KONTAGORA INTERNATIONAL JOURNAL OF EDUCATIONAL RESEARCH (KIJER)
AND
THE SOCIETY FOR EDUCATORS, UNITED KINGDOM

A Joint Publication of the Kontagora International Journal of Educational Research (KIJER) and The Society for Educators

Vol. [3] No. [3] ([2026]) | ISSN: [3027-0618] | DOI: [https://doi.org/10.5281/zenodo.23891071]

SPECIAL CONFERENCE PUBLICATION | SOCIETY FOR EDUCATORS

THE PLACE OF POLICY CONSIDERATION INDICATORS IN EFFECTIVE SPORT CRISIS MANAGEMENT WITHIN NIGERIAN SPORT ORGANISATIONS

FATOBA, MERCY TITILAYO

Department of Human Kinetics, Sport Science and Health Education, Adeyemi Federal University of Education, Ondo, Ondo State, Nigeria

*Corresponding email: fatobamercy@yahoo.com

Received: [25 April 2026] | Accepted: [26 May 2026] | Published: [15 September 2026]

Abstract

This review paper explores the pivotal role of policy consideration indicators in enhancing effective sport crisis management within Nigerian sport organisations. Drawing on recent scholarly literature, it analyses how key indicators, including leadership commitment, risk assessment protocols, stakeholder communication, crisis response planning, legal considerations, staff training, and public health guidelines, shape organisational preparedness, responsiveness, and recovery from crises such as financial instability, reputational damage, athlete safety issues, and health emergencies. Grounded in contingency theory and systems theory, the review synthesises evidence that well-integrated policy frameworks can reduce response times, strengthen stakeholder trust, improve coordination, and accelerate recovery. Nevertheless, significant implementation gaps persist in resource-constrained Nigerian sport organisations. The paper concludes that policy consideration indicators are not merely supportive tools but foundational drivers of institutional resilience. It offers targeted recommendations for policymakers, sports administrators, and researchers to bridge the theory–practice divide through enhanced training, adaptive planning, and inclusive stakeholder engagement, thereby promoting more sustainable sports governance in Nigeria.

Keywords: sports crisis management, policy consideration indicators, risk assessment, stakeholder communication, crisis response planning

1. Introduction

Sports organisations in Nigeria operate in an increasingly complex environment in which governance disputes, financial and administrative challenges, violence, safety concerns, and other institutional disruptions can threaten organisational continuity and stakeholder confidence. Evidence from Nigerian sport literature indicates that both violent and non-violent crises can interfere with the effective operation and development of sport organisations, thereby underscoring the need for proactive rather than purely reactive crisis-management strategies (Oyewusi, 2011; Usman et al., 2022). These challenges are particularly relevant to policy consideration indicators because the effectiveness of crisis management depends on whether sport organisations have clear governance structures, appropriate dispute-resolution mechanisms, adequate risk-preparedness procedures, effective communication systems, and mechanisms for monitoring and evaluating policy implementation.

Sport organisations operate in highly dynamic and unpredictable environments where crises are inevitable. These crises, ranging from governance conflicts and financial instability to athlete-related issues and reputational threats, can significantly disrupt organisational operations and undermine public trust. In Nigeria, the frequency of such crises within sport institutions highlights the urgent need for structured and proactive crisis management systems. Central to this process is the use of policy indicators: structured guidelines, evaluation metrics, and institutional signals that guide strategic decision-making before, during, and after crises. Policy indicators serve as measurable frameworks that assess preparedness, accountability, and responsiveness within sports institutions (Ejeh et al., 2018).

Policy consideration indicators refer specifically to the subset of policy indicators considered relevant to sport crisis management. Policy consideration indicators are measurable or observable factors derived from organisational policies and frameworks. They include clarity of guidelines, frequency of policy evaluation, stakeholder engagement, risk assessment protocols, training and capacity development, legal compliance, resource allocation, and public health integration. These indicators serve as critical levers that translate policy intentions into practical crisis management capabilities. Integrating these indicators into sport management practice enhances proactive planning, ensures transparency, and fosters institutional resilience. The relevance of these indicators is consistent with Nigeria's National Sports Industry Policy, which identifies good governance, effective regulation and administration, sport-specific dispute-resolution mechanisms, infrastructure development, stakeholder engagement, and policy implementation as important elements of sports-sector development (Federal Ministry of Information and National Orientation, 2022).

