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Facilitating a Culture of Entrepreneurship: An Investigation of the Influence of Institutional Frameworks, Educational Systems, and Socioeconomic Policies on Entrepreneurial Growth in Uganda

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Abstract

This article focuses on the interconnected contributions of the existing institutional frameworks, educational systems, and socioeconomic policies in Uganda to the emergence of a new entrepreneurial culture. On the one hand, Uganda is still one of the most entrepreneurial countries in the world with very high levels of entrepreneurship. But, on the other hand, the low levels of enterprise sustainability and innovation reflect that there are still existing barriers at a system's level which need to be removed first before individual initiatives can be successful. The authors adopt classical economic theories—mainly focusing on Schumpeterian innovation, institutional economics, and human capital theory—and they set their work in Marxist–Leninist political economy in order to create an integrated conceptual framework that connects institutional quality, education, and policy coherence to entrepreneurial culture and outcomes. They argue that entrepreneurship is a phenomenon which has both structural and ideological features, which are determined by governance, availability of resources, and class relationships. The framework suggests that, in general, institutional transparency, practice-based education, and inclusive socio-economic policies promote entrepreneurship through the mediation of finance, networks, and social norms. However, at the same time, structural inequalities in the form of class, gender, and between regions alter these impacts, so that equitable participation becomes more difficult. The paper states that in order to really promote entrepreneurship in Uganda it is necessary to make systemic reforms that are composed of enhancing the capacity of the state, changing the education system, and adopting redistributive policies. The authors argue that the political economy approach of Uganda allows them to develop a critical, context-specific model for understanding that the institutional and social structures do not only shape the entrepreneurial culture but also the sustainability of development outcomes.

Keywords: Entrepreneurship; Institutional Frameworks; Educational Systems; Socioeconomic Policies; Human Capital; Marxism; Leninism; Entrepreneurial Culture; Uganda; Development

1. Introduction

Entrepreneurship has become the main power for development and structural change throughout the African continent. For Uganda, a country frequently ranked among the most entrepreneurial worldwide (Global Entrepreneurship Monitor [GEM], 2023), the paradox of high entrepreneurial activity but low firm survival still exists. Uganda's entrepreneurial ecosystem is dominated by informal activities, necessity-driven start-ups, and lack of innovation. Despite government interventions—such as the Parish Development Model (PDM), Youth Livelihood Programme (YLP), and Emyooga—entrepreneurial culture and productivity are still limited due to weak institutional structures, inadequate educational systems, and inconsistent socioeconomic policies (Moses & Mugisha, 2021).

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The objective of this research is to uncover how the interplay of institutional frameworks, educational systems, and socioeconomic policies affect entrepreneurial growth in Uganda by using a theoretical and conceptual lens. The article integrates the ideas from the classical and modern theories of entrepreneurship—most notably Schumpeterian innovation theory, institutional economics, and human capital theory—and employs a Marxist-Leninist perspective to unearth the structural and class dynamics behind the entrepreneurship phenomenon in a developing context. This comprehensive approach emphasizes that entrepreneurship is not simply a behavioral pattern of individuals, but a socio-structural process that is influenced by historical and institutional arrangements of production.

The main argument put forward is that creating an entrepreneurial culture in Uganda necessitates change of the institutional environment, educational practices, and socioeconomic policies that are aligned with inclusion and productivity. It is about not only going beyond entrepreneurs' capacity building, but also the systemic capacity building of the state and society to allow entrepreneurship as a collective development process.

2. Literature review

2.1. Entrepreneurship and Development

Innovative entrepreneurship has been one of the main drivers of economic growth, innovation, and job creation throughout history (Schumpeter, 1934). Entrepreneurs are the agents of change that bring about new products, processes, and organizational forms. In developing economies, entrepreneurship is seen as the source of jobs that will lead to poverty alleviation (Acs et al., 2018). Nevertheless, it is the type of entrepreneurship that matters: on one hand, productive entrepreneurship leads to innovation and efficiency, while on the other hand, unproductive entrepreneurship can be found in rent-seeking environments (Baumol, 1990).

