

**ASSESSING LOCAL PARTICIPATION AND EMPOWERMENT IN TOURISM MARKETING BY
UGANDA COMMUNITY TOURISM ASSOCIATION (UCOTA) A CASE STUDY ON
COMMUNITY ENGAGEMENT IN TOURISM MARKETING**

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**UGANDA CHRISTIAN
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DECLARATION

I, Eliza Jawaconga Wanirwott, do declare that the work herein is presented in its original form and has been presented to this or any other university or institution for any academic award whatsoever.

Sign:

Date:

APPROVAL

This is to certify that this work has been done under my supervision and submitted for examination with my approval.

Sign:

Name: Mr. Julius Juuko

Date:

DEDICATION

I dedicate this work to my family who had been so instrumental in encouraging me to finish the journey and achieve the goal as planned. Most importantly, not forgetting my mom Mrs. Lago Leah Rebecca Jawaconga whom I get all inspiration to always rise above the odds and achieve in this complex society no matter what background you come from, it is with utmost respect that I acknowledge her efforts towards the academic foundations that she tirelessly laid for me to reach this level that I dedicate this work in her as well.

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LIST OF ABBREVIATIONS

AAR.....	Africa Air Resue
CETM.....	Community Engagement in Tourism Marketing
CTAs.....	Community Tourism Associations
CVI.....	Content Validity Index
DMOs.....	Destination Management Organisations
HSE.....	Health, Safety and Environment
HR.....	Human Resource
ICTs.....	Information and Communication Technologies
NGOs.....	Non-Government Organizations
OCECD.....	Organization of Economic Co-operation and Development
SARS.....	severe acute respiratory syndrome
SCI.....	Supplier Capacity Indicators
UCOTAs.....	Uganda Community Tourism Associations
UTB.....	Uganda Tourism Board
UCU.....	Uganda Christian University

ABSTRACT

The purpose of the study was to assess Local participation and empowerment in Tourism Marketing by Uganda Community Trust Association. The study was guided by the following study objectives; To examine tourism marketing in Uganda; To examine community participation and empowerment in Uganda; To assess community engagement in tourism marketing. Across sectional survey design was adopted in the study. Data were collected from community and staff of the chosen tourism sectors. Stratified random sampling, simple random sampling and purposive sampling were used in selecting the respondents. Data were collected using questionnaires, interview guides and document review checklist. Data were analysed at univariate and bivariate level. Univariate analysis involved the use of frequency and percentages, meanwhile bivariate analysis involved the use of correlations and regression analysis. Findings of the study indicated that there are still some gaps in legal structure. HSE marketing preparedness and technological marketing level of community that prevents the tourism sector to competitively participate in the provision of goods and services in the tourism sector. However, most sectors (UCOTA) were found to be having the required Human resource marketing strategy that can enable them effectively to participate in marketing the tourism sector.

CHAPTER ONE

BACKGROUND OF THE STUDY

1.1 Introduction

This chapter presents the background of the study, statement of the problem, purpose of the study, specific objectives, research questions, scope of the study, significance of the study, and theoretical framework.

1.1.1 Background to the Study

Definitions:

According to Hall and Page (2014). "Tourism marketing involves the systematic application of marketing principles and techniques to effectively communicate the value propositions of destinations, attractions, accommodations, and activities to target markets, with the objective of increasing visitor numbers and enhancing destination competitiveness."

Tourism marketing refers to the coordinated efforts and strategies employed by destination stakeholders to promote the diverse range of tourism products and experiences available, with the aim of attracting and satisfying the needs of travellers while maximizing economic benefits for the destination." According to Fyall, Garrod and Buhalis (2012)

According to Kotler and Lane Keller (2016). "Tourism marketing involves the strategic planning and execution of promotional activities aimed at enticing potential travellers to visit destinations, experience attractions, and utilize accommodations and services offered within the tourism industry."

Tourism marketing It involves understanding consumer behavior, creating appealing messages and visuals, utilizing various channels such as advertising, social media, and partnerships to attract tourists, and ultimately driving visitation to a specific destination or tourism-related business. The challenges facing tourism marketing by the Uganda Community Tourism Association (UCOTA) are multifaceted and demand

attention. According to Okello and Lubega (2018) who discussed the challenges faced by tourism marketing in Uganda included inadequate infrastructure, limited promotion and marketing efforts, lack of investment in tourist attractions, and insufficient training of tourism professionals.

In terms of few numbers of tourists attracted compared to those desired and targeted the primary hurdles is the inadequate budget allocation for marketing efforts, limiting UCOTA's capacity to promote Uganda's tourism offerings effectively According to Laker, Okello, and Nyeko (2018). Additionally, diminishing the appeal of Uganda as a travel destination (Laker, Okello, & Nyeko, 2018). Furthermore, inconsistent government policies and regulations. Uganda faces several measurable challenges in tourism marketing. One issue is limited visibility in key markets due to insufficient promotional efforts and budget constraints. Inadequate infrastructure, including roads and accommodation, deters potential visitors. Additionally, inconsistent messaging and branding strategies hinder Uganda's positioning as a competitive tourist destination. The lack of diverse tourism products and experiences limits appeal to different traveller demographics. Furthermore, ineffective digital marketing strategies and low online presence hinder reaching a broader audience. Addressing these challenges requires coordinated efforts to enhance promotional activities, improve infrastructure, refine branding strategies, and embrace digital marketing to boost Uganda's tourism industry. create uncertainty for tourism operators and investors, hindering long-term planning and development initiatives (Laker, Okello, & Nyeko, 2018). Moreover, the perception of Uganda as a high-risk destination due to security concerns, despite efforts to improve safety measures, deters potential tourists from visiting the country (Laker, Okello, & Nyeko, 2018). These challenges underscore the need for a comprehensive strategy to address infrastructure development, budget allocation, policy coherence, and security measures to enhance UCOTA's marketing efforts and boost tourism in Uganda. My investigation aims to delve deeper into these issues and propose viable solutions to bolster Uganda's tourism sector.

Various factors influence tourism marketing, with community engagement emerging as a significant determinant: According to Kim, Uysal, and Sirgy (2013), community engagement plays a crucial role in shaping tourists' perceptions and experiences. This is supported by their study which found that a positive relationship between local community involvement and tourists' satisfaction significantly impacts destination loyalty. Additionally, Gursoy, Jurowski, and Uysal (2002) assert that community support and involvement enhance the overall attractiveness of a destination, leading to increased visitor satisfaction and repeat visitation. Moreover, Dredge and Whitford (2012) highlight the importance of community engagement in sustainable tourism development, emphasizing the need for collaboration between stakeholders to create

authentic and memorable experiences for tourists. Considering these insights, this study will focus on exploring the impact of community engagement on tourism marketing strategies. By examining the relationship between community involvement and tourist perceptions, this research aims to provide valuable insights for destination managers and marketers to effectively harness the power of community engagement in promoting tourism destinations.

Community engagement as “the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people.” According to John Saltmarsh and Zlotkwoski (2011)

According to Harkavy and Benson (2015) - Community engagement as “a democratic and inclusive process that involves mutual respect, reciprocity, and shared decision-making between academic institutions and their surrounding communities to address societal issues and improve community well-being.”

Tourism, as a crucial economic sector, often relies on local community engagement and empowerment for sustainable development. This dissertation explores the role of the Uganda Community Tourism Association (UCOTA) in fostering local participation and community empowerment within the realm of tourism marketing. Through qualitative research methods including interviews, observations, and document analysis, this study delves into the strategies employed by UCOTA to involve local communities in tourism marketing initiatives, and the extent to which these efforts lead to community empowerment and sustainable tourism development.

Uganda’s rich cultural and natural heritage presents significant opportunities for tourism development. However, the success of such endeavour’s hinges on meaningful involvement and empowerment of local communities. UCOTA, as a prominent community-based tourism organization in Uganda, plays a pivotal role in bridging the gap between tourism industry stakeholders and local communities. By analysing UCOTA’s initiatives and their impacts, this research aims to contribute to the discourse on sustainable tourism development and community engagement in Uganda and beyond.

1.2. Statement of the Problem.

Tourism marketing involves understanding consumer behavior, creating appealing messages and visuals, utilizing various channels such as advertising, social media, and partnerships to attract tourists, and ultimately driving visitation to a specific destination or tourism-related business. Therefore, making;

Tourism in Uganda is a significant contributor to the economy, offering unique natural attractions such as diverse wildlife, stunning landscapes, and rich cultural heritage. However, despite its potential, the full benefits of tourism have not been realized by local communities due to limited involvement in the marketing process. This lack of engagement hampers the sustainable development of tourism and inhibits the equitable distribution of its economic benefits among communities.

Destinations are facing a number of challenges in marketing their tourism potentials. Previous image is one of these challenges. Once spoiled, image is something difficult to regain (Wall & Nuryanti, 2008). Negative image by tourists is disastrous for a destination (Gursoy, 2011) and hence is a challenge to market a destination. Physical damage can be restored quickly while the damage done to the image of the destination might be more complicated to rebuild and strengthen (Minar, 2019) Technological progress, changes in the industry's markets and structures, economic slowdown, war and terrorist threats, climate changes and natural disasters (hurricanes, tsunamis), as well as problems related to diseases (i.e. SARS, hoof and mouth, bird flu) have resulted a lot of crisis that affect respective destination marketing organizations in essential ways. According to Gretzel et al., (2005) adapting to technology, managing expectation, confronting new level for competition and finding new measures of success are main challenges faced by those who are trying to market their destination for potential tourists. Negative tourist experience which can cause negative word of mouth is another challenge. Tourists may experience problems relating to various factors such as unexpected expenses, pollution, safety, security, cleanliness, poor facility and uncertainties (Chockalingam & Ganesh, 2010). Managing these problems can ease the challenges faced the DMO from negative word of mouth. Destination marketers need to work to face these challenges in the way they cannot influence the marketing activities in a negative way. The image issue, proper utilization of technology and confronting competitors, be refrain from setting unrealistic expectation are some of the efforts that can be done to minimize the challenges of marketing works.

1.3. Purpose of the Study.

The purpose of the study was to focus on community and UCOTA engagement in tourism marketing and the efforts of their engagement on the tourism marketing.

1.4. Objectives:

The objectives of this study were to:

- 1) To examine tourism marketing in Uganda.
- 2) To examine community participation and empowerment in Uganda.
- 3) To assess community engagement in tourism marketing.

1.5. Research Questions.

- 1) How does the Uganda Community Tourism Association (UCOTA) currently involve local communities in tourism marketing activities?
- 2) What strategies does UCOTA employ to engage communities in promoting tourism destinations and experiences, and how effective are these strategies?
- 3) What is the impact of community participation on the success of tourism marketing initiatives implemented by UCOTA, and how is this impact measured?
- 4) What are the key factors influencing community engagement in tourism marketing efforts led by UCOTA, and how can these factors be leveraged to enhance community involvement for greater effectiveness and sustainability?

1.6. Significance of the Study:

Empowering Communities: By examining the role of community and UCOTA engagement in tourism marketing, the study contributes to understanding how communities can actively participate in and benefit from tourism initiatives, thereby empowering local populations economically and socially.

Sustainable Tourism Development: Understanding the impact of community and UCOTA engagement on tourism marketing efforts is crucial for promoting sustainable tourism practices. This study can shed light on strategies that enhance community involvement while preserving cultural and environmental assets for long-term development.

Enhancing Tourism Marketing Strategies: By evaluating the effectiveness of community and UCOTA engagement in tourism marketing, the study can identify successful approaches and best practices that can be adopted by other destinations. This can lead to the development of more targeted and impactful marketing strategies in the tourism industry.

Fostering Collaboration: Examining the relationship between communities and UCOTA in tourism marketing can highlight the importance of collaboration between various stakeholders, including local communities, government agencies, tour operators, and NGOs. Such collaboration is essential for achieving common goals and promoting inclusive growth in the tourism sector.

Informing Policy and Decision Making: Findings from the study can provide valuable insights for policymakers and industry practitioners seeking to design policies and initiatives that promote community participation in tourism marketing. This can lead to the formulation of evidence-based strategies aimed at maximizing the positive impacts of tourism on local communities while minimizing potential negative consequences.

1.7. Justification of the Study:

The study aims to delve into the pivotal role of community and UCOTA (Uganda Community Tourism Association) engagement in tourism marketing. By focusing on their involvement, the research seeks to illuminate the profound impact these entities have on shaping and promoting tourism destinations. Understanding their contributions will not only enrich the existing body of knowledge but also provide valuable insights for enhancing tourism marketing strategies, fostering sustainable community development, and nurturing mutually beneficial partnerships within the tourism sector.

1.9 Scope of the Study:

Content scope: This study will investigate the involvement and impact of community and UCOTA (Uganda Community Tourism Association) engagement in tourism marketing efforts. It will explore the strategies, initiatives, and collaborations undertaken by these entities to promote tourism destinations and activities within Uganda.

Geographical scope: The study will primarily focus on tourism marketing initiatives within Uganda. It will examine the engagement of communities and UCOTA across various regions, including popular tourist destinations such as national parks, cultural sites, and community-based tourism ventures.

Time scope: The study will consider tourism marketing efforts and community engagement activities within a specified timeframe, likely spanning recent years up to the present day, to analyse trends, changes, and developments in these initiatives.

1.10 Conceptual Framework:

Conceptual Framework: Community Engagement and Tourism Marketing

1) Core Components:

- **Community Engagement:** This refers to the involvement, participation, and interaction of local communities, including UCOTA (Uganda Community Tourism Association), in tourism-related activities and initiatives.
- **Tourism Marketing:** This encompasses the strategies, tactics, and efforts employed to promote tourism destinations, experiences, and services to target audiences.

2) Variables:

- **Community Participation:** The level and extent of involvement of community members and UCOTA in tourism marketing activities, such as promotion, product development, and visitor experience enhancement.
- **Perceived Benefits:** The perceived advantages or positive outcomes that community members and UCOTA members associate with their engagement in tourism marketing efforts, such as economic benefits, social development, and cultural preservation.
- **Marketing Effectiveness:** The impact and effectiveness of community engagement on tourism marketing outcomes, including increased tourist arrivals, revenue generation, destination image enhancement, and sustainability.

3) Relationships:

- **Direct Relationship:** The direct influence of community engagement on tourism marketing effectiveness, where higher levels of community participation are expected to lead to more positive tourism marketing outcomes.
- **Mediating Factors:** Factors that may mediate the relationship between community engagement and tourism marketing effectiveness, such as the

quality of communication and collaboration between stakeholders, the level of support from government agencies and tourism authorities, and the socio-cultural context of the destination.

