



**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
Appendix**

June 2017

Japan International Cooperation Agency (JICA)

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

SO
JR
17-002

**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
Appendix**

June 2017

Japan International Cooperation Agency (JICA)

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

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

Final Report

Appendix

Table of Contents

1. Introduction	1-1
1.1 Background of the project	1-1
1.2 Outline of the project	1-2
1.3 Implementation structure.....	1-3
1.4 Schedule of the project	1-4
1.5 Structure of the Report.....	1-5
2. Tourism Sector in Zimbabwe	2-1
2.1 Overview of tourism industry.....	2-1
2.2 Tourism policy and on-going projects	2-11
2.3 Activities of relevant organisations.....	2-14
3. Baseline Survey	3-1
3.1 24 CBT sites.....	3-1
3.2 Preparation of the baseline survey.....	3-2
3.3 Mashonaland and Manicaland	3-5
3.4 Mataberland, Midland and Masvingo	3-32
4. Assessment and Selection of Pilot Sites.....	4-1
4.1 Methodology for assessment of CBTEs.....	4-1
4.2 Result of the assessment.....	4-4
4.3 Selection of candidate sites	4-19
4.4 Selection 4 pilot site	4-22

List of Tables

Table 1.1: Members of Steering Committee	1-4
Table 2.1: International visitor arrivals by nationality	2-2
Table 2.2: International arrivals by purpose of visit.....	2-3
Table 2.3: Number of hotel rooms and occupancy rate	2-4
Table 2.4: Number of lodge rooms and occupancy ate	2-4
Table 2.5: World Heritage sites in Zimbabwe	2-5
Table 2.6: Major national monuments registered by NMMZ	2-6
Table 2.7: Number of visitors to national parks.....	2-8
Table 2.8: Number of visitors to national museums and monuments	2-9
Table 2.9: Summary of inventory and needs survey of CBTEs by MOTHI	2-13
Table 2.10: Activities of ministries/authorities and NGOs for development of CBT	2-14
Table 3.1: List of 24 CBT sites	3-1
Table 3.2: Itinerary of preliminary site survey	3-3
Table 3.3: Major tourist segments in Zimbabwe	3-3
Table 3.4: Major types of CBT sites in Zimbabwe.....	3-3
Table 3.5: Major categories in the survey sheet	3-4
Table 4.1: Assessment indicators and sub-indicators.....	4-4
Table 4.2: Category of 24 CBTE sites.....	4-6
Table 4.3: Murehwa Cultural Centre	4-8
Table 4.4: Sunungukai Ecotourism Project.....	4-8
Table 4.5: Ngomakurira Ecotourism.....	4-8
Table 4.6: Mukaera Arts & Crafts Centre	4-9
Table 4.7: Tengenenge Arts & Crafts.....	4-9
Table 4.8: Mamvuradonha Wilderness	4-10
Table 4.9: Nyami Nyami Campfire Project	4-10
Table 4.10: Muni Lodge	4-11
Table 4.11: KoMpisi	4-12
Table 4.12: Painted Dogs Conservation Centre.....	4-12
Table 4.13: Ejikweni Crafts Centre.....	4-13
Table 4.14: Bulawayo Township Tour.....	4-13
Table 4.15: Chesvingo Cultural Village	4-14
Table 4.16: Shona Village.....	4-14
Table 4.17: Gairezi Ecotourism.....	4-14
Table 4.18: Mahenye Campfire Project.....	4-15
Table 4.19: Mapembe Nature Reserve	4-15

Table 4.20: Harare Township Tour	4-16
Table 4.21: Naletale Ruins.....	4-16
Table 4.22: Ndawora Cultural Centre.....	4-17
Table 4.23: Iganyana Arts and Craft Centre	4-17
Table 4.24: KoS'nqoe Ngekhaya	4-18
Table 4.25: Cecil Jon Rhodes Ndebele Cultural Village	4-18
Table 4.26: Overall result of the assessment.....	4-19
Table 4.27: Candidate Sites.....	4-21
Table 4.28: Pilot sites and additional research sites	4-24

List of Figures

Figure 1.1: Project area.....	1-2
Figure 1.2: Project implementation mapping.....	1-3
Figure 1.3: Project timeline	1-5
Figure 2.1: International visitor arrivals and tourism expenditure.....	2-1
Figure 2.2: International visitor arrivals by nationality (Short-haul)	2-2
Figure 2.3: International visitor arrivals by nationality	2-3
Figure 2.4: Location of national parks and recreational parks	2-7
Figure 2.5: Number of visitors to Great Zimbabwe 2000 to 2014	2-10
Figure 3.1: Location of 24 CBT sites.....	3-2
Figure 4.1: Workflow to select pilot sites.....	4-1
Figure 4.2: Assessment framework.....	4-3

Abbreviations

CAMPFIRE	Communal Areas Management Programme for Indigenous Resources
CBT	Community Based Tourism
CBTEs	Community Based Tourism Enterprise
EMA	Environmental Management Agency
FAM	Familiarisation trip
FIT	Foreign Independent Traveller
GDP	Gross Domestic Products
JICA	Japan International Cooperation Agency
MDGs	Millennium Development Goals
MECUF	Mashonaland East Cultural Festival
MOSAC	Ministry of Sports, Art and Culture
MOSME	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
MYIEE	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
RDC	Rural District Council
SAT	Sustainable Agriculture Technology
STEP	Sustainable Tourism Enterprises Promotion
UAE	United Arab Emirates
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	World Tourism Organisation
USAID	United States Agency for International Development
VFR	Visiting Friends and Relatives
WEF	World Economic Forum
WTTC	World Travel and Tourism Council
WWF	World Wide Fund for Nature
ZCT	Zimbabwe Council for Tourism
ZTA	Zimbabwe Tourism Authority

1. Introduction

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 decade¹.

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 establish of the Ministry in 2009 approaches for tourism sector revival had no meaningfully engagement with CBTEs;
- There was lack of strategy for CBT development as a subsector of Zimbabwean tourism but now it's under construction; and
- The current tourism policy fails to provide a comprehensive approach to CBT development but there are efforts to develop CBT policy.

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.

¹ 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.

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 (MTHI) 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).



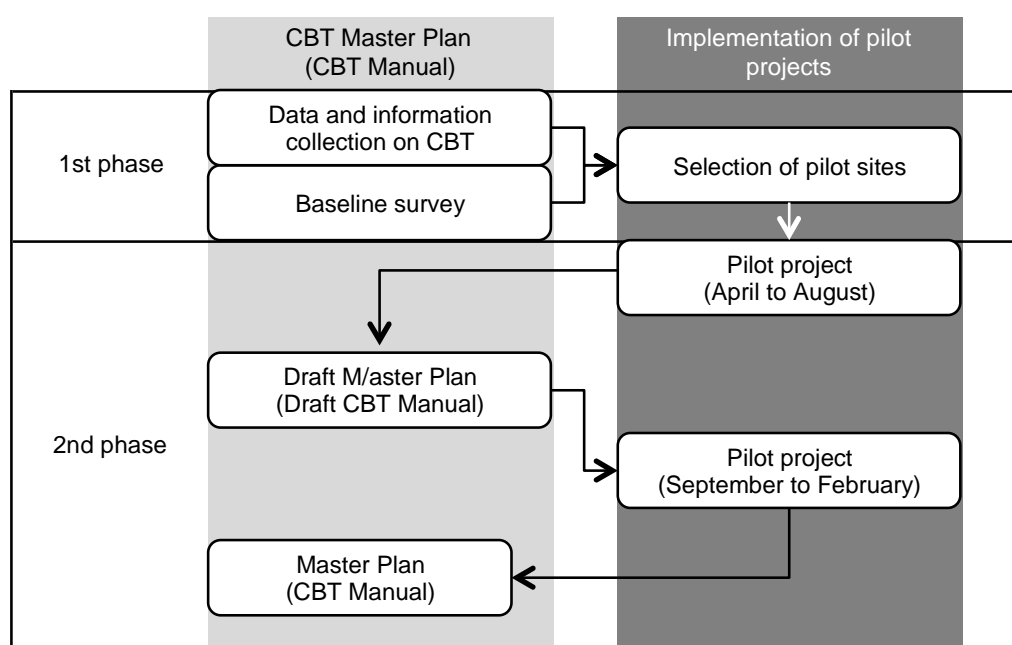
Source: Edited by JICA project team on a base map prepared by Rainer Lesniewski/[Shutterstock.com](https://www.shutterstock.com)

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 MTHI and relevant organisations, the implementation of four pilot projects, and a number of associated activities. It is fully anticipated that the MTHI 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 MOTHY 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 MOTHY 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 coordinates and determines 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 will be held at every important project milestone and when the presentation and discussion of reports or discussion of project policy is required. Membership of the Steering Committee is indicated in Table 1.1 as noted in 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 Regional Development, Promotion & Preservation of National Culture, 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 June 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 MTHI in October 2016. The results of the baseline survey and assessment of CBTE sites were analysed and discussed during the period between December 2015 and February 2016, four pilot sites were shortlisted and pilot project plans for each candidate site were established.

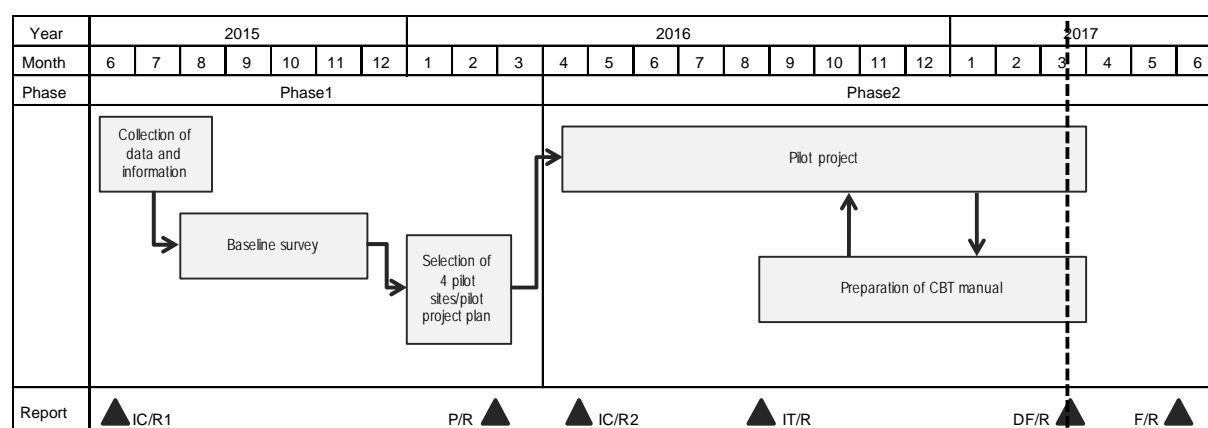
The shortlisted four sites were approved by the 2nd steering committee meeting in the middle of February 2016. After the presentation of the second Inception Report that explained the methodology of the four pilot sites, pilot project started at each site in the beginning of May 2015. The pilot projects will be completed in February 2017.

The pilot projects started May 2016. After kick off meeting, the project team carried out tasks such as identification of tourist 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 trip which invite tourism businesses and medias to the pilot sites. The pilot projects have been completed in February 2017.

In parallel with the implementation of the pilot projects, the project team has been preparing 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 has been 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, 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 commence of the pilot project, the counterpart team visited Iiyama City and Shirakawa Village to learn about experience 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 Report

This Appendix volume of the Final Report compiles current situation of tourism sector in Zimbabwe, and selection process of 4 pilot project sites, and consists of five chapters. Following this introduction, chapters 2 reviews tourism statistics, tourism policy and activities of tourism relevant ministries. Chapter 3 describes situation of 24 candidate sites based on the preliminary site survey and the

baseline survey conducted by MOTH/ ZTA and JICA project team during the period from August to November 2015. Finally, Chapter 4 explains result of assessment for 24 CBT sites and selection of 4 pilot sites.

2. Tourism Sector in Zimbabwe

2.1 Overview of tourism industry

2.1.1 Tourism market

The population of Zimbabwe is approximately 14 million with gross domestic product (GDP) of US\$ 14 billion and a per capita income of US\$ 1,002¹. The country's landmass is some 386,000 km². According to Zimbabwe Tourism Authority's statistical data, the number of annual international visitors reached 2.06 million in 2015. Although the inbound tourism market has decreased in recent years from its peak of 2.42 million in 2011, the country has experienced steady tourism growth since gaining independence in 1980 (refer to Figure 2.1).



Source: Zimbabwe Tourism Authority and UNWTO

Figure 2.1: International visitor arrivals and tourism expenditure

According to Table 2.1, the leading inbound markets in 2015 for Zimbabwe are from its southern Africa neighbours including South Africa (745,000), Zambia (32,800) and Malawi (320,000). Key source markets outside of Africa include the United States (67,000), the United Kingdom (54,000), Germany (26,000) and Japan (13,000).

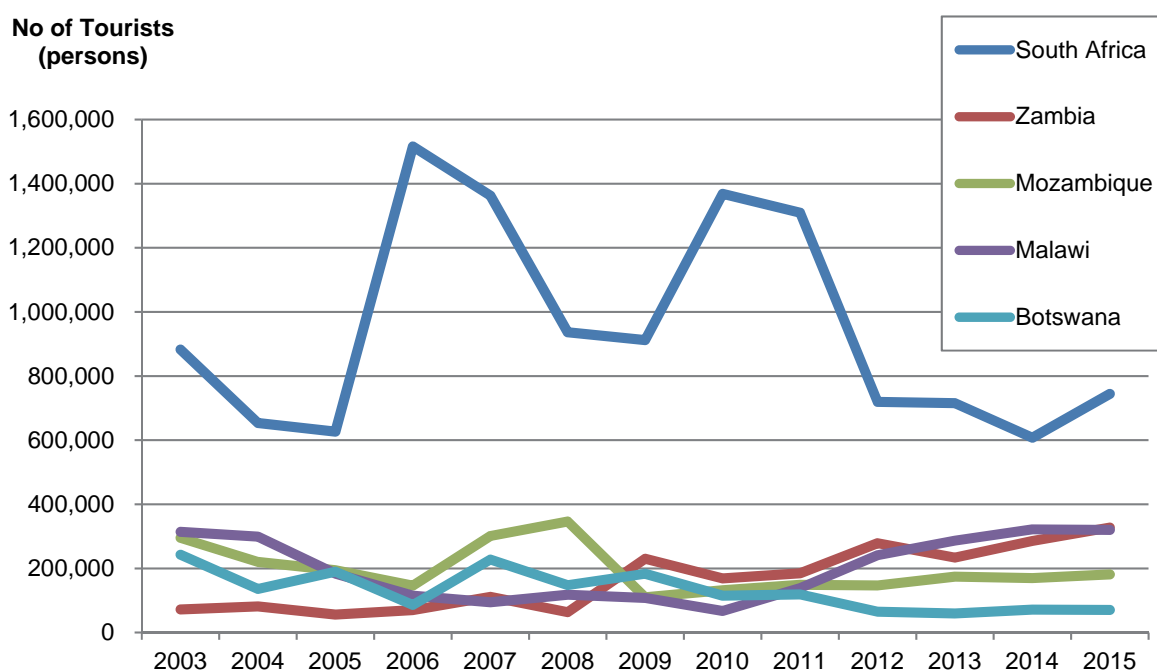
¹ These socio-economic indicators are referred to 2016 Article IV Report published in May 2016.

Tourism expenditure by foreign tourist has remained steady despite the slight downward trend in the number of arrivals. According to the World Travel and Tourism Council (WTTC), inbound tourism produced 5.2% of total GDP or US\$ 703 million in 2015. In terms of employment, the WTTC estimates 180,000 direct jobs (3.1% of total) with a higher than average female participation in the labour force².

Table 2.1: International visitor arrivals by nationality

Year		2010	2011	2012	2013	2014	2015
Total		2,239,165	2,423,280	1,794,230	1,832,570	1,880,028	2,056,588
Inside Africa	South Africa	1,368,238	1,309,463	719,637	715,260	607,616	744,627
	Malawi	67,291	138,676	241,344	286,510	321,874	320,181
	Zambia	168,722	184,988	278,856	233,721	285,727	327,559
	Mozambique	131,653	148,857	146,922	174,137	169,829	181,435
	Botswana	114,718	119,098	64,926	59,441	71,384	70,354
Outside Africa	USA	56,416	72,605	50,060	45,496	57,410	66,577
	UK	24,192	35,913	27,587	41,763	38,606	53,528
	Germany	16,910	24,300	17,126	18,768	24,572	26,355
	Japan	18,593	32,784	18,032	20,374	18,443	12,713
	China	12,343	30,549	4,937	16,525	12,927	6,925

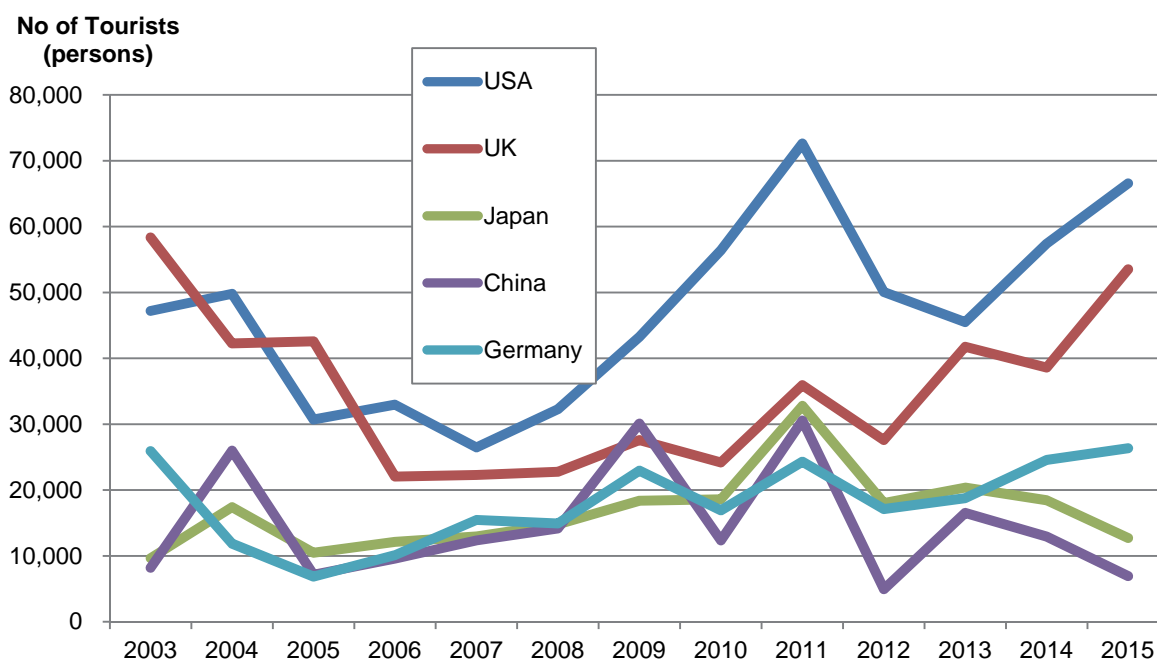
Source: Zimbabwe Tourism Authority and UNWTO



Source: Zimbabwe Tourism Authority and UNWTO

Figure 2.2: International visitor arrivals by nationality (Short-haul)

² WTTC Travel and Tourism Economic Impact 2016 for Zimbabwe.



Source: Zimbabwe Tourism Authority and UNWTO

Figure 2.3: International visitor arrivals by nationality

Foreign tourists coming to Zimbabwe typically visit national parks in South Africa and Botswana combined with a visit to Zimbabwe. The two most popular routes are the *Botswana Route*, in which tourists visit the famous Victoria Falls followed by a visit to Chobe National Park and the *South Africa Route*, which includes popular destinations in South Africa such as Johannesburg and Cape Town as well as some of the well-known national parks. In Zimbabwe, most tours are safari and nature based with a focus on Victoria Falls and Hwange National Park. For example, the popular land route that enters Zimbabwe from South Africa in Beitbridge, and continues through the ancient capital of Great Zimbabwe and Hwange National Park before proceeding to Victoria Falls.

Table 2.2 shows international arrivals by purpose of visit of which the majority of visits are for holiday or visiting friends and relatives during the period 2010 and 2013. Business and shopping make up the remainder of purposes for visiting Zimbabwe.

Table 2.2: International arrivals by purpose of visit

Purpose	2005	2006	2009	2010	2011	2012	2013
Business	15.0	15.9	6.3	14.3	15.3	19.5	12.0
Education	2.0	1.3	0.5	1.0	1.9	1.1	0.9
Shopping	14.3	2.7	0.5	2.8	3.1	7.2	8.3
Holiday	20.5	25.8	92.4	81.6	78.1	69.4	75.4
Visiting friends and relatives	41.7	52.4	0.4	0.3	1.5	2.9	3.3
Other	6.5	1.9					

Source: Tourism Trends and Statistics Report, Annual Issues

Although the purpose of visit categories holiday and visiting friends and relatives were amalgamated

in 2007, the 2005 (42%) and 2006 (52%) statistics suggest that visiting friends and relatives is the number one reason for visiting Zimbabwe.

Table 2.3 and Table 2.4 report the number of rooms and occupancy rates of hotel and lodging industry in Zimbabwe. The majority (37%) of all hotel rooms are in Harare, followed by Victoria Falls (15%) and Bulawayo (12%). In terms of occupancy rates, the national average decreased from 56% in 1999 to 39% in 2005 and then recovered to 52% in 2011, but it has been stagnating thereafter. These sorts of drastic fluctuations in occupancy rates are common due to regional socio-political reasons. The most recent available statistics (2015) show Harare experiencing the highest occupancy rates (57%) followed by Victoria Falls (52%), Kariba (49%) and Nyanga (42%).

Table 2.3: Number of hotel rooms and occupancy rate

Region	Number of hotel rooms				Occupancy rate (%)			
	1999	2005	2011	2015	1999	2005	2011	2015
Harare	NA	2,146	2,371	2,371	67	41	53	57
Bulawayo	NA	586	785	785	63	50	47	37
Mutare/Vumba	NA	399	470	537	55	42	57	40
Myanga	NA	272	244	244	51	33	33	42
Midlands	NA	227	314	314	63	40	35	33
Masvingo	NA	255	190	190	51	38	49	32
Kariba	NA	406	447	447	59	32	40	49
Hwange	NA	168	293	293	46	16	25	22
Victoria Falls	NA	986	971	971	62	31	50	52
Beitbridge	NA	212	275	275	42	67	63	23
National Total	NA	5,657	6,360	6,427	56	39	52	47

Source: Tourism Trends and Statistics Report, Annual Issues

Prior to 2000 the number of lodge rooms were not recorded. Statistics show a rapid increase in the number of lodge rooms from 1,775 in 2005 to 4,861 in 2013³. Harare (24%) and Bulawayo (23%) make up nearly half of the lodge room supply followed by Kariba (14%) and Victoria Falls (11%).

