



**The Government of the Republic of Zimbabwe (GOZ)  
Ministry of Tourism and Hospitality Industry (MOTHI)**

# **Community Based Tourism Master Plan Targeting Poverty Alleviation in The Republic of Zimbabwe**

**Final Report  
Main Text**

**June 2017**

**Japan International Cooperation Agency (JICA)**

**Center for Advanced Tourism Studies, Hokkaido University  
International Development Center of Japan Inc.**

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## Abbreviations

AISAS	Attention, Interest, Search, Action and Share
B2B	Business to Business
B2C	Business to Consumer/Customer
CAMPFIRE	Communal Areas Management Programme for Indigenous Resources
CBT	Community Based Tourism
CBTEs	Community Based Tourism Enterprises
DA	District Administrator
FAM	Familiarisation trip
GDT	Gairezi Development Trust
MDGs	Millennium Development Goals
MICE	Meeting, Incentive, Conference and Exhibition
MORDDPPNCH	Ministry of Rural Development, Promotion & Preservation of National Culture & Heritage
MOSMECD	Ministry of Small and Medium Enterprises and Cooperative Development
MOWAGCD	Ministry of Women Affairs, Gender and Community Development
MOTHI	Ministry of Tourism and Hospitality Industry
MOYIEE	Ministry of Youth, Indigenisation and Economic Empowerment
NDFFC	Nyanga Downs Fly Fishing Club
NGOs	Non-Governmental Organisations
NMMZ	National Museums and Monuments of Zimbabwe
PDM	Project Design Matrix
PWMA	Parks and Wildlife Management Authority
RETOSA	The Regional Tourism Organisation of Southern Africa
RDC	Rural District Council
SADC	Southern African Development Community
SMEs	Small and Medium Enterprises
STEP	Sustainable Tourism Enterprises Promotion
STP	Segmenting, Targeting and Positioning
SWOT	Strengths, Weaknesses, Opportunities and Threats
UNWTO	World Tourism Organization
USAID	United States Agency for International Development
ZRP	Zimbabwe Republic Police
ZTA	Zimbabwe Tourism Authority
4P	Product, Price, Promotion and Place



# Executive Summary

## 1 Purposes, location and time schedule of the Project

The Project on Community Based Tourism Master Plan Targeting Poverty Alleviation was carried out under the following purposes:

- To carry out pilot projects in four existing CBT sites, which were selected following an analysis of the Phase 1 baseline survey results, and
- To develop a CBT master plan for use by the Ministry of Tourism and Hospitality Industry (MOTHI) and the Zimbabwe Tourism Authority (ZTA) as a roadmap and guideline for CBT in the country.

The intended project coverage area is the entire country of Zimbabwe in the first phase. In the second phase, pilot projects were carried out at Gairezi (Nyanga District), Tengenenge (Guruve District), Chesvingo (Masvingo District) and Bulawayo (Bulawayo City).

The project started in June 2015 and will be completed in June 2017.

## 2 Baseline survey on 24 CBT sites

The project team conducted a preliminary survey on tourist sites including CBT sites with officials of MOTHI and ZTA in August 2015. After an analysis of market segment of tourism products in Zimbabwe and preparation of questionnaires, the project team visited 24 CBT sites with MOTHI and ZTA officials. The 24 CBT sites were selected by MOTHI from the result of its inventory survey.

MOTHI, ZTA and the project team formed two survey teams and collected following data and information from CBT sites.

- Background: socio-economy of community; history of the CBT; history of the community; identity of the community; relation with Chief and Village Heads,
- Demand side: number of annual visitors; visitor segments; number of overnight guests; means of transport; previous destination and next destination; major tourist sites nearby; number of visitors at nearby tourist sites,
- Supply side: type of tourism; products and activities; ownership; development partners; marketing methods and channels; interactive programme; experience and services; accommodation and facilities, and

- Socio-economic impact: contribution to social welfare, local economy, culture and environmental conservation.

### **3 Selection of 4 Pilot Sites**

After carrying out the baseline survey, MOTHI, ZTA and the project team assessed the 24 CBT sites from the perspective of current development and future potential (consisting of programme development, marketing, impact and commitment of the community), feasibility, category of tourism products and management body. MOTHI and the project team organised a workshop to explain results of the baseline survey and its assessment to the steering committee organisations, and all participants agreed to select seven CBT sites as candidate sites for the pilot projects.

MOTHI and the project team selected four pilot sites from the seven candidate sites considering the types of tourism products and location of the sites. The selected sites are Gairezi (nature), Tengenenge (art & craft), Chesvingo (culture) and Bulawayo (township).

### **4 Pilot projects at 4 sites**

MOTHI, ZTA and the project team started pilot projects at the four sites in May 2016. After the kick-off meeting, we carried out following activities: identification of resources, development of tourism products, improvement of tour guiding skills and food preparation, training programmes on basic knowledge on tourism, basic knowledge on marketing, hospitality, hygiene and sanitation, guiding practice, accounting, etc. with CBT members and the community people. In the end of the pilot projects, we organised familiarization (FAM) trips at Tengenenge, Chesvingo, and Bulawayo.

MOTHI, ZTA and the project team, together with the community people, developed Discovery Trails and prepared maps which explain the trails and tourism resources based on the Ecomuseum concept in Chesvingo and Bulawayo. In Tengenenge, we improved exhibition at the site museum and road signs as pilot activities of facility improvement.

In Gairezi, we could not sufficiently complete activities for CBT development due to time constraint. After identification of resources in May 2016, the pilot project was stopped because of differences in opinions within the community about relation with a private partner and the delay of election which selected new board members of the operational organisation. After settling the differences in opinions and selecting new operational organisation in October 2016, we conducted training programmes on basic knowledge on tourism, basic knowledge on marketing and basic accounting, and follow-up works. However, we could not reach the stage of development of tourism products.

After the master plan project, the project team recognises that the four pilot sites have following challenges, and expects MOTHI and ZTA to support overcoming these challenges.

The common challenges for the four sites are enhancement of the capacity such as accounting and building relationship with tour operators and accommodation facilities near the CBT sites. Segmentation and prioritisation of target market, and improvement of products based on the target market is also needed. During the pilot projects, the follow-up above activities were limited due to very few opportunities of receiving feedbacks from visitors to the CBT sites. A series of CBT development process finished with FAM trip for three pilot sites other than Gairezi. However, a series of the CBT development process is to be repeated over and over, and the CBTE, operational body of the CBT, should start the second round of the activities to further improve their CBTs. The CBTEs can start the second round of activities from analysing the questionnaire survey of the FAM trip, and improving products and services with supports of MOTHI and ZTA. It is also important for them to keep contacts with tourism businesses which participated in the FAM trip.

The project team identified some regional resources with the community people in Gairezi but products and a Discovery Trail have not been developed yet. Gairezi Development Trust (CBTE in the Pilot project site) needs to develop products and the Discovery Trail by utilising rich natural resources and community's life and culture together with MOTHI and ZTA, while it operates traditional tourism of fly fishing and picnic with NDFFC. Training programmes for local guides and hospitality service are also needed.

Gwenyambira Sculptors of Tengenenge plans to expand tourism services. It wants to provide accommodation service to tourists who visit Tengenenge Arts & Crafts. Results of the questionnaire survey showed that the quality of existing accommodation facilities is poor. Therefore, improvement of the facilities in terms of sanitation quality and basic infrastructure is necessary. In addition to that, training programmes on Hygiene and Accommodation Service, and Guiding Practice will be necessary. In Tengenenge, combination of products in the CBT site and surrounding natural resources such as Nyamanetsi Game Park and Mazoe dam may be worth considering to diversify tourism products.

CBTE at Chesvingo developed the "Daily Life Trail" and the map to introduce the trail and community's life, together with MOTHI, ZTA and the project team. In developing the Discovery Trail, we also came up with other Discovery Trails, "Chesvingo Nature Trail," "Chesvingo KARANGA Legend Trail" and "Chesvingo Lakeside Trail." The CBTE and the community people will be able to develop the next Discovery Trails by improving these three trails. While preparing the new Discovery Trails, the CBTE needs to improve the exiting "Daily Life Trail," in terms of pricing, duration of stay and target market. MOTHI and ZTA are expected to provide supports in setting the price from the

point of marketing. Since management capacity of the CBTE is still limited, continuous trainings on accounting management and business operation should be provided.

Amakhosi Cultural Tour (CBTE in the Pilot project site) developed the Discovery Trail at City Central area and a map to introduce historical buildings at downtown area of Bulawayo during the pilot project period. Amakhosi Cultural Tour plans to develop other Discovery Trails at three areas (Makokoba, Emganwini and Mzilikazi) where it has relations with the communities. MOTHI and ZTA should support in preparing the trails and maps. Amakhosi Cultural Tour also intends to launch a Bulawayo Heritage Fund whose plan was prepared during the pilot project. MOTHI and Bulawayo City Hall are expected to support the establishment and management of the fund.

## **5 CBT manual**

This CBT manual shows the practical methods to launch or improve CBTEs which have been promoted in the National Tourism Policy and the CBT Strategy, one of policy documents that facilitate Zimbabwe's tourism development.

This CBT manual explains the following items:

- Definition of community and community based tourism, and benefit of CBT for the community,
- Development process of CBT,
- Monitoring and evaluation for continuous improvement of the CBT, and
- Inclusive CBT development with relevant organisations.

Intended users of the CBT manual are (1) administrative officials of MOTHI, ZTA, relevant ministries and organisations to CBT development/improvement, (2) local government officials such as Rural District Council office and City Council, and (3) Tourism development promotion organisations in the southern Africa such as RETOSA and government organisations and parastatals in SADC member countries, and international development partners.

Following the definition of CBT by MOTHI, the CBT manual listed benefits of CBT in terms of economy, society and culture. The manual also explains that the government needs to support the CBT development from the following reasons.

- CBT can solve community issues and produce public benefit for the community.
- While planning and implementing CBT, problems that cannot be solved by the community alone may be likely to occur.
- Community people need technical assistance on how to start CBT and how to improve CBT.

The CBT manual explains 11 steps of CBT development process. This development process is not a single line of the steps but a circle which repeats a set of the steps and improves CBT by listening to comments and suggestions from visitors, etc. Regarding to tourism products which is the centre of the CBT, the manual explains the “Ecomuseum” concept which is the most important concept and development of Discovery Trails, preparation of information (trail maps) for the Discovery Trails, roles of local guide (interpretation of community people’s message about their daily life, culture, and tradition to visitors as well as explanation of nature and heritage), development of facilities (Core museum and Satellites). In addition to that, the CBT manual covers marketing (analyses of tourism product and its location; segmentation of visitors; improvement of the products to fit tastes and characters of the target visitor), establishment and enhancement of operational body of the CBT and training methods.

In the CBT development, communities, MOTHI and ZTA should put things such as community people’s history, tradition, daily life, economic activity, custom and natural environment around the community at the centre of the tour products. On the other hand, tour products also need to reflect visitors’ characters and tastes such as duration of stay, budget and other destinations. Marketing is an activity whether the CBT products fulfils such factors or not. Since marketing requires expertise and know-how, MOTHI and ZTA need to support CBTEs in doing the activity. The CBT manual describes necessary points for the monitoring & evaluation: what they should monitor, which indicators should be set up, and how to collect data and information for the indicators.

The final part of the CBT manual introduces relevant ministries and organisations to the CBT. These ministries and organisations provide support schemes for promoting community development and small and medium enterprises, which CBT is also included. It also describes the importance of inclusive development of CBT. It is criticism for tourism development that profits of the tourism business concentrate on large-scale companies and do not reach the community and the vulnerable people. To respond to the criticisms, the CBT Manual shows roles of women, ethnic minorities, disabled people and poor people can play in the CBT development.

## **6 CBT Handbook**

The CBT Handbook, titled “*Introduction to Community Based Tourism*” intends to introduce the CBT to communities, and to inform the communities that want to start/improve CBT projects about contacts of the government office. This CBT Handbook explains the following items:

- What is community based tourism (CBT)?
- Who is involved in CBT?

- What are benefits of the CBT for communities?
- How to start/improve CBT?

Intended readers of the CBT Handbook are CBTE members who want to improve existing CBT or community members who are interested in starting a CBTE.

This CBT Handbook shows the practical methods to launch or improve CBT and CBTEs which have been promoted in the National Tourism Policy and the CBT Strategy, one of policy documents which facilitate Zimbabwe's tourism development.

## **7 Conclusions and recommendations**

Out of four pilot project sites, communities of Tengenenge, Chesvingo and Bulawayo have completed a series of CBT development process. MOTHI and ZTA officials also experienced the development process in supporting the community people, and could understand how to carry out the CBT development. The project team compiled achievements, lessons and experiences learned through the pilot project as well as through working in other countries into the CBT manual. The project team believes that this manual will be a compass for MOTHI and ZTA officials in navigating CBT development projects, and that it will be also useful not only for Zimbabwean but also for people in the Southern African region.

The project team recognises that the CBT manual is the first version and needs continuous update. For the initial update of the CBT manual, feedbacks from the CBT sites where MOTHI and ZTA have been engaging in the pilot projects seem to be more effective. After several updates of the CBT manual as well as changes in the situation of international and domestic tourism markets, the project team recommends that MOTHI and ZTA expand gradually the support to develop or improve CBTs throughout the country of Zimbabwe.

Through implementation of the pilot project, CBT members and community people increased motivation to develop CBT and improve tourism products and services. In order to keep such momentum, it is necessary for each CBT site to constantly receive certain number of tourists. One of the potential market segments of domestic tourists would be school children. MOTHI should explore the school trip market in collaboration with relevant stakeholders. In regard to the international tourist market, potential segments are international residents in Harare and Bulawayo and business travellers to Harare and Bulawayo. In order to approach these market segments, each CBTE needs to maintain good relations with accommodation facilities and tourism businesses in Harare, Bulawayo, and MOTHI and ZTA are expected to support the marketing activities.

# 1. Introduction

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## 1.1 Background of the project

Since the 1990's, the Government of the Republic of Zimbabwe has advocated a policy of promoting the development of community based tourism enterprises (CBTEs) in order to increase national tourism competitiveness, support the alleviation of poverty, increase environmental conservation, and preserve local cultures and heritage.

Community based tourism (CBT) is widely accepted as a form of socially responsible tourism in which the activities of visitors are controlled and organised by the people of local communities. CBT enables tourists to discover local habitats and wildlife, celebrate local cultures, rituals and wisdom, and interact with local people. The community is central to delivering successful CBT products.

In order for CBT to effectively support the alleviation of poverty and the empowerment of communities, it is imperative that enterprises in support of CBT are created, organised, promoted and frequented by visitors in order to provide tangible direct benefit to locals.

While a variety of CBTEs were developed in Zimbabwe in the 1990's, they have suffered from operational challenges in large part due to uncertain and fluctuating economic circumstances the country has endured over the past decade<sup>1</sup>.

This difficult situation has been exacerbated by a lack of information, commitment and adherence to the policy of developing CBTE, which is exemplified by:

- Before the establishment of the Ministry in 2009, approaches for tourism sector's revival had no meaningfully engagement with CBTEs;
- The current tourism policy points out importance of kCBT development but its development plan has not been prepared yet; and
- There was lack of strategy for CBT development as a subsector of Zimbabwean tourism but now it's under construction.

The above has resulted in most CBTEs having either become defunct or having severely depleted their financial and human resources, rendering them unable to function normally. This situation calls for an urgent resuscitate of CBT programmes including CBTEs in Zimbabwe tourism.

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<sup>1</sup> The CAMPFIRE (Community Areas Management Programme for Indigenous Resources) Association has been supporting CBT since 1990's but the programme has been focusing on natural conservation and efforts to develop CBT has been limited.

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As a result, the Government of the Republic of Zimbabwe requested the support of the Government of Japan in providing technical cooperation for planning a development project entitled, *Community Based Tourism Master Plan Targeting Poverty Alleviation*.

## 1.2 Outline of the project

### 1.2.1 Project purpose

The purpose of the Community Based Tourism Master Plan Targeting Poverty Alleviation project is two-fold:

- To carry out pilot projects in four existing CBT sites, which will be selected following an analysis of the Phase 1 baseline survey results, and
- To develop a CBT master plan for use by the Ministry of Tourism and Hospitality Industry (MOTHI) and the Zimbabwe Tourism Authority (ZTA) as a roadmap and guideline for CBT in the country.

### 1.2.2 Project area

The intended project coverage area is the entire country of Zimbabwe (refer to Figure 1.1).



Source: Edited by JICA project team on the base map prepared by Rainer Lesniewski/[Shutterstock.com](https://www.shutterstock.com)

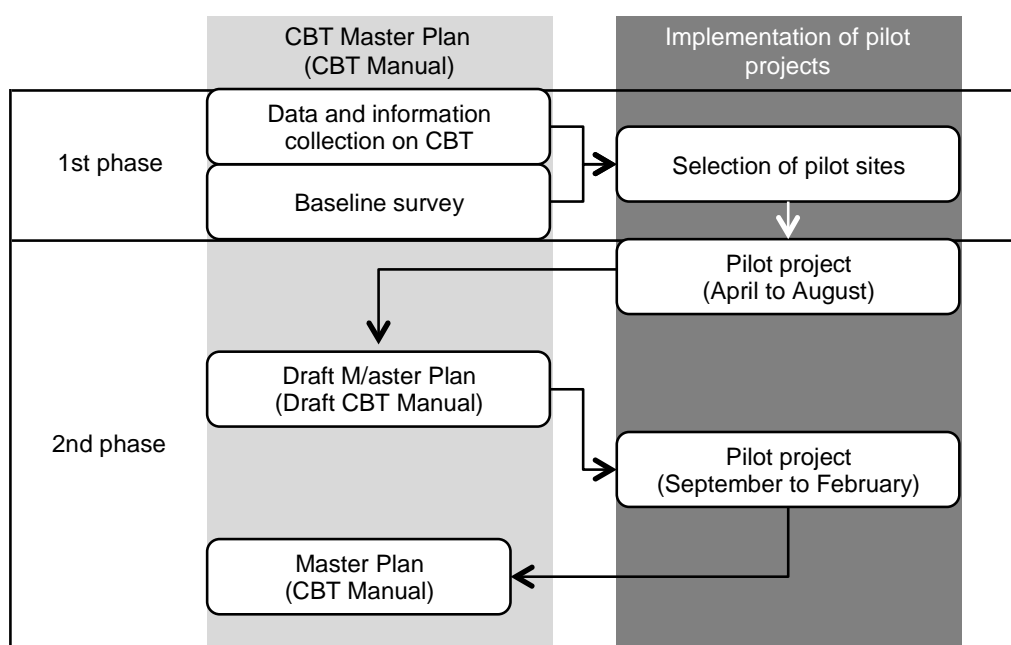
**Figure 1.1: Project area**



### 1.2.3 Outputs and activities of the project

Outputs to be expected during project implementation include the formulation of a CBT master plan which could be a manual for MOTHI and relevant organisations, the implementation of four pilot projects, and a number of associated activities. It is fully anticipated that the MOTHI and ZTA will benefit from the project outputs and utilise the master plan that will be developed to promote CBT and enhance the capacities of tourism associated organisations and communities.

The JICA project team is committed to delivering the prescribed outputs and to achieving the project objectives by implementing a variety of activities in partnership with the counterpart. It is essential that mechanisms are in place for a smooth transfer of skills and knowledge acquired during project implementation to the Zimbabwe counterpart representatives.



Source: JICA project team

**Figure 1.2: Project implementation mapping**

## 1.3 Implementation structure

### 1.3.1 Collaboration with counterpart team

It will be essential that a technical knowledge transfer takes place with MOTHI and ZTA throughout the project implementation. In order to ensure efficient implementation of this transfer, it is critical that the JICA project team continue to work with the counterpart team of MOTHI and ZTA.

### 1.3.2 Steering committee

Based on the 6 (2) of Record of Discussion, the Steering Committee was established for smooth implementation of the project. The Steering Committee aims to coordinate and determine important issues for the implementation of the project such as confirming direction and policy, necessary budget required from the Zimbabwe counterpart, and other decisions. Meetings of the Steering Committee were held at every important project milestone and when the presentation and the discussion of reports or discussion of project policy were required. Membership of the Steering Committee is indicated in Table 1.1 as noted in the Record of Discussion.

**Table 1.1: Members of Steering Committee**

Position		Member
Chairperson		Ministry of Tourism and Hospitality Industry
Member	Zimbabwe side	Ministry of Small and Medium Enterprise, Ministry of Youth Development, Indigenisation and Empowerment, Ministry of Women, Gender and Community Affairs, Ministry of Rural Development, Promotion & Preservation of National Culture and Heritage, Ministry of Environmental, Water and Climate, Ministry of Foreign Affairs, National Museums and Monuments of Zimbabwe, Parks & Wildlife Management Authority, Zimbabwe Council for Tourism,
	Japanese side	JICA project team, JICA South Africa Office and Zimbabwe office
Observer		Embassy of Japan

Source: compiled by JICA project team based on Record of Discussion

### 1.4 Schedule of the project

The project commenced in June 2015 and is scheduled for completion in May 2017. As outlined in Figure 1.3, the project consists of two phases, including:

Phase 1: Baseline survey of CBTEs and selection of four pilot sites.

Phase 2: Implementation of pilot projects and preparation of CBT manual.

Following approval of the inception report, the project team collected data and information on the tourism sector in Zimbabwe and started preparation of baseline survey in August 2015. Subsequently, the baseline survey of 24 CBTE sites was completed together with counterparts from the MOTHI in October 2015. The results of the baseline survey and assessment of CBTE sites were analysed and discussed during the period between December 2015 and February 2016. Following the discussion, four pilot sites were shortlisted and pilot project plans for each candidate site were prepared.

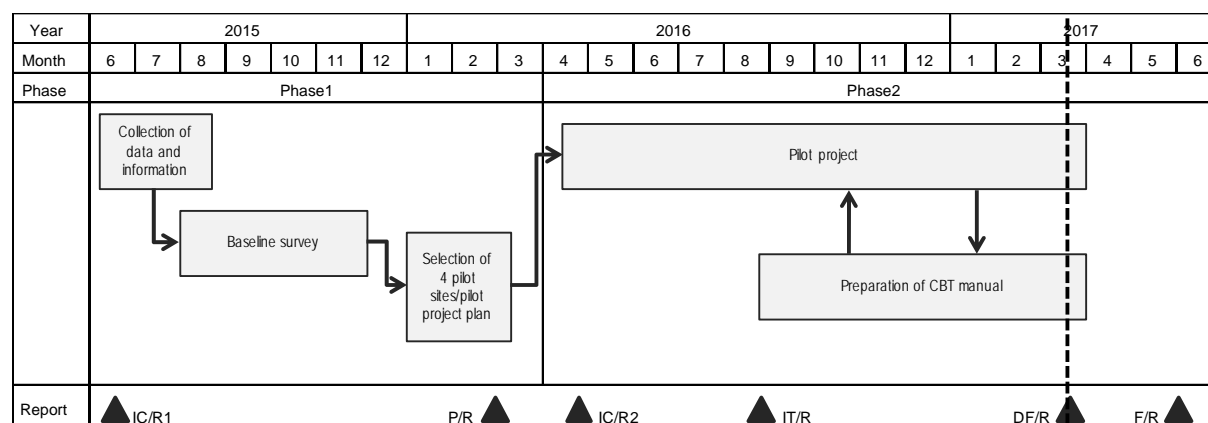
The shortlisted four sites were approved by the 2<sup>nd</sup> steering committee meeting in the middle of February 2016. After the presentation of the second Inception Report that explained the methodology of the four pilot sites, pilot project started at each site in the beginning of May 2016. The pilot projects completed in February 2017.

The pilot projects started May 2016. After the kick-off meetings, the project team carried out tasks such as identification of community resources, development of tourism products based on Econuseum

concept, analysis and enhancement of organisational structure, provision of training programme for both of CBTE members and community members, familiarisation trips which invite tourism businesses and medias to the pilot sites. The pilot projects completed in February 2017.

In parallel with the implementation of the pilot projects, the project team prepared Community Based Tourism Manual and Community Based Tourism Handbook based on the lessons from the pilot projects and experiences of CBT in other countries. Interim Report which includes a preliminary version of Community Based Tourism Manual and Community Based Tourism Handbook was submitted to the Zimbabwean side in August 2016. After discussions with MOTHI/ZTA officials and lessons of the pilot projects from September 2016 to February 2017, Draft Final Report which included draft version of Community Based Tourism Manual and Community Based Tourism Handbook was submitted in March 2017. After inviting comments and suggestions from Zimbabwean side, Final Report is compiled and submitted in June 2017.

The CBT master plan project also included training programme for counterpart team in Japan. Just after the beginning of the pilot project, the counterpart team visited Iiyama City and Shirakawa Village to learn about experiences of CBT planning which utilises local culture and natural environment in June 2016.



Source: JICA project team

**Figure 1.3: Project timeline**

## 1.5 Structure of the Draft Final Report

This main text of the Final Report compiles results of pilot project at 4 sites, Community Based Tourism Manual and Community Based Tourism Handbook, and consists of nine chapters. Following this introduction, chapters 2, 3, 4 and 5 explain progress of pilot projects at Gairezi, Tengenenge, Chesvingo and Bulawayo, respectively. Chapter 6 compiles findings and issues of the pilot projects in terms of tourism resources, product development, marketing, and human resource development.

Chapter 7 compiles Community Based Tourism Manual and chapter 8 describes Community Based Tourism Manual Handbook, respectively.

Finally, chapter 9 concludes this CBT master plan project and make recommendations to MOTHI, ZTA and relevant ministries and agencies in Zimbabwe.

# **Part 1**

## Pilot Projects

## 2. Gairezi Ecotourism

### 2.1 Overview of the pilot project

Table 2.1 indicates overview of the pilot project at Gairezi Ecotourism.

**Table 2.1: Overview of the pilot project at Gairezi Ecotourism**

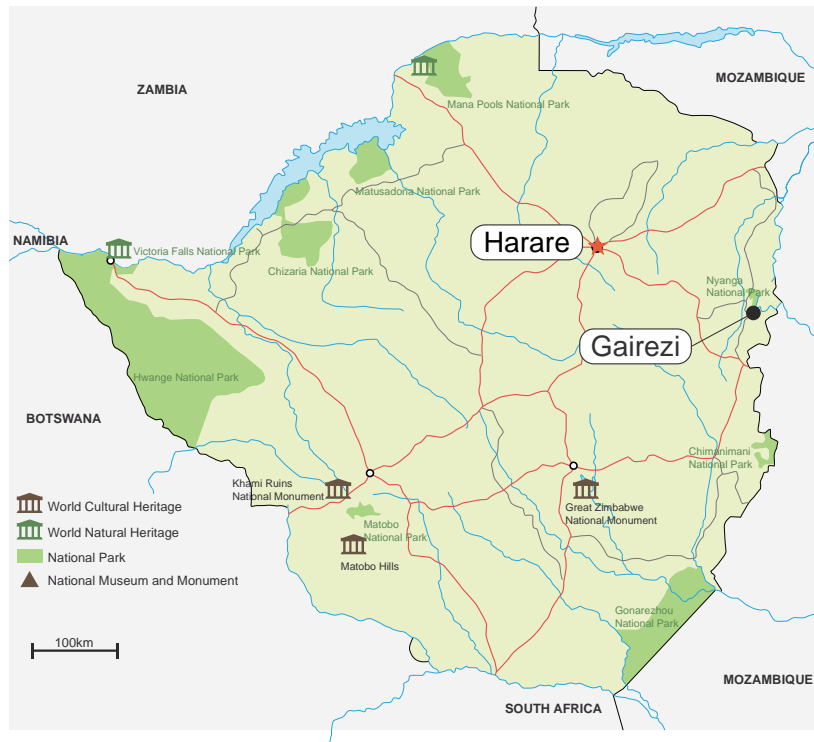
Name of CBT/Type of tourism product	Gairezi Ecotourism/Nature tourism
Location of CBT	Nyanga district at Manicaland Province, 38km or one-hour drive from Nyanga National Park Office (unpaved road)
CBT Management body	NGO (Gairezi Development Trust)
Background of CBT	Gairezi is known for fly-fishing of trout by Nyanga Down Fly Fishing Club (NDFFC) in Harare since the 1960s. Gairezi constructed accommodation facilities with the support from CAMPFIRE programme from 2002. It is known as one of the successful cases. More than half of revenue in Gairezi comes from fly-fishing. Annual number of visitors are from 700 to 1,000, of which about 200 people stay at the accommodation facilities.
CBT's challenges before starting the pilot project	<ul style="list-style-type: none"> <li>- Gairezi Ecotourism is known as a famous fly-fishing site but diversification of tourism products is needed in order to increase economic and social benefit to the community.</li> <li>- Gairezi has limited human resources and accommodation and accounting management is greatly dependent on NDFFC.</li> <li>- Gairezi does not have a distinct destination image that contains its rich natural resource.</li> </ul>
Community situation	Out of the total 500 households in Gairezi, 306 households are members of the GDT.
CBT's contribution to the community	<ul style="list-style-type: none"> <li>- Revenues from CBT activities are distributed among members as agricultural materials such as maize, seed and fertilizer. Also, they are used for funds for school trips, donation of computers to schools, and installation of a hydroelectricity network.</li> <li>- 10 people are employed by GDT and they engage in CBT activities (cottage management and river wardens).</li> <li>- Benefits of the CBT also include an exchange programme of children with NDFFC.</li> </ul>
Stakeholders	NDFFC, Nyanga RDC Office, District Administrator, Chief (traditional society), and Nyanga National Park Office
Major activities during the pilot project	<ul style="list-style-type: none"> <li>- Identification of community resources</li> <li>- Development of Discovery Trail (limited development due to a conflict among communities)</li> <li>- Stakeholder's analysis</li> <li>- Training for local guides and staff (basic knowledge on tourism, marketing, accounting, natural environment around Nyanga National Park)</li> </ul>
Outcome of the pilot project	<ul style="list-style-type: none"> <li>- A part of work such as management of the cottage booking and accounting was transferred from NDFFC to GDT. This made it easier for tourists other than NDFFC members to visit the CBT site.</li> <li>- GDT members started to practice accounting and marketing learned through the training in November 2016.</li> </ul>
Achievements and lessons in compiling the CBT manual	<ul style="list-style-type: none"> <li>- It is important that not only CBT members but the whole community agree on goals and steps of the CBT for the successful CBT development.</li> <li>- In Zimbabwe, there are many potential CBT sites which utilise its nature-related tourism product. On the other hand, it is necessary to have additional value other than natural resources such as good access from cities and famous tourism sites and good services, for the successful CBT development.</li> </ul>
Future challenges	<ul style="list-style-type: none"> <li>- Development of Discovery Trail based on the Econmuseum concept.</li> <li>- Strengthening network with accommodation facilities and tourism sites near Nyanga National Park as well as Nyanga National Park Office</li> <li>- Training for staff and guides who manage the cottage. Capacity development of management and operation of CBT by GDT members.</li> </ul>

Source: JICA project team

## 2.2 Situation of community and CBT development

### 2.2.1 Background

Gairezi Ecotourism is located near Nyanga National Park (Nyanga District, Manicaland Province) and also recognized as one of successful cases of the Communal Areas Management Programme for Indigenous Resources (CAMPFIRE) Programme. The Gairezi Ecotourism had received a financial assistance from United States Agency for International Development (USAID) through the CAMPFIRE Programme to construct tourism facilities and started its activity in 2002.



Source: JICA project team

**Figure 2.1: Location of Gairezi Ecotourism**

At Gairezi River basin, pioneers and their successors have been enjoying fly-fishing since 1960s, and they established an organisation, Nyanga Downs Fly Fishing Club (NDFFC) in Harare. Gairezi Ecotourism has been operated under a partnership agreement between NDFFC and community people at the Gairezi River basin. A part of the community people established a trust, “Gairezi Development Trust (GDT)” when they received a financial support from USAID.

NDFFC has around 100 members and collects membership fees (250 US dollar per year). A part of the membership fee provides major revenue for Gairezi Ecotourism. Gairezi Ecotourism also collects entrance fee (5 US dollar for adults, 2 US dollar for children and 10 US dollar for a vehicle) and accommodation charge (45 US dollar for NDFFC members and 90 US dollar for non-members). Board members of the GDT decide how to divide net income between re-investing in the CBT and distributing it to trust members. Revenue and net income have been stable in recent years.

### **2.2.2 Community and community participation**

Members of the GDT live in two community sites: Dazi (seven villages) and Nyamutsapa (four villages). These community sites belong to Ward 21 of Nyanga District and Chief Tangwena.

Economic activities other than tourism are subsistence farming of maize and potatoes. Farming land spreads along the slope of the mountain. Visiting these farmer houses and farming lands are potential activities for future tourism development.

Out of the total community's 500 households, 306 people (183 from Dazi and 123 from Nyamutsapa) are members of the GDT. Inhabitants of the two community sites believe in the same religion and share a common culture. The community's culture and beliefs is a fusion of Shona, Ndebele and Mozambican culture. They have traditional and special dances and highly believe in the sacredness of the Nyangani mountain.

### **2.2.3 Tourism products & resources**

Major tourism activities are fly-fishing (limited to NDFFC members), hiking, camping, swimming, bird watching and picnicking. The community conserves the land and provides a place for picnics, fishing and swimming. For fly-fishing, the GDT stocks 3,000 young trout every year. Gairezi Ecotourism operates two cottages, each of which has two bedrooms and a campsite.

The CBTE produces fabric such as mats and hats, but their prices are more expensive than at other areas and it is necessary to improve the quality.

Tourism activities at Gairezi Ecotourism do not include village tours such as visiting farmer houses and land, tasting local cuisine and enjoying traditional dances, though they are in the pipeline. Beautiful landscape and the special culture of the community are potential resources for developing village tours.

### **2.2.4 Market and access**

Around 1,000 guests annually visited Gairezi Ecotourism site in 2013 and 2014. However, the number of visitors has been decreasing in recent years as indicated in Table 2.2. 25% of the visitors stayed at the cottages and the number has also been decreasing in recent years. The site is the busiest in dry season from July to December. The CBT site is located at the mountainous area, which is around 2,000 metres high and has a beautiful landscape.

The CBT site is located 38 km from Nyanga National Park (Central Office of Nyanga National Park) and the final 18 km is unpaved road inside of a forest. It takes around one hour from Nyanga National Park area to the site.



**Table 2.2: Numbers of visitors and accommodation guests in Gairezi Ecotourism**

Categories	2013	2014	2015
Accommodation guests (NDFFC members)	190	181	194
Accommodation guests (non- members)	11	31	12
School children (staying at cottages)	46	-	-
Total of accommodation guests	247	212	206
Visitors (NDFFC members)	103	75	93
Visitors (non-members)	646	662	402
Total of visitors	996	949	701

Source: Compiled by JICA project team through interview with GDT

One of major issues of Gairezi Ecotourism is enhancing its marketing capacity that relies on NDFFC. Human resource development for market promotion and developing marketing channels is needed.

### **2.2.5 Management body**

GDT employs 10 local staffs: two for managing cottages, three as river wardens, three as guards, one for relievers on rotational basis and one supervisor. Capacity of tour operation and marketing is limited. Reservation of cottages and management of cash flow rely on NDFFC. Human resource development for tour operation in such areas are also needed.

The members of GDT established a management committee and conservation committee under the GDT. Board members of Gairezi Development Trust consist of eight persons: three from Dazi, three from Nyamutsapa, and one person from Rural District Council (RDC), one person from the NDFFC. The board members are elected every three years. However, educational background is considered in particular when selecting members who are responsible for accounting and marketing during the selection process.

The management committee is organised under the board of the trustees, and its four members from the trust and four from the NDFFC. The conservation committee which is also under the board of trustees is focussed on environmental conservation.

### **2.2.6 Impacts on CBT members and the community**

The members of the GDT receive economic benefit directly and indirectly. The members are provided agricultural materials such as maize, seed and fertilizer. They also receive a part of the net income.

Benefits of the CBT also include an exchange programme of children with NDFFC, provision of financial resources for school trips, donation of computers to schools, installation of a hydroelectricity network, and the purchase of grinding mill, maize seed and fertilizer. These benefits are handled as operational costs of the trust.

Gairezi Ecotourism contributes to development, awareness and conservation of the natural environment. However, the community's unique culture such as dances and dyeing and weaving are

only slightly utilized for tourism.

On the other hand, benefit of Gairezi Ecotourism to the whole community is limited according to MOTHI's inventory survey<sup>1</sup>. The survey report indicates that MOTHI needs to support Gairezi Ecotourism in increasing revenue from CBT and sharing the benefit to the whole community members.

### **2.3 Pilot project plan**

Currently, more than half of all revenue comes from the fly-fishing related activities and members of the trust feel the necessity to develop additional revenue sources and start new tourism activities in order to share greater benefits within the community.

In terms of diversification of tourism products, community members have suggested a variety of activities ranging from mountain biking from Nyanga to Gairezi, horse riding, trekking which can enjoy beautiful landscape of Gairezi area, and bird watching. Members of the Trust have agreed to identify and select specific activities through a workshop that the entire community participates as the first stage of the pilot project.

The other major challenge for Gairezi Ecotourism is limited development of human resource and tour operation body. It is necessary to train human resource for guiding and hospitality service as well as management of cash flow and reservation of cottages.

Table 2.3 indicates the pilot project plan for Gairezi Ecotourism. Some items of the table (Expected Outcome, Activities, Objectively Verifiable Indicators, Inputs and Important Assumptions and Pre-conditions) are used to establish the framework of a Project Design Matrix (PDM), which international cooperation organisations often use to plan, organise and conduct projects. The project team will conduct monitoring activities using a PDM during the pilot projects. This intends to identify inputs and outputs of each pilot project in order to utilize the outcome of the pilot projects in compiling the CBT manual.

Gairezi, which is close to Nyanga National Park, has abundant natural resource and flora and fauna. In villages of Gairezi community, people are living with the natural resources; therefore, the CBT members, MOTHI/ZTA and project team naturally decided that CBT activities focus on the relationship between nature and the community. In the pilot project, we paid attention to the following points: (1) how local communities utilize natural resources for tourism development sustainably while conserving natural resources; (2) how tourists could enjoy the value of rich natural resources. Putting

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<sup>1</sup> AN AUDIT OF COMMUNITY BASED TOURISM PROJECTS IN MANICALAND PROVINCE, ZIMBABWE, MOTHI, 2015

on emphasis on such points, we began activities such as identifying new tourism resources and creating trails.

**Table 2.3: Pilot project plan for Gairezi Ecotourism**

Items	Gairezi Ecotourism: nature tourism site
Challenges:	<ul style="list-style-type: none"> <li>- Gairezi Ecotourism is known as a famous fly-fishing site but diversification of tourism products is needed in order to increase economic and social benefit to the community.</li> <li>- Gairezi has rich natural resources but human resources to interpret those values and attract more tourists are limited.</li> <li>- Gairezi does not have a distinct destination image that contains its rich natural resource.</li> </ul>
Expected Outcome:	<ol style="list-style-type: none"> <li>1. New tourism products are developed.</li> <li>2. Interpretation system of natural resources at Gairezi area is developed.</li> <li>3. Gairezi is recognized as a tourist destination at Nyanga Highland Area.</li> </ol>
Activities:	<ol style="list-style-type: none"> <li>1-1. Identification and selection of new tourism resources</li> <li>1-2. Development of tour programme(s) with "Discovery Trail" route(s) which cover Gairezi and Gairezi River basin</li> <li>2-1. Training for local guides and staff</li> <li>3-1. Preparation and distribution of a promotion material</li> <li>3-2. Organisation of familiarization trips (FAM)</li> </ol>
Objectively Verifiable Indicators:	<ol style="list-style-type: none"> <li>1-1. At least one new tourism resource is identified and selected.</li> <li>1-3. At least one tour programme with "Discovery Trail" routes is designed.</li> <li>2-1. At least three local guides are trained.</li> <li>3-1. At least one set of promotion material on tour programs is prepared and distributed.</li> <li>3-2. Familiarization trips are conducted at least twice.</li> </ol>
Inputs:	<ul style="list-style-type: none"> <li>- Organisation of workshop for training guides and staff (trainers, materials, etc.) (20 PAX for 4 days)</li> <li>- Production of a brochure on tour information (design and printing)</li> <li>- Organisation of FAM (10 PAX for 2 days; twice)</li> </ul>
Beneficiaries:	<ul style="list-style-type: none"> <li>- Direct beneficiaries: members of Gairezi Development Trust, local guides, staff of Gairezi Ecotourism</li> <li>- Indirect beneficiaries: tourism businesses at Nyanga highland area, tourists</li> </ul>
Impacts:	<ul style="list-style-type: none"> <li>- Benefit to women and poverty group can be expected.</li> <li>- Accommodation facilities at Nyanga highland area have an option for one-day trip.</li> <li>- Community members will increase conservation awareness on natural resources.</li> </ul>
Important Assumptions and Pre-conditions:	<ul style="list-style-type: none"> <li>- MOTHI's policy on CBT will not change.</li> <li>- Security and economic situation in Zimbabwe will not worsen.</li> <li>- Enormous natural disaster will not occur at Nyanga highland area.</li> </ul>

Source: JICA project team

## 2.4 Progress of the pilot project

### 2.4.1 Kick-off meeting

The 1<sup>st</sup> kick-off meeting at Gairezi Ecotourism was held on 4<sup>th</sup> of May 2016. However, people from the Nyamtsapa community did not participate in the meeting. As a result, the project team could not explain about the pilot project to the whole community during the 1<sup>st</sup> kick-off meeting. After the 1<sup>st</sup> kick-off meeting, the project team recognised that community members were separated into two groups: a group which wanted to continue cooperation with NDFFC and the other group which wanted to work more independently from NDFFC. There were two board members of the GDT. One board members wanted to continue to work together with NDFFC and the other board members wanted to keep distance from NDFFC.

JICA project team requested MOTHI that such situation should be resolved as soon as possible and confirmed that the project team can carry out the pilot project when one management body of the CBT

is established and all stakeholders agree with the pilot project. The project team explained that it cannot start the pilot project if these conditions are not fulfilled.

MOTHI and Nyanga RDC office organised a stakeholder meeting on 26<sup>th</sup> of May, and stakeholders such as both board members, a representative of NDFFC and a traditional leader participated in the meeting. In the meeting, all participants confirmed the following points: 1. all stakeholders agreed to do the pilot project, 2. the former committee and the interim committee would both cooperate to promote the pilot project, and 3. the election of the GDT committee would be hold as soon as possible.

After this stakeholders meeting, the 2<sup>nd</sup> kick-off meeting was held on 7<sup>th</sup> June to announce the start of the pilot project to the whole community members. More than 80 community people from the both community of Dazi and Nyamtsapa and representatives from the National Park Office, RDC, District Administrator (DA) and Zimbabwe Republic Police (ZRP) at Nyanga participated in the meeting.

In order to resume the pilot project, MOTHI/ZTA and the project team explained the importance of the unity of the community and had requested the community to urgently call for the election of members of the new board after the 2<sup>nd</sup> kick-off meeting. However, the election was not carried out for months, and the pilot project did not progress. Therefore, MOTHI/ZTA and the project team decided that MOTHI would be responsible for coordinating the community with the DA and the RDC, and the project would be resumed when the community had completed organisational setting for project implementation.

After MOTHI followed up this matter several times, the election was held on September 28. After the election, MOTHI and the project team visited Gairezi on 14<sup>th</sup> of October in order to resume the pilot project activities. Six members were elected as a new board member, and 10 employees hired by GDT continued to be hired. Interviews with the new board members revealed that the new board members would take over major part of organisational management of GDT from NDFFC, and would manage GDT by themselves more in the future.



Kick-off meeting on 26<sup>th</sup> of May



Kick-off meeting on 7<sup>th</sup> of July



Meeting with new board members on 14<sup>th</sup> of October

## **2.4.2 Survey on tourism resources**

### Identification and selection of new tourism resources

The project team explained the Ecomuseum concept on 8<sup>th</sup> of June and the 1<sup>st</sup> tourism resources survey was conducted on 9<sup>th</sup> of June in Nyamtsapa and 10<sup>th</sup> of June in Dazi. Then, the project team explained again about CBT and the Ecomuseum idea on 28<sup>th</sup> of June and conducted the 2<sup>nd</sup> tourism resources survey on 29<sup>th</sup> of June. Through these field surveys, the following resources were identified at Gairezi Ecotourism site: observatory points at Dazi and Nyamtsapa, a “Map of Zimbabwe” (a landform point which looks like a map of Zimbabwe), riverside trail, beehives, organic farming, grazing, traditional food, traditional tools, ruins and so on.