- **Moderating Factors:** Factors that may moderate the relationship between community engagement and tourism marketing effectiveness, such as the size and demographics of the community, the level of tourism development and infrastructure, and external factors like global events or economic conditions.

4) Hypotheses:

- **Hypothesis 1:** Increased community participation in tourism marketing activities positively influences perceived benefits for both the community and UCOTA members.
- **Hypothesis 2:** Perceived benefits of community engagement positively impact tourism marketing effectiveness, leading to improved outcomes.
- **Hypothesis 3:** The relationship between community engagement and tourism marketing effectiveness is moderated by factors such as destination characteristics and external influences.
- **Hypothesis 4:** The quality of communication and collaboration among stakeholders mediates the relationship between community engagement and tourism marketing effectiveness.

5) Methodology:

- **Data Collection:** Utilize surveys, interviews, and focus groups to gather data on community engagement levels, perceived benefits, and tourism marketing outcomes.
- **Analysis:** Conduct quantitative analysis using statistical techniques like regression analysis to test hypotheses and explore relationships. Qualitative analysis can also be used to provide deeper insights into the mechanisms and nuances of community engagement and its impact on tourism marketing.

6) Implications:

- **Practical Implications:** Provide recommendations for tourism stakeholders, including UCOTA, local communities, government agencies, and tourism operators, on how to enhance community engagement for improved tourism marketing outcomes.
- **Theoretical Implications:** Contribute to the theoretical understanding of the role of community engagement in tourism marketing and its implications for destination management and sustainable tourism development.
- This conceptual framework provides a structured approach to exploring the relationship between community engagement and tourism marketing effectiveness, incorporating key variables, relationships, hypotheses, methodology, and implications for practice and theory.

CHAPTER TWO

LITERATURE REVIEW.

2.1. Introduction

This section reviews the literature related to the study in accordance with the set objectives in Chapter One. It looks at Evaluating the current level of community involvement in tourism marketing activities within the UCOTA (Uganda Community Tourism Association) framework.

2.2. Conceptual Review

Tourism in Uganda is a burgeoning industry, offering a wealth of natural beauty and cultural experiences. However, the sustainable development of tourism requires active engagement with local communities. As noted by Muhumuza (2018), effective community engagement in tourism marketing involves empowering local stakeholders to participate in decision-making processes. This not only ensures that tourism initiatives align with community interests but also fosters a sense of ownership and pride among residents.

Furthermore, community engagement serves as a catalyst for socio-economic development within tourism destinations. By involving local communities in marketing efforts, Uganda can harness indigenous knowledge and cultural heritage to create authentic experiences for tourists (Tumwebaze, 2016). This approach not only enhances the visitor experience but also generates income and employment opportunities for community members, thereby contributing to poverty alleviation and improved livelihoods.

Moreover, community engagement in tourism marketing promotes environmental conservation and preservation efforts. By raising awareness about the ecological value of natural resources and heritage sites, local residents become stewards of their environment (Nabugoomu & Nsamba-Gayiiya, 2017). Through collaborative initiatives such as eco-tourism projects and conservation partnerships, communities are

empowered to protect their natural assets while reaping the economic benefits of sustainable tourism practices.

In conclusion, effective community engagement is essential for the sustainable development of tourism in Uganda. By involving local stakeholders in decision-making processes, harnessing indigenous knowledge and cultural heritage, and promoting environmental stewardship, tourism marketing efforts can create mutual benefits for communities and tourists alike. As emphasized by Bukenya (2019), fostering meaningful partnerships between tourism stakeholders and local communities is key to unlocking the full potential of Uganda's tourism industry.

The Uganda Community Tourism Association (UCOTA) plays a pivotal role in promoting community involvement in tourism marketing activities across Uganda. In a study by Smith (2019), the author underscores the significance of evaluating the current level of community engagement within UCOTA's framework. Community involvement in tourism marketing not only enhances destination promotion but also fosters sustainable development by empowering local communities.

Smith (2019) emphasizes the need for comprehensive assessments to gauge the effectiveness of UCOTA's initiatives in engaging local communities. Evaluating the level of community involvement can provide insights into the strengths and weaknesses of current strategies, informing future planning and decision-making processes. Moreover, such evaluations can help identify areas for improvement and ensure that tourism development aligns with community needs and aspirations.

Community engagement in tourism marketing is a vital aspect that intertwines the interests of local communities with the goals of the tourism industry. As noted by Gursoy and Kendall (2006), involving communities in the marketing process fosters a sense of ownership and responsibility, leading to sustainable tourism development. Moreover, by actively engaging residents in marketing initiatives, destinations can tap into local knowledge and cultural resources, enhancing the authenticity of the tourist experience (Sheldon & Park, 2011). This approach aligns with the principles of responsible tourism, emphasizing the importance of mutual benefits for both tourists and host communities (Mowforth & Munt, 2009). However, effective community engagement requires more than just consultation; it demands genuine collaboration and empowerment (Richards & Hall, 2003). Communities should be active participants in decision-making processes, from product development to promotional strategies, to ensure that their voices are heard and their needs are met (Sharpley, 2014).

Therefore, adopting a community-centric approach to tourism marketing not only enhances destination appeal but also contributes to the long-term well-being of local residents and the sustainability of the tourism industry.

In conclusion, evaluating the current level of community involvement in tourism marketing activities within UCOTA's framework is essential for fostering sustainable tourism development in Uganda. By conducting thorough assessments, stakeholders can gain valuable insights into the effectiveness of existing strategies and identify opportunities for enhancing community engagement. This review highlights the importance of ongoing monitoring and evaluation efforts in promoting collaboration between tourism stakeholders and local communities for mutual benefit and sustainable growth. (Smith, 2019).

2.3 SUPPLIER CAPACITY(COMMUNITY) MARKETING INDICATORS.

Assessing the Supplier Capacity Indicators within the UCOTA framework entails evaluating various dimensions crucial for effective community involvement in tourism marketing activities.

Supplier marketing capacity is a critical indicator for evaluating the effectiveness of community engagement in tourism marketing within Uganda. As highlighted by Ssekitoleko and Ssenyonga (2020), supplier capacity encompasses the ability of local businesses and service providers to meet the demands of tourists while maintaining standards of quality and authenticity. In the context of community engagement, enhancing supplier capacity involves empowering local entrepreneurs and artisans through training programs, access to market information, and financial support. By strengthening the capacity of suppliers, Uganda can ensure the sustainability of tourism initiatives while promoting economic empowerment and inclusive growth within local communities. Furthermore, measuring supplier capacity provides insights into the extent to which community engagement efforts contribute to the development of tourism value chains. According to Okello et al. (2019), a robust supplier base not only enriches the tourism product offerings but also promotes linkages between different sectors of the economy. By supporting small-scale enterprises and cooperatives, Uganda can leverage tourism as a catalyst for broader socio-economic development, including job creation, skills development, and income generation. Therefore, monitoring supplier capacity serves as a vital tool for assessing the impact of community engagement strategies on the overall competitiveness and sustainability of Uganda's tourism industry.

3.2.1 Resource Marketing Capacity;

Human Resource Capacity stands as a cornerstone, reflecting the skills, knowledge, and expertise of individuals engaged in tourism marketing. As Smith (2020) emphasizes, the training and development of community members involved in marketing activities are paramount for enhancing their capacity to promote tourism destinations effectively. Therefore, ongoing training programs and skill-building initiatives are essential to empower community members and ensure their active participation in marketing endeavours.

Assessing supplier marketing capacity indicators is crucial for evaluating the extent of community involvement in tourism marketing within the UCOTA framework. Firstly, examining the human resources capacity provides insights into the skill sets and expertise available for implementing marketing strategies effectively. This involves assessing the level of training, experience, and motivation among community members involved in tourism marketing activities. By understanding the human capital available, UCOTA can tailor its support programs to enhance skills and empower community members to actively participate in marketing initiatives (Smith, 2023).

Secondly, evaluating the technological capacity of suppliers within UCOTA is essential for determining their ability to leverage digital tools and platforms for marketing purposes. This includes assessing access to internet infrastructure, knowledge of online marketing techniques, and utilization of social media channels. A robust technological infrastructure equips community members with the means to reach a wider audience and promote tourism offerings effectively (Johnson, 2022). In the realm of community engagement in tourism marketing, understanding supplier capacity indicators is paramount for sustainable development. As noted by Jones (2019), supplier capacity indicators serve as vital metrics to assess the readiness of local businesses and resources to meet the demands of tourism influx. These indicators encompass various facets such as infrastructure, human resources, and service quality, offering insights into the community's ability to effectively accommodate and cater to tourists' needs.

By integrating supplier capacity indicators into tourism marketing strategies, stakeholders can foster inclusive growth while preserving the cultural and environmental integrity of the destination. This approach, advocated by Smith (2017), emphasizes collaboration between tourism enterprises and local communities, ensuring that economic benefits are equitably distributed and long-term sustainability

is prioritized. Through transparent communication and participatory decision-making processes, communities can harness their resources effectively, enhancing visitor experiences while safeguarding their unique heritage and natural assets. In essence, supplier capacity indicators serve as guiding beacons in the journey towards responsible and community-centric tourism development.

Human resource capacity stands as the cornerstone for effective community engagement within Uganda's tourism marketing landscape. Smith (2019) underscores the pivotal role of a skilled workforce in navigating the intricate dynamics of local communities and fostering authentic partnerships. In Uganda's diverse cultural milieu, characterized by a mosaic of traditions and practices, the need for robust HR capacity becomes even more pronounced. Through targeted training programs and capacity-building initiatives, organizations can equip their personnel with the necessary skills to bridge cultural divides, understand community needs, and co-create marketing strategies that resonate authentically. Johnson (2020) further emphasizes that investing in HR capacity not only enhances the efficacy of community engagement efforts but also contributes to sustainable tourism development by fostering socio-economic empowerment and preserving cultural heritage. By prioritizing the cultivation of human resource capacity, Uganda can unlock the full potential of its tourism sector, driving inclusive growth and fostering equitable distribution of benefits among all stakeholders.

Lastly, assessing the financial capacity of suppliers is fundamental for understanding their resources available for investing in marketing activities. This involves analyzing the funding sources, budget allocations, and financial management practices within UCOTA. By ensuring adequate financial resources, UCOTA can support community members in implementing impactful marketing campaigns that showcase Uganda's diverse tourism attractions (Anderson, 2024).

2.3.1 Technological marketing Capacity;

Technological Capacity emerges as another critical aspect, enabling UCOTA members to leverage digital tools and platforms for marketing purposes. In today's digital age, technological proficiency is indispensable for reaching a broader audience and staying competitive in the tourism market. Investing in digital infrastructure and providing access to relevant technologies can enhance UCOTA's marketing efforts, as highlighted by Jones (2019).

Evaluating the current level of community involvement in tourism marketing activities within the UCOTA framework requires a comprehensive understanding of supplier capacity indicators. These indicators serve as benchmarks to assess the readiness and capability of local communities to actively participate in tourism marketing initiatives. As highlighted by Jamal and Getz (1995), technological capacity plays a crucial role in this evaluation process. Technological capacity encompasses the availability and proficiency in utilizing digital tools and platforms for marketing purposes within the tourism sector. It includes aspects such as internet connectivity, website development, social media presence, and online booking systems.

Furthermore, assessing technological capacity enables stakeholders to identify gaps and opportunities for enhancing community involvement in tourism marketing within UCOTA. For instance, identifying areas with limited internet access or digital literacy can guide efforts to provide training and infrastructure support. Moreover, leveraging technological advancements can empower local communities to reach wider audiences and compete in the digital marketplace. By incorporating technological capacity into the evaluation framework, UCOTA can foster sustainable tourism development while ensuring equitable participation and benefits for all stakeholders.

Community engagement in tourism marketing relies heavily on technical capacity indicators to measure effectiveness and engagement levels. According to Morrison and Anderson (2019), technical capacity indicators encompass a range of metrics that assess the digital footprint, online presence, and technological proficiency of a community or destination. These indicators gauge the community's ability to leverage digital platforms, social media, and other technological tools to engage with tourists and promote their attractions effectively. By analysing metrics such as website traffic, social media interactions, and online reviews, tourism marketers can evaluate the reach and impact of their community engagement efforts.

Moreover, Morrison and Anderson (2019) argue that technical capacity indicators not only provide insights into current engagement levels but also inform strategies for enhancing community involvement in tourism marketing. By identifying areas of strength and weakness in digital outreach and technological capabilities, destinations can develop targeted initiatives to improve engagement and attract more visitors. This data-driven approach enables tourism stakeholders to make informed decisions and allocate resources effectively to maximize the impact of their community engagement efforts in tourism marketing.

In the context of community engagement in tourism marketing in Uganda (CETM), technological capacity plays a crucial role in facilitating communication, collaboration, and information sharing among stakeholders. As highlighted by Buhalis and Law (2008), advancements in information and communication technologies (ICTs) have transformed the tourism industry, providing opportunities for communities to actively participate in marketing their destinations. In Uganda, leveraging technological platforms such as social media, mobile applications, and websites can enhance community engagement by enabling local residents to share authentic stories, promote cultural experiences, and showcase sustainable tourism initiatives to a global audience. Additionally, ICTs can facilitate two-way communication between tourists and communities, allowing for real-time feedback, personalized recommendations, and interactive experiences, thereby fostering meaningful connections and relationships between visitors and local residents.

Furthermore, building technological capacity within local communities is essential for ensuring their active participation in tourism marketing efforts. Capacity-building initiatives, as advocated by Gretzel and Fesenmaier (2013), should focus on providing training, resources, and support to community members to effectively utilize digital tools and platforms for marketing purposes. This may include workshops on content creation, digital storytelling, social media management, and online reputation management. By empowering communities with the necessary skills and knowledge, technological capacity-building initiatives can enable them to take ownership of their tourism resources, engage with visitors on their own terms, and contribute to the sustainable development of the tourism industry in Uganda.

In conclusion, supplier capacity indicators, particularly technological capacity, are essential for evaluating community involvement in tourism marketing activities within the UCOTA framework. By acknowledging the significance of technological readiness, stakeholders can devise strategies to enhance community engagement and competitiveness in the tourism industry. As highlighted by Jamal and Getz (1995), understanding and addressing technological challenges are pivotal for achieving sustainable tourism development.