Table 2.4: Number of lodge rooms and occupancy rate

Region	Number of Lodge Rooms			Occupancy rate (%)		
	2005	2011	2013	2005	2011	2013
Harare	399	NA	1,143	39	33	44
Bulawayo	342	NA	1,105	31	35	36
Mutare/Vumba	184	NA	348	32	48	38
Myanga	30	NA	95	17	32	32
Midlands	105	NA	336	21	53	53
Masvingo	99	NA	178	29	24	51
Kariba	145	NA	693	24	33	43
Hwange	24	NA	150	27	23	46
Victoria Falls	403	NA	549	29	28	42
Beitbridge	44	NA	264	24	41	40
National	1,775	NA	4,861	31	35	41

Source: Tourism Trends and Statistics Report, Annual Issues

Statistics indicate that lodging occupancy rates are lower than hotel occupancy rate. However, in recent years that gap seems to be closing moving from 31% in 2005 to 41% in 2013. Notably in 2013, Midlands and Masvingo, achieved occupancies 53% and 51% due in large part to their relatively

³ Number of lodge rooms was not collected between 2006 and 2012.

limited supply of lodge rooms. Occupancy rates were 44% in Harare, 36% in Bulawayo, 43% in Kariba and 42% in Victoria Falls in the same year.

2.1.2 Competitiveness of tourism

The 2015 edition of the World Economic Forum's (WEF) Travel & Tourism Competitiveness Report ranks Zimbabwe 115th out of 141 countries. Other country rankings in Southern Africa include Botswana (88th), Namibia (70th) and South Africa (48th). Notably, Zimbabwe ranks quite high in the report's natural and cultural resources category where it is 44th compared to Botswana (61st) and Namibia (58th). This is due in large part to the number of natural and cultural World Heritage sites located in Zimbabwe, which give the country a competitive advantage⁴. On the other hand, ranks of business environment (138th), health and hygiene (130th), human resource and labour market (120th) and air transport infrastructure (127th) are low.

2.1.3 Tourism products and resources

(1) Tourism products and resources in Zimbabwe

Zimbabwe has five World Heritage Sites, of which three are categorized as cultural and two as natural. Table 2.5 indicates the name, year of inscription, category, location/area and selection criteria of Zimbabwe's World Heritage Sites.

Table 2.5: World Heritage sites in Zimbabwe

Name	Year of Inscription	Type	Location and area	Selection criteria ⁵
Mana Pools National Park, Sapi and Chewore Safari Areas	1984	Natural	Urungwe District, Mashonaland West; 676,600 ha	(vii), (ix), (x)
Great Zimbabwe National Monument	1986	Cultural	Masvingo District, Masvingo; 722 ha	(i), (iii), (vi)
Khami Ruins National Monument	1986	Cultural	Matebeleland North, 108 ha	(iii), (iv)
Mosi-oa-Tunya/Victoria Falls	1989	Natural	Livingstone District of Southern Province of the Republic of Zambia and Hwange District of Matabeleland North Province of Zimbabwe; 6,860 ha	(vii), (viii)
Matobo Hills	2003	Cultural	Matebeleland South; property 205,000 ha, buffer zone 105,000 ha	(iii), (v), (vi)

Source: UNESCO Websites

The World Heritage sites in Zimbabwe are a unique blend of natural, cultural and historical features. Matobo Hill, which is listed as a cultural heritage, is located in the 44,500 ha Matobo National Park, which is managed by the Zimbabwe Parks and Wildlife Management Authority. There is also Mosi-oa-Tunya/Victoria Falls, which is listed as natural heritage, but also boasts historical sites such as Victoria Falls Bridge and Victoria Falls Hotel.

For international visitors, Zimbabwe is understood to be a destination with excellent nature- and

⁴ See <http://reports.weforum.org/travel-and-tourism-competitiveness-report-2015/economies/#economy=ZWE>

⁵ See <http://whc.unesco.org/en/criteria/> for explanation of criteria.

safari-based tourism. However, the country also has rich archaeological and historical tourism resources. The National Museums and Monuments of Zimbabwe (NMMZ) compiles a list of national monuments and as of January 2016, 168 monuments are registered and classified into four categories (70 *archaeological*, one *geological*, 83 *historical* and 14 *natural*). Table 2.6 indicates the name, year of registration, site type/category and location of the major national monuments featured on the NMMZ's website⁶.

Table 2.6: Major national monuments registered by NMMZ

Name of site	Year of registration	Site type	Site category	Region	Province	District
Naletale Ruins	1937	Dry Stone Walls	Archaeological	Central	Midlands	Insiza
Danamombe Ruins	1937	Dry Stone Walls	Archaeological	Central	Midlands	Insiza
Fort Inewenya	1953	Pioneer Memorial	Historical	Central	Midlands	Gwelo
Ntabazikamambo Ruins	1952	Zimbabwe Ruin	Archaeological	Central	Midlands	Shangani
Fort Rixon	1959	Pioneer Memorial	Historical	Central	Midlands	Insiza
Fort Gibbs	1960	Pioneer Memorial	Historical	Central	Midlands	Lalapanzi
Regina Ruins	1966	Zimbabwe Ruin	Archaeological	Central	Midlands	Insiza
Paper House	1973	Pioneer Memorial	Historical	Central	Midlands	Kwekwe
Impali	1986	Rock Painting	Archaeological	Central	Midlands	Shurugwi
Matendera uins	1939	DryStone Walls	Archaeological	Central	Midlands	Buhera
Memorial Cross	1945	Pioneer Memorial	Historical	Eastern	Manicaland	Mutare
Ziwa Ruins	1946	Nyanga Ruin	Archaeological	Eastern	Manicaland	Nyanga
Diana's Vow	1959	Rock Painting	Archaeological	Eastern	Manicaland	Rusape
Harleigh Farm Ruins	1954	Zimbabwe Ruin	Archaeological	Eastern	Manicaland	Rusape
Nyahokwe Ruins	1960	Nyanga Ruin	Archaeological	Eastern	Manicaland	Nyanga
Kagumbudzi	1961	Zimbabwe Ruin	Archaeological	Eastern	Manicaland	Buhera
Settler Tree	1971	Pioneer Memorial	Historical	Eastern	Manicaland	Mutare
Utopia House	1977	Pioneer Memorial	Historical	Eastern	Manicaland	Mutare
Kopje House	1986	Pioneer Memorial	Historical	Eastern	Manicaland	Mutare
Domboshava Cave	1936	Rock Painting	Archaeological	Northern	Mashonaland Central	Goromonzi
Mutoko Cave/ Ruchero	1939	Rock Painting	Archaeological	Northern	Mashonaland East	Mutoko
Chiremba Balancing Rocks	1994	Geological	Natural	Northern	Harare	Harare
Nharira Hills	2000	Shona Site	Historical	Northern	Mashonaland West	Norton
Great Zimbabwe Ruins	1950	Dry Stone Walls	Archaeological	Southern	Masvingo	Masvingo
Old Fort Victoria 2	1938	Pioneer Memorial	Historical	Southern	Masvingo	Masvingo
Dengeni Cave	1959	Rock Painting	Archaeological	Southern	Masvingo	Zaka
Chamavara Cave	1954	Rock Painting	Archaeological	Southern	Masvingo	Masvingo
Chibvumani Ruins	1966	Zimbabwe Ruin	Archaeological	Southern	Masvingo	Bikita
Old Fort Victoria 1	1969	Pioneer Memorial	Historical	Southern	Masvingo	Masvingo
Majiri Ruins	1971	Dry Stone Wall	Archaeological	Southern	Masvingo	Masvingo
Musimbira Ruins	1973	Zimbabwe Ruin	Archaeological	Southern	Masvingo	Bikita
Victoria Falls	1937	Geological	Natural	Western	Matabeleland North	Wankie
World's View	1967	Pioneer Memorial	Historical	Western	Matabeleland South	Matobo
Khami Ruins	1986	Dry Stone Walls	Archaeological	Western	Matabeleland North	Bulawayo
Bambata Cave	1973	Rock Painting	Archaeological	Western	Matabeleland South	Matobo

⁶(http://nmmz.co.zw/index.php?option=com_content&view=article&id=52:national-monuments-of-zimbabwe&catid=17&Itemid=221&showall=1&limitstart=)

Name of site	Year of registration	Site type	Site category	Region	Province	District
Nswatugi Cave	1973	Rock Painting	Historical	Western	Matabeleland South	Matobo
Silozwane Cave	1974	Rock Painting	Archaeological	Western	Matabeleland South	Matobo
Mzilikazi Memorial	1942	Ndebele site	Historical	Western	Matabeleland South	Matobo
Mzilikazi's Grave	1965	Ndebele Site	Historical	Western	Matabeleland South	Matobo
Cave of Hands	1957	Rock Painting	Archaeological	Western	Matabeleland South	Matopo
Old Bulawayo	1966	Ndebele Site	Historical	Western	Matabeleland South	Bulawayo

Source: NMMZ Web site

Of the aforementioned listing, only four World Heritage Sites, including Great Zimbabwe, Victoria Falls, Khami Ruins and the sites on Matobo Hill, have been fully developed as tourist destinations. The others are not yet fully developed as tourist destinations and remain relatively unknown to international visitors.



Source: the Zimbabwe Parks & Wildlife Management Authority Website (<http://www.zimparcs.org>)

Figure 2.4: Location of national parks and recreational parks

In relation to natural resources, the Zimbabwe Parks and Wildlife Management Authority (PWMA)

has designated 10 national parks, 10 recreational parks, four safari areas and three sanctuaries⁷. Figure 2.4 above shows the location of national and recreational parks of Zimbabwe.

(2) Number of visitors to National Parks

Table 2.7 shows the number of visitors to national parks in selected years during the period 1999 to 2015). The number of visitors to Victoria Falls decreased from 245,000 in 1999 to 172,000 in 2000. However, the numbers recovered in recent years reaching 374,000 in 2015, of which 70% (261,000) originated from foreign countries.

Table 2.7: Number of visitors to national parks

National Parks	1999			2000			2012			2015		
	Zim	Int	Total	Zim	Int	Total	Zim	Int	Total	Zim	Int	Total
Chimanimani	6,200	5,151	11,351	2,979	909	3,888	1,535	364	1,899	4,712	662	5,374
Chizarira	403	808	1,211	180	251	431	578	356	934	104	271	375
Gonarezhou	5,285	1,835	7,120	3,108	222	3,330	3,887	1,841	5,728	-	-	-
Hwange	38,519	78,606	117,125	22,205	32,809	55,014	20,495	18,742	39,237	27,713	27,931	55,644
Mana Pools	4,283	4,667	8,950	4,267	1,878	6,145	8,468	3,586	12,054	3,958	3,758	7,716
Matobo	NA	NA	NA	NA	NA	NA	29,954	6,286	36,240	53,654	12,034	65,688
Matusadonha	4,557	3,434	7,991	3,110	1,140	4,250	2,204	1,528	3,732	2,701	1,398	4,099
Nyanga	15,327	2,601	17,928	11,070	488	11,558	21,454	416	21,870	20,675	467	21,142
Victoria Falls	79,687	165,706	245,393	48,743	122,807	171,550	81,565	187,191	268,756	157,492	261,147	374,138
Total	154,261	262,808	417,069	95,662	160,504	256,166	170,140	220,310	390,450	342,498	313,724	656,222

Note: Zim means Zimbabwean visitors, and Int means international visitors, respectively. NA means not available.

Source: Calculated by JICA Project Team from annual issues of Tourism Trends and Statistics Report

The number of visitors to Matobo National Park was 66,000 persons making it the second most visited national park after Victoria Falls National Park in 2015. While no statistics were collected in 1999 and 2000, visitor numbers have dramatically increased from 2012 (36,000). These numbers have been bolstered by international visitors that have almost doubled.

56,000 people, 51% of which were international tourists, visited Hwange National Park in 2015, making it the third most popular park in Zimbabwe. This is contrast to 1999 when the number of visitors to Hwange National Park was 117,000 persons. 2015 numbers were an improvement over 2012 when a mere 39,000 people visited.

The number of visitors to Nyanga National Park was 21,000 in 2015 and only 2.2% of these visitors were international tourists. This was a similar performance to 1999 when 18,000 tourists visited Nyanga.

For the other national parks, it can be concluded that the number of visitors in 2015 represented an increase as compared to 1999. The trend in visitor numbers shows a sharp decrease in the early 2000's followed by a healthy recovery in 2012/2015. And due to the phenomenon that visitors are concentrating on the major destinations i.e. Victoria Falls, Matobo and Hwange, there is growth

⁷ 10 national parks and 10 recreational parks by PWMA 14 natural monuments by NMMZ (refer to the 1st paragraph of page 2-6) are designated separately.

stagnation in other national parks in Zimbabwe.

(3) Number of visitors to national monuments and museums

Table 2.8 indicates the number of visitors to national museums and monuments in 2013 and 2014. Great Zimbabwe attracted 55,000 and 57,000 respectively in 2013 and 2014, which marked a record in Zimbabwe. In 2014, 37% of the visitors to Great Zimbabwe were Zimbabwean and notably 49% of these visitors were students. This trend of visits by youth is common in other museums and monuments throughout the country, where for example 63%⁸ of visitors to the Natural History Museum at Bulawayo, and 81%⁹ of visitors to the Museum of Human Science at Harare were students.

As previously identified in Table 2.7, 74,000 people visited at Matobo National Park in 2013 and only 850 people visited Pomongwe site museum, which is located inside the Matobo National Park¹⁰. It therefore can be concluded that while Zimbabwe has a rich variety of cultural and historical tourism resources, there is room for improved utilisation.

Table 2.8: Number of visitors to national museums and monuments

Region	Name of museums and monuments	Kind of visitors	2013	2014
Northern	Museum of Human Sciences	Local visitors	4,347	4,181
		Students	17,209	19,704
		International visitors	305	427
		Total	21,861	24,312
	Domboshava	Local visitors	12,405	10,150
		Students	2,141	2,883
		International visitors	749	809
		Total	15,295	13,842
	Chiremba Balancing Rocks	Local visitors	1,760	1,705
		Students	161	96
		International visitors	1,135	1,442
		Total	3,056	3,243
Ngomakurira	Local visitors	5,898	6,617	
	Students	132	0	
	International visitors	91	143	
	Total	6,121	6,760	
Eastern	Mutare Museum	Local visitors	3,271	2,430
		Students	10,078	5,184
		International visitors	78	49
		Total	13,427	7,663
	Great Zimbabwe	Local visitors	21,710	20,974
		Students	25,393	27,490
		International visitors	8,067	8,201
		Total	55,170	56,665
Western	Natural History Museum	Local visitors	7,449	11,313
		Students	3,615	21,751
		International visitors	0	1,408
		Total	11,064	34,472

⁸ 27,751 students out of 34,472 total visitors in 2014

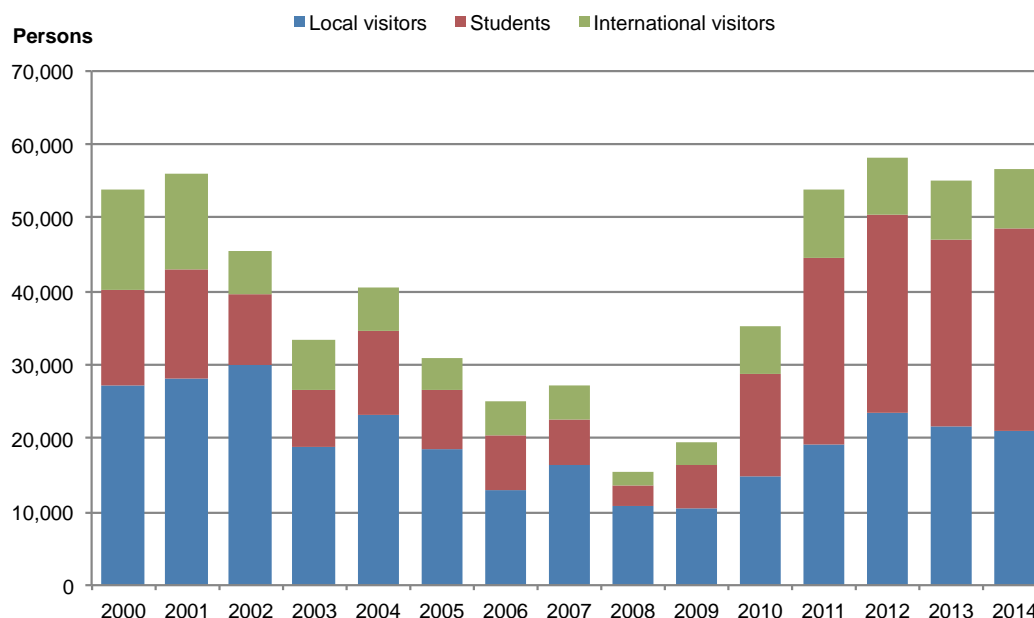
⁹ 19,704 students out of 24,312 total visitors in 2014

¹⁰ The number of visitors to Pomongwe site museum increased to 2,500 in 2014 but the figure was still 1/3 of the number of arrival to Matobo Natinal Park.

Region	Name of museums and monuments	Kind of visitors	2013	2014
	Pomongwe (Matobo)	Local visitors	568	1,833
		Students	0	0
		International visitors	285	676
		Total	853	2,509
	Khami Ruins	Local visitors	3,082	4,712
		Students	940	2,357
		International visitors	370	763
		Total	4,392	7,832
	World's View	Local visitors	NA	15,880
		Students	NA	
		International visitors	NA	5,585
		Total	NA	21,465
Central	Military Museum	Local visitors	1,027	501
		Students	11,675	10,193
		International visitors	44	25
		Total	12,746	10,719
	Naletale	Local visitors	35	26
		Students	0	0
		International visitors	0	5
		Total	35	31

Source: National Museums and Monuments of Zimbabwe

Figure 2.5 indicates the number of visitors to Great Zimbabwe during the period 2000 to 2014. The trend clearly indicates a peak of 56,000 visitors in 2001 followed by a gradual decrease to a mere 15,000 in 2008. A fortunate upward trend started in 2009 bringing numbers back to early 2000 levels in 2012 (58,000). Unfortunately, the number of visitors appears to have stagnating since then.



Source: National Museums and Monuments of Zimbabwe

Figure 2.5: Number of visitors to Great Zimbabwe 2000 to 2014

2.2 Tourism policy and on-going projects

2.2.1 Position of CBT in the current tourism policy

The “National Tourism Policy” developed in 2013 makes tourism a focal industry for the country’s development with the expectation that it can increasingly contribute to GDP in the coming years. The Ministry of Tourism and Hospitality Industry (MOTHI) aspires to make Zimbabwe a leading sustainable tourism destination in the region. In order to do this, there is the recognition that a diversification of tourism products needs to be a key objective in any future plans. This includes improved quality of tourism products (e.g. cultural and culinary), enhanced policy structures and frameworks (e.g. establishment of new fund for tourism development), strengthening of multi-sectoral collaboration (e.g. public private partnerships), development of transportation infrastructure, and improvement of security.

Based on the above realisation, the MOTHI has set the following mission and guiding principles:

Mission:

To facilitate the delivery of high quality, sustainable tourism products and services that contribute to the economic development of Zimbabwe.

Guiding principles:

- Tourism in Zimbabwe is Government led, private sector driven and community welfare oriented. Government should play a leading role in the development of tourism in Zimbabwe and create an enabling environment for the development of Tourism in Zimbabwe. Tourism growth and development is primarily guided by the principles of demand and supply, which makes the private sector a major partner in the development of tourism in Zimbabwe. The tourism sector should play a leading role in the emancipation of local communities and the participation of communities in mainstream tourism activities.
- Government should actively promote policies that stimulate tourism growth bearing in mind that tourism is the end product in the national value chain. Tourism is not an isolated product as it is affected by what happens outside its spheres be it in the political, economic and social circles. The performance of other sectors of the economy projects a good image, which is the cradle upon which tourism rests.
- Tourism is dependent upon our environment and in many ways tourism in Zimbabwe is environmentally based. In this regard, tourism development should be environmentally responsible and sustainable.
- The development of tourism in Zimbabwe should be gender responsive in recognition of the important roles that both men and women play in the development of tourism in Zimbabwe.

After the mission and guiding principles, the National Tourism Policy describes national development policies, tourism facilitation policies and institutional frameworks. Policies relating to community based tourism (CBT) are described in the context of ‘tourism and community development for poverty eradication’. Specifically, the following is stated in relation to CBT:

- 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), the Government will pursue the need to use tourism as vehicle for elimination of poverty and as a vehicle for rural development through establishing viable CBT projects.

2.2.2 Youth and Tourism Enhancement Project

The Ministry of Tourism and Hospitality Industry (MOTHI) conducted a project titled “Youth and Tourism Enhancement Project”, in collaboration with Ministry of Youth, Indigenisation and Economic Empowerment, and Ministry of Small and Medium Enterprises and Cooperative Development. The project consists of 3 components, which are (i) Component 1: Strengthening Youth Information, Skills and Financing; (ii) Component 2: Improving the Environment for Tourism and Youth Business Development; and (iii) Component 3: Project management support. The MOTHI is engaging in component 2, which includes the development of CBT as well as the preparation of a national tourism master plan and the instigation of a tourism satellite accounting system.

In relation to the development of CBT, the MOTHI carried out the following activities:

- Inventory and needs survey of community based tourism enterprises (CBTE) in the whole country,
- Development of a CBT strategy,
- Organisation of workshops for training CBTE members,
- Facilitation of access to markets for the CBTEs,
- Development of documentary on CBTs in Zimbabwe, and
- Evaluation of the performance of CBTs and facilitation of set-up procedures.

Table 2.9: Summary of inventory and needs survey of CBTEs by MOTH

Province/City	Total number of CBTEs			Major Tourism Products
	Operational	Defunct	Potential	
Manicaland	9			Natural tourism attractions, cultural traditions, historical heritage and recreational water bodies
	2	2	5	
Bulawayo	6			Historical heritage and culture including arts and crafts
	5	1	-	
Mashonaland East	17			Caves, Scenery, Ecotourism
	4	2	11	
Mashonaland Central	17			Wildlife, nature, cultural heritage
	4	6	7	
Mashonaland West	8			Hunting, Ecotourism, Lodges
	2	3	3	
Matebeleland North	15			Crafts, Museum, Lodges, Hunting Concession
	9	4	2	
Masvingo	18			Cultural Village, Monuments and Crafts
	3	4	11	
Total	90			
	29	22	39	

Source: Reports prepared by MOTH

MOTH conducted an inventory and needs survey of CBTEs by looking at current situations, needs and challenges of each CBT site and evaluating them. To date, the MOTH has conducted the survey in all the 10 provinces. For this work, the MOTH has identified CBTEs in nearly all of the districts in each province and examined their needs and gaps in relation to their tourism offer as it relates to accommodation, attractions, activities, amenities, access and awareness (the six A's). A summary of the results of the survey is presented in Table 2.9.¹¹

As the table illustrates, many CBTEs are either defunct, or have potential to be developed as a tourist site in the future. Notably, there are few sites that are fully operational at the moment.

The survey revealed several characteristics and challenges that all CBTE face regardless of their location. Many CBTE, especially those that use natural resources as key features of their tourism offer, were established during the peak of the tourism sector in the 1990s with the help of non governmental organisations (NGOs) and the Communal Areas Management Programme for Indigenous Resources (CAMPFIRE) projects in an effort to alleviate poverty and deliver economic benefits to communities. At that time, many managed to attract tourists, however, the economic downturn Zimbabwe badly affected the tourism sector for over a decade. Unfortunately, during this hiatus in activity, many CBT enterprises and sites were vandalized or abandoned due to lack of external funding and community involvement. The power dynamics also did not allow economic benefit to be accumulated by communities resulting in many tourism activities being defunct.

