



ISSN 2278 – 0211 (Online)

## Organisation of Tourism Activities and the Participation of Local Communities and Private Sector in Tourism Planning, Management and Development: A Case Study of Uganda

**Suleyman. M. Katende**

B.Com, M.T.M, PhD., Dean School of Arts and Social Science  
Kampala University, Kampala, Uganda

**Abstract:**

*The purpose of study was to assess the organization of tourism activities and promotion of the participation of the local communities and the private sector in tourism planning, management and development. The study was prompted by the fact that tourism organization and participation of private sector was far below expectation of the stake holders. Uganda was chosen as a case study. Purposively selected primary data sources were Uganda's Ministry of Tourism, Trade and Industry, Association of Uganda Tour Operators, Uganda Tourism Board, The Uganda Association of Travel Agents, airlines, travel agents and tour operators, hoteliers, site operators, communities and tourists. Data were collected from these respondents using questionnaires. Results indicate that the overall organization (45.8%) and the participation of the private sector and the local community (48.5%) are still low and inadequate. Accordingly, strategies to improve the organization and participation are proposed.*

**Keywords:** Organization; participation; planning; development; management

### 1. Background to the study

Literature indicates that well organized tourism activities and participation of private sector and local communities offer opportunities for proper tourism planning, management and development of the tourism industry. Therefore, when tourism activities are not organized and local communities and private sectors are not participants, the industry cannot be appreciated by the local community and cannot be effectively, professionally, legally, proficiently developed and managed.

As a case study, Uganda's tourism organization and participation of the local communities and private sector was found to be far below the expectation of stake holders. This is deduced from research results that indicate the overall organization of 45.8% and the participation of private sector and local communities of 48.5%. This is low and inadequate because Uganda's tourism performance depends largely on the institutional organization through the promotion of participation of local communities and the private sector.

In such cases and considering that tourism now is the largest export industry in the world; the private sector and the local communities must be involved for the sector to thrive. Citing Uganda as an example, a country with limited funds and where tourist attractions are scattered all over the state, government has to involve private sector to run the tourism industry. This takes off financial burden from the state. And for the industry to have an impact on the countries' economies it must have the motivational force of the private sector. Being a service oriented industry; it requires professionalism and dedication which are generally lacking in the public sector. In almost all the major tourist destinations, the infrastructure for accommodation, food, entertainment, transport and recreation is run by private sector. The public sector has only to take care of the very basic infrastructure such as road connectivity, power, water and communication. And unlike government, private sector operators deliver their services on a competitive basis. In general they are quicker to improve efficiency at lower cost than public sector operators. Hence, there is a need for a public-private sector working partnership in all aspects of tourism planning, management and development.

### 2. The role of the local community in tourism development

- Conservation of tourism assets
- Desisting from environmental destruction
- Coexist with natural tourism resources such as wild game, vegetation, water bodies, scenic landscapes, and the like.

- To be aware of their tourism potential such as cultural activities and services, visible traditional and religious practices, and types of work and dress codes. Each of these is potentially capable of attracting tourists.
- To recognize, appreciate and develop tourist attractions and turn them into organized tourism products.

### 3. Role of private sector

The major roles of private sector in tourism industry are:

- Advising public sector on how best to position tourism in its executive structure, strategy and operations.
- To share expertise by serving as active members of public-private sector management Tourist Boards.
- To share market intelligence with the public sector.
- To ensure the quality of tourism products and services by promoting transparent consumer rights and self-regulation of prices and quality.
- To assist public sector with planning and prioritizing of development.
- To contribute experience and expertise to the establishment of Travel and Tourism schools, universities and training programs.

### 4. The required private sector involvement in Uganda tourism

The required private sector participation and public-private partnerships should be in the following areas:

- Tourism development, planning, policy formation and implementation, monitoring and evaluation.
- Infrastructure investment and development in tourism sector.
- Tourism promotion, marketing and product development.
- Environment management and cultural heritage preservation.
- Raising awareness of and care for tourism assets and potential.
- Human resource development.

### 5. Purpose of the study

To develop strategic planning for the organization of tourism activities and promotion of the participation of the local communities and the private sector in tourism planning, management and development.

### 6. Objectives of the study

The specific objectives of the study were to:

- Assess how Uganda has organized its tourism activities and promoted the participation of the local communities and private sector in tourism planning, management and development.
- Establish whether organizing tourism activities and encouraging participation of local communities and private sector promotes planning, development and management of tourism industry.

### 7. Research questions

The study was guided by the following questions:

- How has Uganda organized her tourism activities and promoted the participation of local communities and the private sector in tourism planning, management and development?
- Does organizing tourism activities and encouraging participation of local communities and private sector promote planning, development and management of tourism industry?

### 7. Research Hypothesis

Uganda's tourism has suffered due to lack of organization of tourism activities and promotion of the participation of the local communities and the private sector in tourism planning, management and development.

### 8. Scope of study

The study was restricted to the organization of tourism activities and promotion of the participation of the local communities and the private sector in tourism planning, management and development

### 9. Significance of the study

The study is expected to contribute to tourism industries in various ways. It has investigated Uganda's tourism development process. It has also looked into the concept of tourism from organization of tourism activities and promotion of the participation of the local communities and the private sector in tourism planning, management and development. The study also assists in identifying perceptions of a country as a tourist destination, key success factors, government's role in tourism planning, development, as well as management of tourists' facilities. The findings of the study are expected to be of benefit in the following ways: Firstly, planning for tourism in many countries has largely been based on theoretical policy generally and the institutional theory in particular.

The study attempted to establish how organization of tourism activities and promotion of the participation of the local communities and the private sector can be applied to the concepts of product development, management and development with particular focus on tourism as a product. This link enriches the conceptualization of organization of tourism activities and promotion of the participation of the local communities and the private sector to product planning, management and development.

