Executive Summary [to follow]

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1. Introduction and background

The African World Heritage Funds has a mandate to support the effective conservation and protection of natural and cultural heritage of outstanding global value in Africa. Though effective investment and sustainable management, Africa’s World Heritage Sites will be catalysts and frontrunners in stimulating broad-based socio-economic growth for the benefit of its people.

These objectives translate into several activities of which “conservation and site management” forms a key component. The fund wants to understand how best to develop African WHS’s and unlock their potential benefits for neighbouring communities and stakeholders through tourism.

In close cooperation with the Development Bank of Southern Africa and the ComMark Trust (Now ComMark Tourism Trust), the AWHF is undertaking a series of situation analysis aimed at ensuring local economic development and creating acceptable mechanisms of sharing costs and benefits with those living with protected resources.

A short list of sites has been carefully selected to incorporate a variety of sites whose analysis can be beneficial for similar sites across the continent. Emphasis during this phase is placed on sites of cultural significance to allow for a comparison with well documented systems of community based natural resource management across Africa. Criteria for selection include:

**Type of heritage site** - these include rock art, buildings, complete towns, ruins, religious sites, etc.

**Setting** - mix of urban, peri-urban and rural sites is chooses as it influences, amongst others, community involvement, pressure of carrying capacity and benefit distribution issues.

**Listing** - ranging from recent to some 30 years ago to understand evolution of management arrangements

**Threat** - low or high treat levels to the conservation of the site influences the possibilities of tourism as a tool for economic benefits and a contribution to conservation.

**Community involvement** - includes amongst others, level of formal involvement, perceived relationship, opportunities and community organisation.

**Tourism use** - current (visitor numbers) and potential for tourism utilisation at the resource and the management & control of tourism in general. This is to be quantified into actual jobs and/or income generating opportunities. Sites from traditional (high-use) and non-traditional tourism destinations have therefore been chosen.
**Market linkages** - instances of high local use and value of the heritage site create different dynamics compared to sites with high international drawing power. This is especially the case with religious sites and these have therefore been included.

**Benefit sharing** - what mechanisms are currently in place to share benefits from the site. Community based conservation sites will be compared to those where such is not formalised.

**Access** - access to sites can be actively controlled (fencing) or is naturally controlled through weather/seasonal influences of other factors influencing the management of the site.

**Location** - where the site is located in relation to urban and/or tourism centres influences the appropriate management systems and has been incorporated in the short list.

ComMark Tourism’s objectives aim to create a meaningful participation of the poor in tourism across Africa as consumers, employees and entrepreneurs. In addition to addressing policy and regulatory reform on a national level, Commark feels that good practice can speed up the transformation agenda of the tourism system in individual countries to become more beneficial for the poor. Implementing such a system around iconic world heritage sites will create a high level profile and showcase appropriate tourism benefits and responsibilities for the poor.

In addition, cultural heritage sites serve a strong local demand which forms a key requisite for the development of local tourism consumers essential to create a truly sustainable industry in Africa.

To date, site analyses at Twyfelfontein Rock Engravings (Namibia) and Kilwa Kisiwani Ruins (Tanzania) have been conducted.

The selection of Great Zimbabwe World Heritage Site is based on its management system, high visitor numbers (in the past) and location along a strategic corridor between the metropolitan area of Gauteng (Southern Africa’s largest consumer market) and Zimbabwe’s capital Harare. Field work took place in August 2009.

**Tourism and heritage management in Zimbabwe:**

Visitor numbers to Zimbabwe have crashed dramatically and have reached rock-bottom in 2008 due to the political and economic situation. Domestic tourism has been severely influenced by extreme levels of inflation and limited supplies of basic goods. The well knows and frequently visited monument at Great Zimbabwe has seen a decline in visitor numbers from over 120,000 people in 1996 to slightly over 20,000 in 2006 and a mere 15,442 in 2008 constituting a decline by nearly 90%. The Zimbabwe Tourism Authority is the responsible organisation for the development, regulation and promotion of tourism (see text box).
Early 2009 has seen some form of recovery. The introduction of the U$ dollar as currency has ensured a stable price level, stock levels in shops rising and has made it possible for both producers and consumers of tourism to plan production. Although this means that there are signs of improvement and an increase in visitor numbers, the industry is still faced with occupancy levels that don’t support the capitalisation. Many enterprises have (partly) closed down and/or have sent staff on un-paid leave.

