



CAPACITY BUILDING AND TOURISM GROWTH IN UGANDA; A CASE OF UGANDA HOTEL AND TOURISM TRAINING INSTITUTE (UHTTI)

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ABSTRACT-----

The purpose of research is to investigate the relationship between capacity building and tourism growth in Uganda, focusing on the Uganda Hotel and Tourism Training Institute (UHTTI) in Jinja. Specific objectives include assessing capacity building in the Ugandan tourism sector, evaluating tourism growth, establishing the relationship between capacity building and tourism growth, and determining critical factors' moderating role. The research involved UHTTI's current and former students, trainers, administrative staff, and various tourism stakeholders. Achieving an 80.86% participation rate. The findings indicated that female respondents exceeded males in number. Most participants were aged 20-24 years, and a majority were single. Concerning capacity building, respondents expressed doubts about existing policies, emphasizing the significance of collaboration between government and training institutions. Teaching standards, curriculum relevance, and apprenticeship access were highlighted as areas for improvement. The study identified critical factors such as training resources, competent trainers, funding, political support, and infrastructure as instrumental in capacity building success. UHTTI graduates significantly impacted tourism growth. They enhanced employment opportunities, revenue generation, balance of payments, and sector productivity. Effective strategies included resource allocation, unified curricula, and private sector collaboration. Challenges included limited implementers and marketing strategies. Effective capacity building initiatives positively influenced policy development, training institutions, curriculum design, employment opportunities, and other critical factors. These factors, in turn, correlated with tourism growth. Importantly, the moderating role of critical factors was evident. The interaction between capacity building and critical factors significantly influenced tourism growth. Thus, a holistic approach integrating capacity building and critical factors is essential for sustainable tourism growth. The study concludes by emphasizing collaboration among stakeholders, integration of technology, tailored programs, regular evaluation, and a long-term vision for sustainable tourism growth.

KEY WORDS: Capacity Building, Tourism Growth, And Training Institutions-----

1.0 INTRODUCTION

The tourism sector for a long time is a major global economy and one of the fastest growing industries across the globe (UNWTO, 2019). It contributed USD 8.9 trillion, representing 10.3 % of the global GDP in 2019 (UNWTO, 2020). Tourism is an area of national interest to promote international trade in the service sector (Sokhanvar & Jenkins, 2022). In Uganda, the tourism sector is prioritized as a sector to create jobs, reduce poverty, improve the livelihoods, and harness socio-economic transformation in pursuit of Uganda Vision 2040. The Government of Uganda projects the country to become one of the top five tourist destinations in Africa, contributing more than US\$12 billion annually and to become among the top 10 long haul tourist destinations in the world by the year 2040. The Uganda National Development Plan III put the tourism sector at the forefront of the priority sectors. The Uganda National Tourism Sector Development Plan 2020/21 – 2024/25) prioritized industry capacity building as the 'bedrock' of growing the tourism sector and enhancing tourist experience. The government aims to carry out capacity building programmes through tertiary education services including universities, diploma and certificate awarding institutions and Skilling Uganda Programme managed by the Directorate of Industrial Training (DIT) to enhance the country's competitiveness and achieve growth targets. At a wider spectrum, UNWTO G20 Osaka Leaders' Declaration on the "Future of Work and Skills Development in Tourism" policy paper 2929 prioritized capacity building to strengthen the private sector and educational institutions capacities to professionalize the tourism sector to ensure the success of economic transformation, vitality and sustainability. The Declaration recommended capacity building as a central pillar to support tourism recovery from COVID-19 pandemic through an unhindered commitment to the training and education of the professionals and future leaders



of tourism. This is key to enhance and consolidate skills, competences and abilities so as to meet the requirements of the market demand (UNWTO, 2020).

As a result, UNWTO (2017) noted that tourism growth seeks to place tourism as a driver to stimulate economic development, reduce inequalities and empower especially rural communities. The positive impact of tourism growth is its importance for job creation and for spurring entrepreneurship, support to preservation of natural and cultural heritage and delivery of economic and social benefits. When the industry is re-strategizing to recover from the impacts occasioned by the outbreak of Covid-19 pandemic, emerging regenerative tourism aims to promote tourism growth through innovations by embedding tourism practices and prioritizing capacity building (Bellato & Cheer, 2021). Innovations by developing curricula and training programmes are emerging issues to achieve tourism growth targets. Therefore, this study seeks to establish how capacity building positively influences tourism growth in Uganda by considering Uganda Hotel and Tourism Training Institute (UHTTI) that undertake tourism training to enhance tourism productivity and growth. Maximizing the benefit of capacity building through UHTTI is important for tourism growth and can allow maximum benefit to be gained through the transferability of knowledge (Tumusiime & Vedeld, 2012). It is against this contextual background dictated by emerging trends in the tourism sector that the role of UHTTI in capacity building to enhance tourism growth in Uganda is studied.

