and competitions of the sport in the country. A similar set of responses was collected from the respondents throughout the other pillars where answers are almost equally split into either extremely poor-below average or above average-excellent for each CSF. Consequently, the Philippine fencing team neither finished with the best results nor with the worst performance during the 2015 SEA Games, rather the Fencer athletes bagged six medals of 2 silvers and 4 bronzes and settled for the fourth place among the six-nation event (see Table 7).

In summary, survey questionnaire results showed majority of the respondents either agree or strongly agree that all nine pillars have a critical influence on international sporting success. According to the general response of athlete participants, results provide a fairly equal distribution of percentage responses on the evaluation of the selected CSFs. There

was no reported significant majority of either extremely poor-below average or above average-excellent pillars assessed based on the clustered responses of the listed CSFs. Nevertheless, an observed positive correlation was analyzed between the Mdn scores of effectiveness ratings of the pillars and the 2015 SEA Games output across the different participating sports. Although there may seem to be a possible relationship between the input, throughput processes and output success in elite sports, these assumptions were only based on comparison of descriptive statistics and was not statistically proven due to the limited scope and sample size of the study. Thus, recommendations for further studies will be discussed in the next chapter.

5 CONCLUSIONS AND RECOMMENDATIONS

The significance of this paper is to contribute to understanding the recent declining performance of the Philippines in international sporting competitions by identifying and evaluating relevant CSFs that are critical to its international success through the perspective of the National elite athletes. To date, there are various approaches to measure the effectiveness of organizations in sports including goal attainment, systems resource, competing values, and the most prevalent approach multiple constituency (Hossein et al 2011). According to the related literature, the value of non-profit organization research is grounded in its ability to provide a model that is capable to measure effectiveness at the individual organizational level but also capture the multidimensional societal measures often defining success of non-profits (Shilbury and Moore 2006). Thus, the multiple-constituency model, which created a synthesis of earlier approaches, seems to best represent this multiplicity of organizational effectiveness. In light of that, this paper is based on one of the recent multiple-constituency models which developed the pillar framework for the evaluation of the effectiveness of elite sport policies (De Bosscher et al 2010). Further, this research made comparisons of the nine pillars, based on the results of the effectiveness ratings of clustered CSFs by the National elite athletes, and analyzed possible relationships between the input and throughput pillars and the output success in the 2015 SEA Games by each participating sport—badminton, cycling, fencing, floorball, softball, and water polo.

Results showed that majority of the respondents either agree or strongly agree that all nine pillars have a critical influence on international sporting success as National elite athletes. Consistent with the conceptual framework of De Bosscher et al (2006), the respondents agree that financial resources (Pillar 1) as well as an integrated approach to policy development (Pillar 2) are valuable factors for the development of sport and athletic careers within the participating sports. As primary stakeholders, the athlete respondents agree that when the country invests more in elite sport, it can create more opportunities for them to train under ideal circumstances. Respondents also expressed the same findings as De Bosscher et al (2009) that four pillars were identified as key areas in sport success as they expressed strong agreement on the importance of financial input (Pillar 1), athletic and post-career support (Pillar 5), training facilities (Pillar 6), and

coaching provision and coach development (Pillar 7) to the success in international competitions. Finally, results showed that all the other pillars (3, 4, 8, and 9), identified by former studies (De Bosscher et al 2006) as part of the throughput stage, were also proven to be essential. Half of the athlete participants strongly agree or agree that sufficient high-quality facilities, sufficient qualified coaches at club level and a good national competition structure will make it possible for young talents to be skillful in their sport, to engage in training and competition at their own level, and to develop their skills by the time they are identified as being talented.

Looking at the results, a fairly equal distribution of percentage responses was found on the evaluation of athlete participants on the CSFs according to their personal experience in their respective sports. Based on descriptive statistics, there was no significant majority of neither extremely poor-below average or above average-excellent pillars assessed based on the clustered responses of the listed CSFs. However, it was noted that the responses of athletes were highly differentiated to conclude the effectiveness rating of Philippine elite sports policies in general, thus a more specific analysis of the responses for the respective participating sports was conducted based on the Mdn and IQR values of the CSFs. Furthermore, comparisons were made to examine possible relationship between evaluated pillars (input and throughput) and international sporting success (output) for each sport. A positive correlation can be observed between the effectiveness performance scores (Mdn) and the 2015 SEA Games output (number of medals won and ranking) among participating sports. Results showed that softball, cycling, and badminton have relatively higher effectiveness ratings than other participating sports, and were also considered to be the more successful teams during the recent Games. On the other hand, water polo and floorball athletes perceived the quality of their elite sport experience as extremely poor or below average while they are also two of the worst performers for the Philippine delegation in Singapore. Furthermore, fencing athletes showed an average perception of level of quality for elite sport development and the sport was not the best yet did not show a poor performance in the last edition of the Games. In view of this, a positive correlation can be assumed between the performance effectiveness and international success output in elite sports where if the rating of sport policy factors is high, the international performance also is relatively high. Otherwise, when the perceived quality of these key factors is low, the international output may not be as successful as expected.

5.1 Ethical issues

The SPLISS conceptual framework is considered to be one of the most recent models related to assessing effectiveness of national sport organizations particularly of the national sport policies. However, it should be noted that the model is commonly applied to western developed countries and may require adjustment before it can be effectively used in other nations with different culture and sport system (De Bosscher et al 2006), such as the Philippines. This study attempted to apply some of the conceptual ideas of the model to a third-world country, with a unique sporting background and culture. The data of this study showed promising results as Filipino athletes relatively agree with the importance of the suggested CSFs in international sporting success. However, it may be quite limiting to only consider this framework as the absolute means to the end—success in international sports, as there may be other issues that require further attention. In the case of the Philippines, it is interesting to look at other possible factors affecting the nation's sporting culture such as its diverse cultural background which was discussed in this paper where there are significant differences in ethnicity, language, religion and even socioeconomic status of the population. For instance, it may be interesting to understand how much importance does the majority of the people view international sporting success or elite sport in general, especially to the quarter of the population who are reported to live below poverty line.

In view of this, it is impossible to create one model for explaining success because a system leading to success in one nation may only lead to failure in another. Furthermore, it is said that sport is a reflection of the cultural system in which people live. There are a lot of incomprehensible variables, which different people believe are important but no one can explain why. Thus, sport as a social phenomenon cannot be understood without a clear understanding of culture. (De Bosscher et al 2006)

5.2 Evaluation of the research process

Although this paper was based on a framework derived from a multiple-constituency model, the study was limited to measure the organizational effectiveness of Philippine sports within the perspective of the athletes, which may not represent the multiplicity of the organizational effectiveness. In light of this, the inclusion of the perception of the other elite sport stakeholders such as coaches and performance directors may provide significant validation to the results of this study. Furthermore, the research tool developed

in this study was only adopted from the existing CSFs in the SPLISS model in order to simplify the extensive protocol used in the SPLISS comparative study which involves content data analysis, interviews, and survey questionnaires. The actual implementation of the SPLISS study protocol in a developing country such as the Philippines may still be an interesting endeavor to validate the model, which requires more demanding work and resources.

It may also be important to note that any assumption whether analyzed through qualitative or quantitative methods is still difficult to make an absolute conclusion on the cause-effect relationships of organizational effectiveness and success output because of the influence of human impact. The researcher agrees with De Bosscher et al (2010) that even though inputs and throughputs processes of the sport policy factors may increase chances of international success, these still do not guarantee success due to the confounding variables influencing success such as factors, traditions of success, general school and sport systems, political systems, value systems and even doping or naturalization. Nonetheless, studies such as this paper may provide some perception on the relationships of these variables which may benefit the policy makers and leaders in sports in their planning and decision-making, especially those who value the nation's sporting success on its output in international performance.

Overall, the entire research process has been a valuable learning experience for the researcher as it opened up new perspectives of sports in the Philippines. Upon looking at the historical background of the country as a society with its culture and sports, it has provided an important realization why the current sporting culture of the country is not as developed as other nations. Also, it is interesting to see how the approach in sports during the colonial past of the country is still mirrored in the current state of sports in the country. The influence of the colonizers, especially the Americans, on the values and attitude toward sports is still evident in today's Philippine society, which is deeply rooted in competition and has strong school-based system. Further, the adopted conceptual SPLISS framework has provided the researcher a broader perspective on valuable factors that may develop the sporting culture in the Philippines, which can be applicable not only in elite sport but as well as in mass sport participation. The opportunity to engage the national elite athletes to participate in this study has contributed to the confirmation of the importance of these aspects in the development of the nation's sporting culture. Finally, the overall study process has allowed the researcher to appreciate the importance

of considering every aspect of the nation's culture in order to have a clearer understanding of organizing and managing sport in general.

