



Ministry of Tourism and Hospitality Industry (MOTHI)
Japan International Cooperation Agency (JICA)

Community Based Tourism in Zimbabwe Guidelines for Development

June 2017

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Abbreviations

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

1. Introduction

1.1 Rationale of CBT manual

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

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

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

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

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

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

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

- *It is crucial for communities living within or around tourism attractions to be fully involved in the development and management of these resources and also participate in the preservation of the natural and man-made resources.*
- *In line with the Millennium Development Goals (MDGs¹), the Government will pursue the need to use tourism as a vehicle for elimination of poverty and as a vehicle for rural development*

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

through establishing viable Community Based Tourism projects (CBTs).

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

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

1.2 Objectives of CBT Manual

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

1.3 Intended users

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

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

- International development partners.

1.4 Considerations to use this manual

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

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

2. Community and Community Based Tourism

2.1 Definition of Community Based Tourism (CBT)

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

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

The Regional Tourism Organisation of Southern Africa (RETOSA), which is a Southern African Development Community (SADC) body responsible for the development of tourism and regional destination marketing defines CBT as the tourism that contains the following three interrelated elements².

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

The above definitions could be supplemented as follows:

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

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

- A part of the benefit from the tourism development project is shared with wider members of the community.

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

CAMPFIRE (The Community Areas Management Programme for Indigenous Resources) Association which has been supporting some CBT projects in Zimbabwe since the 1990s classifies CBT into two different cases. The first case is the CBT initiated by a community. Mostly the CBT projects are supported by private partners and/or RDC. The second case is the CBT run entirely by private partners in the communal land³. Based on the above definition by the National Tourism Policy and the Community Based Tourism Enterprise Strategy, a part of the second cases in the CAMPFIRE's classification might not be defined as the CBT if all or a part of a community members do not take part in planning, decision making or operation and the benefit from the CBT is not shared within the community.

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

2.2 Benefits of CBT

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

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

The Government of Zimbabwe promotes CBT in the context of socioeconomic development as

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

described above. Therefore, the Government of Zimbabwe aims to develop the following economic, social and cultural benefits for the purpose of CBT development.

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

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

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

2.3 Justification of Government support to promote CBT

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

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

2.4 Roles of Community in CBT development

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

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

- A community with territorial ties that can clearly set the territory of a CBT site (eg. Chesvingo and Makokoba market in Bulawayo Township, at which pilot projects are conducted),
- A community which operates a CBTE, but its activities are developed outside the community area (e.g. Shona Village in Great Zimbabwe World Heritage Site and guide tour at Drakensberg National Park in South Africa),
- A community which does not operate CBT, but it is a visiting site of CBT operated by an external organisation, and accepts tourists in a part of community area (e.g. Bulawayo Town Trail, a part of Bulawayo Township, which pilot project is conducted).
- An urban community that does not clearly have territory under the specific activities and purposes (e.g. The community of souvenir shops and artists at the front of city hall of Bulawayo), and
- A community/ an urban community where specific ethnic groups and religious groups etc. are created for specific purposes such as maintenance and appeal of identity, and development of community (e.g. A religious group in Mukaera CBT site in Mashonaland Central).

2.5 Scope of CBT activity and its legality

2.5.1 Scope of CBT activity

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

- Case 1: CBTE covers a part or all of the community's settled rural areas and residential areas. In this case, there are no particular points to pay attention to. Chesvingo and Tengenenge at which pilot projects were conducted are included in this case 1.
- Case 2: CBTE does not explicitly indicate its territory of CBT activity, and uses public roads,

public land, private lands, religious facilities etc. as places of CBT activities and trails. In this case, it is necessary for CBTE to consult with local governments, owners and occupiers of religious establishment before the CBT starts, and to confirm whether public roads, public land, private land, religious facilities, etc. can be utilised for the CBT. If the CBTE could use those lands and facilities, it is important to set roles of each stakeholder in carrying out the CBT. For example, there is a space for souvenir shops and artists to sell their works on public roads in front of the Bulawayo City Hall. It was established by Bulawayo City Council based on a consultation between a group of souvenir shops/artists and Bulawayo City Council. In township tours in urban areas, such arrangements are likely to occur frequently.

- Case 3: CBTE includes activities to visit religious facilities such as churches and mosques in the CBT. In this case, prior consultation is necessary before the CBT is commenced as well as case 2, and it is necessary to confirm whether the religious facility can be utilised for the CBT. If CBTE could use the religious facility, it is necessary to establish rules on the behaviour of tourists in the religious establishments and to arrange some of the benefits of CBT to religious facilities.
- Case 4: CBTE located near river basins and mountain areas which are protected by local governments and traditional societies as the territory of CBT. Before CBT is commenced, it is necessary for CBTE to consult with local governments and leaders of traditional society and confirm the CBTE to utilise the river basin and the mountain area for the CBT like the case 2 and case 3. If CBTE could use the river basin and the mountain area, it is important to arrange rules on tourist behaviour in the river basin and the mountainous areas, and to share roles between CBTE, local governments and traditional society for environmental conservation. Gairezi in which a pilot project was conducted is included in this case.

2.5.2 Legality of CBT activity

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

- A CBT includes an activity to occupy public road to sell souvenirs etc. In case, it is necessary to confirm legitimacy of occupancy permission, and prepare necessary actions. For example, it is necessary to take the action as shown in Case 2 in Section 2.5.1 (preparation of shop area for souvenir shops and artists.)
- A CBTE carries out its activity in the core area of World Heritage Site. It is necessary to receive

Government permission.

- A CBTE carries out an eco-tour within a national park. Government permission is required for such activity, but it is necessary to clarify specific procedures.
- A CBTE carries out an activity such as farming and fishing at the boundary of the national park (inside and outside the national park). Government permission is required beforehand, but it is necessary to clarify the procedure, too.

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

2.6 Basic principles of CBT activities

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

- CBTE utilises local resources from the community for the benefit and development of the society. At the same time, it is responsible for the protection of resources through CBT activities and its promotion.
- CBT activities should respect history and culture of the locality and the country in addition to abiding by laws and treaties.
- CBTE should not compromise on the quality of resources nor protection of resources.
- CBTE should use resources based on authenticity.
- CBTE makes sure that CBT activities are conducted in a safe and sound manner. It also takes appropriate measures to protect tourists from natural and human-caused disasters.
- CBTE makes sure that income from CBT activities does not cause any inequality among community residents.
- Appropriate respect and consideration are necessary for some resources from the cultural perspective. These resources should be used in a way that does not conflict with beliefs and benefits of local society or ethnic / religious groups that the resources originate. Furthermore, CBTE responds promptly when CBTE is requested to stop using these resources.
- CBTE should treat live animals in a responsible manner when CBTE uses them.

- Those who get involved in CBT activities have to share the knowledge and the experience with others. CBTE ensures that activities are disclosed and shared to everyone in an appropriate manner.
- If one's interests and CBTE's interests are considered to be conflicting or contradictory, he /she should not be involved in the activities. Participation to pursue individual interest should be avoided even temporary.
- CBTE should protect confidential information obtained through CBT activities. In particular, information on location and secrets of individual property should be strictly protected by CBTE.

3. Development process of CBT

3.1.1 Whole process

Figure 1 shows development process of CBT. It consists of 11 steps, and the process continues as long as the CBT project is going on.

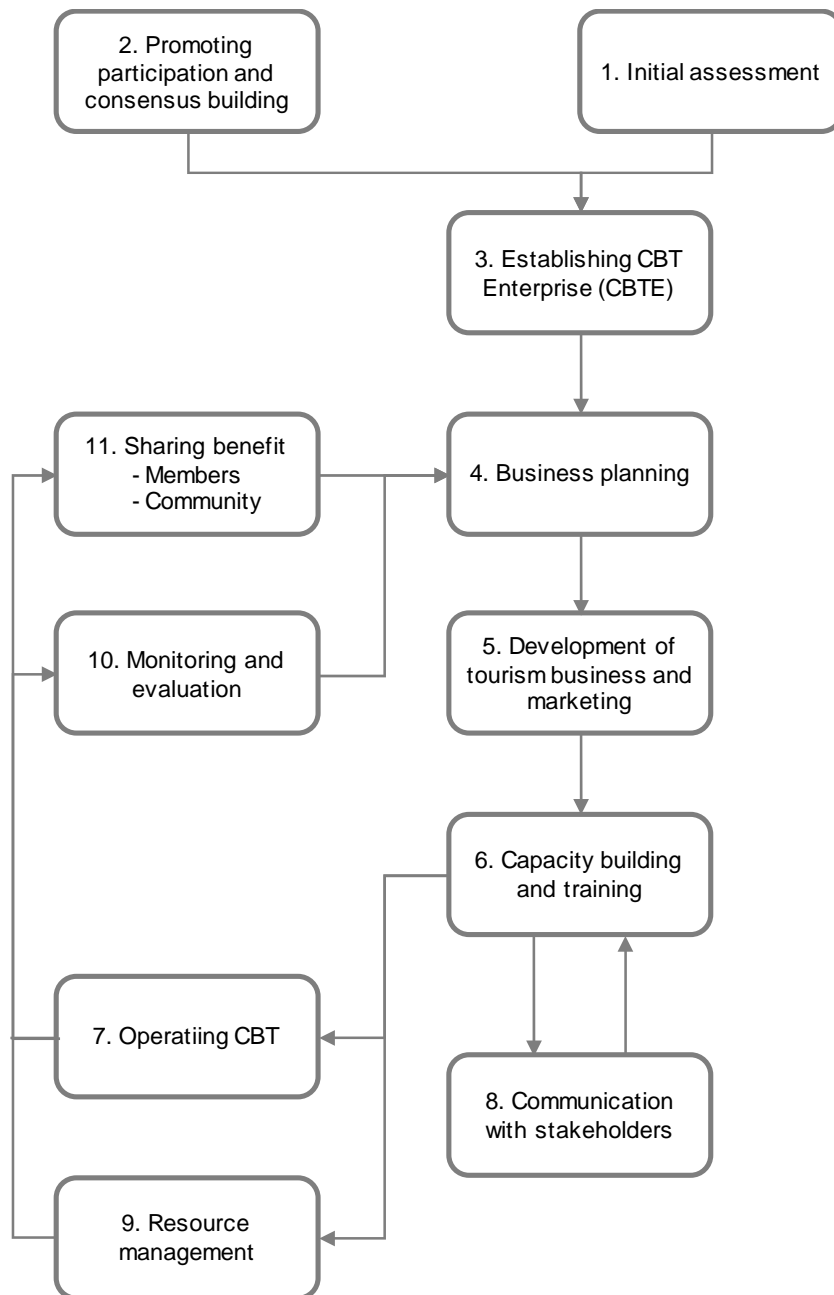


Figure 1: CBT development process

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

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

necessary, considering how to allocate the benefit in the next time and reflecting on the new business plan.

As shown in Figure 1, the step of “10. Monitoring and evaluation” and “11. Sharing benefit” connects to the step of “4. Business development,” and a new process for business planning, development of tourism businesses and marketing, capacity development marketing, etc. continues. Detail of the major steps in Figure 1 is explained in the following sections.

3.2 Promoting participation and consensus building

3.2.1 Consensus building among stakeholders

Consensus building among the whole community is necessary to start CBT because it is conducted by the participation from the community. Consensus building includes whether the community conducts CBT, what kind of implementation structure, that is, whether the whole community or community representatives comprise the CBTE. Also, the community can select CBTE’s management body meaning that the selected management body engages in CBT activities by representing the community. Furthermore, it is important to build and share consensus about mutual public benefit since the CBT aims for solving community issues and achieving the public benefit.

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

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

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

3.2.2 Identification of public benefit

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

- Select issues that are to be solved within the region or the whole community.
- Prioritize each issue. Significance and stringency that affect the benefit for the whole community are to be considered in prioritizing.
- Discuss issues to let CBT activities flow in a sustainable and constructive manner.
- Issues that cannot be solved solely by the community are to be extended to stakeholders such as the government, local governments and private sectors for support.