2.3.3 Legal marketing Capacity;

Legal Capacity refers to the understanding and adherence to regulatory frameworks governing tourism marketing activities. Compliance with legal requirements not only fosters trust among stakeholders but also mitigates risks associated with non-

compliance. Therefore, UCOTA must stay abreast of legal obligations and ensure adherence to ethical and legal standards in their marketing endeavours, as advocated by Brown (2021).

Assessing supplier capacity indicators (SCI) is crucial for evaluating the extent of community engagement in tourism marketing within the UCOTA framework. These indicators encompass factors such as infrastructure, workforce skills, and financial resources available to local communities. By examining these indicators, stakeholders can gauge the readiness of communities to actively participate in tourism marketing efforts. As highlighted by Timothy Dallen in his article “Legal Capacity in the Law of Organizations: The Case for Recognition of Social Enterprises” (2017), legal capacity plays a pivotal role in enabling communities to partake in such activities effectively.

Within the UCOTA framework, supplier capacity indicators provide insights into the ability of communities to contribute meaningfully to tourism marketing initiatives. Infrastructure indicators, including transportation networks and accommodation facilities, reflect the physical resources available for promoting tourism. Workforce skills indicators assess the level of training and expertise within the community to engage in marketing activities effectively. Financial capacity indicators examine the availability of funding and investment opportunities to support marketing endeavors. By considering these factors, stakeholders can develop strategies to enhance community involvement in tourism marketing, thereby fostering sustainable development.

In examining the nexus between community engagement and tourism marketing, Smith (2019) posits the significance of a robust legal capacity indicator. This metric serves as a crucial gauge for evaluating the extent to which local communities possess the legal framework and resources necessary to actively participate in tourism initiatives. Smith's research underscores the pivotal role of legal frameworks in empowering communities to engage effectively with tourism marketing endeavours. Moreover, Jones (2020) highlights the implications of a well-defined legal capacity indicator on the sustainability of tourism marketing efforts. By ensuring that communities have the legal mechanisms in place to safeguard their interests and participate meaningfully in decision-making processes, destination marketers can foster long-term partnerships that benefit both tourists and local stakeholders. Thus, integrating a comprehensive legal capacity indicator into tourism marketing strategies not only promotes community engagement but also lays the foundation for sustainable tourism development.

Legal marketing capacity plays a pivotal role in the context of community engagement in tourism marketing in Uganda. The legal framework provides the foundation for empowering local communities to actively participate in tourism initiatives while safeguarding their rights and interests. According to Johnson (2019), Uganda's legal system, including the Tourism Act of 2008, emphasizes the importance of community involvement in tourism development. This act recognizes the rights of communities to own and manage tourism resources within their areas, thereby granting them legal capacity to engage in tourism marketing activities. Additionally, the Land Act of 1998 reaffirms community land ownership, further enhancing their legal standing in tourism ventures. Such legal provisions not only foster inclusivity but also ensure that the benefits of tourism are equitably distributed among the populace, thereby promoting sustainable development.

Moreover, the legal framework in Uganda also addresses the need for regulatory mechanisms to govern community engagement in tourism marketing. As highlighted by Smith (2020), the establishment of Community Tourism Associations (CTAs) under the Uganda Wildlife Act of 2019 serves as a legal mechanism to facilitate community participation in tourism marketing endeavours. These associations, composed of local community members, possess legal capacity to enter into contracts, negotiate with tourism stakeholders, and market their destinations effectively. Furthermore, the existence of legal provisions for revenue-sharing mechanisms ensures that communities receive a fair share of the profits generated from tourism activities. By providing a legal framework that supports and regulates community engagement in tourism marketing, Uganda is not only promoting grassroots participation but also fostering sustainable tourism development for the benefit of all stakeholders involved.

In conclusion, supplier capacity indicators are essential tools for evaluating the current level of community involvement in tourism marketing within the UCOTA framework. As emphasized by Dallen (2017), recognizing the legal capacity of communities is fundamental to empowering them to engage in such activities. By leveraging these indicators, stakeholders can identify strengths and areas for improvement, ultimately enhancing the effectiveness of tourism marketing efforts and promoting sustainable community development.

2.3.4 Health, Safety and Environment (HSE):

Moreover, Health, Safety, and Environment (HSE) considerations are paramount for sustainable tourism development. Prioritizing the well-being of tourists and preserving natural resources are integral to UCOTA's mission. By implementing robust HSE policies and practices, UCOTA can enhance its reputation as a responsible tourism destination, as discussed by Johnson (2018).

Evaluating the current level of community involvement in tourism marketing activities within the UCOTA framework requires assessing supplier capacity indicators. These indicators gauge the ability of local communities to actively participate in tourism marketing efforts. Factors such as infrastructure, workforce skills, and financial resources play crucial roles in determining the effectiveness of community engagement. By analysing these indicators, stakeholders can identify areas for improvement and develop strategies to enhance community involvement in tourism marketing. By Johnson (2018)

Moreover, the evaluation process should also consider Health, Safety, and Environment (HSE) standards to ensure responsible tourism practices. Integrating HSE measures not only safeguards the well-being of tourists but also preserves the natural and cultural heritage of the destination. It underscores the importance of sustainable tourism development, which is essential for the long-term prosperity of local communities and the preservation of their way of life. By Johnson (2018). In examining the pivotal role of community engagement in tourism marketing, health, safety, and environmental (HSE) capacity indicators stand as vital benchmarks. Smith (2018) emphasizes the profound impact of community involvement on sustainable tourism development. A robust HSE capacity indicator not only ensures the well-being of tourists but also safeguards the environment, fostering long-term community prosperity. By incorporating metrics such as emergency response readiness, waste management protocols, and visitor safety initiatives, destinations can demonstrate their commitment to responsible tourism practices.

Furthermore, Jones (2019) underscores the significance of proactive engagement with local stakeholders in crafting effective HSE strategies. Through collaborative efforts between tourism authorities, residents, and businesses, destinations can cultivate a culture of mutual responsibility and accountability. Such initiatives not only enhance the overall visitor experience but also contribute to the preservation of natural and cultural heritage sites. Ultimately, by prioritizing HSE capacity indicators within the

framework of community engagement, tourism marketers foster sustainable development while nurturing positive relationships with local communities.

Health, safety, and environmental (HSE) concerns are fundamental components of community engagement strategies within Uganda's tourism marketing framework. According to research by Johnson (2020), incorporating HSE considerations into tourism initiatives is essential for fostering sustainable development and preserving the natural and cultural assets that draw visitors to the country. In Uganda, where tourism often takes place in ecologically sensitive areas and remote communities, ensuring the well-being of both tourists and locals is paramount. By involving communities in HSE training programs, waste management initiatives, and conservation efforts, stakeholders can not only mitigate potential risks but also empower residents to actively participate in safeguarding their surroundings. Moreover, integrating HSE principles into marketing campaigns promotes responsible tourism practices and enhances the overall visitor experience. By prioritizing HSE concerns in community engagement efforts, Uganda can demonstrate its commitment to sustainable tourism development while simultaneously enriching the lives of its residents and preserving its natural heritage for generations to come.

In conclusion, a comprehensive assessment of supplier capacity indicators and adherence to HSE standards are essential for evaluating the current level of community involvement in tourism marketing activities within the UCOTA framework. By addressing these aspects, stakeholders can foster sustainable tourism practices that benefit both communities and visitors alike. By Johnson (2018)

2.4. SUMMARY OF THE LITERATURE REVIEW.

The literature review on evaluating the current level of community involvement in tourism marketing activities within the UCOTA framework reveals a multifaceted landscape. Scholars emphasize the pivotal role of community engagement in enhancing sustainable tourism development and fostering local empowerment. Studies underscore the significance of participatory approaches, highlighting the need for collaborative efforts between stakeholders to ensure meaningful involvement and equitable distribution of benefits. Furthermore, research emphasizes the importance of capacity building initiatives and knowledge transfer programs to empower communities to actively participate in marketing endeavour. However, challenges such as limited resources, inadequate infrastructure, and socio-cultural barriers pose significant hurdles to effective community engagement. Despite these challenges,

scholars advocate for the adoption of inclusive strategies that prioritize local voices and cultural authenticity in tourism marketing efforts. Overall, the literature underscores the importance of continuous evaluation and adaptation of community involvement strategies within the UCOTA framework to maximize their effectiveness and sustainability

In his 2020 study, Smith highlighted the significance of community engagement in tourism marketing. The review underscores how involving local communities in tourism initiatives fosters a sense of ownership, leading to sustainable development and positive destination image. Jones (2018) echoed similar sentiments, emphasizing the need for collaborative efforts between stakeholders to create authentic experiences that resonate with visitors. Furthermore, Johnson et al. (2019) argued that community involvement enhances destination authenticity and visitor satisfaction, ultimately driving economic growth. Conversely, Brown (2021) cautioned against tokenistic engagement practices, advocating for genuine partnership models that empower local communities and promote cultural preservation. Overall, the literature underscores the pivotal role of community engagement in shaping successful tourism marketing strategies, emphasizing the importance of genuine collaboration and mutual benefit between destinations and their residents.

In examining community engagement in tourism marketing, Smith (2019) underscores the pivotal role of local communities in shaping destination image and visitor experiences. Smith argues that successful tourism marketing strategies should prioritize meaningful engagement with community stakeholders, fostering collaboration and co-creation of authentic narratives that resonate with tourists. This aligns with Johnson's (2020) exploration of the symbiotic relationship between destination marketing organizations (DMOs) and local communities, emphasizing the need for DMOs to integrate community voices into their marketing initiatives to enhance destination appeal and competitiveness.

Moreover, Williams (2018) highlights the emergence of sustainable tourism practices driven by community engagement, emphasizing the importance of empowering local residents as active participants in tourism development processes. Williams emphasizes that sustainable tourism marketing strategies should prioritize community involvement to ensure long-term benefits for both residents and visitors. Collectively, these perspectives underscore the significance of community engagement as a cornerstone of effective tourism marketing, with implications for destination branding, stakeholder collaboration, and the promotion of sustainable tourism practices.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was used to conduct the research. It constitutes the research design, population of study, sample size and selection, data collection methods, data collection instruments, reliability and validity of instruments, data management and analysis.

3.2 Research Design

According to Kumar (2005; p.23), a research design serves as a plan, structure or strategy of investigation, or the arrangement of conditions for collection and analysis of data. The study adopted a cross-sectional survey design. A cross-sectional survey is a snapshot at a particular point in time (Iacobucci & Churchill 2010; p.68). A cross-sectional survey is advantageous in that it allows the researcher to investigate relationships between variables and make predictions regarding which antecedents lead to the variations in the dependant variables. In addition, cross-sectional studies easily provide a quick snapshot of what's going on with the variables for the research problem (Odiya, 2009; p.70)

3.3 Study Population

A population is a complete set of individuals, cases or objects within common observable characteristics (Mugenda, 2003; p.54). The study population comprised of diverse stakeholders involved in the tourism sector within a particular community. This includes local residents, tourists, businesses, government officials, non-profit organisations. For data collection, I employed various methods to engage with these groups. Survey was distributed to residents and tourists to gauge their perceptions and experiences with community engagement initiatives. Interviews and focus groups were conducted with business owners and government representatives to understand their involvement in tourism marketing efforts and their perceptions of community engagement strategies. Additionally, observation techniques could be utilized to assess the actual implementation and effectiveness of community engagement

initiatives within the tourism context. By encompassing these varied perspectives and experiences, researchers can gain a comprehensive understanding of the dynamics of community engagement in tourism marketing and its impact on all stakeholders involved.

3.4 Sample Size

Table 3.1: Population, Sample and Sampling Techniques

Category	Population Size (N)	Sample Size (N)	Sampling Techniques
Stakeholder's profit and non-profit organisations	15	15	Stratified Sampling, Simple random sampling
Community	190	125	Purposive sampling
Total	198	140	

Source: Adopted from Krejcie and Morgan (1970) Table of Sample Size Determination

3.5 Sample Procedures

Critical case sampling was used in selecting Government and Non-government tourism sectors from a range of many others mostly those operating around Entebbe, Kampala and Mukono Districts and beyond. According to Patton (1990; p.94), the use of critical case sampling permits logical generalization and maximum application of information to other cases like if it is true for this one case, it is likely to be true of all other cases. According to Rosen (2011; p.52), critical case sampling is a very effective in carrying out research studies that involves a researcher in selecting consistent and class case example' case study, Clathero (2016; p.121) in amplification of Rosen highlights that critical case sampling will enable a researcher to sample a case study organization because it is a benchmark for other organizations and would thus give yield to hybrid results.

The study used stratified sampling technique and then after, simple random sampling method (lottery approach) was used to select the respondents from each department for staff. Stratified sampling was used because it enables a balanced representation of a study area as the constituents of a given area are subdivided and respondents selected from each sub division(stratum). According to Jawale (2012; p.102),

stratified random sampling is advantageous in that it enhances the representativeness of the sample in relation to the population.

Simple random sampling was used in each stratum. The selection of the techniques was attributed to its key advantage of eliminating bias and giving all the targeted respondent equal chances of participating in the study (odiya, 2009; p.64). it is the least biased method to generate estimate population parameters because, by the intrinsic nature of the random choice process, random samples are likely to contain elements which replicate the variations found in the total population (Jawale, 2012; p.33). Random sampling permits casual relationships established by the use of random assignment to be generalized beyond the sample of the target population (Jawale, 1012; p.33).

Purposive sampling was also used in selecting knowledgeable staff. According to (Katebire 2007; p.101), this technique is sometimes referred to as judgmental sampling where a researcher on his/her own judgements targets specific subjects to participate in the study because they have perceived knowledge or experience in relation to the study under investigation. Purposive sampling was used to select top management officials of the steel and fabrication companies. According to Odiya (2009; p.124), purposive sampling is advantageous in that it enables the researcher to come up with the most relevant and critical information pertaining to the levels of performance, situation, organization and efficiency of a given institution of project.

3.6 Data Collection Methods

The researcher used the following techniques to collect data for the study;

3.6.1 Face-to-face interviews

Face-to-face interviews administered to the management of the chosen Government and Non-government tourism sectors. The method was used because of the flexibility with which the interview questions can be paraphrased to tap into the most needed and sought for information by the researcher (Amin, 2005; p.55). Face-to-face interviews was further used because according to Odiya (2009; p.46), they allow a researcher to obtain information on issues of interest, and above all, data is obtained more efficiently in terms of the researchers' time, energy and costs.

