THE INFLUENCE OF DIPLOMATIC STRATEGIES ON FINANCING INFRASTRUCTURAL DEVELOPMENT: A CASE OF ENTEBBE INTERNATIONAL AIRPORT

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UGANDA CHRISTIAN UNIVERSITY
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DECLARATION

I certify that this dissertation is entirely original with no submissions to academic institutions.

Signature……………………………………

Date ..8/5/2026……………………………………

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APPROVAL

The supervisor has given her approval for this dissertation to be submitted.

Signature……………………………………

Date ……………… 8/5/2026 ……………………

Name: Dr. Martin Kizito

DEDICATION

I dedicate this study to my family, especially my parents, who helped, encouraged, and guided me all the way to college. Above all, I am grateful to God for his direction and provision in finishing this dissertation.

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ABSTRACT

The study established the contribution of diplomatic strategies in financing infrastructural development; a case of Entebbe International Airport. It specifically focused on; establishing the influence of bilateral diplomacy on financing infrastructural development, examining the effect of multilateral diplomacy on financing infrastructural development and assessing the contribution of economic diplomacy on financing infrastructural development at Entebbe International Airport.

The study was carried out using a descriptive case study research design where a mixed methods research was employed. The data was collected using questionnaires and interviews and during data collection; both simple random and purposive sampling methods were used. A sample size of 52 respondents who are employees of Entebbe International Airport and interviews with 5 top management of Entebbe International Airport like the Airport Director and the Heads of Departments was used in the study.

The study findings revealed that bilateral, multilateral, and economic diplomacy significantly influence the financing of infrastructural development at Entebbe International Airport by enhancing access to diverse funding sources, attracting concessional loans and private investment, improving coordination among funding partners, and providing critical technical support, thereby facilitating the implementation of major projects such as terminal modernization and cargo facility upgrades despite challenges such as funding conditionalities and procedural complexities.

Finally, the study recommended the need for strengthening bilateral, multilateral, and economic diplomatic engagements to enhance access to sustainable and diversified financing for infrastructural development at Entebbe International Airport, alongside improving institutional coordination, investment promotion, and financial sustainability mechanisms. This is expected to increase funding inflows, attract private and foreign investment, improve efficiency in resource mobilization, and ensure long-term sustainable development of key airport infrastructure projects.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study aimed at analyzing “the influence of diplomatic strategies on financing infrastructural development; a case of Entebbe International Airtport.” The introduction of this chapter lays out the background of the study, the statement of the problem, the goals of the study, and the relevance of the study.

1.2 Background of the study

This section considered conceptual background, historical background and contextual background.

1.2.1 Conceptual background

In this study, the independent variable was diplomatic strategies. Diplomatic strategies have been defined by scholars in various ways depending on their application in international relations and development financing (Sengupta, 2021). Haroon (2025) defines diplomatic strategies as coordinated state actions involving negotiation, cooperation, and engagement with other countries to achieve economic and political objectives, particularly in securing development support and financing. In the context of this study, diplomatic strategies are defined as the deliberate use of bilateral, multilateral, and economic engagements by government entities to mobilize financial resources for infrastructural development at Entebbe International Airport (Cherono, 2022). The study therefore operationalized diplomatic strategies using three key dimensions: bilateral diplomacy, which focuses on country-to-country relations; multilateral diplomacy, which involves engagement with international and regional organizations; and economic diplomacy, which emphasizes trade, investment, and financial negotiations aimed at enhancing infrastructure financing at the airport (Kiprotich & Onyango, 2023).

In contrast, the dependent variable in this study was financing infrastructural development. Different scholars have defined financing infrastructural development in different ways depending on the context of economic growth and development (Anguelov, 2021). According to

Chen (2021), financing infrastructural development refers to the process of raising and allocating funds from government, private and external sources to enable the development and maintenance of physical infrastructures such as transport, energy, and communication infrastructure (Chen, 2021). In relation to the current research, financing infrastructural development was operationally defined as the process through which the management of Entebbe International Airport raises and allocates funds from internal and external sources for the purpose of financing physical infrastructure at the airport (Jiang, 2019). Operational definition of financing infrastructural development included important dimensions such as source of funds, mechanisms of financing, investment levels and financial sustainability (Sengupta, 2021).

1.2.2 Historical background

In relation to advanced countries like the US and other European countries, historically, the financing of infrastructure has shifted from an emphasis on public sector funding during the early part of the twentieth century to various approaches, including private involvement and development finance organizations, where infrastructure development has involved around 3–5% of annual GDP (Anguelov, 2021). Global infrastructure financing, on the other hand, has involved various financial instruments from the global economy, including international lending and international investments, where China is one actor financing 30% of the global flows of infrastructure financing within developing areas, particularly the Belt and Road initiative (Chen, 2021).

Infrastructure financing in Africa is normally limited by the lack of domestic resources, resulting in the use of external finance, with foreign-financed infrastructure accounting for more than 60% of all infrastructural projects in Africa (Carmody et al., 2022). Economic diplomacy and partnerships have emerged in recent times in Africa, mainly from China and other emerging nations, resulting in high volumes of infrastructure financing and connectivity projects (Ampaw et al., 2025). Countries in Eastern Africa, such as Kenya, have benefited from infrastructural investment since the early 2000s owing to economic diplomacy and partnership, whereby infrastructural investments have been financed from bilateral agreements (Oyugi et al., 2023).

In Uganda, the financing of infrastructure has been primarily through donor aid and concessional loans, where many foreign-funded infrastructure projects have been implemented within the country's infrastructure development, especially in transportation and energy sectors (Ogwang & Vanclay, 2021). For instance, Entebbe International Airport underwent several expansion and renovation phases by combining domestic, foreign loans, and bilateral deals with the most recent airport runway and terminal projects that cost over USD 200 million for the period between 2020-2025 (Mulyanyuma et al., 2026).

Traditionally, diplomatic approaches in the US and Europe have shifted from political to economic and development diplomacy, which contributed to the formation of partnerships in more than 40% of global development financing (Chaisse, 2023). Internationally, projects such as the Belt and Road Initiative by China have promoted diplomatic relations, leading to more than 140 countries' participation in infrastructure cooperation (Wang, 2026). In the Asian and Latin American regions, economic diplomacy has become a geopolitical tool in influencing the development process and interests (Neves & Honório, 2024).

Diplomatic measures like the Forum on China-Africa Cooperation (FOCAC) have greatly influenced development in Africa, with more than 50 African countries engaging in such cooperation arrangements (Otunmala, 2021). Diplomatic interactions between bilateral and regional actors have increased cooperation in East Africa, particularly with increasing partnerships that affect infrastructure and trade policies, such as those of airport infrastructures (Kiprotich & Onyango, 2023). Uganda, on the other hand, has been advancing its diplomatic practices towards regionalism and economic diplomacy in order to improve development and international cooperation in Entebbe International Airport (Mulyanyuma et al., 2026).

1.1.3 Contextual background

Entebbe has been known as an urban area that developed strategically because of its closeness to Lake Victoria as well as the existence of Entebbe International Airport, which acts as the gateway of Uganda when it comes to international trade and flights (Uganda Bureau of Statistics, 2023). Because of the airport, infrastructural development around the region has become more advanced and efficient, while the increase in passenger and cargo has further fueled demands for expansion (Uganda Bureau of Statistics, 2023). On a national level, there is significant attention being placed by the Ugandan government on infrastructure, following initiatives like Vision 2040, where the country allocates approximately 30% of its budget into developing its infrastructure projects (Ministry of Finance, Planning and Economic Development, 2024). These efforts by the national government have greatly impacted the development of Entebbe International Airport (Ministry of Lands, Housing and Urban Development, 2023).

In recent times, Uganda has depended on internal sources of finance and external sources to fund infrastructure projects, with more than 60% of the large infrastructure projects financed through borrowing and external relations (Ministry of Finance, Planning and Economic Development, 2024). Diplomacy, especially economic diplomacy, has played a key role in raising funds using treaties and international relations (Haroon, 2025). For instance, collaboration with international players has helped raise funds for Entebbe International Airport projects, such as terminal upgrading and cargo terminal improvements. This is in line with the African trend, where most infrastructural development is done using external finance (Ampaw et al., 2025). These investments have increased efficiency in the operations of the airports; however, there are areas of improvement in terms of low domestic income and high external borrowing (Wakiso District Local Government Report, 2023).

However, there exist a number of issues associated with the financing of infrastructural development in Entebbe International Airport, which include dependency on foreign funds, debt sustainability issues, and lack of capacity among locals in implementing infrastructural projects (Wanduru et al., 2024). There is empirical evidence suggesting that even though increased diplomatic relations have increased the availability of finance, the inefficiencies and poor coordination continue to hinder the success of such projects (Mugambwa & Nakirijja, 2025). Uganda's growing involvement in various regional and international diplomatic organizations has created avenues for financing its airports' infrastructural development; however, proper planning is key in such cases (Mulyanyuma et al., 2026). This suggests that diplomatic practices should be explored in financing infrastructure projects in Entebbe International Airport.

1.3 Problem statement

In an ideal situation, successful diplomatic tactics should allow Uganda to be able to leverage various sources of funding, develop new financing methods, invest more in infrastructural development, and ensure that infrastructure investments are sustainable financially (Cherono, 2022). However, Uganda suffers from massive infrastructure financing shortages where infrastructure investment is less than 6% of GDP compared to the recommended 15-20%, foreign loans constitute over 50% of the total financing, and Public-Private Partnership (PPP) investment is below 5%, suggesting poor financing strategies and too much reliance on borrowing (Mugambwa & Nakirijja, 2025). In the case of Entebbe International Airport, some of the main projects like Terminal Upgrade and Cargo Terminal Improvement involved delays in financing and cost overruns as they relied on borrowing and development partners' funding, as debt service payments and low domestic revenue generation pose a risk to financial sustainability (Ogwang & Vanclay, 2021). Nevertheless, despite the efforts of stakeholders, including the Ministry of Foreign Affairs, Ministry of Finance, international development partners, and airport management institutions, gaps still exist (Mulyanyuma et al., 2026).

Also, despite academic literature on the subject matter by scholars such as Oyugi et al. (2023) and Neves & Honório (2024), which has covered infrastructure diplomacy, economic diplomacy, and the role of foreign investments in infrastructure development around the world and in Africa, the case in Uganda has been more concerned with national-level infrastructure development projects without much consideration for airport-based infrastructure projects (Kiprotich & Onyango, 2023). Very few studies have empirically investigated the influence of diplomacy on infrastructure funding at Entebbe International Airport. This study therefore sought to fill this gap by examining the influence of diplomatic strategies on financing infrastructural development at Entebbe International Airport.

1.4 Purpose of the study

The purpose of the study was to establish the contribution of diplomatic strategies in financing infrastructural development; a case of Entebbe International Airport.