3.2.3 Promoting community participation and securing participation opportunity

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

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

3.3 Establishing CBT Enterprise (CBTE)

3.3.1 Organisations to operate CBT

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

The CBTE represents a consensus of the community for tourism development, and has the following roles: appointment of direct and indirect workers for the CBT, development of tourism products, management of quality service, management of financial resources for CBT and the profits allocation for CBT members and the rest of people in the community, and so on.

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

Table 1: Difference of legal entities for CBT

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

As described in section 2.1, MOTHI emphasises importance of "self-sustainability" and "financial viability" of an operational body of a CBT project. Therefore, CBTE should be established as a legal entity which has clear responsibility and financial independence. It is also necessary for the CBTE to

be registered with ZTA in order to receive technical and financial support.

In Zimbabwe, possible legal entities for operational bodies of the CBT are non-governmental organisation (NGO), partnership, co-operative, private business cooperation or company. Table 1 indicates major characteristics, governing laws, number of members for each legal entity.

In CAMPFIRE Programme in the 1990s, almost all CBTEs formed NGOs with community trust, which was financially supported by RDC offices and private partners. For example, the management body which operates Gairezi Ecotourism established a NGO, “Gairezi Development Trust”, with supports from Nyanga RDC office and Nyanga Downs Fly Fishing Club. It is supposed that NGOs with community trust would be the most common form to operate CBT because the CBT project would be initiated by local communities and those communities would receive support from the government sector.

3.3.2 Preparation of the statute and the regulations

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

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

3.3.3 Establishment and registration

After preparation of the statute and the regulations, CBTE members need to set up and register the CBTE. The method to establish and register an organisation varies depending on the kind of organisation as shown in Table 1. In addition to registering as a legal entity, CBTE needs to register with ZTA.

3.3.4 Finance method: establishment of a fund, procurement of financial resource and management of money

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

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

As referred in section 3.3.1, many CBTEs established under the CAMPFIRE program in the 1990s took a form of NGOs with community funds. If a CBT is established with an initiative of the community and receives support from the government sector, many CBTEs with this form will continue to be established in the future. CBTE members should explore the possibility of setting up funds through consultation with local governments such as the RDC office and City Council office, or the private sector supporting the CBT.

3.4 Operation of CBTE

3.4.1 Overall organisation

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

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

various communities (e.g. Bulawayo township) (D).

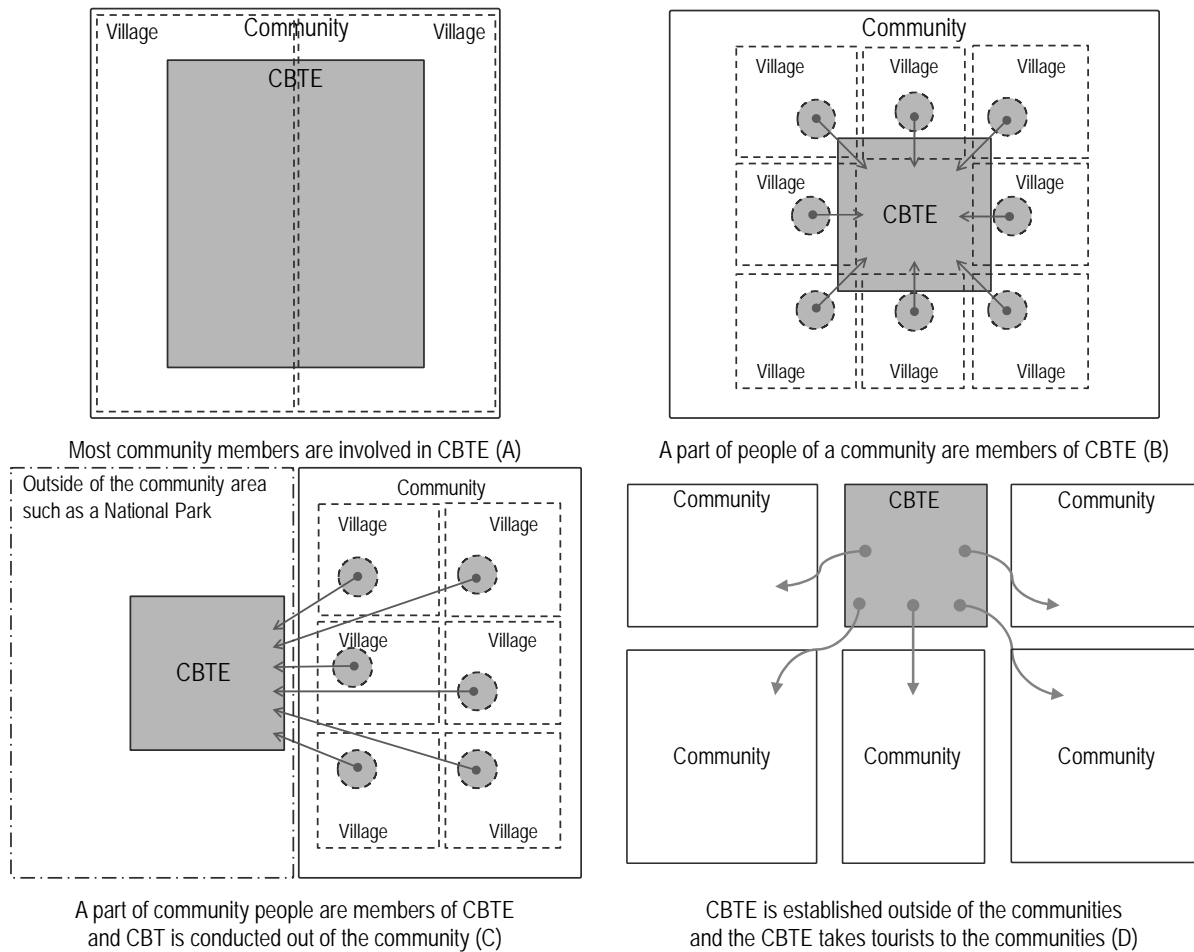


Figure 2: Relationship between Community and CBTE

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

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

3.4.2 Organisation of CBTE

3.4.2.1 Organisation for decision making and monitoring

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

- Decisions concerning statutes and articles in the CBTE: define important matters related to the establishment and dissolution of the CBTE (objective, organisation structure, fund establishment, etc.) and make a resolution of its changes.
- Decisions on CBTE work and internal monitoring: resolve practical matters related to the operation of CBTE (budgeting and accounting, planning and implementation of project, and reporting), conduct internal monitoring of CBTE operation and improve if necessary.
- Ensure good governance and sound accounting: supervise CBTE operation from the viewpoint of compliance with laws and accounting.

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

3.4.2.2 Organisation for technical support

Technical committee should be established to make important decisions on CBT operations which are also related to the community development. The committee will consist of representatives from MOTHI, ZTA and relevant government organisations, the local community and stakeholders. From the point of destination management⁴ including marketing and promotion, in particular, development of relations with private tourism businesses are expected. Under the technical committee, a series of specialized technical management sub-committees are established to assist the committee to make decisions on technical matters. Types of the sub-committee and their roles are summarized in Table 2.

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

Table 2: Types and roles of technical sub-committees

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

3.4.3 Planning and reporting

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

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

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

3.4.3.1 Sharing benefit with the CBT members and the community

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

- Pay the operation cost necessary for CBT activities, such as public relations, communications, materials, and entry costs.
- Pay as compensation for services provided directly in the CBT activities (local guides, performances, cooking etc.).
- Pay necessary cost for income from souvenir sales etc. which is indirectly provided in the CBT activities.
- Distribute dividends to CBTE members from a part of CBT revenue.
- Keep remaining income in the form of a community fund that aims to benefit the whole community.
- How to share CBTE's benefit with the community should be agreed among the whole community before starting the CBT as well as actual expenditure. The CBTE's benefit should be used to realize the benefit for the whole community.

3.5 Initial assessment

3.5.1 Investigation and registration of local resources

3.5.1.1 Development of local resources

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

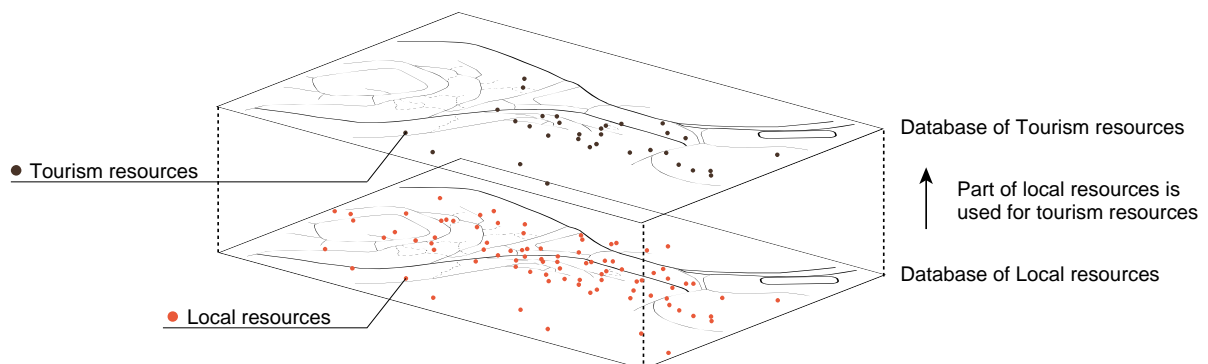


Figure 3: Relation between local resource and tourism resource

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

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

“1. Resources that the local community is proud of” means the resources that the community is proud of and wants to hand down its traditions to the next generations. In other words, they are resources that communities think them important rather than tourism sites such as the World Heritage and the National Park. Community members spontaneously pass down these resources from generation to generation even though those seem to be a commonplace for outsiders.



A big tree used for praying for rain



Threshing local cereal, "rapoko"

Figure 4: Examples of important resource for a community

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

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



Cattle grazing



Praying with a barefoot before entering a cave

Figure 5: Community's life and rules

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



Daily habit followed by crop calendar



Rain dance and ritual conducted in October

Figure 6: “True” community ceremonies

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

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

Even though the resource does not have any legal problems, community people need to keep an eye on

situation of the tourists. For example, some tourists cannot accept food material and condiment local community people are using in daily life.

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

3.5.1.2 Survey on tourism resources

Firstly, survey on regional resources is necessary because resources that can be used for tourism are chosen as tourism resources among regional resources. There are two types of survey to examine regional resources which are “exhaustive search in the area”, and “search by story.”

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



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



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

Figure 7: Example of exhaustive search in the area

Search by story: Search by story is a method to select cultural resources based on story. It specifies

story and its supporting cultural resources by conducting interview with community residents, examining database of exhaustive search in the area and understanding the information in a comprehensive manner. Those who conduct the search comprehend history and culture in the area in advance, and receive information on story and cultural resources from community residents. This method specifies cultural resources from search, therefore, every type of cultural resources including intangible, movable and immovable can be selected. Community residents choose story and cultural resources that they want to pass down to tourists and next generation. Unexpected information is sometimes obtained, which has possibility to develop into various themes. However, this method has shortcomings. When those who conduct search are not familiar with the region and the cultural resources, they cannot start to select cultural resources. Also, they need to check authenticity of the story and the cultural resources even after selection. Interviewer's skills also influence the quality and the quantity of information. Whether the interviewer can develop the story and draw further information from respondents becomes a key. Section 3.6.2 describes specific method.

Exhaustive search in the area and search by story complement each other. Both should be used in a balanced manner. Identified regional resources are developed into tourism resources based on six principles described in the section 3.5.1.1.



Preparation of a tour route based on search by story




Interview for the elderly about community's tradition

Figure 8: Example of search by story

3.5.1.3 Registration of tourism resources

It is necessary to create a database to register existing tourism resources. Tourism resources that are selected through the process in section 3.5.1.2 are registered. Periodical monitoring of existing tourism resources and updates of the database are necessary. Figure 9 indicates an example of tourism database.

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

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

Figure 9: Example of tourism database

3.5.2 Survey on community's socio-economy

While investigating regional resources, it is necessary to survey social activities and economic activities of the community, and to identify items that can be utilised for tourism development, and issues that may affect tourism development. Some survey results may contain information that may promote discrimination and prejudice, or may cause disadvantages for specific people therefore, it is

necessary to handle information carefully.