Although some CBTEs are operational and communities are willing to revitalize them, there are a number of operational issues that need to be addressed. For example, there is a lack of organisational

¹¹ MOTH identified the operational status (i.e. operational, defunct and potential) in some CBTE sites. For CBTE sites whose operational status were not noted, the JICA project team made other interpretations from the report.

structure, and albeit CBTEs are organised into legal entities such as trusts, most lack organisational structure and administrative/institutional capacities to be well managed properly. Another issue is that CBTEs are not well known in both domestic and international visitor markets, probably due to lack of marketing capacity. There is also a lack of access to finance and despite a willingness to restart projects communities do not have resources to purchase proper equipment. Moreover, there are capacity development requirements for those charged with managing CBTEs. For example, there is a need and desire for skills training in a range of business subjects, including financial management, marketing, operations and human resource management. There is also a need for awareness campaigns to broaden the understanding within communities about opportunities brought about by CBT.

2.3 Activities of relevant organisations

Ministries and other Government authorities along with NGOs are supporting the activities of CBTEs, which is summarised in Table 2.10.

Table 2.10: Activities of ministries/authorities and NGOs for development of CBT

	Name of organisation	Activities to support CBT	Other information
Ministries/ Authorities	Ministry of Youth, Indigenisation and Economic Empowerment	Supporting young generations (from 15 to 35 years old) by providing training business skills including tourism sector	<ul style="list-style-type: none"> - MYIEE owns 42 vocational training centres in the whole nation, and the training centre, which is located 20km from Harare is specialised for hospitality industry. - MYIEE owns district offices in all districts (73 districts)
	Ministry of Small and Medium Enterprises and Cooperative Development	<ul style="list-style-type: none"> - Supporting members of SME by training business management skills - National Handicraft Development and Marketing Centre under MoSME sells handicrafts, ceramic arts and artwork to tourists. - SMEs market access through exposure to local, regional and international markets - SMEs linkages programme by small companies to large companies (subcontracting) - lobbying for better infrastructure for SMEs to improve their workspace - SME formalisation drive, so that they improve their image to the formal sector. - Four wall and virtual incubation of SMEs 	According to the latest SME inventory survey (FinScope MSME Zimbabwe 2012), percentage of accommodation & restaurant industry to the all business was 2%.
	Ministry of Women Affairs, Gender and Community Development	Supporting communities and women in promotion of economic activities. Tourism is one of key industries for women's empowerment as well as agriculture, mining and trade	MWAGCD owns district offices in all districts (73 districts)
	Ministry of Sports, Arts and Culture	<ul style="list-style-type: none"> - Cooperation with MOTHU in finding local culture and develop community based tourism products - National Arts Council of Zimbabwe under MSAC is developing a 	–

	Name of organisation	Activities to support CBT	Other information
		database on local culture	
	National Museums and Monuments of Zimbabwe	- In operation of site museums and community museums, NMMZ is cooperating with local communities in education and employment of local staffs, etc. - Supporting CBTEs by providing technical information to conserve monuments.	Examples of supports to CBTE sites: Goromondi CBT site (one of CAMPFIRE sites) and Pasichigare CBT site which is being operated by a trust.
	Parks and Wildlife Management Authority	Indirectly support CBTEs from technical aspects by dispatching specialists to CAMPFIRE Association	PWMA itself is operating 25 to 30 accommodation facilities in the national parks.
NGOs and others	Zimbabwe Council for Tourism	–	Some CBTEs were members of the council but no CBTEs are members now.
	CAMPFIRE Association	Supporting CBTEs activities in terms of wildlife conservation, eco-tourism and cultural heritage	Around 30 CBTEs were established with supports of CAMPFIRE programme but active CBTEs are around 15 sites.
	STEP Zimbabwe	Research and development; capacity building and formulation of policy; and Development of eco-tourism enterprises and landscape conservation	–

Source: Information is collected and compiled by JICA project team

Table 2.10 shows how various public institutions/agencies and NGOs get involved in CBTE activities. The section below gives a detailed analysis of these activities.

2.3.1 Ministry of Youth, Indigenisation and Economic Empowerment (MYIEE)

MYIEE supports and provides youth from 15 to 35 years old engaged in various areas including the tourism sector. For example, MYIEE facilitates Youth Expos, which give young people a platform to showcase their artefacts and wares, and which in turn helps to enhance CBT. The MYIEE also has offers tourism and hospitality courses at several vocational training centres. The trainees are equipped with hospitality skills and expected to enhance CBT activities in their communities upon completion of their training. Vocational training centres receive supports from big hospitality companies like African Sun Hotels. The MYIEE also collaborates with the MOTHI on the Youth and Tourism Enhancement Project.

2.3.2 Ministry of Small and Medium Enterprises and Cooperative Development (MoSME)

The MoSME supports small and medium enterprises (SMEs) through various trainings. Each province and district has district officers who are in charge of SME development. They conduct trainings in marketing, accounting, business administrations, and other areas to both SMEs and informal sector actors. Each province also organises a chamber of commerce. The National Handicraft Centre organised under the auspices of the MoSME is in charge of selling crafts, pottery and artwork to tourists. According to MoSME, the *one village, one product* movement is not very prevalent except for the Mutare area and Manicaland province, where honey is produced.

2.3.3 Ministry of Women Affairs, Gender and Community Development (MoWAGCD)

The MoWAGCD works on promoting women's economic and social empowerment as well as community development. The tourism sector is a priority for the MoWAGCD along with agriculture, mining and trade. According to MoWAGCD, craftwork is the area where women work the most in the tourism sector and the ministry provides training and assistance in this area. Other organisations such as NGOs and international donors are also working supporting. MoWAGCD supports women in marketing by helping them display their products in popular exhibitions such as trade fair in Bulawayo and the World Tourism Expo in Sanganaai.

2.3.4 Ministry of Sports, Art and Culture (MoSAC)

The MoSAC intergrate with tourism in cultural and artistic areas. The ministry identifies culture, dance, and art that have the potential to be developed into tourism products in local areas. The ministry also engages in the World Tourism Day activities, particularly as they relate to culture and art. There are several subordinate bodies under MoSAC, including the National Art Council of Zimbabwe, which maintains a database of local culture assets and dances.

2.3.5 National Museums and Monuments of Zimbabwe (NMMZ)

The NMMZ operates under the Ministry of Home Affairs and is responsible for developing and operating a number of museums and monuments around the country, all of which play an important role in promoting CBT. The NMMZ also provides technical information to CBT sites on how to conserve monuments and preserve cultural and natural heritage. Importantly, community museums seek to empower smaller communities through promotion of their cultures and languages and focus on empowering local artists, promoting community arts and developing skills. Site museums have been developed to reach a wider diversity of the public through the interpretation of sites, monuments and world heritage sites. The major role of NMMZ is to assist and support local communities, but it is also responsible for hiring employees from communities. Examples of CBT sites that NMMZ provides support to are the Goromondi CBT site and the Pasichigare CBT site.

2.3.6 Parks and Wildlife Management Authority (PWMA)

The relationship with the PWMA and CBT activities is limited to technical assistance in which the PWMA indirectly supports CBT by dispatching experts to the CAMPFIRE Association, which administers the CAMPFIRE model at the central level.

The PWMA is also engaging in the tourism sector through its efforts to conserve Zimbabwe's wildlife through effective, efficient and sustainable utilisation of natural resources. It markets famous national parks to foreign tour operators through active participation in a number of tourism exhibitions.

2.3.7 Zimbabwe Council for Tourism (ZCT)

The ZCT is an umbrella organisation for eight member associations. A number of companies, including CBTEs, with safari and wildlife product focuses used to be members, however have been inactive for a number of years resulting in the ZCT having no direct relationship with CBT activities at present.

2.3.8 CAMPFIRE Association

The CAMPFIRE - Community Areas Management Programme for Indigenous Resources - Association supports CBT activities in the areas of wildlife management, ecotourism and crafts. The CAMPFIRE model has two types of CBTs, including one that collaborates with investment from private sectors. A major product is game-lodges located in communal lands, which are operated by the private sector under the auspices of lease agreements with the Rural District Council, which negotiates on behalf of communities as the major beneficiaries. Around five out of 12 such lodges are currently operational in the country.

Another type of CBT operated within the CAMPFIRE model framework are managed through community trusts. During the period 1999-2003, the USAID gave financial assistance of US\$ 30 million in support of numerous infrastructure and facilities developments. However, since the withdrawal of USAID many CBTs have been either incomplete or abandoned with only six out of 17 currently operational.

CBTs under the CAMPFIRE model call for 55% of profits to be returned to the community. The most successful CBT under the CAMPFIRE model is Gairezi Ecotourism in Manicaland Province, where communities receive about US\$ 10,000-15,000 of per year from CBT profits.

2.3.9 STEP Zimbabwe

Sustainable Tourism Enterprises Promotion (STEP) Zimbabwe supports CBT through research, capacity building, formulation of policy, development of eco-tourism enterprises and landscape conservation. STEP also supports marketing, institutional capacity development, governance and product development. A project in Honde Valley near Nyanga National Park is on-going and is supporting communities through crafts development and landscape management to improve the livelihood of communities. In addition, STEP collaborates with Zimbabwe Tourism Authority in areas related to marketing and policy advocacy.

3. Baseline Survey

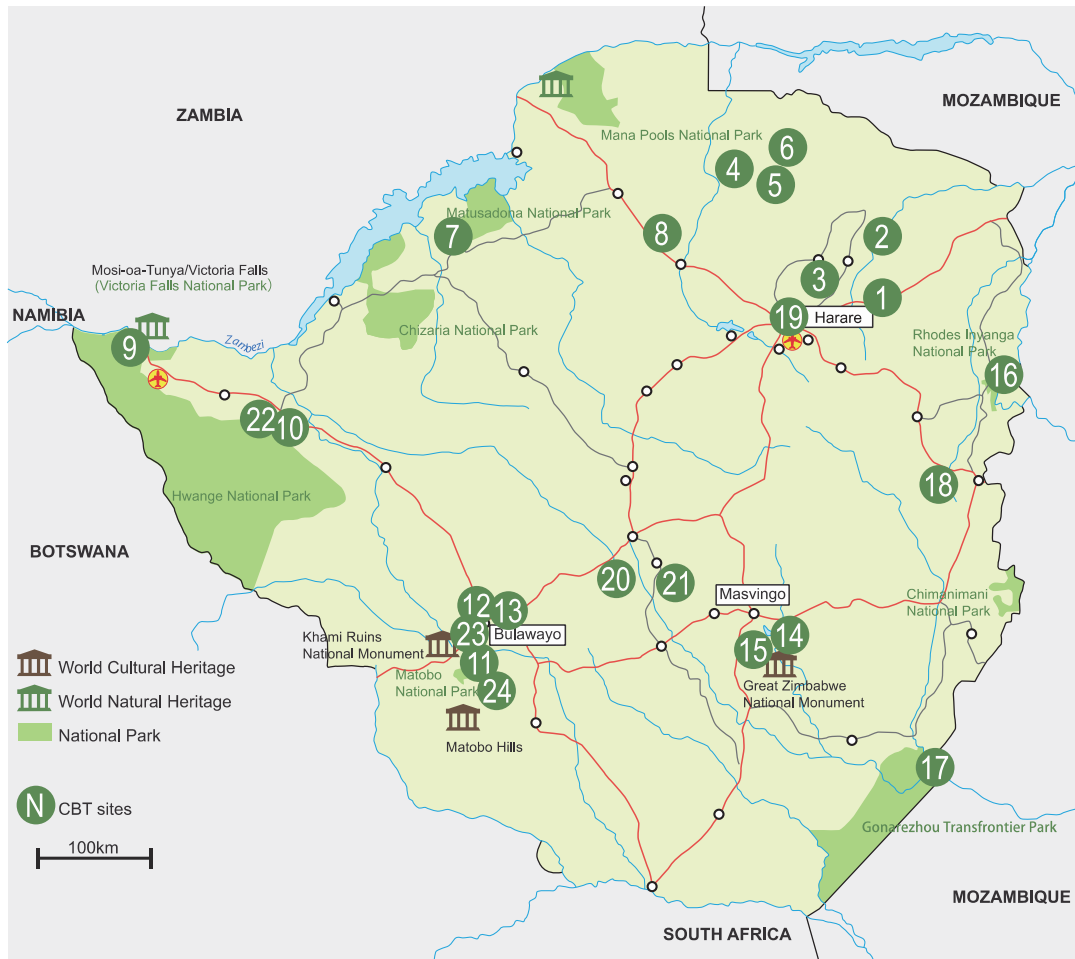
3.1 24 CBT sites

As indicated in section 2.2.3, MOTHI is conducting a project entitled *Youth and Tourism Enhancement Project* in collaboration with the Ministry of Youth, Indigenisation and Economic Empowerment, and the Ministry of Small and Medium Enterprises and Cooperative Development with a financial support of African Development Bank. In this project MOTHI is conducting an inventory and needs survey of CBTEs throughout Zimbabwe. As of September 2015, MOTHI had completed inventory and needs surveys in seven provinces/cities, with Harare Metropolitan, Matebeleland South and Midlands remaining.

Table 3.1: List of 24 CBT sites

No.	CBT	Province	District	Remarks
1	Murehwa Cultural Centre	Mashonaland East	Murehwa District	–
2	Sunungukai Ecotourism	Mashonaland East	Uzumba Marambe Pfungwe District	–
3	Ngomakurira Ecotourism	Mashonaland East	Goromonzi District	Defunct
4	Mukaera Arts & Crafts Centre	Mashonaland Central	Guruve District	–
5	Tengenenge Arts & Crafts	Mashonaland Central	Guruve District	–
6	Mamvuradonha Wilderness	Mashonaland Central	Muzarabani District	–
7	Nyami Nyami CAMPFIRE Project	Mashonaland West	Kariba District	Hunting
8	Muni Lodge	Mashonaland West	Makonde District	Non-functional
9	KoMpisi	Matebeleland North	Hwange District	–
10	Painted Dogs	Matebeleland North	Hwange District	–
11	Ejikweni Crafts Centre	Matebeleland South	Matopos District	Matebeleland South has not been surveyed as of September 2015
12	Bulawayo Township Tour	Bulawayo Metropolitan	Bulawayo Metropolitan	–
13	Old Bulawayo	Bulawayo Metropolitan	Bulawayo Metropolitan	Excluded from the survey site after starting the baseline survey
14	Chesvingo Cultural Village	Masvingo	Masvingo District	–
15	Shona Village	Masvingo	Masvingo District	–
16	Gairezi Ecotourism	Manicaland	Nyanga District	–
17	Mahenye CAMPFIRE Project	Manicaland	Chipinge District	–
18	Mapembe Nature Reserve	Manicaland	Mutare District	Semi-operational
19	Harare Township Tour	Harare Metropolitan	Harare Metropolitan	
20	Naletale Ruins	Midlands	Gweru District	
21	Ndawora Cultural Centre	Midlands	Shurugwi District	
22	Iganyana Arts & Crafts	Matebeleland North	Hwange District	Added after commencement of the baseline survey
23	KoS'nqoeNgekhaya	Bulawayo Metropolitan	Bulawayo Metropolitan	Added after commencement of the baseline survey
24	Cecil John Rhodes Ndebele Cultural Village	Matebeleland South	Matopos District	Added after commencement of the baseline survey

Source: MOTHI and JICA project team



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 24 CBT sites

MOTHI selected 20 CBT sites, No. 1–20 as listed in Table 3.1, from the results of the survey at first. Most of these sites were operational and reasonably rated with some exceptions. Notably, some CBT sites are located in Harare Metropolitan, Matebeleland South and Midlands, and as previously mentioned, inventory and needs surveys have not yet been conducted.

Upon commencement of the baseline survey, it was decided that No. 13 (Old Bulawayo) be removed from the list, and instead add No.21–24 to the list. Based on this, the JICA project team visited a total of 23 CBT sites throughout Zimbabwe.

3.2 Preparation of the baseline survey

3.2.1 Preliminary site survey

As outlined in the itinerary in Table 3.2 below, preliminary site surveys were conducted by a combined effort by MOTHI, ZTA and the JICA project team during the period 04-15 August 2015.

Table 3.2: Itinerary of preliminary site survey

Date	Destination	Itinerary	Major tourist sites visited
4 Aug 2015	Mashonaland West	Harare -Makuti - Sanyati -Makuti	Sanyati Bridge
5 Aug 2015	Mashonaland West	Makuti-Mana Pools - Makuti	Mana Pools NP
6 Aug 2015	Matabeleland North	Makuti - Binga	Traditional villages
7 Aug 2015	Matabeleland North	Binga-Victoria Falls	Binga Museum & Handicraft Centre
8 Aug 2015	Matabeleland North	Victoria Falls	Victoria Falls, Curio Market, KoMpsi
9 Aug 2015	Matabeleland North	Victoria Falls - Hwange	Nambya Museum, Painted Dogs, Hwange NP
10 Aug 2015	Matabeleland North	Hwange - Bulawayo	Lupane Women's Centre, Khami Ruins
11 Aug 2015	Matabeleland South	Bulawayo	Matobo NP, Ejikweni Crafts Centre, Amagugu International Heritage Centre, Township Tour
12 Aug 2015	Masvingo	Bulawayo - Masvingo	Chesvingo, Great Zimbabwe, Shona Village
13 Aug 2015	Manicaland	Masvingo- Chimanimani	Chimanimani NP, Tessa's Pool
14 Aug 2015	Manicaland	Chimanimani-Mutare	Chivasani Ecotourism
15 Aug 2015	Harare	Mutare - Harare	

Source: JICA project team

Not only did the preliminary site survey help formulate the approach to the baseline survey, but it also identified major visitor market segments and the characteristics of the country's CBT sites. Table 3.3 shows major tourist segments found in Zimbabwe. Notably, Zimbabwean diasporas are mostly from South Africa, the United Kingdom and the United States. Business tourists are not taken into account as this market is rarely interested in CBT.

Table 3.3: Major tourist segments in Zimbabwe

	African	European & American	Asian & others
Domestic	- Families - Pupils and Students	- Expatriates	- Expatriates
Regional	- Families - Diasporas (VFR)	- Expatriates (1 week)	- Expatriates (2-3 days)
Mid-Long Hauls	- Diasporas (VFR)	- Group Tourists (1 week) - FIT (2 weeks)	- Group Tourists (2-3 days) - FIT (1 week)

Source: JICA project team

At the same time, major types of CBT sites in the country were also identified as shown in Table 3.4. Notably, wild life hunting is excluded, as it is not sustainable and "Group Tourists" are considered those who travel in groups of more than 15 people.

Table 3.4: Major types of CBT sites in Zimbabwe

Type of tourist sites	Corresponding tourist segments
Wildlife Observation (National Parks)	Domestic: Families, Expatriates Regional: Expatriates Mid-Long Haul: FIT
Natural Wonder Sightseeing (Victoria Falls, Kayaba Lake, etc.)	Domestic: Families, Expatriates, Pupils and Students Regional: Families, Diasporas, Expatriates Mid-Long Haul: Diasporas, Group Tourists, FIT
Nature-Oriented Soft Adventure (Trekking, Fishing, Kayaking, Camping, etc.)	Domestic: Families, Expatriates, Pupils and Students Regional: Expatriates Mid-Long Haul: FIT
African Culture and History	Domestic: Pupils and Students Regional: Diasporas Mid-Long Haul: Diasporas, FIT

Type of tourist sites	Corresponding tourist segments
Craft and Arts	Domestic: Families, Expatriates Regional: Diasporas, Expatriates Mid-Long Haul: Diasporas, Group Tourists, FIT

Source: JICA project team

Another interesting approach would be to link the various tourist segments to the relative attractiveness of each CBT site, something that can be done in an in-depth survey conducted in the future.

3.2.2 Preparation of Questionnaire for the Baseline Survey

Based on the results of the aforementioned preliminary site survey conducted 4–15 August 2015, a draft survey sheet for the Baseline Survey was prepared. This draft survey sheet was shared with and discussed among all the concerned stakeholders, including counterpart personnel at the MOTHI and ZTA. The final survey sheet is attached in Appendix of this progress report.

Major categories and topics appearing in the survey sheet are listed in Table 3.5 below.

Table 3.5: Major categories in the survey sheet

Category	Topic	Remarks
Demand	Number of annual visitors	Over the past 3 years
	Visitor segments	According to the above-mentioned segmentation
	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
Supply	Number of visitors at nearby tourist sites	Over the past 3 years
	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, Facebook, tour companies, etc.
	Interactive programme with visitors	Participatory programme, etc.
Socio-Economic Impact	Satisfactory experience and services	Quality of guide, staff, etc. Interpretation, etc.
	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
Background	Contribution to culture	Traditional way of life, intangible culture, etc.
	Contribution to environmental conservation	Solid waste disposal, recycle, planting, etc.
	Site name and location	District and province
	Socio-economy of community	Economy, social activity, etc.
	Others	Chief's role in CBTE

Source: JICA project team

3.3 Mashonaland and Manicaland

3.3.1 Murehwa Cultural Centre

(1) Background

The government of the Republic of Zimbabwe officially opened the Murehwa Cultural Centre in September 1986, as a prototype for cultural centres intended to be developed in all districts of the country. Despite these plans, the Murehwa Cultural Centre remains the only district-level cultural centre in the country.

The centre engages in cultural activities at the district and provincial levels, inheritance of traditional culture, and cultural activities in schools. It also supports the community in organizing workshops, seminars and meetings.



Buildings of the Murehwa Cultural Centre



Products of the Almega Trust Project

The Murehwa Cultural Centre also supports the preservation of the Mbende/Jerusalem dance, which is recognised by UNESCO as an *Intangible Cultural Heritage of Humanity*. Murehwa and Uzumba-Maramba-Pfungwe districts are located where the Mbende/Jerusalem dance is most prevalently performed. There are only 10 professional dance troupes outside of these districts that can perform MOTHIs dance.

In the future, the centre intends to develop a tour product that starts from the centre and makes a circuit of key tourist sites including Murehwa Cave.

(2) Community

Murehwa Art Centre covers Murehwa District as well as the area of Mashonaland East Province. There are 370 villages in Murehwa District, each with between 17-20 households. There are five headmen and one chief in the Murehwa District.

(3) Tourism products & resources and community participation

Murehwa Cultural Centre is engaging in preservation activities for the Mbende/Jerusarema Dance, but the dance is not always performed at the centre. Visitors can watch a video, but they also have the opportunity to watch the Mbende/Jerusarema Dance twice a year during organised festivals. These events include the Mbende Festival held in the middle of September and the Mashonaland East Cultural Festival (MECUF) which takes place at the end of October.

Murehwa Cultural Centre also provides space for a local handicraft project, Almega Trust Project. The Almega Trust Project makes garment products with local materials and sells the products inside and outside of Murehwa District.

A historical monument, Murehwa Cave, is a 15-minute drive from Murehwa Cultural Centre. The Murehwa Cave has rock paintings, and the site is used for the opening ceremony of MECUF every year. Officials of the centre have an idea that Murehwa Cultural Centre would work as a base for visiting similar tourist sites in Murehwa District.

(4) Market and access

Mbende Festival and Mashonaland East Cultural Festival (MECUF) welcome 2,000 and 10,000 visitors, respectively. Almost all visitors are Zimbabwean, and some come from outside of Murehwa District.



Murehwa Cave site



Local dance performed at MECUF opening ceremony

Murehwa Cultural Centre is located at Murehwa town, 90 km east of Harare. The centre is easily accessible by car.

(5) Impacts on the community

Mbende Festival and Mashonaland East Cultural Festival bring prosperity and economic effects to the district. The Mbende/Jerusarema Dance contributes to give greater name exposure to Murehwa District and Mashonaland East Province in Zimbabwe. However, the economic benefits from the

Mbende/Jerusarema Dance to the district remains limited.

Almega Trust Project generates local employment (around 20 persons). Growing awareness of the community brand has contributed to an increase in participants' motivation.