2.0 ABOUT UGANDA HOTEL AND TOURISM TRAINING INSTITUTE (UHTTI)

The Uganda Hotel and Tourism Training Institute (UHTTI) was established by Statute 14 in September 1994 (UHTTI, 2015). However, the UHTTI statute was repealed by sections 130, subsections 1 and 2 of the Universities and Other Tertiary Institutions Act of April 2001, which transferred the Institute from the Ministry of Tourism, Wildlife and Antiquities (MTWA) to the Ministry of Education and Sports (UHTTI, 2015). The purpose of this shift was to enhance and expand the Institute's role in hospitality training and skill development under the Universities and Other Tertiary Institutions Act, 2001. The Act aimed to standardize qualifications across similar courses offered by different institutions, while preserving institutional autonomy and academic freedom. It also sought to improve access to high-quality institutions by regulating and guiding their establishment, management, and award of academic credentials (the Parliament of the Republic of Uganda, 2001).

In 2015, the UHTTI Act was enacted, granting the Institute the authority to (a) organize and conduct courses in tourism, hotel management, and catering, as well as facilitate the advancement, transmission, and preservation of knowledge; (b) conduct examinations and award certificates, diplomas, and other higher qualifications; and (c) collaborate with similar organizations both within Uganda and internationally (UHTTI, 2015). These responsibilities align with the objectives of the National Development Plan III (2020/21 - 2024/25), which focuses on tourism training and skill development to build a skilled workforce across the tourism sector and improve working conditions to drive tourism growth. The 2015 UHTTI Act also facilitated the implementation of the tourism curriculum at UHTTI, offering specialized training for various stakeholders in the tourism value chain. The Act's goals are tied to addressing personnel shortages and skill gaps in the sector, while emphasizing the need for improvements in the quality of instructors and equipment at UHTTI and the Uganda Wildlife Research and Training Institute (UWRTI) in Kasese (NPA, 2020).

3.0 PROBLEM STATEMENT

Capacity development within Uganda's tourism industry is essential for improving its competitiveness and fostering industrial growth (Mulamula, 2016). The growth of tourism in Uganda is heavily reliant on having a competent workforce, which plays a crucial role in enhancing expertise and boosting productivity. Unfortunately, many young people entering the tourism sector are inadequately trained, with graduates lacking the hands-on skills necessary for the sector's growth and success (Muhanguzi, 2024). This misalignment between the skills taught and the actual demands of the industry has a detrimental effect on tourism growth, highlighted by the absence of specialized programs, such as bird guide training, and insufficient operational-level training for roles like hotel management. Despite initiatives like the UHTTI Act (2015), aimed at addressing skill gaps and improving the quality of training, significant challenges remain in meeting the tourism sector's human resource needs. The Master Plan (MTWA, 2014) underscores the importance of ongoing investment in capacity building to develop a skilled workforce capable of enhancing service delivery and improving the overall competitiveness of the sector. Therefore, this study seeks to evaluate the current state of capacity building in Uganda's tourism sector and its impact on sector growth, focusing specifically on UHTTI as a case study.

4.0 SPECIFIC OBJECTIVES

- i. To assess the capacity building of the tourism sector in Uganda.



- ii. To evaluate the tourism growth of Uganda
- iii. To establish the relationship between capacity building and tourism growth in Uganda.
- iv. To determine the moderating role of critical factors on the relationship between capacity building and tourism growth in Uganda.

5.0 SIGNIFICANCE OF THE STUDY

Capacity building is a core tourism growth strategy supported by the Government of Uganda to promote employability, increase tourism income or revenue, facilitate inter-industry linkages for increased outputs. These are sector growth targets to achieve organizational and national tourism development goals. The Tourism Policy, 2015 and NDP III 2020/2021 – 2024/2025 have included capacity building of UHTTI and UWRTI to deliver required skills and knowledge which will lead to Uganda’s tourism sector growth.