In Uganda, entrepreneurship has been put on the policy agenda and is prominently featured in the National Development Plans III, IV (2020/21–2024/25) and Vision 2040. However, the predominance of informal microenterprises with low-value addition is an indication of systemic barriers beyond individual skills. Researchers point out that without institutions that support and provide coherent policies, entrepreneurship will continue to be survivalist and not transformative (Kiggundu, 2020).

2.2. Institutional Frameworks and Entrepreneurship

Institutions, both formal (laws, regulations) and informal (norms, trust), define the incentives and behavior of entrepreneurs (North, 1990). Proper institutions lessen transaction costs, give rights to property, and increase the predictability of the environment (Acemoglu & Robinson, 2012). On the other hand, weak institutions maintain the state of uncertainty, corruption, and inefficiency, hence discouraging long-term investment.

In Uganda, the institutional limitations are the causes of bureaucratic red tape, inconsistently implemented policies, and limited access to formal justice and credit systems. As per the World Bank's (2022) Ease of Doing Business indicators, Uganda is behind in areas like contract enforcement and business registration. The lack of institutions creates a vacuum that fosters informality, as entrepreneurs tend to escape from the expenses of formalization. In addition to that, corruption and elite capture are the factors that distort entrepreneurial opportunities, thus, giving an advantage to the politically connected actors (Tangri & Mwenda, 2013). Therefore, institutional reform is at the heart of the problem of promoting entrepreneurship. It is not simply a matter of making regulations easier, but of ensuring that capacity, transparency, and rule of law are the characteristics of the state that are the foundation of a fair and competitive market system.

2.3. Educational Systems and Human Capital Formation

The theory of human capital (Becker, 1964) argues that education makes an individual more productive and capable of coming up with new ideas. Nevertheless, in most parts of Africa, education systems are still too theoretical and consequently, they graduate who seek jobs instead of creating them. Thus, entrepreneurial education has to come out of the traditional method of learning and has to focus more on practical skills and problem-solving (Nabi et al., 2017).

Even though Uganda has an expansive education system, it is faced with the problems of a rigid curriculum, limited connection with the industry, and poorly developed vocational education. The Business, Technical, and Vocational Education and Training (BTNET) program has made an attempt to bridge these gaps, however, it is still struggling with a lack of funds and is stigmatized. Moreover, the gap between universities and the entrepreneurial ecosystem creates a barrier to knowledge sharing and innovation.

The new educational model should consider the different ways of learning, mentorship, and community-based entrepreneurship programs, which should be in line with education, local value chains, and new industries (Katusiimeh, 2021).

2.4. Socioeconomic Policies and the Enabling Environment

Socioeconomic policies, especially fiscal, monetary, and social protection measures, have a decisive influence on the state of entrepreneurship climate. Access to finance is still the main problem. Though financial inclusion in Uganda has improved greatly, loans for small and medium enterprises (SMEs) are still limited due to high collateral requirement and interest rates (Bank of Uganda, 2021). Public programs like YLP and PDM are generally inefficient, politicized, and have low repayment rates (Ahimbisibwe & Kyambadde, 2022).

Besides finance, macroeconomic stability, market access, and good infrastructure play a major role in affecting entrepreneurial outcomes. Therefore, socioeconomic policies have to be well-coordinated, inclusive, and span across different sectors. Most importantly, social protection measures like community savings groups can play the role of an entrepreneurship enabler by lessening the vulnerability and enabling the taking of calculated risks (Devereux & Sabates-Wheeler, 2004).

3. Theoretical framework

3.1. Schumpeterian and Institutional Foundations

Schumpeter (1934) regarded entrepreneurship as creative destruction a process that entails innovation overthrowing the old balance, thereby creating new markets and possibilities. According to this concept, entrepreneurship is most successful where the institutions reward innovation and risk-taking.

