

**Telfer School of Management  
University of Ottawa**

*EXECUTIVE MASTERS IN SPORTS ORGANISATION MANAGEMENT*



**MEMOS XXVII  
2024-2025**

**TRANSITIONING UGANDA RUGBY UNION (URU) FROM AMATEURISM TO  
PROFESSIONALISM**

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## DECLARATION

I Godwin Arinaitwe KAYANGWE do hereby declare to the best of my knowledge that this thesis, which I hereby submit for the degree of Masters in Sports Organisation Management (MEMOS) is my own work and has not previously been submitted to any university for any academic award. The content has no material previously published or written by another except where due reference is made in the study itself.

**Signed by:**

Memos Student:



10 August 2025

MEMOS Supervisor: \_\_\_\_\_

## **DEDICATION**

This study is dedicated to my dear beloved Mother Ms. Hephy MPUMWIRE, My Lovely Wife SSP Mbabazi Cherry, my siblings and my children, whose love, guidance, motivation and support have been very fundamental for me during my study period of the MEMOS 2024-2025 Programme.

## **ACKNOWLEDGEMENTS**

I would like to express my highest degree of gratitude to God almighty for having blessed me with the gift of life and through life all is possible under his grace, guidance, mercy and favour. I would like to take the honour to thank my colleagues at the National Olympic Committee of Uganda (Uganda Olympic Committee) for their guidance and professional advice during the study period of the course (MEMOS 2024 - 2025). My great thanks go to my study and Project supervisor, Professor Leigh Robinson, your unwavering dedication to my academic and personal growth has made a significant impact and I am truly grateful for the time and effort you invested in my development. Your expertise, patience, and constructive feedback have been instrumental in helping me navigate challenges and push the boundaries of my understanding.

**Special Thanks and appreciation to Olympic Solidarity for the scholarship to cover this course**

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## LIST OF ABBREVIATIONS AND ACRONYMS

Abbreviation/Acronym	Writing in full /Description
IOC	International Olympic Committee
UOC	Uganda Olympic Committee
OSO	Olympic Sport Organisation
URU	Uganda Rugby Union
NCS	National Council of Sports
Mgr	Manager
CEO	Chief Executive Officer
ExCom	Executive Committee
HR	Human Resource
HRM	Human Resource Management
KPI(s)	Key Performance Indicator(s)
RDO	Rugby Development Officer
CFO	Chief Financial Officer
COO	Chief Operations Officer
CMO	Chief Marketing Officer
Ops	Operations
NTs	National Teams
T&E	Training and Education
NF(s)	National Federation(s)
NA(s)	National Association(s)

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## **ABSTRACT**

This study examines the transitioning of Uganda Rugby Union (URU) from amateurism and or volunteerism to professionalism.

The study objectives were to identify factors for the transition and the challenges, opportunities faced by URU as they transition from an amateur to a professional Sports Organisation. A descriptive cross-sectional design was used, with data collected through semi-structured interviews.

The findings indicate that URU has made progress towards professionalism, but financial constraints, limited infrastructure, governance and especially management or administrative challenges (Human Resource). The need to have the right people in the right positions with the right qualifications at the headquarters /secretariat pose obstacles for the smooth transition of URU from an amateur to a professionally managed Sport Organisation.

Recommendations include securing long-term corporate sponsorships, improving infrastructure and facilities, and to start with implementing Human Resource (HR) strategies and policies at the headquarters. The study highlights the need for URU to continue refining its systems, expanding its reach, and ensuring financial sustainability to fully embrace professionalism.

For the Sport or federation to be professional, there needs to be an intentional shift to empower the HR in management and administration, thereafter URU can enjoy the benefits of semi-professional to professional athletes eventually, all other business processes will fall into line i.e. marketing, sponsorship, financial ethics, governance, publicity, public engagement, career growth among others

## CHAPTER ONE: INTRODUCTION

### 1.0 Historical background of Rugby in Uganda.

Rugby, a professional sport that was once an amateur sport, has experienced substantial changes. It is well-known throughout the world for its rich traditions and extensive history. Historically, participants in the sport were amateurs who did it for the love of the game rather than for money. Nonetheless, the transition to professionalism was unavoidable given the sport's rising global appeal. While some nations have had no trouble adjusting to the professional era, others have had more difficulty.

Uganda is an African country located in East Africa which is comprised of Uganda, Kenya and Tanzania formerly known as Tanganyika<sup>1</sup>. The East African community has since grown to include or accommodate Rwanda, Burundi and South Sudan. Rugby is one of Uganda's fastest growing sports and is now ranked among the top/high priority disciplines funded by the government of Uganda through NCS.

Uganda played its first international match against Kenya in 1958. Uganda Rugby Union was founded by the British during their colonial reign. Uganda, like a lot of other countries, has struggled to balance keeping the sport loyal to its heritage with meeting the increasing demands of professionalism.

URU currently operates a national schools league with several age categories, a get into rugby/tag rugby program for the children(boys and girls under 14years ), a men's and women's 15s league(premiership, championship, regionals across the country), a 7s league with 7-9 circuits across the nation<sup>2</sup>. A university and tertiary institution league covers both 15-s and 7-s

### 1.1 Definition of professionalisation.

The Anglo-Saxon meaning of professionalisation is "the process of birth and structuring of organized, autonomous groups protecting their common interests especially by controlling access to their profession and its Practice"<sup>3</sup>.

The notion of professionalism in sports is not well defined. In essence, it is the degree of seriousness and importance given to it by the athletes, management, and spectators<sup>4</sup>.

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<sup>1</sup> Jackson, R. H., & Rosberg, C. G. (2022). The States of East Africa: Tanzania, Uganda, and Kenya. In *Politics and Government in African States* (pp. 202-252). Routledge.

<sup>2</sup> Uganda Rugby Union. (2021). History of Uganda Rugby. Accessed on 29 October 2024, retrieved from <http://ugandarugby.com/about-us/history/>

<sup>3</sup> Barbier, J. -M. (2005 ). *Voies nouvelles de la professionnalisation* . Paris : R. Wittoyski(Eds.)(Page 126)

<sup>4</sup> Brower, J. J. (1979). The Professionalization of Organized Youth Sport: Social Psychological Impacts and Outcomes:. *Annals of The American Academy of Political and Social Science*, 445(1), 39-46. Accessed on 29 October 2024, retrived from <https://journals.sagepub.com/doi/abs/10.1177/000271627944500106>

A professional Sports Organisation is one with Organisational structures, Systems of Management and procedures, systems of motivation, control, staff selection, management and career among others<sup>5</sup>.

## 1.2 Background of the study

The project looks at analysing the several factors for the professionalisation of rugby in Uganda. According to Teja Nelluri <sup>6</sup> grass roots development is vital for sports long term success and professional development of rugby unions in addition to other factors such as player welfare, financial sustainability through several financial policies in place, governance and administration among others.

The growth in numbers, participation in global competitions, increased interest in the sponsors, government among others all demand for a professional led environment as opposed to just a passion driven or volunteerism led environment. For example, according to the Union's records, the number of volunteers at the union registered an increase from 20 in 2018 to 300 in 2024 which can be attributed to the fact that Uganda hosted the Rugby Africa Men's Cup<sup>7</sup>. URU is also hosting the same and a world cup qualifier this year 2025 in July.

The Union (URU) has had an increase in the Athlete/Player base in the last four years<sup>8</sup>. This clearly shows the need for the Union to fully embrace Professionalism.