Table 3 indicates survey items on community's society, and Table 4 indicates survey items on community's excluding CBT.

Table 3: Survey items on community's society

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

Table 4: Survey items on community's economy excluding CBT

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

For communities which had already undertook CBT development, information on demand side, supply side and socioeconomic impact of tourism will be collected as well as background to start the CBT as shown in Table 5.

Table 5: Survey items to the community which conduct CBT

Category	Survey items	Remarks
Demand	Number of annual visitors	Over the past 3 years
	Visitor segments	Domestic, regional (southern Africa) or mid- and long hauls
	Number of overnight guests	Over the past 3 years
	Means of transport used by visitors	Own car, tourist bus/car, public transportation, etc.
	Previous destination and next destination	From where to where

Category	Survey items	Remarks
	Major tourist sites nearby	1 or 2 best known sites
	Number of visitors at nearby tourist sites	Over the past 3 years
Supply	Type of CBT	Nature, culture, ecotourism, crafts, etc.
	Available products and activities	Trekking, wildlife, art work, etc.
	Ownership	District, community, authority & agency, etc. Size of community involved, etc.
	Transparent and democratic governance	Regulation, committee member election, etc.
	Existence of effective partners	Private companies, donors, NGOs, universities, etc.
	Marketing methods and channels	Website, SNS, tour companies, etc.
	Interactive programme with visitors	Participatory programme, etc.
	Satisfactory experience and services	Quality of guide, staff, etc. Interpretation, etc.
	Satisfactory accommodation and facilities	Sanitation, local cuisine, quality, etc.
Impacts on socio-economy	Contribution to social welfare	Basic education, health, community fund, etc.
	Contribution to local economy	Employment, income generation, poverty alleviation
	Contribution to culture	Traditional way of life, intangible culture, etc.
	Contribution to environmental conservation	Solid waste disposal, recycle, planting, etc.
Background to start CBT	Background to start CBT	–
	History of the CBT development	–

3.5.3 Analysis of current development and future potential

Progress of the community development and issues, and progress of CBT development and development potentials are analysed and identified from collected information in section 3.5.1 and section 3.5.2. Result of the analysis is compiled into an “analysis sheet. “The analysis sheet consists of “profile” part and “assessment and potential analysis” part, and those include the following items.

Items which will be listed in the profile:

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

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

- Product development: resource & product, and development of local cuisine and souvenirs,
- Marketing: accessibility, demand (number of visitors and those segment) and promotion,
- Facility: Core museum, satellite and other facilities such as accommodation,
- Service: tour-guiding and hospitality service for food and accommodation,
- Organisation: organisational structure, relation with stakeholders, accounting and planning & monitoring,
- Commitment of the community: community participation, people who take an initiative of the CBT development and human resource of the community people,
- Overall evaluation: Community’s strong points and weak points in the indicators,

- Target: targets in the CBT development (e.g. Inviting xxx visitors to the CBT site within 2 years) and priority area based on the “overall evaluation” (e.g. Development of a Discover Trail and training of tour guides),
- Inputs: necessary inputs of budget, human resource and other machines and equipment for the CBT development, and
- Considerations: necessary considerations in developing the CBT.

Table 6 indicates an example of analysis sheet for a community which is starting CBT, and Table 7 indicates an example of analysis sheet for a community which has been operating CBT.

Table 6: Example of analysis sheet (1) a community which is starting CBT

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

	organisation including a training programme on accounting are priority items.
Necessary inputs	Budget USDxxxx; MOTHI officials xx persons, ZTA officials xxx persons; Lecturers xxx persons; 1 4WD vehicle
Considerations	Since human resource in the community is limited, it is necessary to start basic level when training programmes are provided: It is necessary to create a mechanism for conservation of natural environment of the community.

Table 7: Example of analysis sheet (2) a community which has been operating CBT

Profile		
Location of the community	xxx Province xxx District; xxx km and xxx minutes from xxx City.	
Population of community, background to form a community	xxx persons; community members are same ethnicity, and believe in the same religion.	
Economic activity of the community	Old generations are working for agriculture (production of vegetables); Younger generations are working at xxx City.	
Assessment and potential of CBT		
Indicators	Sub-indicators	Description
Product development	Resource	Old buildings, traditional religious festival.
	Product	2 Discovery Trails.
	Local cuisine and souvenirs	Traditional food for celebrating the religious festival.
Marketing	Accessibility	Suburb of xxx city. xxx km and xxx minutes from downtown.
	Demand	Around xxx visitors per year in recent 3 years; 60% domestic, 30% regional and 10% mid- and long-hauls.
	Promotion	CBTE has website and SNS pages. Limited access to tourism businesses.
Facility	Core museum	Available. Showing history of the community and introducing the traditional religious festival.
	Satellites	xxx satellites along "AAAAA" trail and xxxxx satellites along "BBBBB" trails.
	Other facilities	The CBTE has constructed an accommodation facility with a restaurant.
Service	Tour-guiding	xxx persons available. 30% of tour guides can guide with English, 70% of them with local language.
	Hospitality service for food and accommodation	The service has not been started yet. The CBTE want to start food and accommodation service.
Organisation	Organisational structure	CBTE has been established xxx years before, and it has been well managed. The CBTE is a NGO having a community development fund.
	Relation with stakeholders	RDC office has been supporting the CBTE for xx years in terms of management of organisation and making good relationship between CBTE members and other community people. CBTE provide a financial resource to the community from the community development fund. It is used for improving drainage along the road.
	Accounting	CBTE management members and staffs have minimum knowledge on accounting.
	Planning and monitoring	CBTE can manage CBT planning and monitoring its activity.
Commitment of the community	Participation	90% of community people are member of the CBTE.
	Initiative	Old men and women in the community have an initiative to manage the CBT.
	Human resource	The community has human resource for accounting and managing the organisation.
Overall evaluation	The CBTE is successful to invite tourists who visit xxx City. Major tour products are 2 Discovery Trails: experiencing the community's daily life and watching the traditional religious festival. The CBTE has been constructed an accommodation facility with a restaurant but number of guests to the accommodation is limited.	
Target of CBT development	Target of CBT development for xx community is to provide food service and hospitality service to visitors. Target number of restaurant guest is xxxxx persons and target number of restaurant guest is xxx persons 202x (after 2 years). training of hospitality services (food and accommodation with knowledge of hygiene), enhancement of marketing (making of connection with tourism businesses at xxx City) are priority items.	
Necessary inputs	Budget USDxxxxx; MOTHI officials xx persons, ZTA officials xxx persons; Lecturers xxx persons; 1 vehicle (sedan car)	
Considerations	10% of the community people is hesitating to accept visitors. It is important to promote more dialogues between these people and CBTE members.	

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

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

3.6 Product development

3.6.1 Definition of tourism product

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

3.6.2 Basic approach: Ecomuseum concept and Discovery Trail

Ecomuseum⁵ is a concept in which community members, on their own initiative, preserve, conserve, present and utilise their inherited tangible and intangible heritage, e.g. nature, culture and lifestyle in a sustainable manner. Through these activities, visitors to the community learn about local customs, cultures and value systems and residents increase their understanding and pride in their communities while at the same time earning income. The Ecomuseum concept typically centres on a Core museum, where information is shared and disseminated. Visitors are then encouraged to explore satellites and discovery trails dispersed throughout the community in order to experience the authenticity of the community and its culture and heritage.

Discovery Trail is walking trail to effectively exhibit and explain stories of cultural resources to local

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

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

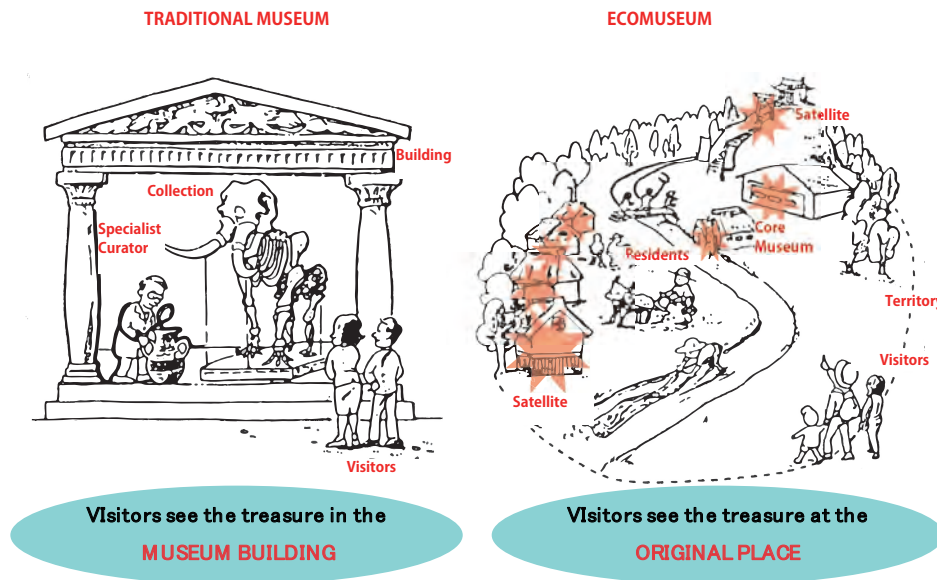


Figure 10: Ecomuseum concept

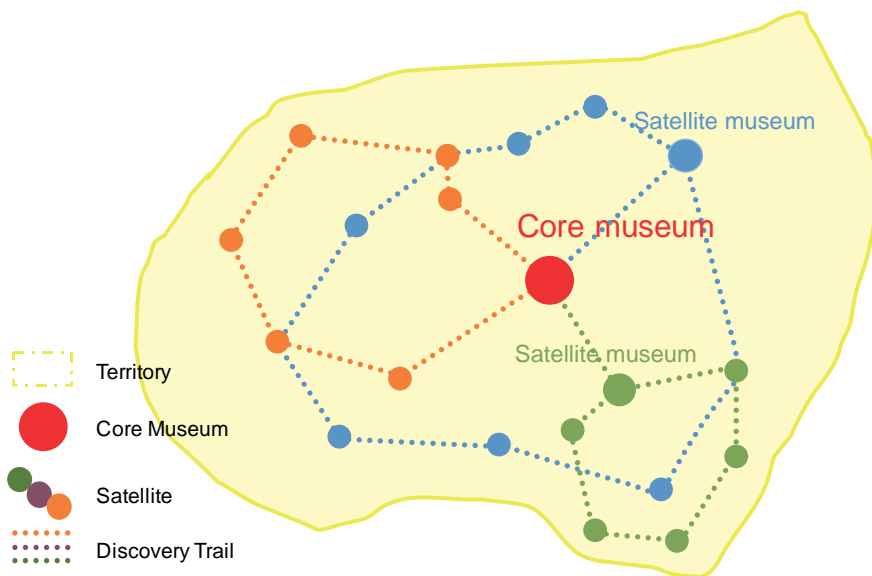


Figure 11: Conceptual diagram of Discovery Trail

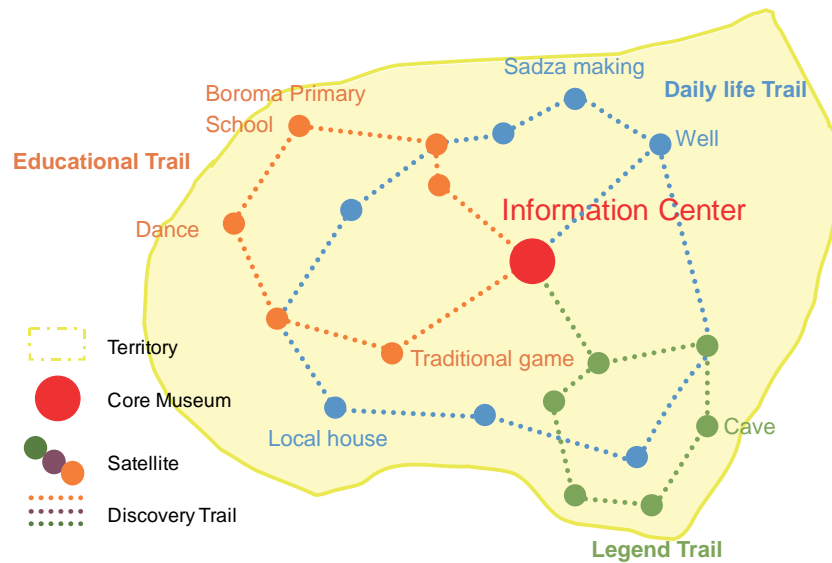


Figure 12: Example of Discovery Trail (Chesvingo)

In order to effectively exhibit the value of regional resources, it is necessary to take into account the following⁶.



