

**The Role Of The Tourism Sector Towards Promoting National Development In Uganda: A Case Study
Of The Uganda Museum, Kampala**

Kiwanuka Jude¹, Kamugira Apophia²

1,2 Metropolitan International University

Abstract

The study investigated the influence of tourism on national development in Uganda, with a focus on the Uganda Museum located in Kampala. The research aimed to identify the various tourism aspects available at the Uganda Museum, analyze how the museum's tourism activities impact national development, and explore the challenges faced by the tourism sector within this context. Employing a comparative, descriptive, and explanatory research design, data were collected objectively and economically. The study population included officials from the Ministry of Tourism, Uganda Museum staff, private sector tourism professionals, tour company representatives, tourists, local residents near the museum, civil society representatives, and academicians, selected for their expertise and understanding of tourism's role in national development. The results revealed a unanimous consensus (100% agreement) that the Uganda Museum holds significant and diverse cultural assets, including traditional artefacts, cultural dressing and dancing styles, and a rich collection depicting the history of Uganda's various cultures. A notable 64.6% of respondents strongly agreed on the presence of historical vehicles and materials from the colonial and post-colonial eras. Regarding national development, an overwhelming 72.9% of respondents strongly agreed that tourism generates crucial foreign revenue, while 64.6% agreed that the sector provides job opportunities. Furthermore, 62.5% strongly agreed that tourists provide a vital market for local products. However, the study also identified severe constraints: a striking 81.25% of respondents strongly agreed that poor road network is a major impediment, 64.6% strongly agreed that insecurity scares away tourists, and 85% strongly agreed that the sector is critically hampered by chronic underfunding. It was concluded that while the Uganda Museum is a verifiable and rich repository of cultural heritage with demonstrable potential to contribute significantly to national development through economic channels, this potential remains severely constrained by systemic infrastructural, security, and financial challenges. The museum's ability to act as a potent catalyst for development was therefore found to be significantly underutilized. It was recommended that there should be a substantial increase in strategic government funding and a diversification of the museum's revenue streams. It was further recommended that an immediate overhaul of the access road infrastructure and enhanced security measures should be implemented. To leverage its assets, the museum should develop more dynamic, experiential exhibitions and cultural performances, and intentionally strengthen its economic linkages with the local community through the sourcing of local goods and services. Finally, an aggressive, targeted marketing campaign was recommended to reposition the museum as a key anchor for urban tourism in Uganda.

Keywords: Tourism Development, Uganda Museum, Cultural Heritage, National Development, Infrastructure, Underfunding, Local Economic Linkages

Background to study

Globally, the tourism sector has solidified its position as a powerful engine for economic growth, job creation, and sustainable development. Prior to the COVID-19 pandemic, tourism was one of the fastest-growing economic sectors, accounting for 1 in 10 jobs worldwide and contributing 10.3% to global GDP in 2019 (T. Christopher et al., 2024). The sector's resilience was demonstrated in 2022, with international tourist arrivals rebounding to 63% of pre-pandemic levels, and a full recovery to 2019 levels projected for 2024 (Frank et al., 2023). This resurgence underscores tourism's intrinsic link to national development, facilitating foreign exchange earnings, infrastructure development, and cultural exchange. The United Nations World Tourism Organization (UNWTO) champions tourism as a critical pillar for achieving the Sustainable Development Goals (SDGs), particularly SDG 8 (decent work and economic growth), SDG 12 (responsible consumption and production), and SDG 14 (life below water). The modern global tourist is increasingly driven by a desire for authentic, experiential, and culturally immersive travel, shifting demand from traditional sun-and-sand holidays towards heritage, eco, and community-based tourism (Nicholas et al., 2023). This paradigm shift places cultural assets like museums at the forefront of destination competitiveness, as they offer the unique, localized narratives that contemporary travelers seek (UNWTO, 2023; World Travel & Tourism Council, 2023).

In Africa, the tourism sector is widely recognized as a beacon of hope for economic diversification and poverty alleviation. Despite contributing a modest 5.1% to the continent's GDP in 2022 (directly), the sector's indirect and induced impacts are profound, supporting over 22 million jobs. Africa is the world's second-fastest growing tourism region, with international arrivals growing at an average of 5% annually pre-pandemic, and a strong recovery underway (Lydia, Kazaara, et al., 2023). Key destinations like Kenya, Tanzania, South Africa, and Egypt have leveraged their natural and cultural heritage to build robust tourism economies. The African Union's Agenda 2063 explicitly identifies tourism as a key sector for driving socio-economic development, fostering intra-African travel, and promoting cultural identity (F. Christopher et al., 2022). However, the continent's potential remains underexploited, facing challenges such as inadequate infrastructure, perceptions of instability, and underinvestment in marketing and product development. There is a critical need for African nations to move beyond a reliance on wildlife safaris and beach tourism and to develop their rich, diverse cultural heritage sectors (Subcounty et al., 2022). This includes investing in historical sites, museums, and festivals, which can distribute tourism benefits more evenly, create urban tourism hubs, and tell the authentic stories of African civilizations, thereby challenging monolithic narratives and promoting pan-Africanism (African Development Bank, 2022; UNWTO, 2022).