5.3 Future ideas for research

As some issues and evaluations of the research were discussed, further ideas are recommended for future study. In relation to the pursuit of understanding the confounding variables influencing sport success, a mixed quantitative and qualitative approach is suggested to analyze specific factors important to different stakeholders (i.e., athletes, coaches, administrators, etc.) of sports in the country. Although results showed a possible relationship between the CSFs and output success, it should be noted that the researcher only analyzed the data at a descriptive level and was not examined using a statistical data analysis for correlation because of the limited sample size. Thus, the researcher suggests that future research may be conducted using the same research tool to a larger sample size in order to explore this matter in greater depth. However, even if the survey questionnaire was derived from a framework (De Bosscher et al 2010) that allows the assessment of some features that cannot easily be quantified objectively (i.e., throughputs) by their primary users who best know the quality of service, it would also be interesting to further investigate on the responses of the athletes through interview or focus groups so that a more comprehensive understanding of their perspective can be analyzed.

Moreover, due to the limited existing literature on the sporting culture of the Philippines, it would be interesting to conduct a national survey on the population's sport participation in order to assess not only the state of elite sports but also the sport-for-all level of the country. In relation to this, further research can be initiated to examine possible effects of the diversity of Philippine society on the nation's sporting culture. Interesting variables which may relate to the sporting culture (i.e., sport participation) of the population include the different ethnic regions, language groups, religion, and socioeconomic status. In this way, available data can be valuable to researchers, policy makers, organizations, and also the general public in providing better awareness and understanding of the nation's definition of sporting success.

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APPENDICES

Appendix A. Sample survey questionnaire (modified font size and format)

Name *Pangalan* (Optional *Opsyonal*): _____

Age *Edad*: ____ Sex *Kasarian*: ____

National Sport Association (NSA): _____

Sport: _____

Number of years as an elite athlete/national team *Bilang ng taon bilang isang elite athlete/national team member*:

Highest international sport competition and year participated _____ *Pinakamataas na internasyonal na kumpetisyon sa sportsat taon ng paglahok (e.g., Olympics 2012, Asian Games 2010, SEA Games 2013, etc.)*

This survey is your opportunity as a national elite athlete of your sport to provide feedback to policy makers from the National government, the National Sport Association (NSA) and the Olympic Committee to develop future elite sport policy in your country.

This survey is also part of a Master's thesis comparative study, where similar questions are posted to national elite athletes from other sports.

The following pages contain a number of statements that are suggested to be **Critical Success Factors (CSFs)** influencing international sports success. This survey questionnaire is divided into two parts. First, please **rate how much you personally agree or disagree** (Strongly disagree to Strongly agree) that each statement is indeed a critical factor in your sport success. On the second part, please use the rating scale (Excellent to Extremely poor) to **evaluate the quality of each CSF based on your experience** as an elite athlete in your sport. Please put a check in the column that corresponds to the rating scale.

In order to be able to give reliable advice to policy makers, it is important to achieve a high response rate for each question. We urge you to have your say by completing this questionnaire as fully and as honestly as you can.

Please be assured that answers are confidential and individual national elite athletes will not be identified by their answers.

Ang survey na ito ay ang pagkakataon para sa isang pambansang elite athlete ng iyong sport na makapagbigay ng feedback sa mga nagpapatupad ng polisiya mula sa pamahalaan, National Sport Association (NSA), at ang Olympic committee upang mapaghusay ang hinaharap na mga polisiya sa elite sport sa iyong bansa.

Ang survey na ito rin ay bahagi ng komparatibong pag-aaral ng isang Master's thesis, na kung saan ang mga parehong tanong ay ibinibigay sa mga national elite athletes mula sa ibang sports.

*Ang mga sumusunod na pahina ay naglalaman ng mga pahayag na iminumungkahi bilang mga **Critical Success Factors (CSFs)** na nakakaimpluwensiya sa internasyonal na katagumpayan sa sports. Ang survey questionnaire na ito ay nahahati sa dalawang bahagi. Una, bigyan ng marka **kung gaano ka sumasang-ayon o hindi sumasang-ayon** (Lubos na hindi sumasang-ayon hanggang sa Lubos na sumasang-ayon) na ang bawat pahayag ay kritikal na salik sa ikatatagumpay sa iyong sport. Sa pangalawang bahagi, gamitin ang rating scale (Excellent hanggang sa Extremely Poor) upang **suriin ang kalidad ng bawat CSF** base sa iyong karanasan bilang isang elite athlete sa iyong sport. Maaari lamang na lagyan ng tsek ang hanay na katumbas ng rating scale.*

*Upang makapagbigay ng maasahang payo sa mga nagpapatupad ng mga polisiya, mahalagang makakuha ng mataas na response rate para sa bawat tanong. Hinihikayat naming kayo na maghayag ng iyong opinyon, sa pamamagitan ng pagsagot nang buo at tapat sa palatanungang ito. **Makakatiyak na ang mga sagot ay mananatiling lihim at ang indibidwal na atleta ay hindi makikilala sa pamamagitan ng kanilang mga sagot.***

I can ... Ako ay ...					
Strongly agree	Agree	Neither A/DA	Disagree	Strongly Disagree	...that in order for the Philippines to achieve international sports success, it should be that (there is)... ... na upang ang Pilipinas ay makakamit ng internasyonal na katagumpayan sa sports, dapat ay (mayroong)...
					(1) Sufficient national level financial support for elite sport. <i>Sapat na pambansang suportang pinansiyal para sa elite sport.</i>
					(2) Sufficient financial support from national lotteries/central government (i.e., PSC, PCSO) and the POC for specific elite sport (disciplines) through NSAs. <i>Sapat na suportang pinansiyal mula sa pambansang lotto/ sentral na pamahalaan (i.e., PSC, PCSO) at ang POC para sa piling elite sport (disiplina) sa pamamagitan ng NSAs</i>
					(3) Strong coordination of all agencies (e.g., POC, PSC, NSAs) involved in elite sport, with clear task descriptions and no overlap of different tasks. <i>Matatag na koordinasyon ng lahat ng mga ahensya (e.g., POC, PSC, NSAs) na kabilang sa elite sport, na may malinaw na deskripsyon ng gawain at walang overlap ng iba't ibang mga gawain.</i>
					(4) Long-term policy plans developed (at least on a 4-8 year period) specifically for elite sport and are communicated in public, regularly evaluated and supported with financial resourcing. <i>Pangmatagalang plano ng mga polisiyang binuo (na hindi bababa sa 4-8 na taon) para lamang sa elite sport at naipagbibigay-alam sa publiko, na regular na sinusuri at nasusuportahan sa pangangailangang pinansiyal</i>
					(5) A series of programs and organizational requirements implemented by the PSC on the NSAs/clubs/sports regarding the development of elite sport. <i>Hanay ng mga programa at atas para sa organisasyon na ipinapatupad ng PSC sa mga NSAs/clubs/sports patungkol sa pagsulong sa elite sport.</i>
					(6) Athletes and coaches are represented within National Sport Associations (NSAs). <i>Ang mga atleta at coaches ay kinakatawan sa loob ng mga National Sport Associations (NSAs).</i>
					(7) The board of NSAs is composed of professionals who make decisions on elite sport. <i>Ang mga pinuno ng mga NSAs ay binubuo ng mga propesyonal na gumagawa ng mga desisyon sa elite sport.</i>
					(8) Athletes and coaches are represented in the decision making process of the NSA. <i>Ang mga atleta at coaches ay kinikilala sa proseso ng paggawa ng desisyon ng NSA.</i>
					(9) Athletes and coaches are well informed about national sport policies, support services and other aspects. <i>Ang mga atleta at coaches ay may lubos na kaalaman patungkol sa mga pambansang polisiya sa sports, mga pangsuportang serbisyo at iba pang mga aspeto.</i>
					(11) A high number of sports clubs/teams, sufficiently spread around the country. <i>Mataas na bilang ng mga sport clubs/teams, na sapat na palibot sa buong bansa.</i>
					(12) A high number of people that participates in sport competition. <i>Mataas na bilang ng mga tao na lumalahok sa mga paligsahan sa sport.</i>
					(13) A national policy towards improving the quality of talent development in sport clubs/teams. <i>Isang pambansang polisiya na nagsusulong sa pagpapaunlad ng kalidad ng talent development sa mga sport clubs/teams.</i>