Regarding with potential tourism products at Gairezi, the participants (representatives of two community groups, MOTHI officials and the project team members) identified following issues.

- The homemade organic products in Gairezi have sufficient quality to provide to visitors and have potential to develop as a tourism product. However, quality is different by products and quality control is an issue.
- Packaging and finalizing are common challenges for handicraft and homemade products in Gairezi.
- Preference of products between domestic tourists and foreign tourists is different.

The main tourism activities at Gairezi are staying at cottages and campsites, fly-fishing, picnics, and riverside walking. In addition, swimming, tubing, hiking and mountain biking are mentioned according to MOTHI’s inventory survey report. However, these activities are not actually operated at present.

There are three lodges, two near the GDT office and one at the upper stream of the Gairezi river. These facilities and services provided by the staff are very good; they are at already sufficient level to receive tourists. However, the booking process to stay at the lodges is not definitely determined between the NDFFC at Harare and the GDT. For the sake of avoiding double bookings or miscommunication, it is

necessary that the booking process be definitely established.



Field survey at Nyamsapa



Field survey at Dazi

### 2.4.3 Development of tourism products

#### Development of a tour programme with “Discovery Trail”

Development at Gairezi Ecotourism site has been limited, thus, tourists can enjoy the daily lives of ordinary local people. The site is not far from Nyanga National Park which is one of the major tourist sites in Zimbabwe but it is not a famous destination for visitors to Nyanga due to limited information.

After the field survey to identify tourism resources at Nyamsapa and Dazi, MOTHI and the project team preliminarily designed sample activities including Discovery Trail at Gairezi Ecotourism site, in order to explain tourism product development to the CBTE members. Photos below show the sample activities.



River-side trekking



Viewpoint



Open homestead: high land's life



Open homestead: natural friendly life

Due to the delay of selection of new board members, processes such as identification of tourism resources, assessment of the identified tourism resources and development of tourism products were not terminated.

“Ndeipi”, a free guidebook in Zimbabwe, picked up a mountain bike ride event titled “Wild Ride” in its July 2016 issue. The event started in 2014, and has been organised by an organisation “Far and Wild Zimbabwe” around Mutarazi Falls and the Gairezi river area at the east of Nyanga Mountain National Park in June 2016. Since location of Gairezi is not easily accessible, it is necessary to introduce new activities that tourists want to do at the site other than fly-fishing. Mountain biking would be one of these enjoyable activities for tourists. It is possible to develop tourism products that combine mountain biking with cultural resources.

In order to add new activity in Gairezi, GDT members have been trying to develop a tourism product in the pilot project. They intend to invite visitors to villager’s houses. The CBTE members call this “Open Homestead.”

The “Open Homestead” also intends that community members rediscover their cultural and natural resources and villagers reconfirm value of their daily activity. This activity also promotes villager’s understanding about local history, and succession of traditional culture and lifestyle from generation to generation. In addition, the “Open Homestead” could attract a large number of visitors and contribute to increase in economic opportunities for local businesses in the future. The GDT members decided to organise the “Open Homestead” at two areas along the Gairezi river in 2016. GDT members plans to look for villagers who are willing to open their houses for the exhibition, and advertises the event.

In order to improve tourism management at the CBT site, the project team proposes to transform a community centre into a visitor centre. GDT and NDFFC should discuss roles and functions of the visitor centre and collaborate in collecting information and planning exhibitions to develop the visitor centre. The visitor centre will become the core facility as well as the core museum of Gairezi Ecotourism. In addition, existing facilities should be utilised more effectively.

It is important to convey a consistent image when disseminating and promoting information of CBT such as trails, natural resources and events. Total image of CBT including a logo and image colour has to be designed. High-quality natural resource management activity requires capable human resources with in-depth understanding of natural resources in Gairezi. In order to ensure the sustainability of CBT, more effort should be made to upgrade the capacity of Gairezi community.



Gairezi river and waterfall



Cooked trout fish (farm-raised)

### Preparation and distribution of a promotion material

Assessment of a sample trail is in preparation. Selection of tourism resources and finalization of “Discovery Trail” are scheduled. After that, promotional materials will be prepared.

Since activities such as identification of tourism resources, assessment and selection of the tourism resources and development of tourism products are limited, the Gairezi CBT members, MOTHI and the project team could not discuss about contents of the promotional material. Therefore, the promotional material was not prepared during the pilot project period.

### Main theme of Gairezi ecotourism

The main theme of Gairezi ecotourism has been “ecotourism” so far, but the community/MOTHI/JICA project team came up with a new concept for Gairezi, “tourists experience a sustainable society in harmony with nature of the national park” in the process of identification of tourism resources.

Gairezi CBT where the community lives together with an idea of natural conservation, has the possibility of becoming a CBT model in harmonizing natural conservation activities and tourism activities in Zimbabwe. In the future, it is necessary for the whole community to share the concept of the CBT, and to design a Discovery Trail and train guides based on the concept.

### **2.4.4 Stakeholder analysis**

As described section 2.2.1, GDT and NDFFC are important actors/partners in Gairezi Ecotourism. In addition, there are several stakeholders who get involved in the project. The Nyanga National Park Office has allowed the local community to manage the part of the national park that borders the community since 2013. The community has been conducting beekeeping to manage natural conservation and get income from honey production. The RDC, DA, and ZRP are important stakeholders in maintaining local resources and infrastructures for the pilot project as well as ensuring safety and helping manage the project. The DA and the RDC also play important roles for the community as they perform a financial audit before the election of committee members. Figure 2.2 shows relation of stakeholders in Gairezi ecotourism.



### Relationship between community and CBTE

After the new board members were elected, the project team organised a community workshop in order to identify community challenges and community benefits expected through CBT activities in October 2016. The new board members, GDT members and both community people participated in the workshop. In this workshop, the following community challenges were identified.

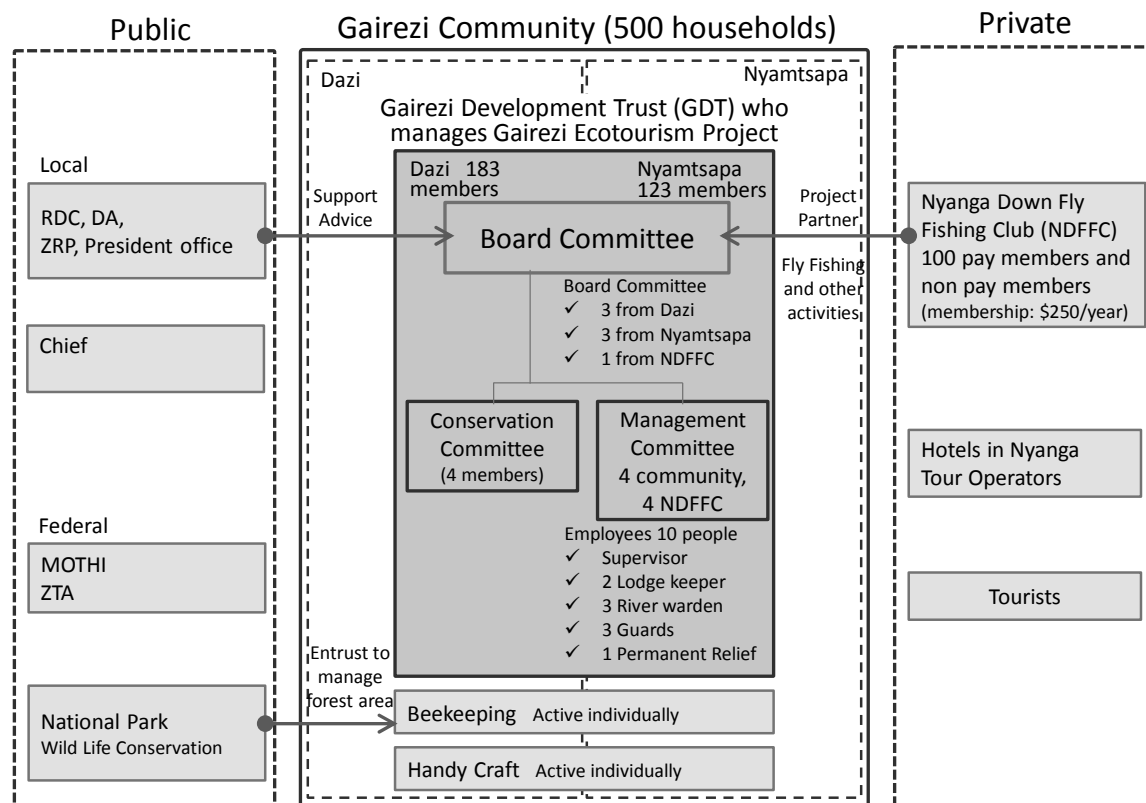
- Improvement of accessibility to the CBT site,
- Lack of knowledge on CBT,
- Enhancement of cooperation within the whole community,
- Non-members' resistance,
- Expansion of activities in the project,
- Aptitude of employees,
- Unemployment and
- Destruction of natural resources.

Participants discussed how to solve these community challenges.

In the workshop, it was also confirmed that community's benefits from CBT activities were as followings,

- Create employment,
- Reach consensus on nature conservation,
- Improve recognition of Gairezi by outsiders,
- Improve road condition and
- Gain knowledge from CBT training.

GDT, which aims to conserve and maintain natural resources around the National Park, has contributed for maintenance of hydropower and donation for the primary school. Final decision on the community benefit has highly dependent on NDFFC. However, most of the participants questioned about strong involvement by NDFFC in the management of GDT. They also thought that the community would manage GDT independently in the future by building management capacity.



Source: JICA project team

**Figure 2.2: Relation of stakeholders in Gairezi ecotourism**

In this workshop, it became clear that there were some difficulties between members and non-members of GDT in addition to difference among communities. However, GDT members changed their mind concerning membership of GDT. They used to not accept new members for GDT so far, however, they allowed to add new member in order to solve the difficulty between members and non-members.

#### 2.4.5 Human resource

##### Training for local guides and staff

Since Gairezi Ecotourism has been providing services to visitors for 15 years, staff members own minimum level of skills. However, many parts of the CBT operation relied on the fishing club as of May 2016. CBT members including staff expect to improve capacity for reservation and accounting management. National Park Office showed interest in cooperating with the CBT members for training local professional guides.

However, the selection of new staff and guides responsible for the operation of the Gairezi CBT delayed due to the election of new board members. Therefore, MOTHI and the project team had not

been able to provide training until the new organisation was established in October 2016. After the election, the new board members of GDT requested to provide training programme. Twenty-three CBTE members participated in the program on 24<sup>th</sup>, 25<sup>th</sup> and 26<sup>th</sup> of November 2016, which included the following modules.

- 24<sup>th</sup>: Basic knowledge on tourism and general information on Nyanga National Park
- 25<sup>th</sup>: Basic knowledge on marketing
- 26<sup>th</sup>: Basic accounting

#### **2.4.6 Enhancement of fiscal and accounting management**

It is necessary to make demarcations between the fishing club office at Harare and the local office at Gairezi in accounting management and related activities such as reservation of lodges. Limited infrastructures and equipment such as computers, electricity and communication environment are also obstacles for the fiscal and accounting management at the site.

MOTHI officers provided a lecture on “Basic Accounting” in the training programme mentioned in the previous section. The lecture included basic knowledge on doing business and a group workshop to understand preparation of accounting documents such as invoice, receipt and cash-in & cash-out table.



Lecture on accounting by MOTHI staff



Group workshop

#### **2.4.7 Capacity development**

In Gairezi, activities for natural resource protection are important to keep the landscape attractive for visitors. However, the activities have following challenges. First, the protection activities need to follow guidelines and activities that have already been done by the National Park Office. Second, the protection activities require special knowledge and skills. Fortunately, the National Park Office in Nyanga is very eager to support the CBT.

MOTHI and the project team discussed with the Nyanga National Park Office about possible coordination with Gairezi ecotourism. The office has agreed to provide technical assistance to the CBT in Gairezi.

The area manager of Nyanga National Park Office provided a lecture to CBTE members in the training programme in November. He introduced an idea of natural conservation, and advised ways to deal with wild animals and plants in Nanga National Park. It was the first opportunity for the CBTE members to have such a training course from a specialist of natural environment.



Opportunity of discussion about collaboration between Nyanga National Park Office and Gairezi community



Lecture on conservation of national park by area manager of Nyanga National Park Office

The other issue on capacity development is management and operation of CBT by GDT members. Currently, GDT relies on NDFFC in receiving reservation and compiling accounting documents, etc. It lowers the autonomy of the GDT members. After the replacement of the new board members, however, they hope to have more initiative to manage Gairezi ecotourism so that the CBTE members start to accept reservation of the community lodge. The new board members are willing to increase the autonomy of management from the NDFFC.

In order to enable the GDT members to manage Gairezi ecotourism by themselves in the future, it is necessary to develop the management capacity of the organisation by expanding the range of activities that the GDT members can decide and carry out. It is expected that the GDT members become gradually autonomous while trying to improve the administrative capabilities of each member and office functions. Also, not only the GDT members but also the whole community members are required to understand the concept of Gairezi ecotourism and to promote CBT development.

#### **2.4.8 Marketing**

##### Familiarization (FAM) trip plan

Prior to starting marketing support, the CBT members have to clarify a basic policy about new product development. JICA project team recognised that there are several resources such as organic honey, lodges, and some scenic spots; however, the project team has not been able to find any unique stories which can be used for tourism product development yet. The accessibility of Gairezi Ecotourism site is an obstacle for tourism development, therefore the CBT members must find some elements which make tourists feel attractive.

Although additional feasibility study will be necessary, mountain-biking could be one of potential new

activities. The site is located near Nyanga National Park, but number of visitors other than those who visit for fly-fishing is limited due to limited uniqueness of its natural resources. Mountain-biking, known as an efficient activity with small scale of initial investment, might give the tourists a new attractiveness of the nature.

**Table 2.4: Target and market priority in Gairezi Ecotourism**

Segment	Priority	Remarks
Domestic	Very high	Resident in Harare/visitors to Nyanga National Park
Regional	Low	Not in particular
International	Low	Visitors to Nyanga National Park
MICE	High	Meeting in hotels around Nyanga National Park

Source: JICA project team

As for the FAM trip, MOTHI and the project team prepared the plan, but could not operate due to the delay of the pilot project at Gairezi site. Instead, MOTHI and the project team prepared a module on “Basic Knowledge on Marketing,” in the training and the participants prepared a marketing action plan. The plan included establishment/enhancement of relations with Nyanga National Park Office and the surrounding accommodation to invite more visitors to Gairezi Ecotourism site.

As mentioned above, due to the limited accessibility and uniqueness of resources, it seems difficult for Gairezi Ecotourism to be competitive as an independent destination. On the other hand, there are some facilities such as camp sites and accommodation, and a certain demand may be expected depending on target and distribution network. From the marketing perspective, the most realistic option is to expand recognition of a site, which provides an alternative activity to visitors of Nyanga National Park and long-stay visitors in the resorts located in surrounding area. Once the stable management body is established, it should build a network with neighbouring resorts and tour agents conducting tours including Nyanga National Park.



Lecture on marketing by ZTA staff



Making a marketing action plan

## 2.5 Future activities

Members of GDT identified issues and potentials of Gairezi ecotourism, and prepared an action plan through the training. The project team visited the site in March 2017, and identified that the GDT

started new activities such as preparation of document format to record number of visitors and cash-in and cash-out, reservation system of accommodation and efforts to invite more non-member of NDFFC. The project team advised to develop the following areas such as enhancement of organisation, training for staffs, identification of tourism resources and design of Discovery Trail and development of products in conjunction with marketing. It is expected that MOTHI and ZTA take over these activities for Gairezi ecotourism.

In near future, it is also expected that GDT members identify tourism resources which harmonise with natural and cultural environment, and develop tourism products with supports from MOTHI and ZTA. When the GDT develops new tourism products, it is effective to utilise conserved natural resources near the Nyanga National Park and day-life activities such as beekeeping which is related with natural environment in Gairezi area. Tourism products which utilise natural resources at a CBT site are limited excluding safari tourism so for in Zimbabwe, therefore, it is required to develop the products by receiving support from MOTHI and ZTA.

When looking at the possibility of CBT development in Gairezi from the viewpoint of marketing, two major issues are arising. The first one is how to show the uniqueness of Gairezi CBT site. Zimbabwe has rich natural environment, and there are many potential competitors for Gairezi ecotourism in terms of ecotourism sites. The second one is how to improve accessibility from Nyanga National Park. Although Nyanga National Park is one of the major tourist destinations, to get to Gairezi CBT site, it takes one hour from the central area of Nyanga National Park. In addition, road condition between Nyanga National Park and Gairezi CBT site is mountainous gravel road.

## 3. Tengenenge Arts & Crafts

### 3.1 Overview of the pilot project

Table 3.1 indicates overview of the pilot project at Tengenenge Arts and Crafts.

**Table 3.1: Overview of the pilot project at Tengenenge Arts & Crafts**

Name of CBT/Type of tourism product	Tengenenge Arts & Crafts/arts & crafts tourism
Location of CBT	Guruve District at Mashonaland Central Province. 150km or two-hour drive from Harare
CBT Management body	Gwenyambira Sculptors (a private company)
Background of CBT	Tengenenge Arts & Crafts is famous for stone sculpture and it is introduced in a guide book for international tourists. Around 2000, many tourists used to visit the village and the three accommodation facilities were always occupied. Current number of visitors is approximately 3 persons including buyers and the sales for stone sculpture have been stagnant. It is necessary to establish a brand image and marketing strategies in order to increase the stone sculpture sales.
CBT's challenges before starting the pilot project	<ul style="list-style-type: none"> <li>- Gwenyambira Sculptors operates an art village but activities to introduce sculpture culture and other tourism resources are limited.</li> <li>- Visitor centre and museum are not fully utilised, and guides and staff for hospitality service are lacking in terms of quality and quantity.</li> <li>- Tengenenge is famous for stone sculpture but the number of tourists is very small and it is not recognised as a tourist destination.</li> </ul>
Community situation	Tengenenge village has 96 households and every household is CBT members.
CBT's contribution to the community	<ul style="list-style-type: none"> <li>- As of now, contribution of CBT to the community is employment generation for women group who provide food, artists who give lecture in stone sculpture experience and groups who show traditional dance.</li> <li>- Gwenyambira Sculptors provide community services such as the development and operation of a pre-school, and transportation to and from the clinic (15km from Tengenenge Village) by using commission collected from sculptors.</li> <li>- Villagers want to construct a primary school inside the village using the revenue from CBT (currently, children go to school 10km away from the village).</li> </ul>
Stakeholders	Guruve RDC Office, Ministry of Mine and Mining Development, village head (traditional society), buyers of stone sculpture, embassies (cultural exchange)
Major activities during the pilot project	<ul style="list-style-type: none"> <li>- Identification of regional resources and development of tourism products which utilise the characteristics of Tengenenge</li> <li>- Training for local guides and staff</li> <li>- Identification of regional resources around Tengenenge village (for future development)</li> <li>- Improvement of exhibitions at the site museum and installation of road signs along the access road to the CBT site</li> <li>- Stakeholder's analysis</li> <li>- Training (basic knowledge on tourism, marketing and accounting)</li> <li>- Organisation of familiarization trips (FAM)</li> </ul>
Outcome of the pilot project	<ul style="list-style-type: none"> <li>- New tourism products such as stone sculpture experience, village walk and food service were developed and one-day tour programme was designed.</li> <li>- Exhibition at the site museum was improved and new road sign were installed with the cooperation of community people. Community people were actively involved in the activities from planning to installation.</li> <li>- Relationship building between the participants to the FAM trip and the CBTE started. For example, a music video recording was held in Tengenenge after the FAM trip.</li> </ul>
Achievements and lessons in compiling the CBT manual	<ul style="list-style-type: none"> <li>- Arts and crafts resources like stone sculpture, and CBT development can generate synergy effect by turning the production process into tourism products and selling the arts and crafts to tourists.</li> <li>- Improvement of tourism facilities can be a good opportunity for those who do not involved in CBT to better know the community. On the other hand, procurement of raw materials for the improvement of tourism facilities is burdensome in rural areas.</li> </ul>
Future challenges	<ul style="list-style-type: none"> <li>- Diversification of tourism product as a one-day trip destination from Harare (e.g. targeting company's training). Strengthening network with accommodation facilities and tour agents</li> </ul>

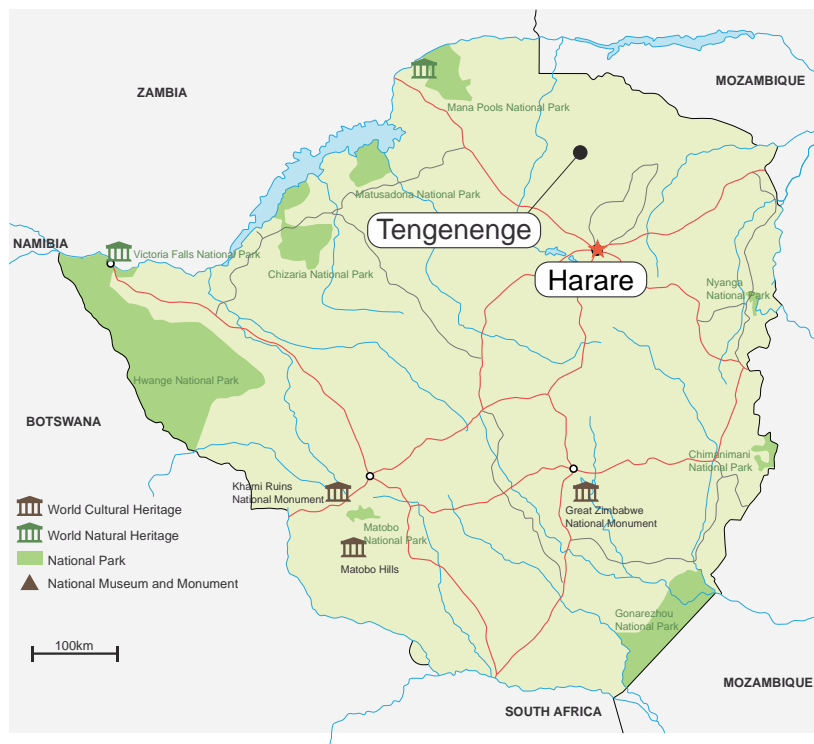
	in Harare. - Development of Discovery Trail which utilizes the site museum and is based on the Ecomuseum concept - Training of staff and improvement of existing accommodation facilities for guests who stay overnight in Tengenenge in the future
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Source: JICA project team

### 3.2 Situation of community and CBT development

#### 3.2.1 Background

Tengenenge Arts & Crafts is located in Guruve District, Mashonaland Central Province. Mr. Tom Bloomfield, a tobacco farmer and a chrome miner introduced stone sculpture to a community at Tengenenge Village in 1969. He established and managed a company, Gwenyambira Sculptors, to provide stones to sculptors, and to promote stone sculpture products. Mr. Tom Bloomfield resigned in 2007 and the director of the company has been Mr. Dominic Benhura, a famous artist in Zimbabwe, since 2007.



Source: Edited by JICA project team on the base map prepared by Rainer Lesniewski/[Shutterstock.com](https://www.shutterstock.com)

**Figure 3.1: Location of Tengenenge Arts & Crafts**

There were 150 sculptors registered at Tengenenge Art Centre as of October 2015. Most come from Tengenenge Village though some are from neighbouring villages. A few live in remote places such as Masvingo and come to Tengenenge Art Centre during the low farming season.

Stone sculpture works at Tengenenge is highly qualified and one of the representative stone sculpture products in Zimbabwe. Tengenenge Arts & Crafts participates exhibitions at foreign countries with



support of embassies at host countries, and attracts international buyers once in a few years.

### **3.2.2 Community and community participation**

Since each household has at least one sculptor, almost all households in Tengenenge Village are involved in the Tengenenge Arts & Crafts. Tengenenge village has 96 households, and each household has an average of three family members. The village area is around 40 ha including Tengenenge Art Centre area. Villagers originally came from neighbouring countries such as Malawi, Zambia and Mozambique, which makes them unique and close. Production and sales of the stone sculptures further tightens their community identification. They maintain their original culture such as buildings which uses timber instead of bricks and dances. Villages sometimes display their traditional dance to visitors if requested.

Major activities other than stone sculpture are subsistence farming and egg production and selling to the surrounding villages, which is done by women.

In 2008, a Chinese company started chrome mining near Tengenenge Village. Some villagers are working for the mining business, but the business creates negative impacts on the village such as deforestation, dust pollution, pollution of spring water, road damages, etc.

Tengenenge Village belongs to a communal chief, Chief Chipuriro. Since Tengenenge Village does not have a headman, a councillor plays a major role to manage Tengenenge Village such as community infrastructure development.

### **3.2.3 Tourism products & resources**

Since number of visitors to Tengenenge Art Centre is limited<sup>1</sup>, the community's major activity is to produce and sell stone sculptures to buyers. Working process is not separated among workers, but a single sculptor does the entire production process.

Gwenyambira Sculptors also operates an open gallery, which also serves as a workshop for sculptors, a museum and accommodation facility (three chalets). Visitors can look around the open gallery which displays a collection of 4,500 sculptures and a museum with a collection of the inaugural sculptors from the 1960s. The open gallery also holds workshops for sculptors. Visitors can buy sculptures at the open gallery.

Sculptors at Tengenenge Art Centre do not have a common brand and the company wants a support for the development of a brand. It is possible to distinguish these particular stone works from others

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<sup>1</sup> According to CBTE management, number of visitors to Tengenenge including buyers was around three persons per month in year 2013, 2014 and 2015.

because they are genuinely handmade. Products from other places use machines to produce them.

Since villagers originally come from neighbouring countries, they have their own unique culture such as different style of buildings from the surrounding communities. Currently, visitors are not guided on a visit to Tengenenge Village, a neighbour of the Tengenenge Art Centre. However, Tengenenge's culture and lifestyle present a potential tourism product.

### **3.2.4 Market and access**

Tengenenge Arts & Crafts is located at 150 km from Harare. It takes approximately two hours from Harare to Tengenenge and tourists can visit the Tengenenge site from Harare in one day. However, the number of visitors to Tengenenge Art Centre is very limited, with an average of three persons per month. Very few visitors stay at the chalets, though these chalets were fully occupied around 2000. Major international guests are sculpture buyers and expatriates working at embassies or aid organisations.

Buyers come from European countries such as the Netherlands, Germany, the UK, and Switzerland, as well as the US and Asia-Pacific countries including Japan, South Korea, China and Australia. The company organises exhibitions in foreign countries such as South Korea, the Czech Republic, and the Netherlands and has been successful in starting business with new buyers. The company also uses the internet, magazines, and travel guides for market promotion.

Tengenenge Art Centre is located at 46 km north of Mvurwi Town. The final approach (18 km) is via unpaved road. Well-developed road signs show the direction to Tengenenge Art Centre and visitors should not lose their way to the centre.

### **3.2.5 Management body**

Since Mr. Dominic Benhura, current director, is generally based in Harare, the company now operates with four managers: a representative, a sales manager, an administration manager and a transport manager.

The company receives 35% commission from sculptors when their work is sold. Collected commission is used for procurement of stones, necessary costs for the Tengenenge Art Centre and operation of the company such as fees and salaries for managers and staff.

The company pays 850 US dollar for land rental of the Tengenenge Art Centre and 500 US dollars for road maintenance to Rural District Council and 120 US dollar for two signboards per month to the Ministry of Transport. Money for these payments comes from the 35% commission. Moreover, the director of company pays 8,000 US dollar for stone mining rights to the Ministry of Mines.

The stone sculptors formed a committee, and seven committee members are elected annually. The committee communicates with company about the sculptors' opinions.

There are 15 to 30 stone mines near Tengenenge Village and 12 company staffs (two groups) are working at cutting out stones. Serpentine, opal, spring stone and cobalt are frequently used as the material for the sculpture works.

### **3.2.6 Impacts on CBT members and the community**

Sales of stone sculptures are the major revenue source for the community. Sales volume is not large, but the figures have maintained a constant level for several years. Therefore, the community members maintain motivation to produce stone sculptures and continue to promote stone sculpture culture in Zimbabwe.

The company provides community services such as the development and operation of a pre-school, and transportation to and from the clinic (15km from Tengenenge Village) by using commission collected from sculptors.

There is not a primary school in the village and children have to walk 10 km to a primary school at another village. Villagers and the company want to construct a primary school inside the village but current activity of stone sculpturing and CBT cannot generate financial resource for that.

### **3.3 Pilot project plan**

Tengenenge Arts & Crafts faces challenges such as decreasing number of visitors and stone sculpture sales. Gwentyambira Sculptors, the operator, recognised the necessity to establish a brand image and a marketing strategy in order to increase volume of sales.

Table 3.2 indicates pilot project plans for Tengenenge Arts & Crafts. The project team suggested activities that will develop new tourism activities, improve the quality of exhibitions and provide training for local guides, which intend to increase the number of tourists in Tengenenge and these have been accepted by management of the company. Management of the company suggested to hold a workshop that the entire community participates and discusses plans to accept tourists so that the entire community can work on development of new tourism activities and training of local guides.

In the pilot project plan, MOTHI and the project team focused on improvement of the museum exhibition and replacement of the road signs from the main road to the CBT site which were highly effective in terms of improve the current situation of the site.

**Table 3.2: Pilot project plan for Tengenenge Arts & Crafts**

Pilot site	Tengenenge Arts & Crafts Centre: craft tourism site
Challenges:	<ul style="list-style-type: none"> <li>- Tengenenge operates art village (stone sculpture/exhibition/accommodations, housing) but activities to introduce sculpture culture and other tourism resources are limited.</li> <li>- Visitor centre and museum are not fully utilised, and guides and staff for hospitality service are lacking in terms of quality and quantity.</li> <li>- Tengenenge is famous for stone sculpture but the number of tourists is very small and it is not recognised as a tourist destination.</li> </ul>
Expected Outcome	<ol style="list-style-type: none"> <li>1. New tourism products are developed.</li> <li>2. Interpretation system of the sculpture works and sculpture culture is developed.</li> <li>3. Tengenenge Arts &amp; Crafts Centre is recognised as a tourist destination.</li> </ol>
Activities:	<ol style="list-style-type: none"> <li>1-1. Identification and selection of new tourism resources</li> <li>1-2. Development of a new tourism products which utilise stone sculpture and community's lifestyle</li> <li>2-1. Planning and designing for improvement of exhibitions and road signs</li> <li>2-2. Procurement/construction works of exhibitions and road signs</li> <li>2-3. Training for local guides and staff</li> <li>3-1. Organisation of familiarization trips (FAM)</li> </ol>
Objectively Verifiable Indicators:	<ol style="list-style-type: none"> <li>1-1. At least one tourism resource is identified and selected.</li> <li>1-3. At least one tourism programme is developed.</li> <li>2-1. At least three exhibitions and road signs are improved.</li> <li>2-2. At least three exhibitions and road signs are newly installed or improved.</li> <li>2-3. At least three guides are trained.</li> <li>3-1. Familiarization trips are conducted at least twice.</li> </ol>
Inputs:	<ul style="list-style-type: none"> <li>- Organisation of workshop for training local guides and staff (trainers, materials, etc.) (20 PAX for 4 days)</li> <li>- Improvement of exhibition at visitor centre and museum (purchase of exhibition equipment, design, production)</li> <li>- Organisation of FAM (10 PAX for one day; twice)</li> </ul>
Beneficiaries:	<ul style="list-style-type: none"> <li>- Direct beneficiaries: Gwenzimbira sculptors (company to provide services to stone sculptors), local guides, staff of Tengenenge Arts &amp; Crafts Centre</li> <li>- Indirect beneficiaries: Stone sculptors, tourists, community members</li> </ul>
Impacts:	<ul style="list-style-type: none"> <li>- Benefit to women and poverty group can be expected.</li> <li>- Sales of stone sculpture will be increased with strengthening the existing "Gwenzimbira" brand.</li> <li>- Value of stone sculpture will be increased as a new contemporary art in the southern Africa.</li> <li>- Community members will increase conservation awareness.</li> </ul>
Important Assumptions and Pre-conditions:	<ul style="list-style-type: none"> <li>- MOTHI's policy on CBT will not change.</li> <li>- Security and economic situation in Zimbabwe will not worsen.</li> </ul>

Source: JICA project team

### 3.4 Progress of the pilot project

#### 3.4.1 Kick-off meeting

The kick-off meeting was held on May 7 2016. Participants consisting of community people, members from Gwenzimbira Sculptors, RDC officials, MOTHI officials confirmed that the goal of the pilot project at Tengenenge is development of tourism products and services based on the Ecomuseum concept and to become a model living cultural village in Zimbabwe.



Kick-off meeting on 7<sup>th</sup> of May (1)



Kick-off meeting on 7<sup>th</sup> of May (2)

### 3.4.2 Survey on tourism resources

#### Identification and selection of new tourism resources

During the process of tourism resource survey, following were shared with the CBT members.

- Compared with other villages, artistic activities in Tengenenge cover the whole area of the village and they have been effective in conserving the characteristic landscape as one village. Local people have own traditional dance and music group. They sing well and also play the Mbira.
- Masterpieces which were made by the first generation of the artists are preserved at the museum. some of the first-generation artists are still working.
- The village is not divided between the working and the residential zone. Tengenenge can be considered as more advanced place for living cultural destination. It has valuable natural resources such as sacred mountain, river and wild sanctuary too.
- Tengenenge is a kind of comprehensive art showcase but at the same time people who are a part of the living culture live in Tengenenge. They are indispensable partners for sustainable tourism development in Tengenenge. There are many art showcases in Zimbabwe, but most of the residents do not live in there.



Material for stone sculpture



Traditional dance

### 3.4.3 Development of tourism products

#### Development of a new tourism products which utilize stone sculpture and community's lifestyle

Although community people in Tengenenge have strong pride in their history and culture, efforts to collect, conserve and utilize specific cultural resources and stories have not been made yet.

The highest priority of the product development is to identify a cultural value which is hidden in daily life and daily work. To identify the value, providing different view from outsiders is effective for the community people to rediscover their cultural value. Therefore, the project team asked local artists about what they want to tell to tourists and their children. Through the communication with the local artists, the team found out that many of them have affection and pride for their village. This supported to design “Discovery Trails” which facilitate rediscovery of Tengenenge.



Discussion of discovery trail making



Draft map for the trail tour

The project team assumed in the Inception Report that target tourism products which would be developed through the pilot project were tour packages focusing on the “Discovery Trail”. However, the project team recognised that in addition to developing the tour packages, promotion of activities using facilities such as a local home café or a local home dining could enhance the interests of tourists who visit Tengenenge, and these activities would generate economic benefits for the local community. It is also effective to develop souvenirs which are special at Tengenenge. Local businesses also supported these ideas. It is important to support the development of such services and souvenirs in order for the community people to understand the CBT activity. Activities of promoting local businesses will be able to increase values of Tengenenge Arts & Crafts and contribute to sustaining the project effectiveness in the middle and long term perspective. Photos below show typical activities at Tengenenge CBT site.



Lunch at home



Open air galley tour



Open air galley tour



Visiting dance practice site

The purpose of identifying potential activities and collecting information was to grasp the variations of activities that can be provided in Tengenenge. Community people, MOTHI and the project team also examined whether an experience programme of stone curving, which had not been developed as an activity, could be one of the tour programmes in Tengenenge through some trials of the experience programme.



A trial of stone curving



Experience of stone curving guided by an artist

MOTHI and the project team also examined itinerary (one-day trip from Harare) and pricing for activities at Tengenenge CBT site in terms of marketing in order to develop a package of tour which is attractive for tourists from Harare (refer to Table 3.3 and Table 3.4). We also checked tourism resources which are located between Harare and Tengenenge and examined possibility of development of tour products by combination of Tengenenge CBT and landscape points such as Nyamanetsi Game

Park and Mazoe dam.

**Table 3.3: Model itinerary in Tengenenge Arts & Crafts**

9:00	Departing Harare by car
	Visiting Mazoe dam
11:00	Arriving at Tengenenge
	Village tour
13:00	Lunch & Shopping
15:00	Departing Tengenenge
17:00	Arriving at Harare

Source: JICA project team

**Table 3.4: Five activities recommended in Tengenenge Arts & Crafts**

	Activities	Time and price
1	Artisan's village tour (2km) including open air galley, museum, mining site and mountains view	2 hours \$15.00 / group
2	Watching and participating in performing arts	1 hour \$15.00 / group
3	Preparing traditional meals	1 hour \$15.00 /person
4	Guided curving experience	3 hours \$15.00 / group
5	Shopping at open air galley	Free

Source: JICA project team



Nyamanetsi Game Park, 20minutes from Tengenenge

### Planning and designing for improvement of exhibitions and road signs

The CBT members, MOTHI, ZTA and the project team discussed functions of a museum and the necessary exhibition and information to achieve those functions. Participants have developed several ideas based on the Ecomuseum concept and assessed the ideas in terms of attractiveness to visitors, circulation and limitations imposed by the existing facilities.

Improvement of exhibition at the site museum was completed by December 2016. It included re-painting of walls, washing of works, re-arrangement of exhibition, production and installation of 5 banner-type explanation panels. These tasks were carried out by volunteer activities of 23 artists. The explanation panels show history of Tengenenge, production process of stone carvings, artists' list, a way to buy stone sculptures and ways to spend time in Tengenenge.



17 volunteers who were also artists improved road signs from main road (the road from Mvurwi to Guruve) to Tengenenge CBT site too. These volunteers, MOTHI and the project team replaced old road signs.

MOTHI and the project team supported the CBTE members in designing the explanation panels and the road signs from the viewpoint of ease to read and understand. CBTE members took initiative to prepare and install the explanation panels. They are willing to continue to improve these provisions of information.



Explanation panels at the site museum



Road signs from the main road to CBT site



Participants for cleaning museum building



Re-painting of walls



Washing sculptures



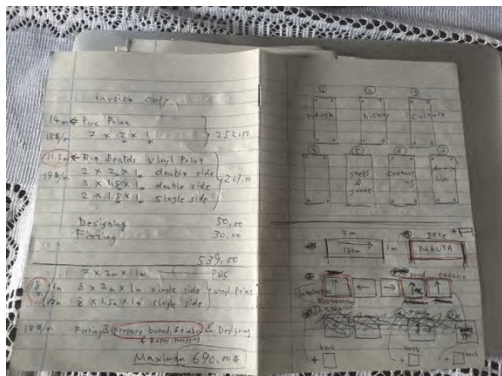
Re-arrangement of sculptures



Finishing exhibition panel



Arranging banner



Preparation of new road signs and explanation panels



Participants for the installation of road signs



Carrying a sign board

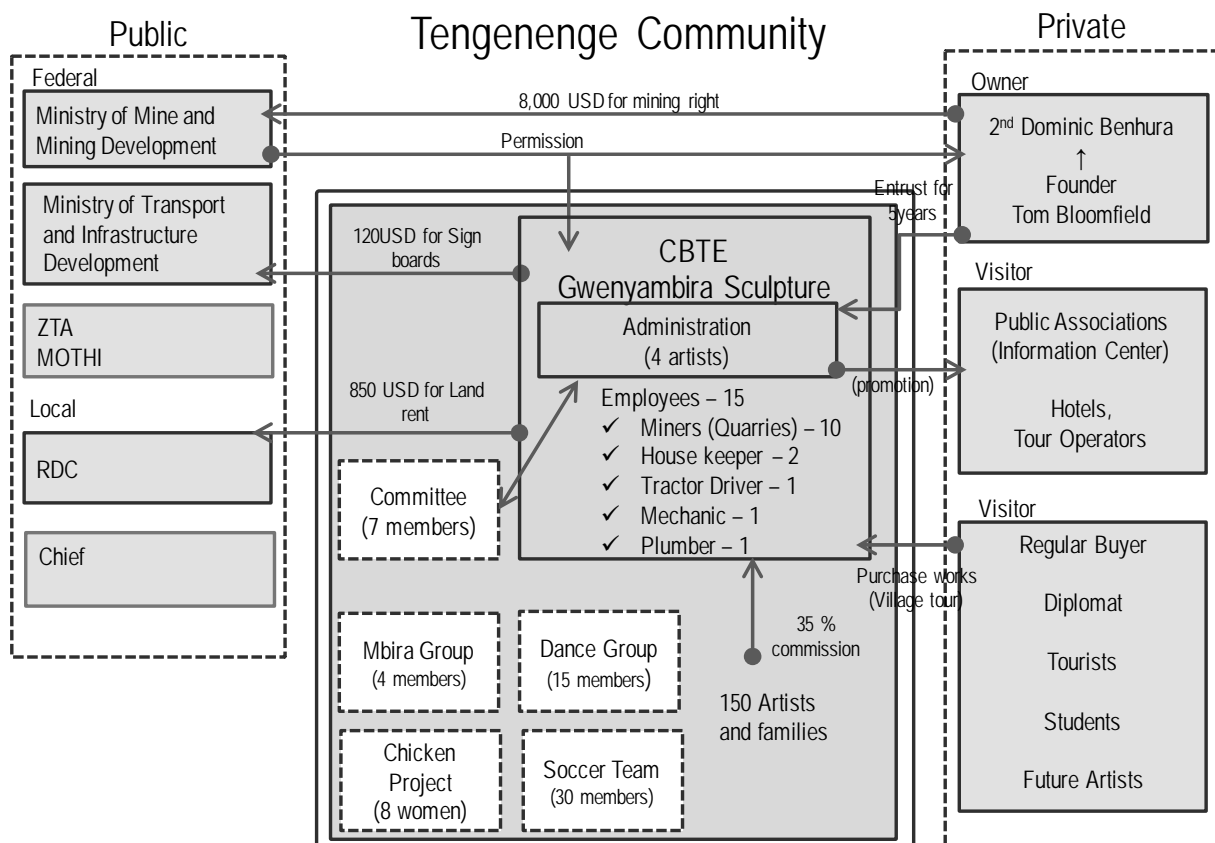


Installation of a road sign

### 3.4.4 Stakeholder analysis

The project team proposed that the pilot project starts from small improvements and does not make major changes from the current situation after observing daily life and stone sculpture production at Tengenenge site. The CBT members agreed with the idea. Based on this consensus, the project team proposed setting up additional tasks on Gwentyambira Sculptors who manage and supervise the activities of CBT.

Currently, Gwentyambira Sculptors engage in works relevant to stone sculpture sales and do not involve in management of other tourism activities such as pricing of the Discovery Trail. Hence, tourists who visit the site have to pay the tour fee separately to relevant stakeholders such as dance and music performers, women who cook the lunch, etc. JICA project team supported Gwentyambira Sculptors for comprehensive management of the CBT including management of tour bookings, preparation of the tour and financial management so that tourists can enjoy the CBT more smoothly.



Source: JICA project team

**Figure 3.2: Relation of stakeholders in Tengenenge Arts & Crafts**

#### Relationship between community and CBTE

MOTHI and the project team organised a community workshop with CBTE members and the community people who had been positively participated in the project activities in October 2016. The

purpose of the workshop was to identify community challenges and community benefit expected through CBT activities. In the workshop, CBTE members and the community people listed the following community challenges:

1. Lack of different kind of raw stones,
2. Decreasing number of customers,
3. Communication method,
4. Marketing,
5. Transport and road condition,
6. Security of open gallery,
7. Shortage of toilet,
8. Lack of electricity, facilities and tools,
9. Securing water, and
10. Environment.

Participants discussed how to solve these community challenges. In regard to 1. Lack of raw stones, artists felt the necessity to collect some kinds of raw stones in order to expand production of their artworks. It was pointed out that the Gwentyambira Sculptors should discuss with artists about originality and brand of stone sculptures in Tengenenge before collecting new kinds of raw stones from new stone mines. Regarding 2., 3., 4., some participants proposed to find new business partners and to collaborate for marketing activities such as preparation of brochures and guidebooks. Participants agreed to earn more income from CBT and stone curving business to address the issues from 5. to 9.