3.3.2 Sunungukai Ecotourism

(1) Background

In the beginning of the 1990s, a Canadian woman, who taught as a volunteer at a school in this district, came up with an idea to accommodate tourists who came here to fish. She explained the idea to the Rural District Council (RDC) and the community, and the community started a CAMPFIRE project. RDC supported the community in applying for the CAMPFIRE Programme, and received a budget for constructing accommodation facilities and other buildings.

The Sunungukai Ecotourism was initially successful, with around 2,000 visitors coming and staying at the site every month from the beginning of the CBT to year 2000. However, the number of visitors dropped after that.



Meeting with CBTE committee members



Accommodation facility

Currently there are seven members in the CBTE committee including one woman. Two members (secretary and coordinator) have been working as committee members from the beginning of the CBT.

(2) Community

Five villages, which have an estimated population of 112,000, are involved in the CBTE. A major economic activity of the community is subsistence farming. Younger generations are moving to urban areas, and an aging population is a major community issue. Mining gold, limestone and granite is another major industry in this district. There are no co-operative economic activities among the 5 villages.

Before the CBT was started, the five villages were not organised as a community. However, they have been strengthening ties as a community through the implementation of the CBT.

One of the village heads from the five villages is involved in the CBTE, and is working as a chairperson in the committee as of October 2015.

(3) Tourism products & resources and community participation

The CBTE has accommodation facilities (six chalets with two bedrooms) which are well maintained. The accommodation facilities were initially constructed with a financial support of the CAMPFIRE Programme in the beginning of 1990, and renovated with financial supports from the African Development Fund, Zimtrust and the Embassy of New Zealand. Tourism activities around the site include camping, hiking, fishing, seeing wild animals (zebras, giraffes and hippos, etc.). Limited guide services are available for hiking and seeing wild animals. Wildness Safari, an NGO in Harare, is a partner of the community, and supports market promotion at Harare.



Landscape around the CBT site



Small waterfall along hiking route

(4) Market and access

In the 1990s, around 200 Westerners and Harare expatriates visited and stayed at the accommodation each month, but guest numbers started to drop in 2000, and currently stands at around 20 persons per year.

The CBT site is located 150 km from Harare and 20 km from Mutawatawa, the district centre of Uzumba-Maramba-Pfungwe. The final 6 km of access is by dirt road.

(5) Impacts on the community

Since number of visitors is limited, benefits from CBT to the community are also very few, according to the October 2015 survey. When the CBT attracted people to Harare in the 1990s, a women's group produced and sold clothes and local foods. However, such activities ceased after the year 2000.

Community members cannot directly receive economic benefits from the CBT, but they receive social benefits from the partner's activities. For example, Wildness Safari supported construction of the community's elementary and secondary schools.

3.3.3 Ngomakurira Ecotourism

(1) Background

Ngomakurira Ecotourism started in 2002 as a CAMPFIRE Association initiative. The initiator then changed from the CAMPFIRE Association to the Rural District Council, but involvement of the community has been limited in both of preparation and operation of CBT sites.

Works for community people included mowing grass and transporting building materials when the museum started construction in 2002. The building was completed in 2010, but it is not being used as a museum. Further, the building has not been properly maintained, and has suffered damage.

A committee for managing the CBT was organised and the committee members are regularly elected from the community. However, the committee has not been active. In June 2014, new committee members were elected to reactivate the CBT, and RDC tried to find a partner to manage the CBT. However, the RDC has not found a partner, and the committee has not been operating.

In 2005, the National Museum and Monument of Zimbabwe (NMMZ) opened a reception office to collect entrance fees from visitors to Ngomakurira Mountain. The office building was initially constructed for the Ngomakurira Ecotourism. However, relation between the community and NMMZ is limited. Two guides and a guard, who come from the community, are working at the reception office.



Museum building and Ngomakurira Mountain



Reception Office operated by NMMZ

(2) Community

Two traditional villages in one ward, which has a population of 300, are involved in the Ngomakurira Ecotourism. The community's main economic activity is subsistence farming. Community people's lives were once strongly tied to Ngomakurira Mountain. However, this is not the case now.

(3) Tourism products & resources and community participation

The Ngomakurira Ecotourism intended to develop a site museum to show community peoples' lives and sell handicrafts to visitors to Ngomakurira Mountain. However, such activities were not conducted after completion of the buildings, and the CBT was not operational as of February 2016. These buildings such as museum and toilet are left unused at the site.

The CBT was initiated by CAMPFIRE Association and RDC, and participation of the community is very limited.



Inside of museum building



Toilet constructed in 1990s

(4) Market and access

Limited numbers of Zimbabwean and international visitors come to the site, and very few people stay the site (camping). The number of visitors to Ngomakurira Mountain had decreased since NMMZ began collecting an entrance fee from visitors in 2005.

The site is located 40 km from Harare, and 12 km from Domboshava, one of the most famous historical monuments in the Harare suburbs. The final 1.5 km of the road access is unpaved.

(5) Impacts on the community

The CBT has not provided any benefits to the community. Community people are losing interest in the CBT in accordance with and aging of the unused buildings.

3.3.4 Mukaera Arts & Crafts Village

(1) Background

In 1969, Tom Bloomfield¹, who was a tobacco farmer and chrome miner, introduced arts and crafts to the community members of Mukaera Village. The community has been producing pottery, bamboo baskets and chairs, and stone sculpture since. Men produce stone sculptures, and women produce bamboo crafts and pottery. There are no specialists to teach community members in the village, and production techniques are transferred among generations. Design of the products are traditional, but a Zimbabwean specialist, who studies in foreign countries, sometimes comes to the village and discusses the modern techniques and designs he learns abroad.

Each household independently produces and sells products. Procurement of materials such as stone is also conducted independently. The products don't have a brand; therefore, community members want to receive support to develop a brand.



Houses in Mukaera Village



Handicrafts produced by community people

(2) Community

Community members involved in the Mukaera Arts & Crafts Village live in Mukaera Village. The number of households is around 250, and each household has 6 to 8 members. Around half of the households are engaging in the production of pottery, bamboo baskets and chairs, and stone sculptures.

Community members in Mukaera Village believe in apostolic Christianity preached at the Mudzimuunera Church, which was founded by an African woman, "Jesus", who used to stay in the mountain with her followers. The community moved to the existing site with their Jesus women in the late 1960s.

People who believe in the same religion come from all over Zimbabwe to Mukaera Village every year on 10 September. The community has traditional dances and songs, but does not hold a festival.

¹ <http://www.tengenenge-tomblomefield.com/blomefield/blomefield.html>

No agricultural activities are conducted in this village. The “Jesus” don’t allow community members to farm because time for praying is lost by agricultural activities. The community’s people produce crafts such as pottery, bamboo baskets and chairs, and stone sculptures, and sell them to neighbouring villages and buyers from foreign countries.

(3) Tourism products & resources and community participation

Almost all visitors to Mukaera Village are from neighbouring villages and international buyers, and the number of visitors is very limited. As such, the major activity of the Mukaera Art & Craft Village is to produce and sell bamboo baskets, cooking pots (pottery) and stone sculptures to neighbouring communities and international buyers. Most of the products are for daily use, but some families produce high quality products.

When the JICA project team visited Mukaera Art & Craft Village, community members displayed their products in the front of their houses and explained the production process, product themes, etc. This presents potential as a tourism product for Mukaera Village.

Each family independently produces and sells their crafts, and common sales promotion activities are not conducted. The community constructed a building 1 km from the village to Guruve. The building displays the community’s products for promotion. However, the effort has not been successful because the number of visitors to the showroom was very limited.

Although each family independently produces and sells the crafts, the village chief and elders play an important role in leading the community. The village does not receive any support from the central/local government, international donors or NGOs.



Bamboo basket



Explanation of products by a community woman

(4) Market and access

Exact sales are uncertain, but cooking pots (pottery) sold to surrounding communities are major revenue sources for the households. Stone sculptures are sold to international visitors (a few persons

per year) with buyers from the Netherlands and Germany.

Mulaera Art & Craft Village is located 22km from downtown of Guruve. Access from Guruve is difficult due to poor (unpaved) road conditions, and no signage on the way to the village.

(5) Impacts on the community

Each household receives revenue from producing bamboo baskets, cooking pots (pottery) and stone sculptures. The community members seem to be aware of mutual aid because, they believe in the same religion. However, the community does not have enough money to conduct a community project because revenue from the CBT just fulfils each household's needs.

3.3.5 Tengenenge Arts & Crafts

(1) Background

Mr. Tom Bloomfield, who introduced handicraft production to Mukaera Village, also introduced stone sculpture to a community at Tengenenge Village in 1969. He established and managed a company, Gwentyambira Sculptors, to procure stones to sculpture works, and to promote 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 October 2015. As he is generally in Harare, the company now operates with four managers: representative, sales manager, administration and transport manager.

The company receives 35% commission from sculptors when their work is sold. The 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 USD 800 land rental of the Tengenenge Art Centre to Rural District Council, USD 8,000 for stone mining rights to the Ministry of Mines, and USD 120 per signboard per month to the Ministry of Transport. Money for these payments comes from the 35% commission.

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.

A committee, which represents stone sculptors, has been formed, and 7 committee members are annually elected by the sculptors. The committee's function is to communicate the sculptors' opinions and requests to the company.

There are 15 to 30 stone mines near Tengenenge Art Centre, and 12 company staffs (2 groups) are

working at cutting out stones. Serpentine, opal, spring stone and cobalt are frequently used as the material for the sculpture works.

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



Open Gallery at Tengenenge Art Centre



Stone Sculptor's Workshop

(2) Community

Inhabitants in Tengenenge Village are involved in the Tengenenge Arts & Crafts. This village has 96 households, and each has an average of three family members. 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 – using 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 does not have a headman, but the communal land where Tengenenge Village belongs has a communal chief, Chief Chipuro. A councillor plays a major role to manage Tengenenge Village such as community infrastructure development.

(3) Tourism products & resources and community participation

Since number of visitors to Tengenenge Art Centre is limited, the community's major activity is to produce and sell stone sculptures to buyers. The working process is not separated among workers, but

a single sculptor does the entire production process.

Gwenyambira Sculptors, a company operated by representatives of the community, procures stones, sells products and collects commissions from sculptures. The company also operates an open gallery, which also serves as a workshop for sculptors, a museum and accommodation facility (three chalets). Visitors can inspect 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.

The community's inhabitants originally come from neighbouring countries, and 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, which is a neighbour of the Tengenenge Art Centre. However, Tengenenge's culture and lifestyle present a potential tourism product.



Display inside the museum



A stone mine site

(4) Market and access

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 is 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 46 km from Mvurwi Town. The final 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.

(5) Impacts on the community

Sales of stone sculptures are the major revenue source for the community. Sales volume is not large, but sales 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 by using commission collected from sculptors.

3.3.6 Mamvuradonha Wilderness Ecotourism Lodge

(1) Background

The Mamvuradonha Wilderness Ecotourism Lodge started in the beginning of the 1990s with a collaboration among the Muzarabani Rural District Council (RDC; as a representative of the community), World Wide Fund for Nature (WWF), CAMPFIRE Association and Zambezi Wilderness Society. The CBT included hunting, conservation of wild animals and providing accommodation facilities for visitors. Accommodation facilities were constructed with support from CAMPFIRE Programme. The CBT went well until year 2000, when it ran out of money and could not continue the business due to the withdrawal of USAID from CAMPFIRE Programme and hyperinflation.

Small World Backpackers Lodge, established in 2000, operates five lodges at Harare (three locations), Mutare and Mamvuradonha. The manager got to know about the Mamvuradonha Wilderness through CAMPFIRE Association and recognised that the site has potential to accommodate tourists on the way to Mana Pools. After winning the tender of operating the CBT sites, he negotiated with Muzarabani RDC and won a contract to rehabilitate, operate and maintain the accommodation facilities. Currently, the Small World Backpackers Lodge is operating the CBT site and educating community people to conserve wild animals. When the Small World Backpackers Lodge made the contract agreement with the RDC, the number of wild animals was very limited at hunting sites.



Accommodation Chalet



Initial development plan of Mamvuradonha Wilderness

(2) Community

Muzarabani District consists of 29 wards, and is divided into the upper (northern) side and lower (southern) side according to the Mamvuradonha Range. The upper side is a newly developed area, and the commercial farming of commodities such as cotton, maize and sugarcane is the major economic activity. Subsistence farming is being conducted on the lower side. The Government of the Republic of Zimbabwe is planning to develop a large dam similar to Kariba Dam on the upper side. If the dam project is completed, commercial farming will be expanded on the lower side to meet that of the upper side.

The area around the Mamvuradonha Wilderness had been owned by the Chiwashira people under Chief Chiweshe, but they did not live in the area before. During the colonial period, the Chiwashira people had to live in a very limited space. Therefore, they had to negotiate with the government, and eventually received approval to move into the area around the Mamvuradonha Wilderness in 1964. This area was covered by wild forest before Chiwashira people migrated.

Fourteen wards have been involved in the Mamvuradonha Wilderness from its beginning. These consist of seven wards from the upper side, six wards from lower side and a ward from Guruve District. All wards have a common issue in that wild animals damage their agricultural products, and attack livestock and inhabitants. Each ward has formed a CAMPFIRE committee, and chairpersons and councillors also form a 28-person committee to manage the Mamvuradonha Wilderness but the committee is not now functional. Chief Chiweshe is one of the 28 members of the committee.

(3) Tourism products & resources and community participation

The Small World Backpackers Lodge operates 21 self-catering chalets. It also maintains and constructs new accommodation facilities. Since the number of tourists moving between Harare and Mana Pools is limited, most accommodation guests are MICE tourists, having meetings and workshops, or school children.

Major tourism activities are hiking and seeing wild animals. There are some waterfalls, streams and

mountains around the Mamvuradonha Wilderness Lodge, and tourists can see wild animals and their traces. A tour guide, who is a Small World Backpackers Lodge staff member and has hunting license, explains the nature and wild animal's life around the site.

Involvement of the community to the CBT is limited, after the operating CBT site was contracted to a private company. The community has established a committee to manage the CBTE, but the committee is not actively working.



Sohwe Waterfall



Trail sign to indicate hiking destinations

(4) Market and access

The number of accommodation guests has been increasing since a private company started operation in 2009. The figure stands at around 400 persons, mostly Zimbabweans who come for workshops and meetings and around 300 school children. The Small World Backpackers Lodge is promoting the Mamvuradonha Wilderness Site through the Internet, tour guides, etc.

The site is located near A12, a trunk road connecting Centenary Town and Muzarabani Town. It is 14 km from Muzarabani Town, and 51 km from Centenary Town. There is signage to guide Mamvuradonha Wilderness Ecotourism Lodge along the road.

(5) Impacts on the community

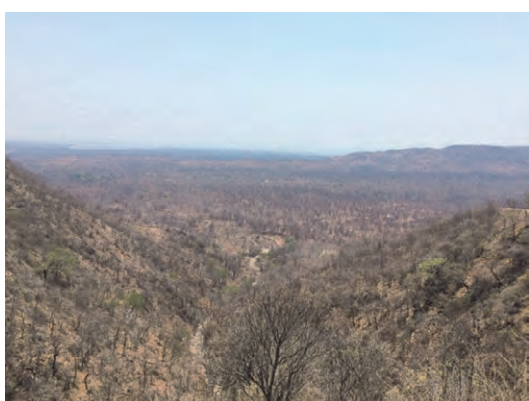
The Small World Backpackers Lodge hires six staff members from the community, and supports 10 of the community's children in going to school.

The guide, who is hired by the Small World Backpackers Lodge, is supporting scout activities for the community. Once a wild animal appears, he goes to the site and sends the wild animal away from the settlement area.

3.3.7 NyamiNyami CAMPFIRE Projects

(1) Background

NyamiNyami CAMPFIRE Project started in 1989. The project area encompasses the entire area of the NyamiNnyami Rural District Council (Total area of 4,556 km². 3,220 km² excluding settlement area). Hunting sites are concessions awarded to private hunting operators. For example, eight wards, which have wild animal resource for hunting, were divided into three concession areas. These concession areas were awarded to three hunting operators (Bulembi Safaris, Safrique Safaris, and Track-A-Hunt Safaris) in 2014.



Landscape of NyamiNyami RDC area



Councillors (representatives of wards)

(2) Community

NyamiNyami Rural District Council consists of 12 wards in Kariba District. Another nine wards belong to Kariba Town. The population of NyamiNyami RDC is about 41,500 persons. The major economic activities of the RDC are subsistence farming, fishing and crocodile farming, and the production of tobacco.

Most of the RDC residents have moved from the Zambezi River to inland areas in 1950s, when Kariba Dam was constructed. The residents include Tonga people, and some villages are comprised only of Tonga people, who have a special dance and festival.

Since the NyamiNyami CAMPFIRE Project area is so wide, it does not work well as an overall identification of the community.

NyamiNyami RDC area has three communal lands: Omay (Wards 1, 3 to 9), Kanyati (Wards 11 and 12), GacheGache (Ward 2). It also has four chiefs: Mola (Ward 1 to 4, Negande (Wards 5 and 6), Nebili (Wards 7 and 8) and Musamba (Wards 9 and 10).

(3) Tourism products & resources and community participation

The main tourism product at NyamiNyami CAMPFIRE Project is hunting. In recent years, eight wards were divided into three concession areas, and these concession areas were awarded to three hunting operators. No specific activities are conducted to protect and conserve wild animals.

Hunting operators transfer a part of the hunting fee to RDC offices and wards (communities) when wild animals are hunted. The Parks and Wildlife Management Authority decides the annual number of wild animals, which can be hunted in a certain area and the fee for hunting (trophy fee). The money from hunting operators is divided among wards (55%), RDC office (41%) and CAMPFIRE Association (5%). Revenue for the RDC office is used for the CAMPFIRE Project e.g. hiring the scouts.

The membership of the Environment Committee of NyamiNyami RDC, which manages the NyamiNyami CAMPFIRE Projects, is comprised of councillors and committees, formed in each ward. The ward committee members are comprised of a councillor (chairperson) and representatives from villages. Committee meetings are organised every three months.

The NyamiNyami CAMPFIRE Project consists only of hunting activities, and does not have any education programmes to conserve wild animals. Therefore, the number of wild animals is steadily decreasing. The RDC office and councillors expect to receive support from the central government or foreign countries to raise the number of wild animals.

In some villages, members consist of Tonga people, who lived in river basin of Zambezi River. They have a unique culture, but this has yet to be used for tourism activities.

(4) Market and access

Statistical data on the number of hunters is not available, but it has been decreasing in recent years. As a result, payment amounts from hunting operators to the RDC office and wards are also decreasing annually. The main source country for hunters is the United States.

The NyamiNyami CAMPFIRE Project site consists of almost all of NyamiNyami RDC (4,556 km²) and the neighbouring area of Kariba town. The road network inside of the site is not paved and its condition is not good. It is difficult to drive around the site during rainy season.

(5) Impacts on the community

Revenue for wards is used for community projects such as the purchase of bricks for school buildings, procurement of necessary equipment for the school, construction of houses for school teachers, water supply for clinics, payment for irrigation system usage charge and the purchase of tractors. Ward members decide how to use the revenue.

3.3.8 Muni Lodges

(1) Background

Before land reform in the 2000s, a white person owned Muni Lodge, and it was used to accommodate hunters. In 2002, the Muni Lodge was transferred to Makonde Rural District Council. The Makonde RDC Office found a partner to renovate and operate the accommodation facility. However, there was a problem during the contract process between Makonde RDC Office and the partner. As a result, the partner left to manage the lodge. The Makonde RDC Office is trying to find another partner, but has not had success.



Accommodation building (Chalet)



Road sign to Muni Lodge

(2) Community

Makonde Rural District Council consists of 19 wards with a population of 174,000. It is also divided into two constituencies, Mhangura Constituency (nine wards) and Makonde Constituency (10 wards). The major economic activity at Makonde RDC is commercial and subsistence farming of maize, soya bean and tobacco.

Muni Lodge has not been used as an accommodation facility for years, and the surrounding community has not been involved in tourism activities. Since Muni Lodge does not have a water source, it receives water supply service from the neighbouring community. This is one of the limited relationships between Muni Lodge and the community.

(3) Tourism products & resources and community participation

Muni Lodge has six chalets and a dining room, and the buildings have been well maintained. The RDC Office has been taking care of maintenance since acquisition of the facility. However, the RDC Office terminated a contract with a partner who has maintained the building facility since 2014.

Community participation in the operation and management of the facility has been limited from the beginning.

(4) Market and access

There have been a few visitors and accommodation guests in recent years. Sometimes local people use the facility for meetings.

The Muni Lodge site is located 14 km from the Makonde RDC Office. The final 2 km of the access road is unpaved. Since there is signage to direct guests to Muni Lodge at the entrance of the unpaved road, access to the site is not difficult.

(5) Impacts on the community

No benefits are provided to the community. The lodge has not been used for tourism in recent years, and no tourism activities, which use local resources, have been conducted since the beginning.

3.3.9 Gairezi Ecotourism

(1) Background

Since the 1980s, Caucasians have been visiting this site and enjoying fly-fishing. In 1990s, a university student from the United States proposed an accommodation facility development to the community, and the community succeeded in receiving a USD 50,000 budget from CAMPFIRE Programme. The community constructed two cottages, an office building, toilets, and a kitchen building. It started in 2002.

The CBTE had a partnership agreement with Nyanga Downs Fly Fishing Club (NDFFC) in Harare. The NDFFC has around 100 members, and collects membership fees. A part of the membership fee provides major revenue for the Gairezi Ecotourism.



Gairezi River side



Kitchen building and landscape of mountain

The CBTE also collects an entrance fee (USD 5 for adults, USD 2 for children and USD 10 for a vehicle) and accommodation charge (USD 45 for NDFFC members and USD 90 for non-members). The community established a trust called Gairezi Development Trust, and its board members decide how to divide net income between re-investing in the CBT and distributing it to trust members. Levels of revenue and net income have been stable in recent years.

(2) Community

Members of Gairezi Development Trust live in two community sites: Dazi (seven villages) and Nyamutsapa (four villages). Of the community's 500 households, 306 are members of the trust. Inhabitants of the two communities believe in the same religion and share a common culture. However, not all community households are trust members.

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

Inhabitants of the two communities have a common culture, which is a fusion of Shona, Ndebele and Mozambican cultures. They also strongly believe in the sacredness of Mount Nyangani.

(3) Tourism products & resources and community participation

The major tourism activities are fly-fishing (limited to NDFFC members), hiking, camping, swimming, bird watching and picnicking. It is possible to hire tour guides to go hiking. The community conserves the land and provides a place for picnics, fishing and swimming. For fly-fishing, the CBTE stocks 3,000 young trout every year. The CBTE operates three cottages, each of which has two bedrooms, and a campsite.

The CBTE employs 11 local staffs: two for managing cottages, three as river wardens, three as guards, two for relievers on rotational basis and one supervisor.

The CBTE members established a management committee and conservation committee as well as the Gairezi Development Trust. Board members of Gairezi Development Trust consist of seven persons: three from Dazi, three from Nyamutsapa, and one person from the NDFFC. The board members are elected every three years. However, educational background is considered during the selection process, in particular, selecting members who are responsible for accounting and marketing.

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.

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 farmers' houses and land, tasting local cuisine and enjoying traditional dances. However, this is in the pipeline. Beautiful landscape and the special culture of the community are potential resources for developing village tours.