I can ... Ako ay ...					
Strongly agree	Agree	Neither A/DA	Disagree	Strongly Disagree	
					<p>...that in order for the Philippines to achieve international sports success, it should be that (there is)...</p> <p>... <i>na upang ang Pilipinas ay makakamit ng internasyonal na katagumpayan sa sports, dapat ay (mayroong)...</i></p>
					<p>(14) A systematic talent selection process, which aims to identify potential elite athletes from outside a sport's participant base (non sport specific, e.g. through schools) or by talent transfer (through other sports). <i>Isang sistemakong proseso sa pagpili ng talento, na naglalayong makilala ang mga potensyal na elite athletes mula sa labas ng 'sports's participant base' (e.g., sa mga eskwelahan) o sa pamamagitan ng talent transfer (mula sa ibang sports)</i></p>
					<p>(15) Comprehensive planning for talent identification. NSAs have a written policy plan which describes a long term planning for Talent Identification Development (TID) and a step by step how talents in their sport are recognised, identified and selected in order to receive funding. <i>Komprehensibong pagpapalano para sa pagtukoy ng talento. Ang mga NSAs ay mayroon na isang nakalathalang plano ng polisiya na naghahayag ng pangmahabang pagpapalano para sa Talent Identification Development (TID) at mga hakbang kung paano kinikilala ang mga talento sa kanilang sport, na inalam at pinili upang makatanggap ng pondo.</i></p>
					<p>(16) NSAs receive sport scientific support to develop a testing system (tests for the recognition of young talents) and monitoring system with clear criteria for the identification of young talents in each sport. <i>Ang mga NSAs ay nakakatanggap ng siyentipikong suporta para sa sport upang makabuo ng isang testing system (mga test upang kilalanin ang mga batang talento) at monitoring system na mayroong malinaw na pamantayan para sa pagkilala sa mga batang talento sa bawat sport.</i></p>
					<p>(17) NSAs receive information, knowledge and support services on the development of talent identification programmes in their sport. <i>Ang mga NSAs ay nakakatanggap ng impormasyon, kaalaman at support services sa ng pagpapabuti ng mga programa sa talent identification sa kanilang sport.</i></p>
					<p>(18) A coordinated long-term and short-term planning for talent development. NSAs have a written policy plan describing step by step how talents in their sport are developed from club level to regional level to national level in order to receive funding. <i>Isang magkakaugnay na pangmahabang o panandaliang pagpapalano para sa talent development. Ang mga NSAs ay mayroong nakalathalang plano ng polisiya na naglalarawan sa mga hakbang kung paano nililain ang mga talento sa kanilang sport mula sa lokal na antas, sa rehiyonal na antas hanggang sa pambansang antas upang makatanggap ng pondo.</i></p>
					<p>(19) Young talents receive multidimensional support services at different levels, including training and competition support, medical / paramedical support and lifestyle support. <i>Ang mga batang talento ay nakakatanggap ng multidimensional na suporta na serbisyo sa iba't ibang antas, kabilang ang suporta sa pagsasanay at kumpetisyon, pangmedikal/paramedikong suporta at suporta sa pamumuhay.</i></p>
					<p>(20) A standardised definition across all sports to define which athletes are eligible for support and perhaps direct funding. <i>Isang pamantayan na kahulugan sa lahat ng sports na tumutukoy kung sinong atleta ang karapat-dapat sa suporta at marahil sa direktang pagpopondo.</i></p>
					<p>(21) Athletes' monthly income (total gross annual income) in general and income from their sport activities is sufficient. <i>Ang buwanang kita ng mga atleta (kabuuang taunang kita) sa labas at loob ng kanilang sport activity ay sapat.</i></p>

I can ... Ako ay ...				
Strongly agree	Agree	Neither A/DA	Disagree	Strongly Disagree
				<p>...that in order for the Philippines to achieve international sports success, it should be that (there is)...</p> <p>... <i>na upang ang Pilipinas ay makakamit ng internasyonal na katagumpayan sa sports, dapat ay (mayroong)...</i></p>
				<p>(22) Elite sport is a full time primary activity for elite athletes. <i>Ang elite sport ay isang full-time at pangunahing gawain para sa mga elite athletes.</i></p>
				<p>(23) Athletes can receive financial support that allows them to dedicate themselves sufficiently to their sport (sustain a living whilst preparing for and competing in elite sport). <i>Ang mga atleta ay maaaring makatanggap ng pinansyal na suporta na nagbibigay-daan sa kanila upang sapat na mailaan ang kanilang mga sarili sa kanilang sport (nagpapanatili ng kabuhayan habang naghahanda at nakikipagkumpitensya sa elite sport).</i></p>
				<p>(24) A coordinated support programme for elite athletes (apart from financial support) including career coaching, legal advice, media training, coaching support (specialist coaches), training and competition support (training facilities, training camps), sports science support (strength & conditioning, nutrition, mental coaching), sports medicine support (medical specialists, physiotherapists, etc). <i>Isang magkakaugnay na programa para sa pagsuporta sa mga elite athletes (bukod sa suportang pinansyal) kabilang ang career coaching, legal na payo, media training, coaching support (specialist coaches), suporta sa pagsasanay at kumpetisyon (training facilities, training camps), sports science support (strength & conditiong, nutrition, mental coaching), sports medicine support (medical specialists, physiotherapists, atbp.)</i></p>
				<p>(25) PSC and NSAs offer a post career support programme to prepare and assist athletes for life after sports, such as: financial support (in the early stages) after their sports career, study support (for athletes who want to start studying or to finish their studies), job offers, advice and personal assistance (in the early stages) to find a suitable job after their sports career, lifestyle coaching, prepare for job applications, psychological support. <i>Ang PSC at mga NSAs ay nag-aalok ng suportang programa matapos ang career sa sports na naghahanda at tumutulong sa mga atleta pagkatapos ng buhay sa sports, tulad ng: suportang pinansyal (sa mga unang yugto) pagkatapos ng kanilang career sa sports, suporta sa pag-aaral (para sa mga atleta na gustong magsimula mag-aral o tapusin ang kanilang pag-aaral), pag-alok ng trabaho, pagpapayo at personal na tulong (sa mga unang yugto) upang makahanap ng angkop na trabaho pagkatapos ng kanilang career sa sports, lifestyle coaching, paghahanda para sa mga job applications, psychological support.</i></p>
				<p>(26) The NSA has created specific partnerships (recruitment agency, employment agency, ...) to guide and help athletes during and after their career. <i>Ang NSA ay lumikha ng mga partikular na pakikipagtulungan (recruitment agency, employment agency, ...) upang gabayan at matulungan ang mga atleta pagkatapos ng kanilang career.</i></p>
				<p>(27) A database in the country of all elite sports facilities (infrastructure) and their characteristics regarding availability and quality. <i>Isang database sa bansa ng lahat ng elite sport facilities (imprastruktura) at ang kanilang mga katangian patungkol sa oras ng paggamit at kalidad.</i></p>
				<p>(28) Availability of (research) data on the needs of elite athletes and coaches with regard to trainings facilities. <i>May magagamit na data mula sa pananaliksik sa mga pangangailangan ng mga elite athletes at coaches patungkol sa mga training facilities.</i></p>

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Strongly agree	Agree	Neither A/DA	Disagree	Strongly Disagree	
					<p>...that in order for the Philippines to achieve international sports success, it should be that (there is)...</p> <p>... na upang ang Pilipinas ay makakamit ng internasyonal na katagumpayan sa sports, dapat ay (mayroong)...</p>
					<p>(29) A sufficient number (no lack) of high quality sport facilities either exclusively for, or with prioritised use for elite sports.</p> <p>Sapat na bilang (walang kakulangan) ng mataas na kalidad na sport facilities na maaaring eksklusibo, o di kaya'y pinapauna ang paggamit sa mga elite sports.</p>
					<p>(30) Specific national arrangements so that athletes can get priority access in certain regular sports facilities at any moment of the day.</p> <p>Tiyak na pambansang kasunduan na nagbibigay sa mga atleta ng priority access sa ilang mga karaniwang sports facilities sa anumang sandali ng araw.</p>
					<p>(31) A sufficient number of elite coaches are qualified: they have undertaken governing body training or other refresher training specifically in elite sport; and / or a training course at international level (this will partly be captured by the elite sport climate survey).</p> <p>Sapat na bilang ng mga elite coaches na may kakayanan: Sila ay sumailalim sa training ng kanilang NSA o ibang refresher training na partikular sa elite sport; at / o isang training course sa internasyonal na antas.</p>
					<p>(32) Coaches have experience at the elite level in their own career as an athlete.</p> <p>Ang mga coaches ay mayroong karanasan sa elite na antas sa kanilang sariling career bilang isang atleta.</p>
					<p>(33) A national coordinating agency (often within the NSA) responsible for coaches' education in general and elite coach education in particular. This organisation aligns with the different levels of NSA courses and facilitates NSAs in the organisation of coach development and defines coaching profiles.</p> <p>Isang pambansang kabuuang ahensya (karaniwan sa loob ng NSA) na responsable sa edukasyon ng mga coaches para sa lahat at partikular sa edukasyon para sa mga elite coaches. Itong organisasyon na ito ay nakahanay sa iba't ibang antas ng kurso ng NSA at nangangasiwa sa mga NSAs sa pagsasaayos ng coach development at pagtukoy sa mga coaching profiles</p>
					<p>(34) A well developed coach education system from the lowest level (courses for the recreational trainer / coach) to the highest level (education of elite coaches).</p> <p>Isang mahusay na sistema ng edukasyon ng mga coaches mula sa pinakamababang antas (mga kurso para sa mga recreational trainer / coach) hanggang sa pinakamataas na antas (edukasyon ng mga elite coaches).</p>
					<p>(35) Coaches' general monthly income (total gross annual income) plus income from their sport activities is sufficiently high to provide a good standard of living.</p> <p>Ang pangkalahatang buwanang kita (kabuuang taunang kita) ng mga coach kasama ang kita sa kanilang gawain sa sports ay sobrang sapat upang makapagbigay ng maayos na pamumuhay.</p>
					<p>(36) Elite sport coaching is –or can be- a full time primary activity for the best elite coaches. A coordinated support programme for coaches that allows them to dedicate themselves sufficiently to their sport, and to spend sufficient time with their elite athletes and emerging young talents.</p> <p>Ang elite sport coaching ay isang -o maaaring maging- full time na pangunahing gawain para sa mga pinakamagagaling na elite coaches. Mayroong kaugnay na programa para sa pagsuporta sa mga coaches na nagbibigay-daan sa kanila upang sapat na mailaan ang kanilang mga sarili sa kanilang sport, at makapagbigay na sapat na oras kasama ang kanilang mga elite athlete at umuusbong na mga batang talento.</p>