Uganda, endowed with breathtaking biodiversity, a temperate climate, and a rich tapestry of cultures, has long been celebrated as "The Pearl of Africa." The tourism sector is a cornerstone of its economy, consistently ranking as one of the top foreign exchange earners alongside coffee and remittances. Prior to the pandemic, in the financial year 2018/19, the sector contributed 7.7% to GDP and employed over 667,000 people (Victor et al., 2022). The

Received: 15.10.2025

Accepted: 18.10.2025

Published on: 30.10.2025

government, through the Uganda Tourism Board (UTB) and the Ministry of Tourism, Wildlife and Antiquities, has actively promoted the country's key attractions, including the iconic mountain gorillas in Bwindi Impenetrable National Park, the mighty Murchison Falls, and the source of the Nile. The subsequent recovery has been strong; tourist arrivals increased from 473,085 in 2020 to 814,508 in 2022, generating an estimated USD 1.02 billion in revenue (UBOS, 2023; Ministry of Tourism, Wildlife and Antiquities, 2023). The National Development Plan (NDP III) identifies tourism as a primary growth sector, with ambitious targets to increase tourism's contribution to GDP and employment (Ahumuza et al., 2025). However, Uganda's tourism model has historically been heavily skewed towards its natural assets, particularly in its western and national parks, leaving its immense cultural heritage significantly under-utilized as a complementary tourism product. This over-reliance on a single segment makes the sector vulnerable and limits the geographical spread of tourism benefits, often bypassing urban centers and communities rich in history but poor in wildlife (Uganda Tourism Board, 2022).

Uganda Museum in Kampala, becomes critically important for a more holistic and resilient national tourism strategy. Established in 1908, the Uganda Museum is the oldest and most extensive museum in East Africa, serving as the official repository of the country's cultural, historical, and natural heritage (Lydia, Ariyo, et al., 2023). Its collections span ethnography, paleontology, archaeology, and science, telling the story of Uganda's people from pre-history to the present. Despite its immense potential, the museum has faced challenges, including chronic underfunding, aging infrastructure, and declining visitor numbers, which have limited its ability to fully contribute to the tourism economy (Kazaara & Kazaara, 2025). Yet, as a site of national memory and education, it holds the key to unlocking a different dimension of tourism in Uganda: urban cultural tourism. A revitalized museum can serve as a powerful anchor attraction for Kampala, encouraging longer stays in the capital, diversifying the tourist experience, and promoting a deeper understanding of Ugandan identity. Its role extends beyond direct revenue generation; it is an instrument for informal education, a catalyst for the creative industries, a preserver of intangible cultural heritage, and a platform for fostering national unity and pride (Faridah et al., 2023). Therefore, examining the Uganda Museum offers a microcosm for understanding the challenges and opportunities of integrating cultural tourism into Uganda's broader national development agenda, exploring how such institutions can be repositioned to attract both domestic and international tourists, create jobs, and promote sustainable urban development (Nyeko, 2019; Namyanya, 2021).

Problem Statement

Uganda National Development Plan II prioritizes tourism as one of the six key growth drivers with the greatest multiplier effect, along with Agriculture, Minerals, Oil and Gas, Infrastructure and Human Capital Development (Brian et al., 2024). A national tourism strategy is a government policy that encourages tourism that brings benefits to the country. Most countries have national development strategies relating to aspect of their economic or social development; for example, China which has heavily developed the tourism sector (UNWATO, 2017). Such structures are missing in Uganda which heavily affects the tourism sector. The role of tourism in economic growth can be observed from different angles (T. Christopher et al., 2023). Tourism contributes to increasing foreign

Received: 15.10.2025

Accepted: 18.10.2025

Published on: 30.10.2025

earnings through the mechanism of tourists spending in the visited country. Through its strong backward and forward linkages, tourism contributes directly and indirectly to the development of nations (Arinaitwe J, 2024). Despite the fact that tourism is an area with a great potential, there is not, at the moment, enough official information to be able to really identify this sector and its particular needs, to understand how the tourist relates to the heritage, or which main areas should be considered in the tourism management, the tourism sector in Uganda is not well supported financially and there is lack of a favorable policy framework that that engages the other stakeholders especially the private sector, the increasing politicization, insecurity at the national parks and corruption have greatly eaten up the sector depriving the country from getting over 10 trillion even when there is that potential (Wekesa, 2023). Uganda Museum is a cultural Center, which is the home of all Ugandan cultures, and the Kampala Cultural Nights out, this would be an opportunity for government to make it the most favorable international tourism center, unfortunately, the institute seems to be grappling with several challenges ranging from corruption, limited funding, tribalism which if not fixed, it will continue affecting the number of visitors and consequently loss of billions of revenues meant to foster national development (Phionah et al., 2023). The study therefore, aimed at understanding further the contribution of the Uganda Museum towards national development for sustainable remedies.