Furthermore, institutional economic insights (North, 1990) detail that the quality of institutions dictates whether the innovation is productive, unproductive, or destructive (Baumol, 1990). This model places entrepreneurship at the core of a wider system of regulations and incentives.

In Uganda the problem is that the inadequacies of institutions - corruption, changes in regulations, and weak contract enforcement - most of the time result in survivalist or rent-seeking activities shifting from entrepreneurship. Therefore, enhancing institutional quality is a necessary condition for making innovation genuine and fostering enterprise growth.

3.2. Human Capital and Educational Theory

Education is the source of knowledge and skills that are necessary for entrepreneurship. In addition to that, cognitive skills, the affective and behavioral traits like creativity, resilience, and recognition of opportunity are very important (Rae, 2006). In Uganda, where youth unemployment is still a problem, education has to be a tool of change that empowers students to become job creators instead of job seekers. Entrepreneurship education can help develop entrepreneurial self-efficacy the belief in one's capability to identify and exploit opportunities (Bandura, 1997). But this can only happen if there are systemic changes in the curriculum, provision of practical experience, and mentoring which are aligned with the local economic realities.

3.3. Marxist and Leninist Philosophical Underpinnings

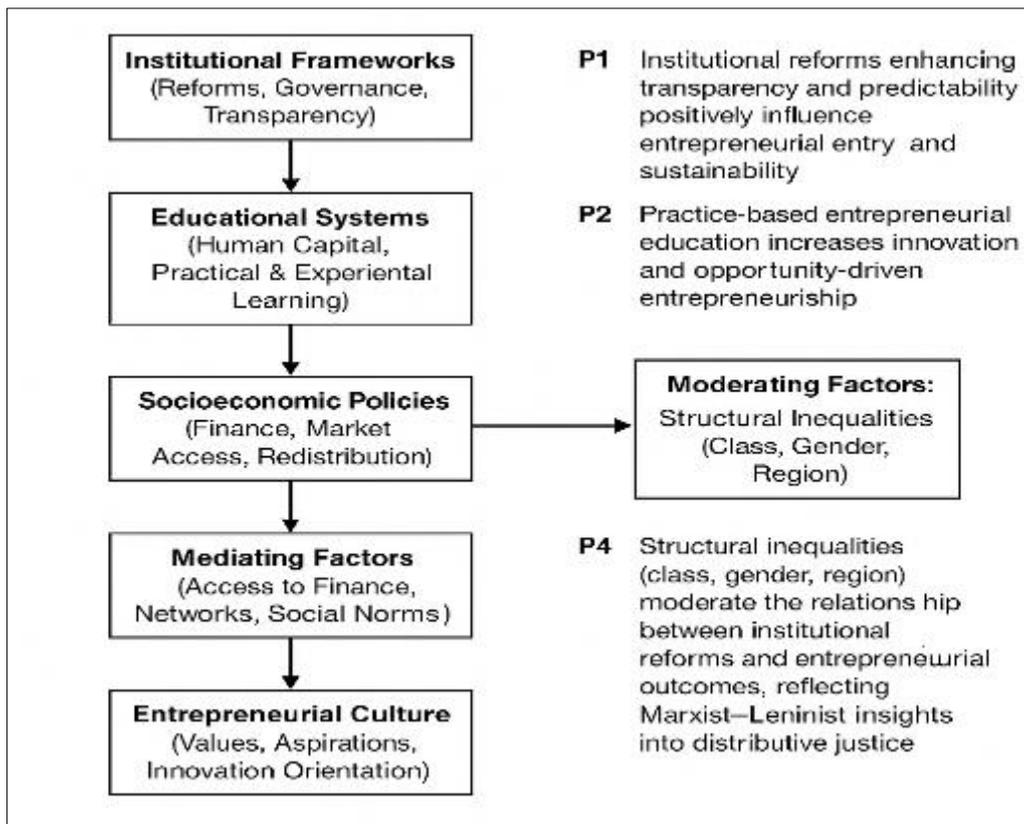
A Marxist critique of entrepreneurship locates it within production relations and class hierarchy. Entrepreneurship does not happen in isolation; on the contrary, it reflects and reproduces the patterns of power and ownership that exist. In capitalist economies, entrepreneurs operate in a system that turns labor and nature into commodities to be used for profit accumulation (Marx, 1867). Therefore, in a peripheral economy like Uganda, entrepreneurship most likely develops within structures of dependency which are shaped by global capitalism (Amin, 1974).

