UNIVERSITY OF PELOPONNESE

FACULTY OF HUMAN MOVEMENT AND QUALITY OF LIFE SCIENCES
DEPARTMENT OF SPORTS ORGANIZATION AND MANAGEMENT

AN EVALUATION OF SPORTS DEVELOPMENT WORK OF NATIONAL SPORTS GOVERNING BODIES IN UGANDA

By

Ayaa Harriet

MASTER Dissertation submitted to the professorial body for the partial fulfilment of obligations for the awarding of a post-graduate title in the post-graduate Programme, ''Olympic Studies, Olympic Education, Organization and Management of Olympic Events" of the University of the Peloponnese

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Approved by the Professor Body

1st Supervisor: Konstantinos Georgiadis Prof. UNIVERSITY OF PELOPONNESE, GREECE

2nd Supervisor: Athanasios Strigas Prof. Dr. UNIVERSITY OF PELOPONNESE, GREECE

3rd Supervisor: Ourania P Vrondou Prof. UNIVERSITY OF PELOPONNESE, GREECE

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SUMMARY

Ayaa Harriet: An evaluation of sports development work of national sports governing bodies in Uganda.

(Under the supervision of Konstantinos Georgiadis, Professor)

The purpose of the study is to present an evaluation of sports development work of national sports governing bodies in Uganda. It is generally objected to evaluate sports development work of national sports governing bodies in Uganda towards understanding the impact of and responses to COVID-19. It objects to describe sports development work of, assess impact of COVID-19 on sports development work and also describe measures adopted in response to COVID-19 by national sports governing bodies in Uganda. The study also intends to make recommendations based on results for solutions and future studies. The results show that perception of most sports development works drivers is generally positive with scattered negative views of certain facets of drivers.

Keywords: Sports-development-work Indices, national sports governing bodies, Impact, Responses, COVID-19, National council of Sports, Uganda Olympic committee.

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DEDICATION

This study is whole heartedly dedicated to my beloved parents who have been my source of inspiration, resilience and strength and when I thought of giving up who continuously provided a moral spiritual and emotional support. To my lovely son Noel Joshua komagum, my brothers, sisters, relatives and friends Oola Stephen Kidega, Gymnastics association of Uganda, Uganda Olympic Committee, National Council of Sports, all sports federations and association leaders in Uganda who encouraged me to finish this study. Lastly, I dedicate this work to the University of Peloponnese and to the Almighty God for the wisdom, guidance, strength, protection, providence and above all for good health.

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LIST OF ABBREVIATIONS AND SYMBOLS.

NCS: National Council of Sports

UOC: Uganda Olympic Committee

COVID-19: Corona Virus discovered in 2019.

NSOs: National Sports organizations

SD: Sports Development.

CHAPTER I

INTRODUCTION

Sports development is a progressive step-up and improvement of sports from low to higher stages while recognizing and regarding indicators implicated in understanding sports routinely (Yazid, 2014). Operative sports development as such needs understanding the state of indicative variables including sports policy environment, personnel, funding, program, facilities, and sponsorship. The level of attaining these variables influences success and stage of sports development. The degree to which these indicators are well established is linked to the phase of sport development (Bakari Mohammed, 2017).

COVID-19 negatively affected practice of sport and recreation through cancellation of sports competitions, training, and recreation with socio-economic-political consequences. As such there is need to reconsider and readjust sports and recreation. This disruption has in turn negatively impacted sports development work (Parnell et al., 2020). Sports governance and management should pay attention to organizational change, collaborations, control mechanisms, and intangible mechanisms to ensure appropriate decisions in sports (T.Byers et al., 2021). There is need to study the potential changes that have taken place such that there is an informed response to the situation that was placed on national sports governing bodies by COVID-19

Measurement of performance of organizations is extensively acknowledged as key to informing strategic decisions, interventions, and assessment of success. National sports organizations (NSOs) especially national sports governing bodies face new pressures from government, sponsors, members, public, and participants demanding them to be performance oriented and or capacitated to efficiently manage the organization (Winand et al., 2010). However, there is limited research study on measurement of performance in the context of sports development work of national sports federations in Uganda, particularly during COVID19 period. This study seeks to understand sports development work in Uganda with a focus on national sports federations in the context of COVID-19 impacts towards an intervention to increase knowledge in sports development practices.

1.1 Statement of the Problem

Measurement of performance management and governance practices are used to organizational process with a goal to identify strong and weak areas that may need improvement yet there is limited data on assumption and operation of these practices in many national sports organizations (Lobone et al., 2020). There are 51 national sports governing bodies registered with national council of sport (NCS, 2021) Uganda Athletics federation, federation of Motor sports clubs of Uganda, Uganda Volleyball federation, Uganda Badminton Association, Uganda Tennis Association, Uganda Swimming federation, Uganda Skating federation, Uganda Archary federation, Scrabble Association of Uganda, VX Uganda ,Uganda Rollball Association, Uganda Boxing federation, Uganda Paralympic Committee, Uganda Chess federation, Uganda Draughts federation, Uganda Table Tennis Association, Uganda woodball federation, Uganda Handball federation, Uganda Netball federation, Uganda Cycling Association, Pool Association of Uganda, Association of Uganda University sports, Uganda Taekwondo federation, federation of Uganda Basketball Associations, Uganda Hockey Association, Uganda Ludo Association, Uganda Ultimatefrisbee Association, federation of Uganda Football Associations, Uganda Cricket Association, Uganda Lacrosse Association, Uganda Floorball Association, Uganda Darts Association, Uganda Baseball&softball Association, Uganda Zurkhaneh Association, Uganda squash racket association, Uganda rugby union, Gymnastics Association of Uganda , Uganda Dragon Boat federation, Uganda Canoe Kayak federation, Uganda rowing federation, , Uganda wrestling federation, Uganda Judo Association, Uganda Fencing Association, Uganda Weightlifting federation, Kabaddi federation of Uganda, Uganda sport Climbing federation, American Football federation of Uganda, Uganda Deaf sports federation, Uganda Body Building and fitness Association, Uganda Golf Union, Uganda Dancesport federation. However, there is no published report or data on indices of sports development work, particularly in the context of negative COVID-19 impact widely reported. The study will assess indices of sport development work of national sport federations and associated impact of COVID-19 and adopted measures in Uganda.

1.2 General Objective

1. To evaluate sports development work of national sports governing bodies in Uganda towards understanding the impact of and responses to COVID-19

1.2.1 Specific Objectives

1. To describe sport development work indices of national sports governing bodies in Uganda.
2. To explore the impact of COVID-19 on sport development work of national sports governing bodies in Uganda
3. To describe practices/measures that were taken in response to COVID-19 by national sports governing bodies in Uganda.

1.2.2 Research Questions

1. What is the nature of sports development work in national sports governing bodies of Uganda?
2. What was the impact of COVID-19 on Sports activity of national sports governing bodies in Uganda?
3. What practices were adopted in responses to COVID-19 by national sports governing bodies in Uganda?

1.3 Significance of study

This study provides crucial data to inform decision on strategies, interventions and evidence regarding sports development work of national sports governing bodies in Uganda. The study enriches the area of sport development research, knowledge and practices in Uganda. Furthermore, it can act as a reference point for future evaluation, monitoring and potential ranking within national sports governing bodies to demonstrate progress or retreat in sports development.

CHAPTER II

BIBLIOGRAPHY REVIEW

SPORTS DEVELOPMENT

Sports development aims at promotion of interest, participation and excellent performance in sports. These aims of sports development have been or are being attained differently given the uniqueness in perspectives, situations and historical background of many entities involved in sports at different levels including club, local, regional, national, continental and international. Sports development is a desire for all nations that want to improve interest, participation and performance in sports. National sports governing bodies are government agencies tasked to prepare, implement, and evaluate sports development plans for purposes of understanding the direction and achievement as far as progress is concerned. Several factors drive the extent of sports development that can be attained by sports organizations of all levels including policy environment, human resources, funding, programs, facilities, sponsorships among others which are discussed further.

2.1 Importance of Sports Development

Sports development is an important part of modern sport. Government guides this process through putting laws and policies in place to guide the development course in terms of culture, economic, social and political realms hence it influences several aspects of sports like training, competitions, hosting sports events, production of equipment and management. This guidance supports government in harnessing sports development benefits which are largely an extension of those of sports itself. These benefits are it can promote social cohesion, disperse energy especially in young males against anti-social or criminal activity, create economic activity directly or indirectly through professional sports, building infrastructure and tourism. This makes sports development an important area worthy academic research.

2.2 Sport Development Drivers

Sports policy environment which establishes distinct goals and guiding principles for aiding sports in society. It is shaped by governments, agencies, locals and grass roots movements (Vos et al., 2016). This policy environment at club, local, regional, national, continental and international level can an impact on level of sports development to be attained

(Remco & Jeroen 2021). However, policies need to be backed up by action to realize its potential in sports development Remco et al., 2022). The aim of national sports development policy is to enable prospect of assessing its progress and against other nations.

Sports personnel including administrators, coaches, officials, health profession personnel and organizing secretaries among others are essential for proper handling of sports development. Coaches who aid in ensuring technical and tactical efficiency of athletes are accountable for bettering skills of players. Therefore, there is need to train coaches and give them the exposure to gain experience. A well-trained human resource is vital for fostering a positive environment for sports development to progress (Bakari Mohammed, (2017).

Sports facilities are a factor in sports development. Standard sport facilities that meet stated standards for a given sport enhance opportunity to host sports activities and other events which confers multiplier effects of direct and indirect benefits through hosting training, competitions and other events which in turn creates jobs and business opportunities, income taxes, promotes tourism, and they act as platforms for building nations thus a positive economic return. Overall, all these then lead to reductions in unemployment and poverty (Coates & Humphreys, 2003 & Kim et al., 2017). The provision of facilities is a key in the promotion and development of sports and responsibility should be shared between government, individuals and private organizations (Bakari Mohammed, 2017).

Sports programs are a source of sports development. Good sports programs including training and competition can benefit education, health and social-political processes. Physical literacy, physical fitness and unity are vital in education, health and social-political processes, respectively. However, all these can be impacted on by a good sports program based on a sportsmanship model of sports practice. Furthermore, they improve determination, patriotism and discipline which are all needed for national building.

Adequate funding is critical in realizing facilitation of numerous sport activities and obligations. Sources of funds can be through government grants, membership fees, event fees, program fees, donations, fundraising, sponsorships, sales, interest, hire. Funds are used to facilitate programs, putting up facilities, paying personnel and other sports activity obligations. Therefore, ability to mobilize funds to meet financial and budgetary obligations is key to ensuring effective sports development. This can be through securing long-term funding sources.

There is a symbiotic linkage between sports and its sponsors which plays a critical role depending on the strength of the two parties so as to get returns. Several sports depend on sponsorship from corporate organizations and philanthropists (Bakari Mohammed, 2017). Sport sponsorship is a central way of enticing extra funds for sports development making it an important factor in the very existence of sports entities, athletes and competitions. As such it is aimed for a place in sports organizations vital activity. In addition, it is a means of communication that enables companies to promote brand or products while linking them to the sport (Jean Firika, 2008)

Other aspects of sports development include the level of participation in sports. As sports develops the number of people who participate in sports also grows with a substantial contribution to the national economy also coming from the sports industry. Youth development and athlete welfare, grassroots sports and elite sport, inclusion and diversity in sports, are also key to sports development.

2.3 Impact of Covid-19 On Sports Development and Industry

COVID-19 caused revenue losses of US$13b in US sporting leagues, US$28.6b in wages and earnings, and close to 1.5 million jobs in the US alone. In Europe losses were beyond 1 billion euros in the biggest football clubs in Europe (Drape et al., 2020). Although its acknowledge that there were losses of revenue by many national sports federations for example there were cuts in the national sports budget during the COVID-19 period by the Ugandan government, there are limited reports on estimated total revenue losses by national sports federations in Uganda.

COVID-19 affected a number of sections of the sports industry including; sport revenue and economy, sport production, sport organizations, sport entertainment, sport tourism, sport activities, sport education, sport communication, Gender in sport, and sustainability. However, exercise and sports during the coronavirus outbreak played an important role in developing physical and mental health and maintaining vitality and individual spirit (Keshkar, 2021).

COVID associated closures of sporting facilities and restrictions obligated social distancing and stopping participation in sports (Mastromartino et al., 2020). This caused the lock up of revenues from fans, gate receipts, reductions in merchandize purchases and sponsorships and losses linked to broadcasting rights and denied athletes participation making

its an immediate and serious impact (Evans et al., 2020; Horky, 2020; Parnell et al., 2020; Ratten, 2020). This pandemic period showed that conventional sport is attached to participation and fan attendance. In Uganda, several federations have not yet recovered from the modest progress they had started to make in sports professionalism.

Several sports events of different statuses were annulled, deferred or condensed. These sports included among others tennis, football, Olympic Games. These actions negatively affected participation and local economies linked to these events. In addition, many start-stops happened, pursuing pass time activities, recreation and exercise went on outdoors in restricted mode or within the confinement of homes (Sato et al., 2020). In Uganda, the government cancelled all sporting activities in light of the lock down it had put in place and enforced for a very long period of time.

However, COVID also encouraged different dimensions of sports and exercise training consumption. In response to decreased participation in conventional sports at the time several forms of sports emerged including e-sports, online exercise studios, increased buying of equipment for use in homes, redone sports packaging. These were made possible mobile and streaming technology and others were able to carry out their duties from home. This has pushed people to adopt a new working model based on a work-from-anywhere approach (CiscoxWired, 2021). The pandemic has forced sports organizations to readjust to considering a shift towards adopting in addition to live attendance to broadcast-based model that uses social media and digital platforms. Several successes have already been recorded in growing television viewership across social and digital media platforms including tik tok, instagram, youtube, facebook, twitter and snap chat. As a result, traditional media had to readjust to set up such platforms and substitute programming (Rust, 2020 &Roth Smith, 2020).

Sports sponsors have suffered, mainly the one depending on a mixture of activity publicity, athlete endorsements and merchandizing (Dašić et al., 2020). As a consequence, numerous sports entities have among other strategies developed collaborations that stress innovative methods of content monetization and profitable use of brand (Sharpe et al., 2020), including Southampton, AC Milan, Swansea City, FC Barcelona, Real Madrid and Paris SaintGermain, which have agreed with a cryptocurrency firm which go beyond the customary structure of sponsorship (Hammerschmidt et al., 2021).

The impact of COVID has been more on those from low social economic status (Kelly et al., 2020) and disability sports (Fitzgerald et al., 2020) in terms of access to, and quality of facilities and equipment and exercise options, poor funding base with limited cash flow.

CHAPTER III

METHODOLOGY

3.1. Study design

This was a descriptive cross sectional study design using quantitative methods. This design aims to systematically get data to describe a population, situation or a case. It is an exploratory research method that allows investigators to precisely describe a population, situation or a case particularly characteristics without influencing research variables or testing hypotheses. This supports its suitability for exploring some research areas and acting as run-up to a bigger quantitative study. Furthermore, it can use both quantitative and qualitative methods to collect information through surveys, observation or case studies (Cathy Heath, 2023).

3.2. Study area

The study was conducted in Uganda, particularly Kampala metropolitan area where most of the federations are housed. Uganda has fifty-one sports governing bodies fully registered, recognised by the national council of sports and operational countrywide with wellconstituted structures from the top to bottom. Each sport's governing body draws its mandate from NCS and Olympic committee as per the constitution of Uganda and constitute executive members including the president, general secretary, treasurer and other members. Some have offices at the NCS and others outside, that are operational between 8am to 17:00hrs daily from Monday to Friday with the exception of public holidays.

3.3. Population

3.3.1. Target Population

All executive members of the national sports governing bodies in Uganda.

3.3.2. Accessible Population

All executive members of the national sports governing bodies in Uganda available for data collection on voluntary terms from September to October, 2023.

3.3.3. Study Population

All members of the national sports governing bodies in Uganda present on the day of data collection from September to October, 2023 who are able to voluntarily honour the request to participate in the study.

3.4. Eligibility Criteria

a) Inclusion criteria

All members of the national sports governing bodies in Uganda present on the day of data collection from September to October, 2023 having consented to the study.

b) Exclusion Criteria

Members who have served in office for less than one year.

3.5. Sampling

3.5.1. Sample Size Determination

Sample size calculated using the general formula for single proportions (Kish, 1965);

$$N = \frac{z^2\, p\,(1-p)}{d^2}$$

n = number of respondents

z = is the standard normal value corresponding to 95 % confidence interval (Z value=1.96) d = Degree of absolute precision of (+/-

5%)

p = P is the proportion of COVID-19 impact on sports development however, since the proportion of COVID-19 impact on sports development in Uganda is unknown I consider a proportion of ½ (50%/0.5) on a normal probability distribution.

$$n = \frac{(1.96 \times 1.96) \times (0.5 \times 0.5)}{} = 3.8416 \text{ X } 0.25/0.0025 = 0{,}9604/0.0025 = 384.16 \sim 384$$

(0.05) (0.05)

To cater for unforeseen errors during sampling and none response, a 10% (0.1) was included so; 384 X 0.1 = 38.4 38.4 + 384 = 422.4 ~ 423

However, since we have a finite population of fifty-one governing bodies in Uganda then the use of the deductive formula; Krejicie and Morgan formula shown below applied:

N = Sample population of governing sports bodies required = 423

n = Actual population of governing sports bodies = 51

N = 45.017 ~ 45

The minimum sample size required to assess COVID-19 impact and response on sports development was 45 governing sports bodies.

3.5.2. Sampling Procedure and Technique

The sampling unit was a member of any of the national sports governing bodies in Uganda. The two stage sampling technique was employed. Initially probability sampling specifically simple random sampling with replacement was utilised after listing the Uganda sports bodies alphabetically and 45 sports governing bodies where identified. Then at the second stage, using non-probability sampling technique specifically purposive sampling a member of the executive committee identified to be included in the study.

3.6. Data Collection

3.6.1. Data Collection Instruments

A questionnaire was generated from information extracted from other questionnaires linked to the subject and minor modification was carried out to suit our local context. It covered demographic information, sports development works, COVID-19 impact and adopted responses. The questionnaire was piloted among executive members of professional sports clubs under different NSGs bodies and members of NCS. Feedback was taken from these members and adjustments were made accordingly. Furthermore, the questionnaire was presented to the supervisor before collection of data from the target population.

Questionnaires for the study respondents, pens, introductory letters from the faculty dean, the school of Research and Post-graduate studies and general secretary national council of sports.

Section A of the questionnaire dealt with the biodata of the respondents, section B with the competences and performance ratings placed into six blocks and section C with the impact and adapted responses to COVID-19.

3.6.2. Data Collection Method

The investigator sought permission and access to collect data from executive members of national sports governing bodies from NCS. The respondents who were enlisted into the study were either approached by the investigator at their respective work stations between 8am to 5pm from Monday to Friday as guided by NCS general secretary or sent electronic mails. Either the investigator provided a hard copy of the consent form for filling as a prerequisite for recruitment into the study or an online consent form sent to the respondent initially before enrolment was preferred following initial communication. Then enrolled respondents were requested to fill out a pre-tested semi-structured questionnaire and automatically sent back to the investigative team after voluntary completion while the hard copy of the questionnaire was handed back to the investigative team too based on the study protocol.

3.6.3. Study Participant Identification

Current serving officials on the executive of the different national sports governing bodies of Uganda.

3.7. Study Variables

3.7.1 Section A

Demographic characteristics included age, education, sex, role and title, and experience.

3.7.2 Section B

This covered sports development works indices including organizational culture, finance, sports policy, strategic planning, community engagement, human resources,

3.7.3 Section C

This covered COVID-19 impact and responses. Impact on performance of the following areas was assessed including organizational, financial, community/societal, policy environment, human resources, sports activities and facilities. Responses to COVID-19 situation that were assessed included model of work, strategies and sanitary measures, and restrictions.

3.8. Data Management and Analysis

3.8.1. Data Management

Primary data audit was carried out on all data points and secondary data audit were done on the hard copy and soft copy then matched against the data stored. The soft copy was printed out after secondary audit. Upon completion of a respondent's questionnaire, the entry was checked to signify that the file is complete. Double data entry was done by two data clerks using computers after cleaning and entered the data into STATA database. Upon completion of the data management process, the cleaned soft copy of data was duplicated and stored in safe custody while the duplicate data points for all respondents were used for further analysis using STATA 12 for the quantitative data.

3.8.2. Data Analysis

The data was displayed in tables and pie charts as frequencies and proportions for categorical data. For continuous variables, data was reported in means (standard deviations) for normally distributed data and median (Interquartile range) for skewed data.

3.9. Data Quality Control and Assurance

Pre–testing of data collection instruments was done with three members from national sports governing bodies.

To ensure reliability, the members were administered with the questionnaires and were served with the same questionnaire after two weeks. The responses remained consistent which showed that the tool was reliable.

Validity was ensured by using tools that were used elsewhere (Joe Zenger Folkman, 2011)

Completeness and Accuracy of the questionnaires: Onsite for hard copies or primary data editing for missing/gaps were done.

Double data entry was done using two data clerks.

Confidentiality; The identity of the respondents was concealed. To ensure this, no names were used. Rather serial numbers were used to track the instruments.

3.10. Ethical Considerations

Clearance to carry out the study was obtained. Permission and waiver were obtained from the General secretary NCS, and heads of national sports governing bodies where the study will be conducted. Confidentiality was highly considered and it was maintained with anonymous identifiers with no indication of respondents' name. Furthermore, access to the data collected was restricted to the principal investigator team.

CHAPTER IV

RESULTS

This chapter presents results from statistical analysis of survey data of Uganda national sports governing bodies including sports development indices, impact of COVID-19 and responses adopted. All the 51 registered and recognized national sports governing bodies by the national council of sports (NCS) were targeted for participation in the study. However, 26 responded including 30 officials categorized as presidents, general secretaries, technical, administrators and others who held more than one portfolio. Twenty (20) and ten (10) of the study participants responded to online and hard copy questionnaires, respectively. This shows growing preference for use of ICT in sports organization operations especially during the pandemic times.

Table 1: Demographic characteristics of study participants

Variable	Frequency(N=30)	Proportion (%)
Gender		
Male	22	73.3
Female	8	26.7
Age in years		
23 1 3.3 28 1 3.3		
35	20	66.7
39	1 3.3	
40	1 3.3	
42	1	3.3
50	1	3.3
52	1	3.3
64	1	3.3
Missing	2	6.7

Role played at the sports organization		
Administrator	22	73.3
Technical/Tactical	1	3.3
Both Administrator & Technical/Tactical	5	16.7
Both Administrator & Officiating	1	3.3
Missing	1	3.3
Title currently held		
President	14	46.7
General Secretary	10	33.3
Training & Education Manager/Coach	3	10.0
Administrator	1	3.3
Head Communication	1	3.3
Missing	1	3.3

The table 1 above shows demographic information of respondents including gender, age, roles, and title held. The result shows that the majority of respondents were male 2 (73.3%) compared to female 8 (26.7%). The majority of the respondents played the role of administration 22 (73.3%) and respondents who played more than one role included administration as one of the roles 5 (16.7%). This can be attributed to the fact that most respondents 25 (83.3%) who responded were presidents 14 (46.7%), general secretaries 10 (33.3%) and administrator 1 (3.3%) who are heavily engaged in direct administration of a sports organization. The majority (24) of the respondents were presidents (14) and general secretaries (10) together constituting 80% of all respondents. This could be due to fact that they have

knowledge of administration and management of activities within the sports governing body. The average of the respondent was 37 years. The oldest and youngest respondent was 64 and 23 respectively, the majority of the respondents had 35 years making up 20 (66.7%). the results show most respondents are in their middle age. This is reflective of the general national percentages regarding gender ratios in sports leadership and management positions across different sect sectors nationally, and sports is no exclusion. However, there are interventions within policy and affirmative actions to increase the number of women in sports leadership and management.

The pie charts below shows that most of respondents 14 (46.6%) were educated to the undergraduate degree level. The most educated of the respondents were PhD level holder and

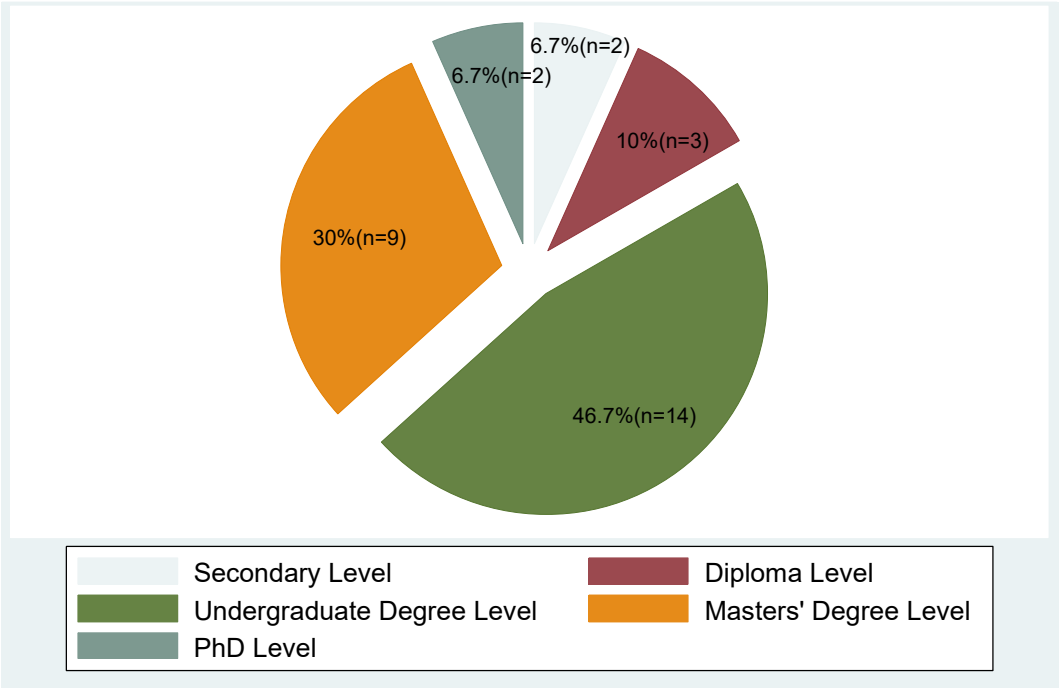

Figure 1: A pie chart showing educational level of respondents

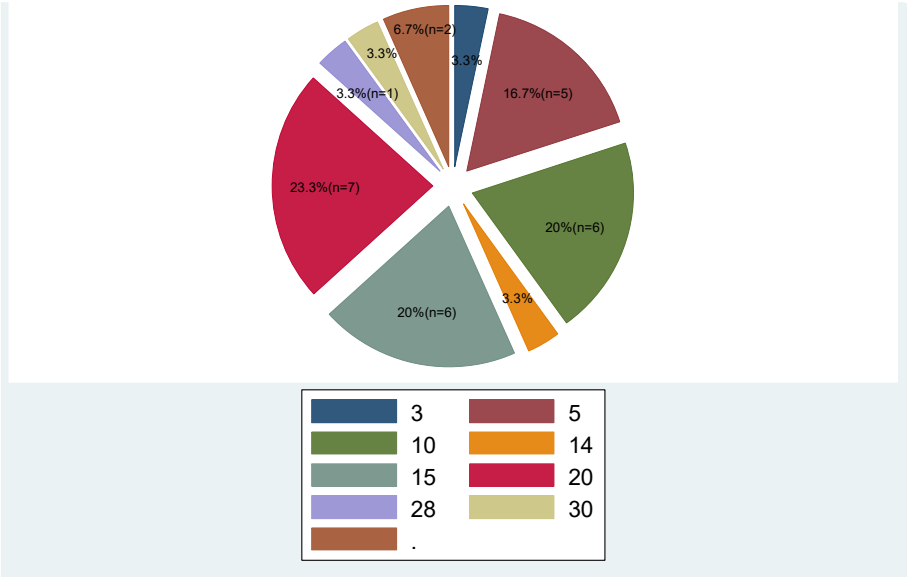

Figure 2: A pie chart showing the experience of respondents

The pie chart above shows national sports governing bodies have people with diversified educational background with the most 7 (23.3%) of the respondents having 20 years of experience.