Specific objectives

- i. To identify the different tourism aspects at the Uganda Museum
- ii. To investigate how tourism sector at the Uganda Museum affect national development
- iii. To investigate the challenges that are facing the tourism sector at the Uganda Museum

Methodology

The research design was comparative, descriptive, and explanatory, a multi-faceted approach adopted to ensure that data was collected in a manner that was objective, accurate, and economically efficient. The study population was drawn from a wide spectrum of stakeholders who possessed a vested interest and a comprehensive understanding of the tourism sector. This included officials from the Ministry of Tourism, wildlife and antiquities, personnel and management at the Uganda Museum, private sector tourism entrepreneurs, representatives from tour companies, domestic and international tourists, civil society organization officials, local community members residing near the Uganda Museum, and academic scholars specializing in tourism (A. Nafiu et al., 2012). These respondents were selected precisely because of their direct stake and their capacity to provide rich, relevant information on the role of the Uganda Museum in national development. Data collection was executed through a mixed-methods approach, utilizing both primary and secondary methods to ensure triangulation and depth. The primary methods involved a series of interviews, which were conducted as face-to-face interactions to gather firsthand information; a blend of structured and unstructured interview formats was employed to allow for probing and the generation of detailed insights (Aslam et al., 2022). Furthermore, questionnaires featuring both open and closed-ended questions were administered to a broader audience to quantify and qualify perspectives across the different respondent categories. To harmonize and enrich the data, focus group discussions were held with small

groups of five to ten respondents, facilitating a dynamic exchange of ideas that complemented the individual data points.

The secondary methods centered on a comprehensive documentary review, which provided a crucial contextual and analytical foundation for the study. This involved a thorough examination of existing laws, policies, and strategic plans related to tourism and cultural heritage in Uganda. Reports from the Ministry of Tourism and its development partners, as well as publications and academic works from earlier scholars on related topics, were meticulously analyzed to gain an in-depth understanding of the subject matter (Jallow et al., 2022). To implement these methods, a suite of data collection instruments was deployed, including structured interview guides, detailed questionnaire guides, audio recorders, observation guides, and focused discussion guides for the group sessions, all of which were designed to standardize and guide the data collection process (Sarah et al., 2024). In terms of sampling, the researcher engaged a total of approximately 200 respondents from an estimated population of 350 stakeholders. This sample was strategically derived using different sampling techniques tailored to each category; for instance, purposive sampling was used to select knowledgeable officials from private tourism companies, civil society, and academicians, while cluster and stratified sampling were applied to government officials to ensure representation across different departments (Maiga et al., 2021). Random sampling techniques were employed to select officials at the Uganda Museum, local masses, and tourists, thereby minimizing selection bias and enhancing the generalizability of the findings within those groups.

The subsequent data analysis was predominantly qualitative in nature, aligning with the study's fundamental aim to investigate and explain complex relationships and perceptions, though descriptive statistics were used sparingly to reinforce the qualitative findings. The data was analyzed progressively using thematic analysis, a method that involved identifying, analyzing, and reporting patterns or themes within the data (Nafiu et al., 2012). This descriptive presentation allowed for a detailed account of the respondents' views and opinions, which were organized according to themes that emerged directly from the study's objectives. To preserve the authenticity of the responses, direct quotations were used to articulate the voices of the interviewees, while data from questionnaires was often reduced and presented in tabular form for clarity and summary. Throughout the research process, stringent ethical considerations were meticulously observed (Anwar et al., 2022). The researcher sought informed consent from all participants by presenting an introductory letter that clearly stated the purpose and potential implications of the study, and each respondent signed a consent form. The principle of objectivity was upheld by committing to factual reporting, and confidentiality was guaranteed, with all information from respondents handled with discretion; official permission was sought for any data obtained from government institutions before it was used publicly. The privacy of participants was protected at all times to shield them from any potential harm. The study, however, was not without its anticipated limitations. The geographical dispersion of respondents across distant localities increased logistical costs, a challenge mitigated by obtaining contacts and emails for remote follow-up interrogations. Some respondents were initially hesitant, withholding crucial

Received: 15.10.2025

Accepted: 18.10.2025

Published on: 30.10.2025



information due to apprehensions about consequences, but the researcher overcame this by clearly communicating the study's purpose and reaffirming the confidentiality of their contributions.