Most research on tourism has tended to come up with methodological models for achieving competitive tourism planning, development and management using mostly quantitative (econometric or mathematical) approaches. The use of these models tended to limit many studies to quantitative data. Qualitative aspects of the variables under consideration are usually ignored. This study, however, integrated both the quantitative and qualitative data to analyze both the qualitative and quantitative aspects of organization of tourism activities and promotion of the participation of the local communities and the private sector in tourism planning, management and development. This will enrich the methods for conducting research in tourism and related fields.

The findings of the study can be used by the key players in tourism industries to strengthen their respective roles, thereby improving the organization of tourism activities and promotion of the participation of the local communities and the private sector in tourism planning, management and development. Such key players include: the Ministries of Tourism, Tourist Boards, airlines, tourist site operators and managers, tour operators and travel agents, tourists and the general public.

#### **10. Literature review**

Bhatia (1982) discussed tourism from its growth, organization and measurement to its planning and development. He particularly described tourism organization as a process of establishing an arrangement or structure by which tourism can be conducted as a well-coordinated business. It involves harmonization of all tourism activities and tasks in a manner that facilitates effective tourism development, management and marketing of tourism potential and products.

WTO (2000) noted that the organization of tourism can be carried out and achieved at different levels; namely international, national, community, and corporate levels. It noted further that at each of these levels, tourism organization is carried out by applying the same principles but differently, particularly to the tasks, duties and responsibilities assigned to the various positions, departments, sections and units making up the formed structure. At the international level, tourism organization involves setting up coordinated and working associations and bodies for controlling, regulating and enforcing set tourism development and marketing regulations, guidelines, standards and procedures (Smith, 1996).

At the national level, tourism organization involves forming ministries or departments with tasks and responsibilities such as planning, guiding and regulating national tourism investment, development and marketing (Weiermair, 1995). The departments may be formed either by the public sector, in which case they may be both local and central government departments, or by the private sector where they are referred to as private sector tourism associations, federations or unions (Bhatia, 1982).

At a community level, Tribe (1998) noted that tourism organization involves efforts to make communities appreciate their role in tourism. This effectively means mobilizing, sensitizing, and practically involving communities in tourism development (Anon 2003d). For this form of tourism organization to be effective, the role of the local community in tourism development must be clearly defined. According to Bbags (1999), local communities have to be made aware that they have a role to play in the conservation of tourism assets, desisting from environmental destruction, and coexisting with natural tourism resources such as wild game, vegetation, water bodies, scenic landscapes, and the like. Tourism organization also involves efforts to make communities aware of their tourism potential such as cultural activities and services, visible traditional and religious practices, and types of work and dress codes. Each of these are potentially capable of attracting tourists but when communities are not mobilized to recognize, appreciate and develop them into organized tourism products, the potential remains uneconomical.

At the corporate level, Kivela (1997) noted that tourism is approached and organized like any other business. He argued that a corporate business in tourism is actually structured into departments, sections and units, each with its own responsibilities, tasks, duties, and activities to carry out, not independently but in a coordinated manner (Weaver, 2000). Tourism organization is therefore a process used to form a corporate tourism business; since such a business is a consequence of the formed and well-coordinated departments and units.

According to Ritchie (1992a, 1992b), tourism can also be organized according to the specific types, activities, services, and forms of tourism. The author illustrated this by citing a number of arrangements and organizations that have been formed along tourism types and services. These include ecotourism organizations, wildlife clubs, international tour and travel agencies, tour guides associations, international hotel agencies, and tourism education and institutes. When tourism is organized according to its inherent types and services, people of similar interests can be brought together to plan, develop, and market tourism in a competitive and regulated manner so as to ensure that tourism is not endangered. These observations suggest that when tourism organization is planned in terms of tourism types and services, it leads to a desired tourism performance. The fact that Uganda's tourism performance is below desired levels implies, therefore, that the country's tourism organization along types and services is not effective. As such, the need for strategic planning of such tourism organization is urgent and crucial.

#### **11. Conceptual Framework**

The study is conceptualized following the extra-rational or incremental planning theory. This theory is adopted because it permits a qualitative and logical analysis of the study's variables so as to develop the desired strategic planning for organizing tourism activities and promoting participation of local communities.

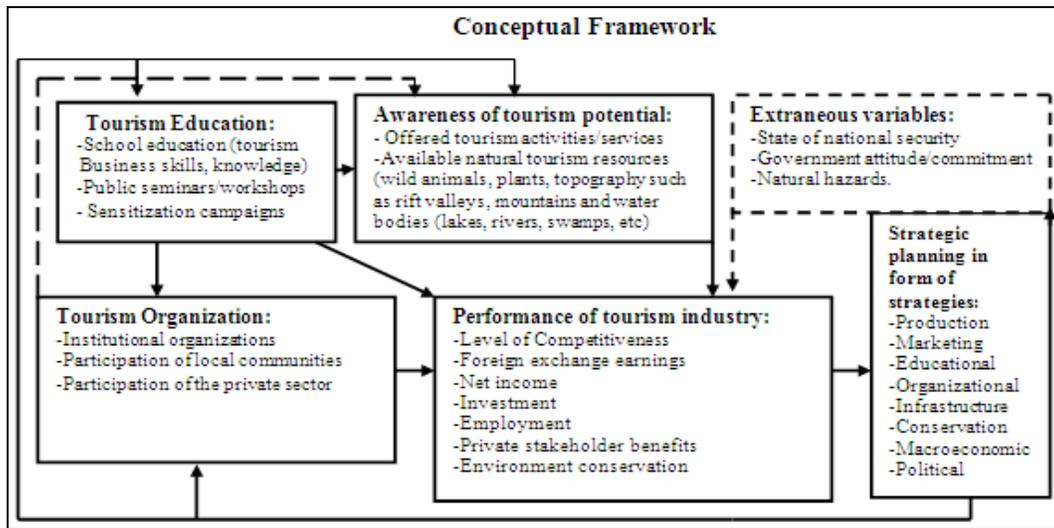


Figure 1: Organizing tourism activities and promoting participation of local communities Conceptual framework  
 Source: Based on the incremental/extra-rational theory of strategic planning in relation to Uganda's Tourism Policy Statement (1990).