In addition, the participants confirmed that CBT would generate the following benefits for the whole community: 1. generation of income, 2. improvement of technical and educational condition, 3. establishment of reputation of Tengenenge through mass media and 4. inheritance of local tradition and culture to the next generations.

### **3.4.5 Human resource**

#### Training for local guides

Two management members of Gwentyambira Sculptors started to receive trainings to be local guides for village tour after development of a sample “Discovery Trail”. They tried to explain nature and culture of the CBT site when the project team and MOTHI officials visited the site. After the tour

guiding, participants assessed their guide in terms of guiding method and contents of the explanation, and provided feedback to them.

Through multiple practices of the village tour by MOTHI and the project team, the two guides have improved guiding skills. In addition, hospitality and communication skills have improved for artists who offer performing arts such as Mbira performance and Nyanza dance in the CBT tour programme.

### 3.4.6 Capacity development

Members of Gwentyambira Sculptors are familiar with financial management that is relevant to stone sculpture sales, such as receiving commissions from each artist, and paying land fees and stone material fees to the government. They have minimum knowledge and skills in accounting and financial management and therefore did not need trainings in this field during the pilot project. However, CBTE management members requested to enhance their capacity for accounting which are specific to tourism, in order to receive more tourists in the future.

Based on the request from CBTE management members and assessment by the project team, MOTHI, ZTA and the project team conducted training programmes on “Basic Knowledge on Tourism”, “Basic Knowledge on Marketing”, “Basic Accounting” in November 2016. Photos below show trainings at Tengenenge.



Lecture on “Basic Knowledge on Tourism” by a professor of University of Zimbabwe



Lecture on “Basic Accounting” by a MOTHI official



Group discussion on a marketing plan



Presentation of a marketing plan

### 3.4.7 Marketing

#### Organisation of familiarization trips (FAM)

Tengenenge is located only 2.5 hours from Harare and most tourists come from the capital. The most important target is regional tourists who come mainly from South Africa called “overland truck visitors”. Expatriates staying in Harare are also potential visitors too. Their purpose of visit is purchasing stone works, but it is expected to expand the purpose of visit widely in the future.

Domestic tourists will be one of the most important market in the future by creating new demand through educational trip, etc., but it is not necessary to prioritize yet. Table 3.5 shows tentative priority of market promotion for Tengenenge Arts & Crafts.

**Table 3.5: Priority of market promotion for Tengenenge Arts & Crafts**

Segment	Priority	Remarks
Domestic	Medium	Residents in Harare
Regional	Very high	Overland truck visitors
International	High	Collectors, byers and expatriates
MICE	Low	Not in particular

Source: JICA project team

To accommodate these demands, it is very important to start developing a product from day-trip or shorter-time tour. Assuming the configuration of visitors does not change drastically soon, there will be little room to add an “additional option” on their stay in the village.

Based on this understanding, several activities less than two hours have been developed as shown in Table 3.3. The only exception is a three-hour activity of guided curving, which initially was aimed to be developed as a shorter-time programme. By offering these activities separately rather than half-day or one-day activities, visitors reasonably can try to participate in these optional tours after or while purchasing stone sculptures. There are some possibilities for the site to accept a full-day tour from Harare through travel agents in near future. However, the first priority in this moment is to diversify the image of Tengenenge other than stone sculpture.

Tengenenge also organized a FAM trip to reflect opinions and responses of experts in their product development. The following picture shows the B2B brochure developed for the FAM trip.



Promotion material for B2B

FAM trip was held in February 2017 in Tengenenge. About 20 organisations including TV stations, magazines, newspapers, tour agents and ZTA participated in the FAM trip. It was conducted as the schedule below.

- 11:50 – Overview and history of Tengenenge, 12:00 – Showing around the museum and open gallery, 12:45 – Showing around the mining site, viewpoint and accommodation facilities.
- 13:20 – 13:45 Dance performance by the dance group
- 13:45 – 14:40 Lunch
- 14:40 – 15:40 Stone curving experience (only five persons: one instructor for one person)
- 15:45 Finish



Explanation at the museum



Traditional dance

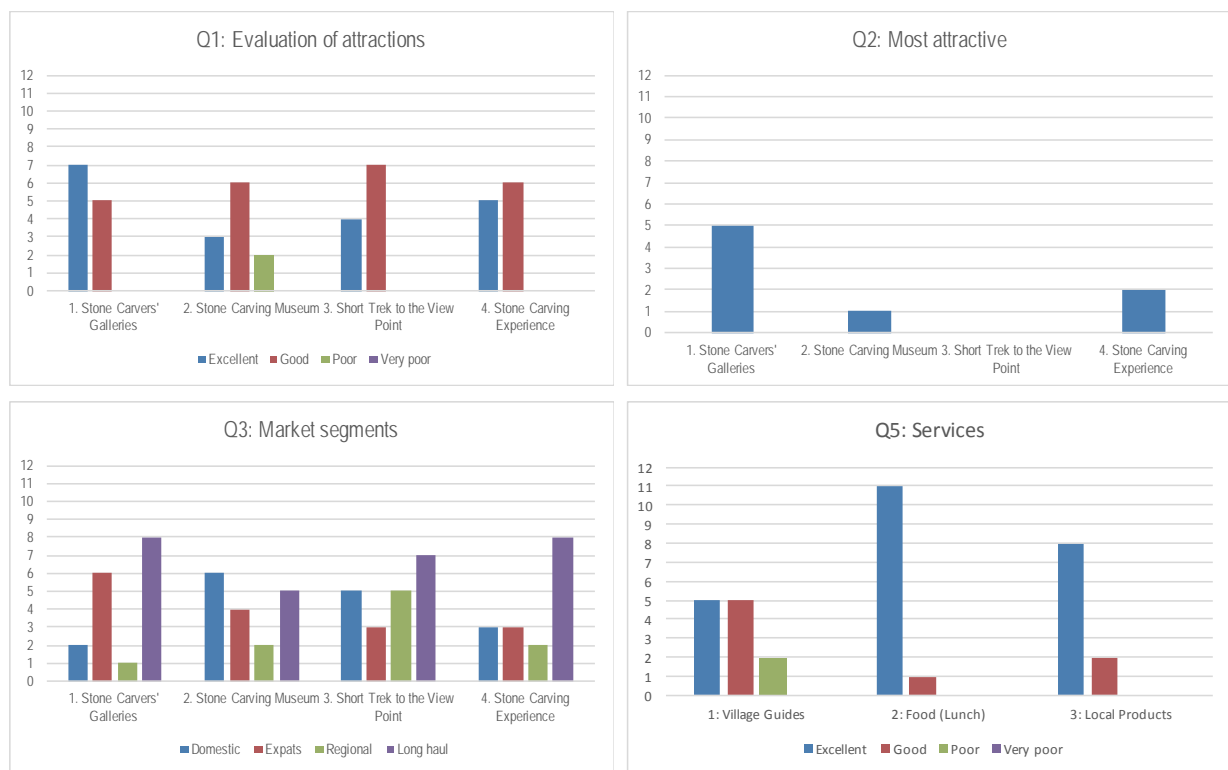


Stone curving experience



Meeting after the FAM trip

The project team conducted a questionnaire survey for participants after the FAM trip. The results are shown Figure 3.4.



Source: JICA project team

**Figure 3.3: Results of the questionnaire survey**

In question 1, participants highly evaluated the open gallery and the stone carving experience. Evaluation for the museums was not very high. In question 2, participants highly evaluated the open gallery and the stone carving experience too. In terms of the services, evaluation for food was high while that for the guides was relatively low.

As for the market segment, the project team supposed that regional tourists would be the most prioritized target. However, the survey showed that the tour appeals international tourists the most.



This may be because organisations such as tour agents thought that the price setting and experiences are more suitable for international tourists, and they seem to be keeping in mind expatriates working in Zimbabwe such as Harare. Evaluation for other segments (domestic, expats and regional) was different by the type of programmes.

The questionnaire survey asked free comments from participants. Overall, the participants highly evaluated Tengenenge CBT because it has rich stone works and has a possibility to offer real Zimbabwean cultural experience for tourists.

CBT members, MOTHI and the project team discussed issues after the FAM trip. The major one was about the guiding skills, which there is a room for improvement. Other issues include the number of people in one tour group, taste of the food, entertainment, price setting of each programme and future marketing activities. In terms of guiding and performing dance, a participant pointed out that they will attract more tourists if background stories are explained together with the guide and the performance.

As the questionnaire survey result shows, evaluation for stone curving experience was high. Because the experience offers tourists to experience a process of stone curving, added value is high. Some pointed out that the price setting for the stone curving experience can be reviewed depending on the demand.

### **3.5 Future activities**

While aiming to create one-day trip tour as a tourism product in Tengenenge, improvement of the museum exhibitions and road signs were remarkable results which are easily visible for CBTE members and the whole community people. In the process of CBT development, improvement of programmes/projects from a long-term perspective such as infrastructure development are necessary, but rapid improvement projects that bring short-term effects are also important.

When various activities and services of CBT in Tengenenge are to be sustainably managed in the future, tourism products will expand from only one-day visit to overnight stay at Tengenenge. In order to diversify the tourism products, it is necessary to improve accommodation and sanitation facilities which are at a minimum level to accept tourists now. Also, it is necessary to consider viability of various kinds of accommodation-related services.

#### **3.5.1 Product development and marketing**

Tengenenge is a one-day tourist site from Harare and it does not have accommodation facilities with sufficient level. Therefore, major tourism products are half-day programmes so far. If number of visitors increase, it would be possible to develop two-days programme including accommodation service in the future.

In the project, MOTHI and the project team have focused on mainly two points: the enhancement of sales of stones, which had been regarded as their only products before, and diversification of visitor's experience in Tengenenge. Particularly considering the latter, the variety of visitor's experience is indispensable to convert the community business into community based tourism business. Through developing a B2B promotion material and other promotional activities such as FAM trip, tourism professionals in Harare will start to recognize Tengenenge as not only a market of stones, but also a tourism destination.

It is necessary to consider aspects such as time-control and price so that the community enables to improve the quality of the product and expand its profit to them.

The biggest problem is lack of communication methods to receive tour bookings, conduct marketing activities, secure safety of tourists, etc. The CBT members will deal with this issue by discussing about introducing a satellite network in near future.

Finally, the following is some concrete ideas to collaborate with tourism professionals in Harare to further proceed marketing activities.

- To sign a memorandum of understanding with the Hotel Association to exhibit stone sculptures at hotels. In general, for the CBT promotion, MOTHI/ZTA may be able to provide accommodation facilities incentives to exhibit handicrafts, works and souvenirs from CBT sites.
- Hotels in Harare may have brochures of Tengenenge at the hotel lobby and receive reservation for one-day trip to Tengenenge in collaboration with the Hotel Association.
- Tengenenge can be a training venue for companies and governments in Harare. Stone sculpture experience itself can be one training module. Facilities improvement for meetings and trainings will be one option if it is financially viable.
- Traditional hats can be reformed as accommodation facilities for guests if it is financially viable.

### **3.5.2 Effective utilisation of the museum**

The project team proposes to reorganise the museum in order to work as a platform for various activities, provide visitors with information on Tengenenge sculpture as living modern culture, and promote communication between visitors and the local artists. In order to realize this goal, existing collections at the museum should be examined in terms of art. In addition, the exhibition should be designed based on the Ecomuseum concept and it should focus more on themes related to Tengenenge, such as history of immigration, original culture and folklore.

### **3.5.3 Capacity development**

In Tengenenge, it will be possible to diversify tourism products which have different objectives and contents by changing combination of activities such as village tour, showing performing art, experience programme of stone curving, offering traditional local dishes in the future. In order to diversify such tourism products and provide to tourists who have different kind of interests, enhancement of coordination between the management team of Gwentyambira Sculptors and groups which provide activities is needed. Coordination mechanism between the both parties should be established in parallel with development and improvement of the activities/services in Tengenenge.

## 4. Chesvingo Cultural Village

### 4.1 Overview of the pilot project

Table 4.1 indicates overview of the pilot project in Chesvingo Cultural Village.

**Table 4.1: Overview of the pilot project at Chesvingo Cultural Village**

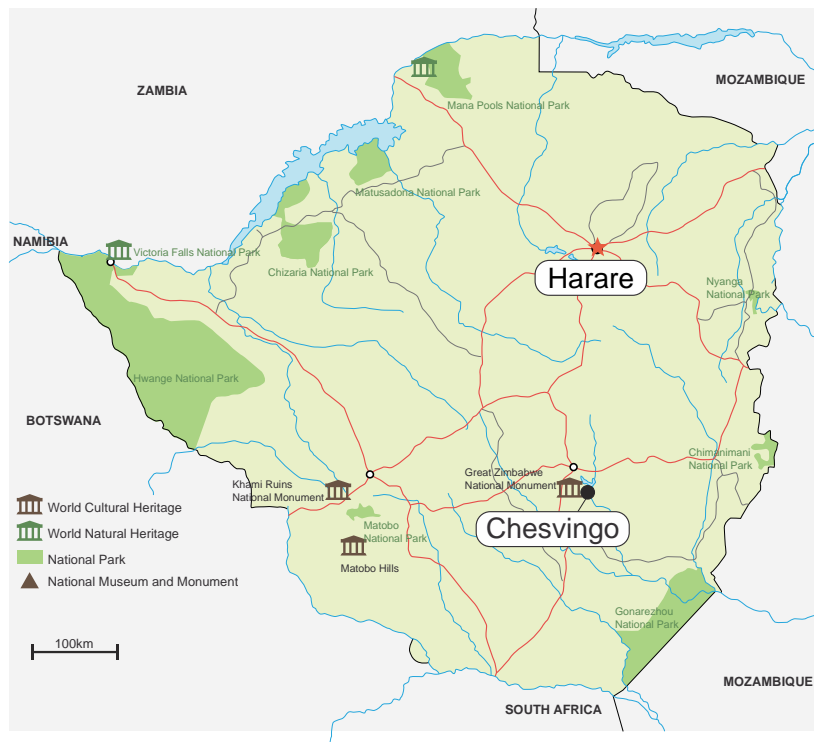
Name of CBT/Type of tourism product	Chesvingo Cultural Village/Village tourism
Location of CBT	Masvingo District at Masvingo Province. 40km or 40-minute drive from Masvingo town and 12km from Great Zimbabwe
CBT Management body	NGO (CBT Committee)
Background of CBT	Chesvingo Cultural Village was initially established in the early 1990s with the support from the CAMPFIRE programme, but it was forced to discontinue over 20 years due to the organisational conflict. It restarted the activities from scratch in 2014 and currently it is under the reconstruction process.
CBT's challenges before starting the pilot project	<ul style="list-style-type: none"> <li>- Tour programmes have not been organised well due to lack of information, assessment on cultural resources, and product development.</li> <li>- Human resource to interpret cultural values and attract more tourists has not been developed.</li> <li>- Chesvingo is not known as a tourist site though it is located near Great Zimbabwe.</li> </ul>
Community situation	The people involved in the CBT live in one of the area called "Boroma" (150 villages) in Masvingo District. Out of 150 villages, 65 households from 7 villages are CBT members.
CBT's contribution to the community	<ul style="list-style-type: none"> <li>- There has been no contribution of CBT to the community so far as Chesvingo's CBT has just started.</li> <li>- The CBTE intends to provide support to maintain the primary school's facilities and to construct a junior high school in this area with benefits from CBT activities.</li> </ul>
Stakeholders	Masvingo RDC Office, chief (traditional society), Great Zimbabwe Museum, chamber of commerce at Masvingo, accommodation facilities around Great Zimbabwe and Masvingo, travel agents
Major activities during the pilot project	<ul style="list-style-type: none"> <li>- Identification of community resources and product development, development of Discovery Trails based on the Ecomuseum concept and selection of Daily Life Trail and its further development</li> <li>- Preparation of brochure including phenology calendar which explains lives in Chesvingo and annual agricultural activities.</li> <li>- Training of local guides</li> <li>- Provision of training (accounting, tour guide, marketing, food preparation and hygiene, study tour to Great Zimbabwe)</li> <li>- Assessment of services by ghost tourists and improvement of the services based on the assessment results</li> <li>- Organisation of familiarization trips (FAM)</li> </ul>
Outcome of the pilot project	<ul style="list-style-type: none"> <li>- Daily Life Trail was developed by the community, and tourism information including brochure and training of local guides were conducted.</li> <li>- A sense of unity among the community increased by community people voluntarily participating in the CBT development.</li> <li>- Cooperative framework with Great Zimbabwe Museum was established through the study tour to Great Zimbabwe.</li> </ul>
Achievements and lessons in compiling the CBT manual	<ul style="list-style-type: none"> <li>- Activities in Chesvingo are reflected in assessment of resources and product development based on the Ecomuseum concept in the CBT manual.</li> <li>- For the successful CBT development, it is important for not only CBT members but also community people to participate in the CBT activities and have mutual experience on the CBT development.</li> </ul>
Future challenges	<ul style="list-style-type: none"> <li>- Development of Discovery Trail in addition to Daily Life Trail, development of half-day tourism product so that visitors for Great Zimbabwe can stop by</li> <li>- Capacity building for CBTE's tour program management, accounting and marketing</li> <li>- Marketing activities in collaboration with Great Zimbabwe and accommodation and tourism businesses in Masvingo</li> </ul>

Source: JICA project team

## 4.2 Situation of community and CBT development

### 4.2.1 Background

Chesvingo Cultural Village is located in Masvingo District in Masvingo Province. It is approximately 40km from Masvingo town and very close to Great Zimbabwe Monument, one of the World's Cultural Heritage site in the country.



Source: Edited by JICA project team on the base map prepared by Rainer Lesniewski/[Shutterstock.com](https://www.shutterstock.com)

**Figure 4.1: Location of Chesvingo Cultural Village**

Chesvingo Cultural Village was initially established in 1992 with the support from the CAMPFIRE programme in order to improve the livelihood of the surrounding communities. The project went well at the first stage and it offered accommodation and guided tours to group of students and foreign tourists, which counted approximately 10 to 15 groups per year until around 1994.

Members of the committee comprised of 23 people, of which 6 people disagreed with the operation of the committee. Those who opposed to the operation sold a water tank and other communal equipment without all member's consent. The committee members split into two groups in this manner and the CBT project was forced to discontinue over 20 years.

After long years of abeyance, community members decided to reconstruct the project and discussed it with ZTA in August 2014. The project was rebuilt from scratch in October 2014 and currently it is

under the reconstruction process.

#### **4.2.2 Community and community participation**

The people involved in the CBT live in one of the area called “Boroma” in Ward 13. Ward 13 has a population of approximately 9,000 from 250 different villages and Boroma is composed of about 150 villages in the west side of Ward 13. Number of committee members is 7 while 65 people from 20 households in 7 villages in Boroma area engage in the CBT activity.

Although not everyone is the CBT members, community residents actively get involved in the CBT activity, for example, school children showing traditional dance and music to visitors. Community decided to establish a community fund, pool the income generated by the CBT activity and use it for educational supports in the community. This means that the entire community will benefit from the CBT activity.

In Chesvingo Cultural Village, most of the people engage in agriculture in subsistence level and cultivate maize, Rapoko (finger millet), sorghum, millet and groundnuts.

#### **4.2.3 Tourism products & resources**

Main tourism product in Chesvingo Cultural Village is experience tour of authentic village life which uses existing cultural and natural resources. Since the resuming of the project, the community has been constructing typical houses via a traditional method that uses wood and grass without nails and metals. These houses are located at the entrance to the community villages and play a role as a visitor’s centre.

Villagers can interpret village life and provide village tours, music, dance and traditional foods. They are able to provide songs and dances by local students, an experience making Sazza, introduction of traditional tools like stone grinders and traditional foods. At present, the tour programme and guide interpretation are operated solely on local knowledge and not well organised.

In addition to the cultural resources within the villages, there are some popular tourist attractions near the CBT site: Masvingo, Great Zimbabwe, Kyle Dam, Kyle Recreation Park and bushman painting walls. The CBT activities have a potential to bring in some elements from these tourist attractions.

#### **4.2.4 Market and access**

Chesvingo Cultural Village is located approximately 40 km from Masvingo and 12 km from the gate of Great Zimbabwe. The road is generally good, with only the final 400 metres to the site’s gate unpaved. There is a signage before turning off toward the unpaved road, so the visitors do not lose their way.

Chesvingo Cultural Village is located on a hill near Kyle Dam, from which visitors can view a beautiful water landscape. Also, visitors can observe the village landscape, a geographically formed basin of gentle slopes, and see the village's land use on the way from the CBT site to the community villages.

Since Chesvingo Cultural Village resumed in October 2014, it is currently not promoted anywhere. Considering its proximity to Great Zimbabwe, potential visitors are domestic and foreign tourists who visit Great Zimbabwe. The CBTE is attempting to gain cooperation with Masvingo's RDC and ZTA for marketing purposes.

#### **4.2.5 Management body**

Chesvingo Cultural Village is operated by a CBT committee. It is registered as a cooperative and has a legal constitution. Number of committee members is 7 while 65 people engage in the CBT activity.

#### **4.2.6 Impact on CBT members and the community**

Chesvingo Cultural Village opened a bank account in January 2016 and established a community fund. Communities have already decided that they would use benefits from CBT to support education in this area.

Before, there was no primary school in this area. Then, a primary school was built by a donation from Mr. Simon Bright and others who had visited the village. At that time, the CBTE also made financial supports for the construction of the school. The CBTE intends to provide further support to maintain the primary school's facilities and to construct a junior high school in this area with benefits from CBT activities.

### **4.3 Pilot project plan**

Chesvingo Cultural Village resumed activities in late 2014, and it is in the very first stage of the CBT development. Therefore, major challenges that Chesvingo Cultural Village face are that existing as well as potential cultural and natural resources are not fully assessed in order to design attractive tour programmes. Human resources to interpret cultural values are also limited. Furthermore, in spite of its proximity to Great Zimbabwe, Chesvingo Cultural Village has not been able to take advantage of it and is not known to tourists at all. Therefore, marketing activities to disseminate the CBT site are necessary.

Based on these challenges, JICA project team and management committee of Chesvingo Cultural Village agreed on conducting pilot project plan (Table 4.1). This plan emphasizes preparation of brochures and Discovery Trail. Specifically, activities include improvements in organisational

structure such as strengthening of CBT organisation, motivation of local villagers, establishment of community development mechanism through CBT activities. Also, communities and JICA project team intend to conduct tourism product development through workshops about Ecomuseum and Discovery Trail, training of local guides and staff and marketing activities.

**Table 4.2: Pilot project plan for Chesvingo Cultural Village**

Pilot site	Chesvingo Cultural Village: cultural tourism site
Challenges:	<ul style="list-style-type: none"> <li>- Tour programmes have not been organised well due to lack of information and assessment on cultural resources.</li> <li>- Human resource to interpret cultural values and attract more tourists has not been developed.</li> <li>- Chesvingo is not known as a tourist site though it is located near Great Zimbabwe.</li> </ul>
Expected Outcome:	<ol style="list-style-type: none"> <li>1. Tour programme(s) with "Discovery Trail(s)" are prepared based on the "Ecomuseum" concept.</li> <li>2. Human resource for interpretation of cultural resources and hospitality services are developed.</li> <li>3. Chesvingo is recognised as a CBT site near Great Zimbabwe.</li> </ol>
Activities:	<ol style="list-style-type: none"> <li>1-1. Organisation of a workshops about "Ecomuseum" concept and "Discovery Trail"</li> <li>1-2. Survey of local cultural resources and assessment of those values</li> <li>1-3. Development of a tourism product with "Discovery Trail"</li> <li>1-4. Enhancement of the organisation for CBT</li> <li>2-1. Training for local guides and staff</li> <li>3-1. Organisation of familiarization trips (FAM)</li> </ol>
Objectively Verifiable Indicators:	<ol style="list-style-type: none"> <li>1-1. At least 20 persons are participated in the workshops about "Ecomuseum" concept and "Discovery Trail".</li> <li>1-2. Local cultural resources are surveyed and value of the resources is assessed no later than August 2016.</li> <li>1-3. At least one tourism product with "Discovery Trail" is prepared.</li> <li>1-4. Organisation for CBT is enhanced no later than November 2016.</li> <li>2-1. At least three local guides are trained.</li> <li>3-1. Familiarization trips are organised at least twice.</li> </ol>
Input:	<ul style="list-style-type: none"> <li>- Organisation of workshops (trainers, materials, etc.) (20 PAX for 4 days)</li> <li>- Production of discovery trail map (design and print)</li> <li>- Organisation of FAM (10 PAX for one day; twice)</li> </ul>
Beneficiaries:	<ul style="list-style-type: none"> <li>- Direct beneficiaries: local residents in Chesvingo</li> <li>- Indirect beneficiaries: local residents in the surrounding area, tourists</li> </ul>
Impacts:	<ul style="list-style-type: none"> <li>- Benefit to women and poverty group can be expected.</li> <li>- Unification of the community at Chesvingo can be strengthened.</li> </ul>
Important Assumptions and Pre-conditions:	<ul style="list-style-type: none"> <li>- MOTH's policy on CBT will not change.</li> <li>- Security and economic situation in Zimbabwe will not worsen.</li> <li>- Number of visitors to Great Zimbabwe will not decrease greatly.</li> </ul>

Source: JICA project team

## 4.4 Progress of the pilot project

### 4.4.1 Kick-off meeting

JICA project team and the management committee held a kick-off meeting for the community on May 11<sup>th</sup>. Around 200 local people participated in this meeting and JICA project team members, MOTH and ZTA explained about the pilot project and the schedule.





Kick-off meeting on 11<sup>th</sup> of May (1)



Kick-off meeting on 11<sup>th</sup> of May (2)

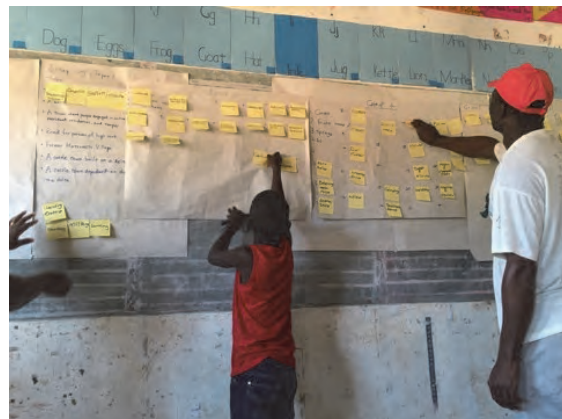
#### 4.4.2 Survey on tourism resources

##### Organisation of workshops about the “Ecomuseum” concept and the “Discovery Trail”

A workshop about the “Ecomuseum” concept was held on May 13<sup>th</sup>. 28 CBTE members participated in this workshop. After learning about the Ecomuseum concept, participants were able to get an image of Ecomuseum in Chesvingo. Then, a workshop about the “Discovery Trail” was held on May 14<sup>th</sup>. 25 CBTE members participated in this workshop. Through this workshop, the participants listed resources around the communities and developed 5 candidates of the Discovery Trails.



Workshop to explain Ecomuseum concept



Listing identified resources during the resource survey



Making a Discovery Trail plan



Presentation of Discovery Trail by a local community group

### Survey of local cultural resources and assessment of those values

JICA project team, together with MOTHI, ZTA and communities conducted a survey of local resources and assessment of those values from 16<sup>th</sup> to 24<sup>th</sup> May based on the 5 candidates of the Discovery Trails. The participants visited all sites which had been listed as resources in the Discovery Trail workshop. During the visits, elderly villagers talked about the histories of the sites. The participants identified that they possess 45 resources through the survey and the assessment.



Local resource survey



Listening to a story from an elderly



Making a map of local resources



Map of the surveyed local resources

### **4.4.3 Development of tourism products**

#### Development of the “Discovery Trail” tour program

Based on the survey of local cultural resources and assessment of those values, participants reconsidered the Discovery Trails and redeveloped following four Discovery Trails:

- Daily Life Trail,
- Chesvingo Nature Trail,
- Chesvingo KARANGA Legend Trail,
- Chesvingo Lakeside Trail.

The local community, JICA project team, MOTHI and ZTA decided to choose “Daily Life Trail” as a model for this project because the trail well reflects the attractiveness of Chesvingo. In addition, the trail is well suited for what tourists visiting Great Zimbabwe see, because Great Zimbabwe is a ruin built by the Shona people while the trail introduces the Shona culture to tourists.

The local community discussed the contents of the trail map with JICA project team, MOTHI and ZTA from 18<sup>th</sup> to 24<sup>th</sup> of July and prepared a draft map. Around 20 local people participated in all the meetings and the discussions. JICA project team members usually decided on a topic to discuss and divided the participants into two groups; each group then discussed the topic. After that, each group gave a presentation and made sentences to put on the map together.

Through this map-making process, the local community could better understand the steps of developing a tourism product and the importance of marketing the appeal points of this trail. Map-making also became a good opportunity to think about how to balance between what tourists want to see and what the local community can offer.

After drafting the Discovery Trail map, committee members tried to add a marketing aspect to the map. They discussed prices and finalized the map. The committee members also explained the project’s status to other stakeholders such as chiefs and counsellors. After receiving the approval from the stakeholders, the committee members printed the map with supports from MOTHI, ZTA and the project team.



Discussion on activities in a Discovery Trail plan



Presentation on a Discovery Trail plan



Drawing a picture of the map



Making a phenology calendar for the Trail map



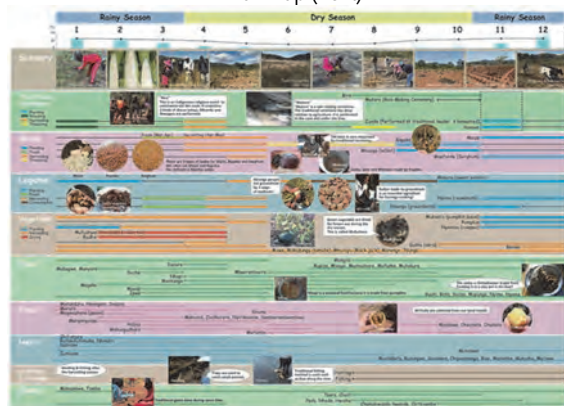
Making map



Trail map (front)



Trail map (back)



Phenology calendar

Improvement of facilities and guiding service

In developing tourism product at Chesvingo CBT site, MOTHI, ZTA and the project team identified two issues. The first issue was “model culture facilities” which consist of several houses and are constructed by the community people. Function of those facilities in Discover Trails was not clear. In the trail tour which was designed in the pilot project, visitors start the tour from visiting these model houses located at the entrance to Chesvingo Cultural Village, and then arrive at authentic houses through the attractive in-village trekking route. Both model and authentic houses have similar facilities such as granary and kitchen, therefore tourists may receive the same explanation at two sites.

The other issue was guiding skill about the trail. Contents and stories explained from guides were different by time and guide. Although a certain level of difference could be allowed, standardization of information provided from the guides was quite important to develop trails as a “product”.

To address such issues, the following activities were carried out from August. For the first issue, role-playing and meetings were carried out to discuss the role of “model culture facilities” and “actual village.” Considering the total time of the tour, the CBT members, MOTHI, ZTA and the project team discussed about necessary time to guide tourists in the model culture facilities and the real village. A unique aspect of the Chesvingo Cultural Village is that tourists can experience the actual village. Therefore, the guidance through the model cultural facilities is supposed to last only 15 minutes. Table 4.3 indicates demarcation between the model culture facilities and actual village.

**Table 4.3: Demarcation between model culture facilities and actual village**

Model culture facilities	Actual village
15 minutes	1 hour and a half
<ul style="list-style-type: none"> <li>- Things that cannot be shown to tourists, such as parents’ room or girls’ rooms, are on display.</li> <li>- Old customs that are no longer seen in the village are presented.</li> </ul>	<ul style="list-style-type: none"> <li>- It shows the current lifestyle of the real village.</li> </ul>

Source: JICA project team

In the next step, the CBTE members and the community people practiced the guiding at the model culture facilities so that it finishes in 15 minutes. They were divided into groups of 4-5 people and played roles of a guide, an assistant, and tourists. When MOTHI, ZTA and the project team visited the site in November 2016, the guide was able to conduct the tour of the model cultural facilities in 15 minutes.



Role determination



The guide explaining the role-playing



Role-playing in three groups



Discussion after role-playing

In regard to improvement of guiding skills, a training programme to improve the guiding skill was provided with lectures from MOTHI and the project team. Other members of the CBT assessed the guiding skill from points indicated in Table 4.4. They also prepared an action plan to discuss and improve the guiding skills.

**Table 4.4: Points to assess guiding skill**

	Bad	Good
Voice	Small and unclear Too loud is also annoying	Easy to hear
Tone	Like a school teacher	Speaking politely Dialect is also OK
Pace	Fast	Slow and controlled
	Speaking nonstop	Varying the pace (Technique of not talking too much)
Explanation	Long-winded	Brief and comprehensible
	Sticking to era, year or personal name	Impressive rather than informative
	Like a class (tense)	Relaxed mind

Source: JICA project team



Training of guide at the field by MOTHI and the project team (1)

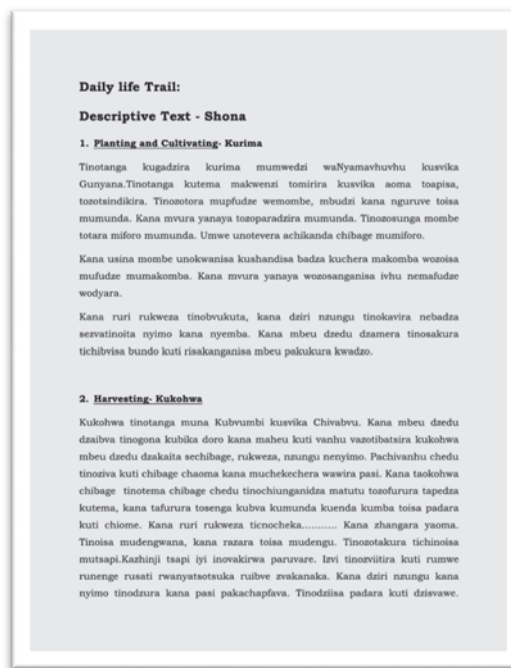


Training of guide at the field by MOTHI and the project team (2)

The CBTE members prepared standardised guiding materials in English and Shona, which were shared by all guides.



English text of Daily Life Trail



Shona text of Daily Life Trail

In an effort of improving the Discovery Trail and the guiding skill, ZTA dispatched three “ghost tourists,” imitated tourists, who were a university student, a travel agent staff and an interim staff of ZTA. After experiencing the Chesvingo CBT tour, they provided some comments as indicated in Table 4.5.

Table 4.5: Opinions from ghost tourists

	Organisation	Opinions
1	A student from Great Zimbabwe University	<ul style="list-style-type: none"> <li>- Concept of CBT is good, but there is no information to explain such concept in a building at the reception area.</li> <li>- It is recommended to prepare exhibitions to explain community people's daily life and tools they are using.</li> <li>- CBT staffs explained that there were four Discovery Trails, but it is difficult to imagine what kind of activities were included in each Discovery Trail.</li> <li>- It is recommended to try to cooperate more with the National Museum at Great Zimbabwe.</li> </ul>
2	A staff from Errant Travel Agent	<ul style="list-style-type: none"> <li>- I felt thirsty while I was walking the Discovery Trail. There was no place to buy water. Therefore, it is better to prepare bottles of water to provide to tourists. It could be included in the tour fee.</li> <li>- It is better to consider to make a package of Masvingo areas such as Great Zimbabwe, Kyle Dam, and Chesvingo.</li> </ul>
3	Interim staff of ZTA	<ul style="list-style-type: none"> <li>- Information about culture and life at Chesvingo is for Zimbabwean people. It is better to prepare information for foreign tourists.</li> <li>- I felt welcome attitude from the community people a lot.</li> </ul>

Source: Compiled by the project team based on information from ZTA

#### 4.4.4 Stakeholder analysis

##### Enhancement of the CBT organisation

Committee members analysed who in the community get involved in the project. At first, the committee members recognized that the entire Ward 13 participated in the project. However, it turned out that not the entire ward but limited number of villages got involved in the project. Specifically, those who participate in the project come from the westernmost area called Boroma, where the river near the Lodge at Ancient City is the eastern boundary and the Mutirikwi River is the western and southern boundary. There are about 150 villages in this region but CBT members come from 7 of them.

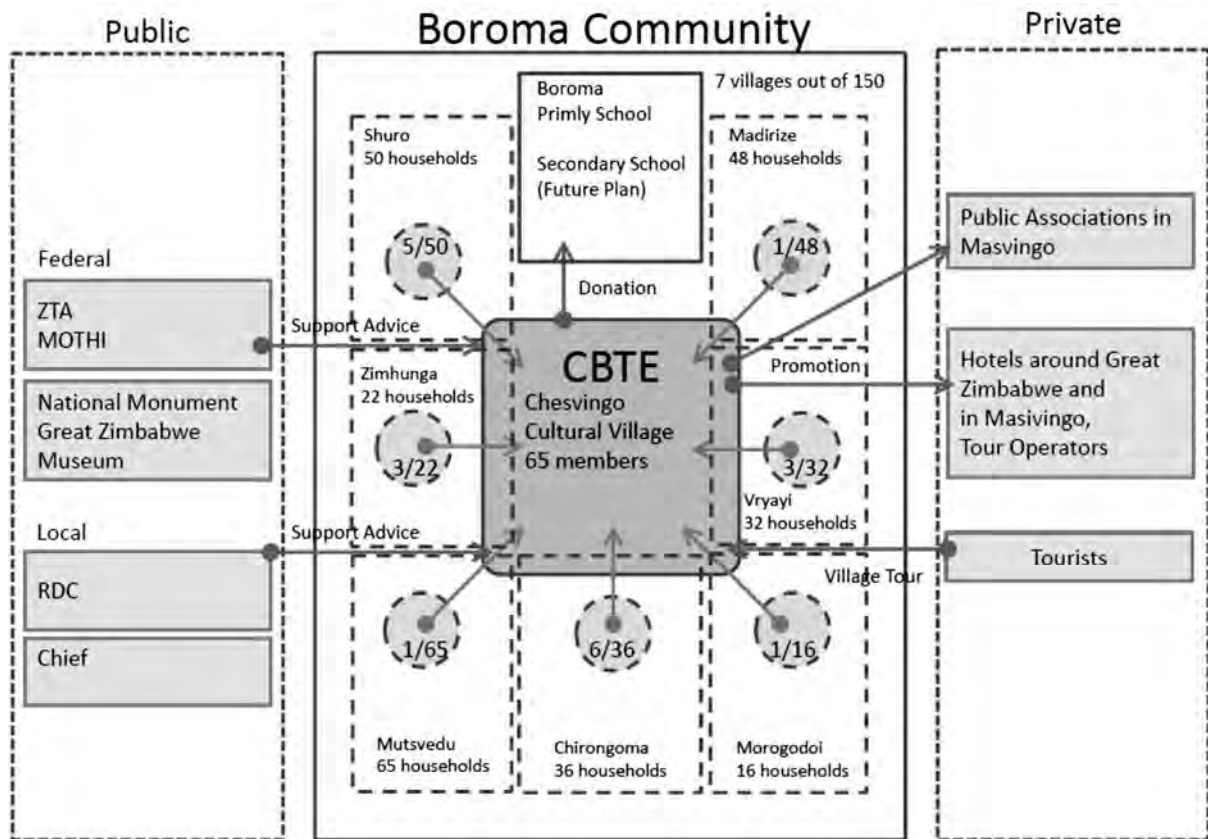
**Table 4.6: List of villages CBT members come from**

Village Name	Number of households	Number of CBT member's households
Shuro	50	5
Madiridze	48	1
Mutsvedu	65	1
Zimhunga	22	3
Chirongoma	36	6
Vryayi	32	3
Murogodo	16	1

Source: JICA project team

According to the committee members, local people who are not the members of the CBTE participated in the kick-off meeting of the pilot project as well as the survey in October 2015. Moreover, RDC and Councillors are also supporting the pilot project. It was thus confirmed that all the stakeholders understood CBTE's activities.





Source: JICA Project Team

**Figure 4.2: Relation of stakeholders in Chesvingo Cultural Village**

Relationship between community and CBTE

MOTHI, ZTA and the project team had a community workshop with main members of CBTE and committee members who participated in the project activities to identify community challenges and community benefits expected from CBT in November 2016. In this workshop, the participants listed the following community challenges.

- Limited water supply,
- Construction of secondary school and clinic,
- No electricity service,
- Access to shopping places,
- No public transportation service and poor road condition,
- Limited communication with telephone network

Most of the challenges are caused by the lack of financial resources. Then the CBTE members and the

community members recognized that they need to earn more income through CBT to solve these community challenges. When they prepare reasonable budget, they will request to solve the issues to relevant public and private organisations.

In addition, the participants confirmed that community benefits expected through CBT are

- Employment generation,
- Establishment of reputation on Chesvingo to potential supporters and donors, and
- Inheritance of local Karanga tradition and culture to the next generations.

#### **4.4.5 Training**

The community's involvement in the CBT project was high. Around 20 people from the community always participated in workshops, meetings and surveys. However, community people did not have enough experiences to receive tourists; they needed basic knowledge on tourism and hospitality and more experiences to receive tourists so that they can provide them guiding services. It was necessary to conduct trainings in these areas in Chesvingo.

The project team assessed priority areas of training for CBTE members and the community people in Chesvingo. After confirming training needs from the CBTE members and the community, the training modules were decided. The modules consisted of the following four areas: Basic Accounting, Tour-guiding Practice, Basic Marketing, and Introduction to Hygiene and Food Preparation. MOTHI, ZTA and the project team selected participants of the training together with the CBT members. Selection criteria were set as follows:

- Participation in activities for Chesvingo CBT so far, and
- Ability to read and write.

The CBTE members, MOTHI, ZTA and the project team selected twenty-five participants.

##### Basic Accounting

The community learned basic accounting from a lecturer from the University of Zimbabwe. Twenty-three persons participated in this training. The lecture started from basic knowledge on accounting but some advanced contents were included at the end of the lecture. Several MOTHI officials participated in the lecture to learn the contents because they were supposed to provide same lecture in other CBT sites.



Training of Basic Accounting (1)



Training of Basic Accounting (2)

### Guiding Practice

The community also learned tour-guiding practice from the lecturer from the University of Zimbabwe. Twenty-three persons participated in this training. The participants asked a lot of questions to the lecturer and actively discussed at the end of the lecture.



Training of Tour Guiding Practice (1)



Training of Tour Guiding Practice (2)

### Basic Knowledge on Marketing

The community learned basic marketing from a lecturer from ZTA. Twenty-two persons participated in this module. The training programme included a workshop to discuss the price of the tour package at Chesvingo in addition to the lecture itself. The community learned that there are many marketing activities such as social media which are free of charge. They recognized that they can do something for marketing with limited budget. At the end of this training, the community prepared an action plan for marketing. After the training, the community started to take action according to the action plan. They opened Facebook page, website and visited some hotels by themselves.

- Facebook: Chesvingo Karanaga Village
- Website: <http://chesvingokarangavillage.com/>

The action plan also included establishment of relation with the National Museum at Great Zimbabwe and accommodation around Great Zimbabwe and Masvingo.



Training of Basic Knowledge on Marketing (1)



Training of Basic Knowledge on Marketing (2)

### Hygiene and Food Preparation

The community learned hygiene and food preparation from a lecturer from ZTA. Twenty-two people participated in this training. During the training programme on the marketing, participants discussed the price of the tour package. The participants discussed the cost of materials for meals provided to tourists in this training module of introduction to hygiene and food preparation. The participants formed four groups and discussed what kind of a set of village meal from appetizer to dessert they can provide to tourists.



Training of Introduction to Hygiene and Food Preparation (1)



Training of Introduction to Hygiene and Food Preparation (2)

In addition to these training programmes, MOTHI, ZTA and the project team organised a study tour to Great Zimbabwe. Most of the tourists are expected to visit Chesvingo Cultural Village after visiting Great Zimbabwe. However, most of people in Chesvingo had never been to Great Zimbabwe. It was necessary for the community people to visit and see Shona Village in Great Zimbabwe so that they know the products and differentiate themselves from the Shona Village.