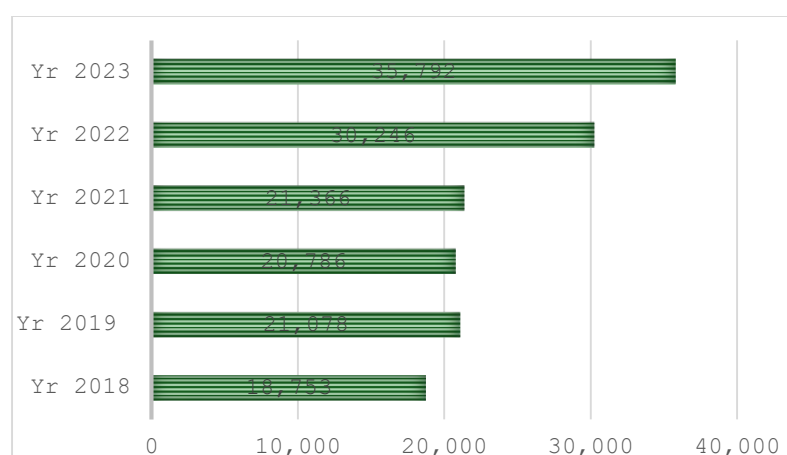


Figure 1: A Bar graph showing the Player/Athlete base of URU from 2018 to 2023

Source (URU Records and database)

<sup>5</sup> M Stefan, & Dorin Iancu. (2020). Management of Sports Organizations. Lumen Proceedings, 10, 126–133. doi:10.18662/lumproc/gidtp2018/15

<sup>6</sup> Teja Nelluri. Accessed on 31 October 2024 retrieved via <https://www.quora.com/What-are-the-biggest-challenges-facing-rugby-union-as-a-sport>

<sup>7</sup> Uganda Rugby Union Secretariate Records accessed at the HQ Offices on 31 October 2024

<sup>8</sup> Uganda Rugby Union Records accessed on 31 October 2024

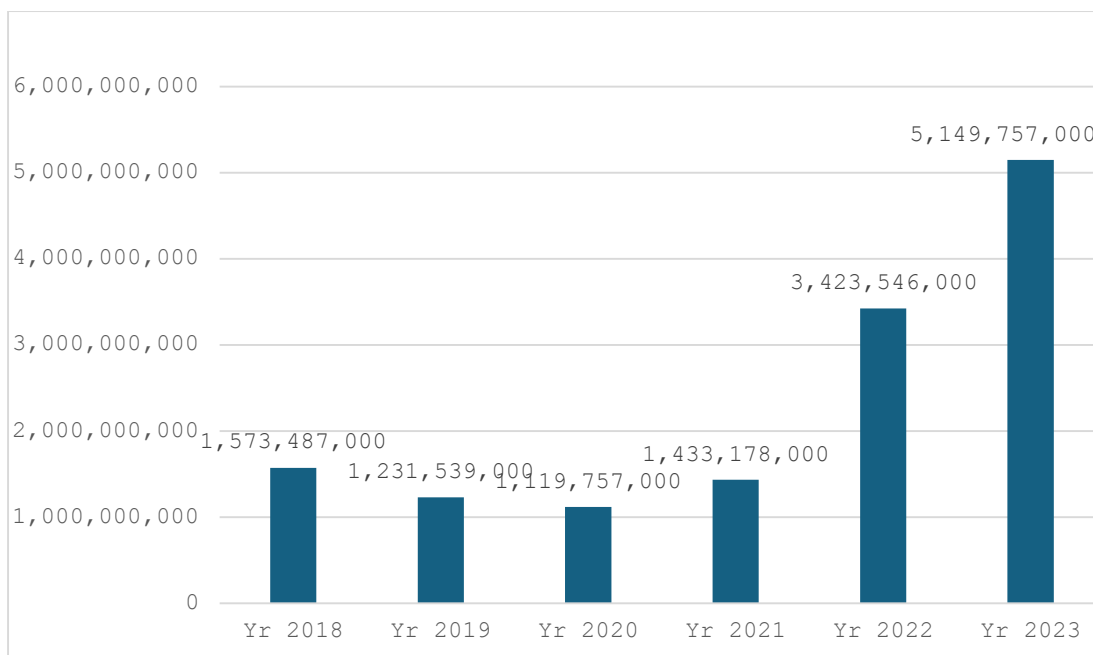


Figure 2: A bar graph showing URU's financial revenue between 2018 and 2023

Source (URU Records and database)

Uganda Rugby Union has a HeadQuarter (HQ) or secretariat that has thirteen (13) fulltime staff, which shows an increase from the eight (08) since 2018 and the Organisation is in the move to get rid of part time staff for effective service delivery.<sup>9</sup>

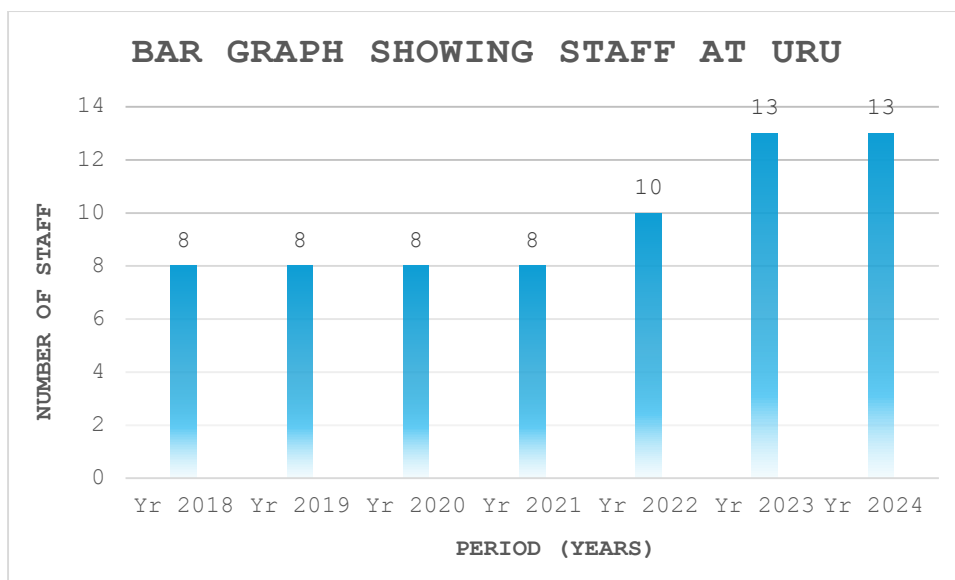


Figure 3: A bar graph showing the growth of Staff at URU from 2018 to 2024

Source (URU Records and database)

With reference to the staff number growth rate at the Organisation (URU), it is certain that the organisation is progressing towards professionalism despite a few challenges

<sup>9</sup> Uganda Rugby Union Records accessed on 31 October 2024

faced in achieving professionalism of Rugby in Uganda. It is based on this background that I intend to start with the HQ in this transition, the narrative being that if the HQ is professionally run then the rest will certainly follow, it can be dangerous to have the other stakeholders transition or say develop much faster than the staff, i.e. the people responsible for the day to day running of the sport(Rugby) in Uganda.

## CHAPTER TWO: LITERATURE REVIEW

### 2.0 Introduction

This chapter presents a review of the available literature on the Professionalisation of Rugby Unions. The researcher investigated the existing views of several researchers, scholars and relevant practitioners about the study area. This chapter also highlights several arguments and identifies limitations and areas for further study.

### 2.1 Conceptual Review

#### 2.1.1 Professionalism in Uganda

Uganda is an African Country located in in East Africa which is comprised of Uganda, Kenya and Tanzania formerly known as Tanganyika<sup>10</sup> this has now grown to include DRC, Southern Sudan, Rwanda and Burundi. One of the sports with the quickest rate of growth and one of the most well-funded sports in the country (Uganda) according to NCS is rugby. Uganda Rugby Union's focus on grassroots development aims to continue building the sport's popularity and accessibility across Uganda<sup>11</sup>.

Rugby has seen tremendous change over the past few decades, going from an amateur activity played in muddy grounds to a fiercely competitive, highly professional sport that is now played all over the world.

This gradual evolution has not only reshaped the game's structure but also fundamentally changed the way rugby is played, watched and managed globally<sup>12</sup>. The Anglo-Saxon language describes the formation and organization of autonomous, organized groups that safeguard their shared interests, particularly by limiting entry to their profession and its practice as professionalization<sup>13</sup>. Dowling, Edwards, and Washington (2014) describe professionalization as the process by which sport organizations, systems, and the occupation of sport, transforms from a volunteer driven to an increasingly business-like phenomenon<sup>14</sup>.

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<sup>10</sup> Jackson, R. H., & Rosberg, C. G. (2022). The States of East Africa: Tanzania, Uganda, and Kenya. In *Politics and Government in African States* (pp. 202-252). Routledge.