The NMMZ is in many ways a high employer in the tourism industry. Although its objectives are primarily in the field of conservation and curation, the majority of staff members are involved in functions that support visitor use of the sites.

The NMMZ is therefore a very important organisation in the re-start of tourism in the country. It is responsible for iconic attractions like Victoria Falls and Great Zimbabwe that are included in all Zimbabwe itineraries. The quality of the visitor experience (in the context of this study, particularly that at Great Zimbabwe) as well as the management structure at such sites forms an essential element on which visitors will perceive the quality, fairness and value of visiting Zimbabwe and the benefits of tourism for ordinary Zimbabweans.

The situation analysis of Great Zimbabwe will therefore not only look at how the site is being managed, but also at what could be done to ensure the site enhances the value and opportunities of the tourism industry in the country in general. In this regards, the successes of community involvement and benefit structures shaped under the early CAMPFIRE programme are to be mentioned and possible replication and adaptation to cultural resources can form an exciting element to be incorporated at Great Zimbabwe.
2. Situation Analysis

2.1 Site description
The world heritage site at Great Zimbabwe is one of the countries four proclaimed sites and was inscribed as second heritage site in 1986 after Mana Pools. The ruins of Great Zimbabwe – the capital of the Queen of Sheba, according to an age-old legend – are a unique testimony to the Bantu civilization of the Shona between the 11th and 15th centuries. The city, which covers an area of nearly 80 ha, was an important trading centre and was renowned from the middle-ages onwards.

Great Zimbabwe is located close to the regional capital of Masvingo. It is understood that Portuguese traders were the first Europeans to visit the remains of the ancient city in the early 16th century. The ruins were rediscovered during a hunting trip by Adam Renders in 1867, who then showed the ruins to Karl Mauch in 1871.

Mauch favoured a legend that the structures were built to replicate the palace of the Queen of Sheba in Jerusalem.

Bent, an archaeologist with experience solely in Greece and Asia Minor, stated in The Ruined Cities of Mashonaland (1891) that the ruins revealed either the Phoenicians or the Arabs as builders. Other theories as to their origin abounded among white settlers and academics, with one element in common: they were probably not made by sub-Saharan Africans.

The first scientific archaeological excavations at the site were undertaken in by David Randall-MacIver in 1905–1906. He wrote in Medieval Rhodesia of the existence in the site of objects that were of African origin. In 1929, Gertrude Caton-Thompson was the first to conclusively state that the site was indeed created by Africans. Since then artifacts and radiocarbon dating indicate that the oldest remains date back to the 1200s.

Martin Hall writes that the history of Iron Age research south of the Zambezi shows the prevalent influence of colonial ideologies, both in the earliest speculations about the nature of the African past and in the adaptations that have been made to contemporary archaeological methodologies. When European colonialists like Cecil Rhodes first saw the ruins, it was seen as a sign of the great riches that the surroundings would yield to its new masters. When it was finally proved that the builders were in fact Africans, it was also characterized as "product of an infantile mind" built by a subjugated society. Later researchers confirmed this condescending view and refused to accept that Great Zimbabwe could have been a product of internal processes, but rather had to be the result of outside
stimulus. After the white minority attempt at gaining independence from colonial rule in 1965 the theories about the black population having been subjugated by outside overlords
was reconfirmed. Later on, after the independence of the modern state of Zimbabwe in 1980, Great Zimbabwe has been employed to mirror and legitimise shifting policies of the ruling regime. At first it was argued that it represented a form of pre-colonial "African socialism" and later the focus shifted to stressing the natural evolution of an accumulation of wealth and power within ruling elite.

