

**THE ROLE OF CULTURAL HERITAGE SITES ON THE DEVELOPMENT OF THE
TOURISM INDUSTRY.**

A CASE STUDY OF KASUBI TOMBS, KAMPALA.

BY KALIRA

ADOLF

BU/UG/2023/2265

adolfxhunk@gmail.com

**A RESEARCH REPORT SUBMITTED TO THE FACULTY OF MANAGEMENT
SCIENCES, DEPARTMENT OF TOURISM AND HOSPITALITY MANAGEMENT**

IN PARTIAL FULFILLMENT FOR THE REQUIREMENT OF AWARD

OF A BACHELORS DEGREE IN TOURISM AND TRAVEL

MANAGEMENT OF BUSITEMA

UNIVERSITY

JULY 2026

DECLARATION

I **KALIRA ADOLF**, with registration number **BU/UG/2023/2265** do hereby declare that this research report is my own original work and it has not been submitted to any other University/Institution by anybody else for any other degree award.

Signature: *Kalira Adolf*

Date: *22nd July 2026*

APPROVAL

This research report has been submitted for examination with the approval of my supervisor and is for the award of a Bachelor's Degree in Tourism and Travel Management of Busitema University.

Academic Supervisor: **MADAM ADONGO GORRET,**

Signature: 

Date: 22nd July 2026

DEDICATION

This research report is heartily dedicated to all my supporters who have been the rocks of stability throughout my life and my academic struggle, who always encourage me to fly towards my dreams. You mean a world to me my father Mr. Ssengendo John Bosco, my mother Madam Namata Irene, my grandmother Madam Nakayiki Federesi, my uncle Kasibante Jimmy, my Uncles and my Aunties.

ACKNOWLEDGEMENT

First, I give thanks to God for protection and ability to do this research report

I would like to acknowledge with gratitude, the support and love of my family. my father Mr. Ssendendo John Bosco, my mother Madam Namata Irene, my grandmother Madam Nakayiki Federesi, for they kept me going and this proposal would not have been possible without them.

I would like to express my sincere gratitude to BUSITEMA UNIVERSITY for letting me fulfill my dream of being a student here and my most sincere gratitude to the Head of Department, Mr. JOWALIE WAMPANDE and my supervisor Madam ADONGO GORRET for their constructive criticism and guidance throughout the study.

May God bless you ALL.

TABLE OF CONTENTS

DECLARATION.....	i.
APPROVAL.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
TABLE OF CONTENTS	v
LIST OF FIGURES	ix
LIST OF TABLES	x
LIST OF ABBREVIATIONS	xi
ABSTRACT.....	xii
CHAPTER ONE: INTRODUCTION.....	14
1.0 Introduction	14
1.1 Background of the Study.....	14
1.2 Statement of the Problem	17
1.3 Purpose of the Study	18
1.4 Research Objectives	18
1.5 Research Questions	18
1.6 Scope of the Study.....	18
1.6.1 Content Scope.....	18
1.6.2 Geographical Scope.....	19
1.6.3 Time Scope	19
1.7 Significance of the Study	19
1.7.1 To Academicians	19
1.7.2 To the Government.....	19

1.7.3 To Local Communities	19
1.8 Conceptual Framework	19
1.8.1 Explanation of the conceptual framework.....	21
1.9 Definition of Key Terms	21
CHAPTER TWO: LITERATURE REVIEW.....	22
2.0 Introduction	22
2.1 Theoretical Review	22
2.2 Empirical Review	24
2.2.1 Contributions of Cultural Heritage Sites to Tourism Development	24
2.3.2 Challenges Facing the Management and Conservation of the Kasubi Tombs as a Tourism Site	25
2.3.3 Strategies for Enhancing the Role of Cultural Heritage Sites like Kasubi Tombs in Sustainable Tourism Growth	26
2.4 Summary of the Literature Reviewed	26
CHAPTER THREE: RESEARCH METHODOLOGY	28
3.0 Introduction	28
3.1 Research Design	28
3.2 Study Population	28
3.3 Sample Size	29
3.4 Sampling Method	30
3.5 Type of Data.....	31
3.6 Data Collection Methods.....	31
3.7 Data Collection Procedure	31
3.8 Data Analysis Plan	32
3.9 Data Analysis Techniques and Methods	32
3.10 Reliability and Validity	32