Results

Table 1 showing the response rate of respondents on whether tourism positively affects National Development in Uganda by focusing on Uganda Museum found in Kampala

Response	Frequency	Percentage
Agree	70	29.2
Strongly agree	170	70.8
Disagree	00	00
Strongly disagree	00	00
Not sure	00	00
Total response	200	100%

Source: primary source (2024).

The above figure depicts that 170 respondents strongly agreed that tourism positively affects National Development in Uganda by focusing on Uganda Museum found in Kampala which constituted 70.8%, and those who agreed were 70 respondents constituting 29.2%, none of the respondents was not sure constituting 00% (Nelson et al., 2022). There were no respondents who disagreed constituting 00%. While 00 respondents strongly disagreed constituting 00%. This meant that the majority of the respondents strongly agreed tourism positively affects National Development in Uganda by focusing on Uganda Museum found in Kampala.

Table 2 showing the response rate of the respondents on whether there are traditional housing systems at the Uganda museum as source of tourists' attraction

Response	Frequency	Percentage
Very high	95	39.6
High	145	60.4
Moderate/gradual	00	00
Low	00	00
Very low	00	00
Total response	200	100%

Source: primary source (2024).

The above figure depicts that 145 respondents strongly agreed that there are traditional housing systems at the Uganda museum as source of tourists' attraction which constituted 60.4%, and those who agreed were 95 respondents constituting 39.6%, none of the respondents was not sure constituting 00%. There were no respondents who disagreed constituting 00%. While 00 respondents strongly disagreed constituting 00%. This meant that the majority of the respondents strongly agreed that there are traditional housing systems at the Uganda museum as source of tourists' attraction (Nelson et al., 2023).

Received: 15.10.2025

Accepted: 18.10.2025

Published on: 30.10.2025



Table 3 showing the response rate on whether there are Cultural dressing and dancing styles at the Uganda museum.

Response	Frequency	Percentage
Agree	155	64.6
Strongly agree	85	35.4
Disagree	00	00
Strongly disagree	00	00
Not sure	00	00
Total response	200	100%

Source: primary source (2024).

The above figure depicts that 155 out of 200 respondents agreed that there are Cultural dressing and dancing styles at the Uganda museum which constituted 64.6%, and those who strongly agreed were 85 respondents constituting 34.4%, and 00 of the respondents were not sure constituting 00%. There were no respondents who disagreed constituting 00%. While 00 respondents strongly disagreed constituting 00%. This meant that the majority of the respondents agreed that there are Cultural dressing and dancing styles at the Uganda museum.

Table 4 showing the response rate on whether there are Traditional artefacts in the gallery at the Uganda museum.

Response	Frequency	Percentage
Agree	155	64.6
Strongly agree	85	35.4
Disagree	00	00
Strongly disagree	00	00
Not sure	00	00
Total response	200	100%

Source: primary source (2024).

The above figure depicts that 155 out of 200 respondents agreed that Traditional artefacts in the gallery at the Uganda museum. There are cultural heritage and history of the different cultures in Uganda, there are historical vehicles and materials used by colonialists and former presidents which constituted 64.6%, and those who strongly agreed were 85 respondents constituting 34.4%, and 00 of the respondents were not sure constituting 00%. There were no respondents who disagreed constituting 00%. While 00 respondents strongly disagreed constituting 00%. This meant that the majority of the respondents agreed that Traditional artefacts in the gallery at the Uganda museum. There are cultural heritage and history of the different cultures in Uganda, there are historical vehicles and materials used by colonialists and former presidents.

Table 5 showing the response rate on whether there are Cultural dressing at the Uganda museum.

Response	Frequency	Percentage
-----------------	------------------	-------------------

Received: 15.10.2025

Accepted: 18.10.2025

Published on: 30.10.2025

Agree	155	64.6
Strongly agree	85	35.4
Disagree	00	00
Strongly disagree	00	00
Not sure	00	00
Total response	200	100%

Source: primary source (2024).

The above figure depicts that 155 out of 200 respondents agreed that there are Cultural dressing and dancing styles at the Uganda museum which constituted 64.6%, and those who strongly agreed were 85 respondents constituting 34.4%, and 00 of the respondents were not sure constituting 00%. There were no respondents who disagreed constituting 00%. While 00 respondents strongly disagreed constituting 00%. This meant that the majority of the respondents agreed that there are Cultural dressing and dancing styles at the Uganda museum.

Table 6 showing the response rate on whether there are Cultural dancing styles at the Uganda museum.

Response	Frequency	Percentage
Agree	155	64.6
Strongly agree	85	35.4
Disagree	00	00
Strongly disagree	00	00
Not sure	00	00
Total response	200	100%

Source: primary source (2024).