Twenty-two community members participated in the tour. The participants noticed the uniqueness of

showing the real village and the importance of enhancing guiding skills.



Participants of the study tour to Great Zimbabwe



Lecture from an expert of the National Museum



Visiting Shona Village



Learning guiding skill

#### 4.4.6 Marketing

##### Direction of marketing

From the marketing point of view, it seems that the most realistic and effective marketing strategy for Chesvingo is to serve as one of the optional activities for the visitors to Great Zimbabwe in the initial stage of CBT development. Based on this idea, the whole programme for Chesvingo must be within two hours so that visitors are able to participate in the programme after a two- to- three- hour visit to Great Zimbabwe.

**Table 4.7: Priority of market promotion for Chesvingo**

Segment	Priority	Remarks
Domestic	Very high	Educational trip and family trip
Regional	Medium	Not in particular
International	Medium	Visitors to Great Zimbabwe
MICE	High	Meeting and conference at Masvingo

Source: JICA project team

In order to invite tourists to Chesvingo after they visit Great Zimbabwe, it is important to clarify the target segment and develop the product based on needs of each target segment. Table 4.7 indicates market segment of tourists and priority. For the promotional activity, building good relationship with

hotels around Masvingo is essential as they provide information of the site to their guests.

Organisation of familiarization trips

MOTHI, ZTA and the project team organized a familiarization trip (FAM trip) to hear voices of private tourism businesses and media. The trip was also positioned as a part of B2B promotional activities. The CBT management members needed to grasp the current situation of each step from product development to the sales: arrangement of the tour, tour operation, service quality, guiding skills, time management and adequacy of the price through the tourism professionals’ response.

For Chesvingo, the FAM trip was a real “debut” in the market. Also, it was the first opportunity to feel the reality of the professional tourism industry.



**Welcome to Chesvingo Karanga Village!**

Chesvingo is the centre for the preservation of Karanga Culture for both present and future generation. It provides tangible and intangible heritage base for the Zimbabwean culture. Chesvingo Community Based Tourism project showcase the Karanga culture and at the same time is a means to provide additional income for the local community.

Come and experience our traditional music, dances, games and diverse foods at Chesvingo.



**Daily Life Trail**

Explore and interact with the local communities as they go about with their day to day activities.



**Chesvingo Legend Trail**

Walk through our forefather’s footsteps connected to the Zimbabwean history as we visit our ancient granaries and caves which depicts our past and are a lesson to the new generation.



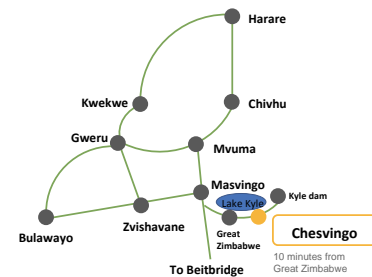
**Chesvingo Nature Trail**

Stretch your legs on a nature walk accompanied by our knowledgeable community guide.



**Lakeside View Trail**

Take time to view Lake Mutirikwi the largest inland lake in Zimbabwe with its scenic environment. The lake offers water activities which include fishing, boating and is famous for its sunset cruise which can be arranged upon request.



Located on a hill top over looking lake Mutirikwi 40 km from Masvingo city and 10 km from the Great Zimbabwe monuments along the Kyle Dam wall road. A short drive on a gravel road of 400 m from main road will lead you to our village.

**For more information contact**

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 Facebook: Chesvingo Karanga Village

\* Terms and conditions apply.

**Supported by**



Marketing material for B2B

As a preparation for the FAM trip, a B2B brochure was developed. The brochure was prepared through discussions among the local community people, MOTHI, ZTA and the project team from November to December 2016. It functions as a “menu” of the CBT site and also presents terms and conditions of the product. In that sense, it needs to include all the necessary information such as the variety of the tours, accessibility, terms and conditions and price. In addition, it must be an attractive promotional material so that it can be distributed as a promotional tool through B2B. In addition to the

B2B brochure, the other brochure for potential tourists in Masvingo town and Great Zimbabwe site was prepared.

FAM trip was organized in February 2017 in Chesvingo. 20 people including two magazine firms and three travel agents in Harare, and a TV station, two newspaper companies, nine hotels, the information centre and ZTA in Masvingo participated. The total number of participants were about 40 including observers from both Zimbabwean and Japanese organisations.

The schedule of the FAM trip was as follows.

- 10:10 – Welcome remark from MOTHI
- 10:20 – 10:35 Introduction of the village guide and cultural facilities
- 10:35 – 11:40 Move to the real village. The village guide explained about the village and plants on the way.
- 11:40 – 12:25 Explanation about the village including houses, farming machines, rapoko, etc.
- 12:25 – 13:15 Making rapoko sadza and tasting
- 13:15 – 14:15 Lunch
- 14:15 – Tasting of the seven-days beer



Explanation of farming



Introduction and experience of traditional cuisine



Review of the FAM trip (1)

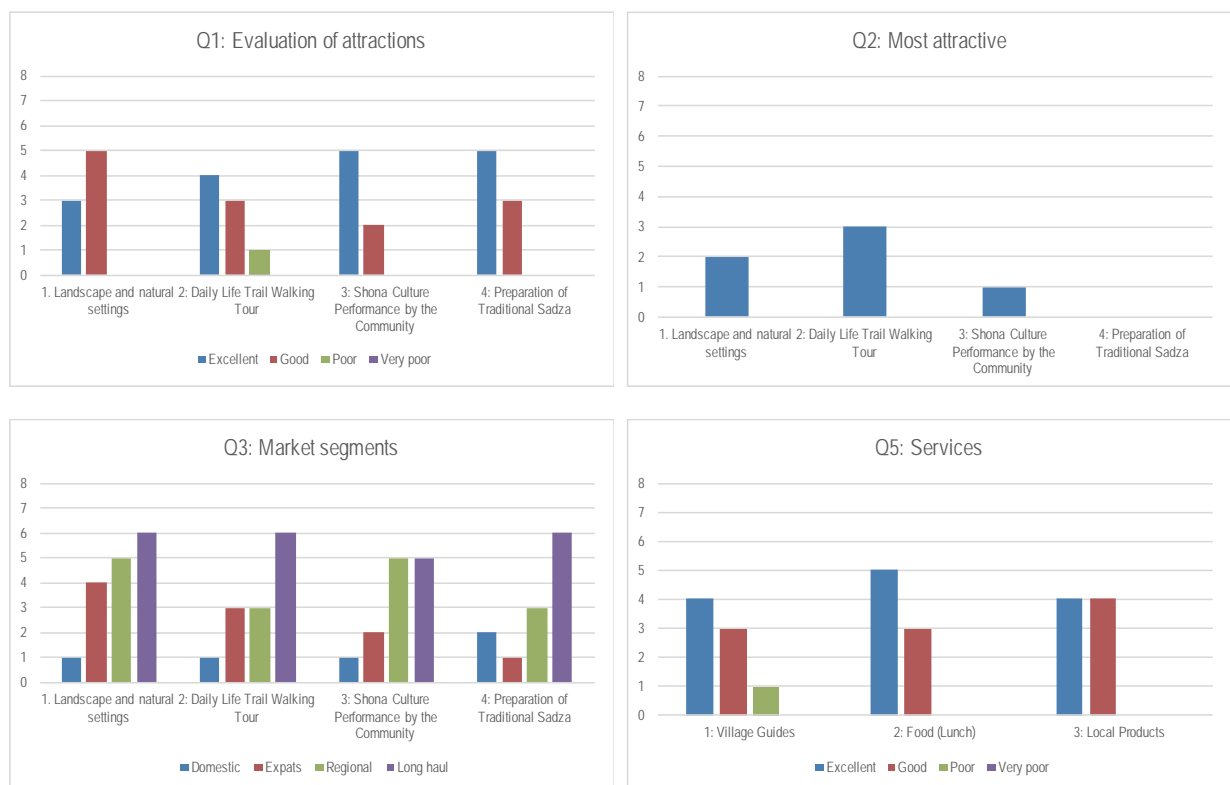


Review of the FAM trip (2)

A questionnaire survey was conducted to assess the FAM trip. The results are shown in Figure 4.3.

Evaluation for the Daily Life Trail was relatively low. This is because the number of participants was 40, which was quite large number as a group of tourists and the village guide could not fully introduce the Daily Life Trail to them. Also, as the result of question 5 shows, the village guide was quite nervous throughout the FAM trip and the role as a guide was not sufficient. These factors are considered to result in the relatively low evaluation of the Daily Life Trail. On the other hand, in terms of attractiveness to tourists, the Daily Life Trail received the highest evaluation in question 2. This shows that trails with village guides have potentials as tourism products.

In terms of market segment, the project team supposed that the domestic tourists are the highest priority as Table 4.7 shows. However, participants evaluated long haul tourists the highest and domestic tourists the lowest in question 3. Information on tourist's profile in Great Zimbabwe, including educational trips and long haul tourists is not sufficient as of now. Therefore, further investigation will be necessary.



Source: JICA project team

**Figure 4.3 Results of the questionnaire survey**

CBT members, MOTHI and the project team discussed issues after the FAM trip and future activities



in the community. Major issues were guiding skills, food, equipment including the toilets, safety and first aid. Some community members suggested to increase the number of guides and assistants when the number of tourists are large so that they can fully explain to tourists.

#### **4.5 Future activities**

##### Diversification of tourism products

Future activities are to develop the new Discovery Trails and to offer accommodation services to tourists. The community people, MOTHI and ZTA has already developed three Discovery Trails other than “Daily Life Trail”. Activities such as creation of new maps and training guides will be needed. In regard to the accommodation services, CBT members will prepare a plan to construct accommodation facilities near the model culture facilities. Financial resources as well as preparation of detailed design of the accommodation facility and training of staffs for accommodation services will be necessary.

In terms of the existing Daily Life Trail, the CBTE had not set specific price, but it is in the process of preparing the price plan. Appropriate price should be set with the support from MOTHI and ZTA.

##### Capacity development

Interviews with CBTE members revealed that roles and responsibilities of each committee member are not clear because they do not have enough practical experiences in CBT.

Through participation in development of tourism products, community workshops and the training programmes in October, the CBTE management members started to understand the importance of designation of roles and responsibilities of each member. It is expected that they enhance organisation of CBTE with supports from MOTHI and ZTA in terms of organisational structure, accounting and tour operation.

The other aspect of capacity development is enhancement of capacity to handle figures such as accounting. The CBTE opened a new bank account on January 12<sup>th</sup> 2016 to manage expenditure and revenue of the CBT project. After the training programme in October 2016, the management committee prepared a receipt book with the name of “Chesvingo Cultural Village”, but the document format uses a term, “Invoice”. ZTA advised the management to replace the term with “Receipt.”

MOTHI, ZTA and the project team recommended to record the number of visitors who had made a reservation and the number of people who actually visited. We also explained that the amount of actual receipts from tourists should be same as the records of the revenue in a cashbook.

The CBT members’ skills on accounting have to be improved through accepting tourists and other opportunities such as practicing role-play, training and FAM trips.

## 5. Bulawayo Township Tour

### 5.1 Overview of the pilot project

Table 5.1 indicates overview of the pilot project at Bulawayo Township Tour.

**Table 5.1: Overview of the pilot project in Bulawayo Township Tour**

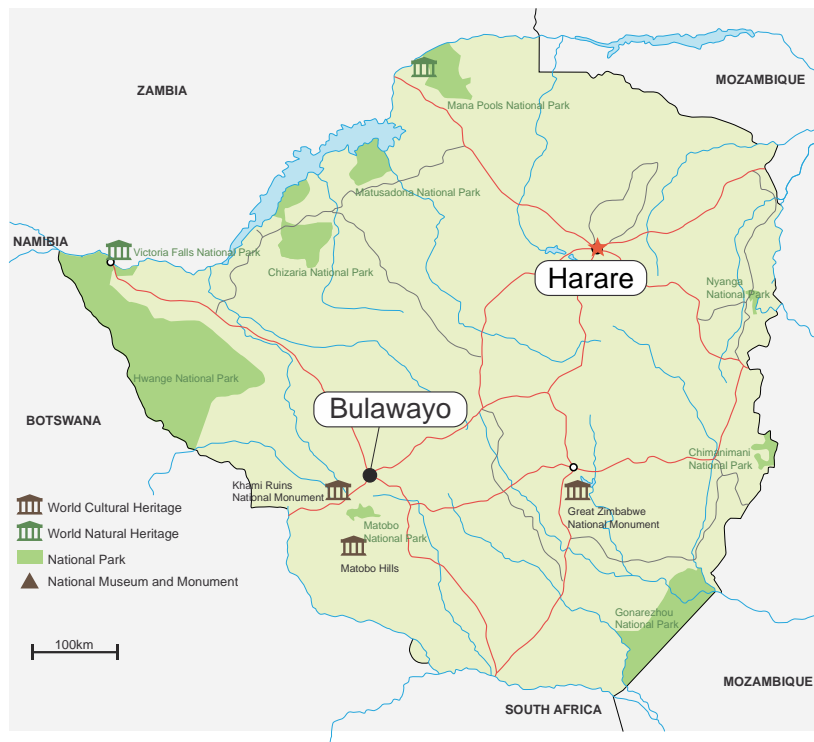
Name of CBT/Type of tourism product	Bulawayo Township Tour/Township tourism
Location of CBT	Bulawayo City, Amakoshi Cultural Tour is located in the northeast part of Bulawayo city.
CBT Management body	Amakhosi Cultural Tour (private company)
Background of CBT	Amakhosi Cultural Tour is one section of Amakoshi Culture Centre (established in 1994) which conducts cultural and art activities in Bulawayo City. Amakoshi Cultural Tour started to prepare for the township tour in 2012 and started receiving tourists in 2013. Township tour explains history and culture of each community such as Bulawayo's city centre, historical township of Makokoba, and suburban area (Emgawini) to tourists.
CBT's challenges before starting the pilot project	<ul style="list-style-type: none"> <li>- With the aging of an existing operator at Amakhosi Cultural Tour, training of the successors became an urgent issue. Improvement of tour operation is also needed.</li> <li>- Community people at sites don't notice value of their daily activity, and they don't know how to gain benefit from the township tour.</li> <li>- Popularity of Bulawayo Township Tour is limited so far, and further efforts to be recognised as a major tourism product in Bulawayo is needed.</li> </ul>
Community situation	There are different communities in each site where Amakoshi Cultural Tour visits. There were six communities at the start of the pilot project.
CBT's contribution to the community	<ul style="list-style-type: none"> <li>- The CBT has not generated enough revenue to contribute the communities because the number of tourists have been limited after starting the township tour in 2013. CBT's contribution to the community has not been fully discussed either.</li> <li>- Stakeholder's meeting during the pilot project decided to establish "Bulawayo Heritage Fund" which utilizes a part of CBT's revenue for restoration and preservation of historical buildings in Bulawayo central. Bulawayo City will also participate in the activity.</li> </ul>
Stakeholders	Bulawayo City, Chamber of Commerce, accommodation facilities and tourism businesses
Major activities during the pilot project	<ul style="list-style-type: none"> <li>- Identification of community resources and development of Discovery Trail (historical buildings in Bulawayo central)</li> <li>- Training of local guides</li> <li>- Preparation of a map to introduce historical buildings and the trail in Bulawayo</li> <li>- Awareness campaign of CBT for several communities that Bulawayo Township Tour visits</li> <li>- Stakeholder's analysis</li> <li>- Training (tourism and hospitality, tour guiding, marketing, trail walk experience)</li> <li>- Familiarization trips (FAM)</li> </ul>
Outcome of the pilot project	<ul style="list-style-type: none"> <li>- Through the development of the Discovery Trail, the tour program became well-prepared (not the ad-hoc one).</li> <li>- Communities involved in the township tour could understand CBT activities and set the mutual goal of utilizing a part of CBT's revenue for restoration and preservation of historical buildings in Bulawayo.</li> <li>- The CBTE could build a relationship with Bulawayo City, accommodation and tourism businesses in Bulawayo through the FAM trip and the mayor's attendance to the award ceremony of training.</li> </ul>
Achievements and lessons in compiling the CBT manual	<ul style="list-style-type: none"> <li>- In the CBT development where a CBTE takes tourists to different communities which is different from other three CBT sites, the project conducted development of Discovery Trail based on the Ecomuseum concept. It verified that there are no differences between Bulawayo and other three sites.</li> <li>- Stakeholder's analysis of various communities and experience in creating a system to contribute a part of CBT's revenue to the communities are utilized for CBTE's organisational analysis and profit reduction method.</li> </ul>
Future challenges	<ul style="list-style-type: none"> <li>- Further improvement of Discovery Trail</li> <li>- Capacity development of Amakhosi Cultural Tour, especially training of local guides</li> <li>- Start to operate Bulawayo Heritage Fund</li> </ul>

Source: JICA project team

## 5.2 Situation of community and CBT development

### 5.2.1 Background

Bulawayo Township Tour is located in Bulawayo City, the second largest city in Zimbabwe. The township tour is conducted by Amakhosi Culture Tour, one of the departments of Amakhosi Cultural Centre which is a private company established in 1994 by Mr. Cont Mhlanga in the northern part of Bulawayo.



Source: Edited by JICA project team on the base map prepared by Rainer Lesniewski/[Shutterstock.com](https://www.shutterstock.com)

**Figure 5.1: Location of Bulawayo Township Tour**

Amakhosi Cultural Centre mainly engages in activities relevant to Bulawayo's history, art and music. In addition to these activities, Mr. Cont started to prepare for the Bulawayo Township Tour in 2012 by conducting local workshops and training and getting consensus with the community residents. The tour started receiving tourists from 2013.

Currently, there are three guides who are able to conduct the Bulawayo Township Tour. Mr. Cont resigned the job and took over the responsibility to one of the young three staff members.

Itinerary of the township tour is tailor-made by requests from tourists and there are no established tour routes. At the beginning of the township tour, the guide asks tourists where they want to visit and

according to their requests, the guide arranges the township tour itinerary. Amakhosi Culture Tour has some sites and communities with which they coordinate in advance, and that are prepared for visits.

### **5.2.2 Community and community participation**

Bulawayo Township Tour brings tourists to several different sights, each of which has own communities and the degree of community participation differs. In case of Makokoba Market, for example, the guides from Amakhosi Cultural Tour cooperate with representatives or people who they personally know from the communities to receive tourists and they make sure that tourists go around the sights with safety. In case of Emgawini where degree of community participation is deeper, community people not only receive tourists but also host cultural activities and participate.

Most people in the communities where the township tour visits engage in economic activities other than tourism to make a living. One exception is the community around the City Hall, where various artists interact with tourists and sell them handicrafts and souvenirs.

### **5.2.3 Tourism products & resources**

Tourism products in Bulawayo are diverse including memorials, colonial-style architecture, museums, art galleries, as well as entertainment such as music, dance and drama. Tourists are able to enjoy these various tourism products with the township tour because the guides coordinate individually in advance with people from each site that the tourists visit.

In cooperation with ZTA and Bulawayo City, the township tour obtained permission from Bulawayo City to guide tourists into some locations to which access is generally not allowed. One example is Mzilikazi Art & Craft Centre, where students learn pottery, craft and art. The guides introduce faculty and staff who explain their activities in the centre.

The Makokoba Township market is unique in that people from different ethnicity such as Ndebele, Tonga and Shona reside together peacefully in the township. The market sells articles for daily use such as medical plants and equipment to prepare Sadza and allows tourist to experience daily life of local Zimbabwean people. Although this site used to be not accessible by private tour operators, the guides have built a good relationship with some shop owners and make sure that tourists can see around the market with safety.

Guides from the township tour are also capable of showing around old historical buildings and architecture in the centre of the town. Because Mr. Cont, the initiator of the township tour, is one of the authors of the historic book of Bulawayo City, Amakhosi Cultural Centre has a plenty of knowledge on the history in Bulawayo.

#### **5.2.4 Market and access**

Amakhosi Cultural Centre is located in Makokoba Township in the northern part of Bulawayo City, thus it is easily accessible by any transportation. The township area includes not only Makokoba Township, but also other historical and cultural sites, like museums in the central town and a new township in a Bulawayo City suburb.

Number of tourist who participated in the township tour is limited. There were one visitor group in 2013, five in 2014 and five in 2015. Countries of origin are Europe, South America, and the United States, as well as Zimbabwe.

Marketing activities are also limited so far. Amakhosi Cultural Centre has own website and receives reservations of the township tour directly online or from the Holiday Inn hotel. The township tour was not publicized as one of the tourist attractions at the Bulawayo Tourism Information Centre located downtown in October 2015. Amakhosi Culture Tour then posted one information paper on the wall of the Bulawayo Tourism Information Centre in July 2016.

The Bulawayo Township Tour fee is USD 6 per person and the guide fee is USD 15.

#### **5.2.5 Management body**

Amakhosi Cultural Centre is registered as a private company. The company comprises of one director, five employees including three guides.

#### **5.2.6 Impacts on CBT members and the community**

The township tour involves in several communities, so if a number of tourists who participate in the township tour increases, impacts on the communities become bigger.

Challenges that the township tour faces, however, is that some community people have not been aware of value of their activities as tourism products therefore do not know how to market it and gain benefits from tourists. This means that community people are not able to fully take advantage of the township tour even though the tour brings tourists successfully. Also, the structure of benefit sharing between communities and Amakhosi Cultural Centre with regard to tourist attractions are unclear, as is the agreements between the Amakhosi Cultural Centre and these communities.

### **5.3 Pilot project plan**

The baseline survey revealed that Bulawayo Township Tour needs to train local guides because Mr. Cont who started the township tour resigned and training of successors is an urgent matter. Also, since current township tour operation is not very well established, or does not have concrete tour route,

improvements in tour operations are necessary.

Moreover, as stated above, CBT activities in Bulawayo must better foster ownership and raise awareness about CBT among community residents. For instance, people in Makokoba market, one of township tour destination, do not know what kind of information they should provide to tourists, how to market their products or how to gain benefits from tourists.

Therefore, the pilot project plan in Bulawayo Township focuses on three major activities, including: operational improvements of the tour activities (i.e. training of guides and tour operations) and awareness building of CBT for people in the communities and the creation of brochures and the discovery trail. The pilot project also supports marketing activities so that the township tour becomes well-known for tourists.

**Table 5.2: Pilot project plan for Bulawayo Township Tour**

Pilot site	Bulawayo Township Tour: township tourism site
Challenges:	<ul style="list-style-type: none"> <li>- With the aging of an existing guide (operator), training of the successors became an urgent issue. Improvement of tour operation is also needed.</li> <li>- Community people at sites don't notice value of their daily activity, and they don't know how to gain benefit from the township tour.</li> <li>- Popularity of Bulawayo Township Tour is limited so far, and further efforts to be recognised as a major tourism product in Bulawayo is needed.</li> </ul>
Expected Outcome:	<ol style="list-style-type: none"> <li>1. Community people raise ownership and awareness of their daily activities and accommodate visitors with enhanced cooperative relation with guides</li> <li>2. New generation of guides who take over the existing guide's skill and technique are trained.</li> <li>3. "Bulawayo Township Tour" is recognised as a major tourist product at Bulawayo.</li> </ol>
Activities:	<ol style="list-style-type: none"> <li>1-1. Organisation of workshops for community people at tour sites to raise ownership and awareness</li> <li>2-1. Train for local guides and community people at sites</li> <li>3-1. Compilation and dissemination of information on the township tour</li> <li>3-2. Organisation of familiarization trips (FAM)</li> </ol>
Objectively Verifiable Indicators:	<ol style="list-style-type: none"> <li>1-1. At least 3 community groups participate in the workshops.</li> <li>2-1. At least three guides are trained.</li> <li>3-1. At least one set of promotion materials is prepared and distributed.</li> <li>3-2. At least two familiarization trips are organised.</li> </ol>
Input:	<ul style="list-style-type: none"> <li>- Organisation of training (trainers, materials, rent for training room, etc.)</li> <li>- Production of township tour information (design and print)</li> <li>- Organisation of FAM (10 PAX for one day; 3 times)</li> </ul>
Beneficiaries:	<ul style="list-style-type: none"> <li>- Direct beneficiaries: tour guides and operators, community people who participated in workshops and trainings</li> <li>- Indirect beneficiaries: local residents of the communities, tourists</li> </ul>
Impacts:	<ul style="list-style-type: none"> <li>- Benefit to women and poverty group can be expected.</li> <li>- New township operators are established.</li> </ul>
Important Assumptions and Pre-conditions:	<ul style="list-style-type: none"> <li>- MOTHI's policy on CBT will not change.</li> <li>- Security and economic situation in Zimbabwe will not worsen.</li> <li>- The community people at sites will not change cooperation attitude to the township tour.</li> </ul>

Source: JICA project team

## 5.4 Progress of the pilot project

### 5.4.1 Kick-off meetings

JICA project team and MOTHI held kick-off meetings on May 14<sup>th</sup> and 16<sup>th</sup> at each community. Name of the townships and the number of participants are as follows:

- 14<sup>th</sup> May at City hall: 23 participants,

- 14<sup>th</sup> May at Makokoba market: about 40 participants,
- 14<sup>th</sup> May at Emganwini: 47 participants,
- 16<sup>th</sup> May at Mzilikazi Art & Craft Centre: 40 participants who are teachers, employees and students of the Art & Craft Centre and Mzilikazi Home industry.

JICA project team and MOTHI explained about the pilot project and the schedule with the cooperation of a Bulawayo City Town Clerk's Department officer.



Opening meeting at the City hall



Opening meeting at the Makokoba Market

#### **5.4.2 Survey on tourism resources**

##### Organisation of workshops for community people at tour sites to raise ownership and awareness

JICA project team members and MOTHI held several workshops at the Amakhosi Cultural Centre. Representatives of each community participated in the workshops conducted in May 17, 18 and June 15. The objectives of the workshops are listed below.

- 17<sup>th</sup> May: After explaining about the Ecomuseum concept, participants listed existing cultural resources in each community. Each community discussed what they want to introduce to tourists, what they want to preserve as a community and what they are proud of as a community when listing existing cultural resources.
- 18<sup>th</sup> May: Participants selected 3 to 5 cultural resources that they want to introduce to tourists and discussed tentative trails. Then they set up a theme of these trails and discussed issues that may arise when actually developing the trails.
- 19<sup>th</sup> May: JICA project team members, MOTHI and Amakhosi Cultural Tour reviewed the contents and explanation of existing township tour by visiting each sight. The team also checked the cultural resources selected by the communities in the previous workshops.
- 26<sup>th</sup> May: JICA project team reevaluated the existing township tour (including new resources).

- 15<sup>th</sup> June: Communities which get involved in the township tour conducted organisational analysis in each group. The result is described in section 5.4.4.

Through these workshops, participants could realize the importance of having the ownership of CBT and discover their own cultural resources in each community.



Workshop on selecting cultural resources



Presentation of group's findings

### 5.4.3 Development of tourism products

#### Compilation and dissemination of information on the township tour

When the project team prepared the pilot project plan for Bulawayo Township, compilation of information on the township tour had been planned to start from August 2016. However, participants of the workshops for identification of tourism resources understood the existing township tour well, and started to consider deeply about the contents of the township tour. Therefore, MOTHI and the project team decided to start this task from July.

The workshops made clear that four sites (Makokoba, City Central area, Emganwini and Mzilikazi) had a potential to develop as Discovery Trails. Amakhosi Cultural Tour, MOTHI and the project team decided to start developing a trail at the City Central area because the trail can attract people including businessmen staying at hotels in Bulawayo. The other reason to select the City Central area was easy access for tourists. The other three sites were not walking distance from the downtown, and Amakhosi Cultural Tour didn't have transportation service.

Amakhosi Cultural Tour, MOTHI and the project team started a process of trail making by listing historical buildings related to the pre-colonial, colonial, and post-colonial eras. Staffs of Amakhosi Cultural Tour understood the concept of the trail well, and learned how to create a trail map from the project team members. After making a draft version of the map, Amakhosi Cultural Tour visited sites owner, explained the CBT project, and negotiated whether their shops can be put on the map. Also, Amakhosi, MOTHI and the project team also approached Bulawayo City Hall to obtain relevant



information. After making necessary adjustments, we printed 1,000 copies of the map.

The trail is called “Bulawayo Heritage Buildings”. The trail plans to visit following places: City Hall, Wishing Well, Maxim Hotel, Pioneer House, Standard Bank, Haddon & Sly Store, CBZ Bank, statue of JMNK, Cenotaph, Post Office, Exchange Buildings, National Art Gallery, Cecil John Rhodes Office, and Goldfields Office.



Listing the buildings



Making a map



Visiting Site Owners



Meeting with trail's site owners



Trail map (front)



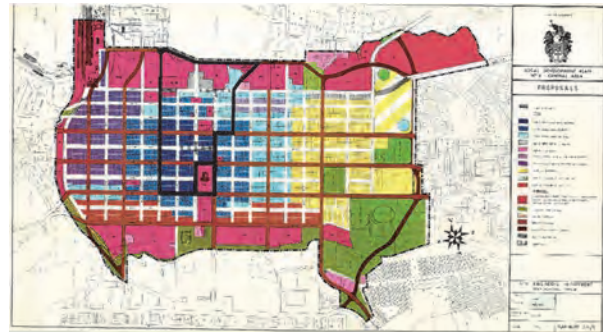
Trail map (back)

There are many historic buildings in Bulawayo, but there had been no good maps that indicate historical buildings to visit. The map prepared by Amakhosi, MOTHI and the project team includes a list of historic buildings and the locations. However, because information about the locations from the

City Hall was not correct, we checked actual locations of the historical buildings. We also identified 159 historical buildings which were not included in the City Hall's list.



Map of historical buildings in Bulawayo prepared by the project team



Original map prepared by City Hall

Amakhosi, MOTHI and the JICA project team also realised that involvement of people in the City Centre area is needed. The community people's involvement will be limited when Amakhosi starts the trail tour; however, some community people who participated in the training programme pointed out that Bulawayo Heritage Fund described below is the urgent matter for the City Centre community.

Amakhosi prepared to launch a "Bulawayo Heritage Fund" and tried to strengthen cooperation with other organisations. The purpose of the Bulawayo Heritage Fund is for public benefit. For the City Centre community, it will be a financial source to conserve historical buildings. The "Bulawayo Heritage Fund" will be used for public benefit of Bulawayo citizens when Amakhosi develops it after the City Centre trail.



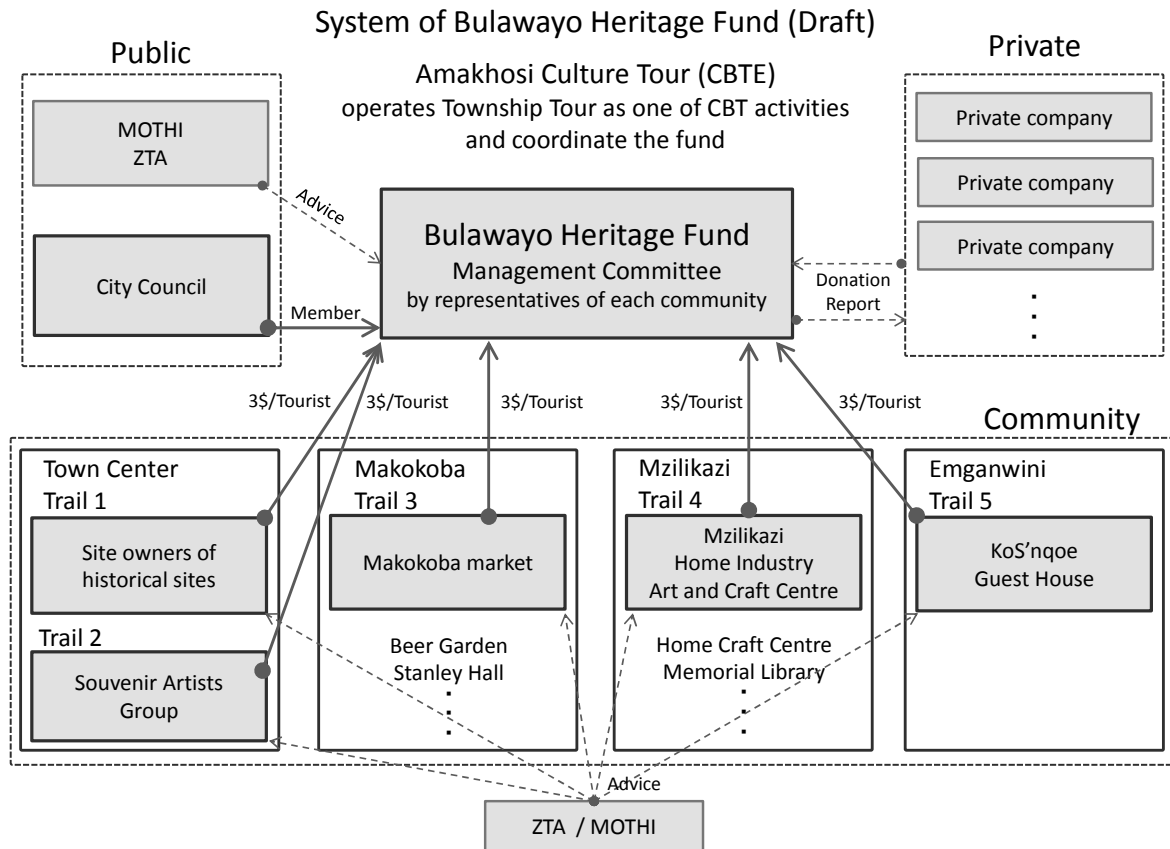
Meeting with Amakhosi members



Meeting with all stakeholders

Amakhosi plans to reserve three US dollars for the Bulawayo Heritage Fund out of the tour fee. Amakhoshi proposes to the community in the city centre that the fund is used for renovation of the buildings and installation of signboards for tourist information. In the future, the fund will be used for public benefit of other communities which are involved in Discovery Trails, and the usage of the fund

will be decided by the communities as shown in Figure 5.2. Amakhosi held meetings to launch the fund with five communities, Makokoba, Mzilikazi Art & Craft Centre, Mzilikazi Home Industry, and Emganwini, and they agreed with this idea.



Source: JICA Project Team

**Figure 5.2: Structure of Bulawayo Heritage Fund (Draft)**

#### 5.4.4 Stakeholder analysis

Participants of the kick-off meetings described in section 5.4.1 analysed characteristics of each community which is involved in the Bulawayo township. Major findings are as follows:

- Approximately 100 artists exhibit in the curio market on the north side of the City Hall. They do not form any cooperatives and directly contract with the City Council.
- Makokoba is the oldest township in Zimbabwe. Makokoba market is located in Makokoba Township and there exists no associations or cooperatives in the market. More than one hundred people work in the market.
- Mzilikazi is one of the oldest township in Bulawayo located next to Makokoba. In Mzilikazi Central Park, there are facilities such as Art & Craft Centre, Home Industry building, Home

Craft Centre, a Library and the Macdonald Hall which the City Council owns.

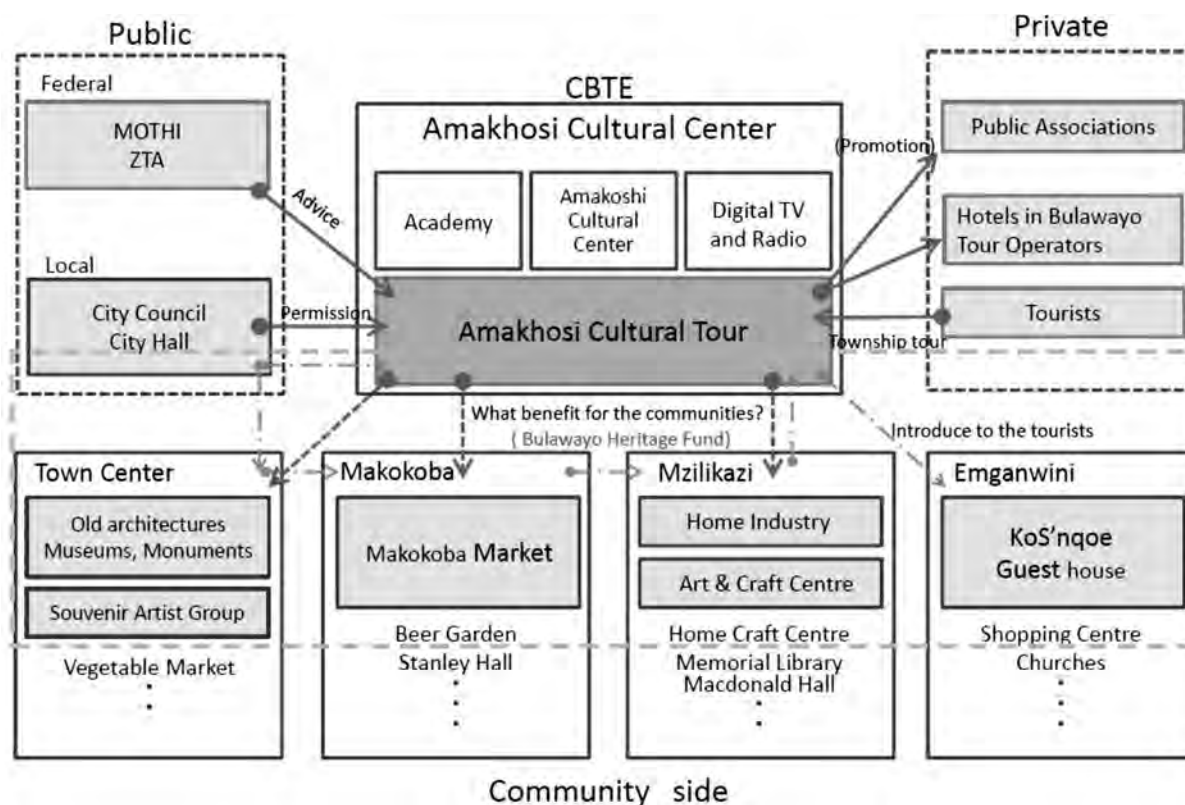
- Emganwini is one of the suburban townships started in 1992 with the population of about 12,000. KoS'nque was established as one of the CBTEs in Emganwini in 2014. The number of members is around one hundred and there is a committee composed of ten members. They have a guest house and provide entertainment and own township tour.

#### Relationship between communities and Amakhosi Cultural Tour

MOTHI and the project team organised a community workshop with representatives of each community and Amakhosi Cultural Tour, in order to identify community challenges and community benefit expected through CBT activities in November 2016. The participants identified the following community challenges in the workshop:

- Increase in the number of visitors through improvement of accessibility is a main challenge for owners of historical buildings. Preparation of maps and installation of signage are necessary.
- Curio market has following challenges, 1. installation of shade, 2. improvement of security, 3. marketing to attract more tourists, and 4. overcoming language barriers.
- Mzilikazi has following challenges, 1. maintenance of road, 2. improvement of infrastructure, 3. marketing to attract more tourists and 4. involvement of more community members.
- Makokoba has following challenges, 1. improvement of infrastructure, 2. installation of fence around market place for security and 3. involvement of more community members.
- Emganwini has following challenges, 1. reconstruction of ground, 2. improvement of security for visitors, 3. installation of signage, 4. marketing to attract more tourists, 5. improvement of road condition and 6. improvement of economic condition.

Most of above challenges come from lack of financial resources. Community members want to use a part of income from CBT activities to solve these challenges. In response, Amakhosi Cultural Tour proposed to establish a fund and all the participants agreed with this idea. Consequently, Amakhosi Cultural Tour developed "Bulawayo Heritage Fund" which is described in section 5.4.3 in cooperation with the City Council and relevant public and private organisations.



Source: JICA project team

**Figure 5.3: Relation of stakeholders in Amakhosi Cultural Tour**

The participants also identified the following community benefits expected through CBT:

- Owners of historical buildings: 1. recognition of historical buildings in Bulawayo both domestically and internationally, 2. increase of income and 3. restoration of old buildings,
- Curio market: 1. recognition of curio market in Bulawayo both domestically and internationally, 2. increase of venders' income, 3. advertisement of local products and 4. recognition of local talents by the local community,
- Mzilikazki: 1. more employment generation, 2. preservation of the local culture, 3. recognition of local talents for the local community and 4. making a network among business and social circle, and cooperation in marketing and 5. recognition of Mzilikazki community both domestically and internationally,
- Makokoba: 1. Inheritance of knowledge and skills to future generations, 2. recognition of talents in the local community, 3. making a network among business and social circle, and cooperation in marketing, 4. recognition of Makokoba community both domestically and internationally and 5. recognition as a mother of all modern townships in Zimbabwe, and
- Emganwini: 1. Provision of information as a good guest house for tourists, 2. inheritance of the

local history to future generations, 3. recognition of talents in the local community, 4. making a network among business and social circle, and cooperation in marketing, 5. development of road and school and 6. improvement of security.

#### 5.4.5 Training programme

The project team planned to organise this training programme from May to July but MOTHI and the project team changed the project schedule. We set the priority in developing the Discovery Trail of City Centre area, and strengthened relation between Amakhosi Cultural Tour and communities. After development of the trail and establishment of the “Bulawayo Heritage Fund,” MOTHI and the project team decided to include following three topics for the training: Introduction to Tourism & Hospitality, Tour-guiding Practice, and Basic Knowledge on Marketing. The topics were decided based on the assessments of the tour operation by Amakhosi and needs from community. The training was conducted from 19<sup>th</sup> to 21<sup>st</sup> of October, 2016 and 25 persons from Amakhosi Cultural Tour and communities participated.

##### Introduction to Tourism & Hospitality

The community learned the module of “Introduction to Tourism & Hospitality” from a ZTA officer at first. Twenty-three persons participated in this training programme. This module covered wide areas of tourism and hospitality, and included a part of Tour-guiding Practice. MOTHI, ZTA and the project team wondered whether “Introduction to Tourism & Hospitality” should be one module or “Basic Knowledge of Tourism” and “Tour-guiding Practice” should be consolidated into one module. After the discussion, we decided that “Introduction to Tourism & Hospitality” should be a lecture about general knowledge including guiding while “Tour-guiding Practice” is a more practical training.



Introduction to Tourism & Hospitality (1)



Introduction to Tourism & Hospitality (2)

##### Guiding Practice

The community learned guiding practice from an officer of MOTHI. Twenty-three persons

participated in this training, too. In the training programme, participants understood definition, roles and characteristics of the tour-guiding, and importance of tour guiding in operating a tour programme. Then, the participants discussed and made presentations about what kind of attractions they have in City Centre area, and how they introduce these attractions in the tour programme.



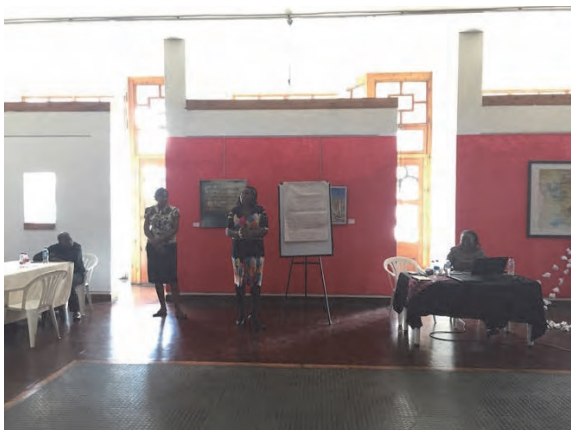
Tour-guiding Practice (1)



Tour-guiding Practice (2)

### Basic Knowledge on Marketing

A ZTA officer provided a lecture on basic knowledge on marketing. Twenty-three people participated, too. During the training programme, the participants learned definition of marketing, importance of marketing in tourism development, and the marketing mix (product, price, place and promotion: 4Ps). In addition, a group discussion about why marketing is important, who are customers for Bulawayo Township Tour, etc. was held.



Training of Basic Knowledge on Marketing (1)



Training of Basic Knowledge on Marketing (2)

### Trail walking

The participants had not experienced the trail walk of the City Centre area excluding members from Amakhosi Cultural Tour. Therefore, Amakhosi Cultural Tour conducted a trail tour to show the trail walk to the community people. The community people understood the trail walk, and the value of

historical buildings and Bulawayo Town itself. It was also a good opportunity for a guide from Amakhosi Cultural Tour to exercise tour guiding.