Tourism organization depends not only on the tourism education and extraneous variables, but also raising awareness of and care for the county's assets and potential. This connection is shown by the arrows emerging from each of these variables' boxes to the tourism performance box. In particular, the level at which local communities and the private sector are organized to participate in the development, planning and management of tourism has a direct effect on the performance of the tourism industry. The better the organization and participation the better is the performance and vice-versa. This in turn affects the performance of the tourism industry.

Tourism organization influences the awareness about tourism potential and the performance of the tourism industry or business. This influence is indicated by the arrows emerging from the organization box to variables. Tourism organization conducted through participation of local communities and private sector has a direct effect on the level of awareness of this potential. Yet education carried out by equipping skills and competences for organizing tourism has a direct effect on the level of organizing this service institutionally and encouraging the participation of local communities and the private sector. The higher the organization of tourism and participation of local communities and private sector the better the awareness of and care for tourism potential, leading to better tourism performance and vice versa. Furthermore, tourism organization has an effect on tourism awareness since such organization partly involves efforts to make communities aware of their tourism potentials such as cultural activities and services, visible traditional and religious practices, and types of work and dress codes. This effect is indicated by the dotted arrow emerging from the tourism organization box to awareness box.

The incremental planning theory is adopted in the study because by its dictum, it permits the development of strategic planning based on the logic analysis of studied variables and their relationships as shown in the framework, using questionnaire views and opinions generated from actual experiences of the stakeholders in Uganda's tourism industry.

The essence and approach of the incremental planning theory fit the conditions of strategic planning that analyses what is to come, where to go and how to get there (McNamara, 2007). To focus on what is already available does not mean beginning afresh as rational planning and RCP assume. Rather it builds on the variables of the study. This is the principle of the incremental planning which is practical for strategic planning. Even the conditions of the study give credence to the adoption of incremental planning; it is impractical to assume that the tourism industry has no variables for the study. The Uganda tourism industry has a level of performance, its activities are organized to some extent, and there is some level of participation of local communities and private sector. Like any other country Uganda has a certain level of institutional efficiency, data integration systems and coordination mechanism. This is true although the levels of these variables remain to be empirically established. As such, the incremental planning theory was found to be appropriate for this study as it permits development of realistic strategic planning for organizing tourism activities and promoting participation of local communities.

Unlike the rational planning theory that is quantitatively oriented, incrementalism can accommodate qualitative views of different stakeholders. Incrementalism permits natural decision-making in a pluralistic manner, thereby resulting in a plan that can be used by all the stakeholders (Macleod, 2007). In this study, the stakeholders included MTTI officials, senior officials of UTA, TUGATA, tourism site operators, tourists, and others.

The framework indicates that strategic planning can be developed by formulating various organizational strategies.

**12. Methodology**

The study was designed as a cross-sectional survey involving a descriptive, longitudinal and analytical research design. A number of both guided and self-filled questionnaires were designed. Each of the selected categories of respondents had a questionnaire designed for it.

The study was conducted in Mbale, Jinja, Mukono Kampala and Wakiso districts as well as the Northern, Eastern and Western parts of Uganda. These areas are shown in Figure 2 below.

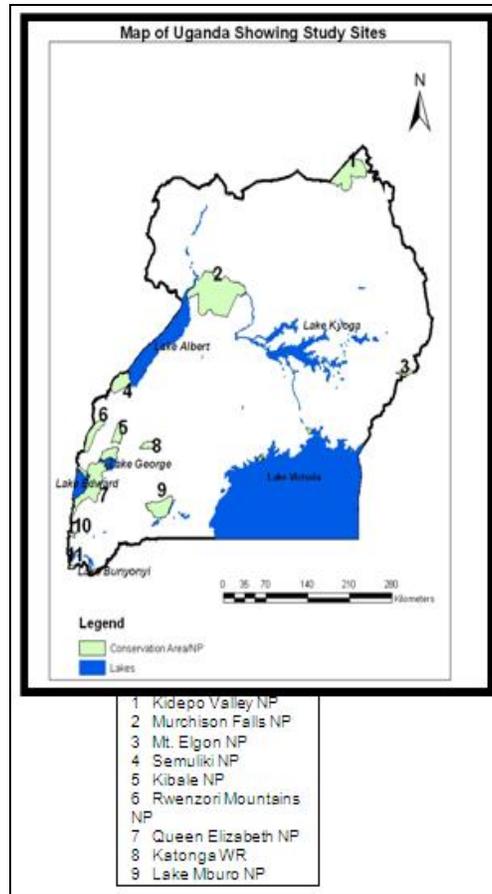


Figure 2: Location of the study districts and tourist sites

These areas were selected for the study because they were the most developed in terms of tourism infrastructure and tourism business operations.

**13. Study Population**

The population of the study consisted of tourism planners, service providers and tourists. Tourism planners and service providers included tour operators, travel agents, airlines, hoteliers and tourism site operators as shown in Figure 3 below.