4.1 Perception of Sports Development Work

Table 2: Perception of organizational culture of study participants

Variable	Frequency (%)	Proportion (N=30)
We have clarity around one purpose, vision, values and business objectives		
Strongly Disagree	8	26.7
Disagree	2	6.7
Fair	2	6.7
Agree	4	13.3
Strongly Agree	14	46.7

We have a high-performance culture in our organization, which is committed to delivering high standards		
Strongly Disagree		
Disagree	6	20.0
Fair	3	10.0
Agree	5	16.7
Strongly Agree	5	16.7
	11	36.7
We are always looking for ways to improve delivery and processes*		
Strongly Disagree		
Disagree	6	20.0
Fair	4	13.3
Agree	1	3.3
Strongly Agree	4	13.3
	14	46.7
We recognize achievement and success as part of a positive approach to performance management*		
Strongly Disagree	8	26.7
Disagree	1	3.3
Fair	1	3.3
Agree	5	16.7
Strongly Agree	14	46.7

NB: * Missing one response

The table 2 above shows aspects of organizational culture including purpose, vision, values and objectives, high-performance culture, delivery and processes, achievement and success.

The result shows 18 (60.0%), 10 (33.4%) and 2 (6.7%) respondents are in agreement, disagreement and fair, respectively, regarding having clarity around one purpose, vision, values and business objectives by their national sports governing bodies. This indicates most respondents are in agreement including 4 (13.3%) agreeing and 14 (46.7%) strongly agreeing which demonstrates a mark of a more positive opinion for this aspect of organization culture. This finding suggests most respondents have a favourable view of this aspect compared to the unfavourable and neutral.

The result shows 16 (53.4%), 10 (33.3%) and 5 (16.7%) respondents are in agreement, disagreement and fair, respectively, with regard to having a high-performance culture in our organization, which is committed to delivering high standards in their national sports governing bodies. This indicates most respondents are in agreement including 5 (16.7%) agreeing and 11 (36.7%) strongly agreeing which demonstrates a mark of more positive opinion in regard to this aspect. The finding suggests that most of the respondents have a favourable view of this aspect compared to the unfavourable and neutral.

The result shows 18(60.0%), 10(33.3%) and 1(3.3%) of the respondents are in agreement, disagreement and fair, respectively, with regard to often looking for ways to improve delivery and processes in their national sports governing bodies. This indicates most respondents are in agreement including 4 (13.3%) agreeing and 14 (46.7%) strongly agreeing which demonstrates a mark of a more positive opinion for this aspect. This finding suggests most respondents have a favourable view of this aspect compared to the unfavourable and neutral.

The result shows 19 (63.4%), 9 (30.0%) and 1 (3.3%) of the respondents are in agreement, disagreement and fair, respectively, with regard to recognizing achievement and success as part of a positive approach to performance management by their national sports governing bodies. This indicates most respondents are in agreement including 5 (16.7%) agreeing and 14 (46.7%) strongly agreeing which demonstrates a mark of a more positive opinion of this aspect. The finding suggests most respondents have a favourable view of this aspect compared to the unfavourable and neutral.

Generally, results indicate that most respondents agreed with the different facets that were used to characterize organizational performance culture. The majority of respondents

were in agreement with most strongly agreeing with clarity on most facets to understand their organizational culture. Of all the respondents 60% (13.3% + 46.7%) agreed with purpose, vision, values and business objectives, 53.4% (16.7% + 36.7%) with a high-performance culture committed to delivering high standards, 60% (13.3% + 46.7%) with improving delivery and processes and 63.4% (16.7% + 46.7%) with achievement and success as part of a positive approach to performance management.

Overall, this suggests that the majority are on the right track as far as organizational culture is concerned. This is positive because aligned culture tends to have more retention of and engaged and retention people. However, there is need to make considerations for a substantial number that disagreed and are doubtful. The results show that COVID-19 did not have a negative impact on the organizational culture at the time.

Organizational culture is an important aspect in understanding performance of an organization. It is conceived in terms of its purpose, vision, values and objectives, highperformance culture, delivery and processes, achievement and success. These, help guide the organization in decision-making as far as standards and metrics are concerned in achieving success.

Table 3: Perception of financing in national sport governing bodies

Variable	Frequency (N=30)	Proportion (%)
We have a long term financial and business development plan in place that links to our business objectives*		
Strongly Disagree	2	6.7
Disagree	7	23.3
Fair	7	23.3
Agree	8	26.7
Strongly Agree	5	16.7

We are always looking for efficiencies in what we do and the way we operate*		
Strongly Disagree		
Disagree	5	16.7
Fair	3	10.0
Agree	3	10.0
Strongly Agree	6	20.0
	12	40.0
We review our budget performance regularly*		
	3	10.0
Strongly Disagree	6	20.0
Disagree	4	13.3
Fair	7	23.3
Agree	9	30.0
Strongly Agree		
We can show improvement in our financial performance*		
	3	10.0
Strongly Disagree	7	23.3
Disagree	0	0.0
Fair	8	26.7
Agree	11	36.7
Strongly Agree		

We have measures in place that demonstrate our efficiency and effectiveness*		
Strongly Disagree	4	13.3
Disagree	5	16.7
Fair	6	20.0
Agree	8	26.7
Strongly Agree	6	20.0

NB: * Missing one response

The table 4 shows aspects of financing as perceived by respondents including finance development plan, operations efficiency, budget performance, improvement in financial performance, and efficiency and effectiveness.

The result shows 13 (43.4%), 9 (30.0%) and 7 (23.3%) of the respondents are in agreement, disagreement and fair, respectively, with regard to having a long term financial and business development plan in place that links to their business objectives. This indicates most respondents are in agreement although they are less than 50% of the total number that responded. This finding suggests that most have a favourable view of this aspect compared to the unfavourable and neutral.

The result shows 18(60.0%), 8(26.7%) and 3(10.0%) of the respondents are in agreement, disagreement and fair, respectively, with regard to often looking for efficiencies in what they do and the way they operate. This indicates most respondents are in agreement including 6 (20.0%) agreeing and 12 (40.0%) strongly agreeing which demonstrate a mark of a more positive opinion of this aspect. The finding suggests most respondent had a favourable view of this aspect compared with the unfavourable and neutral.

The result shows 16 (53.3%), 9 (30.0%) and 4 (13.3%) of the respondents were in agreement, disagreement and fair, respectively, regarding reviewing their budget performance regularly. This indicates most respondents were in agreement including 7 (23.3%) agreeing and 9 (30.0%) strongly agreeing which demonstrate a mark of a more positive opinion of this aspect.

This finding suggests that most respondents had a favourable view of regular review of their budget performance compared to the unfavourable and neutrals.

The result shows 19 (63.4%), 10 (33.3%) and 0.00% of the respondents were in agreement, disagreement and fair, respectively, with regard to showing improvement in their financial performance. This indicates most respondents including 8(26.7%) agreeing and 11(36.7%) strongly agreeing which demonstrates a mark of a more positive opinion regarding show of improvement in the financial performance of their national sports governing bodies. This finding suggests most respondents have a favourable view regarding show of improvement in financial performance of their national sports governing bodies

The result shows 14 (46.7%), 9 (30.0%) and 6 (20.0%) of respondents were in agreement, disagreement and fair, respectively, regarding having measures in place that demonstrate our efficiency and effectiveness. This indicates most respondents were in agreement including 8 (26.7%) agreeing and 6(20.0%) strongly agreeing. This finding suggests most had a favourable view of having measures in place that demonstrate efficiency and effectiveness of their national sports governing bodies. However, this percentage is less than 50% of the total number of all respondents.

Overall, most respondents strongly agree with the different financing facets except for long-term financial and business development plan in place that links to their objectives at 43.4% (26.7% + 16.7%) and having measures in place that demonstrate efficiency and effectiveness at 46.7% (26.7% + 20.0%). It's worth noting that majority of those that agree on the former do not it strongly, 16.7%. The majority agree they are always looking for efficiencies in what they do and operate 60% (20.0% + 40.0%), review the budget performance regularly 53.3% (23.3% + 30.0%), and show improvement in financial performance 63.4% (26.7% + 36.7%).

Table 4: Perception of Sports policy practices of study participants

Variable	Frequency (N=30)	Proportion (%)
We think through and plan our partnership approaches and working practices		
Strongly Disagree	5	16.7
Disagree	3	10.0
Fair	4	13.3
Agree	6	20.0
Strongly Agree	11	36.7
We have effective data sharing protocols and consent forms in place with partner agencies*		
Strongly Disagree	1	3.3
Disagree	3	10.0
Fair	12	40.0
Agree	6	20.0
Strongly Agree	7	23.3
We have effective referral participant processes in place with partner agencies*		
Strongly Disagree	3	10.0
Disagree	7	23.3
Fair	10	33.3
Agree	5	16.7
Strongly Agree	4	13.3

Risk reduction practices are in place and communicated to partner agencies*		
Strongly Disagree	3	10.0
Disagree	7	23.3
Fair	6	20.0
Agree	9	30.0
Strongly Agree	4	13.3
We regularly and routinely consult with our partners at a strategic and operational level*		
Strongly Disagree	3	10.0
Disagree	6	20.0
Fair	5	16.7
Agree	7	23.3
Strongly Agree	8	26.7
We measure the satisfaction of our partners*		
Strongly Disagree	3	10.0
Disagree	1	3.3
Fair	11	36.7
Agree	9	30.0
Strongly Agree	5	16.7

NB: * Missing one response

The table 4 above shows perception of respondents on aspects of the state of sports policy practices including; thinking through and planning partnership approaches and working practices, data sharing protocols and consent, participant referral processes, risk reduction practices and communication, regular and routine consultation, and measure of satisfaction.

The result shows the majority 17, 56.7%, (6 + 11, 20.0% + 36.2%) of respondents were in agreement that their national sports governing bodies were thinking through and planning partnership approaches and working practices with partners compared to 8 (26.7%) in disagreement and 4 (13.3%) had a neutral view. Of those in agreement with a favourable view 11 (36.2%) had a more positive opinion in light of strong agreement compared to 6 (20.0%) in light of mere agreement.

The results show 13, (43.3%) of respondents were generally in agreement that their national sports governing bodies had effective data sharing protocols and consent forms in place with partner agencies compared to 4 (13.3%) in disagreement and 12 (40%) with a neutral view. However, although majority were in agreement, they were not more than 50% of the respondents. The substantial number of 12 (40%) with a neutral view suggests shows those holding this view may be ignorant or have willing chosen withheld information on operations regarding data sharing protocols and consent forms with partner agencies for unknown reasons.

The result shows 10 (33.3%), 10 (33.3%) and 9 (30.0%) of the respondents were in disagreement, fair and agreement, respectively, that their national sports governing bodies had effective participant referral processes in place with their partner agencies. It shows, about an equal number of respondents held an unfavourable, neutral and favourable view on what an effective referral processes looks like which may indicate divergent views held by different national sports governing bodies regarding the subject.

The result shows that the majority of respondents were in disagreement 13 (43.3%), disagreement 10 (33.3%) and or fair 6 (20.0%) that their national sports governing bodies had risk reduction practices in place and communicated to their partner agencies. However, although most respondents held an unfavourable view, they were less than 50% of the total number of respondents.

The results indicate 15 (50%) of the respondents generally in agreement that their organizations regularly and routinely consult with partners at a strategic and operational level compared to 9 (30%) that disagree and 5 (16.7%) that have a neutral view.

The results indicate majority 14 (46.7%) of the respondents are generally in agreement that their national sports organizations measure the satisfaction of their partners compared to 11 (36.7%) with a neutral view and 4 (13.3%) that are in disagreement. However, although

results demonstrate majority held a favourable view of the subject, they were less than 50% of all respondents.

Overall, most respondents are in less agreement with most aspects on sports policy environments including; with exception of thinking through and planning their partnership approaches and working practices at 56.7% (20.0% + 36.7%) and regular and routine consultation with their partners at strategic and operational level at 50% (23.3 % + 26.7%). Even though those that disagreed with these facets were generally less compared to those that agreed there was a substantial number of those that had a neutral stance as fair as indicated by 40%, 33.3% and 36.7%. These results suggest there are significant issues with sports policy practices at most national sports governing bodies. It is most likely COVID-19 exacerbated the situation surrounding sports policy practices.

Table 5: Perception of strategic plan practices of study participants

Variable		Frequency (N=30)	Proportion (%)
We have a comprehensive 3-year strategy/business plan*			
	Strongly Disagree	5	16.7
	Disagree	5	16.7
	Fair	2	6.7
	Agree	4	13.3
	Strongly Agree	13	43.3

We have clear business objectives in place based on evidence of need*

Strongly Disagree	2	6.7
Disagree	4	13.3
Fair	4	13.3
Agree	9	30.0
Strongly Agree	10	33.3

We benchmark our performance inside and outside of the organization*

Strongly Disagree	2	6.7
Disagree	7	23.3
Fair	7	23.3
Agree	4	13.3
Strongly Agree	9	30.0

We have effective review processes involving staff and partners*

Strongly Disagree	2	6.7
Disagree	7	23.3
Fair	8	26.7
Agree	9	30.0
Strongly Agree	3	10.0

Learning and approaches are shared across the organization*		
Strongly Disagree	2	6.7
Disagree	2	6.7
Fair	6	20.0
Agree	10	33.3
Strongly Agree	9	30.0

NB: * Missing one response

The table 5 shows perception of respondents of aspects of strategic planning practices including; comprehensive 3-year strategy/business plan, having clear business objectives in place based on evidence of need, benchmark our performance inside and outside of the organization, have effective review processes involving staff and partners, and learning and approaches are shared across the organization.

The result shows 17 (56.6%), 2 (6.7%) and 10 (33.4%) were generally in agreement, fair and disagreement, respectively, that their national sports governing bodies had a comprehensive 3-year strategy/business plan. This suggests most respondents had a favourable view of a comprehensive 3-year strategy / business plan compared to those that were neutral and disagreed. Of most of respondents who were generally in agreement, strongly agreed 13 (43.3%) suggesting they held a very positive opinion of such a strategic plan

The result shows 19 (66.3%), 6 (20.0%) and 4 (13.3%) of the respondents were in agreement, disagreement and neutral, respectively, that their national sports governing bodies had clear business objectives in place based on evidence of need. This finding suggests that most respondents had a favourable view of having possessing clear business objectives based on evidence of need compared to those disagreement and neutral. Of the majority in agreement, most strongly agreed 10 (33.3%) suggesting a more positive opinion of such business objectives.

The result shows 13 (43.3%), 9 (30.0%) and 7 (23.3%) of the respondents were in agreement, disagreement and fair, respectively, that their national sports governing bodies

benchmarked their performance inside and outside of the organization. This finding shows that majority of the respondents were in agreement suggesting they held a positive perception of this aspect of strategic planning practice. However, although most of respondents had a favourable view of bench marking regarding their organizations, they were less than 50% of the total number of respondents.

The result shows 12 (40.0%), 9 (30.0%) and 8 (26.7%) of the respondents were in agreement, disagreement and neutral that their national sports governing bodies had effective review processes that included staff and partners. This finding suggests most have a positive perception of an effective review process that includes both staff and partners. However, the majority that hold a favourable view of effective review processes are less than 50%.

The result shows 19 (63.3%), 4 (13.4%) and 6 (20.0%) of the respondents are in agreement, disagreement and neutral that their national sports governing bodies have learning and approaches shared across the organization. This finding indicates that most respondents are in agreement with a positive perception of the subject compared to those in disagreement and neutral. It suggests that most have a favourable view of their organization regarding such learning and approaches practices.

Overall, most respondents agreed they had a comprehensive a 3-year strategic plan 56.6% (13.3% + 43.3%), clear business objectives-based evidence of need 63.3% (30.0% + 33.3%), and learning approaches shared across organization 63.3% (33.3% + 30.0%). However, less than average agreed their organization benchmarked their performance with others 43.3% (13.3% + 30.0%) and had effective review processes involving staff and partners 40% (30.0% + 10.0%).

Table 6: Perception of community engagement of study participants

Variable	Freq (N=30)	Proportion (%)

We research community and are confident that the people living in disadvantaged neighborhoods who need our services are engaged and supported^		
Strongly Disagree	1	3.3
Disagree	4	13.3
Fair	5	16.7
Agree	10	33.3
Strongly Agree	8	26.7
We understand sport for development approaches and what we need to deliver to effect long term change*		
Strongly Disagree	2	6.7
Disagree	4	13.3
Fair	5	16.7
Agree	6	20.0
Strongly Agree	12	40.0
We know the local spaces, facilities and opportunities that would support the development of a programme aimed at the most at risk young people and disadvantaged neighborhoods*		
Strongly Disagree	2	6.7
Disagree	2	6.7
Fair	7	23.3
Agree	4	13.3
Strongly Agree	14	46.7

We involve stakeholders, referral agencies and the community in our planning, delivery and review processes*		
Strongly Disagree	1	3.3
Disagree	4	13.3
Fair	7	23.3
Agree	6	20.0
Strongly Agree	11	36.7
We have an organizational theory of change with appropriate indicators and measures* Strongly Disagree	0	0.0
Disagree	5	16.7
Fair	9	30.0
Agree	9	30.0
Strongly Agree	6	20.0
We use an impact management system to collect, manage and report the outcomes of our work* Strongly Disagree	1	3.3
Disagree	4	13.3
Fair	11	36.7
Agree	5	16.7
Strongly Agree	8	26.7
We can communicate and demonstrate the impact of our work to a range of stake holders* Strongly Disagree	2	6.7
Disagree	4	13.3
Fair	1	3.3
Agree	10	33.3
Strongly Agree	12	40.0

NB: * Missing one response, ^ missing two responses

The table 6 above shows respondents' perception of different aspects of the state of community engagement including; research community and are confident that the people living in disadvantaged neighbourhoods who need our services are engaged and supported, understanding sport for development approaches and what we need to deliver to effect long term change, knowing the local spaces, facilities and opportunities that would support the development of a programme aimed at the most at risk young people and disadvantaged neighbourhoods, involving stakeholders, referral agencies and the community in our planning, delivery and review processes, having an organizational theory of change with appropriate indicators and measures, using an impact management system to collect, manage and report the outcomes of our work, and can communicate and demonstrate the impact of our work to a range of stake holders.

The result shows 18 (60.0%), 5 (16.6%) and 5 (16.7%) of the respondents were in agreement, disagreement and neutral, respectively, that their national sports governing bodies researched community and are confident that the people living in disadvantaged neighbourhoods who need their services are engaged and supported. This finding indicates that majority of the respondents were in agreement with this aspect of community engagement. This suggests that most of the respondents had a favourable view of this aspect of community engagement.

The result shows 18 (60.0%), 6 (20.0%) and 5 (16.7%) of the respondents were in agreement, disagreement and neutral, respectively, that their national sports governing bodies understand sport for development approaches and what they needed to deliver to effect long term change. This finding indicates most of the respondents 18 (60.0%) were in agreement including 6 (20.0%) agreeing and 12 (40.0%) strongly agreeing marked with a more positive opinion, with this aspect of community engagement compared to those in disagreement and neutral. It suggests most of the respondents had a favourable view of this aspect.

The result shows 18 (60.0%), 4 (13.4%) and 7 (23.3%) of the respondents were in agreement, disagreement and neutral, respectively, that their national sports governing bodies know the local spaces, facilities and opportunities that would support the development of a programme aimed at the most at risk young people and disadvantaged neighbourhoods. This finding indicates most respondents 18 (60.0%) are in agreement including 4 (13.3%) agreeing

and 14 (46.7%) strongly agreeing marked with a more positive opinion of this aspect of community engagement compared to respondents in disagreement and neutral. This suggests most respondents had a favourable view of this aspect.

The result shows 17 (56.7%), 5 (16.6%) and 7 (23.3%) of the respondents were in agreement, disagreement and neutral that their national sports governing bodies involve stakeholders, referral agencies and the community in their planning, delivery and review processes. This finding indicates that most of respondents are in agreement including 6 (20.0%) agreeing and 11 (36.7%) strongly agreeing marked with a more positive opinion of this aspect of community engagement, compared to respondents in disagreement and neutral. This suggests most respondents had a favourable view of this aspect

The result shows 15 (50.0%), 5 (16.7%) and 9 (30.0%) of the respondents are in agreement, disagreement and neutral, respectively, that they have an organizational theory of change with appropriate indicators and measures. The finding indicates most respondents 15 (50.0%) including 9 30.0% agreeing and 6 (20.0%) strongly agreeing with this aspect of community engagement in comparison those in disagreement and neutral. This suggests at least a half of the respondents have a favourable view of this aspect.

The result shows 13 (43.4%), 5 (16.6%) and 11 (36.7%) of respondents were in agreement, disagreement and fair, respectively, that their national sports governing bodies use an impact management system to collect, manage and report the outcomes of our work. This finding indicates most respondents 13 (43.4%) including 5 (16.7%) agreeing and 8 (26.7%) strongly agreeing had a positive perception of this aspect of community engagement, compared to those in disagreement and neutral. This suggests they had a favourable view of this aspect. However, the majority respondents were less than 50% of the total number of all respondents.

The result shows 22 (73.3%), 6 (20.0%) and 1 (3.3%) of the respondents were in agreement, disagreement and neutral, respectively, that their national sports governing bodies can communicate and demonstrate the impact of their work to a range of stake holders. This finding indicates about three quarters of the respondents 22 (73.3%) including 10 (33.3%) agreeing and 12 (40.0%) strongly agreeing marked by more positive opinion compared to those in disagreement and neutral regarding this aspect of community engagement. This suggests most respondents had a favourable view of this aspect

Overall, the majority of respondents agree research community and are confident that the people living in disadvantaged neighborhoods who need our services are engaged and supported 60% (33.3% + 26.7%), understand sport for development approaches and what is needed to deliver to effect long term change 60% (20.0% + 40.0%), involve stakeholders, referral agencies and the community in their planning , delivery and review processes 56.7% (20.0% + 36.7%), can communicate and demonstrate the impact of their work to a range of stake holders 73.3% (33.3% + 40.0%), and know the local spaces, facilities and opportunities that would support the development of a programme aimed at the most at risk young people and disadvantaged neighbourhoods 60% (13.3% + 46.7%). However, an average number of respondents have an organizational theory of change with appropriate indicators and measures 50% (30.0% + 20.0%) while less than average number of respondents agreed they categorically used an impact management system to collect, manage and report the outcomes of our work 43.4% (16.7% + 26.7%).

Table 7: Perception of human resource characteristics of study participants

Variable	Frequency Proportion (N=30)	(%)
We have experience of delivering sport and activity-based programme which seek to effect personal or social change*		
Strongly Disagree	3	10.0
Disagree	3	10.0
Fair	3	10.0
Agree	6	20.0
Strongly Agree	14	46.7
We have experience of working with education, health, criminal justice, employment & skills agencies to identify areas, groups & people to target*		
Strongly Disagree	1	3.3
Disagree	6	20.0
Fair	7	23.3
Agree	7	23.3
Strongly Agree	8	26.7
We understand the risk factors that contribute to people developing negative outcomes* Strongly Disagree		
Disagree	2	6.7
Fair	5	16.7
Agree	5	16.7
Strongly Agree	4	13.3
	13	43.3

We understand the factors which protect people against the risk factors*		
	3	10.0
Strongly Disagree	5	16.7
Disagree	5	16.7
Fair	6	20.0
Agree	10	33.3
Strongly Agree		
Staff & volunteers have shared backgrounds with participants and/ or an understanding of the neighborhood where programs are delivered*		
Strongly Disagree	3	10.0
Disagree	3	10.0
Fair	7	23.3
Agree	4	13.3
Strongly Agree	12	40.0

NB: * Missing one response

The table 7 above shows respondents perception of human resources characteristics including; having experience of delivering sport and activity-based programme which seek to effect personal or social change, having experience of working with education, health, criminal justice, employment & skills agencies to identify areas, groups & people to target, understanding the risk factors that contribute to people developing negative outcomes, understanding the factors which protect people against the risk factors, and having staff & volunteers who have shared backgrounds with participants and/ or an understanding of the neighbourhood where programs are delivered.

The result shows 20 (66.7%), 6 (20.0%) and 3 (10.0%) of the respondents were in agreement, disagreement and fair, respectively, in regard to their national sports governing body having experience of delivering sport and activity-based programme which seek to effect personal or social change. This indicates majority of the respondents were in generally in agreement including 6 (20.0%) agreeing and 14 (46.7%) strongly agreeing a mark of a more

positive opinion regarding this characteristic of human resource. The finding suggests that most respondents had a favourable view compared to the unfavourable and neutral regarding this characteristic of human resource.

The result shows 15 (49.6%), 7 (23.3%) and 7 (23.3%) of the respondents were in agreement, disagreement and fair, respectively, in regard to having experience of working with education, health, criminal justice, employment & skills agencies to identify areas, groups & people to target. This indicates, generally, most of the respondents were in agreement including 7 (23.3%) agreeing and 8 (26.3%) strongly agreeing. The finding suggests 50% of the respondents had a favourable view of this characteristic of human resources compared to the unfavourable and neutral.

The result shows 17 (56.6%), 7 (23.4%) and 5 (16.7%) of the respondents were in agreement, disagreement and fair, respectively, in regard to understanding the risk factors that contribute to people developing negative outcomes. This indicates, generally, most respondents were in agreement including 4 (13.3%) and 13 (43.3%) strongly agreeing a mark of a more positive opinion of this characteristic of human resource. The finding suggests the majority of respondents had a favourable view of this characteristic of human resource compared to those with unfavourable and neutral.

The result shows 16 (53.3%), 6 (20.0%) and 7 (23.3%) of the respondents were in agreement, disagreement and fair, respectively, in regard to understanding the factors which protect people against the risk factors. This indicates, generally, most respondents were in agreement including 6 (20.0%) agreeing and 10 (33.3%) strongly agreeing a mark of a more positive opinion of this characteristic of human resource. The finding suggests most respondents had a favourable view of this characteristic of human resource compared to those with unfavourable and neutral.

The result shows 16 (53.3%), 6 (20.0%) and 7 (23.3%) of the respondents were in agreement, disagreement and fair, respectively, in regard to having staff & volunteers who have shared backgrounds with participants and/ or an understanding of the neighbourhood where programs are delivered. This indicates, generally, most of the respondents were in agreement with this characteristic of human resources including 4 (13.3%) agreeing and 12 (40.0%) strongly agreeing a mark of a more positive opinion of this characteristic of human resource.

The finding suggests that most respondents had a favourable view of the characteristic compared to those unfavourable and neutral.

Overall, most respondents were in agreement with all characteristics of human resource in their national sports governing bodies. The highest show of agreement was on having experience of delivering sport and activity-based programme which seek to effect personal or social change at 66.7% (20.0% + 46.7%) and lowest were understanding the factors which protect people against the risk factors and staff & volunteers who had a shared backgrounds with participants and/ or an understanding of the neighbourhood where programs are delivered, at 16 (53.3%).

Table 8: Perception of policy practices of study participants

Variable		Frequency Proportion (N=30)	(%)
Staff and volunteers are able to motivate and inspire participants*	Strongly Disagree	3	10.0
	Disagree	4	13.3
	Fair	3	10.0
	Agree	8	26.7
	Strongly Agree	11	36.7
We have appropriate safeguarding and child protection policies in place*	Strongly Disagree	3	10.0
	Disagree	7	23.3
	Fair	3	10.0
	Agree	4	13.3
	Strongly Agree	12	40.0

We have appropriate health and safety policies*		
Strongly Disagree	3	10.0
Disagree	4	13.3
Fair	4	13.3
Agree	8	26.7
Strongly Agree	10	33.3
We have appropriate insurance in place*		
	7	23.3
Strongly Disagree	6	20.0
Disagree	5	16.7
Fair	4	13.3
Agree	7	23.3
Strongly Agree		
We have appropriate accident and incident reporting procedures in place* Strongly Disagree	5	16.7
Disagree	8	26.7
Fair	5	16.7
Agree	6	20.0
Strongly Agree	5	16.7

NB: * Missing one response

The table 8 above shows respondents perception of aspects of policy practices including; staff and volunteers are able to motivate and inspire participants, have appropriate safeguarding and child protection policies in place, have appropriate health and safety policies, have appropriate insurance in place, and have appropriate accident and incident reporting procedures in place.