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

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

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

⁶ The three factors are based on SEM management committee (2011).

Procedures to develop Discovery Trail is shown in Figure 13.

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




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

Figure 13: Steps of Discovery Trail Development

There are many stakeholders involved in the development of Discovery Trail in cities. Consideration is necessary so that more community can participate (e.g. hold a workshop, etc.). As for tourism product with different themes and categories, such as nature and art, carry out the step described in Figure 13 not by stories, but by themes and categories.

3.6.3 Workflow of product development

Figure 14 shows a basic workflow for developing products which starts by collecting information about resources, generating ideas, screening for basic feasibility, evaluating by some pre-promotional activity such as monitor tour or experts, researching and developing for standardising and then fully commercialising and implementing.

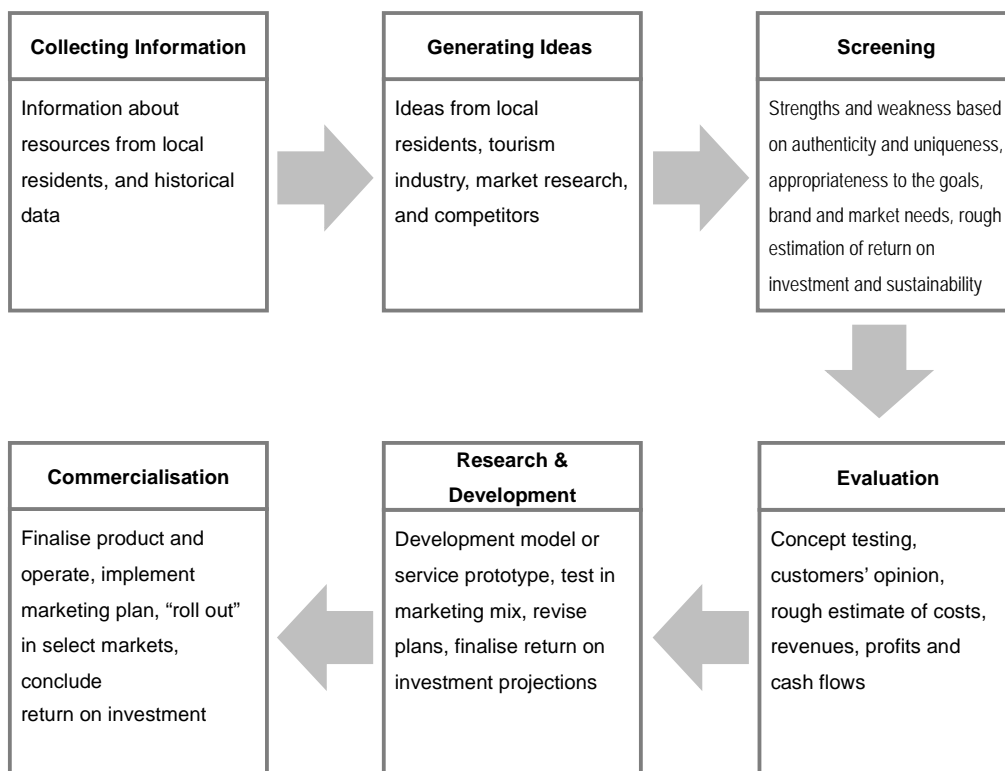


Figure 14: Workflow of product development

3.6.3.1 Collecting information about resource

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

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

3.6.3.2 Generating ideas

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

3.6.3.3 Screening

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

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

3.6.3.4 Evaluation

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

3.6.3.5 Research and development

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

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

the economic impact⁷ might be more and it does not mean the sustainable CBT in many cases.

3.6.3.6 Commercialisation

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

3.6.4 Local cuisine and souvenirs

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

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

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

Tradition and proud:

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

Innovation and creativeness:

- Whether the goods have new ideas.

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

- Whether the goods reflect changes in period and society.

Trust and proud:

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

3.6.5 Quality management and hygiene control for hospitality services

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

- CBTE centrally manages quality and safety of accommodations and food services provided through CBT activities by receiving supports from sub-committee described in section 3.4.2.
- CBTE formulates “quality and hygiene management guideline”.
- Following should be written in the guideline: a. Minimum building and environmental facilities that the CBTE should maintain; b. Measures for quality and hygiene management that the CBTE should make it as a rule (e.g. cleaning, washing and sterilization of goods and facilities, services, manners, etc.); and c. Use of goods and facilities, and way to handle sewage and garbage to instruct tourists. CBTE disseminates and raises awareness about the guideline to promote mutual understanding within the community.
- The lower limit level of quality and hygiene should be in accordance with laws.
- CBTE sets other quality and hygiene contents that are not stipulated by laws as a level that the whole community can safely and sustainably manage. The level should not be largely different from the community’s living standard.
- CBTE staffs which provides food and accommodation service must participate in a training programme on food preparation and hygiene from a recommended institution by ZTA, and receive a certificate.
- CBTE adjusts the guideline so that values concerning quality and hygiene originally provided in the community do not conflict with those of tourists, by receiving supports from the Sub-committee.
- CBTE shows the existence of the guideline to the outside and explains to tourists as well.

3.6.6 Improvement of products

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

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

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

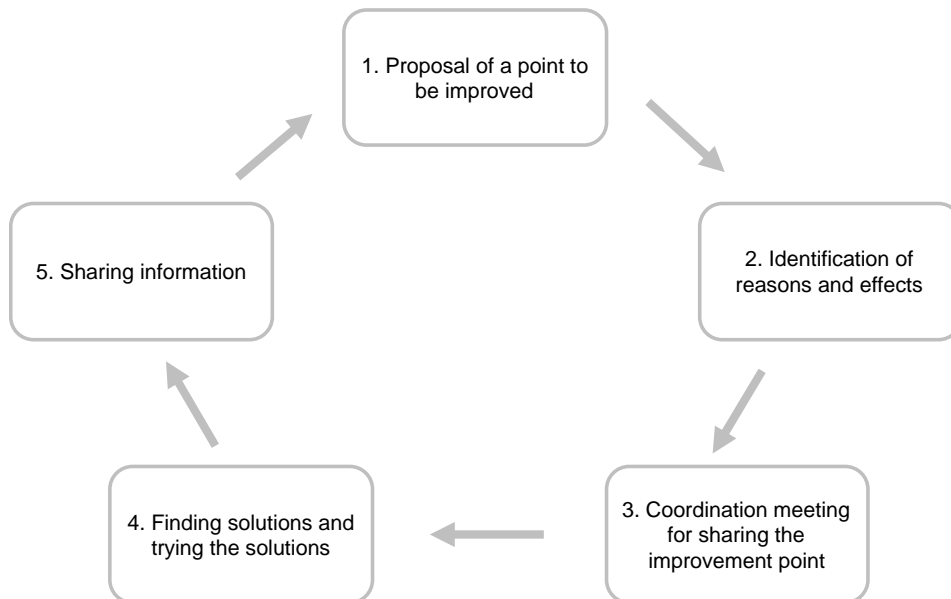


Figure 15: Improvement method

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

3.7 Tour-guiding

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

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

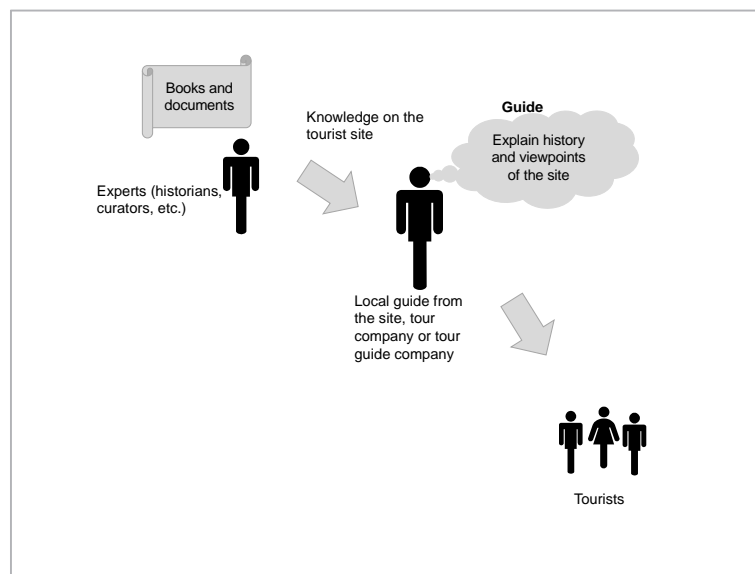


Figure 16: Conventional tour guide

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

understand their region, people, and life. Also, they make sure that the tourists feel like a part of a community.

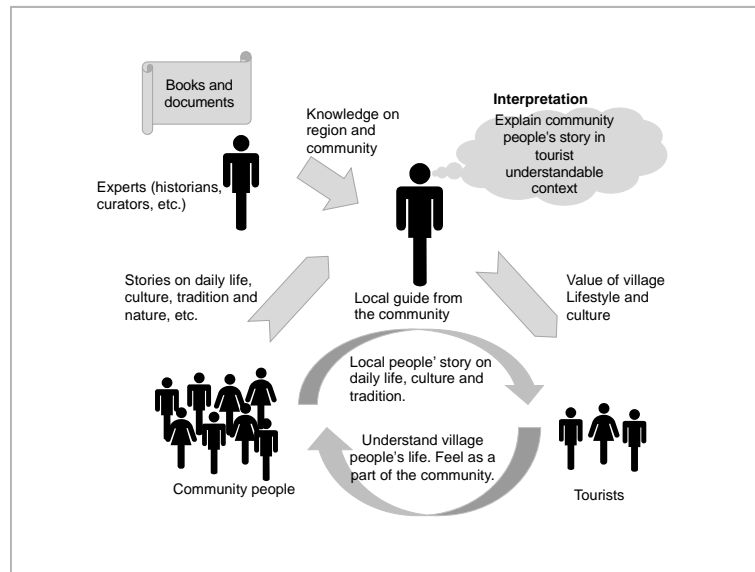


Figure 17: Local guide for CBT site

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

It is desirable that the local guide possess following ability:

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

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

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

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

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

3.8 Development/improvement of facility and infrastructure

3.8.1 Core museum (visitor centre)

Core museum is not a traditional museum but an information centre where all information in a CBT site is collected and managed. The Core museum provides all the instructions of the CBT site such as how to learn and how to enjoy, and guides the visitors to the Satellites as indicated in Figure 18. The Core museum, as a platform of activities in the CBT site, shall collaborate with other museums and organisations and support research activities by the community people in order to promote conservation and inheritance of the cultural resources (SEM management committee 2011).