<sup>11</sup> Nile Post article by Solomon Ssaka written on 29 April 2024. Accessed on 29 October 2024, retrieved from <https://nilepost.co.ug/sports/197631/uganda-rugby-union-passes-shs12bn-budget-for-2024#:~:text=Rugby%20is%20one%20of%20Uganda's,and%20accessibility%20across%20the%20country>.

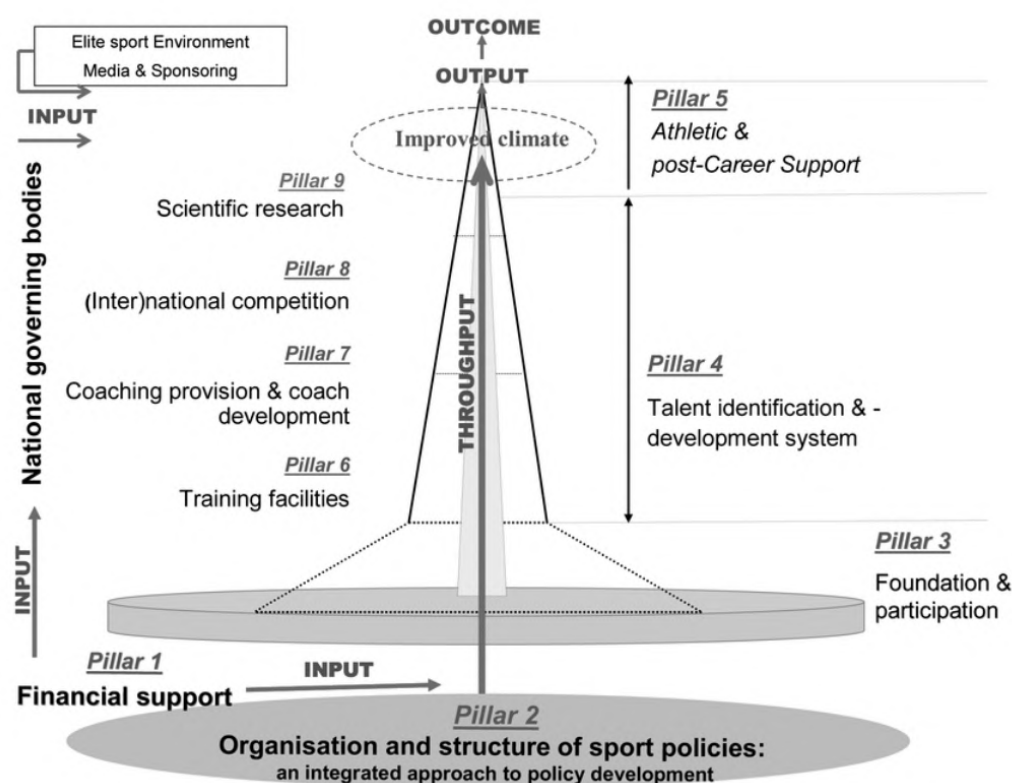
<sup>12</sup> The Transformation Of Rugby: From Amateur To Professional. Accessed on 31 October 2024, retrieved from <https://rugbyredefined.com/wp/other/2023/10/the-transformation-of-rugby-from-amateur-to-professional/>

<sup>13</sup> Barbier, J. -M. (2005 ). *Voies nouvelles de la professionnalisation* . Paris : R. Wittoyski(Eds.)(Page 126)

<sup>14</sup> Mathew.D, Jonathon. E, Marvin W (2014) Understanding the concept of professionalization in sport management research (Volume17, Issue 4, November 2014, Page 527), retrieved from <https://doi.org/10.1016/j.smr.2014.02.003>

According to sportanddev.org<sup>15</sup>, in Ugandan sports, a strong elite pathway program is necessary to give aspiring athletes a clear path to realizing their unrealized potential. In developing nations, youth unemployment, frequently referred to as disguised unemployment, is a major concern. However, sports are a means of directly and indirectly generating gainful employment, as seen in many industrialized countries that have made significant investments in sports. Remittances back home can spur economic growth, and Ugandans can compete in competitive leagues elsewhere. Additionally, the quality of athletes at the national level will inevitably rise because of the influx of top talent from the elite pathway.

SPLISS Model identified nine (09) pillars which can as well be referred to as essential factors that are fundamental to a country's elite success in international Sporting Competition. SPLISS Model identifies the Nine Pillars i.e. Financial Support (Pillar 1), Organisation and Structure of Sport Policies with an integrated approach to policy development (Pillar 2), Foundation and Participation (Pillar 3), Talent Identification and development system (Pillar 4), Athletic and Post – Career Support (Pillar 5), Training Facilities (Pillar 6), Coaching Provision and coach development (Pillar 7), (Inter)national competition (Pillar 8), Scientific research (Pillar 9) and Improved climate (Pillar 10)<sup>16</sup>.



<sup>15</sup> Sportanddev.org, Reported by Paul Mukama head of Operations at Rhino Athletics Club (RAC) in Uganda on 06 Aug 2021. Accessed on 19 November 2024, retrieved from <https://www.sportanddev.org/latest/news/developing-elite-athletes-uganda>

<sup>16</sup> SPLISS Model as explained by Maarten Van Bottenburg. Accessed on 29 October 2024, retrieved from <https://www.researchgate.net/profile/Maarten-Van-Bottenburg>

Figure 4: An illustration of the SPLISS Model

Source: <https://www.researchgate.net/profile/Maarten-Van-Bottenburg>

SPLISS model also explains that to achieve an improved climate, there must be an input from National governing bodies, Elite Sport Environment, Media and Sponsorship<sup>17</sup>. For this reason, it seems timely to transform Uganda Rugby Union from an amateur status to a professional Status in Uganda. In bid to achieve Professionalisation of Rugby in Uganda the project will aim to enhance proper coaching, Player development, Commercialisation and the formation of relevant policies that will boost Management and Governance of the Union (URU). This will be achieved by for example advocating to have trained and Qualified staff and Volunteers working at the Organisation, having functional policies such as Safeguarding policies, having an increased partnership with sponsors, having a system that will ensure Proper athlete Development.

It is acknowledged that there are notable variations across the settings in which athletic organizations function. Some have vast participant bases, while others have smaller support; some are resource-rich, while others are impoverished. Rowing and sailing are two examples of sports that are linked to wealthy and well-educated populations. Some are rooted in migrant or indigenous populations, while others are blue-collar. There are some that are more likely to generate income because they are more appealing to television or other streaming devices than others. The importance of these differences in operational settings and resource bases might affect how many people participate in a sport or how successful it is internationally. In addition to trying to succeed at the top levels of international competition, all sports organizations aim to promote their sports widely across the community<sup>18</sup>.

This Project will therefore contribute to the growth of professionalism at Uganda Rugby Union by not only focusing on Athlete/Player development but also having functional policies and systems at the Union (URU) and well governed organisation.

### **2.1.2 Governance of Sports Federations in Uganda**

According to the NCS Act (1964) Chapter 48, it is the role of NCS to do the following

- To develop, promote and control all forms of amateur sports on a national basis in conjunction with voluntary amateur sports organisations or associations by

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<sup>17</sup> SPLISS Model as explained by Maarten Van Bottenburg. Accessed on 29 October 2024, retrieved from <https://www.researchgate.net/profile/Maarten-Van-Bottenburg>

<sup>18</sup> J Ferguson 2022, Effective Sporting Organisations: Nine Pillars, 138 Critical Success Factors using the SPLISS Model. Accessed on 30 October 2024, retrieved from <https://australiansportreflections.com/2022/03/16/effective-sporting-organisations/>



providing the following: training and other staff; grants-in-aid to national associations or organisations, stadia, playing fields and other facilities; sports equipment and other sports items as may be necessary for the accelerated development of sports, To encourage and facilitate cooperation among the various national associations.

- To approve international and national sports competitions and festivals organised by national and other associations.
- To organise, in consultation with the national associations, national, international and other sports competitions and festivals as a means of exchanging experience and fostering friendly relations with other nations; and to do all such things as are incidental or conducive to the attainment of the above objects or any of them as may be approved by the Minister<sup>19</sup>. This therefore mandates NCS to take lead in the promotion of sports in the Country.