The result shows 19 (63.4%), 7 (23.3%) and 3 (10.0%) of the respondents were in agreement, disagreement and fair, respectively, regarding ability of staff and volunteers to

motivate and inspire participants. This indicates generally most respondents were in agreement with this aspect of policy practices including; 8 (26.7%) agreeing and 11 (36.7%) strongly agreeing, a mark of a more favourable opinion of this aspect. The finding suggests most respondents had a favourable view of this policy practice aspect in their national sports governing bodies compared to the unfavourable and neutral.

The result shows 16 (53.3%), 10 (33.3%) and 3 (10%) of respondents were in agreement, disagreement and fair, respectively, in regard to having appropriate safeguarding and child protection policies in place. This indicates, generally, most respondents were in agreement with this aspect of policy practice including 4 (13.3%) agreeing and 12 (40.0%) strongly agreeing, a mark of a more positive opinion of this aspect. The finding suggests most respondents had a favourable view of this aspect of policy practice in their national sports governing bodies compared to the unfavourable and neutral.

The result shows 18 (60.0%), 7 (23.3%) and 4 (13.3%) of the respondents were in agreement, disagreement and fair, respectively, in regard to having appropriate health and safety policies. This indicates, generally most are in agreement with this aspect of policy practice including 8 (26.7%) agreeing and 10 (33.3%) strongly agreeing a mark of a more positive opinion of this aspect. The finding suggests most of the respondents had a favourable view of this aspect in their national sports governing bodies compared to the unfavourable and neutral.

The result shows 11 (37.0%), 13 (43.3%) and 5 (16.7%) of the respondents were in agreement, disagreement and fair, respectively, in regard of having appropriate insurance in place. This indicates generally most respondents were in disagreement with this aspect of policy practice including 6 (20.0%) disagreeing and 7 (23.3%) strongly disagreeing a mark of a more negative opinion of this aspect. This finding suggests most respondents had an unfavourable view of this aspect compared to the favourable and neutral. However, the number of respondents were less than 50% of the total number of all respondents.

The result shows 11 (36.7%), 13 (45.4%) and 5 (16.7%) of the respondents were in agreement, disagreement and fair in regard of having appropriate accident and incident reporting procedures in place. This indicates generally most respondents were in disagreement with this aspect of policy practice including 5 (16.7%) disagreeing and 8 (28.7%) strongly

disagreeing a mark of a more negative opinion of this aspect of policy practice. The finding suggests most respondents had an unfavourable view of this aspect in their national sports governing bodies compared to the favourable and neutral

Overall, most of respondents generally agreed and had a favourable view of staff and volunteers are able to motivate and inspire participants 63.4% (26.7% + 36.7%), having appropriate safeguarding and child protection policies in place 53.3% (13.3%+40.0%) and appropriate health and safety policies 60% (26.7% + 33.3%). However, most respondents were generally in disagreement with an unfavourable view or neutral in having appropriate insurance in place 60% (23.3% + 20.0% + 16.7%) and accident and incident reporting procedures in place 60.1% (16.7% + 26.7% + 16.7%).

4.2. Impact of Covid-19 On Sports Development Work of National Sports Governing Bodies in Uganda

Table 9: Perception of impact of COVID-19 pandemic on national sports governing bodies of study participants

Variable	Frequency (N=30)	Proportion (%)
Covid-19 impacted your sports federation: organizational performance*		
Negatively	23	76.7
Positively	3	10.0
No Impact	3	10.0
Covid-19 impacted your sports federation: financial performance*		
Negatively	24	80.0
Positively	3	10.0
No Impact	2	6.7

Covid-19 impacted your sports federation: Community/societal*		
Negatively	21	70.0
Positively	6	20.0
No Impact	2	6.7
Covid-19 impacted your sports federation: Policy environment*		
Negatively	17	56.7
Positively	7	23.3
No Impact	5	16.7
Covid-19 impacted your sports federation: Human resource*		
Negatively	24	80.0
Positively	4	13.3
No Impact	1	3.3
Covid-19 impacted your sports federation: Sports activities*		
Negatively	25	83.3
Positively	3	10.0
No Impact	1	3.3
Covid-19 impacted your sports federation: Facilities*		
Negatively	20	66.7
Positively	3	10.0
No Impact	6	20.0

NB: * Missing one response

The table 9 shows respondents' perception of aspects of impact of COVID-19 on national sports governing bodies including; organizational performance, financial performance, community/societal, policy environment, human resource, sports activities and facilities

The result shows 23 (76.7%), 3 (10.0%) and 3 (10.0%) respondents perceived impact of COVID-19 as negative, positive and no impact, respectively in regard of organizational performance. This indicates, generally most respondents perceived impact of COVID-19 as negative regarding this aspect, compared to positive impact of no impact of COVID-19. The finding suggests most respondents had an unfavourable view of impact of COVID-19 in regard to this aspect in their national sports governing bodies, compared to those with a favourable and neutral one.

The result show 24 (80.0%), 3 (10.0%) and 2 (6.7%) respondents perceived COVID19 to have negative, positive and no impact, respectively in regard of financial performance. This indicates, generally most respondents had a negative perception of impact of COVID-19 on financial performance compared with those with a positive or no impact of COVID-19. The finding suggests most respondents had an unfavourable view of the impact of COVID-19 on the financial performance of their national sports governing bodies, compared to those with positive and neutral ones.

The result shows 21 (70%), 6 (20%) and 2 (6.7%) respondents perceived COVID-19 to have negative, positive and no impact, respectively, in regard of the community/societal. This indicates, generally most respondents perceived COVID-19 impact was negative on the community/societal compared to those with positive and neutral opinion of the COVID-19 impact. This finding suggests that most had unfavourable view of the impact of COVID-19 on the community/societal on their national sports governing bodies compared to favourable and neutral ones.

The result shows 17 (56.7%), 7(23.3%) and 5 (16.7%) respondents perceived COVID19 to have negative, positive and no impact, respectively, in regard of policy environment. This indicates, generally most respondents perceived COVID-19 had a negative impact on the policy environment compared to respondents that perceived it to be positive or had no impact. The findings suggest most had an unfavourable view of COVID-19 impact on their national sports governing bodies compared to those with a favourable and neutral one.

The result shows 24 (80.0%), 4 (13.3%) and 1 (3.3%) of respondents perceived impact of COVID-19 as negative, positive and no impact, respectively in regard of human resource. This indicates, generally most respondents perceived impact of COVID-19 as negative

regarding this aspect, compared to positive impact of no impact of COVID-19. The finding suggests most respondents had an unfavourable view of impact of COVID-19 in regard to this aspect in their national sports governing bodies, compared to those with a favourable and neutral one.

The result shows 25 (83.3%), 3 (10.0%) and 1 (3.3%) of respondents perceived impact of COVID-19 as negative, positive and no impact, respectively in regard of sports activities. This indicates, generally most respondents perceived impact of COVID-19 as negative regarding this aspect, compared to positive and no impact of COVID-19. The finding suggests most respondents had an unfavourable view of impact of COVID-19 in regard to this aspect in their national sports governing bodies, compared to those with a favourable and neutral one.

The result shows 20 (66.7%), 3 (10.0%) and 6 (20.0%) respondents perceived impact of COVID-19 as negative, positive and no impact, respectively in regard of facilities. This indicates, generally most respondents perceived impact of COVID-19 as negative regarding this aspect, compared to positive and no impact of COVID-19. The finding suggests most respondents had an unfavourable view of impact of COVID-19 in regard to this aspect in their national sports governing bodies, compared to those with a favourable and neutral one.

The majority of responded indicated COVID-19 pandemic negatively impacted on their national sports federations/ associations particularly sports activities (83.3%), financial performance (80%), and human resources 80%. The least negative impact was on policy environment (56.7%).

Table 10: Perception of COVID-19 impact on sporting activities of national sports governing bodies of study participants

Variable	Frequency (N=30)	Propo (%)

Number of impacts on the sporting activities		2	6.7
	None	3	10.0
	One	3	10.0
	Two	3	10.0
	Three	15	50.0
	Four	3	10.0
	Five	1	3.3
	Six		
Types of impacts on the sporting activities			
	None	2	6.7
		13	43.3
	1,2,4 & 5	1	3.3
	1,2 & 4	1	3.3
	1,3 & 4	1	3.3
	1 & 4	1	3.3
	1, 3 & 5	1	3.3
	1,2,3 & 5	2	6.7
	1,2,3,4,5 & 6	1	3.3
	1 & 2	1	3.3
	1,3,4 & 5	2	6.7
4		2	6.7
5		1	3.3
	1,3,4,5 & 6	1	3.3
	1,2,4,5 7 6		

4.3 Measures That Were Taken In Response To Covid-19 By National Sports Governing Bodies In Uganda Table 11: Model of work used by the public authorities during the Covid-19 pandemic

Variable		Frequency (N=30)	Proportion (%)
Model of Work utilized by the public authorities			
		1	3.3
	None	13	43.3
	Telework	1	3.3
	No restrictions	5	16.7
	No work at all is allowed	5	16.7
allowed	Both Telework & No work at all is	1	3.3
	Both duty staff & 1-day/week	1	3.3
	Telework, duty staff & no work at all is allowed	2	6.7
	Telework, 1-day/week & no work at all is allowed	1	3.3
	Both telework & 1-day/week		
No. of Model of Work utilized by the public authorities			
		1	3.3
	None	19	63.3
	One Model	7	23.3
	Two models	3	10.0
	Three Models		

No. of video conferencing types utilized		
None	2	6.7
One type	13	43.3
Two types	12	40.0
Three types	1	3.3
Four types	2	5.7
Video conferencing types utilized		
None	2	6.7
Zoom	13	43.3
Both Zoom & Microsoft teams	6	20.0
Both Zoom & Google meet	2	6.7
Both Zoom & Skype	1	3.3
Zoom, Microsoft teams & Google meet	2	6.7
Zoom, conference calls & Google meet	1	3.3
Zoom, telephone call & WhatsApp	1	3.3
Zoom, Blue gem, Microsoft teams & Google meet	2	6.7

The majority of respondents adopted telework 43.3%, used one model of work (63.3%), used at least one (43.3%) or two (40.0%) video-conferencing types and zoom (43.3%) was the type mostly used.

Table 12: Strategies employed and sanitary measures during sporting activities by national sports governing bodies

Variable	**Frequency (N=30)**	**Proportion (%)**

No. of strategies employed during sporting activities		
No Strategy	2	6.7
One Strategy	22	73.3
Two Strategies	4	13.3
Three Strategies	2	6.7
Type of strategies employed during sporting activities		
None	2	6.7
Competition/season closed season suspended until further notice	2	6.7
Season resumed & completed	16	53.3
Other strategies; communication, updates	2	6.7
Competition/season closed, suspended until further notice & resumed and completed	2	6.7
Competition/season closed & suspended until further notice	2	6.7
Season suspended until further notice and other WhatsApp	3	10.0
	1	3.3
Sanitary measures utilized		
None	2	6.7
1,4 & 7	2	6.7
1 & 7	1	3.3
2 & 7	2	6.7
2, 7 (& Online tournament)	2	6.7
1,2,3,5 & 7	1,2,4,5,6 & 7	
1,2,4 & 6	1	
1,4,5 & 6	1,2, 4 & 5	

4				1	3.3
1,3,4 & 7				4	13.3
1,2,5,6 & 7				1	3.3
1,2,3,4,5 & 7				1	3.3
1,2 & 7				1	3.3
1,2,3,4,5,6 & protocol)				1	3.3
1,2 & 4				1	3.3
1,3 & 4				1	3.3
	1	7(developed	COVID-19	1	3.3
				2	6.7
				3	10.0
	2			1	3.3

The table 12 above shows strategies employed and sanitary measures during sporting activities by national sports governing bodies. The result shows the majority of responded used one strategy 22 (73.3%), and it was mostly suspension until further notice of sports activities 16 (53.3%). The sanitary measures adopted varied across the sports federations / associations.

Table 13: Adopted measures and or restrictions imposed due to COVID_19 pandemic on national sports governing bodies

Variable	Frequency (N=30)	Propo (%)

Number of adopted measures & or restrictions imposed due to covid-19 pandemic		
None	1	3.3
One measure	2	6.7
Three measures	2	6.7
Four measures	1	3.3
Five measures	5	16.7
Six measures	14	46.7
Seven measures	5	16.7
The adopted measures & or restrictions imposed due to covid-19 pandemic		
o None	1	3.3
o Border closure or restriction, Social distancing, Quarantine, Isolations, Cancellation of flights & Public gathering restrictions	16	53.3
o Border closure or restriction, Social distancing, Quarantine, Isolations, Cancellation of flights & Public gathering restrictions, others	4	13.3
o Border closure or restriction, Social distancing, Isolations, Cancellation of flights & Public gathering restrictions	2	6.7
o Border closure or restriction, Social distancing, Quarantine, Isolations, & Public gathering restrictions	1	3.3
o Border closure or restriction, Isolations, & Public gathering restrictions	1	3.3
o Border closure or restriction, Social distancing, Quarantine, Isolations, Cancellation of flights, Public gathering restrictions & Others masking, sanitizer	1	3.3
o Social distancing	1	3.3
o Quarantine	1	3.3
o Social distancing, Quarantine, Cancellation of flights, Public gathering restrictions & Others lockdown	1	3.3
o Border closure or restriction, Social distancing & Public gathering restrictions	1	3.3

1 3.3

The table 10 above shows number and nature of measures and restrictions undertaken by national sports governing bodies in response to COVID-19. The result shows most national sports governing bodies adopted six measures and or restrictions 14 (46.7%), followed by seven 5 (16.7%). These border closure or restriction, social distancing, Quarantine, Isolations, Cancellation of flights & Public gathering restrictions, others 16 (53.3%). The choice of more measures is attributed to awareness and education to the public including sports practitioners that was sent to the public through multimedia sources.

CHAPTER V

DISCUSSION – CONCLUSIONS

The research indicates that the perception of most sports development work practices was largely positive for sports organizational culture, community engagement, human resourcing, strategic plan, financing and policies. This finding is encouraging in light of the burdens of COVID-19. This could be attributed to the fact that most national sports governing bodies had degree holders which could have influenced their approaches to sports management leading to such results. However, there are a number of aspects of facets from different indices that need to be attended to for improvement especially in strategic planning, policies and financing because their perception was negative. Specifically, there was poor perception of benchmarking with other organizations, carrying out effective reviews involving staff, effective data sharing protocols and consent form is in place with partner agencies, effective referral processes in place with partner agencies, measuring satisfaction of partners, existence of longterm financial and business development plan being in place which link to their objectives, lack of measures in place to demonstrate efficiency and effectiveness and risk reduction are in place and communication to partner organizations. These highlight areas where emphasis and investment should be focused to improve overall sports development in national sports governing bodies in Uganda, particularly those that participated in the study. According to literature search done there were no studies carried out to evaluate sports development work indices in national sports governing bodies, unless it can be brought to the attention of the researcher. Therefore, this a valuable study to provide a clue to the state of sports development works in national sports governing bodies, particularly in Uganda.

Generally, COVID-19 negatively affected sports development work in regard to sports organization, finance, human resource, policy, activities and community performance. This study is in agreement with several other related studies already carried and present further evidence of negative impact of COVID-19 on several sectors of development including the sports industry. According to Keshkar & Karegar, (2022), COVID-19 negatively affected sports training and competition processes and as consequence several aspects of sports development work. For example, the organizers of sports events endured a lot of financial, human, and energy cost**.**

The majority of national sports governing bodies in Uganda adopted almost all the measures in response to COVID-19 that was put in place by government at the time in addition to restrictions to sports actions. Additionally, they readjusted to working online using mostly zoom and socio media during the pandemic times. According to Keshkar & Karegar, (2022), Communication between human beings is key to survival and workable development. Throughout the pandemic, social media and online communication platforms were the preferred means of communication between people restricted within homes**.**

Further research can focus similar studies of other sports organizations within and beyond Uganda. Other forms of research including interventional studies can be carried out to solve the problems highlighted in this study. However, there were a number of limitations to the study including the fact that not all national sports governing bodies were able to respond to the study to have the perception of their officials purposely targeted to provide their views. As such this research can only draw conclusion limited to those national sports governing bodies that participated in the study. This had a consequence of limiting the sample size therefore a study with a bigger sample could be considered in the future.

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APPENDICES

APPENDIX I

This questionnaire has been prepared to assess sport development indices and impact and adopted responses to COVID-19 by national sports federations in Uganda. It will be completed by officials of national sports federations in Uganda. All responses will be treated with confidentiality, in about 20minutes. All questions should be scored 1 – 5 (1 being where you strongly agree with the statement and 5 being where you strongly disagree with the statement). It should be completed by a senior member of the organization.

Section A (Demographic information for respondent)

National Sports federation/Organization attached to …….

Sex: Male Female

Age:

Education: Primary, Secondary, Diploma, Undergraduate Degree, Master's degree, PhD

Experience (Years in service in the sport)……

Where one plays a role: Administration, Officiating, Technical/tactical, Medical, Athlete, others specify

Title:……

Section B

Block I

1. We have clarity around our purpose, vision, values and organization objectives

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

2. We have a high-performance culture in our organization, which is committed to delivering high standards.

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

3. We are always looking for ways to improve delivery and processes

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

4. We recognize achievement and success as part of a positive approach to performance management

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

Block II

1. We have a long term financial and business development plan in place that links to our business objectives

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

2. We are always looking for efficiencies in what we do and the way we operate

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

3. We review our budget performance regularly

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

4. We can show improvement in our financial performance

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

5. We have measures in place that demonstrate our efficiency and effectiveness

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

Block III

1. We think through and plan our partnership approaches and working practices

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

2. We have effective data sharing protocols and consent forms in place with partner agencies

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

3. We have effective participant referral processes in place with partner agencies

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

4. Risk reduction practices are in place and communicated to partner agencies

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

5. We regularly and routinely consult with our partners at a strategic and operational level

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

6. We measure the satisfaction of our partners

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

Block IV

1. We have a comprehensive 3-year strategy / business plan

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

2. We have clear business objectives in place based on evidence of need

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

3. We benchmark our performance inside and outside of the organization

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

4. We have effective review processes involving staff and partners

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

5. Learning and approaches are shared across the organization

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

Block V

1. We research community needs and are confident that the people living in disadvantaged neighborhoods who need our services are engaged and supported

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

2. We understand sport for development approaches and what we need to deliver to effect long term change

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

3. We know the local spaces, facilities and opportunities that would support the development of a programme aimed at the most at risk young people and disadvantaged neighborhoods

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

4. We involve stakeholders, referral agencies and the community in our planning, delivery and review processes

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

5. We have an organizational theory of change with appropriate indicators and measures 1

Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

6. We use an impact management system to collect, manage and report the outcomes of our work

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

7. We can communicate and demonstrate the impact of our work to a range of stakeholders

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

Block VI

1. We have experience of delivering sport and activity-based programs which seek to effect personal or social change

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

2. We have experience of working with education, health, criminal justice and employment and skills agencies to identify areas, groups and people to target

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

3. We understand the risk factors that contribute to people developing negative outcomes

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

4. We understand the factors which protect people against these risk factors

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

5. Staff and volunteers have shared backgrounds with participants and / or an understanding of the neighborhoods where programmes are delivered

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

6. Staff and volunteers are able to motivate and inspire participants

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

7. We have appropriate safeguarding and child protection policies in place

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

8. We have appropriate health and safety policies

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

9. We have appropriate insurance in place

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

10. We have appropriate accident and incident reporting procedures in place

1 Strongly agree 2 agree 3 fair 4 disagree 5 Strongly disagree

Section C

Survey on the impact of and adopted responses to COVID-19

1. What measures and restrictions were imposed due to COVID-19 pandemic? (choose all that apply)

a) Border closures/ restrictions

c) Quarantine

e) Cancellations of flights

b) Social distancing

d) Isolations

f) Public gathering restrictions (namely sporting events)

g) Other important measures……

1 a. Only if you chose c) or d) above: What models of work were used by the public authorities in your sports organization? Modes of work (choose all that apply)

1. Telework
2. Duty staff
3. 1-day per week (or similar restriction)
4. No restrictions
5. No work at all is allowed

2. How COVID-19 pandemic impacted the sporting activity in your national sports federation/association/organization? (choose all that apply)

2a. During the lockdown:

1. Training centres and gyms were closed
2. All training camps were cancelled
3. Only a limited number of training camps were allowed
4. Indoor competitions were postponed or cancelled
5. Outdoor competitions were postponed or cancelled
6. No Change

3. As part of the outbreak strategy, what did your sports federation/organization decide regarding sports competitions /season? .

a) The competition/season was closed

b) The season was suspended until further notice

c) The season was resumed and completed

d) Other important measures were taken (please specify):

Please specify:……...

Which sanitary measures were taken by your sports federation/ association for practice or resumption of sports activity? (choose all that apply)

1. Pre-testing of all participants
2. Individual protection kits for safety and security personnel was/were provided.
3. Separate players in the journey to and from the stadium

4. Limited number of persons inside the stadium
5. Contingency plan in case any team cannot continue the competition for sanitary reasons
6. Possibility to cancel the competition at a later stage
7. Documents for good practice e.g. good sanitary protocols, code of conduct for closed door competitions was provided to sports clubs.

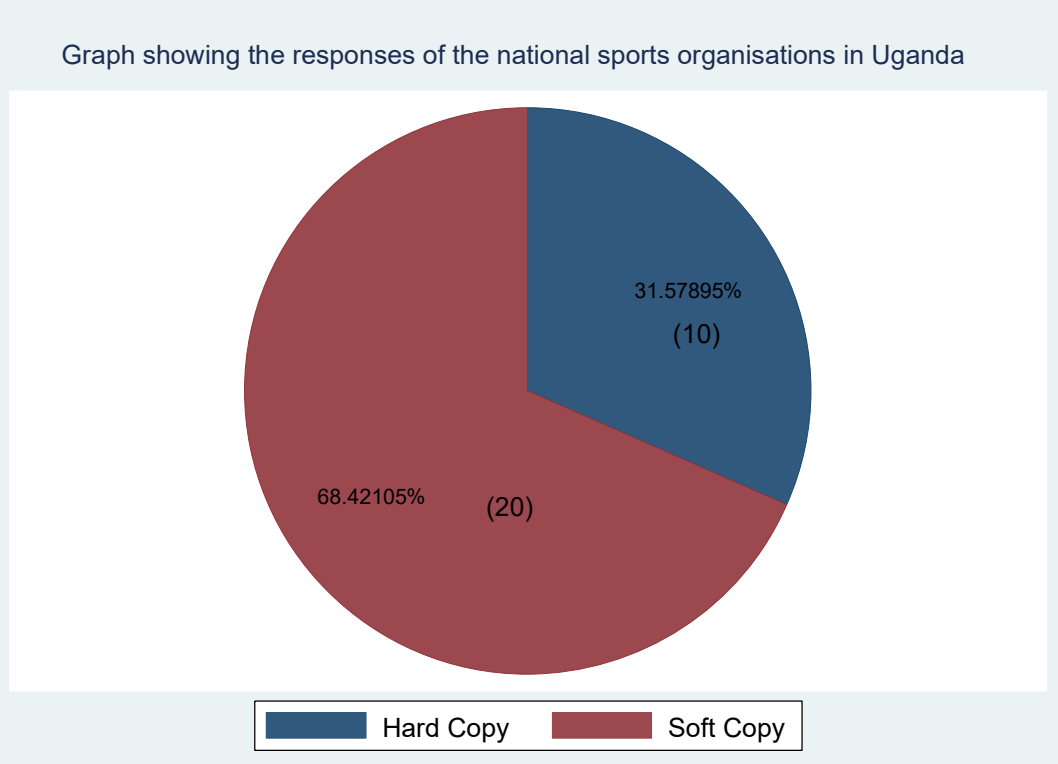
Other measures (please specify)
……

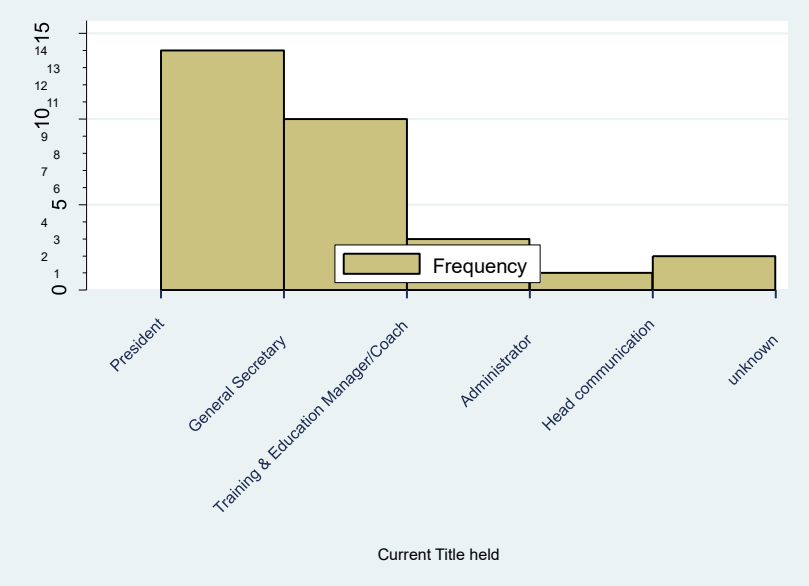
Other (please specify.

