STATE OF CONSERVATION REPORT ON THE RUINS OF KILWA KISIWANI AND RUINS OF SONGO MNARA (141), UNITED REPUBLIC OF TANZANIA

(in compliance with Paragraph 169 of the Operational Guidelines)

1. Executive Summary of the Report

[Note: each of the sections described below should be summarized. The maximum length of the executive summary is 1 page.]

This report is a result of the Decision 40 com 7B.20 of the World Heritage Committee. It shows that the State Party acknowledges the relevance of the boundaries of the Property and its buffer zones and minor boundaries. In order to implement the Committee decision, the State Party has requested funds from UNESCO International Assistance. It is the intention of the state party therefore, to complete this activity by December 2018.

The report further briefs on the plans to be implemented under Land Use Plan (LUP) for Kilwa Kisiwani and Songo Mnara. It also shows that all the recommendations by the 2013 Reactive Mission have been included in the Integrated Management Plan (IMP) (2016) of the Property. However, international community is highly requested to provide financial assistance to the State Party to implement it.

Above all there is no major restoration, alteration and new construction works going on within the Property that may affect the Outstanding Universal Value (OUV). The report shows that the State Party intends to extend the base of North East Portugues tower about one metre above to protect the monument from sea water immersion.

Lastly, the IMP for the Property has identified several activities that will be implemented between this time and 2019. The intended activities include the erection and expansion of Jetty in Kilwa Kisiwani, Jetty in Songo Mnara, and construction of tourism amenities and facilities. However its implementation depends much on the availability of funds.

2. Response to the Decision of the World Heritage Committee
Response is based on the Decision 40 com 7B. 20 of the World Heritage Committee that was held in Istanbul, Turkey from 10th - 17th July, 2016 and later 24th – 25th October 2016 in Paris, France.

a) **Requested the state Party to finalize the process for establishing the boundaries of the property, its buffer zones and their regulatory measures, a proposal for a minor boundary modification, in accordance to paragraphs 163–165 of the Operational Guidelines, for the examination by the Heritage Committee.**

**Response**

The State Party acknowledges the relevance of the boundaries, its buffer zones and their regulatory measures for the protection of the property. Within this context, the State Party expected to utilize its internal sources to establish the boundaries, to meet the current national policy and directives that all the protected areas should be known and demarcated. But due to the urgency and necessity of the process the State Party has submitted a proposal to UNESCO for international assistance to implement the decision by December 2018. However, the proposal for minor boundaries will be submitted after the establishment of Land Use Plan for the entire property. Along with this, the State Party in collaboration with Kilwa District Council has developed a Conservation Management Plan for Kilwa Kivinje Historic Town in order to prepare it to be included in the property as an extension of the Ruins of Kilwa Kisiwani and Ruins of Songo Mnara.

b) **Requested the State Party to finalize and submit by 1st December the updated Management Plan and completed Land Use Plan for Kilwa Kisiwani for review by the World Heritage Centre and the Advisory Bodies**

**Response**

A four-year Integrated Management Plan (2016-2019) is in place since June 2016. Effective implementation of the Integrated Management Plan is expected to solve major conservation and management issues raised by World Heritage Committee and various missions for the Property. The IMP sets out an Action plan with seven objectives which
have produced eighteen (18) targets. It is the desire by the State Party that the proper implementation of the plan could assist greatly in preserving the OUV of the property and creation of a conducive working condition and promoting sustainable community engagement and collaboration in managing the property. The IMP is attached with this report.

c) Requested the State Party to implement the full set of recommendations of the December 2013 Mission.

Response
The State Party acknowledges the relevance of the full set of recommendations of the December 2013 Mission towards the improvement of Desired State of Conservation of the Property. The recommendations if implemented well would greatly assist in bringing about the desirable state of conservation of the property and hence ensure that the Outstanding Universal Value is preserved. Apart from the recommendations that are reflected in 2(a) and 2(b) other recommendations are;

- Formulation of a draft sustainable tourism development plan
- The current management structure should continue to be maintained, supported and additional resources are required to ensure the sustainability of conservation and maintenance interventions. It also advocates the continuation of the momentum and achievements over the decade so that the OUV of the Property is preserved.
- Improvement of access and security

To ensure that all the mentioned recommendations are implemented, most of them have been included in the current Integrated Management Plan. Basically, IMP was developed to tackle all the concerns and worries raised by various stakeholders and the reactive
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monitoring missions. The State Party calls an international support to implement these recommendations.

3. **Other current conservation issues identified by the State(s) Party(ies) which may have an impact on the property’s Outstanding Universal Value**

Response

**COMPLETION OF WORKS TO REBUILD OMAN TOWER AT GEREZA FORT**

The strengthening of the coastal sea wall at the Gereza project (2015) concentrated on erection of rip rap wall by stones and was backfilled to create a raised ground level with the Gereza main doorway, hence resulting in a dry open space following the original organization and recreating the entire waterfront on the eastern elevation of the fort. While the current work aims at strengthening the base of the Oman tower and filling in with stones to protect the NE Portuguese tower from immersion, project work entails strengthening the base of the Oman tower about one meter above with stones and then strengthens it with lime mortar. The objective of this work is to reduce or eliminate the destructive waves NE waves action from reaching the monument and to reduce the tidal immersion of the portion of the remaining Portuguese Fort that will slowly dissolve and reduce the combined sea and rain erosion that affect the fort.

4. **In conformity with Paragraph 172 of the Operational Guidelines, describe any potential major restorations, alterations and/or new construction(s) intended within the property, the buffer zone(s) and/or corridors or other areas, where such developments may affect the Outstanding Universal Value of the property, including authenticity and integrity.**

Response
Currently there is no major restoration, alteration and new construction works going on within the Property. However, according to the IMP objectives and activities emanating from it and in case the funding will be available, the State Party intends to eliminate or reduce waves and tidal scouring action from the reaching the monuments by creating rock amour around the base of the monuments, create gabion rock armour and concrete on gereza fort and creating a sheet pilling 20-50 metres from the Gereza. In order to ensure proper presentation and interpretation and visitors enhancement at the site the Kilwa Kisiwani Jetty will be improved and expanded, visitor route from Kilwa Kisiwani Jetty to Husuni Kubwa and the Great Well to Husuni Kubwa will be expanded and paved, a jetty at Songo Mnara will be constructed and visitors facilities and emenities will be constructed (see IMP pg 45).

5. Public access to the state of conservation report
Response
The State Party poses no restriction for public access to its State of Conservation Report.

6. Signature of the Authority
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5. **Public access to the state of conservation report**

**Response**

The State Party poses no restriction for public access to its State of Conservation Report.

6. **Signature of the Authority**

[Signature Image]

DR. MOSHI M. KIMIZI  
Secretary General ai.  
UNESCO NatCom, Tanzania
UNITED REPUBLIC OF TANZANIA
MINISTRY OF NATURAL RESOURCES AND TOURISM
ANTIQUITIES DIVISION

INTERGRATED MANAGEMENT PLAN
RUINS OF KILWA KISIWANI AND RUINS OF SONGO MNARA WORLD HERITAGE SITE

Kilwa, Masoko March, 2016
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ACKNOWLEDGEMENT

Kilwa Integrated Management Plan has been developed through intensive effort of many individuals, organizations, local communities and Antiquities staff. Many thanks are expressed to:

American Embassy through the Ambassador’s Fund for Cultural Preservation provided for developing Kilwa Integrated Management Plan including stakeholder meetings that took place during the preparation process. Sincere gratitude goes to World Heritage Centre and ICOMOS experts who visited Kilwa conservation area during the process of data collection and writing the plan, gratitude is extended to UNESCO/WHC for their financial support to complete the process of developing this management plan. Thanks to Mr. Sebastien Moriset from CRAterre for his valuable suggestion to improve the MP.

Many thanks are also extended to the people of Kilwa District, particularly the local communities and village authorities at Kilwa Kisiwani and Songo Mnara for their precious support provided to experts during developing and writing up the Kilwa Integrated Management Plan.

I would like to acknowledge the valuable contribution of Antiquities staff from both Kilwa World Heritage Site and Headquarters who were given the task of writing the Kilwa Integrated Management Plan. These staffs include, Mr. Revocatus Bugumba (Site Manager, Kilwa World Heritage Site), Mr. Simon Odinga, Mr. Emmanuel J. Bwesiri, Dr. Fabian Kigadye, Everlyn Swai, Paulo Nsahani, Upendo Mushi, and Mercy Mbogetah who provided valuable professional contribution to realise this Management Plan.
EXECUTIVE SUMMARY

The Property name is known as the Ruins of Kilwa Kisiwani and the Ruins of Songo Mnara. It was inscribed on the World Heritage List by the World Heritage Committee (WHC) at its fifth session that was held in Sydney from 26-30 October 1981. The Ruins of Kilwa Kisiwani geographic coordinates are 8°58’0” S and 39°30’0” E in DMS (Degrees Minutes Seconds) or -8.96667 and 39.5 (in decimal degrees). Its UTM position is EL50 and its Joint Operation Graphics reference is SC37-03. The Ruins of Songo Mnara coordinates are 9°4’0” S and 39°34’0” E in DMS (Degrees Minutes Seconds) or -9.06667 and 39.5667 (in decimal degrees).

The Ruins of Kilwa Kisiwani and the Ruins of Songo Mnara were listed as National Monument under the 1937 colonial Monuments Preservation ordinance by order through GN No. 186 of October 1937. After independence, these two sites were registered as National Monument under Antiquities Act of 1964. The Antiquities Division of the Ministry of Natural Resources and Tourism is the custodian of the protected area.

In 1981 the two sites were inscribed in the List of World Heritage Sites based on their Historical background and architectural significances coupled with their beauty of archaeology in the area and Swahili culture (ruins) along the East African coast from the 9th to the 19th centuries.

The Property has been affected by sea wave erosion and human activities such as agriculture and construction of new building for time immemorial. These have led to the collapse of some historic structures and deterioration of archaeological layers. These negative impacts resulted in the property being placed on the UNESCO List of World Heritage sites in Danger in the year 2004. But, after almost ten years of intensive preservation works implemented by the Ministry of Natural Resources and Tourism, in collaboration with numerous organizations and Embassies who assisted in raising funds, the site was removed from the List of World Heritage in Danger in 2014, at the 38th session of the World Heritage Committee, held in Doha, Qatar.