1.5 Specific objectives of the study

This study was guided by the following specific research objectives:

i. To establish the influence of bilateral diplomacy on financing infrastructural development at Entebbe International Airport.
ii. To examine the effect of multilateral diplomacy on financing infrastructural development at Entebbe International Airport.

iii. To assess the contribution of economic diplomacy on financing infrastructural development at Entebbe International Airport.

1.6 Research questions

This study sought to answer the following research questions:

i. What is the influence of bilateral diplomacy on financing infrastructural development at Entebbe International Airport?
ii. What is the effect of multilateral diplomacy on financing infrastructural development at Entebbe International Airport?
iii. What is the contribution of economic diplomacy on financing infrastructural development at Entebbe International Airport?

1.7 Scope of the study

1.7.1 Content Scope

The study focused on; establishing the influence of bilateral diplomacy on financing infrastructural development, examining the effect of multilateral diplomacy on financing infrastructural development, assessing the contribution of economic diplomacy on financing infrastructural development at Entebbe International Airport. In context to this the study focused on funding sources identifying the origins of financial resources on bilateral, multilateral and economic diplomacy, including domestic revenue, international loans, and grants, also focusing on financing mechanisms that exam the tools used to secure funds.

1.7.2 Time scope

Data for this study was collected over a period of two months from February to March 2026. Review of official documents, rules, plans, and reports mostly concentrated on the years 2021–2025. Relevant to understanding how diplomatic approaches affect funding for infrastructure development at Entebbe International Airport, this era reflects recent changes in Uganda with regard to diplomatic engagements, infrastructure financing mechanisms, and airport infrastructure development programs, including key projects such as the Terminal Modernization and Cargo Facility Upgrades.

1.7.3 Geographical scope

This study was conducted at Entebbe International Airport, located in Entebbe, Wakiso District, Central Uganda, Geographically the airport is situated on the entebbe peninsula on the northern shores of lake Victoria at the latitude od 00’02’40’’N and the longitude of 32’26’35’’E and is located 40 kilometer or 25 miles by road south west of Kampala. The Entebbe International Airport (EBB) was chosen for its involvement in infrastructural development projects such as the Terminal Modernization Project and Cargo Facility Enhancements, and its cooperation with development partners and government institutions to raise money for infrastructural development. As a result, it is a suitable location to study the impact of diplomacy on infrastructure financing.

1.8 Justification of the study

This research was warranted by the continued problems of financing infrastructure development in Uganda despite diplomatic efforts being made by the Ministry of Foreign Affairs, the Ministry of Finance, development partners, and those responsible for managing Entebbe International Airport. There is evidence to show that there were still financial gaps in infrastructure financing, excessive dependence on borrowing from abroad, limited use of innovative financing mechanisms, and questions on sustainability. Very few have focused on the relationship between diplomatic efforts and infrastructure development financing, although previous studies have covered economic diplomacy and foreign-financed infrastructure development in other contexts. Hence, this study filled an important information gap by providing empirical evidence on the impact of diplomatic efforts on financing infrastructure development in relation to the Terminal Modernization and Cargo Facility Upgrade Projects at Entebbe International Airport.

1.9 Significance of the study

The findings of this study will provide an abundant amount of data and insights for future researchers and experts who wish to learn more about the role of diplomatic efforts in facilitating infrastructure development in Uganda.

Policy makers, municipal officials, and development practitioners will find the outcomes of this study beneficial because it shows how bilateral, international, and economic diplomacy can enhance financing sources, financing mechanisms, infrastructure investments, and financial sustainability.

This study will be useful for evidence-based policymaking and diplomacy with foreign partners and donors by providing political leaders with information about the current opportunities and challenges associated with the utilization of diplomatic strategies for infrastructure financing.

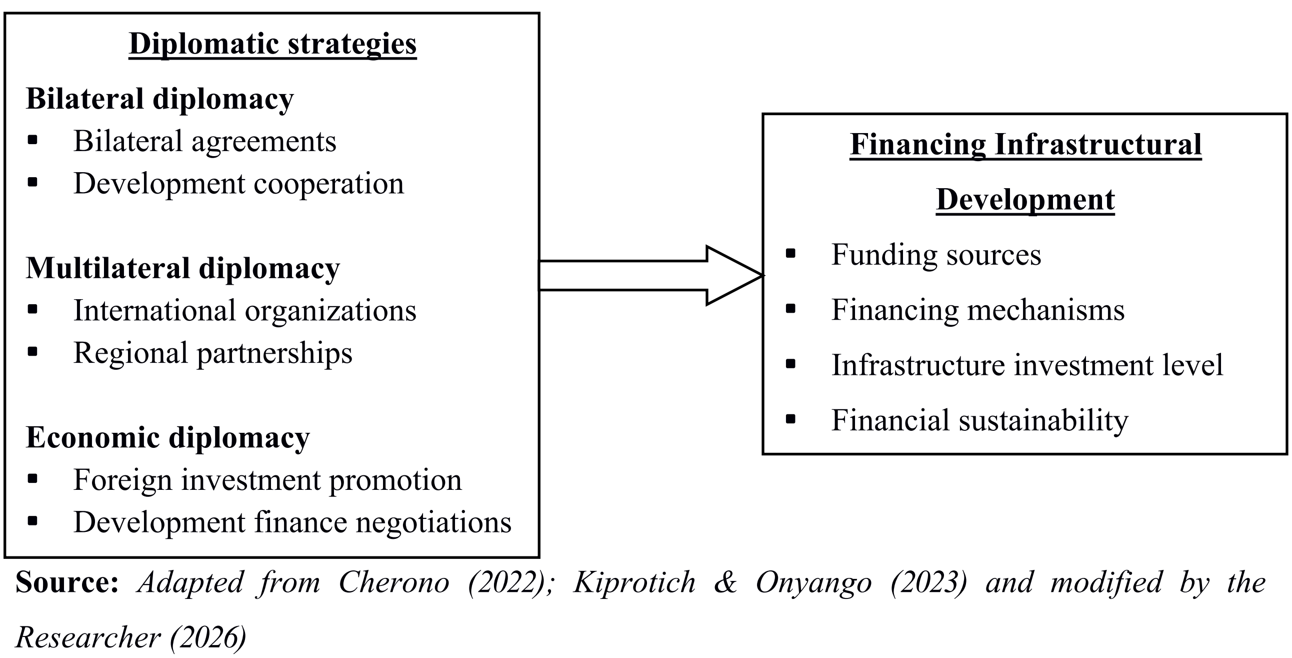
This study is valuable for future researchers who want to investigate the connection between diplomacy, development finance, and municipal infrastructure, thus expanding the literature on international relations, public administration, and development studies.

The research will explore the impact of bilateral diplomacy, analyze the effects of bilateral diplomacy and multilateral diplomacy, and examine the effects of diplomacy on financing infrastructural development at Entebbe International Airport.

1.10 Conceptual framework

Figure 1: Conceptual Framework

Independent Variable (IV) **Dependent Variable (DV)**



Source: *Adapted from Cherono (2022); Kiprotich & Onyango (2023) and modified by the Researcher (2026)*

In the conceptual model, diplomatic engagement is shown in its association with the financing of infrastructure development at Entebbe International Airport. Diplomacy is classified into the types of bilateral, multilateral, and economic diplomacy, which are assumed to influence the amount of funds invested in developing infrastructural systems. The sources of financing, financing mechanisms, level of investment in infrastructures, and financial sustainability are considered key determinants of infrastructure development financing. According to the model, the diplomatic engagement positively influences the availability of foreign loans, grants, PPPs, and sustainable financing agreements, thus influencing the infrastructure development process.

To further illustrate the way in which this study explored the relationship between your diplomatic categories and the financial factors examined, the following paragraphs explain each aspect.

In terms of measuring financial flows and credit terms, the analysis aimed at establishing the volume of inflows by considering the various forms of diplomatic efforts used, either via bilateral or multilateral diplomatic efforts, which influence the amount of capital available for the construction of the airports. The analysis also considered the credit terms where the analysis looked into issues such as the interest rate charged, period of repayment, and grace period. These aspects of the analysis helped the research to establish whether there were some diplomatic techniques that made the loans cheaper thus manageable.

Integration of Diplomatic Dimensions into Infrastructure Content: The analysis made a direct connection between bilateral, multilateral, and economic diplomacy, on one hand, and the content of financing, on the other hand, by discussing the ways these diplomatic relationships enable certain modes of financing such as grants and public-private partnerships. It explored how economic diplomacy, specifically, can be utilized to attract private investment to the Cargo Facility Upgrade projects. This means that the research does not only mention diplomacy, but also demonstrates its role as a practical mechanism to raise the necessary capital for tangible infrastructure assets, thus meeting the requirement of explaining the content of infrastructure projects.

Allocation of Budget and Project Implementation, the study has dealt with issues regarding budgetary allocation by posing the question of how diplomatic negotiations affect the priorities assigned to airport projects in the national development budget. Issues have been raised on whether the strong diplomatic support provided for a particular project can ensure greater consistency in terms of fund allocation and faster progress in the construction work. The focus is kept on the actual improvement of the terminal facilities and cargo handling facilities at the airport, which will ensure that any information obtained during the survey has a firm basis in the concrete aspect of the airport itself.

Conclusion In summary, this chapter has laid out the basic framework of the study with respect to its scope, rationale, and geographical boundaries. The selection of Entebbe International Airport as the focal point of the research has ensured that the study addresses the actual role of bilateral, multilateral, and economic diplomacy in mobilizing funds to support infrastructure construction. The shift from the theoretical realm of diplomatic dimensions to the actual substance of the finance, such as credit conditions, amounts of funds involved, and budgets, guarantees that the study will be based in the concrete world of terminal and cargo facilities' improvement. Overall, this chapter clearly outlines the guidelines to explore the connection between international relations and national development.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers other works from other literatures. It is important that a closer look is taken at similar works done on the influence of diplomatic strategies on financing infrastructural development and review some of the literatures pertinent to the study, for comparison, confirmation and differences to be laid bare. Due to this, this chapter is meant to contain the review of various literatures considered to be relevant to the study.

2.2 Theoretical review

2.2.1 The dependence theory

This study is anchored in the Dependency Theory that was developed by Andre Gunder Frank in 1967. This theory highlights how developing economies depend on industrialized countries to receive financial resources, technology transfer, technical know-how, and financial support for infrastructural development, which subsequently influences their economic and political growth (Ghosh, 2019). Dependency Theory postulates that international politics and economics can lead to unequal relationships between developing nations and other entities involved in their developmental processes. Therefore, this theory is applicable to this study because infrastructure development in Entebbe International Airport largely depends on finances raised through bilateral diplomacy, multilateral diplomacy, and economic diplomacy involving foreign governments and international investors (Hout, 2023).