APPENDIX II

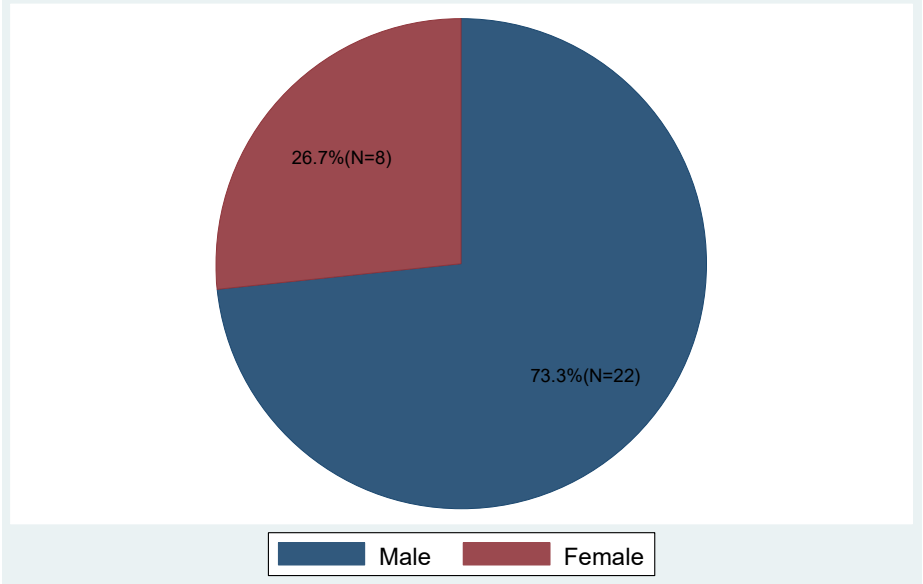
RESULTS

Characteristics of respondents

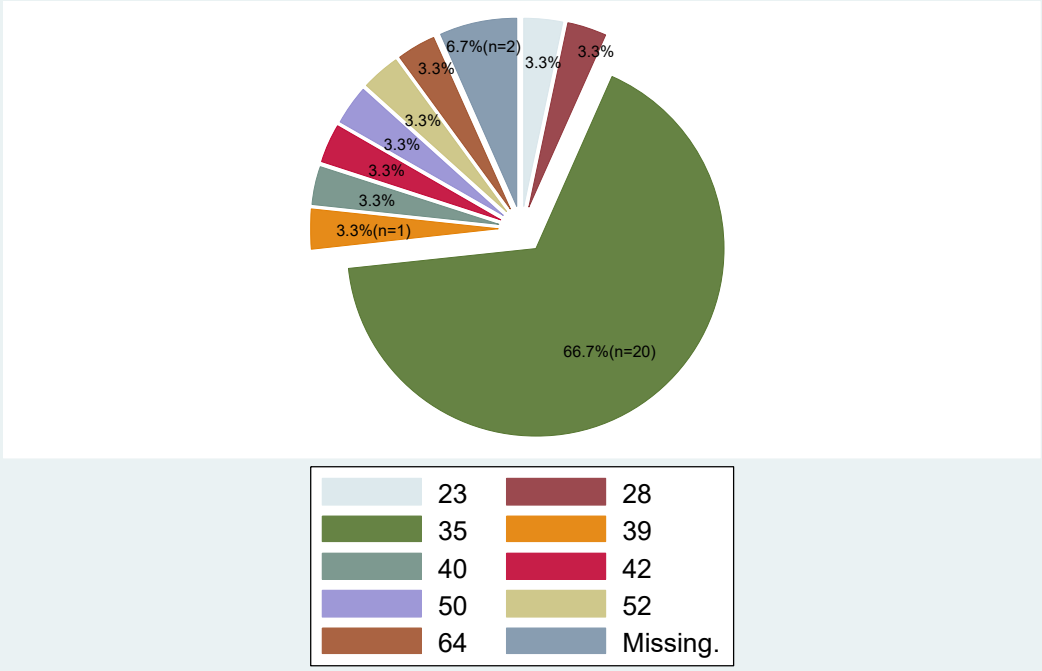




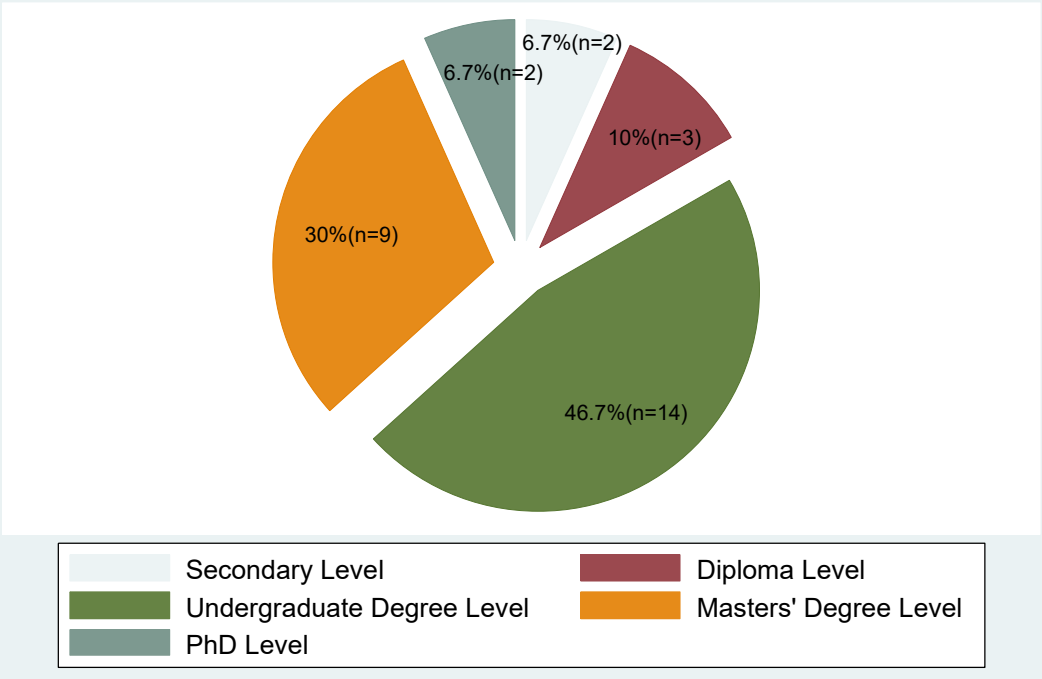
Graph showing the gender of respondent of the national sports organisations in Uganda



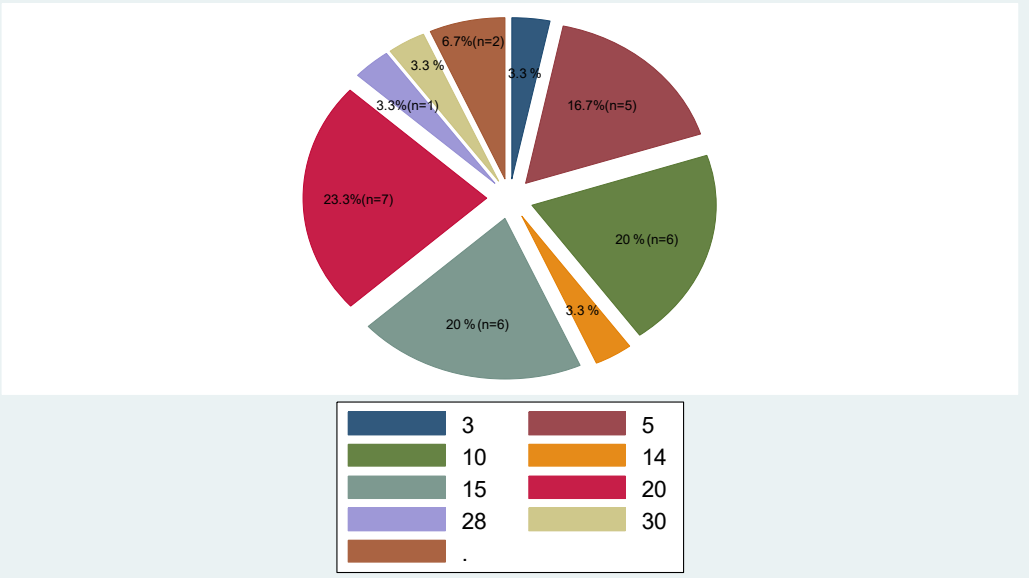
Graph showing the age(yr) range of the respondents of the national sports organisations in Uganda



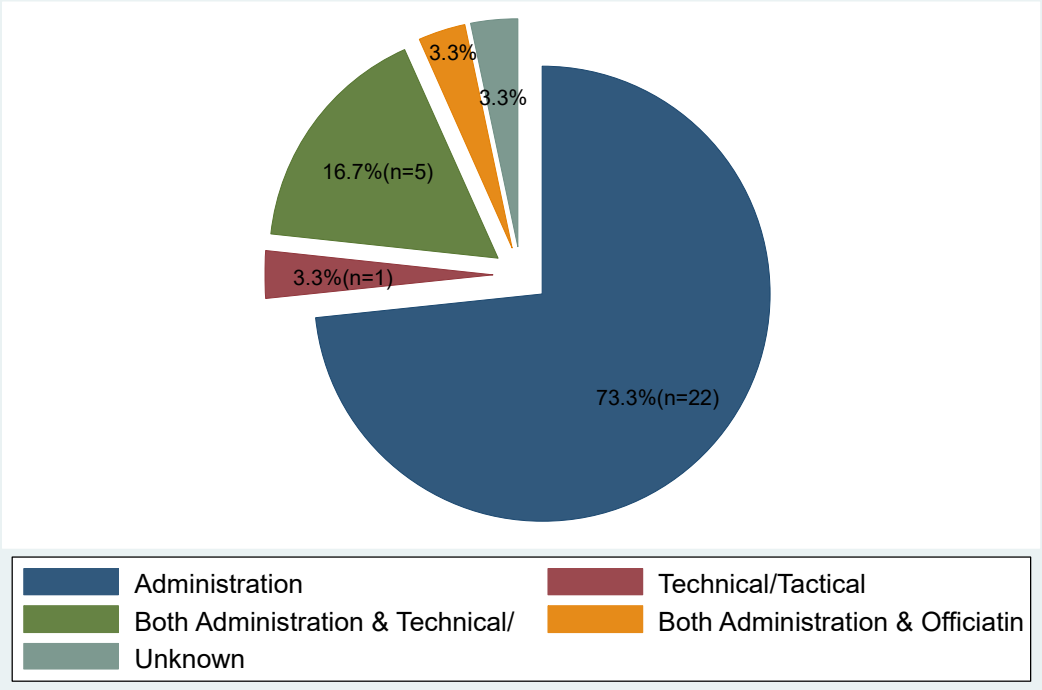
Graph showing the highest level of educationof respondents of the national sports organisations in Uganda



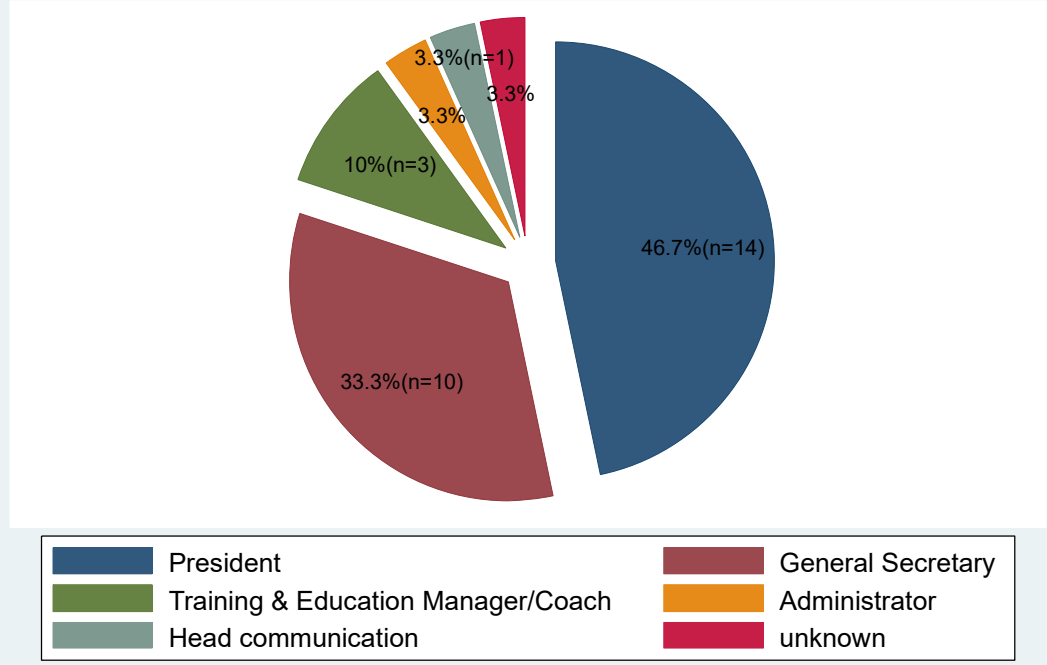
Graph showing the experience of respondents in service at the national sports organisations in Uganda



Graph showing the roles of the respondents at the national sports organisations in Uganda



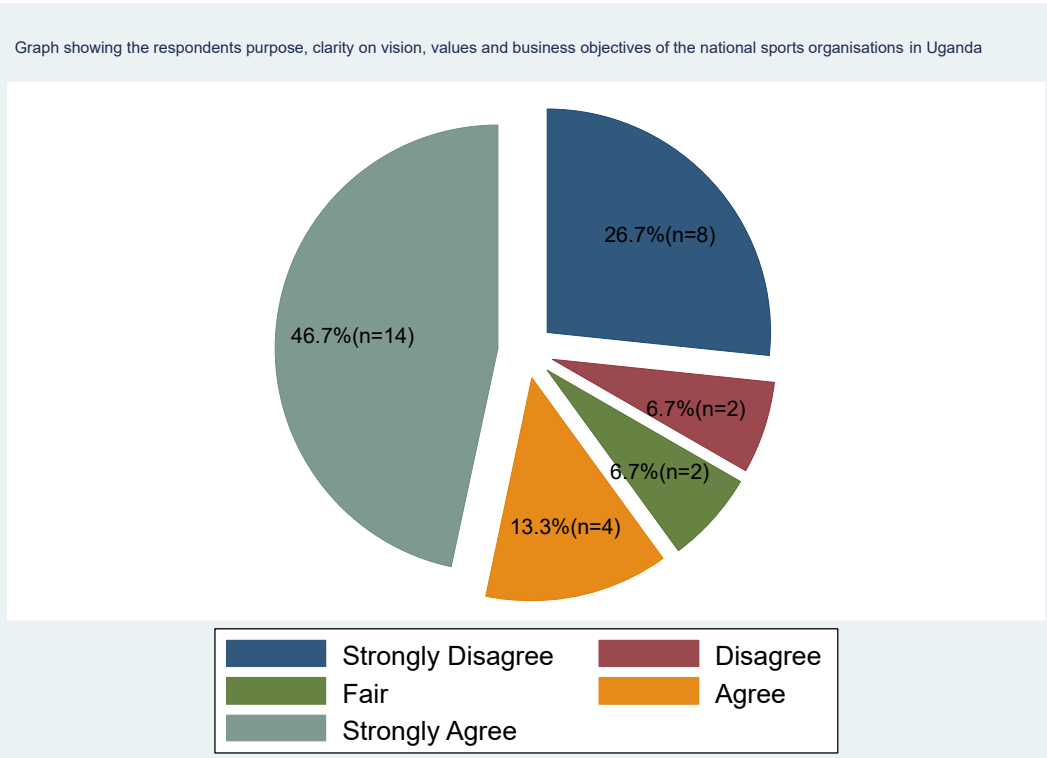
Graph showing the titles held by respondents at the national sports organisations in Uganda



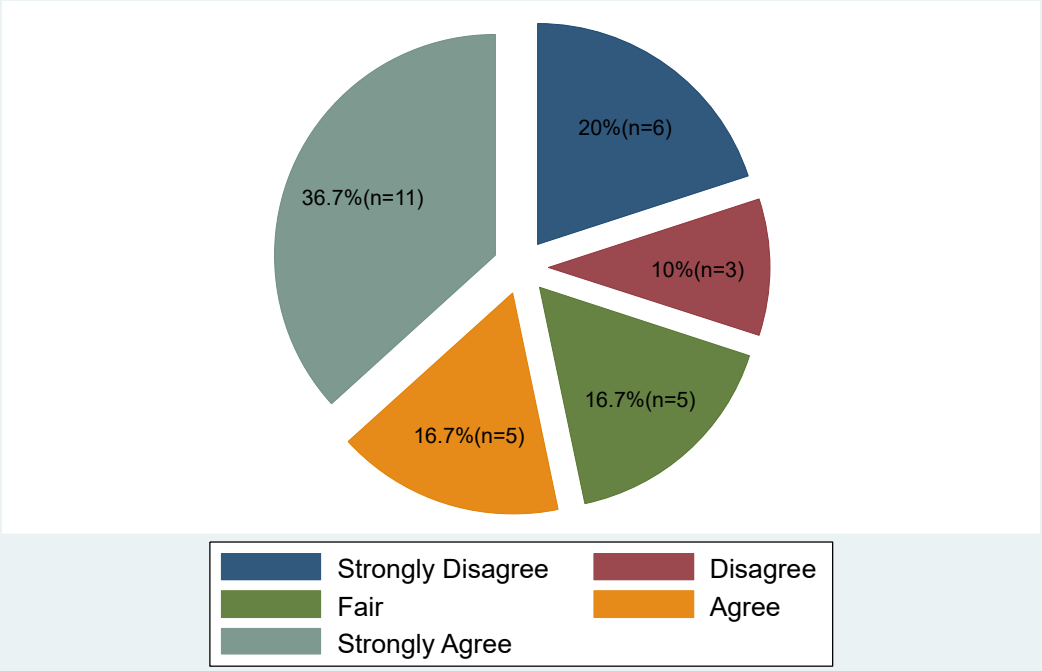
1.To describe indices of sport development of national sports federations in Uganda.

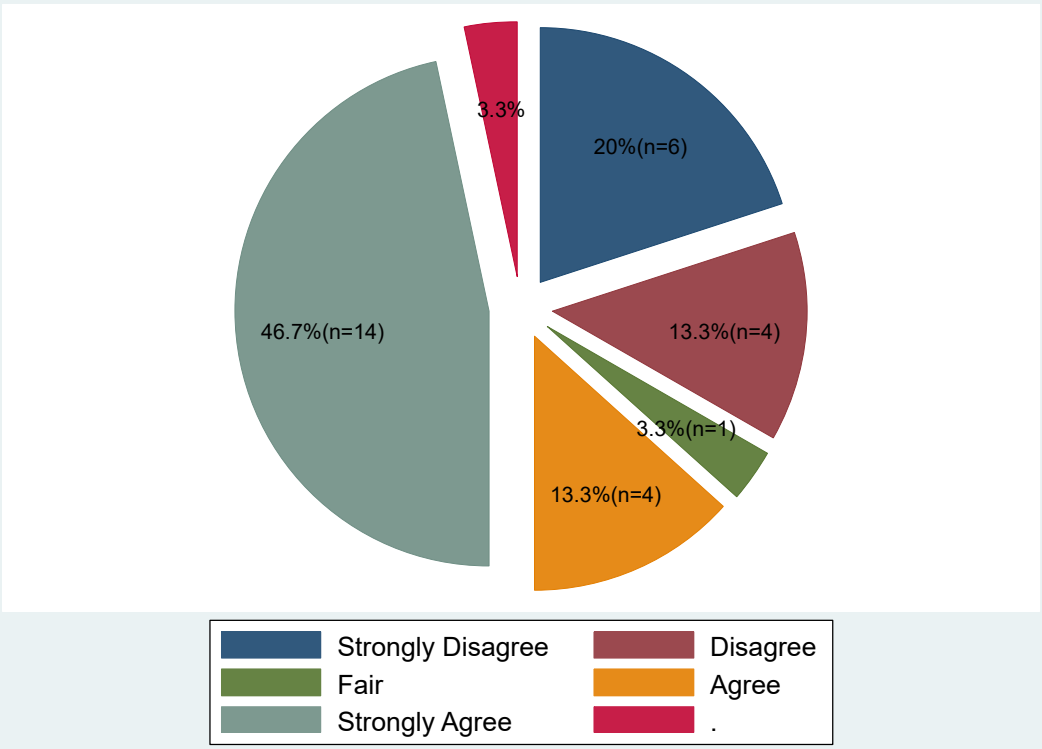
1.What is the nature of sports development work in national sports federations of Uganda?

Graph showing the respondents purpose, clarity on vision, values and business objectives of the national sports organisations in Uganda



Graph showing the high performance culture of the respondent at the national sports organisations in Uganda