Through conservation works and improvement of management system, the property attained a desired state of conservation that warranted for its removal. However, there are some corrective measures that have not been implemented and therefore, need more collaborative efforts and support from all stakeholders. Such works includes, preservation works, tourists management and definition of the boundaries.

It is therefore, through the efforts of the government of Tanzania and other stakeholders such as the Franck Embassy in Dar es Salaam, UNESCO- World Heritage Centre, the vision to preserve, conserve, and enhance the Kilwa District to be the heart of tourism as a destination in the Tanzanian Southern Circuit and ensure that the benefit accrued from tourism activities are for the local community and hence, stimulate sustainable development in the area. It is anticipated that through the implementation of the proposed activities of this Plan the dream to make the Ruins of Kilwa Kisiwani and Ruins of Songo Mnara as one of the well preserved world heritage sites for posterity is realized.
### ACRONYMS AND ABBREVIATIONS

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<th>Description</th>
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<td>AD</td>
<td>Antiquities Division</td>
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<td>AWHF</td>
<td>Africa World Heritage Fund</td>
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<td>DBS</td>
<td>Development Bank of South Africa</td>
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<td>CMT</td>
<td>Council Management Team</td>
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<td>DT</td>
<td>Division of Tourism</td>
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<td>EMA</td>
<td>Environment Management Act</td>
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<td>EU</td>
<td>European Union</td>
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<td>ICCROM</td>
<td>International Centre for the Study of the Preservation and Restoration of Cultural Property</td>
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<td>ICOMOS</td>
<td>International Council on Monuments and Sites</td>
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<td>ILO</td>
<td>International Labour Organisation</td>
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<td>KDC</td>
<td>Kilwa District Council</td>
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<td>Kilwa Kisiwani</td>
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<td>KMTA</td>
<td>Kilwa Masoko Township Authority</td>
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<td>LUP</td>
<td>Land Use Plan</td>
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<td>MAB</td>
<td>Man and Biosphere Programme</td>
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<td>MP</td>
<td>Management Plan</td>
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<td>MACEMP</td>
<td>Marine and Coastal Environment Management Project</td>
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<td>MDGs</td>
<td>Millennium Development Goal</td>
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<td>MIT</td>
<td>Management Plan Implementation Team</td>
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<td>MKUKUTA</td>
<td>National Strategy for Growth and Poverty Reduction</td>
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<td>MNRT</td>
<td>Ministry of Natural Resources and Tourism</td>
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<td>NEP</td>
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<td>NGO</td>
<td>Non Governmental Organization</td>
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<td>NMT</td>
<td>National Museum of Tanzania</td>
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<td>OUV</td>
<td>Outstanding Universal Value</td>
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<td>PPP</td>
<td>Public Private Partnership</td>
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<td>RKK</td>
<td>Ruins of Kilwa Kisiwani</td>
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<td>SM</td>
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<td>SWOT</td>
<td>Strength, Weakness Opportunity and Threat</td>
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<td>United Nations Educational, Scientific and Cultural Organisation</td>
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<td>URT</td>
<td>United Republic of Tanzania</td>
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<td>VEO</td>
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<td>World Heritage Committee</td>
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1.0 INTRODUCTION

The Antiquities Division of the Ministry of Natural Resources and Tourism in Tanzania has developed this Management Plan (MP) following the review of the Kilwa Sites Management Plan of 2004. This was a two year plan, but its implementation was extended to four years to 2008. Through the assistance from ICCROM and ICOMOS experts and funding from Africa World Heritage Fund, a four years Strategic Plan was developed to implement the MP and it was aimed at removing the Property in the List of World Heritage in Danger.

This MP is an integrative plan that focuses on the entire World Heritage property. The plan outlines the background and significance of the World Heritage property. It indicates numerous cultural and natural resources, available in the World Heritage property (see appendix1). It identifies challenges, in terms of conservation, management, administration and presentation. It further develops objectives, strategies and activities that can be implemented to address these challenges. It sums up with an action plan that specifies activities to be executed at a given time and budget. It ends up with suggestions on conducting monitoring and evaluation in consideration of the Environmental management concerns and disaster preparedness (See appendix 7).

The process of developing this particular Management Plan was done in various stages. These include: Meeting of task groups to lay out key principles and concept about the process of developing and implementing the MP; to collect important information from literature, research on reports; internet search; consultation with various stakeholders through meetings; in-depth discussion with indigenous residents at Kilwa Kisiwani and Songo Mnara; and discussion with other stakeholders in Kilwa Masoko such as hotel owners, tours guides and analysis of the information gathered. The team that developed this Plan includes Antiquities Division Staff from the Headquarter in Dar es Salaam, AD staffs in Kilwa, CMT for an approval of the document, Reactive Monitoring Mission team comprised of experts from the World Heritage Centre (WHC) and International Council on Monuments and Sites (ICOMOS) who visited Kilwa when the plan was being developed and recommendations from ICOMOS over the draft MP.

This Management Plan has been developed through participatory processes, involving the following steps:

- Characterization of cultural and historical features;
- Assessment of socio-economic and cultural values;
- Identification of planning issues and concerns, and
- Characterization of management objectives.

On the other hand, seven stakeholders meetings were organized and one hundred eighty two (182) people attended. Characterization of cultural and historical sites of World Heritage Property involved documentation of cultural and historical features of the World Heritage property. Some of such information was extracted from the already existing reports and previous management plans, including those that had been prepared previously. However, additional information was generated through stakeholders’ consultations. Assessment of the state of conservation of the World Heritage property was done by visiting the Kilwa Kisiwani and Songo Mnara ruins and visually inspecting the exterior and interior of each monument/or structure.

Socio-economic and cultural values of the World Heritage Property were assessed through a participatory process. Attention was paid to the social and economic values the property has to the local communities. Such information was gathered through assessment of perception of the communities on values of this property from a local perspective. But also the assessment attempted to establish how such areas had cultural values to the society and why. Assessment was also made on the potentials for tourism promotion and associated socio-economic implications to the livelihoods of communities. It was identified therefore, that there are various socio-economic, cultural, legal and policy challenges that are likely to be encountered in the course of managing the property. Examples of such challenges include the following:

- Conflicts between tourism activities and cultural values;
- Conflicts between conservation of monuments and land use;
- Poverty as a threat to the management of the property;
- Community participation in the management of the property; and
- Conflicting sectoral policies and institutional limitations associated with the management of the property.

The major aim of developing this Management Plan is therefore, to ensure the safeguarding of the property and specifies how the Outstanding Universal Value (OUV) of the Property should be maintained through participatory means.
Figure 1: (Clockwise from left) Stakeholder meetings in Songo Mnara (Middle Photographs) Sanje ya Kati and (Last Photographs) meetings with heads of departments at the District level (Courtesy of Bugumba)
2.0 DESCRIPTION OF THE PROPERTY

2.1 General Information

The name of the Property is known as the Ruins of Kilwa Kisiwani and Ruins of Songo Mnara of the United Republic of Tanzania. The two famous heritage sites were inscribed in 1981 on the World Heritage List. These sites are found in Kilwa District of Lindi region. Administratively, Kilwa Kisiwani a ninth century town is located in Masoko Division while Songo Mnara is located in Pande Division. Kilwa Masoko, the District headquarter is about 330 Kilometres south from Dar es Salaam the business and administrative centre of United Republic of Tanzania. Meanwhile, both islands are found in the western Indian Ocean waters in the Southern coast of the country.

Figure 2: Kilwa Kisiwani and Songo Mnara Islands location in relation to other heritage sites in Kilwa (Karen Moon 2004)
Kilwa Kisiwani is approximately 2 kilometers south of Kilwa Masoko Harbour. The distance of the island from east to west is approximately 7 kilometers, while the North to South Distance is about 8 Kms. The size of the island is approximately 32 square Kilometers. The name takes its origin from the ancient mediaeval coastal city state Quiloa as it was written in Portuguese travelling accounts and the word Kisiwani means an Island. It is therefore called Kilwa, the Island, as differentiated from other Kilwa’s such as Kilwa Kivinje and Kilwa Masoko. In Kilwa Kisiwani most of the Monuments are on the north western tip of the Island running east to west of the current village.

Meanwhile, Songo Mnara whose name is derived from two words Songo, a name probably representing the local natives of the place, who are known as Wasongo and the language spoken, is Kisongo and the Mnara means a Pillar. The island is separated from Kilwa Kisiwani by a deep channel, to its western waters and while it’s southern end is connected to the mainland. The main historic site is situated at the North western side of the island separated with the ocean with an immense mangrove forests and shrubs.