All sports Federations and Associations in the country are required to re-register with the government through the National Council of Sports by June 20, 2025, in a move to align with the new Sports Act that was gazetted in the year 2023. According to the Sports Act, national federations are required to have a presence in 75% of districts in the country<sup>20</sup>.

### **2.1.3 Republic of Uganda National Sports Act 2023 impact on Sport in Uganda**

One of the Objectives of the National Sports Act is to Promote Amateur and Professional Sports in Uganda, codifying the obligations of Uganda under international Sports governing Statutes, and Promoting participation of schools and institutions of higher learning in Sports such as universities<sup>21</sup>. In addition, the act also points out the roles of government in promoting sport and development for example, Government shall coordinate sports activities and national level, prescribe the standards to guide the sports industry in the country, support capacity Building of the human resource engaged in Sports and to facilitate the activities of National Teams and National Athletes that Represent the country at international sports competitions<sup>22</sup>.

The National Sport Act 2023 promotes growth and Professionalisation of Sports in Uganda including Rugby and Uganda Rugby Union at large for example Section 4 of the Act emphasises that Sports and Sports Competitions at the National Level in Uganda shall be organised through the National Sports Associations and National Sports Federations in Uganda including activities of URU. The act also empowers

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<sup>19</sup> Uganda National Council of Sports Act 1964, Chapter 48. Accessed via <file:///C:/Users/ElijahNjawuzi/Downloads/National%20Council%20of%20Sports%20Act.pdf> Retrieved on 22 April 2025.

<sup>20</sup> National Sports Act, 2023.

<sup>21</sup> National Sports Act 2023 of the Republic of Uganda (Section 03)

<sup>22</sup> National Sports Act 2023 of the Republic of Uganda (Subsection 1)

Federations supported by Government to identify Athletes that represent the country at international level<sup>23</sup>.

Registration of NFs, Allows NFs to define their Membership in its constitution (Section 08), Section 09 urges federations to meet the criteria below for registration as a national sports association:- be engaged in amateur sports, have a national character with at least 50% of the districts of Uganda and whose leadership is elected by an annual general Assembly comprised of persons drawn from at least 50% of the Districts of Uganda(Section 09). While a national federation shall have a national character with at least 75% of the districts of Uganda and whose leadership is elected by an annual general Assembly comprised of persons drawn from at least 50% of the Districts of Uganda (Section 10). Section 16 of the 2023 National Sports Act highly encourages national Federations and Associations emphasises on the Functions of NFs and NAs such as developing and promoting amateur and Professional Sports, Organising and managing National Sports Organisation (Association and Federation), train the athletes among others<sup>24</sup>. The Act also backs NFs and NAs by prohibiting broadcast of Sports Events and Competitions without authorisation of the NF or NA<sup>25</sup>. Section 76 of the Act further states that the NFs and NA will have ownership of Commercial rights coming under their respective sport discipline, without any restrictions to content, time or place. The NFs and NAs are also empowered to make regulations for the respective sports discipline to regulate the exploitation of commercial rights and manage the benefit of the value generated from commercial rights exploitation for their use and among their members of the NF and NA<sup>26</sup>

#### **2.1.4 Functions of NCS in Promoting Professionalism of Sports in Uganda.**

According to the 2023 National Sports below are the functions of NCS in Promoting Professionalisation of Sport in Uganda: -

Recognising a sports discipline as a national sports discipline, Register national sports organisations, promote and regulate the activities of national sports associations and national sports federations , make provisions for sports facilities, equipment and training, develop, manage, operate and maintain the public sports facilities vested in the council, approve the expenditure by national sports associations and national sports federations of funds and grants received from the Government, in collaboration with the Ministry and facilitate the participation of Ugandan athletes and national teams in international sports competitions<sup>27</sup>

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<sup>23</sup> National Sports Act 2023 of the Republic of Uganda (Subsection 4)

<sup>24</sup> National Sports Act 2023 of the Republic of Uganda (Subsection 16)

<sup>25</sup> National Sports Act 2023 of the Republic of Uganda (Subsection 71)

<sup>26</sup> National Sports Act 2023 of the Republic of Uganda (Subsection 76)

<sup>27</sup> National Sports Act 2023 of the Republic of Uganda (Subsection (29)

### 2.1.5 Status of Rugby in Uganda

Up until the late 2000s, rugby in Uganda was predominantly an amateur activity. However, at that time, the sport started to transition towards professionalism. Numerous factors, such as increased sponsorship, media attention, the strong 15s league, the expansion of women's teams, the national spread of the sport, and the rising popularity of rugby sevens, contributed to this shift. But there have been difficulties with the move to professionalism, especially regarding managing the sport's expanding business interests and governance.

Uganda Rugby Union currently operates a national schools league with several age categories, a get into rugby/tag rugby program, a men's and women's 15s league, a 7s league with 7-9 circuits across the nation, and five active national teams. Most of the senior rugby is best characterized as semi-professional, except for the national men's 7s team, which is entirely professional. Nevertheless, the writing is on the wall and full professionalism is being pursued<sup>28</sup>.

According to NCS, Rugby is a registered sport and a national Federation as of commencement of the National Sports act 2023<sup>29</sup>.

The success story of the Rugby Sevens both men and women, seeing them win African champions in 2024 has called for qualification to challenger series, that requires them to be busy preparing all year through and of course attempts to qualify for commonwealth games, Olympic Games and world cups.

### 2.1.6 Governance Structure at URU

The 2023 Sports Act encourages the Sport Federations and Associations to go professional which shall promote the growth and development of several Sports in the country including Rugby<sup>30</sup>. From the findings, the HR Audit shows that though several positions are well occupied at the URU, the people are not the right ones, wrong qualifications. URU's Professional journey will start by prioritizing practices such as training administrators and leaders, making uses of proper HR policies, financial policies, welfare, rewards among others.

Below is the organogram of URU.

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<sup>28</sup> Uganda Rugby Union. (2021). History of Uganda Rugby. Accessed on 29 October 2024, retrieved from <http://ugandarugby.com/about-us/history/>

<sup>29</sup> National Sports Act 2023 of the Republic of Uganda, section 06.

<sup>30</sup> National Sports Act 2023 of the Republic of Uganda

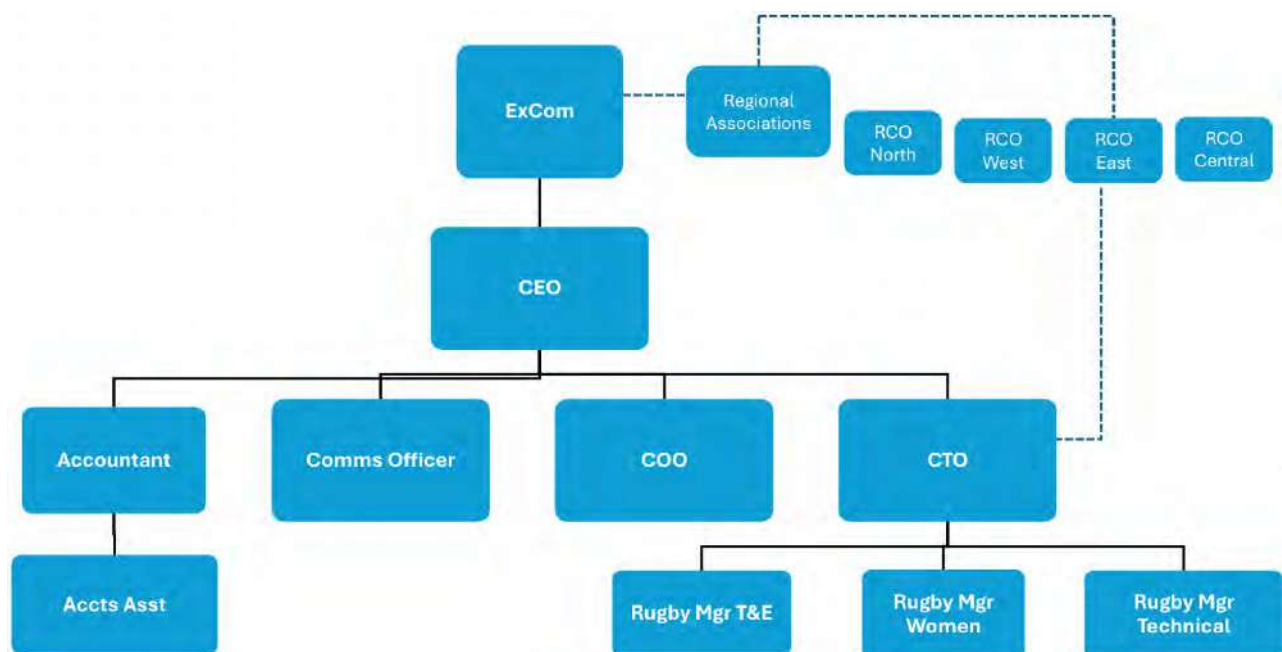


Figure 5: An organogram of URU

Source (URU Records and database)