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Strongly agree	Agree	Neither A/DA	Disagree	Strongly Disagree	...that in order for the Philippines to achieve international sports success, it should be that (there is)... ... na upang ang Pilipinas ay makakamit ng internasyonal na katagumpayan sa sports, dapat ay (mayroong)...
					(37) Elite coaches receive a post career support programme to prepare and assist for life after sport. <i>Ang mga elite coaches ay nakakatanggap ng post career programa na suporta upang maghanda at matulungan sa buhay pagkatapos ng sport.</i>
					(38) A national coordination and long-term planning of event organisation and funding. <i>Isang pambansang koordinasyon at pangmahabaang pagpapalano ng pag-organisa ng mga event at pagpopondo nito.</i>
					(39) A high number of international events that have been organised in the country over the past five years in a (wide) range of sports for junior and senior athletes. <i>Mataas na bilang ng mga internasyonal na events na ginawa sa bansa sa loob ng nakaraang limang taon sa (malawakang) hanay ng mga sports para sa mga junior at senior athletes.</i>
					(40) Sufficient opportunities for young talents to participate in international competitions, at the right age. <i>Sapat na pagkakataon para sa mga batang talento upang lumahok sa mga internasyonal na kumpetisyon, sa tamang edad.</i>
					(41) Sufficient opportunities for elite athletes to participate in international competitions. <i>Sapat na pagkakataon para sa mga elite athletes upang lumahok sa mga internasyonal na kumpetisyon.</i>
					(42) Young talents, athletes and coaches can receive reimbursement of their costs for participating in international competitions. <i>Ang mga batang talento, atleta at mga coaches ay maaaring makatanggap ng reimbursement ng kanilang mga gastos para sa paglahok sa mga internasyonal na kumpetisyon.</i>
					(43) The national competition structure in each sport provides a competitive environment at an international top level at each age. <i>Ang pambansang istruktura ng kumpetisyon sa bawat sport ay nagbibigay ng isang kompetitibong kapaligiran sa pinakamataas na antas-internasyonal sa bawat edad.</i>
					(44) A national research centre that conducts applied elite sport research and coordinates research activities on elite sport nationally. <i>Isang pambansang research center na nagsasagawa ng mga praktikal na pananaliksik sa elite sport at isinasaayos ang mga gawaing pananaliksik sa elite sport sa buong bansa.</i>
					(45) Scientific support is provided in strong cooperation with universities and (sport) research centres. <i>Siyentipikong pagsuporta ay ibinibigay sa pamamagitan ng matibay na kooperasyon sa mga unibersidad at (sport) research centers.</i>
					(46) Coaches make use of sport scientific information on elite sport, with regard to their sport. <i>Ang mga coaches ay gumagamit ang mga sport scientific information sa elite sport, patungkol sa kanilang sport.</i>

I can ... Ako ay ...				
Strongly agree	Agree	Neither A/DA	Disagree	Strongly Disagree
				<p>...that in order for the Philippines to achieve international sports success, it should be that (there is)... ... na upang ang Pilipinas ay makakamit ng internasyonal na katagumpayan sa sports, dapat ay (mayroong)...</p>
				<p>(47) Different areas of elite athlete development are supported by applied scientific research and innovation projects: talent identification, talent development, elite athletes (including their equipment, facilities etc), sport policies and coaches. <i>Iba't ibang aspeto ng elite athlete development ay sinusupportahan ng praktikal na pananaliksik at mga proyektong inobatibo: pagkilala sa mga talento, paghuhusay ng mga talento, elite athletes (kasama ang kanilang mga kagamitan, pasilidad, atbp.), polisy sa sport at mga coaches.</i></p>

In my experience as a national athlete, I think it has been... Sa aking karanasan bilang isang pambansang atleta, sa tingin ko ay naging...				
Excellent	Above Average	Average	Below Average	Extremely Poor
				<p>... in my sport that (there is)... ... sa aking sport na (magkaroon ng)...</p>
				<p>(48) Sufficient national level financial support for elite sport. <i>Sapat na pambansang suportang pinansiyal para sa elite sport.</i></p>
				<p>(49) Sufficient financial support from national lotteries/central government (i.e., PSC, PCSO) and the POC for specific elite sport (disciplines) through NSAs. <i>Sapat na suportang pinansiyal mula sa pambansang lotto/ sentral na pamahalaan (i.e., PSC, PCSO) at ang POC para sa piling elite sport (disiplina) sa pamamagitan ng NSAs</i></p>
				<p>(50) Strong coordination of all agencies (e.g., POC, PSC, NSAs) involved in elite sport, with clear task descriptions and no overlap of different tasks. <i>Matatag na koordinasyon ng lahat ng mga ahensya (e.g., POC, PSC, NSAs) na kabilang sa elite sport, na may malinaw na deskripsyon ng gawain at walang overlap ng iba't ibang mga gawain.</i></p>
				<p>(51) Long-term policy plans developed (at least on a 4-8 year period) specifically for elite sport and are communicated in public, regularly evaluated and supported with financial resourcing. <i>Pangmatagalang plano ng mga polisiyang binuo (na hindi bababa sa 4-8 na taon) para lamang sa elite sport at naipagbibigay-alam sa publiko, na regular na sinusuri at nasusuportahan sa pangangailangang pinansiyal</i></p>
				<p>(52) A series of programs and organizational requirements implemented by the PSC on the NSAs/clubs/sports regarding the development of elite sport. <i>Hanay ng mga programa at atas para sa organisasyon na ipinapatupad ng PSC sa mga NSAs/clubs/sports patungkol sa pagsulong sa elite sport.</i></p>
				<p>(53) Athletes and coaches are represented within National Sport Associations (NSAs). <i>Ang mga atleta at coaches ay kinakatawan sa loob ng mga National Sport Associations (NSAs).</i></p>
				<p>(54) The board of NSAs is composed of professionals who make decisions on elite sport. <i>Ang mga pinuno ng mga NSAs ay binubuo ng mga propesyonal na gumagawa ng mga desisyon sa elite sport.</i></p>