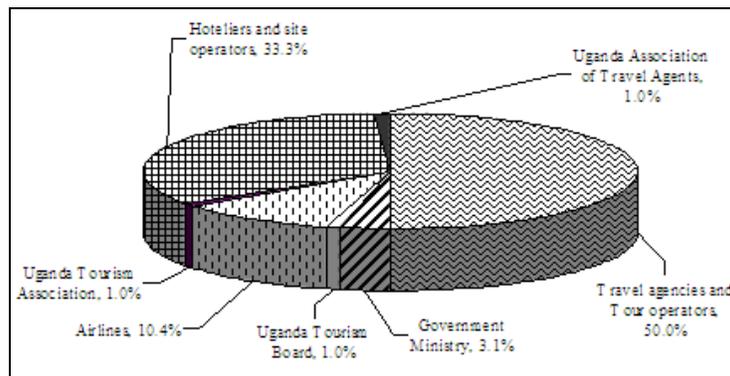


Figure 3: Category of tourism organizations by selected respondents (N = 96)

Figure 3 reveals that organizations responsible for planning, regulating, developing and managing of tourism as a business in Uganda were represented in the study. This shows that the study covered the stakeholders whose views are of critical importance to the development of an acceptable and effective strategic planning for the organization of tourism activities and promotion of the participation of the local communities and the private sector in tourism planning, management and development of the country's tourism industry.

Tourists included foreign and local travelers in Uganda. Three hundred and eighty eight (388) respondents were selected to participate in the study and their categorical distribution is shown in Table 1.

	Frequency	Percent
Ministry of Tourism, Trade and Industry (MTTI) Officials	3	0.8
Uganda Tourism Board Officials	1	0.3
Uganda Tourism Association Officials	1	0.3
Uganda Association of Travel Agents (TUGATA) Officials	1	0.3
Airline Officials	10	2.6
Travel Agents and Tour Operators	48	12.4
Hoteliers and Tourist Site Officials	32	8.2
Tourists	292	75.3
Total	388	100.0

Table 1: Sample size distribution

#### 14. Sampling and Sample Size

The sample size of the study was big (388 persons) and consisted of different categories of respondents and included officials, operators and consumers in the tourism industry. The data used in the study were not only qualitative and quantitative data collected in form of respondents' perceptions, opinions, suggestions, but also time series data on the present and future of the tourism industry in Uganda. The data were collected using questionnaires and analyzed using both descriptive and analytic techniques for purposes of developing strategic tourism planning.

#### 15. Respondents

The sample population included officers of MTTI, UTA, UTB and TUGATA. Other respondents were drawn from airlines, hotels, tour and travel agencies, managers and operators of tourist sites, and tourists. From the author's experience as a tourism student, an airline employee, an employer in the tour and travel sector and as a university tourism lecturer since 1972, it was envisaged that this population was informed about the country's tourism and was therefore in a position to provide data required to develop strategic tourism planning for the country. Each of the respondent categories plays a key role in the organization, planning, tapping, developing, marketing, or consumption of Uganda's tourism.

Table 1 indicates that three (0.8%) officials were selected from the Ministry of Tourism, Trade and Industry (MTTI) to participate in the study. These officials were selected using purposive sampling because they were considered as key central government respondents in providing data required to answer the research questions. One top official (0.3%) was also purposively selected from Uganda Tourism Board (UTB), Uganda Tourism Association (UTA), and The Uganda Association of Travel Agents (TUGATA).

#### 16. Why Respondents Were Selected

Each of these officials was selected as a participant in the planning of the development and management of tourism, and therefore as a key informant about the level of planning and overall performance of tourism as a business, as well as the effective strategies for organizing tourism activities and promoting participation of local communities needed to make Uganda's tourism a competitive business internationally.

Tourism service providers also took part in the study. These included 10 (2.6%) airline officials, 48 (12.6%) travel agents and tour operators, and 32 (8.2%) hoteliers and tourism site operators. Each of these participants was selected to provide data needed to appreciate Uganda's tourism potential, challenges faced and what needs to be done from the private sector perspective. Each category was selected using simple random sampling. This sampling technique was used in each case to give each of the airliners, hoteliers, tourism site operators, tour operators, and travel agents operating in Uganda's tourism business an equal chance of participating in the study. This is because as tourism service providers, each of these operators is exposed to the same business environment.

The study included 292 (75.3%) tourists. The tourists were selected to participate in the study by providing required data about Uganda's tourism from the consumer perspective.

#### 17. Data Analysis

The data collected from primary sources were analyzed using the SPSS computer programme. Analysis began with data entry. Every response was assigned a numerical code like 0, 1, 2, etc. Thereafter, the following analysis methods were applied:

- **Descriptive method** was used to generate results in form of frequency tables, cross tabulations, graphs and pie charts
- **Analysis of variance (ANOVA)** was used to establish whether respondents differed in their assessment of the performance of Uganda's tourism industry.

- **Factor analysis** involved application of the principle component analysis so as to reduce the various questionnaire items into principle components.

### 17.1. Validity of research instruments

Before the various instruments were administered, they were all tested for validity and reliability. The validity was investigated using the content validity test as explained by Amin (2005). The test was conducted using item analysis.

### 17.2. Reliability of the questionnaire items

The reliability of the questionnaire items was investigated using the Cronbach alpha coefficient method of internal consistency whose formula, as adopted from Amin (2005). The data collected from primary sources were analyzed using the SPSS computer programme.

## 18. Results

Results obtained about positions held in the organizations and period spent in the tourism industry are shown in Table 2 below.