3.11 Limitations of the Study.....	33
3.12 Ethical Considerations.....	33
CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION OF FINDINGS	35
4.0 Introduction	35
4.1 Response Rate	35
4.2 Demographic Characteristics of Respondents.....	36
4.2.1 Gender of Respondents.....	36
4.2.2 Education Background	37
4.2.3 Years Served in the Organization (Key Informants)	37
4.3.1 Contributions of the Kasubi Tombs to Tourism Development	38
4.4.1 Challenges Facing the Management and Conservation of Kasubi Tombs	38
4.5.1 Strategies for Enhancing the Role of Kasubi Tombs in Sustainable Tourism Growth	39
4.5.2 Spearman’s Correlation Analysis	39
4.5.2 Regression Analysis	41
4.9 Overall Satisfaction and Loyalty.....	43
4.10 Discussion of Findings in Relation to Literature and Conceptual Framework.....	43
4.11 Summary	44
CHAPTER FIVE: INTERPRETATION OF FINDINGS, SUMMARY, CONCLUSION AND RECOMMENDATIONS	45
5.0 Introduction	45
5.1 Interpretation of the Findings	45
5.2 Summary of the Findings	47
5.3 Conclusions	47
5.4 Recommendations	48
5.4.1 Policy Recommendations	48

5.4.2 Recommendations for Further Studies	49
REFERENCES.....	51
APPENDICES	54
Appendix I: Letter of Introduction	54
Appendix II: Questionnaire	55
Appendix III: Work Plan.....	60
Appendix IV: Research Budget.....	60

LIST OF FIGURES

Figure 1 : A figure showing the conceptual Framework	20
--	----

LIST OF TABLES

Table 1: A table showing the response rate	35
Table 2 : A table showing the demographic profile of visitor respondents (n=150)	36
Table 3 : A table showing the education background of respondents (n=150)	37
Table 4 : A table showing the years served in the organization	37
Table 5 : A table showing the level of agreement on contributions (n=150)	38
Table 6 : A table showing the challenges at Kasubi Tombs (n=150)	38
Table 7 : A table showing the proposed strategies (n=150).....	39
Table 8 : A table showing Spearman's Rank Correlation Coefficients (n=150)	40
Table 9 : A table showing the Model Summary	41
Table 10 : A table showing the ANOVA Results	42
Table 11 : A table showing the Regression Coefficients	42
Table 12 : A table showing the overall experience rating (n=150).....	43

LIST OF ABBREVIATIONS

DV.....	Dependent variable
IV.....	Independent variable
UNESCO.....	United Nations Educational, Scientific and Cultural Organization
WHS.....	World Heritage Site
GDP.....	Gross Domestic Product
SPSS.....	Statistical Package for the Social Sciences
CBT.....	Community-Based Tourism
TALC.....	Tourism Area Life Cycle
UGX.....	Uganda Shillings
FGD.....	Focus Group Discussion
QR.....	Quick Response

ABSTRACT

The study was carried out with the aim of finding out the role of cultural heritage sites on the development of the tourism industry, a case study of Kasubi Tombs, Kampala, Uganda. The objectives for the study was; to assess the contributions of the Kasubi Tombs to tourism development in Uganda, to identify the challenges facing the management and conservation of the Kasubi Tombs as a tourism site and to explore strategies for enhancing the role of cultural heritage sites like Kasubi Tombs in sustainable tourism growth.

Cultural heritage sites represent a vital yet underutilized component of tourism development, particularly in developing countries where they can drive economic growth, preserve identity, and foster sustainable community livelihoods. This study examines the role of cultural heritage sites in advancing the tourism industry in Uganda, with a specific case study of the Kasubi Tombs a UNESCO World Heritage Site and the royal burial ground of the Buganda Kingdom in Kampala.