The major ideas or assumptions about Dependency Theory include the structural dependency of developing countries on the developed world in terms of finance, investments, technology, and developmental aid (Oyetunde, 2022). The theory assumes that international economic affairs involve power relations whereby the richer countries and international bodies have an impact on the economic affairs of poorer countries through loans, aid, trading arrangements, and other agreements. Other assumptions made by Dependency Theory include the fact that foreign money influences what kind of development projects a country will implement (Ahumada & Torres, 2024). The theory is quite useful in explaining the relationship between foreign money, diplomacy, and infrastructural development in poor countries that lack sufficient resources for executing big projects and require help from outside sources. However, Dependency Theory is criticized for emphasizing dependency too much, thus presenting the developing world as a victim. The fact is that developing countries can make decisions for themselves and create better partnerships. Moreover, the theory fails to pay attention to the advantages of globalization (Smith, 2018).

The applicability of this theory in the current study stems from the fact that the financing of infrastructural development at Entebbe International Airport is significantly shaped by the involvement of foreign diplomats (Hout, 2023). Through bilateral diplomacy, the government of Uganda is able to obtain concessional loans and technical assistance from their partner nations, and multilateral diplomacy allows them to obtain funding and grants from the international bodies. In the same manner, through economic diplomacy, they are able to attract foreign direct investments and public-private partnership in infrastructural development projects (Ahumada & Torres, 2024). This theory thus serves as an appropriate framework for explaining the implications and impacts of financing infrastructure development through diplomatic strategies.

2.3 Empirical review of the study objectives

2.3.1 The influence of bilateral diplomacy on financing infrastructural development

Haroon (2025) in his study examined how bilateral diplomatic engagements shape infrastructure financing patterns in Africa and found that bilateral agreements significantly influence the volume and structure of infrastructure financing inflows. The research established that African countries with better bilateral diplomatic ties benefited more in concessional loans and grants for their infrastructure construction than other countries that had poor diplomatic relations. Furthermore, Oyugi et al. (2023) conducted research on the Chinese economic diplomacy in Kenya and concluded that bilateral diplomatic agreements resulted in the significant funding of roads, railway and energy infrastructure in Kenya. Therefore, it is evident that bilateral diplomacy plays a key role in infrastructure financing.

Anguelov (2021) carried out a study on the geopolitics of infrastructure financing. The researcher noted that bilateral diplomatic relations affect the conditions in which the financing takes place through the state banks and financial institutions involved. Furthermore, Anguelov suggested that bilateral diplomacy plays a vital role in determining the prioritization of development financing and strategic priorities of the creditor country. Also, in the study carried out by Jiang (2019), he investigated competition among China and Japan in infrastructure financing of developing countries. He indicated that bilateral diplomacy was used to ensure strategic investments in infrastructure projects.

Wang (2026) studied the effects of foreign investments on diplomatic relations under the Belt and Road initiative. It was noted that the bilateral relationship with China played an important role in increasing infrastructure financing between both parties. The analysis proved that countries having stronger diplomatic relationships with China would get more infrastructure financing and investments than others. In addition, the study by Grgić et al. (2023) evaluated the impact of the Three Seas Initiative in Europe on the financing of infrastructure projects. In this regard, it was concluded that both bilateral and regional diplomatic cooperation improved financing in terms of infrastructure.

In assessing the impact of Japan's quality infrastructure policy on its diplomatic efforts, Yoshimatsu (2023) discovered that bilateral development finance agreements greatly influenced infrastructure financing in Asian and African nations. It is noted that Japan used bilateral diplomacy to give concessional loans and technical assistance for infrastructural projects. In analyzing the changes that took place in US development finance, Chaisse (2023) concluded that bilateral diplomatic frameworks had an important effect on development finance institution changes and increased infrastructure financing through strategic partnerships. Thus, it can be claimed that bilateral diplomacy shapes development finance partnerships and impacts financing sources and sustainability.

Considering the issue of infrastructure financing in Latin American countries, Neves and Honório (2024) concluded that bilateral diplomacy had geopolitical implications by helping to get infrastructure finance and improve political relations. At the same time, Hosen (2026) conducted comparative research regarding Chinese infrastructure financing in Bangladesh and African countries and found that bilateral diplomacy impacted the financing conditions, debt structure, and risks of dependence. Overall, it could be stated that bilateral diplomacy plays an important role in funding sources, financing mechanisms, and sustainability.

2.3.2 The effect of multilateral diplomacy on financing infrastructural development

Chen (2021), in his research, looked at the impact of multilateral development finance organizations and international credit governance regimes on infrastructure financing in developing countries. Chen's study highlighted the fact that multilateral diplomacy plays an important role in shaping the flow of credit, concessional loan conditions, and global financing conventions. It was found out in the study that multilateral organizations play an important role in infrastructure financing because of the use of diplomatic efforts among creditor and debtor nations. Similar results were reached by Sengupta (2021) when studying the role of multilateral financial organizations and international financial markets.

Otunmala (2021) conducted a study on the FOCAC as a multilateral diplomacy channel and concluded that multilateral diplomatic interactions led to significant infrastructure finance inflows into African states via joint finance schemes and development assistance coordination. Moreover, Prabhu and Basu (2024) conducted a study on development cooperation in the Indo-Pacific region and determined that multilateral development cooperation channels helped facilitate infrastructure finance inflows through regional cooperation and donor coordination. Therefore, these studies show that multilateral diplomacy contributes to improved infrastructure investment amounts and expanded financing channels through regional and international cooperation systems.

As per Ampaw et al. (2025), there was multilateral railway diplomacy where cooperation among international and regional actors helped with financing for infrastructure via shared funds from several countries. Through the research, it was seen that multilateral diplomatic processes enhanced Africa's connectivity by providing joint funding for infrastructure projects. In a similar vein, Carmody et al. (2022) studied multilateral funding for infrastructures in Africa and observed that diplomatic processes at global and regional levels influenced investment in infrastructure projects and also contributed to debt-related development.

In a study conducted by Wanduru et al. (2024), it was determined that financing facilities in the world had been significant in the mobilization of financing in infrastructure. Multilateral relations have been identified as important in ensuring that financing facilities are accessed easily in order to undertake development activities. In addition, according to Mulyanyuma et al.

(2026), regional foreign policy in Uganda is important as far as multilateral diplomacy is concerned. According to their findings, multilateral diplomacy in the region within the context of the East African Community has affected financing of infrastructure.

According to Mugambwa and Nakirijja (2025), Belt and Road Initiative engagement by multiple nations in Africa has resulted in a situation where multilateral diplomatic approaches have had an impact on financing and security within the recipient nation. The research illustrated how multilateral diplomatic approaches had an impact on sustainable infrastructure financing via a combination of policy and finance approach. In addition, the research done by Ogwang and Vanclay (2021) regarding resource-financed infrastructure development in Uganda highlighted the fact that multilateral finance involving government agencies, international financiers, and contractors had a role in shaping funding and risk profile of infrastructure financing.

2.3.3 The contribution of economic diplomacy on financing infrastructural development

According to Haroon (2025), economic diplomacy has a considerable impact on infrastructure financing trends in Africa since diplomatic efforts play a significant role in determining access to concessional loans, grants, and PPPs. Moreover, Haroon (2025) identified that new multipolar economic diplomacy has led to diversification in infrastructure financing sources by shifting away from traditional western donors to emerging powers such as China, the Gulf countries, and regional development banks. In addition, Oyugi et al. (2023) have studied Chinese economic diplomacy in Kenya and argued that consistent diplomatic relations have facilitated substantial infrastructure development through government-sponsored financing methods. Specifically, Oyugi et al. (2023) noted that bilateral diplomatic channels build institutional trust, which in turn motivates infrastructure financing partnerships.

According to Anguelov (2021), the geopolitical economy of infrastructure financing entails a situation whereby economic diplomacy has the effect of restructuring global lending practices to favor partner states. As Anguelov (2021) pointed out, relations between states largely decide whether certain countries qualify for favorable financial deals in development banks and sovereign finance organizations. On the other hand, Jiang (2019) examined the issue of competition between China and Japan concerning overseas investments in infrastructure and concluded that economic diplomacy is a strategic factor that aids in obtaining financial deals.

Moreover, Jiang (2019) revealed that diplomacy among the competing countries increases the choices that recipient states have regarding financing options and helps fast-track infrastructure development.

Noor and Yiming (2024), for instance, conducted an analysis of economic diplomacy in China through its infrastructure diplomacy in Indonesia by assessing the Jakarta-Bandung High-Speed Railway project. According to Noor and Yiming (2024), diplomatic engagements played an instrumental role in ensuring concessionary finance and technology transfer agreements. In another example, Yoshimatsu (2023) assessed Japan’s application of quality infrastructure diplomacy, whereby diplomatic efforts are utilized to secure infrastructure financing from development organizations and private financiers. As a result, Yoshimatsu (2023) found out that there is a trend of economic diplomacy being linked to infrastructure financing strategies as a form of economic statecraft.

Neves and Honório (2024) explored infrastructure financing as a geopolitical instrument in Latin America and discovered that diplomatic activity among major powers plays an important role in financing choices and infrastructure projects. Neves and Honório (2024) stated that developing countries make use of diplomatic relations to gain better financing terms and diversify their funding sources. In addition, Chaisse (2023) discussed the changes in US development finance policies and indicated that economic diplomacy is gradually becoming an integral part of infrastructure finance instruments to facilitate international commerce and geopolitics. Moreover, Chaisse (2023) pointed out that diplomatic financial organizations, including development finance corporations, are increasing their investment in infrastructure assets in order to increase their economic power overseas.

According to Neves & Honório (2024), the use of infrastructure financing as a geopolitical instrument in Latin America revealed that international relations play an important role in determining financial decisions as well as infrastructure projects in the region. According to Neves & Honório (2024), countries receiving funds use diplomatic relations in negotiating terms for obtaining funds and diversifying sources of financial aid. In addition, according to Chaisse (2023), the development finance policy of the US has changed, and economic diplomacy has become more involved in infrastructure financing in order to promote global trade and geopolitics. Moreover, Chaisse (2023) mentioned that diplomatic financial institutions like development finance corporations are increasing their investment in infrastructure.

2.4 Research/ Literature Gap

Several areas of knowledge were noted through the review of the literature, which needed to be filled by this study. First, despite numerous studies related to diplomacy and infrastructure financing, a large majority of these studies were conducted on a worldwide or continental scale and did not provide any empirical evidence relating to Uganda or other developing nations in this regard. Second, existing literature focuses on the role played by bilateral diplomacy, multilateral diplomacy, and economic diplomacy individually without providing a single analytical framework for understanding the combined effect of all three forms of diplomacy on infrastructure financing.

Third, most of the literature discusses the implications of these policies from a geopolitical and macroeconomic perspective while offering little insight into how these policies affect the financing process, sources of financing, amount of investment, and financial viability of infrastructure projects.

2.5 Conclusion

In conclusion, this chapter has examined the theoretical connections between diplomacy and infrastructure financing. Based on the premise of using Realism as the theoretical perspective for the study, it is clear that diplomacy is a conscious strategy employed by governments in pursuit of their national interest through the manipulation of finances. In addition, from the review, it was made clear that infrastructure financing is a political practice with varied sources of finance and institutions involved.