Trail Waling (1)



Trail Walking (2)

#### 5.4.6 Marketing Support

Since Bulawayo is the second largest city in Zimbabwe and has a lot of accommodation facilities, marketing strategy should be different from villages and nature tourism. The prioritized target would be people who visit Bulawayo for businesses, meetings, and conferences as indicated in Table 5.3.

**Table 5.3: Priority of market promotion in Bulawayo**

Segment	Priority	Remarks
Domestic	Very high	Business trip
Regional	Middle	Not in particular
International	Not high	Visitors to Bulawayo
MICE	High	Meeting and conference in Bulawayo

Source: JICA project team

#### Organisation of familiarization (FAM) trip

Amakhosi had not prepared any promotional materials such as maps and websites so far, but it has been conducting promotional activities for school trips. Schools in the vicinity of Kyle Dam (Near Chesvingo) come to Bulawayo for the school trips every year for the last three years. Amakhosi also has gathered hotel officials in Bulawayo to introduce the Bulawayo Township tour.

With the purpose of enhancing a B2B network mainly, a familiarization trip (FAM trip) was planned, and MOTIH and the project team started preparations for the trip from October 2016. Success and sustainability as a CBT project depends on whether it can expand the sales channel of the product or not.

During the preparation process of the FAM trip, a B2B brochure was developed by consolidating previous materials. Amakhosi, MOTHI and the project team also prepared the other brochure for



tourists. It includes all the tourism products that Amakoshi handles: Downtown Area (City Centre area), Makokoba Area, Matopo Area, Mzilikazi Art & Craft Centre, Mzilikazi Home Industry, and Konsnoque Ngekhaya (Emganwini)



Discussion



Marketing material (for B2B)

FAM trip was conducted in Bulawayo in February 2017. 20 people including magazines and tour agents in Harare as well as hotels, tour agents, information centre, and ZTA in Bulawayo were invited, of which 14 people participate. The total number of participants were about 30 including observers from both Zimbabwean and Japanese sides.

The schedule of the FAM trip was as below.

- 9:15 – Opening remarks by MOTHI
- 9:25 – 9:40 Introduction of the tour by Amakoshi Cultural Tour
- 9:40 – 11:30 Trail tour of the City Centre
- 11:45 – 12:40 Explanation at the Exchange Bar
- 12:45 – 13:45 Lunch at the Exchange Bar

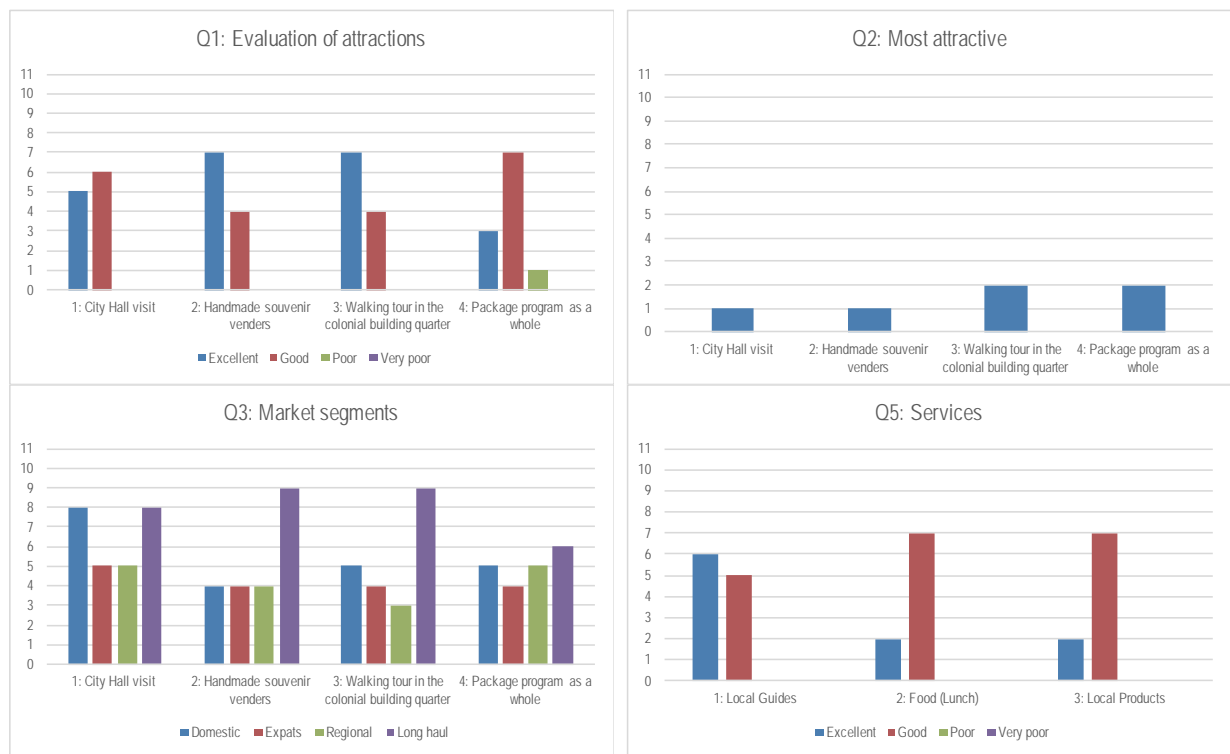


Explanation at the City Hall



Explanation at Cenotaph

A questionnaire survey was conducted for the participants and the results are shown in Figure 5.4.



Source: JICA project team

**Figure 5.4: Results of the questionnaire survey**

Evaluation for handmade souvenir venders (curio market) and walking tour was high in question 1. Overall, evaluation for the walking tour seems to be high as that for both question 2 and 5 were relatively high. It can be said that the walking tour has enough potential as tourism products from the results of the questionnaire survey.

In terms of market segment, the project team expected that both domestic and MICE are the priorities as Table 5.2 indicates. Question 3 revealed that participants assessed long haul tourists as the potential target except for the City Hall, which they thought domestic tourists as the potential target as well. Further discussion will be necessary in terms of the targeted market segment because information on domestic, MICE, and long haul tourists has not been sufficiently collected.

In addition to the questions above, the survey asked free comments from participants. Overall, the participants appreciated the trail tour saying that it was very informative to know the history and the art of Bulawayo. Several participants suggested to raise more awareness of the community people.

Members from Amakhosi Cultural Tour, MOTHI and the project team discussed issues after the FAM trip and talked about future activities. Major issues included the number of people in one group, time and contents of the trail, guiding, and safety. During the FAM trip, the number of participants were large and the guide could not fully provide explanation. Consequently, Amakhosi suggested that

around five people are suitable as one group and if the number becomes larger, they can add another guides and assistants.

After the FAM trip, a stakeholder meeting was held among members from Makokoba, Mzilikazi, Emganwini, City Council and ZTA. Amakoshi Cultural Tour reported about the FAM trip and stakeholders discussed future activities by the communities.

## **5.5 Future activities**

Following the pilot project, it is expected that Amakhosi Cultural Tour and each community continue to develop new Discovery Trails in places other than the City Centre with supports from MOTHI and ZTA. After development of the new trails, Amakhosi plans to prepare marketing materials for B2B and tourists.

In terms of existing Discovery Trail, Amakoshi has already prepared the price plan. As Amakhosi Cultural Tour operates a township tour at City Centre area, it should verify price setting, places to visit, duration of tour time, etc., and make efforts to improve the tour product. MOTHI and ZTA should support Amakoshi's activity.

Enhancement of Amakoshi Cultural Tour's organisational capacity is needed. There are five staffs including three guides in Amakoshi Cultural Tour now. It is necessary to train new guides in accordance with the development of Discovery Trails at Makokoba, Mzilikazi, Emganwini. In addition, Amakhosi Cultural Tour needs to enhance human resource for marketing and market promotion.

It is expected that Amakoshi, together with communities (owners of heritage buildings, curio market at the front of City Hall, Makokoba, Mzilikazi and Embganwini), realizes the establishment of the Bulawayo Heritage Fund in collaboration with MOTHI and the City Hall, and further develops the township tour in Bulawayo. Amakoshi and the community also need to decide specific usage of the Bulawayo Heritage Fund.

## **6. Findings and challenges of the pilot projects**

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### **6.1 CBT Development process**

#### **6.1.1 Direction of CBT development**

One feature of tourism resources of CBT in village areas is to visit villages and experience local community's daily life. In these sites, combination of cultural and natural resources creates synergy effect as well as valuable tourism products.

The project team selected Gairezi, Tengenenge, Chesvingo and Bulawayo because these sites have different characters in terms of tourism products. Gairezi is a nature tourism site, Tengenenge is an art & craft tourism site, Chesvingo is a Shona cultural tourism site, and Bulawayo is a township tourism site. In carrying out the pilot projects, the project team has realised that a nature tourism site like Gairezi needs to identify community people's life and culture which are strongly related with the natural environment in Gairezi area, in order to differentiate Gairezi's uniqueness from other nature tourism sites. On the other hand, Discovery Trails at Tengenenge and Chesvingo which were developed by the CBTE managements, community people, MOTHI, ZTA and the project team included natural environmental resources connected with their daily life.

In Zimbabwe, there are many potential CBT sites in rural area. Even if a community has potential to be developed as a CBT site with its nature-related tourism product, it is necessary to combine the natural resource with the community members' daily life and culture in order to develop an unique CBT site.

#### **6.1.2 Community people's experience of tourism**

In the four pilot sites, untrustworthy attitude of the community members to visitors such as selling fake products with high price or fraud was not observed and the community people tried to entertain visitors. However, they do not know how to entertain visitors because the community people have not experienced "tourism" by themselves or have not visited tourism site as a "tourist".

Therefore, MOTHI, ZTA and the project team organised a study tour for the CBT members and the community people in Chesvingo. They visited Great Zimbabwe which is 30 minutes away by bus from the community and experienced a tour from the viewpoint of visitors. Unfortunately, other three pilot sites did not have chances to visit tourist sites. Experience in Chesvingo revealed that the study tour to tourist destination or other CBT sites is an effective experience for the CBTE members and the community people who have not experienced tourism yet.

### **6.1.3 Continuous development/improvement**

In the pilot projects, activities such as segmentation and prioritisation of target market and improvement of products based on the target market were limited due to very few opportunities of receiving feedbacks from visitors to the CBT sites. A series of CBT development process finished with FAM trip for three pilot sites other than Gairezi. However, the CBT development process is to be repeated over and over, and the CBTE should start the second round of the activities to further improve their CBTs.

The CBTEs can start the second round of activities from analysing the questionnaire survey of the FAM trip, and improving products and services with supports of MOTHI and ZTA. It is also important for them to keep contacts with tourism businesses which participated in the FAM trip.

## **6.2 Product development**

### **6.2.1 Diversification from nature products**

Directions and strategies for product development and its marketing are different depending on kinds of tourism products and competitive environment in each CBT site.

Representative tourism products, also the most competitive ones in Zimbabwe, are recognised as “nature” tourism such as safari tourism and gaming. CBT sites which have potentials to be developed as other kind of tourism products have a role to diversify the products of the country. For example, Bulawayo, known as the centre of Ndebele culture, is expected to be one of the new tourism destinations which diversifies tourism products. Consequently, MOTHI and the project team focused on its cultural potential.

On the other hand, Chesvingo and Tengenenge are destinations which draw special interest from the market and both have unique strategies of product development and marketing. Chesvingo possesses real Shona culture and good access from Great Zimbabwe. It has a potential to invite tourists who visit the World Heritage site by developing a relationship with neighbouring accommodation facilities and the National Museum at Great Zimbabwe. Tengenenge is recognised as a place of stone sculptures production, and only collectors and buyers visit the site. It has enough potential to invite visitors who live in or come from Harare, therefore it is necessary to develop marketing strategies for these segments.

Gairezi is a nature destination but its attractiveness for potential visitors is limited due to limited destination image and activities. As mentioned above, “nature” is the most competitive tourism resource in Zimbabwe. Most of the nature-related tourist sites other than National Parks are developed

as game parks and visitors enjoy watching wild animals like big-5 at limited number of National Parks. Instead of such traditional tourism activities at nature tourism site in Zimbabwe, CBT members, MOTHI and the project team intended to develop new nature tourism products which visitors can experience community peoples' life with natural environment at Gairezi Ecotourism site.

In terms of marketing, realistic and common goal of marketing activities for the four sites is development of new marketing channel. Therefore, it is necessary to develop and sustain relationship with accommodation facilities and tourist sites around the sites. FAM trip organised in February 2017 was a start point to develop the relationship with private tourism businesses. Continuous supports by MOTHI and ZTA are expected after this CBT Master Plan Project.

### **6.2.2 Development of new Discovery Trails**

In the CBT Master Plan Project, MOTHI and the project team could not develop a Discovery Trail for Gairezi Development Trust due to the delay of an establishment of new board members. The new GDT members are expected to develop a Discovery Trail with supports from MOTHI and ZTA. In Gairezi, poor access from the main road in Nyanga is one of issues. Therefore, it is necessary to develop the new Discovery Trail with attractive activities so that it attracts tourists who stay at Nyanga National Park. One potential is combination of the community people's life with rich natural resources, and another potential is nature-friendly sports activities such as downhill by mountain biking, rafting and climbing along the stream.

In Tengenenge, MOTHI and the project team worked on developing and improving tourism activities. Since visitors' duration of stay at Tengenenge would be around three to four hours considering its distance from Harare, a definite Discovery Trail has not been developed yet. Instead, the CBTE, Gwinyambira Sculptors, is going to provide a set of activities to visitors in accordance with their demand and duration of stay. After the pilot project, the Gwinyambira Sculptors is expected to coordinate tourism activities carried out by different community groups, such as dance and stone curving experience, in terms of time management and pricing. It is also expected to improve the existing accommodation facilities and start accommodation services to visitors who want to stay overnight at Tengenenge.

In Chesvingo and Bulawayo, MOTHI, ZTA and the project team developed one Discovery Trail for each site, and prepared maps which illustrate the trails with the CBTEs and the community people. We also identified regional resources which could be used for other Discovery Trails. After this CBT Master Plan Project, it is expected that the CBTEs develop new Discovery Trails and maps with supports of MOTHI and ZTA. One of the challenges in preparing maps is that the community people do not use or do not have computers. It is necessary for MOTHI and ZTA to support the community

people in the preparation of the map. In addition, a marketing viewpoint from MOTHI and ZTA officials is important, because the community people can identify resources that the community is proud of, but they may not know that similar resources that they identified exist outside of the community.

### **6.2.3 Improvement of facilities**

MOTHI and the project team improved the site museum and road signs at Tengenenge CBT site. Volunteers who are also stone sculpture artists took part in the improvement works: cleaning of the museum building, preparation and installation of road signs, and installation of banners in the museum which explain history, production process and how to buy stone curving works. Through these improvement works, the participants recognized what their communities has been doing, what their communities aim for, and for what the community put value. Participants also understood the importance of doing volunteer activities to improve the community environment.

On the other hand, there were some negative comments on the explanation panels of the museum and road signs. One comment is that tourists and drivers cannot read the road signs and the panels well, because information on the panels and signs is too much and letters are small. The other comment is that although road signs from the main road to the CBT site were improved, location of existing road signs at Mazoe and Mvurwi Districts is too far from intersections of the turning points.

Constraints to procure materials such as limited stock and poor quality were the biggest challenge the project team and community members faced in improving the facilities. Since Tengenenge is not far from Harare, the project team could prepare some materials in Harare but this constraint would occur in any rural CBT sites, and it would be a serious challenge in development and improvement of tourism facilities.

## **6.3 Marketing**

### **6.3.1 Making tourism products as a “package”**

The CBTEs and the community people in three sites (Tengenenge, Chesvingo and Bulawayo), MOTHI, ZTA and the project team worked on developing tourism products during the period from May to December 2016. Identification of local resources and development of Discovery Trails were made smoothly.

The second half of the product development was “packaging” the tourism products. It was necessary to consider time management, efficient tour operation and price management. Basically, most visitors to the four pilot sites are supposed to be day trippers from major cities/towns or tourist destinations. Therefore, it is necessary to prepare and offer affordable and acceptable products in terms of time and

price.

The “package” means the combination of elements that create the total experience on the site, and it includes intangible features such as unique happenings, sights and scenes, environmental quality, service levels, hospitality and cleanness as well as tangible aspects such as infrastructure, food and souvenirs. Development of the package from commercial perspectives is the most important point. Completeness from commercial perspectives is defined by three fundamental factors: being standardized, controllable by the management body, and applicable for customers in the distributing network. The following sections mention the progress of the packaging at pilot sites.

### **Gairezi**

Although more steps are necessary to develop a tourism product, some potential resources have been identified. Based on the survey about the tourism demand and current situation about similar activities arranged by some resorts and agents, there is a possibility to enable to accommodate the demand of visitors to Nyanga National Park and participants of meetings and conferences in hotels around the area. Based on this observation, a day-trip product or shorter-time product such as 2–3 hours’ tour must be developed in near future.

### **Tengenenge**

The future of Tengenenge as a CBT site depends on the network with tourism businesses in Harare and byers who visits the site. For the diversification of the demand, both B2B and B2C promotional activities are necessary. The product developed through the pilot project, has a certain level of quality and time is also well managed. To further improve the quality of the product, the CBT management body needs to control the quality of each activity such as food programme. For the byers who simply visit the site to purchase stones, a shorter-time tour may create new demand. They would stay longer time at the site after their business if a one to two-hour product is developed and offered. In addition, for foreign tourists who stay in Harare or city dwellers that look for a weekend-activity, a one-day tour will be also attractive. Establishment of a mechanism which reflects visitors’ feedbacks and comments will enable the CBT site to increase the number of visitors.

For both B2C and B2B, pricing is also an important issue. In regard to price, there are two fundamental ways to define it. The first one is to cumulate all the costs for activities and adds the profits to it at the end. The second one is to define the total price by researching other competitors’ price and compress the cost of each subject to fall blow it. In case of Tengenenge, the first way may be applicable in this phase.

### **Chesvingo**

The most competitive aspect of the site is its proximity from Great Zimbabwe. In that sense, the

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product can be applicable for the demand from both B2C and B2B, although the community still stands on its start-up phase. To catch the new demand, it may be more effective to develop and expand tourism products, such as tourists visiting some parts of the community. It is important to remind that for most of the people, the main or the only purpose to visit this area is Great Zimbabwe. Visitors who visit Great Zimbabwe may have some free time during their stay and this is where the CBT in Chesvingo should target. In this sense, the time management of the tour is also critical.

### **Bulawayo**

Amakhosi Cultural Tour has been organising Bulawayo Township Tour at four destinations: Makokoba, City Central area, Emganwini and Mzilikazi since 2012 but it was the first time to develop a walking trail at the City Centre area, and to prepare a map to introduce the trail and historical buildings in Bulawayo. The CBT management body has the network with agents and hotels for some extent. The contents of the tour including the areas to go, attractions to see, activities to do and the interpretation by the guides are also standardized in certain level. The main challenge for the improvement is operation and pricing. Regarding to the price, in particular, further research is needed to grasp the situation of similar township tours such as Soweto in South Africa and competitive tour products in Bulawayo.

## **6.4 Capacity development**

### **6.4.1 Importance of a united community**

Community based tourism is operated by a CBTE, and a part of community participates in the CBTE in forms of investment, employed staff or voluntary work in most CBTs. However, the whole community people need to understand significance of the CBT project, accepting tourists in the community and direction of CBT development, in order to proceed CBT development smoothly.

Out of four pilot sites, development process at Gairezi Ecotourism delayed, and activities such as product development and marketing were limited. The delay came from the selection of new board members of the CBTE (Gairezi Development Trust), and differences in opinions on the relationship with a stakeholder. The former board members and the community were totally divided into two groups. One group agreed to continue the relation with the stakeholder, and the other group agreed to be independent from the stakeholder. After discussions with the community, RDC office and MOTHI, the community members reached an agreement to continue the relation with the stakeholder, and elected the new board members. Due to these above events, we did not have enough time to conduct CBT development activities in Gairezi.

MOTHI, ZTA and the project team organized training programme on Basic Knowledge on Tourism, Basic Knowledge on Marketing, Basic Accounting at Gairezi in the end of November 2016, and the

participants from the CBTE and the community developed their action plan. The project team expects the CBTE to carry out the action plan as well as development of tourism products, receiving supports from MOTHI and ZTA.

#### **6.4.2 Enhancement of relation between CBTE and the community**

Stakeholder analyses in the four pilot sites revealed that each community people expect to solve the community's issues as well as issues on CBT itself, and the community people recognises that development of the CBT is a key to solve the problems. Major community's issues are lack of infrastructure and public facilities. The community people expect that CBT development including improvement of infrastructure/facilities and increase of revenue from CBT would solve such challenges.

Regarding to benefits of the CBT, the participants of the stakeholder analysis mentioned economic benefits such as employment generation and increase of revenue. They also pointed out that the communities becoming known to people in Zimbabwe and even people around the world can be social benefits. It reveals that the community people are proud of their community itself and their tradition and culture.

The stakeholder analysis was a good opportunity for both of CBTE members and the other community people to share community's issues and potentials, and role of the CBT in the community development. The project team recognised that the stakeholder analysis is a necessary item in CBT development process.

#### **6.4.3 Training programme**

Training programmes are organised at four pilot sites during the period from September to November 2016. Lecturers are from MOTHI, ZTA and University of Zimbabwe. They provided lecturers for representatives of the CBTEs and the communities on Basic Knowledge on Marketing (Chesvingo, Bulawayo, Tengenenge, Gairezi), Basic Accounting (Chesvingo, Tengenenge, Gairezi), Guiding Practice (Chesvingo, Bulawayo), Basic Knowledge on Tourism (Tengenenge), and Introduction to Tourism & Hospitality (Bulawayo).

MOTHI officials had never experienced to teach basic knowledge on tourism as a lecturer. Therefore, we invited a professor from University of Zimbabwe, and he provided a lecture on Basic Accounting, Guiding Practice and Basic Knowledge on Tourism. Some MOTHI officials participated in the lecture together with the CBTE and the community members, and the officials taught as lecturers from the next training programme in other CBT sites. Regarding the Basic Knowledge on Marketing and Guiding Practice, an official from ZTA worked as a lecturer. As they provide training programmes in

four pilot sites, they have improved their teaching skills.

In the pilot project, participants in the training programmes were selected through discussions among the CBTE management, MOTHI, ZTA and the project members. We could set clear criteria to select the participants because we have observed community people's participation and commitment to the CBT activities. If MOTHI and ZTA prepare clear criteria for selecting the participants, it will bring about internal conflict of the community.

Participants from the CBTEs and the community learned very hard in the training programmes. The training programmes consisted of lectures, discussions and group works with reasonable balance, and facilitated the participants' good understanding of knowledge on CBT operation. Even so, more practices like a role-playing is necessary for Guiding Practice programme. In order for participants to promote understanding on the training programmes and acquire more practical skills, on-the-job-training is important. However, number of visitors to the pilot sites is really limited at the moment. One of the biggest challenges for the pilot sites is to keep motivation to develop and improve tourism products and services in such situation.

## **Part 2**

Community Based Tourism Manual  
and Community Based Tourism Handbook

## 7. Community Based Tourism Manual

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### 7.1 Introduction

#### 7.1.1 Rationale of CBT manual

Ministry of Tourism and Hospitality Industry (hereinafter referred to as MOTHI) prepared this manual to promote Community Based Tourism (hereinafter referred to as “CBT”) in Zimbabwe. Interrelation between tourism and local communities is emphasized in the on-going National Tourism Policy which was established in 2014. For example, the following sentence is observed in the “2.2 Guiding Principles”.

*The Tourism sector plays a leading role in the emancipation of local communities and the participation of communities in mainstream activities.*

In addition, the following sentences are listed in the “2.6 Objectives” section.

*“The National Tourism Policy seeks to create an enabling environment for tourism development and community participation in order to optimize the contribution of the tourism sector to national economic development”. (2.6 Objectives)*

*“To use tourism to aid the development of marginalized communities.” (2.6.1 Economic Policy Objectives)*

*“To empower host communities in managing their tourism projects for maximum benefit, while limiting negative impacts on the environment” (2.6.4 Environmental Policy Objectives)*

Based on the guiding principles and objectives, following necessary actions by the Government are described at “5.8 Tourism and Community Development for Poverty Eradication” in the “5.0 Institutional Framework” section.

- *It is crucial for communities living within or around tourism attractions to be fully involved in the development and management of these resources and also participate in the preservation of the natural and man-made resources.*
- *In line with the Millennium Development Goals (MDGs<sup>1</sup>), the Government will pursue the need*

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<sup>1</sup> Millennium Development Goals (MDGs) were a series of eight time-bound targets for reducing extreme poverty, with a deadline of 2015. Those targets were set based on the United Nations Millennium Declaration in September 2000. Following the MDGs, Sustainable Development Goals (SDGs), which consist of 17 targets over the next 15 years has been adopted in the international community.

*to use tourism as a vehicle for elimination of poverty and as a vehicle for rural development through establishing viable Community Based Tourism projects (CBTs).*

This CBT manual shows the practical methods on how to develop CBTEs in Zimbabwe, and explains the following items:

- Definition of community and Community Based Tourism, and benefit of CBT for the community,
- Development process of CBT,
- Monitoring and evaluation for continuous improvement of the CBT, and
- Inclusive CBT development with relevant organisations.

### **7.1.2 Objectives of CBT Manual**

Objectives of this CBT manual are to clarify definition of CBT and its basic principles, and to guide process of development and improvement of the CBT for promoting the CBT. This manual is prepared for promotion of the CBT in Zimbabwe but it is expected that this manual is also used in SADC member countries for promoting CBT.

### **7.1.3 Intended users**

Intended users of the CBT manual are administrative officials of the following organisations:

- MOTH and Zimbabwe Tourism Authority (hereinafter referred to as ZTA) which engage directly in promotion of CBT,
- Ministry of Youth, Indigenisation and Economic Empowerment (MOYIEE), Ministry of Small and Medium Enterprises and Cooperative Development (MOSMECD), Ministry of Women Affairs, Gender and Community Development (MOWAGCD), Ministry of Rural Development, Promotion & Preservation of National Culture & Heritage (MORDPPNCH), National Museums and Monuments of Zimbabwe (NMMZ), Parks and Wildlife Management Authority (PWMA) and Communal Areas Management Programme for Indigenous Resources (CAMPFIRE) Association, which aim to develop each target group through CBT
- Local government such as Rural District Councils (hereinafter referred to as RDC) and City Councils which aim to promote community development through CBT.
- Tourism development promotion organisations in Southern Africa such as RETOSA, and government, Non-Governmental Organisations and tourism boards in SADC member countries,

and

- International development partners.

#### **7.1.4 Considerations to use this manual**

In implementing and supporting CBT development, users of this manual need to take the following into considerations.

- Make a commitment to support CBT,
- Understand CBT is not a panacea but a tool for community development and employment generation,
- Share the objective of public benefit aimed by the community, based on the philosophy of Public Private Partnership,
- Understand the development stages of community development and CBT development, and provide appropriate support,
- Consider the best mix of product development, marketing, improvement of services, and capacity development for the success of CBT,
- Keep monitoring and improving CBTEs being supported, and
- Cooperate with various government agencies and private sectors involved in CBT development and utilise available support tools to the maximum.

## **7.2 Community and Community Based Tourism**

### **7.2.1 Definition of Community Based Tourism (CBT)**

The National Tourism Policy defines Community Based Tourism as **“Relates to tourism projects initiated and managed by the local communities for their economic benefit. Such projects must be located within the community.”**

Community Based Tourism Enterprise Strategy which is prepared by MOTHI describes that **“Community Based Tourism (CBT) can be defined as projects that offer services to tourists which are owned and/or managed by communities and generates wider community benefit.”**

The Regional Tourism Organisation of Southern Africa (RETOSA), which is a Southern African Development Community (SADC) body responsible for the development of tourism and regional destination marketing defines CBT as the tourism that contains the following three interrelated

elements<sup>2</sup>.

- Tourism development whose primary beneficiaries are the respective local communities (Community Beneficiation);
- Responsibility and decision making resides with the respective communities. This means that the community is not only involved in every stage of development and management of the tourism project but is also empowered with decision making (Community Empowerment with decision making);
- Local values and resources are respected, conserved and utilised in a sustainable manner (Respect and Conservation of local values and resources).

The above definitions could be supplemented as follows:

- All or a part of members of a community participate in a tourism development project,
- Tourism development project is operated by the community members or an external resource of the community such as a business entity,
- Even if the tourism development project is operated by the external resource, participants from the community are involved in planning, decision making and/or operation,
- A part of the benefit from the tourism development project is shared with wider members of the community.

A Community Based Tourism project is a community development project as well as a tourism development project.

CAMPFIRE (The Community Areas Management Programme for Indigenous Resources) Association which has been supporting some CBT projects in Zimbabwe since the 1990s classifies CBT into two different cases. The first case is the CBT initiated by a community. Mostly the CBT projects are supported by private partners and/or RDC. The second case is the CBT run entirely by private partners in the communal land<sup>3</sup>. Based on the above definition by the National Tourism Policy and the Community Based Tourism Enterprise Strategy, a part of the second cases in the CAMPFIRE's classification might not be defined as the CBT if all or a part of a community members do not take part in planning, decision making or operation and the benefit from the CBT is not shared within the community.

MOTHI emphasises the term, Community Based Tourism “**Enterprises**” as a business that is owned

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<sup>2</sup> Mainstreaming Community Based Tourism in Southern Africa: CBT Development Guidelines, RETOSA February 2016

<sup>3</sup> <http://campfirezimbabwe.org/index.php/projects-t/12-community-based-tourism>



and operated by local community. This way of thinking comes from a lesson of the CAMPFIRE Programmes. During the initial stage of the CAMPFIRE Programme in 1990s, the CAMPFIRE Association provided financial supports to CBT projects in collaboration with international development partners. However, only limited number of CBTs succeeded under the programme. MOTH and ZTA officials analyse that most CBT projects did not notice the importance of “self-sustainability” and “financial validity”; therefore, they faced financial difficulty easily when economic situation got severe in the 2000s. MOTH intends to emphasise self-sustainability and financial validity of an operational body of a CBT project.

### **7.2.2 Benefits of CBT**

Since Zimbabwe has a rich natural environment and cultural resources, tourism has been one of national leading industries. However, traditional tourism has been operated and managed by large private companies, and community people have not had much opportunity to participate.

On the other hand, the country experienced economic difficulty marked by extreme hyperinflation in the early 2000s. As a result of this economic instability, the share of extreme poverty has expanded and food shortages have become a common phenomenon due to the low agricultural production and frequent droughts.

The Government of Zimbabwe promotes CBT in the context of socioeconomic development as described above. Therefore, the Government of Zimbabwe aims to develop the following economic, social and cultural benefits for the purpose of CBT development.

- A community can tackle CBT endogenously, and a successful CBTE could generate employment and income, which in turn leads to poverty reduction.
- A successful CBTE could strengthen community-based identity and succeed traditional culture to the next generation,
- By sharing and utilizing the benefits of CBT in the community, a successful CBTE could supplement the community development that the public sector cannot fully carry out such as improvement of small infrastructure and improvement of community service.
- A successful CBTE could promote the culture and art activity and to promote the culture creation industry in the community.

In addition to achieve the objectives mentioned above, the following effects could be expected through promotion of CBT.

- A combination of the World Heritage sites/international tourism resources and diversified CBT sites will enable sustainable tourism area management.
- Through implementation of CBT, it could be possible to overcome and solve the public interest issue which cannot be solved by the government alone.
- Zimbabwe would send information on tourism development model and community development model to SADC member countries.

### **7.2.3 Justification of Government support to promote CBT**

If a group of a community begins a tourism project as a simple private business, it will not be subject to public support. However, if the following conditions are met, support from public sector will be needed.

- Issues and objectives of public benefit which should be solved through CBT are observed in a community.
- While planning and implementing CBT, problems that cannot be solved by the community alone are likely to occur.
- Community people need technical assistance on how to start CBT and how to further develop and sustain CBT.

### **7.2.4 Roles of Community in CBT development**

Community participation is key to the operation of CBTE. Participation in CBT can be a part of the community, or all community members may be involved. In addition, there are various cases, such as doing activities within the community settlement and activities outside the settlement.

When classifying communities from the perspective of CBT development, we can itemize the following categories.

- A community with territorial ties that can clearly set the territory of a CBT site (eg. Chesvingo and Makokoba market in Bulawayo Township, at which pilot projects are conducted),
- A community which operates a CBTE, but its activities are developed outside the community area (e.g. Shona Village in Great Zimbabwe World Heritage Site and guide tour at Drakensberg National Park in South Africa),
- A community which does not operate CBT, but it is a visiting site of CBT operated by an external organisation, and accepts tourists in a part of community area (e.g. Bulawayo Town

Trail, a part of Bulawayo Township, which pilot project is conducted).

- An urban community that does not clearly have territory under the specific activities and purposes (e.g. The community of souvenir shops and artists at the front of city hall of Bulawayo), and
- A community/ an urban community where specific ethnic groups and religious groups etc. are created for specific purposes such as maintenance and appeal of identity, and development of community (e.g. A religious group in Mukaera CBT site in Mashonaland Central).

## **7.2.5 Scope of CBT activity and its legality**

### **7.2.5.1 Scope of CBT activity**

The following cases can be considered as the territory of CBT activities. It would be necessary to pay attention to the relationship with laws and regulations and relationships with the stakeholders in some cases.

- Case 1: CBTE covers a part or all of the community's settled rural areas and residential areas. In this case, there are no particular points to pay attention to. Chesvingo and Tengenenge at which pilot projects were conducted are included in this case 1.
- Case 2: CBTE does not explicitly indicate its territory of CBT activity, and uses public roads, public land, private lands, religious facilities etc. as places of CBT activities and trails. In this case, it is necessary for CBTE to consult with local governments, owners and occupiers of religious establishment before the CBT starts, and to confirm whether public roads, public land, private land, religious facilities, etc. can be utilised for the CBT. If the CBTE could use those lands and facilities, it is important to set roles of each stakeholder in carrying out the CBT. For example, there is a space for souvenir shops and artists to sell their works on public roads in front of the Bulawayo City Hall. It was established by Bulawayo City Council based on a consultation between a group of souvenir shops/artists and Bulawayo City Council. In township tours in urban areas, such arrangements are likely to occur frequently.
- Case 3: CBTE includes activities to visit religious facilities such as churches and mosques in the CBT. In this case, prior consultation is necessary before the CBT is commenced as well as case 2, and it is necessary to confirm whether the religious facility can be utilised for the CBT. If CBTE could use the religious facility, it is necessary to establish rules on the behaviour of tourists in the religious establishments and to arrange some of the benefits of CBT to religious facilities.
- Case 4: CBTE located near river basins and mountain areas which are protected by local

governments and traditional societies as the territory of CBT. Before CBT is commenced, it is necessary for CBTE to consult with local governments and leaders of traditional society and confirm the CBTE to utilize the river basin and the mountain area for the CBT like the case 2 and case 3. If CBTE could use the river basin and the mountain area, it is important to arrange rules on tourist behaviour in the river basin and the mountainous areas, and to share roles between CBTE, local governments and traditional society for environmental conservation. Gairezi in which a pilot project was conducted is included in this case.

#### **7.2.5.2 Legality of CBT activity**

Before implementing a CBT, it is necessary to confirm whether the activity is in compliance with the laws of Zimbabwe. In particular, it is important to grasp whether the area where CBT activities are carried out has limitations in environmental protection and development, and prepare necessary actions. Specifically, the following cases can be considered.

- A CBT includes an activity to occupy public road to sell souvenirs etc. In case, it is necessary to confirm legitimacy of occupancy permission, and prepare necessary actions. For example, it is necessary to take the action as shown in Case 2 in Section 7.2.5.1 (preparation of shop area for souvenir shops and artists.)
- A CBTE carries out its activity in the core area of World Heritage Site. It is necessary to receive Government permission.
- A CBTE carries out an eco-tour within a national park. Government permission is required for such activity, but it is necessary to clarify specific procedures.
- A CBTE carries out an activity such as farming and fishing at the boundary of the national park (inside and outside the national park). Government permission is required beforehand, but it is necessary to clarify the procedure, too.

In addition, it is also necessary to check whether the activities of CBT are contrary to public order and morals.

#### **7.2.6 Basic principles of CBT activities**

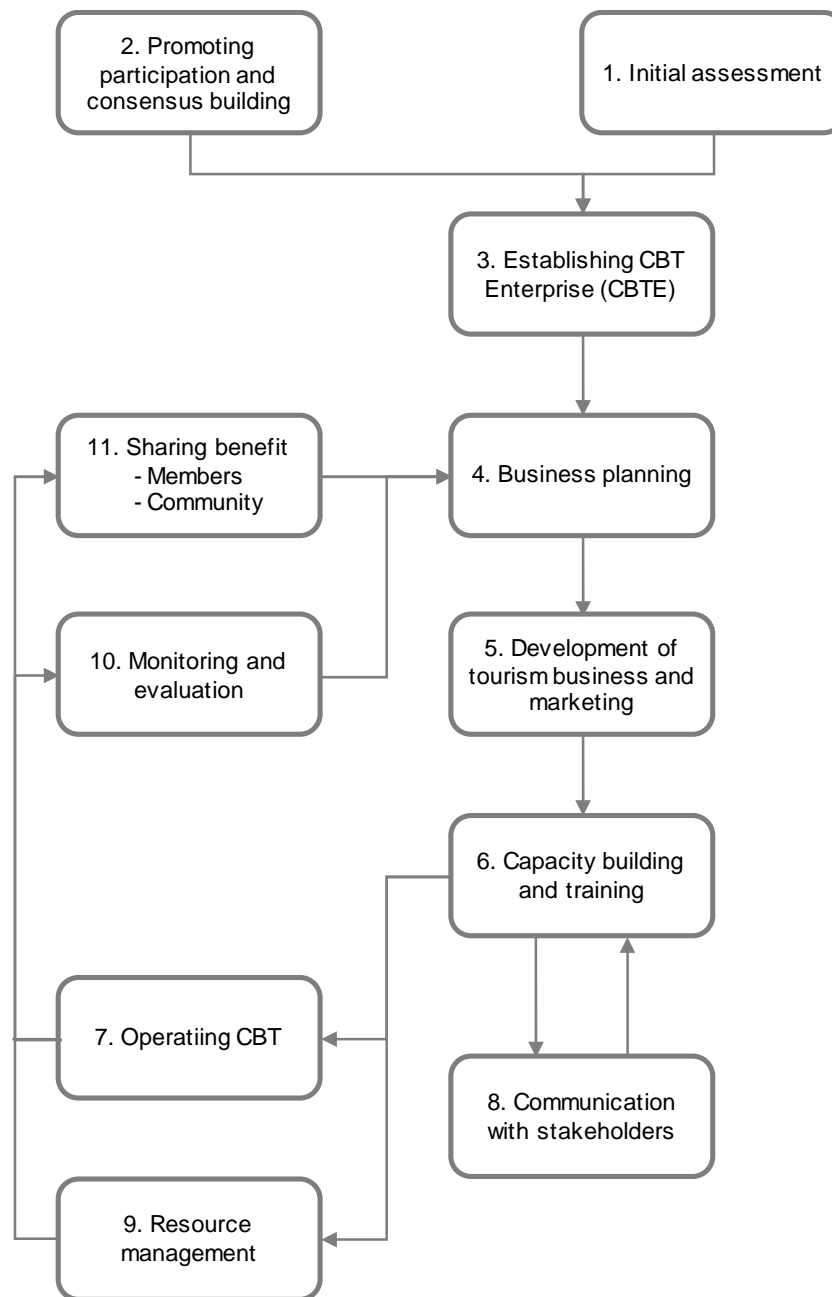
The CBT activities are conducted based on an agreement with the community. A part of the activities is responsible for public interest although there are some business elements. CBT sites that receive foreign tourists play an important role to portray the image of Zimbabwe. Therefore, CBT activities should be conducted in accordance with the following basic principles.

- CBTE utilises local resources from the community for the benefit and development of the society. At the same time, it is responsible for the protection of resources through CBT activities and its promotion.
- CBT activities should respect history and culture of the locality and the country in addition to abiding by laws and treaties.
- CBTE should not compromise on the quality of resources nor protection of resources.
- CBTE should use resources based on authenticity.
- CBTE makes sure that CBT activities are conducted in a safe and sound manner. It also takes appropriate measures to protect tourists from natural and human-caused disasters.
- CBTE makes sure that income from CBT activities does not cause any inequality among community residents.
- Appropriate respect and consideration are necessary for some resources from the cultural perspective. These resources should be used in a way that does not conflict with beliefs and benefits of local society or ethnic / religious groups that the resources originate. Furthermore, CBTE responds promptly when CBTE is requested to stop using these resources.
- CBTE should treat live animals in a responsible manner when CBTE uses them.
- Those who get involved in CBT activities have to share the knowledge and the experience with others. CBTE ensures that activities are disclosed and shared to everyone in an appropriate manner.
- If one's interests and CBTE's interests are considered to be conflicting or contradictory, he /she should not be involved in the activities. Participation to pursue individual interest should be avoided even temporary.
- CBTE should protect confidential information obtained through CBT activities. In particular, information on location and secrets of individual property should be strictly protected by CBTE.

### **7.3 Development process of CBT**

#### **7.3.1 Whole process**

Figure 7.1 shows development process of CBT. It consists of 11 steps, and the process continues as long as the CBT project is going on.



Source: JICA project team

**Figure 7.1: CBT development process**

Steps of the process and its brief explanation are listed as follows:

1. **Initial assessment:** examining current social situation, economic activities, and activities related to tourism, resources that could be utilised for CBT, etc. in a target community.
2. **Promoting participation and consensus building:** making an agreement on implementing CBT between people who are directly involved and the whole community members. In addition, confirming and gathering the public interest that the CBT aims to address is necessary.

3. Establishing CBT Enterprise (CBTE): performing procedures for establishing the CBT Enterprise that is the subject of executing CBT. Setting up management members of the CBTE, and organisations for providing technical support to the CBTE and monitoring its activities.
4. Business planning: preparing a medium to long term plan (for 3 to 5 years) and an annual business plan. In addition, clarifying the way to share benefit of CBT between members and the rest of the community members.
5. Development of tourism business and marketing: developing tourism businesses such as making local resources into CBT activities and making trails with community initiative. Then considering target tourists of the tourism products and packaging the entire product from the viewpoint of staying time and affordable cost at the CBT site.
6. Capacity building and training: improving capacity of management organisation implementing CBT, and preparing and implementing training plan such as tour guides, staffs for hospitality service, staffs for marketing.
7. Operating CBT: accepting tourists and carrying out CBT.
8. Communication with stakeholders: people who support CBT activities, continuing to communicate with people who do not directly participate in the CBT and collecting information to make the CBT better.
9. Resource management: preventing natural resources and cultural resources from damages and over-consumption by CBT activities.
10. Monitoring and evaluation: monitoring the CBT activities whether those are performed as planned or identify the challenges which may arise if the planned activities are not performed as planned before. In addition, technical support organisations of the CBT such as MOHI/ZTA will monitor and evaluate CBT activities from the viewpoint of the third parties and give feedback if necessary and make improvement points.
11. Sharing benefit between members and community: sharing benefits arising from CBT between those directly involved in CBTE and other community members as previously defined. If necessary, considering how to allocate the benefit in the next time and reflecting on the new business plan.

As shown in Figure 7.1, the step of “10. Monitoring and evaluation” and “11. Sharing benefit” connects to the step of “4. Business development,” and a new process for business planning, development of tourism businesses and marketing, capacity development marketing, etc. continues. Detail of the major steps in Figure 7.1 is explained in the following sections.

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## **7.3.2 Promoting participation and consensus building**

### **7.3.2.1 Consensus building among stakeholders**

Consensus building among the whole community is necessary to start CBT because it is conducted by the participation from the community. Consensus building includes whether the community conducts CBT, what kind of implementation structure, that is, whether the whole community or community representatives comprise the CBTE. Also, the community can select CBTE's management body meaning that the selected management body engages in CBT activities by representing the community.

