



## 저작자표시-비영리-변경금지 2.0 대한민국

이용자는 아래의 조건을 따르는 경우에 한하여 자유롭게

- 이 저작물을 복제, 배포, 전송, 전시, 공연 및 방송할 수 있습니다.

다음과 같은 조건을 따라야 합니다:



저작자표시. 귀하는 원저작자를 표시하여야 합니다.



비영리. 귀하는 이 저작물을 영리 목적으로 이용할 수 없습니다.



변경금지. 귀하는 이 저작물을 개작, 변형 또는 가공할 수 없습니다.

- 귀하는, 이 저작물의 재이용이나 배포의 경우, 이 저작물에 적용된 이용허락조건을 명확하게 나타내어야 합니다.
- 저작권자로부터 별도의 허가를 받으면 이러한 조건들은 적용되지 않습니다.

저작권법에 따른 이용자의 권리는 위의 내용에 의하여 영향을 받지 않습니다.

이것은 [이용허락규약\(Legal Code\)](#)을 이해하기 쉽게 요약한 것입니다.

[Disclaimer](#)

Master's Thesis of Global Sport Management

# GOVERNANCE IN SPORT

## THE ROLES OF THE STATE AND THE NATIONAL OLYMPIC COMMITTEE IN THE MANAGEMENT AND PROMOTION OF SPORTS: A CASE STUDY OF UGANDA

2022년 8월

서울대학교 대학원

체육교육과 글로벌스포츠매니지먼트

Florence Suzan Nakimuli



---

이 논문은 문화체육관광부와 국민체육진흥공단 지원을 받아 수행된 연구임

This work was supported by Ministry of Culture, Sports, and Tourism and Sports Promotion Foundation

Governance in Sport

The roles of the State and National Olympic  
Committee in the Management and Promotion of  
Sports: A Case Study of Uganda

**Advisor: KIM, Yukyoum**

Submitting a master's thesis of Global Sport Management

**August 2022**

The Graduate School  
Department of Physical Education  
Seoul National University  
Global Sport Management Major

**Florence Suzan Nakimuli**

Confirming the master's thesis written by

**Florence Suzan Nakimuli**

**August 2022**

Chair	<u>Kang, Joon-ho</u> (Seal)
Vice Chair	<u>Kwon, Sun-Yong</u> (Seal)
Examiner	<u>Kim, Yukyoum</u> (Seal)

## **Acknowledgement**

I would like to express my deepest appreciation to all those who provided me with possibility to complete this individual thesis project of Dream together Master program. My high gratitude I give to my Parents whose contribution in stimulating suggestions and encouragement helped me to conquer the thesis.

Furthermore, I would also like to express my sincere and special gratitude to Marta Amezcuita who always supported me during my ups and downs, she gave inspirations and never hesitated to help whenever I needed help. Without her support this thesis would have never been completed.

I have to appreciate the guidance given by professors of DTM program especially professor Chappalet,J who always guided me on my topic. Thank you for the comments and advices given to me.

Many thanks to my classmates for making my master's program journey invaluable, memorable and fruitful. They never hesitated to comment with suggestions on my paper which gave me an inspiration to improve the quality of the research.

## **Abstract**

# **Governance in sport**

The roles of the state and the National Olympic committee in the management and promotion of sports:

A case study of Uganda

Florence Suzan Nakimuli

Global sports management, Department of Physical Education

The Graduate School

Seoul National University

For many years, the need to control and manage the world's most important sectors cannot be more emphasized. Sport has been no exception. A country once looked at as a model of sports excellence, the lack of good sports governance in Uganda since its independence in 1962 has baffled many people, but perhaps can best be explained by the country's own turbulent history. Nonetheless and despite giant strides, sports in Uganda remains a largely neglected sector by the State and continues to suffer from poor governance and management.

This study therefore attempts to identify the roles of the State and the Uganda National Olympic Committee (NOC) in the promotion and management of sports within the Uganda context, but also makes comparison with other jurisdictions in trying to investigate and analyze the key issues at the core of this problem.

The study reviewed literature both from within and without Uganda. This was followed by an elaborate data collection methodology by way of document analysis and recorded interviews from a sample comprising government officials, NOC officials, and the officials managing the 23 Federations and Associations affiliated to both the National Council of Sports and the NOC.

The study then offers recommendations and conclusions from the data analysis leading to key findings clearly indicating that, whilst the State has largely failed to carry out its core roles in the management and promotion of Sports due to the absence of a National Strategic Plan and stakeholder-driven National Sports Policy, the NOC, on the other hand, which has a Strategic Plan formulated by its stakeholders, has effectively and largely been able to execute its own core roles. The study identifies the key roles of the State as infrastructural development, funding, grassroots development of sports, whilst at the same time identifying the key roles of the NOC as funding, identification, nurturing, development and preparation of elite athletes for participation in major sporting events. Lastly, the study identifies the urgent need for better collaborative links between the State and the NOC as the current management structure of sports in Uganda is not sustainable.

---

**Keywords:** sport governance, role of state, promotion and management,  
National sports policy, National Olympic committee (UOC)

**Student ID:** 2020-23682



## Table of Contents

Acknowledgement .....	i
Abstract.....	ii
List of tables .....	iii
List of Acronyms .....	iv
Chapter1. Introduction .....	1
<b>1.1 Research background</b> .....	1
<b>1.2 Statement of the problem</b> .....	2
<b>1.3. Significance of the study</b> .....	3
<b>1.4 Research Objectives</b> .....	4
Chapter 2 Literature Review .....	5
<b>2.1.1 Governance</b> .....	5
<b>2.1.2 Good Governance</b> .....	7
<b>2.2.1 Principles of good governance in sports</b> .....	9
<b>2.2.2 Benefits of good governance for Sports organization</b> .....	16
<b>2.2.3 Pillars of best practice governance within sport</b> .....	17
<b>2.2.4 Barriers to good governance</b> .....	21
<b>2.4 Sport Organizations</b> .....	23
<b>2.4.1 Definition</b> .....	23

2.4.2 Types of sport Organizations .....	24
2.4.3 Organizational Performance in Sports.....	25
2.5 Overview of sports in Uganda .....	28
2.5.1 Key challenges facing the sports in Uganda.....	30
2.5.2 Key opportunities available to the sports industry in Uganda.....	33
2.6. Related studies .....	34
2.6.1 Why good governance should be a priority for each sport organization? .....	38
Chapter 3: Methods .....	39
3.1. Introduction .....	39
3.2 Data collection Method .....	41
CHAPTER FOUR.....	45
4.2 Policy .....	51
The Bill.....	53
4.3 Management .....	57
4.4 Roles .....	63
Chapter Five .....	74
5.1 Recommendations .....	74
5.2 Limitations of the Study .....	75
5.3 Future Research .....	77
5.4 Conclusions .....	79

## **List of Acronyms**

CGA - Commonwealth Games Association

CGF - Commonwealth Games Federation

FUBA - Federation of Uganda Basketball Associations

IOC - International Olympic Committee

MOES - Ministry of Education and Sports

NCS - National Council of Sports

NGO - Non-Governmental Organization

NOC - National Olympic Committee

SASCOC - South African Sports Confederation and Olympic Committee

UOC - Uganda Olympic Committee

UAF - Uganda Athletics Federation

UHF - Uganda Handball Federation

UHA Uganda Hockey Association

USF Uganda Swimming Federation

UTTA Uganda Table Tennis Association

# **Chapter1. Introduction**

## **1.1 Research background**

The concept of Governance was primarily implemented since the Human civilization commenced in Anachronistic period where man to man was to cross the rational period and it goes for the common purpose of livings mutually. The common cause brought them together to set some rules through policy with the consensus for making decisions and strictly passed laws for the implementation of rules for the harmonious life. Governance has been well obtainable in terms of Democratic values for achieving global targets for the Human development, which is at the top priority by providing designed systematic Facilitation.

Sports Industry appeared in 1980s with professional sport in all over the world. And when health and recreation were combined, sport becomes an entertainment mean with high economic value. Sports industry is growing in which “every organization is a mechanism for exchange of one or more products with other elements in society” (Chelladurai P, 2009).

With the development of sport industry, they have now acquired the capacity to generate hundreds of billions of dollars, which has made them also profit-seeking structures. In order to adapt with their new function, sport

organizations need to form and concentrate more about operation; Sport governance, therefore, is becoming more importance in sport organizations. Governance is the system by which organizations are directed and managed.

Good governance, on other side, is about how organizations operating their own governance. “Good organizational governance refers to the accepted norms or values for the just means of allocation of resources, and profits or losses (financial or other) and for the conduct of processes involved in the management and direction of organizations in the sports business” (I. Henry, *P.C. Lee, 2004*).

## **1.2 Statement of the problem**

Sports in Uganda is managed and promoted by two parallel bodies, the National Council of Sports (NCS) under the Ministry of Education and Sports (MOES), and the National Olympic Committee (NOC), which in this case is the Uganda Olympic Committee (UOC), an autonomous body under the International Olympic Committee (IOC) and the Commonwealth Games Federation (CGF).

This arrangement and the lack of a sports policy has led to conflicts between the two sports bodies in terms of which body is responsible for what specific facets in the general administration of sports in the country, thus

leading to poor performance in the sports sector. This study therefore seeks to develop a framework through which these two bodies can have a symbiotic relationship.

This study will pose serious management challenges which are common on all the ten federations in affiliated to both the Uganda Olympic Committee and National council of sports because these are among the most active and visible in the sports arena in Uganda.

### **1.3. Significance of the study**

The lack of a stakeholder-driven sports policy in Uganda, that should have been formulated with the setting up of the NCS by the NCS Act, 1964 and the affiliation of the UOC to the IOC in 1956, has created perceived misconceptions amongst the UOC members and stakeholders in the core duties of the two sports bodies.

The lack of trust and competition for the Games has greatly affected the performance of the 56 and the 23 national sports organizations affiliated to the NCS and the UOC, respectively, through infighting leading to uneven resource allocation, if at all, and interference through political machinations by the State.

This state of affairs ultimately affects the athletes, who are at the core of the Olympic Movement. As a former National Association Chairman, having retired last year.

It is my conviction that this study will for the betterment of sports and Olympism in Uganda

#### **1.4 Research Objectives**

RO1. To identify the role of the State and the National Olympic Committee in the management and promotion of Sports.

RO2. To identify the policies which the State, the National Olympic Committee and other stakeholders are currently instituting and what they could do to improve the management and promotion of Sports.

RO3. To identify the current management structure of Sports in Uganda, what it ought to be and what can be done to improve the management of sports in Uganda.

#### **1.5 Research question**

The core research question is what should the respective roles of the State and the UOC be in the management and promotion of sports in Uganda?

The sub-questions thereunder are:



RQ1. What are the current roles of the State and the UOC in the management and promotion of sports in Uganda?

RQ2. Is the current structure of management and promotion of sports in Uganda sustainable? Why or why not?

RQ3. If not, what should the role of the State and the UOC be?

## **Chapter 2 Literature Review**

This chapter emphasizes on what other researchers have written on the subject related to the topic and it is an attempt to review the literature put forward in scholarly materials by several authors in order to develop a conceptual framework for this research topic.

### **2.1.1 Governance**

Governance is the concept which has gained attention, from scholars or policy practitioners; non-government or government organizations, with a wide range of meanings and applications. However, there are three key elements of governance that most scholars who use the concept tend to agree upon. They are the increased involvement of non-state actors, the decentralization of decision making, and the emergence of new modes of steering by central authorities Behagel, 2012).

“Governance is the system by which organizations are directed and managed [Chappelete 2018, Loup 2018]. It influences how the objectives of the organization are set and achieved, spells out the rules and procedures for making organizational decisions, and determines the means of optimizing and monitoring performance, including how risk is monitored and assessed” (ASC, 2012).