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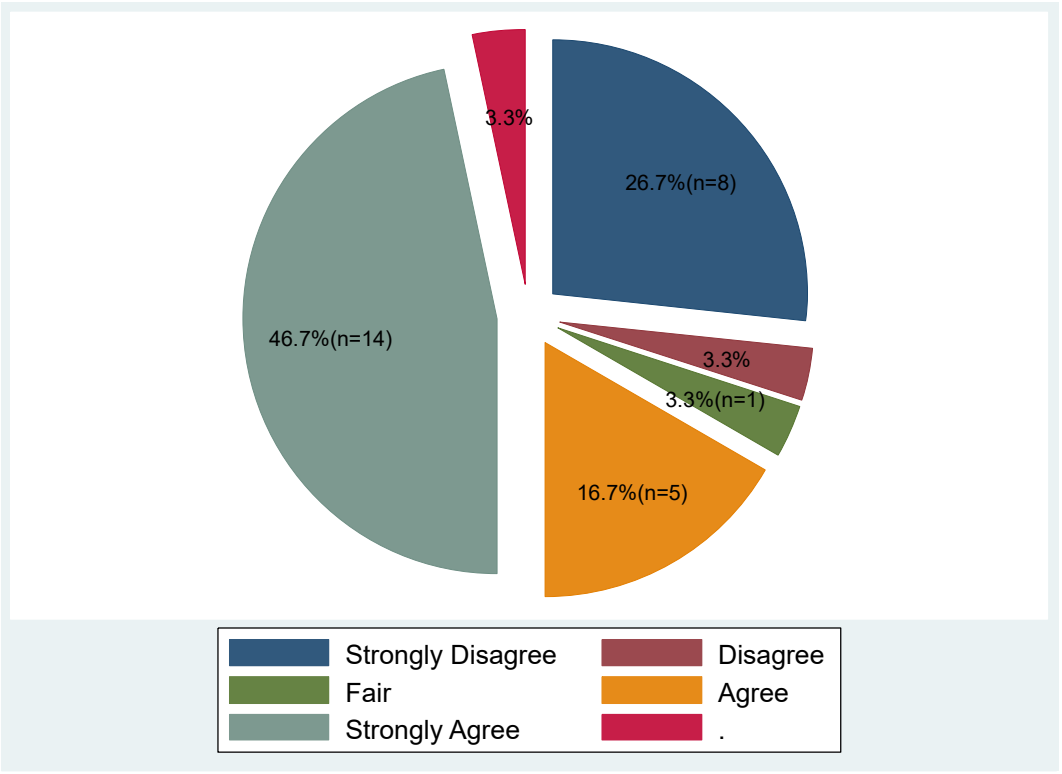
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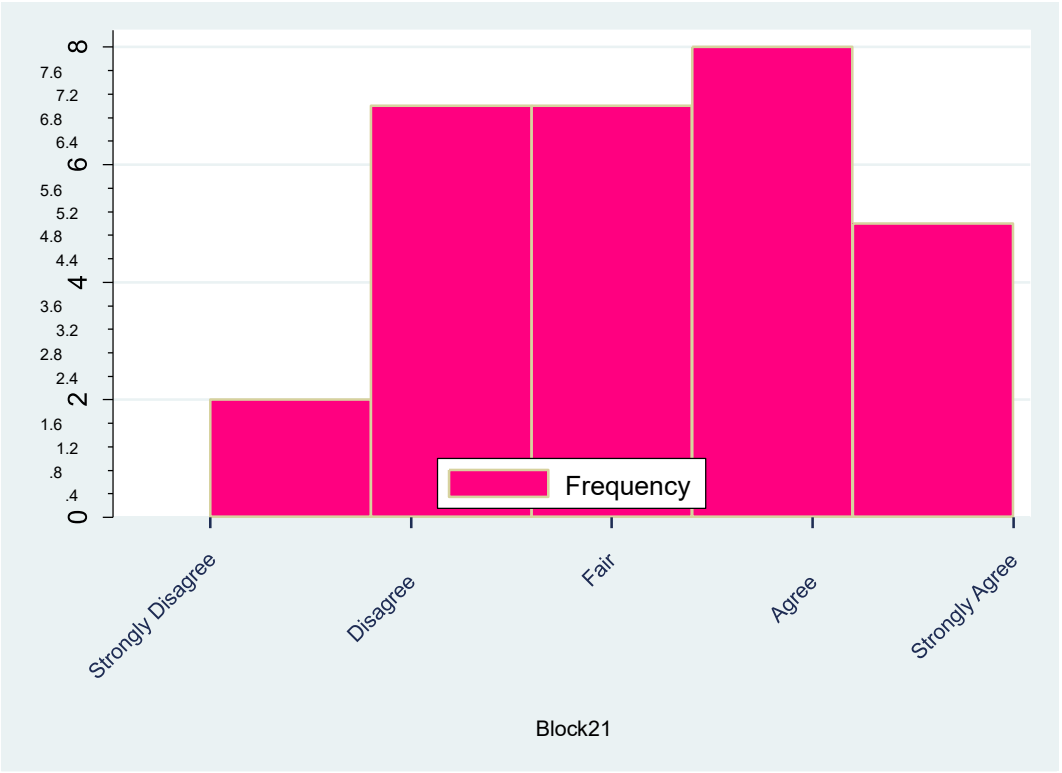
B14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Frequency
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Disagree
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Agree
Strongly Agree
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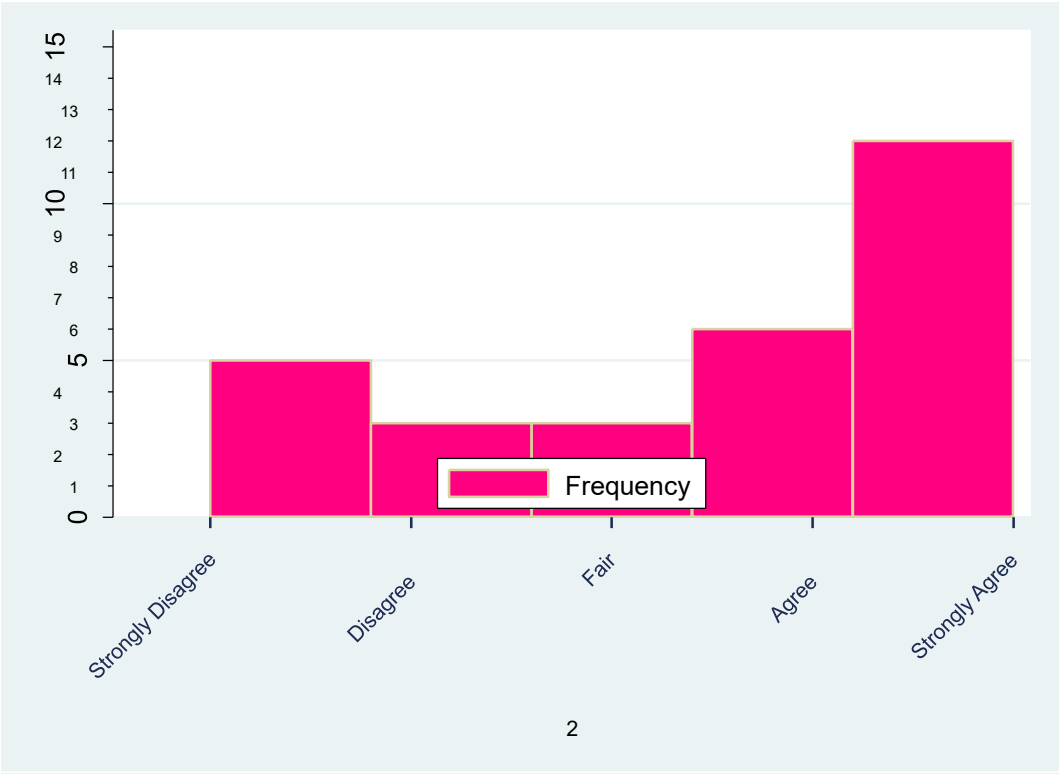
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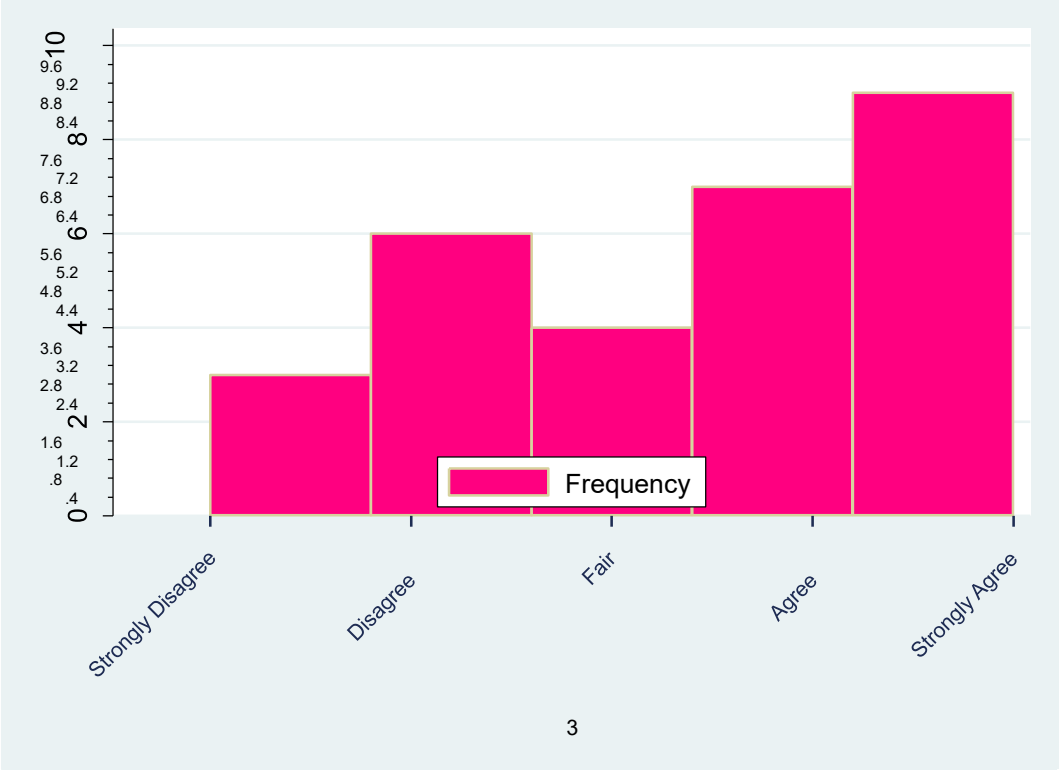
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Frequency
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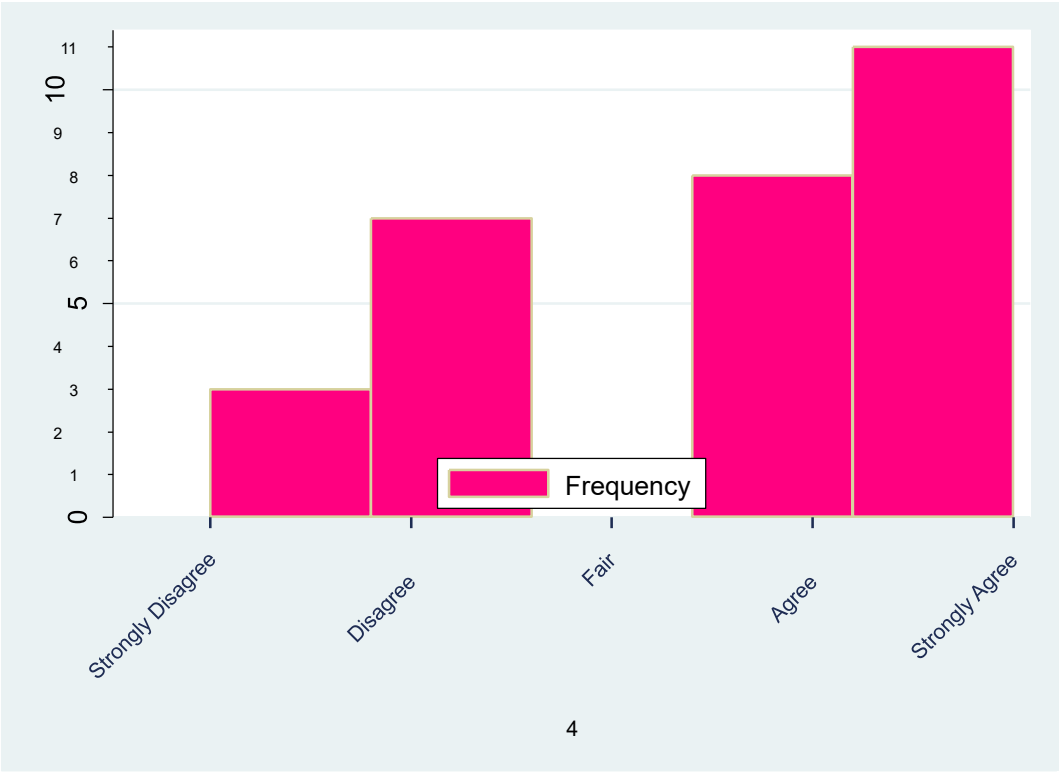
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Frequency
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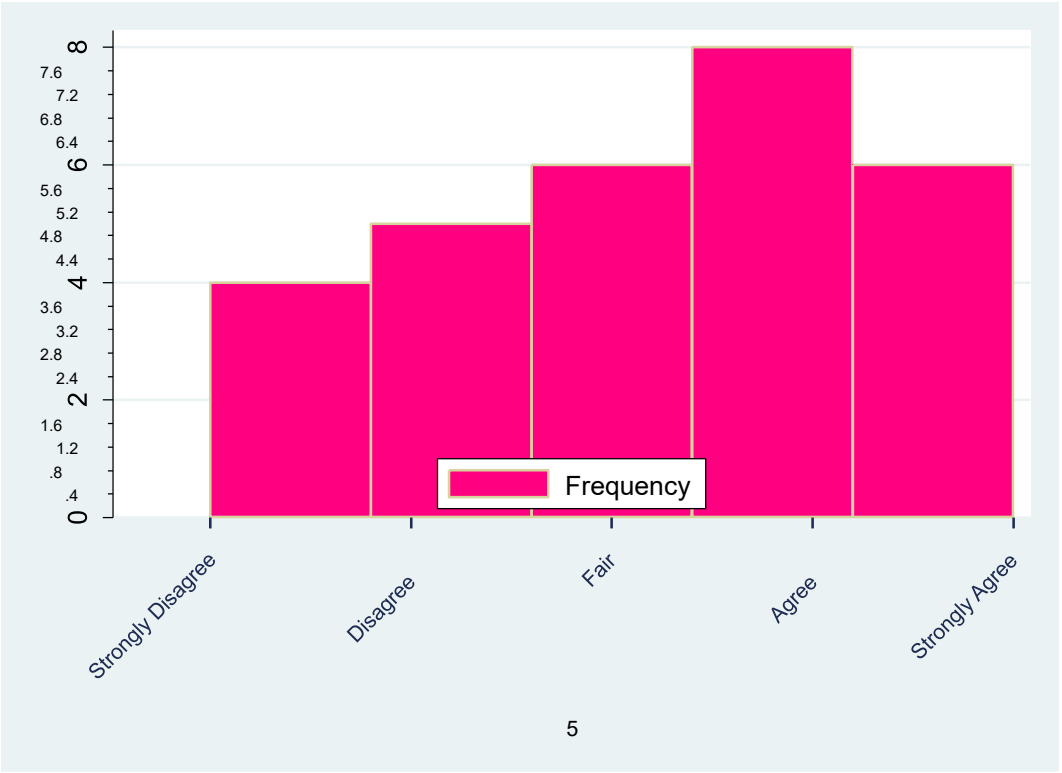
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Frequency
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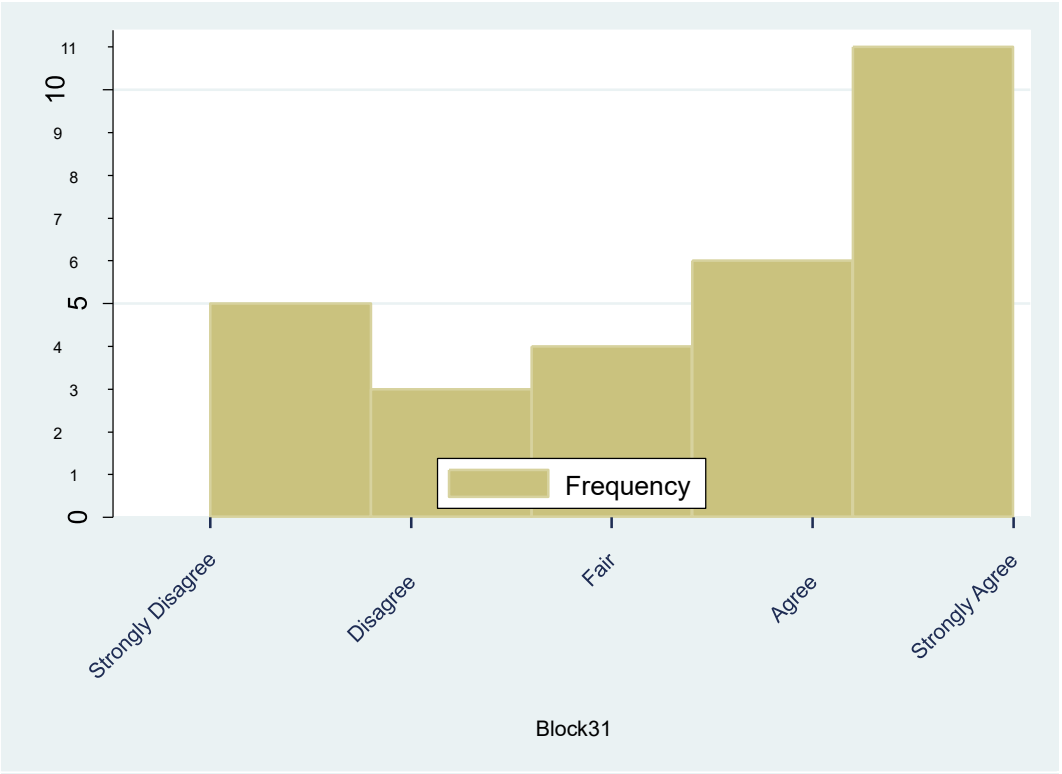
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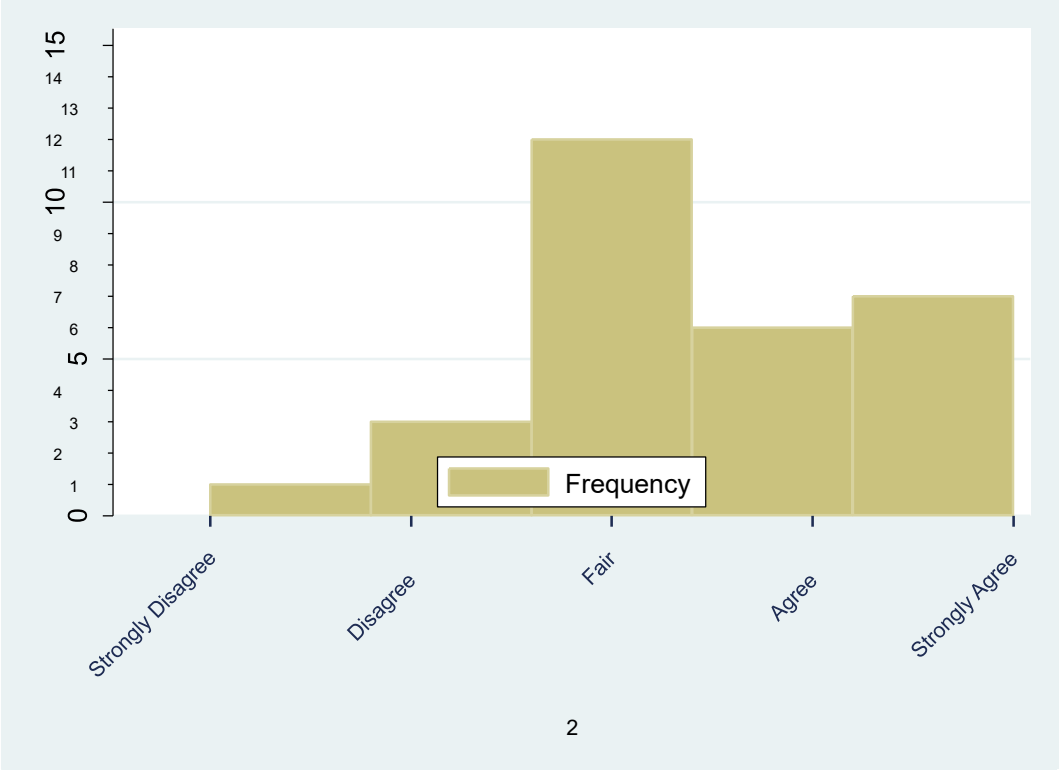
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Frequency
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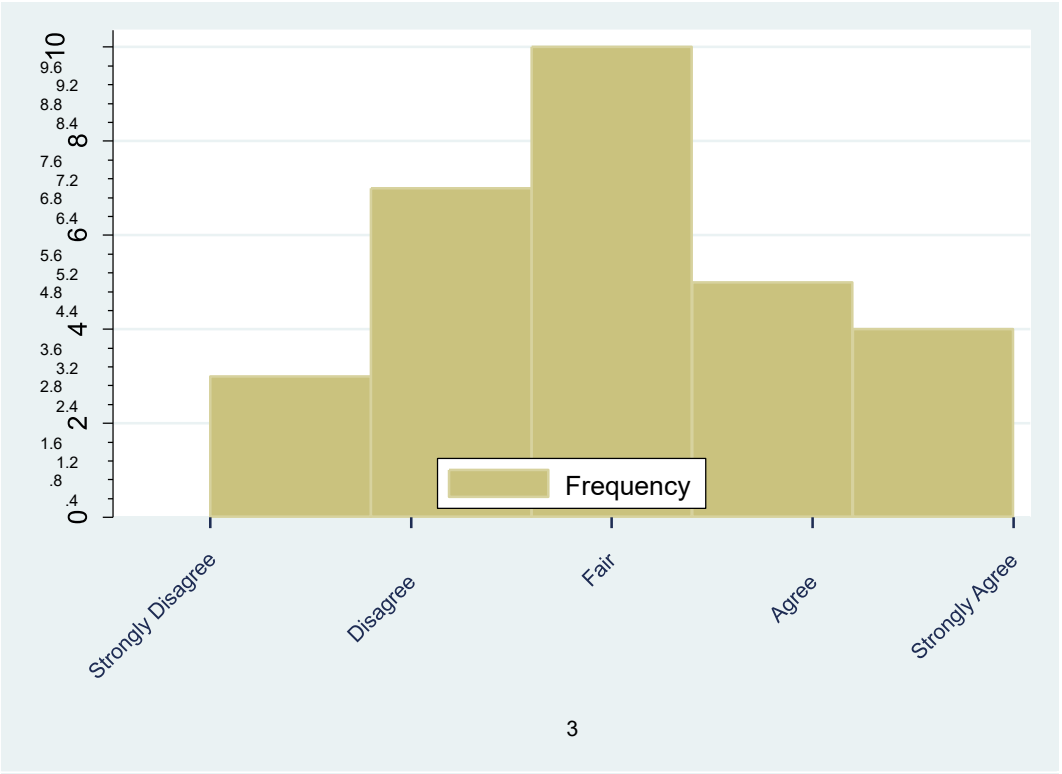
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Frequency
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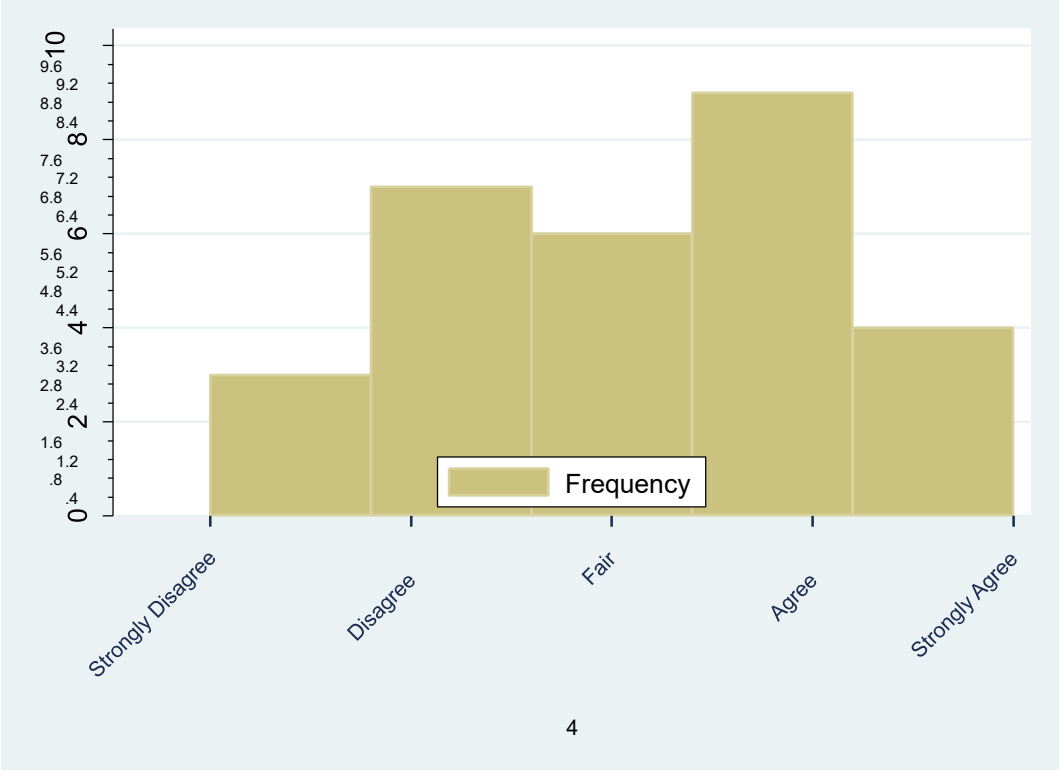
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Frequency
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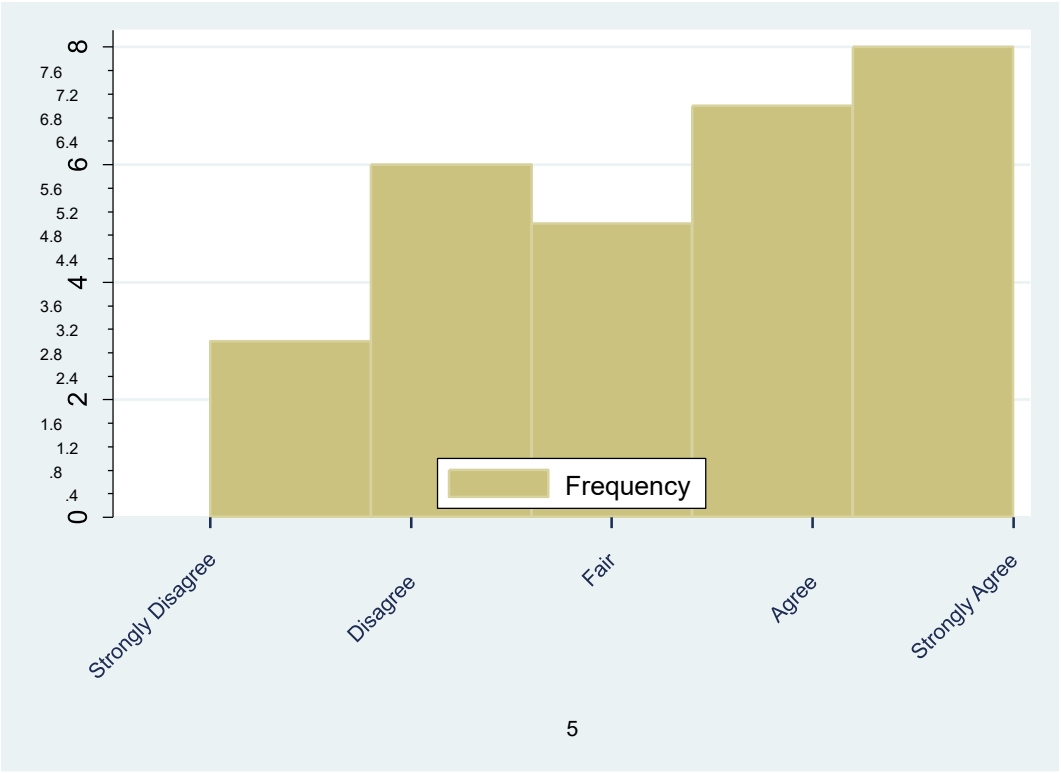
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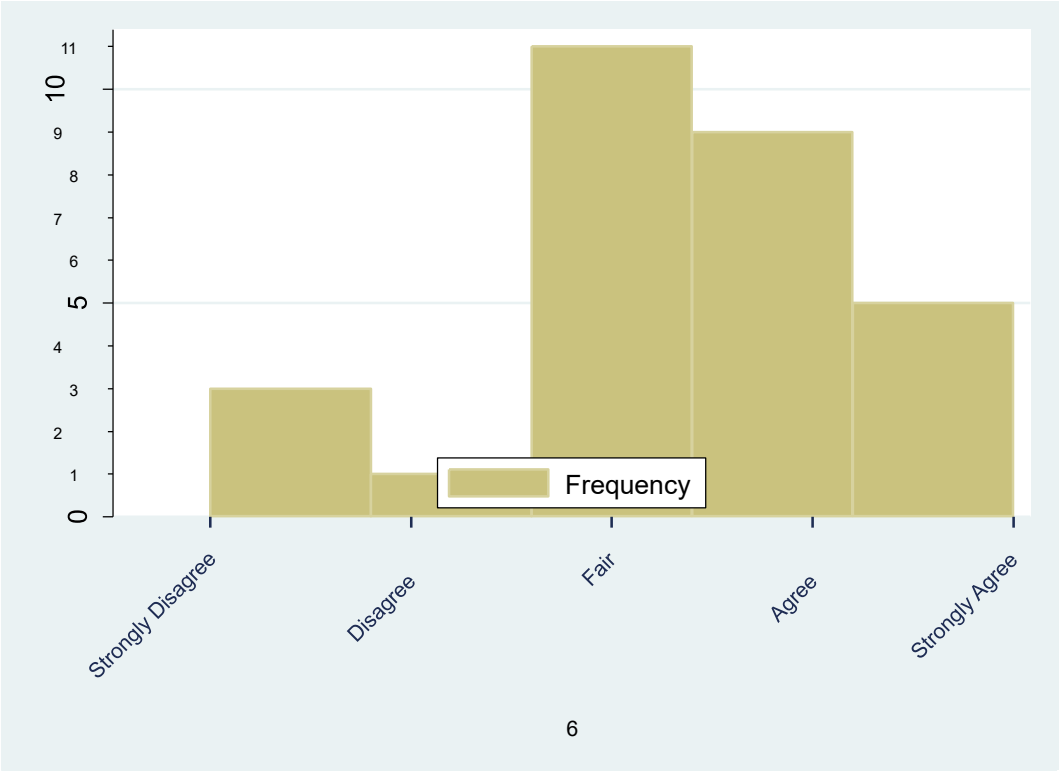
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Frequency