Furthermore, it is important to build and share consensus about mutual public benefit since the CBT aims for solving community issues and achieving the public benefit.

Stakeholders within the community is classified as follows depending on how they engage in CBTE and CBT activities.

- CBTE members who directly engage in CBT activities by attending tourists, etc. They get paid for services of CBT activities.
- Those who indirectly engage in CBT activities by selling souvenir, etc. They gain income as tourists purchase the souvenir.
- Those who invested in the CBTE but do not directly get involved in CBT activities. They gain distribution from a part of income as a CBTE member.
- Those who are not CBTE members but approve CBT activities within the community. They gain benefit by CBTE achieving public goal and using a part of income from CBT activities.

A whole community as well as CBTE members are required to welcome visitors when conducting CBT activities. Stakeholders need to have mutual understanding on how the community recognizes these historical resources and how they explain to tourists. Furthermore, it is important that CBTE provides relevant explanation to the whole community so that it builds up appropriate structure to receive tourists.

### **7.3.2.2 Identification of public benefit**

CBTE and the whole community agree on public goal that benefits the whole community. Such public goal is achieved by utilizing a part of income generated from CBT activities. Following procedure are undertaken to make the agreement.

- Select issues that are to be solved within the region or the whole community.
- Prioritize each issue. Significance and stringency that affect the benefit for the whole



community are to be considered in prioritizing.

- Discuss issues to let CBT activities flow in a sustainable and constructive manner.
- Issues that cannot be solved solely by the community are to be extended to stakeholders such as the government, local governments and private sectors for support.

### **7.3.2.3 Promoting community participation and securing participation opportunity**

In order to promote community participation, it is necessary to clarify information on the establishment of CBTE, public goal setting, and benefit for the whole community so that the community fully understands CBT activities. The following points should be considered for the community participation.

- Clearly explain the objective of CBT and the procedure to set up CBTE to the community.
- The community selects management body of the CBTE that represents the community.
- Clarify the public goal to be solved through CBT and share it within the community.
- Clarify relationship with existing organisations and groups within the community and establish collaborative relationship.
- Visualize CBT activities such as the number of tourists and income to the whole community. For example, establishment of a community fund is a good way to share the CBT activities and benefits.
- Make sure that every CBTE member equally participates in CBT activities.
- Set up a system that those who were not willing to participate in the CBTE at first can later join the CBTE.

## **7.3.3 Establishing CBT Enterprise (CBTE)**

### **7.3.3.1 Organisations to operate CBT**

A CBT Enterprise (CBTE) is a managing body of a CBT. Based on Zimbabwe's CBT strategy that "CBT is an activity with a purpose for public benefit and the benefits of CBT should be shared widely inside of the community", the establishment of CBTE should be based on the broad agreement of the community.

The CBTE represents a consensus of the community for tourism development, and has the following roles: appointment of direct and indirect workers for the CBT, development of tourism products,

management of quality service, management of financial resources for CBT and the profits allocation for CBT members and the rest of people in the community, and so on.

Those who have an intention to cooperate with the CBT in the community become members of the CBT; however, it is important that at least the entire community does not oppose implementation of the CBT, in order for the CBT to be sustainable. The management members of the CBTE are composed of representatives of the community, and the selection of the management members is basically based on voluntary participation by residents and a method such as mutual selection and recommendation.

As described in section 7.2.1, MOTHI emphasises importance of “self-sustainability” and “financial viability” of an operational body of a CBT project. Therefore, CBTE should be established as a legal entity which has clear responsibility and financial independence. It is also necessary for the CBTE to be registered with ZTA in order to receive technical and financial support.

**Table 7.1: Difference of legal entities for CBT**

	NGO	Partnership	Co-operative	Private business cooperation (PBC)	Company
Structure	Most existing CBT projects established community trusts with support of RDC offices and private partners	Community can form a partnership with private sector.	Most common in curios, handicraft, art and food and beverage.	Simpler version of a “company”	The most common form of big travel and tourism business entity
Governing laws	Private Voluntary Organisation Act; Dees Registry; Common Law Universitas	There is little legislative control on partnerships.	Private Business Corporation Act (PBC Chapter 24:11)	Co-operative Societies Act (Chapter 24:05)	Companies Act (Chapter 24:03)
Number of members	Not specified	Maximum 20 people except some designated professional associations.	Minimum 10 members	1 to 20 members	Maximum 50 (private company) No restriction (public company)
Remarks	The registration is done by the Ministry of Public Service, Labour and Social Welfare	File for a business license with the Local Authority. Deed of partnership	The registration is done by the Ministry of Small and Medium Enterprises and Cooperative Development.	A Private Business Corporation can have one objective i.e. one line of business.	Annual audit and filing are not required for private companies.

Source: Ministry of Small and Medium Enterprises and Cooperative Development; National Association of Non-Governmental Organisations website (<http://www.nanqo.org.zw>)

In Zimbabwe, possible legal entities for operational bodies of the CBT are non-governmental organisation (NGO), partnership, co-operative, private business cooperation or company. Table 7.1 indicates major characteristics, governing laws, number of members for each legal entity.

In CAMPFIRE Programme in the 1990s, almost all CBTEs formed NGOs with community trust, which was financially supported by RDC offices and private partners. For example, the management body which operates Gairezi Ecotourism established a NGO, “Gairezi Development Trust”, with

supports from Nyanga RDC office and Nyanga Downs Fly Fishing Club. It is supposed that NGOs with community trust would be the most common form to operate CBT because the CBT project would be initiated by local communities and those communities would receive support from the government sector.

### **7.3.3.2 Preparation of the statute and the regulations**

Once the community has decided to establish CBTE, it is necessary for CBTE members to develop the following statute and regulations. MOTHI/ZTA, RDC, and City Council need to support the CBTE members in developing those statute and regulations because it is difficult for the CBTE members to develop them by themselves.

- Statute: Objectives of establishment of the CBTE; aims, visions, missions, overall goal and public benefit.
- Organisational rules: Organisation of CBTE such as board members, management members, and organisations outside of the CBTE such as technical committee, and a rule for selecting board members such as a method of selection (election), a term of the board members and prohibition of multiple selection (e.g. prohibition of more than 3<sup>rd</sup> term of the board members).
- Rules for approval: Decision making system of the CBTE including power of the board members and management members to make a decision.
- Financial and accounting rules: Preparation and publication of financial documents and accounting records.
- Office rules: Rules for daily activities for the CBT and office work.
- Labour and wage/allowance rules: Rules for employee's working conditions and salary/allowance.

### **7.3.3.3 Establishment and registration**

After preparation of the statute and the regulations, CBTE members need to set up and register the CBTE. The method to establish and register an organisation varies depending on the kind of organisation as shown in Table 7.1. In addition to registering as a legal entity, CBTE needs to register with ZTA.

#### **7.3.3.4 Finance method: establishment of a fund, procurement of financial resource and management of money**

CBTE management members needs to open a bank account under the name of CBTE and they manage cash-in and cash-out by themselves.

It is also necessary to prepare funds in setting up a CBTE. The funds may be collected from CBTE members, donated/ financed/invested from the private sector that will provide assistance, and/or donated/ contributed from the public sector such as RDC office.

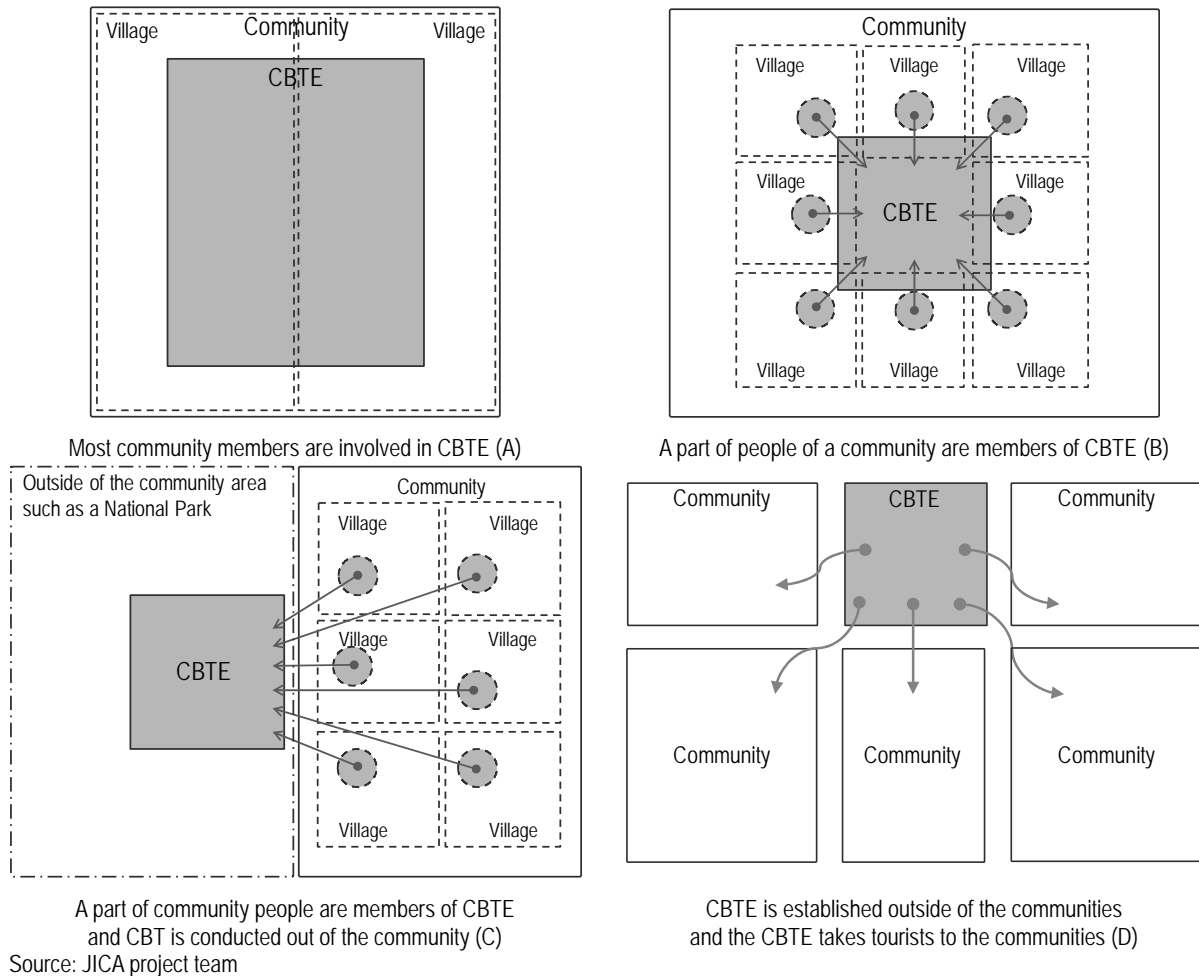
As referred in section 7.3.3.1, many CBTEs established under the CAMPFIRE program in the 1990s took a form of NGOs with community funds. If a CBT is established with an initiative of the community and receives support from the government sector, many CBTEs with this form will continue to be established in the future. CBTE members should explore the possibility of setting up funds through consultation with local governments such as the RDC office and City Council office, or the private sector supporting the CBT.

### **7.3.4 Operation of CBTE**

#### **7.3.4.1 Overall organisation**

There are several types of relationship between community and CBTE as below. Figure 9 describes the relationship.

- Most community members are CBTE members, and CBT activities are conducted within the community (e.g. Tengenenge,) (A).
- A part of community members is CBTE members and CBT activities are conducted within the community (e.g. Chesvingo, Gairezi) (B).
- A part of community members is CBTE members and CBT activities are conducted outside the community such as in the heritage site and national park (e.g. Shona Village) (C).
- Communities that receive tourists and CBTE are different. CBTE conducts CBT activities with various communities (e.g. Bulawayo township) (D).



**Figure 7.2: Relationship between Community and CBTE**

Various organisations and groups exist in each community. It is necessary to clarify roles and relationships between these existing organisations and CBTE, and set up appropriate collaborative relationship.

In order for the community to conduct CBT activities in a sustainable manner, technical/systematic support from the government and local governments are necessary. In addition, collaboration with the government/ local government/ relevant private organisations is necessary to realize the public goal. Establishment of implementation structure that enable all stakeholders, including public and private sectors, to be involved in the CBT management is important.

### 7.3.4.2 Organisation of CBTE

#### 7.3.4.2.1 Organisation for decision making and monitoring

In CBTE operation, following management organisations (board of committee and board of directors) are necessary in addition to the CBT management organisation.

- Decisions concerning statutes and articles in the CBTE: define important matters related to the establishment and dissolution of the CBTE (objective, organisation structure, fund establishment,

etc.) and make a resolution of its changes.

- Decisions on CBTE work and internal monitoring: resolve practical matters related to the operation of CBTE (budgeting and accounting, planning and implementation of project, and reporting), conduct internal monitoring of CBTE operation and improve if necessary.
- Ensure good governance and sound accounting: supervise CBTE operation from the viewpoint of compliance with laws and accounting.

CBTE appoints members or groups who are in charge of above roles. It is desirable that members be selected from the community. Since those with expert knowledge and experience are necessary, CBTE asks support from RDC office when necessary. In principle, the organisation consists of members not directly related to the operation of CBTE.

#### 7.3.4.2.2 Organisation for technical support

Technical committee should be established to make important decisions on CBT operations which are also related to the community development. The committee will consist of representatives from MOTHI, ZTA and relevant government organisations, the local community and stakeholders. From the point of destination management<sup>4</sup> including marketing and promotion, in particular, development of relations with private tourism businesses are expected. Under the technical committee, a series of specialized technical management sub-committees are established to assist the committee to make decisions on technical matters. Types of the sub-committee and their roles are summarized in Table 7.2.

**Table 7.2: Types and roles of technical sub-committees**

Sub-committee	Roles
Resource management sub-committee	<ul style="list-style-type: none"> <li>- formulation and modification of documents for managing and protecting cultural and natural resources,</li> <li>- development of cultural and natural resource database</li> <li>- development of Discovery Trails, Core museums and satellites</li> <li>- maintenance of cultural and natural resources, Discovery Trails, Core museums and satellites</li> </ul>
Tourism management and marketing sub-committee	<ul style="list-style-type: none"> <li>- formulation and modification of documents for managing the CBT such as statute and regulations</li> <li>- tourism product development and quality management</li> <li>- guiding system</li> <li>- promotion of the CBT site</li> <li>- preparation of safety and contingency plan</li> </ul>
Facilities and infrastructure development sub-committee	<ul style="list-style-type: none"> <li>- Improvement and maintain landscape</li> <li>- improvement of tourism facility and signage</li> <li>- disaster management</li> </ul>

Source: JICA project team

<sup>4</sup> Destination management is a new approach of marketing which beyond the simple matching of the conventional demand side (source markets) and supply side (destination product). The destination management adds “daily life” side, and considers pluralistic approaches that embed the viewpoints and interests of local people vis-à-vis their daily traditional lives and local business practices.

### **7.3.4.3 Planning and reporting**

At the end of the previous fiscal year, the CBTE management body prepares an annual plan and a budget plan for the following year. The CBTE management body prepares a report consisting of results of the plan and settlement at the end of the fiscal year. Both annual plan and budget, and the year-end report shall be approved by all members of the CBTE, and shall be made public as necessary. The report is submitted to MOTHI/ZTA and RDC at the end of the fiscal year after receiving feedbacks on accounting by the technical committee.

The annual and budget plans should be prepared as concrete as possible including employment, goods and operation costs, expected number of tourists, income from receiving the tourists and other business, and income distribution for CBTE members and the community. Staff allocation and salary plan should be prepared based on the annual and budget plans.

A mid-and long-term CBT goal such as the number of tourists in five years, setting the goal of three years as starting accommodation service and developing a Discovery Trail, etc., should be defined in the mid-and long-term plan. Staff training plan, facility investment plan and financial plan are prepared based on the mid-and long-term plan. Financial and technical supports from public and private sectors should be started upon necessary. The mid-and long-term plan is reviewed once in three years, supported by the technical committee and approved by the management organisation. The results of the mid-and long-term plan is checked in the same way as the annual plan.

### **7.3.4.4 Sharing benefit with the CBT members and the community**

CBT aims to benefit the whole community in addition to the income for CBTE members and those who directly get involved in CBT activities. Following procedure should be taken to appropriately return the benefit to the whole community while sustaining CBT activities.

- Pay the operation cost necessary for CBT activities, such as public relations, communications, materials, and entry costs.
- Pay as compensation for services provided directly in the CBT activities (local guides, performances, cooking etc.).
- Pay necessary cost for income from souvenir sales etc. which is indirectly provided in the CBT activities.
- Distribute dividends to CBTE members from a part of CBT revenue.
- Keep remaining income in the form of a community fund that aims to benefit the whole community.

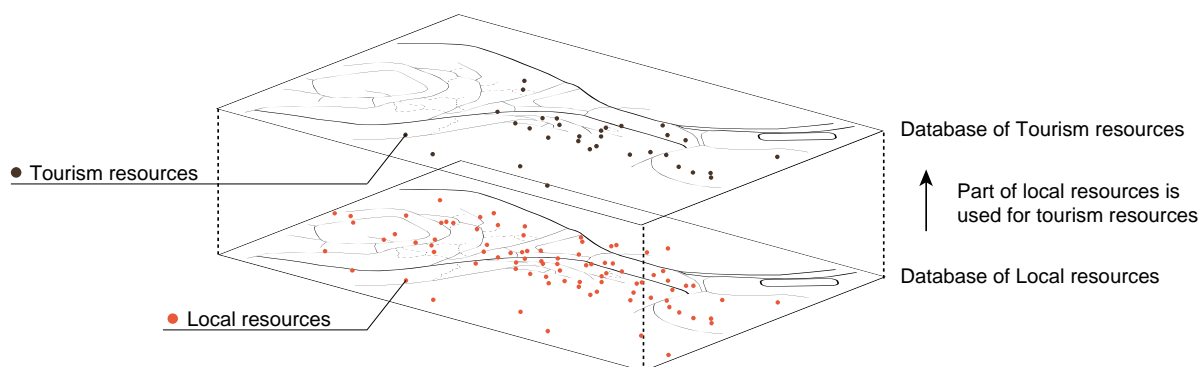
- How to share CBTE's benefit with the community should be agreed among the whole community before starting the CBT as well as actual expenditure. The CBTE's benefit should be used to realize the benefit for the whole community.

### 7.3.5 Initial assessment

#### 7.3.5.1 Investigation and registration of local resources

##### 7.3.5.1.1 Development of local resources

There are various cultural and natural resources in Zimbabwe. These resources include tourism resources. In the CBT development, not all the local resources should be used as tourism resources because the tourism development should not destroy communities' custom and life through changes of the local resources. Consideration for changes in natural environment and culture through tourism development is necessary too. Therefore, it is necessary to develop our thoughts on tourism resources before discussing tourism development.



Source: JICA project team

**Figure 7.3: Relation between local resource and tourism resource**

Selection of local resources to be developed in CBT follows the following principles:

1. Resources that the local community is proud of,
2. Resources that do not impede the local community's daily life,
3. Resources with high authenticity,
4. Resources that are capable of being used sustainably,
5. Resources that have no legal issues,
6. Resources that the owner or the responsible person agree to use.

“1. Resources that the local community is proud of” means the resources that the community is proud of and wants to hand down its traditions to the next generations. In other words, they are resources that



communities think them important rather than tourism sites such as the World Heritage and the National Park. Community members spontaneously pass down these resources from generation to generation even though those seem to be a commonplace for outsiders.



A big tree used for praying for rain

Source: JICA project team



Threshing local cereal, "rapoko"

#### Figure 7.4: Examples of important resource for a community

"2. Resources that do not impede the local community's daily life" means that the CBT development gives priority to the community life and does not allow tourism to change the lifestyles of the residents. For example, assume cattle grazing usually starts from 9:00 am. If tourists happen to pass by when community people are grazing cattle, they should show it to tourists. However, they do not need to change their rhythm of life for tourists.

Also, it is important to show tourists the rule to respect community's life and culture. For example, suppose there is a rule that when community people enter a cave; they take off their shoes and hats. In this case, it is necessary to let the tourists know the meaning of the rule when they visit the cave.



Cattle grazing

Source: JICA project team



Praying with a barefoot before entering a cave

#### Figure 7.5: Community's life and rules

“3. Resources with high authenticity” means the tourism resources should be genuine. It is important that the community shows tourists the real without “performing” something for tourists. Many community’s events such as activities for crop harvest and rain dance during the dry season are performed at particular time of the year considering community’s lifestyle and its surrounding environment. These events should be performed not for tourists but according to the community’s real event calendar.



Daily habit followed by crop calendar

Source: JICA project team



Rain dance and ritual conducted in October

### **Figure 7.6: “True” community ceremonies**

“4. Resources that are capable of being used sustainably” means that the community should utilise the resources in a sustainable manner. Imagine how the tourists feel if the community is not able to offer the tourism resources which are shown on the map.

“5. Resources that have no legal issues” refers to tourism sites or resources that have not violated the laws so far.

Even though the resource does not have any legal problems, community people need to keep an eye on situation of the tourists. For example, some tourists cannot accept food material and condiment local community people are using in daily life.

“6. Resources that the owner or a responsible person agree to use” means that when the community utilises tourism resources, it has to gain an approval from the person who is responsible for these resources. For example, when a local community starts an experience programme of a village life and brings tourists a homestead in the village, the community needs to get permission from the owner of the homestead.

#### **7.3.5.1.2 Survey on tourism resources**

Firstly, survey on regional resources is necessary because resources that can be used for tourism are chosen as tourism resources among regional resources. There are two types of survey to examine

regional resources which are “exhaustive search in the area”, and “search by story.”

**Exhaustive search in the area:** Exhaustive search in the area is a detailed and thorough survey in a specific area, where a certain category of cultural resources, basically immovable space assets, are supposed to be identified. Exhaustive search examines regional cultural and natural resources in CBT sites both quantitatively and qualitatively. The search does not comparatively assess the resources based on scholarly investigation. Rather, it picks up every physical resource in CBT sites. For example, when historical buildings are surveyed, the exhaustive search picks up every historical building in CBT sites and draws them on the map to understand the regional resources. However, this method cannot pick up intangible resources.



Preparation of a resource map preparation by exhaustive search in the area (1)

Source: JICA project team



Preparation of a resource map preparation by exhaustive search in the area (2)

**Figure 7.7: Example of exhaustive search in the area**

**Search by story:** Search by story is a method to select cultural resources based on story. It specifies story and its supporting cultural resources by conducting interview with community residents, examining database of exhaustive search in the area and understanding the information in a comprehensive manner. Those who conduct the search comprehend history and culture in the area in advance, and receive information on story and cultural resources from community residents. This method specifies cultural resources from search, therefore, every type of cultural resources including intangible, movable and immovable can be selected. Community residents choose story and cultural resources that they want to pass down to tourists and next generation. Unexpected information is sometimes obtained, which has possibility to develop into various themes. However, this method has shortcomings. When those who conduct search are not familiar with the region and the cultural resources, they cannot start to select cultural resources. Also, they need to check authenticity of the story and the cultural resources even after selection. Interviewer’s skills also influence the quality and the quantity of information. Whether the interviewer can develop the story and draw further

information from respondents becomes a key. Section 7.3.6.2 describes specific method.

Exhaustive search in the area and search by story complement each other. Both should be used in a balanced manner. Identified regional resources are developed into tourism resources based on six principles described in the section 7.3.5.1.1.



Preparation of a tour route based on search by story  
Source: JICA project team




Interview for the elderly about community's tradition

**Figure 7.8: Example of search by story**

### 7.3.5.1.3 Registration of tourism resources

It is necessary to create a database to register existing tourism resources. Tourism resources that are selected through the process in section 7.3.5.1.2 are registered. Periodical monitoring of existing tourism resources and updates of the database are necessary. Figure 7.9 indicates an example of tourism database.

<b>No.</b>	001	<b>Photo</b>	
<b>Name</b>	Goldfields Office		
<b>Area</b>	Downtown		
<b>Street</b>	J. M.N Nkomo		
<b>Year of Construction</b>	1895		
<b>Original Building Type</b>			
<b>(Category)</b>	Office		
<b>(Use)</b>	Office		
<b>Present Building Type</b>			
<b>(Category)</b>	Shop		
<b>(Use)</b>	Shop		
<b>Change of Uses</b>			
<b>1F:</b>	Office -Shop		
<b>2F:</b>	Office -Shop		
<b>Shape of Features of Roof</b>			
<b>(Original)</b>	Flat		
<b>(Present)</b>	Flat		
<b>Materials</b>	Stone		
<b>Unhistorical Addition</b>	No		
<b>Number of Floors</b>			
<b>(Original)</b>	2		
<b>(Present)</b>	2		

Supplementary Information	Point of significance	Investigation situation	Memo
User's name	xxxxx		
Year of initial stay	xxxxx		
Owner's name	xxxxx		
Year of Ownership	xxxxx		

Source: JICA project team

**Figure 7.9: Example of tourism database**

### 7.3.5.2 Survey on community's socio-economy

While investigating regional resources, it is necessary to survey social activities and economic activities of the community, and to identify items that can be utilised for tourism development, and issues that may affect tourism development. Some survey results may contain information that may

promote discrimination and prejudice, or may cause disadvantages for specific people therefore, it is necessary to handle information carefully.

Table 7.3 indicates survey items on community's society, and Table 7.4 indicates survey items on community's excluding CBT.

**Table 7.3: Survey items on community's society**

Survey items	Remarks
Location of the community	Distance and time from major cities/towns
History and tribe of the community	–
Religion, culture and folklore of the community	Specific culture and customs in the community
Connection of members inside of the community	Community's meetings, self-governing associations, connections in economic activities, etc.
Background of the community's connection; identity of the community	Territorial ties, relatives, tribe, religion, etc.
Experience and possibility of conflicts and those reasons	Ethnic, religion, politics, etc.
Relation of right between the community and stakeholders and inside of the community	Water usage, lands usage/ownership, mining, hunting, etc.
Decision making method of the community	–
Relation of the community with Chief and village head	–
Human resource of the community	Human resource which could participate in CBT directly and indirectly
People's love for the community and pride	–
Situation of availability and ownership of land	Availability of sites and lands which could be used for CBT
Infrastructure development in the community	Road, water supply, electricity and cellular phone network
Public facilities and equipment owned by the community	Whether those facilities and equipment are used for CBT or not
Communities funds and possessions	Property or other possessions which are used for CBT are included; Whether those are used for CBT or not
Knowledge, experiences and know-hows in the community	–
Weather and climate	–
Community's calendar	Ceremonies relating to agriculture production and traditional religious events, etc.

Source: JICA project team

**Table 7.4: Survey items on community's economy excluding CBT**

Survey items	Remarks
Major economic activities for the community	Economic activities whose production value and production volume are dominant in the community, and those that many community people are working for.
Economic activity other than tourism	Agriculture, manufacturing, construction and service other than tourism, etc.
Situation of community people's employment	Industry which generates employment including agriculture.
Situation of community people's household	Penetration of money in the community's economic activity; Self-sufficiency and degree of exchange within the community
Situation of migrant workers to urban area	Presence of young generation in the community

Source: JICA project team

For communities which had already undertook CBT development, information on demand side, supply side and socioeconomic impact of tourism will be collected as well as background to start the CBT as shown in Table 7.5.

**Table 7.5: Survey items to the community which conduct CBT**

Category	Survey items	Remarks
Demand	Number of annual visitors	Over the past 3 years
	Visitor segments	Domestic, regional (southern Africa) or mid- and long hauls
	Number of overnight guests	Over the past 3 years
	Means of transport used by visitors	Own car, tourist bus/car, public transportation, etc.
	Previous destination and next destination	From where to where
	Major tourist sites nearby	1 or 2 best known sites
	Number of visitors at nearby tourist sites	Over the past 3 years
Supply	Type of CBT	Nature, culture, ecotourism, crafts, etc.
	Available products and activities	Trekking, wildlife, art work, etc.
	Ownership	District, community, authority & agency, etc. Size of community involved, etc.
	Transparent and democratic governance	Regulation, committee member election, etc.
	Existence of effective partners	Private companies, donors, NGOs, universities, etc.
	Marketing methods and channels	Website, SNS, tour companies, etc.
	Interactive programme with visitors	Participatory programme, etc.
	Satisfactory experience and services	Quality of guide, staff, etc. Interpretation, etc.
Impacts on socio-economy	Satisfactory accommodation and facilities	Sanitation, local cuisine, quality, etc.
	Contribution to social welfare	Basic education, health, community fund, etc.
	Contribution to local economy	Employment, income generation, poverty alleviation
	Contribution to culture	Traditional way of life, intangible culture, etc.
Background to start CBT	Contribution to environmental conservation	Solid waste disposal, recycle, planting, etc.
	Background to start CBT	-
	History of the CBT development	-

Source: JICA project team

### 7.3.5.3 Analysis of current development and future potential

Progress of the community development and issues, and progress of CBT development and development potentials are analysed and identified from collected information in section 7.3.5.1 and section 7.3.5.2. Result of the analysis is compiled into an “analysis sheet. “The analysis sheet consists of “profile” part and “assessment and potential analysis” part, and those include the following items.

#### Items which will be listed in the profile:

- Location of community,
- Population of community and background of formation of the community, and
- Economic activity of the community.

#### Items which will be listed in the assessment and potential analysis:

- Product development: resource & product, and development of local cuisine and souvenirs,
- Marketing: accessibility, demand (number of visitors and those segment) and promotion,
- Facility: Core museum, satellite and other facilities such as accommodation,
- Service: tour-guiding and hospitality service for food and accommodation,
- Organisation: organisational structure, relation with stakeholders, accounting and planning & monitoring,

- Commitment of the community: community participation, people who take an initiative of the CBT development and human resource of the community people,
- Overall evaluation: Community's strong points and weak points in the indicators,
- Target: targets in the CBT development (e.g. Inviting xxx visitors to the CBT site within 2 years) and priority area based on the "overall evaluation" (e.g. Development of a Discover Trail and training of tour guides),
- Inputs: necessary inputs of budget, human resource and other machines and equipment for the CBT development, and
- Considerations: necessary considerations in developing the CBT.

Table 7.6 indicates an example of analysis sheet for a community which is starting CBT, and Table 7.7 indicates an example of analysis sheet for a community which has been operating CBT.

**Table 7.6: Example of analysis sheet (1) a community which is starting CBT**

Profile		
Location of the community	xx Province xx District; xx km and xx hours from xx town.	
Population of community, background to form a community	xx persons; community members cooperate in agricultural production.	
Economic activity of the community	Production of local cereals.	
Assessment and potential of CBT		
Indicators	Sub-indicators	Description
Product development	Resource	Rich natural resources such as a lake, river. A Discovery Trail could be developed by use of those resources.
	Product	Not yet developed.
	Local cuisine and souvenirs	Not yet developed.
Marketing	Accessibility	xx km and xx minutes from trunk road; Gravel road without road sign to the community, xx km and xx minutes from xx National Park.
	Demand	–
	Promotion	Limited knowledge on promotion but xx National Park office near the community will support promotion after the CBT starts.
Facility	Core museum	Need to identify or develop the Core museum.
	Satellites	Potential places for satellites are available. Those are....
	Other facilities	One public building owned by the community and one old church.
Service	Tour-guiding	Some candidates for tour-guides are available but they don't know about tour guiding and the community has not prepared the contents for tour guide yet.
	Hospitality service for food and accommodation	–
Organisation	Organisational structure	CBTE has not been developed yet.
	Relation with stakeholders	The community has a relation with xx National Park office. The office has an interest to support the community.
	Accounting	Accounting skill in the community is limited.
	Planning and monitoring	Capacity to prepare CBT development plan and monitor progress of the activity is limited. Supports by experts are needed.
Commitment of the community	Participation	Around a half of the community members are interested in starting the CBT. The other community members agree with accepting tourists.
	Initiative	Some community members who want to start CBT take an initiative to proceed the project ahead.
	Human resource	Almost of all community members have been working in agricultural sector. People who know CBT, management of an organisation are quite few.
Overall evaluation	Human resource is limited but the community has rich natural resource and a	



	potential to develop a Discovery Trail. Easy access from xx National Park, which is one of famous destination is also potential for CBT development.
Target	Target of CBT development for xx community is to develop a Discovery Tail and invite tourists from xx National Park. Product development, training of guides and preparation of the contents for tour guiding, enhancement of CBTE management organisation including a training programme on accounting are priority items.
Necessary inputs	Budget USDxxxx; MOTHI officials xx persons, ZTA officials xxx persons; Lecturers xxx persons; 1 4WD vehicle
Considerations	Since human resource in the community is limited, it is necessary to start basic level when training programmes are provided; It is necessary to create a mechanism for conservation of natural environment of the community.

Source: JICA project team

**Table 7.7: Example of analysis sheet (2) a community which has been operating CBT**

Profile		
Location of the community	xxx Province xxx District; xxx km and xxx minutes from xxx City.	
Population of community, background to form a community	xxx persons; community members are same ethnicity, and believe in the same religion.	
Economic activity of the community	Old generations are working for agriculture (production of vegetables); Younger generations are working at xxx City.	
Assessment and potential of CBT		
Indicators	Sub-indicators	Description
Product development	Resource	Old buildings, traditional religious festival.
	Product	2 Discovery Trails.
	Local cuisine and souvenirs	Traditional food for celebrating the religious festival.
Marketing	Accessibility	Suburb of xxx city, xxx km and xxx minutes from downtown.
	Demand	Around xxx visitors per year in recent 3 years; 60% domestic, 30% regional and 10% mid- and long-hauls.
	Promotion	CBTE has website and SNS pages. Limited access to tourism businesses.
Facility	Core museum	Available. Showing history of the community and introducing the traditional religious festival.
	Satellites	xxx satellites along "AAAAA" trail and xxxxx satellites along "BBBBB" trails.
	Other facilities	The CBTE has constructed an accommodation facility with a restaurant.
Service	Tour-guiding	xxx persons available. 30% of tour guides can guide with English, 70% of them with local language.
	Hospitality service for food and accommodation	The service has not been started yet. The CBTE want to start food and accommodation service.
Organisation	Organisational structure	CBTE has been established xxx years before, and it has been well managed. The CBTE is a NGO having a community development fund.
	Relation with stakeholders	RDC office has been supporting the CBTE for xx years in terms of management of organisation and making good relationship between CBTE members and other community people. CBTE provide a financial resource to the community from the community development fund. It is used for improving drainage along the road.
	Accounting	CBTE management members and staffs have minimum knowledge on accounting.
	Planning and monitoring	CBTE can manage CBT planning and monitoring its activity.
Commitment of the community	Participation	90% of community people are member of the CBTE.
	Initiative	Old men and women in the community have an initiative to manage the CBT.
	Human resource	The community has human resource for accounting and managing the organisation.
Overall evaluation	The CBTE is successful to invite tourists who visit xxx City. Major tour products are 2 Discovery Trails: experiencing the community's daily life and watching the traditional religious festival. The CBTE has been constructed an accommodation facility with a restaurant but number of guests to the accommodation is limited.	
Target of CBT development	Target of CBT development for xx community is to provide food service and hospitality service to visitors. Target number of restaurant guest is xxxxx persons and target number of restaurant guest is xxx persons   202x (after 2 years). training of hospitality services (food and accommodation with knowledge of hygiene), enhancement of marketing (making of connection with tourism businesses at xxx City) are priority items.	

Necessary inputs	Budget USDxxxxx; MOTHI officials xx persons, ZTA officials xxx persons; Lecturers xxx persons; 1 vehicle (sedan car)
Considerations	10% of the community people is hesitating to accept visitors. It is important to promote more dialogues between these people and CBTE members.

Source: JICA project team

It is emphasized that preparation of these analysis sheets is not for assessing the feasibility of CBT development and comparing CBT sites but for examining CBT development goals and extracting issues in each community.

Based on the analysis sheet, an implementation plan of CBT development and a support plan by MOTHI and ZTA are prepared, and CBT development starts.

### 7.3.6 Product development

#### 7.3.6.1 Definition of tourism product

A tourism “product” is a key element of the CBT, and it refers to the areas, attractions and activities offered to potential travellers. The product is the combination of elements that creates the total experience on the site, and it includes intangible features such as unique happenings, sights and scenes, environmental quality, service levels, hospitality and cleanness as well as tangible aspects such as infrastructure, food and souvenirs (UNWTO and ETC 2009). In addition, it is important to understand that a product is totally different from a resource. Even if there is an outstanding attractive resource on the site, it is not a product yet if it is not standardized and not applicable for tourists in the distributing network.

#### 7.3.6.2 Basic approach: Ecomuseum concept and Discovery Trail

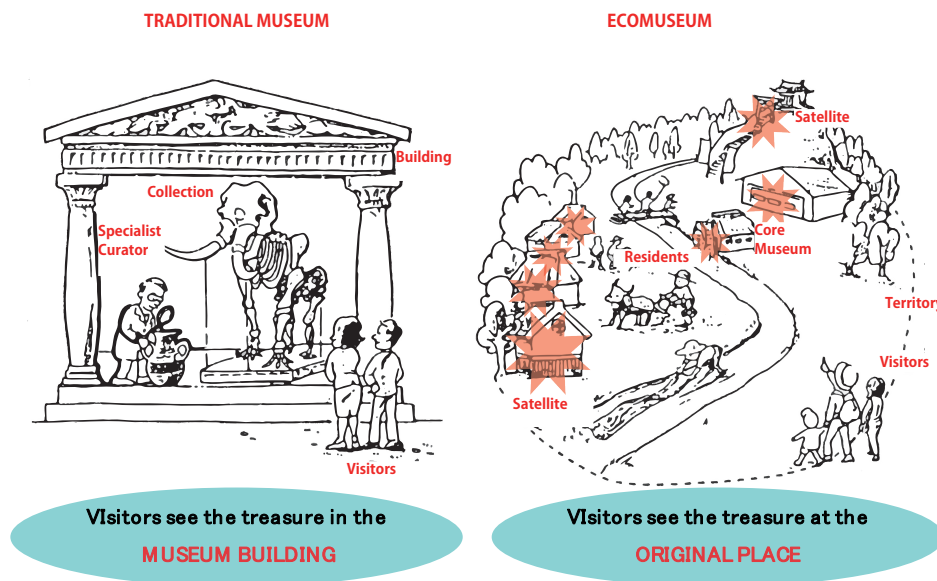
Ecomuseum<sup>5</sup> is a concept in which community members, on their own initiative, preserve, conserve, present and utilise their inherited tangible and intangible heritage, e.g. nature, culture and lifestyle in a sustainable manner. Through these activities, visitors to the community learn about local customs, cultures and value systems and residents increase their understanding and pride in their communities while at the same time earning income. The Ecomuseum concept typically centres on a Core museum, where information is shared and disseminated. Visitors are then encouraged to explore satellites and

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<sup>5</sup> Ecotourism originates from nature conservation, and “eco” refers to the environment and nature. Conventional nature tourism has protected natural resources by making fences and keeping tourists away from them. Ecotourism, on the contrary, has kept tourists close to natural resources under the management of the tour guide, increased the number of people who understand the value by providing information on value of the nature and giving excitement, and have promoted protection. On the other hand, the Ecomuseum shares the philosophy with Ecotourism by putting emphasis on providing information on the value, but its object includes not only nature but also cultural heritage produced by community people. It is also a system that preserves the heritage together with the lives of the community people, and inherits heritage by both the community people and the visitors understanding the value of heritage.

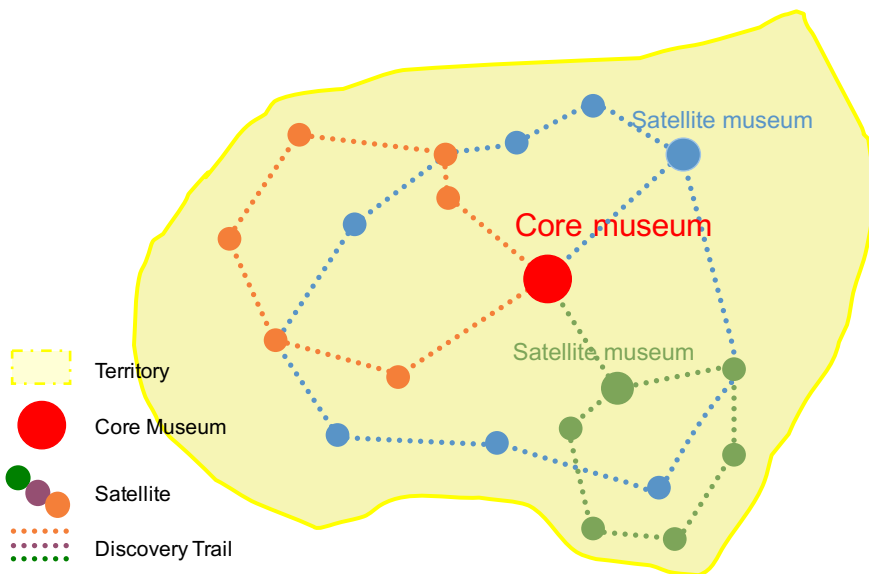
discovery trails dispersed throughout the community in order to experience the authenticity of the community and its culture and heritage.

Discovery Trail is walking trail to effectively exhibit and explain stories of cultural resources to local people as well as tourists. Discovery Trails consist of a group of sites that explain a specific story within a regional territory such as village, town and city (SEM management committee 2011). By visiting the sites along the Discovery Trail, tourists and local people rediscover the hidden meaning of stories and values of regional resources.



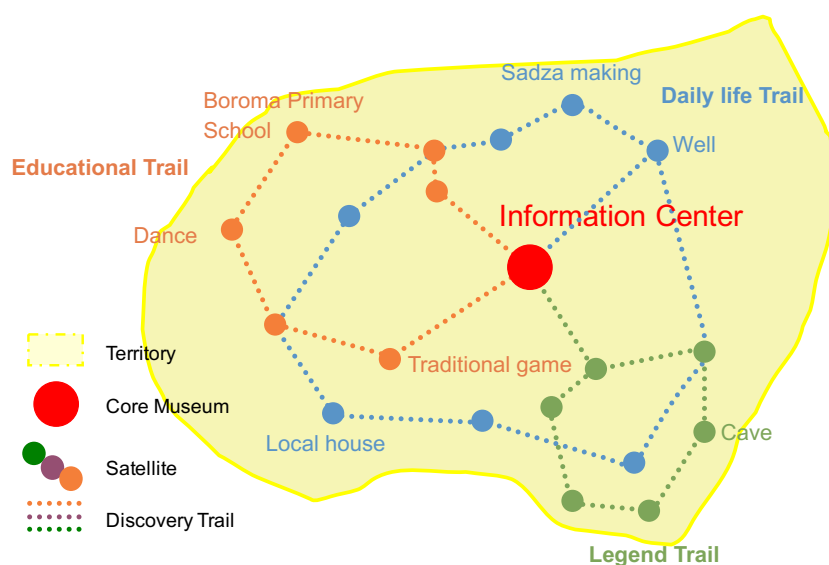
Source: ARAI (1995) and the captions added by the project team

**Figure 7.10: Ecomuseum concept**



Source: JICA project team on the basis of SEM management committee (2011)

**Figure 7.11: Conceptual diagram of Discovery Trail**



Source: JICA Project Team

**Figure 7.12: Example of Discovery Trail (Chesvingo)**

In order to effectively exhibit the value of regional resources, it is necessary to take into account the following<sup>6</sup>.

- Clarification of stories: it is important to clarify the story to tell, as well as the role of each site in the story. Design a Discovery Trail which most effectively explains the story. Avoid any political or commercial interference in designing the trail.
- Integrity as a story: Discovery Trail should have enough numbers of sites to weave a story. On the other hand, sometimes it is necessary to boldly eliminate sites which do not constitute the story.
- Consistency of the explanation: guides at respective site need to understand the whole story. They are required to have an ability to explain the story and the meaning of each site to tourists throughout the region.






In order to keep appropriate balance between tourism activities and protection of privacy of the community, the following points are necessary to be taken into consideration.