Archaeologists generally agree that the builders probably spoke one of the Shona languages. Some have postulated that Zimbabwe was the work of the Gokomere people, who gave rise to both the Warozwi people, and the Mashona people. Great Zimbabwe and various stone cities in east Africa are also claimed by the Lemba, an ethnic group who claim ancient Jewish descent. Great Zimbabwe is often cited in their totem recitation passed on to generations through oral traditions providing a strong indication of the claim. The Lemba are also the only group who has claimed to be the descendants of the builders who also share similar burial customs to those once practiced in Great Zimbabwe. Modern DNA testing has also substantiated their claims of an ancient Semitic origin.

Started during the eleventh century A.D., Great Zimbabwe was constructed and expanded for more than 300 years in a local style that eschewed rectilinearity for flowing curves. Great Zimbabwe is neither the first nor the last of some 300 similar complexes located on the Zimbabwean plateau. It is however set apart by the terrific scale of its structure. Its most formidable edifice, commonly referred to as the Great Enclosure, has walls as high as 11 m extending approximately 250 m, making it the largest ancient structure south of the Sahara Desert.

2.2 Institutional arrangements

The monument at Great Zimbabwe is administrated by the National Museums and Monuments of Zimbabwe (NMMZ). It is the country’s premier heritage organization established under an Act of Parliament; The National Museums and Monuments of Rhodesia Act (1972) which is now called the National Museums and Monuments Act (Chapter 25:11). NMMZ is a parastatal, funded through a grant from government and accountable to the Ministry of Home Affairs. The Act established a Board of Trustees to provide “for the establishment and administration of museums” and “to provide for the preservation of ancient, historical and natural monuments, relics and other objects of historical or scientific value or interest”.

Management is undertaken by the Executive Director and Deputy Executive Director who report to the Board of Trustees. Management at the national administrative headquarters are tasked with finance, audit, security, public relations, human resources and research & development.

National level management:
Through a process of consultation NMMZ has drawn up a strategic plan 2005 – 2008 which has been extended to include 2009. The strategic plan has seven core objectives and a range of activities allocated to them of which some directly affect Great Zimbabwe (bolt).

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<th>KEY PERFORMANCE OBJECTIVES (KPOs)</th>
<th>KEY PERFORMANCE INDICATORS 2009 (KPIs)</th>
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<tr>
<td><strong>1. NMMZ MUST ENSURE THAT ITS COLLECTIONS ARE PROPERLY SECURED, DOCUMENTED AND PRESERVED</strong></td>
<td>• Established links with ICCROM on conservation of collections and options for external funding. • Revision and updating of Collections Policy Document to include section on security of collections and documentation of collections. • List of ‘Collections at risk’ and ‘Special collections’. • Completion of partitioning of map room at Natural History Museum. • Two fumigations per region per year.</td>
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<td><strong>2. NMMZ WILL BE THE LEADER IN HERITAGE RESEARCH AND PUBLICATION AND THEIR APPLICATION TO MATTERS OF CONCERN IN ZIMBABWEAN SOCIETY</strong></td>
<td>• Production of NMMZ annual report for 2006. Production of NMMZ annual report for 2007. • Study reports on 2 cultural shrines (Chigara, Chaminuka). • 5 titles and 5 publications to include those intended for internal and external consumption. • Field research in two TFCAs (Shashi/Limpopo and Gonarezhou).</td>
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<td><strong>3. NMMZ WILL CONTINUE TO MAKE ITS COLLECTIONS AND MONUMENTS AND THE KNOWLEDGE IN THEM ACCESSIBLE TO A WIDE DIVERSITY OF AUDIENCES</strong></td>
<td>• Awareness campaign and launch of the National Museums Week. • Hosting of the National Heritage Quiz Final Competition in the Northern Region. • <strong>Feasibility study of Licensing of Tour Guides.</strong> • Design concepts and storyline for the Medical History Museum ready. • At least one Heritage Education Outreach programme for all regions. • 12 temporary exhibitions mounted nationally. • Improving presentation of Pomongwe and Nswatugi Site Museums. • Updated NMMZ website.</td>
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<td><strong>4. NMMZ WILL ENSURE THAT IT MANAGES AND DEVELOPS ALL MONUMENTS ENTRUSTED TO ITS CARE AS WORLD CLASS TOURIST DESTINATIONS FOR THE BENEFIT OF ZIMBABWE AND THE WORLD</strong></td>
<td>• Conservation Plan for Old Bulawayo structures. • Revised Khami Management Plan. • Management Plan for upper Mazowe Valley. • <strong>Management Plan for Great Zimbabwe ready.</strong> • Draft NMMZ Act submitted to Ministry/Government for legal drafting. • Conservation of selected sites according to regional submissions. • Khami Youth Camp conducted. • Request for technical assistance for drawing up of nomination dossier for Ziwa. • Review National Monuments Register. • MoU on co-management of Victoria Falls.</td>
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<td><strong>5. NMMZ WILL PROMOTE A HIGHLY MOTIVATED WORKFORCE IN AN ENVIRONMENT THAT DEVELOPS INDIVIDUAL POTENTIAL AND EFFECTIVE ORGANISATIONAL MANAGEMENT</strong></td>
<td>• Training workshop for the Works Council. • Provision of Security uniforms and equipment. • Training workshop for Tour Guides. • Review of existing policies with recommendations. • Improved salary packages and incentives for all staff.</td>
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<td><strong>6. NMMZ MUST DEVELOP ITS FUNDING BASE THROUGH EFFECTIVE MARKETING AND</strong></td>
<td>• Monthly contributions to print and electronic media on museums, sites and monuments. • Five fundraising documents on collections conservation, security</td>
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Zimbabwe’s National Monuments list was first created in 1936. To date there are 137 sites in the register. The register is a prime list of places that embody the history of Zimbabwe embracing key aspects of heritage such as religion, language, culture, buildings, human conflicts and human actions on the environment. The list also includes places of outstanding natural beauty. A number of monuments are considered sacred by the indigenous populations of Zimbabwe. Religious ceremonies were held at the sites as well as ceremonies for cleansing and healing. Rainmaking ceremonies were performed before the onset of the rains, and thanksgiving after harvest in May. Great Zimbabwe is one of these sacred sites.