2.2 Geographical Coordinates

Table 1: KK and SM geographic coordinated and geographical context (GIS Project)

<table>
<thead>
<tr>
<th>Eastern most point</th>
<th>Western most point</th>
<th>East - West extend</th>
<th>Northern most point</th>
<th>Southern most point</th>
<th>North - South extend</th>
<th>Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kilwa Kisiwani</td>
<td>39° 29’ 30” E</td>
<td>39° 33’ 10” E</td>
<td>-7 km</td>
<td>8° 56’ 40” S</td>
<td>9° 1’ 00” S</td>
<td>-8 km</td>
</tr>
<tr>
<td>Songo Mnara</td>
<td>39°33’ 00” E</td>
<td>39°37’ 45” E</td>
<td>-9 km</td>
<td>9°01’ 22” S</td>
<td>9°7’ 10” S</td>
<td>-11 km</td>
</tr>
</tbody>
</table>

2.3 Physical Description of the Monuments

As mentioned previously, the serially nominated sites are found in the two main islands and each has stupendous monuments. Apart from these nominated as WHS, there are those sites not in the list. Therefore, Kilwa Kisiwani and Songo Mnara have heritage resources as follows:

Kilwa Kisiwani

The ruins of the medieval city of Kilwa are found on Kilwa Kisiwani. They are located on the northern tip of the Island. It is obviously seen that the island has a rich history of indigenous developments mingled with transcontinental influences, and a complex cultural heritage that dates back to the second century AD. This fact has led to the production of a rich history and architectural heritage of the all city states west of the Indian Ocean.
Figure 3: Kilwa Kisiwani North Monuments and Village (Karen Moon 2004)

Mosques

(a) The Great Mosque dated to the 11th–15th centuries. Having two prayer halls that is the 11th to 12th centuries and the later prayer hall. It was the largest mosque south of Sahara ever to occur before the sixteenth century. It has two sections the 11th –12th section and the largest one characterized with domed prayer hall, more than seven domed prayer halls, a flat roof and an ablution area;

(b) Small domed Mosque dates to the 15th century. It is located between the Great Mosque and Makutani Palace. Originally it had three bays roofs with seven domes, some fluted and other plain. It’s inner part is decorated with some bowls;

(c) Malindi Mosque dates back to the 15th century and was renovated in the 18th century. The main prayer hall had two bays. In the courtyard to the south an ablution area, well and water tanks are found;

(d) Jangwani Mosque and House dates back circa to 15th century. Most of it is in rubble state, but only the western side was excavated. The mosque seems to be larger than the small domed mosque and has remain of a fluted dome on its inner side; and

(e) Makutani Mosque: dating back to the 15th century C, it is found on the northern side of Makutani Palace, with its pillars, a wall and a standing Mirhab.

Palaces, Residential and Defensive Structure

(a) The Husuni Kubwa Palace constructed by Sultan al Hassan Ibn Suleiman circa 1310-1333), found on the northern side of the island between the Malindi Mosque and Kipakoni house to the east. The palace is widely recognized as the largest single building in sub-Saharan Africa during the pre-colonial times. It is believed to have been built for a variety of functions such as public, private, commercial one and leisure such as a swimming pool with decorations and water outlets. It is believed to have more than a hundred rooms;
(b) The Makutani Palace is located near the beach on the northwestern corner of the island. It dates back to the 14th century and has impressive and complex structures which housed the Sultan and his family;

(c) Husuni Ndogo Palace is located adjacent to Husuni Kubwa and dates back to the 14th century;

(d) The Gereza is a Portuguese garrison of an early 16th century that was later on modified by Omanis in the 19th C. This is currently the most outstanding structure on Kilwa Kisiwani. It faces the Kilwa Masoko harbor, and

(e) The Great House is another structure which dates from the 13th to 15th century. Located south of the great Mosques, it is separated by a narrow street, which remains the only example of streets mentioned in the past history of Kilwa.

Burial Places/cemeteries

At Kilwa Kisiwani, cemeteries are confined to the following areas:

(a) Forty Sheikhs tombs, these are monuments situated further south of the property. The area is a shrine for the community and therefore tourists are not allowed to visit it,

(b) Kilwa Sultan Mausoleum, or namely Washirazi tombs by local community. It is an area with tombs probably from 16th to 19th centuries. These were built for sultans and the family member. A number of tombs were embellished with short pillars, ceramic plates or decorative plasterworks; and

(c) Malindi Cemetery. These tombs date from the 18th and 19th centuries. Some were decorated by imported ceramics bowls, but most of them are not there. Moon (2005) associates them with a prominent Malindi family from Kenya.
Figure 4: Kilwa Kisiwani Monuments and Landscape (Photo Courtesy: Sebastian Moriset 2013)
Songo Mnara

Songo Mnara Island is located just south of Kilwa Kisiwani, the renowned urban centre dates back to the 11th and 15th centuries. Songo Mnara monuments are found in the following area, Sangarungu (Songo Mnara), Sanje ya Majoma, Mkuje house and Mwanakiwambi tombs. The ruined monuments are well preserved and in a good state of conservation.

Figure 5: Sangarungu Ruins - Songo Mnara ruins in relation to the island:

The monuments are located in the northwestern corner of the island. In this area, the site features the well-preserved remains of more than 40 large domestic room-blocks, five mosques and hundreds of graves, surrounded by a small town wall. At the center of the town is an open area, where tombs, a walled cemetery and one of the mosques are located. Ordinary houses at Songo Mnara are made up of multiple interconnected rectangular rooms, each room measuring between 4 and 8.5 meters (13-27 feet) long and 2.2-2.5 m (7-8 ft) wide. Like many houses of Kilwa Kisiwani the houses in Songo Mnara are built of coral rags and lime mortar line after line. Furthermore, northeast of the burial site, amidst mangrove forest, one finds the ruins of what had been a watchtower a Mnara in Swahili, the term used to differentiate from other Songo places.
2.4 State of Conservation

Conservation History

German Period:
According to Kamamba, DMK and Blanchard P (2005) Conservation works at Kilwa Kisiwani could be traced back to colonial times in 1900 by the German Government (Deutsch Ostafrika). Berhadit Perrot an amateur interested in antiquities collected architectural elements from Kilwa Ruins and inscriptions that are kept in Koniglichen Museum in Berlin.

In 1902 a protection zone (kronland) was established using stone from the cemetery of Malindi, around Makutani Palace, Husuni Kubwa and Husuni Ndogo. This was facilitated by the in charge of the Kilwa District (the Bezirksamtmann) who solved the issue of ownerships of the ruins, whereby the representative of Malindi Family in Kenya agreed to transfer their property to the German government.

In 1904, an engineer, Friedrich, was appointed to examine the ruins and reported on their state of conservation and works needed. After several years of fruitless requests for funding, the Bezirksamtmann of Kilwa obtained the appointment of a technician and workers to begin conservation in 1915, but the World War II brought a halt to the project.

British Period:
In 1937 the Ruins of Kilwa Kisiwani, Songo Mnara and Sanje ya Kati were gazetted as National Monuments. In 1949 and 1951, funds were provided for maintaining the ruins. In 1952, the ruins were cleaned twice and work was conducted in two months focusing on the most damaged walls.

In 1957, Sir Wheeler and Father Mathew conducted the first excavations at Kilwa that focused on a trench about 400 meters from Gereza. From 1958 to 1962, the Department of Antiquities led the main conservation works covering all of the sites. The director was Charles Little supervising a dozen of masons for periods of five months every year.

In 1958 Neville Chittick began archaeological excavations; however the work intensified from 1960 to 1965. In the last years of the research the British Institute in Eastern Africa took over from the Department of Antiquities to carry out certain conservation work. In this period a field school was held in 1963 involving 10 students from Makerere University of Uganda and other 100 workers. The field school was under the supervision of Dr. Merrick Posnansky, Neville Chittick, James Kirkman and Haro Sassoon.

Post Independence Period:
In 1964, the Ruins of Kilwa Kisiwani, Ruins of Songo Mnara and Sanje ya Kati were registered as a National Monument under the Antiquities Act of 1964. This act “protects all monuments built prior to 1863 or their remains and includes all adjacent grounds which may be necessary for enclosing and protecting the monuments from deterioration.”

From 1971 to 2002, minor conservation works and major cleaning programs were carried out on the island of Kilwa Kisiwani and Songo Mnara. Before 2000 the Antiquities Division moved from one ministry to another as a result its mission and vision kept changing and hence its objectives changed too. As the result of these transfers the sites were not well funded hence they were then heavily colonized by overgrowths.

In 1981, the ruins of Kilwa Kisiwani and Songo Mnara were registered by UNESCO as World Heritage sites. In 1999, The Ministry of Natural Resources and Tourism in collaboration with the French Embassy in Tanzania launched a project for preserving the ruins in cooperation with a Volunteer Association, CHAM, and the architecture firm, ARCHIPAT. Works were carried out in this framework from September 2002 to December 2004.

In 2004, the Ruins of Kilwa Kisiwani and Ruins of Songo Mnara World Heritage Sites were inscribed in the list of “World Heritage site in Danger” by the 28th session of the World Heritage Committee that was held in Suzhou, China in 2004.
In 2005 - 2008, through a project named “Emergency Conservation Works for the Ruins of Kilwa Kisiwani and Songo Mnara Endangered World Heritage Site,” a support of UNESCO/Norway Funds-in-Trust; major conservation was carried out specifically in Songo Mnara at the palace and the Friday Mosque. In Kisiwani the works carried out at Gereza, included the emergency stabilization and protection of the weaker wall from crumbling; and planting of mangrove seedlings along the channel north of the Gereza.

From 2009 to 2011 a Historic Sites of Kilwa in Tanzania Project” funded by the World Monument Fund, Wilson Challenge to Conserve our Heritage was carried out. It focused mainly to preserve the Gereza fort.

2009 - 2010 through UNDP on Wealth creation, Employment and Economic Empowerment” by International Labour Organization (ILO), United Nations Joint Program outcome III, titled “Develop Cultural Tourism and Rehabilitation of Endangered Heritage of Kilwa Kisiwani and Songo Mnara” financed the restoration of Malindi Mosque and Cemetery and election of Sea wall at Malindi Sea front in Kilwa Kisiwani.

2009-10 through the support from UNESCO/World Heritage Centre a Funerary retaining wall was constructed at Songo Mnara (Sheikh Ibrahim cemetery) after the original wall crumbled down.

2007 - 2012, through the support of Tanzania’s Marine and Coastal Management Plan Project (MACEMP), the following conservation activities were carried out in Kilwa; inventory of all Monuments in both Kilwa Kisiwani and Songo Mnara and non-inscribed site in the island and mainland. The outcome of this work is compiled in four reports touching findings and recommendations, conservation work plan and a report on all the monuments of the Property and additional sites not inscribed in the World Heritage. Furthermore, from 2011 to 2012 restoration works were carried out in the following areas, a portion of Makutani Palace main building, Makutani southern enclosure wall, house A and Kilwa Sultans Mausoleum (tombs).

Furthermore, between 2011 and 2012 through UNESCO support emergence works were carried out at the following areas; Makutani palace targeting western façade and western inner rooms, stabilization of house C (madrasa) and House B (enclosure wall’s western tower) whereby the sea wall was erected and huge cracks on the walls were filled-in.