- Select a theme/ story which community people are proud of. Based on the thorough discussion among the community members, differentiate what the community shows to tourists from what the community does not show to tourists. In this process, support from outside stakeholder may be necessary. Priority should be given sustainability of daily lives of the community. Finally, get a consensus from owners on how to exhibit the site from its legal, cultural and economic

<sup>6</sup> The three factors are based on SEM management committee (2011).

aspects.

Procedures to develop Discovery Trail is shown in Figure 7.13.

Steps	Procedures	Considerations	Photos
1. Grasp regional resources and stories	Hold workshops and grasp regional resources that a community is proud of and wants to hand down to next generations.	In addition to the existing tourism site, make sure to include important resources for the community.	
2. Collect relevant stories to the Discovery Trail	Collect relevant stories from community people.	Make sure to target a variety of age.	
3. Develop a database	Accumulate collected information into a database.	If a PC is not available in the community, prepare the database with hard writing.	
4. Decide sites and the trail route	Extract candidate sites from the database to examine the route for the Discovery Trail.	Maintain balance between protection of privacy and tourism activities	
5. Negotiate with site owners	Negotiate with owners of houses or shops if these places can be a site.	The CBTE representative is the best person to negotiate.	

Steps	Procedures	Considerations	Photos
6. Develop a Discovery Trail map	Local community discusses and decides the sentences and image photos of a map.	Make sure to get the ideas by the community into shape.	
7. Seek the opinions of experts from areas such as tourism marketing and history	Seek the opinions of experts from areas such as tourism marketing and history. Then have a discussion with the community and update the information of the map.	It is important to discuss how to reflect the opinions of community people.	
8. Gain approval from local community	Introduce the Discovery Trail map to the whole community and gain approval.	Try to find a solution to convince many people.	

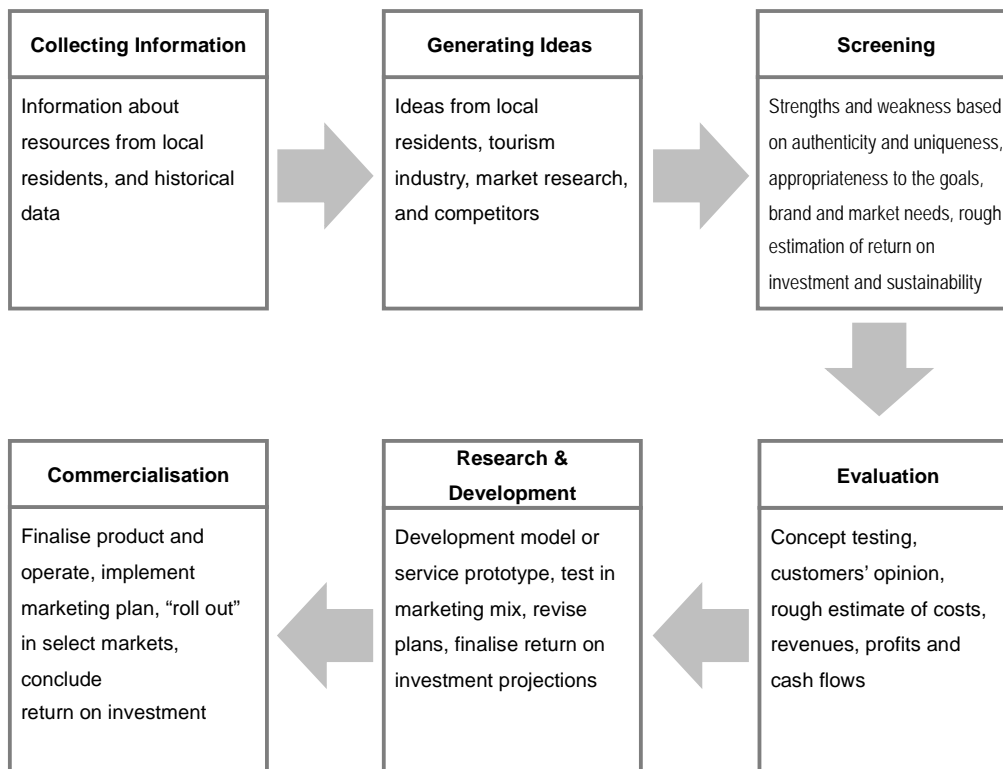
Source: JICA project team

**Figure 7.13: Steps of Discovery Trail Development**

There are many stakeholders involved in the development of Discovery Trail in cities. Consideration is necessary so that more community can participate (e.g. hold a workshop, etc.). As for tourism product with different themes and categories, such as nature and art, carry out the step described in Figure 7.13 not by stories, but by themes and categories.

### 7.3.6.3 Workflow of product development

Figure 7.14 shows a basic workflow for developing products which starts by collecting information about resources, generating ideas, screening for basic feasibility, evaluating by some pre-promotional activity such as monitor tour or experts, researching and developing for standardising and then fully commercialising and implementing.



Source: UNWTO and ETC (2011) modified by JICA project team

**Figure 7.14: Workflow of product development**

### 7.3.6.3.1 Collecting information about resource

When a community wants to develop CBT products, the first step is clarifying the resources in most cases. Whether it is potential or obvious one, resource is a basic part of tourism development and it can be divided between those that are created by nature, or historical/cultural events and those are constantly evolving. The most fundamental factors are where the resource is and what its basic types in terms of physical characteristics and history are. The resources can be roughly categorized into three; nature, culture and activity.

In addition, all the information must be divided into three fundamental tourism experience factors: areas, activities and attractions. To efficiently develop the products, the information must be organized based on these 3A, Areas to go, Activities to do and Attractions to see.

### 7.3.6.3.2 Generating ideas

To convert resources into products, there is a need to generate the idea of utilizing resources. At this step, it is important to raise ideas without limitations as to generate community people's awareness to start new business activity. It is also important to grasp a rough image of the target market.

### **7.3.6.3.3 Screening**

After generating idea, the community needs to screen it. This step unambiguously defines the competitiveness and sustainability of the products, as it is the most important step of the whole process. The criteria of the screening are as follows; strengths and weaknesses based on authenticity and uniqueness, appropriateness to the goals of the community, brand and target market needs, rough estimation of return on investment and sustainability.

In addition, another key for competitive and sustainable product is the commitment of the community people. Unlike ordinary tourism development, the purpose of CBT is a contribution of tourism for sustainable development of the community. In that sense, all the communities need to be involved positively in the product development from this step whether their commitment is direct or not.

### **7.3.6.3.4 Evaluation**

When reaching this step, the community should be able to start a trial for commercialising. Feasibility of the product including community commitment, service and amenities, and finance such as costs, revenues and profits, must be evaluated severely. One of the most common activities of this step is organizing a monitor tour. Supported by MOTHI and ZTA, the community can arrange a trial tour in which private tourism businesses, stakeholders and invited professionals participate. It is very efficient to evaluate the product by themselves and gather the opinion about the length of stay, price and quality of the contents.

### **7.3.6.3.5 Research and development**

Finally, the concrete business plan must be developed based on the result of the evaluation. It includes the model or service prototype to accept visitors into the community and arrange the experience. Toward the commercialisation, the most important and normally the most difficult part for the community is the standardization of the service. Once the community starts to accept the visitors through the product, all the stakeholders in the community must provide the service with guaranteed quality. It is necessary to construct model or prototype of the service for the qualified service.

In addition, marketing activity and financial projection must be planned as well. Considering support from all the community and caring its environmental, social, economic, and cultural impacts to the community, the management body of the CBT needs to revise the business plan prior to the complete commercialisation. More visitors bring more profit to the community at once, however, the leakage of



the economic impact<sup>7</sup> might be more and it does not mean the sustainable CBT in many cases.

#### **7.3.6.3.6 Commercialisation**

On the commercialisation step, all the contents of the product and its operation must be finalised. The relation with tourism professionals are constructed and it becomes applicable for the consumers through the distribution network. In the community, all the business plan including finance projection is developed.

#### **7.3.6.4 Local cuisine and souvenirs**

Development and improvement of local cuisine and souvenirs is positioned as a part of product development, and it aims to provide economic benefit to the community people who are involved in the production and services for the local cuisine and souvenirs. These people include those who are not member of the CBT activity, and the development and improvement of local cuisine and souvenirs intends to provide economic benefit of the CBT as many community members as possible. It is necessary to identify qualified local cuisine and goods which represent community's tradition, history, culture and nature.

Minimum requirement of "local cuisine and souvenirs" should be foods and goods that are either produced or processed in the community. Both existing and new products are applicable. Producers are required to live in the community, manufacture the goods based on the CBT concept and have capability and willingness to manufacture the goods both technically and financially.

It is expected that CBTE designates "local cuisine and souvenirs" with assistances of MOTHI and ZTA, and supports development and improvement of the foods and goods. Followings are criteria to designate the local cuisine and souvenirs.

##### Tradition and proud:

- Whether traditional ideas and techniques are reflected in the goods.
- Whether the pride of the producers is reflected in the goods.
- Whether the goods have some stories.

##### Innovation and creativeness:

- Whether the goods have new ideas.

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<sup>7</sup> The leakage of economic impact means that benefit of the CBT activity flows from the CBTE to outsiders such as tour companies and external talents. If the CBTE would input materials and human resource, etc. from outside of the community, such leakage of the economic impact would happen.

- Whether the goods reflect changes in period and society.

Trust and proud:

- Whether the local material is used for the goods, and whether the producer tries to tell it to tourists.
- Whether the price is set in a trustful manner.

### **7.3.6.5 Quality management and hygiene control for hospitality services**

CBTE manages quality and hygiene of accommodations and food services as follows.

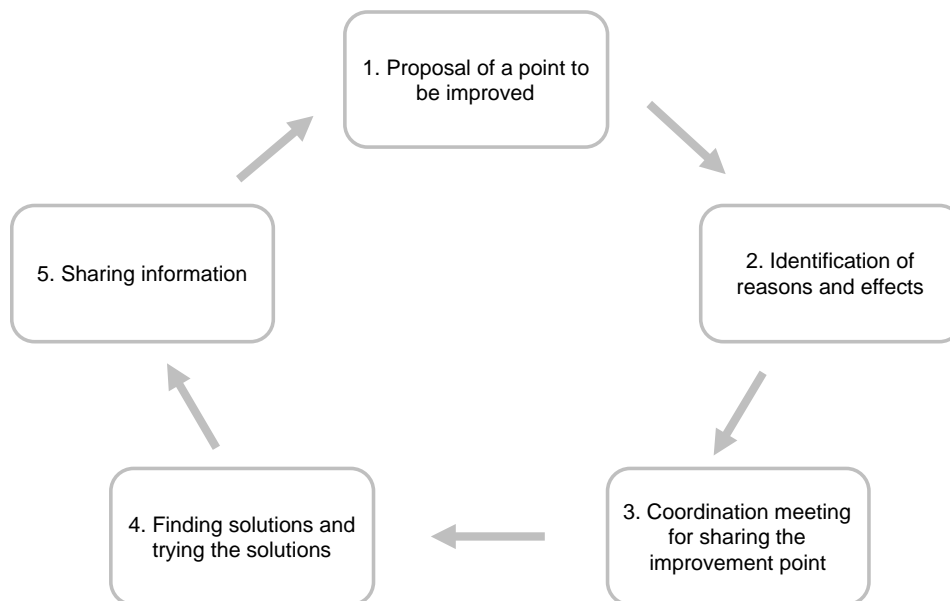
- CBTE centrally manages quality and safety of accommodations and food services provided through CBT activities by receiving supports from sub-committee described in section 7.3.4.2.
- CBTE formulates “quality and hygiene management guideline”.
- Following should be written in the guideline: a. Minimum building and environmental facilities that the CBTE should maintain; b. Measures for quality and hygiene management that the CBTE should make it as a rule (e.g. cleaning, washing and sterilization of goods and facilities, services, manners, etc.); and c. Use of goods and facilities, and way to handle sewage and garbage to instruct tourists. CBTE disseminates and raises awareness about the guideline to promote mutual understanding within the community.
- The lower limit level of quality and hygiene should be in accordance with laws.
- CBTE sets other quality and hygiene contents that are not stipulated by laws as a level that the whole community can safely and sustainably manage. The level should not be largely different from the community’s living standard.
- CBTE staffs which provides food and accommodation service must participate in a training programme on food preparation and hygiene from a recommended institution by ZTA, and receive a certificate.
- CBTE adjusts the guideline so that values concerning quality and hygiene originally provided in the community do not conflict with those of tourists, by receiving supports from the Sub-committee.
- CBTE shows the existence of the guideline to the outside and explains to tourists as well.

### 7.3.6.6 Improvement of products

When improving tourism products, fostering voluntary awareness about improvement from the community as well as feedbacks and opinions from tourists is necessary. Questionnaire survey or interview survey after the tour are useful to reflect feedbacks and opinions from the tourists.

In addition, following procedures should be taken to foster voluntary awareness about improvement from the community.

1. Someone from CBT members and community people submits a “suggestion card for improvement” for areas and places where improvements are necessary.
2. CBT management examine the suggestion card and investigate causes and influence.
3. CBT management discuss the suggestion card with CBT members and staff.
4. CBT management find solutions and try to implement the solution.
5. Results after the improvement are shared among CBT members and community people.
6. The above process should be repeated and the improvement should be continuously implemented depending on the situation.



Source: JICA Project team

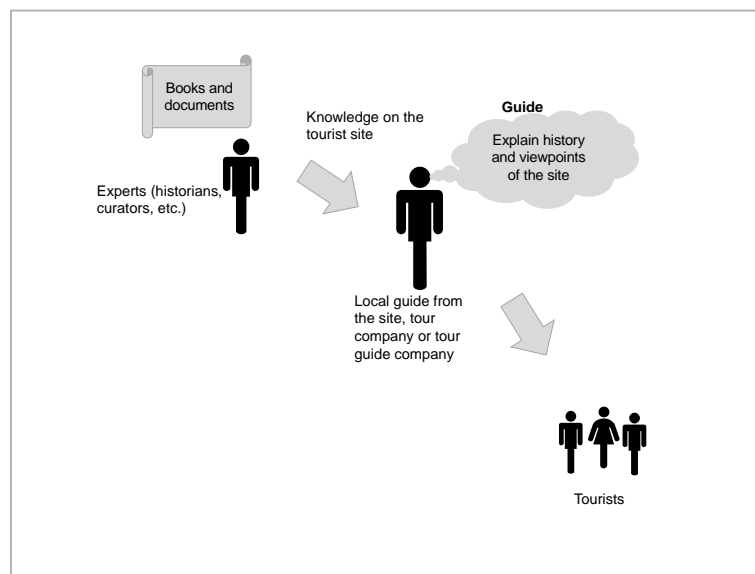
**Figure 7.15: Improvement method**

Use of the “suggestion card for improvements” promotes practical discussion and actions for improvement from other person’s perspective.

### 7.3.7 Tour-guiding

Roles of a guide are to give direction and provide information as well as working as a connector/ agent between tourists and the community. Guides provide detailed knowledge and their interpretation to tourists. They provide tourists with the unique interpretation of the region and facilitate communication between tourists and community people. By utilizing personal connection, they make the tourists feel as if they were a part of the community for a long time.

This CBT manual calls those who tell local nature, culture and history to the tourists “local guides” by referring it. The manual calls them local guides to differentiate them from general guides. CBT positions local guides as different from general guides. While general guides can show around all over the country, local guides only show around CBT sites. Local guides who show around CBT sites should receive trainings and a certificate from ZTA. Local guides are not required to have as much knowledge and ability as general guides have. However, they are required to differentiate from general guides by becoming a bridge with tourists taking advantage of the connection with local people and by increasing the knowledge by self-rediscovering local resources. When general guides bring tourists to the CBT, local guides explain the site. Local guides directly show around the CBT site when individual tourists visit the site.

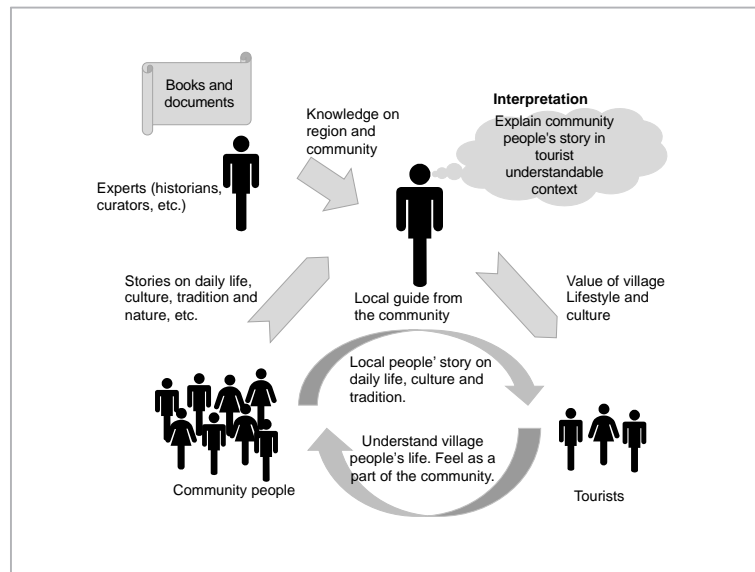


Source: JICA project team

**Figure 7.16: Conventional tour guide**

The role of local guide in CBT project is different from those in the archaeological sites such as Great Zimbabwe. Guides at the archaeological site learn history about the site from books and documents that historians wrote. Then the guides explain the knowledge to tourists. For the local guides at the CBT project, the interpretation of their community is more important than the knowledge of books and

documents. The local guides explain stories and episodes about their daily life so that the tourists understand their region, people, and life. Also, they make sure that the tourists feel like a part of a community.



Source: JICA project team

**Figure 7.17: Local guide for CBT site**

The role of local guides is to stimulate interest and enlightenment rather than teaching. They need to understand individual characters and experiences of tourist and guide the tourists based on them.

It is desirable that the local guide possess following ability:

- Strong network within the community. Guiding skill makes tourists feel like as if they were a part of a community,
- To be able to guide the tourists as if they were a community resident. Tourists can experience local daily life through eating, buying and laughing together,
- Attract interest of tourists by interpreting intangible items such as old stories or feeling of local people.

Local guides conduct survey on regional cultural and natural resources in addition to gathering and updating information on areas where CBT activities are conducted. The survey leads to the rediscovery of new resources. Knowledge and expertise of the local guide deepen as they repeat the survey. Following methods are possible to deepen the knowledge.

- Exhaustive search in the area and search by story that are described in the section “Survey on tourism resources”: local guides themselves gather information by listening to stories from the

elderly and reading books.

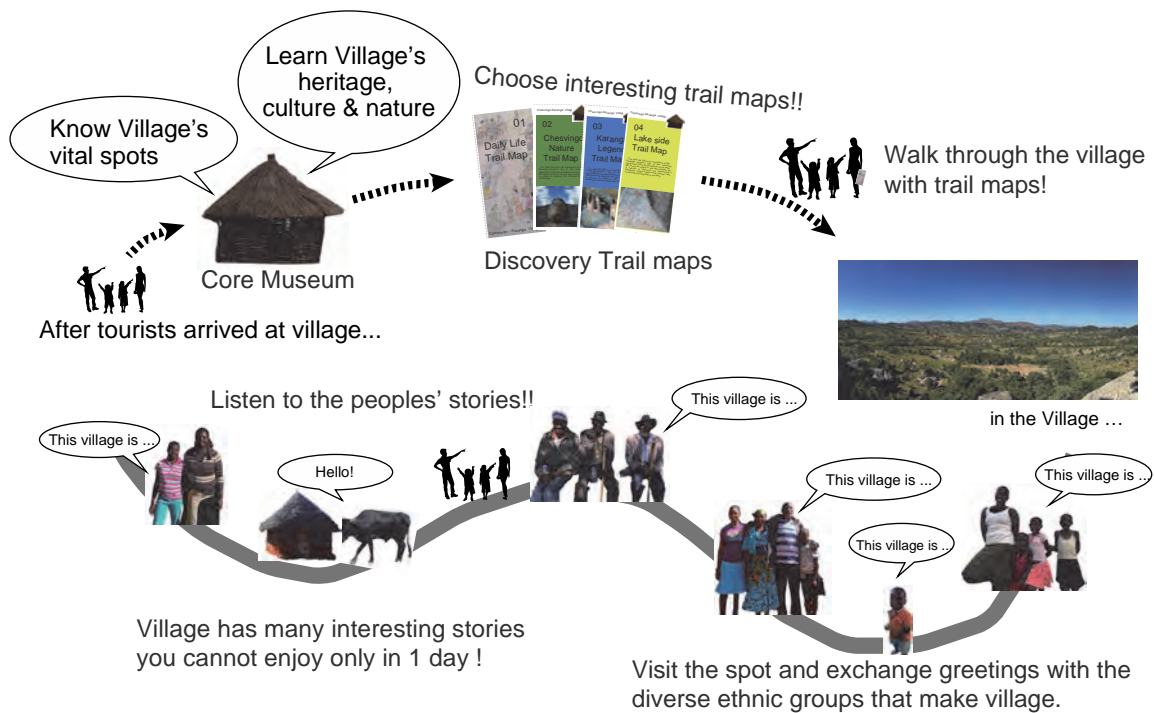
- Information from the community people within CBT: local guides ask community people within CBT about history, culture and nature that they think important or want to tell to the others.
- Information from organisations such as museums and universities: local guides learn information from a professional point of view.
- Information from tourists: local guides value inputs from outside.

Local guides are required to have knowledge on general history and culture of Zimbabwe and knowledge on CBT in addition to knowledge inside the community. CBTE should train people from the community and private businesses like shops and restaurants as local guides so that tourists can receive interpretation in various occasions.

### **7.3.8 Development/improvement of facility and infrastructure**

#### **7.3.8.1 Core museum (visitor centre)**

Core museum is not a traditional museum but an information centre where all information in a CBT site is collected and managed. The Core museum provides all the instructions of the CBT site such as how to learn and how to enjoy, and guides the visitors to the Satellites as indicated in Figure 7.18. The Core museum, as a platform of activities in the CBT site, shall collaborate with other museums and organisations and support research activities by the community people in order to promote conservation and inheritance of the cultural resources (SEM management committee 2011).



Source: JICA project team

**Figure 7.18: Conceptual diagram of Core museums**

### 7.3.8.2 Satellites (tourist facilities and spaces)

Satellites are the cultural resources and natural resources which are situated at the original locations and can be a proof of stories constituting the region. The Satellites are illustrated as Figure 7.11 (page 7-31) in a Discovery Trail.

Cultural resources of satellites, in particular, owners and managers who want to open their spaces to invite tourists and guests, and have guiding service on site are called “Satellite museum”. The local guides of the satellite museums will manage not only their own cultural resources but also monitor the management situation of neighbouring cultural resources in collaboration with the Core museum (SEM management committee 2011).

On the other hand, places which do not have local guides on sites but whose owners or CBTEs have a will to open their spaces to public are called “Satellite spots”. At the satellite spot, explanation boards, brochures or local guides are provided visitors with interpretation. The CBTEs or other stakeholders will share the task of managing the satellite spots.

Not only the public buildings, but also public areas like parks, markets, private stores, museums, galleries, and local residential house are candidates to be satellites as indicated in Figure 7.19.



Symbolic buildings



Markets



Museum



Bronze statue/stone statue



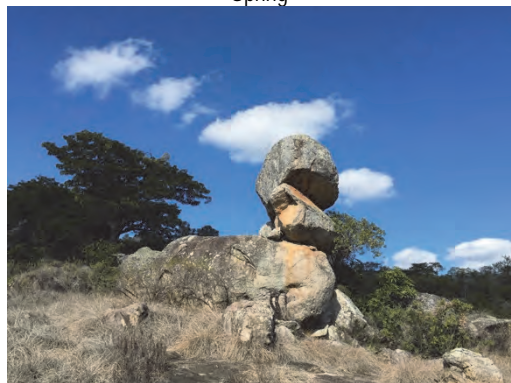
Symbolic tree



Spring



Cave



Symbolic rock





Road



Cultivated land



Milking place



Rest place (restaurant and bar)

Source: JICA project team

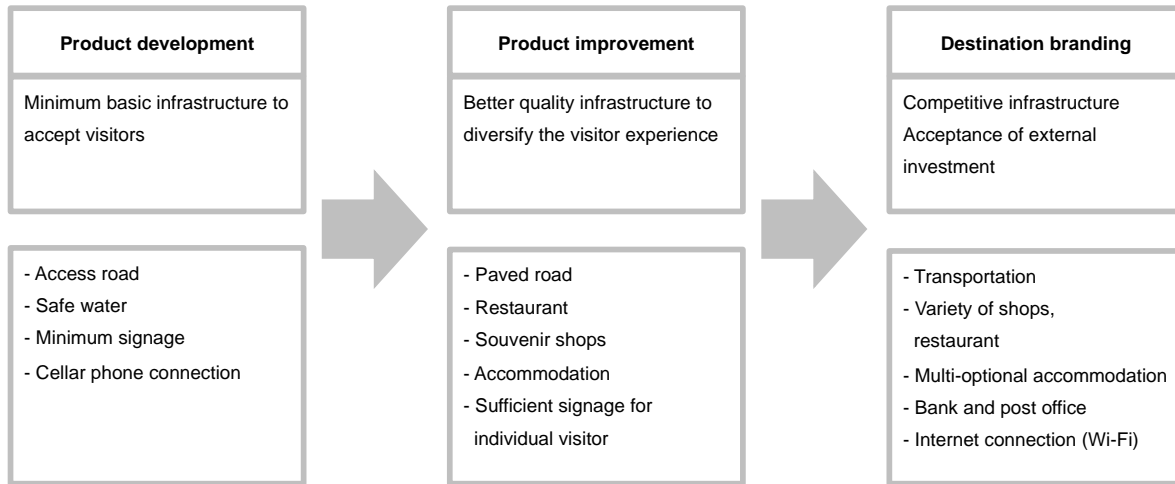
**Figure 7.19: Examples of satellites**

### 7.3.8.3 Tourism-related infrastructure and signage

Tourism-related infrastructure is one of the key determinants of the quality of the visitor's experience, as well as image of the tour and environment integrity (UNWTO 2009). The CBT will not be able to function without basic infrastructure, such as an appropriate and operational transportation network from and to the site, roads, and toilets. In addition, infrastructure such as telecommunications, water, electricity, recreation and access to communication channels is also important. Operational public toilets must be provided for visitors, and clean and safe drinking water is also essential. For places where safe drinking water cannot be provided, drinkable bottled water should be available for visitors. The diseases such as malaria, etc. put pressures on CBT sites to provide high quality basic infrastructures and services. The effective provision of safe and secure services is of utmost importance to a successful CBT. It is clear that CBT will not fully succeed without infrastructure to support the development of places where tourists visit.

Tourism-related infrastructure can be categorized into two groups. The first one is the infrastructure needed for the community in general such as road, electricity, water, banks, telecommunications and post, and the second one is the tourism-specialized infrastructure which is not essential for residents including hotels, souvenir shops, restaurants and tourist information infrastructure.

Figure 7.20 explains improvement of infrastructure based on the process of CBT development. In the beginning stage of CBT development, the site needs to have a minimum basic infrastructure to accept visitors. The important point is that the tourists today demand fewer infrastructures than before, especially at the CBT sites. After commercialising CBT products, the community may have a chance to improve them and infrastructure will be also necessary for improvement for more visitors' satisfaction.



Source: JICA project team

**Figure 7.20: Improvement of infrastructure based on process of CBT development**

### 7.3.9 Marketing

#### 7.3.9.1 Product development, marketing and branding

In general, the tourism experience extends throughout the tourism value chain. For instance, when a tourist purchases a tour product, it includes searching information, making reservation, access to it, participating in the tour, onsite facilities, environmental integrity, safety features, interpretation guide, and feedback after it. It is very important to understand that marketing is a long process to create, maintain and control the demand within all these steps that visitors follow.

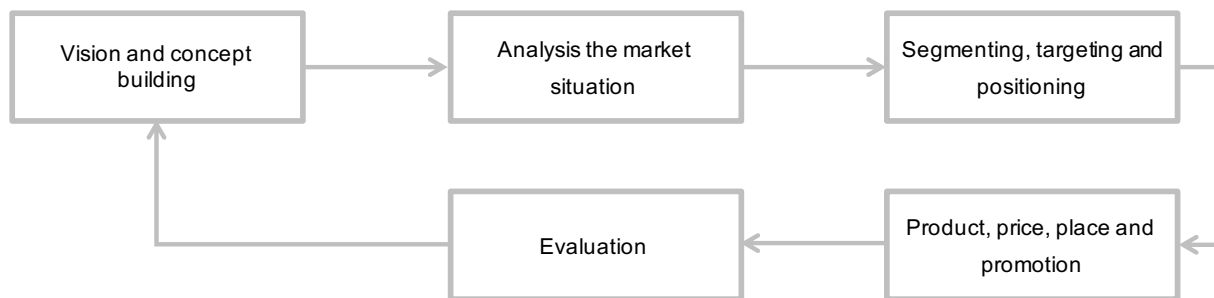
In an activity like tourism where customer is physically apart from the place he/she considers to visit, marketing including promotion is a key component (UNWTO 2009). A basic principle is that the products developed should reflect that market's gustoes and trends. In other words, product development is only a half of the task of CBT and once developed, it has to be brought to the attention of the market and presented in a way that stimulates awareness, interest, motivation to search, and action to purchase.

In fact, marketing needs analysis skills for tourism products and high professional skills to grasp the

characteristics of tourists; therefore, it is difficult for the CBTEs to carry out marketing only by themselves. MOTH and ZTA needs to support the CBTEs' marketing activity more than other CBT development process.

### 7.3.9.2 Marketing process

In order to expand strategic and sustainable marketing activities, the following process indicated in Figure 7.21 is needed. It has to be followed repeatedly from vision and concept building to evaluation. Although there is no suitable time period, which is applicable for all destinations commonly, it seems to be that a 3 to 5 year cycle is adopted in most cases. However, in a “start-up” phase of CBT, the cycle should be shorter since the first and the most important purpose of marketing in that phase is catching up the market trend.



Source: JICA project team

**Figure 7.21: Marketing process**

#### 7.3.9.2.1 Vision and concept building

In all marketing activities, the community needs to portray the basic vision and to establish the concept for expanding sales of products. Even though a CBTE were successful in inviting tourist in the initial stage of CBT development, the success would not continue and the CBT would not be sustainable if the CBTE had not prepared clear vision and concept. It is necessary to remind that the market has a big power and once the demand grows, it will be difficult to control from the destination side. The vision and the concept need attention toward multidirectional side of the community including economy, society, culture and natural environment.

#### 7.3.9.2.2 Analysis

Analysis is the second step of marketing and it is composed of two different viewpoints. The first viewpoint of the analysis is about CBT site itself. There are two most common analytical tools that can help CBT understand where it is, what options it has in respect of the development of tourism sector

and how best to focus its product development and marketing strategies.

**Table 7.8: Factors to be reflected to emerging CBT product (PEST Analysis)**

Politics	Economy
<ul style="list-style-type: none"> <li>- Stability of political environment</li> <li>- Government policy</li> <li>- Laws and regulations relating to CBT</li> </ul>	<ul style="list-style-type: none"> <li>- Economic growth and Inflation</li> <li>- Employment and labour costs</li> <li>- Availability of energy and energy cost</li> </ul>
Society and culture	Technology
<ul style="list-style-type: none"> <li>- Demography</li> <li>- Language issues</li> <li>- Religious issues</li> </ul>	<ul style="list-style-type: none"> <li>- Speed and impact of innovation</li> <li>- Interest of government and private sector</li> <li>- Direct communication technology</li> </ul>

Source: JICA project team

**Table 7.9: Example of SWOT analysis**

Internal	Strength	Weakness
	<ul style="list-style-type: none"> <li>- Easy access to the World Heritage site</li> <li>- Diversity of tourism resources</li> <li>- Location on the popular tourist route</li> <li>- Stable security</li> <li>- Economic growth</li> </ul>	<ul style="list-style-type: none"> <li>- Cost and time required to develop infrastructure and tourism facilities</li> <li>- Lack of activities</li> <li>- Lack of marketing</li> <li>- Rainy season</li> </ul>
External	Opportunities	Threats
	<ul style="list-style-type: none"> <li>- Improvement of the value of tourism resources through natural environment rehabilitation</li> <li>- Improvement of infrastructure</li> <li>- Increasing popularity of Africa as a destination</li> <li>- Increasing the number of tourism products</li> </ul>	<ul style="list-style-type: none"> <li>- Degradation of the natural environment</li> <li>- Over-capacity</li> <li>- Exhausted local industries due to intensified price competition</li> <li>- Heteronomous tourism promotion by the entry of foreign capital</li> <li>- Growing popularity of competitors</li> <li>- Economic crisis in Europe and the United States</li> </ul>

JICA project team

Understanding macro-environment in which a business operates is a basic requirement. This is the origin of the PEST analysis<sup>8</sup>. Each CBT site needs to look at different factors that are relevant to their own situation. However, the key factors that emerging CBT product might need to consider include political (P), economic (E), social, cultural (S), and technological (T) factors. Examples of each factor are shown in Table 7.8.

SWOT analysis is a strategic planning method used to evaluate the Strength, Weaknesses, Opportunities and Threats involved in a project and it is useful for CBT development. As well as understanding about positive and negative factors, it is very important to identify internal and external factors. Table 7.9 explains an example of SWOT analysis.

The second viewpoint of the analysis needs to be implanted about clients. After starting to accept visitors, the information about clients must be collected by the CBT management body. In big destinations, the data is normally quantitative and easy to analyse statistically; however, qualitative data such as direct opinion from visitors or tourism professionals is also useful. Especially on the “start-up” phase, it is very important to grasp the market response to the CBT.

<sup>8</sup> PEST analysis is a marketing framework for the macro-environment analysis. PEST stands for Politics, Economy, Society and Technology.

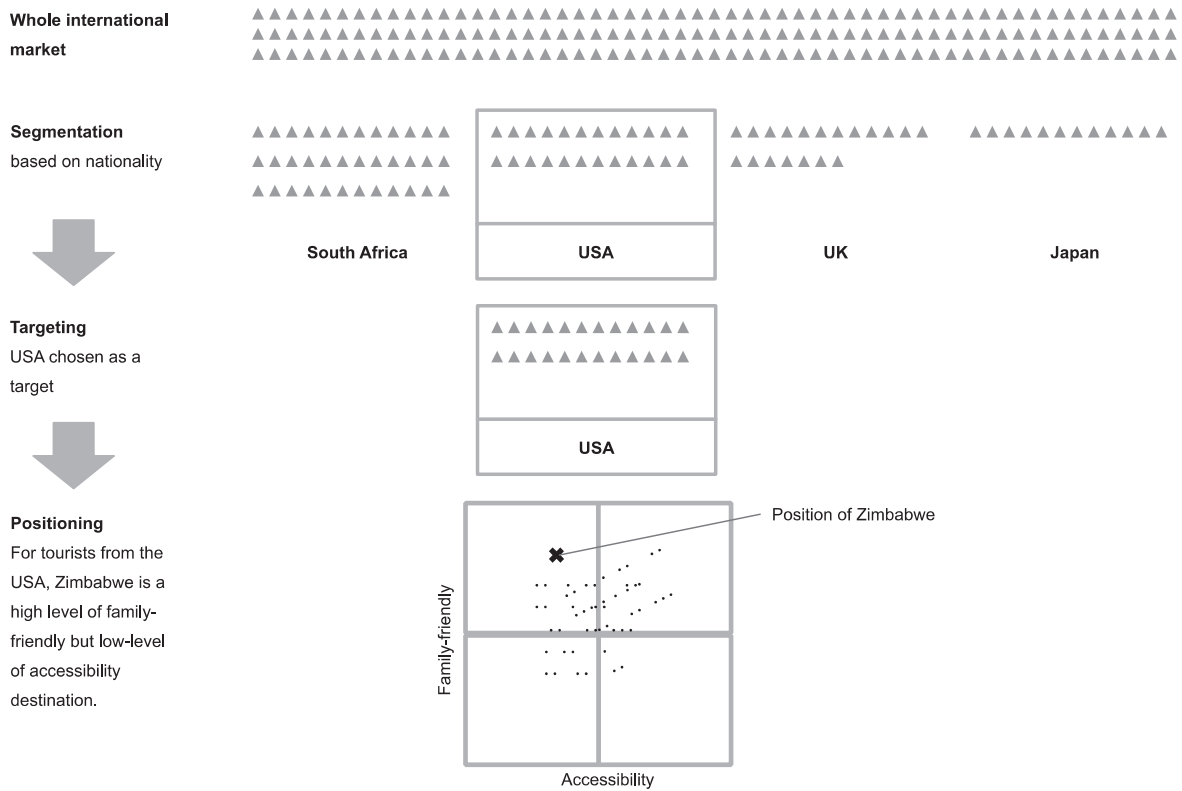
In terms of the analytical methodology, the easiest way is distributing and collecting questionnaire for the participants of activities. Due to the lack of equipment and skills such as computers and data processing software, statistical analysis is not a realistic way, however, hearing the “consumers’ voice” is quite important for following marketing process.

The following indicates basic subjects needed for analysis.

- Nationality,
- Gender and age,
- Duration of stay,
- Main purpose of visit,
- How to arrange the travel,
- How to get information about CBT,
- Number of sites to be visited, and
- Satisfaction level.

#### **7.3.9.2.3 Segmenting, targeting and positioning**

CBTE develop a marketing plan based on the result of analysis. Through segmenting, targeting and positioning, called as STP process, the CBTE can clarify the plan to expand the demand of the specific market. Since the demand of travellers has recently diversified, it has been more difficult to catch the tastes of wide range of the market, and “selecting and focusing” has been more and more important in tourism.



Source: JICA project team

**Figure 7.22: Example of segmenting, targeting and positioning (STP)**

Figure 7.22 shows the fundamental process of STP. This example segments the market by nationality and USA is chosen as a target. Then, the position of this CBT sites should be defined through comparing to other CBT sites with two criteria: the accessibility and family-friendly level.

#### 7.3.9.2.4 Product, price, place and promotion

The execution process of marketing is the fourth step. In this step, the management body needs to review the product contents and price, and choose the most efficient and effective distribution network. Then some promotional activities will be executed directly by the community or through media or agent. All these steps are conventionally defined as 4P, and a key to realize market development for CBT.

	Awareness	Interest	Searching	Action	Share
B2C Media	<ul style="list-style-type: none"> <li>- Poster on the street</li> <li>- Advertisement on magazines/newspapers</li> <li>- Advertisement on Facebook</li> </ul>	<ul style="list-style-type: none"> <li>- Poster in airports, hotels and travel agents</li> <li>- Advertisement on travel magazines / guidebooks</li> <li>- Own account page on Facebook, Instagram and Trip Advisor</li> </ul>	<ul style="list-style-type: none"> <li>- Web site</li> <li>- Brochures with detail information in airports, hotels and travel agents</li> <li>- Own account page on Facebook, Instagram and Trip Advisor</li> </ul>	<ul style="list-style-type: none"> <li>- Web site</li> <li>- Brochures with detail information in airports, hotels and travel agents</li> </ul>	<ul style="list-style-type: none"> <li>- Facebook, Instagram and Trip Advisor</li> </ul>
Necessary information	<ul style="list-style-type: none"> <li>- Destination image</li> </ul>	<ul style="list-style-type: none"> <li>- Destination image</li> <li>- Rough access</li> <li>- Abstract of activities</li> </ul>	<ul style="list-style-type: none"> <li>- Activity image</li> <li>- Detailed access</li> <li>- Activity menu</li> <li>- Price</li> <li>- Duration of time</li> <li>- Terms and conditions</li> <li>- Way to book products</li> </ul>	<ul style="list-style-type: none"> <li>- Activity image</li> <li>- Detailed access</li> <li>- Activity menu</li> <li>- Price</li> <li>- Duration of time</li> <li>- Terms and conditions</li> <li>- Way to book products</li> </ul>	<ul style="list-style-type: none"> <li>- Comments</li> <li>- Activity photos</li> </ul>
B2B Media	<ul style="list-style-type: none"> <li>- Daily communication with local tourism sector</li> <li>- Travel exhibition</li> <li>- Seminar</li> </ul>	<ul style="list-style-type: none"> <li>- Daily communication with local tourism sector</li> <li>- Travel exhibition</li> <li>- Seminar</li> <li>- Business meeting</li> <li>- Price list and activity menu</li> </ul>	<ul style="list-style-type: none"> <li>- Business meeting</li> <li>- Price list and activity menu</li> <li>- FAM trip</li> <li>- Web site for professionals</li> </ul>	<ul style="list-style-type: none"> <li>- Business meeting</li> <li>- Price list and activity menu</li> <li>- FAM trip</li> <li>- Web site for professionals</li> </ul>	<ul style="list-style-type: none"> <li>- Mutual link with SNS hotes of hotels, guides and travel agents</li> </ul>

Source: JICA project team

**Figure 7.23: Necessary information and media for B2C and B2B promotion**

In regard to define price of the products, there are two fundamental ways. The first one is to cumulate all the costs for activities and add the profits to it at the end. The second one is to define the total price by researching other competitors' price and compress the cost of each subject to fall blow it. In each of both ways, CBT has to be sustainable to realize the purpose of the community in the perspective of the price.

The promotion is also a key activity on marketing process. It should be strategic and cost efficient, and the CBTE management needs to choose the best way to increase the number of visitors. For better promotion, understanding the consumer behaviour is essential. Although there are several theories, AISAS<sup>9</sup> is one of the most basic and common one<sup>9</sup>. Additionally, it seems important to understand that there is a big difference between promotion to tourism professional called B2B and to individual travellers as B2C.

### 7.3.9.2.5 Evaluation

The last one is the evaluation process which reviews all the activities prior to this step. Considering

<sup>9</sup> AISAS stands for Attention, Interest, Search, Action and Share. AISAS is a registered trademark of Dentsu Inc.

that the marketing activity needs a huge cost normally and the trend changes easily and continuously, it is difficult to continue effective marketing activities without revalidating.

#### **7.3.9.2.6 Context in the CBT development in Zimbabwe**

In the context of CBT development, it is important to clarify what the community people are proud of, the traditions, culture, customs, the natural environment, the social environment that they want to show by visitors, and what services they want to provide in the process of “vision and concept building”, whereas MOTHI and ZTA needs to judge how much the vision and concept identified by CBT management and the community people is appealing to visitors from an objective viewpoint. In addition, MOTHI and ZTA needs to support the CBTEs in studying what type of tourists, in terms of origin countries and tourism products, should be focused on.

In Zimbabwe, it is expected that many CBT concepts using rural resources such as rural lifestyle, tradition, culture will be proposed, and tourism products in this field seem to become more competitive. Therefore, it seems to be important that having other advantages (good access from urban areas and famous sightseeing spots, experience only at CBT site, high-level service etc.) in developing CBT projects at rural area.

#### **7.3.9.3 Human resource development for marketing**

The ability of CBTE to plan and operate tourism products is totally dependent on the supply of appropriately educated and trained person at all levels and situations. Supported by local governments or related organisations, the management body of CBTE needs to understand the working trends in the international tourism system; while satisfying the needs and wishes of tourists in the market segments being targeted is the paramount requirement for those charged with the operation of the tour programmes.

Especially the managing staffs need to continuously update their knowledge base. For most CBT sites, the realistic candidate for this is community residents who have been working in any section of tourism industries.

### **7.3.10 Training**

#### **7.3.10.1 Design of a training programme**

In regard to design a training program, it is important that the training programme matches development stage of each CBT site and meets the needs and issues of the CBT site. Training



programs are designed as the steps in Table 7.10.

**Table 7.10: Steps of a training program**

No.	Steps	Contents
1.	Grasp issues and needs that a CBT site has	MOTHI/ZTA meets with community members in the CBT site and understands their needs and issues.
2.	Design a training program by MOTHI/ZTA	Based on the step 1, MOTHI/ZTA decides the training program by referring contents described in Table 7.11.
3.	Decide participants	MOTHI/ZTA and community members from the CBT site decide the participants (about 20 people are desirable).
4.	Decide a lecturer and gain approval	MOTHI/ZTA decides the lecturer based on 7.3.10.3. and gains approval.
5.	Meeting with the lecturer	MOTHI/ZTA explains the lecturer about issues and needs that the CBT site has.
6.	Site visit by the lecturer	The lecturer visits the CBT site in advance so that he/she can provide lecturers that meet the needs and the issues of the CBT site.
7.	Arrange a venue and food	MOTHI/ZTA secure a place where participants can access easily and has electricity (for the use of computer and audio system).
8.	Provide lecturers	The lecturer provides lecturers decided in step 2.