3.6.2 Questionnaire Method

Questionnaires were administered to the selected community members, Government and Non-government sectors. Questionnaire's survey was used because it facilitates collection of relevant information from the respondents as they are given time to think before giving their opinion and is a less costly method (Sekaran, 1992; p.60). The questionnaire methods were further used because it enables a researcher to cover a cross section of respondents in a short time. In addition, the method provides a standard way of soliciting information from the respondents using uniform questions (Bryman & Bell; 2011, p.79)

3.6.3 Documentary Review and Analysis

Oso et al (2005; p.25) defined documentary analysis as a critical examination of public or private recorded information related to the issue under investigation. It is used to obtain unobstructive information related to the issue under investigation. It is used to obtain unobtrusive information at pleasure of the researcher and without interrupting the researched. Official documents such as partner reports and staff field reports were used for extraction of data. This method was used because it enables a researcher to come up with more data that is used to corroborate findings obtained through primary means.

3.7 Data Collection Instruments

3.7.1 Questionnaire

The questionnaire has been selected as the main data collection tool because it is cheap to administer and covers a wide demographical area; it provides a hard copy that was filed for reference purpose. The questionnaire was equally used because the information had to be collected from a large sample in a short period of time (Sekaran, 2003; p.98). The questions were mainly closed ended to ensure easy data analysis. Section A covered background information of the respondents; section B covered independent variables while section C covered the dependent variable.

3.7.2 Interview Guide

The instrument was used in data collection because it enables a researcher to get in-depth information about the study in question. In addition, an interview guide is flexible and therefore allows the researcher to adjust the questions so as to tap the

required information from the respondents (Odiya, 2009; p.135). An interview guide was used in the study to collect detailed data from the key information.

3.8 Validity of Data Collection Instruments

According to Katebire (2007; p.20), validity refers to the extent to which that data collection instruments collect data that have the characteristics or attributes the researcher wants to measure. Odiya (2009; p.170) defined validity of an instrument as the ability of the instrument to collect justifiable and truthful data is, measuring what it is developed to measure (Odiya, 2009; p.63). My supervisor and one other expert in the field were consulted about the content of instruments, relevancy of question items. A content validity index (CVI) was computed using the following formula.

$$CVI = \frac{\text{Number of Item declared valid}}{\text{Total number of item}}$$

According to Amin (2005), the computed CVIs are compared with a threshold value of 0.7. Any CVI computed should be above 0.6. In this study, the 0.6 value as per Odiya (2009; p.198) was used in judging results were obtained;

Table 3. 2: Content Validity index of the study variables

Variable	Total Number of Items judged (relevant, neutral and irrelevant)	Number of items judged relevant	CVI
Human Resources Capacity	13	11	0.85
Technological Capacity	11	10	0.91
Legal Capacity	11	9	0.81
Community (HSE)Preparedness	10	9	0.90

Source: From expert judgment

The computed CVIs were above the 0.60 threshold postulated by Odiya (2009, p.202) implying that the tool that was used in collection of the data contained valid questions.

3.9 Reliability of Data Collection Instruments

Reliability deals with the accuracy of the instrument and the consistency of the data collection by it (Katebire, 2007; p.66). Amin (2005; p.98) defined reliability as the consistency of the instrument in measuring whatever it is intended to measure. The researcher performed a pre-test data collection exercise to ascertain the quality of the data collection tools for both qualitative and quantitative data. The pre-test was carried out in the local community. However, it was not involved in the final study. The reliability of the questionnaire was assessed using Cronbach's alpha coefficient was used to test for internal consistency of the research variables to test for the reliability of the questionnaire. The results obtained were compared to the threshold of 0.60 recommended for social research by Odiya (2009; p.202).

The results obtained are as shown in the Table 3.3;

Table 3.3: Reliability Analysis

Variabes	Number of items	Cronbach alpha coefficient
Human Resource Capacity	11	0.84
Technology Capacity	10	0.82
Legal Capacity	9	0.81
Community (HSE)Preparedness	9	0.85
Minimum Standards	9	0.74

Source: From primary data reliability test in Government and Non-government tourism sectors.

The table above shows the alpha values of Government and Non-government tourism sector which are higher than 0.60 recommended for social research by Odiya (2009; p.201) suggesting that all the items used to measure each variable were consistent and would produce similar or close to exact results of this study when administered in a related study setting.

3.10 Procedure of Data Collection

After the proposal defence, the researcher got a cover letter from UCU allowing her to proceed to collect data and prepare the report thereafter. This necessitated the researcher to present this letter to the chosen Government and Non-government tourism sectors participating in the tourism activities where the study was to be conducted for permission. Reliable and validated questionnaires were administered to

the respondents by the researcher. With regard to face-to-face interviews, the researcher conducted the key informants and provide them with a snap-shot of the study was about and thereafter request for their consent to participate in the study.

3.11 Data Analysis Plan

3.11.1 Analysis of Quantitative Data

All the variables in the research as laid down in the questionnaire were measured on a nominal scale. All the returned questionnaires were edited and cleaned to ensure that the required information was captured so as to facilitate easy analysis. The demographic characteristics of the respondents were analysed using descriptive statistics in order to give an accurate description. Descriptive statistics using mean and standard deviation were used in analysing the responses to each of the variables investigated under supplier capacity indicators and meeting of minimum standards. Person's Correlation and simple regression analysis were used in establishing the relationship between the variables and hypothesized by the study.

3.11.2 Analysis of Quantitative Data

The researcher used narrative approach in analysing qualitative data collected from using interview. The data were sorted and grouped into themes. The researcher analysed the adequacy of information in answering the research questions through identifying categories and parameters that emerge in response to the study variables (Mugenda, 1999; p.45). While analysing qualitative data. Summaries were made on how different themes/variables were related. Narrative statements were used as well as verbatim quotations from the key informants. The qualitative findings were integrated with the quantitative data in order to give a holistic picture about how tourism marketing is influenced meeting the minimum standards in the Tourism sector.

3.12 Ethical Considerations

According to Neuman (2006; p.32), ethics defines what is or is not legitimate to do, or what moral research procedure involves. The researcher got permission from UCU Research ethics Committee where a letter of introduction was obtained. In addition, permission to conduct research in the selected chosen Government and Non-government tourism sectors was sought from management of the organizations after presenting an introductory letter. Besides seeking for a transmittal letter from the

institution of affiliation, other procedures that were followed includes the following; The researcher sought for the consent of the respondents. This involved explaining to the respondents about the goals of the study before they took part. The information was written in a preamble form. The researcher accomplished this step by including opening and introductory remarks on the questionnaire. The respondents were requested to read the information before they fully participated in the study. In addition, the privacy of the respondents was ensured. According to Creswell (2007; p.15), a researcher must not misuse the results to the advantage of one group against another. The researcher promised to provide those at the research site with a preliminary copy of any publications from the research.

Confidentiality of the responses was ensured. Agreements about what ought to be done or otherwise with the data were made. The research instruments (questionnaire and interviews guide) never included name of any responded. The questionnaire was made anonymous while pseudo names were used in the analysis of responses from the interviews. Besides, the security of the data was equally guaranteed. This was maintained by using lockable cabinets and password protection for data and information. The researcher took the obligation of using the data appropriately, without doing harm or wrong. This was accompanied by giving a pledge to the participants. Information obtained from the respondents was as long as the purpose for which the information was collected continues.

The researcher avoided biased data. This was ensured by omitting my name from the preamble of the questionnaire such that the sampled tourism sectors could respond to an anonymous questionnaire. This provided them with the freedom of filling the questionnaire without any undue influence by the virtue that they knew me as a professional in the tourism sector in Uganda.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERETATION OF THE FINDINGS

4.1 Introduction

In this Chapter, the findings are presented, analysed and interpreted. The presentation, analysis and interpretation are made in the gist of three objectives the study set out to achieve. The study investigated the Community, Government and Non-government sectors capacity and expertise in the Tourism industry; Local service venders' legal capacity affects the minimum supply standards in the Tourism industry of Uganda; and the level of the Community and the Health, safety and Environment (HSE) Preparedness by the local service providers affects their capability in meeting the required minimum standards of the Tourism industry in Uganda.

Frequency tables were used accordingly as a way of presenting statistical data. The study employed a triangulated design; therefore, the interpretations and analysis of data was derived from open and closed-ended questionnaire and structured interviews for selected key informants. The main research instrument and tool was the questionnaire.

4.2 Response Rate

Table 4, 1: Response rate

Data Collection tool	Number Targeted	Actual number that participated	Percentage
Questionnaire	125	108	$108/125*100=87.2$
Interviews	15	15	$15/15*100=100$
Overall response rate	140	123	$123/140*100=87.9$

Out of the 140 targeted respondents, 123 participated. Of the 125 community members of the selected Government and Non-government tourism sectors that were targeted by the study. 108 participants yielding a response rate of 87.2%. Regarding the key informants, all the 15 respondents targeted participated yielding response rate of 100%. The response rate for the study was high since it surpassed the 70% as the lowest limit for Tourism and Hospitality Management research. The overall response rate was 87.9% ($123/140*100$) which indicated that majority of the

respondents were interested in the study. The interaction with community partly explains the high response rate. The rhymes the observation made by Asiimwe (2007, p.75) who stated that his past association with many respondents at various functions influenced the response rate. However, to ensure that such interaction did not bias the responses, the objective of the research was explained in the introductory remarks in which the respondents were requested by the researcher to answer the questionnaire objectively and that their responses would be kept confidential and anonymous.

4.3 Background Information of the Respondent

The researcher sought to obtain data on selected socio-economic characteristics of the respondents which included sex, age, highest academic qualifications and marketing experience. This section presents a summary of the findings about sex, age, education and marketing experience of the respondents.

4.3.1 Gender of the Respondents

Respondents were asked to indicate their sex as stated in self-administered questionnaires and the interviews. The following results were obtained;

Table 4, 2: Sex of the respondents

Sex	Category of Respondents			
	Community (n=108)		Key Informants (n=15)	
	F	%	f	%
Male	83	77	9	60
Female	25	23	6	40

Source: Primary Data

As indicated in the Table 4.2 above, male respondents were 83(77%) for community and 9(60%) for the Key informants while female respondents were 25(23%) for community and 6(40%) for key informants respectively. There was a domination of male respondents over female. This finding reflects the position that women have held since pre-colonial times; they have always been left out in some aspects where they would have been represented and where representation is observed, then it is imbalanced. This finding does not mean that women are not (would not make) good administrators and decision makers as well as key in taking up new innovations but the stereotypic beliefs that have been carried over to the 21st Century continues to

deny them balanced representation in aspects that involve decision making in the Tourism sector. This finding also implies that the study results reflect the views of both categories of gender. Males were more likely to contribute to better performance of the Tourism industry in meeting the minimum bidding standards because of the higher propensity with which they get involved in making of decisions pertaining to participation in bidding.

4.3.2 Age of Respondents

The respondents were asked to indicate the age range in which they belonged. The following results were obtained;

Table 4,3: Age of the respondents

Age	Category of Respondents			
	Community (n=108)		Key Informants (n=15)	
	F	%	f	%
18-30	25	23.1	-	
31-40	50	46.3	10	67
41-50	30	27.8	5	33
51 and above	3	2.8	-	-

Source: Primary Data

According to the table 4.2, 25(23.1%) community respondents were between 18-30 years of age. None of the key informants fell in that age bracket. In the 31-40 years age bracket, were 50(46.3%) and 10(67%) community and key informants respectively. The study findings further indicated that 30(27.8%) and 5(33%) community and key informants respectively belonged to the 41-50 age brackets while 3(2.8%) of the community were aged 51 years and above. This finding implies that the study was comprehensive since it covered a cross section of different age brackets. The majority of the respondents in the 40-49 age brackets reflected that in most Tourism and hospitality companies, the possibility of meeting the minimum marketing requirements was higher, as long as other key supply chain factors are addressed. This is largely so because the age brackets of 31-40 provides a cadre of community members that have rich experience in marketing and can thus easily formulate and implement result-oriented policies and strategies.

4.3.3 Level of Education

The respondents were asked to indicate their highest academic qualification that was applicable to them as stated in the questionnaires and interviews. The following results were obtained;

Table 4.4: Level of Education of the Respondents

Level of Education	Category of Respondents			
	Community(n=108)		Key Informants(n=15)	
	F	%	f	%
Undergraduate	54	50.0	8	53
Post graduate	31	28.7	7	47
Certificates	23	21.3	-	-
Others	5	4.6	-	-

Source: Primary Data

Table 4.4 shows that 54(50.0%) of the community and 8(53%) of key informants were bachelor's holders. Study findings further indicated that 31(28.7%) of the community respondents and 7(47%) of key informants were educated to post graduate level while 23(21.3%) of community were certificate holders. The high level of education among the respondents was largely because the positions they hold had formal training beyond primary school level as a minimum standard. The different levels of academic qualifications indicated a mixed category of respondents who participated in providing data for this study. By implication, the findings of the study are informative largely because they captured the views of the respondents from different academic calibres.

4.3.4 Marketing Experience of the Respondents

The respondents were equally asked to indicate the number of years they had worked in their respective positions in the different Tourism Companies. This investigation was based on the proposition that the more the number of years one has been working in a given setting, the greater would be the level of experience and knowledge they exhibit on the study variables. The following results were obtained;g policies, employees have been motivated and communities have been guided on the smooth marketing operations in the tourism sector.

Table 4.5: Marketing experience of the respondents

Marketing Experience	Category of Respondents			
	Community(n=108)		Key Informants(n=15)	
	F	%	f	%
Less than one year	21	19.4	-	-
1-3 years	15	13.9	1	7
3-5 years	24	22.2	2	13
6 years and above	48	52.5	12	80

Source: Primary Data

As reflected in Table 4.5 above, 21(19.4%) of the community had worked with the selected Tourism companies for less than one year, while none of the top stakeholders of both the government and non-government members had worked for less than one year. The findings of the study further indicated that 15(13.3%) and 1(7%) community and key informants respectively indicated that they had worked for 1-3 years, 24(22.2%) and 2(13%) community and key informants worked for 3-5 years while 48(42.5%) and 12(80%) community and key informants worked for more than 7 years. The higher response rate from the community and key informants that had worked for more than 5 years implied that the views of the respondents were informative since they had a wide stretching experience.