## 2.2 Summary of Literature Review

Professionalization in sports is described as the shift from volunteer-driven activities to a more business-like approach, focusing on safeguarding shared interests among organized groups. In Uganda, establishing a strong elite pathway program is critical for helping young athletes realize their potential, especially in a context where youth unemployment is common. Sports can indirectly create employment opportunities, and Ugandans can compete in competitive leagues abroad. The quality of athletes at the national level is expected to improve as top talent enters the systems.

The SPLISS Model identifies nine key factors that contribute to a country's success in international sports competitions, including financial support, organization and structure of sports policies, foundation and participation, talent identification, and more. It suggests that to create a better environment for sports development, input from governing bodies, media, and sponsorship is necessary. Therefore, transforming Uganda Rugby Union from amateur to professional status is timely and essential.

The project aims to promote professionalization by enhancing coaching, player development, policy formation, and governance within the URU. This includes

recruiting qualified staff and volunteers and implementing functional policies, such as safeguarding measures, while also increasing partnerships with sponsors. The dynamics among different sports organizations, with variations in resources and support, can significantly impact participation and success at international levels.

Rugby in Uganda was primarily amateur until the late 2000s but started transitioning to professionalism due to factors like sponsorship and the growth of competitions, particularly in women's rugby and sevens. Challenges remain in managing the sport's commercial interests and governance. Currently, URU runs multiple leagues and national teams, with the men's sevens team fully professional. Successes in Rugby Sevens have highlighted the need for continued professionalism as the player base grows. The Union's headquarters has expanded its full-time staff, indicating progress toward effective service delivery despite several challenges.

## **CHAPTER THREE: THEORETICAL FRAMEWORK AND METHODOLOGY**

### **3.0 Introduction**

This section of the study describes the data collection methods and analysis procedures used in this study. It also justifies the choice of a qualitative approach and discusses measures that were taken to ensure the reliability and validity of the data collected, analysed and presented.

### **3.1 Research Design**

The study was conducted using a descriptive cross-sectional design. Cross-sectional studies are carried out at one point over a short period. They are usually conducted to estimate the prevalence of the outcome of interest for a given population<sup>31</sup>. A case study approach provided an in-depth examination of URU and its transition from amateurism to professionalism in Uganda.

### **3.2 Sampling Method**

Researchers typically employ various strategies to select participants who best support the research and provide knowledgeable insights (Moser, A., & Korstjens, I. (2018). In this thesis, stratified random sampling and purposive sampling was utilized to select respondents who were either Coaches, Administrators, Athletes or Managers with knowledge and information about URU. This method was used to obtain detailed information on factors for the transitioning of URU from amateurism to professionalism and identifying challenges and opportunities faced by URU in transitioning from amateurism to professionalism in Uganda.

The thesis had a total of 11 respondents from several jurisdictions.

### **3.3 Data Collection Methods**

The researcher gathered comprehensive data by using semi-structured interviews. A combination of closed-ended and open-ended questions are used in the semi-structured interview (SSI), which is conducted conversationally with one responder at a time and frequently includes follow-up questions about how or why. Many useful tasks are well suited for semi-structured interviews, especially when several of the open-ended questions call for follow-up inquiries (Adams, W. C. (2015). This method allowed respondents to discuss the questions freely and without limitations. The interview questions were directly linked to the following objectives:

- To identify factors for the transitioning of URU from amateurism to professionalism.

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<sup>31</sup> Levin, K. A. (2006). Study design III: Cross-sectional studies. *Evidence-based dentistry*, 7(1), 24-25.

- To identify the challenges and opportunities faced by URU in transitioning from amateurism to professionalism in Uganda.

### **3.4 Data Analysis Techniques**

#### **3.4.1 Qualitative Analysis**

When using a qualitative analysis approach, data is collected in a standardized way and tackled with sophisticated analysis techniques. This allows the researcher some confidence in the study's reliability (Minayo, M. C. D. S. (2012).

The researcher used a thematic approach to carry out an analysis of the qualitative data collected. The thematic areas were described and grouped based on the responses provided by the respondents following the format of the questions as presented in the interview guide. The grouping for the different responses was descriptive of the answers submitted for the different categories of the respondents, which was also thematically assessed.

### **3.5 Quality Control Measures**

#### **3.5.1 Validity**

The interview guide was approved by the Tutor and pretested with three (03) Respondents and preliminary results were obtained.

#### **3.5.2 Reliability**

Three (03) Respondents took part in the pretest and stability of the results was seen as the concepts were defined closely. The target respondents were representative of URU in several capacities such as Coaches, Athletes, Staff, Volunteers, Administrators and Managers.

### **3.6 Data Presentation**

The data collected through research is in raw format and thus the inherent information is difficult to understand. This therefore means that the raw data must be summarized, processed and analysed (In, J., & Lee, S. (2017). All interviews were recorded, and relevant photographs taken to provide visual context. The recorded data based on responses from respondents was transcribed and analysed thematically. The researcher used narratives to communicate the findings of the thesis.

### **3.7 Limitations of the Study**

Some of the respondents shared that the interview guide was too lengthy and time consuming, which could have impacted on the data provided by the respondents.

Several of the respondents were only accessible through the support of the URU, which could have an impact on the data collected which could have created a bias among the respondents.

Not all respondents took part in the Survey which could have impacted on the data provided by th respondents.



## CHAPTER FOUR: RESULTS AND FINDINGS

### 4.0 Introduction

The preliminary outcomes obtained from the study are presented in this chapter. The findings are organised in accordance with the objectives of the thesis/ study which are: to identify factors for the transitioning of Uganda Rugby Union (URU) from amateurism to professionalism and to identify the challenges and opportunities faced by URU in transitioning from amateurism to professionalism in Uganda.

### 4.1 HR Audit Findings of URU

In the past, URU depended on head hunting in employing staff and Volunteers as mainly the budget would be low and hence not motivating for professionals, hence head-hunting skilled passion. With the growth it has become increasingly important to ensure that URU gets the right people for the job.

URU has a private HR firm contracted to recruit most of the key positions with this we can say that yes, we do have equal employment opportunity situation but with no written policies.

Athletes, especially national teams do sign contracts which spell out their targets, remunerations, medical procedures or insurance, bonuses on excellent performance. Trainings are often done on safeguarding, general capacity building on software like hygiene, health, life after playing, success, diplomacy or ambassadorship. But still with no written policy on the same.

URU has got an organisational chart that is still shaky, changing as per requirement. Different departments have representation at the board i.e. women, Age Grade, upcountry, Technical which is schools, medical, training and education all have members representing at the board. The departments are mirrored at the secretariat which is under the executive committee<sup>32</sup>, and then the adhoc committees of volunteers mainly work under them.

URU has got a formal recruitment and selection process. The Jobs are advertised, and suitable candidates selected for interviews led by the CEO on the selection of the candidate for the job as advertised.

URU does not have a formal Onboarding Process, however the supervisors of the newly recruited employees take them through the nature of the organisation, culture at the organisation. Terms of Employment are also shared with the successful employees to guide their judgement on whether to take the offer based on the terms

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<sup>32</sup> The Constitution of Uganda Rugby Union as amended by the Special General Meeting of 24<sup>th</sup> June 2018, Article 7 Clause 7.9 -7.10, Page 9.

of the contract and Term of Reference. Currently the Organisation is working to have a formal and documented on boarding procedures at the Organisation.