The above figure depicts that 155 out of 200 respondents agreed that there are Cultural dressing and dancing styles at the Uganda museum which constituted 64.6%, and those who strongly agreed were 85 respondents constituting 34.4%, and 00 of the respondents were not sure constituting 00%. There were no respondents who disagreed constituting 00%. While 00 respondents strongly disagreed constituting 00%. This meant that the majority of the respondents agreed that there are Cultural dressing and dancing styles at the Uganda museum.

Table 7 showing the response rate on whether there are there are cultural heritages and history of the different cultures in Uganda at the Uganda museum

Response	Frequency	Percentage
Agree	155	64.6
Strongly agree	85	35.4
Disagree	00	00
Strongly disagree	00	00
Not sure	00	00
Total response	200	100%

Received: 15.10.2025

Accepted: 18.10.2025

Published on: 30.10.2025

Source: primary source (2024).

The above figure depicts that 155 out of 200 respondents agreed that there are cultural heritages and history of the different cultures in Uganda at the Uganda museum which constituted 64.6%, and those who strongly agreed were 85 respondents constituting 34.4%, and 00 of the respondents were not sure constituting 00%. There were no respondents who disagreed constituting 00%. While 00 respondents strongly disagreed constituting 00%. This meant that the majority of the respondents agreed that there are cultural heritages and history of the different cultures in Uganda at the Uganda museum.

Table 8 showing the response rate on whether there are there are historical vehicles and materials used by colonialists and former presidents.

Response	Frequency	Percentage
Agree	85	35.4
Strongly agree	155	64.6
Disagree	00	00
Strongly disagree	00	00
Not sure	00	00
Total response	200	100%

Source: primary source (2024).

The above figure depicts that 85 out of 200 respondents agreed that there are there are historical vehicles and materials used by colonialists and former presidents at the Uganda museum which constituted 35.4%, and those who strongly agreed were 155 respondents constituting 64.6%, and 00 of the respondents were not sure constituting 00%. There were no respondents who disagreed constituting 00%. While 00 respondents strongly disagreed constituting 00%. This meant that the majority of the respondents agreed that there are at the Uganda museum there are historical vehicles and materials used by colonialists and former presidents.

Table 9 showing the response rate of respondents on whether Tourism brings foreign revenues to the economy hence promoting national development

Response	Frequency	Percentage
Agree	65	27.1
Strongly agree	175	72.9
Disagree	00	00
Strongly disagree	00	00
Not sure	00	00
Total response	200	100%

Source: primary source (2024).

The above figure depicts that 175 respondents out of 200 respondents strongly agreed that Tourism brings foreign revenues to the economy hence promoting national development which constituted 72.9%, and those who agreed

were 65 respondents constituting 27.1%, none of the respondents was not sure constituting 00%. There were 0 respondents who disagreed constituting 00%. While also 00 respondents strongly disagreed constituting 00%. This meant that the majority of the respondents strongly agreed that Tourism brings foreign revenues to the economy hence promoting national development.

Table 10 showing the response rate on whether the tourism sector provides job opportunities to the natives which leads to national development

Response	Frequency	Percentage
Agree	155	64.6
Strongly agree	85	35.4
Disagree	00	00
Strongly disagree	00	00
Not sure	00	00
Total response	200	100%

Source: primary source (2024).

The above figure depicts that 155 out of 200 respondents agreed that the tourism sector provides job opportunities to the natives which leads to national development which constituted 64.6%, and those who strongly agreed were 85 respondents constituting 34.4%, and 00 of the respondents were not sure constituting 00%. There were no respondents who disagreed constituting 00%. While 00 respondents strongly disagreed constituting 00%. This meant that the majority of the respondents agreed that the tourism sector provides job opportunities to the natives which leads to national development.

Table 11 showing the response rate on whether tourists provide market for local products including food and artifacts which lead to national development

Response	Frequency	Percentage
Agree	90	37.5
Strongly agree	150	62.5
Disagree	00	00
Strongly disagree	00	00
Not sure	00	00
Total response	200	100%

Source: primary source (2024).

The above figure depicts that 150 out of 200 respondents strongly agreed that tourists provide market for local products including food and artifacts which lead to national development which constituted 62.5%, and those who agreed were 90 respondents constituting 37.5%, and only 00 of the respondents were not sure constituting 00%. There were 00 respondents who disagreed constituting 00%. While 00 respondents strongly disagreed constituting

00%. This meant that the majority of the respondents strongly agreed that tourists provide market for local products including food and artifacts which lead to national development.

Table 12 showing the response rate of respondents on whether the poor road network adversely affects the tourism sector as it makes it hard to reach tourism sites at the museum

Response	Frequency	Percentage
Agree	45	18.75
Strongly agree	195	81.25
Disagree	00	00
Strongly disagree	00	00
Not sure	00	00
Total response	200	100%

Source: primary source (2024).