Accordingly, policy consideration indicators provide a link between policy formulation and practical crisis management by helping sport organisations assess their preparedness before crises, coordinate responses during crises, and evaluate and learn from crises afterwards. This review therefore examines the place of these indicators in strengthening effective crisis management within Nigerian sport organisations.

2. Literature Review

2.1. Theoretical Framework

This review is grounded in two complementary theoretical perspectives: contingency theory and systems theory.

Contingency theory posits that organisational effectiveness depends on the alignment between internal structures and external environmental demands (Donaldson, 2001). In the context of sport crisis management, this implies that no single policy framework is universally optimal; rather, the design and activation of policy indicators must be contingent on the nature, scale, and context of the crisis. Nigerian sport organisations, operating under conditions of resource scarcity, political interference, and infrastructural deficits, require adaptive policy indicators that can flex according to specific threats such as funding shortfalls, stadium safety failures, or governance disputes.

Systems theory views organisations as open systems composed of interdependent subsystems that interact with their external environment (Katz & Kahn, 1978). Crises disrupt system equilibrium; effective management therefore requires coordinated responses across leadership, communication, resource, and evaluation subsystems. Policy consideration indicators function as the regulatory mechanisms that maintain system stability by enabling feedback loops, early warning signals, and adaptive learning. When these indicators are weakly developed or poorly integrated—as is common in many Nigerian public sport institutions—the entire system becomes vulnerable to cascading failures.

Together, these theories underscore that policy indicators are not static administrative tools but dynamic, context-sensitive instruments essential for organisational resilience.

2.2. Crisis and Crisis Management in Sports

Crisis in a sport context refers to sudden, disruptive events that threaten an organisation's operational continuity, reputation, and stakeholder confidence (Ali & Hamid, 2014; Coombs, 2021). These may include violent crises such as fan riots, stadium disasters, and terrorism, or non-violent crises such as athlete strikes, corruption, poor officiating, and leadership conflicts (Wenn, 2013; Main, 2015). In Nigerian sport, administrative negligence and politicisation of leadership often amplify these crises (Oyewusi, 2011).

According to Fink (2016), crises frequently emerge from overlooked issues that escalate due to poor governance, non-compliance, or failure to resolve disputes promptly. When unaddressed, they evolve into major disruptions capable of tarnishing an organisation's public image and relationships with sponsors and fans. Crisis management is therefore understood as a systematic process involving anticipation, preparation, response, and recovery (Coombs, 2021). Effective

crisis management requires pre-planned strategies, rapid response mechanisms, and coordinated communication systems to safeguard organisational integrity and continuity.

Crisis management, therefore, involves anticipating, mitigating, and responding to these disruptions through structured planning and coordinated leadership (Nwosu, 2011). As Reid (2012) notes, it encompasses three phases: pre-crisis planning, active crisis response, and post-crisis recovery and learning. Organisations that institutionalise these processes exhibit faster recovery, reduced reputational damage, and improved performance outcomes (Matiza, 2020; Wut et al., 2021). Conversely, the absence of such frameworks leads to reactive management approaches, which often exacerbate crises.

2.3. Policy Consideration Indicators in Sport Crisis Management

Policy consideration indicators are measurable organisational variables embedded within policy frameworks that guide crisis preparedness and response. They transform abstract policy commitments into measurable actions and serve as systematic benchmarks for prevention, readiness, and resilience. In Nigerian sport organisations, these indicators include leadership integrity, communication systems, risk assessment protocols, resource preparedness, training frequency, stakeholder engagement, and policy evaluation cycles (Chen, 2018).

These indicators are essential because they:

- Provide structured guidance for decision-making during crises
- Enhance organisational accountability and transparency
- Facilitate proactive risk identification and mitigation
- Support continuous improvement through evaluation and feedback

Existing crisis-management research indicates that organisational preparedness, including written crisis plans, designated response teams, and established communication procedures, may contribute to more timely and coordinated crisis responses and help reduce crisis impacts (Fuller & La Sala, 2021).