Cottage building



Board members and committee members

(4) Market and access

Around 1,000 guests annually visit Gairezi Ecotourism site, with 25% of the visitors staying at the cottages. The site is 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, and the final 18 km is unpaved road. Some road signs are developed on the way to the site.

One of major issues of the CBTE is enhancing its marketing capacity, which relies on the NDFFC. Human resource development for market promotion and developing marketing channels is needed.

(5) Impacts on the community

The CBTE members 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 the 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.

The CBT 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.

3.3.10 Mahenye CAMPFIRE Project

(1) Background

Mahenye CAMPFIRE Project started in 1982 with a strong initiative by Mr. Clive Stockil who established Chilo Lodge Safari Lodge and Mahenye Lodge with African Sun Limited².

Mahenye CAMPFIRE Project is one of the early adopters of the CAMPFIRE Programme. It receives CAMPFIRE funds supported by USAID, which constructed buildings for an office and tourism information centre, and procured a tractor.

In the initial stage of the project, community members shared dividends of hunting concessions. However, the community started to carry out community projects instead of sharing dividends because number of community members had been increasing and revenue from hunting had been decreasing. The community and RDC Office have a concession agreement with a hunting operator, Zambezi Hunting Association. The Parks and Wildlife Management Authority decides the number of wild animals that can be hunted per year and the trophy fee. The hunting operators pay a part of trophy fee to the community (51%), RDC Office (45%) and CAMPFIRE Association (4%). However, the Zambezi Hunting Association did not render the payment to the community and RDC because the number of hunted animals was limited according to the association in 2014. Peak season of the hunting is dry season from August to November, and the major source countries for hunters are the United States, Australia, Germany and Spain.



Buildings constructed by CAMPFIRE Programme



Meeting with committee members

The community also receives visitors from Chilo Gorge Safari Lodge, and shows traditional dances, community facilities (schools and clinics) and their lifestyle. The number of visitors to the village tourism is not clear because it has not been recorded.

² Name of the company was Zimbabwe Sun Limited until 2008. The company had changed the name to include the Pan-African ideas.

A project titled “Jamanda Community Natural Resource & Wildlife Management Scheme” is conducted with financial support from the European Union. Sustainable Agriculture Technology (SAT; Zimbabwean NGO) will conduct the project, and construction of a fence and conservation activities for wild animals will be conducted in the project. The project also includes community infrastructure development such as an irrigation network, improvement of the clinic and construction of teachers’ houses.

(2) Community

The community relating to the Mahenye CAMPFIRE Project is one ward (Ward 30) in Chipinge District, and the ward consists of 16 villages. The community is divided into four groups (Mudavanhu, Tongogara A, Tongogara B and Tahwina). The number of household stands at around 800, and each household has an average of six members. The community’s main identity is that its members are under Chief Mahenye.

The community had moved from other places such as Gonarezhou National Park in the late of 1960s. The community consists of seven ethnic groups of Shangani, who speak Tsonga. Shangani people are distributed around the national borders of three countries: Zimbabwe, South Africa and Mozambique. The community has a different style of house architecture from typical houses in Zimbabwe, and they take care of the spiritual natural environment such as forests and hills.

The major economic activity of the community is subsistence farming. The community also produces palm wine and palm juice, which is traded locally, and bamboo crafts such as mats and baskets, beaded necklaces, woodcarvings, etc.

(3) Tourism products & resources and community participation

The primary tourism product is hunting. The community and the RDC Office have a contract with the Zambezi Hunting Association. The community and the RDC Office receive a part of the trophy fees collected from the hunting operator.

The community has formed a committee to manage the project. There are nine committee members who are elected every three years. Since the community is divided into four groups (Mudavanhu, Tongogara A, Tongogara B and Tahwina), two persons from each group plus one additional person are elected. The committee organises a meeting each month, and traditional leaders organise a meet every three months. A meeting in which all community members participate is organised once a year. The project hires nine staff members: four for resource monitoring (scouts), one clerk, one general hand, two millers and a security guard.

The other tourism product is a village tour, operated by Chilo Gorge Safari Lodge, and the community people sometimes show traditional dances and lifestyle such as visiting schools and clinics.

The community people produce crafts such as bead works, wood carvings and mats, but the quality is not high.

(4) Market and access

In 2015, six hunting groups came to the site by October. Revenue from hunting activities has been decreasing. The number of visitors from Chilo Gorge Safari Lodge for village tourism is not recorded.

The site is located at 98 km from Chiredzi Town, and 5 km from Chilo George Safari Lodge. Road signs to Chilo George Safari Lodge help visitors to find the Mahenye CAMPFIRE Project site.

(5) Impacts on the community

Zambezi Hunting Association is supposed to pay a part of trophy fee to the community (51% of the concession fee), but the association has not paid the concession fee due to the limited number of hunters in 2014. Revenue from the hunting operator has been used to construct shelters for guards at three locations. The RDC Office hired three guards until 2014, but ended their employment in 2015.

The community had an agreement with Chilo Gorge Safari Lodge and Mahenye Lodge that these accommodation businesses would provide 10% of their net income to the community, and the agreement was implemented until 2007, when African Sun Limited withdrew from these businesses. Mahenye Lodge subsequently halted operation as well. After the departure of African Sun Limited, Chilo Gorge Safari Lodge began providing USD 6,000 per year to the community. Chilo Gorge Safari Lodge also established “Mahenye Charitable Funds”, and has been supporting the community. The fund is being used for the rehabilitation of a classroom block.

3.3.11 Mapembe Nature Reserve

(1) Background

Zimbabwe Natural Reserve Board (the former organisational body of the Environmental Management Agency) established the Mapembe Nature Reserve in 1993. The reason for this designation is not only for its rich natural resources, but also for its unique history and the community’s culture. The conservation area is 850 ha, and its border perimeter is 21 km.

The Dutch Embassy started supporting management of the nature reserve in 1993. The supports included construction of a fence to enclose the conservation area, a windmill and shelters for guards, etc., and focused on the conservation of wild animals such as ostriches, zebras and elephants. However, it withdrew the supports in 2000, and the community had to manage it by themselves. Since then, the fence broke, and the wild animals have been poached.

The Environmental Management Agency (EMA) reactivated the management project in 2009. It constructed a 16.5km³ section of fence, and an EMA officer stays at the site. However, it is difficult for the EMA to continue its support due to a current lack of funds.



Spiritual mountain for community



Young trees of a precious species

(2) Community

The community involved in the project consists of two wards, which include 13 traditional villages. Each village has 50 households, and each household has around 6 members. The community is under Chief Marange. The community has traditional dances of Marange ethnicity such as Ngororombe, Muchogoyo and Mbakumba.

Major economic activities of the community are the production of tobacco and subsistence farming. Community women make baskets and some men work as blacksmiths, which has a long history in the community.

The village head is incorporated in the management committee.

(3) Tourism products & resources and community participation

The site has a beautiful landscape including a lake and a spiritual mountain. Major tourism activities are fishing (breams, catfish, and eel) and climbing the mountain, which is a holy place for the community, and has rock paintings and a cemetery where former chiefs are buried. People from Mutare come to the site for fishing. The community collects USD 2 per adult and USD 1 per child. On the weekends during rainy season, around five vehicles come to the site for the fishing. International visitors came to the site until 2000, but only Zimbabwean people have been visiting the site since economic difficulties began.

The community also collects USD 2 from visitors who climb the mountain. The community organizes

³ 4.5km of fence has not yet been constructed.

a praying ceremony for safe climbing and a guide joins the party. Three persons work as guides, and they take visitors to historical monuments inside the site.

The number of wild animals in the conservation area is limited. For example, there is only one zebra in the site. It is difficult to introduce hunting here. The management committee is planting precious tree species to conserve the natural environment, but activities to conserve wild animals have not been conducted.

Tourism facilities inside the site include an office building, toilet and three shelters for guards. Guardrooms were constructed with revenue from the project. Revenue from the project is also used to repair the toilets and other facilities. The community wants to construct a camping site in the future.

Committees were established to manage the conservation area in 1993, and those consisted of the executive committee (nine members) and subcommittee (26 members from 13 villages). Members of the executive committee are selected from the subcommittee, and members of the subcommittee are selected from the 13 villages. If a new executive committee member is selected from the subcommittee, a new subcommittee member is selected from the same village. The executive committee organises a meeting every two weeks, and the subcommittee organises a monthly meeting.

Three guards, who were hired by the RDC, had been working for the project, but the RDC stopped employing them. Only an official from EMA is working for the project now.

The community has a traditional blacksmith industry, but it is not yet a tourism activity.

(4) Market and access

International arrivals to the Mapembe Nature Reserve site were healthy until 2000, but now only Zimbabweans from Mutare come to the site for fishing during rainy season. The community wants to promote tourism activities such as fishing, hiking and climbing, but they lack the knowledge and financial resources.

The site is located 49 km from Mutare Town, and the final access of 16 km is unpaved road. There is no road signs to guide visitors to the site.

(5) Impacts on the community

Revenue from the management project is used to construct shelters for guards (three locations), but the project did not receive enough money to hire the guards. The RDC had employed three guards until 2014, but has since halted their employment due to lack of funds.

3.3.12 Harare Township Tour

(1) Background

Harare Township tours are operated by a private company, “Harare Township Tour⁴.” The director of the company visited Soweto Township in Johannesburg in 2008, and felt the same style of tour Programme was applicable to Harare. He established the company and started a tour Programme in 2012 at Mbare Township because it is the oldest township and in the heart of Harare.

Tour guides will take visitors to tourist sites such as pioneer cemetery, and support shopping by interpreting for the visitors and locals at the sites.

Normally visitors get around sites at Mbare Township by bicycle. The reasons bicycles are popular are (a) health, (b) reduction of CO₂ emission and (c) easy communication between tour leaders and visitors.

The company first contacts the community people and asks whether they want to welcome tourists or not to sites. If the community agrees, the company adds these places as options to its tour Programme. The tour company says offering these options to visitors allows them to select the places where they want to go.



Visiting at Pioneer Cemetery



Market selling local crafts

(2) Community

People in Mbare Township who want to work in the tourism industry are involved with the Harare Township Tour. Many kinds of economic activities are involved in the tour Programme such as public and informal markets, small factories, restaurants, etc.

⁴ Registration number to Zimbabwe Tourism Authority is VAC 0088.

(3) Tourism products & resources and community participation

The tour Programme includes Pioneer Cemetery, an informal market, public market and settlement area (apartments), and seeing peoples' daily lives. Since the activity includes visits to shops, workshops and houses, local peoples' participation in tour Programmes is also promoted. The tour Programme has an option to visit the studio of a DJ who is famous in Zimbabwe, the studio of a contemporary visual artist, and a witchdoctor (Sharman /nánga).

The tour company's staff consists of a director and three tour leaders. There are no tangible operational codes for the company and tour Programme, but the company management is democratic.

The company does not own tourism facilities, but uses public facilities, spaces and resources. The company staff have direct or indirect relationships with 60% of the inhabitants of Mbare Township as of October 2015, 75% of who are women and 20% are from younger generations.



Outside of DJ studio



Peanut butter factory

(4) Market and access

Visitor numbers reached 210 in 2013, 40 in 2014 and 72 through September 2015. Arrival figures remain unstable. Most visitors are backpackers who enjoy walking around town.

Mbare Township is in downtown Harare; therefore, access is very easy.

(5) Impacts on the community

Though purchases are not plentiful, some visitors buy local products and goods. Tour guides interpret for shopping visitors and the locals.

For artists and artisans who intend to create something new, communication with visitors with different cultures and ideas from outside the community helps to come up with creative ideas.

3.4 Mataberland, Midland and Masvingo

3.4.1 KoMpsi

(1) Background

KoMpsi officially opened in 1996 as one of the cultural villages supported by the CAMPFIRE Programme. It was initiated by Mr. Melusi Ndloru who had been involved in the CAMPFIRE Programme since 1992. The CBT site is located in the Ndebele culture area. It was developed to preserve the community's culture and to offer tourists unique cultural experiences in the village. This CBT has been generally successful and now welcomes approximately 1,400 tourists per year. Most come from Victoria Falls, which is one of the most popular tourist sites.



Accommodation facility



Meeting with CBTE committee members

(2) Community

There are 18 villages in two wards with an estimated population of 4,200 that are involved in the CBTE. In this community, Ward 10 is primarily engaged in the CBT activities. Ten committee members, along with a chairperson, a secretary, and a treasurer, are elected from this ward every year to manage this cultural village. CBTE members intend to expand this CBTE to another ward in the future.

(3) Tourism products & resources and community participation

The CBTE has five traditional huts. Three of them serve as accommodation and were built in 2013, one large hut serves as a tourist reception area and souvenir display shop, and one is an outside kitchen hut. This CBT primarily serves to interpret village life, serve traditional foods, and provide accommodation. Twenty-six people are members of this CBT. Ten committee members, a chairperson, a secretary, and a treasurer are elected annually. In addition, two local people are permanently employed at the cultural village. Approximately 10 to 15 local people are also temporarily hired as needed by the village for construction work or facility maintenance.

In addition, the CBT provides art and handicraft training for villagers and supports sports activities at the community's primary schools.



Handicrafts



Outside kitchen

(4) Market and access

This CBT site is located approximately 12 km from Victoria Falls town. There are 4 km of unpaved road. The site is easy to access from Bulawayo Victoria Falls Road. Most of the tourists who visit this CBT site come by private car or tour buses. The travel time by car is approximately 20 minutes.

The CBT site receives tourists through hotels, tour operators, and taxi drivers from Victoria Falls. The village tour is featured as one of the tourist attractions at the Tourist Information Centre in Victoria Falls. The cost is USD 50 per person, including a car and guide. The tour is approximately two hours long.

In addition, the CBT has started to establish a relationship with tour operators for market promotion. As of the time of this field study, a memorandum with one of the tour operators was already exchanged.

(5) Impacts on the community

The CBTE has established a community fund, and the community determines how to budget the fund to provide the most benefits to all. Currently, the community fund is used to support sport activities like soccer and chess events at the local primary schools.

There are a limited number of CBT members and local people who draw income directly from tourism activities. However, the CBTE understands the necessity of sharing the benefits with the community, as well as the importance of marketing and promotion in order to sustain the CBTE.

3.4.2 Painted Dogs Conservation Centre

(1) Background

Painted Dogs Conservation began in 1989 as a research project on painted dogs. It was registered as a conservation project in 2005. The project focuses on the conservation of painted dogs, an endangered species, and manages the Painted Dogs Conservation Centre, which provides information on conservation activities related to painted dogs and wild animals, as well as environmental education. In the centre, there is a rehabilitation centre for injured painted dogs. Tourists can observe some painted dogs here.

In addition, the project generates income for local communities through the Ganyana Arts and Craft Centre and the Iganyana Arts and Crafts Centre. The Ganyana Arts and Craft Centre is a women's group activity that produces traditional baskets for income. The project offers training to maintain the quality of the products, as well as purchases them. The Iganyana Arts and Crafts Centre is located in Dete Town. There, handicrafts are produced using wire, including snare wire. The aim of the centre is to generate income and offer environmental education on wildlife protection. Detailed information on these community activities is highlighted in 3.4.10.



Outside of the Painted Dog Conservation Centre



Interpretation display

(2) Community

The people connected to the Ganyana Arts and Craft Centre activities live among the 33 villages of the two wards located near Hwange National Park. The people working at the Iganyana Arts and Crafts Centre live in Dete Township, which is located approximately 7 km from the junction of Cross Dete on the Bulawayo Victoria Falls Road.

(3) Tourism products & resources and community participation

In the Painted Dogs Conservation Centre, there is an interpretation of the painted dogs, which is a unique African wild dog and an endangered species. The centre provides information on wild animal

conservation. In addition, the centre hosts an annual children's bush camp, which offers environmental education Programmes for local schoolchildren.

Moreover, there is a rehabilitation centre for injured painted dogs. Tourists can observe these painted dogs in the field. In addition, there is a handicrafts display supplied by local community people from the Iganyana Arts and Crafts Centre and the Ganyana Arts and Crafts Centre.

(4) Market and access

The Painted Dogs Conservation Centre is located outside of the Hwange National Park boundaries. The travel distance is approximately 15 km, or 20 minutes, by car from the park's gate. Most of the centre's visitors come before or after visiting the park.

The CBTE has its own website and handicrafts are also sold online.



Environmental education



Sale of handicrafts by local community

(5) Impacts on the community

The project employs workers from the surrounding village. Moreover, the project provides opportunities to earn money through handicraft sales, as well as providing environmental education to the community people. Approximately 70 women produce traditional baskets near Sianyanga Primary School, and 30 young men and women produce handicrafts at the Iganyana Arts and Craft Centre. The project buys these products and sells them to visitors at the Painted Dogs Conservation Centre and online.

3.4.3 Ejikweni Crafts Centre

(1) Background

Ejikweni Crafts Centre is located in the Matobo National Park. It was officially established in 1930 as one of the cooperative associations in which people produce and sell traditional and artistic handicrafts.

The members working for Ejikweni Crafts Centre originally lived in this area. In order to protect this area as a national park, they were relocated outside the park and were given the right to participate in this project as compensation.



Curio centre facility



Meeting with community members

(2) Community

The people involved in this centre live in a ward located near the Matobo National Park. There are six villages with approximately 1,000 households and an estimated population of 7,000.

Most of the members travel from their resettlement village to the centre by bicycle rather than public transportation. This is because they do not earn enough income from selling handicrafts here.

(3) Tourism products & resources and community participation

The main tourism products are traditional and artistic handicrafts, such as baskets made from grass, woodcarvings, plates, batik and ornaments. The primary traditional craft in this area is woodcarving. Some of the tourists who visit the Matobo National Park stop here and buy these handicrafts.

There are several tourist attractions in the Matobo National Park, which was designated as a World Heritage site in 2003.

This centre has 130 members. The ratio of male to female members is nearly equal. Almost 25% of the members are younger than 35 years old. There are seven committee members who are elected annually.

The members share facility of curio centre, which is approximately 30 metres long. In turn, there are four members per each 3-metre-wide room. Each member pays USD 20 per year from their handicraft sales to the national park for land rental.

(4) Market and access

This site is inside Matobo National Park. It is located approximately 32 km south of Bulawayo and on a road 10 km from the national park gate. There is curio centre facility along the main road and parking space. Some members sell batiks outside of the facility.

One of the tour operators, “African Wonder”, refers tourists here. The majority of visitors from abroad are Australian, American, South African and Swedish. However, the Australians cannot buy wood products, which are prime traditional articles in this area; they are not allowed to import wood into their country.

There are no marketing efforts driven directly by the community members. All marketing activities are dependent on Matobo National Park.



Traditional woodcarving



Various type of handicrafts

(5) Impacts on the community

There are a relatively high number of people involved in this project. However, they are contracted with the national park, under whose policies and rules they work. This limits the project’s role and function.

3.4.4 Bulawayo Township Tour 1: conducted by the Amakhosi Cultural Centre

(1) Background

The Bulawayo Township Tour is conducted by Amakhosi Cultural Centre, a private company established in 1994 in Bulawayo’s northern section by Mr. Cont Mhlanga. The NGO’s main function is to promote Bulawayo’s history, art and music. Mr. Cont initiated the preparation efforts for the Bulawayo Township Tour in 2012, including conducting local workshops and training. The tour began attracting tourists in 2013. There are presently three guides in Amakhosi Cultural Centre’s tourism section, who conduct the Bulawayo Township Tours. Mr. Cont transferred the responsibility of

Bulawayo Township Tour to one of the young three staff members after resigning from MOTHIS job in order to start a new CBT at Bulawayo suburbs.

This township tour is conducted in cooperation with ZTA and Bulawayo City. The Centre obtained permission from Bulawayo City to guide tourists into some locations to which access is generally not allowed.

At the beginning of the township tour, the guide asks for requests of what tourists participating in the tour would like to visit. According to the requests, the guide arranges the township tour itinerary. The Centre has some sites and communities with which they coordinate in advance, and that are prepared for visits. However, there is no specific recommended tour itinerary for tourists yet.



Amakhosi Cultural Centre's outside theatre



Interview with person in charge

(2) Community

The Amakhosi Cultural Centre is located in Makokoba Township in the northern part of Bulawayo City. 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.

(3) Tourism products & resources and community participation

In Bulawayo, there are many tourist attractions including memorials, colonial-style architecture, museums, art galleries, as well as entertainment, like music, dance and drama. The initiator of the Bulawayo Township Tour is one of the authors of the Bulawayo historic guidebook, which is available at the tourism information centre in Bulawayo City. He transferred this information and relationship with the historical sites to the new person responsible for the township tours.

The guides coordinate individually in advance with each site and community that the tourists will visit. Some places in Bulawayo City allow access, such as the Mzilikazi Art and Craft Centre, a school for artists. The guide introduces faculty and staff who explain their activities at this centre.

The Makokoba Township market is unique, because there are people from Ndebele, Tonga and Shona,

who reside together peacefully in the township. Previously, this site was not accessible by private tour operators. In this area, only some shop owners at the market gate will converse with tourists and be cooperative during the township tour. The first impression of the people is that they are not friendly. It would be better for the entire market community to agree to accept township tourists in order to conduct the tours easily and safely.



Market in Makokoba Township



Historic architecture in downtown

(4) Market and access

This township tour is not featured as one of the tourist attractions at the Bulawayo Tourism Information Centre located downtown. The Amakhosi Cultural Centre obtains reservations directly online or from the Holiday Inn hotel.

There was only one visitor group in 2013, five in 2014 and 10 through September 2015. Visitors are from Europe, South America, and the United States, as well as domestic.

The Amakhosi Cultural Centre is located north of Bulawayo near the bus station. Access is easy.

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

(5) Impacts on the community

This township tour is very attractive to visitors because there are many topics covered through the guides' interpretations. However, the benefit for visited sites and community are unclear, as is the agreements between the Amakhosi Cultural Centre and these communities

3.4.5 Old Bulawayo

Old Bulawayo was selected as a baseline survey site by MOTH in the preparatory stage of the baseline survey. However, it made clear that community around the site was not involved in the tourism activity after starting the baseline survey; therefore, this site was excluded from baseline

survey sites. Instead, another CBTEs were added to the baseline survey sites. Those are Iganyana Arts & Crafts (section 3.4.10), KoS'nqoeNgekaya (section 3.4.11), and Cecil John Rhodes Cultural Village (section 3.4.12).

3.4.6 Chesvingo Cultural Village

(1) Background

Chesvingo Cultural Village was initially established in 1992, with land given by the RDC, upon which the CBTE built the first structures. The CBT ran successfully until 1994. During this period, the village continually received approximately 10 to 15 visitor groups per year for whom they provided accommodation and guided tours. However, there was a conflict within the community. There were 23 members at that time. Six of them disagreed about the management, and sold the water tank built by community and other facilities without all members' consent, thus members were divided into two groups. Finally, the police engaged in this problem and the CBT was terminated. ZTA was consulted in August 2014, regarding the CBT's revival. The CBTE was renewed in October 2014. They are currently in the reconstruction process.



Traditional-style house



Meeting with community people

(2) Community

The people involved in the CBT live in Ward 13, which has a population of approximately 9,000. The community resettled in 1985 from a different location. Most of the people in this community are engaged in agriculture.

(3) Tourism products & resources and community participation

This CBT site is located on a hill near Kyle Dam, from which a beautiful water landscape can be viewed. The community is constructing five typical houses via a traditional method that uses wood and grass without nails and metals. One villager is in charge of this architecture. Traveling from the

site to the village, visitors can observe the village landscape, a geographically formed basin of gentle slopes, and see the village's land use.

