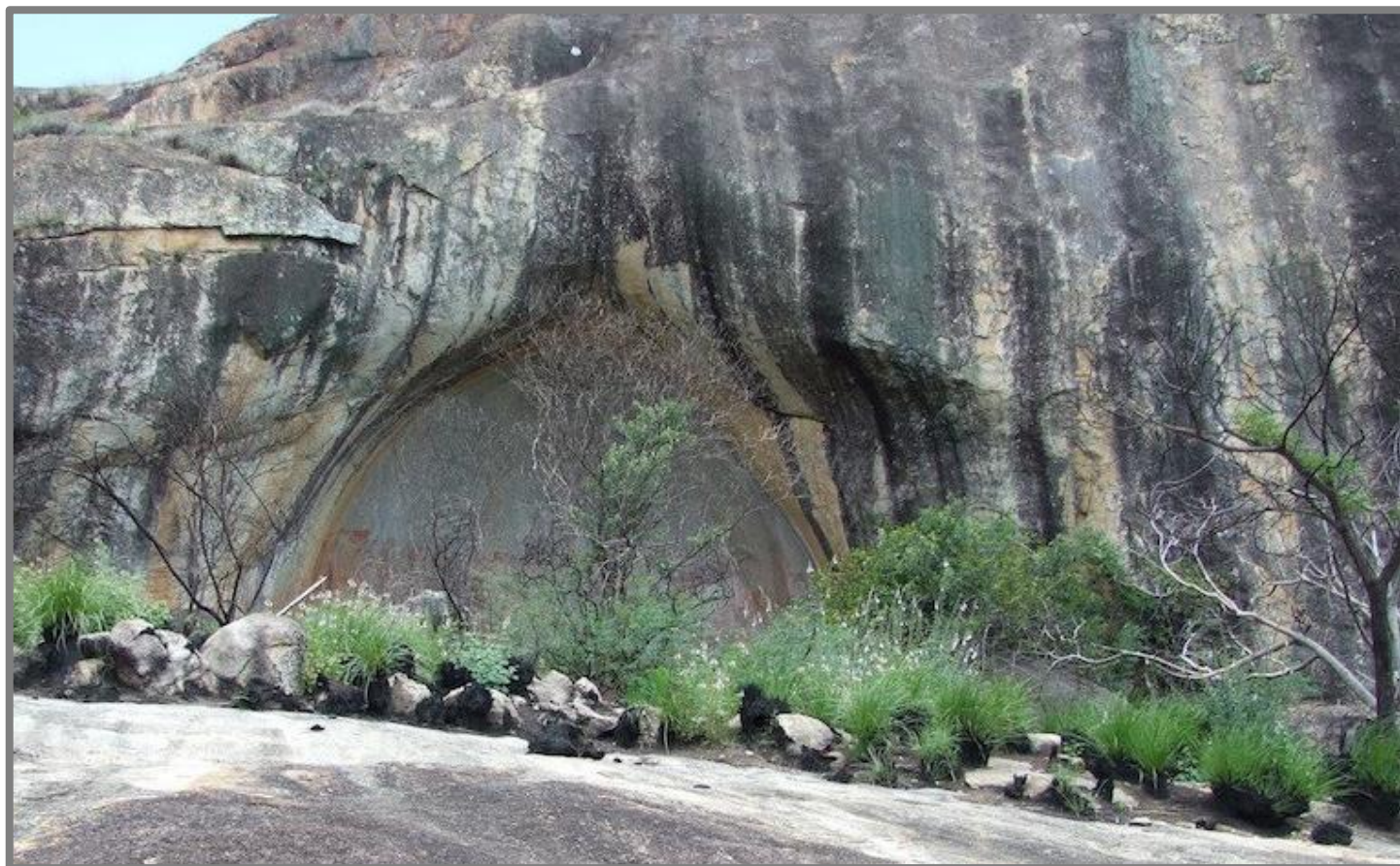


Matobo Hills World Heritage Landscape



Management Plan 2015-2019

Caring for Zimbabwean Cultural Heritage in its Diversity



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1. INTRODUCTION

Matobo Hills was nominated as a cultural landscape and inscribed on the UNESCO World Heritage List in June 2003 under the 1972 Convention on the Protection of the World's Cultural and Natural Heritage. In compliance with the terms of the Convention, a management plan for the period 2004-2009 was developed with the contributions from stakeholders and UNESCO support experts. This plan spelt out the state of conservation and outlined strategies for improved management, while building synergies among the stakeholders engaged in promoting their stake in the development of programmes and projects in the Matobo Cultural Landscape. Unfortunately several factors combined to make achieving many of the aims within the 2004-2009 management plan impractical. The most devastating of these was hyperinflation, which spanned the period 2002 to the beginning of 2009 and created an unprecedented downturn in the economy.

The first management plan has expired and this second version is intended to build on the achievements of the past decade and guide future developments and conservation in the area. The focus has been on setting attainable goals for National Museums and Monuments and Zimbabwe Parks and Wildlife Management Authority who are mandated by Acts of Parliament to manage and preserve the environment and heritage sites within the country, as well as the other stakeholders, within the five-year lifespan of this plan. A key objective is to preserve the unique archaeological, cultural and natural environment of Matobo Hills while promoting research and increasing visitor numbers.

2. OBJECTIVES

The overall objectives of this plan are to

- a) Institute an innovative management regime that conforms to the World Heritage standards;
- b) Develop an integrated management system with a hierarchy of accountability;
- c) Inculcate sustainable environmental practice;
- d) Conserve and enhance the World Heritage values of the cultural landscape;
- e) Promote opportunities for visitor enjoyment, appreciation and education;
- f) Promote good relations with the local authorities and the local community and develop socio-economic opportunities that include an education and interpretation programme for the local community;
- g) Create a sense of (traditional) ownership and responsibility amongst the local community to ensure long term sustainability.

The major challenges to the implementation of the previous management plan were;

- a) Limited funding for the running of projects, and creating and following budgets;
- b) High staff turnover in the major stakeholders resulting in loss of consistency in the management of the landscape;
- c) Low donor support for the plan. It is important however to note that due to the international isolation the country was facing not much effort was made to approach donors for funding of the management plan;
- d) An uncoordinated approach to the management of the landscape amongst members of the management committee;
- e) Lack of investment in infrastructure creation and upgrades;

- f) Poor promotion and visitorship due to an overall decline in international tourism country wide.
- g) Environmental degradation due to population pressure.

3. STATEMENT OF SIGNIFICANCE

The intrinsic values of the cultural landscape of the Matobo Hills World Heritage Area stem from the way the cultural beliefs of people over many millennia have been inspired and influenced by its rock formations and associated features, and particular species of fauna and flora.

Interaction between people and the landscape began at least 500 000 years ago. Within the last 10 000 years, rock paintings of outstanding beauty and intricate detail recorded how people obtained spiritual power from the landscape, trees and from animals such as the kudu, giraffe and termites. Strong religious beliefs fostered by the landscape continue to play an important role in contemporary communities. Some date to at least 2 000 years ago and are based on rock formations, pools, trees and certain animals in rain-making, fertility, cleansing, burial, shielding and healing ceremonies. In recent times the synergy of landscape and beliefs has led to the choice of the Matobo Hills for the memorialisation of historical figures such as King Mzilikazi, Cecil John Rhodes and Leander Starr Jameson, and events such as World War II, the Shangani Battle and the Rhodes Indaba. The combination of the unique values of the Matobo Hills contributes to the economic empowerment of local communities who generate income from employment opportunities in conservation management, tourism and related activities.

4. DESCRIPTION OF THE MATOBO HILLS CULTURAL LANDSCAPE

4.1 Boundaries and Identification

The Matobo Hills are located in the Matabeleland South Province, in south western Zimbabwe. The landscape extends from 28.00' to 29.00' E and 20.25' to 20.45' S. It is covered on map sheets 2028A4, 2028 B3, 2028 C2, 2028 D1, 2028 D2, and 2028 B4 of the Surveyor General's Office, Zimbabwe. This cultural landscape forms part of the granite complex, which stretches from the Mhlangu and Mangwe rivers, near Plumtree in the west, and merges with the Mbalabala granite pluton in the east. The spatial extent of the Matobo Hills is 2 050 km², surrounded by a buffer zone that covers 1 050 km². The total area of the World Heritage Landscape is therefore 3 100 km².

The boundaries of the Matobo Hills were defined using both natural and artificial features. It is bound on the north by the Khumalo and Matobo communal areas, as well as the Maleme, Umzingwane and Nsezi Rivers. The western extent is defined by the Shashani River, while part of the Matobo Communal Lands, the Lumane River and an established gravel road mark the eastern boundary. Steep escarpments delimit the southern and eastern edges to the Matobo Hills, where a sharp transition occurs to more open landscapes, and the nearly continuous frontier of rugged hills falls away abruptly to open savanna.

Properties that fall within the confines of the Matobo Hills are Rhodes Matopos National Park, Lake Matopos Recreational Park and part of the Rhodes Matopos Estate. Parts of Gulati, Khumalo, Mzinyatini and Nswazi communal areas and some commercial farms administered by Matobo Rural District Council are also included.

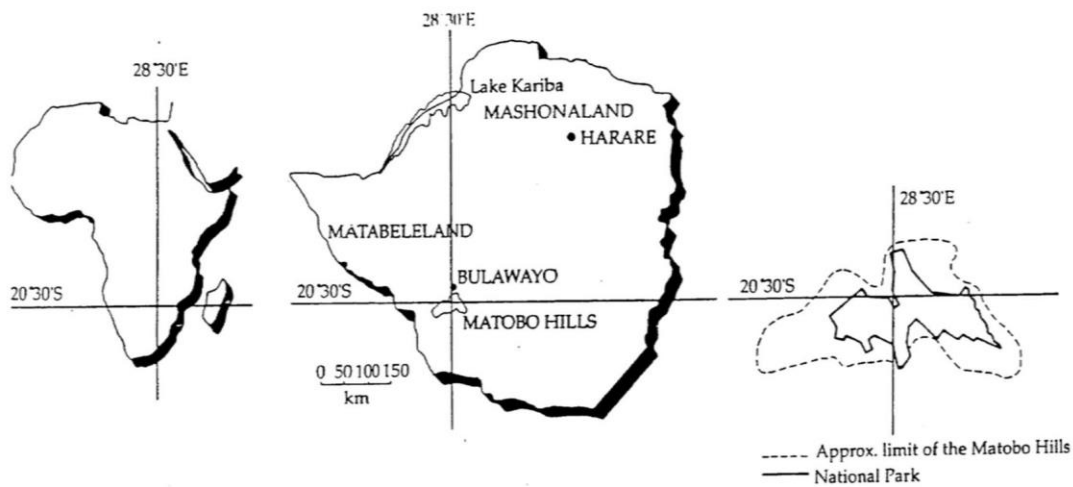


Figure 1. Map showing location of the Matobo Hills World Heritage Landscape in Zimbabwe.