URU rewards for performance using both monetary and non-Monetary modes for example the employees are monetarily rewarded in form of a 13th month pay, employees are encouraged to take annual leave of 30 Working days. URU also awards employees and volunteers at the end of each year.

URU union does not have a termination Practice of its Volunteers and Employees. However, the board has the right to terminate employees or staff based on under performance and anti-social behaviour such as Theft, among others. However, the organisation has got a grievance Procedure in Place in case the termination may be caused by a non-ethical disagreement<sup>33</sup>. In addition, URU, does not perform exit interviews.

## **4.2 Response Rate**

A total of Eleven Respondents were interviewed to obtain the findings of the study. Eight respondents were interviewed in Person while three respondents were subjected to zoom session interviews on agreed dates and time.

### **4.3.0 Discussion of findings**

#### **4.3.1 Definition of a Professional Sports Organisation**

Respondents A, B, C, E, G, H, J and K who are sports Administrators, Managers and Staff at URU all defined a professional organization as one with systems in place that ensure its sustainability and growth, even as leadership changes or macroeconomic conditions evolve. It becomes an institution, standing as a testament to the enduring power of the sport. This means the organization is built to last, regardless of who is in charge. This is in line with M. Stefan & Dorin Lancu (2020) who highlight the aspect of structural factors such as existence of Organisational structures, Management of Systems and procedures, systems of motivation, control, staff selection, management and career among others in the Management of Sports Organizations M Stefan, & Dorin lancu. (2020).

Respondent A, E, D and G defined a professional sport organization as one that thrives not just through financial success or team performance, but lays strong foundations based on core values and ethics. While attractive salaries, sponsorships, and ticket sales are desirable outcomes, they are the results of professionalism, not the defining features. According to L. Milanović, N. Randelović, D. Živković, & Z. Savić. (2021) ethics are very important in the development of sport, one of the basic aspirations of Modern sports whose development is related to the renewed Olympic Games was the

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<sup>33</sup> Uganda Rugby Union Human Resource Manual, Page 7

value or principle of fair play. It is likely that this phenomenon (expressed to a greater extent) is relatively recent and is becoming more and more relevant today if we consider ethical issues in sports and violations of both those ethics and the fundamental values of the current Olympic Games. This is because athletes are becoming more and more focused on winning in all aspects of their athletic careers, but particularly in terms of money. This is a big departure from the original idea that underpinned the Olympic movement and the new Olympic Games, as well as the general growth of contemporary sport (Ljubica Milanović, Nebojša Randelović, Danijela Živković, & Zvezdan Savić. (2021).

#### **4.3.2 Status of Uganda Rugby Union**

According to all respondents, Uganda Rugby Union has made significant strides towards becoming a more professional sports organization. The organisation has witnessed steady growth across various key areas, including the performance of national teams, the expansion of participation programs, and the increasing adoption of rugby in schools. Additionally, the structuring of domestic competitions, the ability to raise and diversify revenue streams, and the growth of the employed workforce are all clear indicators of progress. Respondent A mentioned that URU is currently steadily transiting from amateurism to Professionalism. This is witnessed by the existence structures at the organisation and increase in sponsorship at URU.

According to Respondents C, D, F, I and E, the transition from a purely amateur, volunteer-driven structure to a professional entity—employing staff, managing larger budgets, and fostering a new ecosystem around the business of rugby—is well underway. However, it is important to acknowledge that the journey is ongoing. While the shift toward professionalism has been significant, URU must remain focused on refining its systems, expanding its reach, and ensuring financial sustainability.

URU is not fully a professional sports Organisation yet and this is because of several reasons such as the league being Amateur Dominated for example majority of rugby competitions in Uganda, including the Nile Special Rugby Premier League, operate at a semi-professional or amateur level. Many players are not fully contracted professionals and often have other jobs outside of rugby (Primary Data 2025).

**Limited Commercialization and Financial Model:** Unlike professional organizations such as the English Rugby Premiership or Super Rugby, URU relies heavily on sponsorships, government support, and grants, rather than generating revenue through broadcasting rights, ticket sales, and merchandise at a large scale. The league's clubs do not have massive financial backing to pay players full-time salaries (Primary Data 2025). According to Respondents A, H, J and K, although URU has sponsors on Board, the Union should consider attracting more Sponsors for increased funding opportunities to run the Activities of the Union.

According to majority of the respondents, (Primary Data 2025), URU is currently on a metamorphosis from Amateurism to Professionalism. The respondents urge the Organisation to remain focused on refining its systems, structures, expanding its reach and ensuring financial stability by for example expanding sponsorship deals and revenue streams such as Tv Rights, Merchandising and Strengthening youth academies and development programs to build a long-term professional pathway.

#### **4.3.3 Challenges facing Uganda Rugby Union**

While URU is on a transition from Amateurism to Professionalism, they face several challenges as below.

**Financial Challenges:** According to Respondent A, E G, and B, URU faces a challenge of financial constraints hence hindering the Professionalisation of the Organisation and Sport. The organisation relies on sponsorships, grants and government funding which makes it difficult to support full professionalisation. For example, School rugby programs are inconsistent and underfunded. According to respondent A, limited funds have made Uganda struggles to qualify for top international rugby competitions such as Rugby World Cup. URU does not regularly organize matches against top-tier rugby nations, slowing player development and exposure in the Sport to international level.

**Poor infrastructure and facilities:** All respondents shared that limited infrastructure and facilities is a key challenge. According to Respondent A and J even the available facilities such as Kyadondo Rugby Stadium, Legends Rugby Stadium and other grounds are not modern enough and hence making it difficult to host high-profile events. In addition, there is no dedicated High-Performance Center for professional player training and most pitches are outdoor and poorly maintained, making games unplayable during heavy rains (Primary Data 2025).

**Governance and Administrative Challenges:** According to respondents A, E, D, H, J and C, most clubs of the Organisation (URU) lack full time coaches, medical teams. Few formal rugby academies or structured youth leagues to develop young talent. Respondent B shares that URU lacks full-time professional staff for marketing, sponsorship, and operations (Primary Data 2025).

**Low Public and Media Engagement:** According to respondent A, and E many Ugandans lack awareness and interest in rugby due to limited grassroots exposure of the sport of rugby. In addition, few local TV stations broadcast Ugandan rugby Games and Programmes, reducing fan engagement. URU's social media and marketing efforts are weak hence limiting digital revenue opportunities of the Organisation (Primary Data 2025).

#### **4.3.4 Opportunities and strategies that can adopted by URU**

According to all respondents, the current existence of partnerships and sponsorship potential can be tapped into by URU. This opportunity can be utilised by building

relationships with the corporate sponsors and government entities in the country this can enable the Organization to grow financial potential hence enabling a smooth transition from amateurism to Professionalism. Financial challenges can be solved through securing long term corporate sponsorships by partnering with major Brands and improved ticketing and merchandise sales by adopting digital methods and procedures. This response agrees with the 2019 Olympic Solidarity Sport Administration Manual, which states that much of an organisation's work requires partnerships with other organisations with the importance of the concept of synergy with the idea that two organisations can deliver more than they can on their own by working in partnership (Olympic Solidarity, Sport Administration Manual, 2019 Page 198)

Existence of talent: According to respondent A, I, F and C, highlight that the existence of talent among Rugby Athletes is a key opportunity in transitioning URU from an amateur to a professional Organisation. They recommended that URU should focus on the development of youth academies and high-performance centres particularly for the sevens national teams. In addition, URU should introduce a rugby academy system with professional coaching and player development.

Respondent A, G, H and E strongly recommended that URU should expand the youth and school rugby system to nurture young talent. URU should Strengthen ties with other international and continental Rugby unions training support with focus on qualifying for the Rugby World Cup and HSBC Sevens Series.