And from 2011 to 2014 a project christened “Integrated Preservation at Kilwa Kisiwani and Songo Mnara Project” financed by United State Department’s Ambassadors Fund for Cultural Preservation Fund, assisted the Ministry of Natural Resources and Tourism through World Monument Fund to carry preservation works in both Kilwa Kisiwani and Songo Mnara. In Kilwa Kisiwani the project completed all outstanding works at Makutani Palace from previous projects supported by the World Bank (MACEMP) and UNESCO. In Songo Mnara the project focused on stabilizing the entire property composed of more than forty houses, mosques and burial places. Currently major restoration has been carried in houses 18, 21, 23, 24, 25, 26, 27, 28, 29, 30/31, 32, 33, 34, 35, 36/37, 40, 44, and 45. Other restored monument includes two mosques that are, the central and the ‘women’ mosque.

**Current State of Conservation of the Site**

By tracing back the conservation history of the Ruins of Kilwa Kisiwani and Ruins of Songo Mnara from the colonial times to the present, one should note that a lot works have been carried out and the desired state of conservation has been attained to warrant the property to be removed in the List of World Heritage in Danger by World Heritage Committee at its 38th session that was held in Doha- Qatar in 2014. The Management Plan (2004) highlighted the erosion at Malindi sea front to Gereza Fort and it concluded that in case something goes on unchecked the Gereza will disappear soon. But the actual fact shows that nothing has collapsed in the ten years, except the arch that collapsed in 2003. Other observations from the MP shows that there were great erosion on the edge of the ancient towns and mass destruction of archaeological records and plan equated this state of affairs to a disaster and loss of knowledge. Furthermore, most of the monuments had huge cracks and weak masonry due to the absence of regular maintenance. Currently, the state of conservation has immensely improved due to a huge financial and technical support from partners and stakeholders such as the Governments of France, Japan, Norway, United States of America; International organizations such as UNESCO, and World Monument Fund. This success reveals that among ten major monuments in Kilwa Kisiwani only three monuments have not been restored that is the Husuni Ndogo (3570
m2), Jangwani house and mosque (48m2), and the Great house (approx 83m2) near to the Great Mosque.

The current state of conservation for specific monuments in the island, particularly those listed in the serial nomination is as follows:

**Kilwa Kisiwani Monuments**

The monuments listed in the serial nomination at the islands are as follows; the great Mosque (84 m2), Husuni Kubwa (12,000m2), the Gereza (180 m2), the Great House (approx. 200m2), the small domed mosque (48m2), the House of the Portico (approx. 100m2), the Makutani, Husuni Ndogo (3570 m2), Jangwani House and mosque (48m2), Malindi Mosque (24m2) and Cemeteries, the Kilwa Sultan Mausoleum and the Tombs of Forty Sheikhs (approx 300m2). In comparison to the size of each monument and the number of monument that have been conserved are in the desired state of conservation, obviously the total work carried out to the present moment is more than 90%. Meanwhile, the major threat to monuments, such as direct sea wave erosion to monument along the Malindi Sea Front, Gereza Fort foundation and Makutani area have been controlled. Hence, the current threat could be considered as minimal. Furthermore, the Husuni Ndogo which is also one of the huge monument but no conservation works hasn’t been done yet, and it is therefore, not in the desired state of Conservation. The states of conservation of all the monuments in Kisiwani are as follows;

The Great Mosque is in the desired state of conservation as it is mentioned in the previous chapter. Though the monument is still subjected to growing small shoots of a fig tree that comes from the roots of the huge fixed on its eastern wall. Furthermore, it is threatened by animals particularly goat and sheep who tend to visit regularly. It is therefore, the culture of Kisiwani not to attend the animals while grazing. Currently, only cattle have a herdsman who watches them. In order to preserve the desired state of conservation of the monument a maintenance plan for the monuments is proposed.

Husuni Kubwa with its major building and courts is in stable and good state of conservation. Apart from the stabilization works that were carried out in 2003, extensive restoration works were carried out through the funding from US Ambassadors Fund for Cultural Preservation in 2013 and was completed in August 2014. The monument is composed of more than 140 rooms and almost 12,000m2, in size, which is comprised of internal trade activities section, visitor’s apartment, corridors, sultan pavilion, audience court, domestic area court and adjacent rooms, chamberlain house and sultan quarters all are currently in good state of conservation.

However, the Husuni Kubwa is still facing the challenges mentioned in the 2004 Management Plan. It shows that the court is built over a porous cliff and subjected to infiltration of rain water through its floor and therefore the stability of the structure is threatened by rainwater that is penetrating the soil and rendering it loose and collapsible. To eliminate the mentioned threat to the monument, it was, suggested that the hill should be anchored. Thus, the proposed solution needs both highly technical assistance and financial support from both internal and foreign sources. However, it is the view of this plan that the mentioned problem won’t be solved unless we want to temper with the integrity and the authenticity of the monument by dismantling, re-election or reconstruction. What should be considered for this aspect is to continue with the preservation measures to control erosion particularly at its base by maintaining the gabion wall, control of vegetation and planting erosion control grass species wherever they are missing.

The Gereza Fort is currently in a good state of conservation after the recent stabilization works in 2009-2011. The Management Plan (2004) shows that, the monument needed urgent help to rehabilitate it through conservation strategy that will ensure its structure integrity strengthened all the cracks and collapsing roof addressed and urgent conservation of the door. The WMF project for the Fort actually, addressed the situation and therefore the monument is in a desired state of conservation. The structure has been strengthened and the door that was reconstructed is in good situation and the rotting door was removed and stored in the Dar es salaam Museum and House of Culture, and will be brought back to Kilwa after the information centre has been built or a place to exhibit it is secured.

However, the current major threat haunting the monument is the sea wave erosion on its foundation, the northern façade of the fort plus beach and shoreline structures to east, including steps. In order to ensure that the monuments are free from
destructive waves, a study was carried out in 2012 by Samaki consultants to investigate on the coastal environment affecting the monuments with two main objectives to identify the risks and propose interventions to mitigate them to the WHS. This study identified that change in sea level will continue impacting the monuments and it suggests therefore, that long lasting solution, apart from the gabion wall that was erected in 2004 to protect the northern area should be implemented. On the other hand, the Samaki Consultancy (2012) Report should be used as a guideline to implement the corrective measures proposed to halt sea wave erosion. Lastly, overgrowths that tend to grow on the roofs, at the court, floor and tops should be controlled through a regular monitoring program.

The Great house which is located near the Great Mosque is in a good state of conservation but its ruined walls need to be strengthened and control of overgrowths particularly after each rain season.

Also, the House of Porvico at the Makutani area is in a desired state of conservation like many other sites, but needs some wall strengthening works and control of vegetation and animals on the area.

On the other hand the Makutani Palace was threatened by deterioration of the structure, the rot of structural integrity, overgrowth vegetation, animal grazing and rainwater. Most of the mentioned threats have been removed through the mentioned previous projects. The site is therefore in a desirable state of conservation. However, the current challenges that the monument faces, includes the vegetation growing on wall tops and on the floor, animal particularly goat that that are normally not attended by a herds person are a problem not only to the site but also to the villagers themselves. Owing to the fact that animals are not daily attended they sometime eat even villager’s crops too. The control of animals should therefore be sees as a duty of all residents of this Kilwa Masoko suburban. In addition, development of Kilwa Kiswani Master Plan and consequently, the establishment of by-laws that will be developed during the process are expected to yield a lasting solution to the problem.

Malindi Mosque is also in a stable state of conservation, as those factors that were directly affecting it such as the prevalence of overgrowth vegetation and the sea wave erosion have been addressed. Like the other site, the monument needs a maintenance plan to control the sea wave erosion, the overgrowths on top of the monuments and within the cluster of tombs.

**Singo Mnara**

The Management Plan (2004) and mentioned succinctly that the site lacked constant and planned maintenance program. Because of this, the monument were full of scattered rubbles that were obstructing smooth visit and distorting site presentation and interpretation; rampant growth of vegetation which sometimes fall on the monuments such as a tree was growing at the sultan’s office, the palace, mosque and the pillar that suffers from the forces of nature and its located in a mangrove swamp.

It is true that the mentioned challenges were mostly affecting the site before 2006. But referring to the history of conservation in this Plan, the preservation works that were carried between 2006 and 2014, have contributed immensely to improve the state of conservation of the monuments. The current situation shows that more seventy percent (70%) of the monuments have been consolidated, all rubble remove and destructive trees removed. The preservation works involved strengthening the structures by removing decayed mortars that were not bonding with the masonry, removing overgrowths, and removing rubbles through archaeological methods. In this period, there have been several researches conducted for successive five years by the University of Rice of United States and University of York of the United Kingdom. However, the 2013 research session included preliminary training package for archaeological rescue operation for two Antiquities staff and one graduate from the University of Dar es Salaam financed by the Integrated Project. For future improvement of this kind of important work, a sustained training program should be a prerequisite for Antiquities division not only for the RKK and RSM but to all graduate staffs.
3.0 STATEMENT OF OUTSTANDING UNIVERSAL VALUE

The United Nations Educational, Scientific and Cultural Organization (UNESCO) encourages the identification, protection and preservation of cultural and natural heritage around the world considered to be of outstanding value to humanity. This is embodied in an international treaty called the Convention Concerning the Protection of the World Cultural and Natural Heritage, adopted by UNESCO in 1972, and ratified by the United Republic of Tanzania in 1977. The Ruins of Kilwa Kisiwani and Ruins of Songo Mnara were inscribed on the UNESCO World Heritage List in 1981 under culture criteria iii, which recognizes the site as “bearing a unique or at least exceptional testimony to a cultural tradition or to a civilization which is living or which has disappeared.”

However, because of deterioration and decay that lead to the collapse of the historical and archaeological structures for which the property was inscribed on the World Heritage List, the property was inscribed in the List of World Heritage in Danger in 2004. (It was removed from the List of World Heritage in Danger in June 2014)

3.1 Brief Synthesis

Located on two islands close to each other just off the Tanzanian coast about 300km south of Dar es Salaam are the remains of two port cities, Kilwa Kisiwani and Songo Mnara. The larger, Kilwa Kisiwani, was occupied from the 9th to the 19th century and reached its peak of prosperity in the 13th and 14th centuries. In 1331-1332, the great traveler, Ibn Battuta made a stop here and described Kilwa as one of the most beautiful cities of the World.