The above figure depicts that 45 of 200 respondents agreed that the poor road network adversely affects the tourism sector as it makes it hard to reach tourism sites at the museum which constituted 18.75%, and those who strongly agreed were 195 respondents constituting 81.25%, none of the respondents was not sure constituting 00%. There were 0 respondents who disagreed constituting 00%. While 00 respondents strongly disagreed constituting 00%. This meant that the majority of the respondents strongly agreed that the poor road network adversely affects the tourism sector as it makes it hard to reach tourism sites at the museum.

Table 13 showing the response rate on whether insecurity affects tourism sector scaring away tourists and leading to loss of tourism attraction materials at the museum

Response	Frequency	Percentage
Agree	85	35.4
Strongly agree	155	64.6
Disagree	00	00
Strongly disagree	00	00
Not sure	00	00
Total response	200	100%

Source: primary source (2024).

The above figure depicts that 155 respondents strongly agreed that insecurity affects tourism sector scaring away tourists and leading to loss of tourism attraction materials at the museum which constituted 64.6%, and those who agreed were 85 respondents constituting 35.4%, none of the respondents was not sure constituting 00%. There were 0 respondents who disagreed constituting 00%. While 00 respondents strongly disagreed constituting 00%. This meant that the majority of the respondents strongly agreed that insecurity affects tourism sector scaring away tourists and leading to loss of tourism attraction materials at the museum.

Table 14 showing response rate on whether the tourism is underfunded which adversely affects it and the poor road network to the tourism destinations adversely affects tourism in Uganda

Response	Frequency	Percentage
Strongly agree	170	85
Agree	30	15
Disagree	00	00
Strongly disagree	00	00
Not sure	00	00
Total response	200	100%

Source: primary source (2024).

The above figure depicts that 170 respondents strongly agreed that the tourism is underfunded which adversely affects it and the poor road network to the tourism destinations adversely affects tourism in **Uganda** which constituted 85%, and those who agreed were 30 respondents constituting 15%, and none of the respondents was not sure constituting 00%. There were 00 respondents who disagreed constituting 00%. While 00 respondents strongly disagreed constituting 00%. This meant that the majority of the respondents agreed that the tourism is underfunded which adversely affects it and the poor road network to the tourism destinations adversely affects tourism in Uganda.

Conclusions

It was conclusively established that the Uganda Museum serves as a vital and authentic repository of Uganda's cultural and historical heritage. The overwhelming consensus (100% of respondents between "Agree" and "Strongly Agree") across multiple indicators confirmed that the museum's galleries successfully house a significant collection of traditional artefacts, cultural regalia including traditional dressing, and represent the diverse histories of Uganda's various cultures. A particularly strong finding was regarding the collection of historical vehicles and materials used by colonialists and former presidents, with a dominant 64.6% of respondents strongly agreeing to its presence, underscoring the museum's role in preserving critical aspects of the nation's political and colonial history. This collective affirmation positions the museum not merely as a building storing objects, but as a central institution for safeguarding national identity and providing a tangible link to the past for both citizens and international visitors.

The study concluded that the tourism sector, with cultural tourism epitomized by the Uganda Museum, is perceived as a potent catalyst for national development through multiple economic channels. There was a powerful consensus, with 72.9% of respondents strongly agreeing, that tourism is a critical source of foreign exchange revenue for the national economy. Furthermore, a majority of respondents (64.6% agreeing) confirmed that the sector provides essential job opportunities for local citizens. Notably, the role of tourists in stimulating local markets was emphatically endorsed, with 62.5% strongly agreeing that visitors provide a crucial market for local

Received: 15.10.2025

Accepted: 18.10.2025

Published on: 30.10.2025

products, including food and handicrafts, thereby ensuring that tourism revenue permeates the local economy and supports grassroots entrepreneurship and artisanship.

The study concluded that the potential of the tourism sector is being severely hampered by a triad of critical constraints. The most pronounced finding in this regard was related to infrastructure, where a staggering 81.25% of respondents strongly agreed that the poor road network adversely affects tourism by making sites, including the museum, difficult to access. Alongside this, insecurity was identified as a major deterrent, with 64.6% strongly agreeing that it scares away tourists and can lead to the loss of precious attraction materials. Synthesizing these challenges, an overwhelming 85% of respondents strongly agreed with the combined proposition that the sector is critically underfunded and that the poor road infrastructure continues to be a significant impediment. This points to a conclusive diagnosis of systemic neglect and a lack of sufficient investment, both in capital infrastructure and security, which stymies the sector's growth.