Lenin (1917) pointed out the importance of the state as the main character of economic transformation. According to Lenin, the stimulation of entrepreneurship would require not only the removal of restrictions but the strategic intervention of the state - by which the state uses the factors like capital, technology, and knowledge for productions that are beneficial to society. Strengthening the developmental state's (e.g., agro-industrialization, digital economy, green transition) capacity to guide and support entrepreneurship aligned with national priorities is the implication of this in Uganda.

On the whole, Marxism and Leninism provide a philosophical basis that is at odds with purely neoliberal approaches to entrepreneurship promotion. They highlight the fact that real entrepreneurial empowerment needs to confront the structural inequality, change the property relations, and make sure that everyone has equal access to productive things. So, the main objective of the policies should be not only to create entrepreneurs but to democratize economic participation.

3.4. Integrated Conceptual Framework

The integrated conceptual framework that connects institutional frameworks, educational systems, and socioeconomic policies to entrepreneurial culture and outcomes in Uganda is clearly depicted in Figure 2. The model demonstrates that optimistic and predictable institutions, skill-oriented entrepreneurial education, and open socioeconomic policies are communicating with each other through the intermediating factors of access to finance, social networks, and cultural norms thereby forming the entrepreneurial values, aspirations, and innovation orientation of the territory. Furthermore, structural inequalities, such as the ones based on class, gender, and region, are affecting this process, and their moderation may determine the level of sustainable entrepreneurial outcomes that would be achieved through reform and policy measures. The framework, therefore, points to the dynamic and interrelated character of entrepreneurship, which is a cultural and structural process at the same time, dependent on the quality of institutions, educational changes, and fair policy implementation.

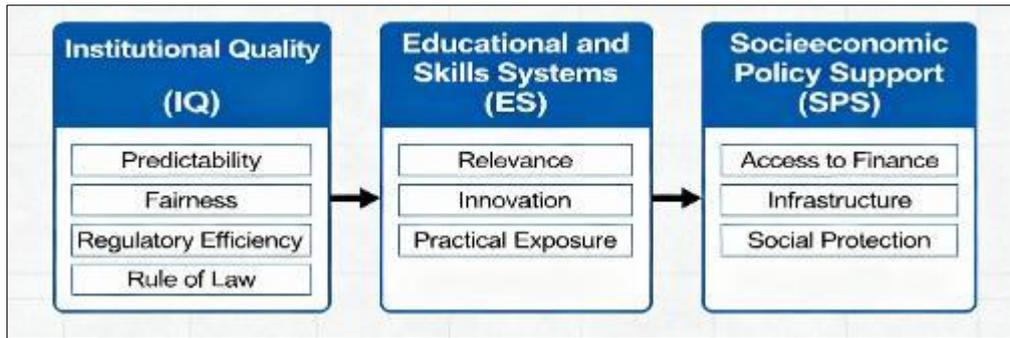


Source: Author, 2025

Figure 1 Integrated Conceptual Framework

3.5. Integrative Conceptual Model

This work introduces an integrative conceptual model that links together three constructs as its main components: These are interrelated through mediating factors such as access to finance, networks, and social norms that influence entrepreneurship culture (attitudes, values, aspirations) and entrepreneurship results (startup rates, innovation, survival, and formalization). The existence of social structures such as class, gender, and regional disparities, which originate from Marxist theory and highlight the connection between inequality and power relations, theoretically form the basis for these relationships to be modified.



Source: Author, 2025

Figure 2 Integrative Conceptual Model

The core of the matter is expressed schematically as follows: IQ + ES + SPS → (social norms and finance mediated) → Entrepreneurial Culture → Entrepreneurial Outcomes Moderated by: Structural and class dynamics.