<p>In my experience as a national athlete, I think it has been... Sa aking karanasan bilang isang pambansang atleta, sa tingin ko ay nagkaroon ng...</p>					
Excellent	Above Average	Average	Below Average	Extremely Poor	<p>... in my sport that (there is)...</p> <p>... sa aking sport na (magkaroon ng)...</p>
					<p>(55) Athletes and coaches are represented in the decision making process of the NSA. <i>Ang mga atleta at coaches ay kinikilala sa proseso ng paggawa ng desisyon ng NSA.</i></p>
					<p>(56) Athletes and coaches are well informed about national sport policies, support services and other aspects. <i>Ang mga atleta at coaches ay may lubos na kaalaman patungkol sa mga pambansang polisiya sa sports, mga pangsuportang serbisyo at iba pang mga aspeto.</i></p>
					<p>(57) A high percentage of people who participate in sport (on a non-organised or organised basis). <i>Mataas na porsyento ng mga tao na lumalahok sa sport (sa hindi organisado o organisadong batayan).</i></p>
					<p>(58) A high number of sports clubs/teams, sufficiently spread around the country. <i>Mataas na bilang ng mga sport clubs/teams, na sapat na palibot sa buong bansa.</i></p>
					<p>(59) A high number of people that participates in sport competition. <i>Mataas na bilang ng mga tao na lumalahok sa mga paligsahan sa sport.</i></p>
					<p>(60) A national policy towards improving the quality of talent development in sport clubs/teams. <i>Isang pambansang polisiya na nagsusulong sa pagpapaunlad ng kalidad ng talent development sa mga sport clubs/teams.</i></p>
					<p>(61) A systematic talent selection process, which aims to identify potential elite athletes from outside a sport's participant base (non sport specific, e.g. through schools) or by talent transfer (through other sports). <i>Isang sistemakong proseso sa pagpili ng talento, na naglalayong makilala ang mga potensyal na elite athletes mula sa labas ng 'sports's participant base' (e.g., sa mga eskwelahan) o sa pamamagitan ng talent transfer (mula sa ibang sports).</i></p>
					<p>(62) Comprehensive planning for talent identification. NSAs have a written policy plan which describes a long term planning for Talent Identification Development (TID) and a step by step how talents in their sport are recognised, identified and selected in order to receive funding. <i>Komprehensibong pagpapalano para sa pagtukoy ng talento. Ang mga NSAs ay mayroon na isang nakalathalang plano ng polisiya na naghahayag ng pangmahabang pagpapalano para sa Talent Identification Development (TID) at mga hakbang kung paano kinikilala ang mga talento sa kanilang sport, na inalam at pinili upang makatanggap ng pondo.</i></p>
					<p>(63) NSAs receive sport scientific support to develop a testing system (tests for the recognition of young talents) and monitoring system with clear criteria for the identification of young talents in each sport. <i>Ang mga NSAs ay nakakatanggap ng siyentipikong suporta para sa sport upang makabuo ng isang testing system (mga test upang kilalanin ang mga batang talento) at monitoring system na mayroong malinaw na pamantayan para sa pagkilala sa mga batang talento sa bawat sport.</i></p>
					<p>(64) NSAs receive information, knowledge and support services on the development of talent identification programmes in their sport. <i>Ang mga NSAs ay nakakatanggap ng impormasyon, kaalaman at support services sa ng pagpapabuti ng mga programa sa talent identification sa kanilang sport.</i></p>

In my experience as a national athlete, I think it has been... Sa aking karanasan bilang isang pambansang atleta, sa tingin ko ay nagkaroon ng...					
Excellent	Above Average	Average	Below Average	Extremely Poor	... in my sport that (there is)... ... sa aking sport na (magkaroon ng)...
					(65) A coordinated long-term and short-term planning for talent development. NSAs have a written policy plan describing step by step how talents in their sport are developed from club level to regional level to national level in order to receive funding. <i>Isang magkakaugnay na pangmahabaan o panandaliang pagpapalano para sa talent development. Ang mga NSAs ay mayroong nakalathalang plano ng polisiya na naglalarawan sa mga hakbang kung paano nililain ang mga talento sa kanilang sport mula sa lokal na antas, sa rehiyonal na antas hanggang sa pambansang antas upang makatanggap ng pondo.</i>
					(66) Young talents receive multidimensional support services at different levels, including training and competition support, medical / paramedical support and lifestyle support. <i>Ang mga batang talento ay nakakatanggap ng multidimensional na suporta na serbisyo sa iba't ibang antas, kabilang ang suporta sa pagsasanay at kumpetisyon, pangmedikal/paramedikong suporta at suporta sa pamumuhay.</i>
					(67) A standardised definition across all sports to define which athletes are eligible for support and perhaps direct funding. <i>Isang pamantayan na kahulugan sa lahat ng sports na tumutukoy kung sinong atleta ang karapat-dapat sa suporta at marahil sa direktang pagpopondo.</i>
					(68) Athletes' monthly income (total gross annual income) in general and income from their sport activities is sufficient. <i>Ang buwanang kita ng mga atleta (kabuuang taunang kita) sa labas at loob ng kanilang sport activity ay sapat.</i>
					(69) Elite sport is a full time primary activity for elite athletes. <i>Ang elite sport ay isang full-time at pangunahing gawain para sa mga elite athletes.</i>
					(70) Athletes can receive financial support that allows them to dedicate themselves sufficiently to their sport (sustain a living whilst preparing for and competing in elite sport). <i>Ang mga atleta ay maaaring makatanggap ng pinansyal na suporta na nagbibigay-daan sa kanila upang sapat na mailaan ang kanilang mga sarili sa kanilang sport (nagpapanatili ng kabuhayan habang naghahanda at nakikipagkumpitensya sa elite sport).</i>
					(71) A coordinated support programme for elite athletes (apart from financial support) including career coaching, legal advice, media training, coaching support (specialist coaches), training and competition support (training facilities, training camps), sports science support (strength & conditioning, nutrition, mental coaching), sports medicine support (medical specialists, physiotherapists, etc). <i>Isang magkakaugnay na programa para sa pagsuporta sa mga elite athletes (bukod sa suportang pinansyal) kabilang ang career coaching, legal na payo, media training, coaching support (specialist coaches), suporta sa pagsasanay at kumpetisyon (training facilities, training camps), sports science support (strength & condition, nutrition, mental coaching), sports medicine support (medical specialists, physiotherapists, atbp.)</i>

In my experience as a national athlete, I think it has been... Sa aking karanasan bilang isang pambansang atleta, sa tingin ko ay nagkaroon ng...					
Excellent	Above Average	Average	Below Average	Extremely Poor	... in my sport that (there is)... ... sa aking sport na (magkaroon ng)...
					(72) PSC and NSAs offer a post career support programme to prepare and assist athletes for life after sports, such as: financial support (in the early stages) after their sports career, study support (for athletes who want to start studying or to finish their studies), job offers, advice and personal assistance (in the early stages) to find a suitable job after their sports career, lifestyle coaching, prepare for job applications, psychological support. <i>Ang PSC at mga NSAs ay nag-aalok ng suportang programa matapos ang career sa sports na naghahanda at tumutulong sa mga atleta pagkatapos ng buhay sa sports, tulad ng: suportang pinansyal (sa mga unang yugto) pagkatapos ng kanilang career sa sports, suporta sa pag-aaral (para sa mga atleta na gustong magsimula mag-aral o tapusin ang kanilang pag-aaral), pag-alok ng trabaho, pagpapayo at personal na tulong (sa mga unang yugto) upang makahanap ng angkop na trabaho pagkatapos ng kanilang career sa sports, lifestyle coaching, paghahanda para sa mga job applications, psychological support.</i>
					(73) The NSA has created specific partnerships (recruitment agency, employment agency, etc.) to guide and help athletes during and after their career. <i>Ang NSA ay lumikha ng mga partikular na pakikipagtulungan (recruitment agency, employment agency, atbp.) upang gabayan at matulungan ang mga atleta pagkatapos ng kanilang career.</i>
					(74) A database in the country of all elite sports facilities (infrastructure) and their characteristics regarding availability and quality. <i>Isang database sa bansa ng lahat ng elite sport facilities (imprastruktura) at ang kanilang mga katangian patungkol sa oras ng paggamit at kalidad.</i>
					(75) Availability of (research) data on the needs of elite athletes and coaches with regard to trainings facilities. <i>May magagamit na data mula sa pananaliksik sa mga pangangailangan ng mga elite athletes at coaches patungkol sa mga training facilities.</i>
					(76) A sufficient number (no lack) of high quality sport facilities either exclusively for, or with prioritised use for elite sports. <i>Sapat na bilang (walang kakulangan) ng mataas na kalidad na sport facilities na maaaring eksklusibo, o di kaya'y pinapauna ang paggamit sa mga elite sports.</i>
					(77) Specific national arrangements so that athletes can get priority access in certain regular sports facilities at any moment of the day. <i>Tiyak na pambansang kasunduan na nagbibigay sa mga atleta ng priority access sa ilang mga karaniwang sports facilities sa anumang sandali ng araw.</i>
					(78) A sufficient number of elite coaches are qualified: they have undertaken governing body training or other refresher training specifically in elite sport; and / or a training course at international level (this will partly be captured by the elite sport climate survey). <i>Sapat na bilang ng mga elite coaches na may kakayanan: Sila ay sumailalim sa training ng kanilang NSA o ibang refresher training na partikular sa elite sport; at / o isang training course sa internasyonal na antas.</i>