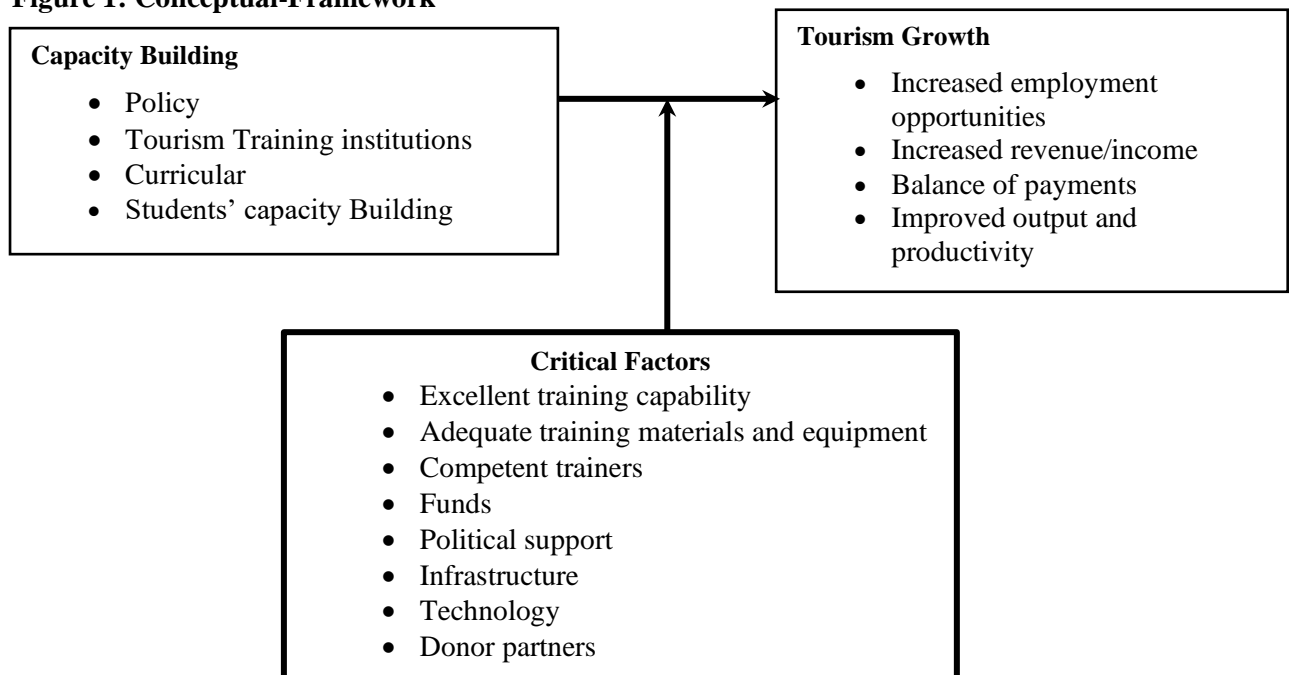
Therefore, it will contribute to creating knowledge about how to build tourism sector capacity for industry growth. Literature on capacity building for tourism growth is still uncommon. This study will add and enrich knowledge of capacity building through programmes like skilling that is now emphasized throughout the world, but with scanty evidenced-based research to support its operations.

This study is vital to UHTTTI to provide an outlook of its role in training, skills development and competence building to promote tourism growth. As a government mandated institution to advise, promote, train and professionalize the tourism industry, this study will help UHTTI to reflect on its successes and failures.

As government funded organizations in partnership with World Bank under Competitive Enterprise Development Programme (CEDP) the institution is mandated to enhance institutional capacity to deliver the required human development needs to promote tourism sector growth. The ongoing UHTTI institutional capacity building programme focuses on achieving professionalization of the tourism industry that is critical to the success of the industry. Capacity building is therefore regarded as a strong capability to provide support to the government to enhance competitiveness, maximize industry receipts and revenue that can potentially create more sustainable entities and achieve national development goals of socio-economic transformation as laid in Vision 2040. This study is critical to help the government through the Ministry of Tourism, Wildlife and Antiquities (MTWA) to assess capacities of training institutions in building human resource capabilities for tourism growth in Uganda in order to achieve government targets of socio-economic transformation using the tourism sector as the pillar.