A robust policy framework featuring these indicators enhances strategic decision-making, clarifies accountability, and facilitates monitoring and evaluation. The National Sports Industry Policy (NSIP), approved by the Federal Executive Council in 2022, provides a broader policy framework for Nigerian sport development, with major thrust areas covering federations and athletes' development, education, health, capacity development and training, inclusivity and social development, facilities and infrastructure, economic development, the legislative environment, international relations, and funding, finance and investment. The policy also provides for the operationalisation and enforcement of the Sports Code of Governance (Federal Ministry of Information and National Orientation, 2022).

2.4. Policy Indicators Relevant to Nigerian Sport Organisations Governance and Leadership Indicators

Good governance promotes accountability, inclusiveness, transparency, and participatory decision-making in sport organizations. Nigerian sport organisations often face leadership disputes due to weak succession systems and political interference (Usman et al., 2022). In Nigeria, governance challenges within national sport federations have included disputes concerning leadership authority, compliance with established rules, and administrative accountability (Federal Ministry of Information and National Orientation, 2019). The National Sports Federations Guidelines further provide for defined board composition, eligibility requirements, electoral committees, democratic election procedures, petition and appeals mechanisms, and representation of athletes and other stakeholder groups (Federal Ministry of Information and National Orientation, 2021). Accordingly, governance indicators such as clearly defined terms of office, transparent elections, governance and ethics codes, stakeholder representation, documented decision-making procedures, and accountability mechanisms can help reduce management disputes and strengthen stakeholder confidence.

Risk Assessment and Preparedness Protocols

Risk assessment is a foundational indicator that allows organisations to identify potential threats before they escalate. Proactive risk evaluation enhances preparedness and informs strategic responses (Coombs, 2021). In Nigerian sport organisations, inadequate risk assessment has been linked to repeated crises and poor response outcomes. Effective crisis prevention begins with continuous risk identification and evaluation. Organisations that integrate risk registers, vulnerability assessments, and periodic simulations significantly reduce crisis response time (Grix et al., 2021). Proactive risk mapping, for instance, can help anticipate crowd management failures or financing shortfalls during major

tournaments. Regular, systematic risk assessment is foundational. Organisations that conduct vulnerability assessments and scenario planning respond faster and recover better (Coombs, 2021).

Communication and Stakeholder Engagement Systems

Poor communication can exacerbate organisational crises by increasing uncertainty, weakening stakeholder confidence, and complicating coordinated responses (Wachsmuth et al., 2020; Grix et al., 2021). In the sport context, Manoli and Anagnostou (2023) demonstrated the importance of operational crisis communication through their analysis of FIFA's communication during the COVID-19 pandemic, showing how crisis communication can be used to manage organisational perceptions and reputation. Engaging stakeholders, including athletes, coaches, sponsors, and the public, in policy development ensures inclusivity and relevance. It fosters ownership, improves communication, and enhances cooperation during crises ~~(Brown, 2021)~~.

Transparent and timely communication is critical to mitigating misinformation during crises (Coombs, 2021). Nigerian sport bodies often struggle with inconsistent messaging, particularly on social media. Effective crisis communication is critical for managing perceptions and preventing misinformation. Transparent and timely communication strengthens stakeholder trust and supports coordinated responses (Wachsmuth et al., 2020).

Resource and Infrastructure Readiness

Financial stability, facility maintenance, and human resource capacity underpin crisis resilience. Inadequate funding or misallocation of resources weakens institutional capabilities (Mansouri et al., 2020). Effective policy indicators here include emergency funds, logistics plans, and partnerships with safety agencies such as NEMA.

Training and Capacity Development Indicators

Regular crisis management training sharpens leadership efficiency and organisational coherence (Coombs, 2021). Scenario-based exercises and simulations enable sport administrators to make faster, more informed decisions under stress. In Nigeria, collaborations with the National Institute for Sports (NIS) can strengthen administrator preparedness. Training equips sports managers with essential skills such as decision-making, leadership, and communication. Scenario-based simulations enhance preparedness and confidence in handling crises.