Actually, “there are many definitions on sport governance depend largely on the respective research agendas of scholars or on the phenomenon that is being studied” (AGGIS Final Report, 2013). Structures of regulation and decision-making (the management committee composition) Different sporting organizations operate under different governance structures in different countries, and “the size of the governing bodies should be adequate and consistent with the size of the sports organizations” (IOC, 2008). Choosing and building a suitable structure of organizations, therefore, is the most important duty to create the management framework of the organizations. In operating an organization, the committee is central in governance with “a broad range of functions including leadership, decision-making, representation and accountability” (UK Sport, 2004).

With the development of organizations, particularly the expansion of stakeholders, organizations need to increase their functions which lead to the

enhancing of member and number of commissions. Besides, functions of each member in management committee need to be adjusted to match with requirements from internal and external environment. When deciding board composition, gender equality needs to be interested. Men and women have equal opportunities in any social aspects and, also, gender, is not a problem for organizational processes.

The term “governance” indicates the formal and informal arrangements that allow higher education institutions to make decisions and take action. It includes external governance, which refers to relations between individual institutions and their supervisors, and internal governance, which refers to lines of authority within institutions. Governance overlaps considerably with management; the latter is seen as the implementation and execution of policies, and is dealt with primarily under tools for achieving good governance.

### **2.1.2 Good Governance**

The idea of governance is not new according to (Tripathi, 2017). This is as old as its own. By the mid-16th century, however, the government denoted a "system by which everything is regulated" and by the early 18th century it developed further to gain the sense of a governing body. The term governance gradually became marginalized in this process, and was deemed

to reflect an incipient archaicism by the 19th century. That will hardly be used as a political word for the next 100 years. In terms of a governing authority, dictionaries would define government, including the political order and its institutional framework, while governance was treated as the governing agency and process and was often regarded as archaic (Tripathi, 2017).

In 1989 World Bank study “Sub-Saharan Africa-from Crisis to Sustainable Growth”, first used the term "Governance" to describe the need for institutional reform and a better and more efficient public sector in sub-Saharan countries. It defined governance as "the exercise of political power to manage the affairs of a nation." However, it did not make explicit reference to the 'good' connotation. It was only in the foreword that former World Bank President Barber Conable (1986- 1991) used the term 'good governance,' referring to it as an 'efficient public service, a reliable judicial system, and a publicly accountable administration.

The concept of governance was further developed in the Bank’s 1992 publication ‘Governance and Development’. (Tripathi, 2017), in his publication, governance was defined as “the manner in which power is exercised in the management of a country’s economic and social resources for development.

According to the Australian Sports Commission (2002) as it was mentioned by (Lam, 2014), governance concerns three major issues: how an organization develops strategic goals and direction, how the board of the organization monitors the performance of the organization to ensure it achieves these strategic goals, and ensuring that the board acts in the best interests of the members.

BC Smith (2007) outlines that Good Governance is an opening Policy for establishing strong determination, where decision makers are to create point of view after consensus period in institution for the decision making. The productive policy making for the institutional production is the prime objective of the concerning body. It plays an important role to reorganize the infrastructure of governing machine.

### **2.2.1 Principles of good governance in sports**

A sport governance working group in Belgium, (2001) developed some statements of good governance principles for sport entities. The followings are detailed good governance principles from nine different areas:

**The Role of the Governing Body:** Sport organizations have a major responsibility to create, develop and promote rules for the sport, expand its scope and represent the sport and those who are involved in it. These goals can only be accomplished through good governance and respect for the ideals

of freedom, liberty, justice, solidarity and transparency. Governing bodies should recognize that they are entitled to be stewards of their sport. This authority is mainly bestowed upon the members and exercised by them directly or indirectly through a representative structure.

Governing bodies will therefore explicitly state their roles and duties in supporting their members and those with a legitimate interest in their activities (Donnelly, et al., 2001).

**Structure, Responsibilities and Accountability:** Proper and well-defined structure provides a reliable basis for any successful sporting organization. Sport associations and administrative bodies have similar roles and responsibilities on the local, regional and international level with those of corporate boards, governments or the judiciary. Accountability can take many forms, including accurate reporting of financial records, statistical analysis and the fair use of 11 resources.

In general, an organization or an institution is accountable to those who will be affected by its decisions or actions (Donnelly et. al., 2001). Good governance requires a distinction between the functions of: (a) creating and amending sporting rules as the primary legislative function; and (b) creating and reviewing administrative decisions on the allocation of financial resources and the planning of sports events. While listing the relative roles,

duties and responsibilities of all councils, committees, commissions and all other bodies that make up the governing body, there should also be a clear chain of accountability and obligation among them. These way members of sport organizations know what to do and what to expect from them. Organizations should be accountable to the public and its stakeholders, as well as to those who are influenced by their decisions or actions. Transparency is stated here, because accountability cannot be implemented without transparency and the organizations' rules and regulations.

**Membership and Size of the Governing Body:** Governing bodies will post the term of appointment and the biographical details of each of the officials involved (including their commercial interests in the sport) to ensure good governance. Additionally, the membership size of the governing bodies should be reviewed at the appropriate level to achieve organizational effectiveness.

**Democracy, Elections and Appointments:** Democratic processes can also be considered as accountability arrangements (Geeraert , 2013). Accountability 12 constitutes the processes whereby those who hold and exercise power are held accountable (Aucoin & Heintzman, 2000). The easiest way for stakeholders to keep their sport organizations accountable is through the organization's executive committee. The method of appointing or

nominating representatives to this executive body should therefore be clearly defined and transparent. If the selection is not structured in compliance with democratic processes, corruption, concentration of power and lack of transparency and effectiveness would result (Aucoin & Heintzman, 2000).

Therefore, key positions shall be subject to a limited term of office to encourage and facilitate new persons to the governing body. Candidates who stand for election will make comments endorsing their candidacy. The electoral process should be fair and reflect the views of the voters. Voting by block should be avoided. Following elections, the voting levels and votes cast for each candidate should be addressed promptly and broadly (Bovens, 2007).

**Transparency and Communication:** Transparency in governance means that information is freely available and accessible to the public, particularly to those who will be affected the most by such decisions and their enforcement. This demonstrates that the decision process is followed the rules and regulations and is conducted in a professional and an unbiased manner. On the other hand, the lack of transparency is always vulnerable to corruption within the organization (Schenk, 2011)

**Effective communication** is important for all governing bodies. Members should be regular informed of the governing body's activities, financial condition, policy decisions, elections, approach to governance, and



other business (e.g., executive, legislative, judicial, commercial). A two-way communication, which provides channels for feedback from the members, is encouraged. If all the members of the organization are encouraged to share their ideas, they would feel like they are an essential part of the organization (Sawyer, Bodey , & Judge, 2008)

Members should be informed of policies, procedures, financial responsibilities, and new marketing adventures. Reports which are targeted at the needs of specific groups can be sent more frequently. By means of modern technology (such as the internet), information can be more accessible to members and interested parties. When information is freely available and accessible to affected members or to the general public, then the governing body is said to be transparent (Sawyer, Bodey, & Judge, 2008).

The principle of transparency includes the possibility of accessing relevant information concerning the organization, clear external communication, as well as external auditing and monitoring. Transparency is at the base of each democratic governmental concept, preventing corruption as well as the overall misuse of power in managing people. (Maenning, 2017)

**Decisions and Appeals:** Governing bodies or sports organizations will provide sufficient justification for all of their actions and decisions, and the primary 14 responsibilities for avoiding and resolving sporting disputes

lies with these governing bodies or sports organizations and their subsidiary organizations such as clubs and leagues (Mew & Richards, 2005). Since the authority to act and make decisions depends on the constitution and bylaws, it is in the best interest of every organization to have sound policies relating to the areas of governance that are often most contentious (e.g., proper procedures should be established for resolving disagreements). Such procedures might include access to internal/external appeals and/or arbitration. In any case, procedures should be fair, transparent, accessible, and efficient, and must not benefit any person involved in the dispute. In addition, governing bodies should not intervene any party from seeking further remedy under national or international law.

**Conflicts of Interest:** Governing bodies might occasionally be involved in commercial aspects of sport. A clear boundary must be set between the functions of the governing body and any commercial activities. For example, a conflict of interest arises when there is an interest in, obligation to, or relationship with any business, property, or person that could affect one's judgment in fulfilling his/her responsibilities to the governing body. One recommendation to avoid any conflicts of interest is to allocate various roles to different committees or bodies. Each committee or body should have clearly defined responsibilities and reporting lines. An example

of fair practice in business is to use open tenders for any commercial contracts (Donnelly, et al., 2001).

**Solidarity:** Fair and effective distribution of financial revenues encourages the development of talent and contributes to balanced and attractive competitions. A clear policy for the redistribution of income is essential. Sport's governing bodies therefore should acknowledge the following general principles for redistribution of revenues: (a) redistribution must be based on principles of solidarity (between all levels of the sport), and (b) redistribution policies must pursue aims that are objective and justifiable. Resources should be distributed equitably (International Olympic Committee, 2008). Moreover, the redistribution process must be transparent, accountable, and objective. For example, the aim of the Olympic Solidarity is to assist all the National Olympic Committees, particularly those with the greatest needs, to develop their own structures and to facilitate the expansion of sports in their country. One of the many ways to achieve these goals is to assist the NOCs in gaining access to financial, technical, and administrative assistance, such as Olympic Games subsidies, which complement the range of programs, and offer financial support to NOCs before, during, and after the Games (IOC, 2008).

### **2.2.2 Benefits of good governance for Sports organization**

Getting sound good governance arrangements offers a lot of benefit. Firstly, it will dramatically increase the organization's productivity. In a world where all sport federations are competing with governments or sponsors for the same money; an efficient organization would help a federation to save money, offer better services to its members and athletes, and ultimately produce better sporting outcomes. (Baele, 2017)

Secondly, it helps to re-examine internal processes, implement new approaches and create new goals that place sporting organizations on the road to success. Another factor is that good governance is important for organization's stability and even sustainability. (Baele, 2017)

There are plenty of explanations to clarify the emphasis on the proper use of public funds as well as sport organizations' obligations toward their teams and other stakeholders. In fact, engaging in good governance has been shown to contribute to an enterprise with the right ethical behavior, which is regulated more effectively, is more resistant to different challenges, and is more effective in achieving its goals. Investing in good governance also means investing in sporting success. (EOSE, 2017]

(Chappelet & Mrkonjic, 2013) emphasized on the major four principles of good governances in sports as follows:

**Transparency:** clarity in procedures and decision-making, particularly in resource allocation. Organization charged with care of a public good such as sport have a particular obligation not simply to act in a fair and consistent but also to be seen to do so. Thus, their inner workings should as far as possible be open to public scrutiny.

**Accountability:** sporting organizations are not only responsible to financial investors through financial reporting procedures, but also, those other resources in the organization; athletes, coaches, parents, supporters, sponsors and so on, even where that investment is largely emotional rather than material.

**Democracy:** access to representation in decision-making should be available to those who make up the organization's internal constituencies with for example representation on boards of such organizations for constituencies such as players, supporters, and managers as well as owners.

**Responsibility:** for the sustainable development of the organization and its sport, and stewardship of their resources and those of the community served.

### **2.2.3 Pillars of best practice governance within sport**

The governing body of an organization including sports bodies has the responsibility of assuring good governance that is essentially about

governance through responsible leadership (Wilkinson, 2003). This means leadership that is transparent, accountable and to stakeholders in the organization by maintaining a balance between economic, social, individual, and collective objectives. Essentially, it aims to enhance organizations efficiency. This desired change depends on following governance structures or best practice governance pillars (Naidoo, 2002).

(Rossouw, De Koker, Marx, & Watt, 2003), proposes further that currently “corporate governance hinges on four cardinal values: fairness, accountability, responsibility and transparency. Recommendations about board composition, directors’ duties, risk management, internal audit and so on are merely mechanisms for assuring that corporations adhere to these four cardinal values”. King II acknowledges these four cardinal pillars but adds three more: social responsibility, independence and discipline.