6.0 CONCEPTUAL FRAMEWORK

Figure 1: Conceptual-Framework



Source: adopted from (Murki, 2014; Kumar, Zulkifli, & Ray, 2022; Raymond & Brown, 2007)



Explanation

In the context of the tourism industry, the Resource-Based View (RBV) theory (Barney, 2001) is relevant as it examines how a firm's unique resources and capacity-building efforts contribute to tourism growth. Capacity building involves developing skills and competencies within the tourism sector. This can be achieved through policy frameworks that support initiatives, funding, and incentives for acquiring and developing valuable resources within tourism institutions. Training institutions and well-designed curricula play a crucial role in cultivating the workforce's capacity, leading to a more skilled and competent tourism workforce, increasing employment opportunities, and supporting economic development. Critical factors, such as excellent training capabilities, adequate training materials, competent trainers, availability of funds, political support, infrastructure, and technology, further enhance capacity building efforts within the tourism sector. When capacity building and critical factors are combined, they fuel tourism growth by attracting more tourists through enhanced service quality, leading to higher revenue and income for tourism businesses and the overall economy.

7.0 CONCEPTUAL REVIEW

Tourism

Tourism is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes (UNWTO, 2025).

Tourism growth

Tourism growth refers to the increasing number of travelers visiting destinations around the world, leading to significant cultural and economic impacts on those areas (UNWTO, 2025).

Capacity building

While OECD, (2021) define capacity as the ability of people, organizations and society to manage their affairs successfully. Capacity building can be defined as an umbrella concept that links isolated concepts of organizational development, institutional building, sustainable development and citizen engagement (Morgan, 2023).

Capacity building is regarded as “a process that enhances the ability of the individual, entity or a broader social system to perform effectively in the functions for which they exist, identify and address new challenges or improve control over their practices in a sustainable manner within dynamic contexts. (Morgan, 2020).

Critical Factors

A critical success factor is something an organization, business or project must accomplish to fulfill its goal (Kineber, Othman & Zayed, 2021). Critical success factors help a team or organization decide what they should focus on and compare progress to the goals that are set. A **critical** factor refers to an essential element that significantly influences the outcome of a situation or decision-making process (Al-Tarawneh, 2012).

8.0 THEORETICAL PERSPECTIVE

Richard Butler's Resort Life Cycle Model

Richard Butler's Resort Life Cycle Model (1980) is a widely adopted model that focuses on the evolution of tourism destinations based on a six-stage product cycle. Introduced in 1980, Butler's theory builds upon earlier theorists' ideas and draws inspiration from the business concept of the product life cycle. The model proposes that tourist destinations undergo various stages of development and change, which influence tourism growth. These stages are exploration, involvement, development, consolidation, stagnation, and post-stagnation. Exploration involves attracting a few adventurous tourists, while involvement involves limited interaction with the developing tourism industry. Development occurs when tourist facilities grow and promotional efforts intensify, leading to increased antagonism from locals. Consolidation occurs when tourism becomes a major part of the local economy, with growth rates leveling off. Stigma nation occurs when a destination experiences peak tourist numbers and reaches its capacity levels, leading to gradual erosion of accommodation stock and property turnover rates. Post-stagnation, after stagnation, five possibilities arise, depending on local management decisions. The extremes include rejuvenation, where efforts revitalize the destination, and decline, where the destination experiences a downturn in tourism activity. In 1998, Butler revisited his model and found substantial support for its validity. He highlighted key points that confirmed the applicability of his original theory, such as dynamism, the common development process, limits to growth, triggers for change, and the importance of management, long-term view, spatial component, and universal applicability. In summary, Butler's theory is highly relevant to tourism growth, emphasizing the dynamic nature of destinations, the importance of effective management, and the significance of understanding different stages of growth to avoid decline and foster sustainable tourism growth.