Source: JICA Project Team

### 7.3.10.2 Training topics

Table 7.11 shows basic training topics. MOTHI and ZTA select the subjects that are required in the CBT sites and conduct training. More specialised training topics are explained in section 7.3.10.3.

**Table 7.11: Basic training topics**

Training Topics	Contents	Remarks
Basic Knowledge on Tourism	<ul style="list-style-type: none"> <li>- What is tourism?</li> <li>- Where tourists are from?</li> <li>- What tourists want to do?</li> <li>- What tourists expect from the local community?</li> <li>- Others</li> </ul>	-
Hospitality	<ul style="list-style-type: none"> <li>- Welcoming tourists</li> <li>- Behaviour and conduct</li> <li>- Conversation</li> <li>- Others</li> </ul>	Many examples and case studies should be included in this topic to differentiate with Basic Knowledge on Tourism.
Guiding Practice	<ul style="list-style-type: none"> <li>- Interpretation skills</li> <li>- Tips upon guiding (briefing or tour program, how to call attention, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- Case studies should be included in the training.</li> <li>- Practices including role-playing should be included in this topic.</li> </ul>
Food Preparation and Hygiene	<ul style="list-style-type: none"> <li>- Presentation of cooking</li> <li>- Hygiene standard</li> <li>- Others</li> </ul>	-
Basic Knowledge on Marketing	<ul style="list-style-type: none"> <li>- 4Ps (Product, Price, Promotion and Place)</li> <li>- Others</li> </ul>	Prepare an action plan because it is important that the CBT sites continuously and voluntarily work on marketing activities after the lecture.
Accounting	<ul style="list-style-type: none"> <li>- How to keep books</li> <li>- Roles of Accountant and Auditor</li> <li>- Others</li> </ul>	Make sure that the contents of the lecture match the needs and the situation of each CBT site.
Study tour	<ul style="list-style-type: none"> <li>- Visiting famous tourist site, National Park or CBT site</li> <li>- Receiving lectures from managers on management of sites and tourism businesses and hospitality, etc.</li> </ul>	In case CBTE members and the community people don't have an experience of a tour, such study tour is very important. CBTE members and the community people should experience what is tourism.

Source: JICA Project Team

Below are some examples of the training programmes. It is important to combine lecture and workshops (group meeting and presentation, role playing, etc.) in a content to increase participants' awareness.

### **Example 1**

#### Issues

- Potential for the township tour is high as there are numerous historical buildings, the old market and human resources that were active in politics. However, promotion activities, design of the tour route and guiding are not sufficient.
- Community groups and organisations other than a CBTE have little experience in tour guiding.
- Guides and staff themselves tend to enjoy the tour and they do not fully host the tourists.

#### Training program

- Basic Knowledge on Marketing
- Interpretation and Guiding Practice
- Hospitality

### **Example 2**

#### Issues

- The CBT site does not have experience in receiving the tourists and knowledge on overall tourism is lacking.
- The CBTE members don't have experience of product development and marketing.
- Designated staff for local guides don't have experience of tour-guiding.
- Although the CBT site provides food during the tour, the community people have never received lectures on sanitation management.
- The CBT site lacks knowledge on accounting.

#### Training program

- Study tour to the neighbouring tourist site
- Basic Knowledge on Marketing
- Guiding Practice
- Food Preparation and Hygiene

- Accounting



Lecture



Group meeting

**Figure 7.24: Example of a training programme**

### 7.3.10.3 Lecturers

Basically, staff from MOTHI, ZTA and local governments can work as lecturers. This enhances the staff's capacities, creates ownership and strengthens trust relationship with the communities. On the other hand, other organisations can take charge for specialized subjects as Table 7.12.

**Table 7.12: Training themes and lecturers**

Theme	Lecturer
Ecology and geology in the national parks, history, and cultural heritage	Universities
Guiding and hospitality with global standard	ZTA and professional schools
Marketing - Collection and analysis of statistical data - Basic accounting	ZTA and professional schools
Negotiation with domestic/foreign tour operators and administration like organisational management	MOTHI, ZTA, professional schools in tourism, and universities

Source: JICA project team

MOTHI and ZTA have to make sure that they explain the actual situation, issues and needs in each CBT sites to the lecturers so that they can design the lectures accordingly. If skilled human resources are available in CBTEs, they can work as lecturers. This fosters their pride, enhances their capabilities by receiving feedbacks from trainees. It also promotes exchanges of information and know-how among CBTEs.

### 7.3.10.4 Certificate

MOTHI and ZTA will prepare and award certificate for participants of the training programme. Staff

of CBTEs, in particular, local guides and accommodation and food staff have to receive the certificate. Figure 7.25 shows example of the certificate.



Source: JICA project team

**Figure 7.25: Example of certificate**

## **7.4 Monitoring & evaluation**

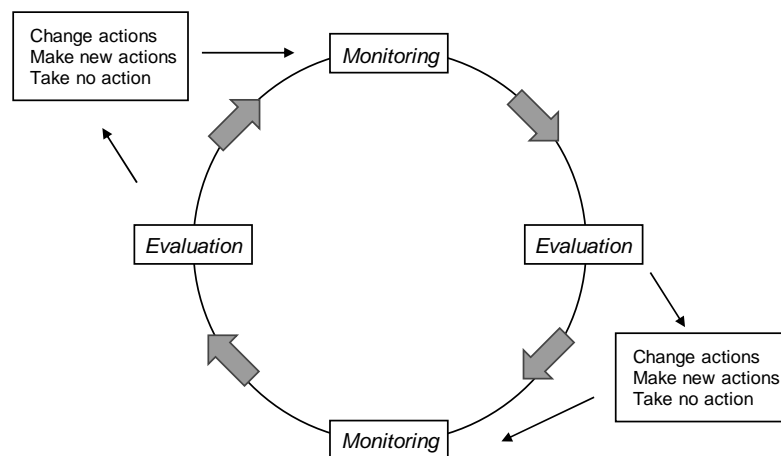
### **7.4.1 What is monitoring?**

Monitoring is not new concept as it is practiced every day in our lives. When we cook food for example, we need to taste it several times to check whether we have put enough salt or spices. When we drive our cars, we regularly look at the speed meter or fuel gauge to see whether we can reach the destination safely or not. When we cross the road, we look left and then right, and then left again before crossing to avoid getting hit by a car.

Monitoring is the regular collection of information about its situations that are constantly changing so that we can guide our actions to achieve a desirable result or objective.

### 7.4.2 What is evaluation?

As the situations that we want to monitor are constantly changing, monitoring is not something that we need to do once and forget. Monitoring must be repeated. After we have collected the information needed, we have to evaluate what it means in order to understand if we are doing the right way or if we need to amend our actions to achieve our desired result. Therefore, monitoring and evaluation is an ongoing process that we have to repeat until we have achieved our objectives.



Source: JICA project team

**Figure 7.26: Monitoring and evaluation**

### 7.4.3 What do we monitor in CBT?

Firstly, we do want to know whether we are being successful in meeting the objectives of CBT project. If we turn our objectives into questions, this can help us identify the types of information and data that we will need to collect to monitor our CBT progress in meeting our objectives. The followings are examples of questions:

- Is CBT contributing to economic development in the community?
- Are the benefits of CBT being fairly distributed in the community?
- Is CBT contributing to positive community development?
- Is CBT contributing to the preservation of local culture?
- Is CBT contributing to the conservation of nature?
- Are local communities taking an active role in the management of CBT?

The information and data that we collect should specifically help us to answer the above questions.

Secondly, we may decide that we need additional information and data to help us identify any negative environmental or cultural impacts, or emerging problems that might affect the overall success of CBT. These additional information and data may be identified by asking the following types of questions:

- Is CBT having a negative impact on the culture and general way of life in the community?
- Is CBT having negative impact on the environment?
- Are the tourists satisfied with the CBT activities and the performance of local guides and narrators?

#### **7.4.4 Who monitors and evaluates CBT**

CBTE management body monitors and evaluates the CBT from viewpoint of an insider. As described in section 7.3.4.3, it prepares annual plan and a budget plan for the following fiscal year in the end of the previous fiscal year, and a report consisting of results of the plan and settlement at the end of the fiscal year. The CBTE management body monitors and evaluates the CBT during the process, in particular, from the point of input and output for the CBT.

The technical committee mentioned in section 7.3.4.2 should also monitors and evaluates the CBT project from a third party's viewpoint. MOTHI and ZTA should take an initiative to monitor and evaluate the CBT project as the technical committee member.

#### **7.4.5 Indicator**

An indicator is something that we can measure or assess which tells if we are making progress towards our objectives or if we are having an undesirable impact.

Suppose that our objective is to “establish a daily life discovery trail in order to contribute to the preservation of traditional life and culture”.

To monitor our progress in achieving this objective, we need to measure changes in the number of traditional life practices in the community as this will indicate whether or not the traditional life practice is maintained. In this example, frequency of traditional life practice is our indicator for measuring progress in achieving our objective to “establish a daily life discovery trail”.

In other words, monitoring can be objective and scientific by fixing an indicator for each of our objectives.

#### **7.4.6 How often do we monitor CBT?**

Frequency of monitoring differs depending on the types of information that we are collecting. When we monitor slow changing situations such as how CBT may be affecting the culture and traditional way of life of a community, we need to collect data less often, for example, once every 6 or 12 months. However, if we want to monitor fast changing situations or identify problems quickly before they become too serious, we need to collect data more often, for example every time tourists visit or every month.

When we want to confirm tourist safety or satisfaction along the Discovery Trail or environmental issues, monitoring should be conducted every time tourists visit.

#### **7.4.7 What methods can we use for collecting data about CBT?**

There are several ways we can collect information and data that is useful for monitoring CBT.

We can use:

- Household questionnaires and interviews,
- Visitors' feedback questionnaires,
- Forms of recording the observations by the local guides or narrators,
- Photographs and short video clips (trails, facilities, activities, etc.),
- Workshops and discussions with participating communities,
- Statistical data (number of visitors, repeaters, sales, etc.), and
- Others.

As the operation of CBT lasts for years, it is important to collect and analyse the information and data in a systematic manner. In addition, the collected information and data must be kept in a systematic manner (using filing cabinet, etc.) so that changes can be easily identified from the beginning of the CBT project to date.

#### **7.4.8 Monitoring plan**

As the objectives of CBT project at each site are often complex, we have to think carefully about the indicators we will select. We need to take into account ability to measure or monitor our progress in achieving our objectives, to identify undesirable impacts, and for collecting the additional information and data that we will need to measure the success of our project.

We also need to think about the methods that we will use for collecting information and data, and who will do it and when.

The best way to plan and organize all of these components is to make a monitoring plan using a standard table or matrix as shown in Figure 7.27.

Objective/impact/additional information and Data: \_\_\_\_\_

Monitoring Strategy: \_\_\_\_\_

Indicators	Method	When	Who	Where

Source: JICA Project Tem

**Figure 7.27: Monitoring standard table (example)**

### 7.4.9 Improvement

As explained in section 7.4.2, it is important to judge based on the result of monitoring and evaluation whether the actions are properly implemented towards achieving the objectives of CBT, or any problems are not foreseen to cause negative impact. In case necessary, the CBT project needs to amend actions to produce more effective result or take additional actions to solve the problems that may cause negative impact.

## 7.5 Cooperation with relevant organisations

### 7.5.1 Relevant organisations

Organisations and institutions that are relevant to CBT are listed as Table 7.13.

**Table 7.13: Relevant organisations and institutions**

Ministries	Ministry of Small and Medium Enterprises and Cooperative Development	- Business Development Department - Resource Mobilization Department
	Ministry of Youth, Indigenisation and Economic Empowerment	- Youth Development Department
	Ministry of Women Affairs, Gender and Community Development	- Women Affairs Department
	Ministry of Rural Development, Promotion & Preservation of National Culture & Heritage	- Department of Rural Development - Department of Arts, Culture and Heritage
Government agencies	National Museums and Monuments of Zimbabwe	- Marketing Department
	Parks and Wildlife Management Authority	-
	National Handicraft Centre	-
Other organisations	Zimbabwe Council for Tourism	-
	CAMPFIRE Association	-
	Sustainable Tourism Enterprises Promotion (STEP)	-

Source: JICA project team



## 7.5.2 Access to supporting methods

Users of the CBT manual, mainly government officials, have to know what kind of supporting methods are available to help CBTEs and refer to adequate information source to utilise them. This section shows supporting methods.

Contrary to what major policies stipulate, existing supporting methods that are meant to help CBTEs are somewhat limited to various, mainly financial, reasons. Major supporting methods are shown in Table 7.14.

**Table 7.14: Supporting method by relevant organisations**

Organisations	Supporting methods
Ministry of Tourism and Hospitality Industry (MOTHI)	<ul style="list-style-type: none"> <li>- Support at the time of the establishment/resuscitation of CBTEs</li> <li>- Awareness campaign for community residents</li> <li>- Tourism product development</li> <li>- Human resource development</li> </ul>
Zimbabwe Tourism Authority (ZTA)	<ul style="list-style-type: none"> <li>- Exemption of registration fee and other taxes in case CBTEs fall under certain policies</li> <li>- Human resource development training upon request</li> <li>- Marketing support</li> </ul>
Ministry of Small and Medium Enterprises and Cooperative Development (MOSMECD)	<ul style="list-style-type: none"> <li>- Essential training for cooperatives (cooperative law and organisational management)</li> <li>- Training on marketing, business development, management, accounting and entrepreneurship upon request</li> <li>- Connect financial institutions with SMEs and Cooperatives which need financial support</li> </ul>
Ministry of Youth, Indigenisation and Economic Empowerment (MOYIEE)	<ul style="list-style-type: none"> <li>- Owns vocational centres all over the country and one focuses in hospitality industry</li> <li>- Provides skills training for the youth</li> </ul>
Ministry of Women Affairs, Gender and Community Development (MOWAGCD)	<ul style="list-style-type: none"> <li>- Two training centres</li> <li>- Provides skills training for women</li> <li>- Women Development Fund</li> </ul>
Ministry of Rural Development, Promotion & Preservation of National Culture & Heritage (MORDPPNCH)	<ul style="list-style-type: none"> <li>- Support and promote heritage, arts and culture both technically and financially</li> <li>- Conducts training to raise awareness on heritage, art and culture</li> </ul>
CAMPFIRE	<ul style="list-style-type: none"> <li>- Training on marketing and bookkeeping</li> <li>- Knowledge exchange among CBTEs</li> </ul>

Source: JICA project team

MOTHI, as indicated in the National Tourism Policy, has a wide range of supporting methods from product development to marketing phase. In particular, it can support CBTEs establishment by conducting awareness campaigns for community residents and lecturing them.

ZTA, on the other hand focuses more on trainings on human resource development. ZTA has a department that is in charge of training and can conduct training with on basic understanding of tourism, basic knowledge on marketing, tour guiding, skills development (e.g. communication, teamwork).

ZTA is in charge of registering all tourism related entities which are divided into 28 categories and renewing the registration. From the financial point of view, some CBTEs may be applicable to request

for the exemption of taxes and registration/renewal fee. According to ZTA, whether a CBT being applicable to the exemption depends on the certain government policy.

MOSMECD supervises and supports small and medium enterprises as well as cooperatives. Some CBTES which are registered as a form of “trust” are categorized into cooperatives. MOSMECD conducts mandatory trainings before a cooperative is registered and tries to disseminate ideas on cooperative law and organisational operation. Also, for organisations which are interested in further human resource training, MOSMECD conducts trainings on marketing, business development, management, accounting and entrepreneurship, etc. upon request. Organisations which want to be trained can request through district officers deployed in each RDC. In terms of financial support, MOSMECD does not have any, but provides SMEs and cooperatives with connections to major financial institutions such as the Central Bank of Zimbabwe (CBZ) and People’s Own Bank (POSB). However, these financial institutions do not offer prime loan rate specifically set for SMEs and cooperatives according to MOSMECD.

MOYIEE possesses 42 vocational centres in the country and one which is located 20km from Harare focuses on hospitality industry (the Mount Hampden Training Centre). The prerequisites to apply for the vocational centre depends on the course. The ministry also offers skill trainings for the youth. Young people register and district officers will mobilize them. These skill trainings can also be offered in the community base.

MOWGCD supports community women to mobilize into tourism. District officers throughout the country plan and implement skill programmes for women and the community. The Ministry owns two rural women community training centre, in which courses on tourism are also included. In terms of financial support, there is a Women Development Fund with some criteria for application<sup>10</sup>. However, its budget is limited and whether the Ministry can give support depends on budget year.

MORDPPNCH is a new ministry established in 2016. Its aim is to develop, protect and promote heritage, arts and culture in Zimbabwe. Along with the aim, it supports heritage, arts and culture both technically and financially. The ministry also conducts trainings to raise awareness on heritage, art and culture, etc. The National Arts, Culture and Heritage Policy of Zimbabwe is the major policy of the Ministry.

Although CAMPFIRE does not provide support on regular basis, it has offered some human resource trainings on marketing and bookkeeping in the past. It also has conducted knowledge exchange programmes among CBTEs. CAMPFIRE might be one of the options to provide supports for CBTEs if the fiscal condition of the organisation allows.

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<sup>10</sup> There is a “Women Development Fund Criteria” prepared by MOWGCD.

In order to provide these supporting methods to CBTEs, it is necessary to take into consideration some points, which are shown below:

- To clarify how to share expenses to receive supports between CBTEs and ministries, within ministries, or among ministries. In case CBTEs have to bear certain cost, it is necessary to make clear approximate cost to receive each support.
- To clarify requisite with regard to the exemption of registration/renewal fees and tourism levy for CBTEs. It will be also necessary to revise legislation and ordinances accordingly.
- To consider measures on how to make the supporting methods and its contact information visible to those who get involved in CBT. Utilizing the CBT Handbook is one way, but other means such as creating a portal site or making announcement in RDC office are possible.
- To utilise the interministerial coordination in order for CBTEs to fully make use of these support methods.

### 7.5.3 Considerations for vulnerable people and natural environment

It is often observed that many people are excluded from development because of their gender, ethnicity, age, disability or poverty, etc. Inclusion is getting more and more important for sustainable development and poverty alleviation.

On the other hand, tourism is often criticized for its nature that it provides opportunities for the privileged middle and upper classes to travel and enjoy leisure activities, create profits particularly for large companies including hotels, operators and developers, and development opportunities associated with tourism are not open to those who are poor and marginalized.

CBT is expected to be an answer to the above criticism. Table 7.15 shows examples of vulnerable groups and the roles that they can play in CBT.

**Table 7.15: Vulnerable groups and roles in Community Based Tourism**

Vulnerable Group	Roles	Remarks
Women	<ul style="list-style-type: none"> <li>- Food preparation and services</li> <li>- Handicraft production</li> <li>- Housekeeping</li> <li>- Decoration and beautification of site</li> <li>- Laundry</li> <li>- Narrator to visitors</li> </ul>	<ul style="list-style-type: none"> <li>- Women can plan important roles in tourist services.</li> <li>- Active participation must be encouraged.</li> </ul>
Ethnic minority	<ul style="list-style-type: none"> <li>- Conservation and succession of traditional culture</li> <li>- Presentation and interpretation</li> <li>- Narrator to visitors</li> </ul>	<ul style="list-style-type: none"> <li>- Community Based Tourism can encourage tangible and intangible traditional culture of ethnic minorities.</li> </ul>
Children	<ul style="list-style-type: none"> <li>- Successor of traditional culture, handicraft, life skills etc. inherited from ancestors</li> </ul>	<ul style="list-style-type: none"> <li>- Children shouldn't be labour force. But, they must learn traditional culture, handicraft, life skills etc. inherited for generations.</li> </ul>

Vulnerable Group	Roles	Remarks
Disabled persons	<ul style="list-style-type: none"> <li>- Handicraft production</li> <li>- Narrator of history, tradition, etc. to visitors</li> </ul>	<ul style="list-style-type: none"> <li>- Disabled persons are more patient than others. They can concentrate on specific works.</li> <li>- Active participation must be encouraged.</li> </ul>
Poor	<ul style="list-style-type: none"> <li>- Driver</li> <li>- Food production (farmer)</li> <li>- Laundry</li> <li>- Housekeeping</li> <li>- Handicraft production</li> <li>- Decoration and beautification of site (gardener)</li> <li>- Other miscellaneous works related to tourism</li> </ul>	<ul style="list-style-type: none"> <li>- Tourism can generate job and cash income.</li> <li>- Active participation must be encouraged.</li> </ul>

Source: JICA project team

In addition to inclusive tourism development, consideration for natural environment is very important to protect tourism resources and utilise them properly. Tourists visit the site to experience tourism products or attractions derived from unique local resources. If tourism resources or natural environment is seriously deteriorated, tourists will no longer visit. Traditional culture and living practices that the local residents are proud of, and beautiful natural environment surrounding the community must be wisely preserved for handing over to the next generation.

Furthermore, solid waste should be managed in an appropriate manner. Not only tourists but all the local residents discharge garbage. Garbage from both local residents and tourists is to be collected and treated properly by burning or dumping at designated places. Organic garbage can be turned into compost then used for cultivating fresh vegetables or fruits, which can be also tourism products in turn.

In order to realize CBT with the vulnerable people and natural environment in mind, and implement it smoothly, collaboration with relevant organisations and ministries are necessary.

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## Reference

ARAI, Juzo. *Introduction of Ecomuseum, the town revitalization in the 21<sup>st</sup> century*, 1995, Makino Publishing

Salt Ecomuseum management committee (SEM management committee). *Salt Ecomuseum Plan for Sustainable Community Development*, 2015, Salt Ecomuseum management committee

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## **8. Community Based Tourism Handbook**

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### **8.1 The purpose of the Community Based Tourism Handbook**

The Community Based Tourism Handbook intends to introduce the community based tourism to communities, and to inform the communities that want to start/improve CBT projects about contacts of government office. This Community Based Tourism Handbook explains the following items:

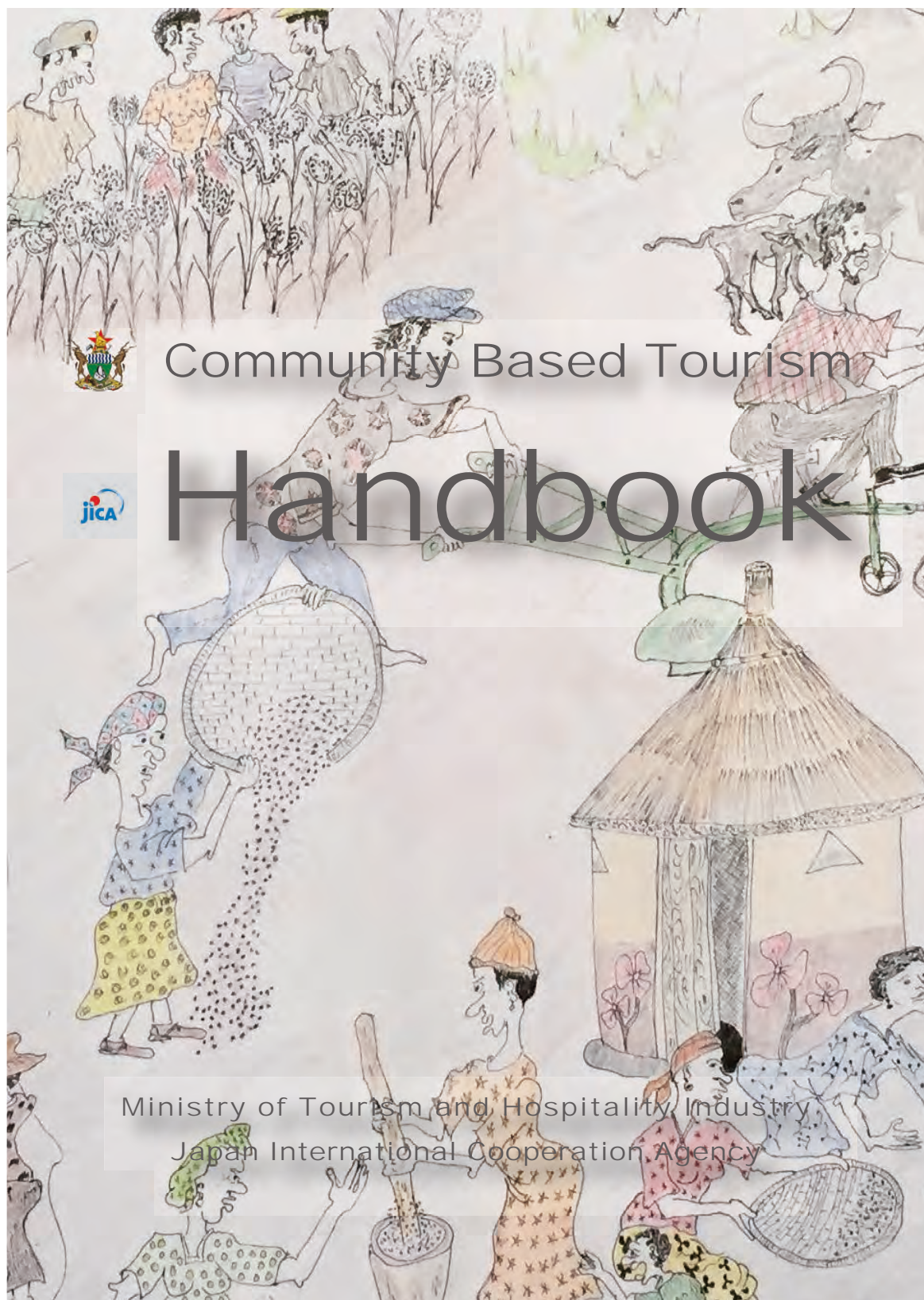
- What is community based tourism (CBT)?
- What is benefits of the CBT for communities?
- Who will be involved in CBT?
- How to start/improve CBT?
- How to develop/improve CBT?

Intended readers of the Community Based Tourism Handbook are CBTE members who want to improve existing CBT or community members who are interested in starting a CBTE.

Community Based Tourism Handbook shows the practical methods to launch or improve CBTEs which have been promoted in the National Tourism Policy and the CBT Strategy, one of policy documents which facilitate Zimbabwe's tourism development.

### **8.2 Contents of the Community Based Tourism Handbook**

The Community Based Tourism Handbook is a A5 sized small booklet for easy handling for the potential readers. The document is written in English but the project team expects MOTHI and ZTA to translate into local languages such as Shona and Ndebele. The following pages show the contents of the Community Based Tourism Handbook.



Community Based Tourism

# Handbook

Ministry of Tourism and Hospitality Industry  
Japan International Cooperation Agency

## What is Community Based Tourism (CBT)?

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“Tourism” is the activity of traveling to a place for pleasure. It includes vacation, business trip, visiting friends and relatives. In order to offer the tourism product to tourists, many kinds of businesses are developed such as restaurant, hotels, transportation services and guides.

Ministry of Tourism and Hospital Industry (MOTHI) is promoting Community Based Tourism (CBT). CBT can be defined as tourism development by communities as follows;

- All or a part of member of a community participate in a tourism development project,
  - The tourism development project is operated by the community members or an external resource (private investor) of the community such as a business entity,
  - Even if the tourism development project is operated by the external resource, participants from the community take part in planning, decision making and/or operation,
  - A part of the benefit from the tourism development project is used for the whole member of the community such as community development projects and/or allocation of direct benefit.
-



## **What are the benefits of CBT for communities?**

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The operation of CBT brings the following benefits to communities.

### **Creation of jobs**

Creation of jobs in the local community by providing various tourist services.

### **Generation of cash income**

Cash income from CBT can support livelihood of households and better education of children. Part of the revenue can be used for social development.

### **Conservation of environment and traditional culture**

In order to maintain popularity as a tourist site, it is essential to take necessary measures to preserve environment. Similarly, if the traditional culture that tourists expect to see disappear, tourism cannot sustain.

### **Increase of the sense of community unity**

CBT development activities include cooperative works. They notice importance of culture, tradition, social & natural environment of the community through activities for the CBT development.

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## Who can participate in CBT?

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Private companies have conducted conventional tourism businesses. These companies included large-scale companies like multi-national companies, and it is observed that benefit of the tourism was not shared to local people.

On the other hand, CBT is conducted by community people. A CBT project is usually initiated based on the agreement between people, NGOs or companies who want to conduct CBT and the other community people.



A community is a group of people who are living in the same place and sharing the same economic activity, culture, tradition or custom, etc. These economic activity, culture, tradition, or custom that are related to community people's daily life and beautiful natural environment would be tourism resources which attract Zimbabwean and international tourists.

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## How to start/improve CBT?

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If your community is interested in CBT or wants to improve an existing CBT project, it is recommended that the whole community including people who will not be actively involved in the CBT activity agree with the CBT development and accept tourists at first. Sharing future vision on CBT development among the whole community is one of important key factors to precede the CBT development.

In the next step, please contact to Rural District Council Office or Town Council Office. They will convey the community's hope for the development and improvement of the community's CBT to MOTHI.

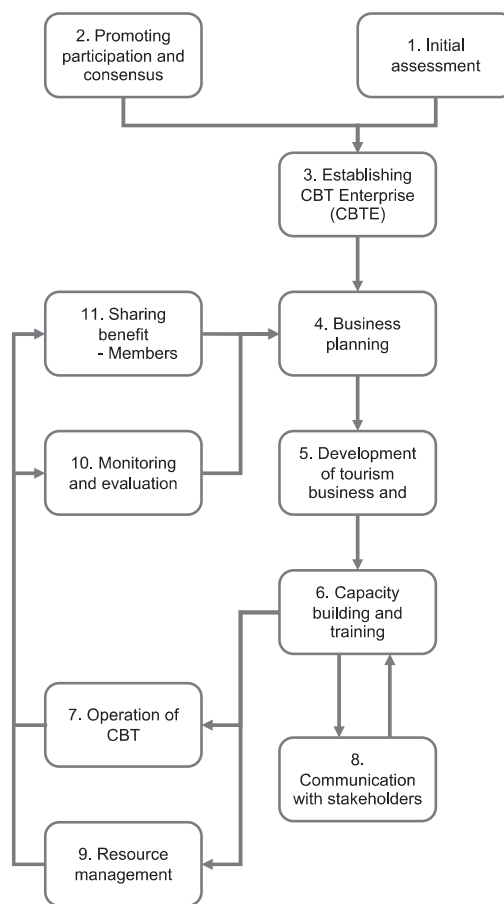
You can also contact MOTHI to ask for supports in developing or improving your community's CBT. Contact persons and their addresses are:

Ministry of Tourism and Hospitality Industry  
Domestic Tourism Department  
5th Floor, Jon Boen Building  
Corner Speke Ave/ Innez Terrace, Harare  
Telephone: +263-(0)4-770897  
+263-(0)4-750360/362  
+263-(0)4-750380/383

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## How to develop/improve CBT?

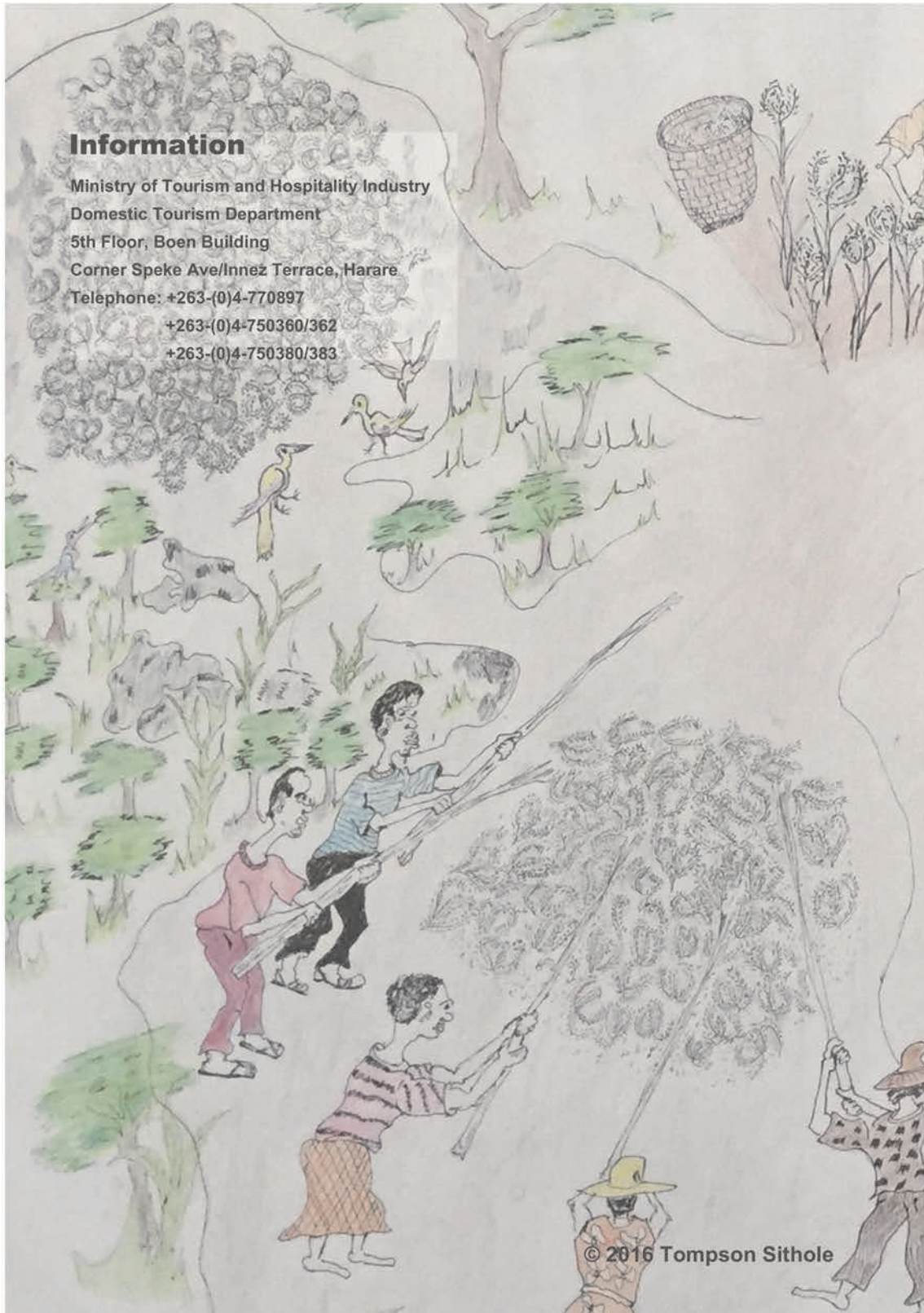
When MOTHl decides to support a CBT project, the community people will start activities to develop and improve the CBT with supports of MOTHl officials. The process is illustrated as the following figure.



**Development process of CBT**

When MOTHl decides to support a CBT project, the community people will start activities to develop and improve the CBT with supports of MOTHl officials. The following activities are included for developing/ improving the CBT. Participation of CBT Enterprise (CBTE) members and the other community people are necessary in these activities.

- Necessary procedures to establish a CBTE such as preparation of constitutions and bank account to manage cash-in and cash out by CBTE management members.
- CBTE members and community members discuss what is issues in the community and how CBT development contribute to the community development.
- They investigate community's resources to find "something" to show and provide to tourists.
- They transform the "something" into goods or services to tourists. The transformation includes making trail routes, material of explanations and necessary facilities.
- They consider tourist's duration of time and affordable payment amount at the CBT site and arrange time spend and price for the goods and services.
- They receive training programmes on hospitality business, guide practice, guiding practice, marketing and hygiene and sanitation.



## **9. Conclusions and Recommendations**

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### **9.1 Achievements of the master plan project**

Out of four pilot project sites, communities of Tengenenge, Chesvingo and Bulawayo, have completed a series of CBT development process including resource identification, product development, marketing, training and FAM trip. MOTHI and ZTA officials also experienced the development process in supporting the community people, and could understand how to carry out the CBT development.

Gairezi Ecotourism did not complete all the development process due to delay of the election for the new board members. The community people experienced a part of the development process which were resource identification and training. MOTHI and the project team followed implementation of an action plan prepared by participants of the training programme, and provided advices on the CBTE's future development.

In general, the CBTE members and community people worked very hard on CBT activities. As a result, the project team learned various lessons from achievements of the pilot projects at Tengenenge, Chesvingo and Bulawayo as well as from MOTHI and ZTA. The lessons from the pilot projects are utilised to prepare CBT manual.

The project team has compiled achievements, lessons and experiences in other countries into the CBT manual. This CBT manual focuses on identification and assessment of resources, product development, marketing, establishment and enhancement of CBT management organisation, and training programmes as well as explaining Ecomuseum concept and development of Discovery Trail. The project team believes that this manual will be a compass for MOTHI and ZTA officials in navigating CBT development projects, and that it will be also useful not only for Zimbabwean but also for people in the Southern African region.

### **9.2 Direction of CBT Development after the master plan project**

Zimbabwean socio-economy is facing many challenges since late 2000s, and tourism sector also faces challenges now. One of the difficulties during the pilot projects was limited number of tourists. The CBTE managements and the community people developed products and improved services, but opportunity for CBTE staff to try to offer such products and services was very limited due to very few number of tourists who visit CBT sites.

It seems that such socio-economic situation will not be changed immediately soon; therefore, the project team recommends for MOTHl and ZTA to continue supports at the four pilot sites, aiming to verify applicability of the CBT manual and upgrade the pilot sites instead of expansion of supports to develop or improve other CBT sites.

The project team recognizes that the CBT manual is in its first version and needs continuous update. For the initial update of the CBT manual, feedbacks from the CBT sites where MOTHl and ZTA have been engaging in the pilot projects seem to be more effective. After some updates of the CBT manual as well as changes in situation in international and domestic tourism markets, the project team recommends that MOTHl and ZTA expand the support to develop or improve CBTs throughout the country of Zimbabwe.

### **9.3 Expected activities at the pilot sites after the master plan project**

The project team recognises that the CBTEs at the four pilot sites have following challenges, and expects MOTHl and ZTA to support overcoming these challenges.

The common challenges for the four sites are enhancement of the capacity such as accounting and building relationship with tour operators and accommodation facilities near the CBT sites. Segmentation and prioritisation of target market and improvement of products for the target market is also needed. During the pilot projects, such activities were limited due to very few opportunities of receiving feedbacks from visitors to the CBT sites. A series of CBT development process finished with FAM trip for three pilot sites other than Gairezi. However, the CBT development process is to be repeated over and over, and the CBTE should start the second round of the activities to further improve their CBTs. The CBTEs can start the second round of activities from analysing the questionnaire survey of the FAM trip, and improving products and services with supports of MOTHl and ZTA. It is also important for them to keep contacts with tourism businesses which participated in the FAM trip.

The project team identified some community resources with the community people but products and a Discovery Trail have not been developed yet in Gairezi. Gairezi Development Trust needs to develop products and a Discovery Trail by utilising rich natural resources and community's life and culture together with MOTHl and ZTA, while it operates traditional tourism of fly-fishing and picnic with NDFFC. Training programmes for local guides and hospitality service are also needed.

Gwenyambira Sculptors of Tengenenge wants to provide accommodation service to tourists who visit Tengenenge Arts & Crafts. Results of the questionnaire survey showed that the quality of existing accommodation facilities is poor. Therefore, improvement of the facility in terms of sanitation quality and basic infrastructure is necessary. In addition to that, training programmes on Hygiene and



Accommodation Service, and Guiding Practice will be necessary. In Tengenenge, combination of products in the CBT site and surrounding natural resources such as Nyamanetsi Game Park and Mazoe dam may be worth considering to diversify tourism products.

CBTE at Chesvingo developed the “Daily Life Trail” and a map to introduce the trail and community’s life, together with MOTHI, ZTA and the project team. In developing the Discovery Trail, we also came up with other Discovery Trails, “Chesvingo Nature Trail,” “Chesvingo KARANGA Legend Trail” and “Chesvingo Lakeside Trail.” The CBTE and the community people will be able to develop the next Discovery Trails by improving these three trails. While preparing the new Discovery Trails, the CBTE needs to improve the exiting “Daily Life Trail,” in terms of pricing, duration of stay and target market. MOTHI and ZTA are expected to provide supports in setting the price from the point of marketing. Since management capacity of the CBTE is still limited, continuous trainings on account management and business operation should be provided.

Amakhosi Cultural Tour developed a Discovery Trail at City Central area and a map to introduce historical buildings at downtown area of Bulawayo during the pilot project period. Amakhosi Cultural Tour plans to develop other Discovery Trails at three areas (Makokoba, Emganwini and Mzilikazi) where it has relations with the communities. MOTHI and ZTA should support in preparing the trails and maps. Amakhosi Cultural Tour also intends to launch a Bulawayo Heritage Fund whose plan was prepared during the pilot project. MOTHI and Bulawayo City Hall are expected to support the establishment and management of the fund.

#### **9.4 Necessary actions to invite tourists to CBT sites**

In the four CBT sites, CBTE members and community people renders activities such as product development, enhancement of management capacity, improvement of services and training with officials of MOTHI and ZTA. CBTEs at Tengenenge, Chesvingo and Bulawayo conducted FAM trip which invited tourism businesses and media in the end of the pilot projects. CBTE members and community people increased incentives to promote CBT, and significant improvement of products and services to accept visitors was observed in each site.

If number of visitors to the CBT sites is limited, however, CBTE members and community people would forget knowledge and skill learned through the pilot project and lose momentum to develop CBT. Therefore, it is necessary to make efforts to attract domestic and international tourists to the CBT sites, and MOTHI and ZTA needs to tackle this problem which cannot be solved by individual CBTE.

The result of the questionnaire survey which were conducted after FAM trip revealed that further examination is necessary for international tourists, because contrary to what the project team expected during the first half of the pilot projects, many tourism businesses evaluated that long-haul

international tourists such as American and European are the most promising market segment to visit the CBT sites. Regarding to the result of the survey, it is expected that MOTHI and ZTA conduct detailed research by referring to the marketing process in the CBT manual.

The result of the survey that long-haul international tourists are the most promising market segment may reflect the fact that the number of domestic tourists is very limited in Zimbabwe. However, it is difficult to attract the long-haul international tourists to the four sites because almost all of long-haul tourists seem to visit only Victoria Falls<sup>1</sup>.

Under the current socio-economic circumstances, one of the dominant potential of Zimbabwean domestic tourists is school excursion market. For example, 27,490 students visited Great Zimbabwe Museum which is located 12 kilometers from Chesvingo in 2014<sup>2</sup>. During the seminar of this CBT master plan project on 17<sup>th</sup> of March 2017, participants discussed that Chesvingo should target students who visit Great Zimbabwe and MOTHI should explore the school trip market.

Potential international tourist segments are residents in Harare and Bulawayo, and business travellers to Harare and Bulawayo. These people may spend weekends and free time during the business trips by visiting Tengenenge and Bulawayo township tour. In order to gain these market segments, each CBTE needs to maintain good relations with accommodation facilities and tourism businesses in Harare, Bulawayo, and MOTHI and ZTA are expected to support the marketing activities.

The project team expects that many tourists visit CBT sites as much as possible thorough the efforts above. Also, the project team expects that CBT members improve skills and acquire economic interests and MOTHI and ZTA enhance ability to support CBTEs and improve the CBT manual.

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<sup>1</sup> Tourism statistics on number of international visitors by destinations is not prepared in Zimbabwe but number of visitors to Rain Forest national Park and Zambezi National Park recorded 261,147 persons accounted for 83% of the total visitors to National Parks (313,724 persons) in 2015 according to ZTA's Tourism Trends & Statistics Report. On the other hand, number of international visitors to Great Zimbabwe Museum was only 8,201 persons accounted for 14% of the total visitors in 2014. Section 2.1.1 and section 2.1.3 of Appendix volume explain number of international visitors in Zimbabwe and number of visitors to National Parks.

<sup>2</sup> Refer to Table 2.8 and Figure 2.5 for number of visitors to Great Zimbabwe Museum.

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