The villagers can interpret village life, and provide village tours, music, dance and traditional foods. At the time of the field study, they provided songs and dances by local students, an experience making Sazza, introduction of traditional tools like stone grinders, and traditional foods.

During the village tour, tourists can discover authentic village life and find various traditional items. Some of the materials and facilities have been renovated. However, some items were very traditional. At present, the tour programme and guide interpretation are operated solely on local knowledge and not well organised. However, there are many possibilities for operating a village tour at this site.



Welcome music and dance by students



Landscape of village

There are some popular tourist attractions near the CBT site: Masvingo, Great Zimbabwe, Kyle Dam, Kyle Recreation Park and bushman painting walls.

There are 15 committee members, who are elected annually, and 62 households are involved in the CBTE. RDC is also part of the committee.

The school teachers have been very cooperative with the CBT. During the field study, many people, including one class from a local school, participated in this activity.

(4) Market and access

This CBT site 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. It is easy to access.

The CBTE resumed in October 2014, and therefore it is currently not promoted anywhere. The CBTE is attempting to gain cooperation with Masvingo's RDC and ZTA for marketing purposes.

(5) Impacts on the community

The CBTE has established a community fund, though the bank account has not yet been opened. It has already been decided that the benefits from CBT will be used to support education in this area. The local school was established by a donation from Mr. Simon Bright and others who had visited this village. At that time, the project also made donations to the school. In the future, the project is planning to provide support to maintain the local primary school's facilities and to construct a junior high school in this area with benefits derived from CBT.

3.4.7 Shona Village

(1) Background

Shona Village, located within the Great Zimbabwe State, commenced in the 1940s when a curator arrived at the community. The original location was behind a historical monument. However, it was far from the central site and difficult for tourists to access. After a fire, it was centrally relocated within the historical monuments.

Twenty-five community members operate the village and portray Shona life to the monument's visitors.



The Shona Village



Souvenir shop

(2) Community

Twenty-five villagers who live around this heritage area commute to the site. The community's economic activities consist of farming crops such as maize, sorghum, rapoko, groundnut and sweet potatoes, as well as cattle rearing and fishing.

Twenty-five local community members were allowed to operate in the village after signing a contract with the NMMZ. The community has a limited responsibility in operating the village.

When the committee wants to involve a new local member, they must verify the application and seek

approval from the NMMZ.

(3) Tourism products & resources and community participation

This village was built by the National Museum as a site museum to introduce the Shona's traditional culture. There are traditional buildings related to the five wives and a traditional healing house. The structure of each building can be observed, and there are explanatory notes for each. The tourism products include woodcarving, stone sculptures and pottery. Activities include the Shona cultural experience, traditional dance and fortune telling. While the crafts are displayed with detail, they do not have price cards.

There are 25 members that are divided into two groups, and they have a weekly job rotation.



Traditional dance by local people



Explanation on traditional building structure

(4) Market and access

The CBT site is located inside the Great Zimbabwe National Heritage. Great Zimbabwe is located about 28 km from Masvingo. The travel time is 30 minutes by car.

The target market is tourists who visit Great Zimbabwe. Approximately 50,000 people visit Great Zimbabwe each year from South Africa, the United Kingdom, the United States, Germany, Kenya, Tanzania, Zambia, Namibia and Malawi.

Support is provided by local tour operators, hoteliers, and outbound tour operators such as Intrepid (Kenya), Drifters (South Africa), and Chongololo.

(5) Impacts on the community

The villagers can earn income by collecting tips for playing music, performing dances or selling handicrafts.

There is a committee, but the National Museum manages the CBT programme. The committee does not have a community fund; all money received is either for individuals for selling their products or

shared among the traditional dancers. In addition, there is currently no entrance fee into the village.

3.4.8 Naletale Ruins

(1) Background

The Naletale Ruins are a Zimbabwean national monument built circa 1680. These ruins fall under the administration of the NMMZ. There is no cultural connection between the surrounding communities and the ruins, which are located on the border of the Midlands and Mataberland South Provinces.



Information Centre



Naletale Ruins

(2) Community

Communities around Naletale Ruins have not been involved in tourism activity so far.

(3) Tourism products & resources and community participation

NMMZ experts state that in the future, the Naletare Ruins will be registered as a UNESCO World Heritage Site along with the Khami Ruins.

Between 2012 and 2014, restoration work, construction of an information centre at the gate, and the development of signage along the access road were performed in cooperation with the U.S. Embassy.



Signage with explanations on the ruins



On the way to ruins from the information centre

(4) Market and access

The number of visitors to the Naletale Ruins is more than 10 people per month and close to 150 people per year. Most of the visitors are Zimbabwean tourists who stop on their way from Bulawayo to Victoria Falls, and vice versa.

The site is located approximately 90 km from Gweru, and about 26 km of the road is unpaved. Travel time is approximately one hour and 15 minutes by car.

There is an information centre located in front of the ruins gate. In addition, there are many signs throughout the ruins that provide information.

(5) Impacts on the community

Communities around Naletale Ruins have not been involved in tourism activity so far.

3.4.9 Ndawora Cultural Centre

(1) Background

The Ndawora Cultural Centre was established in 2008 at the Ndawora Primary School in the Shurugwi District. As a cultural centre, many organisations, such as the Ministry of Sports and Culture, visit this school to take advantage of its offerings. The cultural centre opened a gallery in 2012.

There is a gallery in which a traditional building model is on exhibit. Traditional tools, such as sticks, knives, agricultural implements, crafts and musical instruments are displayed at the gallery.



Ndawora Primary School



Gallery

(2) Community

The population is around 4,300, including 31 villages and 20 households. Four-hundred community members participate in this project.

There are 18 members on the cultural committee. Committee members help to build structures as well as teach various crafts to the school children.

The old students' association conducts these activities. Half of the committee members are teachers.

(3) Tourism products & resources and community participation

This centre appears to be more of a regional cultural centre for the local community than a CBT site. The primary activities are regional culture and traditions and arts, and support for cultural activities.

The centre has a gallery that displays traditional tools, handicrafts, and reconstructed traditional houses. Visitors can listen to traditional music and watch school children dance.

In addition, there is a potential near the centre to attract tourists visiting Guruguru Mountain, Senangwe Mountain, Danraven Falls, as well as the Bonza and Manukere Ruins.



Traditional dance by school children



Art activities

(4) Market and access

The centre is located in a primary school approximately 48 km from Gweru. There are 2 km of unpaved road. The travel time by car is approximately one hour and 10 minutes from Gweru.

The target market is day visitors from Gweru and Shurugwi, as well as local villagers.

(5) Impacts on the community

The centre serves to pass on local culture to the younger generation. However, the benefits from tourism are small due to the limited number of visitors.

Through this project, community activities became popular in the region. In addition, the project became a good example of a relationship between the local community and an elementary school.

3.4.10 Iganyana Arts and Craft Centre under the Painted Dogs Conservation Centre

(1) Background

Iganyana Arts and Craft Centre was established in 2003 to start an environmental education programme to protect painted dogs and improve their living conditions.

The education programme is making souvenirs from wires originally used to set traps for the wild animals in the park. This activity is used to educate the Dete Village people on wild animal conservation such as for painted dogs.

The Iganyana Arts and Craft Centre hosts artists who grew up in this area. Painted Dogs Conservation Centre coordinated with them to sell their products and collaborate with tourism operators.



Iganyana Arts and Craft Centre



Centre selling local crafts

(2) Community

The centre works with 70 women who produce baskets. A group of 25 young men and five women are

employed by the centre to make crafts from snare wires. In addition, seven men are employed to provide entertainment to the vicinity's lodges. The youth (under 35 years old) comprise 85% of all members.

(3) Tourism products & resources and community participation

The main tourism products are handicrafts such as wire and bead products, wooden products and baskets. The centre provides traditional music and dance groups for neighbouring accommodations.

The baskets are made by the surrounding villages' women, who work in front of Sianyanga Primary School. This activity is one of the projects sponsored by Painted Dogs Conservation, which buys basket products and sells them on commission every month at the centre.

At the centre, approximately 30 local people make crafts using wires and beads.

All of the crafts made by women's groups in villages and by people working in the centre are displayed and sold to visitors.



Traditional music and dance group



Baskets made by the village women

(4) Market and access

The site is located in Dete, Hwange District in Matebeleland North. It is 19 km northwest of Wange's main camp along Tarred Road.

Markets of the products are confined to the U.S., the U.K., and the domestic market. This centre targets tourists who visit Hwange National Park. The centre also sells products on their website: www.painteddog.org/education-programmes/arts-center.

(5) Impacts on the community

Approximately 70 women living in neighbouring villages receive income from producing traditional baskets. The baskets, sales of which achieve revenue between USD 1,500 and 2,000, are bought every month from the women. This money is used to pay for children's school fees. In addition, 30 young

people living in Dete are employed at the centre. Through this work, the community is beginning to enhance environmental conservation.

3.4.11 KoS'ngoeNgekhaya: Bulawayo Township Tour 2

(1) Background

KoS'ngoeNgekhaya was established in October 2014, as a community township tour through which the visitors are taken into community homes to experience community life. This residential area (the Emsgamwini community) was developed in the 1990s. When people first moved here, no one knew each other. Therefore, this programme began with the goal of encouraging residents to share the same standards and live together as a community by communicating with visitors.



Homestay



Entertainment

(2) Community

The population of the Emsgamwini community is approximately 15,000. The programme began in 2014, so the entire community does not understand the concept of the programme yet. However, many of the local people are interested and participate in the programme.

In this community, the local people support and develop regional cultural activities and encourage tourism, so they also enjoy this programme.

(3) Tourism products & resources and community participation

The programme includes visiting town facilities such as bars, markets, farmland, and sports grounds. It also offers homestays, traditional cuisine, and entertainment in the form of contemporary music, dance and drama. The entertainment is provided by local people, especially the youth. Three rooms are available for accommodation. The organisers have not yet decided on the price of this township tour and the homestay. However, they are currently undergoing the official procedures for the homestay.

The community has a strong relationship with the local police with regard to tourist safety. The community involvement in operating the programme is limited to committee members. However, community members can interact with the visitors.



Traditional cuisine



Township tour

(4) Market and access

The site is located at a member's house in a suburb of Bulawayo City, approximately 20 to 25 minutes from downtown Bulawayo.

This member has hosted visitors from the United Kingdom, UAE, Nigeria, Zambia, South Africa and Japan, as well as locals (students, church groups and weddings). The main target visitors are international tourists.

The programme is supported by the Amakhosi Cultural Centre, which refers tourists to the programme. The Amakhosi is conducted by a private group, the "Amakhosi Cultural Centre". They also use word-of-mouth, recommendations from other tourists, and ZTA as tourism marketing methods.

(5) Impacts on the community

The programme creates local employment, especially in the field of cultural arts and dances, as community members are hired to perform. In addition, young people are involved in the programme. The programme has the potential to earn money by providing food and accommodation, but has had few visitors so far. Otherwise, the community is gaining strength through the programme.

3.4.12 Cecil John Rhodes Cultural Village

(1) Background

The Cecil John Rhodes Cultural Village was established on 8 June 1999 with a support of the CAMPFIRE Programme. The purpose of this cultural village is to revive and safeguard the Ndebele

and, to a certain extent, the Shona culture. This was accomplished by working with the Ministry through the ZTA.



Cecil John Rhodes Cultural Centre



Traditional wear

(2) Community

Six villages with an estimated population of 11,500 are involved in the CBT. Subsistence farming is an important economic activity for the community.

When the CBT began, there were 35 members. Today, there are only 19 members (10 women and nine men) because some moved to another village and others died. Six communities are mainly promoting this CBT in one ward. From a handicraft perspective, the CBT involves three ward's communities (five villages, three villages, and six villages respectively). The youth are also involved in this CBT.

There are 10 committee members, including a chairperson, a secretary and a treasurer.

(3) Tourism products & resources and community participation

This CBT site was built as a site museum to feature typical Ndebele village and houses. The tour programme includes a blacksmith, traditional music and dance, traditional healing, bushman paintings, a mountain view, balancing rocks and handicraft sales.

Matobo National Park has tourist sites, such as caves, rock paintings and balancing rocks. The tour programme also includes visiting the national park and guiding tourists to these attractions.



Balancing rocks around the CBT site



Blacksmith

(4) Market and access

The site is located about 79 km from Bulawayo and 38 km from the gate of Matobo National Park, of which 23 km consists of unpaved road. The travel time is an estimated 90 minutes from Bulawayo's town centre.

The market targets tourists who visit the national park. Three years ago, the annual number of site visitors was 100. However, this number has fallen to 40-50 people. The primary visitors are students from local schools during the weekends and a limited number of tourists from the United States, Canada, Australia, U.K., Israel, Switzerland and Germany who stay at the Mtshelai campsite located about 12 km from this site. Meleshelezi camp, NMMZ, and PWMA also help promote the CBT. Word-of-mouth is also an important means of publicity for this site.

(5) Impacts on the community

The CBT including exhibitions and interpretations serves as a method to present traditional culture to the younger generations. Environmental awareness programmes are also implemented.

The community members have an opportunity to earn money from the entrance fees to the village and from sales of handicrafts and traditional herbs.

The local community is constructing a museum on the site that is supported by a cultural fund. The site development is already completed, and a contractor is being selected to build the museum.

The community has established a community fund. The local people pay a community membership fee of USD 10 and visiting tourists pay USD 2.

4. Assessment and Selection of Pilot Sites

4.1 Methodology for assessment of CBTEs

4.1.1 Workflow to select pilot sites

Results of the baseline survey described in chapter three make it clear that CBTEs in Zimbabwe are vastly different in terms of their individual development and success. It is therefore, imperative that the selection of pilot sites and projects are representative of a broad cross section of CBTEs in order to facilitate the development of a CBT manual that will be representative of a cross section of stakeholders. Importantly, the assessment of CBTEs is a critical step in progressing the JICA CBT project.

The process of selecting pilot sites adhered to the workflow is shown in Figure 4.1 in which 24 CBTEs were shortlisted for assessment and four CBTEs were finally selected. It must be noted that the objective of the assessment was not to make judgements of the independent merit/value of each CBTE, but rather to identify sites that best fulfill the minimum requirements for conducting pilot projects and subsequently developing a CBT manual, which are both activities slated for phase two of JICA CBT project. Therefore, the assessment is based on an objective assessment of the current and potential development of each CBTE. Additionally, consideration to factors such as balance in assessment criteria and project implementation feasibility were taken into account.

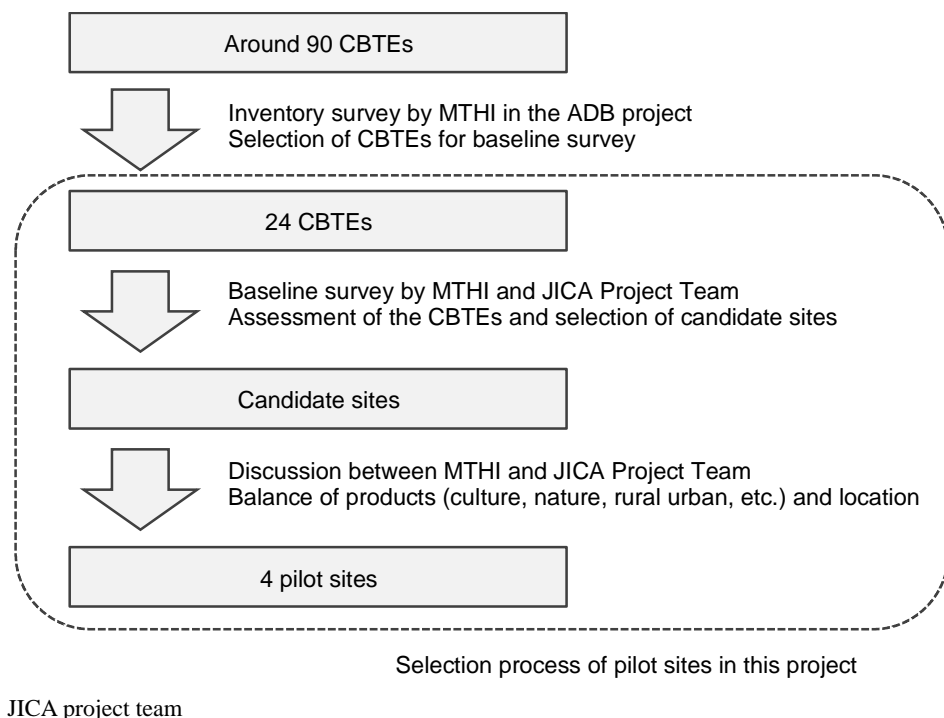


Figure 4.1: Workflow to select pilot sites

The actual assessment methodology and criteria are described in the proceeding sections of this report. Following the selection of candidate sites, MOTHI officials along with JICA project team members discussed and agreed upon the four pilot sites with a view to seeking balance in terms of the variety related to tourism product representation, time, cost and efficiency of implementation.

4.1.2 Assessment factors and indicators

The project team set four variables as the assessment criteria, including:

- current development and future potential of individual CBTE's;
- feasibility of the project;
- category/classification of tourism products/resource; and
- management body/structure.

The most important factor of the assessment was to establish an understanding of the current state of development and future potential of the available CBTE in Zimbabwe. Since the quality and universality of the eventual CBT manual is dependent upon securing a variety of activities at the selected sites and ensuring whether or not CBT contributes to the community, it is very important that proper indicators be prepared and evaluated. In order to establish a comprehensive assessment tool for the 24 identified CBTEs, the project team set four indicators: (a) programme development, (b) marketing, (c) impact and (d) commitment of the community.

The first indicator, programme development, measured the potential value of respective tourism resources and the current level of commercialization of the CBTEs. This indicator looked at the existing balance between available resource and level of product development and the scope for growth.

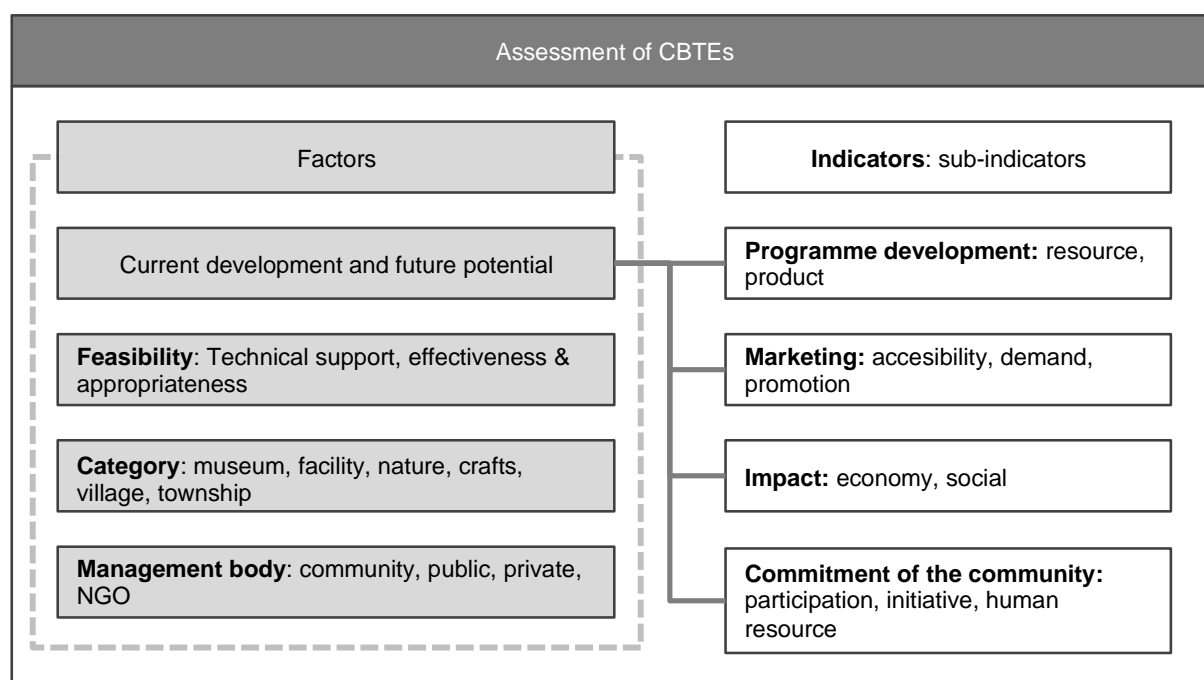
The second indicator, marketing, considered business sustainability and the respective CBTEs sites capacity to maintain and create the demand. Three sub-indicators were identified for marketing, including: accessibility, demand and promotion. Accessibility and demand were used to measure the existing and future market potential, whereas promotion was considered in order to measure the level of awareness and professionalism of CBT operators in relation to their promotional activities.

Impact is also a vital indicator of CBT in terms of the positive and/or negative economic and social impacts on the community by the CBTE. Ideally, a successful CBT activity will contribute positively to the community through social, economic and environmental measures.

Finally, the third indicator 'commitment of the community' comprised three sub-indicators, including participation, initiative, and human resources. Some of the CBTE sites the project team visited during the baseline survey were not operated actively, and participation and initiative of the community was limited. Conversely, CBTEs in which community members were engaged seem to operate successfully

even when there were limited numbers of visitors as has been the case in recent years. Additionally, it was found that the more community members participate in CBT activities, the more there is an effort to develop human resources. Participation levels and the initiative of the community tend to mirror the level of development of CBT. For example in early stages of CBT, community members participate in limited activities such as selling souvenirs. However as CBT grows in relevance, the community takes stronger ownership and commitment to CBT growth and promotion. It is for these reasons that commitment of the community is such an important measure.

In addition to the above four indicators, project feasibility is an important consideration. As mentioned previously, a CBT manual will be developed for Zimbabwe by the JICA CBT project that will feature practical know-how for CBT development as gained from four one-year pilot projects. For this reason, it is essential to examine the likelihood of acquiring useful feedback within one year by measuring effectiveness and efficiency of any intervention.



Source: JICA project team

Figure 4.2: Assessment framework

In the process of assessing the 24 CBTEs other aspects were also considered including types of tourism resources and management systems. Understanding the type of tourism resource is critical in determining the process of any potential tourism development. Furthermore, management approaches are important to understand as they have a major impact on how tourism develops and is prioritised. To secure the universality of the CBT manual, the assessment process sought a balance in terms of the category and management approach. All these factors and their interaction are depicted in the assessment framework as shown in Figure 4.2.

Indicators and sub-indicators for the assessment as shown in Table 4.1 were evaluated and ranked by MOTHI officials and the project team members and then developed in radar charts for each of the identified 24 CBTEs.