Kilwa Kisiwani and Songo Mnara were Swahili trading cities and their prosperity was based on control of Indian Ocean trade with Arabia, India and China, particularly between the 13th and 16th centuries, when gold and ivory from the hinterland was traded for silver, carnelians, perfumes, Persian faience and Chinese porcelain. Kilwa Kisiwani minted its own currency in the 11th to 14th centuries. In the 16th century, the Portuguese established a fort on Kilwa Kisiwani and the decline of the two islands began.

The remains of Kilwa Kisiwani cover much of the island with many parts of the city still unexcavated. The substantial standing ruins, built of coral and lime mortar, include the Great Mosque constructed in the 11th century and considerably enlarged in the 13th century, and roofed entirely with domes and vaults, some decorated with embedded Chinese porcelain, the palace Husuni Kubwa built between c1310 and 1333 with its large octagonal bathing pool; Husuni Ndogo, numerous mosques, the Gereza (prison) constructed on the ruins of the Portuguese fort and an entire urban complex with houses, public squares, burial grounds, etc.

The ruins of Songo Mnara, at the northern end of the island, consist of the remains of five mosques, a palace complex, and some thirty-three domestic dwellings constructed of coral stones and wood within enclosing walls.

The islands of Kilwa Kisiwani and Songo Mnara bear exceptional testimony to the expansion of Swahili coastal culture, the Islamisation of East Africa and the extraordinarily extensive and prosperous Indian Ocean trade from the medieval period up to the modern era.

Criteria (iii): Kilwa Kisiwani and Songo Mnara provide exceptional architectural, archaeological and documentary evidence for the growth of Swahili culture and commerce along the East African coast from the 9th to the 19th centuries, offering important insights regarding economic, social and political dynamics in this region.

The Great Mosque of Kilwa Kisiwani is the oldest standing mosque on the East African coast and, with its sixteen domed and vaulted bays, has a unique plan. Its true great dome dating from the 13th century was the largest dome in East Africa until the 19th century.
3.2 Integrity

The key attributes conveying outstanding universal value are found on the islands of Kilwa Kisiwani and Songo Mnara. However, two associated groups of attributes at Kilwa Kivinje, a mainly 19th-century trading town, and Sanje ya Kat, an island to the south of Kilwa where there are ruins covering 400 acres, including houses and a mosque that date to the 10th century or even earlier, are not included within the boundaries of the property.

The property is subject to invasion by vegetation and inundation by the sea, and vulnerable to encroachment by new buildings and agriculture activities that threaten the buried archaeological resources. The continued deterioration and decay of the property leading to collapse of the historical and archeological structures for which the property was inscribed, resulted in the property being placed on the List of World Heritage in Danger in 2004. However, the property was removed by the World Heritage Committee meeting at its 38th session in Doha in 2014.

3.3 Authenticity

The ability of the islands to continue to express truthfully their values has been maintained in terms of design and materials due to limited consolidation of the structures using coral stone and other appropriate materials, but is vulnerable, particularly on Kilwa Kisiwani to urban encroachment and coastal damage as these threaten the ability to understand the overall layout of the mediaeval port city. The ability of the sites to retain their authenticity depends on implementation of an ongoing conservation programme that addresses all the corrective measures necessary to achieve removal of the property from the List of World Heritage in Danger.

3.4 Protection and Management Requirements

The sites comprising the property are legally protected through the existing cultural resource policy (2008), Antiquities Law (the Antiquities Act of 1964 and its Amendment of 1979) and established Rules and Regulations. Both the Antiquities laws and regulations are currently under review.

In addition to this, the property is administered under the authority of the Antiquities Division. A site Manager and Assistant Conservators are responsible for the management of the sites. Key management issues include climate change impact due to increased sea wave action and beach erosion; encroachment on the site by humans and animals (cattle and goats); an inadequate conservation programme for all the monuments, and inadequate Community involvement and engagement in heritage related activities, as a result of this community feels that they hasn’t yet realized the socio-economic benefits coming from tourism activities.

On the other hand, the long term major threats to the site will be addressed and mechanisms for involvement of the community and other stakeholders will be employed to ensure the sustainable conservation and continuity of the site. Furthermore, there is a need for better zoning of the property for planning in order to ensure development and agricultural uses do not impact adversely on the structures and buried archaeology. A Master Plan for Kilwa District is currently under preparation and is due to be finalized by 2018.

3.5 Associated Value of the Sites

3.5.1 Archaeological Value and Research Value

Archaeological Value of these sites is actually manifested through its archaeological materials excavated in both Kilwa Kisiwani and Songo Mnara. These researches have yielded a number of unique finds highlighting past Swahili civilization. Meanwhile, the RSM which are well preserved offers a great potential in the study of urban spaces and practice. For instances, the Kilwa coins that have been discovered in an archaeological context such as the 64 Kilwa type coins recovered in Songo Mnara and those unrecovered yet, have an important role in numismatics as one of the discipline in archaeology, particularly in interpreting the Swahili past economies and commerce and the chronology of Kilwa sultans and their regimes,
hence address the chronological confusion that have characterized the study (Fleisher J, and Wynne-Jones S. p. 494).
Generally speaking, these sites are important representative sites for the archaeology of Swahili. In the same manner, the past archaeological works done during the colonial period to the present have significantly contributed much in understanding the coastal archeology and Swahili civilization. Hence, as a matter of fact that some of the monuments in Kilwa Kiswani and Songo Mnara are still buried, there is a room for further research and discovering Kilwa’s ancient history (Fleisher J, and Wynne-Jones S 2009, 2011).

3.5.2 Historic Value

Kilwa Kiswani and Songo Mnara is one of best documented historic sites in the East African coast. The sites show the development of Swahili culture and Islamic religion development, history of architecture development in this country as well as leadership. Swahili as an ethic group is composed of a coherent group of coastal people that is recognized to have emerged between AD 600 and 1500 (J. Fleisher 2010:142). As a distinct cultural group, Swahili developed through the trade networks that connected the hinterland and the coastal city states along the Western Indian ocean coast occupying a coastal area of about 1,500 Kms. running from south of Somalia to Northern Mozambique. The Swahili ethnic group didn’t only embrace the Swahili language but also adopted Islam as the religion of the area.

3.5.3 Religious Value

Mainly as an Islamic city, the site was a centre for Islamic religion development in Tanzania. Islam was practiced widely in the East Africa coast from 8th century AD. The prayer hall of the Great Mosque in Kiswani dating to 11th Century AD is the oldest in Sub-Saharan Africa. Like most of the 11th Century mosques, it is attributed to Shia’s. On the contrary, the Sunni Islam of the shafi’i school is the practice followed by the islanders today; this tradition probably came to Kilwa with the arrival of the Mahdali family from Yemen in 1277. Indeed, the cultural traditions in Kilwa Kiswani in particular are still strong. Besides, its distinctive religious practices, literary and oral traditions, ancient customs and rich indigenous knowledge of the island’s resources are all rooted in time. Furthermore, Kilwa Kiswani is still a centre for Muslim studies attracting students from different parts of Tanzania. In the same manner, the religion still plays a large part in the life of islanders, thus shaping their daily life and social, political and economic situation. For instances, there are sacred visit (ziara) that are held in Kilwa Kiswani annually, and two sites at Kiswani, the Forty Sheikhs Tombs and Malindi Cemetery are revered in honour to important religious leader of the island. On the other hand a Mwamba Ladu, a mango found at the village, is regarded a holy place where festivals and meetings are normally held. And, other sacred placed includes the Shendembo cemetery and the great well.

And other form of intangible heritage includes oral tradition and literature through its poetry, tales and Songs. And there are the Swahili oral epics that are still practiced by some individual in Kilwa Kiswani.

3.5.4 Architectural Value

Kilwa Kiswani and Songo Mnara ruins tell us more about the past distinctive Swahili architectural monuments in their architectural design and skills, reflecting life styles and practices of the area; besides they are the only monuments in Eastern African Coast that provide more information on the building techniques and periodisation of the area. Some monuments are landmark or masterpieces of architectural styles only found in Kilwa, such as the Husuni Kubwa, and the Great Mosques. Husuni Kubwa, the largest structure of its own kind in Sub-Saharan Africa which was a residential area for the sultan. The ruin was really sophisticated in design had more that 100 rooms with different uses, halls and swimming pool. Likewise, the Great Mosque has been identified as the large mosque before the 16th century in the western coast of Indian Ocean. All these confirm the relevance of RKK and RSM as a World Heritage site.

3.5.5 Tourism destination value

Kilwa District is the most visited tourism destination in Southern Tanzania and the cultural heritage assets being the main determining factor. The outstanding architectural remains hand the strong religious values of the islands that brought the site on the World Heritage List attract approximately 3000 visitors per year. Kilwa Kiswani and Songo Mnara also display a great
variety of marine and terrestrial natural assets (see appendix 1). Kilwa till now is very rich in marine resources as mentioned before and attracts many divers. Kilwa terrestrial forests and mangroves have been identified to have more than 100 species of birds one could watch. By this fact, Kilwa stands out to be the center of tourism activities in the southern circuit in a wider context. It is also the one heritage asset in publicized in guide books (Lonely Planet website, https://www.lonelyplanet.com/tanzania/kilwa-kisiwani, and http://www.Roughguide.com/shop/rough-guide-Tanzania/). It therefore serves as a magnet for tourism in the whole region.

3.5.6 Education Value

The World Heritage property is the centre for education whereby not only scholars from universities and colleges have been using it as place for studying different aspects of disciplines, but it is also important for pupils also who want to learn the history of this country. The monuments are therefore an important asset for Archeological, anthropological, historical, Swahili as language, environmental and architectural studies etc.