The gaps that were identified from the literature review showed that there was a serious gap when it comes to the identification of issues relating to the politics of infrastructure financing at the national level. Moreover, another gap that emerged from the literature review pertained to the failure of identifying a framework that incorporates both bilateral and multilateral diplomacy in infrastructure financing. This study has sought to remedy this deficiency by providing a comprehensive analysis of the subject matter based on empirical and contextual evidence.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter discusses the research methodology adopted for the study. The method of conducting this study has been detailed in this chapter. All three aspects of sample size, research population, and research design have been discussed in this chapter. This chapter also discusses the limitations of the study and ethical issues.

3.2 Research design

Descriptive case study refers to a research approach aimed at providing an intense description of a particular phenomenon in its real-life setting. The main features of this approach include concentration on a single unit of analysis to facilitate a deep study and application of various sources of information in order to give an extensive picture of the phenomenon under scrutiny. This methodology entails capturing the complexities of individual phenomena through provision of an extensive narrative of the interplay and processes involved in the process. Through this method, the researcher will be able to give a clear description of the existing state of diplomacy and its effect on infrastructure financing activities.

The study adopted descriptive case study research design which entailed an in-depth study of the impact of diplomacy on the financing of infrastructure projects at Entebbe International Airport (Maier et al., 2023). Descriptive case study research design was adopted because it enabled the researcher to explore in depth the institutional framework, diplomatic engagement, policies, development partner partnerships, among other concerns, thereby providing extensive knowledge on diplomatic strategies and how they influenced infrastructure financing.

3.3 Methods of research

Mixed method research design was employed in this study to ensure that the richness of the subject matter was fully explored. The quantitative approach consisted of structured surveys given to a random sample of Entebbe International Airport staff from the relevant departments involved in infrastructure and finance. Fischer et al. (2023) used the data to assess links between diplomatic approaches (bilateral, multilateral, and economic diplomacy) and quantifiable measures of infrastructure financing including sources, levels of investment, and financing tools.

On the other hand, qualitative approach was used to gather data from the key informants i.e., the Airport Director, project managers, and department heads, who were interviewed using key informant interviews to supplement the quantitative data. The interviews looked at how diplomatic approaches are developed, put into use, and seen in terms of mobilizing funds for infrastructure projects such as the Terminal Modernization and Cargo Facility Upgrades at Entebbe International Airport. They also pinpointed obstacles, best practices, and environmental elements impacting the success of diplomatic strategies in funding infrastructure development at the airport (Wieland et al., 2024).

3.4 Study area and population

This study was conducted at Entebbe International Airport, located in Entebbe, Wakiso District, Central Uganda. Entebbe International Airport was selected because it hosts key infrastructural projects, including the Terminal Modernization and Cargo Facility Upgrades, and engages with development partners and government agencies in mobilizing funds for infrastructure development, making it an appropriate setting for examining the influence of diplomatic strategies on financing infrastructural development. In particular, the study population included employees of Entebbe International Airport, particularly from departments involved in infrastructure and finance such as Administration & Management Support, Finance & Planning, Operations & Logistics, and Engineering & Infrastructure, totaling approximately 60 employees (Entebbe International Airport HR Records, 2026). The study also included the top management of Entebbe International Airport, including the Airport Director and heads of the relevant departments, totaling 5 key informants, who provided in-depth insights for this study.

3.5 Sample size determination

Sample size, as defined by Katamba & Nsubuga (2014), is the part or subset of the entire population. The following formula developed by Taro Yamane in 1970 was used to calculate the sample size:

$$n = \frac{N}{1 + N(e)^2}$$

"n" is sample size, "N" is population, "e" is error (0.05) or level of confidence 95%

"N" (population) = 60 employees of Entebbe International Airport in the selected departments

$$n = \frac{60}{1 + 60(0.05)^2}$$

$$n = \frac{60}{1 + 60(0.0025)}$$

$$n = \frac{60}{1 + (0.15)}$$

$$n = \frac{60}{1.15}$$

n = 52 selected employees from the four selected departments in Entebbe International Airport (EIA). The population and sample size were further divided in the table below.

Table 1: Population, sample size and sampling methods

Categories of respondents	Population	Sample size	Sampling method
Employees of Entebbe Airport	60	52	Simple random sampling
Airport Director	1	1	Purposive sampling
Heads of Departments	4	4	Purposive sampling
TOTAL	**65**	**57**	

Source: *Entebbe International Airport (2026)*

Therefore from the table above, the sample size was 52 respondents got from a total population of 60 employees from the selected departments in Entebbe International Airport. The study also included a sample of 5 key informants who were the airport director and heads of the selected departments.

3.6 Sampling methods

This study combined purposive sampling and simple random sampling methods. Fifty-two (52) employees of Entebbe International Airport from the selected departments were chosen using simple random sampling. Simple random sampling provides every eligible staff member an equal chance of being selected, thereby reducing bias and improving the representativeness of the sample (Rahman et al., 2022). A master list of employees from the selected departments was obtained from the Human Resource office, and the sample was selected using computer-generated random numbers or lottery techniques.

On the other hand, purposive sampling was used to select 5 key informants from the top management of Entebbe International Airport, including the Airport Director and heads of relevant departments. This approach ensures that selected individuals with expert knowledge, managerial experience, and direct involvement in mobilizing funds and engaging with development partners provide comprehensive insights into how diplomatic strategies influence the financing of infrastructural development (Campbell et al., 2020). Purposive sampling enabled the researcher to obtain rich qualitative data from respondents who have a deep understanding of institutional policies, partnerships, challenges, and achievements related to infrastructure financing at Entebbe International Airport.

3.7 Data sources

The researcher employed primary and secondary data when conducting the research project.

Primary source: Self-administered questionnaires were used to gather primary data from 52 employees of Entebbe International Airport from the selected departments. There were also semi-structured interviews done with five key respondents, namely the Airport Director and the Department Heads. This offered firsthand knowledge regarding the topic that needed to be studied. The data was acquired using structured questionnaires and interview guides for each interviewee.

Secondary source: The secondary sources of information used include journal articles, books, institutional reports, Entebbe International Airport documents, government policies, and reports from relevant development partners. In particular, the sources included Annual Performance reports of the Uganda Civil Aviation Authority (UCCA), Bilateral Air Services Agreements (BASAs), and Environmental Impact Assessment (EIA). The secondary sources were instrumental in helping to validate the findings obtained through the primary sources.

3.8 Data collection instruments

3.8.1 Questionnaires

The principal tool used to collect numeric information from the fifty-two employees selected from Entebbe International Airport was the questionnaire. The questionnaire contained structured questions that sought to examine the perception of the respondents about how diplomacy helps in funding infrastructural development at the airport. The questions were framed based on the research objectives that included the importance of bilateral, multilateral, and economic diplomacy in raising finances, securing favorable loans, and cooperating with development partners. The opinion of the respondents on the impact of diplomacy in assisting the process of infrastructural development was measured using a five-point Likert scale where 5 = Strongly Agree to 1 = Strongly Disagree (Ikart, 2019).

3.8.2 Key informant interview guide

Data was collected through personal interviews with five key informants, which included the Airport Director and Heads of Department, using a key informant interview guide. The questions in the guide were open ended and addressed policy issues within Entebbe International Airport, diplomatic relations, financing strategy, difficulties encountered in raising financing for the infrastructure, and finally the influence of diplomacy on the Terminal Modernization & Cargo Facility Upgrade. The interview data provided in-depth insights into organizational practices and operations and helped enrich the analysis of the study (Taherdoost, 2021).

3.9 Validity and reliability of data collection instruments

3.9.1 Validity for quantitative research

Validity was considered in order to ensure that the questions were capturing the desired information (Sürücü & Maslakçi, 2020). Research experts assessed the questions in terms of their ability to evoke the desired responses. The validity of the research instrument was determined using a Content Validity Index (CVI). The CVI surpassed the suggested cut-off of 0.70, implying the questionnaire was good for data gathering.

3.9.2 Reliability for quantitative research

Reliability in research relates to the consistency, stability, and trustworthiness of research findings, therefore indicating how well the results of a study may be repeated or reproduced under similar circumstances or by other scientists. Cronbach's coefficient alpha (Mellinger & Hanson, 2020) was used to assess the dependability of the survey. The coefficient surpassed the suggested.70 suggesting that the survey was fit for data gathering.

3.9.3 Validity and reliability for qualitative research

The validity of the qualitative data in this study was guaranteed by carefully noting during interviews with the Airport Director and Heads of Departments of Entebbe International Airport and quickly reviewing the data to generate correct insights (Coleman, 2022). Participants had the chance to check the results to make sure the researcher's conclusions accurately reflect their points of view. The researcher applied member checks where the participants were invited to review the interview transcripts and preliminary findings to ensure that the data and conclusions accurately represent their professional view and informational views and the information shared. The research supervisor gave feedback to help make the study more trustworthy. Although time restrictions can limit the possibility of repeating the research for reliability, clearly noting the interview process, correctly recording responses, and consistently coding themes will help to maintain consistency and allow for reliable and organized qualitative analysis (Hayashi et al., 2019).

3.10 Procedure of data collection

Following clearance of the research plan and data collection tools, the researcher initially obtained a preliminary letter from the Uganda Christian University School of Social Sciences. The letter was presented to Entebbe International Airport officials to formally request permission to conduct the study. Once authorization was granted, the researcher administered semi-structured interviews with the Airport Director and Heads of Departments, as well as distribute structured questionnaires to the selected employees from the relevant departments. Informed consent was obtained from all participants to ensure confidentiality, ethical compliance, and voluntary participation throughout the data collection process (Coleman, 2022).

3.11 Data analysis

3.11.1 Analysis of quantitative data

Quantitative data gathered from the 52 selected Entebbe International Airport employees were coded and analyzed using SPSS version 20, due to its reliability and widespread application in statistical analysis (Jopling, 2019). Descriptive statistics, including frequencies, and percentages, were used to illustrate how respondents perceive the influence of diplomatic strategies on financing infrastructural development (Ali, 2020). Each completed questionnaire was checked for accuracy, consistency, and completeness (Pentang & Pentang, 2021). The coding process entailed classifying the data and assigning numeric codes to facilitate an easy analysis (Skinner, 2020).

3.11.2 Analysis of qualitative data

Qualitative data obtained from interviews conducted with the Airport Director and Heads of Departments at Entebbe International Airport underwent thematic analysis (Creswell, 2007). The interviews were recorded using an audio device, transcribed word for word and analyzed under major themes such as bilateral and multilateral diplomacy, economic diplomacy, availability of funds, and prioritizing infrastructural projects (Jackson et al., 2019). Through thematic analysis, best practices, challenges and recurring themes with regards to the use of diplomatic strategies in obtaining funds for infrastructural development were identified. Direct quotes selected from the interviewees were used to elaborate on key findings (Ruggiano & Perry, 2019).