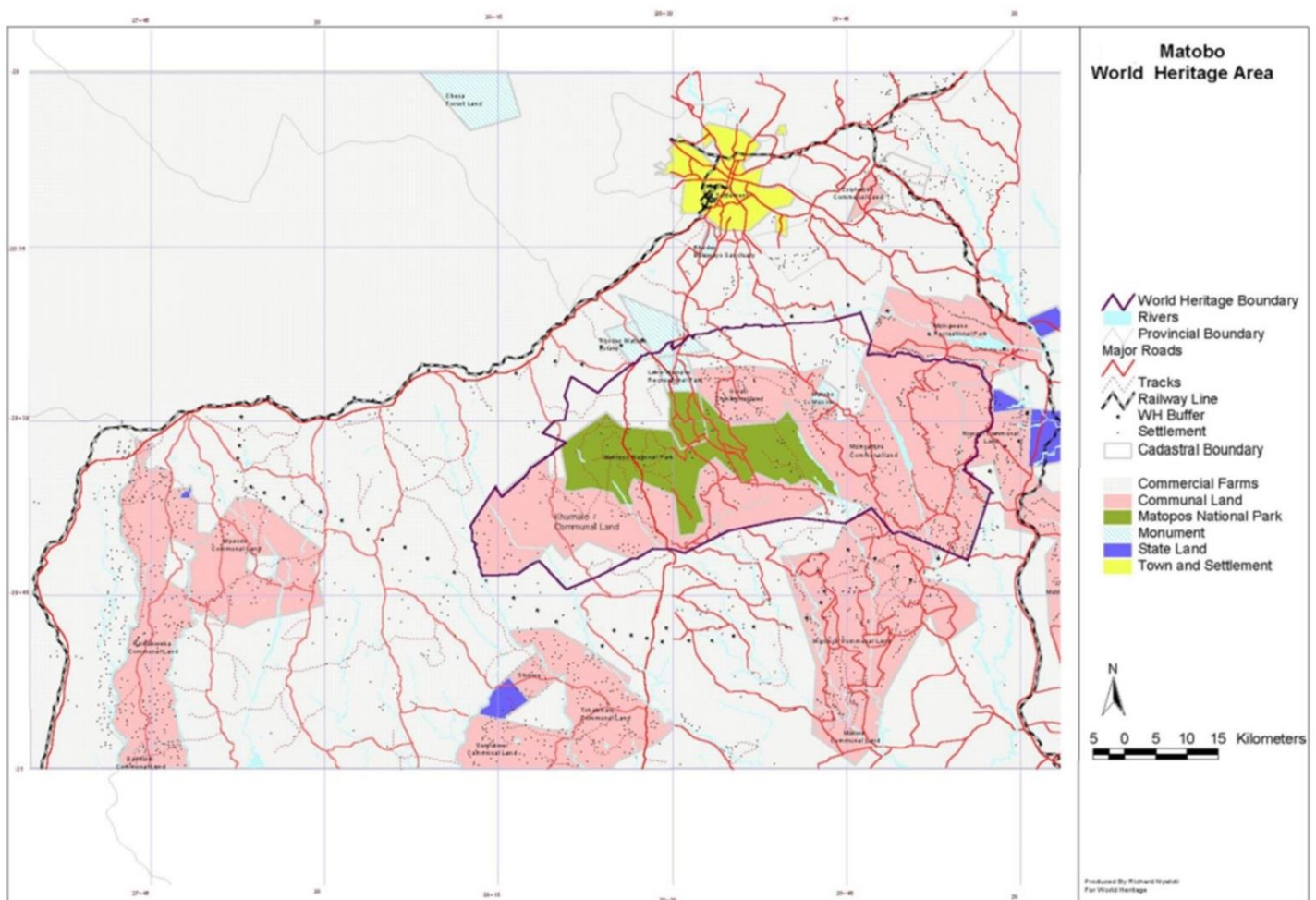


Figure 2. Map showing land ownership within the World Heritage Landscape.

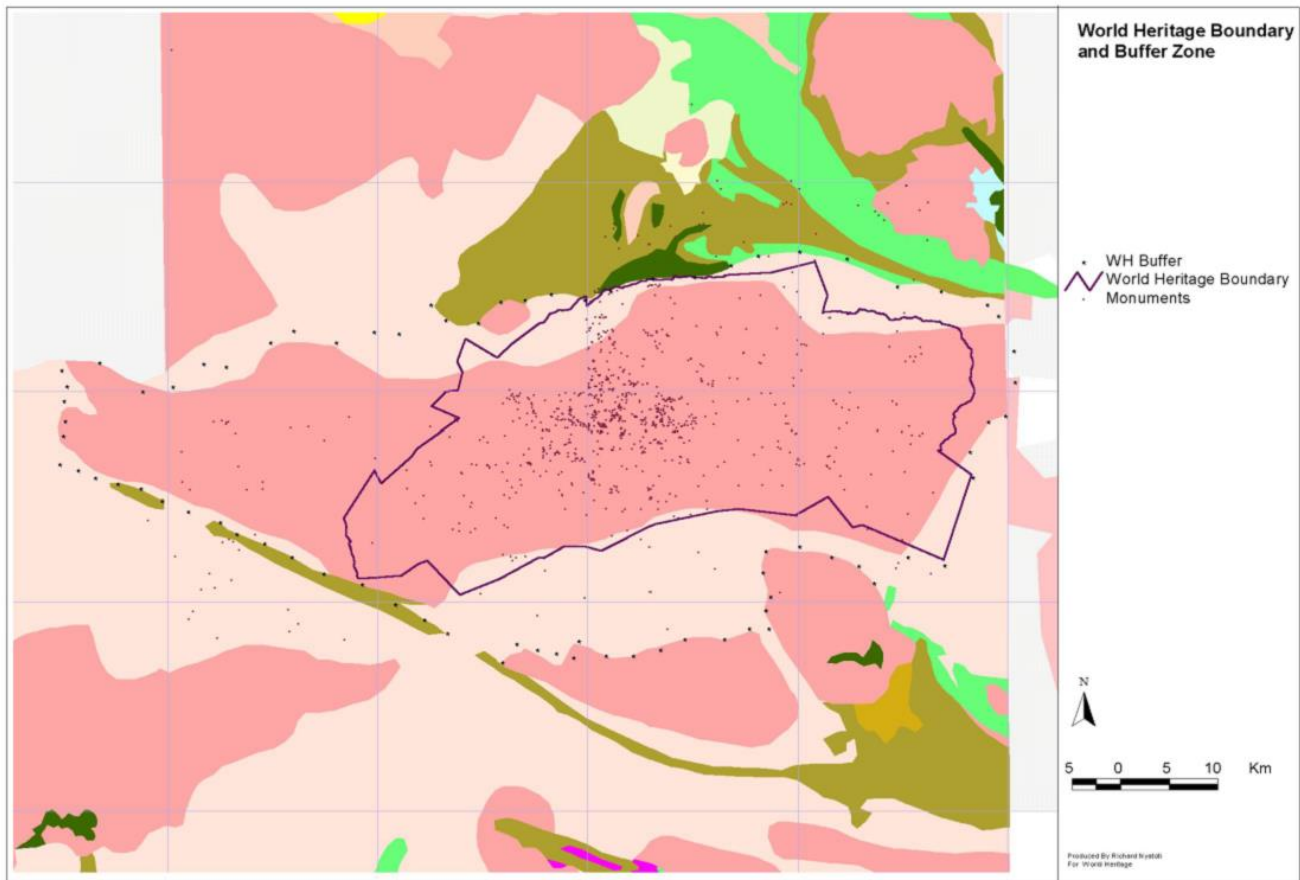


Figure 3. Map of the Matobo World Heritage Landscape and buffer zone.

4.2 The Cultural Landscape

4.2.1 Geology

The Matobo landscape is known for its distinctive geological formations and landforms, and it is these products of geomorphological processes that have hosted flora, fauna and human communities for more than 500 000 years. The most distinctive landforms are the inselbergs, whalebacks, and castellated hills, commonly referred to as kopjes. The geomorphology of the Matobo Hills has influenced the way societies view and relate with nature, not only in the past, but also among present day communities. The location of prehistoric sites clearly demonstrates how these landforms influenced settlement. Early, Middle and Late Stone Age tools and rock art are closely linked to a number of natural rock shelters that have formed under granite boulders. The granite offered an ideal settlement setting and raw material for tools used in hunting, gathering and food processing.

The granite provided the surface for rock painting and rock art sites are found in many caves, on boulders and on cliff faces. Early Iron Age farmers (early farming communities) also utilised the landscape, with evidence of occupation common in hemispherical caves and rock shelters in most cases overlying Stone Age deposits. Dry stone-walled enclosures of the Khami phase of the Zimbabwe tradition used the granite too. The historical period points to the importance of the Matobo landscape for granaries used by Iron Age communities are still preserved in

some rock shelters. The landscape in this case was a place of refuge in turbulent times. In colonial and post-colonial times, people have utilised the gigantic boulders for spiritual purposes, especially those that are elevated, delicately balanced, or protect springs and pools.

Today, this cultural landscape stands out as one of the highlights for visitors and tourists who come to the Rhodes Matopos National Park.

4.2.2 Ecology

Soils, the fine-scale products of geological processes, are predominantly sandy, but there are variations in clay content (derived from feldspars) depending on how the mineral content has been altered by both primary and secondary processes. Soils rich in clays are localised in weathered seeps and at the bases of catenas. It is these soils, coupled with mean temperatures of around 26.3°C in summer, and 17°C in winter, that have sustained the long sequence of human occupation and the flora and fauna in the Matobo Hills.