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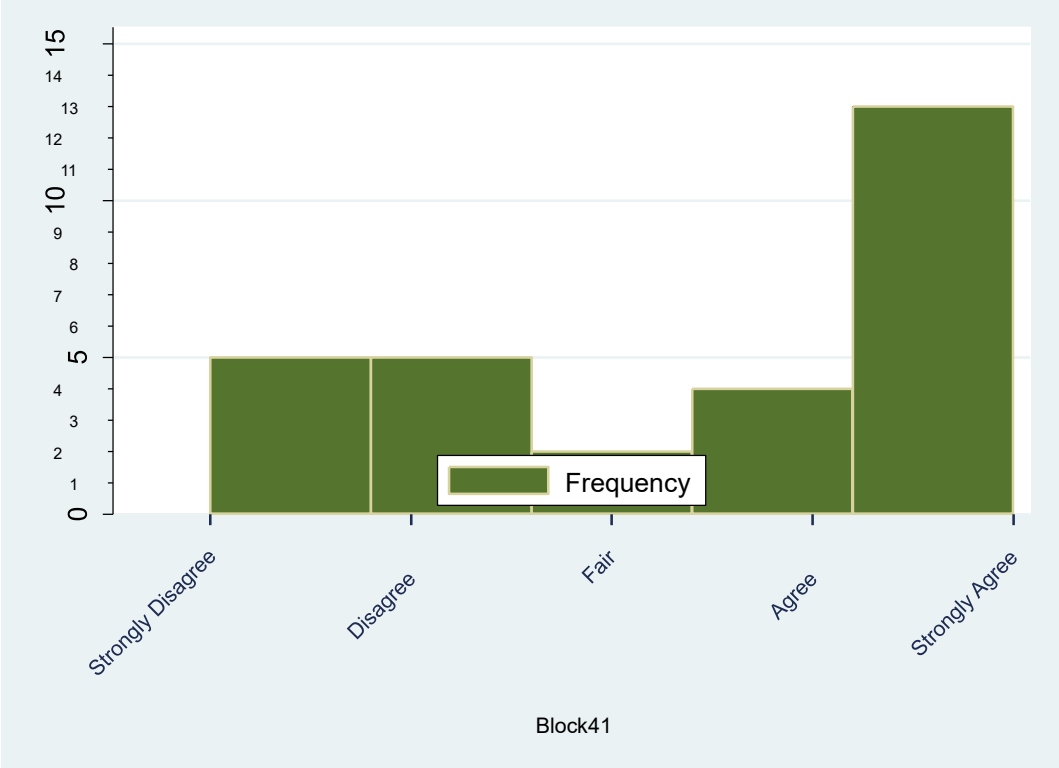
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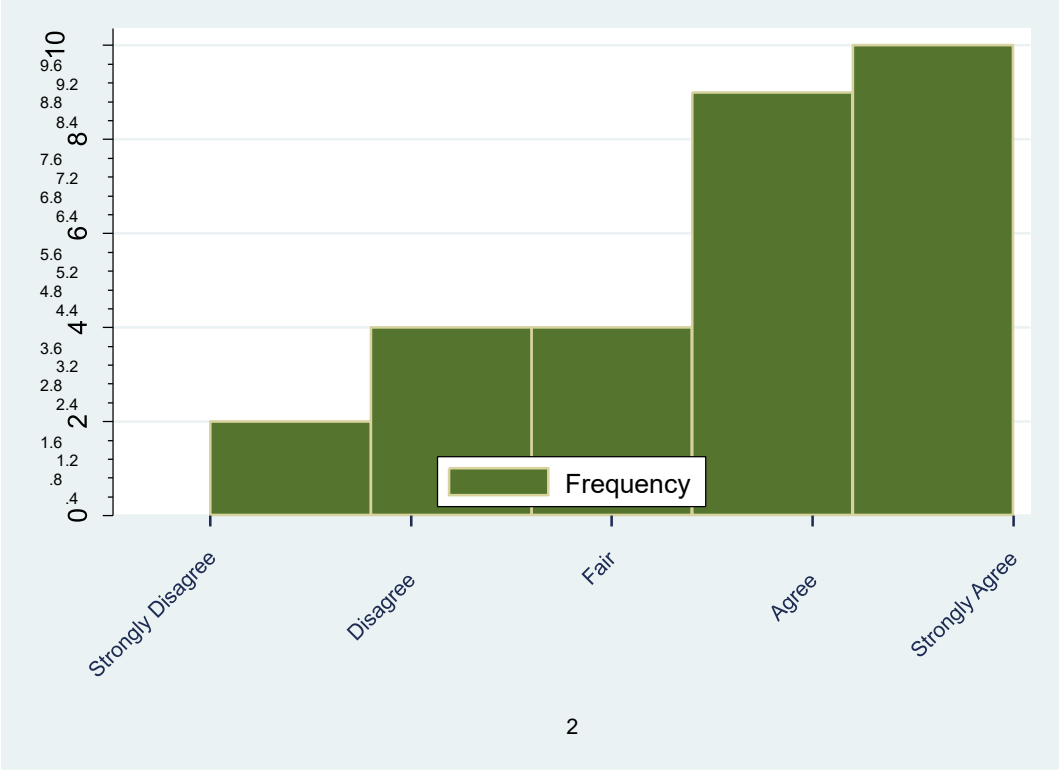
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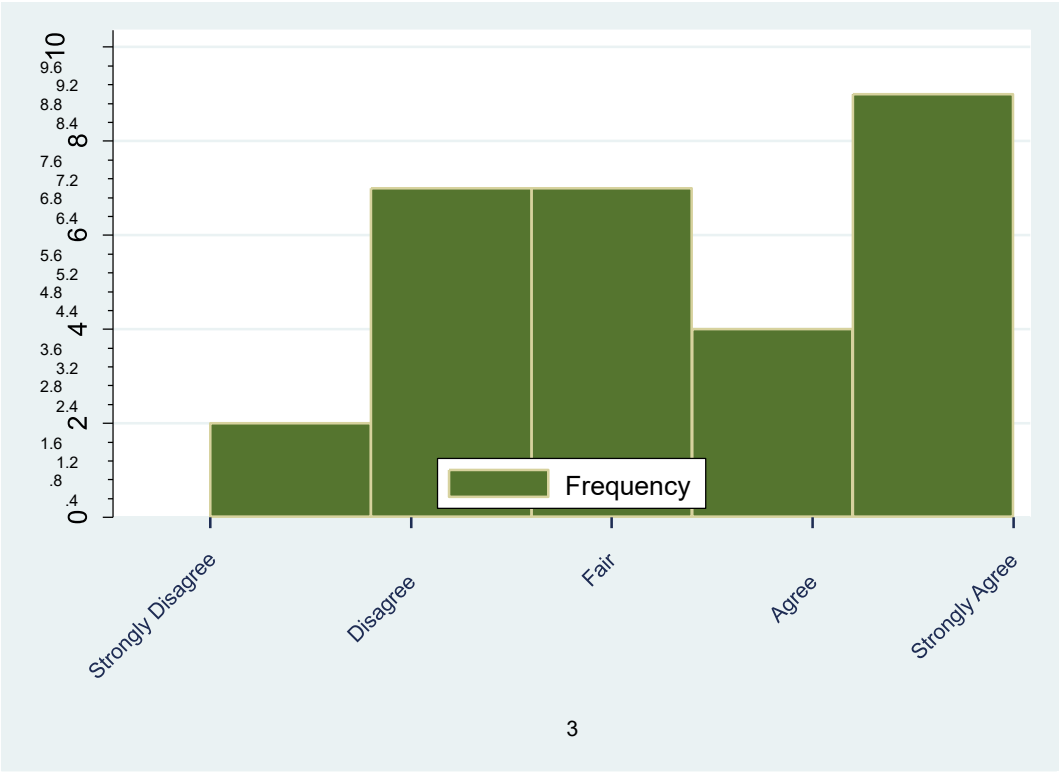
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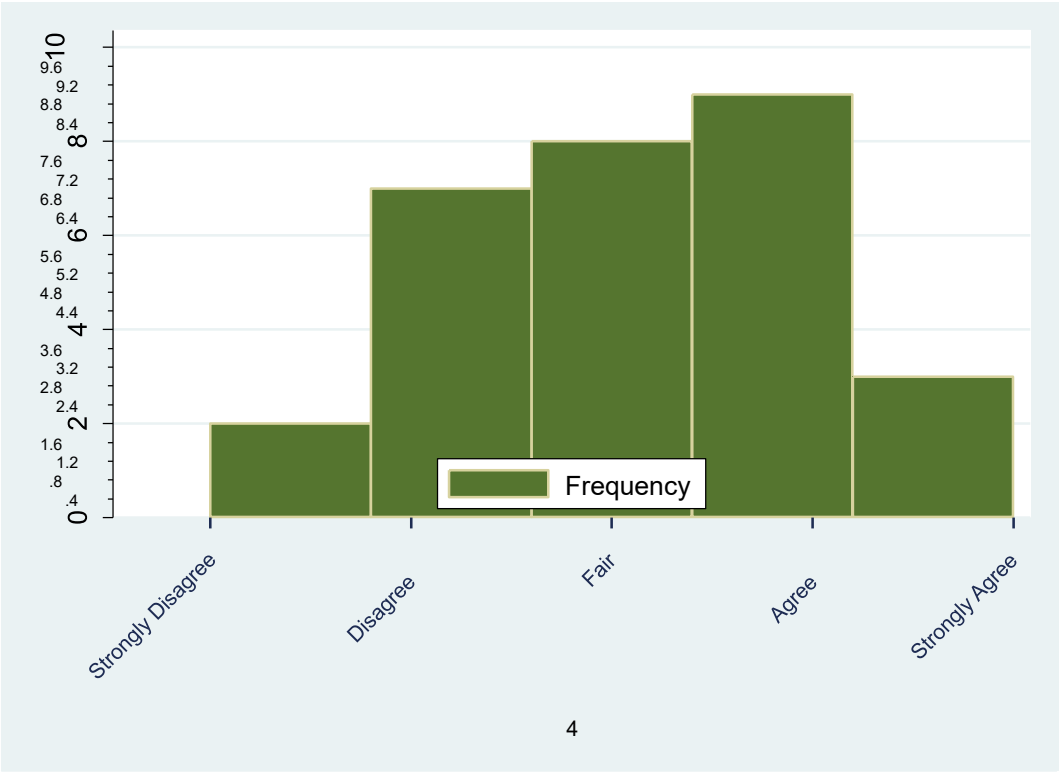
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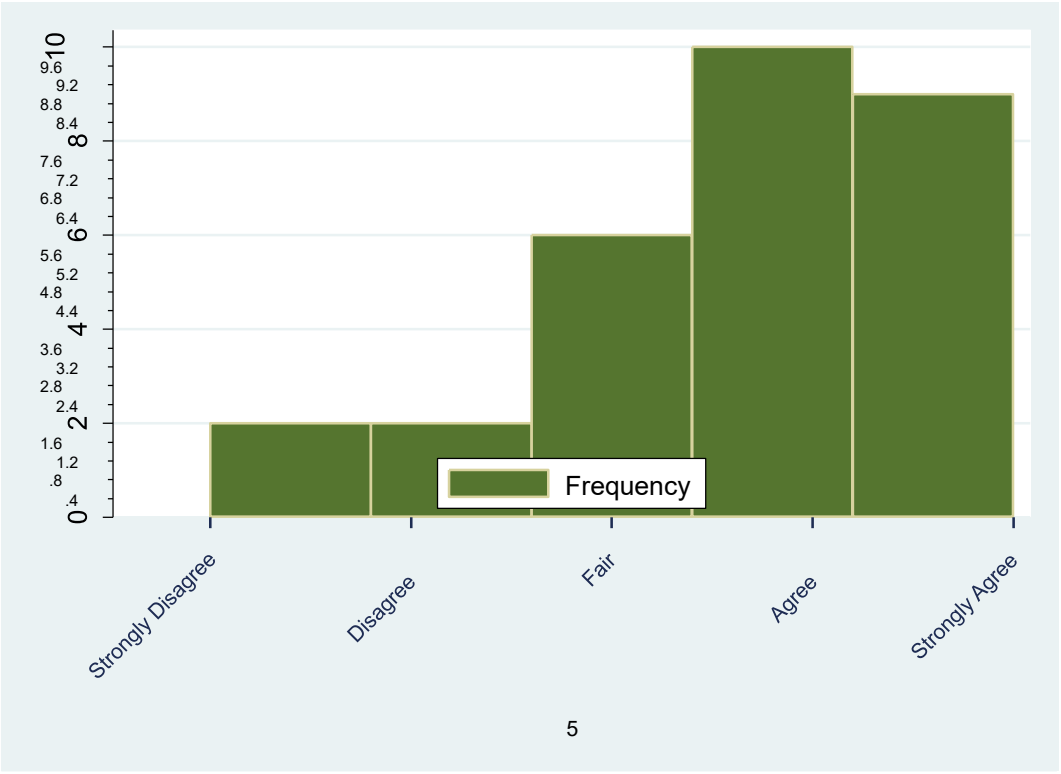
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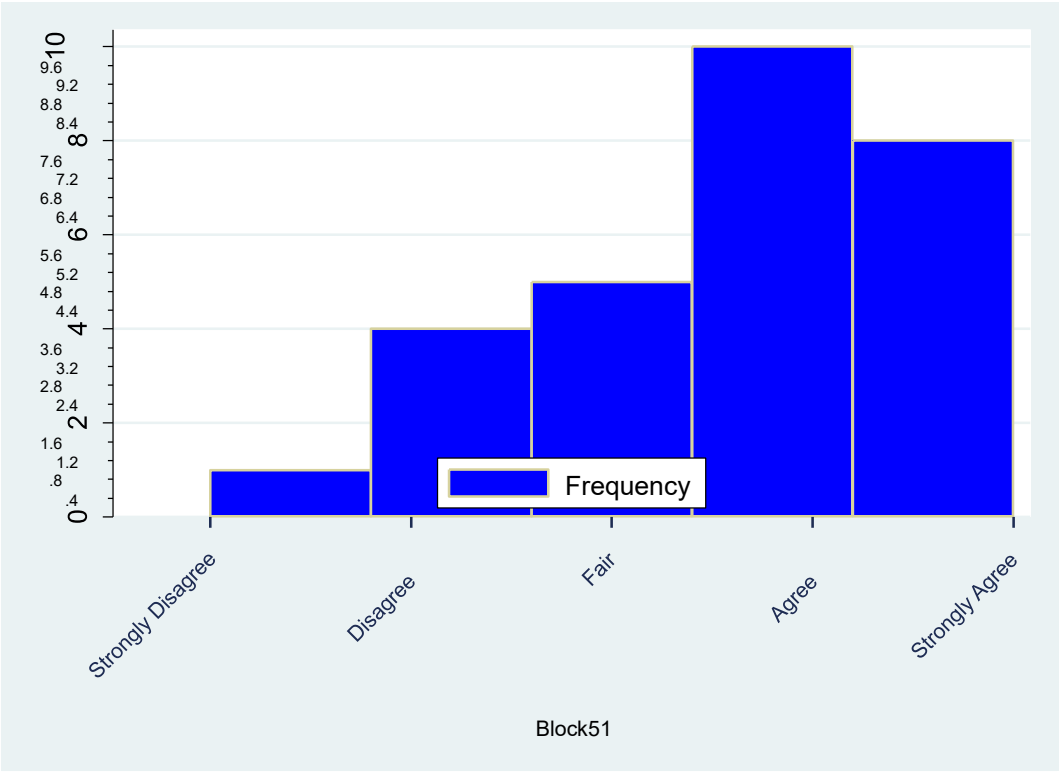
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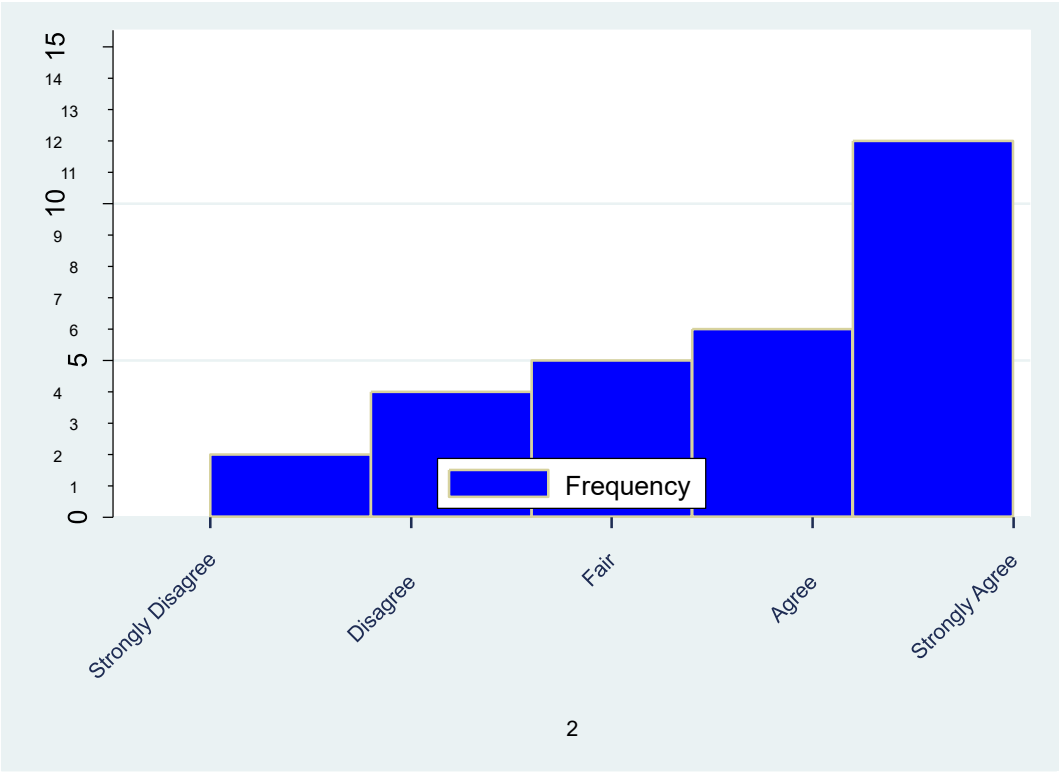
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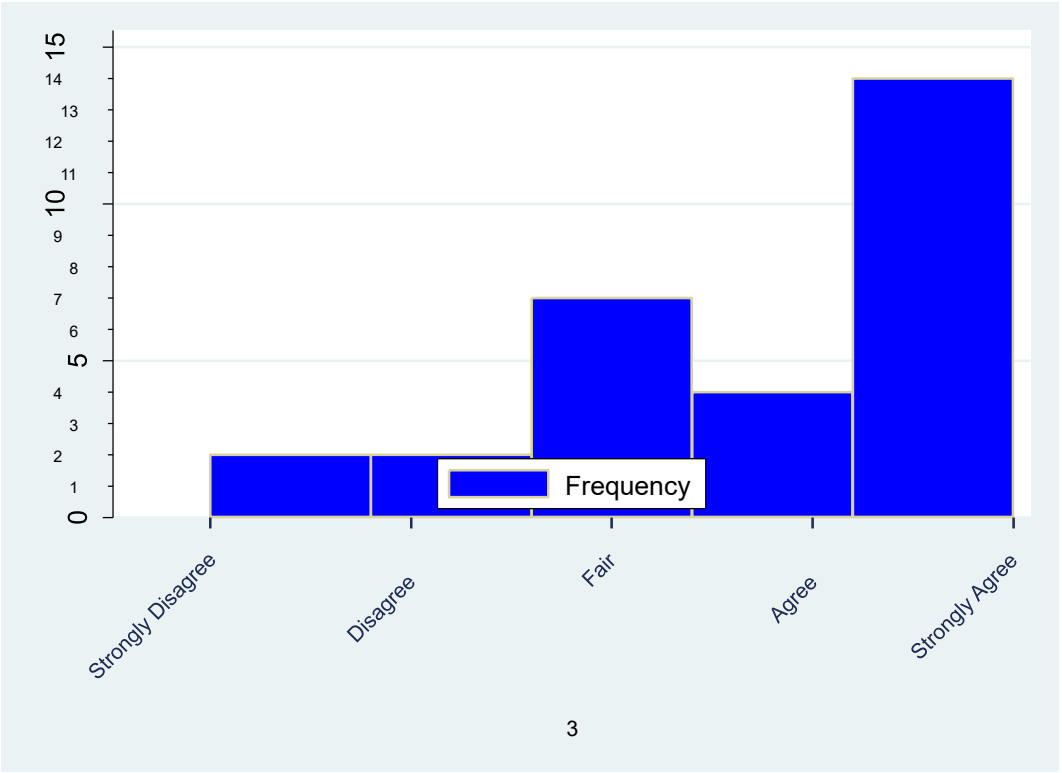
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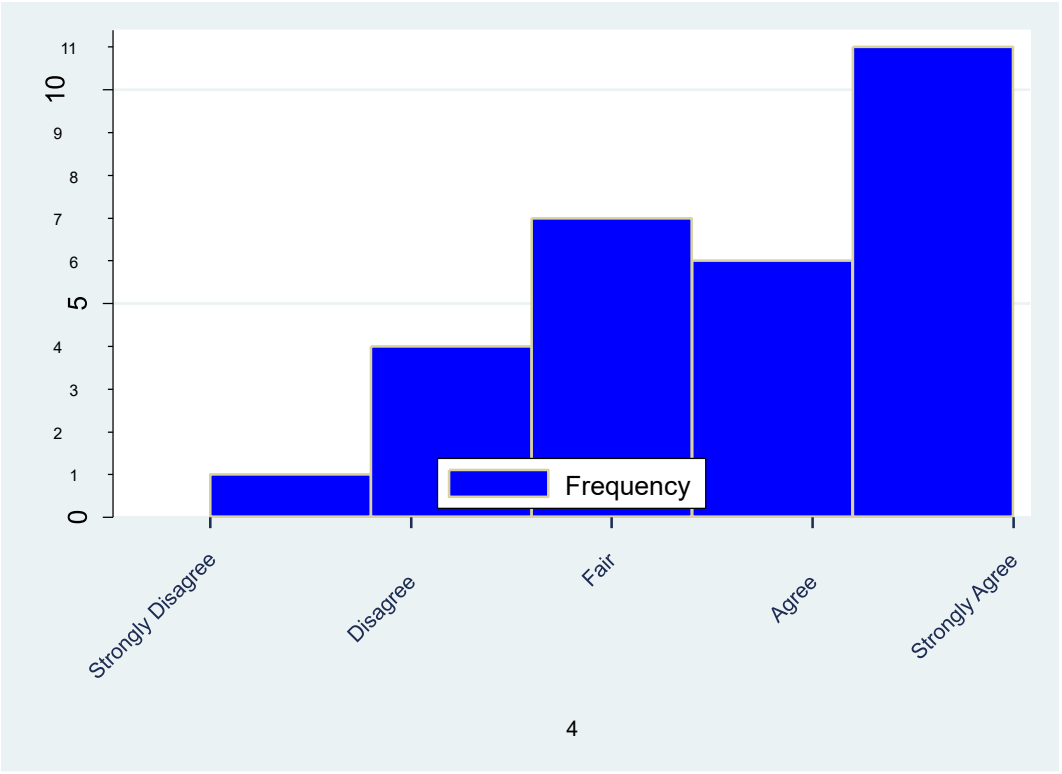
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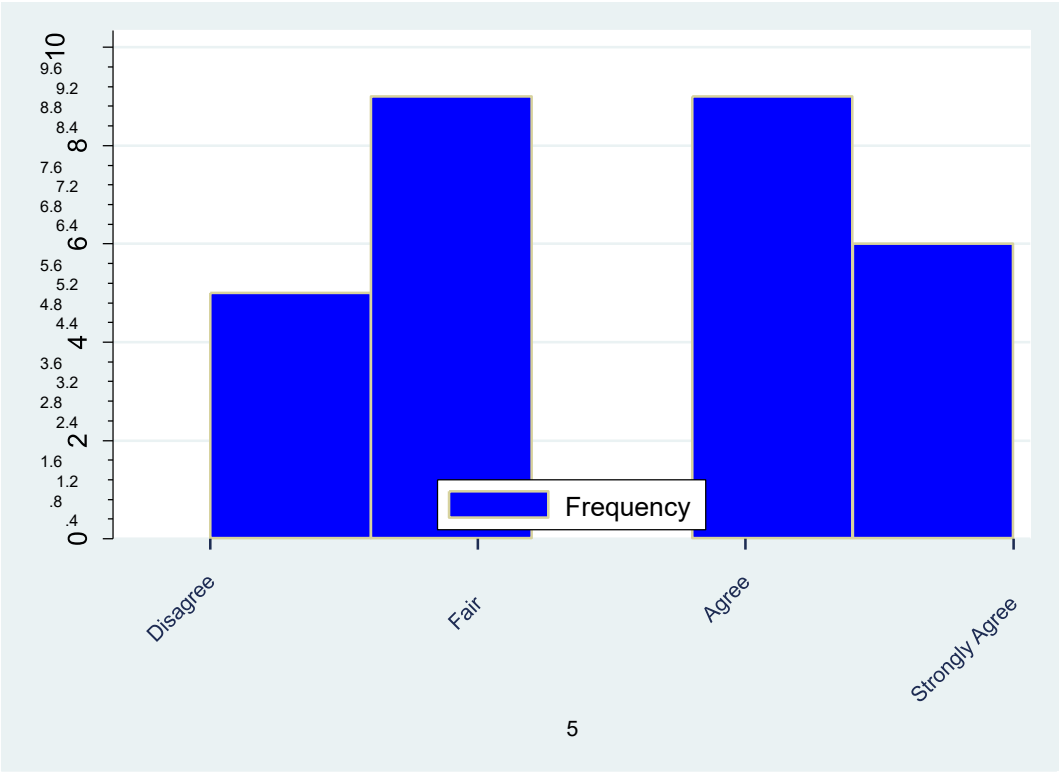
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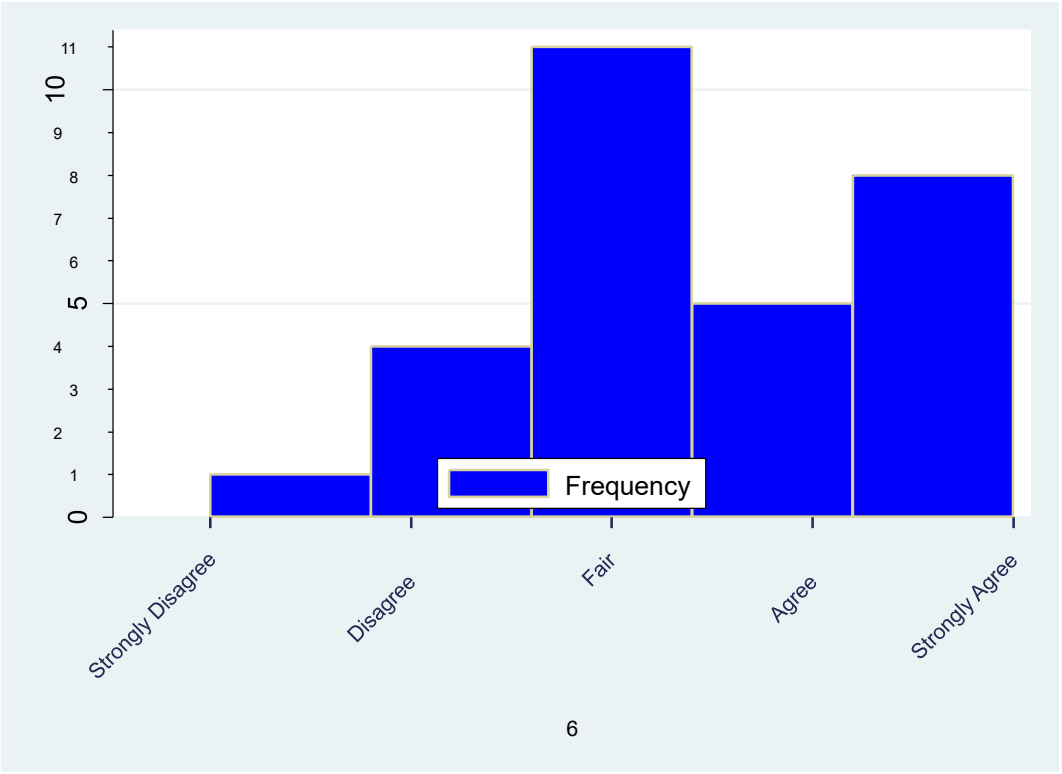
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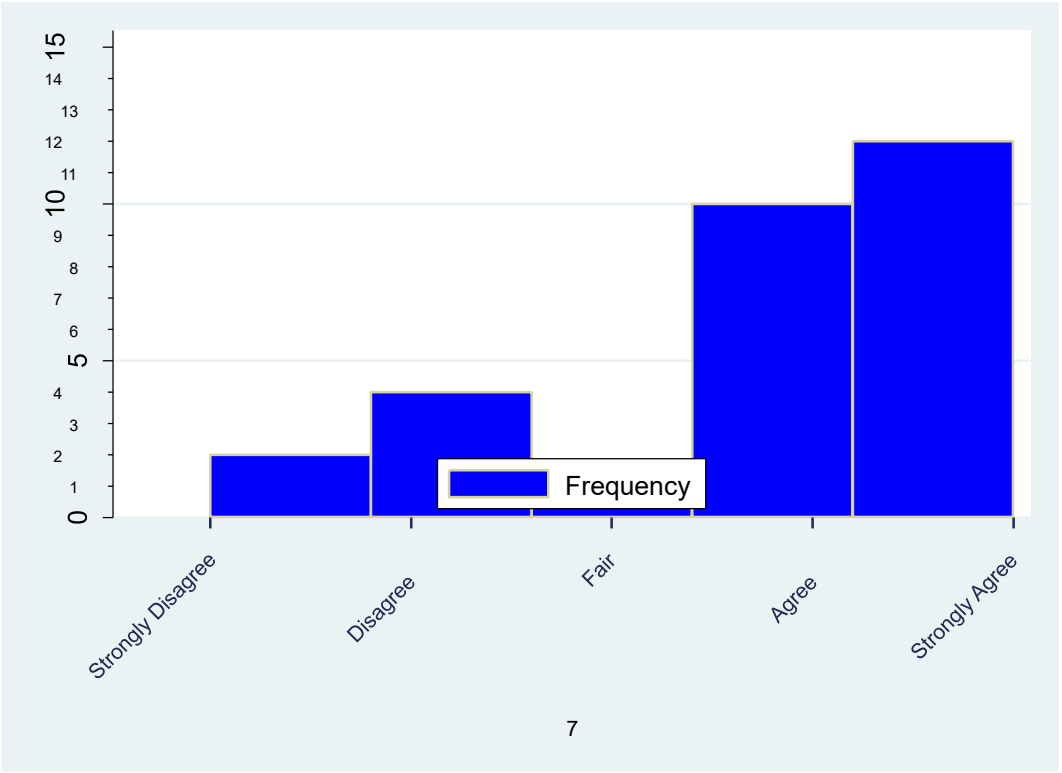
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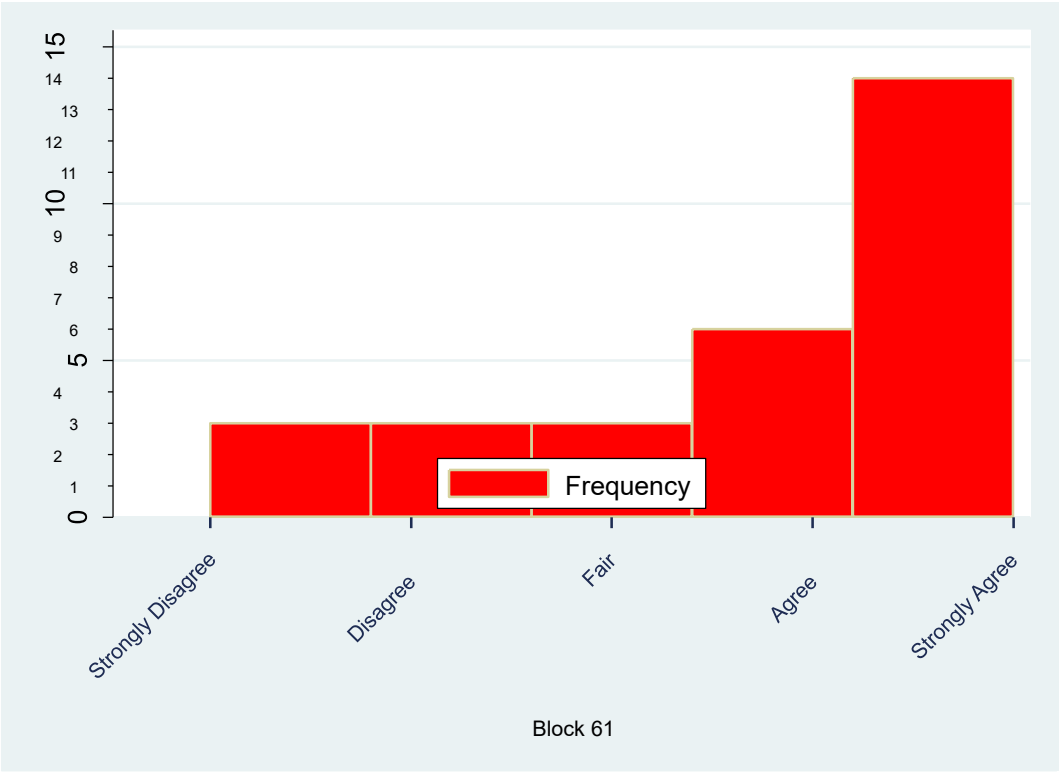
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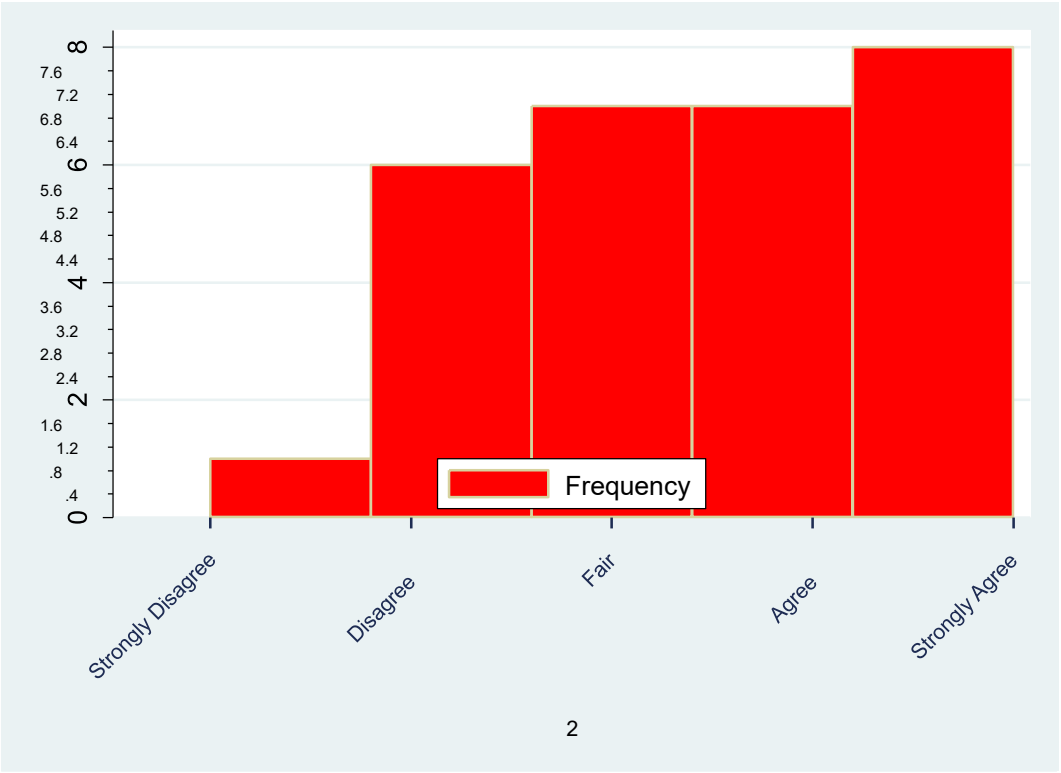
Block 61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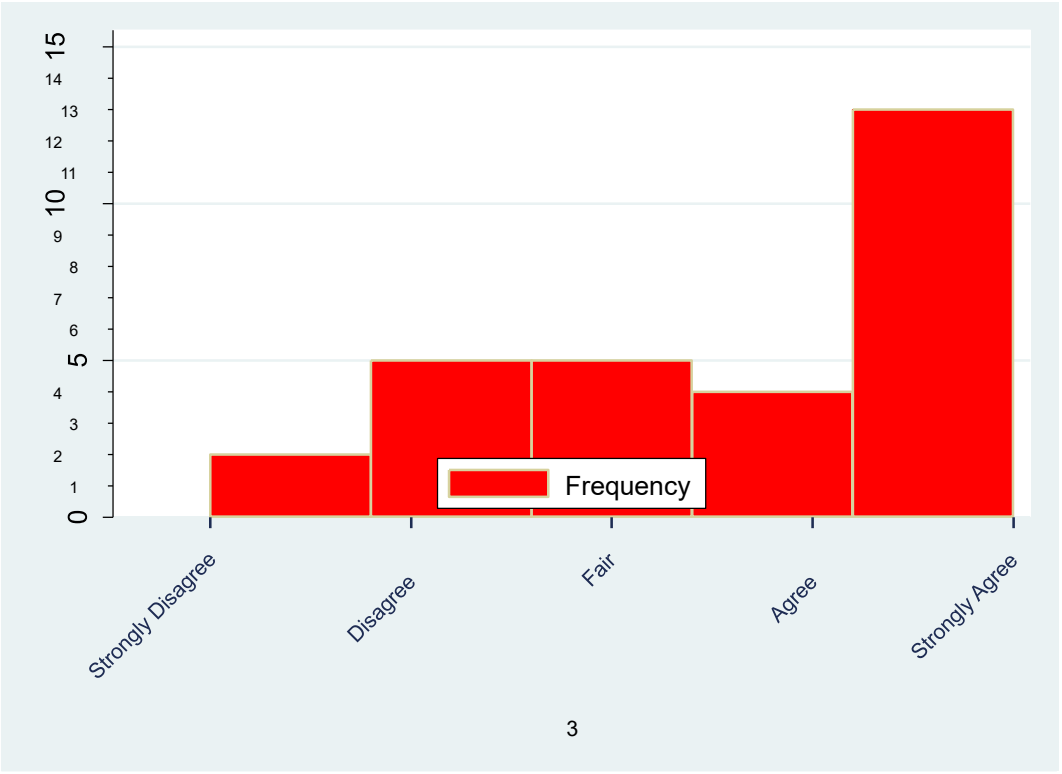
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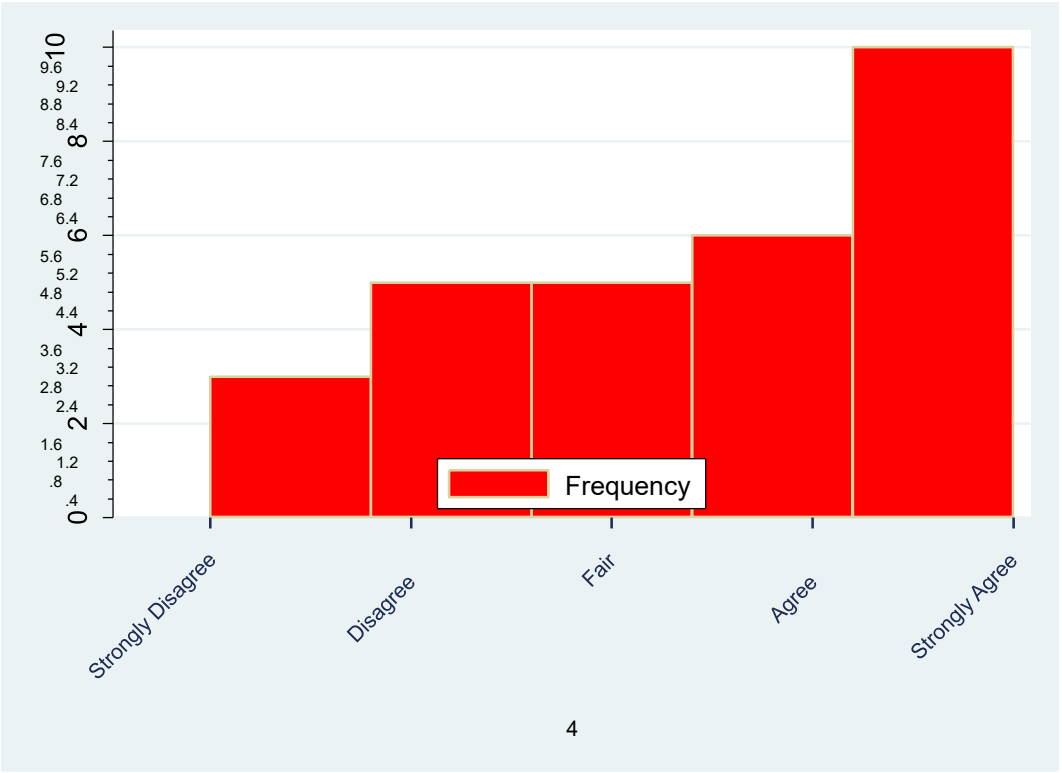
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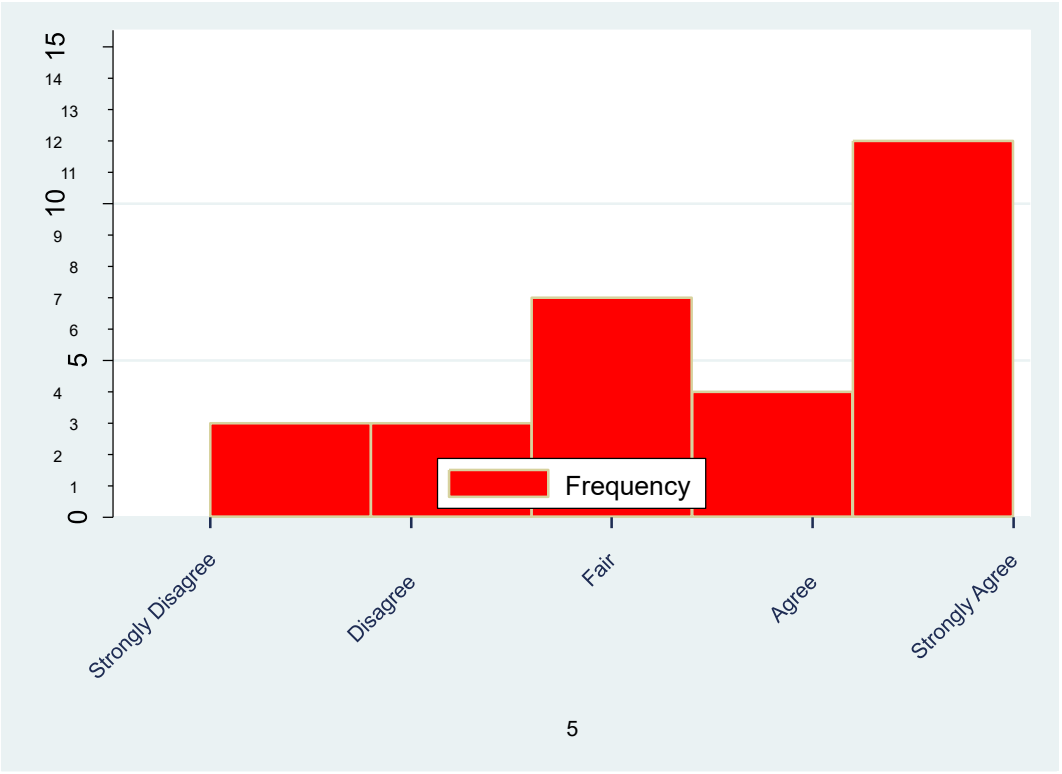
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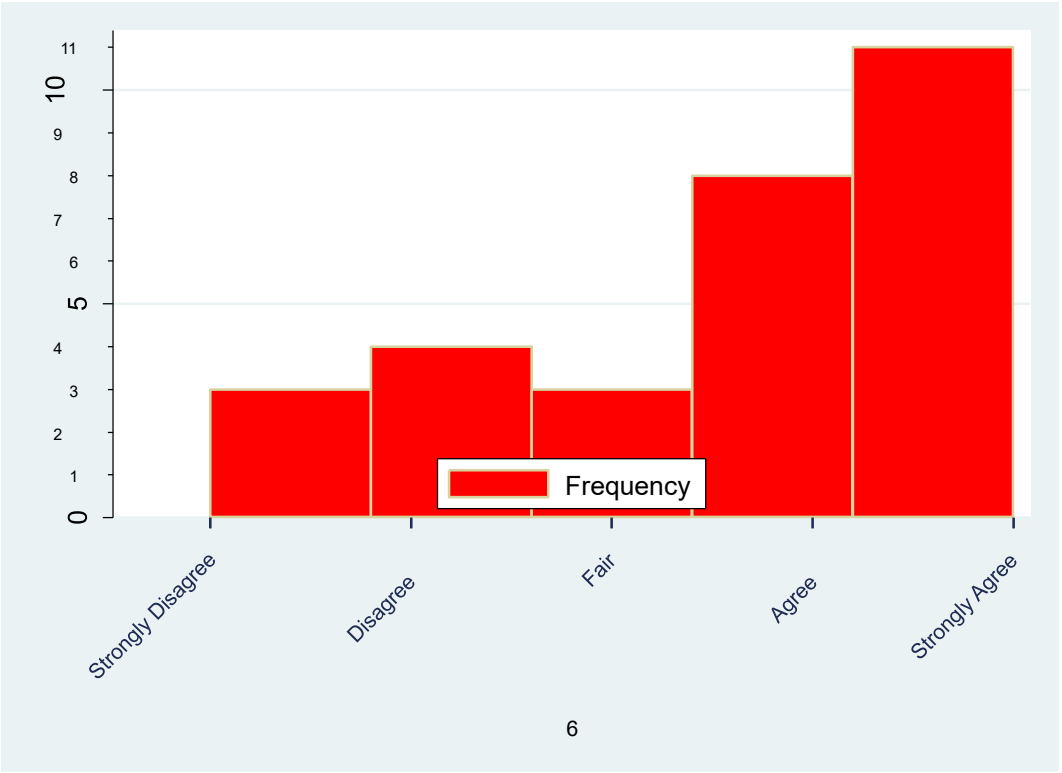
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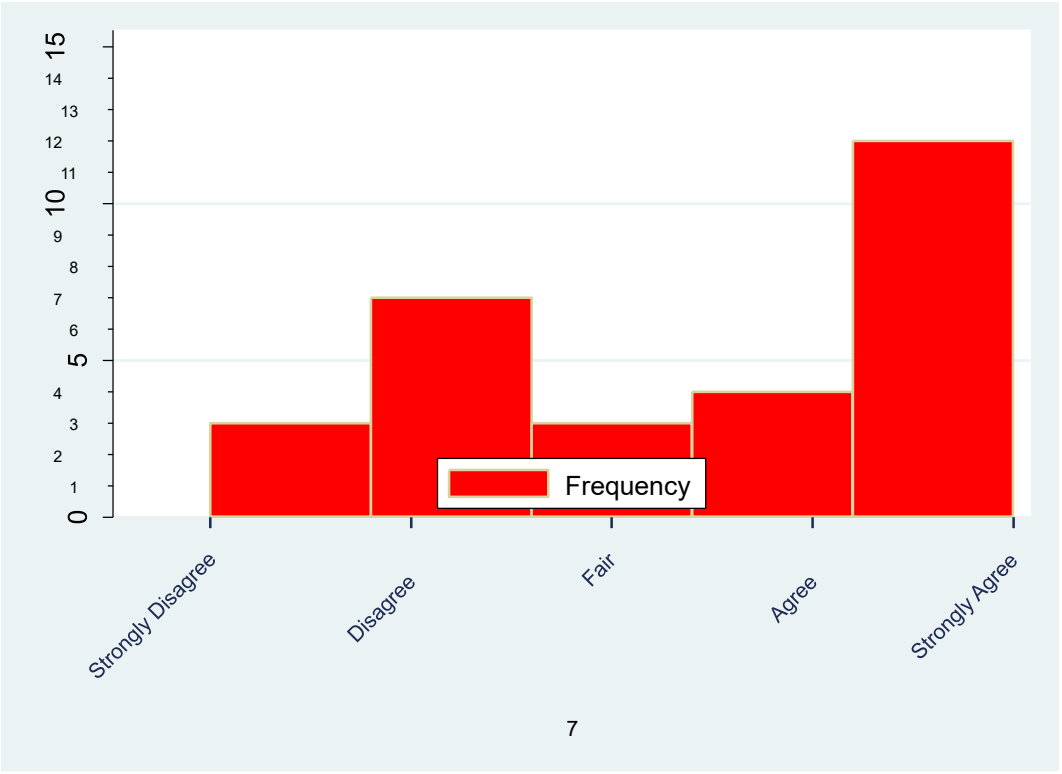
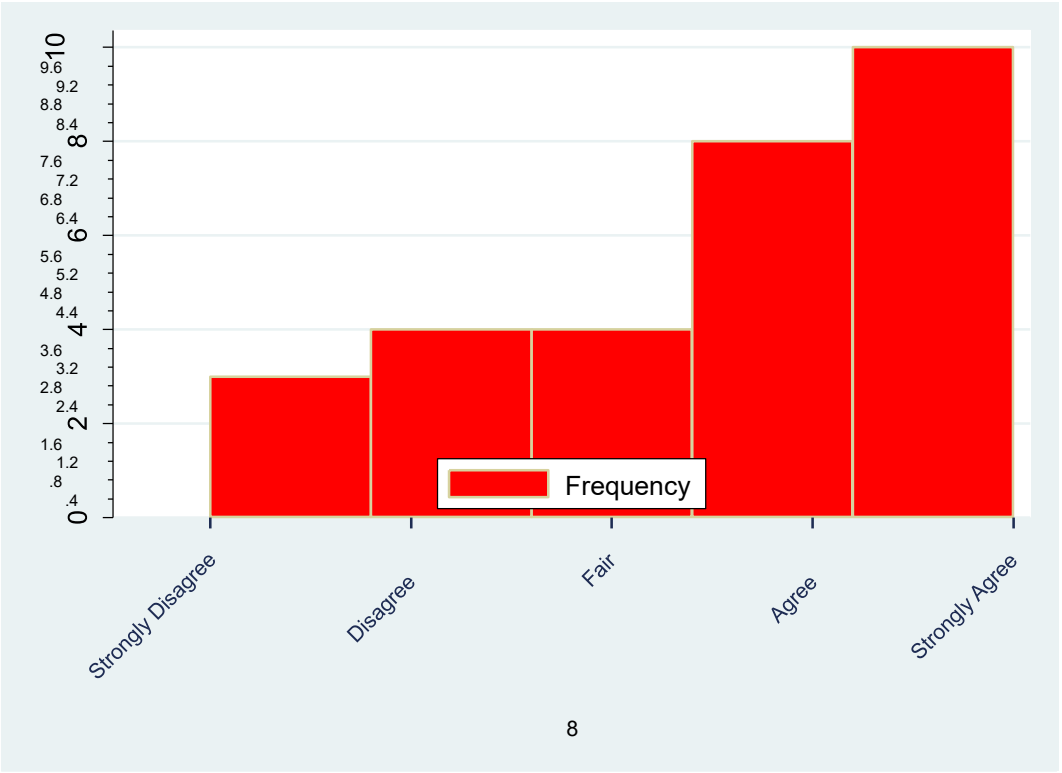
Fair
Agree
Strongly Agree