In my experience as a national athlete, I think it has been... Sa aking karanasan bilang isang pambansang atleta, sa tingin ko ay nagkaroon ng...					
Excellent	Above Average	Average	Below Average	Extremely Poor	... in my sport that (there is)... ... sa aking sport na (magkaroon ng)...
					(79) Coaches have experience at the elite level in their own career as an athlete. <i>Ang mga coaches ay mayroong karanasan sa elite na antas sa kanilang sariling career bilang isang atleta.</i>
					(80) A national coordinating agency (often within the NSA) responsible for coaches' education in general and elite coach education in particular. This organisation aligns with the different levels of NSA courses and facilitates NSAs in the organisation of coach development and defines coaching profiles. <i>Isang pambansang kabuuang ahensya (karaniwan sa loob ng NSA) na responsable sa edukasyon ng mga coaches para sa lahat at partikular sa edukasyon para sa mga elite coaches. Itong organisasyon na ito ay nakahanay sa iba't ibang antas ng kurso ng NSA at nangangasiwa sa mga NSAs sa pagsasaayos ng coach development at pagtukoy sa mga coaching profiles.</i>
					(81) A well developed coach education system from the lowest level (courses for the recreational trainer / coach) to the highest level (education of elite coaches). <i>Isang mahusay na sistema ng edukasyon ng mga coaches mula sa pinakamababang antas (mga kurso para sa mga recreational trainer / coach) hanggang sa pinakamataas na antas (edukasyon ng mga elite coaches).</i>
					(82) Coaches' general monthly income (total gross annual income) plus income from their sport activities is sufficiently high to provide a good standard of living. <i>Ang pangkalahatang buwanang kita (kabuuang taunang kita) ng mga coach kasama ang kita sa kanilang gawain sa sports ay sobrang sapat upang makapagbigay ng maayos na pamumuhay.</i>
					(83) Elite sport coaching is –or can be- a full time primary activity for the best elite coaches. A coordinated support programme for coaches that allows them to dedicate themselves sufficiently to their sport, and to spend sufficient time with their elite athletes and emerging young talents. <i>Ang elite sport coaching ay isang -o maaaring maging- full time na pangunahing gawain para sa mga pinakamagagaling na elite coaches. Mayroong kaugnay na programa para sa pagsuporta sa mga coaches na nagbibigay-daan sa kanila upang sapat na mailaan ang kanilang mga sarili sa kanilang sport, at makapagbigay na sapat na oras kasama ang kanilang mga elite athlete at umuusbong na mga batang talento.</i>
					(84) Elite coaches receive a post career support programme to prepare and assist for life after sport. <i>Ang mga elite coaches ay nakakatanggap ng post career programa na suporta upang maghanda at matulungan sa buhay pagkatapos ng sport.</i>
					(85) A national coordination and long-term planning of event organisation and funding. <i>Isang pambansang koordinasyon at pangmahabaang pagpapalano ng pag-organisa ng mga event at pagpopondo nito.</i>
					(86) A high number of international events that have been organised in the country over the past five years in a (wide) range of sports for junior and senior athletes. <i>Mataas na bilang ng mga internasyonal na events na ginawa sa bansa sa loob ng nakaraang limang taon sa (malawakang) hanay ng mga sports para sa mga junior at senior athletes.</i>
					(87) Sufficient opportunities for young talents to participate in international competitions, at the right age. <i>Sapat na pagkakataon para sa mga batang talento upang lumahok sa mga internasyonal na kumpetisyon, sa tamang edad.</i>

In my experience as a national athlete, I think it has been... Sa aking karanasan bilang isang pambansang atleta, sa tingin ko ay nagkaroon ng...					
Excellent	Above Average	Average	Below Average	Extremely Poor	... in my sport that (there is)... ... sa aking sport na (magkaroon ng)...
					(88) Sufficient opportunities for elite athletes to participate in international competitions. <i>Sapat na pagkakataon para sa mga elite athletes upang lumahok sa mga internasyonal na kumpetisyon.</i>
					(89) Young talents, athletes and coaches can receive reimbursement of their costs for participating in international competitions. <i>Ang mga batang talento, atleta at mga coaches ay maaaring makatanggap ng reimbursement ng kanilang mga gastos para sa paglahok sa mga internasyonal na kumpetisyon.</i>
					(90) The national competition structure in each sport provides a competitive environment at an international top level at each age. <i>Ang pambansang istruktura ng kumpetisyon sa bawat sport ay nagbibigay ng isang kompetitibong kapaligiran sa pinakamataas na antas-internasyonal sa bawat edad.</i>
					(91) A national research centre that conducts applied elite sport research and coordinates research activities on elite sport nationally. <i>Isang pambansang research center na nagsasagawa ng mga praktikal na pananaliksik sa elite sport at isinasaayos ang mga gawaing pananaliksik sa elite sport sa buong bansa.</i>
					(92) Scientific support is provided in strong cooperation with universities and (sport) research centres. <i>Siyentipikong pagsuporta ay ibinibigay sa pamamagitan ng matibay na kooperasyon sa mga unibersidad at (sport) research centers.</i>
					(93) Coaches make use of sport scientific information on elite sport, with regard to their sport. <i>Ang mga coaches ay gumagamit ang mga sport scientific information sa elite sport, patungkol sa kanilang sport.</i>
					(94) Different areas of elite athlete development are supported by applied scientific research and innovation projects: talent identification, talent development, elite athletes (including their equipment, facilities etc), sport policies and coaches. <i>Iba't ibang aspeto ng elite athlete development ay sinusupportahan ng praktikal na pananaliksik at mga proyektong inobatibo: pagkilala sa mga talento, paghuhusay ng mga talento, elite athletes (kasama ang kanilang mga kagamitan, pasilidad, atbp.), polisya sa sport at mga coaches.</i>

Appendix B. The nine SPLISS framework pillars and the list of selected CSFs (1/3)

Pillar 1. Financial input

- 1.1 Sufficient national level financial support for elite sport.
- 1.2 Sufficient financial support from national lotteries/central government (i.e., PSC, PCSO) and the POC for specific elite sport (disciplines) through NSAs.

Pillar 2. Integrated approach to policy development

- 2.1 Strong coordination of all agencies (e.g., POC, PSC, NSAs) involved in elite sport, with clear task descriptions and no overlap of different tasks.
- 2.2 Long-term policy plans developed (at least on a 4-8 year period) specifically for elite sport and are communicated in public, regularly evaluated and supported with financial resourcing.
- 2.3 A series of programs and organizational requirements implemented by the PSC on the NSAs/clubs/sports regarding the development of elite sport.
- 2.4 Athletes and coaches are represented within National Sport Associations (NSAs).
- 2.5 The board of NSAs is composed of professionals who make decisions on elite sport.
- 2.6 Athletes and coaches are represented in the decision making process of the NSA.
- 2.7 Athletes and coaches are well informed about national sport policies, support services and other aspects.

Pillar 3. Foundation and participation

- 3.1 A high percentage of people who participate in sport (on a non-organised or organised basis).
- 3.2 A high number of sports clubs/teams, sufficiently spread around the country.
- 3.3 A high number of people that participates in sport competition.

Pillar 4. Talent identification and development system

- 4.1 A national policy towards improving the quality of talent development in sport clubs/teams.
- 4.2 A systematic talent selection process, which aims to identify potential elite athletes from outside a sport's participant base (non sport specific, e.g. through schools) or by talent transfer (through other sports).
- 4.3 Comprehensive planning for talent identification. NSAs have a written policy plan which describes a long term planning for Talent Identification Development (TID) and a step by step how talents in their sport are recognised, identified and selected in order to receive funding.
- 4.4 NSAs receive sport scientific support to develop a testing system (tests for the recognition of young talents) and monitoring system with clear criteria for the identification of young talents in each sport.
- 4.5 NSAs receive information, knowledge and support services on the development of talent identification programmes in their sport.
- 4.6 A coordinated long-term and short-term planning for talent development. NSAs have a written policy plan describing step by step how talents in their sport are developed from club level to regional level to national level in order to receive funding.

Appendix B. The nine SPLISS framework pillars and the list of selected CSFs (2/3)

4.7 Young talents receive multidimensional support services at different levels, including training and competition support, medical / paramedical support and lifestyle support.

Pillar 5. Athletic and post-career support

5.1 A standardised definition across all sports to define which athletes are eligible for support and perhaps direct funding.

5.2 Athletes' monthly income (total gross annual income) in general and income from their sport activities is sufficient.

5.3 Elite sport is a full time primary activity for elite athletes.

5.4 Athletes can receive financial support that allows them to dedicate themselves sufficiently to their sport (sustain a living whilst preparing for and competing in elite sport).

5.5 A coordinated support programme for elite athletes (apart from financial support) including career coaching, legal advice, media training, coaching support (specialist coaches), training and competition support (training facilities, training camps), sports science support (strength & conditioning, nutrition, mental coaching), sports medicine support (medical specialists, physiotherapists, etc).