**Accountability:** Accountability as the first principle of good governance 19 lies with all groups and persons who decide, act and act on particular issues relevant to federation management. Accountability includes processes (structures) to effectively investigate and review the actions of the officers and committees in charge (Rossouw, De Koker, Marx, & Watt, 2003]

**Transparency** enables inspection of sport organizations, an issue that is relevant not only on a macro scale, for example when awarding a country,

the Olympic Games, but also on a micro scale with issues such as team selection, color awarding and selection criteria. Performance indicators of the level of transparency are manifested in clear, accessible statements of the governing body's approach to governance, regular communications with members on policy decisions, elections, and selections and other executive, legislative, judicial and commercial matters and direct two-way communication channels.

**Social responsibility:** Sports organizations are collective bodies and, as such, players in the broader community and are obligated to behave professionally in the best interests of their constituencies. Corporate social responsibility implies that organizations should be held accountable for any of their actions which affect people, their communities and their environment (Post, Lawrence, & Webber, 2002).

**Independence:** As a pillar of good governance, the volume of literature on freedom is significantly less than on other pillars. Independence is defined as measures and mechanisms for mitigating or preventing potential conflicts of interest that may arise (Australian Sports Commission, 1999).

Independence processes and interventions include independent financial accountants, unbiased appraisal, freedom from internal and external control, no vested interest in the results of business practices and clear

procedures for resolving differences. Independence is required to prevent trust erosion in the actions of the governing body of the sport (Rossouw, De Koker, Marx, & Watt, 2003)

**Fairness:** Fairness in governance implies creating a balance between the needs of all stakeholders with a legitimate claim in the interests and future of an organization (Brown, 2000). Revenue generated from increasing commercialization of sport should be reflected in a fair and equitable redistribution of income policy between sports development and staging events (Naidoo, 2002)

According to (Rossouw, De Koker, Marx, & Watt, 2003), A governing board consisting primarily of professional training personnel such as coaches will thus prioritize short-term goals and on-field results over long-term viability from a sports perspective. Performance metrics on equity are evident through consistent policies on revenue sharing, nomination, appointment and selection processes and equal representation of stakeholders on boards of directors.

**Discipline:** Discipline reflects management's determination to adhere to conduct that is generally considered right, reasonable and necessary. Adherence to such actions requires a strong understanding and adherence to all good governance values embodied in an ethical framework (Naidoo, 2002).



#### **2.2.4 Barriers to good governance**

Moving through the debate on good governance, it can be said that growth is a philosophy charged with meaning and that it has a close connection with good governance. The good governance process, however, encounters numerous obstacles. Governance framework is widely agreed to have a major effect on the success of sporting organizations. Weak governance has a number of causes, including inexperience as management, conflicts of interest, inability to handle risk, insufficient or improper financial controls, and generally weak internal business and reporting processes. Ineffective governance practices not only influence sport, but also damage trust in the Australian sport industry as a whole (Canberra, 2018).

The barriers to good governance are discussed below.

**Lack of awareness:** This is one of the main obstacles to good governance. There is a lack of knowledge among people about the governance process and development programs due to insufficient literacy, lack of information from the government side and the failure of civil society institutions. Humans also believe apathy compounds the problem (Canberra, 2018). **Absence of transparency and accountability:** Governance is being undermined because of a lack of accountability. In addition, lack of

transparency contributes to authoritarianism and creates a wide divide between the government and the governed (Canberra, 2018).

Corruption and failure to check corruption: Corruption is commonly defined as private benefit by utilizing corrupt methods to exploit public means. The phenomenon takes advantage of people's growth.

**Lack of strong institutions of governance:** Governance works with Governance: An overview of the funding of various bodies such as the legislature, the executive and the judiciary, with a strong division of powers. When such institutions yield to unconstitutional and immoral pressures and refuse to fulfill their assigned roles, and then weaken the institutions. This results in the breakdown of the governance process, and hampers initiatives for progress. New information technology is speeding up the governance process. For example, video conferencing is a way of coordinating direct conversations between officials and residents. The availability of information on internet pages, the translation of documents into electronic format, the preservation of all citizens-related data makes the transparency and accountability process easy. Devolution of power by granting grassroots groups legislative recognition has brought about an upsurge in democratic

ideals and citizen participation. Citizen participation in the process of change strengthens governance, and eventually, democratic values (Canberra, 2018).

## **2.4 Sport Organizations**

### **2.4.1 Definition**

According to (Old, 2004), an organization is a group of people working together to achieve an end goal. A sport organization is therefore a group of people working together to achieve goals related to sport. (Old, 2004), suggests that there are three core elements by which an organization can be characterized.

**People:** Who are the members of the organization? What roles do they play? What is the relationship amongst members, other internal constituents or stakeholders, and external stakeholders?

**Rules:** These define formal and informal tasks, roles and responsibilities; principles of good corporate governance; patterns of communication; authority relationships; and the nature of power in organizations.

**Ends, goals and purposes:** In the context of sport organizations, this element primarily includes the nature of goals in an organization and the differences in goals amongst various constituents or internal stakeholders.

#### **2.4.2 Types of sport Organizations**

According to (Gómez, Opazo, & Martí, 2008), the structure characteristics of sport organizations has considered various kinds of organizations among those existing in the world of sports, but most of them can be classified as dedicated to the promotion and development of sports, e.g.; federations, national associations, leagues, clubs or local sport departments. All of these sport organizations are associated with sport activity and, though differing in their goals and means, they all have in common the higher mission of promoting and developing sports in society.

The differences we identify between them suggest a possible classification of them into three types: governing bodies, sporting event organizations and sport providing entities. The first refers to all levels, guaranteeing the rules of both the game and competition; the second refers to those sport organizations responsible for production of competition system aimed at satisfying and articulating the needs of professional sports; and the third includes those organizations producing and delivering recreational or

competitive sport programs at a local or community level. (Gómez, Opazo, & Martí, 2008].

### **2.4.3 Organizational Performance in Sports**

There is a large body of scholarly work that has studied the factors impacting the performance of national sports organizations and governing bodies. A useful starting point to frame the discussion can be found in a review that has synthesized the organizational performance management and measurement literature examining non-profit sports organizations (NPSOs) (O'Boyle & Hassan, 2014). In particular, there appears to be a scarcity of case studies focusing on the performance of local, profit-driven sports clubs, most likely due to the unique profile of such entities. Despite this lack of research, it can be argued that the determinants of performance associated with national sports organizations can offer useful insights that allow independent sports clubs to better evaluate and reflect on their own operations.

(O'Boyle & Hassan, 2014), propose four messages to be considered when summarizing the literature of the NPSO performance management: First, a multi-dimensional approach to measuring and assessing NPSO 26 performance is required, especially when considering that different

stakeholders and members of an organization will have their own personal objectives to fulfill (Chelladurai & Haggerty, 1991).

For instance, the quality of the relations between an NPSO and the commercial sector (i.e., a predictor of economic stability) is of primary interest to governance teams and executives whereas the level of sports science support has been found to be an effective measure of performance in the eyes of technical staff (e.g., coaches, athletes). This is one of the reasons why the concept of organizational performance cannot be reduced down to a single measure or factor. From a “whole systems” point of view, all performance-based measures are deemed to be of equal value and importance (O'Boyle and Hassan, 2014).

**Second**, the literature supports a long list of frequently recurring determinants of NPSO performance. Factors include human resource management and a functional volunteering structure, an interest in the health and well-being of athletes, efficient internal procedures, long-term planning and a distant outlook, ongoing customer communications, a positive outside image and perceived legitimacy, and the requisition and appropriate allocation of resources. Due to the complexity of NPSOs, organizational performance can only be understood when the interactions among identified

determinants are studied in combination, rather than separately and alone (Winand, Rihoux, Robinson, & Zintz, *Pathways to High Performance: A Qualitative Comparative Analysis of Sport Governing Bodies*, 2013).

Indeed, reducing down organizational complexity to study the relative contribution of a single determinant cannot address the extent to which factors might compete for resources, or work synergistically in pursuit of a common system objective.

**The third** finding is the influence of stakeholder satisfaction on the future performance of NPSOs (O'Boyle & Hassan, 2014). Specifically, the level of satisfaction reported by stakeholders is a major determinant of whether NPSOs will meet their longer-term objectives. Similar to the concept of organizational performance, no clear definition of stakeholder satisfaction can be provided due to the various expectations and outcomes that different sponsors, shareholders, and investors will typically demand from an NPSO. Nevertheless, sports organizations should value and suitably reward those stakeholders who invest adequate resources and provide continued financial support over time, especially when there are multiple interested parties (O'Boyle & Hassan, 2014).

**The forth** consideration relates to recommendations and directions for future sports management research. There is a need for new theoretical and methodological contributions that provide a holistic view of the various dimensions impacting organizational performance and management (O'Boyle & Hassan, 2014).

## **2.5 Overview of sports in Uganda**

Uganda is a democratic Republic with a governance system comprising central and Local Governments. The Constitution of the Republic of Uganda provides for a system of decentralization and Local Governments, which is further consolidated in the Local Governments Act.

In Uganda there is only one main political party, the National Resistance Movement which has been in power for thirty-six years now. Because of outside pressures for the return of political parties, presidential elections were held in 1996, 2001, 2006, 2011, 2016 and 2021 in which Museveni is either reelected or rigs votes as other political parties say.

Sports associations in Uganda are barred from incorporating as companies yet it's through incorporation as a company that corporate governance can be guaranteed. To fit into the new legal regime, associations



are incorporating as trusts under The Trustees Incorporation Act cap. A law tailored in 1939, blind from the current legal, financial, social and sporting trends which are embedded in corporate governance.

In Uganda, the trustees of Ugandan NSAs are governed by the Trustees Act, 1954. Such estates are either managed for proper dissolution or are inherited with proper structures such companies as estates. On the other hand, sports associations are living bodies on the rise, requiring proper governance structures to get them to the top where they belong and keep them there. In other words, With NSAs incorporating as trusts, their governance is seated on nothing but a time bomb.

The Republic of Uganda is the second most populous landlocked country in the world, second only to Ethiopia. It is located in East Africa and is bordered by Kenya, South Sudan, Rwanda, Tanzania and the Democratic Republic of Congo. As with most African nation, Uganda does not have the vast resources that can be used to improve the facilities in the country for sports but that has not dampened their passion for sports.

Uganda has embraced a number of sports such as baseball, cricket, tennis, golf, swimming, cycling, and boxing. Uganda also occupies a

significant part of Lake Victoria which they share with neighbors Kenya and Tanzania. This has also spawned a growing interest in sailing.

But when it comes to sheer popularity, football is the king in Uganda followed closely by rugby and basketball. Their national football team nicknamed "The Cranes" have taken the Council for East and Central Africa Football Associations (CECAFA) Cup a staggering 13 times. The CECAFA Cup is the oldest of all the football tournaments in the whole of Africa. Uganda has got two sport organizations that are in charge of all the sport federations in Uganda which are Uganda Olympic committee which is non-profit organization and National council of sports which is for the government but all the federations belong to the two organizations.

### **2.5.1 Key challenges facing the sports in Uganda**

The department of Physical Education and Sports (PES) made the mandate to develop, coordinate all physical education and sports activities in Uganda as stipulated in the National Physical Education and Sports Policy (NPESP) document and outlined the various challenges in sports.

**Limited Sports infrastructure:** Limited sports infrastructural facilities in different sports disciplines, which limits the participation of people in sports thereby affecting the pace of development of sports in general.