Recommendations

There should be a significant and deliberate increase in strategic investment and funding for the Uganda Museum. The overwhelming consensus on underfunding necessitates that the government, through the Ministry of Tourism, Wildlife and Antiquities, should prioritize a higher budgetary allocation. Furthermore, there should be a concerted effort to diversify revenue streams. The museum's management should be supported to launch international grant-writing initiatives targeting global cultural heritage funds and to develop robust corporate partnership programs for sponsorships.

There should be an immediate and comprehensive overhaul of the infrastructure leading to and surrounding the museum. The poor road network, identified as a paramount constraint, requires urgent government intervention. Key access routes to the museum should be included in the national road development plan. There should also be an upgrade of the museum's immediate environs, including the creation of well-paved parking areas and improved pedestrian access to enhance the visitor experience and signal a commitment to the sector.

To address the critical issue of insecurity, there should be enhanced security and visitor safety measures implemented without delay. This includes investing in modern security systems, such as electronic surveillance and alarm systems. There should be closer collaboration with local law enforcement to increase patrols and potentially establish a dedicated tourism police presence in the area. A comprehensive risk management plan for the protection of the collections from both theft and environmental damage should also be developed and operationalized.

Regarding the museum's offerings, there should be a focused effort on product development and experiential enhancement. The museum should move beyond static displays to create more dynamic and interactive exhibitions. The confirmed presence of cultural assets presents a prime opportunity; there should be a regular,

Received: 15.10.2025

Accepted: 18.10.2025

Published on: 30.10.2025

scheduled program of live cultural performances and workshops. This would transform the museum from a passive repository into an active cultural centre, thereby increasing its appeal and encouraging longer visits.

References

- A. Nafiu, L., O. Oshungade, I., & A. Adewara, A. (2012). Alternative Estimation Method for a Three-Stage Cluster Sampling in Finite Population. *American Journal of Mathematics and Statistics*, 2(6), 199–205. <https://doi.org/10.5923/j.ajms.20120206.06>
- Ahumuza, A., Kobusingye, P., & Musiimenta, N. (2025). *Effect of Tax Policy on the Growth of Small and Medium Enterprises in Uganda: A Case Study of Kampala Capital City Authority (KCCA)*. 4(2), 137–146.
- Anwar, S. M., Komal, S., Cheema, A. N., Abiodun, N. L., Rasheed, Z., & Khan, M. (2022). Efficient Control Charting Scheme for the Process Location with Application in Automobile Industry. *Mathematical Problems in Engineering*, 2022. <https://doi.org/10.1155/2022/2938878>
- Arinaitwe J, I. A. M. N. (2024). Youth Unemployment And Its Impact On Uganda’s Gross Domestic Product. An Empirical Evidence Of Wakiso District. *International Journal of Academic Multidisciplinary Research (IJAMR)*, 8(4), 123–125.
- Aslam, M., Anwar, S. M., Khan, M., Abiodun, N. L., & Rasheed, Z. (2022). Efficient Auxiliary Information-Based Control Charting Schemes for the Process Dispersion with Application of Glass Manufacturing Industry. *Mathematical Problems in Engineering*, 2022. <https://doi.org/10.1155/2022/1265204>
- Brian, S., Shamirah, B., & Nicholas, K. (2024). *Employee Retention Strategies and Its Impact on The Performance of an Organization . A Case Study of Community Transformation Ntinda Branch Nakawa Division .* 8(6), 103–108.
- Christopher, F., Moses, N., Enosh Muhindo, M., & Ruth Komunda, T. (2022). Employee Training and Organizational Performance: A Case Study of African College of Commerce and Technology in Kabale District, South Western Uganda. *International Journal of Academic Pedagogical Research*, 6(5), 1–7. www.ijeais.org/ijapr
- Christopher, T., Nelson, K., Gracious Kazaara, A., Prudence, K., & Christopher, F. (2023). The Impact of International Trade on Economic Growth. A Case Study of Wakiso District-Uganda. *International Journal of Academic Multidisciplinary Research*, 7(1), 142–149. www.ijeais.org/ijamr
- Christopher, T., Turyasingura, B., University, M., & Alex, I. (2024). *Adoption of Digital Revolution in Government Ministries, Departments, and Agencies (MDAs) In Uganda; Reflection on Uganda Revenue Authority Digital Strategy Integration Approach towards Enhanced Tax Revenue in Post Covid-19 Pandemic*. 3(4), 235–247.
- Faridah, N., Kazaara, A. G., & Kazaara, A. I. (2023). *An Evaluation of the Effects of Advertising on Consumer Brand Awareness in an Organization , a Case Study of Mukwano Group of Companies*. 7(3), 206–212.
- Frank, M., Nelson, K., Ariyo, D., Kazaara, G., Deus, T., Christopher, F., & Catherine, M. (2023). The Macroeconomic Determinants of Economic Growth in Uganda a Case Study Of Wakiso District. In *International Journal of Academic and Applied Research* (Vol. 7). www.ijeais.org/ijaar