5.6 PSC and NSAs offer a post career support programme to prepare and assist athletes for life after sports, such as: financial support (in the early stages) after their sports career, study support (for athletes who want to start studying or to finish their studies), job offers, advice and personal assistance (in the early stages) to find a suitable job after their sports career, lifestyle coaching, prepare for job applications, psychological support.

5.7 The NSA has created specific partnerships (recruitment agency, employment agency, ...) to guide and help athletes during and after their career.

Pillar 6. Training facilities

6.1 A database in the country of all elite sports facilities (infrastructure) and their characteristics regarding availability and quality.

6.2 Availability of (research) data on the needs of elite athletes and coaches with regard to trainings facilities.

6.3 A sufficient number (no lack) of high quality sport facilities either exclusively for, or with prioritised use for elite sports.

6.4 Specific national arrangements so that athletes can get priority access in certain regular sports facilities at any moment of the day.

Pillar 7. Coaching provision and coach development

7.1 A sufficient number of elite coaches are qualified: they have undertaken governing body training or other refresher training specifically in elite sport; and / or a training course at international level (this will partly be captured by the elite sport climate survey).

7.2 Coaches have experience at the elite level in their own career as an athlete.

7.3 A national coordinating agency (often within the NSA) responsible for coaches' education in general and elite coach education in particular. This organisation aligns with the different levels of NSA courses and facilitates NSAs in the organisation of coach development and defines coaching profiles.

Appendix B. The nine SPLISS framework pillars and the list of selected CSFs (3/3)

7.4 A well developed coach education system from the lowest level (courses for the recreational trainer / coach) to the highest level (education of elite coaches).

7.5 Coaches' general monthly income (total gross annual income) plus income from their sport activities is sufficiently high to provide a good standard of living.

7.6 Elite sport coaching is –or can be- a full time primary activity for the best elite coaches. A coordinated support programme for coaches that allows them to dedicate themselves sufficiently to their sport, and to spend sufficient time with their elite athletes and emerging young talents.

7.7 Elite coaches receive a post career support programme to prepare and assist for life after sport.

Pillar 8. (Inter)national competitions

8.1 A national coordination and long-term planning of event organisation and funding.

8.2 A high number of international events that have been organised in the country over the past five years in a (wide) range of sports for junior and senior athletes.

8.3 Sufficient opportunities for young talents to participate in international competitions, at the right age.

8.4 Sufficient opportunities for elite athletes to participate in international competitions.

8.5 Young talents, athletes and coaches can receive reimbursement of their costs for participating in international competitions.

8.6 The national competition structure in each sport provides a competitive environment at an international top level at each age.

Pillar 9. Scientific research

9.1 A national research centre that conducts applied elite sport research and coordinates research activities on elite sport nationally.

9.2 Scientific support is provided in strong cooperation with universities and (sport) research centres.

9.3 Coaches make use of sport scientific information on elite sport, with regard to their sport.

9.4 Different areas of elite athlete development are supported by applied scientific research and innovation projects: talent identification, talent development, elite athletes (including their equipment, facilities etc), sport policies and coaches.

Appendix C. Summary of missing variables in the data set

	Missing		Valid N
	N	Percent	
Part 1 of survey questionnaire (Items 1-47)			
CSF8.1 (38)	3	3,6%	80
CSF8.4 (41)	2	2,4%	81
CSF4.5 (17)	2	2,4%	81
CSF2.4 (6)	2	2,4%	81
CSF2.1 (3)	2	2,4%	81
CSF9.3 (46)	1	1,2%	82
CSF8.5 (42)	1	1,2%	82
CSF8.3 (40)	1	1,2%	82
CSF6.4 (30)	1	1,2%	82
CSF6.2 (28)	1	1,2%	82
CSF6.1 (27)	1	1,2%	82
CSF5.2 (21)	1	1,2%	82
CSF5.1 (20)	1	1,2%	82
CSF4.7 (19)	1	1,2%	82
CSF4.6 (18)	1	1,2%	82
CSF4.4 (16)	1	1,2%	82
CSF4.3 (15)	1	1,2%	82
CSF4.2 (14)	1	1,2%	82
CSF3.3 (12)	1	1,2%	82
CSF3.2 (11)	1	1,2%	82
CSF2.3 (5)	1	1,2%	82
CSF2.2 (4)	1	1,2%	82
Part 2 of survey questionnaire (Items 48-94)			
CSF8_4 (88)	5	6,0%	78
CSF5_3 (69)	4	4,8%	79
CSF8_5 (89)	3	3,6%	80
CSF2_4 (53)	3	3,6%	80
CSF7_2 (79)	2	2,4%	81
CSF2_1 (50)	2	2,4%	81
CSF9_1 (91)	1	1,2%	82
CSF8_1 (85)	1	1,2%	82
CSF6_2 (75)	1	1,2%	82
CSF5_4 (70)	1	1,2%	82
CSF3_3 (59)	1	1,2%	82
CSF1_1 (48)	1	1,2%	82

Appendix D. Data on the general assessment of Filipino athletes on selected CSFs

(1/2)

	Strongly disagree		Disagree		Neither agree nor disagree		Agree		Strongly agree	
	n	%	n	%	n	%	n	%	n	%
CSF1.1	1	1,2%	12	14,5%	7	8,4%	18	21,7%	45	54,2%
CSF1.2	2	2,4%	16	19,3%	5	6,0%	22	26,5%	38	45,8%
Pillar.1	1	1,2%	12	14,5%	8	9,6%	16	19,3%	46	55,4%
CSF2.1	0	0,0%	8	9,9%	10	12,3%	24	29,6%	39	48,1%
CSF2.2	0	0,0%	7	8,5%	6	7,3%	34	41,5%	35	42,7%
CSF2.3	1	1,2%	5	6,1%	9	11,0%	28	34,1%	39	47,6%
CSF2.4	0	0,0%	3	3,7%	4	4,9%	38	46,9%	36	44,4%
CSF2.5	1	1,2%	2	2,4%	13	15,7%	30	36,1%	37	44,6%
CSF2.6	0	0,0%	4	4,8%	10	12,0%	38	45,8%	31	37,3%
CSF2.7	0	0,0%	1	1,2%	7	8,4%	33	39,8%	42	50,6%
Pillar.2	0	0,0%	1	1,2%	9	10,8%	37	44,6%	36	43,4%
CSF3.1	1	1,2%	4	4,8%	17	20,5%	30	36,1%	31	37,3%
CSF3.2	2	2,4%	3	3,7%	13	15,9%	28	34,1%	36	43,9%
CSF3.3	2	2,4%	2	2,4%	12	14,6%	33	40,2%	33	40,2%
Pillar.3	2	2,4%	3	3,6%	13	15,7%	33	39,8%	32	38,6%
CSF4.1	2	2,4%	1	1,2%	9	10,8%	28	33,7%	43	51,8%
CSF4.2	0	0,0%	2	2,4%	8	9,8%	29	35,4%	43	52,4%
CSF4.3	0	0,0%	4	4,9%	11	13,4%	28	34,1%	39	47,6%
CSF4.4	2	2,4%	5	6,1%	8	9,8%	27	32,9%	40	48,8%
CSF4.5	0	0,0%	3	3,7%	11	13,6%	34	42,0%	33	40,7%
CSF4.6	0	0,0%	4	4,9%	13	15,9%	23	28,0%	42	51,2%
CSF4.7	1	1,2%	4	4,9%	10	12,2%	22	26,8%	45	54,9%
Pillar.4	0	0,0%	1	1,2%	11	13,4%	28	34,1%	42	51,2%
CSF5.1	1	1,2%	6	7,3%	9	11,0%	25	30,5%	41	50,0%
CSF5.2	1	1,2%	15	18,3%	6	7,3%	23	28,0%	37	45,1%
CSF5.3	0	0,0%	7	8,4%	11	13,3%	35	42,2%	30	36,1%
CSF5.4	0	0,0%	6	7,2%	9	10,8%	27	32,5%	41	49,4%
CSF5.5	1	1,2%	4	4,8%	9	10,8%	25	30,1%	44	53,0%
CSF5.6	1	1,2%	8	9,6%	8	9,6%	22	26,5%	44	53,0%
CSF5.7	0	0,0%	6	7,2%	11	13,3%	28	33,7%	38	45,8%
Pillar.5	0	0,0%	4	4,8%	9	10,8%	30	36,1%	40	48,2%
CSF6.1	0	0,0%	4	4,9%	11	13,4%	22	26,8%	45	54,9%
CSF6.2	1	1,2%	5	6,1%	7	8,5%	26	31,7%	43	52,4%
CSF6.3	0	0,0%	4	4,8%	14	16,9%	31	37,3%	34	41,0%
CSF6.4	1	1,2%	6	7,3%	7	8,5%	35	42,7%	33	40,2%
Pillar.6	0	0,0%	2	2,4%	8	9,6%	30	36,1%	43	51,8%