Monitoring, Evaluation, and Policy Review Indicators

Frequent policy evaluation provides an important basis for assessing whether sport policies remain relevant, effective, and appropriately adapted to changing circumstances (Chen, 2018). Evaluation enables policymakers and sport organisations to examine the effectiveness of existing measures and make informed adjustments to policy implementation. Feedback from past incidents shapes organisational learning and continuous improvement. Clear and well-articulated policies provide a structured framework for decision-making during crises, enabling sports managers to respond swiftly, reduce ambiguity, and maintain consistency in actions. Clarity also enhances communication with stakeholders, thereby sustaining trust. Regular policy evaluation ensures that crisis management strategies remain relevant and effective. Continuous assessment can help identify weaknesses in existing policy measures and provide evidence for subsequent policy refinement and adaptation (Chen, 2018).

Health and Safety Guidelines

Adherence to public health standards, especially after the COVID-19 pandemic, remains vital. Compliance with WHO and NCDC guidelines demonstrates institutional accountability and safeguards athlete welfare (Wachsmuth et al., 2020).

2.5. The Place of Policy Indicators in Effective Crisis Management

Policy indicators play a central and multidimensional role in crisis management within Nigerian sport organisations.

a. Proactive Risk Prevention

Policy indicators transform organisations from reactive to proactive systems. Early-warning tools and compliance scorecards enable early identification of tensions such as labour disputes or funding lapses before they escalate (Ejeh et al., 2018). Institutions with structured risk policies exhibit higher detection capacities and faster containment.

b. Structured Response Mechanisms

Crisis plans embedded with policy indicators define roles, reporting chains, and communication hierarchies. During crises, such as a stadium accident or corruption scandal, predetermined protocols facilitate efficient coordination and response accountability (Ratten & Miragaia, 2021).

c. Accountability and Post-Crisis Learning

For policy indicators to have practical value in sport crisis management, they should be translated into measurable organisational outcomes. Performance indicators like response timeliness, stakeholder satisfaction, and budget control provide measurable insights into crisis management efficiency. Response timeliness can be assessed by measuring the elapsed time between the notification or identification of a crisis and the activation of the organisation's designated response mechanism. Stakeholder satisfaction can be measured through structured post-crisis or post-emergency-exercise questionnaires administered to relevant stakeholders, including athletes, coaches, officials, employees, spectators, sponsors, and other affected groups. Budget control can be assessed by comparing approved crisis-preparedness or response expenditure with actual expenditure and calculating the resulting budget variance (Sport England, 2025). Continuous evaluation transforms past experiences into institutional memory, improving resilience for future events (Grix et al., 2021).

d. Protection of Institutional Reputation

Policy-guided transparency and communication frameworks protect credibility, especially in highly publicised crises. Releasing timely, factual statements and engaging stakeholders enhances reputation management and sponsor confidence (Usman et al., 2022).

e. Alignment with Developmental Goals

Policy indicators link crisis management to broader sports development strategies by ensuring organisational stability, compliance, and financial accountability, which are key enablers of sports growth (Lawal, 2014).

2.6. Challenges of Implementing Policy Indicators in Nigeria

Despite the apparent benefits, Nigerian sport institutions face persistent implementation challenges. These include the absence of comprehensive crisis management plans, weak governance structures and political interference, limited funding and resource constraints, poor communication systems, and inadequate training and capacity development. The following areas further exacerbate the implementation of policy indicators:

- **Policy–Practice Gap:** Policies exist at the federal level but are poorly translated into operational frameworks at federation and club levels (Usman et al., 2022). This gap is particularly pronounced because many federations lack dedicated compliance units or monitoring mechanisms.
- **Resource Constraints:** Limited budgets hinder training, infrastructure upgrades, and technological monitoring. In a context where many organisations already struggle to meet basic operational costs, investment in crisis preparedness is frequently deprioritised.
- **Weak Governance Structures:** Leadership rivalries and political interference undermine objective policy application. When succession and decision-making processes are contested, policy indicators lose their binding force.
- **Insufficient Training and Awareness:** Many administrators lack formal crisis management competencies and therefore rely on ad hoc solutions (Usman et al., 2022). This human-capacity deficit is among the most immediate barriers to effective indicator use.
- **Fragmented Institutional Coordination:** Limited synergy between the Ministry of Youth and Sports Development, national federations, and emergency agencies restricts unified crisis responses. Without clear inter-agency protocols, even well-designed internal indicators cannot achieve system-level resilience.