3.6. Conceptual Propositions

The model gives rise to several conceptual

- P1: Transparency and predictability brought about by an institutional reform will allow new business ventures to take place more easily, and sustainability will be maintained.
- P2: The incorporation of practice-based learning into entrepreneurial education would result in a higher number of innovative graduates and opportunity-driven entrepreneurs.
- P3: Socioeconomic policies that finance-demand side intervention (e.g., procurement, market linkages) combination result in an increased level of productivity compared to credit alone.
- P4: Structural inequalities (class, gender) that are based on Marxist-Leninist theory and reflect distributive justice modulate the correlation between institutional reforms and entrepreneurial outcomes.

4. Methodological orientation

4.1. Research Design

The article utilizes a conceptual exploration and theoretical research design which considers and synthesizes the different views of the numerous schools of thought about the multi-faceted socio-economic nature of the process of entrepreneurship. Instead of empirical results, the article develops a conceptual framework by combining classical theories of entrepreneurship with a Marxist-Leninist political economy perspective to provide a critical understanding of entrepreneurship in Uganda's developmental context. Through this, the article is able to come up with hypotheses and policy propositions that can be tested, and which are grounded in both the historical and the contemporary realities.

4.2. Analytical Approach

The judge employs critical institutional analysis by examining literature, policies, and global entrepreneurship indices with the view to unraveling the interaction between institutional, educational, and policy dimensions in producing an entrepreneurial environment that leads to positive outcomes. The Marxist-Leninist perspective is a dialectical tool that points to the contradictions between Uganda's model of capitalist development and its inclusion-oriented entrepreneurship promotion efforts. This theoretical triangulation gives a deeper insight into the entrepreneur's environment in Uganda.

4.3. Data Sources and Scope

While the primary focus is on theory, the framework is based on:

- Government policy documents such as Vision 2040 and the National Development Plan III, IV (2020/21–2024/25).
- Research works of local scholars e.g., Kiggundu (2020), Katusiimeh (2021).
- International datasets like the Global Entrepreneurship Monitor (GEM, 2023), World Bank Enterprise Surveys (2022), and African Development Bank (AfDB) policy reports.

- All of these are resources that ground the theoretical constructs in real institutional and socioeconomic conditions that are relevant to Uganda.

4.4. Research Questions and Hypotheses

The paper centers around three major questions.

- RQ1: How do institutional frameworks, educational systems, and socioeconomic policies contribute to entrepreneurial culture development in Uganda?
- RQ2: What are the mediating factors (finance, norms, networks) in the relationship between these structural dimensions and entrepreneurial outcomes?
- RQ3: In what ways do consumer demographics, class, and gender power relations—interpreted through a Marxist-Leninist lens—affect entrepreneurial opportunities and inclusion?

The following hypotheses may be drawn from the above questions and are testable

- H1: Enterprise creation and survival are positively influenced by institutional quality (predictable regulations, property rights, governance).
- H2: Entrepreneurial education and technical-vocational training contribute positively to innovation and firm scaling.
- H3: Socioeconomic policies that mix market linkage interventions with access to finance create more long-term entrepreneurial opportunities than finance-only programs.
- H4: Structural inequalities (class, gender, residential disparities) that limit the effect of institutions also limit the opportunities for entrepreneurship among marginalized groups.

These hypotheses serve as a guide for subsequent empirical research.

5. Discussion and Theoretical Integration

5.1. Institutional Frameworks: Structure, Agency, and State Capacity

In Uganda, institutions continue to be somewhat uncertain—on one hand, they are progressive in policy rhetoric, and on the other hand, weak in implementation. Although frameworks such as the Micro, Small, and Medium Enterprises (MSME) Policy (2015) are designed to improve the business environment, there are still systemic bottlenecks that hinder the progress of the business sector. These include among others bureaucratic inefficiency, policy inconsistency, and corruption (Tangri & Mwenda, 2013).