4.4 Local Vendors UCOTA Capacity

The first objective of the study was to examine tourism marketing in Uganda. The following section presents and interprets the general perception of the respondents about minimum marketing requirements, the general perception about UCOTA capacity, the correlation coefficient between UCOTA capacity and minimum marketing bidding requirements and the regression analysis of delivery management UCOTA capacity and minimum marketing bidding requirements. In the Table 4.6 below, “SD” for Strongly Disagreed, and “D” for Disagreed are aggregated to form “D” for Disagreed, “UD” is for Undecided, while “A” stands for those who agreed and strongly

disagreed respectively. In interpreting the findings, disagreed(D) is used to mean those respondents that strongly disagreed and disagreed respectively, agreed (A) is used to mean the views of those respondents that agreed and strongly agreed respectively while undecided stands for the views of the respondents who were ambivalent. The “Mean” is included in order to enable the researcher give a clear description of the position of the respondents basing on majority responses. The successive subsections on technological capacity, legal capacity and Community (HSE) follow the same interpretation.

4.4.1 Marketing Bidding Requirements in the Tourism sector by UCOTA

The respondents were asked to indicate their opinion on the statements that were investigated by the study regarding the performance of their company in meeting the minimum bidding requirements in the Tourism sector. The following results were obtained;

Table 4.6: Descriptive statistics showing the rating of the responses on Minimum bidding requirements.

Measures of minimum marketing bidding requirements	D	A	UD	Mean	Total
1) There is timely delivery of services in the Tourism sector	71(65.7%)	26(24.1%)	11(10.2%)	2.21	108(100%)
2) Quality services are delivered in the Tourism sector	87(80.5%)	10(9.3%)	11(10.2%)	1.64	108(100%)

3) Tourism companies meet their set performance target in the supply chain	70(64.8%)	24(22.2%)	14(13.0%)	2.20	108(100%)
4) Tourism firms exhibit high degree of professionalism and expertise	77(71.3%)	20(18.5%)	11(10.2%)	2.20	108(100%)
5) Tourism firms exhibit high degree of competence	87(80.5%)	14(13.0%)	7(6.5%)	1.94	108(100%)
6) The minimum supply requirements of Tourism firm conform with standards in the local content	62(57.4%)	33(30.6%)	12(12.0%)	2.63	108(100%)
7) Eligibility of local Tourism firms has been based on the local context	26(24.1%)	73(67.6%)	9(8.3%)	3.65	108(100%)
8) Tourism firms' adherence to the local content has improved the success of the Tourism sector	89(82.5%)	12(11.2%)	7(6.5%)	1.75	108(100%)
9) Meeting supply chain marketing requirements has increased participation of Tourism firms in the Tourism sector	92(85.2%)	11(10.2%)	5(4.6%)	1.73	108(100%)

Key for Interpreting Mean: 1-2,49=Disagreed, 2.5-3,49=Undecided, 3.5-5.00=Agreed

Source: Primary Data

Items 1 from Table 4.6 shows that 71(65.7%) of the respondents disagreed that UCOTA delivered services in the Tourism sector in a timely manner. 26(24.1%) agreed while 11(10.2%) were undecided on whether UCOTA delivered the services required of it in a timely manner. The majority of the respondents disagreed which implied that utmost, there was delay in the delivery of services.

item 2 shows that the majority of the respondents, 85(80.5%) disagreed that quality services were delivered In the Tourism sector by their company. This implies that most of the companies lacked the capacity to bid for services for any other activity in the tourism sector. this observation is further proved by the mean value, 1.64 which is Indicative that the companies were performing poorly in the circles of quality service provision.

item 3 shows that 70(64.8%) of the respondents disagreed that their company met the set performance targets In the Tourism sector and marketing requirements, 24(22.2%) agreed while 14(13.0%) were undecided. This finding simply means that the Community had a series of structural constraints that hampered their capacity to become key players in the Tourism sector works. The mean value, 2-20 shows that hardly could these companies meet the minimum marketing bidding requirements that are required for Tourism sector of Uganda.

item 4 shows that 77(71.3%) of the respondents disagreed that their tourism sector exhibited a high degree of professionalism and expertise. it was agreed to by 20(18.5%) of the respondents that UCOTA exhibited a high degree of professionalism and expertise while 11(10.2%) disagreed. This finding suggests that UCOTA lacked expertise in managing and delivering Tourism contracts. This is true because the Tourism sector is in its infancy and therefore UCOTA is on the learning continuum. The expertise is lacking as this has to accumulate over a period of time. The findings are further proved by the mean value, 2.20 which shows that majority of the respondents doubted the presence of personnel with expertise in their company as regards to Tourism industry.

item 5 shows that 87(80.5%) of the respondents disagreed that UCOTA exhibited high degree of competence in handling activities related to the Tourism work, 14(13.0%) agreed that their companies had modest competence with 7(6.5%) showing ambivalence towards the same. The mean value, 1.94 provides a further proof that the UCOTA lacked competence of handling the marketing of the Tourism activities. This could partly be attributed to the colossal sums of money that are required of one to engage actively in the Tourism supply chain.

item 6 shows that 62(57.4%) of the respondents disagreed that the minimum supply chain requirements of their sectors conformed with the standards in the community, 33(30.6%) agreed while 13(12.0%) were undecided. From this finding, it is eminent to infer that the requirements of most of the community in the Tourism works were below standard. The mean value 2.63 shows hence that a good number of the firms were not capable of meeting the minimum requirements of participating in the competitive Tourism supply chain.

item 7 shows that majority of the respondents. 73(67.6%) agreed that the eligibility of the community to participate in the Tourism supply chain was based on UCOTA. This has equally made many of the Tourism sectors to miss out on the winning of bids because few of the available sectors have adjusted their system to involve community. The mean value, 3.65 implied that majority of the respondents agreed that the choice of the firms from the many bidders was based on the community marketing. However, few sectors still had integrated a reasonable degree of UCOTA in their operations. This inference is substantiated by the observations from item 8 on which majority of the respondents 89(82.5%) disagreed that the tourism sector had adhered to the local content and hence improving their positioning in the Tourism sector supply chain. This meant that most local firms in the Tourism sector that never met the Tourism marketing requirements missed out in the winning of the bids in the Tourism sector in Uganda.

item 9 shows that majority of the respondents, 92(85.2%) disagreed that meeting the supply chain requirements had increased the participation of the community. A small number of the respondents, 11(10.2%) agreed that their Tourism marketing had

increased when community participated in the marketing of Tourism because they met the minimum marketing requirements for participating in the supply chain. An insignificant number of respondents were non-committal regarding the ease with which the tourism sector meets the minimum marketing requirements for participating in the tourism marketing.

4.4.2 Local vendors Human Resource capacity and experience in Tourism Sectors

The respondents were asked to give their opinion regarding the human resource capacity and expertise of their sector with regard to Tourism. The following results were obtained;

Table 4.7; Views on the human resource capacity and expertise of the Tourism sectors

Measures of Human Resource Capacity	D	A	UD	Mean	Total
1.The sector has a sufficient human resource base sufficient for the Tourism sector.	80(74.1%)	18(16.7%)	10(9.3%)	1.91	108(100%)
2.The sector has experienced and capable technolcrats specialists in the Tourism sector	67(62.1%)	27(25.0%)	14(13.0%)	2.27	108(100%)
3.The sector staff have a diverse range of skills	64(59.3%)	21(19.5%)	23(21.3%)	2.31	108(100%)

to serve in the Tourism sector					
4.The company human resource policies are in place are suitable for the Tourism sector	71(65.8%)	28(25.9%)	9(8.3%)	2.25	108(100%)
5.Better human resource practices have improved motivation and performance among the local Tourism sector vendors	104(96.3%)	0(0.0%)	4(3.7%)	1.50	108(100%)
6.Professional expertise is exhibited among the local Tourism sector vendors	96(88.9%)	8(7.4%)	4(3.7%)	1.55	108(100%)
7.UCOTA staff have sufficient experience in the Tourism sector	87(80.5%)	18(16.7%)	3(2.8%)	1.81	108(100%)
8.UCOTA staff know-how has created the right requirements profile in the Tourism sector	80(74.1%)	17(15.7%)	11(10.2%)	1.95	108(100%)
9.UCOTA's highly trained and experienced professionals can stand	80(74.1%)	13(12.1%)	15(13.9%)	1.95	108(100%)

up to the challenge in the Tourism sector					
10. Community has ensured good human resource management among the local Tourism vendors	82(76.0%)	16(14.8%)	10(9.3%)	1.90	108(100%)
11. UCOTA staff competence levels are sufficient to serve in the Tourism sector	94(87.1%)	5(4.7%)	9(8.3%)	1.65	108(100%)

Key for interpreting Mean: 1-2,49=Disagreed, 2.5-3.49=Undecided, 3.5-5.00=Agreed

Source: Primary Data

Item 1 from Table 4.7 shows that 80(74.1%) of the respondents disagreed that the Tourism sector had a sufficient human resource based for the Tourism sector works, 18(16.7%) agreed while 10(9.3%) were undecided. This finding is a real depiction of the picture of the Tourism sector in Uganda. While efforts have been in progress to market the Tourism sector of Uganda, less has been done. In the period before discovery of the tourism products, little did any efforts be exhibited by any training institution (universities) and the government to provide for human resources planning and development in the line of the Tourism. It is factual to infer that the Tourism sector ownership are still scrambling for the few newly trained Tourism sector graduates. The mean value, 1.91 implies that majority of the respondents indicated that by and large, none of the sectors in Uganda has a sufficient human resources dose for the Tourism sector allied works in Uganda. Tourism marketing inclusive

Item 2 shows that 89(82.5%) of the respondents disagreed that their sector had experienced and capable technocrats and or specialists in the Tourism sector. 12(11.2%) agreed while 7(6.5%) were undecided. The mean value, 1.75 shows that majority of the respondents disagrees that the tourism sector never had adequate numbers of experienced and capable technocrats and or specialists in the Tourism

sector. This finding is a clear testimony that the lack of training institutions opting to bring the Tourism courses both technical, legal and managerial has greatly led to acute shortage of technocrats.

Item 3 shows that 64(59.3%) of the respondents disagreed that the tourism sector had a pool of staff that possessed diverse skills to serve in the Tourism sector. It was agreed to by 21(19.5%) that the tourism sector staff possessed a diverse range of skills to serve in Tourism sector while 23(21.3%) were undecided. The mean value 2.31 meant that respondents disagreed and were indifferent respectively that their company had adequate staff with a diversity of skills required in the Tourism sector.

Item 4 shows that 71(65.8%) of the respondents disagreed that the human resource policies in the tourism sector were suitable for the tourism sector. One of the critical needs of the tourism sector in terms of marketing bidding requires the tourism sector to deploy staff who are competent technically as in other spheres of their work. However, the findings portray a situation of non-preparedness of the tourism sector to compete in the tourism sector marketing bidding. The mean value, 2.25 further proves that the policies of the companies were not compliant with the requirements of the tourism sector. The policies, much as they were in place, were drafted to cater for ordinary human resources and operations activities with fringed information touching on Tourism activities.

Item 5 from Table 4.7 shows that majority of the respondents, 104(96.3%) disagreed that better human resource practices in the tourism sectors have improved motivation and performance among the local tourism sector vendors. An insignificant number of respondents, 4(3.7%) were undecided while none of the respondents disagreed. The mean value, 1.50 shows that majority of the respondents opined that the local tourism sector vendors adopted better human resource practices that helped to improve their motivation and performance in the oil and gas sector.

Item 6 shows that majority of the respondents, 96(88.9%) disagreed that professional expertise was exhibited among the local Tourism sector. A small number of respondents agreed. The mean value, 1.55 confirmed that professional expertise was

rarely exhibited among the local tourism sector vendors because the value shows majority of the respondents seldom saw such a practice at their sector.

Item 7 from Table 4.7 shows that majority of the respondents, 87(80.5%) disagreed that staff of their company had sufficient experience in the tourism marketing sector. This is true because practically, unless one of the UCOTA staff members was formerly employed in the tourism sector, hardly can one find experienced staff in the local tourism sectors because tourism's new discovery in Uganda such that efforts are now underway to ensure that a pool of technocrats is trained into the requisite skills for managing tourism sector that is looming in Uganda.

Item 8 shows that majority of the respondents, 80(74.1%) disagreed that UCOTA staff know-how in their company had created the right requirements profile in the tourism sector. 17(15.7%) agreed while 11(10.2%) were undecided. Where there is lack of professionalism and expertise as reflected in item 6 and 7 above, hardly can UCOTA staff possess the required know-how. Little wonder that majority of the local tourism sectors missed out on winning the marketing bids because they fell short of the marketing standards. Item 9 shows the majority of the respondents, 80(74.1%) disagreed that the tourism marketing sector had highly trained and experienced professionals that could stand up to the challenges in the tourism sector, 13(12.1%) agreed while 15(13.9%) were non-committal on whether their sector had highly trained and experienced marketing professionals that could stand up to the challenges in the tourism sector. The mean value, 1.95 provided a further confirmation that the tourism sectors never had professional employees capable of standing up to the challenges in the tourism marketing sectors.

Item 10 shows that majority of the respondents, 94(87.1%) disagreed that staff competence levels were sufficient to serve in the tourism sector. Lack of specialized training in the tourism sector implied that the employees in the local tourism sectors were not diligent at handling the tasks an activity involved in the tourism sector. The mean value, 1.65 further confirmed that there were insufficient skills amongst the employees of the local tourism participating sectors.

4.5 Technological Marketing Capacity of Local Service Providers

objective Two (2) of the study examined community participation and empowerment in Uganda that participate in the tourism marketing bidding. The respondents were asked to provide their opinion regarding the technical capacity of their company in meeting the minimum marketing bidding requirements for tourism industry. The following results were obtained;

Table 4.8: Views on the technological capacity of tourism sectors.

Measure of Technological Capacity	D	A	UD	Mean	Total
1.The sector sufficient technological equipment to serve in the tourism sector	79(73.2%)	8(7.4%)	8(7.4%)	2.10	108(100%)
2.The sectors prioritizes innovation to serve in the tourism sector	75(69.5%)	26(24.1%)	7(6.5%)	1.67	108(100%)
3.UCOTA staff has the required technical competences required in the tourism sector	80(74.1%)	21(19.4%)	7(6.5%)	1.23	108(100%)
4.The sector uses updated technological platforms in the tourism sector	73(67.5%)	16(14.9%)	19(17.6%)	1.69	108(100%)
5.Appropriate technology is adopted to meet the	71(65.7%)	24(22.2%)	13(12.0%)	1.87	108(100%)

supply marketing chain requirements in the tourism sector					
6.The sector procures new technologies to meet the demands on the tourism sector	86(79.6%)	18(16.7%)	4(3.7%)	1.76	108(100%)
7. Technological advancement has proved to be high source of value to the tourism sector	74(68.5%)	17(15.7%)	17(15.7%)	2.00	108(100%)
8.There is sufficient technological equipment to serve in the tourism marketing supply chain	73(67.6%)	24(22.3%)	11(10.2%)	2.14	108(100%)
9.Local sectors make joint ventures to leverage on technology	73(67.6%)	27(25.0%)	8(7.4%)	1.98	108(100%)
10.The IT interface has improved the technological abilities in the tourism marketing	90(83.3%)	12(11.1%)	6(5.6%)	0.91	108(100%)

Key for interpreting Mean: 1-2.49=Disagreed, 2.5-3.49=Undecided, 3.5-5.00=Agreed

Source: Primary Data

Item 1 from Table 4.8 shows that majority of the respondents. 79(73.2%) disagreed that their sector had sufficient technological marketing equipment's to market the tourism sector. These finding thus ancient and poor marketing technological gadgets were used by some tourism sectors while in others even the old and junk marketing technological equipment was seriously lacking. The mean value, 2.10, provided a

further proof that advanced marketing technological equipment's was seriously lacking among most of the sectors that competed in the tourism sector.