Christaller's theory

Christaller's theory, introduced in the early 1960s, highlights the spatial behavior of tourists, indicating flows from large urban centers to remote rural peripheries (Christaller, 1963). Geographers have since sought to identify, describe, and partially explain the observed patterns of international tourist flows (Mansfeld, 1990). This theory emphasizes the continuous development of tourist areas over time and its applicability in explaining tourism growth is evident through several key points. Firstly, as tourist destinations evolve and develop, they become increasingly attractive to a wider range of visitors, leading to heightened tourism growth. Secondly, the evolving nature of tourist destinations appeals to diverse types of tourists, accommodating their varying preferences and interests, which further contributes to tourism growth. Additionally, the changing tourist experiences in developing destinations attract more visitors, influencing tourism growth positively. Moreover, the positive impacts and experiences of tourists in developing destinations lead to word-of-mouth promotion, resulting in increased visitation and tourism growth. The involvement and support of locals in the tourism industry also play a role in improving destination experiences, ultimately fostering tourism growth. Lastly, as tourist destinations mature and saturate, new cycles emerge with the emergence of new destinations catering to different tourist preferences, leading to increased tourism growth in those areas. Generally, Christaller's theory provides valuable insights into the dynamic nature of tourist destinations and their role in fostering sustainable tourism growth (Christaller, 1963; Mansfeld, 1990).

9.0 EMPIRICAL REVIEW

Capacity Building in Tourism Industry

According to Tieguang, (2018) capacity building in the tourism industry is a major function of higher vocational colleges to serve the local economic development needs. Focusing on vocational education in China, Chengping, Xiaoya and Ruowen, (2017) noted that vocational colleges, as well as tourism majors, should do their best to serve and repay the society and contribute to local economic construction. Tourism in higher vocational colleges play a vital role in educational resources, which can greatly improve the quality of staff and provide high-quality talents for enterprises and overall sector growth (Liu, 2019). This is equivalent to the DIT skill-based training program in Uganda. Sokhanvar & Jenkins (2022) outlined three things that a country can do to strengthen the capacity building in tourism especially in higher vocational colleges by looking at the Chinese education system. Capacity building to be majorly undertaken by higher vocational colleges to serve the local economic construction, help tourism growth and strengthen the construction of higher vocational colleges (adopted from Xiaohong, Xialan, 2016). Based on the Chinese vocational education system emphasis is put on "Five Combinations" of higher vocational education, thus: profession in the industry, curriculum and vocational standards, teaching process and production process, academic and vocational qualification certificates, and vocational education and lifelong learning.

Asian Development Bank (ADB, 2011) noted that people, organizations, and society as a whole unleash, strengthen, create, adapt, and maintain capacity overtime and this is guided by the policy. Thus, policy helps to create the vision and design of capacity development processes. The policy framework provides the blueprints that help governments and other stakeholders plan streamlining capacity building processes. Léautier and Mutahakana, (2012) emphasized the roles played by training institutions in capacity building. These include training the necessary manpower, providing the requisite hardware, creating an enabling environment, supporting communities to realize their goals and equipping practitioners and communities with new developments.

Responding to increased demand for quality higher education is an issue that governments and institutions seek to address. Developing a curriculum that delivers an integrated, coherent and relevant learning experience is at the heart of any Higher Education offer and will ultimately improve graduate outcomes (DAAD, 2019). Students' capacity building involves improving students' performance and to prepare students for their future careers. According to training institutions, this is the first core objective to ensure that all students graduate with the knowledge and skills necessary to thrive in the workforce. It is considered one of the most important issues in strategic plans of higher institutions of learning because capacity building of the learners causes further success. In addition, it is important as it encourages the leadership and evaluates students' abilities and makes students perform in complex environments. Thus, capacity building leads to tourism sector employment opportunities and student employability.

The Master Plan noted the need for substantial investment in training and up-skilling, (MTWA, 2014 - 2024). Human Resource Development (HRD) in tourism is a fundamental part of the enabling environment for growth. The tourism sector cannot reach its full potential without capacity development through well trained, educated and motivated human resources that can effectively implement policies, plan, manage, market and deliver quality



products and services to visitors (MTWA, 2014). The master plan also points out that achieving a strong human resources base for the sector requires concerted efforts and investments in capacity building focusing on tourism education, training and continuous professional development (MTWA, 2014). The Hotel and Tourism Training Institute (HTTI) Act, 2015 provides the basis for building adequate capacities that are indispensable for the country to achieve its plans and strategies for professionalization of tourism human resource development through systematic planning and results-oriented execution of development interventions. To achieve the capacity building in tourism is mediated by critical factors that include: element training capacity, adequate training materials and equipment, competent trainers, adequate funds, government support, necessary infrastructure and technology.