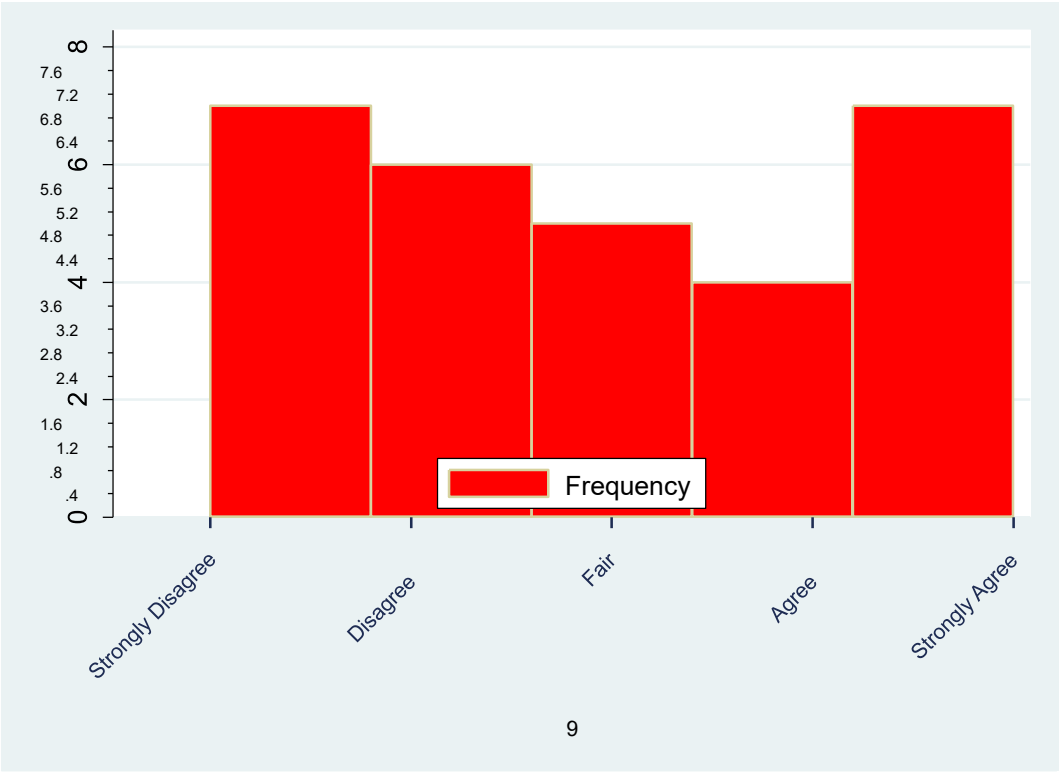
6


0
1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
Frequency
Strongly Disagree
Disagree
Fair
Agree
Strongly Agree

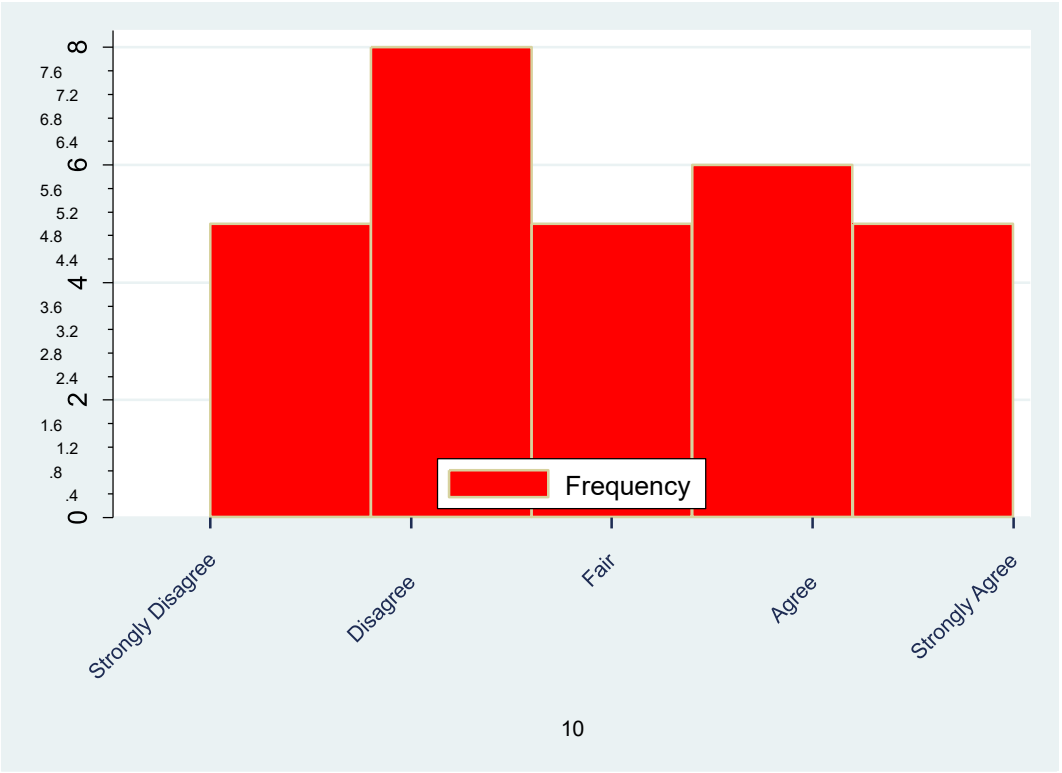
7


0
.4
.8
1.2
1.6
2
2.4
2.8
3.2
3.6
4
4.4
4.8
5.2
5.6
6
6.4
6.8
7.2
7.6
8
8.4
8.8
9.2
9.6
10
Frequency
Strongly Disagree
Disagree
Fair
Agree
Strongly Agree