The National Monuments list as presently constituted is dominated by monuments of the Rhodesian period. This is surprising given that this country has at least 3000 years of occupation history. Most sites were listed by the Rhodesian government, with only eight sites having been listed after the attainment of independence in 1980. Zimbabwe Ruins’ sites constitute 26 of all 137 proclaimed sites (19%).

NMMZ has recently appointed a curatorial staff member to work on the portfolio of documenting the country’s historic buildings. The documentation of historic buildings in

| GOOD BUSINESS PRACTICE. | and research prepared and presented to potential donors.  
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<td>Business plan for NMMZ.</td>
<td>• Standard signage at World Heritage Sites, Provincial Heroes Acres, Class 1 NM and other selected sites.</td>
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<td>Competitive pricing system for products and services.</td>
<td>• Establishment of a marketing department for NMMZ and marketing plan for 2010 World Cup in SA.</td>
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<td>• Partnerships initiated with key players in the tourism industry in preparation for 2010 World Cup.</td>
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<td>• Meet income projections and target for 2009.</td>
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<td>• New partners for community museums programme (Batonga, Hwange Machangana Community Museums).</td>
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<th>NMMZ WILL ENSURE THE GOOD MANAGEMENT OF ALL CAPITAL AND SPECIAL PROJECTS.</th>
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<td>All infrastructures in place for Domboshava electrification.</td>
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<td>Finalisation of National Mining Museum storyline and designs.</td>
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<td>Installation of phase 1 exhibition at National Mining Museum.</td>
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<td>One hundred and seventy graves rehabilitated at Provincial Heroes Acres.</td>
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<td>Completion of ablution block at Harare Provincial Heroes Acre.</td>
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<td>Completion of extension works at National Heroes Acre.</td>
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<td>Exhibitions in place at Chimoio site museum, Mozambique.</td>
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<td>Special projects</td>
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<td>Great Zimbabwe new traditional village completed. 31 March 2009</td>
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Harare is nearing completion and there are plans to revisit the legislation so that these buildings are afforded greater protection. The new Strategic Plans includes the creation or re-activation of Historic Buildings Advisory Committees in Harare, Bulawayo, Mutare, Gweru and Masvingo.