Evaluating Tourism Growth

Tourism growth impacts are positively linked to economic impacts such as balance of payments, employment, gross income and production. Acknowledging these advantages, many developing and developed countries today rely on tourism as an option for sustainable development of their economy (Mulkat Ajibola, 2016). Tourism industry has now grown to be the world's largest industry and one of the fastest growing economic sectors. UNWTO (2020) noted that despite times of uncertainty and volatility, tourism remains a reliable economic sector. Against the backdrop of recently downgraded global economic perspectives, international trade tensions, social unrest and geopolitical uncertainty, the tourism sector keeps outpacing the world economy and calling upon governments to not only grow but to grow better (a speech by UNWTO General Secretary, 2020).

The emerging tourism's position as a top export sector and creator of employment, calls for responsible growth (UNWTO, 2020). Tourism has a place at the heart of global development policies, and the opportunity to gain further political recognition and make a real impact as the Decade of Action gets underway, leaving just ten years to fulfill the UN SDGs. UNWTO World Tourism Barometer, 2020 indicated that international tourist arrivals (overnight visitors) grew at an average of 4% to reach 1.5 billion. All regions enjoyed an increase in arrivals with the Middle East leading (+8%) followed by Asia and the Pacific (+5%). Europe and Africa had positive growth in arrivals (+4%) while the Americas saw a growth rate of (+2%) (UNWTO, 2020). The positive trajectories in international tourist arrivals before COVID-19 pandemic disruption provides an indication that tourism contributes a lot to global GDP, not only outpacing the wider economy but also growing faster than other significant sectors such as financial and business services, transport and manufacturing.

Over the past 10 years, the tourist arrivals into Uganda have steadily increased from 850,000 in 2008 to over 1.505 million arrivals in 2018 representing a 77% record increment. The sector has also witnessed a positive shift in foreign exchange earnings from US\$1.45Bn in 2017 to US\$1.6Bn in 2018 and as of 2018, contribution of tourism to GDP stood at UGX 8.4Trillions (approximately 7.7% of GDP). The sector contributed to over 667,600 jobs (approximately 6.7%) of total employment and world over, the industry generates 10% of world jobs. This number is still on the increase. The more tourists visit any single destination, the more jobs are created along the entire tourism value chain. For every 11 tourists that visit a destination, one permanent job is created.

Creating a relationship between capacity building and tourism growth

Capacity building plays a crucial role in fostering tourism growth by empowering communities to actively participate in tourism development processes. A study by Fariborz (2009) demonstrated that community leaders' perceptions of tourism impacts particularly economic and environmental—directly influence their involvement in capacity-building efforts. Leaders who view tourism as an economic benefit are more likely to engage in activities that strengthen their communities' capacity for tourism development, while those who perceive negative environmental impacts are less inclined to do so.

Aref & Redzuan (2006) highlight the significance of community capacity building as a strategy for sustainable tourism growth. They emphasize that these programs improve the ability of underdeveloped communities to contribute to tourism decision-making processes, thereby enhancing their participation and fostering growth. In regions like the Galapagos, tourism growth has led to both opportunities and challenges. Burbano & Meredith (2021) suggest that while tourism offers economic potential, concerns about its environmental and social impacts remain, requiring careful management to ensure sustainable development.

Fauzel & Tandrayen-Ragoobur (2021) found that sustainable development factors—economic, social, and environmental—have influenced tourism growth in Mauritius, with bi-directional causality observed between the two. Similarly, Mahadevan & Suardi (2019) explored the complex relationship between tourism growth and



poverty reduction, noting that while tourism growth can reduce the poverty gap, it does not necessarily alleviate headcount poverty or income inequality.

Critical Factors on the Relationship Between Capacity Building and Tourism Growth in Uganda

The relationship between capacity building and tourism growth in Uganda is shaped by key factors, including skill shortages and migration of experienced workers (Uganda Tourism Development Master Plan, 2014). Capacity building through education, training, and professional development is crucial to address these gaps. The BTVET Act (2008) emphasizes the need for coordinated workforce development to enhance productivity, vital for tourism growth. Additionally, the Theory of Change and SDG 8 promote sustainable economic growth and job creation. Public-private partnerships and cultural sensitivity are essential for tailored capacity building programs, enhancing Uganda’s tourism sector competitiveness and fostering long-term growth (Mwesigwa et al., 2024).