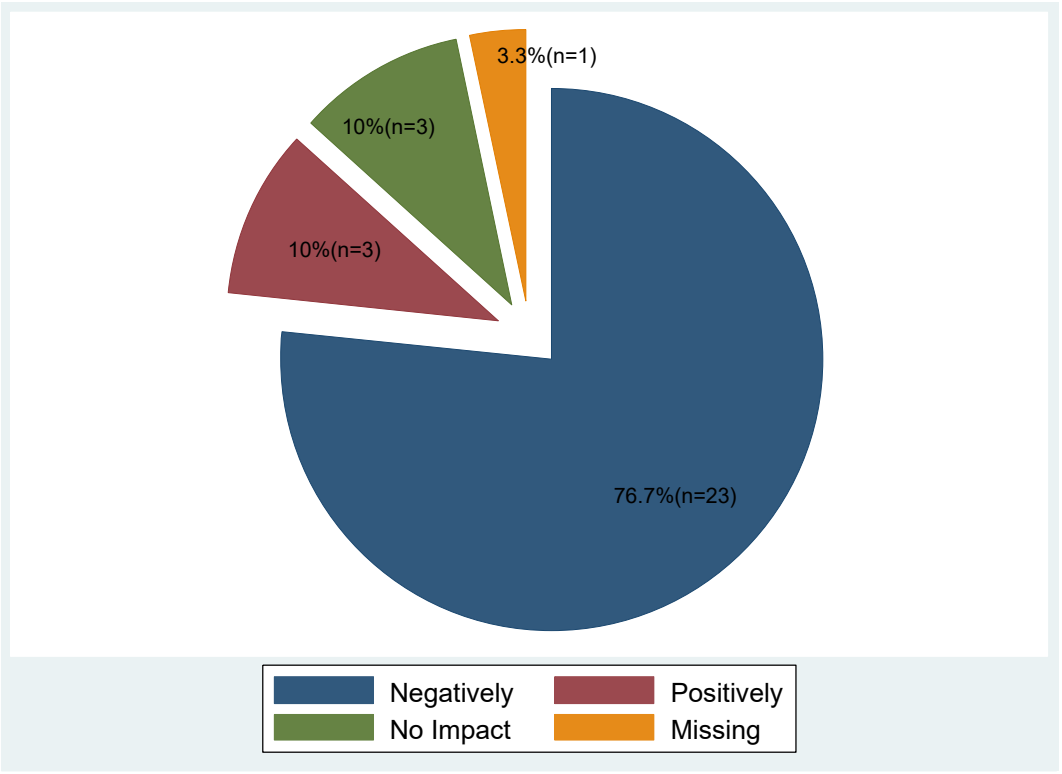
8


0
2
4
6
8
Frequency
Strongly Disagree
Disagree
Fair
Agree
Strongly Agree

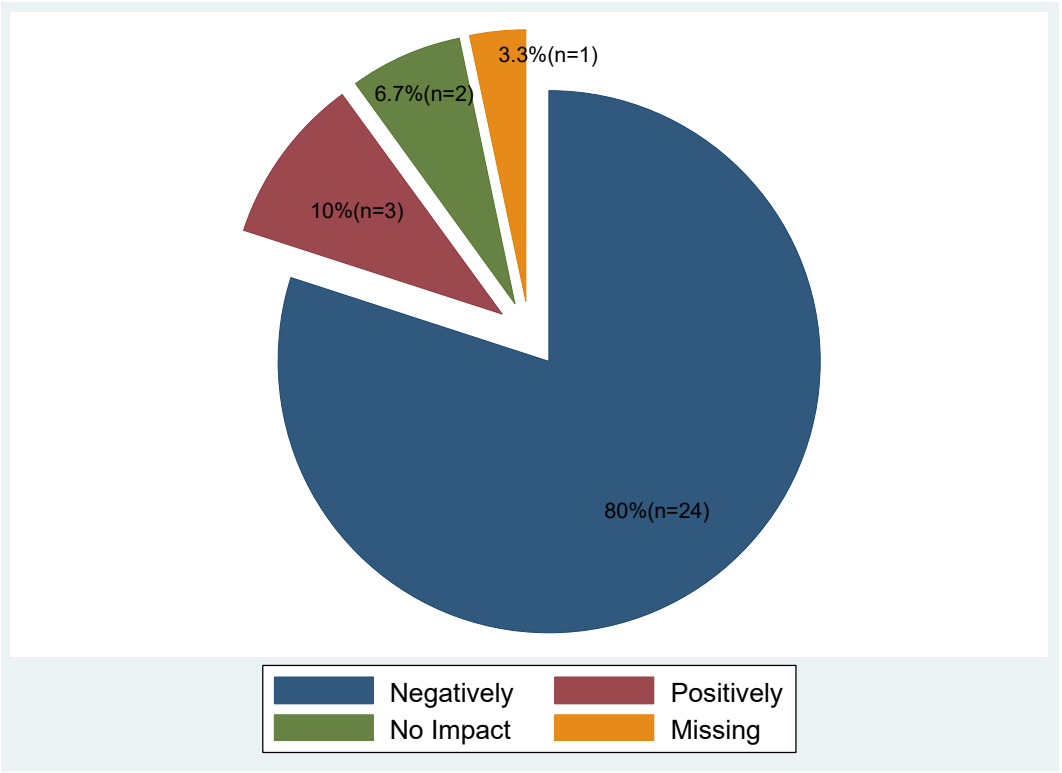
9


0
2
4
6
8
Frequency
Strongly Disagree
Disagree
Fair
Agree
Strongly Agree

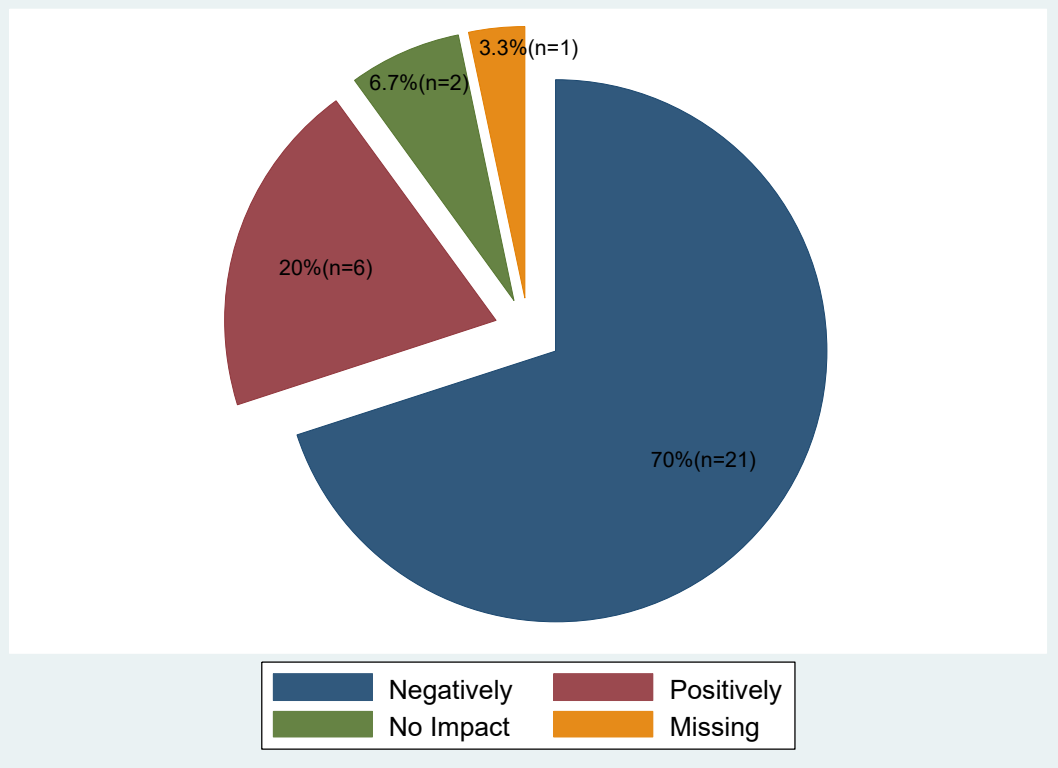
10


3.3%(n=1)
10%(n=3)
10%(n=3)
76.7%(n=23)
Negatively
Positively
No Impact
Missing

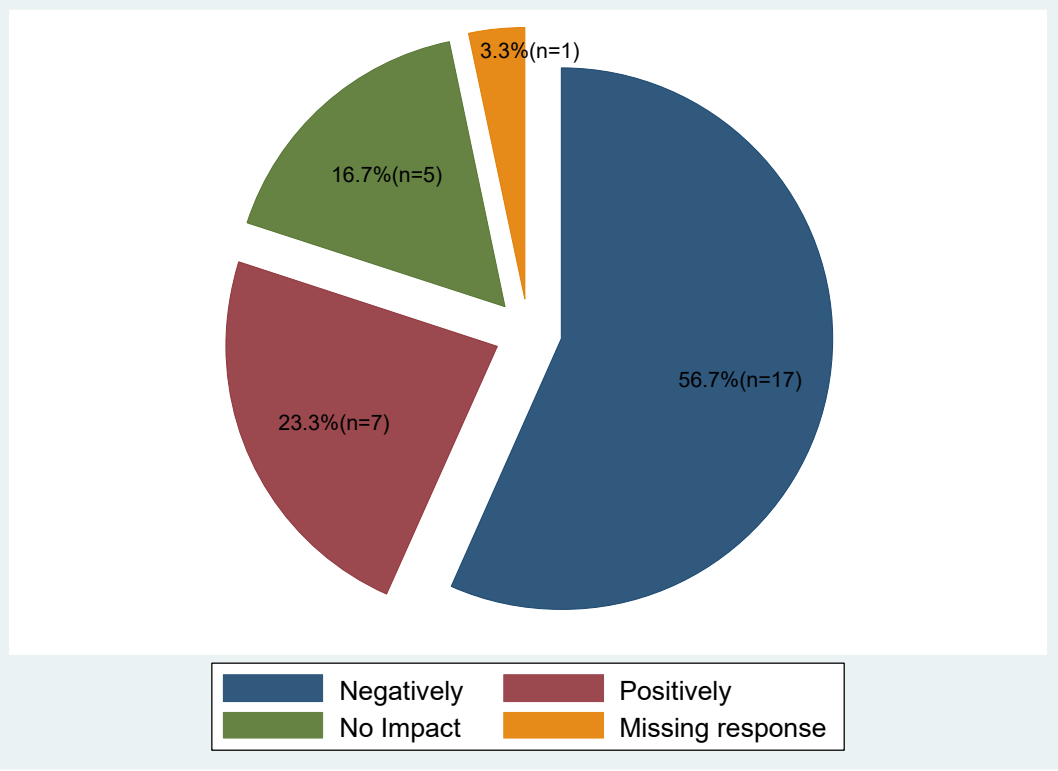
org


3.3%(n=1)
6.7%(n=2)
10%(n=3)
80%(n=24)
Negatively
Positively
No Impact
Missing

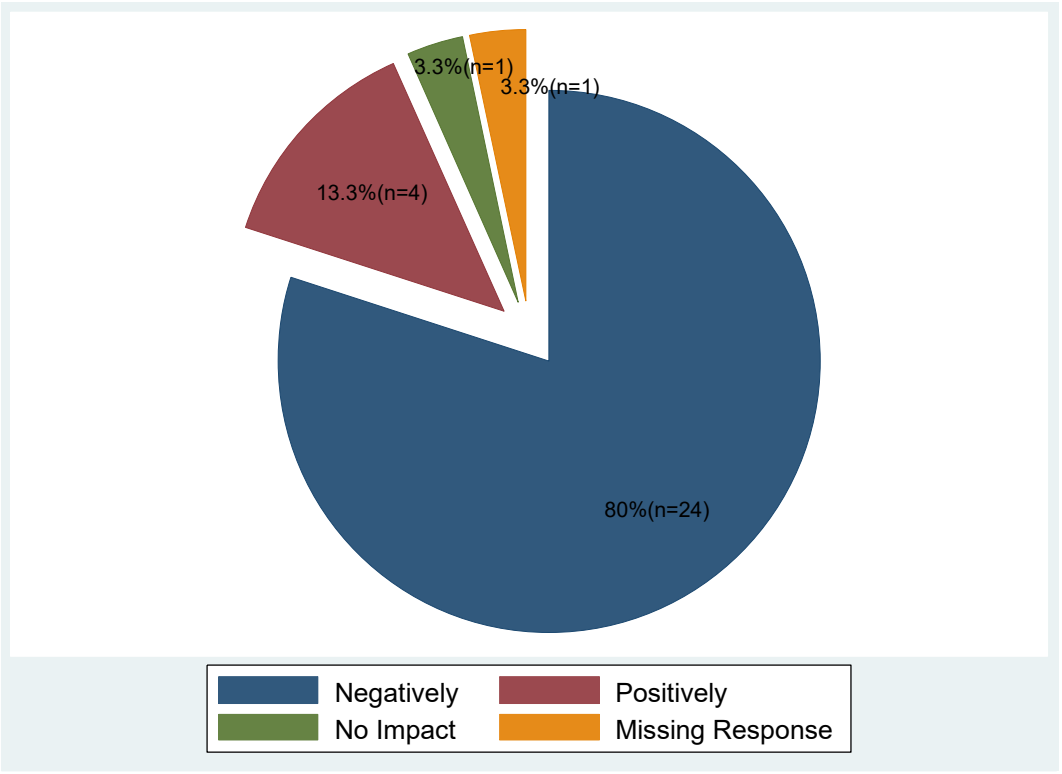
2


3.3%(n=1)
6.7%(n=2)
20%(n=6)
70%(n=21)
Negatively
Positively
No Impact
Missing

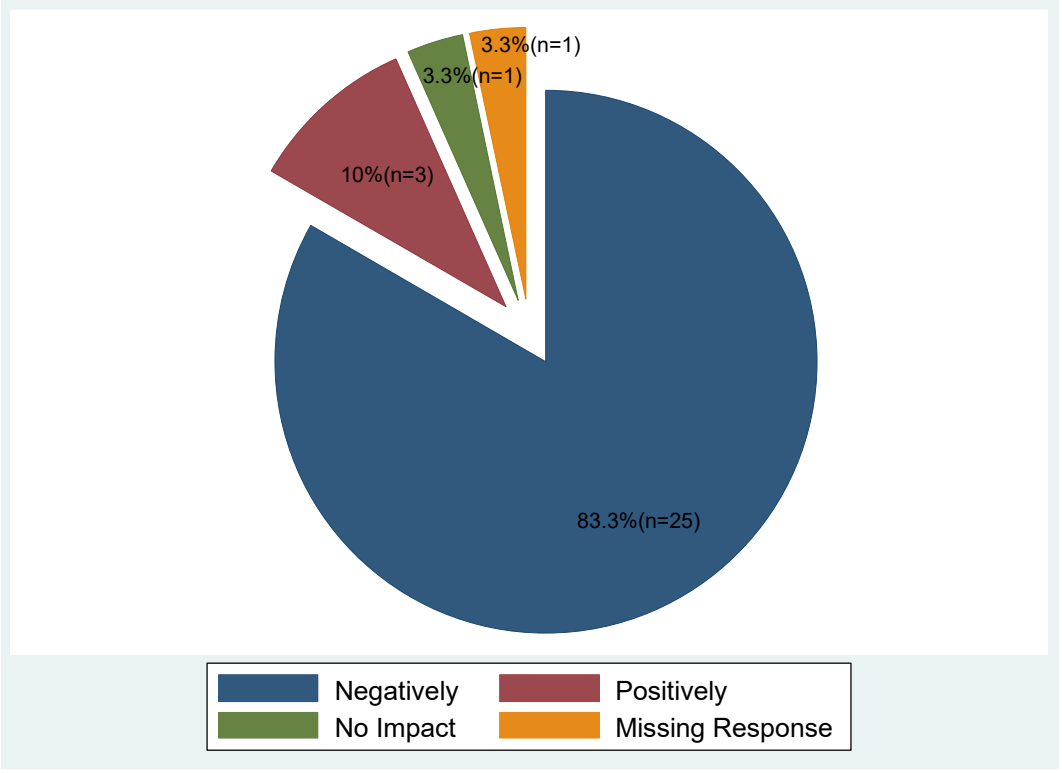
3


3.3%(n=1)
16.7%(n=5)
56.7%(n=17)
23.3%(n=7)
Negatively
Positively
No Impact
Missing response

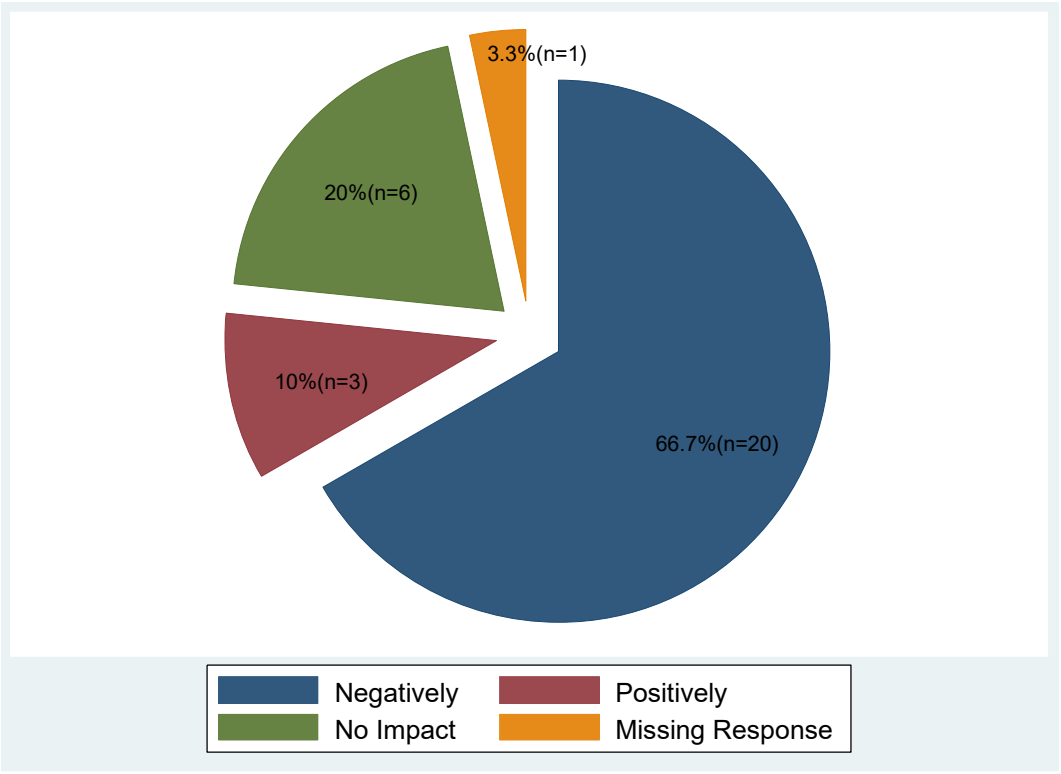
4


3.3%(n=1)
3.3%(n=1)
13.3%(n=4)
80%(n=24)
Negatively
Positively
No Impact
Missing Response

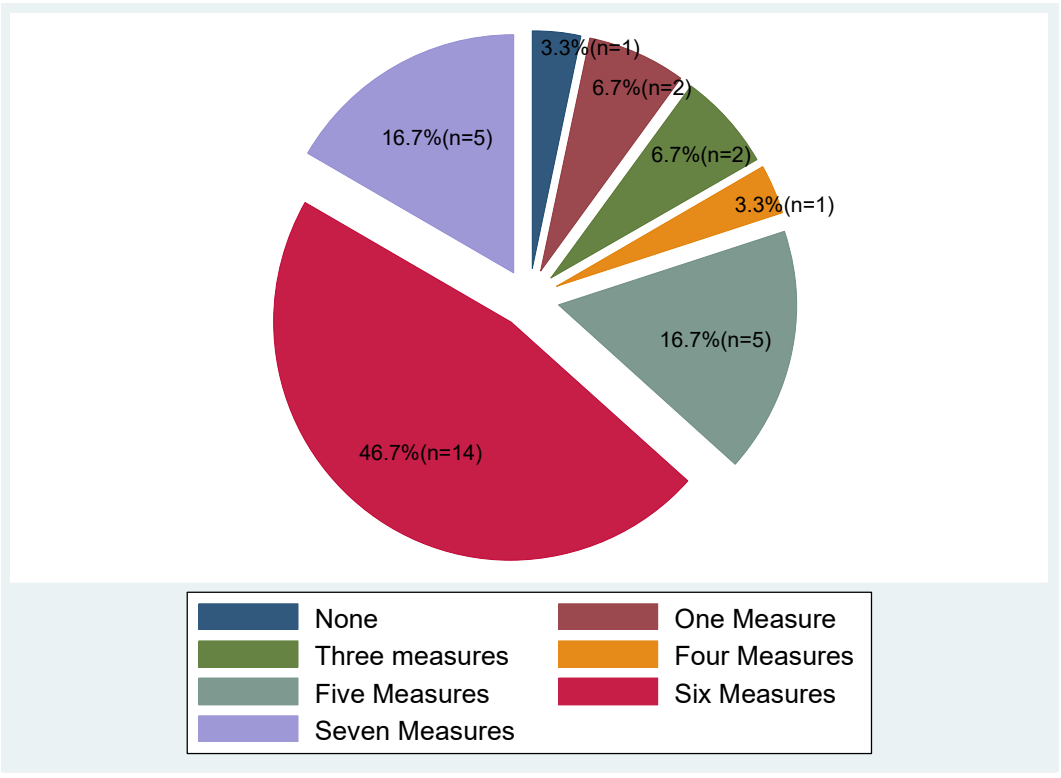
5


3.3%(n=1)
3.3%(n=1)
10%(n=3)
83.3%(n=25)
Negatively
Positively
No Impact
Missing Response

6


3.3%(n=1)
20%(n=6)
10%(n=3)
66.7%(n=20)
Negatively
Positively
No Impact
Missing Response

7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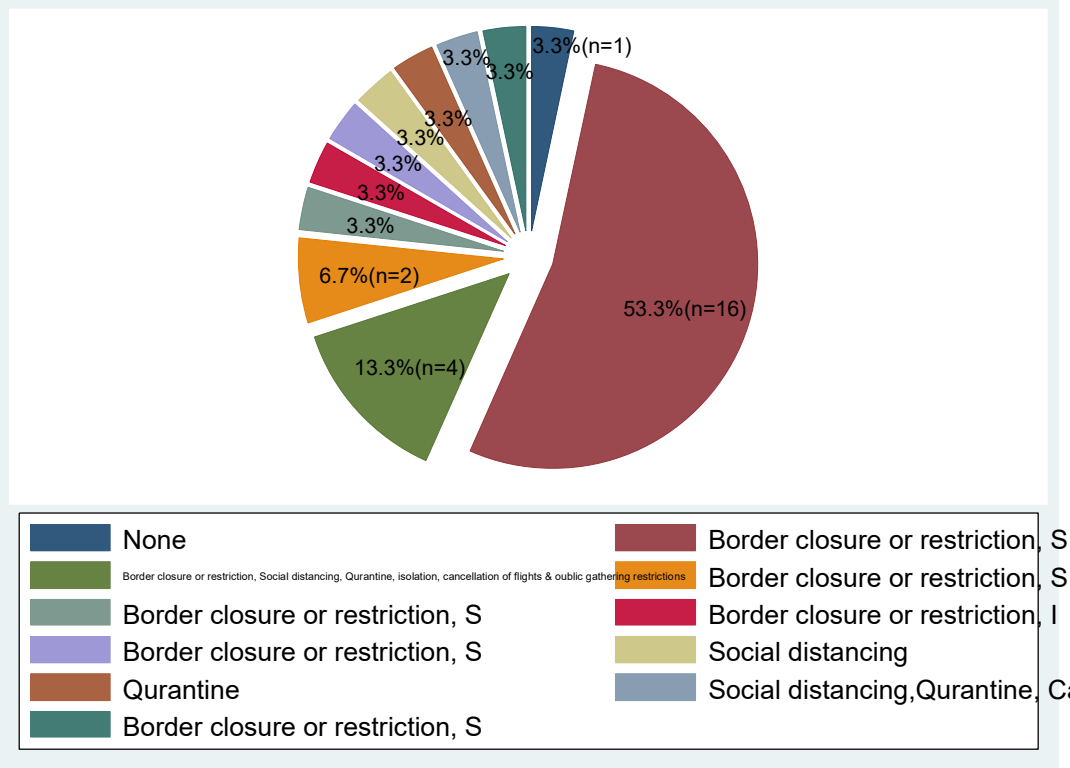
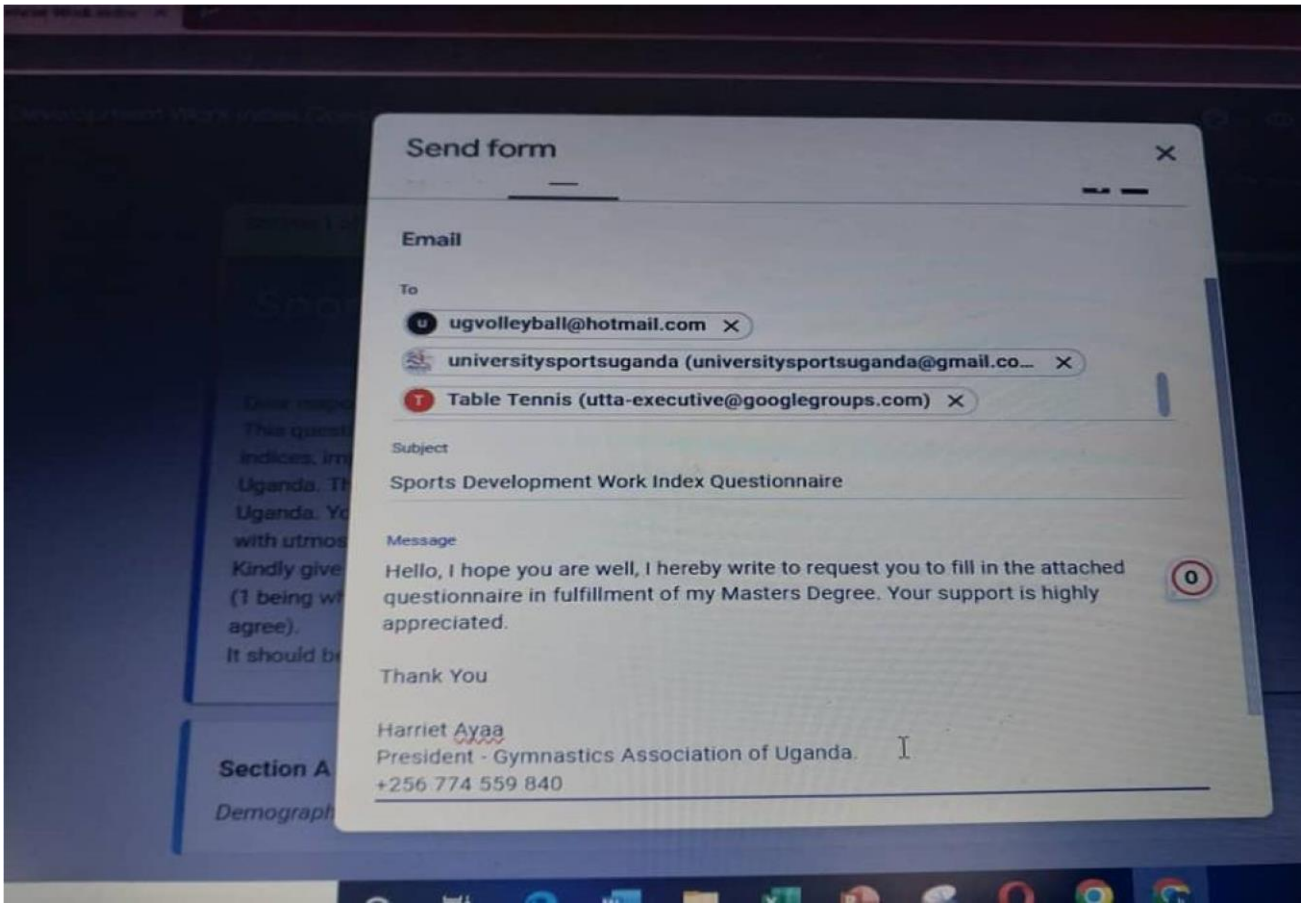
6.7%(n=2)
16.7%(n=5)
6.7%(n=2)
3.3%(n=1)
16.7%(n=5)
46.7%(n=14)
None
One Measure
Three measures
Four Measures
Five Measures
Six Measures
Seven Measures

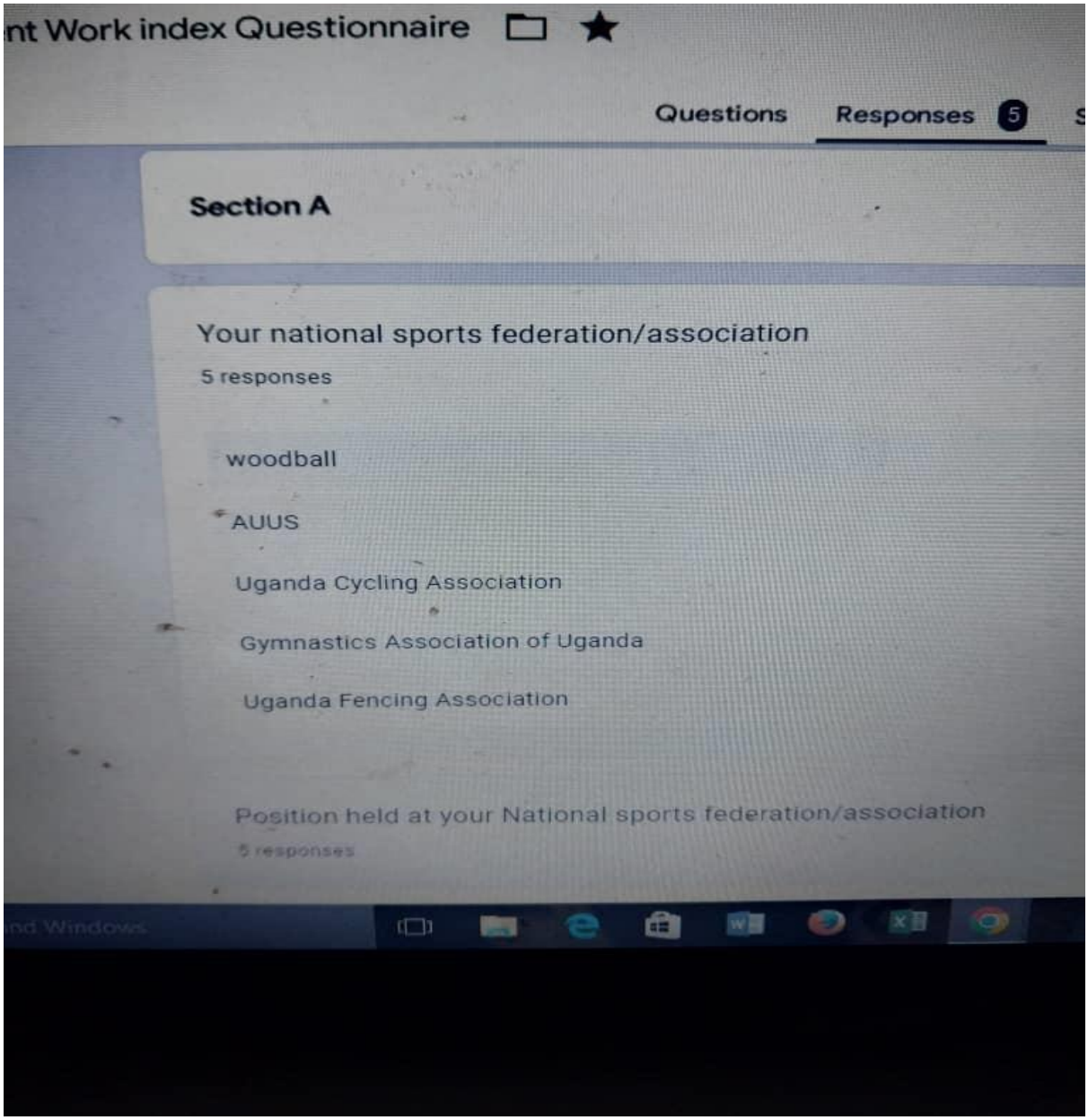
measure1


3.3%(n=1)
3.3%
3.3%
3.3%
3.3%
3.3%
3.3%
3.3%
6.7%(n=2)
53.3%(n=16)
13.3%(n=4)
None
Border closure or restriction, Social distancing, Qurantine, isolation, cancellation of flights & oublic gathering restrictions
Border closure or restriction, S
Border closure or restriction, S
Qurantine
Border closure or restriction, S
Border closure or restriction, S
Border closure or restriction, S
Border closure or restriction, I
Social distancing
Social distancing,Qurantine, Can

APPENDIX III



The request for response to the research questionnaire


nt Work index Questionnaire
Questions
Responses 5
Section A
Your national sports federation/association
5 responses
woodball
AUUS
Uganda Cycling Association
Gymnastics Association of Uganda
Uganda Fencing Association
Position held at your National sports federation/association
5 responses