Collectively, these challenges contribute to a reactive management culture that undermines crisis preparedness and organisational sustainability.

2.7. Strategies to Strengthen Policy Indicators in Nigerian Sport Organisations

- **Institutionalise Policy-Based Crisis Frameworks:** To close the policy–practice gap, all sport federations should incorporate crisis management and evaluation criteria into their constitutions and annual plans. This step requires minimal new expenditure yet creates formal accountability structures.
- **Create Dedicated Crisis Units:** Where resources permit, establish lean crisis management teams comprising existing legal, communication, medical, and security personnel. In smaller organisations, designated focal persons can fulfil this function on a part-time basis.
- **Invest in Training and Research:** Expand capacity-building initiatives through partnerships with the National Institute for Sports, universities, and the private sector. Short, modular workshops and scenario-based simulations offer cost-effective alternatives to lengthy programmes.
- **Enhance Transparency and Reporting:** Public disclosure of audits, ethics reports, and post-crisis evaluations restores public trust and counters the effects of weak governance. Digital platforms can reduce dissemination costs.
- **Strengthen Inter-Agency Collaboration:** Align sports crisis policies with national disaster and health frameworks, especially during mass sport events. Formal memoranda of understanding with NEMA and the NCDC can improve coordination without requiring large new budgets.
- **Leverage Technology: Use low-cost digital monitoring tools (shared dashboards, messaging groups, and open-source risk trackers) for early alerts and public communication. Technology can partially compensate for personnel and infrastructure shortages.**

2.8. Implications for Sport Development

Effective crisis management is directly linked to sport development. Poorly managed crises can lead to loss of sponsorship and funding, decline in athlete performance and morale, and damage to national and organisational reputation. Conversely, strong policy indicators promote stability, enhance performance, and support long-term development (Lawal, 2014).

3. Conclusion

Drawing on the literature synthesised in this narrative review, policy consideration indicators occupy a strategic and indispensable position in effective sport crisis management within Nigerian sport organisations. They provide the structural foundation for proactive planning, informed decision-making, and continuous improvement. While Nigeria possesses relevant policy frameworks, the major gap identified across the reviewed sources lies in their implementation and operationalisation. Strengthening these indicators through improved governance, training, stakeholder engagement, and evaluation mechanisms is likely to enhance organisational resilience and support more sustainable sport development. By embedding measurable policy indicators within governance frameworks, Nigerian sport institutions can move from predominantly reactive crisis responders toward more proactive, resilient organisations capable of protecting reputations and contributing to national development through sport.

This review is limited by the absence of a formal systematic search protocol and by its reliance on secondary literature; primary empirical research on the operationalisation of specific policy indicators in Nigerian federations remains scarce.

DECLARATIONS

Funding

The author received no specific funding for this work.

Conflict of Interest

The author declare no conflict of interest.

References

Ali, F. K., & Hamid, J. (2014). Correlation between conflict management strategies and crisis management from the perspective of Sports Board of City of Tabriz. *Research Journal of Sport Sciences, 2*(3), 66–68.

Chen, S. (2018). Sport policy evaluation: What do we know and how might we move forward? *International Journal of Sport Policy and Politics, 10*(4), 741–759. https://doi.org/10.1080/19406940.2018.1488759

Coombs, W. T. (2021). *Ongoing crisis communication: Planning, managing, and responding* (6th ed.). SAGE Publications.

Donaldson, L. (2001). The contingency theory of organizations. SAGE Publications.

Ejeh, B. I., Ahula, N. N., Okpe, O., Audu, M. O., Ngbede, G. E., Uche, O., Kpiligha, R., Hingir, E. N., & Ashir, E. (2018). Crisis management in sport and sport development in Nigeria. *European Journal of Physical Education and Sport Science, 4*(7), 1–12.