10. METHODOLOGY

The study focused on UHTTI's role in tourism growth, involving students, alumni, staff, and industry players. A cross-sectional design surveyed students (current and alumni), UHTTI staff, and key stakeholders like MTWA, MoE, NCHE, and tourism industry employers. Both quantitative and qualitative methods were employed: a quantitative survey assessed students' perspectives on training, employability, and capacity building, while qualitative interviews explored institutional capacity development with key informants. The study population included 215 stakeholders from various ministries, UHTTI, and the tourism industry, with a sample of 162 respondents determined using Krejcie and Morgan's table (1970). Simple random sampling was used for students, while purposive sampling was employed for key informants. Data was analyzed using SPSS, Excel, and content analysis. Secondary data from UHTTI and relevant ministries was also reviewed to understand the impact of policy frameworks on tourism growth in Uganda.

11.0 ANALYSIS AND INTERPRETATION

Table 1: Demographic Characteristics of Respondents

Category	Frequency	Percent (%)
Gender		
Female	67	57.8
Male	49	42.2
Age Group		
15 – 19 years	4	3.4
20 – 24 years	63	54.3
25 – 29 years	30	25.9
30+ years	19	16.4
Marital Status		
Divorced	3	2.6
Married	24	20.7
Single	87	75
Others	2	1.7
Level of Education		
Certificate	30	25.9
Degree	7	6
Diploma	62	53.4
Masters	6	5.2
Secondary School	11	9.5
Number of Years with Company		
<1 year	17	14.7
1 – 2 years	28	24.1
2 – 4 years	39	33.6
4 – 6 years	9	7.8
Over 6 years	23	19.8
Total	116	100

Source: Primary data 2023



The demographic data revealed key insights into the composition of the respondents. The majority of participants were female (57.8%) and within the 20-24 years age range (54.3%). This is indicative of a younger, predominantly female workforce in the tourism sector, which may reflect gender trends in tourism education and employment. Additionally, the majority (75%) were single, suggesting the need for capacity-building programs tailored to younger individuals without family responsibilities. Education levels showed a predominance of diploma holders (53.4%), highlighting a significant opportunity for targeted training programs to build on this educational foundation. Furthermore, a substantial number of respondents (33.6%) had 2-4 years of work experience, indicating a relatively young but experienced workforce. Programs to advance their careers could be vital for both personal growth and tourism sector development.

12.0 CORRELATION STATISTICS

Table 4.8: Spearman's rho Correlations

Spearman's rho Correlations	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	
CAPACITYBUILDING	1																			
policy	.574**	1																		
Tourism Training institutions	.773**	.393**	1																	
Curricular	.874**	.664**	.582**	1																
Students capacity Building	.871**	.303**	.786**	.624**	1															
Tourism sector employment	.745**	0.151	.418**	.635**	.620**	1														
CRITICALFACTORS	.904**	.308**	.684**	.720**	.914**	.781**	1													
Excellent Training capacity	.854**	.245**	.802**	.588**	.965**	.661**	.886**	1												
Adequate training Materials	.794**	0.149	.576**	.513**	.879**	.714**	.921**	.869**	1											
Competent Trainers	.455**	.197*	.428**	.301**	.540**	.392**	.458**	.566**	.370**	1										
Funds	.679**	0.138	.394**	.531**	.634**	.697**	.819**	.622**	.793**	0.091	1									
Political support	.679**	0.138	.394**	.531**	.634**	.697**	.819**	.622**	.793**	0.091	1.000*	1								
infrastructure	.730**	.285**	.709**	.690**	.761**	.500**	.734**	.733**	.551**	.372**	.416**	.416**	1							
Technology	.900**	.321**	.727**	.755**	.917**	.685**	.938**	.878**	.843**	.550**	.672**	.672**	.720**	1						



TOURISMGROWTH	.709**	.432**	.431**	.578**	.709**	.631**	.738**	.722**	.627**	.617**	.540**	.507**	.684**	1					
Increased employment opportunities	.563**	.299**	.432**	.380**	.614**	.507**	.626**	.668**	.540**	.548**	.391**	.391**	.472**	.572**	.885**	1			
Increased revenue	.678**	.217*	.453**	.555**	.629**	.743**	.756**	.726**	.707**	.390**	.694**	.639**	.676**	.796**	.722**	1			
Balance of payment	.667**	.425**	.479**	.571**	.737**	.431**	.646**	.643**	.533**	.639**	.336**	.336**	.510**	.698**	.788**	.595**	.469**	1	
Improved output and productivity	.485**	.479**	0.125	.468**	.443**	.389**	.416**	.404**	.326**	.497**	.305**	.305**	.320**	.380**	.774**	.515**	.396**	.643**	1

Source: primary data 2023

The relationship between capacity building and tourism growth in Uganda is strongly positive, as evidenced by significant correlations between capacity-building efforts and key tourism growth factors. Capacity building is closely linked to the development of tourism training institutions (0.773), curriculum design (0.874), and students' capacity building (0.871), all of which play a crucial role in preparing a skilled workforce for the tourism sector. Additionally, tourism sector employment (0.745) shows a strong positive correlation with capacity building, suggesting that as capacity building initiatives strengthen the workforce, they also contribute to job creation and industry expansion. This highlights the importance of investing in human capital development as a key driver of tourism growth in Uganda.