Received: 15.10.2025

Accepted: 18.10.2025

Published on: 30.10.2025

- African Development Bank (AfDB). (2022). *African Economic Outlook 2022: Supporting Climate Resilience and a Just Energy Transition*. Abidjan: AfDB.
- Ministry of Tourism, Wildlife and Antiquities. (2023). *Tourism Sector Performance Report: Financial Year 2022/2023*. Republic of Uganda.
- Namyenya, A. (2021). *Museums and National Identity in a Digital Age: A Case Study of the Uganda Museum*. [Unpublished doctoral dissertation]. Makerere University.
- Nyeko, J. (2019). The Challenges of Managing Cultural Heritage in Uganda: A Case of the Uganda Museum. *International Journal of Museum Studies*, 4(1), 45-58.
- Uganda Bureau of Statistics (UBOS). (2023). *Statistical Abstract 2023*. Kampala: UBOS.
- Uganda Tourism Board (UTB). (2022). *Uganda Tourism Brand Tracker Report*.
- United Nations World Tourism Organization (UNWTO). (2017). *UNWTO Annual Report 2017*. Madrid: UNWTO.
- United Nations World Tourism Organization (UNWTO). (2022). *World Tourism Barometer, Volume 20, Issue 5*. Madrid: UNWTO.
- United Nations World Tourism Organization (UNWTO). (2023). *Tourism in the 2030 Agenda*. Madrid: UNWTO.
- Wekesa, P. (2023). *The Political Economy of Tourism in Uganda: Challenges and Prospects*. Kampala: Fountain Publishers.
- World Travel & Tourism Council (WTTC). (2023). *Economic Impact Research: Global Trends 2023*. London: WTTC.
- Jallow, M. A., Abiodun, N. L., & Weke, P. (2022). *Stochastic Forecasting of Stock Prices of Capital Assets Using Semi-Markov Model*.
- Kazaara, A. G., & Kazaara, A. I. (2025). *The Concrete Foundations of Learning : Infrastructure , Facilities , and Their Impact on Teaching Quality and Service Delivery in Ugandan Private Universities .* 9(8), 124–131.
- Lydia, N., Ariyo, D., Kazaara, G., Kazaara, A. I., Brenda, T., Moses, N., & Bafaki, G. (2023). Promotion of Small-Scale Industries and Development of Business. A Case Study; Masafu Subcounty (Busia). In *International Journal of Academic Multidisciplinary Research* (Vol. 7). www.ijeais.org/ijamr
- Lydia, N., Kazaara, A. G., Kazaara, A. I., Brenda, T., & Bafaki, G. (2023). *Promotion of Small-Scale Industries and Development of Business . A Case Study ; Masafu Subcounty (Busia)*. 7(3), 240–245.
- Maiga, I. H., Abiodun, N. L., & Mageto, T. (2021). Analyzing the Effects of Flexible Exchange Rate Regime on the Malian Economy Using a Dynamic Stochastic General Equilibrium Model. *International Journal of Mathematics Trends and Technology*, 67(12), 9–20. <https://doi.org/10.14445/22315373/ijmtt-v67i12p502>
- Nafiu, L. A., Oshungade, I. O., & Adewara, A. A. (2012). *Generalization of Multi-stage Cluster Sampling Using Finite Population*. 3(1), 17–20. www.eaas-journal.org
- Nelson, K., Christopher, F., & Milton, N. (2022). *Teach Yourself Spss and Stata*. 6(7), 84–122.
- Nelson, K., Kazaara, A. G., & Kazaara, A. I. (2023). *Teach Yourself E-Views*. 7(3), 124–145.
- Nicholas, K., Nelson, K., Kazaara, A. G., Deus, T., & Moses, N. (2023). *Examining the Influence of Climatic*

Received: 15.10.2025

Accepted: 18.10.2025

Published on: 30.10.2025

- Change Patterns on Tourism Activities in Uganda . A Case Study of Bududa District . 7(2), 72–79.*
- Phionah, N., Kazaara, A. G., Bafaki, G., Ruth, N., & Kazaara, A. I. (2023). *The Role Played By Social Media on Curbing Corruption Practices In Uganda a Case Study of Kawempe Division.* 7(3), 246–250.
- Sarah, A., Nafiu, P., & Abiodun, L. (2024). *Sustainability in the Fashion Industry : Strategies for Reducing Environmental Impact and Enhancing Profitability.* 8(8), 178–182.
- Subcounty, K., Distric, K., Christopher, F., & Vallence, N. (2022). *The Role Played By Transport in the Development of Tourism in.* 6(5), 30–37.
- Victor, M., Nelson, K., & Christopher, F. (2022). *Determinants of Exchange Rates in Uganda (2001-2020).* 6(7), 198–213.