The Matobo Hills Cultural Landscape, lying in the Zambezian savannah biome under a generally dry climate, has a high diversity of vegetation types within a comparatively small area, including miombo woodlands and afromontane vegetation. The most common vegetation types are the kopje vegetation that notably supports a variety of lichens and the resurrection plant *Myriothamnus flabellifolius*. Woodland species of *Albizia*, *Cassia*, *Combretum*, *Pterocarpus*, *Ziziphus* and *Kirkia*, interlace with the exposed granite. Grass cover is poor in the woodlands, although a sparse cover of *Oplismenus hirtellus* occurs with *Enteropogon macrostachys* and pure stands of *Panicum maximum* grow on woodland fringes. In the open woodland/sandveld areas, various dominant species occur, including *Burkea africana*, *Pterocarpus rotundifolia* and trees such as *Terminalia sericea*, *Ozoroa reticulata*, *Rhus spp.*, *Grewia spp.* and *Gymnosporia senegalensis*. Open woodland mopane patches dominate some areas, and may be associated with *T. randii*, and a shrub layer of *Euclea divinorum* and *Grewia bicolor*. In these areas, grass cover is sparse, consisting of weak perennials and annuals of *Aristida spp.*, *Eragrostis sp.* and *Chloris spp.*. Sometimes miombo stands of *Brachystegia spiciformis* and *Julbernardia globiflora* occur in the Mtsheli Valley and Whovi areas. The grasslands consist of thatching grass *Hyparrhenia sp.*, spear grass (*Heteropogon contortus*), and couch grasses, such as *Cynodon dactylon* and others for grazers. This vegetation has been, and continues to be central to the livelihood of communities within the landscape. Vegetation was and still is used for domestic activities and medicinal purposes, and contributes to the subsistence of local communities.

The Matobo Hills is home to a variety of faunal species that co-exist in various habitats in the area. This range of species includes amphibians, reptiles, fish, mammals and birds. About 400 of the 674 Zimbabwean bird species occur in the Matobo Hills, and some of them do not occur anywhere in the adjacent districts. Of the 43 protected bird species in Zimbabwe, 35 are found in Matobo. In the herbivore guild, the dominant species are the dassies (Procaviidae) and the klipspringer (*Oreotragus oreotragus*). The leopard (*Panthera pardus*), which is one of the largest predators in the area, is a major attraction in the landscape. The black (*Diceros bicornis*) and white (*Ceratotherium simum*) rhino are both on the CITES endangered list and are found within the Rhodes Matopos National Park. The park is designated as one of the country's four Intensive Protection Zones which allows the park to enjoy twenty-four hour protection. There is an unusually high population of black eagles (*Aquila verreauxii*) in the Matobo Hills that has been monitored in a well-organized programme for the past fifty-one years. Eagles also play a special role in spiritual beliefs related to rain making and fertility. Twelve other raptors also constitute species under special protection.

Human beings have always interacted with faunal species, and have not only depended on some for subsistence, but also incorporate animal skins and bones, such as those of the rare brown hyena (*Hyaena brunnea*), in spiritual beliefs and rituals. Rock paintings used animal blood and fat as binders for the paint, and selected animal species – in particular the kudu, giraffe, elephant, leopard and termites – are depicted in the paintings because they were believed to have spiritual power and significance.

4.2.3 Cultural Heritage

The diverse cultural heritage of the Matobo Hills spans more than 500 000 years with continual settlement over at least 100 000 years, as reflected in the numerous rock art sites and rock shelters with Stone Age and Iron Age deposits, graves and sites associated with living traditions that are the focus of communal contact with the spirits.

4.2.3.1 Rock Art

Compared with similar areas in the sub-region and the world at large, the Matobo Hills has one of the largest concentrations of rock art with no less than 3 500 sites in the records of the National Museums and Monuments database. More surveys could see the figure rise to 6 000 sites. Many researchers have studied the rock art here to document and decipher the meaning and significance of the paintings. Some of the sites where extensive research has been carried out include the following.

Bambata Cave is one of the most extensively researched prehistoric sites in Southern Africa. The paintings are in a generally good state of conservation. Excavations have revealed the oldest piece of decorated stone in Zimbabwe dated to about 8 500 years ago.

Nswatugi Cave is where the oldest human skeleton in Zimbabwe was recovered as well as evidence of Middle Stone Age occupation dating to around 42 000 years BP.

Pomongwe Cave has Middle and Late Stone Age deposits with a wide range of stone implements, bone tools and other related paraphernalia. It has a site museum, with comprehensive displays explaining the Stone Age of Zimbabwe in general, and that of Matobo in particular. Some of the paintings were unfortunately damaged when linseed oil was applied over them in the mistaken assumption that they would become more visible.

Inanke Cave has paintings of outstanding beauty. There is exceptional complexity and skill in their execution and the polychrome galloping giraffe could be the finest naturalistic painting in Zimbabwe.

4.2.3.2 Iron Age sites

The Matobo Hills has many Iron Age sites, mostly in caves, as well as dry stone walled enclosures of the Khami phase of the Zimbabwe Tradition, and iron furnaces.

4.2.3.3 Historical Sites

The Matobo Hills is well known for its historical sites, which are of great significance to the country's history. The following are examples of the best known and important historical sites in the area:

Burial sites: The two most important graves in the area are those of King Mzilikazi and Cecil John Rhodes. The former founded the Ndebele nation and the latter led the European settlers into the country. Zimbabwe was originally known as Rhodesia after Cecil John Rhodes. World's View, where Rhodes's grave is located, is visited by thousands of tourists every year. The tomb of King Mzilikazi, on the other hand, is deliberately restricted from public access in accordance with traditional custom.

Rhodes Indaba Site: The first indaba (peace conference) was held at this site in an effort to end the 1896 war. The mound on which Rhodes and his colleagues sat still exists and is preserved.

MOTH shrine: This is a memorial site for the servicemen who died during both World Wars.

Other sites of historical interest include Mzilikazi's Wagon Cave, Rhodes' Summer House and Stables, Matopos Railway Terminus and many others.

4.2.4 Sacred Shrines and areas/ Living traditions

Many areas are considered sacred in the Matobo Hills, including pools, wetlands and hills. Among the important shrines in the Matobo landscape are Njelele, Dula, Zhilo, Wirirani and Manyanga, of which Njelele is the highest. Njelele is situated south west of Rhodes Matopos National Park in the Khumalo communal area. Before getting to the site one passes through a sacred forest which stretches for more than 500 metres. Within this forest is a variety of plants and wildlife. No human activities and developments are allowed in this forest and the tangible heritage thus benefits from the sacredness of the place. These shrines represent the authority of God (Mwari/Mwali). The hill is considered sacred and must not be tampered with in any way, including cultivation and grazing.

In Zimbabwe today the poor state of the environment (the tangible heritage) is blamed on ignorance, overpopulation, overgrazing and several other causes. In the Matobo Hills indigenous religious beliefs and practices (intangible heritage) were, and still are responsible for the preservation of the tangible heritage. People converge on these places to pray for rain or ask for good health.

5. MANAGEMENT CONTEXT

5.1 State of Conservation

Cultural heritage sites in the Matobo Hills are mainly intact, and have been little disturbed. Most of the Stone Age sites are well protected and preserved. Many of these sites have been excavated, and have contributed immensely towards scientific knowledge of past lifestyles. Sites like Nswatugi and Pomongwe, where excavations took place, have been carefully backfilled in such a way that disturbances are hardly noticed. Natural processes and human activities pose the major threats to the sustenance of authenticity and integrity of the values and qualities associated with the cultural landscape of the Matobo Hills. Natural processes with the potential to destroy cultural landscape values include erosion, exfoliation of rock surfaces, drought, cyclones and wild fires. Agricultural practices, tourism, provision of tourism-related infrastructure, accelerated or human induced deforestation, gold panning, human induced fires and graffiti are the dominant human activities that could cause irreversible damage to the cultural landscape.

5.1.1 Rock Art Sites

According to recent condition survey reports, most of the rock art sites are relatively stable and well preserved. This is mainly because the focus on rock art studies has been towards interpretation and distribution; and the fabric of the paintings has not been tampered with by researchers. In only one cave (Pomongwe) have images been affected by uninformed experiments carried out in the 1920s. There is no culture of retouching fading paintings in Zimbabwe, so all the paintings and pigments are original. Cultural practices at the rock art sites do not interfere in any way with the panels, leaving the paintings as authentic as before. The degree of damage due to human induced

or natural factors varies among sites, but in general they have been protected by the concerted institutional approach to conservation adopted by the NMMZ and resistance of the granite to natural decay.

Currently, NMMZ employees implement the following preventive management measures:

- a) Opening of sites to the public has been monitored on a regular basis and only a few, Silozwane, Pomongwe, Bambata, Nswatugi, White Rhino and Inanke caves, are open to the public.
- b) Barricades have been erected in some caves open to the public to reduce vandalism. At White Rhino for instance, a wire mesh cage deters visitors from coming into contact with the paintings.
- c) Courses for tour operators and tour guides have been conducted in order to raise awareness of the value of the art, and how to interpret it to visitors.
- d) Routine inspections have been made by the Monuments Inspector based in Bulawayo.
- e) Site museums have been established at Pomongwe and Nswatugi to effectively communicate the significance of the cultural patrimony of the Matobo Hills to the public.

Additional preventative measures that need to be taken include:

- f) At selected rock art sites, custodians need to be employed to receive and guide visitors, and prevent adverse developments at the site.
- g) Heritage education programmes need to be on going in the primary and secondary schools around the Matobo Hills with the aim of conscientising future heritage managers.

5.1.2 Iron Age Sites

There are numerous Iron Age sites in the Matobo Hills, most of which are not open to the public. There is an operational policy for all stone walled sites in the country, and this also applies to those sites within this cultural landscape. This policy stresses the need to maintain the original setting, original workmanship and materials during restoration. It does not allow interference with the original set up and aesthetics of the site, and ensures the protection of the integrity and authenticity of the site.

5.1.3 Sacred Sites

The Matobo cultural landscape is endowed with living intangible values that are integral to the daily livelihood of local communities. Traditional management systems are enforced at important sites through spiritual and traditional leadership. The taboos and beliefs, which authenticate the intangible values and living traditions in the area, bind the cultural and natural values of this World Heritage Landscape.