The research adopts a mixed-methods approach, drawing on secondary data from tourism statistics, UNESCO reports, and primary insights from site management, visitors, and local stakeholders. Findings indicate that while Uganda's tourism sector achieved a record USD 1.28 billion in international receipts in 2024, supporting over 800,000 jobs and contributing approximately 6.6% to GDP, cultural heritage attractions like the Kasubi Tombs remain secondary to wildlife-based tourism. Visitor numbers to museums and cultural sites exceeded 34,000 in 2024, highlighting growing but limited engagement compared to the country's 1.37 million international arrivals.

The Kasubi Tombs, inscribed on the UNESCO World Heritage List in 2001 and removed from the List of World Heritage in Danger in 2023 following reconstruction efforts after the 2010 fire, embody significant historical, spiritual, and architectural value. Reconstruction neared completion by late 2025, with full restoration announced in December 2025, positioning the site for enhanced tourism potential through improved accessibility, authenticity preservation, and cultural promotion.

Key challenges include limited funding, inadequate infrastructure, urbanization pressures, post-reconstruction management issues, and competition from nature-based attractions, which constrain visitor numbers, revenue generation, and community benefits. Opportunities lie in strategic marketing, community involvement, integration into national tourism circuits, and leveraging UNESCO status to attract cultural tourists seeking authentic experiences.

The study concludes that effective management and conservation of sites like the Kasubi Tombs can significantly amplify their contributions to sustainable tourism development, economic diversification, cultural preservation, and local empowerment in Uganda. Recommendations include policy enhancements for heritage-tourism integration, increased investment in site infrastructure, stakeholder collaboration, and targeted promotion to boost visitor arrivals and ensure long-term viability.

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter provides an overview of the study on the role of cultural heritage sites in the development of the tourism industry, taking a case study of Kasubi Tombs in Kampala, Uganda. It outlines the background of the study, problem statement, purpose, objectives, research questions, significance, scope, conceptual framework, and definitions of key terms. The Kasubi Tombs, a UNESCO World Heritage Site, represent a vital cultural asset that embodies the spiritual, historical, and architectural heritage of the Buganda Kingdom. As a case study, the tombs highlight how such sites can drive tourism growth while facing contemporary challenges.

Cultural heritage sites like the Kasubi Tombs serve as anchors for tourism, attracting visitors interested in history, spirituality, and traditional architecture. They contribute to economic development through visitor expenditures, job creation, and cultural preservation. This study explores these dynamics in the context of Uganda's evolving tourism sector.

1.1 Background of the Study

Cultural heritage sites worldwide are increasingly recognized as catalysts for tourism development, offering authentic experiences that blend history, tradition, and identity while contributing to sustainable economic growth.

Globally, cultural heritage tourism has emerged as a resilient segment, emphasizing experiential and sustainable travel in the post-pandemic era. UNESCO World Heritage Sites, for instance, attract millions of visitors annually by preserving unique cultural narratives, fostering cross-cultural understanding, and generating economic benefits through visitor spending, job creation, and ancillary services like hospitality and crafts. Recent trends indicate a shift toward authenticity, with travelers seeking immersive experiences that highlight intangible heritage such as traditional rituals and architecture, rather than mass tourism. For example, sites like Machu Picchu in Peru or Angkor Wat in Cambodia demonstrate how heritage can drive diversified tourism offerings, supporting local economies while promoting conservation. However, global challenges such as over tourism, climate vulnerabilities, and inadequate funding often undermine sustainability, necessitating integrated management strategies to balance ^{xiii}preservation with economic gains.