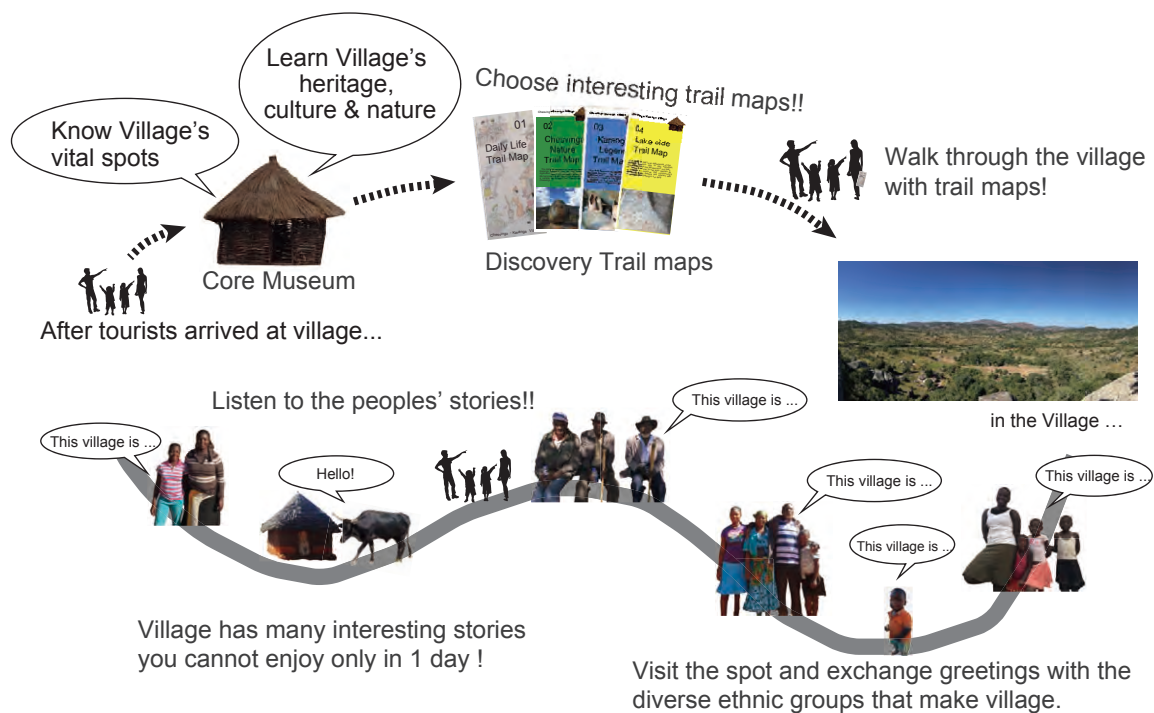


Figure 18: Conceptual diagram of Core museums

3.8.2 Satellites (tourist facilities and spaces)

Satellites are the cultural resources and natural resources which are situated at the original locations and can be a proof of stories constituting the region. The Satellites are illustrated as Figure 11 (page 34) in a Discovery Trail.

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

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

Not only the public buildings, but also public areas like parks, markets, private stores, museums, galleries, and local residential house are candidates to be satellites as indicated in Figure 19.



Symbolic buildings



Markets



Museum



Bronze statue/stone statue



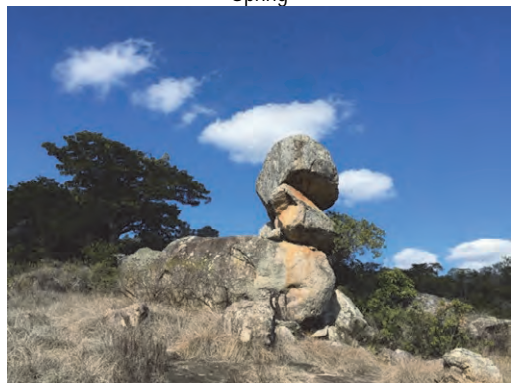
Symbolic tree



Spring



Cave



Symbolic rock



Figure 19: Examples of satellites

3.8.3 Tourism-related infrastructure and signage

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

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

Figure 20 explains improvement of infrastructure based on the process of CBT development. In the beginning stage of CBT development, the site needs to have a minimum basic infrastructure to accept visitors. The important point is that the tourists today demand fewer infrastructures than before, especially at the CBT sites. After commercialising CBT products, the community may have a chance to improve them and infrastructure will be also necessary for improvement for more visitors' satisfaction.

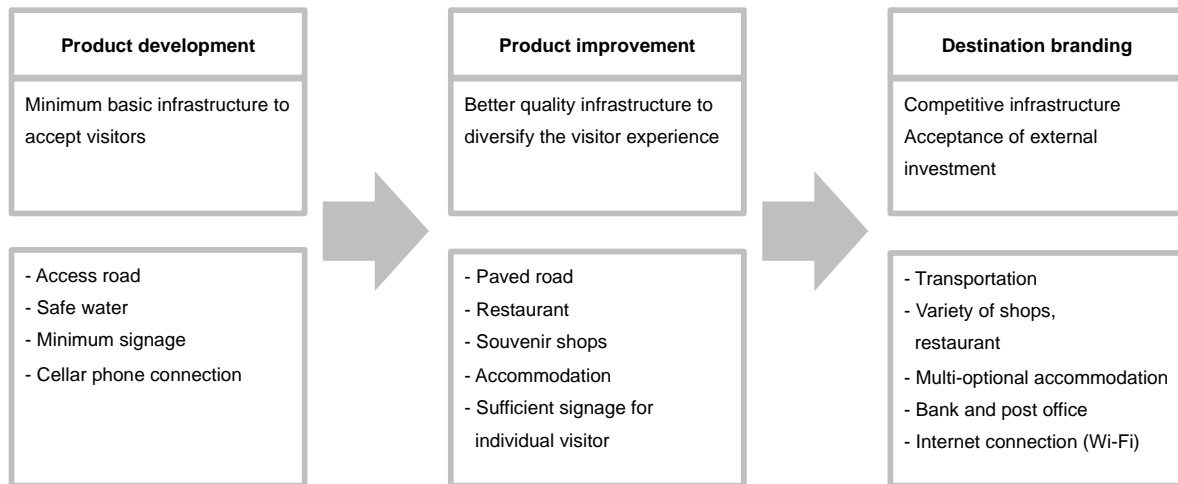


Figure 20: Improvement of infrastructure based on process of CBT development

3.9 Marketing

3.9.1 Product development, marketing and branding

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

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

In fact, marketing needs analysis skills for tourism products and high professional skills to grasp the characteristics of tourists; therefore, it is difficult for the CBTEs to carry out marketing only by

themselves. MOTH and ZTA needs to support the CBTEs' marketing activity more than other CBT development process.

3.9.2 Marketing process

In order to expand strategic and sustainable marketing activities, the following process indicated in Figure 21 is needed. It has to be followed repeatedly from vision and concept building to evaluation. Although there is no suitable time period, which is applicable for all destinations commonly, it seems to be that a 3 to 5 year cycle is adopted in most cases. However, in a “start-up” phase of CBT, the cycle should be shorter since the first and the most important purpose of marketing in that phase is catching up the market trend.

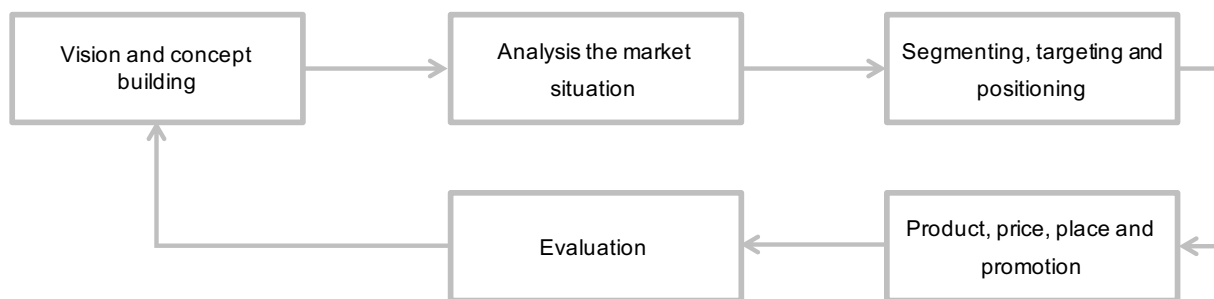


Figure 21: Marketing process

3.9.2.1 Vision and concept building

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

3.9.2.2 Analysis

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

Table 8: Factors to be reflected to emerging CBT product (PEST Analysis)

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

Table 9: Example of SWOT analysis

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

Understanding macro-environment in which a business operates is a basic requirement. This is the origin of the PEST analysis⁸. Each CBT site needs to look at different factors that are relevant to their own situation. However, the key factors that emerging CBT product might need to consider include political (P), economic (E), social, cultural (S), and technological (T) factors. Examples of each factor are shown in Table 8.

SWOT analysis is a strategic planning method used to evaluate the Strength, Weaknesses, Opportunities and Threats involved in a project and it is useful for CBT development. As well as understanding about positive and negative factors, it is very important to identify internal and external factors. Table 9 explains an example of SWOT analysis.

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

In terms of the analytical methodology, the easiest way is distributing and collecting questionnaire for the participants of activities. Due to the lack of equipment and skills such as computers and data

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

processing software, statistical analysis is not a realistic way, however, hearing the “consumers’ voice” is quite important for following marketing process.

The following indicates basic subjects needed for analysis.

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

3.9.2.3 Segmenting, targeting and positioning

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

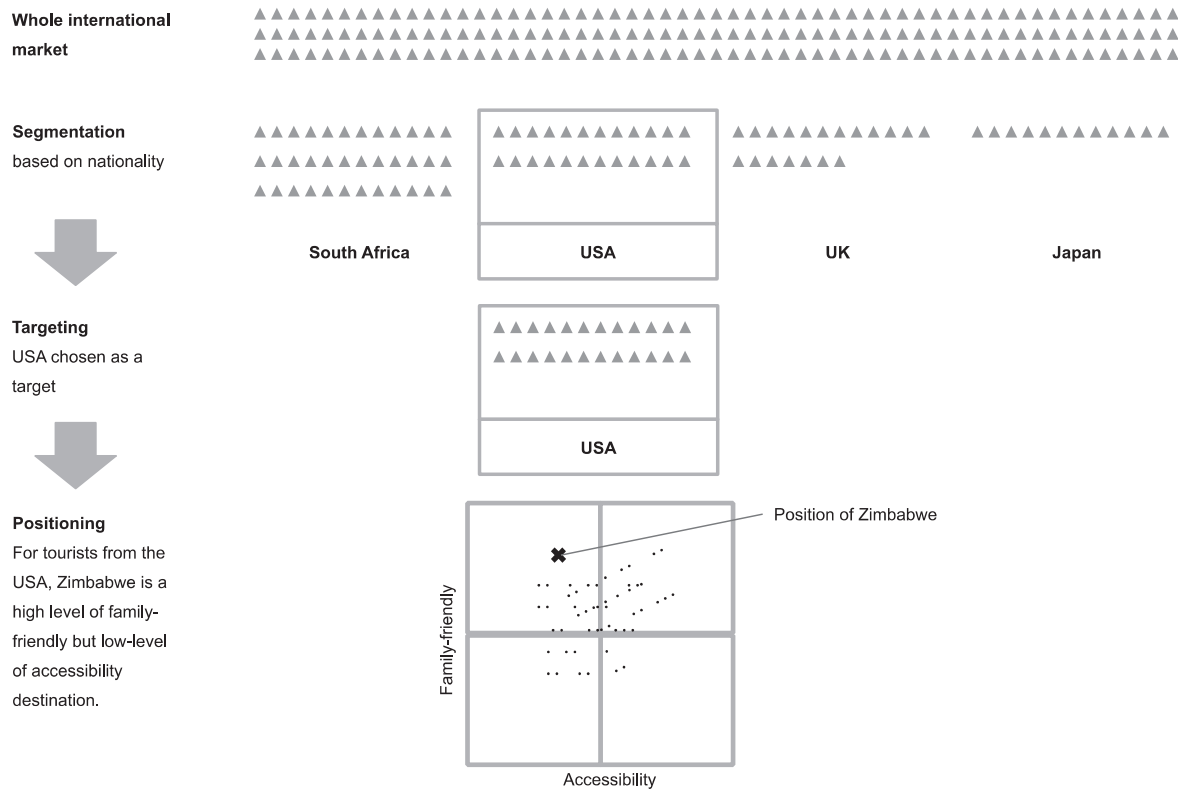


Figure 22: Example of segmenting, targeting and positioning (STP)

Figure 22 shows the fundamental process of STP. This example segments the market by nationality and USA is chosen as a target. Then, the position of this CBT sites should be defined through comparing to other CBT sites with two criteria: the accessibility and family-friendly level.