3.5.7 Environmental Value

The site being islands, the presence of the Indian ocean and its associated environs such as the mangroves and other terrestrial vegetation such as huge baobab trees in Songo Mnara and Kilwa Kisiwani, are the source of attraction to visitors (see appendix 1). As one walks in mangroves heavens in Songo Mnara, and individual person encounters with a new experience that brings together nature and cultures.
4.0 POLICY AND LEGISLATIVE FRAMEWORK

4.1 Overview

Developing a Management Plan for a heritage site demands that both the physical and socio-economic environments are analyzed in the context of the relevant policies and legislative instruments governing the management of Cultural Heritage and related resettlement issues. This Chapter presents a brief review of the policies, laws, and guidelines related to conservation of heritage sites.

The protection, conservation and management of cultural heritage resources take place within legal and administrative frameworks established by the Government. All activities concerned with protection, conservation and management of immovable cultural heritage resources in this country are vested in the hands of the Antiquities Division (Kamamba, 2005a, 2005b; Karoma, 1996; Mturi, 1996; 1998). On the other hand, the National Museums of Tanzania (NMT) is responsible for preservation and management of movable objects with scientific, aesthetic and cultural values. The AD and the NMT, administratively, both are under the Ministry of Natural Resources and Tourism, and remain key government institutions responsible for protection, conservation and management of movable and immovable cultural heritage resources.

There are several sectoral legislations that have relevance for Cultural Heritage Conservation cover sectors such as land use planning, urban planning, environmental management, poverty reduction, agriculture and livestock management, forestry, water resources management, tourism, culture, and various World Bank’s Safeguard Policies. A wide range of approaches have been adopted within the legal and regulatory framework aiming at preserving cultural heritage.

4.2 National Policies, Vision and Strategy

4.2.1 National Cultural Heritage Policy (2008)

Modern conservation of cultural heritage sites and monuments in the country officially began as early as 1937 with the enactment of several Acts that have been under constant review as described below. However, through all these revisions the Acts have not been supported by a comprehensive Cultural Heritage Conservation Policy, until 1997 when the first Cultural Policy was put in place. The National Cultural Heritage Policy (2008) compliments the 1997 Cultural Policy and elaborates the objectives, strategies and conservation activities that need to be implemented by various stakeholders, including the private sector.

In its implementation, the Policy emphasizes the importance of local communities’ engagement as they are regarded as the owners of these cultural resources. The government’s aim in this respect is to increasingly involve local communities in general management of the cultural resources, while the government facilitates and provides a favourable environment for such popular participation. It is also the government’s hope to see that the local communities benefit economically from their participation in the management of these resources through investments in cultural tourism, information activities and selling of cultural souvenirs.

4.2.2 National Development Vision 2025

The Vision in Tanzania aspires to remove Tanzania from a least developed country, to a middle-income country with a strong competitive economy. It encourages NGO engagement with communities. In this regard, it is the aim of this plan that local communities in the islands enabled to realize economic benefits from their engagement in managing Cultural Heritage Sites and therefore becoming a means to generate revenue for local development.

4.2.3 National Strategy for Growth and Poverty Reduction (2005)

National Strategy for Growth and Poverty Reduction (MKUKUTA) was adopted in early February 2005 as a follow up to the 2000 Poverty Reduction Strategy for Tanzania. MKUKUTA makes linkages with National Vision 2025 and is committed to the Millennium Development Goals (MDGs), the internationally agreed targets for reducing poverty. MKUKUTA aims to poverty
reduction growth and reduction of income poverty; improved quality of life and social well being; and Good governance and accountability.

On the other hand the MKUKUTA aims on good governance and accountability. The MKUKUTA program have targets (and strategies) that advocate for an equitable access and use of natural and cultural resources, general public participation, and finally the transparent and accountable use of natural resources.

4.2.4 National Environmental Policy (1998)

The NEP takes cognizance of the principle of sustainable development. It observes that sustainable development means achieving a quality of life that can be maintained for many generations because it is socially desirable, economically viable and environmentally sustainable. NEP also observes that development is sustainable if it takes place within nature’s tolerance limit, both in short-term and in the longer-term perspective.

To achieve these policy objectives the NEP suggests the means to ensure that the exploitation of both natural and cultural resources, the direction of investments and the orientation of technological development are all in harmony with and enhance both the current and future potential to satisfy human needs and aspirations.

4.2.5 National Land Policy (1995)

This policy is relevant for the conservation of Kilwa Kisiwani and Songo Mnara Monuments as it provides a broad policy guidance on land matters. Key policy statements guiding tenure issues include grading land as a constitutional category in which: all land in Tanzania is a public property vested in the President as trustee on behalf of all citizens; in this regard land has value and that it will thus be recognized in all transactions involving land and in assessment of land rent; and the rights and interests of citizens in land should not be taken without considering the due process of law, and hence full, fair and prompt compensation shall be paid when land is required by the President for public purposes of redevelopment.

4.2.6 National Tourism Policy (1999)

The Policy recognizes the presence of the diversity of cultures and archaeological sites such as the RKK and RSM. The policy acknowledges the constraints underlie the sector such as; underutilization and poorly developed tourism services and facilities, inadequate regional and international linkages in tourism, poor institutional and technical capabilities and coordination among the ministries and stakeholders. The general tourism objective is therefore to assist an effort to promote the economy and livelihood of the people essential poverty alleviation through encouraging sustainable and quality tourism that is cultural and socially acceptable, ecologically friendly, environmentally sustainable, and economically viable. On the other hand, the cultural objective of the policy envisages to develop cultural values, creation of cultural awareness and encourages community participation as form of product diversification in tourism industry; to preserve and better manage the countries’ rich cultural and natural heritage as tourism attraction and for the posterity benefit; to develop and maintain museums, theatres and other cultural exhibition centers; to promote cross-cultural linkages amongst local community particularly those in remote areas by promoting and developing the rural tourism.

4.2.7 National Policy on HIV/AIDS 2001

HIV/AIDS is a major development crisis that affects all sectors. During the last two decades the HIV/AIDS epidemic has spread relentlessly affecting people in all walks of life and decimating the most productive segments of the population particularly women and men between the ages of 20 and 49 years. The epidemic is a serious threat to the country’s social and economic development and has serious and direct implications on the social services and welfare. Other relevant policies are listed in Table below.
<table>
<thead>
<tr>
<th>Aspect</th>
<th>Policies/Legislation/Plans</th>
</tr>
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<tbody>
<tr>
<td>Natural Resources</td>
<td>• National Water Policy (2002)</td>
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<tr>
<td></td>
<td>• The Territorial Sea and EEZ Act (1994)</td>
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<td>• Deep Sea Fishing Authority Act (1997)</td>
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<td>• Marine Parks and Reserve Act (1994)</td>
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<tr>
<td>Land use</td>
<td>• Town and Country Planning Ordinance (1956) Cap. 378, Urban Planning</td>
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<td></td>
<td>Act, No 08 of 2007 and Land Act No. 4 and Village Act No. 05 of 1999</td>
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<td></td>
<td>• Town &amp; Country (Public Beaches Planning Area) Order (1991)</td>
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<tr>
<td>Tourism</td>
<td>• National Tourism Policy (1999)</td>
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<tr>
<td>Cross-cutting</td>
<td>• National Environmental Policy (1997)</td>
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<td></td>
<td>• Water Utilization (Control &amp; Regulation) Amendment No. 19 (1980)</td>
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<td>• Regional Administration Act (1997)</td>
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<td></td>
<td>• Local Government (District and Urban Authorities) Acts (1982)</td>
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<td></td>
<td>• Public Health (Sewerage and Drainage) Ordinance Cap. 336</td>
</tr>
</tbody>
</table>

4.3 National Legislation Frameworks

4.3.1 The Antiquities Act of 1964 (Act No. 10) and the Antiquities (Amendment) Act, 1979 (Act No. 22)

Until very recently, the legal protection of the country’s cultural heritage has been effected through the Antiquities Act of 1964 (Act No. 10 of 1964 Ca.550, which has been the principal legislation, and the Antiquities (Amendment) Act, 1979 (Act No. 22 of 1979). The 1964 Act repealed the Monuments Preservation Ordinance of 1937 and 1949 and enlarged the scope of the heritage that needed to be conserved. The legislation offers general protection to objects or structures, which are of archaeological, paleontological, historic, architectural, artistic, ethnological or scientific interest. The legislation classifies cultural heritages into “Monuments”, “Protected objects” and “Relics”.

“Relics”, on the other hand, are any movable objects made, shaped, painted, inscribed or otherwise produced or modified by human agency in Tanganyika before the year 1863. A draft National Cultural Heritage Act expected to be enforce by July 2017 is presently on the drawing board to revise the Antiquities (Amendment) Act, 1979 (Act No. 22 of 1979) so as to give the Minister the power to declare any place, site or structure of historical interest to be a monument for the purpose of this draft Act (Section 3(1)). Section 5(1) further stipulates that the Minister may acquire any such monument in accordance with the provision of the Land Act and Village Land Act of 1999, respectively.

4.3.2 Environmental Management Act (2004)

The EMA was passed by Parliament in November 2004, assented to by the President in February 2005 and became effective in July 2005. Since EMA is a framework Act that overrides all current legislation related to environmental management, there is a substantial need for harmonization of existing Acts with EMA. Hence, the National Cultural Heritage Act of 2008 also needs to be harmonized with the requirements of EMA.
4.3.3 Land Act (1999) and Village Land Act (1999)

Conservation of cultural heritage is very much dependent on what happens on the land where the various artefacts are situated. In 1999 the Land Ordinance of 1923, which used to be the principal governing statute regarding land tenure and management in Tanzania, was repealed and replaced by two pieces of legislation, the Land Act No. 4 of 1999 and Village Land Act No. 5 of 1999, which came into force on May 1, 2001. The Land Act establishes three categories of land: general land, reserved land and village land. The Village Land Act deals with the management of the latter category of land, while the Land Act deals primarily with the management of reserved land and general land and in line with the sectoral pieces of legislation that the reserved lands are established under.

Furthermore, assessment and subsequent payment of compensation for land and crops is provided for under Section 3(1) (g) and other provisions of both Acts, which all advocate for full, fair and prompt compensation based on the market value of the subject property. Furthermore, Regulation 3 of the Land (Assessment of the Value of Land for Compensation) Regulations (2001) made under Section 179 of the Land Act No. 4 and Part III of the Village Land Regulations (2002) uphold this legal position by providing practical guidelines in assessing compensation value for land acquired for public purposes.