3.12 Ethical consideration

Strict adherence to privacy laws ensured that any ethical considerations in the research process were maintained by ensuring that all personal information was kept safe and used only for research purposes (Chervenak & McCullough, 2021). All participants provided their consent to participate in the experiment after being informed of its purpose and risks. Informed consent was acquired from all participants (Skinner, 2020). Removing or coding any identifying information helped to keep people's identities private in the final report (Pietilä et al., 2020).

Furthermore, confidentiality was ensured by restricting data access to the research team and utilizing aggregated or anonymized data for any disclosures. Plagiarism was avoided by rigorously citing all sources and clearly attributing any direct quotations to their original authors (Ruggiano & Perry, 2019). The research employed plagiarism detection software like Turnitin to ensure that all data is original and that the identities of participants are protected by preventing the accidental inclusion of raw, identifying interview excerpts in the final public report. Finally, the entire research process adhered to institutional ethical guidelines, thereby upholding principles of respect, fairness, and the protection of participants' rights.

3.13 Limitations and delimitations of the study

First of all, some respondents we're not willing to provide information because of being suspicious of where the information would be taken. This was possible by virtue of the great reputation that exists in the study environment as a learning center for Uganda christain society and getting an introductory letter from the same institution. I used the introductory letter as a strategy to minimize the fear from the respondents by demonstrating the credibility and transparency of the institution conducting the survey, in line with the recommendation by Creswell (2014).

Secondly, the researcher was restricted by limited funds which would be used to finance the study, such as motivating the respondents, printing costs, and even transport costs to the organization to collect data. However the researcher used self-initiatives and strategies to mobilize financial assistance from family. I anticipate financial limitations regarding transport and materials, which managed by seeking financial assistance from family and adopting cost-effective data collection strategies to ensure the research objectives are fully met despite budgetary constraints (Moser and Kalton, 2017).

Third, some people delayed to bring back the questionnaires which affected the researcher's target time planned to analyze her study. This was solved by issuing more questionnaires beyond the target and this helped her to cover up the gaps for those who failed to return the questionnaires. To address the risk of delayed questionnaire returns, I distributed more instruments than the required sample size to create a buffer, ensuring that I maintained a sufficient volume of data for analysis within my planned timeline.

CHAPTER FOUR

DATA PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter presents and discusses the results of analysis that has been done to look at the specific objectives of the study and in relation to the reviewed literature. The study was cried out using questionnaires with employees working in the different departments in Entebbe International Airport and interviews with the Airport Director and Heads of Departments in Entebbe International Airport (EIA). The findings are presented with the help of tables for purposes of clarity and interpretation.

4.2 Findings on demographic characteristics of respondents

This section presents the general background information about the respondents in relation to their gender, age, highest level of education, department and period spent working in Entebbe International Airport (EIA) as shown in the table below;

Table 2: Background Information about the respondents

Item	Description	Frequency	Percentage (%)
Gender	Male	34	65.4
	Female	18	34.6
	Total	**52**	**100.0**
Age bracket	21-30 years	19	36.6
	31-40 years	23	44.2
	41-50 years	10	19.2
	Total	**52**	**100.0**
Level of education	Bachelor's degree	30	57.7
	Master's degree	12	23.1
	Others	10	19.2
	Total	**52**	**100.0**
Period spent working	Less than 1 year	7	13.5

	1-5 years	16	30.8
	6-10 years	18	34.6
	Above 10 years	11	21.1
	Total	**52**	**100.0**

Source: *Primary data*

This shows that the highest number of respondents was males with a percentage of 65.4% compared to females who were 34.6%. The findings show that there is an unequal balance of genders in the workforce in the airport where more males than females are employed in the chosen sectors. The small proportion of females can be attributed to the involvement of women in technical work and finances for infrastructure developments and the diplomatic strategies for such projects.

The analysis indicates that the highest number of respondents had an age range of 31-40 years with a percentage of 44.2%, followed by 21-30 years with a percentage of 36.6%, and finally 41-50 years with a percentage of 19.2%. From the above findings, it is noted that most of the workers interviewed are aged 31 to 50 years, meaning that the sample group has a high chance of being knowledgeable on how to use diplomacy and ways of financing infrastructural development.

It is clear from the data collected that out of all the respondents, the greatest number of employees have been awarded a Bachelor's Degree accounting for 57.7% of the respondents, followed by the employees awarded a Master's Degree accounting for 23.1% of the respondents, and finally those with other degrees representing 19.2%. From the above findings, we can tell that most of the employees interviewed have had a high level of education enabling them to give relevant answers on matters relating to diplomatic strategies and infrastructure development.

Lastly, as per the data collected, most of the respondents interviewed are workers for 6-10 years, representing 34.6% of the respondents, followed by those working for 1-5 years amounting to 30.8% of the respondents, thirdly those having been working for above 10 years accounting for 21.1%, and finally respondents working for below 1 year amounting to 13.5%.

4.3 Influence of bilateral diplomacy on financing infrastructural development

Table 3 summarizes respondents' responses on the influence of bilateral diplomacy on financing infrastructural development at Entebbe International Airport using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 3: Influence of bilateral diplomacy on financing infrastructural development

Statements	Extent of agreement & disagreement				
	SA	A	NS	D	SD
	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)
Bilateral agreements with foreign governments have increased funding for airport infrastructure projects.	28 53.8%	16 30.8%	00	8 15.4%	00
Negotiations with individual countries have facilitated access to concessional loans for terminal modernization.	26 50.0%	21 40.4%	00	5 9.6%	00
Bilateral diplomatic relations have improved the timely disbursement of funds for airport projects.	23 44.2%	21 40.4%	00	8 15.4%	00
Partnerships with specific countries have enhanced technical and financial support for airport infrastructure.	26 50.0%	16 30.8%	00	10 19.2%	00
Bilateral diplomacy has contributed to prioritizing infrastructure projects at Entebbe International Airport.	28 53.8%	13 25.0%	00	5 9.6%	6 11.3%
Engagement with foreign embassies and agencies has directly influenced airport funding decisions.	33 63.5%	13 25.0%	3 5.8%	3 5.8%	00

Source: *Primary data*

The Bilateral agreements lead to increased funding for airport infrastructure projects: The results indicate that 84.6% of the participants agreed with the statement that bilateral agreements with foreign governments have resulted in an increase in the funding for airport infrastructure projects, while 15.4% disagreed with the statement. This finding indicates that a substantial proportion of the respondents recognizes bilateral agreements as one of the critical factors responsible for facilitating the mobilization of finances for infrastructural development at Entebbe International Airport. This means that country-to-country relations positively influence the availability of external funds, hence facilitating the development and expansion of infrastructural projects at Entebbe International Airport.

Negotiations with individual countries provide access to concessional loans: The results indicate that 90.4% of the respondents agreed with the statement that bilateral negotiations with individual countries provide opportunities for accessing concessional loans for terminal modernization, while 9.6% disagreed with the statement. This finding indicates that there is a relationship between bilateral negotiations and accessing concessional loans, which makes them affordable sources of funding for large-scale infrastructural projects such as terminal modernization.

There is an improvement in the disbursement of funds due to bilateral diplomacy: The results revealed that 84.6% of the respondents agreed that bilateral diplomacy has positively influenced the disbursement of funds for airport projects, while 15.4% disagreed with this statement. This proves that bilateral diplomacy has an effect on the disbursement of funds in order to avoid delays and inefficiencies. This shows that timely disbursement of funds plays a role in the efficient development of airports since delays affect project implementation.

Partnerships with specific countries facilitate technical and financial aid: The results proved that 80.8% of the respondents agreed that partnerships with certain countries facilitate technical and financial aid for airport projects, while 19.2% disagreed with this assertion. This proves that there is financial as well as technical aid due to the partnership with certain countries. This implies that such partnerships improve the quality and efficiency of the infrastructure projects developed in airports.

Bilateral diplomacy facilitates priority setting for infrastructure projects: The results showed that 78.8% of the respondents indicated that bilateral diplomacy has facilitated priority setting in terms of infrastructure projects in Entebbe International Airport, while 20.9% disagreed and 11.3% were not sure. This indicates that diplomacy plays an important role in prioritization when it comes to financing of projects. This also means that priority setting based on bilateral ties can help ensure strategic resource allocation through effective prioritization.

Engagement of foreign missions has impacted funding of airport projects: The findings indicate that 88.5% of the respondents confirmed that engagement with foreign missions and embassies has influenced funding decisions of the airport, while 5.8% disagreed and another 5.8% were not sure. This means that most of the respondents acknowledged the impact of diplomatic engagement on funding decisions.

In summary, the results of the research show that bilateral diplomacy plays a significant positive role in financing infrastructural development activities at Entebbe International Airport, given the high percentage of agreement from the participants with respect to all statements made. It can be noted that bilateral diplomacy contributes to improved funding access, concessional funding, timely fund disbursement, technical-financial partnership, and the prioritization and financing of projects. All these elements play a vital role in the success of infrastructural development activities including the modernization of the terminal facilities and upgrading cargo infrastructure at the airport.

4.3.1 Bilateral diplomacy and financing infrastructural development at EIA

The following is the summary of the opinions gathered from interviews conducted among key informants in relation to the impacts of bilateral agreements with other countries in funding the modernization and expansion of the airport terminals and cargo facilities. The opinions gathered from interviews conducted among key informants regarding the impact of bilateral agreements with other countries in funding the modernization and expansion of airport facilities are as follows;

Bilateral agreements ensure financing of infrastructure projects: From the information gathered among key informants, they stated that bilateral agreements with other countries have greatly impacted financing of the terminal modernization and cargo facility upgrades of Entebbe International Airport. In particular, they explained that through negotiations between governments, Uganda has been able to establish funding frameworks that make the planning and execution of infrastructure projects easy.

Bilateral engagements help in accessing concessionary loans and credits: Furthermore, it is observed that bilateral engagement helps in accessing concessionary loans and credits from partnering countries. Such types of loans and credits are crucial for financing heavy investment in airport infrastructure construction. These financial assistance programs are characterized by low-interest rates and long-term repayment schemes. Hence, this approach is well suited for the development of infrastructures. As a result, the airport can construct a new terminal facility and improve cargo handling capabilities without putting an unnecessary burden on domestic funds.

Bilateral agreements lead to better technical assistance and project management support: Moreover, the key informants pointed out that bilateral agreements have not only helped in securing financial assistance but have also attracted technical assistance and project management support from partnering countries. It was reported that most bilateral agreements are designed to incorporate technical assistance along with financial aid to ensure that all infrastructure projects adhere to international standards. This approach has significantly improved the quality, efficiency, and timely completion of the terminal improvement and cargo handling facility improvement projects.