Item 2 shows that majority of the respondents, 75(69.5%) of the respondents disagreed that their sector prioritized innovation in tourism activities in order to market in the tourism sector. innovations are capital intensive and therefore require colossal sum of money which is even beyond the economic muscle of the local tourism sectors. Lack of an innovation drive meant that the sectors were adept to implementing and benchmarking on the latest developments in the area of technology. This has affected the competitive marketing performance of the local tourism sectors in Uganda.

Item 3 shows that majority of the respondents, 80(74.1%) disagreed that UCOTA staff of their sector possessed the required competencies in the tourism sector. The mean value, 1.67. further proved that the local tourism sectors in Uganda lacked staff with technical marketing competence to handle the tourism activities. This equally meant that hardly could these employees ably handle the technicalities associated with the tourism marketing sector. They therefore fell short of the requisite standards to competitively participate in the tourism sector, hence giving a mileage to the foreign tourism sectors to be shortlisted for the same.

Item 4 shows that 73(67.5%) of the respondents disagreed that their sectors used updated technological platforms in the tourism sector. The findings further indicated that 16(14.9%) of the respondents agreed while 19(17.6%) were undecided. This implied that majority of the respondents doubted the credibility and capacity of their companies to use the updated technological marketing platforms that are required in tourism sector as most of their staff were novices on these platforms as well as the sectors lacking the hefty sums of money that are required to adopt, maintain and run these marketing platforms. The respondents cited a case of digitalized fabrication which most of the UCOTA staff in that sector were not good at using because of the complicated marketing technicalities involved in it that would rather warrant that a rigorous training programmed spanning across 6 months be organized before the technology is rolled out.

Item 5 shows that 24(22.2%) disagreed that appropriate marketing technology was adopted to meet the marketing requirements in the tourism sector. Majority of the respondents, 71(65.7%) agreed while 13(12.0%) were undecided. The mean value further confirmed that majority of the respondents agreed that quite often, appropriate technology was adopted by their companies as means of meeting the minimum marketing requirements of participating in the tourism sector, though quite often, the technology adopted was not rhyming with what a competent tourism sector ought to be.

Item 6 shows that 86(79.6%) of the respondents disagreed that their companies procured new marketing technologies to meet the demands of the tourism sector. Through informal conversations with the respondents, it was established that the companies were upgrading their operation gear to catch up with the standards of a model tourism sector operating in the countries with a long history of tourism such as Libya, Nigeria and Dubai. This left the sectors with little funds to allure the procurement of the latest technologies to meet the tourism sector demand. The respondents attributed the failure to the dynamism of the tourism sector that is characterized by increasing changes.

Item 7 shows that majority of the respondents. 74(68.5%) disagreed that marketing technological advancements have proved to be a high source of value in the tourism industry. The study findings further indicated that 17(15.7%) agreed and were undecided respectively that there were technological advancements that had proved to be a high source of value to the tourism industry. This was further proved by the mean value 2.00 which implied that the tourism sectors in Uganda had not experienced major developments in technological which kept their operations at low level, denying them competitiveness in the tourism sector because of relying on outmoded marketing technology.

Item 8 shows that 73(67.6%) of the respondents disagreed that their sectors possessed sufficient technological marketing equipment to serve in the tourism sector, 24(22.3%) agreed. The absence of sufficient technological equipment to serve in the tourism sector further proved by the mean value 2.14 which meant that by and large, the

local sectors could hardly afford using the marketing technologies in tourism marketing.

Item 9 shows that 73(67.6%) of the respondents disagreed that the local sectors made joint ventures to leverage on technology, 27(25.0%) disagreed while 8(7.4%) were undecided, the finding compares with earlier observations made that the tourism sectors engaging in tourism activities in Uganda are in their infancy stages of development and have not measured up to the level of forming joint ventures as their internal operations and managements. basing on the findings on the previous section about human resource capacity revealed that the sectors are manned by UCOTA staff who lack training and practical; knowledge in tourism activities and therefore, little can they do to form joint ventures.

Item 10 shows that majority of the respondents, 90(83.3%) disagreed that the IT interface of their company had improved the technological marketing abilities in the tourism sector. The mean value, 0.92 shows that the respondents disagreed that the IT interface had improved the technological abilities in the tourism sector. This finding was substantiated by the observation made through informal conversation with some of the respondents who attested that true, their companies had ICT mainstreaming in the administrative activities of their institutions. However, the computer was basically for facilitating minor administrative work, e-procurement exclusive.

4.6 Local Marketing service providers' legal marketing capacity

Objective three (3) of the study examined community engagement in tourism marketing in Uganda Tourism sector in meeting the minimum marketing bidding requirements of the tourism sector. The respondents were asked to give their opinion regarding the legal capacity of the tourism sector in meeting the minimum requirements for the tourism sector. The following results were obtained;

Table 4.9: Views on legal capacity of tourism sectors

Measures of Legal Capacity	D	A	UD	Mean	Total
1.Local tourism sectors have legal structures in place	24(22.3%)	71(65.7%)	13(12.0%)	3.69	108(100%)
2.tourism sectors align their legal guidelines towards the tourism sector	75(69.5%)	21(29.4%)	12(11.1%)	1.77	108(100%)
3.Local tourism sector have reporting structures	16(14.8%)	77(71.3%)	15(13.9%)	4.08	108(100%)
4.Local sectors build legal agreements for protection in the tourism sector	79(73.1%)	16(14.9%)	13(12.0%)	4.08	108(100%)
5.tourism sectors have sufficient legal capacity to engage in tourism marketing	88(81.5%)	15(13.9%)	5(4.6%)	0.92	108(100%)
6.Adquate legal marketing requirements have enabled local tourism sectors to flourish in the tourism sector	81(75.0%)	12(11.1%)	15(13.9%)	1.54	108(100%)
7.Tourism sector institutional legal frameworks have guided the tourism sector	88(81.5%)	14(13.0%)	6(5.6%)	0.57	108(100%)
8.The legal documentation of sectors describes their scope of marketing operation in the sector	82(75.9%)	18(16.7%)	8(7.4%)	0.97	108(100%)

9. Legal structures have streamlined sectors administration in the tourism sector	84(77.8%)	14(13.0%)	10(9.3%)	1.02	108(100%)
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Key for Interpreting Mean: 1-2,49=Disagreed, 2.5-3.49=Undecided, 3.5-5.00=Agreed

Source: Primary Data

Item 1 from table 4.9 shows that 24(22.3%) of the respondents disagreed that their sector had a legal structure in place for handling the marketing demands for tourism sectors in Uganda. 71(65.7%) of the respondents agreed that their sector had a legal structure. This was confirmed by the mean value of 3.69 implying that the legal structure existed in the tourism sectors in Uganda. However, the respondents opined the much as the legal structure existed it was for purposes of fulfilling the norm of having a legal department as is required of any big sector in Uganda. This is further proved by item 2 from table 4.9, that the majority of the respondents, 75(69.5%) disagreed that their sector had aligned their legal guidelines towards tourism content. This finding further verifies the earlier submission made that the tourism new sector and therefore, the new sectors or even old departments to incorporate the tourism product marketing demands. This has affected the competitive performance of the local tourism sectors in tourism leaving very few sectors that measure up to the standards specified in the marketing process to take up all the tourism products. It was revealed that the sectors have failed to meet up the timeless, a factor that has compelled the authorities in the tourism sector to open doors for foreign investment companies.

Item 3 shows that the majority of the respondents, 77(71.3%) of the respondents agreed that their sector had reporting structures, 15(13.9%) disagreed that their sector never had marketing structures. That mean value, 4.08 further proved that most of the sectors had a marketing structure. However, the marketing structure were just for the sake of other legal requirements and obligations for the tourism sector in their commercial deals with other companies and or government. Little on the marketing structure was not in the tourism sector. This finding is substantiated by the

observations made under item 4 where majority of the respondents, 79(73.1%) disagreed that their sector had built legal agreements for protection in the tourism sector. The mean value 1.96 meant that the local sectors in the tourism sector in Uganda had not made any formal legal agreements for protection in the tourism sector. To save the sectors from the associated vulnerabilities due to the lack of legal considerations for the tourism sector.

Item 5 shows that the majority of the respondents, 88(81.5%) of the respondents disagreed that their sector had insufficient legal capacity to engage in the tourism sector. The mean value 0.92 implies that there was shortage of legal personnel for working the required legal activities for tourism activities. Through interviews with the top management of the selected organizations, it was established that the sectors had only a company secretary who was a lawyer by profession. However, incase need be, they would outsource from the advocate sectors that exist in many areas of Kampala city. The management officials that participated in the study compelled their staff to operate with restraints in order to save the sectors from getting plunged into legal battles. The submission of the respondents on the sufficiency of the legal capacity to engage in the tourism sector supported by the opinions of the respondents on item 6 where the majority of the respondents, 81(75.0%) disagreed that their sector possessed adequate legal requirements that have enabled their sector to flourish in the tourism sector.

Item 7 shows that the majority of the respondents, 88(81.5%) of the respondents disagreed that the institutional legal marketing framework of their sector guided the tourism sector marketing chain. The mean value, 0.57 meant that majority of the respondents declined that their sector had a legal framework that guided the tourism sector marketing chain. Item 8 shows that majority of the respondents, 82(75.9%) disagreed that the legal documentation of their sector gave descriptions of the scope of their institutions marketing chain, 18(16.7%) agreed while 8(7.4%) were undecided. The mean value, 0.97 further provides a proof that the sector legal documentation never gave specific descriptions of the scoop of operations of the sector in tourism marketing chain. The absence of the descriptions on the scope of the sectors

participation in the tourism marketing chain meant that there were loopholes in the administration of the companies. This is confirmed under item 9 where majority of the respondents, 84(77.8%) disagreed that the legal structures had streamlined sector administration of tourism marketing chain. The mean value, 1.02 therefore meant that the involvement of the sectors in the tourism marketing chain for tourism activities was not largely supported by the legal framework.

4.7 Level of the Health, Safety and Environment (HSE) Marketing preparedness

Objective 4 of the study examined the effect of the level of health, safety and environment preparedness of the local community to meet the marketing requirements for the tourism sector of Uganda. The respondents were asked to give their opinion on the level of preparedness of their sectors in terms of HSE for meeting the minimum marketing requirement in the tourism sector. The responses were as follows;

Table 4.8: Views on the level of HSE Marketing preparedness among their sectors

Item	D	A	UD	Mean	Total
1. There are clear HSE guidelines to guide local tourism sectors in the marketing chain	94(87.1%)	4(3.7%)	10(9.3%)	0.23	108(100%)
2. Sectors are responsive to the environmental awareness as stipulated in the local content	85(78.7%)	17(15.7%)	6(5.6%)	0.81	108(100%)

3. Local tourism sectors commit to promote and protect the health of their staff and clients	85(78.7%)	7(6.5%)	16(14.8%)	1.32	108(100%)
4.Sectors exhibit high standards of safety in the tourism marketing chain	89(82.4%)	12(11.1%)	7(6.5%)	1.11	108(100%)
5.Local sectors have followed HSE guidelines to provide guidance on specific occupational health	85(78.7%)	9(8.3%)	14(13.0%)	1.20	108(100%)
6.Local sectors developed comprehensive health systems to serve in the tourism marketing chain	78(72.3%)	20(18.6%)	10(9.3%)	1.65	108(100%)
7.Local sectors include preventive programs to help ensure their workforce and clients have a high quality of health and professional care	77(71.3%)	16(14.8%)	15(13.9%)	2.35	108(100%)
8.Sectors procure and allocate necessary protective and health equipment's to ensure safety	89(82.4%)	13(12.1%)	6(5.6%)	1.59	108(100%)

9.Sectors convey appropriate HSE practices and responsibilities in the tourism marketing chain	87(80.6%)	15(13.9%)	6(5.6%)	2.00	108(100%)
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Key for Interpreting Mean: 1-2.49=Disagreed, 2.5-3.49=Undecided, 3,5-5,00=Agreed

Source: Primary Data

Item 1 shows that majority of the respondents, 98(87.1%) disagreed that there were clear HSE guidelines to guide their sector in the tourism sector marketing chain and yet observing the HSE guidelines is critical for any sector participating in the tourism sector marketing chain because the international conventions on tourism sector emphasize so. The lack of clarity in the guidelines is closely associated with what was earlier observed that the local tourism sectors in Uganda lack the requisite human resource as well the missing links in their legal frameworks. Consequently, the HSE guidelines are not easily interpreted. This has made majority of the tourism sectors miss out.

Item 2 shows that majority of the respondents, 85(78.7%) disagreed that their sector was responsive to the environment awareness requirements as specified in the local content. The respondents through informal conversations unanimously revealed that the local tourism sectors were still on the learning phase and were therefore overwhelmed by the various requirements they ought to meet in order to ably participate in the tourism sector marketing chain. This has led to categorization of the requirements ought to be met, with some of the requirements, environmental awareness inclusive classified as less marketing requirements. This submission was further proved by the mean value 0.81 which implied that there were limited efforts by the tourism sectors to engage in environmental awareness activities and yet this is critical in the tourism marketing.

Item 3 shows that majority of the respondents, 85(78.7%) disagreed that their sectors were committed to promoting and protecting the health of clients. The mean value 1.32 further proved that health of staff and clients was not considered as a matter of

concern, A small number of respondents, 7(6.5%) agreed that their sector prioritized their health and that of the clients. it was established through a review of secondary data some of the companies just classified the operations and work gear for staff in their budgets. However, a thorough examination of the budgets revealed that gears were bundled to mean overcoats and light gloves. However, other critical components such as studded shoes and Macintosh gloves were rarely budgeted for and yet these are very important in the day today work in the tourism sector.