In its endeavour to achieve the objectives of the strategic plan, a national management programme has been drafted which is de-centralised to regional offices and endeavours to engage the various stakeholders with special emphasis to involve local communities.

2.3 Site (Regional) Management:

A decentralised representation of five regional managers ensures a strong link to proclaimed sites and stakeholders in the country. This division does not adhere to the administrative government regions but has been selected to ensure geographical control over assets and sites.

The world heritage site at Great Zimbabwe falls within the Southern Region, covering the administrative regions of XXXXXX and YYYYYY. The regional management for the Southern region is based at Great Zimbabwe and also responsible for following sites:

- Rock art sites at Chamavara (paintings) and Dengeni Cave
- Dry stone wall ruins at Majiri, Chivumani and Musimbira
- Italian Chapel, a historic building constructed during WWII close to Masvingo.
- Curfew and Bell Towers of the fortified structure at Victoria situated in the town of Masvingo.

Management is structured in several sections headed by a manager. Numbers in brackets indicate staff numbers for each section:
The main management activities are found at the Great Zimbabwe monument. This is due to the size of the site, the conservation requirements, the scope of the built infrastructure, the relationship with neighbouring stakeholders and visitor numbers.

Visitor access to the monument at great Zimbabwe is controlled by the NMMZ through the provision of by-laws for which the board is empowered under the National Museums and Monuments Act (sec. 41).

Apart from visitor entry, the NMMZ also controls other visitor products:

**Camp site:** large grass area with 2 blocks of ablution facilities. The sites are not demarcated and only two lapa-style shelters are available for guests.

**Accommodation:** basic and luxury units **(numbers XXXX)**. The basic, round twin-rooms with shared ablution were originally constructed as staff accommodation for non-management employees. Larger two-bedroom units were constructed for management and dorm-style units for junior-staff. These have all been revamped into guest accommodation. As usual with non-purpose build guest accommodation, none of these adhere to international standards. All have self-catering set-ups which demand higher maintenance and demands appliance replacement provisions. In August 2009, all these facilities were in
need of maintenance, repairs and upgrades. The dorm style facilities, earmarked for school group visits, were in poor state. Three purpose-build luxury wood cabins have been constructed behind the two-bed room units.

**Museum:** a small museum building exists with a permanent display. It requires maintenance as various display items have fallen-down, text and images have faded and become unreadable and lights are not working. A strong-room holds a display of original Zimbabwe birds.

**Souvenir/curio shop:** Since August 2009, the NMMZ have taken over the exploitation of this outlet which until July was managed by the African Sun’s Great Zimbabwe Hotel. No new stock was added and no business plan for the shop has been developed yet. With the withdrawal of the hotel from the shop, NMMZ has no choice but to exploit the service themselves.

**Guide services:** A guide service is offered by full-time and seasonal guides, often students in archaeology. Visitors to the site are not required to use the services of a guide. Guides are employed by the NMMZ and report to the manager education.

**Conservation Centre:** specialises in the care of dry stonewalls so-called Zimbabwe. The centre is the only one of its kind in the SADC region.

The economic challenges in Zimbabwe over the post years have created a large discrepancy between organisational frameworks, work plans and practical actions and achievements on the ground. Whereas Great Zimbabwe formed a cash-cow for the NMMZ in its day, the last few years have seen a total collapse of visitor numbers (see table below) and with challenging and sporadic budget support from government coupled with surreal inflation levels makes the efforts and commitment of the regional (and national) staff even more admirable.
Figure 2 Visitor trends at Great Zimbabwe

But unfortunately, commitment alone cannot achieve the objectives of the organisation. The current situation and the potential role in restarting of tourism in Zimbabwe, requires close interaction with stakeholders.