There are terms and conditions attached to bilateral agreements, as well as long-term financing obligations: Yet, it is important to mention that despite the benefits associated with bilateral agreements, there are several disadvantages, which include the imposition of terms and conditions, procurement policies, and payment obligations. While these factors may be restrictive during the process of implementing projects and creating long-term financial obligations, the overall perception from the interviewees was that bilateral diplomacy played a critical role in ensuring funding and support for infrastructure development at Entebbe International Airport. Some of the key informants had this to say,

> "*.....Bilateral agreements have been instrumental in securing both funding and technical support, which has made the terminal modernization project possible.....*" **Key Informant 1**

> "*.....Most of the financing for these upgrades has come through government-to-government arrangements, which offer better terms compared to commercial borrowing.....*" **Key Informant 2**

4.4 Effect of multilateral diplomacy on financing infrastructural development

Table 4 summarizes respondents' responses on the effect of multilateral diplomacy on financing infrastructural development at Entebbe International Airport by using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 4: Effect of multilateral diplomacy on financing infrastructural development

Statements	**Extent of agreement & disagreement**				
	SA	A	NS	D	SD
	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)
Participation in regional organizations has helped secure funding for airport infrastructure projects.	13 25.0%	23 44.2%	00	10 19.2%	6 11.5%
Engagement with international development banks has enhanced financial resources for airport upgrades.	28 53.8%	16 30.8%	00	8 15.4%	00
Multilateral agreements have facilitated joint financing of airport modernization and cargo facilities.	9 17.3%	31 59.6%	00	12 23.1%	00
International organizations have provided technical assistance that complements funding at Entebbe International Airport.	23 44.2%	18 34.6%	00	11 21.2%	00
Multilateral diplomatic strategies have improved coordination between funding partners for infrastructure projects.	23 44.2%	16 30.8%	00	10 19.2%	3 5.8%
Funding from international consortiums has increased due to Uganda's engagement in multilateral diplomacy.	26 50.0%	16 30.8%	00	10 19.2%	00

Source: *Primary data*

Participation in regional organizations secures infrastructure funding: The findings revealed that 69.2% of the respondents agreed that participation in regional organizations has helped secure funding for airport infrastructure projects, while 30.7% disagreed with the statement. This shows that a majority of employees recognize the role of regional cooperation in mobilizing financial resources for infrastructure development at Entebbe International Airport. It means that involvement with the regional platforms helps to create better access to financial funding opportunities and improves cooperation between the participating members.

Involvement with international development banks increases financial sources: It was established that 84.6% of the respondents believed that engagement with international development banks has increased financial sources for airport modernization and improvements, while 15.4% disagreed with the statement. This proves that international development organizations can help infrastructure development through provision of financial sources. It means that working with international development banks helps to create financial resources needed for large projects like terminal and cargo facilities improvements, thus improving infrastructure development results.

Multilateral arrangements contribute to joint financing of airport facilities: In addition, it was found that 76.9% of the respondents agreed that multilateral arrangements helped to finance the airport projects, while 23.1% disagreed with the statement. This means that international cooperation and mutual agreements between various countries and organizations can play an important part in infrastructure projects financing.

International organizations have offered technical assistance in infrastructure construction: Furthermore, it was observed that 78.8% of the respondents agreed that international organizations had offered technical assistance to complement the funding of Entebbe International Airport, while only 21.2% disagreed with the same. This indicates that the multilateral approach is not only about offering financial assistance but also offering technical expertise. This further means that the technical assistance offered by international organizations plays an instrumental role in ensuring that the project is of high quality and sustainability.

Multilateral diplomacy facilitates coordination among funding sources: It was further established that 75.0% of the respondents agreed that multilateral diplomacy had facilitated coordination among funding sources for infrastructure projects, while 25.0% disagreed with the same. This further means that multilateral diplomacy is instrumental in facilitating collaboration among different sources of funding. This further suggests that through improved coordination, any duplication of effort will be minimized and the funds used in a more efficient manner.

Multilateral diplomacy increases funding from international consortiums: Finally, it was shown that 80.8% of the participants agreed that multilateral diplomacy in Uganda has led to an increase in funding from international consortiums, while 19.2% disagreed. This means that most of the respondents recognize the role of multilateral engagement as far as raising funds from different sources is concerned. It means that multilateral diplomacy helps to increase the number of funding sources, thus making financing of infrastructural projects easier.

On the whole, it can be concluded that multilateral diplomacy positively affects financing of infrastructural projects at Entebbe International Airport since the high percentages of agreement of respondents are recorded in all the statements. According to the data obtained during interviews, multilateral diplomacy facilitates the funding of infrastructural projects by providing access to loans from development banks, encourages joint ventures in financing projects, ensures better coordination between financial institutions, and gives technical support to these projects. Consequently, multilateral diplomacy makes financing of projects successful so that important projects can be launched.

4.4.1 Multilateral diplomacy and financing infrastructural development at EIA

Based on the interviews undertaken with the key informants who are the top management of Entebbe International Airport (EIA) such as the Airport Director and the Heads of Departments, they provided their perspectives about the role of involvement with international organizations or development banks in contributing to airport infrastructure financing and their perspectives were the following:

Financial contribution to infrastructure development by international organizations and development banks: Involvement with international organizations and development banks has greatly helped in funding the infrastructure development at Entebbe International Airport. This involvement has greatly helped the airport in undertaking major infrastructural projects such as building new terminals and improving the cargo facilities. It was mentioned that the involvement of such institutions has allowed the airport to undertake financial commitments that would otherwise be too much for the airport to commit.

International organizations provide concessional financing options: The respondents also pointed out that international organizations and development banks provide concessional financing through low-interest loans, grants, and blended financing options. According to them, this financing has proven very crucial in minimizing the costs of financing infrastructural projects, especially those requiring large amounts of upfront capital. Moreover, these institutions provide flexible repayment periods, making it easier for the government and airport administration to continue financing infrastructure projects without facing any problems.

Technical assistance provided by international organizations improves implementation: Apart from providing finances for the projects, the key informants identified another essential function served by the international organizations and development banks. They indicated that technical assistance offered by these institutions plays a crucial role in planning, feasibility studies, procurement procedures, and evaluation of the projects. The technical expertise offered by these institutions has significantly contributed to efficient project implementation.

Compliance and procedure issues impact access to multilateral funding: Nevertheless, there were a few observations made by some of the informants concerning the challenges faced when engaging with international organizations and development banks. According to them, obtaining financing is linked to complex compliance and procedural issues including project appraisals, environmental and social safeguards, and reporting mechanisms. Nonetheless, the general consensus was that engagement with these institutions is important in enhancing financial capability, project implementation, and sustainable infrastructure development at Entebbe International Airport. Some of the key informants had this to say,

> "*.....Development banks have been instrumental in providing most of the funding required for major airport projects.....*" **Key Informant 3**

> "*.....Apart from funding, these institutions also provide critical technical skills for the effective implementation of projects.....*" **Key Informant 4**

4.5 Contribution of economic diplomacy on financing infrastructural development

Table 5 presents a summary of the respondents' responses regarding the contribution of economic diplomacy on the financing of infrastructural development at Entebbe International Airport through a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 5: Contribution of economic diplomacy on financing infrastructural development

Statements	**Extent of agreement & disagreement**				
	SA	A	NS	D	SD
	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)
Trade and investment negotiations have attracted private sector funding for airport infrastructure.	28 53.8%	16 30.8%	00	8 15.4%	00
Economic diplomacy has facilitated partnerships with foreign investors to finance airport modernization.	26 50.0%	21 40.4%	00	5 9.6%	00
Economic agreements have contributed to access to international loans for airport projects.	23 44.2%	21 40.4%	00	8 15.4%	00
Promotion of Entebbe International Airport as an investment hub has increased funding opportunities.	26 50.0%	16 30.8%	00	10 19.2%	00
Engagement in economic diplomacy has enhanced public-private partnerships supporting airport infrastructure.	28 53.8%	13 25.0%	00	5 9.6%	6 11.5%
Economic diplomacy has improved the financial sustainability of airport development projects.	30 57.7%	12 23.1%	6 11.5%	4 7.7%	00

Source: *Primary data*

Investment and trade talks involve private investments for airport infrastructure construction: As indicated by the findings, 84.6% of the respondents concurred that investment and trade talks have involved private investments in the development of the airport infrastructure, while only 15.4% were not in agreement with the claim. This indicates that many employees recognize the importance of investment and trade talks as a means of securing private funding. Therefore, effective economic diplomacy increases the confidence of the investors hence leading to increased private investments in the development of the airport infrastructure.

Economic diplomacy leads to partnerships with foreign investors in modernization: As per the findings, it was noted that 90.4% of the respondents agreed that economic diplomacy has led to partnerships with foreign investors in financing airport modernization, while 9.6% disagreed with the statement. This demonstrates that economic diplomacy has played a critical role in establishing strategic alliances with foreign investors. This is because foreign investors can provide financial support as well as investments opportunities needed to execute major projects such as terminal and cargo facilities' modernization.

Economic agreements facilitate access to international loans for the airport projects: On the other hand, it was evident from the results that 84.6% of the participants agreed that economic agreements have facilitated access to international loans for the airport projects, while 15.4% disagreed with the notion. The results indicate that economic diplomacy promotes the establishment of favorable financial arrangements, facilitating access to financing from abroad. The implications here are that enhanced access to international loans will promote the execution of big infrastructure projects at the airport through international loans.

Entebbe International Airport is promoted as an investment center to increase financing options: It was also indicated from the findings that 80.8% of the participants agreed that the promotion of Entebbe International Airport as an investment center has increased financing options, whereas 19.2% disagreed with the idea. The implication is that the positioning and promotion of the airport increase its appeal to financiers and investors.

Economic diplomacy facilitates the improvement of public-private partnerships that support airport infrastructures: Additionally, the study proved that 78.8% of the respondents agreed that participation in economic diplomacy has facilitated the improvement of public-private partnerships in terms of developing airport infrastructures. On the other hand, 21.1% of the respondents disagreed, while 11.5% had no idea whether this claim was true. Hence, it is evident that economic diplomacy fosters partnerships between the public and private sectors in infrastructure development. It means that public-private partnerships facilitate the efficient management of resources and risks associated with infrastructure investments.

Economic diplomacy ensures financial sustainability in the development of airport infrastructures: Finally, the outcomes revealed that 80.8% of the respondents believed that economic diplomacy ensured the financial sustainability in developing airports, while 7.7% disagreed and 11.5% were not sure. It is clear that most respondents agree that economic diplomacy plays a significant role in facilitating financial sustainability in infrastructure investments. Financial sustainability implies adopting viable strategies for financing infrastructure development, which minimize dependency on loans.

Generally speaking, economic diplomacy seems to have very high impact on finance infrastructural development at Entebbe International Airport judging from the percentages of respondents answering yes to all the questions asked. In other words, the research shows that economic diplomacy plays an important role in bringing in money for projects through attracting investments from the private sector, foreign investors' partnership programs, international loan financing, investment opportunities, public-private partnership, and sustainable financial resources. All these elements help finance and successfully implement projects of infrastructural development.