Viewed from a Marxist angle, the failure of institutions should not be seen as coincidental but rather as a sign of the predominance of class dynamics where the political and economic elites coalesce to direct the institutions in a way that will enable them to maintain control over the accumulation process. This leads to "extractive institutions" (Acemoglu & Robinson, 2012) that are characterized by the lack of innovation and the diversion of entrepreneurship to activities that are aimed at rent-seeking. Further, Lenin's (1917) ideas strengthen the argument for the necessity of a "transformative state" which would act as a leader in aligning institutional reforms with production-oriented development.

To move from a liberalized model to a developmental one, Uganda has to take the step of re-embedding the institutions with productive and inclusive goals. It is not only possible but also quite effective in accomplishing the goal of shifting entrepreneurship to innovation and formality through simplifying registration and taxation for MSMEs, decentralizing business support services, and strengthening anti-corruption enforcement.

5.2. Educational Systems and the Formation of Entrepreneurial Human Capital

It is through education that the business capability and culture of a society are formed by the acquisition of skills and values. Nevertheless, the education system in Uganda is still heavily focused on theory which results in graduates that are quite lacking in the practical management of enterprises (Katusiimeh, 2021). Although the reforms in the Skilling Uganda and BTVET sectors signify development, the impact is quite limited due to the lack of funding and discrimination that exists in the choice of vocations (Katusiimeh, 2021).

According to the human capital theory, purposeful investments in education will eventually lead to increased productivity and innovation (Becker, 1964). At the same time, Marxist and Leninist points of view highlight that

education is not only a source of skills but also a means through which the social relations of production are reproduced (Bowles & Gintis, 1976). Therefore, reforming education to become a source of entrepreneurship means changing not only the pedagogical system but also the ideological system by inculcating in students the values of creativity, cooperation, and self-reliance.

Firstly, embedding entrepreneurship education at all levels of learning will create a new generation of entrepreneurs. Partnerships between universities, industries, and local governments not only can but also are crucial in creating innovation hubs and incubators that address the needs of the community. For example, agricultural entrepreneurship could take advantage of the comparative advantage of the rural areas of Uganda by making a connection between youth training programs and agribusiness value chains.

5.3. Socioeconomic Policies: Finance, Equity, and Redistribution

Access to finance has been a major challenge that has limited the growth of entrepreneurs in Uganda. A formal credit institution may exclude a small enterprise from lending because of the necessity of a collateral to secure the loan and the perceived risk associated with the business. There are also some gaps that microfinance institutions and SACCOs are filling, yet they are not fully equipped with enough capital, and they also have some problems with governance (Ahimbisibwe & Kyambadde, 2022).

One of the political economy arguments is that financial exclusion is a symptom of the systemic inequities that are at the core of the capitalist development model in Uganda. The concentration of capital in the hands of a few elites limits the liquidity of resources to the productive side of entrepreneurship. Lenin's view on finance capital serves as a reminder that the intervention of the state is necessary if the resources are to be channeled to socially productive sectors (Lenin, 1917).

Therefore, socioeconomic policies should abandon the idea of liberalized credit markets and instead focus on developmental finance. The public-sector instruments such as credit guarantees, cooperative banking, and inclusive procurement can serve as a bridge to democratizing the capital markets and opening them to the common man. In addition, the embedding of entrepreneurship promotion in social protection systems through conditional grants and livelihood support can play a significant role in the poverty alleviation process whereby the poor will graduate from subsistence to enterprise.

5.4. The Cultural Dimension: Mindsets, Norms, and Social Capital

Culture is the main factor that shapes one's view on entrepreneurship. In Uganda, the society attitudes towards risk and innovation are still not clear-cut. On the one hand, the business community is recognized and appreciated, and on the other hand, the failure is still stigmatized. The expectations of one's family, gender norms, and communal obligations are the factors that most affect the behavior of entrepreneurial (Namatovu et al., 2019).