The salary costs alone at Great Zimbabwe amount to U$ 9000 per month as of July 2009 which would require some 600 foreign visitors to off-set salaries alone where current numbers don't surpass 150. NMMZ has been allocated a total (nationwide) budget of U$ 400,000 but cash flow limitations have resulted in only U$ 30,000 being dispersed by treasury to date.
2.4 Stakeholder relations

The stakeholders at Great Zimbabwe can be divided into three categories: private sector, government and communities. The private sector consists of several neighbouring accommodation establishments and tour operators based at Masvinga. Government stakeholders include the regional government administrated out of Masvinga, the town council’s Publicity Association (with a general economic promotion mandate, not just tourism) as well as the national parks authority with whom NMMZ share offices. There are three recognised traditional authorities that make up the community around the monument area: Chief Charumbira (Shumba-Charumbira) who is also President of the Chief’s Council, Chief Mugabe (Moyo-Duma) and Headman Nemanwa (under Chief Charumbira).

Community relations:

It is estimated that the size of ‘the community’ living around Great Zimbabwe is some 20,000 people. There is no formalised and structured relationship between the monument site, regarded as highly sacred to surrounding communities, and the traditional authority. There are usually two community meetings per year but these seem to be courtesy meetings rather than structured co-management efforts although issues of fire control are being discussed.

Visitor entry by local communities for religious and traditional activities is unofficial, but tolerated by management. During consultations with neighbouring communities in August 2009, the wish for better cooperation was expressed. The community feels that the site was taken away from them and that access to grave sites for religious purposes is complicated. They also do not see/know where the money goes that visitors pay for entrance and request traditional leadership involvement in management issues around the site.

The community also states that communication was better in the past and that the traditional authority was better informed about development and that this break-down in communication has influenced the visitor numbers to great Zimbabwe. It is felt that no benefits from the site occur for the local people and there is a general consensus that a “local management board” is needed. This body will deal with access issues, fire control, enhancing the spiritual state of the site, tourism development in the larger area (including cultural performances), access for ceremonies, etc.

Private sector:

The private sector around Great Zimbabwe consists of accommodation establishments (that also include excursions to the site) and some tour operators/travel agents based in Masvingo. The Hotel Great Zimbabwe (owned and operated by the African Sun Group) is located within the boundaries of the proclaimed site, is additionally fenced but has its own access gate.
Private sector operators have no special status when entering the site. Guides of neighbouring lodges will normally not use the services of a NMMZ guide when taking visitors to the site.

The accommodation products offered by the NMMZ are not perceived as competition. The quality of the units does not meet that of the private sector operators in the area. The industry does express the wish for events to be organised at the site but knows that the current status of tourism in the area (country) does not allow for that. The current entrance fee, especially for foreign visitors at US$ 15 per person is regarded as too high by the industry.

The private sector generally is barely surviving. Majority of staff is home on unpaid leave and facilities are practically dormant, running on skeleton (care-taker) staff although signs are that interest is coming back now that both individual travellers from South Africa and companies are able to plan itineraries due to the introduction of a stable cash currency.

Local government:
[to be completed]

3. Enhanced Visitor Management

Tourism development in many African countries starts around protected sites and parks. A protected status says something about scarcity – if the resource is available everywhere (there where the potential visitor lives) it would not be worth the effort to travel abroad. This principle is behind both official government controlled sites and reserves as well as community and privately controlled areas’ entry in to the market of ecotourism.

The protection of such resources is expensive. To sustain the heritage, a comprehensive view of costs and benefits needs to be made: covering the full range of protecting costs, ensuring that those who bear protected resources costs are recognised and adequately compensated, and that those who benefit make a fair contribution to their maintenance.

In many cases, the protected status subscribed by government is passive, offering nothing more than the proclaimed status. At government controlled resources, including many proclaimed heritage sites, where priority rests with conservation as an objective of state,
this often creates the expectation of “free for the public” based on the perception of a public asset. The situation is the same at Great Zimbabwe. The act that created the NMMZ states it objective as: “to provide for the preservation of ancient, historical and natural monuments, relics and other objects of historical or scientific value or interest”.

The emphasis on controlled government preservation reflects itself in the organisation structure of the NMMZ as well as its relationship with stakeholders around (in this case) Great Zimbabwe. The organigram does not make provision for business/tourism as primary objectives and structured interaction around clearly defined roles and responsibilities with neighbouring stakeholders does not exist.