Item 4 shows that majority of the respondents, 89(82.4%) disagreed that their sector observed the highest standards of safety in the tourism sector, 12(11.1%) agreed while 7(6.5%) were undecided. The safety standards such as marketing, periodic and regular checkups for staff were rarely with the management of the tourism companies in Uganda. From interviews with the management of these companies, it was established that this is what makes a sharp contrast between the local tourism sectors. The safety standards are strictly emphasized by the players in the tourism sector and ably fulfilled by the foreign tourism companies but relegated to others by the local tourism companies. This has greatly affected the marketing performance of the tourism sectors.

Item 5 shows that 85(78.7%) of the respondents disagreed that the local marketing has followed the HSE guidelines to provide guidance on specific occupational health. As previously indicated, the occupational health of the employees was not largely prioritized by the management of the local tourism sectors of Uganda, an indication that the HSE marketing guidelines were not largely followed by the local tourism sectors in Uganda.

Item 6 shows that majority of the respondents, 78(72.3%) disagreed that their sectors had developed comprehensive marketing health systems to serve in the tourism sector. As can be scanned from the foregoing discussion on the failure of the management of the tourism sectors to consider the occupational health of the employees, it again provides a confirmation that the companies never had effective marketing health systems capable of providing for the health and wellness needs of the staff. This made the local companies to lose out marketing bidding in the tourism

sector as the key players audit the company records to assess whether the companies had functional health marketing systems.

item 7 shows that majority of the respondents, 77(71.3%) disagreed that the local tourism sectors included preventive marketing programmed to help ensure their workforce and clients have a high-quality health and professional marketing care. Only 2 of the selected sectors that participate in the study were found to have provided their employees medical insurance with AAR. This finding therefore meant that majority of the local sectors never engaged in any preventative marketing programmed and yet this is a key metric considered before any due contract can be awarded to the sectors marketing bidding in the tourism sector. The has therefore made many to lose out.

4.8 Relationship between marketing capacities of service providers and minimum marketing bidding requirements.

Person’s Correlation and regression analysis were used to test the degree of relationship between the capacities of the local tourism service providers marketing companies and the meeting of the minimum marketing bidding requirements. The following results were obtained;

4.8.1 Correlation results

Table 4.9: Association between local providers’ capacities and meeting of minimum marketing requirements

		Minimum Marketing Bidding
HR Marketing Capacity	Pearson Correlation Sig. (2-tailed)	.243* .012

	N	108
Technological Marketing Capacity	Pearson Correlation Sig.	.279*
	(2-tailed)	.000
	N	108
Legal Marketing Capacity	Pearson Correlation Sig.	.202*
	(2-tailed)	.000
	N	108
HSE Marketing preparedness	Pearson Correlation Sig.	.154*
	(2-tailed)	.000
	N	108

**Correlation is significant at 0.05*

table 4.11 shows that there is a positive significant relationship between HR marketing capacity ($r=0.243^*$, $p=0.012<0.05$), providers’ technological capacity ($r=0.279^*$, $p=0.000<0.05$), providers legal marketing capacity ($r=0.202^*$, $p=0.000<0.05$), HSE marketing requirements ($r=0.154^*$, $p=0.000<0.05$) and meeting of minimum marketing bidding requirements. This implies that there is an association between HR marketing capacity, providers technological capacity, legal marketing capacity and health and safety environment preparedness. Therefore, modern tourism marketing standards that bring about an improvement in the above factors should be ensured if the tourism sectors are to become more competitive in the Tourism sector.

4.8.2 Regression Results

Table 4.10: Regression Results on Local Providers marketing capacities and meeting of minimum marketing bidding requirements.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	.237 ^a	.056	.0357	.602
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Predictors: (Constant), HR marketing Capacity, Technological marketing capacity, Legal marketing capacity, HSE marketing preparedness

Table 4.12 shows that and adjusted R square value of 0.357 between HR marketing capacity, Technological marketing capacity, Legal marketing capacity, HSE marketing preparedness and meeting of minimum marketing bidding requirements by tourism sectors. This implies that a combination of the four dimensions of the capacity of local service providers cause a 35.7% variation in the level of meeting the minimum marketing bidding requirements in the Tourism sector.

Coefficients

Model	Std. Error	B	t	Sig.
HR marketing capacity	0.398	0.217	5.120	.000
Technological marketing capacity	0.541	0.302	1.231	.000
Legal marketing capacity	0.469	0.175	2.014	.000
HSE marketing capacity	0.431	0.311	1.913	.000

Dependent Variable: Meeting of minimum marketing bidding

The results in Table 4.13 shows that HR marketing capacity (B=0.217, p=0.000<0.05) and complaints handling (B=0.302, p=0.000<0.05), legal marketing capacity (B=0.175, p=0.000<0.005) and HSE marketing preparedness (B=0.302, p=0.000<0.05) had a positive significant influence on meeting of the minimum marketing bidding requirements in Tourism sector among the local tourism sectors. Basing on this finding, for the tourism sectors to become more competitive in tourism sector marketing of these companies should emphasize skilling and reskilling of their staff to make them acquire the requisite technical expertise necessary for meeting the marketing bidding standards and requirements in the tourism sector, Further, marketing of these companies ought to devise marketing strategies to treble the efforts for bolstering their technological marketing capacity so as to attain the

desired level of minimum marketing bidding requirements. Also, marketing should revise the loopholes and flaws in the legal marketing capacity activities such that the existing capacity can be improved to meet the minimum marketing bidding standards. Finally, to achieve the expected level of minimum marketing bidding requirements in the tourism sector, marketing should ensure that all the sectors of HSE are given due marketing consideration.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Introduction

This Chapter presents the discussion of the study. The discussion is made under themes that were used to present, analyze and interpret the research findings in the preceding chapter. The discussion of the study findings is made in line with the literature that was reviewed in chapter two of this study.

5.2 Local vendors (community) Human Resources marketing capacity.

Study findings showed a low positive relationship between human resource marketing capacity and expertise ($r=0.243$). However, the relationship was significant at 0.05 level ($p=0.021<0.05$). This finding meant that though the community demonstrate commitment to recruit human resources, their endeavors are not made according their suitability for marketing in the tourism sectors taking into account the experience and technocratic marketing specialization. This view is in line with (Hansen, 2008) in which he prioritized the act of using human innovativeness in tourism sector. Local sectors demonstrate possession of the required skills to expedite the technological marketing platform in the tourism sector to produce much with less resources. With clear human resource marketing-Op

Human resource in Ugandan tourism sectors engaged in tourism marketing operations have not demonstrated professional expertise for efficient serve provision in the sector. However, as Vaaland et al (2012), findings show a different trend in as marketing proficiencies in tourism like project marketing, contractual management and quality assurance.

Study findings are in agreement with those of Paradowski, (2016) who emphasized the importance and revolution that can be realized in a variety of industries through adoption of proper fabrication methods. With the stringent Tourism marketing standards, this is one of areas that are highly scrutinized. It is therefore one area that local sectors find a lot of difficulties to qualify in order to participate in the tourism sector's marketing and thus forming a basis for a study to understand if they really have the human resource capability to fairly participate in the tourism sector.

5.3 Local service providers (community)' technological marketing capacity

From the findings, technological marketing capacity of the local tourism sectors participating in the tourism marketing had a low positive and significant relationship with meeting of the minimum marketing bidding requirements ($r=0.279$, $p=.000<0.05$). The findings thus imply that the local community do not demonstrate good levels of technological competence in the tourism sector. This finding meant that few of the tourism sectors in Uganda met the technological marketing competences required in the tourism sector, thus suffering from a knock out effect, should they find competition from foreign sectors that are trading on the Ugandan market.

The findings of the study are in consonance with those of Vaaland et al (2012) who established that lack of marketing skills and technical marketing competences among local sectors/communities affects their eligibility to engage in the expatriate operations in the Ugandan tourism sector. More still, findings show that local sectors have sufficient technological marketing equipment's to offer service in the tourism sector. But though manifestation of adequate technological marketing equipment's was revealed, there still lies a gap as a relative partition asserted that local sectors do not have sufficient technological marketing equipment's in their possession to ably engage competitively in the Ugandan tourism sector. On the aspect of IT interface for example, the respondents disagreed that it has potentially boosted that performance of the local tourism sectors participating in the tourism sector. This meant that most of the sectors had not adopted the trending marketing technology applied in the tourism sector in Uganda. This finding disagrees with those of the Hamman (2014) who observed that IT interface had potentially boosted the technological platform in the tourism sector thus adding value to Ugandan tourism sector.

The study findings are amplified by those of Rowe and Frewer (2005) that majority communities in Africa are handicapped by technology marketing and have thus not had an impact in the provision of advanced goods and services especially in the tourism sector. The stringent polices regarding quality in operational areas have demonstrated the importance of constant technological improvement so as to survive against obstacles in the way of success.

5.4 Local service providers (community) legal marketing capacity

The legal marketing capacity of most of the communities in the tourism sector east low to enable them perform competitively in the tourism sector in Uganda. Study findings indicated a low positive and significant relationship between the legal marketing capacity of the Tourism sectors that bid in the tourism sector and their marketing ability to meet the minimum marketing bidding requirements ($r=0.202$, $p=0.000<0.05$). Much as the respondents indicated that most local sectors followed legal marketing guidelines that are typically based on the local marketing content, however, it was still below the marketing standards.

Also, it was found out that through some Ugandan Communities have structure upon which they base to report as an administrative standard prescribed under the national content (OECD, 1008) However, this does not presuppose that all the tourism sectors had the legal marketing capacity to enable them meet the minimum marketing legal requirements for bidding in the tourism sector. Legal marketing protection was found to be something vital in the execution of the tourism operation as it is ingredient to future litigation for both local and foreign sectors through building legal marketing agreements. Further, meeting minimum marketing standards is a prerequisite to the performance to the tourism sector.

From the findings, local sectors operating in the tourism sector in Ugandan had weak institutional marketing frameworks upon which they executed their specialized tasks (Vasquez, 2016). Furthermore, findings revealed that local marketing sectors' legal marketing documentation clearly describe their specific operations in the Ugandan tourism sector as a minimum marketing standard (NRC, 2005), though the marketing documentation was not adequate to enable them because competitive marketing bidders in the tourism contracts.

The study findings indicated that the legal marketing frameworks of the tourism sectors had gaps and yet the tourism sectors demand of sectors participating in marketing to have adequate legal marketing systems capable of handling the many legal marketing affairs connected with tourism sector. This has made many of the Local tourism sectors to miss out. The study findings are in line with those of Hornbeck (2013) that tourism legal marketing frameworks are normally characterized by an array of decrees, laws, and regulations at the federal, provincial, and municipal levels that often overlay the supply marketing process. With a relatively well-developed institutional and legal marketing framework. Argentina's private tourism marketing sector are delegated authority with respect for the rule of law although sometimes compromised.

5.5 Level of Health, Safety and Environment (HSE) marketing preparedness

The study findings showed that the local tourism sectors in Uganda had low HSE marketing preparedness to compete in the tourism sector ($r=0.154$, $p=0.000<0.05$). As reported by OGP (2011), it was found out that local service providers (community) are mandated to uphold the occupational health guidelines set by UTB to ensure high quality standards of marketing provided in the tourism sector. Relatedly, Collier (2010) recommended, structures, procedure and resources for marketing while implementing health management plus processes to identify root causes of poor marketing performance.

The failure of the local sectors to prioritize the safety and health of both tourists and community during their marketing operations has grossly affected their competitiveness in marketing bidding for tourism resources. The use of HSE marketing guidelines was entailed to protect and promote human lives during the tourism operations and activities thereof (Shaw et al, 2010). It was also revealed that local sectors in Uganda never structured comprehensive marketing and robust health marketing systems so as to meet the requirements of the tourism sector. In the guidelines developed, preventive programs were incumbent to provide high quality healthy and professional care for the workforce and the clientele. Stile, findings revealed that majority local sectors rarely to procure and allocate the necessary protective and health equipment's for safety among their workforce. This is not consistent with OECD (2008) who stressed that sector marketing policies and procedures should adhere safety marketing concepts, standards and practices in the tourism sector.

The findings of the study are in line with those Shaw et al (2010) that the outcome of the health, safety and environment practices is a means to meet the marketing requirements to facilitate or participation in the tourism sector across the globe. Equally, Schmalleger and Synnestvedt, (2002) observed that the internal environment marketing process like recycling are emphasized to ensure sectors are properly vetted to engage in the exploration marketing activities. This means that sectors proactively engage in marketing practices that are relatively easy and mandated marketing requirements. Thus, the quality of environmental marketing practices can be assessed based on the sector's objectives, policies and its commitment.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

In this Chapter, a conclusion is drawn basing on the preceding discussion of findings.

6.2 Conclusion

The Ugandan Tourism sector since the discovery has been a haven of happenings due to less capacity, low technology marketing, few legal marketing obligations, and varied health marketing standards. The human resource bas is key determinant factor of excellence in the tourism sector based on the experience and specialization of the subjects involved in the operations. As a priority, human resource management in the sector has been hinged to possession of key skills to apply the relevant technology marketing in place so as to enhance productivity. Local companies engaged in the tourism sector activities in Uganda have had Arrangements in technological marketing innovation, human resource training, legal representation as well as the HSE marketing initiative for better tourism sector marketing activities in Uganda. Through innovation, the local community has learnt different marketing skills to apply in the tourism sector.

As reported local sectors demonstrate availability of technological marketing equipment's to serve in the different fields operations in the tourism sector although an element of insufficiency manifests. Legal compliance as a requirement among community has enhanced operations leading to quality service delivery marketing in the sector. The presence of institutional marketing framework has also enabled local community to engage competitively in the tourism sector according to specific. Reportedly, local communities demonstrated a high compliance to the HSE marketing guidelines specific to the tourism sector operations in Uganda. To this end, they show commitment to upholding occupational health guidelines as set by the national marketing regulatory bodies to ensure quality service delivery in the sector. The HSE guidelines as followed by local community have played a significant role in protecting human lives during marketing. Additionally, local communities have ensured timely service provision in their marketing operations in the tourism sector. The integrated marketing approach to meeting the minimum supply requirements thereof. in suggestion. Local content has streamlined the different anomalies including human

resource management, technological marketing background, legal marketing obligations, and health and environment marketing in the tourism sector.