The Improving governance and administrative Policies: According to Respondent A, URU should consider hiring full-time professional staff for marketing, sponsorship, and player management. URU should follow its current strategic Plan. URU should invest in developing the skills and expertise of its staff and volunteers through several training programs and professional development opportunities, ensuring the organization has the internal capacity to handle the demands of a professional sports environment (Primary Data 2025).

#### **4.3.5 Solutions for professionalisation of staff and Human Resources at URU**

According to Respondent C, it is essential to review and or produce clear contracts for staff, ensuring that roles and responsibilities are well defined. This should be complemented by clear KPIs agreed upon annually between the CEO and staff, with approval from the Board. This ensures everyone understands their objectives and is aligned with the organization's goals, values and mission. This is in relation to Robinson 2020, who urges OSOs to formalise relationships, formalise positions and responsibilities, formalise hierarchical and operational relationships, formalise hours of work and formalise remuneration conditions (Robinson. L 2020).

A fair and effective performance evaluation system should be implemented. This system should not only track achievements but also provide feedback for improvement

and career growth. While developing such a system requires time and commitment, it is crucial for creating a culture of accountability, performance, and productivity (Primary Data).

Boosting capacity of the Staff at URU. All the three respondents shared the need to boost Capacity of Staff at URU. According to the respondents, HR personnel must be supported and encouraged to gain certifications from recognized HR or sports management institutions, which would help raise professional standards at the Organisation. In addition, URU should Implement leadership development programs for both rugby coaches and HR personnel to ensure the development of a more strategic and professional management approach.

Strategic Workforce Planning: Ensuring HR planning is aligned with the strategic goals of URU, considering both short-term and long-term goals for volunteer and staff development. URU also needs to create a clear succession plan for key HR and rugby management roles, ensuring there is always a pipeline of talented professionals in the Organisation. This clearly aligns with Robinson (2020) who encourages Organisations to commit to following the strategic management process on an ongoing basis (Robinson. L 2020, Page 51).

URU can also leverage technology to streamline HR processes, such as recruitment, onboarding, and performance evaluations. This can also include using sports-specific tools for tracking Athlete health and performance.

The existing HR Policies and Practices should be reviewed and improved. In so doing the policies shall reflect best practices in the management of the Organisation. Policies should cover areas such Volunteer, Staff, Athlete contracts, safety protocols, and staff welfare among others.

#### **4.3.6 Policies to be Prioritized for Professionalisation of URU**

According to respondents B and E, to commence professionalizing HR, URU should prioritise developing and implementing a comprehensive HR strategy. This strategy will serve as the foundation for all future HR initiatives and align them with the union's goals. This approach shall entail the following: Conducting a needs assessment, creating and or revising key Hr Policies, Training HR Staff, Establishing clear Communication Channels: and finally Implementing a Pilot Program. This is in accordance with the suggestion of Robinson (2020) who emphasises on the importance of having an HR Strategy and Policy in Place for effective Management of an OSO (Robinson. L 2020, Page 90-92).

According to respondents A, D, J, F and E, URU should prioritise reviewing the existing structures and supporting documents to ascertain if they are fit for the purpose of transforming URU from amateur status to a professional status, valid if they are up to date, and to identify and close possible gaps. This solution offered by respondent A is



like what Robinson (2020) recommends to OSOs. He states that strategic Plans generally run for a period of four years and as each period comes to an end, the Board and OSO Management must review the Plan and revise it for the next four years (Robinson. L 2020, Page 51)

Respondents C and E urges that URU should Prioritise qualification policies and Human Resource retention Policies to enhance professionalism at the Organisation (URU).

According to Respondents J, G and H, URU should be deliberate on appreciating the role of volunteers, consider getting more partners on board, strengthening club structures through governance policies.

#### **4.4 Summary of Findings and Results**

From the findings of the Study, a professional sports organization is defined as one with systems in place to ensure sustainability and growth, regardless of leadership changes or macroeconomic conditions. Majority of the respondents defined a professional sport organization as one that thrives not just through financial success or team performance but lays strong foundations based on core values and ethics.

URU is making significant progress towards becoming a professional sports organization, with steady growth in key areas such as national team performance, participation programs, and school rugby adoption. URU is transitioning from an amateur-dominated structure to a professional entity, employing staff, managing larger budgets, and fostering a new rugby ecosystem. However, the journey is ongoing, and URU must focus on refining its systems, expanding its reach, and ensuring financial sustainability.

The league is not fully a professional sports organization due to factors such as being amateur-dominated, limited commercialization and financial model, and poor infrastructure and facilities. URU relies heavily on sponsorships, grants, and government funding, which hinders professionalization. Limited funds have made Uganda struggle to qualify for top international rugby competitions and does not regularly organize matches against top-tier nations.

Limited infrastructure and facilities, such as Kyadondo Rugby Stadium and Legends Rugby Stadium, make it difficult to host high-profile events. Additionally, most clubs lack full-time coaches, medical teams, formal rugby academies, and professional staff for marketing, sponsorship, and operations. Low public and media engagement also limits URU's digital revenue opportunities.

To overcome these challenges, URU can tap into its existing partnerships and sponsorship potential by building relationships with corporate sponsors and

government entities, enabling the organization to grow financial potential and ensure a smooth transition.



## **CHAPTER FIVE: RECOMMENDATIONS AND CONCLUSIONS**

### **5.0 Introduction**

This chapter presents the recommendations and conclusions of the study. It is structured according to the specific objectives of the study based on the findings of the study in reference to the interview questions on the transitioning of URU from Amateurism to Professionalism.

### **5.1. Recommendations to URU on Human Resource**

Based on the results from the study findings, below are recommendations to enhance the transition of URU from an amateur to a professional organisation.

URU should consider the following for a change in its Human Resource management by :-

- Investing in developing the skills and expertise of its staff and volunteers through several training programs and professional development opportunities, ensuring the organization has the internal capacity to handle the demands of a professional sports environment.
- Prioritizing hiring full-time professional staff for marketing, sponsorship, and player management.
- Formalising recruitment and its relationship with staff and volunteers by signing contracts with its volunteers and staff.

### **5.2 Other Recommendations to URU**

URU should review its current strategic Plan, and this will enable the Organisation to achieve its strategic Vision and Objectives.

URU should build relationships with more corporate sponsors in addition to the existing sponsors and government entities in the country, this can enable the Organization to grow financial potential hence enabling a smooth transition from amateurism to Professionalism.

URU should secure long term corporate sponsorships by partnering with major brands and improve its ticketing and merchandise sales by adopting digital methods and procedures which can help solve the organisation's financial challenges.

URU should focus on the development of youth academies and high-performance centres particularly for the sevens national teams. To achieve this, URU should introduce a rugby academy system with professional coaching and player development.

URU should strengthen ties with other international and continental Rugby unions training support with focus on qualifying for the Rugby World Cup and HSBC Sevens Series.

### **5.3 Conclusion**

The study has been done on the transitioning of URU from Amateurism to Professionalism.

The study used a descriptive cross-sectional design and analytical in nature and the interview guide was the tool used in the study. Its validity and reliability were obtained through a pretest and preliminary results were obtained. The Internet and some existing literature were used to collect the needed relevant data for the study's literature review. The study consisted of Eleven (11) respondents from, URU, Rugby Africa and Swans Rugby Club who took part in the data collection by availing the necessary responses during interview sessions. After discussion and thematic analysis of the collected data and literature reviewed, the researcher concluded that URU has made progress towards professionalism, but financial constraints, limited infrastructure, governance and administrative challenges, and low public and media engagement pose obstacles for the smooth transition of URU from an amateur to a professionally managed Sport Organisation. The government of the republic of Uganda through NCS ought to provide financial support to the sports federation, enabling them to carry out their strategic plans that will ultimately have a significant effect on the transition of URU in the long term.

As such, for this study to be meaningful and progressive, URU needs to have qualified and professional staff at the Headquarters to deliver the implementation of the strategic plan, URU needs to create a professional environment at the Headquarters that will enable the other important facets of the sport stakeholder relationship management and growth, player/ athlete development, club's capacity building among many

Thank you , Asanteni

## CHAPTER SIX: ACTION PLANS

### 6.0 Introduction

Based on the findings in chapter four of this thesis on the professionalisation of URU, this chapter shows proposed Action Plans to be considered for the professionalisation of Human Resources at URU.