5.1.4 Historical Sites

While some historical sites within the Matobo Hills are open to the public, access to sites such as King Mzilikazi's grave is restricted purely on traditional and cultural grounds. Most of the historical sites are well preserved. World's View, however, suffers from the problem of corrosion of metal used in erecting part of the Allan Wilson Memorial structure, and the intense graffiti introduced on the lids of all graves at the site. Routine inspections of the sites are conducted to generate condition reports that assist conservators in making decisions on appropriate management interventions or actions to take. NMMZ condition surveys have recorded the current state of conservation at selected historical sites within the landscape. With regard to the graves of Mzilikazi and Rhodes, the former is under traditional custodianship, and the latter is under the management of NMMZ and ZPWMA.

5.1.5 Flora and Fauna

The Matobo Hills cultural landscape supports an ecosystem with a high diversity of habitats, ranging from open grasslands and wetlands to kopjes and numerous caves. Floral and faunal species are accorded more protection in Rhodes Matopos National Park than any other part of the World Heritage Landscape. Strategic patrols, law-enforcement, fire management and wildlife and vegetation research and monitoring are some of the protection activities done within the park. However, conservation related problems still present challenges to the National Park. These include poaching of both flora (such as *Pterocarpus angolensis*, *Kirkia acuminata* and *Combretum imberbe*) for carving, medicinal uses and subsistence and fauna (such as impala (*Aepyceros melampus*), warthog (*Phacochoerus africanus*), and dassies (Procaviidae) for food by people suspected to be from local communities, and fire outbreaks and natural disasters such as droughts. Of late there has been a significant surge in commercial poaching of species such as rhinos and zebra (*Equus burchelli*).

The history of human settlement in the area has left a mark on the natural landscape. Exotic species such as Eucalyptus spp., bottle brush (*Callistemon sp.*) and *Lantana camara* have been introduced, particularly in and around the Rhodes Matopos National Park as well as azolla (*Azolla filiculoides*) weed in Maleme Dam. Cactus species and other alien species are also increasing in some parts of the park. This has altered the appearance of the natural environment. Such invasion, if unchecked, could potentially upset hydrological ecosystems and habitat structures and their functioning, displacing other indigenous tree and grass species that are important food sources and habitats for many floral and faunal species. The absence of a reliable boundary fence for the National Park is also a matter of concern as it can negatively affect biodiversity conservation. Despite these problems, the situation regarding the state of conservation in the Park can be described as being within acceptable limits.

In the communal areas, where protection of biodiversity is not intensive, a different situation pertains. Clearing of land for settlement and for the curio business poses the greatest threat to biodiversity. Tree species, used either for curio carving, or as fencing poles and building materials, risk being wiped out completely through accelerated deforestation. Deforestation is identified in this plan as one of the main causes of accelerated soil erosion in communal areas. Although communities through Rural District Councils have the Appropriate Authority (AA) status in managing and conserving wildlife, wildlife in communal areas is also under threat of being randomly killed. Overgrazing has compromised the state of conservation in these parts of the cultural landscape. Destruction of wetlands and siltation of dams is a major concern in these areas as the headwaters for the Limpopo River is in the Matobo Hills.

The concentration of natural resources in the Park area relative to communal and resettlement areas largely reflects the degree of variation in the level of biodiversity protection throughout the cultural landscape. There is need for an inventory of resources, and for surveys and research as well as monitoring, to establish the true state of conservation. Inventories are useful not only in updating and expanding existing faunal and floral checklists, but also in improving knowledge of habitats in the cultural landscape.

A soil and vegetation survey will provide an improved description and classification of plant ecologies, while aerial photography and satellite images will enable the extent and rate of change to be determined, which, if correlated with factors like fire, game water supplies and soils, can generate hypotheses pertaining to the causes of change.

5.2 Management Framework and Legal Status

Three organisations are bound by legal instruments to manage this heritage landscape. National Museums and Monuments of Zimbabwe, under the National Museums and Monuments Act (Chap 25:11) has the mandate to look after cultural and natural heritage within the landscape, while Zimbabwe Parks and Wildlife Management Authority administers and manages parks and wildlife through the Parks and Wildlife Act (Chap 20:14) and Rhodes Estates Act (Chap 20:17). The Forest Act (Chap 19:05) empowers the Forestry Commission to ensure conservation and sustenance of state and private forests within the landscape. However, traditional management systems implemented by the local communities and traditional leadership also contribute to the sustainability of the integrity of this heritage place. Several organizations through their operations and activities contribute to the conservation of the cultural landscape. Key stakeholders in the Matobo Hills landscape include:

5.2.1 National Museums and Monuments of Zimbabwe (NMMZ)

The National Museums and Monuments Act (Chap 25:11) requires the organisation to maintain a register of all known cultural and archaeological sites and monuments in the country. Some of the monuments and sites are accorded special status through gazetting as National Monuments. As required by the Act, the National Museums and Monuments of Zimbabwe is expected to manage and inventory all the cultural and natural resources in the Matobo Hills, irrespective of where they may be. The administrative and conservation functions of NMMZ are executed through five regional offices. The Matobo Hills fall within the Western Region where the Regional Director heads the Institution (Natural History Museum). Monuments Inspectors and archaeologists based at the Natural History Museum facilitate conservation of cultural heritage, while natural scientists assist in the inventorying of natural heritage. The situation on the ground demands that management of the cultural landscape be done in conjunction with other stakeholders such as Rural District Councils, Conservation Committees, National Parks officials, Chiefs and Shrine Custodians.

5.2.2 Zimbabwe Parks and Wildlife Management Authority (ZPWMA)

The Parks and Wildlife Act (Chap 20:14) provides for the conservation of wildlife resources and protection of the natural landscape through establishment of a Parks and Wildlife Board and various committees. In the case of the Rhodes Matopos National Park, the Rhodes Matobo Committee under the Rhodes Act (Chap 20:17) was set up to monitor activities and approves recommended developments within the Park. Direct management is from the Regional Manager, based in Bulawayo, and the resident Area Manager(s) of Rhodes Matopos National Park. These work closely with the police and the army, should their services be deemed necessary in maintaining the integrity of the Park. ZPWMA are responsible for:

- a) Ecological management, research and monitoring programmes;
- b) Stakeholder interaction and involvement in the park;
- c) Law enforcement;
- d) Infrastructure development;
- e) Business planning and financial management;
- f) Tourism and tourist facilities in the park.

5.2.3 Rural District Councils (RDCs) and Local Communities

The Rural District Councils Act (Chap 29:13) provides for the establishment of Rural District Councils which fall under the Ministry of Local Government. Two RDCs fall within the boundary of Matobo cultural landscape, and these are Matobo and Umzingwane. Gulati and Khumalo Communal Lands fall under Matobo Rural District Council,

while Matobo, Nswazi and Mzinyathini Communal Land are under the jurisdiction of Umzingwane. Both RDCs participate in the conservation of their areas through Environmental Conservation Committees, usually chaired by a qualified Environmental Officer. Umzingwane and Matobo RDCs both have Communal Areas Management Projects for Indigenous Resources (CAMPFIRE) programmes, which seek to benefit communities through utilisation of local resources. At grassroots level, the communities initiate conservation activities through village development committees (VIDCOs) or ward development committees (WADCOs). Local communities constitute a major stakeholder in the landscape, since they permanently reside there, and derive their subsistence from the resources in the area and therefore have a vital role to play in the conservation of the cultural landscape. Since local communities gather within Matobo Hills for spiritual purposes, the need to keep the landscape as a venerated area is inculcated into them during such activities.

5.2.4 Traditional Leaders

The leadership in local communities is via chiefs empowered by the Traditional Leaders Act (29:17), many of whom have inherited claims to these roles. In addition village elders and appointed custodians of sacred heritage items participate in leadership decision making.

5.2.5 Environmental Management Agency (EMA)

The Environmental Management Agency is a statutory body responsible for ensuring the sustainable management of natural resources and protection of the environment, the prevention of pollution and environmental degradation, the preparation of Environmental Plans for the management and protection of the environment. It was established under the Environmental Management Act (Chap 20:27). Key to the operations of EMA includes the enhancement of stakeholder participation and engendering the spirit of stewardship within society through environmental planning, monitoring, and environmental education and publicity.

5.2.6 Forestry Commission

Section 15 (2) of the Forest Act (Cap 19:05) empowers the Forestry Commission to control and manage demarcated forests within the Matobo Hills World Heritage Landscape. The mandate of the Commission established by the Act includes:

- a) The administration, control and management of state forests;
- b) Providing for the transfer of certain government assets to the Commission;
- c) Providing for the conservation of timber and the compulsory afforestation of private land.

The Commission works closely with schools and ward members in imparting information and providing inputs needed for establishment and maintenance of forests.

5.2.7 Commercial Farmers

Individual farmers manage their properties directly, most being residents on their respective properties. These farmers fall under RDCs, and unlike their counterparts in communal areas, they at present still hold title deeds to their properties. Their activities conform to the laws of Zimbabwe, and have to cooperate with EMA, NMMZ, ZPWMA and the RDC responsible for the area in which their farms are located.

5.2.8 Other Stakeholders

These are several NGO'S, Trusts and research units that complement the activities of statutory bodies like NMMZ, RDCs AND ZPWMA

- Amagugu International Heritage Centre
- BirdLife Zimbabwe (Matabeleland Branch)
- Bulawayo Business Forum
- Bulawayo Publicity Association
- Boy's Brigade
- Boy Scouts Association
- Cecil John Rhodes Ndebele Cultural Village
- Chipangali Wildlife Trust
- Children and Nature Conservation Trust
- Commercial Lodges
- Dambari Wildlife Trust (formerly Marwell Zimbabwe Trust)
- Department of Veterinary Services
- Geological Survey
- International Council for Monuments and Sites (ICOMOS) Zimbabwe Chapter
- Mafela Trust
- Matobo Conservation Society
- Matobo Rhino Initiative Trust
- Matobo Research Station
- Ministry of Education
- Ministry of Local Government (Provincial and District Administrators)
- Ministry of Mines and Small scale miners and prospectors
- Ministry of Sport, Arts and Culture,
- Mthwakazi Heritage Trust
- Mthwakazi ka Mzilikazi Cultural Association
- National Archives of Zimbabwe
- National University of Science and Technology
- Oral Traditions Association of Zimbabwe
- Safari/Tour Operators
- Shrine custodians
- Silozwi Conservation and Wildlife Trust
- The Organisation of Rural Associations for Progress (ORAP)
- Wildlife Environment Zimbabwe (Matabeleland Branch)
- Zimbabwe Republic Police
- Zimbabwe Tourism Authority

5.3 Matobo World Heritage Landscape Management Committee

The first Matobo World Heritage Landscape Management Committee was established at a stakeholders' meeting and workshop held in February 2004, at Maleme Rest Camp. Prior to this, the management of the Matobo Hills World Heritage Landscape was fragmented. Each institution implemented its own management programmes related to those aspects and attributes of the landscape falling under its jurisdiction and independent of those of other stakeholders. This isolated management approach is not appropriate for the management of cultural landscapes. The need to foster integration and co-ordination of the different management programmes within the

cultural landscape saw the establishment of a management committee in 2004, comprising key stakeholders. However, this committee failed to meet on a regular basis due to a number of factors. Firstly the term of office for the committee was three years, while the management plan was for a five year period. The Chairmanship of the committee was in question and never formally resolved and economic factors on a national level also impacted negatively on the effective functioning of the committee.