Job Title (Position Held)	None response		< 1		1-5		6-10		11-15		16-20		21+		Total	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Assistant Commissioner	0	0.0	0	0.0	1	1.0	0	0.0	0	0.0	0	0.0	0	0.0	1	1.0
Trainees in MTTI Commissioner's Office	0	0.0	1	1.0	1	1.0	0	0.0	0	0.0	0	0.0	0	0.0	2	2.1
Vice Chairman TUGATA	0	0.0	0	0.0	0	0.0	0	0.0	1	1.0	0	0.0	0	0.0	1	1.0
Chairperson UTA	0	0.0	0	0.0	0	0.0	0	0.0	1	1.0	0	0.0	0	0.0	1	1.0
Resident Managers	0	0.0	0	0.0	1	1.0	1	1.0	1	1.0	0	0.0	0	0.0	3	3.1
Administrative Managers	1	1.0	0	0.0	1	1.0	3	3.1	2	2.1	4	4.2	0	0.0	11	11.5
Acting Manager	0	0.0	0	0.0	6	6.3	1	1.0	1	1.0	0	0.0	0	0.0	8	8.3
Chief Accountants	1	1.0	0	0.0	0	0.0	4	4.2	1	1.0	0	0.0	0	0.0	6	6.3
Front Office Managers	1	1.0	0	0.0	0	0.0	0	0.0	1	1.0	5	5.2	0	0.0	7	7.3
Human Resource Manager	0	0.0	3	3.1	1	1.0	1	1.0	2	2.1	0	0.0	0	0.0	7	7.3
Supervisors	0	0.0	0	0.0	1	1.0	5	5.2	0	0.0	0	0.0	0	0.0	6	6.3
General Managers	1	1.0	0	0.0	11	11.5	9	9.4	3	3.1	2	2.1	2	2.1	28	29.2
Information Officers	2	2.1	0	0.0	3	3.1	4	4.2	3	3.1	2	2.1	1	1.0	15	15.6
Total	6	6.3	4	4.2	26	27.1	28	29.2	16	16.7	13	13.5	3	3.1	96	100.0

Table 2: Respondents by positions held in selected organizations and period spent in tourism business (years)

Table 2 shows that the respondents occupied senior positions in the study organizations. Neglecting "no response" (because nothing can be interpreted out of it), the Table further shows that only 4.2% of these respondents had spent less than one year in Uganda's tourism industry. This means that the overwhelming majority (89.5%) had spent over one year in the industry. This period, together with the senior positions occupied in the industry's organizations, imply that the majority of the respondents were well acquainted with what was happening in the industry. They were therefore knowledgeable enough to divulge the data required to develop strategic planning for the organization of tourism activities and promotion of the participation of the local communities and the private sector in tourism planning, management and development.

### 18.1. Organization of tourism activities in tourism management, planning and development

This research question was approached by investigating the extent to which tourism activities are organized in Uganda and the level at which local communities and private sector organizations are encouraged to participate in the management, planning and development

of the country’s tourism. As far as the organization of tourism activities was concerned, tourism service providers were asked whether the activities of the tourism industry were structured in any way. The response of the service providers is shown in Table 3 below.

Indicators of organization at corporate level	Means indicating level or organization				df	F	P
	Air n = 10	T &T n = 48	H&S n = 32	Total N = 90			
The company is organized into different departments	5.00	4.37	4.75	4.58	2	4.524*	0.014
The departments are further divided into different sections	3.10	3.98	4.62	4.11	2	9.940**	0.000
Each employee's tasks and responsibilities are clearly specified	4.40	3.90	4.06	4.01	2	1.501	0.229
Each employee is clear about who to report to in the company	4.60	3.98	3.94	4.03	2	2.430	0.094
Overall corporate organization	5.00	4.65	4.57	4.58	2	2.051	0.135

Table 3: Corporate organization of Uganda’s tourism activities

\*\*significant at 0.01; \*significant at 0.05; Abbreviations :Air- Airline officials, T &T-Travel agents and tour operators, H&S- Hoteliers and tourism site operators, n-number of respondents in each category, N-Total number of respondents.

Note: N = 90 because the six officials selected from MTTI, UTB, UTA, and TUGATA are excluded since they were not asked the question

Table 3 shows that the corporate organization of Uganda’s tourism varied from “strongly disagree” which is represented by “1” to “strongly agree” which corresponds to “5” on a five-point scale. The mean score “2” corresponds to “disagree”, “3” stands for “not sure” while “4” represents “agree”. Based on this interpretation, and looking at the F-value for the overall corporate organization, results show that respondents did not significantly differ in showing that their companies are highly organized (F = 2.051, P = 0.135, mean = 4.58).

The Commissioner for Tourism from MTTI noted that tourism activities are organized right from the level of central government downwards to the private sector. He said that there is a whole department of tourism in the MTTI entrusted with powers and responsibility to plan for, regulate and give direction to the planning and development of all tourism activities in Uganda, be they by the government or the private sector. Under this department there is Uganda Tourism Board (UTB) dealing with decision-making needed in the industry. The Chairperson of UTB stated that the board is well organized and has private tourism associations and individual business companies.

The tourism private sector is also organized. Private sector firms have their umbrella associations such as Uganda Tourism Association (UTA) and The Uganda Association of Travel Agents (TUGATA). The membership of these associations is composed of individual business companies and agencies. The chairperson of UTA said that the association brings together all the tourism actors in the industry’s private sector. The Chairman of TUGATA observed that the existence of TUGATA is a clear manifestation of how organized the tourism sector, particularly the travel sub-sector is. He further stated that TUGATA ensures that all travel agents and tour operators do their businesses ethically, competitively and in a regulated manner.”

There are many other tourism associations formed according to the type of business; for example in the travel sub-sector, tour operator sub-sector, tour guides, wildlife clubs, and many others”.