Also, this reduces the level of participation of young, talented people to practice and develop their talents, which limits the ability of sports men and women to grow. (NPESP, 2019)

**Administration/Management of sports bodies** (federations, associations and Clubs): currently, there are capacity gaps in the management of sports bodies that need to be developed to the level that will ensure continuous growth and development of sports in Uganda in a more sustainable manner. The Ministry shall work with sports bodies to strengthen their management capacity to take up the challenge of developing sports in a systematic and sustainable manner. . (NPESP, 2019)

**Inadequacy of qualified personnel** (coaches, referees, administrators and other technical staff) to facilitate sports development: In order to attain the desired level of sports development, there is need for adequate technical staff. The current level of technical staff is not able to provide the required support for the 52 development of sports in the country either because of limitations in skills or in numbers to support all groups needing their skills. (NPESP, 2019)

**Legal framework:** the existing legal framework does not reflect the current needs of the sports development. The ministry of education and sports

in partnership with sports bodies should review the weaknesses in the existing laws and those that need to be put place to support the proper management and growth of sports industry in the country in line with the international legislation. (NPESP, 2019)

**Strategic focus on sports development:** Lack of a systematic strategy to promote mass sports and to develop talented youth in different sports disciplines hinders sustainable development of sports in the country. The current approach of depending mainly on players from other countries is not sustainable given the limited resources to sustain the approach. (NPESP, 2019)

**Limited Financial Capacity:** the existing challenge of funding for sports development is one of the major obstacles to the development of sports. Normally, active involvement of the private sector in sports helps the development of sports in countries, but in Uganda the involvement of private sector in sports development is very limited due to the following possible reasons; (1) lack of motivation to come on board (2) limited capacity of the majority of private sector players (3) lack of a proper marketing strategy on the part of the ministry and the federations (4) perceived lack of confidence in the sports management system. . (NPESP, 2019)

**Weak link between sports bodies, local government and schools:**

Strengthening the link between sports bodies (Federations), local government and schools would ensure smooth transition of the passionate and talented young men and women especially in lower schools (primary and secondary) to participate actively in sports and to help talented men and women to migrate smoothly to professional sports (NPESP, 2019).

**2.5.2 Key opportunities available to the sports industry in Uganda**

**Young population:** Uganda is a young vibrant country with a population continuing to grow year in year out, with 78% of the population below the age of 30 years, there is a huge opportunity with the right support to identify and develop young talent. (NPESP, 2019)

**Geography and favorable climate for sport activities:** The geography and climate are ideal for developing athletes. Many other countries in the build up to major sporting events send their athletes for altitude training where they spend their whole life training at altitude. • Growing private sector with foreign investors entering the market- This should be an opportunity to encourage the private sector to join a partnership with sports bodies to develop and lead sport, allowing companies to be seen, to be giving back to the community and country. (NPESP, 2019)

**Political will and good governance system:** The Government has continually demonstrated its commitment to sport, making Significant Public investment in sport activities the publication and implementation of this policy will bring added focus and accountability to this area of work and recognize its importance with in Uganda.

## **2.6. Related studies**

Beyond governance: According to (Chappelet J.-L., 2018), at the beginning of the 21st century, governance has become a common term in the international sport circles. Nevertheless, improved governance does not cure all the ills of this huge field and its various governing bodies, many of which have been rocked by corruption, including the International Olympic Committee (IOC), the Federation of International Football Association (FIFA), and the International Association of Athletics Federations (IAAF). Combating issues such as bribery, match-fixing, hooliganism and corruption in sport needs a broader international legal system, built by collaboration between government authorities and the sport sector in Uganda, in order to preserve its integrity and value in the eyes of the public, only international regulation will ensure sport gains the improved governance it needs.

The sport followers, who double as consumers of media content, understand the challenges of governing what has changed from local leisure cultures to highly capitalized industries with global reach in the twentieth century. They monitor the governance of local clubs, national teams, international federations and similar bodies, depending on their level of interest. Research findings indicate that reinventing ethical governance practices requires fresh challenges and the need for managers to adopt new goals and responsibilities. (Chappelet J.-L. , 2018)

The impact of governance principles on sport organizations' governance practices and performance: The goal of this systematic analysis was to evaluate what effect governance principles and guidelines have on the governance processes and success of sport organizations. The relatively small number of studies included in the review took note of a wide variety of governance standards or guidelines. We have seen a number of researchers from mainly developed countries looking into the problem, mostly using case studies as a means of exploring the topic. Although the connection between board structure and organizational performance has been empirically found, the connection between other principles of governance and organizational performance remains absent (Parent & Hoye, 2018).

**Governance in Sport:** This article explores the current state of research on sport governance within the sport management sector. A scoping review, involving a comprehensive search of all published literature between 1980 and 2016, was conducted in adopting the framework of Arksey and O'Malley. The thematic analysis draws on and extends the three notions of governance of Henry and Lee, and identifies topics, research contexts and social issues related to sport governance. Findings show that all three modes of governance (organizational, institutional, and political) have contributed to our understanding of sport governance, but there is a need for more empirical and theoretical work (Dowling, Leopkey, & Smith, 2018).

**Good governance in Sport:** Amid the significant controversies that have recently tainted the image of the professional sports community, it was apparent that rules would be laid down to ensure fair and ethical governance of sports organizations. When reviewing different types of interventions, ranging from mandatory codes of conduct or covenants on ethical sport to voluntary codes on good governance and self-assessment tools, this paper will concentrate in particular on mandatory codes on sport governance, namely a measure designed to encourage good governance within sport organizations by making public funding conditional on compliance (De Dycker, 2019).



**The Roles of Governance in Sport Organizations:** Governance has become a popular subject of discussion in recent years. Governance in its broad sense is the exercise of authority in an organization's management. While governance includes principles such as accountability, rules and regulations, communication and openness, decision-making is a central component of governance. This is the mechanism by which the decision taking of a group of people directs their collective opinions and efforts.

Governance addresses three key issues: how an organization establishes strategic objectives and direction; how the organization's board tracks the organization's success to ensure that it meets certain strategic goals; and how the board works in the best interests of the members. Good governance in sport should include such principles as (a) the governing body's position, (b) structure, responsibility and accountability, (c) democracy, elections and appointments, (d) transparency and communication and (e) solidarity (Lam, 2014).

### **2.6.1 Why good governance should be a priority for each sport organization?**

In recent years the reputation of sport has been tainted by corruption and other integrity-related controversies in sport. More and more sponsors of stakeholders, the media, public authorities and even the general public have raised questions about the way federations and sport organizations are running in their countries and around the world today. In some countries, even compliance with minimum standards of good governance has been made mandatory by public authorities for sport federations to be able to receive public subsidies (**Baele, 2017**).

**Pathways to High Performance:** Non-profit organizations face rising pressure to be more performance-oriented. Much research in this field has focused on the impact on results of a number of independent variables, with little work focusing on the combination of factors that influence results. Sport governing bodies that develop innovative activities for their members and are proactive in elite sport services could deliver high performance; or that develop innovative activities and involve paid staff in decision-making processes; or that involve committed volunteers in decision-making processes and delegate activities that they cannot deliver themselves (Winand, Rihoux,

Robinson, & Zintz, Pathways to High Performance: A (Qualitative Comparative Analysis of Sport Governing Bodies, 2012)

**Good governance:** origin, importance and development in India: Good governance implies a participatory way of administering such functions in a responsible, accountable and transparency manner, based on the principles of effectiveness, legitimacy and consensus with a view to promoting the interests of individual people and the public interest, thus suggesting the presence of a political will to ensure the material well-being of society and sustainable development (Tripathi, 2017).

## **Chapter 3: Methods**

### **3.1. Introduction**

This study used both exploratory and descriptive approaches based on first carrying out document analysis, followed by interviewing selected respondents from amongst Sports Administrators using an interview guide with semi-structured questions, to noting their observations both within and outside Uganda. Participants ranged from those working for the NCS, the

NOC, the 23 National Federations and/or Associations affiliated to both the NCS the UOC, and NOCs from other jurisdictions.

Robinson and Minikin (2011), writing on developing strategic capacity in Olympic sport organizations, adopted a multi-disciplinary and inductive approach in their data collection. This, they argued, helped them determine the performance dimensions of an Olympic sport organization. In adopting document analysis and interviews in that order, this study therefore followed a similar albeit slightly different multi-disciplinary and inductive approach in having this select set of methodologies in effectively identifying the roles of both the State and the NOC in the management and promotion of sports in Uganda, examining the sustainability of the current dispensation, and in determining what the roles should be. This helped this research be systematic and progressive in its approach, as suggested by Robinson and Minikin (2011) in their own publication.

**Choosing population:** This research focused on the study and operations of the NCS, the NSO, the 23 National Sports Organizations affiliated to both the NCS and the UOC and NOCs from other jurisdictions. The study, therefore, used a purposive sampling strategy. Relevant

documents see data collection section below from these organizations was first obtained.

**Sampling:** The study, therefore, used a purposive sampling strategy. Relevant documents (see data collection section below) from these organizations was first obtained.

The researcher, in following a well laid down time frame, interviewed the Minister of State for Sports and the Chairman and General Secretary of the NCS, the President, Secretary General, Treasurer and a Committee Member of the UOC, and 5 Presidents and 3 Secretary Generals of 6 National Federations and/or Associations affiliated to both the NOCs and the UOC, in particular taking into account those organizations with individual sports targeting the Uganda Swimming Federation (USF) and the Uganda Table Tennis Association (UTTA), team sports focusing on the Uganda Hockey Association (UHA) and the Uganda Handball Federation (UHF), elite athletes focusing on the Uganda Athletics Federation (UAF) and mass participation athletes targeting the Federation of Uganda Basketball Associations. (FUBA).

### **3.2 Data collection Method**

This study adopted the following data collection tools, presented in the order they were utilized:

## **1) Document Analysis**

The study used available literature as indicated in the bibliography, referenced websites like the UOC website and the federation website, the Constitution of the UOC, the UOC Strategic Plan, 2015, the UOC Secretariat Human Resource Manual, 2015, the NCS Act, 1964, the NCS Regulations, S.I. No. 38 of 2014 and the National Physical Education and Sports Policy, 2004 and collected all these documents from the Government, the NCS and NCS 2021 strategy plan.

## **2) Interviews**

The interviews targeted 15 respondents, focused on key Sports Administrators in Government, NOCs and Federations and/or Associations and with hands-on experience in sports related matters, who included the Chairman of NCS and president of UOC for Sports from the MOES, General Secretary of the NCS, the President, Secretary General, Legal administrator and athletes 1 Committee Member of the UOC, 3 Presidents and 3 Secretary Generals from amongst the 10 National Sports Organizations affiliated to both the NCS and the UOC. The mean duration of the interviews was 40 minutes (range: 25-53 minutes),

and all of them were conducted in confidentiality in the presence of only the interviewee and the researcher.

These dimensions have been selected on the basis of relevant theoretical insights that explain their positive impact in terms of legitimacy, effectiveness, and resistance to unethical practices. First, implementing the four dimensions contributes to perceptions of fairness and legitimacy. Second, the dimensions each have a distinct impact on effectiveness and good conduct. The following summarizes the main impact of implementing the four dimensions of good governance. There was general consensus between each of the interviewees and the researcher that, where the researcher deemed it fit for purposes of clarity and/or emphasis, he was at liberty to quote any of the interviewees.

### **Data Analysis**

In carrying out qualitatively analysis, the researcher had some accesses to the documents with colloques at NCS, interviews transcribed, coded and verified by participants, and all the data collected was analyzed qualitatively using content analysis hence manifest level, where no comments or theories were given, and at a higher level or latent level, where a more interpretive analysis was made or where the respondent's answers were inferred or implied.

The data was transcribed in order to carry out effective analysis, querying and exploration, at which point the data was then coded inductively (emerging codes) and deductively (from theory), after which the codes were grouped into categories. The coded passages were then compared to determine patterns and higher-order themes (Corley & Gioia, 2004). The researcher then dealt with differences in interpretation, terms and passages by revisiting the data to further develop mutual themes and/or patterns in order to identify commonalities.

The analysis took the form of identifying common patterns from all the respondents and relating to the roles of State and the NOC in the management and promotion of sports in the country through their respective knowledge and expertise as key actors in the Sports sector. These patterns were then interpreted solely on the basis of the responses to the interview questions by the respondents and further analyzed using available literature, applicable laws and documents provided.