As Great Zimbabwe is an iconic site is so many ways, not the least as it has given its name to the nation; there is a lot of potential to enhance its utilisation and management. Following is suggested:

**A. Management structure:**

i. **NMMZ**

Arguably, almost half the staff number at Great Zimbabwe (guides, some maintenance and security) is directly related to tourism services (day and overnight visitors). This forms a huge costs centre, not only in staff salaries, but also through the provision of staff accommodation.

The draft management plan for the site should look at outsourcing activities to private sector operators. This is most likely to be on a lease basis as the current act makes no clear provision of transfer of state assets within proclaimed national monuments. There are no obvious good examples in the region whereby government is able to provide market related visitor services and products and the accommodation units, souvenir shop and guiding services should be outsourced (see C.).

ii. **Cooperative management**

An improved cooperation with the neighbouring community is important for both parties. The cultural value of the site towards its neighbours is obvious but this also enhances the ‘current’ value of the site for a neutral visitor. It brings an attraction, perceived as a monument of ancient people, in to modern day Zimbabwe as to date, the site is used for rituals, gatherings and religious activities that form very much part of the livelihood of (rural) people and is of interest to many foreign visitor.
The creation of a cooperative management structure must not be seen as a ‘cost’ to be covered by NMMZ’s site management but much more as a platform to enhance the value, and reduce costs of conserving a world heritage site. The Great Zimbabwe Stakeholder Committee should consist of NMMZ Regional Director and Head of Maintenance (grounds, water, fences and fire control), representatives of the three traditional authorities, local economic development officer of Masvingo, 2 representatives of the private sector tourism organisation and the manager of the Great Zimbabwe Hotel (because of its unique position at the site).

Issues to be addressed include: access, special events, fire management, grazing, rates, service, information, statistics, etc.

The committee should aim to become a statutory body (trust?) that is able to receive funds from a proposed benefit sharing system. This should not be a discretionary ‘kitty’ but ideally should be a fire or development fund that can compensate livelihood losses in the communities or initiate social development efforts.

The NMM act makes provision for such Local Committees (II:18).

B. Access:
   i. Industry access
Understanding the strong relationship between the private sector enterprises around Great Zimbabwe and Lake Mutirikwe in trying to put the area back on the map as a tourism destination, a provision for free access by full-time employees of registered enterprises and members of the tourism association should be made.

Once a month, or at full-moon, night access should be allowed to allow visitors the change to enjoy a truly unique experience. Surcharges may apply which needs to be discussed and organised in corporation with the private sector.

   ii. Community access
A structure for community access needs be formalised which includes when community groups can access, what sites to visit, what activities/rituals to perform, code of conduct during such activities and how many people can be part of a single event. The nature of community ‘use’ of the area will not allow for an exact projection of days/dates but the creation of a structure forms an excellent opportunity to discuss roles and responsibilities and create awareness around the effects of uncontrolled community access. The proposed GZ stakeholder committee should be tasked with formulating the structure.

C. Products & services
   i. Guiding
The proposed outsourcing of tourism related products and services should include the creation of a Local Guides Association as separate business entity for which good examples exist in the SADC region. The guides will work under an agreement with the NMMZ that
describes roles, responsibilities and a code of conduct and will ensure continued presence of a guide during operating hours. The entrance fee structure is currently already separate from the guide services and guide services will be packaged and prices published. The guides will have their own business plan, approved by the site director, and individual income will increase as a percentage of the guiding price based on experience and skills level of the individual guide which serves as an incentive to enhance their own performance level.

ii. Accommodation

The fixed accommodation units should be outsourced as separate entities on a lease agreement. The camp site and rondavels with shared ablution should be a single entity catering for the lower end of the market. The larger double bedroom units and luxury (purpose built) units should become a mid-market self catering product.

The dormitory units should remain under the control of the NMMZ as it fits in the educational objectives of the organisation and don’t incur high maintenance costs but require urgent upgrading as identified in the strategic plan.

D. Others:

In close cooperation with the ZTA, Great Zimbabwe should become the topic of a marketing campaign as it form a slogan in its own right.

A professional booklet of Great Zimbabwe should be produced that includes not only scientific facts of the site, but profiles (individual) community members and their use, perception, values of the site which will enhance the relationship of communities with the site whilst promoting it to visitors.

**Actions:**

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