Table 4.1: Assessment indicators and sub-indicators

Indicators	Sub-indicators	Items
Product development	Resource	- Potential tourism resource (quantity and quality) - Existing tourism resource (quantity and quality)
	Product	- Tour or programme on sale (commercialized or not)
Marketing	Accessibility	- Distance form major destination/city (km and hour) road condition (good/bad, paved/off-road)
	Demand	- Current visitors trend (volume, segment and trend) - Demand to surrounding tourist spot (volume and segment)
	Promotion	- Concrete promotional activity (quantity and quality) vision and method on promotion
Impact	Economy	- Benefit/disadvantage toward community's economic aspect
	Social	- Benefit/disadvantage toward community's social/cultural aspect
Commitment of the community	Participation	- Proportion of people involved in CBT and involvement level (high/limited)
	Initiative	- Actors(s) who has initiative and its level (high/limited)
	Human resource	- Quantity and quality who involved in CBT
Feasibility	Technical support	- Necessary supports (programme development, product improvement, marketing)
	Effectiveness & appropriateness	- Effectiveness and appropriateness of short-term project (accessibility, inter-category balance and sustainability)

Source: JICA project team

4.2 Result of the assessment

4.2.1 Programme development

Although CBTEs boast a variety of tourism resources including rock painting, indigenous handicrafts and nature-based activities, these resources have not been sufficiently developed as tourism products in most sites. One of the reasons for such low levels of development is the limited number of visitors to the CBTEs. For example, the Shungukai Ecotourism Project, where the established tour programme is performing on a limited basis or the Muni Lodges and Ndawora Cultural Centre, where accommodation or conference facilities are used primarily by local residents. Considering that most of the tourism resources at CBT sites are indecipherable from other tourism attractions, it seems that developing a framework or system to include these CBT resources as part of larger tour programmes should of higher priority than identifying a broad range of resources. For example, the tour programmes developed at Chesvingo Cultural Village and the two township tours in Harare and Bulawayo.

4.2.2 Marketing

Unfortunately, there are currently limited examples of the management organisations of CBTEs in Zimbabwe conducting their own marketing activities. This is based on a backdrop in which most CBTEs are faced with a downward trend in market demand. Sites in or around large city and well-known national parks seem to be the exception. For example KoMpisi, which is located only 20 minutes from Victoria Falls International Airport, has a CBTE management body that has its own network amongst tour operators at Victoria Falls. KoMpisi continuously implements a variety of initiatives to increase visitor demand.

Township tours in Harare and Bulawayo are also quite active in the area of tourism promotion. Focusing on international free independent travellers, both tours have Facebook page and produce printed materials such as brochures to distribute in hotels and dormitories. Although basic conditions for infrastructure between urban and rural area is quite different for the 24 CBTEs, the need to develop marketing skills and know-how which is in line with their respective tour programme is universal.

4.2.3 Impact

In order to promote CBT, the impact on the community is an important consideration. Most of the 24 CBTEs surveyed positively contribute to their communities economically and to varying degrees support other elements of community development, such as environmental, cultural and social. For example, the Tnegenge Arts & Crafts CBTE has financially supported the establishment and operation of the local pre-school and the Gairezi Ecotourism CBTE is carrying out environmental conservation activities. On the contrary some CBTEs, such as Ejikewni Crafts Centre, are only benefiting the people who are directly employed or participate in tourism activities in which case the community impact is extremely limited.

4.2.4 Commitment of the community

Most CBTEs in which the communities experience limited benefit and involvement, suffer from poor or non-existent operation and management. For example, some hunting sites and CBTEs that were started in 1990s with strong support from Rural District Offices or CAMPFIRE Association are currently inactive or defunct. Participation and initiative of the community were observed to be very limited in these sites. On the other hand, CBTEs where community members participate in and are committed still operate despite a limited number of visitors. For example, the Shungukai Ecotourism project is well maintained despite having low visitor numbers.

4.2.5 Feasibility

CBTEs that demonstrate the potential of operating within the context of a tour programme received high marks in the area of feasibility. As previously mentioned, the main activities of the second year of the JICA CBT project will be to conduct pilot projects. Since the result of the pilot projects will be included in the CBT manual, it is very important to measure the efficiency of the pilot projects and the possibility of finding good practice models that are easily replicable. Bulawayo Township for example has the advantage of good accessibility, a stable operating body, and potential for marketability. Harare Township and KoMpsisi also boast good accessibility. And while access to Gairezi Ecotourism and Tengenenge Arts & Crafts is expected to improve in the near future, these sites demonstrate good potential for a basic CBT framework and stable demand.

4.2.6 Category

Six categories of tourism product were identified in the baseline survey, including: museum, facility, crafts, nature, township and village. As indicated in Table 4.2, seven nature sites make up the majority, followed by four museum and four crafts. Three townships were identified, which along with villages is recognized as a unique tourism resource and activity in Southern Africa. Table 4.2 indicates how the 24 CBTE sites have been categorized.

Table 4.2: Category of 24 CBTE sites

No.	CBTE	Category	No.	CBTE	Category
1	Murehwa Cultural Centre	Museum	13	Old Bulawayo	-
2	Sunungukai Ecotourism Project	Facility	14	Chesvingo Cultural Village	Village
3	Ngomakurira Ecotourism	Nature	15	Shona Village	Village
4	Mukaera Arts & Crafts Centre	Crafts	16	Gairezi Ecotourism	Nature
5	Tengenenge Arts & Crafts	Crafts	17	Mahenye Campfire Project	Nature
6	Mamvuradonha Wilderness	Facility	18	Mapembe Nature Reserve	Nature
7	Nyami Nyami Campfire Project	Nature	19	Harare Township Tour	Township
8	Muni Lodge	Nature	20	Naletale Ruins	Museum
9	KoMpsisi	Village	21	Ndawora Cultural Centre	Museum
10	Painted Dogs	Nature	22	Iganyana Arts & Crafts	Craft
11	Ejikweni Crafts Centre	Crafts	23	Kosnque Ngekhaya	Township
12	Bulawayo Township Tour	Township	24	Cecil John Rhodes Ndebele cultural village	Museum

Source: JICA Survey Team

Since Zimbabwe is recognized as one of the best nature destinations in Africa due to the number of national parks, CBTEs utilizing natural resources are among the most successful. The CBTEs classified in the nature category fall into two groups: those where observing or hunting wildlife is the focus (e.g. Nyami Nyami Campfire Project) and those where nature based activities dominate (e.g. Gairezi Ecotourism).

There are a number of CBTEs in Zimbabwe that boast an abundance of cultural programmes is also a main feature of their product. For example, the Murehwa Cultural Centre has been categorized into

Museum as tourists can visit the cultural centre where the local tradition and history showcased. Furthermore there are some CBTEs where visitors can participate in culture experience program.


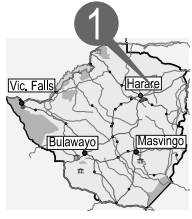
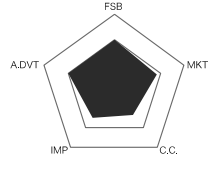
4.2.7 Management body

The result of the baseline survey shows that there are predominantly four types of CBT management bodies in Zimbabwe, including: Community, Public, Private and non-governmental organisation or NGO. Of the 24 CBTEs survey, the majority fall into the community type of management. In KoMpisi, an operational group of local people was developed by one individual and has been organized to conduct a range of activities from marketing to tour operation and cultural programmes. In KoS'nqoe Ngekhaya a group of local residents began receiving tourists voluntarily by organizing entertainment events. Although both are examples of CBTEs managed mainly by community, there is a great difference in the process of organisation. There are a few cases in which CBT projects are operated by public organisations, such as branch of the government. Mapembe Nature Reserve is owned and operated by the Natural Conservation Authority in cooperation with local people. And while there is a global trend towards NGOs and/or private organisations operating CBT this is still uncommon in Zimbabwe.

Table 4.3 to Table 4.25 outlines the result of the assessment of each CBTE and includes the following items:


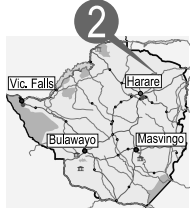
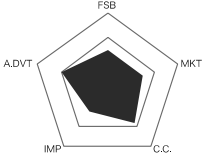
- Name of CBT;
- Category;
- Management body
- Overall evaluation;
- Project phase - identified necessary support and follow-up in programme development, product improvement and marketing;
- Radar chart which evaluates variables including: programme development (A DVT), feasibility (FSB), marketing (MKT), impact (IMP), commitment of the community (C.C.);
- Feasibility with a narrative description;
- Programme development with a narrative description of tourism resource and tourism products;
- Marketing with a narrative description of accessibility, demand and promotion;
- Impact with a narrative description of economic, environment and socio-cultural factors; and
- Commitment of the community with a narrative description of participation, initiative, and human resources.

Table 4.3: Murehwa Cultural Centre

1	Murehwa Cultural Centre	Category	Mgt. body	Overall evaluation		
		Museum	Public	Existing rich tourism resource and easy access, but lack of the basic framework and body of CBT.		
		Project phase			Chart	
		Programme development	Product improvement	Marketing		
		Feasibility			Not expected to increase effectiveness of the project, as community participation and initiative are limited.	
Programme development			Marketing			
Resource	Product	Accessibility	Demand	Promotion		
- Mbende/Jerusarema Dance (UNESCO Intangible Heritage) - Cultural centre festival - Rock painting	- Cultural centre visit	- 90km from Harare - Located in Murehwa town	- Few daily tourists - 1,000–10,000 domestic tourists in 2 festivals	- Product exhibition in US - Facebook		
Impact			Commitment of the community			
Economy	Social	Participation	Initiative	Human resource		
- Accommodation income - Employment (20 persons) - Develop overseas market for local product	- Increase in motivation - Re-evaluation of local fashion label	- Limited	- Public sector	- Highly skilled (clothing)		


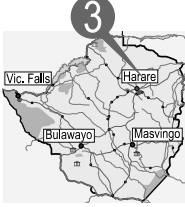
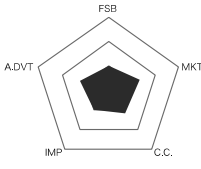
Note: ● support needed
Source: JICA project team

Table 4.4: Sunungukai Ecotourism Project

2	Sunungukai Ecotourism Project	Category	Mgt. body	Overall evaluation		
		Facility	Community	Good location and abundant tourism resource, but no sustainability.		
		Project phase			Chart	
		Programme development	Product improvement	Marketing		
		Feasibility			Existing natural resources, 1-year project is not expected to be effective due to the lack of human resource.	
Programme development			Marketing			
Resource	Product	Accessibility	Demand	Promotion		
- Umfurudzi Safari Area - Wildlife (zebra, hippopotamus & giraffe) - River	- Accommodation - Guide tour	- 130km from Harare - 6.8km off-road - Adjacent to national park	- Few daily tourists (20 visitors/year) - Local resident in Harare	- Through NGO "Wildness Safari"		
Impact			Commitment of the community			
Economy	Social	Participation	Initiative	Human resource		
- Employment (housekeeping)	- Education improvement thru school support	- Few (only who employed)	- Community commission	- Majority are elderly		


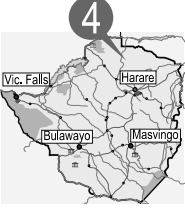
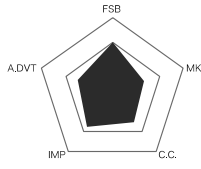
Note: ● support needed
Source: JICA project team

Table 4.5: Ngomakurira Ecotourism

3	Ngomakurira Ecotourism	Category	Mgt. body	Overall evaluation		
		Nature	Community	The CBT programme is not available.		
		Project phase			Chart	
		Programme development	Product improvement	Marketing		
		Feasibility			As the project is already closed for business, effectiveness and appropriateness are quite limited.	
Programme development			Marketing			
Resource	Product	Accessibility	Demand	Promotion		
- Mountain trekking/hiking	- None	- 45km from Harare - 12km from well-known tourist spot (sacred mountain)	- Few domestic & international tourist	- None		
Impact			Commitment of the community			
Economy	Social	Participation	Initiative	Human resource		
- Employment (housekeeping)	- Frustration and despair in the community	- None	- None	- Not-motivated		

Source: JICA project team


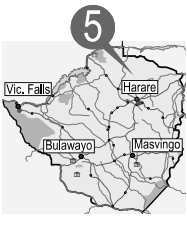
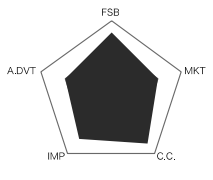
Table 4.6: Mukaera Arts & Crafts Centre

4	Mukaera Arts & Crafts Centre	Category	Mgt. body	Overall evaluation		
		Crafts	Community	Recognized the potential for further development, not expected to get an impact in short period.		
		Project phase			Chart	
		Programme development	Product improvement	Marketing		
		Feasibility			Identifying the possibility to support programme development phase, it is difficult to increase demand in a year.	
Programme development			Marketing			
Resource	Product	Accessibility	Demand	Promotion		
- Village/ architecture - Unique culture - Handicraft (potteries, basket & chair) - Stone work	- Handicraft	- 22km from downtown of Guruve - Few km on off-road - No sign board	- Few tourists	- None		
Impact			Commitment of the community			
Economy	Social	Participation	Initiative	Human resource		
- Product sales income	- None	- None	- Limited community's initiative	- Lack of human resource especially for operation - Spirit of mutual support		

Note: ● support needed

Source: JICA project team


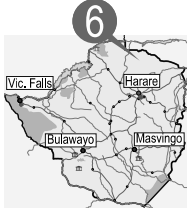
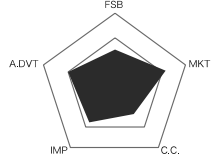
Table 4.7: Tengenenge Arts & Crafts

5	Tengenenge Arts & Crafts	Category	Mgt. body	Overall evaluation		
		Crafts	Community	Low accessibility, but highly established system. Expected growth if marketing improved.		
		Project phase			Chart	
		Programme development	Product improvement	Marketing		
		Feasibility				
		Using high-quality resource and system effectively, support to improve tour product might expands the impact.				
Programme development			Marketing			
Resource	Product	Accessibility	Demand	Promotion		
- Arts & handicraft - Sculpturing experience	- Stone sculpture for dealers & collectors (un-developed for tourists)	- 150km from Harare (4h) - 18km from main road (off-road)	- Arts dealer (EU) - Individual collector (EU) - Tourist (EU, USA & Asia) - 20 visitors/month	- Web-page - Facebook - Magazine		
Impact			Commitment of the community			
Economy	Social	Participation	Initiative	Human resource		
- Essential source of employment - Arts sales income (1,000–4,000 USD)	- Raising awareness about own culture - Education improvement through support of kindergarten	- High participation to sculpturing (1-2 artist per family)	- Highly-established system by community	- Community contribution mind shared between generations		

Note: ● support needed; ○ follow-up needed

Source: JICA project team


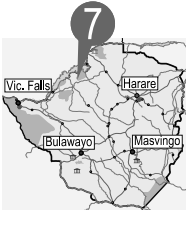
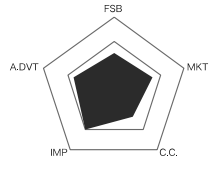
Table 4.8: Mamvuradonha Wilderness

6	Mamvuradonha Wilderness	Category	Mgt. body	Overall evaluation		
		Facility	Private	Developed as a nature destination, it seems to be difficult to introduce CBT structure in short-term.		
		Project phase			Chart	
		Programme development	Product improvement	Marketing		
		Feasibility				
		The difficulty of the project is limited participation of the community and lack of active management body.				
Programme development			Marketing			
Resource	Product	Accessibility	Demand	Promotion		
- Wildlife - Waterfall/river - Accommodation site - Conference hall	- None	- 180km from Harare - All paved road access	- Stable growth in recent years - 400 domestic visitors/year to conference - 300 visitors/year on school trip	- Guidebook - Web-page		
Impact			Commitment of the community			
Economy	Social	Participation	Initiative	Human resource		
- Limited employment	- Education improvement through programme - Raise awareness about wildlife through observation programme	- Limited participation	- Committee (non-active)	- None		

Note: ● support needed

Source: JICA project team


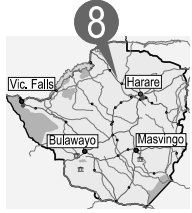
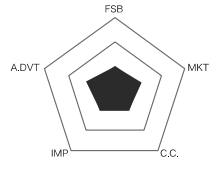
Table 4.9: Nyami Nyami Campfire Project

7	Nyami Nyami Campfire Projects	Category	Mgt. body	Overall evaluation		
		Nature	Community	Only for hunters. No room to develop new activity contributing to the community.		
		Project phase			Chart	
		Programme development	Product improvement	Marketing		
		Feasibility			It is difficult to guarantee the project appropriateness due to the few possibility to diversify tourist activities.	
Programme development			Marketing			
Resource		Product	Accessibility	Demand	Promotion	
- Wildlife - Unique culture		- Hunting	- 5hrs from Kariba dam - Off-road	- Decrease in recent years	- B2B through hunting operators	
Impact			Commitment of the community			
Economy		Social	Participation	Initiative	Human resource	
- Concession fee to ward, RDC and CAMPFIRE - Providing communal car - Agriculture development		- Education improvement thru support schools - Healthcare environment development thru build clinics	- Limited	- Committee composed of Nyaminyami RDC & 12 ward	- Standard	

Note: ● support needed


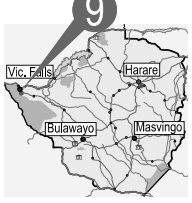
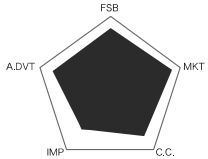
Source: JICA project team

Table 4.10: Muni Lodge

8	Muni Lodge	Category	Mgt. body	Overall evaluation		
		Nature	Public	Facilities are for local use. Very limited community participation and few possibilities to develop CBT.		
		Project phase			Chart	
		Programme development	Product improvement	Marketing		
		Feasibility			Due to lack of CBT basic structure, it seems to be difficult to support on any phase in the project.	
Programme development			Marketing			
Resource		Product	Accessibility	Demand	Promotion	
- Accommodation - Conference hall		- None	- 12km from main route between Harare & Chinhoyi - 2km off-road	- Few visitors - Mainly for locals use	- None	
Impact			Commitment of the community			
Economy		Social	Participation	Initiative	Human resource	
- Very limited		- None	- Very limited	- Public organisation unrelated to community	- Not in particular	


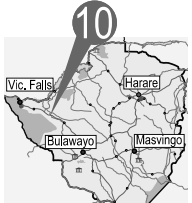
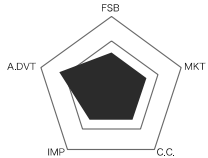
Source: JICA project team

Table 4.11: KoMpisi

9	KoMpisi	Category	Mgt. body	Overall evaluation		
		Village	Community	If marketing improved, the number of visitors will increase. The CBT structure is highly worked.		
		Project phase			Chart	
		Programme development	Product improvement	Marketing		
		Feasibility				
		Considered good location and highly systematized operation, marketing support is expected to be effective.				
Programme development			Marketing			
Resource	Product	Accessibility	Demand	Promotion		
<ul style="list-style-type: none"> - Traditional culture - Village life - High-quality agricultural and livestock products 	<ul style="list-style-type: none"> - Village tour - Accommodation 	<ul style="list-style-type: none"> - 20 minutes from international airport - 12km from Victoria Falls 	<ul style="list-style-type: none"> - 1,400 visitors/year - Stable growth recent 2years - Domestic tourist - 196,041 visitors/year to Rainforest National Park 	<ul style="list-style-type: none"> - Mainly B2B through tour operators in Victoria Falls 		
Impact			Commitment of the community			
Economy	Social	Participation	Initiative	Human resource		
<ul style="list-style-type: none"> - Employment - Fund raising - Local diversification of income sources 	<ul style="list-style-type: none"> - Activation of communication in community thru sports event support - Identity building 	<ul style="list-style-type: none"> - Most of the villagers included in the village tour - Highly-established framework 	<ul style="list-style-type: none"> - Community 	<ul style="list-style-type: none"> - High-educated 		


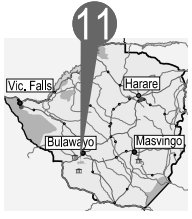
Note: ● support needed; ○ follow-up needed
Source: JICA project team

Table 4.12: Painted Dogs Conservation Centre

10	Painted Dogs Conservation Centre	Category	Mgt. body	Overall evaluation		
		Nature	NGO	Identifying high quality resource and expected demand, there is little impact to the community.		
		Project phase			Chart	
		Programme development	Product improvement	Marketing		
		Feasibility				
		Operated the centre autonomously by NGO, effectiveness and appropriateness of support is limited.				
Programme development			Marketing			
Resource	Product	Accessibility	Demand	Promotion		
<ul style="list-style-type: none"> - Wildlife - Conservation centre - Handicraft 	<ul style="list-style-type: none"> - Wildlife conservation - Environmental education 	<ul style="list-style-type: none"> - 32km form main road (paved) - 15km from Hwange National Park 	<ul style="list-style-type: none"> - 30,000 visitors/year to Centre - 31,778 visitors/year to National Park 	<ul style="list-style-type: none"> - Web-page 		
Impact			Commitment of the community			
Economy	Social	Participation	Initiative	Human resource		
<ul style="list-style-type: none"> - Limited employment 	<ul style="list-style-type: none"> - Raise awareness about nature conservation 	<ul style="list-style-type: none"> - Limited residents in the community 	<ul style="list-style-type: none"> - None 	<ul style="list-style-type: none"> - Highly-educated and motivated 		

Source: JICA project team


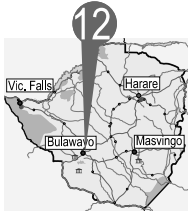
Table 4.13: Ejikweni Crafts Centre

11	Ejikweni Crafts Centre	Category	Mgt. body	Overall evaluation		
		Crafts	Community	Expected to expand the demand, it works for only handicraftsman.		
		Project phase			Chart	
		Programme development	Product improvement	Marketing		
			Feasibility			
			Specialized only in sales and production of crafts, it seems to be ineffective to support CBT in short-term.			
Programme development			Marketing			
Resource		Product	Accessibility	Demand	Promotion	
- Handicraft (wooden product)		- None	- Inside Matobo National Park - Well-maintained road	- 73,584 visitors/year to the National Park	- None	
Impact			Commitment of the community			
Economy		Social	Participation	Initiative	Human resource	
- Limited employment - Handicraft sales income		- Raise awareness about nature conservation	- Only handicraftsman	- None	- Highly-skilled for handicraft	

Note: ● support needed

Source: JICA project team


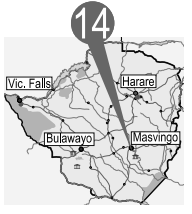
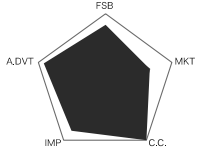
Table 4.14: Bulawayo Township Tour

12	Bulawayo Township Tour	Category	Mgt. body	Overall evaluation		
		Township	Private	Highly potential resources and management structure. Marketing improvement is needed.		
		Project phase			Chart	
		Programme development	Product improvement	Marketing		
			Feasibility			
			Intensive technical transfer on product development and marketing works effectively.			
Programme development			Marketing			
Resource		Product	Accessibility	Demand	Promotion	
- Traditional building - Ndebele culture - Community life		- Guide tour - Entertainment show	- Centre of Bulawayo	- 5-10 groups/year - 70,000 guest nights/year (domestic) to Bulawayo city	- Bulawayo information centre - Buzz marketing	
Impact			Commitment of the community			
Economy		Social	Participation	Initiative	Human resource	
- Tour sales income		- Identify Ndebele culture - Development of creative activity by Amakhosi group	- Limited community participation - Good partnership between local government	- Amakhosi group	- High-educated interpreter	

Note: ● support needed; ○ follow-up needed

Source: JICA project team


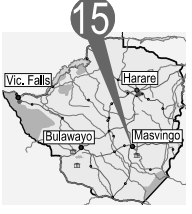
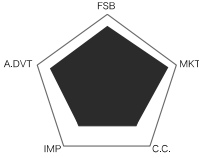
Table 4.15: Chesvingo Cultural Village