One of the main points of institutional economics is that alongside "formal institutions," one should also consider "informal institutions" norms, trust, and networks as significant factors that affect entrepreneurship (North, 1990). From a Marxist standpoint, culture is a component of the ideological superstructure which not only mirrors but also supports the material relations. Hence, the development of an entrepreneurial culture will require the provision of skills alongside restructuring of values via the collective practice, community role models, and homilies that celebrate innovation and resilience.

The Uganda Industrial Research Institute (UIRI) incubation programs are an example of how the mentorship and peer-learning can be effective in transforming the entrepreneurial mindsets. By integrating such experiential strategies at various educational and communal levels, the scope of entrepreneurship can be shifted from the personal struggle to the shared national ethos.

5.5. Integrating Marxism and Developmental Entrepreneurship

Marxism and Leninism deepen the understanding of the concept of entrepreneurship by pointing out the structural factors behind the capitalist economies, which are the base of these economies. Instead of explaining the occurrence of entrepreneurship through the traits of the individual, Marxist analysis places entrepreneurship within the relationships between capital accumulation and class relations (Marx, 1867). In the case of Uganda where the means of production—land, capital, and technology are unequally distributed, the policies on entrepreneurship may end up causing the inequality to double if they are not based on redistribution of justice.

A Leninist reading of the matter additionally spells out the state's role as the leader in the process of gathering resources for the good of the nation. In this view of things, entrepreneurship becomes a collective effort that is in line with public goals such as industrialization, import substitution, and rural transformation. This, for Uganda, means creating a "developmental entrepreneurial state" which will be able to tactically manage policy, education, and finance so as to both cultivate productive enterprises and at the same time assure social equity.

6. Policy implications

6.1. Institutional Reforms for Productive Entrepreneurship

One-stop centers and digital platforms can make business registration and licensing very simple, and as such, they can considerably shorten the time and reduce the costs of entrepreneurs, which is a result testified by the studies on formal business registrations that have increased as a result of such reforms (Bobić, 2023). A fight against corruption involves, among other things, the steps of strengthening anti-corruption agencies, providing judicial independence, and opening public procurement in order to create a fair business environment and gain investor trust (Transparency International, 2024). The process of improving local governance includes the delegation of powers to local authorities to be capable of providing business support services and managing local enterprise funds, thus increasing access to resources and business development at the community level (World Bank, 2025). Finally, the creation of state capacity via the purchase of bureaucratic professionalism and strong monitoring mechanisms is a way of ensuring policy stability and getting the reforms efficiently executed, which is, in turn, very important for economic growth that can be sustained (OECD, 2024). Individually, these interventions constitute a prerequisite for the existence of the private sector and entrepreneurship, which in turn result in economic growth.

6.2. Educational Transformation and Curriculum Reform

The transformation of education and reform of curriculum are of great importance when it comes to equipping students with the requisite entrepreneurial skills for the present-day socio-economic environment. At the same time, the financing of entrepreneurship education should be done all the way across the different levels of education, putting a heavy emphasis on experiential learning, innovation, and ethical business practices as these methods have been indicated as the most effective ones in developing entrepreneurial skills (Blimpo & Pugatch, 2020; Nieuwenhuizen, 2025).

The revitalization of vocational education is accomplished through the strengthening of BTVET institutions, modernizing of facilities, and development of industry linkages which all lessens the gap between education and labor market demands (Agada, 2024). The university-industry collaboration promoted through the innovation hubs, incubators, and research partnerships creates the practical learning environment that not only nourishes but also drives creativity and enterprise development (Tiberius, 2023). As well as that, the mentorship, community service learning, and the provision of successful entrepreneurs for exposure to students are some of the ways in which entrepreneurial mindsets are cultivated and at the same time students are being motivated and their readiness to engage in entrepreneurial activities is being worked on (Olawale & Garba, 2021). In sum, these changes pave the way for a more vibrant and adaptive education system that works hand in glove with sustainable economic growth and employment.