Critical factors, such as funding, political support, and infrastructure, moderate the relationship between capacity building and tourism growth by enhancing the effectiveness of capacity-building programs. Strong correlations between capacity building and funding (0.679), political support (0.679), and infrastructure development (0.730) demonstrate that these factors are essential for the successful implementation of capacity-building initiatives. Moreover, training resources like excellent training capacity (0.854) and adequate training materials (0.794) also facilitate capacity building, ensuring that the tourism sector can develop the necessary skills to fuel its growth. These critical factors create an enabling environment that supports capacity-building efforts, ultimately driving tourism growth more effectively.

13.0 DISCUSSION OF FINDINGS

The Relationship between Capacity Building and Tourism Growth

The study found strong positive relationships between capacity-building efforts and tourism growth indicators, such as policy development, curriculum design, and employment opportunities. These findings align with Fariborz (2009), who explored community leaders' perceptions of tourism impacts, and Aref & Redzuan (2006), who stressed the role of community empowerment in capacity building. The positive correlations suggest that capacity-building initiatives are integral to the long-term growth of Uganda's tourism sector, emphasizing the importance of a skilled workforce and innovative approaches to meet industry demands (Fauzel & Tandrayen-Ragoobur, 2021).

The moderating role of critical factors on the relationship between capacity building and tourism growth in Uganda.

Critical factors such as excellent training capacity, adequate materials, competent trainers, funding, political support, and infrastructure are necessary to enhance the effectiveness of capacity building initiatives. These factors enable the successful implementation of programs, creating an environment conducive to tourism growth. The study's findings, including strong positive correlations between capacity building and these critical factors, support this view. For example, the correlation between capacity building and training capacity (0.854), political support (0.679), and infrastructure (0.730) suggests that these factors are vital for maximizing the impact of capacity building. This aligns with Aref & Redzuan (2006) and Fauzel & Tandrayen-Ragoobur (2021), who stress the importance of critical factors in driving tourism growth.



14.0 RECOMMENDATIONS

The study's recommendations offer valuable guidance to a spectrum of stakeholders, including Ministries of Tourism, Wildlife and Antiquities, Education and Sports, and Gender, Labour, and Social Development, as well as UHTTI, current students, former students, and staff. The findings will inform their decision-making processes and drive coordinated efforts to promote capacity building in the tourism sector.

Contributions of the study

Moreover, the study highlights the importance of formalizing partnerships with private sector entities, such as hotels and tourism-related businesses, to provide students with real-world experiences. Supporting research and innovation within the tourism sector will foster new opportunities and strategies for sustainable growth. The study also emphasizes the need for government support in developing a comprehensive policy framework for capacity building, as well as providing financial and technical resources to tourism training institutions. By continuously reviewing and updating policies, the government can ensure that capacity-building initiatives remain relevant and effective, ultimately contributing to the long-term growth and sustainability of Uganda's tourism industry.

15.0 CONCLUSIONS

Effective collaboration between the government and training institutions, along with improvements in teaching standards, curricula relevance, and apprenticeships, played a crucial role in developing a skilled workforce. This, in turn, contributed to the growth and success of Uganda's tourism industry, ensuring its long-term sustainability and competitiveness in the global market. UHTTI graduates were found to have a significant positive impact on tourism growth, reflected in increased employment, revenue generation, and improved balance of payments. Their contributions were also linked to enhanced productivity and a better tourist experience. Moreover, a strong relationship between capacity building and tourism growth was established, where effective training initiatives, along with critical factors like competent trainers and adequate resources, contributed to improved industry outcomes. The study revealed that these critical factors, when combined with capacity building efforts, had a greater impact on tourism growth than individual efforts alone, underlining the need for a holistic approach to developing Uganda's tourism sector.

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