4.5.1 Economic diplomacy and financing infrastructural development at EIA

Based on the interviews carried out among the key informants who are members of top management at Entebbe International Airport (EIA), specifically the Airport Director and Heads of various departments, they gave their perspectives on how trade or investment negotiations have brought private or foreign investment to facilitate airport modernization in the following manner.

Trade and investment negotiations bring private and foreign investments for airport modernization: The key informants gave an account of how trade and investment negotiations had greatly facilitated the attraction of both private and foreign investments for airport modernization at EIA. According to the key informants, through proper economic diplomacy, it had become possible for the airport to gain the status of being an attractive destination for investors, thus bringing foreign investors and other private sector investors into the fold.

Investment negotiations enable partnership with foreign investors: Also, according to the respondents, there have been successful investment negotiations leading to partnerships between the airport authorities and foreign investors. It was noted that this has contributed to improved investor confidence due to provision of an enabling investment environment, hence facilitating private funding for airport improvements. Private funds can now be leveraged to reduce over-dependence on public funds and quicken the process of modernizing and improving airport facilities.

Trade negotiations ensure inclusion of EIA within economic networks: Additionally, key informants reported that trade negotiations have provided opportunities to include the airport within economic networks of the region and even the world. It has been noted that with good trade relations, there is high likelihood of increased traffic of passengers and cargo. This means that it is easier for the airport to become commercially viable hence attracting investors who will fund modernization programs within the airport.

Nevertheless, other interviewees highlighted the need for good policies and transparency in order to attract private and foreign investors. They argued that there could be issues such as bureaucratic problems, lack of clear policies, and perception of risks that would affect decision-making. However, despite these difficulties, there was a consensus that successful economic diplomacy has played a vital role in mobilizing private and foreign investments in airport modernization initiatives. Some of the key informants had this to say,

> "*.....Trade and investment negotiations have made the airport more attractive to foreign investors, which has increased funding for modernization projects.....*" **Key Informant 5**

> "*.....Private sector participation has grown because of clear investment agreements and improved confidence in the airport's potential.....*" **Key Informant 1**

CHAPTER FIVE

DISCUSSION, SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes all findings reported in chapter four according to questions of the study, draws conclusions, suggests recommendations and also proposes some areas for further study.

5.2 Summary of findings

5.2.1 Influence of bilateral diplomacy on financing infrastructural development

Bilateral agreements improve access to infrastructure funding: First and foremost, the research established that the conclusion of bilateral agreements between the airport and foreign governments helps considerably in gaining access to funds for undertaking infrastructure development projects at the airport. Respondents observed that these agreements help ensure predictability in financing, while key informants highlighted the role of bilateral agreements in negotiating funds from other governments.

Concessional financing by bilateral negotiations: Secondly, it emerged from the results that by having bilateral relations, the airport can negotiate the acquisition of concessional funding on favorable conditions, including lower interest rates and longer periods for debt settlement. According to the key informants, such a situation makes the construction of infrastructures easier.

Diplomatic relations facilitate prompt funding allocation: Thirdly, the study showed that having sound diplomatic relations will facilitate the prompt provision of funds for infrastructure construction. The respondents noted that it will avoid any delays in the implementation of projects, while the key informants indicated that continuous funding will enhance the effectiveness of airport construction projects.

Financial and technical assistance through bilateral cooperation: Fourthly, it was clear that through bilateral relations, apart from receiving finances, the airport will be able to get technical knowledge, which will lead to the construction of sustainable infrastructures. Moreover, the diplomatic relations will influence the prioritization of crucial infrastructure projects. However, challenges such as conditionalities and repayments persist.

5.2.2 Effect of multilateral diplomacy on financing infrastructural development

Availability of substantial financial assistance through international agencies: It was identified that participation in international agencies and development banks plays an important role in making it easier to raise funds for the development of airports. As per the feedback received from the respondents, international agencies provide a lot of money. The significant informants mentioned that they are very essential in financing large projects.

Joint financing of infrastructure projects: It was also found out that through multilateral agreements, infrastructure projects can be jointly funded by various entities. This cuts down costs for each partner and ensures the possibility of completing capital intensive projects like terminal facilities and cargo handling facilities improvement.

Improved coordination among funding partners: The research discovered that multilateral engagement facilitates coordination among various organizations involved in infrastructure financing. It was argued that coordination reduces duplication efforts and thus enhances effectiveness of the process.

Technical assistance and capacity support: Lastly, it was established that international organizations bring much technical assistance in the planning, implementation, and monitoring of projects. This contributes to better results achieved by the projects. Compliance with various procedures can lead to delays.

5.2.3 Contribution of economic diplomacy on financing infrastructural development

Attraction of private and foreign investment: It is clear from the research findings that trade and investment negotiations play a great part in attracting both private sector investments and foreign direct investments to the construction of airport infrastructures. The respondents confirmed that economic diplomacy boosts investors' confidence, whereas the key informants stressed the importance of economic diplomacy in terms of mobilizing financial resources.

Strategic cooperation with international investors: Secondly, the findings indicated that economic diplomacy encourages strategic cooperation between the airport and international investors for the provision of financial resources, thus facilitating big construction projects, including improvements of terminals and cargo facilities.

Improved access to international credit: Thirdly, it was discovered that economic diplomacy helps in increasing the access of Entebbe International Airport to international credits and ensures that Entebbe becomes a favorable destination for investments.

Public-private collaboration and sustainable financing: Fourthly, the research findings revealed that economic diplomacy facilitates cooperation between the government and private companies, therefore boosting resource mobilization, reducing risks, and promoting sustainable financing of infrastructures. Nonetheless, certain barriers were revealed during the study process.

5.3 Discussion of findings

5.3.1 Influence of bilateral diplomacy on financing infrastructural development

It is from the research that it was discovered that bilateral diplomacy had significantly improved access to financing, loaning, and availability of money in order to develop infrastructures at Entebbe International Airport. The findings of the study tie in with the literature presented by Haroon (2025), who argues that diplomacy helps nations to source finances through negotiation in order to achieve their developmental goals. This is similar to the findings by Ampaw et al. (2025), where they state that bilateral diplomacy has increased infrastructure financing in Africa due to the agreements between governments that help in the creation of huge projects. These findings, however, go against the literature provided by Carmody et al. (2022), stating that although bilateral diplomacy increases infrastructure financing, it makes nations vulnerable financially.

From the findings of this research, it is evident that there has been an improvement in the provision of technical and financial aid through improved execution of projects and international standards in the Entebbe International Airport through bilateral diplomacy. The findings are consistent with those of Wang (2026), which reveal that diplomacy, particularly during cross-border investments, not only ensures the flow of funds but also transfers technical knowledge.

Furthermore, Chen (2021) agrees with this statement by pointing out that diplomatic relations coupled with international credit systems lead to enhanced quality and effectiveness of infrastructure construction. On the other hand, the findings are inconsistent with the views of Hosen (2026) who claims that foreign-funded projects focus on donor interests rather than local development requirements.

From the research findings, it was noted that while bilateral diplomacy offers several advantages, there remain some problems such as conditionalities and repayments, which affect financial sustainability in the long term. The findings agree with the literature review findings of Ogwang & Vanclay (2021) that financing of infrastructure in Uganda using bilateralism is often accompanied by several conditions. In addition, Mugambwa and Nakirijja (2025) assert that even though bilateralism plays an important role in developing infrastructure, there might be problems with debt sustainability and fiscal pressure. Conversely, the findings contradict Cherono (2022) and Kiprotich & Onyango (2023) who believe that bilateralism mainly increases mutual benefits between countries.

5.3.2 Effect of multilateral diplomacy on financing infrastructural development

The findings of this study indicate that multilateral diplomacy has greatly contributed towards making more financial resources available, as well as joint financing efforts towards infrastructural development in Entebbe International Airport. These findings correlate with Sengupta (2021) who states that multilateral financial organizations and global partnerships play a critical role in leveraging resources and facilitating investment for large scale infrastructure financing. On the same note, Chen (2021) supports the notion that international credit systems managed through multilateral agencies have made development financing more accessible in emerging markets. Furthermore, according to Ampaw et al. (2025), multilateral diplomacy increases connectivity and investments in infrastructure through joint financing efforts. Contradicting this are the views from Carmody et al. (2022) who contend that such multilateralism and external financing create dependency on infrastructure projects.

The results of the study have shown that multilateral diplomacy has helped improve coordination between funding partners as well as provide the necessary technical assistance that helps enhance planning and implementing the projects. The results of this study correspond to the theories put forth by Grgić et al. (2023), who state that multilateral diplomacy increases strategic alignment and coordination amongst the involved parties, thus resulting in better results concerning infrastructure projects. In addition, according to Yoshimatsu (2023), multilateralism ensures quality infrastructure construction through combining technical knowledge and standardization processes. Finally, as pointed out by Prabhu and Basu (2024), the use of development cooperation in multilateral diplomacy improves both financial and technical capabilities of the infrastructure projects. Contrary to Hosen (2026), however, it might be noted that sometimes such international cooperation may become driven more by geopolitical reasons rather than development considerations.

It can be observed from the results obtained from the research that although multilateral diplomacy may present numerous advantages, some difficulties, such as strict compliance with guidelines and complicated process involved, may affect the utilization of the funding for projects. This finding is supported by the literature of Anguelov (2021), where it is stated that multilateral funding involves stringent regulation and complex processes which could cause delays in project implementation. The same sentiments are echoed by Wanduru et al. (2024) who claim that fund acquisition from international funding organizations is usually very demanding and might result in delays during project implementation. Conversely, the results contradict those reported by Haroon (2025) and Chaisse (2023), which state that the current multilateral funding mechanisms are becoming more responsive to infrastructure funding challenges.

5.3.3 Contribution of economic diplomacy on financing infrastructural development

From the research results, it can be noted that the use of economic diplomacy has been able to improve resource mobilization through trade and investment discussions that have resulted in private sector investments and foreign direct investments in infrastructure development at Entebbe International Airport. These results are consistent with the literature by Haroon (2025), where it was indicated that economic diplomacy plays an important role in getting finances and investments from abroad in the era of multipolar world economics. Also, Oyugi et al. (2023) found that economic diplomacy has greatly contributed to infrastructure development through foreign collaborations and foreign investments, especially in developing nations. Moreover, according to Wang (2026), diplomatic efforts in overseas investments will lead to more finance flows. On the other hand, it has been pointed out by Carmody et al. (2022) that using economic diplomacy as a source of foreign investment can cause structural disadvantages in future economic independence.

The results have shown that economic diplomacy has enabled the establishment of relationships with foreign investors, increased access to international funding, and formed successful public-private partnerships for upgrading and modernizing airports and improving cargo facilities. The results agree with the literature review by Jiang (2019), which shows that international investments through economic diplomacy increase access to various financing sources and enable the implementation of large infrastructure projects. Similarly, Noor and Yiming (2024) stress the significance of economic diplomacy in developing strategic partnerships based on pooling both finances and technical skills for achieving infrastructure goals. Moreover, Chaisse (2023) states that in modern times, development finance requires partnerships and blending mechanisms that are promoted through economic diplomacy. In contrast to Hosen (2026), however, the results do not show any adverse effects of partnerships with foreign investors on local economic benefits and development outcomes.