Appendix D. Data on the general assessment of Filipino athletes on selected CSFs (2/2)

	Strongly disagree		Disagree		Neither agree nor disagree		Agree		Strongly agree	
	n	%	n	%	n	%	n	%	n	%
CSF7.1	0	0,0%	0	0,0%	19	22,9%	23	27,7%	41	49,4%
CSF7.2	0	0,0%	2	2,4%	9	10,8%	32	38,6%	40	48,2%
CSF7.3	0	0,0%	2	2,4%	15	18,1%	31	37,3%	35	42,2%
CSF7.4	0	0,0%	0	0,0%	9	10,8%	33	39,8%	41	49,4%
CSF7.5	0	0,0%	2	2,4%	10	12,0%	28	33,7%	43	51,8%
CSF7.6	0	0,0%	2	2,4%	10	12,0%	29	34,9%	42	50,6%
CSF7.7	0	0,0%	3	3,6%	15	18,1%	27	32,5%	38	45,8%
Pillar.7	0	0,0%	0	0,0%	10	12,0%	36	43,4%	37	44,6%
CSF8.1	0	0,0%	4	5,0%	11	13,8%	27	33,8%	38	47,5%
CSF8.2	1	1,2%	7	8,4%	12	14,5%	27	32,5%	36	43,4%
CSF8.3	0	0,0%	4	4,9%	8	9,8%	29	35,4%	41	50,0%
CSF8.4	1	1,2%	3	3,7%	8	9,9%	25	30,9%	44	54,3%
CSF8.5	0	0,0%	6	7,3%	9	11,0%	29	35,4%	38	46,3%
CSF8.6	2	2,4%	1	1,2%	12	14,5%	29	34,9%	39	47,0%
Pillar.8	0	0,0%	3	3,6%	8	9,6%	32	38,6%	40	48,2%
CSF9.1	0	0,0%	4	4,8%	9	10,8%	32	38,6%	38	45,8%
CSF9.2	0	0,0%	2	2,4%	12	14,5%	29	34,9%	40	48,2%
CSF9.3	0	0,0%	4	4,9%	11	13,4%	26	31,7%	41	50,0%
CSF9.4	0	0,0%	5	6,0%	11	13,3%	23	27,7%	44	53,0%
Pillar.9	0	0,0%	1	1,2%	10	12,0%	32	38,6%	40	48,2%

Appendix E. Data on the evaluation of Filipino athletes on selected CSFs (1/2)

	Extremely poor		Below average		Average		Above average		Excellent	
	n	%	n	%	n	%	n	%	N	%
CSF1_1	26	31,7%	6	7,3%	21	25,6%	9	11,0%	20	24,4%
CSF1_2	27	32,5%	6	7,2%	21	25,3%	14	16,9%	15	18,1%
Pillar_1	26	31,3%	5	6,0%	17	20,5%	16	19,3%	19	22,9%
CSF2_1	19	23,5%	15	18,5%	22	27,2%	14	17,3%	11	13,6%
CSF2_2	20	24,1%	9	10,8%	23	27,7%	18	21,7%	13	15,7%
CSF2_3	15	18,1%	19	22,9%	17	20,5%	16	19,3%	16	19,3%
CSF2_4	10	12,5%	8	10,0%	26	32,5%	20	25,0%	16	20,0%
CSF2_5	10	12,0%	10	12,0%	24	28,9%	20	24,1%	19	22,9%
CSF2_6	13	15,7%	14	16,9%	16	19,3%	27	32,5%	13	15,7%
CSF2_7	11	13,3%	12	14,5%	19	22,9%	19	22,9%	22	26,5%
Pillar_2	11	13,3%	13	15,7%	26	31,3%	18	21,7%	15	18,1%
CSF3_1	10	12,0%	14	16,9%	29	34,9%	18	21,7%	12	14,5%
CSF3_2	21	25,3%	12	14,5%	19	22,9%	16	19,3%	15	18,1%
CSF3_3	16	19,5%	9	11,0%	20	24,4%	25	30,5%	12	14,6%
Pillar_3	16	19,3%	13	15,7%	21	25,3%	21	25,3%	12	14,5%
CSF4_1	17	20,5%	11	13,3%	17	20,5%	20	24,1%	18	21,7%
CSF4_2	11	13,3%	12	14,5%	24	28,9%	19	22,9%	17	20,5%
CSF4_3	11	13,3%	14	16,9%	19	22,9%	27	32,5%	12	14,5%
CSF4_4	15	18,1%	17	20,5%	15	18,1%	23	27,7%	13	15,7%
CSF4_5	14	16,9%	14	16,9%	21	25,3%	22	26,5%	12	14,5%
CSF4_6	13	15,7%	15	18,1%	24	28,9%	19	22,9%	12	14,5%
CSF4_7	20	24,1%	11	13,3%	21	25,3%	18	21,7%	13	15,7%
Pillar_4	11	13,3%	18	21,7%	20	24,1%	22	26,5%	12	14,5%
CSF5_1	16	19,3%	14	16,9%	22	26,5%	20	24,1%	11	13,3%
CSF5_2	26	31,3%	9	10,8%	23	27,7%	12	14,5%	13	15,7%
CSF5_3	12	15,2%	13	16,5%	17	21,5%	21	26,6%	16	20,3%
CSF5_4	21	25,6%	12	14,6%	15	18,3%	16	19,5%	18	22,0%
CSF5_5	16	19,3%	17	20,5%	18	21,7%	17	20,5%	15	18,1%
CSF5_6	21	25,3%	12	14,5%	19	22,9%	17	20,5%	14	16,9%
CSF5_7	26	31,3%	7	8,4%	22	26,5%	16	19,3%	12	14,5%
Pillar_5	19	22,9%	13	15,7%	19	22,9%	20	24,1%	12	14,5%
CSF6_1	22	26,5%	10	12,0%	22	26,5%	16	19,3%	13	15,7%
CSF6_2	21	25,6%	12	14,6%	18	22,0%	14	17,1%	17	20,7%
CSF6_3	24	28,9%	9	10,8%	21	25,3%	16	19,3%	13	15,7%
CSF6_4	20	24,1%	13	15,7%	20	24,1%	18	21,7%	12	14,5%
Pillar_6	19	22,9%	11	13,3%	21	25,3%	19	22,9%	13	15,7%

Appendix E. Data on the evaluation of Filipino athletes on selected CSFs (2/2)

	Extremely poor		Below average		Average		Above average		Excellent	
	n	%	n	%	n	%	n	%	n	%
CSF7_1	14	16,9%	12	14,5%	27	32,5%	13	15,7%	17	20,5%
CSF7_2	9	11,1%	8	9,9%	20	24,7%	23	28,4%	21	25,9%
CSF7_3	14	16,9%	12	14,5%	25	30,1%	20	24,1%	12	14,5%
CSF7_4	14	16,9%	10	12,0%	24	28,9%	20	24,1%	15	18,1%
CSF7_5	26	31,3%	8	9,6%	18	21,7%	16	19,3%	15	18,1%
CSF7_6	17	20,5%	13	15,7%	18	21,7%	17	20,5%	18	21,7%
CSF7_7	24	28,9%	11	13,3%	19	22,9%	17	20,5%	12	14,5%
Pillar_7	13	15,7%	14	16,9%	25	30,1%	18	21,7%	13	15,7%
CSF8_1	20	24,4%	11	13,4%	22	26,8%	14	17,1%	15	18,3%
CSF8_2	27	32,5%	9	10,8%	16	19,3%	21	25,3%	10	12,0%
CSF8_3	17	20,5%	16	19,3%	18	21,7%	19	22,9%	13	15,7%
CSF8_4	15	19,2%	19	24,4%	16	20,5%	15	19,2%	13	16,7%
CSF8_5	24	30,0%	6	7,5%	17	21,3%	17	21,3%	16	20,0%
CSF8_6	16	19,3%	16	19,3%	20	24,1%	16	19,3%	15	18,1%
Pillar_8	16	19,3%	18	21,7%	17	20,5%	18	21,7%	14	16,9%
CSF9_1	17	20,7%	17	20,7%	18	22,0%	19	23,2%	11	13,4%
CSF9_2	20	24,1%	10	12,0%	26	31,3%	15	18,1%	12	14,5%
CSF9_3	10	12,0%	17	20,5%	25	30,1%	18	21,7%	13	15,7%
CSF9_4	14	16,9%	12	14,5%	25	30,1%	18	21,7%	14	16,9%
Pillar_9	13	15,7%	14	16,9%	25	30,1%	19	22,9%	12	14,5%