6.3. Inclusive Socioeconomic and Financial Policies

The support of inclusive socioeconomic and financial policies is the necessity for the sustainability of MSMEs and vulnerable groups' growth in the long run. Development finance institutions (DFIs) will have to take the lead in these efforts through the so-called provision of "patient capital" and guarantees for MSMEs operating in key sectors for the economy which will, in turn, facilitate the making of longer-term investments plus the cutting down of financial risks (Calice et al., 2012). Public procurement can be utilized to its full potential by designating a certain percentage of government contracts to be awarded exclusively to SMEs and cooperatives, thus giving a tremendous boost to their growth and market access (Arrowsmith, 2010). Fostering cooperative banks and improvements made in the management and capitalization of SACCOs will make finance more accessible, given the fact that these institutions will promote the saving habit and offer low-interest loans within the community (Uganda Cooperative Alliance, 2023). Directing social protection in the same way as enterprise development—for instance, through using livelihood grants—micro-enterprise startups among vulnerable populations are enabled, thus thereby creating a situation for inclusivity and economic resilience (World Bank, 2018). These proposals combined will contribute to the realization of just financial inclusion and local economic development.

6.4. Cultural and Social Policy

It is suggested that the national campaigns which are focused on entrepreneurship, innovation, and the acceptance of failure as a part of the learning process should be the result of an active engagement of the cultural and social policy (Parwez, 2017). The promotion of inclusive participation through the removal of gender barriers and the establishment of women's entrepreneurship support networks will not only help in providing equitable economic access but also in empowering those social groups that are considered marginalized (Handy et al., 2011). Moreover, the establishment of community-based innovation systems through the integration of local councils and cultural institutions not only builds the foundation for grassroots entrepreneurship by using social capital and local resources but also increases socio-economic development and community empowerment (Peredo & Chrisman, 2006; Vega & Keenan, 2016). The integrated measures mentioned above provide a holistic approach to promote the entrepreneurial ecosystem, leading to the national context of sustainable growth and social cohesion.

6.5. Regional and Structural Considerations

Regional and structural considerations are critical in addressing spatial inequality and supporting entrepreneurship growth in Uganda. To decentralize economic activity and reduce the concentration in Kampala, strategic investment in regional industrial parks and rural incubation centers is essential. These centers serve as hubs for emerging businesses, especially in agro-processing, metal fabrication, and ICT, providing facilities, mentorship, and professional resources to foster sustainable enterprise development (Uganda Investment Authority, 2025; Uganda Industrial Research Institute, 2025). Furthermore, linking entrepreneurship directly to resource value chains—particularly in agriculture, mining, and renewable energy sectors—can create more integrated and productive local economies. Infrastructure investment in roads, energy, and digital connectivity forms the backbone of enterprise growth, enabling smooth logistics, market access, and digital financial inclusion, which are crucial for scaling small and medium enterprises (SMEs) (UIA, 2025). These multi-dimensional efforts not only reduce regional disparities but also stimulate job creation and inclusive economic transformation aligned with Uganda's national development priorities (Museveni, 2024).

7. Conclusion

Developing an entrepreneurial culture in Uganda is not an easy task and it requires a holistic change of the institutional, educational, and socioeconomic environments. Institutions should be the providers of stability and justice; Education should be the promoter of creativity and problem-solving; and Policies should be the facilitators of equal access to resources and markets. But, as the Marxist and Leninist perspectives point out, entrepreneurship is not something that is done in isolation, it is embedded in the structures of power and production that have the potential either to liberate or to constrain innovation.

Uganda's entrepreneurial future is hinged on the creation of a "developmental ecosystem" that would bring structural reform and cultural transformation together as one. The need for a sustainable entrepreneurial culture will be met not through isolated training programs but through coherent systems where the state, private sector, academia, and communities are the actors that collectively nurture innovation and inclusion.

This article, through the integration of classical and critical theories, provides a comprehensive conceptual framework for understanding and guiding the entrepreneurship agenda in Uganda. The next line of work should be to conduct empirical studies which will test the hypotheses proposed here by looking at how institutional quality, education systems, and socioeconomic policies together lead to entrepreneurial growth and social transformation.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclosed.

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