A new structure for the management committee has been revised and streamlined and will comprise key stakeholders of the cultural landscape, see below:

Structure of the Matobo World Heritage Landscape Management Committee (2015 to 2019)

Chairman

Matobo Conservation Society

Vice Chairman

Zimbabwe Parks and Wildlife Management Authority

Treasurer

The Organisation of Rural Associations for Progress

Secretary

National Museums and Monuments of Zimbabwe

Committee Members

Matobo and Umzingwane Rural District Councils, Traditional leaders (Chiefs), Mafela Trust, Dambari Wildlife Trust, National University of Science and Technology, Environmental Management Agency, Zimbabwe Tourism Authority. Should more than one representative be present from an organisation only one representative will have voting rights.

The committee shall appoint an accounting firm as auditors. Representatives from other stakeholders will be advised of meetings and receive minutes of such. Management meetings are to be held at the Natural History Museum quarterly. Newsletters are to be produced semi-annually and reports after every quarterly meeting. For technical expertise, the management committee relies on technical staff drawn from major stakeholders. The management committee holds office for the duration of this Management plan, after which the stakeholders, in consultation with National Commission for UNESCO (Zimbabwe), will elect new office bearers.

5.3.1 Role and Functions of the Management Committee

The Management Committee is to implement policies that would maintain the integrity and significance of the cultural landscape while representing the interests of all stakeholders, and is accountable to the stakeholders for its actions or activities. The Management Committee is also responsible for appointing technical committees to deal with specific management issues on its behalf. Each technical committee must last only for the duration of the activity it is constituted to undertake. Technical committee members can be drawn from among stakeholders or from elsewhere, depending on the kind of expertise required. The Committee is expected to carry out its mandate and functions in accordance with the terms of reference as set out by the stakeholders which include:

- a) Activate the site action plan for Matobo Hills World Heritage Landscape;
- b) Set up a Technical Committee to formulate and design strategies for managing the integrated World Heritage Landscape on behalf of local communities;

- c) Establish a framework that enables management of the Matobo Hills as an integrated entity;
- d) Ensure that inventories of both the natural and cultural heritage are updated and reflect all components of the cultural landscape;
- e) Ensure an appropriate funding mechanism for the World Heritage Landscape;
- f) It is envisaged that with the integrated management system, local communities will continue to benefit from utilisation of resources in their areas.

6. THE MANAGEMENT PLAN

The management plan for the Matobo Hills is based on a vision for the future sustainability of the cultural landscape. The vision reflects the important elements of the cultural landscape, and how they impact on, and have been influenced by, the people around it. The entire contents of the management plan, and implementation of various activities, revolve around this vision.

The Vision statement for the management plan is as follows:

The Matobo Hills management plan protects the significance, integrity and authenticity of the universal values of the World Heritage Landscape. Integrated management approaches ensure that stakeholders contribute significantly to conservation and cultural development in the landscape.

Thus the key issues for the next five years can be grouped under the following headings:

1. Conservation and management
2. Research and documentation
3. Tourism awareness, promotion and visitor management
4. Community co-operation and participation

6.1 Conservation and management

Current programmes to conserve the values of the Matobo Hills Cultural Landscape are inadequate. The routine patrols carried out in the Matobo Hills are not properly coordinated and are currently biased towards areas of interest to particular stakeholders. Because of financial constraints, inspection of cultural sites is confined to those open to the public.

Conservation of cultural sites involves a wide range of problems. Several natural and human induced factors affect the rock art within the landscape. Panels at some rock art sites have been subjected to dust accumulation due to increased tourism. Some of the panels have succumbed to natural weathering processes. Graffiti, usually in the form of charcoal, is a problem for some sites such as Silozwane and Gulubahwe. Visitors reportedly spray water on the paintings to enhance images for photographic purposes and this adversely affects the paintings over time.

The Matobo Hills receives visitors from all over the world, some of whom are not aware of, or do not subscribe to, traditional belief systems and the behaviour to be observed at sacred places. Violation of taboos and restrictions at the sites by both local people and visitors has led to desecration of some of these heritage places. The Zimbabwe Environmental Impact Assessment (EIA) policy is important for checking the impact of developments on the cultural landscape. Currently not all stakeholders are effectively enforcing the implementation of the policy in their respective areas, leading to permanent destruction of certain habitats of the landscape. Implementation of EIAs

makes it mandatory for developers to engage a suitably qualified and registered professional to carry out an impact assessment before any development and particularly those that may have a negative impact on the cultural landscape.

Conservation of natural resources is equally varied. Within the Rhodes Matopos National Park there is an ongoing programme of erecting a new boundary fence. However, poaching of wildlife for subsistence and commercial benefits is a problem threatening important elements in the landscape. Poaching of selected tree species chosen for carving, an income generating activity and lucrative business in the face of increased visitorship to the Matobo Hills, threatens the integrity of the environment in general.

The provision of water for animals and people is a major challenge and the situation is usually worsened by severe droughts. The wildlife relies on the dams in the Park but these leak and the water capacity is being reduced. Siltation of dams is an additional problem in the Park and in the communal areas, for example at Shashani dam in Matobo District. Mtshabezi Dam in the Umzingwane area is relatively new but measures should be taken to ensure the sustainable conservation of the catchment area.

Soil erosion is a major problem in the Matobo Hills World Heritage Landscape, especially in the communal areas due to over-population and poor farming methods. This is further compounded by stream bank cultivation during periods of drought. The end result of erosion is siltation of both rivers and dams. Corrective measures such as gully reclamation and re-forestation of the areas as well as soil conservation awareness campaigns should be put in place to minimize the effects of erosion on the World Heritage landscape.

Encroachment of some exotic vegetation species in certain parts of the World Heritage Landscape is a pronounced problem, particularly Eucalyptus and bottlebrush which have the potential to upset the hydrological balance as well as ecosystem structure and function. Both the National Park and the Communal areas have been affected by *Lantana camara*. To maintain the integrity of the landscape the removal of alien species by chemical, mechanical and biological control methods are recommended.

Deforestation is a pronounced problem in communal areas due to over population and uncontrolled burning. Absence of alternative sources of fuel forces people to resort to cutting down trees for domestic use. The high demand for curio carving from both local and regional markets has contributed to uncontrolled cutting of selected wood species. Such practices have led to severe degradation of some parts of the World Heritage Landscape. A programme on community education on the importance of sustainable utilisation of resources is advocated.

Gold panning and mining practices also had a negative impact on the landscape leading to land degradation, soil erosion, pollution and siltation thus affecting the water resources.

Stream bank and reed bed cultivation must be prevented so as to stop soil erosion and to protect the integrity of the water resources in the Matobo World Heritage Landscape. Matobo World Heritage Landscape has many wetlands which are fragile ecosystems and these should not be used for agricultural activities.

Fire is a major ecological factor in the Rhodes Matopos National Park. Woodlands and grasslands are adapted to fire and have indeed evolved with it, but its frequency is now much higher than in the historical past and fire-tolerant species are starting to predominate at the expense of fire-sensitive ones. Frequent fires also negatively affect soils, leading to reduced percolation of rain. These effects are compounded by frost which is not uncommon

on the granite sand veld. Fire and frost, coupled with the impacts of large herbivores such as giraffe, can cause wooded vegetation to be 'trapped' at coppice shrub level, and inhibit regeneration.

Climate change has taken its toll around the country and Matobo Hills is not spared. The erratic rains, droughts, shifts in seasons, shifts in movement patterns of wildlife have all affected the livelihoods of the inhabitants of the Hills. Reduced yields and increased cases of hunger, poor water and sanitation, increased illegal activities, deforestation are among some of the prominent hills emerging as a result of changes occurring to the climate. As such climate change and ways to adapt to its impacts is one important factor for serious and immediate attention in the new management plan for the Heritage Landscape.

In addition to the management of on-going natural and artificial degradation, the World Heritage Convention recommends that all World Heritage Landscapes have a disaster management plan and this will be developed by the Management Committee.

6.1.1 Objectives and Activities

The main objectives, with strategies and activities for developing efficient and effective conservation and management of the Matobo Hills World Heritage Landscape over the next five years, are listed below.

- a) The Management Committee will draft formal agreements between key stakeholders that set out the responsibilities of each organisation.
- b) Encouraging the appointment of new staff by responsible management authorities, and by facilitating training and building capacity among existing staff, to effectively manage the site and maintain its significance as a World Heritage cultural landscape.
- c) Undertake regular inspections and take corrective action when necessary to conserve the significance of cultural sites and natural resources.
- d) Develop individual site management plans of selected cultural sites already open to the public.
- e) Recognise and implement traditional protection mechanisms for both natural and cultural resources, including appropriate visitor behaviour at all sacred sites by liaising with traditional leadership and communities to reduce conflict at these sites and increase awareness of the importance of spiritual sites by educating visitors.
- f) Enforce the environmental impact assessment (EIA) policy for all proposed development projects in the World Heritage Landscape by ensuring that no development projects within the World Heritage Site are accepted without an EIA approved by the Management Committee, and ensure that all developments comply with the agreed terms of the EIA.
- g) Monitor illegal activities that threaten biodiversity and the integrity of cultural sites by reviewing penalties for illegal activities and in collaboration with ZPWMA, increase security patrol frequencies within the Matobo Hills.
- h) Maintain biodiversity by reducing deforestation, improving water supply systems, preventing the introduction of alien species and removing existing ones, reducing erosion and reducing fire outbreaks.
- i) Comply with the World Heritage Guidelines and prepare for control of potential disasters by preparing a disaster management plan by mobilising and consulting all stakeholders.