3.9.2.4 Product, price, place and promotion

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

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

Figure 23: Necessary information and media for B2C and B2B promotion

In regard to define price of the products, there are two fundamental ways. The first one is to cumulate all the costs for activities and add the profits to it at the end. The second one is to define the total price by researching other competitors' price and compress the cost of each subject to fall blow it. In each of both ways, CBT has to be sustainable to realize the purpose of the community in the perspective of the price.

The promotion is also a key activity on marketing process. It should be strategic and cost efficient, and the CBTE management needs to choose the best way to increase the number of visitors. For better promotion, understanding the consumer behaviour is essential. Although there are several theories, AISAS⁹ is one of the most basic and common one⁹. Additionally, it seems important to understand that there is a big difference between promotion to tourism professional called B2B and to individual travellers as B2C.

3.9.2.5 Evaluation

The last one is the evaluation process which reviews all the activities prior to this step. Considering that the marketing activity needs a huge cost normally and the trend changes easily and continuously,

⁹ AISAS stands for Attention, Interest, Search, Action and Share. AISAS is a registered trademark of Dentsu Inc.

it is difficult to continue effective marketing activities without revalidating.

3.9.2.6 Context in the CBT development in Zimbabwe

In the context of CBT development, it is important to clarify what the community people are proud of, the traditions, culture, customs, the natural environment, the social environment that they want to show by visitors, and what services they want to provide in the process of “vision and concept building”, whereas MOTHI and ZTA needs to judge how much the vision and concept identified by CBT management and the community people is appealing to visitors from an objective viewpoint. In addition, MOTHI and ZTA needs to support the CBTEs in studying what type of tourists, in terms of origin countries and tourism products, should be focused on.

In Zimbabwe, it is expected that many CBT concepts using rural resources such as rural lifestyle, tradition, culture will be proposed, and tourism products in this field seem to become more competitive. Therefore, it seems to be important that having other advantages (good access from urban areas and famous sightseeing spots, experience only at CBT site, high-level service etc.) in developing CBT projects at rural area.

3.9.3 Human resource development for marketing

The ability of CBTE to plan and operate tourism products is totally dependent on the supply of appropriately educated and trained person at all levels and situations. Supported by local governments or related organisations, the management body of CBTE needs to understand the working trends in the international tourism system; while satisfying the needs and wishes of tourists in the market segments being targeted is the paramount requirement for those charged with the operation of the tour programmes.

Especially the managing staffs need to continuously update their knowledge base. For most CBT sites, the realistic candidate for this is community residents who have been working in any section of tourism industries.

3.10 Training

3.10.1 Design of a training programme

In regard to design a training program, it is important that the training programme matches development stage of each CBT site and meets the needs and issues of the CBT site. Training programs are designed as the steps in Table 10.

Table 10: Steps of a training program

No.	Steps	Contents
1.	Grasp issues and needs that a CBT site has	MOTHI/ZTA meets with community members in the CBT site and understands their needs and issues.
2.	Design a training program by MOTHI/ZTA	Based on the step 1, MOTHI/ZTA decides the training program by referring contents described in Table 11.
3.	Decide participants	MOTHI/ZTA and community members from the CBT site decide the participants (about 20 people are desirable).
4.	Decide a lecturer and gain approval	MOTHI/ZTA decides the lecturer based on 3.10.3. and gains approval.
5.	Meeting with the lecturer	MOTHI/ZTA explains the lecturer about issues and needs that the CBT site has.
6.	Site visit by the lecturer	The lecturer visits the CBT site in advance so that he/she can provide lecturers that meet the needs and the issues of the CBT site.
7.	Arrange a venue and food	MOTHI/ZTA secure a place where participants can access easily and has electricity (for the use of computer and audio system).
8.	Provide lecturers	The lecturer provides lecturers decided in step 2.

3.10.2 Training topics

Table 11 shows basic training topics. MOTHI and ZTA select the subjects that are required in the CBT sites and conduct training. More specialised training topics are explained in section 3.10.3.

Table 11: Basic training topics

Training Topics	Contents	Remarks
Basic Knowledge on Tourism	<ul style="list-style-type: none"> - What is tourism? - Where tourists are from? - What tourists want to do? - What tourists expect from the local community? - Others 	-
Hospitality	<ul style="list-style-type: none"> - Welcoming tourists - Behaviour and conduct - Conversation - Others 	Many examples and case studies should be included in this topic to differentiate with Basic Knowledge on Tourism.
Guiding Practice	<ul style="list-style-type: none"> - Interpretation skills - Tips upon guiding (briefing or tour program, how to call attention, etc.) 	<ul style="list-style-type: none"> - Case studies should be included in the training. - Practices including role-playing should be included in this topic.
Food Preparation and Hygiene	<ul style="list-style-type: none"> - Presentation of cooking - Hygiene standard - Others 	-
Basic Knowledge on Marketing	<ul style="list-style-type: none"> - 4Ps (Product, Price, Promotion and Place) - Others 	Prepare an action plan because it is important that the CBT sites continuously and voluntarily work on marketing activities after the lecture.
Accounting	<ul style="list-style-type: none"> - How to keep books - Roles of Accountant and Auditor - Others 	Make sure that the contents of the lecture match the needs and the situation of each CBT site.
Study tour	<ul style="list-style-type: none"> - Visiting famous tourist site, National Park or CBT site - Receiving lectures from managers on management of sites and tourism businesses and hospitality, etc. 	In case CBTE members and the community people don't have an experience of a tour, such study tour is very important. CBTE members and the community people should experience what is tourism.

Below are some examples of the training programmes. It is important to combine lecture and workshops (group meeting and presentation, role playing, etc.) in a content to increase participants' awareness.

Example 1

Issues

- Potential for the township tour is high as there are numerous historical buildings, the old market and human resources that were active in politics. However, promotion activities, design of the tour route and guiding are not sufficient.
- Community groups and organisations other than a CBTE have little experience in tour guiding.
- Guides and staff themselves tend to enjoy the tour and they do not fully host the tourists.

Training program

- Basic Knowledge on Marketing
- Interpretation and Guiding Practice
- Hospitality

Example 2

Issues

- The CBT site does not have experience in receiving the tourists and knowledge on overall tourism is lacking.
- The CBTE members don't have experience of product development and marketing.
- Designated staff for local guides don't have experience of tour-guiding.
- Although the CBT site provides food during the tour, the community people have never received lectures on sanitation management.
- The CBT site lacks knowledge on accounting.

Training program

- Study tour to the neighbouring tourist site
- Basic Knowledge on Marketing
- Guiding Practice
- Food Preparation and Hygiene

- Accounting



Lecture



Group meeting

Figure 24: Example of a training programme

3.10.3 Lecturers

Basically, staff from MOTHI, ZTA and local governments can work as lecturers. This enhances the staff's capacities, creates ownership and strengthens trust relationship with the communities. On the other hand, other organisations can take charge for specialized subjects as Table 12.

Table 12: Training themes and lecturers

Theme	Lecturer
Ecology and geology in the national parks, history, and cultural heritage	Universities
Guiding and hospitality with global standard	ZTA and professional schools
Marketing - Collection and analysis of statistical data - Basic accounting	ZTA and professional schools
Negotiation with domestic/foreign tour operators and administration like organisational management	MOTHI, ZTA, professional schools in tourism, and universities

MOTHI and ZTA have to make sure that they explain the actual situation, issues and needs in each CBT sites to the lecturers so that they can design the lectures accordingly. If skilled human resources are available in CBTEs, they can work as lecturers. This fosters their pride, enhances their capabilities by receiving feedbacks from trainees. It also promotes exchanges of information and know-how among CBTEs.

3.10.4 Certificate

MOTHI and ZTA will prepare and award certificate for participants of the training programme. Staff

of CBTEs, in particular, local guides and accommodation and food staff have to receive the certificate. Figure 25 shows example of the certificate.



Figure 25: Example of certificate

4. Monitoring & evaluation

4.1 What is monitoring?

Monitoring is not new concept as it is practiced every day in our lives. When we cook food for example, we need to taste it several times to check whether we have put enough salt or spices. When we drive our cars, we regularly look at the speed meter or fuel gauge to see whether we can reach the destination safely or not. When we cross the road, we look left and then right, and then left again before crossing to avoid getting hit by a car.

Monitoring is the regular collection of information about its situations that are constantly changing so that we can guide our actions to achieve a desirable result or objective.

4.2 What is evaluation?

As the situations that we want to monitor are constantly changing, monitoring is not something that we need to do once and forget. Monitoring must be repeated. After we have collected the information needed, we have to evaluate what it means in order to understand if we are doing the right way or if we need to amend our actions to achieve our desired result. Therefore, monitoring and evaluation is an ongoing process that we have to repeat until we have achieved our objectives.

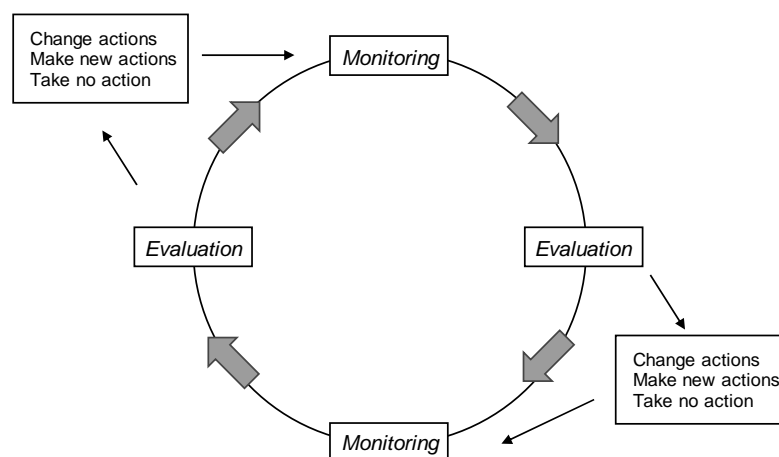


Figure 26: Monitoring and evaluation

4.3 What do we monitor in CBT?

Firstly, we do want to know whether we are being successful in meeting the objectives of CBT project. If we turn our objectives into questions, this can help us identify the types of information and data that we will need to collect to monitor our CBT progress in meeting our objectives. The followings are examples of questions:

- Is CBT contributing to economic development in the community?
- Are the benefits of CBT being fairly distributed in the community?
- Is CBT contributing to positive community development?
- Is CBT contributing to the preservation of local culture?
- Is CBT contributing to the conservation of nature?
- Are local communities taking an active role in the management of CBT?

The information and data that we collect should specifically help us to answer the above questions.

Secondly, we may decide that we need additional information and data to help us identify any negative environmental or cultural impacts, or emerging problems that might affect the overall success of CBT. These additional information and data may be identified by asking the following types of questions:

- Is CBT having a negative impact on the culture and general way of life in the community?
- Is CBT having negative impact on the environment?
- Are the tourists satisfied with the CBT activities and the performance of local guides and narrators?

4.4 Who monitors and evaluates CBT

CBTE management body monitors and evaluates the CBT from viewpoint of an insider. As described in section 3.4.3, it prepares annual plan and a budget plan for the following fiscal year in the end of the previous fiscal year, and a report consisting of results of the plan and settlement at the end of the fiscal year. The CBTE management body monitors and evaluates the CBT during the process, in particular, from the point of input and output for the CBT.

The technical committee mentioned in section 3.4.2 should also monitors and evaluates the CBT project from a third party's viewpoint. MOTHI and ZTA should take an initiative to monitor and evaluate the CBT project as the technical committee member.

4.5 Indicator

An indicator is something that we can measure or assess which tells if we are making progress towards our objectives or if we are having an undesirable impact.

Suppose that our objective is to “establish a daily life discovery trail in order to contribute to the preservation of traditional life and culture”.

To monitor our progress in achieving this objective, we need to measure changes in the number of traditional life practices in the community as this will indicate whether or not the traditional life practice is maintained. In this example, frequency of traditional life practice is our indicator for measuring progress in achieving our objective to “establish a daily life discovery trail”.