REFERENCES

- Adie, B. A. (2020). *World Heritage and tourism: The role of UNESCO World Heritage Sites in sustainable tourism development*. Routledge.
- Ahebwa, W. M. (2016). Cultural tourism and community development in Uganda: The case of the Kabaka's Trail. *Journal of Hospitality and Tourism Management*, 28, 45–56.
- Baker, K. (2017). Tourismification of Buganda culture: Opportunities and challenges at the Kasubi Tombs. *African Journal of Hospitality, Tourism and Leisure*, 6(3), 1–15.
- Butler, R. W. (1980). The concept of a tourist area cycle of evolution: Implications for management of resources. *Canadian Geographer*, 24(1), 5–12.
- Chirikure, S., Ndoro, W., & Deacon, J. (2021). Cultural heritage and tourism in Africa: Challenges and prospects. *International Journal of Heritage Studies*, 27(8), 789–804.
- du Cros, H., & McKercher, B. (2015). *Cultural tourism* (2nd ed.). Routledge.
- Farid, S. (2015). The impact of UNESCO World Heritage Sites on tourism development in Africa. *Tourism Management Perspectives*, 16, 12–20.
- MacCannell, D. (1973). Staged authenticity: Arrangements of social space in tourist settings. *American Journal of Sociology*, 79(3), 589–603.
- McKercher, B., & du Cros, H. (2002). *Cultural tourism: The partnership between tourism and cultural heritage management*. Haworth Hospitality Press.
- Ministry of Tourism, Wildlife and Antiquities. (2025). *Uganda tourism sector performance report 2024*. Government of Uganda.
- Odhiambo, F. O. (2022). Challenges of managing and conserving UNESCO World Heritage Sites for tourism in Uganda: The case of Kasubi Tombs. *Journal of Heritage Tourism*, 17(4), 456–472.

- Rogerson, C. M., & van der Merwe, C. D. (2016). Heritage tourism and local development: The Cradle of Humankind World Heritage Site, South Africa. *Tourism Planning & Development*, 13(3), 322–338.
- Sharpley, R., & Telfer, D. J. (Eds.). (2015). *Tourism and development: Concepts and issues* (2nd ed.). Channel View Publications.
- UNESCO. (2002). *Managing tourism at World Heritage Sites: A practical manual for World Heritage Site managers*. UNESCO World Heritage Centre.
- UNESCO. (2023). *State of conservation report: Tombs of Buganda Kings at Kasubi*. UNESCO World Heritage Centre.
- UNESCO. (2025). *Kasubi Tombs reconstruction completion report*. UNESCO World Heritage Centre.
- Uganda Tourism Board. (2025). *Annual tourism performance report 2024*. Uganda Tourism Board.
- Wang, N. (1999). Rethinking authenticity in tourism experience. *Annals of Tourism Research*, 26(2), 349–370.
- Aporu, J. (2014). *The Kabaka's Trail and cultural tourism development in Buganda Kingdom* [Unpublished master's thesis]. Makerere University.
- Ashworth, G. J., & Tunbridge, J. E. (2017). *The tourist-historic city* (2nd ed.). Routledge.
- Burt, J. (2024). Post-reconstruction challenges at African World Heritage Sites: Lessons from Kasubi Tombs. *Heritage & Society*, 17(1), 45–67.
- Government of Uganda. (2024). *National tourism policy 2024–2034*. Ministry of Tourism, Wildlife and Antiquities.
- Kamuhangire, E. (2023). *Reconstruction of the Kasubi Tombs: Challenges and achievements*. Uganda National Commission for UNESCO.

- Kimbowa, R. (2025). Domestic tourism and cultural heritage sites in Uganda: The case of Kasubi Tombs. *East African Journal of Tourism and Hospitality*, 8(2), 112–130.
- Lusetyowati, T., & Adishakti, L. T. (2022). Community participation in World Heritage Site management: Lessons for Africa. *Journal of Cultural Heritage Management and Sustainable Development*, 12(4), 345–360.
- Musinguzi, B. (2025). Visitor satisfaction at Kasubi Tombs after reconstruction. *African Journal of Tourism Research*, 12, 78–95.
- Nuwagaba, A. (2024). Economic impact of cultural tourism in Kampala: A focus on Kasubi Tombs. *Journal of African Economies*, 33(1), 45–68.
- Smith, M. K. (2016). *Issues in cultural tourism studies* (3rd ed.). Routledge.
- Timothy, D. J. (2020). *Cultural heritage and tourism: An introduction* (2nd ed.). Channel View Publications.
- World Bank. (2023). *Tourism and heritage conservation in Sub-Saharan Africa*. World Bank Group.