6.2 Research and Documentation

Research and documentation are vital for understanding the ecological systems and the synergies between natural resources and cultural practices. Research and surveys of the natural and cultural resources are the basis for adaptive management. The available surveys for cultural sites for the Matobo Hills World Heritage Landscape are inadequate and incomplete. The majority of the cultural sites known and recorded are in the Rhodes Matopos National Park which has been a centre of research for several decades. However, only sporadic surveys have been carried out on communal, commercial and private land, thereby creating data gaps in site distribution records. There is also a need to create awareness among local communities who could help in identifying and reporting cultural sites in their areas.

There is overwhelming literature pertaining to the colonial period, with very little information on the history of the indigenous communities who lived in the area before the arrival of white colonialists. There is no doubt that these earlier communities also played a very crucial role in shaping the history of the present day landscape through their artistic works, religious beliefs and traditions, that prevailed before the colonial period. If the early history of the Matobo Hills World Heritage Landscape is to be understood, then research programmes must be implemented as a matter of priority to remove the distortions that currently occur. Historians and Ethnographers will be needed to carry out this research in a comprehensive manner.

Like rock art and historical sites, intangible heritage has not been adequately recorded and there is no databank on intangible values of the Matobo Hills. This information is crucial in enhancing our understanding of the living traditions and of how traditional protection systems can complement scientific approaches in managing the cultural landscape. Some communities are unwilling to disclose information relating to identification and management of certain sacred sites which is usually passed on from generation to generation. For them, it is a highly guarded secret, as knowledge of such sites and their management systems is regarded as a source of power and influence over others. It is believed that there are several secret sacred sites within the World Heritage Landscape that are not yet recorded because myth and “holiness” surrounds them. It is important that knowledge relating to traditional belief systems and sacred sites is gathered by trained oral historians and ethnographers before those elders with information disappear from the community.

Research is an important element in developing or modifying management systems for the natural landscape and most of the research work needs to be of a basic applied nature. It is also essential that certain in-depth academic research be undertaken to increase knowledge on species and other specific aspects of biodiversity. Animal population trends, even in Rhodes Matopos National Park where most research programmes have been focused or directed, are not known with certainty. For a long time animal population forecasts or statistics and trends in the park have been based on estimates. No detailed ecological or biodiversity inventory in the World Heritage area, including in the park, has been published in recent years. This creates problems in knowing when wildlife management interventions or actions (such as translocation, culling, manipulation or provision of artificial water supplies, population recovery, threatened species and introductions) are required.

For sound management of biodiversity it is imperative that every stakeholder, including RDCs, takes stock of its resources. In the park, research programmes on population dynamics of key or special interest species such as leopard, cheetah, hyraxes, rhino and black eagle are on-going. Under an integrated management framework, there is need for such monitoring and research programmes to be extended and applied to all other parts of the World Heritage Landscape. Although the institutions concerned are aware of the need to update existing inventories and

undertake new ones, they are incapacitated financially and have critical manpower, vehicle and equipment shortages in the areas of monitoring and research.

However these inventories are required to update and expand the existing fauna and flora checklists and will provide information that can be used to generate hypotheses as to the relationships between plant and animal communities as well as the effects of the large herbivores, erosion and fire on the ecosystem. The design of long-term monitoring protocols for key ecological processes is important and will generate essential information for the adaptive management programme of the Park. Long-term and short-term research projects on biodiversity composition, distribution and population dynamics and interaction should therefore be undertaken. The use of external researchers to complement the research efforts of internal research personnel should be considered, given the meagre financial resources available at the disposal of the major institutional stakeholders for funding research programmes by internal researchers. Involving the local community also creates ownership of such projects and alleviates poverty by potentially creating jobs in ecotourism in the future.

6.2.1 Objectives and Activities

The main objectives, with strategies and activities for managing research and documentation in the Matobo Hills World Heritage Landscape over the next five years, are listed below.

- a) Develop and operate applied research projects within the Matobo Hills World Heritage Landscape that contribute to the scientific knowledge base for the planning and operational activities of on-going adaptive management
- b) NMMZ and ZPWMA will appoint and train staff to record and manage the cultural and natural heritage of the Matobo Hills World Heritage Landscape
- c) Staff of NMMZ and ZPWMA will formulate research and documentation survey methods, undertake surveys and research and liaise with members of the local community for information on unrecorded sites.
- d) Apply the knowledge gained through research and surveys to conservation management planning for cultural sites and the natural landscape within the Matobo Hills.
- e) Develop a biodiversity inventory and continue research into particular species to ensure maintenance of the values of the Matobo Hills World Heritage Landscape and appropriate wildlife adaptive management action can be prescribed.
- f) Encourage continuation of surveys of raptors, carnivores, rhino, giraffe, small antelopes, invertebrates, reptiles and fish by other stakeholders, and encourage the publication of results.
- g) Make research and documentation results on cultural sites and natural resources available and accessible in the World Heritage Landscape by constructing a conservation and documentation centre in the Rhodes Matopos National Park.
- h) Invite and create opportunities for researchers in universities and biodiversity organisations, and members of local communities, to assist with surveys in the World Heritage Landscape.
- i) Develop interpretive centres that inform and educate the public (community and tourists) about the Matobo Hills World Heritage Landscape

6.3 Tourism and Visitor Management

The Matobo Hills is one of Southern Africa's premier tourist destinations. The main tourist attraction within the Matobo World Heritage Landscape is the Rhodes Matopos National Park with its unique flora and fauna, Cecil John Rhodes's grave and the many rock art sites. Village and farm-based tourism is also important, with many lodges and small conservancies sprouting up in and around the Matobo Hills. Various agents, including Zimbabwe Tourism Authority, Zimbabwe Council of Tourism, private tour operators, various government departments and parastatals, and individuals, market the Matobo Hills cultural landscape at national, regional and international level, but in a more or less fragmented fashion. As efforts to market the Matobo Hills as a World Heritage Landscape gather momentum and begin to bear fruit, it is expected that the area will experience an influx of tourists and other visitors. It is therefore essential that plans deal effectively with visitor and tourist pressures and its negative impacts on the natural environment and on local culture and traditional belief systems. If severely disturbed, the integrity and authenticity of Matobo Hills as a World Heritage Landscape could be threatened.

Eco-tourism projects should aim at encouraging the communities to participate fully in activities that enhance benefits through utilisation of natural and cultural resources. More needs to be done to instill a sense of ownership and pride in the communities who would be encouraged to participate more actively in visitor management in the World Heritage Landscape if they had a larger share in the tourism market. Research and monitoring by ZTA could determine visitor use patterns, levels of satisfaction and the appropriateness of site management objectives. Visitor services and facilities could then be adjusted accordingly to mitigate negative impacts.

It is envisaged that education and interpretation should play a much more significant role in the operation of the Matobo Hills World Heritage Landscape as a tourist destination in the future. Opportunities for both visitors and local people to learn about and experience the site as a cultural landscape should be a priority. For visitors to have a quality experience in the World Heritage Landscape, they require orientation and information. Fundamental is the need for a brochure which includes a brief history of the site, maps and visitor facilities.

Other attractions and activities that could be offered include village tours, cultural dances, tour of the Lumene and Matshatshatsha Falls, and mountain climbing and biking. Roads traversing the cultural landscape are generally in a bad state except for the Bulawayo-Kezi road and the main access road in the park, which are tarred. The bad roads have resulted in some parts of the landscape being inaccessible especially in the rainy season. The road network within the site is shared among different institutions such as RDCs, National Parks, Ministry of Transport and District Development Fund (DDF). These authorities are ill equipped and therefore have little or no capacity to keep or maintain their roads in a good condition. Balanced access to the World Heritage Landscape is required to contribute to the objectives enshrined in the vision and statement of significance.

As some visitors are not aware of the traditions and taboos at sacred sites, an awareness programme is needed to empower traditional custodians as official site custodians to ensure that all visitors abide by the traditional restrictions meant to preserve the spirituality of such places.

At present, two authorities – ZPWMA and NMMZ - manage the tourism facilities within the Rhodes Matopos National Park. Tourists pay a fee to both institutions at different points: to ZPWMA on entering the Park and to NMMZ when visiting World's View and cultural sites such as rock art sites. Since these facilities are within the Park, tourists feel they are being charged double. In terms of tourism marketing this is counter-productive and leads to

conflict. It is therefore advisable to harmonise entry fees by charging one amount that will be shared by the two parties on a mutually acceptable share ratio.

There is currently no specific marketing programme for the Matobo Hills World Heritage Landscape apart from the general tourism campaign for Zimbabwe by the Zimbabwe Tourism Authority (ZTA). Efforts by other agencies or organisations such as the Zimbabwe Council of Tourism (ZCT), National Parks, hoteliers, tour operators, and many others that market their own business entities are largely uncoordinated. The result is that the significance, attributes and components of the World Heritage Landscape are not marketed as a complete package. It is therefore recommended that a marketing strategy and plan that is specific for the World Heritage Landscape be developed and coordinated by ZTA and ZCT, but spearheaded by the Management Committee.

6.3.1 Objectives and Activities

The main objectives, with strategies and activities for tourism and visitor management in the Matobo Hills World Heritage Landscape over the next five years, are listed below.

- a) Develop an interpretation programme that makes visitors aware of the synergy between natural and cultural values in the Matobo Hills cultural landscape by designing and implementing visitor and local community awareness programmes focusing on the cultural landscape.
- b) Construct additional interpretive centres to orientate visitors in the cultural landscape of the Matobo Hills.
- c) Design and produce brochures, videos, maps and other information for visitor orientation.
- d) Maintain and equip the existing cultural villages.
- e) Develop and maintain an efficient road network and improve road and other signage.
- f) Control access to sacred sites to avoid commercialisation and maintain their integrity, authenticity and significance in the World Heritage Landscape by appointing custodians and train guides as required and producing guidelines and literature relating to appropriate behaviour at sacred sites.
- g) Harmonise entry fees to sites open to the public in the Rhodes Matopos National Park. The Management Committee will need to work out and agree on an acceptable share ratio for entry fees with a single entry fee and a memorandum of understanding between ZPWMA and NMMZ.
- h) Develop a sustainable marketing strategy and promotional programme (including logo, brochures, films, websites and tour packages) focusing on the values of the cultural landscape.
- i) Develop a diverse quality craft product range unique to the Matobo Hills.
- j) Develop best practices in tourism to minimise impact on the environment.