In other words, monitoring can be objective and scientific by fixing an indicator for each of our objectives.

4.6 How often do we monitor CBT?

Frequency of monitoring differs depending on the types of information that we are collecting. When we monitor slow changing situations such as how CBT may be affecting the culture and traditional way of life of a community, we need to collect data less often, for example, once every 6 or 12 months. However, if we want to monitor fast changing situations or identify problems quickly before they become too serious, we need to collect data more often, for example every time tourists visit or every month.

When we want to confirm tourist safety or satisfaction along the Discovery Trail or environmental issues, monitoring should be conducted every time tourists visit.

4.7 What methods can we use for collecting data about CBT?

There are several ways we can collect information and data that is useful for monitoring CBT.

We can use:

- Household questionnaires and interviews,
- Visitors’ feedback questionnaires,
- Forms of recording the observations by the local guides or narrators,
- Photographs and short video clips (trails, facilities, activities, etc.),

- Workshops and discussions with participating communities,
- Statistical data (number of visitors, repeaters, sales, etc.), and
- Others.

As the operation of CBT lasts for years, it is important to collect and analyse the information and data in a systematic manner. In addition, the collected information and data must be kept in a systematic manner (using filing cabinet, etc.) so that changes can be easily identified from the beginning of the CBT project to date.

4.8 Monitoring plan

As the objectives of CBT project at each site are often complex, we have to think carefully about the indicators we will select. We need to take into account ability to measure or monitor our progress in achieving our objectives, to identify undesirable impacts, and for collecting the additional information and data that we will need to measure the success of our project.

We also need to think about the methods that we will use for collecting information and data, and who will do it and when.

The best way to plan and organize all of these components is to make a monitoring plan using a standard table or matrix as shown in Figure 27.

Objective/impact/additional information and Data: _____

Monitoring Strategy: _____

Indicators	Method	When	Who	Where

Figure 27: Monitoring standard table (example)

4.9 Improvement

As explained in section 4.2, it is important to judge based on the result of monitoring and evaluation whether the actions are properly implemented towards achieving the objectives of CBT, or any problems are not foreseen to cause negative impact. In case necessary, the CBT project needs to amend actions to produce more effective result or take additional actions to solve the problems that may cause negative impact.

5. Cooperation with relevant organisations

5.1 Relevant organisations

Organisations and institutions that are relevant to CBT are listed as Table 13.

Table 13: Relevant organisations and institutions

Ministries	Ministry of Small and Medium Enterprises and Cooperative Development	- Business Development Department - Resource Mobilization Department
	Ministry of Youth, Indigenisation and Economic Empowerment	- Youth Development Department
	Ministry of Women Affairs, Gender and Community Development	- Women Affairs Department
	Ministry of Rural Development, Promotion & Preservation of National Culture & Heritage	- Department of Rural Development - Department of Arts, Culture and Heritage
Government agencies	National Museums and Monuments of Zimbabwe	- Marketing Department
	Parks and Wildlife Management Authority	-
	National Handicraft Centre	-
Other organisations	Zimbabwe Council for Tourism	-
	CAMPFIRE Association	-
	Sustainable Tourism Enterprises Promotion (STEP)	-

5.2 Access to supporting methods

Users of the CBT manual, mainly government officials, have to know what kind of supporting methods are available to help CBTEs and refer to adequate information source to utilise them. This section shows supporting methods.

Contrary to what major policies stipulate, existing supporting methods that are meant to help CBTEs are somewhat limited to various, mainly financial, reasons. Major supporting methods are shown in Table 14.

Table 14: Supporting method by relevant organisations

Organisations	Supporting methods
Ministry of Tourism and Hospitality Industry (MOTHI)	- Support at the time of the establishment/resuscitation of CBTEs - Awareness campaign for community residents - Tourism product development - Human resource development
Zimbabwe Tourism Authority (ZTA)	- Exemption of registration fee and other taxes in case CBTEs fall under certain policies - Human resource development training upon request - Marketing support
Ministry of Small and Medium Enterprises and Cooperative Development (MOSMECD)	- Essential training for cooperatives (cooperative law and organisational management) - Training on marketing, business development, management, accounting and entrepreneurship upon request - Connect financial institutions with SMEs and Cooperatives which need financial support
Ministry of Youth, Indigenisation and Economic Empowerment (MOYIEE)	- Owns vocational centres all over the country and one focuses in hospitality industry - Provides skills training for the youth
Ministry of Women Affairs, Gender and Community	- Two training centres

Organisations	Supporting methods
Development (MOWAGCD)	<ul style="list-style-type: none"> - Provides skills training for women - Women Development Fund
Ministry of Rural Development, Promotion & Preservation of National Culture & Heritage (MORDPPNCH)	<ul style="list-style-type: none"> - Support and promote heritage, arts and culture both technically and financially - Conducts training to raise awareness on heritage, art and culture
CAMPFIRE	<ul style="list-style-type: none"> - Training on marketing and bookkeeping - Knowledge exchange among CBTEs

MOTHI, as indicated in the National Tourism Policy, has a wide range of supporting methods from product development to marketing phase. In particular, it can support CBTEs establishment by conducting awareness campaigns for community residents and lecturing them.

ZTA, on the other hand focuses more on trainings on human resource development. ZTA has a department that is in charge of training and can conduct training with on basic understanding of tourism, basic knowledge on marketing, tour guiding, skills development (e.g. communication, teamwork).

ZTA is in charge of registering all tourism related entities which are divided into 28 categories and renewing the registration. From the financial point of view, some CBTEs may be applicable to request for the exemption of taxes and registration/renewal fee. According to ZTA, whether a CBT being applicable to the exemption depends on the certain government policy.

MOSMECD supervises and supports small and medium enterprises as well as cooperatives. Some CBTES which are registered as a form of “trust” are categorized into cooperatives. MOSMECD conducts mandatory trainings before a cooperative is registered and tries to disseminate ideas on cooperative law and organisational operation. Also, for organisations which are interested in further human resource training, MOSMECD conducts trainings on marketing, business development, management, accounting and entrepreneurship, etc. upon request. Organisations which want to be trained can request through district officers deployed in each RDC. In terms of financial support, MOSMECD does not have any, but provides SMEs and cooperatives with connections to major financial institutions such as the Central Bank of Zimbabwe (CBZ) and People’s Own Bank (POSB). However, these financial institutions do not offer prime loan rate specifically set for SMEs and cooperatives according to MOSMECD.

MOYIEE possesses 42 vocational centres in the country and one which is located 20km from Harare focuses on hospitality industry (the Mount Hampden Training Centre). The prerequisites to apply for the vocational centre depends on the course. The ministry also offers skill trainings for the youth. Young people register and district officers will mobilize them. These skill trainings can also be offered in the community base.

MOWGCD supports community women to mobilize into tourism. District officers throughout the

country plan and implement skill programmes for women and the community. The Ministry owns two rural women community training centre, in which courses on tourism are also included. In terms of financial support, there is a Women Development Fund with some criteria for application¹⁰. However, its budget is limited and whether the Ministry can give support depends on budget year.

MORDPPNCH is a new ministry established in 2016. Its aim is to develop, protect and promote heritage, arts and culture in Zimbabwe. Along with the aim, it supports heritage, arts and culture both technically and financially. The ministry also conducts trainings to raise awareness on heritage, art and culture, etc. The National Arts, Culture and Heritage Policy of Zimbabwe is the major policy of the Ministry.

Although CAMPFIRE does not provide support on regular basis, it has offered some human resource trainings on marketing and bookkeeping in the past. It also has conducted knowledge exchange programmes among CBTEs. CAMPFIRE might be one of the options to provide supports for CBTEs if the fiscal condition of the organisation allows.

In order to provide these supporting methods to CBTEs, it is necessary to take into consideration some points, which are shown below:

- To clarify how to share expenses to receive supports between CBTEs and ministries, within ministries, or among ministries. In case CBTEs have to bear certain cost, it is necessary to make clear approximate cost to receive each support.
- To clarify requisite with regard to the exemption of registration/renewal fees and tourism levy for CBTEs. It will be also necessary to revise legislation and ordinances accordingly.
- To consider measures on how to make the supporting methods and its contact information visible to those who get involved in CBT. Utilizing the CBT Handbook is one way, but other means such as creating a portal site or making announcement in RDC office are possible.
- To utilise the interministerial coordination in order for CBTEs to fully make use of these support methods.

5.3 Considerations for vulnerable people and natural environment

It is often observed that many people are excluded from development because of their gender, ethnicity, age, disability or poverty, etc. Inclusion is getting more and more important for sustainable development and poverty alleviation.

On the other hand, tourism is often criticized for its nature that it provides opportunities for the

¹⁰ There is a “Women Development Fund Criteria” prepared by MOWGCD.

privileged middle and upper classes to travel and enjoy leisure activities, create profits particularly for large companies including hotels, operators and developers, and development opportunities associated with tourism are not open to those who are poor and marginalized.

CBT is expected to be an answer to the above criticism. Table 15 shows examples of vulnerable groups and the roles that they can play in CBT.

Table 15: Vulnerable Groups and Roles in Community Based Tourism

Vulnerable Group	Roles	Remarks
Women	<ul style="list-style-type: none"> - Food preparation and services - Handicraft production - Housekeeping - Decoration and beautification of site - Laundry - Narrator to visitors 	<ul style="list-style-type: none"> - Women can plan important roles in tourist services. - Active participation must be encouraged.
Ethnic minority	<ul style="list-style-type: none"> - Conservation and succession of traditional culture - Presentation and interpretation - Narrator to visitors 	<ul style="list-style-type: none"> - Community Based Tourism can encourage tangible and intangible traditional culture of ethnic minorities.
Children	<ul style="list-style-type: none"> - Successor of traditional culture, handicraft, life skills etc. inherited from ancestors 	<ul style="list-style-type: none"> - Children shouldn't be labour force. But, they must learn traditional culture, handicraft, life skills etc. inherited for generations.
Disabled persons	<ul style="list-style-type: none"> - Handicraft production - Narrator of history, tradition, etc. to visitors 	<ul style="list-style-type: none"> - Disabled persons are more patient than others. They can concentrate on specific works. - Active participation must be encouraged.
Poor	<ul style="list-style-type: none"> - Driver - Food production (farmer) - Laundry - Housekeeping - Handicraft production - Decoration and beautification of site (gardener) - Other miscellaneous works related to tourism 	<ul style="list-style-type: none"> - Tourism can generate job and cash income. - Active participation must be encouraged.

In addition to inclusive tourism development, consideration for natural environment is very important to protect tourism resources and utilise them properly. Tourists visit the site to experience tourism products or attractions derived from unique local resources. If tourism resources or natural environment is seriously deteriorated, tourists will no longer visit. Traditional culture and living practices that the local residents are proud of, and beautiful natural environment surrounding the community must be wisely preserved for handing over to the next generation.

Furthermore, solid waste should be managed in an appropriate manner. Not only tourists but all the local residents discharge garbage. Garbage from both local residents and tourists is to be collected and treated properly by burning or dumping at designated places. Organic garbage can be turned into compost then used for cultivating fresh vegetables or fruits, which can be also tourism products in turn.

In order to realize CBT with the vulnerable people and natural environment in mind, and implement it smoothly, collaboration with relevant organisations and ministries are necessary.