14	Chesvingo Cultural Village	Category	Mgt. body	Overall evaluation		
		Village	Community	Current demand is limited, but identifying high potential of CBT based on a diversity of resources.		
		Project phase			Chart	
		Programme development	Product improvement	Marketing		
		Feasibility			Product development and marketing support are considered to be highly effective in short period.	
Programme development			Marketing			
Resource	Product	Accessibility	Demand	Promotion		
- Traditional culture - Hospitality	- Village tour - Participatory cultural activity	- 12km from Great Zimbabwe - Well-maintained road	- Currently not available for tourist - 58,180 visitors/year to Great Zimbabwe	- None		
Impact			Commitment of the community			
Economy	Social	Participation	Initiative	Human resource		
- Fund raising	- Education improvement thru educational programme - Identity building - Raise awareness about nature	- Widespread participation from the community	- High community initiative	- Good hospitality - Highly-educated		

Note: ● support needed; ○ follow-up needed

Source: JICA project team


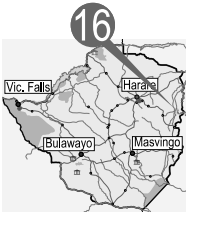
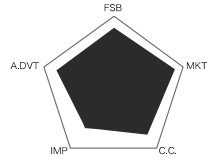
Table 4.16: Shona Village

15	Shona Village	Category	Mgt. body	Overall evaluation		
		Village	Public	Identified as a typical "model culture" village with good location, CBT structure has established.		
		Project phase			Chart	
		Programme development	Product improvement	Marketing		
		Feasibility			Effectiveness in short-term project is secured due to current demand to Great Zimbabwe.	
Programme development			Marketing			
Resource	Product	Accessibility	Demand	Promotion		
- Open-air museum - Traditional culture - Handicraft	- Music & dance - House visit	- Inside Great Zimbabwe - Well-maintained road	- 58,180 visitors/year to Great Zimbabwe	- Collaborative promotion with Great Zimbabwe		
Impact			Commitment of the community			
Economy	Social	Participation	Initiative	Human resource		
- Small appreciation form tourists	- Identity building	- Some part of local residents committed	- National Museum's has main role and leadership	- Regular in quality, but rich in quantity		

Note: ● support needed; ○ follow-up needed

Source: JICA project team


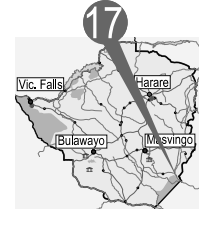
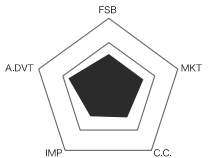
Table 4.17: Gairezi Ecotourism

16	Gairezi Ecotourism	Category	Mgt. body	Overall evaluation		
		Nature	Community	Realizing the expansion of non-fishing visitors' demand, tourism can contribute to the community.		
		Project phase			Chart	
		Programme development	Product improvement	Marketing		
		Feasibility			It is essential to develop new activity thru technical support. Also marketing should be improved.	
Programme development		Marketing				
Resource	Product	Accessibility	Demand	Promotion		
- Natural landscape - Unique culture	- Fishing (only for members NDFFC) - Accommodation	- 170km from Mutare - 17.2km off-road - Adjacent to Nyanga National Park	- 1,000 visitors/year (mainly from NDFFC) - 250 guest nights/year - 17,498 visitors/year to Nyanga National Park	- Only for NDFFC		
Impact		Commitment of the community				
Economy	Social	Participation	Initiative	Human resource		
- Fishery right fee income - Accommodation fee income - Fund raising - Employment	- Improvement of QOL thru children support & social infrastructure development - Raise awareness about nature	- Widespread participation from the community (60% of residents)	- Gairezi Ecotourism Trust (management & nature conservation committee under the trust)	- High-educated		

Note: ● support needed; ○ follow-up needed

Source: JICA project team


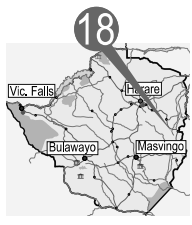
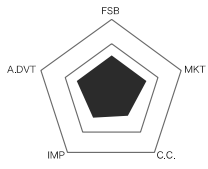
Table 4.18: Mahenye Campfire Project

17	Mahenye Campfire Project	Category	Mgt. body	Overall evaluation		
		Nature	Community	Providing only hunting as an activity for tourist, contribution to the community is limited.		
		Project phase			Chart	
		Programme development	Product improvement	Marketing		
		Feasibility			It is reasonable to start with phase of programme development, but no effectiveness in short-term project.	
Programme development		Marketing				
Resource	Product	Accessibility	Demand	Promotion		
- Wildlife - Village - Handicrafts (woodcarving & mattress)	- Hunting	- 260km from Mutare - 44km off-road - No sign post	- Only hunters (downward trend)	- B2B through hunting operator		
Impact		Commitment of the community				
Economy	Social	Participation	Initiative	Human resource		
- Concession income - Fund raising	- Education improvement thru school support programme	- Limited participation (only who directly related hunting)	- Limited community initiative as operation supported by hunting operator	- Not in particular		

Note: ● support needed


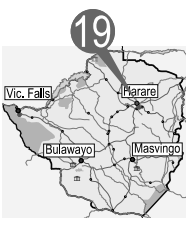
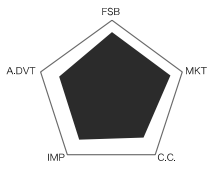
Source: JICA project team

Table 4.19: Mapembe Nature Reserve

18	Mapembe Nature Reserve	Category	Mgt. body	Overall evaluation		
		Nature	Public	Not so active due to shortage of the fund.		
 		Project phase			Chart	
		Programme development	Product improvement	Marketing		
		Feasibility				
		Not expected to be self-sustaining programme, it is difficult to secure appropriateness of support.				
Programme development			Marketing			
Resource		Product	Accessibility	Demand	Promotion	
<ul style="list-style-type: none"> - Mountain - Lake - Natural landscape 		- Fishing	- 16km off-road from main road between Harare & Mutare	<ul style="list-style-type: none"> - 5 cars/week (from Mutare, especially on weekend) - Domestic fishing tourists 	- None	
Impact			Commitment of the community			
Economy		Social	Participation	Initiative	Human resource	
<ul style="list-style-type: none"> - Community facility development 		- Afforestation	- Limited participation	- Environmental Management Agency	- Not in particular	


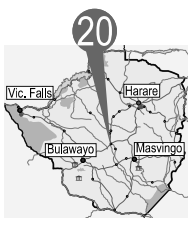
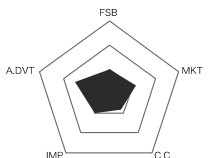
Note: ● support needed
Source: JICA project team

Table 4.20: Harare Township Tour

19	Harare Township Tour	Category	Mgt. body	Overall evaluation		
		Township	Private	Not secured effect to community, it is expected to be CBT township model in the capital city.		
 		Project phase			Chart	
		Programme development	Product improvement	Marketing		
		Feasibility				
		Location is a positive factor on appropriateness. The prioritized phase is product development and marketing.				
Programme development			Marketing			
Resource		Product	Accessibility	Demand	Promotion	
<ul style="list-style-type: none"> - Urban landscape - Local life - Market - Cultural activity 		- Township - Participatory cultural activity	<ul style="list-style-type: none"> - Centre of the city - Flexible route 	<ul style="list-style-type: none"> - 100–200 visitors/year from Germany, Norway, Netherlands - Young backpacker 	<ul style="list-style-type: none"> - Facebook - Brochures in the city (accommodation for backpackers) 	
Impact			Commitment of the community			
Economy		Social	Participation	Initiative	Human resource	
<ul style="list-style-type: none"> - Tour fee - Product sales income 		- Raise awareness about creative activity in the town	- Residents in wide area	- Tour operating body (private)	<ul style="list-style-type: none"> - Highly-educated interpreter - Highly-motivated tour operator 	


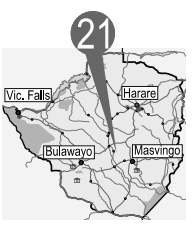
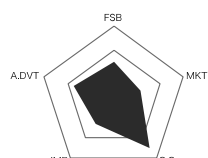
Note: ● support needed; ○ follow-up needed
Source: JICA project team

Table 4.21: Naletale Ruins

20	Naletale Ruins	Category	Mgt. body	Overall evaluation		
		Museum	Public	Not confirmed plan and structure, there is few possibilities to be promoted CBT on the site.		
		Project phase			Chart	
		Programme development	Product improvement	Marketing		
		Feasibility				
		Project effectiveness and appropriateness are not secured due to the lack of basic structure of CBT.				
Programme development			Marketing			
Resource	Product	Accessibility	Demand	Promotion		
- Historic site	- None	- Located on the main route from Harare to Bulawayo - Well-maintained road	- Few visitors	- None		
Impact			Commitment of the community			
Economy	Social	Participation	Initiative	Human resource		
- None	- None	- None	- Public organisation's initiative	- Not in particular		

Source: JICA project team



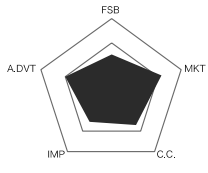
Table 4.22: Ndawora Cultural Centre

21	Ndawora Cultural Centre	Category	Mgt. body	Overall evaluation		
		Museum	Community	The centre is mainly for local use. The community must overcome many barriers to establish CBT.		
		Project phase			Chart	
		Programme development	Product improvement	Marketing		
		Feasibility				
		It takes a considerable period of time to take a root of CBT. Creation of demand is another barrier as well.				
Programme development			Marketing			
Resource	Product	Accessibility	Demand	Promotion		
- Traditional culture - Exhibition centre	- Museum	- 48km from Gweru - Well-maintained road	- Few visitors	- None		
Impact			Commitment of the community			
Economy	Social	Participation	Initiative	Human resource		
- Very limited due to few number of visitors	- Inheritance of traditional culture - Identity building	- Widespread participation from the community	- High community initiative, especially commission consisting of mainly elementary school teacher	- Highly-educated - Basic understanding about importance of inheritance of culture		

Note: ● support needed


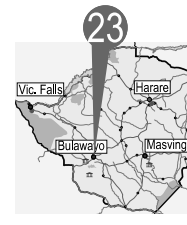
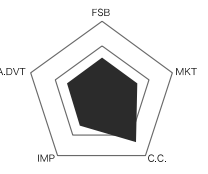
Source: JICA project team

Table 4.23: Iganyana Arts and Craft Centre

22	Iganyana Arts and Craft Centre	Category	Mgt. body	Overall evaluation		
		Crafts	Community	Mainly producing and selling handicrafts thru PDCC, there is limited room to start CBT.		
		Project phase			Chart	
		Programme development	Product improvement	Marketing		
		Feasibility			As PDCC operates the centre by own, appropriateness is relatively limited comparing to other CBT sites.	
Programme development			Marketing			
Resource	Product	Accessibility	Demand	Promotion		
- Song/dance - Handicraft	- None	- 15km from Hwange National Park - Well-maintained road	- USA & Europe thru Painted Dogs Conservation (mainly B2B)	- Web-page of Painted Dogs Conservation		
Impact		Commitment of the community				
Economy	Social	Participation	Initiative	Human resource		
- Handicrafts sales income - Few employment (young generation)	- Raise awareness about environment	- Widespread participation	- High community's initiative - Full support form Painted Dogs Conservation Centre (PDCC)	- Highly-educated - Highly-skilled		

Source: JICA project team


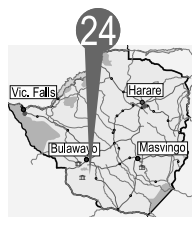
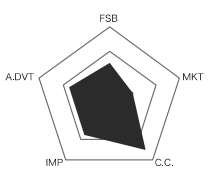
Table 4.24: KoS'nqoe Ngekhaya

23	KoS'nqoe Ngekhaya	Category	Mgt. body	Overall evaluation		
		Township	Community	Deeply committed by the community, CBT is not systemised and its impact is quite limited.		
		Project phase			Chart	
		Programme development	Product improvement	Marketing		
		Feasibility			Not identified vision toward the commercialization of CBT, appropriateness is relatively low.	
Programme development			Marketing			
Resource	Product	Accessibility	Demand	Promotion		
- Modern town life - Song/dance - Drama - Traditional food	- Town visit - Entertainment show - Homestay	- 20min. from Bulawayo	- Few visitors	- Collaborative promotion with Amakhosi group		
Impact		Commitment of the community				
Economy	Social	Participation	Initiative	Human resource		
- Limited appreciation from visitors	- Improvement of QOL thru recreation enrichment	- Deeply committed by community	- Few residents' initiative	- Good hospitality		

Note: ● support needed; ○ follow-up needed

Source: JICA project team

Table 4.25: Cecil Jon Rhodes Ndebele Cultural Village

24	Cecil Jon Rhodes Ndebele Cultural Village	Category	Mgt. body	Overall evaluation		
		Museum	Community	Expected to be developed, poor accessibility is sever barrier for marketing and project feasibility.		
		Project phase			Chart	
		Programme development	Product improvement	Marketing		
		Feasibility			Existing high-quality resources, it is inappropriate as the subject of short-term project.	
Programme development			Marketing			
Resource	Product	Accessibility	Demand	Promotion		
- Open air museum Herb - Traditional culture - Rock painting - Rock	- Museum	- Adjacent to Matobo National Park - 23km off-road	- 40-50 visitors/year	- Direct promotion to hotels		
Impact		Commitment of the community				
Economy	Social	Participation	Initiative	Human resource		
- Fund - Tour & handicrafts sales income	- Improvement of QOL thru facility development - Raise awareness about nature conservation - Enhancement of community Identification	- Deeply-committed	- Strong initiative by the community	- Highly-educated & motivated		

Note: ● support needed; ○ follow-up needed

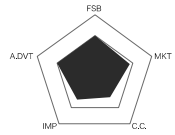
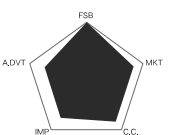
Source: JICA project team

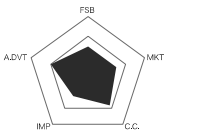
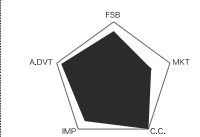
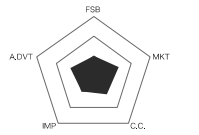
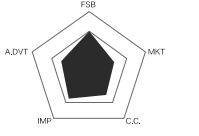
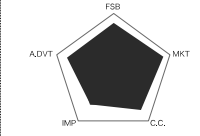
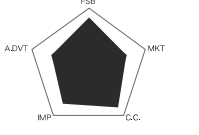
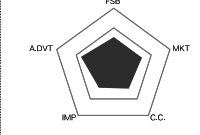
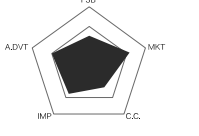
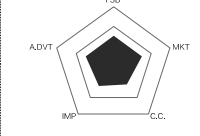
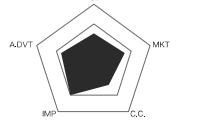
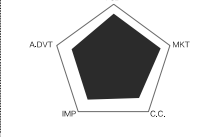
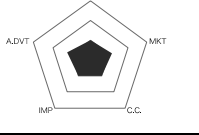
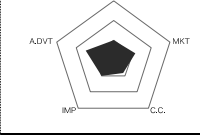
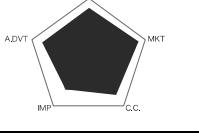
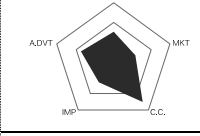
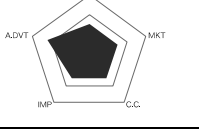
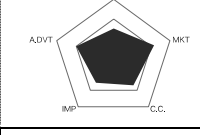


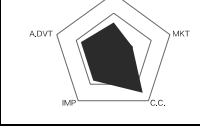
4.3 Selection of candidate sites

4.3.1 Overall result of the assessment

As shown in Table 4.3 to Table 4.25 CBTEs assessed have their own distinct characteristics and each corresponding advantages and disadvantages. However, as seen in the radar charts in Table 4.26, there are some outliers. Although some sites such as Mamvuradonha Wilderness and Iganyana Cultural Village are ranked in the middle, it is clear that there is a significant difference in relation to feasibility and commitment of the community as compared to sites with high rankings such as Tengenenge Art & Crafts.

Table 4.26: Overall result of the assessment

Name of CBTE	Overall evaluation	Name of CBTE	Overall evaluation
Murehwa Cultural Centre		Bulawayo Township Tour	

Name of CBTE	Overall evaluation	Name of CBTE	Overall evaluation
Sunungukai Ecotourism Project		Chesvingo Cultural Village	
Ngomakurira Ecotourism		Shona Village	
Mukaera Arts & Crafts Centre		Gairezi Ecotourism	
Tengenenge Arts & Crafts		Mahenye Campfire Project	
Mamvuradonha Wilderness		Mapembe Nature Reserve	
Nyami Nyami Campfire Projects		Harare Township Tour	
Muni Lodges		Naletale Ruins	
KoMpsi		Ndawora Cultural Centre	
Painted Dogs Conservation Centre		Iganyana Arts and Craft Centre	
Ejikweni Crafts Centre		KoS'nqoe Ngekhaya	
		Cecil Jon Rhodes Ndebele Cultural Village	

Source: JICA project team

4.3.2 7 candidate sites

Based on the process described in section 4.1, the JICA project team selected seven candidate CBTE sites, which were featured at the workshop held in 7th of December in 2015 and all were approved by the participants from MOTHI and relevant ministries and authorities. Table 4.27 indicates the seven candidate sites.

Table 4.27: Candidate Sites

Name of CBTE	Category	Location	Remarks
Tengenenge Arts & Crafts	Crafts	2 hours from Harare	–
KoMpisi	Village	12km from Victoria Falls	–
Bulawayo Township	Township	Bulawayo City	–
Chesvingo Cultural Village	Village	Suburb of Masvingo	–
Shona Village	Village	Suburb of Masvingo	Inside Great Zimbabwe
Gairezi Ecotourism	Nature	4 hours from Harare	–
Harare Township	Township	Harare City	–

Source: JICA project team

Tengenenge Arts & Crafts is one of the highest potential CBTEs because of its management approach, which allows for the benefits of tourism to be widely shared in the community. Although the site primarily caters to buyers and collectors of crafts rather than tourists per se, there is enough room for expansion of the site for various CBT activities.

The most popular CBTE of the candidate locations is KoMpisi, which receives more than 1,400 tourists visits per year. Here, the community has already started to implement both tour product development and marketing activities and have increased demand from the popular Victoria Falls. This is the only candidate that is expected to realistically attract international tourists in the short term.

The two township CBTEs were also selected based on the result of the baseline survey. This is a unique tourism resource in Southern Africa, including Zimbabwe and therefore it is imperative that the CBT manual will provide good practice in this area. The most critical challenge for tourism in townships seems to be improving the quality of logistics and guiding, both of which are skill areas that can be easily transferred through technical assistance.

Both Chesvingo Cultural Village and Shona Village are located near Masvingo. The city is known as the gateway of Great Zimbabwe and is the most popular cultural heritage location in the country. Shona Village was developed inside the World Heritage site through an initiative of the National Museums and Monuments of Zimbabwe (NMMZ). Although Chesvigno is still in the early stages of development as a CBT site and there is significant room for improvement, the villagers have demonstrated experience with CBT and a high human resource development potential.

Gairezi Ecotourism is more than four hours from Harare by car and its accessibility is of concern.

However, it is well known as a trout fishing location among people who live in Harare and there is an existing system of CBT activities and some facilities such as campsite and cottage. In general, there is significant room for improvement and the Gairezi site also can potentially benefit from being located near Nyanga National Park.

4.4 Selection 4 pilot site

4.4.1 Basic principles for selection

After selecting the seven candidate sites, some basic principles were evaluated and discussed amongst the MOTHI officials and JICA project team to select the final four pilot sites. In particular, it was important to select a good mix of tourism product categories and at the same time find a balance between time and cost efficiency of the pilot projects.

Considering the objectives of the JICA CBT project, it is critical that as many of the categories are incorporated into the four pilot sites as possible. Since nature is considered a core resource of CBT in most of southern African countries, it was treated as a higher priority than other categories. Diversification of the CBT model was also viewed as a critical aspect and for that reason it was essential that only one site be selected from the nature category and the remaining three from other categories.

Location of the pilot sites directly affects the efficiency of pilot projects in the second phase of JICA CBT project. This was a consideration for KoMpisi, which is located in Victoria Falls and takes more than 10 hours by car to reach, as compared to the two sites in a suburb of Masvingo, which is located only 5 hours away from Harare.

4.4.2 Nature

As the only site fitting into the nature category, Gairezi Ecotourism was selected. Albeit the core activity is trout fishing, which is exclusive to members of fishing club, there are a number of facilities such as camping sites and lodges that are well maintained and provide the opportunity for further development of the area.

4.4.3 Crafts

Although tourism activities involving crafts are not yet very developed, Tengenenge Arts & Crafts demonstrates a potential framework for profit distribution throughout the community. There is evidence to suggest that the site can quickly develop if targeted marketing to inbound and domestic

tourism markets is enhanced.

While the location (two and half hours by car) is a bit far from Harare as a day-trip destination, the site possesses unique resources and a basic system of CBT. Both of these factors were highly rated and are expected to provide useful good practice examples in the CBT manual.

4.4.4 Township

There are two township tour sites in the candidate sites collection, both of which are at the same level of product and market development. However, they differ in respect to potential resources and their management body¹. The Bulawayo Township Tour was selected because it has a better consolidated management group in Amakhosi Cultural Centre and an abundance of historical and cultural heritage in Bulawayo city.

4.4.5 Village

In order to select a pilot site from the three village candidates, it was necessary to understand the characteristics of each CBTE.

KoMpisi, which is located near the Victoria Falls, is one of the most potential sites and has already started receiving tourists and operating tourism activities. This site is sure to play a good practice model and possesses some inherent advantages, such as existing huge tourism flows around Victoria Falls and accessibility to an international airport. For purposes of the CBT manual, its appropriateness as a pilot site is no greater than the other two candidate sites in the village category.

As a CBT site, Chesvingo Cultural Village has well developed basic strategies and products. In addition, the level of human resources and participation of the community in tourism activity is considered of high potential. On the negative side, it is noted that CBT activities have been terminated for some 20 years (1994 to 2014) and number of visitors is still limited.

Shona Village is located inside the World Heritage site “Great Zimbabwe” and has high potential on from a market perspective. Furthermore, the basic CBT system is funded and operated by the NMMZ and the community. It is a very unique example and holds potential to serve as a model of CBT development. Additional study on the outstanding universal value of Great Zimbabwe is still required in order to increase the value of CBT.

Based on the above, the JICA project team and MOTHI officials selected Chesvingo Cultural Village as a pilot site in the village category.

¹ Harare Township Tour is operated by a private company, while Bulawayo Township Tour is operated by a NGO.

4.4.6 Pilot sites and additional research sites

As a result of all discussions described above, the four pilot sites indicated in Table 4.28 were selected. The JICA project team will also conduct research in the three shortlisted sites of Shona Village, KoMpisi and Harare Township Tour as a reference point for the development of the CBT manual which will contribute to the development of CBT sites in Zimbabwe and other southern African countries.

Table 4.28: Pilot sites and additional research sites

	Name of site	Category	Management Body
Pilot sites	Tengenenge Arts & Crafts	Crafts	Community
	Bulawayo Township	Township	Private
	Gairezi Ecotourism	Nature	Community
	Chesvingo Cultural Village	Village	Community
Additional research sites	Shona Village	Village	Public
	KoMpisi	Village	Community
	Harare Township	Township	Private

Source: JICA project team