6.4 Community Co-operation and Participation

The enactment of the Land Apportionment Act of 1930 and the Land Tenure Act of 1952 forced the inhabitants of the Matobo Hills from the National Park into the drier, unproductive surrounding areas. This development effectively deprived them of their right to exploit natural resources such as wildlife and the patches of fertile soils their forefathers had been using for many years. The displacement of people to create room for the National Park created problems of conflict and antagonism between the Park administrators and communities who, feeling alienated, showed apathy towards conservation activities. To make matters worse, conservation activities were planned and implemented without the consent, participation and involvement of local communities. Laws against utilisation of resources were enacted and local people were prosecuted for poaching what they considered to be their own resources by birthright. In defiance and retaliation for their brutal eviction, communities engaged in

various acts of sabotage, including poaching of the Park's resources. In the late 1990s, Matobo and Umzingwane RDCs embraced the Communal Areas Management Programme for Indigenous Resources (CAMPFIRE). The programme set out to create community ownership in the management of their natural resources. In addition, the Umzingwane District embarked on the District Environmental Action Plan, a programme that seeks to empower communities in developmental planning and sustainable utilisation of their natural resources.

However, follow-up training has been slow and anticipated benefits have not been easily realised as they have accrued intermittently and have not been shared as expected, resulting in apathy towards resource conservation and management. Lack of empathy towards living heritage traditions and customs due to the dynamics of present day social life is a common problem, especially the younger generation. Christianity and the advent of technology such as the internet, have compounded the problem. The younger generation thinks that this kind of heritage belongs to people with an affinity for traditional beliefs and rural settings as opposed to the modern urban life, which is rapidly encroaching into the rural areas.

Extension programmes for local communities should explain the importance of the cultural landscape and the unique heritage it represents. Opportunities for visitors to interact with local people through dance and other forms of artistic performance would enhance their experience.

6.4.1 Objectives and Activities

The main objectives, with strategies and activities for community cooperation and participation in the Matobo Hills World Heritage Landscape over the next five years, are listed below.

- a) Ensure that regular consultative meetings are held between the Management Committee and local community representatives to develop mutual understanding and respect and involve communities in conservation and management programmes.
- b) Continue to design and implement CAMPFIRE projects to increase benefits accruing to communities around the Rhodes Matopos National Park.
- c) Engage in continuous consultation between the local communities, the Parks and Wildlife Management Authority and National Museums and Monuments.
- d) Investigate possibilities and set up new income generating projects to increase benefits to communities, for example through village tourism and interpretive centres, to raise the standard of living and increase participation in management of the site.
- e) Promote awareness of the value of local traditions and culture especially among the school children that contribute to the significance of the World Heritage Landscape, especially to restore lost interest among the youth in traditional customs through effective awareness and educational campaigns.

7. IMPLEMENTATION, MONITORING AND FUNDING

7.1 Implementation

The Management Committee must implement operations and developments to effectively manage the Matobo Hills World Heritage Landscape. Performance indicators to measure success in implementation of the plan have been identified in the Table 1.

7.2 Monitoring

Monitoring is an important element in the implementation of the plan. It enables evaluation of several factors, most importantly whether or not progress is in line with time schedules and expected results. It also enables adaptation and necessary changes if there are any deviations from the planned goals. To establish efficient monitoring schemes for all components of the management plan, Table 1 spells out the goals, objectives, activities, resources needed and indicators to point to the successful implementation of activities. Quarterly meetings will be held by the Management Committee and all stakeholders to assess progress of various activities and update the management plan.

7.3 Funding and financial planning

Most of the activities and strategies identified need to be carried out by specific institutions. It is their responsibility to cost the activities for which they are responsible and they should therefore submit budgets and business plans to address identified issues, including provision for the equipment needed to accomplish their assigned responsibilities. Currently, there are severe shortages of essential items, particularly computers, vehicles, field equipment, radios and road maintenance equipment. Raising financial capital for equipment and visitor facilities and services is therefore a top priority. The Management Committee will recommend ways of raising the capital required and help facilitate applications for donor funding for equipment and services for infrastructure development where ever possible.

7.4 Implementation Schedule

Table 1 summarises the Logical Framework Analysis, including objectives, performance indicators, inputs required and measurable outputs. Table 2 summarises the timing of the activities to be implemented, along with the agency responsible.

8. CONCLUSION

The Matobo Hills World Heritage Landscape has the potential to become a world class tourist destination and research centre. Achieving this goal requires dedicated long-term government funding, and an integrated management structure that focuses on maintaining the values and significance of the Matobo cultural landscape. There is a need to improve relations among all stakeholders, including the local communities. While increases in tourism in response to aggressive publicity, marketing and promotion programmes proposed in the plan may be very welcome, in the long-term the emphasis should be on local community participation, involvement and benefits. The provision made for local community education and interpretation is therefore a critical element for successful plan implementation. Above all, the support and political will of the Zimbabwean Government will be a key factor for achieving national pride and international recognition of the unique intangible heritage of this cultural landscape.

TABLE 1.MATOBO HILLS MANAGEMENT PLAN LOGICAL FRAMEWORK ANALYSIS

1. Conservation and Management Issues			
Objective	Activities	Expected Output	Comments
1. Finalise an accountable hierarchy of integrated management issues	Draft and finalise agreements regarding responsibilities of major stakeholders within the following three tiers: 1. Management Committee 2. Technical Committee 3. Local Communities & Environmental Committees	Signed agreements between major stakeholders for a 3-tier management system by April 2015	There is a need to finalise this issue as lack of coordination hampered the effectiveness of the Management Committee
2. Determine capacity to effectively manage the landscape and maintain its significance as a world Heritage Cultural Landscape	Conduct Skills and Resources benchmark survey to identify gaps and overlaps arising from integrated management.	Adequate training and capacity building of existing resources to integrate the management of the Landscape by 2016	Other specialists can be incorporated when there are special projects.
3. Undertake regular inspections and take corrective action to conserve the significance of cultural sites and natural resources	Routine inspection duties according to checklist by Site Manager and Monuments Inspectors	Periodically updated checklist	There is a need for the drawing up of maintenance schedules for the cultural sites within the landscape that should be strictly adhered to.
4. Maintain high quality management of selected cultural sites already open to the public	Assess site needs and threats Develop site management plans	Site management plans for key public monuments in the National Park by 2019	
5. Recognise traditional protection mechanisms for both natural and cultural resources, including appropriate visitor behaviour across the landscape	Liaise with traditional leadership and communities to revive and implement (where possible) traditional ways of conservation Encourage the appointment of traditional custodians	Traditional management systems in place wherever possible by 2019	Community participation has to be taken seriously so as to reduce friction with the locals living in the World Heritage Landscape

1. Conservation and Management Issues			
Objective	Activities	Expected Output	Comments
6. Develop community conservation capacity	Design and implement community awareness programmes on the importance of spiritual sites and in maintaining the cultural landscape	Community awareness programme in place by 2019	Need to work closely with the traditional leadership and local community
	Promote Indigenous Knowledge management amongst the communities Impart understanding of adaptive management in a series of workshops for all communities at all levels	Greater understanding of adaptive management achieved between 2015 and 2019	
7. Monitor illegal activities that threaten biodiversity and the integrity of cultural sites and natural resources and lobby relevant ministries for adjustment of legislation	Lobby Government for the revision of penalties for illegal activities	Revised penalties adopted and enforced by 2019	
	Increase security patrol frequencies within the cultural landscape	Reduce incidence of illegal activities	Adequately equip staff with communication and patrol equipment
	Carry out awareness programmes for local communities and law enforcement agents and the judiciary regarding illegal activities	More sustainable utilisation of natural resources by communities as well as greater awareness of the significance of the WHS	
8. Maintain biodiversity by: <ul style="list-style-type: none"> reducing deforestation improving water supply systems, alien species control , Control erosion promoting effective fire management conserving wetlands 	Biodiversity awareness campaign Planting of depleted species Reinforce statutory and traditional laws relating to harvesting of forest species	Significantly reduce deforestation and loss of indigenous plant species by 2019	
	Rehabilitate water points Promoting responsible and sustainable use of water supply	Improved water supply system	

1. Conservation and Management Issues			
Objective	Activities	Expected Output	Comments
	<p>Improve and enforce measures to prevent introduction of alien species</p> <p>Remove or control alien plant (<i>Lantana camara</i>) and animal species using manual, chemical and biological methods</p>	Substantial reduction of alien species in the WHS	
	<p>Identify and map all badly eroded areas and areas of active erosion</p> <p>Implement effective land use planning in communal areas</p>	<p>Eroded areas mapped by end 2017</p> <p>Reduced erosion and rehabilitation of degraded areas between by 2019</p>	
	Rehabilitate badly eroded areas by filling in gullies, planting suitable species and constructing brushwood dams	Major degraded areas rehabilitated by 2019	
	Promoting sustainable stocking levels of domestic animals/stock	Viable stocking levels by 2019	
	Prepare an integrated fire protection plan	Reduced incidence of fire outbreaks and their area of impact by 2019	
	Adopt and implement strategies such as early burning and rotational burning. Construct and maintain fire guards as well as procure fire-fighting equipment and protective clothing. Train personnel in fire fighting techniques	<p>Burning strategies implemented by end of 2019</p> <p>Fire guards in place by end of 2019</p> <p>Equipment procured by end of 2016</p> <p>Personnel trained by end of 2016</p>	

1. Conservation and Management Issues			
Objective	Activities	Expected Output	Comments
	Place fire warning banners or posters at appropriate points. Implement anti fire awareness programmes	Five warning banners and posters in place by the end of 2015. Anti fire awareness campaigns between 2015 and 2019	
	Engage relevant stakeholders to control gold panning and mining practices including law enforcement and local authorities		
9. Minimise human-wildlife conflict by promoting cooperation among government departments, traditional leadership and local communities.	Host regular meetings with the communities	Community buy-in for conservation measures Meetings held	
10. Security of unalienated land ie Rhodes Matopos National Park	Repair and complete fence along community / National Park boundary	Fences completed and conflict over movement across boundaries reduced by 2019	Communities have been engaged to discuss this issue. Reduction in cattle has resulted. Replacing Game fence around Whovi Game Park is underway
11. Comply with the World Heritage guidelines and prepare for control of potential disasters	Mobilise and consult all stakeholders Prepare a disaster management plan Implement Disaster Management Plan and procure radio communication equipment	Disaster Management Plan produced by end of 2016 Equipment procured and plan in place by end of 2018	Disaster Management Plan is critical and has to be a coordinated exercise if it is to be a success
12. Prepare for UNESCO inspections in mid 2016 and 2019	Prepare reports for evaluation missions	Visits scheduled for mid 2016 and 2019	