A coding table was created for ease of reference and in order to list the different categories of answers all geared towards making the analysis of collected data easier. It is important to note that this codification was done by the researcher herself to guarantee content validity.



## CHAPTER FOUR

### 4. Results and findings

The results and findings as broken down section by section as per the interview guide, which sections were the Background, Policy, Management and Roles were as follows:

#### 4.1 Background

**What do you understand by the terms management and promotion of Sports?**

The majority of respondents when explaining what they understood by the term, management of sports, centered on its definition being the effective coordination and running of sports affairs, whilst others defined it in an organizational perspective as having an operating structure. The General Secretary, NCS, in opining with most of the respondents stated: **“Sports management in simple terms refers to how one plans, coordinates and develops sports in the country.”**

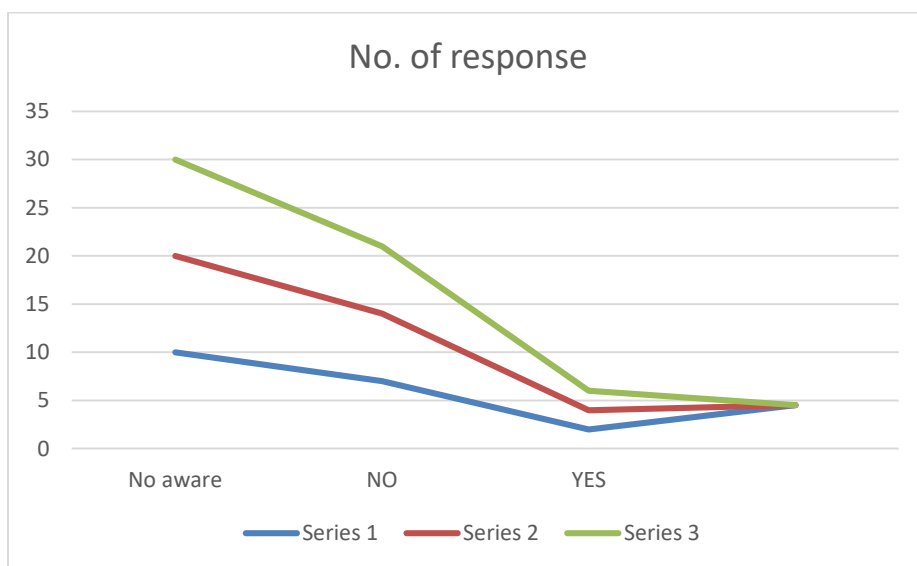
Sports Promotion on the other hand had most of the respondents defining it as the creation of awareness and increasing the popularity of the sport among the population. The President of the UOC opined that:

**“Promotion of sports can be seen as the different mediums used to inform, highlight and increase the popularity using different platforms, e.g., various social media platforms and different avenues to ensure that people know about sports.”**

These definitions are in line with the existing legal framework most notably Section 2 (1) (a) of the National Council of Sports Act which provides one of the objects of NCS to be: **“To develop, promote and control all forms of amateur sports on a national basis in conjunction with voluntary amateur sports organizations or associations,”** whilst Article 6 (a) of the UOC Constitution provides, again as one of the objects of the UOC to be: **“ To promote the fundamental principles of Olympism at National level within the framework of sports activities and otherwise contribute to the diffusion of Olympism in the teaching programs of physical education and sports in schools and university establishments.”**

**Do you have a formal strategy on how to manage and promote Sports in the country? If so, what is the strategy?**

**Figure 1. Response to the Presence of a Formal Sports Management Strategy**



From the figure above, 10 respondents agreed the country has a formal strategy on how to manage and promote sports in the country, 5 respondents said the country did not have a formal strategy, whilst 2 respondents said they were not aware of any strategy at all. Two respondents further elaborated that every Federation works independently of the other and therefore concluded there was a strategy for other stakeholders like the various federations and the NOC. They further clarified that, despite the strategies being in place, they are not implemented appropriately, as federations are not well managed. The President of the Uganda Handball Federation and UOC Committee Member

had this to say: **“In Uganda and as Ugandans, we are supposed to manage and promote sports, but most of the times, we find the governance part of it is not up to how we want it because we find that associations and federations are not well managed.”**

### **What is the strategy?**

The majority of respondents on the part of the governance, who argued that was indeed a formal strategy, highlighted the following initiatives as forming part of that strategy:

- The National Physical Education and Sports policy, 2004
- The NCS Act, 1964.
- The NCS Regulations, S.I No. 38 of 2014.
- Rebranding of the NCS to meet new and modern challenges.
- Talent identification & management of programmers at grassroots.
- Developing Sports Infrastructure.
- Enhancing regulation of Sports Associations.

The General Secretary of the NCS had this to say about their strategy:

**“It looks at Innovations to do with how we manage sports associations as regulators because the mandate of the council is to promote and regulate sports.”** Most of the respondents on the part of the NOC said the strategies in place mainly deal directly with the athlete’s welfare by emphasizing addressing their needs which needs include sourcing funding for them, training, facilitating and sponsoring them to be able to participate and win medals for the country. Some of the strategic interventions mentioned included;

- The UOC Constitution, 2013.
- The IOC Charter.
- The UOC Secretariat Human Resource Manual, 2015 and the Financial & Selection Manuals.
- The UOC Strategic Plan, 2015.

The UOC Strategic Plan, 2015 (page 2) has its mission as **“To act as an agent of the IOC and CGF in Uganda to uphold and promote Olympic and Commonwealth ideals to its affiliates and stakeholders by providing support, guiding policy and delivering programmes through its organs and structures.”** and its vision as **“To be the best sport’s governing body**

**in Africa through championing excellence in governance, service delivery, sustainability and sports performance by 2024.”** This is in line with the UOC’s other function of being the CGA in Uganda.

In its Strategic Plan, 2015, the UOC (pages 4 and 5) in perhaps borrowing a leaf from the Institute of Good Governance in highlighting the seven (7) criteria of good governance highlighted in Chapter two above, identifies five (5) of its own core values to be Integrity, to mean the quality of being honest and having strong moral principles, Respect and equity, to mean feeling or showing honour for someone or something and being just and fair to all, Accountability, to mean accepting responsibility, taking or being assigned responsibility for something that one has done or failed to do, Professionalism, to mean consistent demonstration of a high level of excellence or competence and Transparency, to mean openness and operating in a way that makes it easy for others to see or know what we are doing and how we are doing it or rather doing things in the open.

The majority of the respondents therefore agreed there was a formal strategy in place to manage and promote sports in the country, with most opining that, whilst the NOC had its strategy clearly defined and implemented as per its strategic plan, the Government on the other hand, despite having a

legal framework and policy in place, did not have a clear roadmap in terms of implementation of the strategy to guide the sports sector. This they mostly attributed to lack of a comprehensive National Strategic Plan.

### **Who are the key stakeholders in the governance and promotion of Sports in the country?**

The various respondents identified the key stakeholders on the side of the Private Sector, Athletes, the NOC, the NCS, District Sports Councils, National Federations, Schools, Tertiary Institutions, whereas the major key stakeholders mentioned on the side of the NOC were the IOC, National Federations, NCS, MOES, Athletes, National Federations, Schools, Tertiary Institutions the Private Sector. It therefore follows that the respondents majorly agreed and identified the key stakeholders as the MOES, the NCS, the NOC, Athletes, National Federations, Schools and Tertiary Institutions.

### **4.2 Policy What Policies should be put in place to Manage and Promote Sports in the Country?**

In answering this question, two respondents emphasized the need to first have a clearly well laid down criteria at arriving at a suitable policy to address the country's needs. The General Secretary of USF and UOC

Committee Member stated **“Before a policy is actually passed, it should have certain qualities, for instance, it should be comprehensive and must be able to provide for talent identification, growth and retention, provide for development of sporting facilities because you can have talent, but without facilities, talent will not be of any good. The policy must identify competitive advantage, should be developed by people who understand the environment and address the area of sports disputes and arbitration plus related rules.”**

**The policies that the State should put in place as mentioned by the respondents are given below.**

Most of the respondents provided closely related opinions as to what policies the Government ought to put in place. Most of the respondents identified policies geared towards streamlining sports administration and roles, talent identification, adequate funding, proper team selection, availing or ensuring proper infrastructure sports development at grassroots level. Commenting on this, the Secretary General of the UOC and President of USF stated:

**“At a Macro level, there is need for the National Sports Policy to identify the priorities of the Sports sector in terms of where we want**



**to go, what the sports codes are, who are the main actors, how is it going to be funded which should all be linked to the National Development Plan, Vision 2040 of the country.”**

This was echoed by the Chairman of the NCS, when he said: **“The government is coming up with a Bill which will among other things define its policy and spell out the role of NOC in the management and promotion of sports.”**

The bill he was referring to is the Physical Activity and Sports Bill, 2017 which is yet to be tabled before parliament.

A minority of the respondents emphatically reasoned there was urgent need to mitigate conflict and that a strategic and comprehensive conflict resolution policy was required, since there is a lot of conflict within the sports sector which contributes to a lot of stagnation and under performance in the sector as a whole.

**The policies that the NCS should put in place as mentioned by the respondents are given below.**

The majority of respondents opined that there was need for a proper Strategic Plan that guides the operations of the NOC, which would in turn

inform policies like team selection, athlete development, anti-doping, coach development, performance appraisal and capacity building.

In conclusion, there was a general observation that the policies already in place but for 1964 act though some are okay and favor athletes due to ignorance, but, be that as it may, there was need to improve on them to meet the needs and aspirations of all stakeholders.

### **Which Policies are currently being implemented by the government to Manage and Promote Sports in the Country?**

Most of the respondents noted that, besides the National Physical Education and Sports Policy, 2004, which is in place, and which is quite outdated, the same was largely not implemented or operationalized. The Secretary General of the UOC and President of USF, whilst acknowledging the existence of the National Development Plan, noted that it has largely not been implemented.

It was worth noting that a number of respondents seemed unaware of any existing Government Policy for the Sports sector, while others seemingly found difficulty by what was meant by Policy and, as such, offered rather vague responses to this question at best. It is also worth noting though that the National Physical Education and Sports Policy, 2004

under Chapter 2.12 (ii) highlights one of the strategies to help meet the sports policy objectives as: **“Building capacity to plan, manage and administer sports at all levels.”**

He further states: **“There is a policy for elite sportsmen and here the government has put up a high-altitude sports center to support sports at elite sportsmen level because high performance needs such facilities.”**

## **NOC**

Most of the respondents seemed to opine that the NOC’s policy is informed by the IOC Charter. This was mirrored by the President, general secretary of the UOC and Secretary General of UAF when she suggested: **“The current policies of the UOC are derived from the IOC charter and are translated into the National Olympic Committee Constitution which is the guiding document for the NOC.”** That notwithstanding, a significant number of other respondents were able to identify the NOC’s Strategic Plan, Human Resource Manual and Financial Policy, Team Selection and Management Policy, Anti-doping as some of the policies that the NOC is currently implementing.

The UOC Secretariat Human Resource Manual, 2015, (page 1) for example provides its main objective as: **“To define the relationship between the UOC and the staff of the UOC Secretariat and to provide explanations relating to that relationship,”** whilst as one of its specific objectives as to: **“To put in place a governance and administrative framework that regulates the implementation of Human Resource Policies, Procedures and Practices at the UOC Secretariat.”**

**What policy reforms and/or changes are needed to clearly define and improve policy making by the State, the NOC and other stakeholders?**

All 15 respondents agreed there is dire need for changes or reforms to be made to improve policy making. They went ahead to suggest and mention what reforms or changes are needed to clearly define and improve policy making by the State, the NOC and other stakeholders. Below are the suggested policy reforms;

- The need to Review Policies (Athletes’ Team selection policy, Resource allocation policy, human resource and Financial policy).
- The need to effectively implement current Sports Law
- The need for a Sports Authority.