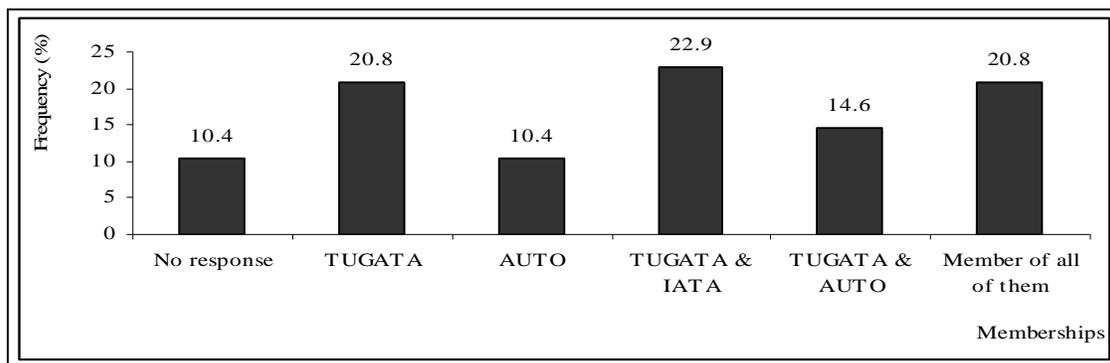


Figure 4: Organization of Uganda’s tourism activities as reflected in the private service providers’ memberships to tourism associations (N = 90)

Note: N = 90 because the six officials selected from MTTI, UTB, UTA, and TUGATA are excluded since they were not asked the question

Results in Figure 4 indicate that apart from the 10.4% that did not respond, the majority of the tourism service providers are organized in associations.

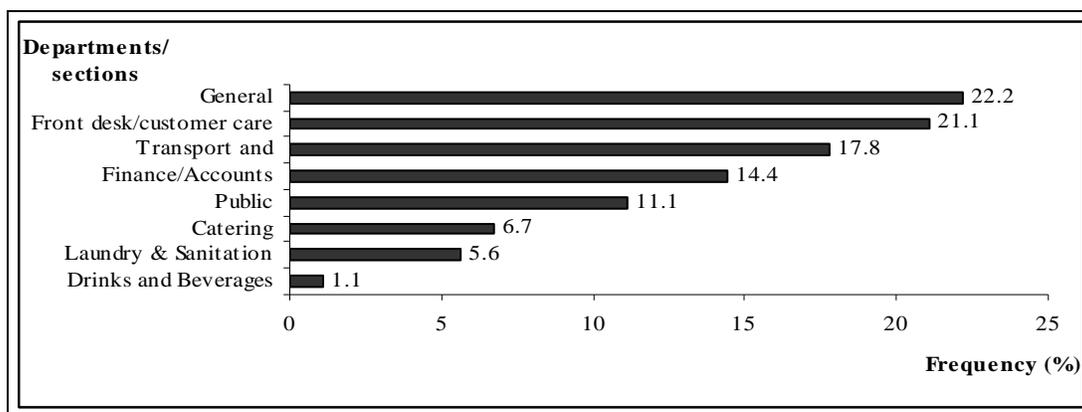


Figure 5: Corporate organization of Uganda's tourism service providers as reflected in respondents' departments/sections (N = 90)  
 Note: N = 90 because the six officials selected from MTI, UTB, UTA, and TUGATA are excluded since they were not asked the question

Figure 5 indicates the various departments and sections within which tourism companies are organized, and the general management and administration dominating other departments because most of the respondents were selected from this department as senior officials.

18.2. Participation of local communities and the private sector in tourism management, planning and development

The level of promoting the participation of local communities and the private sector in tourism management, planning and development was established by asking tourism service providers a number of questions about joining the tourism industry and community participation. The responses are shown in Table 4 below.

Indicators of promotion	Means indicating level of promotion				df	F	P
	Air n = 10	T & T n = 48	H&S n = 32	Total N = 90			
Private individuals/companies are encouraged to join and do business in the tourism industry	5.00	5.00	4.69	4.89	2	12.742**	0.000
Private companies participate in the planning for Uganda's tourism development	4.80	4.19	4.06	4.21	2	4.712*	0.011
Private companies are encouraged to participate in the control of tourism developments	2.90	1.65	2.19	1.98	2	12.535**	0.000
Private companies contribute to sustainable development of Uganda's tourism	2.30	1.56	1.34	1.57	2	14.346**	0.000
Private companies are encouraged to participate in the management of tourism in Uganda	2.20	2.00	1.94	2.00	2	0.427	0.654
There is a programme for mobilizing and sensitizing members of the public to participate in tourism development	1.90	2.06	2.34	2.14	2	1.424	0.246
There are tourism-related clubs among members of the public	3.40	4.13	4.09	4.03	2	8.812**	0.000
The tourism groups among the public are enough to ensure effective community participation in tourism development	2.50	1.75	1.56	1.77	2	8.270**	0.001
There is a programme that brings companies in the tourism industry together with the surrounding communities	2.00	1.71	1.59	1.70	2	0.922	0.401
There is a community based programme for developing tourism in Uganda	2.60	1.58	1.53	1.68	2	13.933**	0.000
Overall promotion of community participation	2.00	2.10	1.72	1.96	2	1.795	0.126
Overall promotion of private sector participation	4.80	4.50	4.71	4.83	2	0.864	0.425

Table 4: Level of promoting the participation of the private sector and local community in tourism management, planning and development

*\*\*significant at 0.01; \*significant at 0.05; Abbreviations :Air- Airline officials, T &T-Travel agents and tour operators, H&S- Hoteliers and tourism site operators, n-number of respondents in each category, N-Total number of respondents.*

According to Table 4, respondents did not significantly differ in disagreeing, thereby showing that the promotion of local community participation was negligible ( $F= 1.795, P= 0.126, \text{Mean} = 1.96$ ). They also did not significantly differ in strongly agreeing and therefore showing that the overall promotion of private sector participation in the planning, management and development was high ( $F= 0.425, \text{Mean}= 4.83$ ).