4.3.4 Labour Institutions Act, 2004 and the Employment and Labour Relations Act, 2004

These two legislations cater for tripartite interests of employers, employees and labour officers. They are basically formulated to deal with employer-employee rights dispute solving. The conservation and Management of the property will involve labour recruitment where the employer has to abide by these laws.


Conventions and its Guidelines

4.4.1 UNESCO Recommendations Concerning Safeguarding and Contemporary Role of Historic Areas, November 1976

These recommendations provide general principles on Cultural Heritage Conservation. For example, they recommend specifically that every historic area and its surroundings should be considered in their totality as a coherent whole whose balance and specific nature depend on the fusion of the parts of which it is composed and which include human activities as much as the buildings, the spatial organization and the surroundings. All valid elements, including human activities, however modest, thus have significance in relation to the whole which must not be disregarded.

The document explains further that Historical areas and their surroundings should be actively protected against damage of all kinds, particularly that resulting from unsuitable use, unnecessary additions and misguided or insensitive changes such as will impair their authenticity, and from damage due to any form of pollution. Any restoration work undertaken should be based on scientific principles. Similarly, great attention should be paid to the harmony and aesthetic feeling produced by the linking or the contrasting the various parts which make up the groups of buildings and which give to each group its particular character.

4.4.2 Biosphere Reserve Programme

The Man and Biosphere Programme (MAB) was launched by the UNESCO General Conference in November 1971. MAB is a long-term programme of research, training and information exchange among states concerning environmental management. Under this programme a worldwide network of protected areas, called Biosphere Reserves is being established for the purpose of conserving species and genetic diversity and for use in a programme of monitoring, research and training.

Projects being considered under the MAB Programme are expected to demonstrate the advantages of integration, interdisciplinary involvement and participation by the local population. Examples of MAB in Tanzania are: Uluguru Nature Reserve, Mkungu Nature Reserve, Armani Nature Reserve, Kilombero Nature Reserve, Niro Nature Reserve, Chome Nature Reserve, Rungwe Nature Reserve and Rondo Nature Reserve to mention the few.
4.4.3 World Bank OPN 11.03 – Cultural Property

Operational Policy Note 11.03 is a safeguarding policy for management of cultural property. In it WB defines cultural property to include sites having archaological, historical, religious and unique natural values (Taboroff and Cook, 1993). The overall objective of the policy is to assist in the preservation of cultural properties and to avoid their elimination. While management of cultural property is a responsibility of the government, WB will finance projects that do not damage non-replicable cultural property, and will assist in their protection and enhancement.

4.4.4 Designation as a UNESCO World Heritage property

The ruins being world heritage properties, the Government of Tanzania and in particular the Antiquities Division commits itself to closely monitor the sites state of conservation and to undertake efforts for its protection and promotion according to the Operational Guidelines for the Implementation of the World Heritage Convention, which are updated regularly by the World Heritage Committee. As a State Party to the World Heritage Convention, the Government of Tanzania has participated in the Second Cycle of Periodic Reporting on World Heritage in the Africa Region, which developed five specific objectives for the implementation of the World Heritage Convention in the Africa Region and is bound to implement them in Kilwa particularly objectives 2, 3 and 4.

Table 3: Action Plan 2012-17 for the Africa Region

<table>
<thead>
<tr>
<th>Action Plan 2012 – 2017 for the Africa Region</th>
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</thead>
<tbody>
<tr>
<td><strong>Objective 1:</strong> Improve the representation of African heritage sites on the World Heritage List through the preparation of successful nomination dossiers</td>
</tr>
<tr>
<td><strong>Objective 2:</strong> Improve the state of conservation at World Heritage properties, by effective risk management, increased community involvement and direct economic benefits to local communities</td>
</tr>
<tr>
<td><strong>Objective 3:</strong> Effectively manage existing properties by recognising, documenting and formalising traditional management systems and fully incorporating them into existing management mechanisms</td>
</tr>
<tr>
<td><strong>Objective 4:</strong> Develop and implement strategies to enable States Parties to effectively address the challenge of balancing heritage conservation and development needs</td>
</tr>
<tr>
<td><strong>Objective 5:</strong> Establish, and implement, necessary mechanisms for heritage conservation, protection and management in pre-conflict, conflict and post-conflict situations</td>
</tr>
</tbody>
</table>
5.0 ANALYSIS AND DEVELOPMENT OF ISSUES AND PLANNING CONTEXT

5.1 Issues Arising from Participatory Consultations

Land Use Plan (LUP)

In the stakeholders meetings, the local community insisted on the necessity for the site to have a land use plan as to precisely define the ownership and proper use of the land. The community believes that the absence of this plan restricts the community from planning for the benefit of individual person and a community at large.

The process to develop a land use plan started in both Kilwa Kisiwani and Songo Mnara in 2012 by conducting a Survey on Non-Physical Data Survey. The survey was premised on Action Plan for developing a Land Use Plan for the Property. The Kilwa Masoko Township Authority has authorized for the island to have an Interim Land Use Plan of ten years, while working on the preparation of a Master Plan. If accomplished shall reduce the anticipated land use conflicts.

However, Songo Mnara has a Draft Village Land Use Plan (VLUP) that has been approved by the village council and then by District council chairperson. Hence, a land use plan is a necessity for the better utilization of the land as a valuable resource so as to mitigate foreseeable conflicts.

Socio-economic context

The social-economic life of Kilwa Kisiwani residents and those of Songo Mnara was determined by using the recent social economic survey of 2012, that was conducted through the previous Integrated Project (2011-14), under the supervision of an expert from University of Zimbabwe and the Local Economic Development Plan of 2013 - a community document which is a remarkable tool for a top down, bottom up approach for economic development. Lastly information has been collected through the meetings carried out in Kisiwani and Songo Mnara.

According to the survey on non-physical data, the observations made during the consultative meetings, have revealed that; the islands are occupied by people who mostly are Muslims. Land ownership is basically traditional whereby an individual inherits it from his/her parents and when a young man grows he is allocated a plots in the family land/compound.

Their livelihood is mostly accrued from fishing activities. It is the major and important economic activity as it is the source of livelihood and income for fishermen and other groups of people who solely depend on this sector such as fish processing plants, fryng and fish trading and other marine resource. Crop farming and livestock keeping, is currently done. Farming is mainly done on small farms and the main crops grown in Kisiwani are sorghum and simsim. Other activities include salt making, ferrying visitors and tourists from the mainland to the island or vice versa and small trade such as needle work, shops, restaurant, selling fish particularly by women, artwork such as boat making, canoe and carpentry. However, most of the large business works such as; retail and whole sale shops, restaurants and guests are mainly conducted in the mainland Kilwa Masoko. Besides, some of the community members particularly women, earn a living by doing casual conservation works or cleaning the heritage site. The studies conducted have identified clearly that these works are not occurring regularly and that the income gained from these activities are not sufficient enough to support their livelihood, and their children education.

Likewise, in Songo Mnara most of the people depend on crop farming for subsistence such as millet, paddy (rice) and beans. However, currently the harvest is not sufficient enough for subsistence and the dyke for blocking oceanic water from entering the farming field relied on by the whole community is eroded and has negatively impacted the serial agriculture and crop output. Hence, support is needed to rehabilitate it. On the other hand, fishing as the reliable activity is done by using weak traditional gears, hence make them vulnerable and dependent to other occasional works such as, lime making for local community and for conservation works wherever they may occur. Some members of the local community have been trained in conservation work, therefore they are temporarily employed wherever there is conservation project and in absence of conservation work they assist in cleaning the site. Despite the fact that the community depends much on farming and fishing for their basic subsistence income; the community fails to reach that goal due to bad weather, destruction of crops by insect and increasing costs of fishing permits and gears. Although there is some commerce at the beach landing place but there
isn’t any tourism activity that will benefit the community as a whole. It should be noted that the community does not live in close proximity to the site or the tourist circuit on Songo Mnara Island.

In order for the local community to use their environment well to earn their livelihood and for their economic growth, it is a high time now to revive the initial efforts made by the AD through the support of the Embassy of France and UNESCO to train more local community in entrepreneurial skill and food processing and catering services and reactivating the Village Community Bank, and to initiate other sources of income generation such as bee keeping etc.

On the other hand the existing opportunities for local community to gain benefit from tourism are operated in an ad hoc way and not well planned. For this reason it is recommended that the District should be advised to employ tourism officers. Respectively, the Tourism Division of the Ministry of Natural Resources and Tourism should open a tourism office in Kilwa to work closely with Antiquities Division. Commodities and community/pro poor business should be developed in a wider area and Kiswani in particular; and they should provide with services such as food and drinking shops, handicrafts / curio shops to sell sculptures, souvenir such as T-shirts, post cards, caps, pens bearing the name of the site, improve the dhow transport by supporting with security gears and training, the District guides information centre constructed in Masoko should provide a space for local community products, and a Campsite owned by district or AD but run by the local community should also be identified and furnished in both Kilwa Kiswani and Songo Mnara.

Current administration Framework

The Antiquities Division which falls under the Ministry of Natural Resources and Tourism, through its station in Kilwa Masoko manages the property. It is the overall in charge for daily operation under the site manager or the head of the site. The office is located about a hundred metres south of the District Commissioner’s office, where the office was located previously and before the ministry hired a building for its staff. The Property is served by seven staffs, assisted by eight casual laborers who are hired on three months terms per year.

As it has been mentioned previously, the staffing level at the station stands at seven people. The site Manager, is supposed to be assisted by four coordinators of sections as per Property organization structure. The proposed sections includes; Administration, outreach program, conservation and archaeology (See appendix 3). However, due to staff shortage in number the four sections have been merged into two. Education wise the site is served by three are graduates staffs. Meanwhile, two of the staffs have completed secondary education, one of two underwent training on Site documentation and laboratory conservation in Nairobi in 1988 and participated in the Kilwa Project of 2001-05 and other archaeological researches conducted in Kilwa. Meanwhile the other is an experienced Assistant Conservation Technician who possesses remarkable competencies and he is highly experienced in masonry works, conservation techniques and ethics. He has supervised all the conservation works from 2006 to present. The other two staffs, who are standard seven leavers, are site supervisors employed almost 25 year ago. Their key role is to manage the site on daily bases and they act as mediators of the site management with the local community.