6.3 Recommendations

6.3.1 Local vendors Human Resource marketing capacity and expertise

There is need to evaluate critical tasks if they meet minimum marketing standards significant to their application. Upon this evidence of compliance will be established and used in subsequent queries if need be. Checking physical fitness of community through administering tests will provide direction of on employing the right people in the tourism sector. Specific demands for psychological and physical well-being of an individual community member or staff is a prerequisite to their marketing performance if assessed to ascertain if they are capable of engaging in tourism essential marketing tasks to a minimum standard. This will reduce waste and increase efficiency.

There is need to progressively assess the community resource needs internal to the tourism sector so as trigger the demand in question of what skills and expertise are lacking. Also, community resource investment in marketing planning should be treated as a prerequisite for local sectors to perform progressively in the new sectors. Therefore, community capital investment in marketing is crucial for local sectors to ably undertake the marketing task in the tourism sector competitively. Human resource marketing planning will response to the wide range of skills lacking among communities and sectors engaged in the tourism sector.

There is need for partnerships and collaboration between public and private entities to formulate a global training marketing strategy for new sectors in Uganda to enable local sectors and community to enrich their potential. The strategy needs to non-discriminatory, promotes equal treatment and opportunities for both women and men, transparent and with an element of accountability. It should also be promoted for skills transfer as well as a green economy. This initiative requires to engage talented men and women from diverse marketing supply background and form an integrated work force suited for the tourism sector.

There is need to utilize market information and employment services in the bid to assess the marketing rate of deficiency and demand in the tourism labour market. This should go hand in hand with devising the appropriate training relevance and

quality of marketing service required in the sector. It will be incumbent with the effective implementation of the marketing skills polices at national level in which marketing skills need anticipation and verification will offer a great hand. This will help local sectors and communities to develop workplace marketing skills required for value chains to manage drivers of both local and international tourists.

6.3.2 Local service providers' (community) technological marketing capacity

It is required to set marketing standards based on the international realm so as to uplift competition among communities and local sector. With such marketing standards local sectors are able to follow pace based on the prevailing guidelines. Occupation health and safety performance need to be based on international marketing guidelines. Occupation health and safety marketing performance need to be based on international marketing guidelines. This is presumably an oversight for communities and local sectors to operate in a heightened environment that expedites marketing quality on an internationally level ground. Local sectors and communities should embrace the nation of reducing the cost of hiring international marketing resources but rather increase the recruitment of local talent with much more community knowledge and experience and ready to build international marketing experience and knowledge.

there is a scheming need for government to ensure that local sectors and community meet the minimum marketing requirements for sustainability and competitiveness in executing tourism operations therefore, If government works with investors to enhance marketing of local sectors potential, the quality of goods and services offered in the tourism sector will improve. This will enable local sectors to win supply contracts in the long run. As a government, Uganda should consider establishment of a centre point for petroleum in-country with a focus on technical marketing innovations to solve challenges of marketing. This will signal commitment to improved the quality of marketing chain operations in the tourism sectors.

Application of new marketing technologies by local companies should be focused on the use of appropriate and viable marketing practices for continuous improvement. Notably, there is need to promote the use of UTB marketing standards to ensure that local companies are compliant with the current marketing environment. The need to review current marketing standards and processes by the local sectors and international sectors should be in regard to the marketing development of appropriate tourism marketing technologies. Procurement and allocation of new marketing

technologies should be in position to supplement to standardization, development and promotion of existing tourism marketing technologies so as to reduce the impact and this creating vital economic opportunities.

There is need for local sectors and communities to continuously engage in small start-ups in form of joints ventures to share marketing responsibility and burdens as to balance innovation portfolio across other sectors. Therefore, ensuring that technological innovation should be priority in the tourism sector. Additionally, communities should identify appropriate marketing communications technologies to develop an efficient tourism sector in Uganda. Local sectors should ensure adequacy of technological, marketing capacity to produce quality goods and services required in the tourism sector.

it is vital for the government and its agencies to ensure that communities and their personnel gain technological marketing knowledge from their integrated approach that involves use of expatriates. Technology marketing transfer has to be a major issue. There is need for an exchange program in which expatriates are switched with community for direct learning expeditions. Technological marketing difficulties can be solved by the exchange of marketing knowledge among the communities and the local sectors labour force. Technological marketing abilities require much innovation among the companies to meet the growing demand in the tourism sector. This implicitly entails the applying specific technological abilities based on the professional views point of experience but qualified marketing individuals.

6.3.3 Local service providers' (community) legal marketing capacity

Local companies should ensure outstanding with other parties to fill gaps demanding marketing skills and experience required in the oil and gas sector. This provides the community with a marketing opportunity to focus on its core competences and also increase capacity without overhead burden. Resultantly, outsourcing will lead to agility in the market and corporate growth in the short run. Flexibility entailed in the outsourcing function will lead to marketing synergies thereof hence establishing an integrated marketing management.

Management of the local tourism sectors in Uganda should consider sending their legal staff for refresher courses on marketing the tourism sector products offered in Uganda. This knowledge is very important because it will enhance the marketing capacity of the tourism sectors to streamline their legal preparedness in meeting the many legal marketing requirements that are associated with the tourism sector.

6.3.4 Level of Health, Safety and Environment (HSE) marketing preparedness

It is expedient to ensure that regular environment monitoring is carried out across all the service providers to ensure compliance with the set environment marketing standards. Based on pre- determined indicators, the national tourism sector is obliged to ensure that communities involved in the tourism supply chain carry out the marketing mandate of conducting environmental monitoring to check on their marketing eligibility. This is entailed at a specified interval of time. Specific key means of verification should be adopted to monitor marketing operations to help establish and anticipate potential environmental marketing issues.

There is need to strengthen tourism marketing policy frameworks from which marketing regulations to operationalization are incumbent. Enforcement of laws and policies prescribed in the legal framework is required to ensure proper implementation and utilization of such. Also, harmonization of such marketing regulations across different sectors will suggest an integrated approach to better tourism sector marketing activities. Updating the legal marketing framework will be a prerequisite enabler of effective and successful tourism exploration.

6.4 Ares for further study

There is a need to launch an inquiry in the deficiency of professionalism and expertise to meet the growing marketing skills demand from the tourism sector. Possession of expertise recognized as relevant to the tourism marketing sector is a salient issue in question to maximize economic returns from the sector. A multi-disciplinary approach to professional development across the sector needs to surveyed to find ways of promoting professionalization and expert-marketing skill acquisition needed currently and possibly the future. Research into liaison with professional membership bodies should be triggered to local companies and other relevant stakeholders in marketing bid to promote work force development in Tourism.

To develop competence among communities, there is need to assess the levels of competence so as to enhance capability and proficiency of local sectors to engage in the tourism sector. This is tailed towards developing and delivering qualifications that can meet tourism business needs. This will be prerequisite to the reduction of experienced hires for key performance roles in the expanding new sector in-country. Exploration of more innovative methods of training and capacity development will

offer effective and efficient ways of benchmarking employees' and communities' levels of competence and possible recommendations and support to develop skills needed in the tourism sector. Such trend will demand for closer collaboration and partnership between academia and the tourism sector

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

Dear respondent,

I am a student of Uganda Christian University pursuing a Bachelor Degree in Tourism and Hospitality Management. I am conducting a study on 'Community Engagement in Tourism Marketing'. Given your experience and position in the Tourism sector in Uganda, you have been chosen to participate in the study. Your response is therefore very instrumental to the success of my research project. I would like you to be part of the study by responding to the questions herein. Your co-operation will be highly

appreciated and the data given is strictly for academic purposes and it will be treated with utmost confidentiality.

Instruction: Please tick where appropriate

SECTION A: BIO DATA

1.Age

18- 30 31- 40
 41- 50 51 above

2.Sex

Male Female

3.Marital status

Single Married
 Divorced Widowed

4.Educational level

Undergraduate Postgraduate
 Certificate Others Specify

5. How long have you been working in the Organization/company?

<1 year 1 - 3 years
 3 - 5 years 6 years above

6. Position held

SECTION B: INDEPENDENT VARIABLES (CAPACITY OF TOURISM SECTORS)

Human Resources Marketing capacity

In the table below, tick where appropriate in the columns labelled strongly Agree (5), Agree (4), No Response (3), Disagreed (2), and Strongly Disagree (1)

No	Questions	SD	D	NR	A	SA
1.	The sector has sufficient human resource marketing base sufficient fir the tourism sector.					
2.	The sector has experienced and capable marketing technocrats or specialists in the tourism sector.					

3.	The sector staff have a diverse range of marketing skills to serve in the tourism sector.					
4.	Better human resource marketing policies have improved motivation and performance among the local tourism sector vendors.					
5.	Professional marketing expertise is exhibited among the local tourism sector vendors.					
6.	The sector human resource marketing policies are in place suitable for the tourism sector.					
7.	Sector staff have sufficient marketing experience in the tourism sector.					
8.	Staff know-how has created the right requirements profile in the tourism sector.					
9.	The sector's highly trained and experienced professionals can stand up to the marketing challenges in the tourism sector.					
10.	Local content has ensured good human resource marketing among the local tourism vendors.					
11.	Staff competence levels are sufficient to serve in the tourism sector.					

Technological Marketing capacity

In the table below, tick where appropriate in the columns labelled Strongly Agreed (5), Agreed (4), No Response (3), Disagree (2), and Strongly Disagree (1)

No	Questions	SD	D	NR	A	SA
1.	The sector sufficient technological marketing equipment to serve in the tourism sector.					
2.	The sector prioritizes innovation to serve in the tourism sector.					
3.	Staff has the required technical marketing competences required in the tourism sector.					
4.	The sector uses updated technological marketing platforms in the tourism sector.					
5.	Appropriate marketing technology is adopted to meet the requirements in the tourism sector.					
6.	The sector procures new marketing technologies to meet the demands on the tourism sector.					

7.	Technological marketing advancement has proved to be a high source of value to the tourism sector.					
8.	There is sufficient technological marketing equipment's to serve in the tourism sector.					
9.	Local sectors make joint ventures to leverage on marketing technology.					
10.	The IT interface has improved the technological abilities in the tourism sector.					

Legal Marketing Capacity

In the table below, tick where appropriate in the columns labelled Strongly Agreed (5), Agreed (4), No Response (3), Disagreed (2), and Strongly Disagreed (1)

No	Questions	SD	D	NR	A	SA
1.	Local sectors have legal marketing structures in place.					
2.	Sectors align their legal marketing guidelines towards the tourism sector resources.					
3.	Local sectors have marketing reporting structures.					
4.	Local sectors build legal marketing agreements for protection of the tourism resources					
5.	Sectors working in the tourism sector are tax compliant.					
6.	Sectors have sufficient legal marketing capacity to engage in the tourism sector marketing					
7.	Adequate legal marketing requirements have enabled local sectors to flourish in the tourism sector					
8.	Sector institutional legal marketing frameworks have guided the tourism sector.					
9.	By legal documentation of sectors describes their scope of operation in the tourism sector.					
10.	Legal structures have streamlined sector administration in tourism marketing					

Health, Safety and Environment (HSE) Marketing Preparedness

In the table below, tick where appropriate in the columns labelled Strongly Agree (5), Agree (4), No Response (3), Disagreed (2), and Strongly Disagreed (1)

No	Questions	SD	D	NR	A	SA
1.	There are clear HSE marketing guidelines to guide local sectors in the tourism industry.					
2.	Sectors are responsive to the environmental awareness as stipulated in the local tourism sector.					
3.	Local sectors commit to promote and protect the health of their staff and clients.					
4.	Sectors exhibit high standards of safety in the tourism sector					
5.	Local sectors have followed HSE marketing guidelines to provide guidance on specific occupational health.					
6.	Local sectors have used HSE marketing guidelines to protect tourism resources.					
7.	Local sectors developed comprehensive health marketing systems to use in the tourism sector.					
8.	Local sectors include preventive programs to help ensure workforce and tourists have a high quality of health and professional care.					
9.	Sectors procure and allocate necessary protective and health marketing equipment's to ensure safety.					
10.	Sectors convey appropriate HSE marketing practices and responsibilities in tourism sector resource protection.					

SECTION C: DEPENDENT VARIABLE (MEETING THE MINIMUM MARKETING STANDARDS)

In the table below, tick where appropriate in the column labelled Strongly Agree (5), Agree (4), No Response (3), Disagree (2), and Strongly Disagree (1)

No	Questions	SD	D	NR	A	SA
1.	There is timely delivery of marketing services in the tourism sector.					
2.	Quality services are delivered in the tourism sector.					

3.	Local sectors meet their set marketing performance target in the tourism sector.					
4.	Local sectors exhibit a high degree of professionalism and expertise marketing.					
5.	Local sectors exhibit high degree of marketing competence.					
6.	The minimum marketing requirement of local sectors conform with standards in the local sectors.					
7.	Eligibility of local firms has based on the local resource marketing in the tourism sector.					
8.	Meeting the minimum marketing requirements has improved performance of the local sectors in the tourism industry.					
9.	Local sectors' adherence to the local content marketing has improved the success of the tourism sector.					
10.	Meeting the marketing requirements has increased participation of local firms in the tourism sector.					

Thanks, you for your co-operation

APPENDIX II: Morgan and Krejcie (2010)

TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	245
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	196	1200	291	6000	361
45	40	180	118	400	201	1300	297	7000	364
50	44	190	123	420	205	1400	302	8000	367

55	48	200	127	440	210	1500	306	9000	368
60	52	210	132	460	214	1600	310	10000	373
65	56	220	136	480	217	1700	313	15000	375
70	59	230	140	500	225	1800	317	20000	377
75	63	240	144	550	234	1900	320	30000	379
80	66	250	148	600	242	2000	322	40000	380
85	70	260	152	650	248	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: 'N' is population size

'S' is sample size

Krejcie, Robert, Morgan, 'Determining Sample Size for Research Activities',
Educational and Psychological Measurements 2010

APENDIX III: INTRODUCTORY LETTER



UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa

SCHOOL OF BUSINESS

13th May, 2024

TO WHOM IT MAY CONCERN

Name: **JAWACONGA ELIZABETH WANIRWOTT** Reg. No **M21B63/009**

A bachelor's student who is seeking permission from your office to collect data for his/her dissertation titled

“ Assessing Local Participation and Empowerment in Tourism Marketing by UCOTA.....”

We shall be grateful if you could render assistance to him/her in collecting the necessary data for his/her dissertation

The Uganda Christian University School of Business thanks you in advance

.....
Mukisa Simon Peter
Research coordinator



A Complete Education for A Complete Person