### 6.1 Develop a clear Organizational Organogram

So as to ensure that URU successfully achieves professionalism of its Human Resources, below is a proposed organogram that URU should consider to achieve the course as compared to the current Organogram in Figure 5. The Organogram below separates the Executive Board (ExCom) governance from stakeholder representation.

A clear Organogram will help in defining roles and responsibilities within each function in addition to mapping out clear reporting lines and hierarchy. A clear organogram would enhance improved communication, increased transparency and trust, better collaboration, onboarding and facilitated change management.

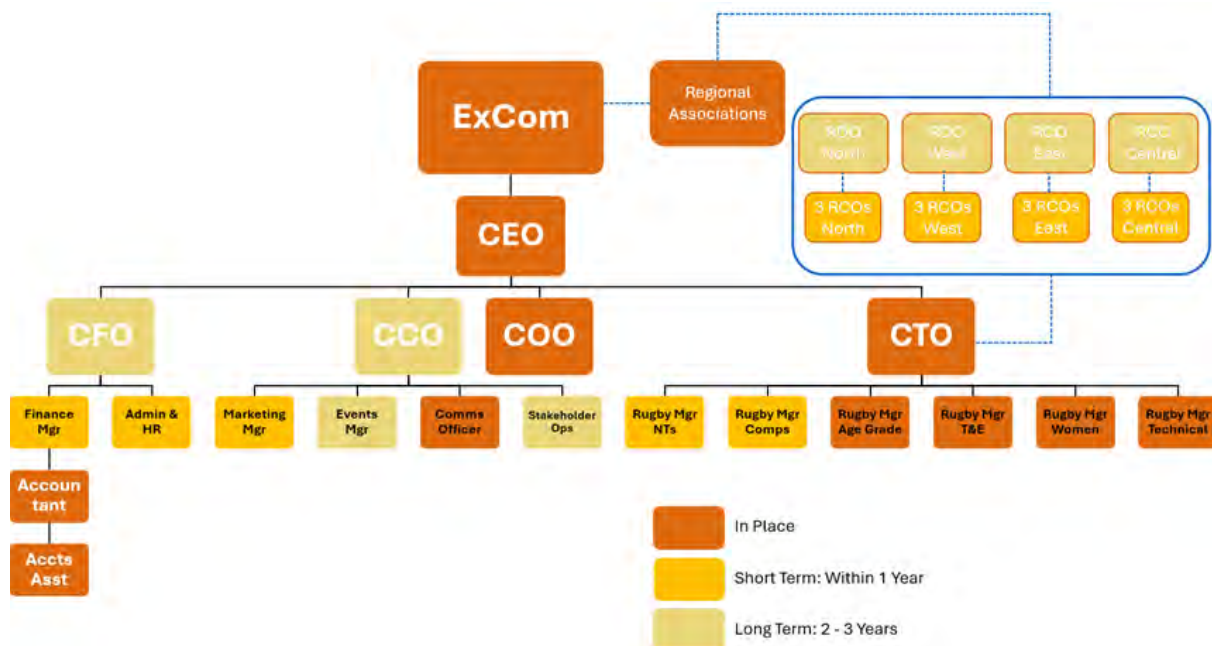


Figure 6: Proposed Organogram to URU

### 6.2 Establish a professional Board

So as to enhance professionalism of URU, the researcher recommends establishment of a professional Board by encouraging the Board Members to take on Professional courses, providing training and developments to the Board Members, and establishing expectations.

Establishing a professional board will ensure that URU would have policies such as HR Policies, Rewards, welfare, Financial Policies among others. These in return would enable URU become a well governed Organisation, have employee engagement and low employee turnover rate.

### 6.3 Develop a clear strategic Plan.

Developing a clear strategic plan would help URU achieve effective governance of the Organisation through :- increased Productivity of the Staff and Volunteers, improved Satisfaction by stakeholders, stronger Team Performance, growth and Sophistication of URU and enhanced Adaptability and Change Management.

The enhanced strategic plan dwells on three thrusts

1. **Grow** , this mainly talks to mass recruitment at grass roots, age grade rugby into competitions and finally elite rugby at club level and national teams ie the technical pillar
2. **Strengthen** , a need to encourage more funding from partners or sponsors , these are normally numbers driven and hence a need to have a fan driven pillar , make the competitions good through Grow pillar and have more fans and a spectacle that attracts financial stakeholders
3. **Empower** , the people , for all this to be done and achieved we need the right people in the right positions ,Human Resource sustainability as a key pillar to professionalism

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## APPENDICES

### Appendix 1 – Interview Guide

**Dear Respondent,**

I am Godwin Arinaitwe KAYANGWE (Mr.) a MEMOS XXVII Student. As part of this Program, it is a mandate to submit a thesis for the award of academic qualification. The thesis is entitled **“Transitioning Uganda Rugby Union from amateurism to professionalism”**. The Thesis addresses the following Objectives: To identify factors for the transitioning of Uganda Rugby Union (URU) from amateurism to professionalism through Human Resource development, to identify the challenges and opportunities faced by Uganda Rugby Union (URU) in transitioning from amateurism to professionalism and to identify the measures that can be implemented to boost professionalism at Uganda Rugby Union (URU).

It is therefore on these grounds that I request your participation in the interview which can be held either face to face, over a phone call conversation or via zoom on an agreed date based on your availability. I would like to let you know that the information obtained from your response shall be treated with maximum confidentiality and used for purely academic purposes. Your identity in the thesis shall be kept with maximum anonymity. Attached to this letter are the interview questions.

I appreciate your contribution in enriching my thesis and academic qualification.

**Kind Regards**

Godwin Arinaitwe KAYANGWE

**MEMOS XXVII STUDENT**

#### **INTERVIEW QUESTIONS**

1. How would you describe a professional Sports Organization?
2. What are the aspects that make an organization professional?
3. In your opinion is Uganda Rugby Union (URU) a professional Sports Organization? If yes, why? And if no, why?
4. What are the biggest Challenges facing Uganda Rugby Union (URU) in terms of professionalizing the organization?
5. How do you think these challenges can be addressed by Uganda Rugby Union (URU)? In your opinion what are some of the opportunities and strategies that can be adopted by URU to boost Professionalism at URU?
6. What are the key factors in relation to governance and leadership that need to be in place?

7. How might the governance and Leadership of URU change to become more professional?
8. What role do you think the Board of directors should play in professionalizing the Union?
9. What are the key roles in relation to staff and human resources that need to be in place?
10. How should we prioritize these roles?
11. How do the human resources of the URU need to be developed to become more professional?
12. What are the key HR policies that need to be in place to become professionalized?
13. What should we do 1<sup>st</sup>?
14. Please advise anything else that you feel may be relevant to this research

Thank you, Asanteni Sana



## **Appendix 2 - National Sports Disciplines Recognised by NCS at commencement of the National Sports Act 2023**

1. American football
2. Archery
3. Athletics
4. Badminton
5. Baseball and softball
6. Basketball
7. Body building and fitness
8. Boxing
9. Canoe kayak
10. Chess
11. Cricket
12. Cycling
13. Darts
14. Dancesport
15. Deaf sports
16. Dragon boat
17. Draughts
18. Fencing
19. Floorball
20. Football
21. Golf
22. Gymnastics
23. Handball
24. Hockey
25. Judo
26. Kabaddi
27. Lacrosse
28. Ludo
29. Motor sports
30. Netball
31. Parasport
32. Pool
33. Roll ball
34. Rowing
35. Rugby
36. Scrabble
37. Skating
38. Sports climbing
39. Squash rackets
40. Swimming

- 41. Table tennis
- 42. Taekwondo
- 43. Tennis
- 44. Ultimate frisbee
- 45. Volleyball
- 46. VX
- 47. Weightlifting
- 48. Woodball
- 49. Wrestling
- 50. Zurkhaneh sports

## Appendix 3 – Uganda Rugby Union Strategic Plan 2020-2024



URU Strategy  
20-24.pdf



*Figure 7: QR Code of URU strategic Plan 2020-2024*