For purposes of getting more information about how private sector participation is promoted in Uganda’s tourism industry, selected tourism service providers were further asked whether government subsidizes them. The responses are shown in Figure 6 below.

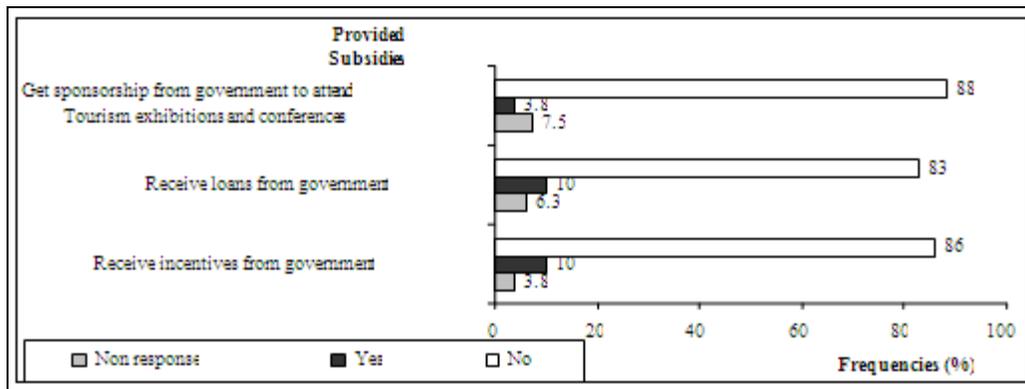


Figure 6: Responses of tourism service providers on government subsidy of private tourism service provision in Uganda (N = 90)

Figure 6 indicates that most of the private tourism service providers receive neither incentives (86%) nor loans (83%) from government. The majority of them (88%) also do not get sponsorship from government to attend tourism exhibitions and conferences. This suggests that government encourages private sector participation in the tourism industry using mostly non-fiscal ways. This participation is very significant in the industry as shown in Figure 5.

18.3. Test of the hypothesis

The study was conducted by hypothesizing that organizing tourism activities and encouraging participation of local communities and private sector promotes tourism management, planning and development. Testing this hypothesis required re-stating it in a null or statistical form as follows:

$H_0$ : Organizing tourism activities and encouraging participation of local communities and private sector does not promote tourism management, planning and development.

In essence,  $H_0$  indicates that there is no relationship between organizing tourism activities and encouraging participation of local communities and the promotion of tourism management, planning and development. Correlation results obtained are shown in the Figure 7 below.

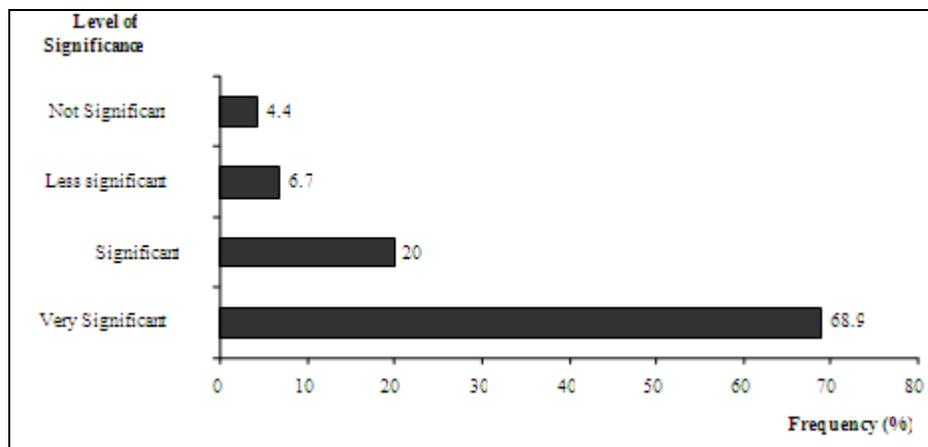


Figure 7: Significance of private sector participation in Uganda’s tourism industry, as reported by tourism service providers (N = 90)

Figure 7 indicates that the majority of the tourism service providers (68.9%) participated in the industry by providing services to tourists. Generally, the results indicate that tourism in Uganda is organized at national and corporate level but the participation of the community is negligible.

## 19. Discussion

Results obtained on the organization of tourism activities and participation of local communities and private sector show that although the private sector is highly encouraged to join Uganda's tourism, local community participation is negligibly promoted. This is therefore consistent with the observations by Kivela (1997), Weiermair (1995) and WTO (2000) that tourism has to be organized at national and corporate levels. This indicates that the national structure starts from the central government level where both a complete department and a board (UTB) exist in the MTTI charged with the responsibility to handle all tourism-related matters such as national tourism planning and regulation as well as giving direction to the development of all tourism establishments and activities in the country.

Despite Uganda's tourism being highly organized at a corporate level, most of the tourism service-provider-companies depict a low level of organization further below the department level. Only a few service providers are organized at most of the lower levels like sections, employees' tasks, responsibilities and reporting lines. Therefore, the levels of corporate organization at lower levels need to be turned around.

Although membership to some of the associations such as UTA is open to all interested tourism service provider organizations, most of them appear to be service-specific. For instance, TUGATA is an association for the Uganda travel agents only. The results therefore support the observation of Ritchie (1992a, 1992b) that tourism can also be organized according to the specific types, activities, services, and forms of tourism. However, unlike this scholar's argument that tourism organization according to a specific service implies that people of similar interests are brought together to plan, develop, and market tourism in a competitive and regulated manner so as to ensure that tourism is not endangered, results indicate that this is not the case with TUGATA and other service-specific associations in Uganda's tourism industry. Indeed, MTTI (2006) reveals that tourism is developing in a jeopardized manner, notwithstanding the existence of these associations in the industry.