- There is need to find common ground to enable planning together through a closer working relationship with joint policies
- The need to change sports management from voluntary amateur to professional commercial with administrators being people with knowledge in sports
- The need for an independent sports sector separate from the Ministry of Education thereby having its own budget allocation or vote.
- There is need for clear definition of roles as to who should do what between the State and the NOC
- There is need to come up with a National Sports Strategic Plan and ensure its implementation
- Need for the reviewing of the school's curriculum
- The Taxation policy should be revised to eliminate tax on donations & sports equipment
- Government should fully get involved and play its part in Sports development.

### **4.3 Management**

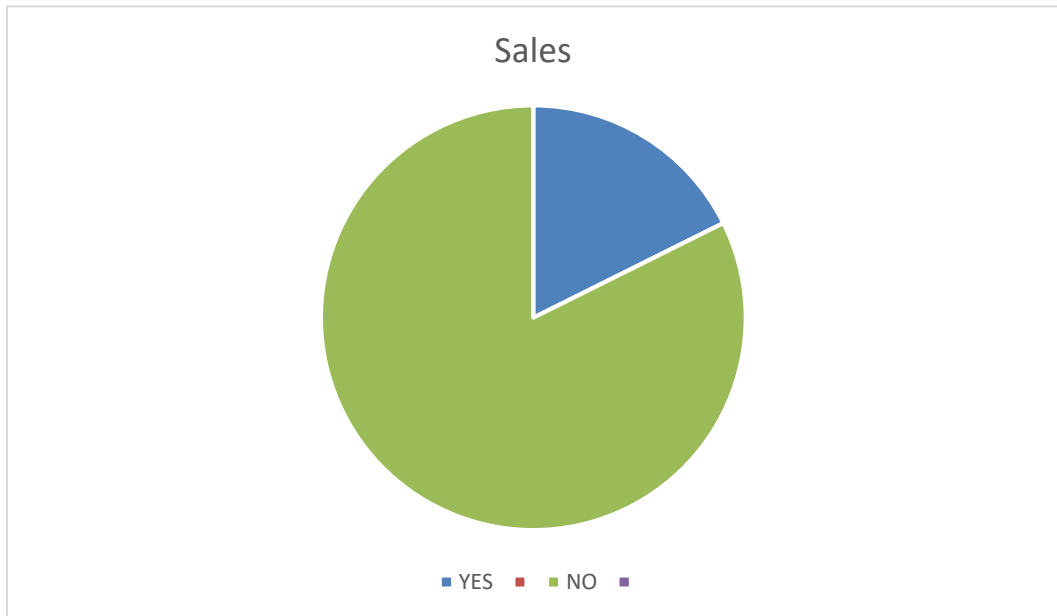
#### **What is the current Management Structure of Sports in Uganda?**

In reference to the current Management Structure, the respondents were of the general view that the management structure was composed of two tiers, the Government structure having a political head at the apex, paid technocrats and board members who then deal with the 56 affiliated National Federations and/or Associations, Districts, Institutions of Higher Learning, Tertiary Institutions and Schools on the one hand and the UOC with an elected Executive Committee which is answerable to its General Assembly comprised of the 23 National Federations and/or Associations charged with managing Olympic Sports and affiliated to the sports of Uganda on the other hand. All 15 respondents submitted that the management of sports in Uganda is essentially done by the federation or association executive committees at national level, which federations and/or associations then tap into institutions of higher learning like universities, tertiary institutions and schools.

**Is the current management structure of Sports in Uganda sustainable?**

**If yes, why? If not, why not?**

**Figure 2: Sustainability of the current Management structure**



Three of the respondents stated that the current management structure was sustainable while 14 of the respondents to this question opined the current management structure was not sustainable. The former argued, amongst other reasons, it was sustainable because the problem is not with the structure itself but with lack of proper facilitation in terms of funding, prevalence of egoism and lack of trust, and the lack of adequate and proper skills amongst the Sports Administrator

The majority of the 14 respondents who argued the management structure was not sustainable opined there is lack of professionalism in the

management of sports, as sports today is managed by volunteers, has duplication by having two parallel bodies doing the same thing without roles being clearly defined thus wasting resources, lacks adequate government support especially funding due to lack of an independent vote and bureaucracy, and has limited stakeholder engagement. They further opined there is need for a ministry solely dedicated to Sports if the sports sector was to realize its true potential.

**What form should the Management Structure of Sports in Uganda take and why?**

All the respondents, interviewed were of the view that the management structure of Sports in Uganda ought to change with the majority citing the ever prevalent conflicts between the State and the NOC as a clear indication that the sector needs to be streamlined for better and more effective management. They variously propagated for:

- The setting up of a Sports Authority comprised of all stakeholders.
- The need to align and have the NOC conform to National Laws and to have the law clearly spell out the roles of all stakeholders
- The need to have a Memorandum of Understanding between the Government and the NOC that clearly defines and spells out the



respective roles of each entity or to set up a Sports Forum to harmonize the relationship between the two bodies.

- The need to have the board members, managers or administrators at NCS elected as opposed to being appointed for accountability purposes.
- The need to increase the staffing at the NCS to handle the numerous federations, associations, subsidiary councils and educational institutions.

Upon further probing, three respondents opined that the management structure should take the form of a merger between the NCS and USO, remain independent of each other but complement and collaborate in the management of sports.

This again emphasizes the argument of Emerson, Nabatchi and Balogh (2012), when they propose effective collaborative governance to mean it must be initiated by public agencies, participation must include non-State action, participants must engage in decision making and not be merely consulted, the forum must be formally organized, decisions must be by consensus and that the focus must be on public policy or public management.

It is imperative to note that most of the respondents emphasized the fact that the NOC applied good governance and best practices in its management module, which they cited were lacking in the State structure, as all NOC leaders were elected by the General Assembly and were answerable to it. This argument fundamentally rhymes with the seven (7) key criteria for good governance as advanced by the Institute of Good Governance, which are accountability that is reporting and being answerable to the stakeholders, transparency or the ability of the stakeholders to follow and understand the decision making process, rule of law or the decisions being consistent with relevant legislation, responsiveness or serving the needs of the people, equity and inclusiveness or availing opportunity to all, effectiveness and efficiency or the use of available human resource and time for the best results and participation or the need to be all inclusive.

**What Management reforms and/or changes are needed to streamline and improve the Management of Sports in Uganda?**

All the respondents, when asked about the management reforms and changes that might be needed to streamline sports management agreed that there was need for urgent reform. Some of the reforms suggested include:

- Sports management should be professionalised instead of leaving it to volunteers
- The need to enact a new Sports Act.
- The need to enact a comprehensive Arbitration Law.
- The need for Federations and Associations to have Registered Offices and functional secretariats.
- Need for an independent sports ministry with an independent vote.
- Need for NCS to have a functional marketing department.
- The management of sports should exclude politicians
- Amending the law to have the NOC align itself within and conform to National Laws.
- Managing relationships between the NOC and NCS so that they complement each other with clearly defined roles.
- There is need to restructure by setting up a Sports Authority & empowering it.

#### **4.4 Roles**

**What is the role of the State in the Management and promotion of Sports in Uganda?**

In tackling the core question of this study, the majority, if not all respondents, cited the provision, building and maintenance of Sports Facilities and Infrastructure as the key role of the State. The respondents then variously cited Sports Regulation and Coordination, Financing and/or Funding as the other key roles of the State. This was best elaborated by the Chairman of the NCS when he stated: **“The major role of the State in sports promotion and management is to provide, build and maintain sports facilities and infrastructure to enable sports to thrive.”**

This was echoed by all the key sports actors from the Commissioner of Sports, the General Secretary of the NCS, the President and Secretary General of the UOC and the Presidents and/or Secretary Generals of the 6 federations and/or Associations sampled with most of them opining it is with the existence of sports infrastructure that the State should then adequately fund the sports sector.

This unsurprisingly is in line with the Government’s own vision as enshrined in Section 2 (1) (a) of the NCS Act, 1964 that provides: **“One of the core objectives of the Council is to develop, promote and control all forms of amateur sports on a national basis in conjunction with voluntary amateur sports organisations or associations.”**

In the preface to the Physical Education and Sports Policy, 2004, the then Minister stated: **“The Ministry of Education and Sports has the mandate to develop sports in this country.”** whilst Chapter 2, sub-section 2.1 lists one of the broad objectives of the same policy as: **“To improve planning, management and administration of physical education and sports in the country.”**

The respondents further cited these as key roles of the State:

- Providing a conducive environment for sports to thrive and attract private corporate sponsorship and investment.
- Funding to Sports Federations and/or Associations and athletes.
- Enacting of an effective Sports Law
- Effective Regulation and Coordination of the Sports sector.
- Establishment of a well-balanced school curriculum aimed at developing sports
- Policy development and guidance, for example an Anti-Doping Policy
- Budget allocation and resource mobilization
- Initiating capacity building programmers

- Identifying and nurturing sports talent from the grass roots to national and elite level.

### **What is the Role of the NOC in the Management of Sports in Uganda?**

The vast majority of the respondents were quite clear and unanimous in their understanding of the role of the NOC. They stated some of the key roles were:

- Preparation of elite athletes to qualify, participate and win medals at International Games;
- Safeguarding and promotion of Olympic Values;
- Capacity building through training and empowerment of officials and athletes;
- Managing, supporting and monitoring of elite athletes; and Implementation of robust sports programs to complement government efforts.

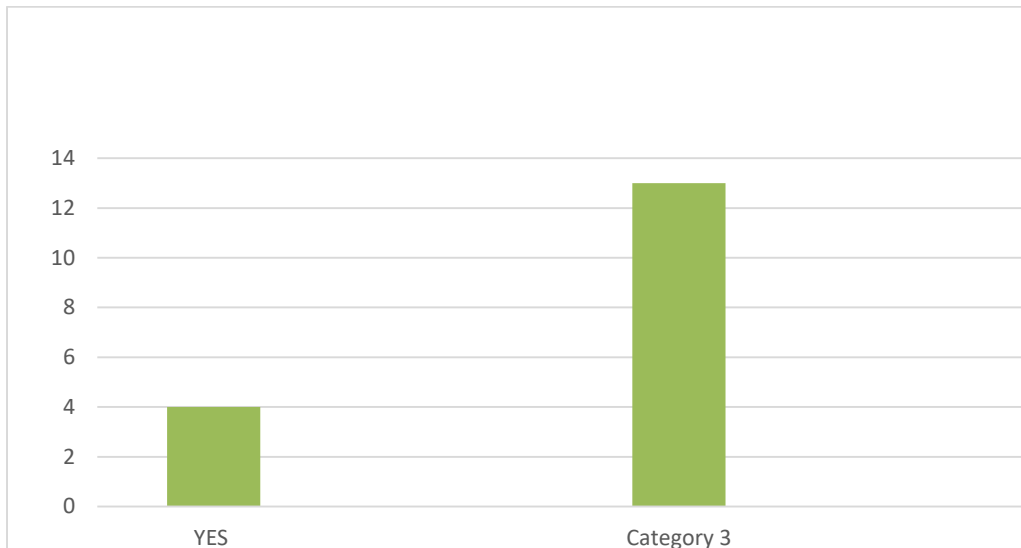
### **What is the Role of other Stakeholders in the Management and Promotion of Sports in Uganda?**

The majority of respondents identified the corporate world, the media and the general public as some of the other key stakeholders. They cited some of their key roles as:

- Funding of sporting activities;
- Contributing to policy making;
- Complementing all government initiatives;
- Creating awareness and marketing sports; and
- Contributing to sports through Corporate Social Responsibility.