2. Research and Documentation			
Objective	Activities	Expected Output	Comments
1. Develop and operate applied research projects that contribute to the scientific knowledge base for the planning and operation of adaptive management strategies	Formulate research and documentation survey methods Undertake surveys and research	Surveys and research results produced between 2015 and 2019	
2. Develop survey and documentation programme for all types of cultural sites to update and expand existing checklists and ensure maintenance of existing world heritage values	Liaise with members of the local community for information on unrecorded archeological sites.	Information on sites updated between 2015 and 2019	
	Investigate histories of local communities and interview elderly people	Record, collate and publish the history of local communities by end of 2019	
	Record intangible heritage of sacred sites	Information relating to management of sacred and cultural sites recorded by end of 2019	Tertiary institutions could be invited to assist in recording intangible heritage of national sites
	Youth encouraged to participate in local traditional culture	Increasing interest in traditional culture between by 2019	
	Survey and record rock art sites	Expanded record of rock art sites in the World Heritage area by 2019	Local communities also need to be engaged as they can assist in the recording of sites
	Apply the knowledge gained through research and surveys to conservation management planning for cultural sites	Knowledge applied to management of cultural sites between 2015 and 2019	
	Undertake short and long term biodiversity monitoring of selected species of fauna and flora, including regular animal censuses	Status and trends are applied to adaptive management by 2019	
	Monitor long term effects of fire, termites, giraffes and rhinos on the structure and function of the ecosystem	Better understanding of the ecosystem of the WHS by 2019	(merge the points into a broader perspective and itemize the specific projects as bullets as examples)

2. Research and Documentation

Objective	Activities	Expected Output	Comments
4. Make research and documentation results on cultural sites and natural resources available and accessible in the WHS by constructing conservation and documentation centre in the area and e-library	Build Documentation centre Procure archiving and library equipment Procure documents and information Form partnerships with other WH cultural landscapes	Documentation and research centre and partnerships established by end of 2019	Whilst this is a necessary investment it is a bit ambitious to think of it in the short term but probably in the mid to long term Partnerships can be established with other WH sites in the region that such as Chongoni in Malawi, Drakensburg in SA and institutions such as TARA
	Invite and create opportunities for researchers in universities and biodiversity organisations, and members of local communities	Improved local and international participation in projects.	

3. Tourism and Visitor Management

Objective	Activities	Expected Output	Comments
1. Improved interpretation programme that makes visitors aware of synergy between natural and cultural values in Matobo WH Landscape	Design and implement visitor and local community awareness programmes focusing on the cultural landscape	Communities made aware of values of synergies between natural and cultural values between 2015 and 2019	
	Approach donors and obtain funding to construct interpretive centres Produce brochures, maps & DVDs to orientate visitors Develop website	Interpretive centres established by 2019	Approach tour operators to especially assist in creating promotional material
	Approach donors and promote existing cultural villages	Cultural villages expanded	Need to support the existing cultural villages
2. Lobby for an efficient road network	Hire or acquire road maintenance equipment	Improved accessibility of all parts of the WHS by end of 2019	

3. Tourism and Visitor Management			
Objective	Activities	Expected Output	Comments
	Upgrade public roads to all weather Improve road signage Sub contract road maintenance services	Launch of new signage by end of 2016	
3. Assist communities to identify and control access to sacred sites to avoid commercialization and maintain their integrity, authenticity and significance in the World Heritage area	Local community consultation Production of guidelines and literature relating to appropriate behaviour at sacred and other cultural sites Select custodians and train guides, tour and safari operators awareness. Design and implement visitor awareness programmes	Mechanisms for controlling access to sacred sites developed and implemented by the end of 2015 Production of guidelines by end of 2016	Commercialization of sacred sites and fighting for custodianship of these sites is a major cause of concern. There is need to work with traditional leadership to find lasting solutions to these issues.
4. Lobby for the harmonisation of entry fees to sites open to the public in the Matopos Natural Park	Develop an agreeable share ratio and lobby parent Ministries for adoption.	A single entry fee for both ZPWMA and NMMZ established by early 2017	
5. Develop a sustainable marketing strategy and promotional programme based on the values of the cultural landscape	Appoint a consultant or invite tourism or media departments in training institutions to formulate a sustainable marketing strategy and promotional programme	Publicity and marketing promotion programme developed by end of 2015 and implemented in 2016	Each institution has been working independently which however is not healthy for the development of the landscape
	Provide appropriate information on the cultural landscape for inclusion in the syllabus for guides studying for the Professional Hunters and Guides License for Matobo Hills and other WH sites in Zimbabwe	Syllabus in place by the end of 2016	

3. Tourism and Visitor Management			
Objective	Activities	Expected Output	Comments
6. Develop a diverse product range unique to the Matobo Hills that embodies the values of the WHS	Improve quality and diversity of existing products with curio designs unique to the site	A diverse and unique product range and services by end of 2017	
7. Lobby for Tourism Development Status	Consult with ZTA and Ministry of Tourism to prepare a plan document	Tourism Development Status granted by the end 2018	The whole landscape must be recognized as a Tourism Development Zone

4. Community Cooperation and Participation			
Objective	Activities	Expected Output	Comments
1. Ensure that regular consultative meetings are held between the Management Committee and local community representatives to entrench mutual understanding and respect	<p>Consult communities regularly and involve them in conservation & management programmes</p> <p>Invite community representatives to WHS meetings</p> <p>Include Umzingwane RDC in Rhodes Matopos National Parks meetings</p> <p>Establish a hierarchical system for accountability between traditional leadership, environmental management committees, Local communities, RDC's and Technical Committees</p>	<p>Increased community participation, involvement and benefits established by end of 2019</p> <p>Umzingwane included by 2016</p> <p>CAMPFIRE Projects implemented between 2015 and 2019</p> <p>Hierarchical system for accountability established before the end of 2015</p>	Participation of communities is a key aspect to the success of any management plan and should therefore be encouraged going forward

4. Community Cooperation and Participation			
Objective	Activities	Expected Output	Comments
2. Promote partnership and benefit sharing among stakeholders (e.g. communities and National Parks) to ensure equitable distribution of benefits	<p>Design and implement projects to increase benefits accruing to communities in the World Heritage Landscape, e.g.</p> <ul style="list-style-type: none"> - CAMPFIRE projects - Ecotourism and cultural tourism and activities 	At least two appropriate income generating projects established in local communities by 2019	
3. Promote interest in local traditions and culture that embody the values of the WHS especially among the youth in the local communities	Carry out effective awareness and educational campaigns among the youth through schools and through print and electronic media to create empathy for the significance of intangible heritage of the Matobo Hills	Restored interest in local traditions and culture among local communities between 2015 and 2019	
	Promote sense of ownership and pride in schools through the World Heritage in Young Hands programme, and through competitions focusing on the WHS	World Heritage in Young Hands programme in at least three local schools by 2019	

TABLE 2: IMPLEMENTATION PLAN: 2015-2019

Activity	2015	2016	2017	2018	2019	Implementing Agents
Sign agreements between major stakeholders regarding responsibilities						MC
Conduct Skills and resources benchmark survey						NMMZ, ZPWMA
Develop Site Management Plans						NMMZ
Traditional management systems and custodians in place at sacred sites						NMMZ, RDC's, LC
Behaviour guidelines for visitors to sacred sites printed and distributed						NMMZ, ZPWMA, RDC'S, LC
Increase patrols and equip staff.						ZPWMA
Lobby for revision of penalties for illegal activities						MC, NMMZ, ZPWARDs
Awareness programmes for local communities, law enforcement agents						NMMZ, ZPWMA and the judiciary
Identify and map eroded areas						ZPWMA, RDC'S, LC, NUST
Finalise disaster management plan and mobilise necessary resources						MC, NMMZ, ZPWMA RDCs
Prepare integrated fire protection plan.						ZPWMA, RDC'S, ZRP
Lobby for Implementation of single entry fee						NMMZ, ZPWMA
Implement marketing and publicity programme						MC, NMMZ, ZPWMAZTA, BPA
Hold training and capacity building courses						NMMZ, ZPWMA, NGOs
Launch new signage						RDCs, ZPWMA, NMMZ, NGOs
Control access to sacred sites						NMMZ, LC
Begin recording history of indigenous communities.						NMMZ, LC
Record intangible heritage						NMMZ, LC
Record cultural sites						NMMZ, LC
Review awareness/education campaign to reduce poaching and loss of indigenous plant species and encroachment of invasive species						ZPWMA, RDCs, LC, NGOs
Commence building of interpretative centres if funds have been obtained.						NMMZ, ZPWMA
Develop a unique range of eco-friendly craft products						NMMZ, ZPWMA RDCs, LC
Complete fencing of selected areas						ZPWMA, MRIT, LC
Complete management plans for cultural sites open to the public						NMMZ, LC, RDCs
Prepare for World Heritage 5 Year inspection and evaluation						MC, NMMZ, ZPWMA RDCs
Prepare 5 year plan for 2019-2023						MC, NMMZ, ZPWMA RDC'S, LC

Ongoing activities						
Regular Management Committee Meetings						NMMZ, ZPWMA, MC
Community awareness campaigns						NMMZ, ZPWMA, RDCs
Cultural heritage site inspections						NMMZ
Biodiversity research and evaluations						ZPWMA NMMZ, DAMBARI, NUST
Improve water supply strategies						ZPWMA, RDCs, ZINWA?
Remove or control alien plants						ZPWMA RDCs. LCs
Rehabilitate eroded areas.						ZPWMA, RDCs, LCs
Reduce deforestation						ZPWMA, RDCs. LCs
Plant depleted species						ZPWMA, RDCs. LCs
Repair and replace fences						ZPWMA , MRIT, LCs
Develop and maintain road network						RDCs, Min of Roads, ZPWMA
Create opportunities for local communities						RDCs, ZPWMA, NMMZ, NGOs
Raise funds for projects						MC, NMMZ, ZPWMA, RDCs, NGOs
Implement appropriate conservation programmes						NMMZ, ZPWMA

Key

MC:	Management Committee
NMMZ:	National Museums and Monuments of Zimbabwe
ZPWMA:	Zimbabwe Parks and Wildlife Management Authority
RDCs:	Rural District Councils
LC:	Local Communities