Reference

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Attachment: Samples of document form

Samples of the document forms and examples of entry necessary for CBT project

1. Tourism resources (buildings)
2. Tourism resources (others)
3. Social condition
4. Economic condition (excluding CBT sites)
5. Economic condition (CBT sites)
6. Stakeholder analysis
7. Annual project planning
8. Tourist registration
9. Receipt
10. Cash book
11. Monitoring plan
12. Certificate of attendance

Tourism resources (buildings)

Items		Description
Date and time of data collection		
Interviewee		
Surveyor		
Registration No.		
Name		
Area		
Street		
Year of construction		
Original building type	Category	
	Use	
Present building type	Category	
	Use	
Change of users		
Change of owners		
Shape of features of roof	Original	
	Present	
Materials		
Unhistorical addition		
Number of floors	Original	
	Present	
Photograph		
Location (map)		

Tourism resources (buildings) (example)

Items		Description
Date and time of data collection		22/04/2017 13:00 to 15:00
Interviewee		Mr. AAA BBBB (owner of the building)
Surveyor		Ms. PPP QQQQ
Registration No.		001
Name		Goldfields office
Area		Downtown
Street		J. M. N. Nkomo
Year of construction		1895
Original building type	Category	Office
	Use	Office
Present building type	Category	Shop
	Use	Shop
Change of users		1F Office – Shop; 2F Office – Shop
Change of owners		1F xxxxx – Mr. AAA BBBB; 2F xxxxx – Mr. AAA BBBB
Shape of features of roof	Original	Flat
	Present	Flat
Materials		Stone
Unhistorical addition		No
Number of floors	Original	2
	Present	2
Photograph		
Location (map)		

Tourism resources (others)

Items	Description
Date and time of data collection	
Interviewee	
Surveyor	
Registration No.	
Name of the resource	
Age of the resource	
Change of owners	
Description of the resource	
Related information about the resource	
Photograph	
Location (map)	

Tourism resources (others) (example)

Items	Description
Date and time of data collection	22/04 2017 10: to 11:00
Interviewee	Mr. EEE FFFF (an elder village leader)
Surveyor	Ms. PPP QQQQ
Registration No.	002
Name of the resource	Old big tree near xxx balancing rock
Age of the resource	300 years ago
Change of owners	Community
Description of the resource	This old tree was in this place before the community moved to the present place. It is said that Holy Spirit has been living inside of the tree and it will rain soon if community people dance for calling rain in front of this tree in case of drought.
Related information about the resource	This tree has beautiful purple flowers in October.
Photograph	
Location (map)	

Social condition

Items	Description
Location of the community	
History and tribe of the community	
Religion, culture and folklore of the community	
Connection of members inside of the community	
Background of the community's connection; identity of the community	
Experience and possibility of conflicts and those reasons	
Relation of right between the community and stakeholders and inside of the community	
Decision making method of the community	
Relation of the community with Chief and village head	
Human resource of the community	
People's love for the community and pride	
Situation of availability and ownership of land	
Infrastructure development in the community	
Public facilities and equipment owned by the community	
Communities funds and possessions	
Knowledge, experiences and know-hows in the community	
Weather and climate	
Community's calendar	

Social condition (example)

Items	Remarks
Location of the community	Distance and time from major cities/towns
History and tribe of the community	How long does the community people live this place; Where does ancestors of the community people come.
Religion, culture and folklore of the community	Specific culture and customs in the community
Connection of members inside of the community	Community's meetings, self-governing associations, connections in economic activities, etc.
Background of the community's connection; identity of the community	Territorial ties, relatives, tribe, religion, etc.
Experience and possibility of conflicts and those reasons	Ethnic, religion, politics, etc.
Relation of right between the community and stakeholders and inside of the community	Water usage, lands usage/ownership, mining, hunting, etc.
Decision making method of the community	How important issues of the community is decided? (Community meeting, decided by leaders, etc.)
Relation of the community with Chief and village head	Relation with traditional society
Human resource of the community	Human resource which could participate in CBT directly and indirectly
People's love for the community and pride	How community people value tradition and culture of the community
Situation of availability and ownership of land	Availability of sites and lands which could be used for CBT
Infrastructure development in the community	Road, water supply, electricity and cellar phone network
Public facilities and equipment owned by the community	Whether those facilities and equipment are used for CBT or not
Communities funds and possessions	Property or other possessions which are used for CBT are included; Whether those are used for CBT or not
Knowledge, experiences and know-hows in the community	How community people transfer special knowledge, experience, skill, etc. to the next generations.
Weather and climate	Seasonality (dry season, rainy season)
Community's calendar	Ceremonies relating to agriculture production and traditional religious events, etc.

Economic condition (excluding CBT site)

Survey items	Description
Major economic activities for the community	
Economic activity other than tourism	
Situation of community people's employment	
Situation of community people's household	
Situation of migrant workers to urban area	

Economic condition (excluding CBT site) (example)

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

Economic condition (CBT sites)

Category	Survey items	Description
Demand	Number of annual visitors	
	Visitor segments	
	Number of overnight guests	
	Means of transport used by visitors	
	Previous destination and next destination	
	Major tourist sites nearby	
	Number of visitors at nearby tourist sites	
Supply	Type of CBT	
	Available products and activities	
	Ownership	
	Transparent and democratic governance	
	Existence of effective partners	
	Marketing methods and channels	
	Interactive programme with visitors	
	Satisfactory experience and services	
	Satisfactory accommodation and facilities	
Impacts on socio-economy	Contribution to social welfare	
	Contribution to local economy	
	Contribution to culture	
	Contribution to environmental conservation	
Background to start CBT	Background to start CBT	
	History of the CBT development	

Economic condition (CBT sites) (example)

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

Stakeholder analysis

Items		Descriptions
Data and time of stakeholder meeting		
Venue		
No of participants		
Name of facilitator		
Number of CBTE members		
Qualification and condition to be a member		
Groups inside CBTE	Name of group	
	Roles and functions of the group	
Groups other than CBTE in the community	Name of group	
	Roles and functions of the group	
External groups which has relations with CBT	Name of organisations	
	Relation with the CBT	
Relevant public administration offices which have relations with CBT	Name of Offices	
	Roles and functions of the office	
Potentials of CBT		
Challenges of CBT		
Potentials of the community		
Challenges of community		
How to use a part of benefit from CBT to the community		

Stakeholder analysis (example)

Items		Descriptions
Data and time of stakeholder meeting		02/06/2017 10:00 to 15:00
Venue		Public space at the front of CBT management office
No of participants		52
Name of facilitator		Mr. xxxx xxxxxx, Zimbabwe Tourism Authority
Number of CBTE members		35 households out of 182 households in the community
Qualification and condition to be a member		Living or working inside the community
Groups inside CBTE	Name of group	Board of trustees, Management, Environment conservation committee
	Roles of the group	Board of trustees: Monitoring use of community trust and operation of CBT. Management: Daily management of CBT activities. Environment conservation committee: Patrolling riverside to conserve natural environment of LLLL river.
Groups other than CBTE in the community	Name of group	xxx traditional dance group, yyyy women's group, zzzzz fishing group, Resource management sub-committee, Tourism management and marketing sub-committee, Facilities and infrastructure development sub-committee
	Activities of the group	xxx traditional dance group: performing traditional dance in the community's ceremony every year yyyy women's group: making local dishes and providing to the community in the festival. zzzzz fishing group: fishing at LLLL river
External organizations which has relations with CBT	Name of organisations	AAAAA National Park office, BBBBB lodge
	Relation with the CBT	AAAAA National Park office: BBBBB lodge
Relevant public administration offices which have relations with CBT	Name of offices	CCCCC RDC office
	Roles and functions of the office	CCCCC RDC office: supporting community infrastructure development and provide public services.
Potentials of CBT		<ul style="list-style-type: none"> - Rich natural environment with beautiful river. - Unique customs of the community.
Challenges of CBT		<ul style="list-style-type: none"> - Limited development of employees for guiding and hospitality services. - Limited number of tourists
Potentials of the community		<ul style="list-style-type: none"> - Production of fruits after rainy season - Community people's friendliness to visitors.
Challenges of community		<ul style="list-style-type: none"> - Poor infrastructure development - Shortage of water in the end of dry season
How to use a part of benefit from CBT to the community		<ul style="list-style-type: none"> - Improve community infrastructure such as access road, mobile phone network. - Support activities of the elementary school in the community.

Annual project planning

Items	Description
Challenges:	
Expected Outcome	
Activities:	
Targets of the activities:	
Inputs: manpower and budget	
Beneficiaries:	
Impacts:	

Annual project planning (example)

Items	Description
Challenges:	<ul style="list-style-type: none"> - Visitor centre and museum are not fully utilised, and guides and staff for hospitality service are lacking in terms of quality and quantity. - AAAAAA is famous as handicraft village but the number of tourists is very small and it is not recognised as a tourist destination.
Expected Outcome	<ol style="list-style-type: none"> 1. New tourism products are developed. 2. Guiding system of the craft works is developed. 3. AAAAAA is recognised as a tourist destination.
Activities:	<ol style="list-style-type: none"> 1-1. Identification and selection of new tourism resources 1-2. Development of a new tourism products which utilise craft production and community's lifestyle 2-1. Training for local guides and staff 3-1. Organisation of familiarization trips (FAM)
Targets of the activities:	<ol style="list-style-type: none"> 1-1. At least three tourism resource is identified and selected. 1-3. At least one tourism programme is developed. 2-1. At least three guides are trained. 3-1. Familiarization trips are conducted at least once.
Inputs:	<ul style="list-style-type: none"> - Organisation of workshop for training local guides and staff (trainers, materials, etc.) (20 PAX for 4 days, USD500) - Organisation of FAM (10 PAX from Harare; once, USD700)
Beneficiaries:	<ul style="list-style-type: none"> - Direct beneficiaries: AAAAAA craft products (company to sell craft products), local guides, staff - Indirect beneficiaries: Craft producers, tourists, community members
Impacts:	<ul style="list-style-type: none"> - Benefit to women and poverty group can be expected. - Sales of crafts will be increased with strengthening the "AAAAAA" brand. - Community members will increase conservation awareness.

Tourist registration

No	Date	Name	Age	Gender	Nationality	Remarks
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						

Tourist registration (example)

No	Date	Name	Age	Gender	Nationality	Remarks
1	22/04	Mr. AAAA CCCCC	28	Male	Germany	From xxxx tours
2	22/04	Ms. BB CCCCC	26	Female	Germany	From xxxx tours
3	25/04	Ms. DDDD EEEEE	37	Female	Zimbabwe	
4	28/04	Mr. FF GGGGG	44	Male	UK	Repeater; from vvv hotel
5	01/05	Mr. HHHH JJJJJ	56	Male	Zimbabwe	
6	01/05	Mr. IIIII JJJJJ	57	Female	Zimbabwe	
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						

Receipt

			Receipt No.:
Paid by:		Paid to:	
Description	Unit Price	Quantity	Amount
Subtotal			
discount(s)			
Sales tax			
Total			
Date:		Received by:	

Receipt (example)

XXXXXXXXXX Community Based Tourism			Receipt No.: 032
Paid by: JICA Project Team		Paid to: AAAAAAA Community Development Trust	
Description	Unit Price	Quantity	Amount
Traditional life trail	USD30	6 persons	USD180
Lunch	USD15	6 persons	USD90
Parking fee			USD10
Subtotal			USD280
discount(s)			
Sales tax			USD6.88
Total			USD286.88
Date: 08/06/2017		Received by: Name with signature	

Monitoring plan (example)

Objectives/impacts/additional information and data:	Improve local dish service
Monitoring strategy	Taking care of time management as well as cleanness and

Indicators	Method	When	Who	Where
Guests' waiting time for lunch	Measuring guests' waiting time.	During guests comes to the place for lunch and starting lunch.	Local guide	Places for lunch (dining or outside)
Local guide's explanation about lunch	Measuring time spent for explanting local dishes and how to eat.	Just before gests start eating lunch.	Stuff for catering	Places for lunch (dining or outside)
Cleanness of tables, dishes	Checking cleanness of tables, dishes,	Before starting preparation of local dishes	Stuff for food preparation and catering (double check)	Kitchen and dining



Certificate of Attendance

This is to certify that

attended the training course on

MOTHI

ZTA



Certificate of Attendance

This is to certify that

[NAME]

attended the training course on Introduction to Tourism & Hospitality, Tour Guiding Practice and Basic Knowledge on Marketing implemented by Ministry of Tourism and Hospitality Industry and Zimbabwe Tourism Authority in xxxx 20xx.

**XXXXXXXXXXXXXXXXXX,
XXXXXXXXXXXXXXXXXXXX,
MOTHI**

**XXXXXXXXXXXXXXXXXX,
XXXXXXXXXXXXXXXXXXXX,
ZTA**

xx xxxxxx, 20xx