**Is the current distribution and/or implementation of roles amongst the State, the NOC and the other stakeholders sustainable? If yes, why? If no, why not?**

**Figure 3: Sustainability of Role Distribution and Implementation**



As highlighted above, only four respondents argued that the current dispensation was sustainable. They maintained that the issue at hand was not the current distribution and/or implementation of roles, but rather the lack of a clear understanding and conceptualization of where each stakeholder's mandate stops amongst the key Sports Administrators. The rest of the respondents (13) vehemently argued that the current dispensation was unsustainable and highlighted some of their reasons as:

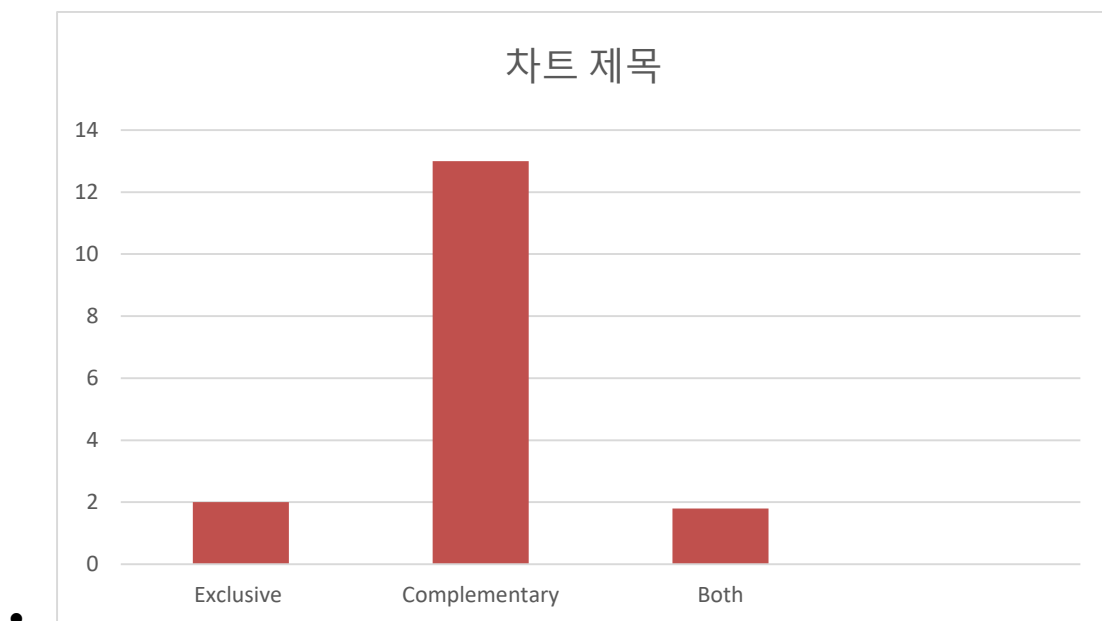
- There is an overlap and duplication of roles between the State and the NOC which leads to conflict between the two bodies.



- There is inadequate funding to the sports sector as only Ug.shs.12,000,000,000 or US \$ 3,333,000 was allocated to sports last financial year.
- The overlap and duplication leads to wastage of resources, human, financial, technical etc., as both the bodies are trying to achieve the same thing.
- There is lack of clarity as to who is in charge of what facet or function.
- The existence of extreme disagreement, mistrust and conflicts which leads to a total failure by the State and the NOC to work together
- The mistrust has led to a total failure in having teamwork, which is essential for the effective management and promotion of sports.
- There is a lack of planning or poor planning on the part of the State that stagnates the effective execution of roles due to lack of adequate resources.
- The NOC over relies on the IOC through the Olympic Solidarity for funds to run its activities.
- There is seemingly perceived and actual disinterest on the part of Government towards the Sports Sector.

**Should the roles of the State and the NOC be exclusive or complementary?**

**Figure 4: The response to Exclusivity and Complementarity of Roles**



As highlighted above, two respondents were of the view that the State and the NOC should partake of their roles in an exclusive manner, arguing each entity had a clear mandate under the existing legal and policy framework and as such these mandates should be exercised without undue interference from each other. They further cited the Olympic Charter, which prescribes there should be no interference by Governments in the affairs of NOCs. Two respondents, on the other hand, opined the two entities should operate exclusively in line with the Olympic Charter as cited above, but be mindful of the need to collaborate as and when the need arises. The majority

of the respondents (13) opined that the roles of both the State and the NOC are well laid out and clear, with each entity having a clear set of objectives and a pathway to achieving the said objectives. They cited infrastructural development, funding, mass participation and grassroots development of sports as core to the State's roles, at which point the NOC assumes one of its core roles of identifying, nurturing, training and ensuring participation of elite athletes exclusive complementary both exclusive complementary both in international sporting Games and competitions. The real issue to these respondents was how to come up with an effective strategy to complement each other's efforts through well laid down collaborative links that are clearly defined and understood by both stakeholders.

This need to collaborate whilst maintaining a semblance of independence is enshrined in the National Physical Education and Sports Policy under Chapter 3 sub-section 3.1 where it states: **“It is realized that each stake holder has specific structures through which Physical Education and Sports activities are promoted and implemented.”**

The need for collaboration is perhaps best emphasized by the UOC Constitution, which states as one of its objectives under Article 6 (j): **“It shall co-operate with government or non-governmental bodies in order**

**to fulfil its objectives.”** This is indeed re-echoed in the UOC Strategic Plan, 2015 when one of the key roles of the UOC is given as: **“To promote linkages and collaboration with government, corporate and strategic partners.”**

**What reforms and/or changes are needed, if any, to clearly define or redefine the roles of the State and the NOC in the Management and Promotion of Sports?**

All the respondents opined there was need for reforms and/or changes, which are highlighted below:

- The need to repeal, review or amendment of the NCS Act, 1964 and the Regulations thereunder.
- The need to have a Memorandum of Understanding defining roles.
- The need to affect a comprehensive Sports Policy in consultation with all stakeholders to address all policy issues.
- The need to set up a Sports Tribunal to handle Sports disputes.
- The need to set up a Sports Fund or National Lottery.
- The need to set up a Sports Authority.
- The need to have open, clear and well-defined collaborative links clearly defining roles and resource allocation.

- The need for a National Sports Strategic Plan.
- The need to set up an independent Sports Ministry solely dedicated to Sports.
- -The need to have the Government formally take over and own the National Teams all having their own budgets.
- The need to affect an efficient and robust Accreditation Policy.

## **Chapter Five**

### **5.1 Recommendations**

Having carried out a thorough analysis of the data, and taking into consideration the majority of the respondents' views that the State and the NOC each has clear and distinct roles as spelt out in the NCS Act, 1964 and the UOC Constitution, 2013 respectively, this study makes the following recommendations and further proposes these recommendations should preferably be realized within a three (3) year period to coincide with the beginning of the new Olympic Quadrennial:

- The urgent need by the State to set up of a Sports Authority whose composition should involve all stakeholders.
- The need to align and have the NOC conform to National Laws and to have the law clearly spell out the roles of all stakeholders. It is suggested this should be spearheaded by the Executive and Legislative arms of the State.
- The need to have a Memorandum of Understanding between the Government and the NOC that clearly defines and spells out the respective roles of each entity or to set up a Sports Forum to harmonize the relationship between the two bodies. It is worth noting that the State and the NOC tentatively signed a

Memorandum of Understanding in May of this year to guide their collaborative links pending the signing of a substantive Memorandum of Understanding expected to take the form of the generic Memorandum of Understanding generated by the UOC.

- The need for the State to have the board members, managers or administrators at NCS elected as opposed to being appointed for accountability purposes.
- The need to phase out volunteers in the leadership and management at the NOC in favor of having qualified and paid staff.
- The need for the State to enact a comprehensive Arbitration Law to resolve all sports related disputes.
- The need for the State to increase the staffing at the NCS to handle the numerous federations, associations, subsidiary councils and educational institutions.
- The need to organize and facilitate a National Sports Symposium involving all stakeholders to identify, discuss and offer solutions to the persistent problems plaguing Sports in Uganda.

## **5.2 Limitations of the Study**

This study from the outset has undergone a thorough qualitative and rigorous process of ensuring its authenticity and validity through

constant perusal and advice from my collugues and regular interaction with a Jury of three Tutors. Nonetheless the research had some limitations;

- 1 The study from the onset deals with the Roles of the State and the NOC in the management and promotion of sports and does not in delve into the study of the entire sports sector, which sector from the research findings is in urgent need of overhauling. As such, this research stops short of a complete analysis of the sports sector as a whole.
- 2 There was at times limited understanding of the difference between strategy and policy, which led to confusion as amongst some of the respondents. This led to repetitiveness in their responses and at times a total mix up in the comprehension of the two concepts. This was rather time consuming as the researcher would often times have to clarify the two concepts to the respondents.
- 3 There was limited knowledge about sports governance and management issues amongst some of the respondents, which prolonged the interview process.
- 4 The Researcher as part of his data collection targeted key respondents like the chairman on the board at NCS and vice president due to their



busy schedules in Government, there was some difficulty in having them interviewed, which occasioned some initial delay in data collection and analysis.

- 5 The absence of adequate literature and/or material regarding sports governance in Uganda in general, as highlighted in the literature review (chapter two) proved a bit of a challenge, and it is hoped this study and others to follow will help bridge the gap in that regard.
- 6 It is important to note that, whilst this study from its analysis of the respondent's data makes recommendations and comes up with conclusions, it does not provide for a pathway for generation of resources required for the implementation of these recommendations, which is a key component in their realization. However, it clearly indicates who should lead each recommendation and the time limits within which to do so.

### **5.3 Future Research**

1 The researcher opines there is need for further, in-depth analysis of some of the factors identified by this study that continue to undermine the development of sports in Uganda. It is suggested that more research is

required in this area. Some of these factors include but are not limited to the lack of a National Sports Strategic Plan, lack of an up to date Sports Policy, the absence of an effective Sports Law and poor or low funding of the Sports sector.

- 2 It is imperative that further research, delving into offering a lasting and practical solution in terms of collaborative governance between States and NOCs, but having regard to the well enshrined principle of Sports Autonomy is undertaken. This should be done within the contextual setting of each jurisdiction.
- 3 It is clear to this researcher, based on the data analysis and available literature, that there is need to understand what is the root cause of the States' and NOCs' failure to collaborate better, a major pattern from the sample of this study, even when all indications are that most of the respondents opine that collaborative governance is preferred and best form of solving the current issues in the sports sector.
- 4 The researcher further opines that a comprehensive and full study of the entire sports sector might be a more desirable approach in ensuring sustainability of compiled findings and recommendations. Whilst this may sound overly ambitious, at the very least, it might be important to study how these findings and those before or after these could be

narrowed down in one comprehensive study as a reference center and central guide to good sports governance.

## **5.4 Conclusions**

Based on the analysis and findings of the study, we can conclude that the Roles of the State and the NOC are quite distinct and clearly defined for each of the different entities. The study, in its analysis of the current situation in Uganda and in studying the relationship between the State and the NOC in Sports Management and Promotion of Sports, was drawn to the respondents' view for the adoption of collaborative governance as a pathway for achieving the best possible conducive environment for both the State and the NOC to effectively carry out their roles. It is therefore the researcher's opinion that there is urgent need of a National Sports Symposium involving all stakeholders to formulate a National Sports Strategic Plan as a pathway to formulating a National Sports Policy. It is this Policy that would then guide the Executive and Legislative arms of the State, in consultation with all stakeholders and more so the NOC, that would then inform and guide the formulation and enacting of the National Sports Law.

## References

- Hilary Arksey & Lisa O'Malley (2005) Scoping studies: towards a methodological framework, *International Journal of Social Research Methodology*, 8:1, 19-32.
- Aucoin, P., & Heintzman, R. (2000). The Dialectics of Accountability for Performance in Public Management Reform. *International Review of Administrative Sciences*, 66(1), 45–55.
- Baelen, M. V. (2017, August). Why good governance should be a priority for each sport organisation . p. 3 (Report).
- Blanco, D. V. (2017). Sports governance: Issues, challenges and perspectives. *Asia-Pacific Social Science Review*, 17(1), 105-111.
- Bovens, M. (2007). Analyzing and assessing accountability: A conceptual framework. *European Law Journal*, 13(4), 447-468. , 13.
- Braun, V. and Clarke, V. (2006) Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3 (2). pp. 77-101.
- Chappelet, J. L., & Mrkonjic, M. (2013). Existing governance principles in sport: A review of published literature. *Action for good governance in international sports organisations. Copenhagen: Danish Institute for Sports Studies*.