The study results have shown that economic diplomacy has helped with improved financial sustainability, investment prospects, and better integration of infrastructure investments within the framework of regional and international trade. These results are similar to those of Sengupta (2021) who states that economic diplomacy promotes market access and helps create sound financial systems that make infrastructure investments more sustainable. Similarly, according to Prabhu and Basu (2024), effective involvement of countries in trade and development through diplomacy makes long-term infrastructure investments more viable due to higher economic integration. Nonetheless, while Sengupta et al. (2024) support the positive role of economic diplomacy for infrastructure investments, the results of this study are inconsistent with those of Anguelov (2021) and Wanduru et al. (2024).

5.4 Conclusion

From the findings of this study, it can be concluded that bilateral diplomacy is one of the key motivators for infrastructural development financing at Entebbe International Airport. Bilateral diplomacy becomes an essential means of raising external finances from governments through negotiations that ensure access to concessionary funds, timely funding, and also attracts technical and financial assistance. Bilateral diplomacy, despite its conditionalities and repayment demands, significantly improves the ability to implement projects effectively and helps in sustaining infrastructural projects such as airport modernization projects.

Additionally, the research indicates the significance of multilateral diplomacy in infrastructure financing through cooperation with international organizations and development banks. Cooperation enables a wider range of funding sources, promotes cooperative financing of the project, and coordinates the efforts of the stakeholders in the process of infrastructure development. In addition, multilateral diplomacy assists in making the process of infrastructure development efficient and high-quality through providing technical and financial assistance. While there may be some procedural difficulties and regulatory issues, the overall significance of multilateral diplomacy towards effective infrastructure financing cannot be underestimated.

Finally, the study highlights that economic diplomacy plays a pivotal role in sourcing private and foreign investment in infrastructure development at Entebbe International Airport. Economic diplomacy makes it possible to negotiate investments and trades with other countries, which help establish partnerships between foreign investors and the airport, increase access to international financing, and build partnerships with the private sector in order to finance infrastructure projects sustainably. Economic diplomacy also adds to the attractiveness of the airport through making the airport part of international economic systems.

5.5 Recommendations

Based on the results of the study, the following recommendations are provided towards establishing the influence of diplomatic strategies on financing infrastructural development; a case of Entebbe International Airtport.

Strengthening bilateral diplomatic relations for affordable financing: There is a need to develop more robust bilateral diplomatic relations with important partner nations in a bid to increase sustainable and cheaper access to finance for infrastructural development at Entebbe International Airport. The recommendations for accomplishing this include engaging in regular government-to-government negotiations geared towards obtaining concessional loans, grants, and technical support, and structuring all these into favorable agreements.

Enhancing engagement with multilateral financial institutions: There is a need to improve relations with multilateral institutions such as development banks and other global organizations as another measure for increasing sustainable access to finance. The recommendations include being actively engaged in international financing mechanisms and complying with their funding requirements. This measure would ensure access to huge amounts of finance for infrastructure development and joint financing programs.

Economic diplomacy to enhance investment attractiveness: Economic diplomacy strategies are another recommendation by the study as a necessity towards ensuring attraction of investments from both private and international sectors that will help create infrastructures in airports. This can only be achieved through creation of a favorable investment climate through policies, regulation, and investment promotion. Making the Entebbe International Airport investment attractive will help attract a lot of investors, as well as promote public-private partnership, which reduces over-reliance on local and international investments.

Enhancement of institutional capacity and coordination: Furthermore, the study advocates for the importance of improved institutional capacity and coordinated actions on the part of the institutions tasked with resource mobilization. The enhancement of institutional capacity includes making sure that there is coordination of policies, improved lines of communication, and appropriate frameworks for cooperation. Institutional coordination is essential to ensure that there is efficiency in utilizing the resources and avoiding overlapping of efforts.

Sustainability of finances in infrastructure development: Lastly, the study emphasizes the need to establish means to ensure the financial sustainability of infrastructure development at Entebbe International Airport. Financial sustainability could be established through the development of innovative ways of financing, better handling of finances, and incorporation of financial sustainability in infrastructure development. Through these steps, the airport will continue developing infrastructures without depending on foreign sources of financing.

5.6 Areas for further research

Future research may look into the sustainability of the projects and its economic implications in regard to being financed through diplomacy at Entebbe International Airport. In doing this, one will be able to analyze the costs and benefits of such projects and whether they are sustainable, as well as determine how much these projects aid in fostering economic development within Uganda.

Other areas for future research may concern the issue of how governance structures can enhance the efficiency of the utilization of diplomatic measures to finance infrastructural developments. The study may assess issues of transparency, accountability, and policy-making in governmental institutions in order to find out how effective these measures are when it comes to diplomatic financing of infrastructure.

Finally, comparative analysis of infrastructure financing from a diplomatic perspective in other sectors or countries may also form another area of future research. This would allow comparing different cases of diplomatic financing of infrastructure in other sectors or countries such as Uganda in order to gain broader knowledge of the issue.

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APPENDICES

Appendix 1: Questionnaire

For employees of Entebbe International Airport

Dear sir/madam

My name is Arinda Mellisa Amanda; I am a student of BGIR at Uganda Christian University. I am conducting a study on "the influence of diplomatic strategies on financing infrastructural development; a case of Entebbe International Airport." You have been specifically selected to participate in this study and the information collected shall be purely for academic purpose and treated with the highest level of confidentiality. The success of this study shall greatly dependent on your response. Your cooperation shall highly be appreciated.

Section A: Background Data

Please tick the box representing the most appropriate responses for you in respect of the following items:

1. Gender

(a). Male ☐

(b). Female ☐

2. In what age bracket do you belong?

(a). 21-30 years ☐

(b). 31-40 years ☐

(c). 41-50 years ☐

(d). 51+ years ☐

3. What is your highest level of education?

(a). Certificate ☐

(b). Diploma ☐

(c). Bachelor's Degree ☐

(d). Master's Degree ☐

(e). Others specify………………………………………..

4. For how long have you worked with Entebbe International Airport?

(a). Less than 1 year ☐

(b). 1-5 years ☐

(c). 6-10 years ☐

(d). Above 10 years ☐

Section B: The effect of bilateral diplomacy on financing infrastructural development at Entebbe International Airport

Rate your degree of agreement on the effect of bilateral diplomacy on financing infrastructural development at Entebbe International Airport using a scale of 5(Strongly Agree), 4(Agree), 3(Not sure), 2(Disagree) and 1(Strongly Disagree).

s. no	Statements	SA	A	NS	D	SD
1	Bilateral agreements with foreign governments have increased funding for airport infrastructure projects.					
2	Negotiations with individual countries have facilitated access to concessional loans for terminal modernization.					
3	Bilateral diplomatic relations have improved the timely disbursement of funds for airport projects.					
4	Partnerships with specific countries have enhanced technical and					

	financial support for airport infrastructure.					
5	Bilateral diplomacy has contributed to prioritizing infrastructure projects at Entebbe International Airport.					
6	Engagement with foreign embassies and agencies has directly influenced airport funding decisions.					

Suggest any other effect of bilateral diplomacy on financing infrastructural development at Entebbe International Airport other than the ones mentioned above?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

Section C: The effect of multilateral diplomacy on financing infrastructural development at Entebbe International Airport

Rate your degree of agreement on the effect of multilateral diplomacy on financing infrastructural development at Entebbe International Airport using a scale of 5(Strongly Agree), 4(Agree), 3(Not sure), 2(Disagree) and 1(Strongly Disagree).

s. no	Statements	SA	A	NS	D	SD
1	Participation in regional organizations has helped secure funding for airport infrastructure projects.					
2	Engagement with international development banks has enhanced financial resources for airport upgrades.					
3	Multilateral agreements have facilitated joint financing of airport modernization and cargo facilities.					
4	International organizations have provided technical assistance that complements funding at Entebbe International Airport.					
5	Multilateral diplomatic strategies have improved coordination between funding partners for infrastructure projects.					
6	Funding from international consortiums has increased due to Uganda’s engagement in multilateral diplomacy.					

Suggest any other effect of multilateral diplomacy on financing infrastructural development at Entebbe International Airport other than the ones mentioned above?

……………………………………………………………………………………………………
……………………………………………………………………………………………………

Section D: The effect of economic diplomacy on financing infrastructural development at Entebbe International Airport

Rate your degree of agreement on the effect of economic diplomacy on financing infrastructural development at Entebbe International Airport using a scale of 5(Strongly Agree), 4(Agree), 3(Not sure), 2(Disagree) and 1(Strongly Disagree).

s. no	Statements	SA	A	NS	D	SD
1	Trade and investment negotiations have attracted private sector funding for airport infrastructure.					
2	Economic diplomacy has facilitated partnerships with foreign investors to finance airport modernization.					
3	Economic agreements have contributed to access to international loans for airport projects.					
4	Promotion of Entebbe International Airport as an investment hub has increased funding opportunities.					
5	Engagement in economic diplomacy has enhanced public-private partnerships supporting airport infrastructure.					
6	Economic diplomacy has improved the financial sustainability of airport development projects.					

Suggest any other effect of economic diplomacy on financing infrastructural development at Entebbe International Airport other than the ones mentioned above?

……………………………………………………………………………………………………
……………………………………………………………………………………………………

Thank you for your cooperation

Appendix 2: Interview Guide

For top management of Entebbe International Airport

Dear respondent,

My name is Arinda Mellisa Amanda; I am a student of BGIR at Uganda Christian University. I am conducting a study on "the influence of diplomatic strategies on financing infrastructural development; a case of Entebbe International Airport." You have been specifically selected to participate in this study and the information collected shall be purely for academic purpose and treated with the highest level of confidentiality. The success of this study shall greatly dependent on your response. Your cooperation shall highly be appreciated.

Section A: Introductions

1. Tell me about yourself (*gender, age, level of education*)
2. What position do you hold in Entebbe International Airport?
3. How long have you worked with Entebbe International Airport?

Section B: Effect of bilateral diplomacy on financing infrastructural development at Entebbe International Airport

4. How have bilateral agreements with other countries influenced funding for the terminal modernization and cargo facility upgrades?
5. Can you give examples of specific foreign government partnerships that have directly supported infrastructure projects at the airport?

Section C: Effect of multilateral diplomacy on financing infrastructural development at Entebbe International Airport

6. How has engagement with international organizations or development banks contributed to airport infrastructure funding?
7. What role have multilateral agreements played in coordinating joint financing for infrastructure projects at Entebbe International Airport?

Section D: Effect of economic diplomacy on financing infrastructural development at Entebbe International Airport

8. How have trade or investment negotiations attracted private or foreign funding for airport modernization?
9. In what ways has promoting the airport as an investment hub improved access to financial resources for infrastructure projects?

Thank you for your cooperation