Tourism at the community level is, however, at its lowest. Though tourism clubs exist, they are too few to cause a meaningful impact on effective tourism development. As far as the promotion of participation is concerned, the participation of private sector is highly promoted but that of the community is negligibly encouraged. When the private sector is encouraged into the tourism industry, this practically implies that the industry is expanded as more and more business entities join the industry. The potential of the industry is therefore tapped and developed further. This explains why the majority of the respondents showed that the private sector service providers play a very significant role in the development of the tourism industry. It is important to note that the promotion of the private sector is highly divorced from the fiscal means. For many service providers showed that they do not get incentives, loans, subsidies and sponsorships from government. However given the reported significance of the sector to the development of the tourism industry, attention needs to be devoted to using the fiscal means as well.

Care should, however, be taken when involving the private sector in the tourism industry. Although the private sector is very significant in the tourism industry, the sector operates on the principle of maximum exploitation for maximum profit. It does whatever it takes to maximize profits. In the tourism industry, this may mean engaging in tourism activities and developing tourism establishments in a manner that may not be sensitive to nature conservation and other prudent measures needed to achieve sustainable tourism development. Thus, as participation of the private sector gets promoted, it ushers in the need to formulate strategies that can be used to regulate its activities.

Although the private sector is highly encouraged to join Uganda's tourism, local community participation is negligibly promoted. The failure to promote local community participation further exacerbates an already bad situation because when many people are attitudinally not developed to conserve nature and are at the same time not encouraged to take an active role in tourism development, this effectively means that their contribution to sustainable tourism development is rendered unexploited. Yet according to WTO (2000), the local community plays a vital role in sustainable tourism development. Indeed, the local community can be used to monitor, check and regulate the adverse effects of private sector tourism activities on the environment. At the same time, the local community can help identify tourism attractions existing in an area. It can also resist some of the tourism developments considered environmentally hazardous. When its participation is negligibly promoted, it is not difficult to see the advantages missed out. It is therefore important that strategies through which the local community can be promoted are proposed.

In general, despite the fact that tourism is highly organized at the departmental corporate and national levels, it is not only still less organized at lower corporate levels but also remains negligibly organized at the community level. In addition, although the participation of the private sector is highly encouraged in Uganda's tourism industry, that of the local community is not promoted. There is therefore need to formulate strategies by which community tourism organization and participation can be promoted for better development of tourism in Uganda.

Although tourism is highly organized at the national and the departmental corporate levels, it is still less organized at lower corporate levels and remains negligibly organized at the community level. In addition the participation of the private sector is highly encouraged in Uganda's tourism industry. However that of the local community is not promoted and is negligible.

## 20. Recommendations for the organisation of tourism activities and the promotion of participation of the private sector in tourism planning, management and development

- Local communities and private sector participation should be promoted further by government despite its reported high level in the industry to tap much of the unexploited tourism potential.
- Tourism organization should be improved by government at community level to enhance community participation in tourism, thereby helping to achieve sustainable tourism development.

## 21. Acronyms/Abbreviations

- MTTI Ministry of Tourism, Trade and Industry
- TUGATA The Uganda Association of Travel Agents
- UTA Uganda Tourism Association
- UTB Uganda Tourism Board
- UNWTO United Nations World Tourism Organization
- WTO World Tourism Organization

## 22. References

1. Amin, M. (2005). *Social Science Research: Methodology and Analysis*. Makerere University Printery, Kampala.
2. Anon (2003d). *Tourism Policy for Uganda*. MTTI, Uganda.
3. Bbags, M.H. (1999). *Sustainable Tourism Development: A Critique*. *Journal of Sustainable Tourism*, 11: 6-30.
4. Bhatia, A.K. (1982). *Tourism Development Principles and Practices*. Sterling, Delhi.
5. Kivela, J. (1997). 'Education and training of hotel and tourism managers in Croatia'. *Turizam*, 45(5/6): 107-124.
6. MacLeod, D. (2007). "Planning theory", <http://www3.sympatico.ca/david.macleod/PTHRY.HTM>
7. McNamara, C. (2007). *Basic Description of Strategic Planning*. <http://www.managementhelp.org/plan.htm>
8. Ritchie, J. R. B. (1992a). "Developing a balanced portfolio in tourism education - the role of advanced management programs". *Tourism: building credibility for a credible industry*. Proceedings of the Travel and Tourism Research Association twenty-second annual conference, Hyatt Regency Hotel, Long Beach, California, June 9-13, 1991. Pp. 239-249.
9. Ritchie, J. R. B. (1992b). "New horizons, new realities: Perspectives of the Tourism Educator". In: J. Ritchie and D. Hawkins (eds.). *World Travel and Tourism Review*, 2: 56-113.
10. Smith, G. (1996). "International tourism and hospitality careers through education and training: A leadership challenge". *East Meets West: A New Trend in World hospitality Management and Culinary Teaching*, CHRIE Annual Conference, Washington DC, August 8.
11. Tribe, J. (1998). "Community and commercial interests in tourism: Whose world is it anyway?" In: Richards, G. (ed.) *Developments in the European Tourism Curriculum*, Tilberg, ATLAS, pp. 19-30.
12. Weaver, D. and Lawton, L. (2000). *Tourism Management*. John Wiley, Australia.
13. Weiermair, K. (1995). "Structural changes in the tourism industry and adaptation of professional training systems". *Espaces*, 133: 109-114.
14. World Tourism Organization (2000). *Tourism challenges in the 21st century: Human Resource Development in Asia and the Pacific*, WTO, Madrid