- Chappelet, J.-L. (2018). Beyond governance: the need to improve the regulation of international sport. *Sport in Society*, 21(5), 724-734.
- Chelladurai, P., & Haggerty, T. R. (1991). Measures of organizational effectiveness of Canadian national sport organizations. *Canadian journal of sport sciences= Journal canadien des sciences du sport*, 16(2), 126-133.
- De Dycker, S. (2019). Good governance in Sport: comparative law aspects. *The International Sports Law Journal*, 19(1), 116-128.
- Dowling, M., Leopkey, B., & Smith, L. (2018). Governance in sport: A scoping review. *Journal of Sport Management*, 32(5), 438–451.
- Donnelly, A., Gaved, M., Hoehn, T., De Kepper, C., Kinsella, S., & Ward, D. (2001). *Europe's first conference on the Governance of Sport*. Brussels : The rules of the Game.
- EOSE. (2017). SIGGS: Support the Implementation of Good Governance in Sport. Retrieved from [www.eose.org](http://www.eose.org): [https://eose.org/our\\_work/siggs-supportthe-implementation-of-good-governance](https://eose.org/our_work/siggs-supportthe-implementation-of-good-governance).
- Geeraert, A. (2013). The governance agenda and its relevance for sport. Introducing the four dimensions of the AGGIS sports overnice observer, 9- 21.

- Geeraert, A. (2018). National Sports Governance Observer. Belgium : Play the Game.
- Gómez, S., Opazo, M., & Martí, C. (2008). Structural Characteristics Of Sport Organizations. Barcelona: University of Navarra.
- IOC. (2008). International Olympic Committee. (2008). Basic universal principles of good governance of the Olympic and sports movement. Seminar on autonomy of Olympic and Sport Movement. The IOC. Lausanne: International Olympic Committee.
- Lam, E. T. (2014). The roles of governance in sport organizations. *Journal of Power, Politics & Governance*, 2(2), 19-31.
- Ingram, K., & O'Boyle, I. (2018). Sport governance in Australia: Questions of board structure and performance. *World Leisure Journal*, 60(2), 156-172.
- Jackson, R. L., Drummond, D. K., & Camara, S. (2007). What is qualitative research?. *Qualitative research reports in communication*, 8(1), 21-28.
- Maennig, W. (2017) Governance in sports organizations.
- Mew, G., & Richards, M. J. (2005). More than just a game: Resolving disputes in modern sport. In *14th Commonwealth Law Conference, London*.

- Miller, P. (2004). The Business of Sport Management. *International Journal of Sports Marketing & Sponsorship*, 6(1), 70-72.
- NPESP. (2019). National physical education sports policy. Ministry of Education and Sports. Uganda Policy.
- Naidoo, R. (2002). *Corporate governance: An essential guide for South African companies*. Juta and Company Ltd. (Book)
- O'Boyle, I., & Hassan, D. (2014). Performance management and measurement in national-level non-profit sport organisations. *European Sport Management Quarterly*, 14(3), 299-314.
- Parent, M. M., & Hoye, R. (2018). The impact of governance principles on sport organisations' governance practices and performance: A systematic review. *Cogent Social Sciences*, 4(1), 1503578.
- Old, J. (2004). Organisational behaviour in sport organisations. . London: *The Business of Sport Management*, 8, 34-47
- Parker, C. (2004). The role of the state in sport . *The business of sport management* , 98.
- Post, J., Lawrence, A., & Webber, J. (2002). Business and society: Corporate strategy, public policy, ethics (loth ed.). Boston: McGraw-Hill Irwin.

- Rossouw, M., De Koker, L., Marx, B., & Watt, V. D. (2003). Corporate governance and the King II Report. Ryan: Financial Mail Supplement.
- Sawyer, T. H., Bodey, K. J., & Judge, L. W. (2008). *Sport governance and policy development: an ethical approach to managing sport in the 21st Century*. Sagamore Publishing.
- Schenk, S. (2011). Safe hands: Building integrity and transparency at FIF. Berlin : Transparency International . Retrieved from Transparency International.: <https://www.transparency.org/en/publications/safe-hands-buildingintegrity-and-transparency-at-fifa>.
- Shema, M. (2018). Basketball for Change and Development. University of 61 Tsukuba, 71.
- T. C. Lam, E. (2014). The Roles of Governance in Sport Organizations. *Journal of Power, Politics & Governance*, 1.
- Tripathi, D. R. (2017). GOOD GOVERNANCE: ORIGIN, IMPORTANCE AND DEVELOPMENT IN INDIA. *International Journal of Development Research*.



Winand, M., Rihoux, B., Robinson, L., & Zintz, T. (2013). Pathways to high performance: A qualitative comparative analysis of sport governing bodies. *Nonprofit and Voluntary Sector Quarterly*, 42(4), 739-762.

## Section 1

### Background

S/N	Question	Objective
1	What do you understand by the term's management and promotion of Sports?	To identify in the opinion of the
2	Do you have a formal strategy on how to manage and promote Sports in the country? If so, what is the strategy?	respondent, the concept of sports

3.	Who in your opinion are the key stakeholders in the management and promotion of Sports in the country?	management and promotion, and the role of the State and the National Olympic Committee in the management and promotion of Sports.
4	In your opinion, what is the current role of the State in the management and promotion of Sports in the country?	
5	In your opinion, what is the current role of the National Olympic Committee in the management and promotion of Sports in the country?	

## Section II

### Policy

1.	What policies should the State and the National Olympic Committee put in place to manage and promote Sports in the country?	To identify the policy measures which the State, the National Olympic Committee and other stakeholders are currently instituting and what they could do to improve the management and promotion of Sports
2.	Which existing policies are currently being implemented by the State and the National Olympic Committee in the management and promotion of sports in the country?	
3.	Are the current policies being implemented by the State and the National Olympic Committee in the management and promotion of Sports sustainable? If yes, why? If no, why not?	
4.	Who are the other stakeholders in the management and promotion of Sports in the country; and What is	

---

their current role in policy making and is this sustainable? If yes, why? If no, why not?

---

5. In your opinion, what policy reforms and/or changes are needed to clearly define and improve policy making by the State, the National Olympic Committee and the other stakeholders in the management and promotion of Sports in the country
- 

### Roles

- 
- |    |   |  |
|----|---|--|
| 1. | In your opinion distinguish between the role of the State, the National Olympic Committee and other stakeholders in the management and promotion of Sports in Uganda? | To clearly identify the roles of the State, the National Olympic Committee and |
|----|---|--|
-

- 
2. Is the current distribution and/or other stakeholders, implementation of roles amongst the State, the practicality of the National Olympic Committee and other the current stakeholders sustainable? If Yes, Why? and dispensation and If No, Why not? what can be done to improve the situation with regard to the management and promotion of Sports in Uganda?
- 
3. What in your opinion should the role of the State, the National Olympic Committee and other stakeholders be? /. Please elaborate.
- 
4. Should the roles of the various bodies above be exclusive or complementary? How and why?
-

---

5. What reforms and/or changes are needed, if any, to clearly define or re-define the role of the State, the National Olympic Committee and other stakeholders in the management and promotion of sports in Uganda?

---

6. Is there anything else you would like to mention about the role of the State and the National Olympic Committee in the management and promotion of sports in the country?

---

## RESPONSE CODING SHEET

**Respondents understanding of sports management & promotion by definition.**

### **Sport management**

Organization/Operating structure	////
Effective coordination & management of affairs	//// //

### **Sports promotion**

Creation of Awareness / Increase in popularity/Advertise	////
Resources/Enhancing of sports/sports developed from grass root	///

### Do you have a formal strategy on how to manage sports?

Yes	No	Not aware of any
////	////	//

Yes, for other stakeholders apart from the State // every Federation works on its own Yes but not done rightly (associations not well managed, finance and structures not readily available, no supervision)

### What is the strategy?

<b>N.O.C</b>	4year strategic plan focusing on N.O.C and where it wants to go	/
	Presence of constitutions, Presence of strategic plan, presence of Olympic sports charters, presence of internal constitutions	/
	Human Resource, Financial & Selection Policies	/
	It deals with directly with athletes-promotion athletes	//
<b>STATE</b>	National Physical Education & Sports Policy 2004	/
	It deals with the structure & different stake holders in sports to ensure effective management e.g. feds –N.O.C, athletes from the grassroots to the top	///
	Rebranding NCS by looking at various facets	/
	Innovation (managing sports associations as regulators)	/
	*re read to report	
	Talent identification & management programmers' plus competition structures at grassroots & how it comes out	//



## Key stakeholders

ME OS	N CS	Minis try of finan ce	Parlia ment	I.O .C	N.O .C	NF S & clu bs	Schools & univers ities	Athl etes & admi ns	Gene ral publi c
////	////	/	//	/	////	////	//	////	//
////	/				////	////		///	
	////								

General assemblies, facility owners e.g. schools, sponsors//, parents//, lovers of the games, journalists, individual & state-owned schools//, districts, local government, communities, private sector, NGO

## Policies that the State & NOC should put in place/ are already in place to Manage and Promote Sports in the Country

National Sports Policy (e.g., identifying priorities like sports codes-DP vision 2040)	////	Team training and management Policy (International standard)
Strategic policy	/	Team selection criteria
Team Selection (talent searching)	//	Performance Appraisal
Athlete development	//	Capacity development
Anti-doping	/	Constitution implementation

Overall Education Policy	/	Guiding document from charter (IOC in line with UOC)
Conflict resolution	//	National Physical Education and Sports Policy, 2004
Working relationship (btn NOC & State)	///	

## 국 문 초 록

Florence Suzan Nakimuli

글로벌스포츠매니지먼트 전공

체육교육과

서울대학교 대학원

기업이나 기관을 관리하는 일은 많은 관심을 받아온 분야이다. 스포츠도 이러한 경향에서 예외가 될 수는 없다. 한 때 우수한 스포츠 운영 모델을 갖췄다고 평가되었던 우간다는 1962년 독립이후 그러한 모습을 잃어버리게 되었다. 이후 진행된 국가 발전에도 불구하고 우간다에서 스포츠 분야는 소외된 한 분야였다. 그리고 지금까지도, 관리능력과 경험부족으로 인해 많은 어려움을 겪고 있다.

이 연구는 우간다의 스포츠 진흥을 위한 국가와 올림픽 위원회의 역할을 확인하고자 한다. 이를 위해, 이러한 문제가 발생한 원인을 조사하고 이에 대한 해결방안을 제시하고자 하였다. 우간다 문제 해결을 위해 다양한 관련 문헌을 검토하였다. 이후 정부관계자, NOC 관계자, 국가스포츠 협의회와 NOC에 소속된 23개 연맹 및 협회

관리 공무원으로 구성된 표본에서 인터뷰를 통해 데이터를 수집하였다. 이를 통해 도출된 결과는 다음과 같다.

우간다는 국가 수준의 스포츠 발전계획의 부재로 인해 이해당사자들이 역할을 수행하는데 어려움을 겪고 있다. 본 연구에서 도출된 결과를 통해 국가 수준의 통합적 발전계획이 무엇보다 먼저 선행되어야 한다. 이를 통해 국가는 스포츠 인프라 개발, 자금지원, 유소년지원에 힘써야 한다. NOC는 전문스포츠인 육성을 위한 자금 지원, 선수 확보 및 육성에 역량을 쏟아부을 필요가 있다. 마지막으로, 이 연구에서는 현재 우간다의 스포츠 경영구조가 지속가능한 수준이 아니기 때문에 국가와 NOC의 더욱더 긴밀한 협력이 필요하다는 결과를 도출하였다.

---

**주요어:** 스포츠 거버넌스, 주의 역할, 프로모션과 경영, 국가 스포츠 정책, 국가 올림픽 위원회

**학번:** 2020-23682