Federal Ministry of Information and National Orientation. (2019, December 5). *Ministry has mandate over administration of national sports federations*. https://fmino.gov.ng/ministry-has-mandate-over-administration-of-national-sports-federations/

Federal Ministry of Information and National Orientation. (2021, September 15). *FMYSD releases 2021 National Sports Federations Guidelines*. https://fmino.gov.ng/fmysd-releases-2021-national-sports-federations-guidelines/

Federal Ministry of Information and National Orientation. (2022, November 4). *FG set to implement National Sports Industry Policy*. https://fmino.gov.ng/fg-set-to-implement-national-sports-industry-policy/

Fink, S. (2016). *Crisis management: Planning for the inevitable* (2nd ed.). iUniverse.

Fuller, R. P., & La Sala, A. (2021). Crisis communication preparedness practices among U.S. charitable organizations: Results from a national survey. *SAGE Open, 11*(2), 1–14. https://doi.org/10.1177/21582440211014516

Grix, J., Brannagan, P. M., Grimes, H., & Neville, R. (2021). The impact of COVID-19 on sport. *International Journal of Sport Policy and Politics, 13*(1), 1–12. https://doi.org/10.1080/19406940.2020.1851285

Katz, D., & Kahn, R. L. (1978). The social psychology of organizations (2nd ed.). Wiley.

Lawal, M. M. (2014). Sports development and economic growth in Nigeria. *Journal of Sports Management and Educational Research, 1*(2), 45–53.

Main, L. (2015). *Sports crisis management and response*. Routledge.

Manoli, A. E., & Anagnostou, M. (2023). Operational crisis communication management: A content analysis of FIFA's communication during COVID-19. *Sport Management Review, 26*(2), 293–314. https://doi.org/10.1080/14413523.2022.2059992

Mansouri, M., Singh, P., & Khan, S. (2020). Organisational resilience and crisis preparedness in sport institutions. *Sport Management Review, 23*(4), 678–690.

Matiza, T. (2020). Post-COVID-19 crisis travel behaviour: Towards mitigating the effects of perceived risk. *Journal of Tourism Futures, 8*(1), 99–108. https://doi.org/10.1108/JTF-04-2020-0063

Nwosu, I. E. (2011). Issues and crisis management. In I. E. Nwosu (Ed.), *Public relations management: Principles, issues and applications*. Dominica Publishers.

Oyewusi, J. A. (2011). Violence in soccer in Nigeria: The role of participants. *West African Journal of Physical and Health Education*.

Ratten, V., & Miragaia, D. (2021). Sport management and COVID-19: Impacts and implications. *Thunderbird International Business Review, 63*(5), 623–632. https://doi.org/10.1002/tie.22240

Reid, H. (2012). Crisis management planning in sports organisations. *International Journal of Sport Communication, 5*(3), 287–302.

Sport England. (2025). *A code for sports governance*. Sport England. https://www.sportengland.org/funding-and-campaigns/code-sports-governance

Usman, M. E., Otu, T. M., Olumba, M. O., Ohuruogu, B. N., Ngwakwe, P. C., Orji, S. A., Aleke, C. O., & Onuenyim, N. (2022). Crisis management in sports and sports development. *European Journal of Physical Education and Sport Science, 8*(6), 1–17. https://doi.org/10.46827/ejpe.v8i6.4445

Wachsmuth, S., Jowett, S., & Harwood, C. (2020). Conflict among athletes and coaches during COVID-19 restrictions. *International Journal of Sport and Exercise Psychology, 18*(4), 1–14.

Wenn, S. R. (2013). *The Olympics and crisis management*. University of Illinois Press.

Wut, T. M., Xu, J., & Wong, S. M. (2021). Crisis management research in hospitality and tourism: A bibliometric analysis. *International Journal of Contemporary Hospitality Management, 33*(7), 2345–2367. https://doi.org/10.1108/IJCHM-10-2020-1171

CITE THIS ARTICLE

APA

Fatoba, M. T. (2026). The place of policy consideration indicators in effective sport crisis management within Nigerian sport organisations. *Kontagora International Journal of Educational Research (KIJER), 3*(3), 113–120.

Chicago

Fatoba, Mercy Titilayo. "The Place of Policy Consideration Indicators in Effective Sport Crisis Management within Nigerian Sport Organisations." *Kontagora International Journal of Educational Research (KIJER)* 3, no. 3 (2026): 113–120.