In order to have desirable staffing level at Kilwa Kiswani and Songo Mnara, the site needs more than 30 staffs (see the table below). There is a need, therefore to recruit and transfer more staff, empower staffs with more skills in heritage management, community engagement, documentation of the ruins and research. On the hand, due to the reliance on foreign funding Kilwa staff should be trained in basic fundraising skills and there is a dire need to increase budgetary allocation to the site from government subvention to ensure effective management of the Property. Also, in line with existing Government Policy, gender equality is to be considered during employment exercise for building good work relations as well handling of customers at the site. For Antiquities staffs whose education is standard seven or ordinary level should be encouraged to undergo further training courses such as basic fire prevention, fire fighting, first aid and other rescue operation at the site. And Property’s staffs who are undertaking further studies should be retained at the site after completing their studies.
Table 4: Recommended staffing level in Kilwa Antiquities Station

<table>
<thead>
<tr>
<th>S/N</th>
<th>Personnel</th>
<th>Number</th>
<th>Qualification</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Site Manager</td>
<td>1</td>
<td>Graduate</td>
</tr>
<tr>
<td>2</td>
<td>Section Coordinators</td>
<td>4</td>
<td>Graduate</td>
</tr>
<tr>
<td>3</td>
<td>Curators</td>
<td>6</td>
<td>Graduate/ diploma</td>
</tr>
<tr>
<td>5</td>
<td>Conservation technician</td>
<td>3</td>
<td>Diploma/ certificate</td>
</tr>
<tr>
<td>6</td>
<td>Education Officer</td>
<td>2</td>
<td>Graduate/ diploma</td>
</tr>
<tr>
<td>7</td>
<td>Site supervisors</td>
<td>3</td>
<td>Diploma/ certificate</td>
</tr>
<tr>
<td>8</td>
<td>Assistant Site supervisors</td>
<td>4</td>
<td>Certificate</td>
</tr>
<tr>
<td>9</td>
<td>Security Guards</td>
<td>12</td>
<td>Certificate</td>
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<tr>
<td>10</td>
<td>Archivist</td>
<td>1</td>
<td>Diploma/ certificate</td>
</tr>
<tr>
<td>11</td>
<td>Visitor outreach officer</td>
<td>1</td>
<td>Graduate/ diploma</td>
</tr>
</tbody>
</table>

Stakeholder Involvement and Engagement

The immediate stakeholders are the local communities at the Songo Mnara village or Kilwa Kisiwani suburb. These are informally involved to manage the property through the Village Ruins Committees (VRC). These committees operate under the respective village authorities and the Antiquities staffs attend the meetings as members only. However, the observations made reveals that most of the locals community members are not satisfied with the level they are involvement and engagement in managing the site and feel that they are inadequately involved in managing the Property and therefore more efforts have to be done for community to gain more benefits from socio-economic accrued from tourism related activities.

The existence of the village leadership and the VRC are of great help to the site management. The Village leadership has been very helpful in selecting villagers to work in conservation activities and training of local community in various skills such as entrepreneurship, food processing and catering services and tour guiding. However, through the experience tapped from the existing collaboration and relationship calls for a need to improve the decision making process through legal tools that will empower the local community, instead of the current situation where the decision making seems to be done on ad hoc bases.

On the other hand, the Kilwa District Authorities such as the District Commissioners office and District Executive Directors office are not directly involved in daily operation of the property. The study shows that the site manager is not compelled to report to these authorities (see appendix 3). However the existing communication and contacts are for technical information exchange and when some administrative issues arise. It is the aim of this management to make sure that all stakeholders are involved and consequently, would assist greatly in protecting the monuments and contribute to development of heritage and welfare of local inhabitants. These stakeholders could be divided as follows; Kilwa District Authorities (the office of District Commissioner, the Kilwa District Council, Kilwa Masoko Township Authority); Various Kisiwani community groups (Kilwa Culture Centre, Kilwa Kisiwani Community Bank groups, craftsperson, guides, dhow transporters); Private sectors in Masoko (Hotels and restaurants, lodges, and salt farm owners) and other Non Governmental Organisations that operates in Kilwa (World Wildlife Fund, (WWF), Tanganyika Christian Refugees Services, Mpingo Conservation Project); and Education Institutions in Masoko such as Kilwa Folklore Development College.

The reason for the inadequate involvement of such stakeholders is mainly attributed to the absence of a formal structure for stakeholder’s engagement. Consequently, there isn’t a clear administrative structure for distribution of roles and responsibility to manage the site and to implement some activities that will eventually contribute to the socio-economic development of local community in these islands. To rectify the situation, there is a need therefore to create a mechanism that will lead to a clear coordinated approach and with clear roles and responsibilities for each institution that has a stake in the well being of the Ruins of Kilwa Kisiwani and the Ruins of Songo Mnara. This could be in the form of all-inclusive committee under the district commissioner.
And finally in order to achieve a broader participation of stakeholders and to have an efficient and effective communication and utilization of heritage resources for community well being; an all inclusive committee specifying role and responsibilities of each and every stakeholder should be identified, organized and implemented unceasingly (refer appendix 4). This should be adhered the recommendations such as the Manual for Managing cultural World Heritage Sites that insist explicitly that “an effective participatory that delivers reciprocal benefits to the cultural Property and to society depends on who participates in decision making, assessment, planning, implementation and evaluation process and how, who contributes with experience, knowledge and skills and how, and who benefits economically, socio-culturally and psychologically and how.” (UNESCO 2013:18). The following below are the proposed roles and responsibilities of each stakeholder;

Funding

The Antiquities Division Kilwa office, receives limited funds from the government annual subventions to run the office and sometime to carry out emergency conservation works. There is no specific budget allocated from the local annual budget prepared by headquarter office particularly for conservation works. Owing to the mentioned challenge most of the activities of the 2004 Management Plan were implemented through foreign funding.

This was purposely done to achieve the objective of the Management Plan and to implement the corrective measure to remove the site from the endanger list. The achievement so far reached to date includes stabilization of more than 70% of the monuments and the removal of the site from the List of World Heritage Sites in Danger, reducing the impact of direct sea wave erosion to the monument, training of more than 50 islanders in conservation, twenty (20) in food processing and catering services and entrepreneur training and thirty nine in Village Community Bank (VICOBA), whereas twenty (20) were men and nineteen (19) were females and tour guiding in which seven youth were trained as follows; Kilwa Kiswani (3), Kilwa Masoko (2) and Songo Mnara (2) and were rewarded a certificate. Hence, these are the main achievement of the 2004 Management Plan.

Site Presentation, Interpretation and Visitor Experiences

ICOMOS charter 2008 stipulates clearly that, the basic principle of interpretation and presentation as component of heritage conservation efforts and means of enhancing public appreciation and understanding of cultural heritage sites should be developed. The current situation shows that these major components of heritage management are inadequately developed at this Property.

Site presentation and interpretation is inadequately present in Kilwa, except for the following existing items for the Property; Kilwa guide books, brochures, and sign boards, which were developed in the project funded by the Government of France in 2004. There are other publications, from research works by scholars but in actual fact there are very few and inexistent in Kilwa. However, some individuals and private institutions and universities that have managed to prepare some electronic documents and brochures that are easily available through the internet such as University of Rice. Also, as Abungu (2004) writes, the site is haunted by the past to present experience that the interpretation was not presented in a manner that a story is clearly told and the experience of it is provided. The language used is not an easy tool for school children to enjoy and learn simplified history and information about Kilwa. This MP should therefore rectify this situation.

On the other hand, the Kilwa project supported by government of France and other partners incorporated some research work, in the fields of archaeology, anthropology, and sustainable developed. Through these works and the previous works such as by Chittick and others. Kilwa has currently sufficient information to present and interpret the sites; as such, the present state of affairs is not due to lack of information, be it historical, archaeological or architectural, but the site lacks a documentation centre where all information would be put together for preservation and dissemination to those who want to use them for various purpose. It an imperative present need that an education outreach and interpretation centre be established in Kilwa.

With this regard, the site presentation will focus on the following issues: Transport and accessibility, orientation, trails and pathways, cleanliness, security, toilets and other facilities.
Transport and Accessibility

In terms of transport, the office has one car and one boat. These two were bought more than 12 years ago. The boat is used to ferry staff and casual labourers to Kilwa Kisiwani and Songo Mnara. The car is used to transport staff to monitor state of conservation of heritage in the mainland that are not in the list such as Kivinje and Mwanakiwambi and also takes them to sub-treasury and headquarters in Dar es Salaam.

In Kisiwani access to the site is by small boats along the northern tip of the Island. There is a jetty at the northern tip of the island near the primary school. However, few local communities use it regularly for landing and it is not in good state and there is an urgent need for maintenance. The whole Western to southern part and other south eastern part of the island is covered with mangroves and not a nice access to the island and therefore no visitor access there. In Songo Mnara the access to the site is by boat and no any place has been officially designed for landing, except a fishing campsite that is currently used to access the site. This management Plan should ensure therefore, a safe and reliable landing place such as floating jetty or board walk along the channels in Songo Mnara and at the Husuni Kubwa entry place.

Figure 7: The Property landing places: Clockwise first low jetty Kilwa Kisiwani (Photos by Bugumba) and the second low accessibility through mangrove havens in Songo Mnara (Photo by Sebastien Moriset).
In addition, to improve transport at the station a 4WD vehicle and driver is imperative for short and long errands. As the Property is found in the islands, a need to have a reliable marine transport gear for not only staff and local community is highly needed for the time being. This should go hand in hand with embarking and landing facilities such as jetties and boardwalks as it has been recommended in all the consultative meetings we had in Kilwa Kisiwani and Songo Mnara.

**Orientation**

There is only one signboard in Kilwa Masoko placed at the harbour entrance, explaining the historic significance of the site. Unfortunately, the ceramic on was broken and we have a new one made from fibre materials. Also there is welcoming sign at Kilwa Kisiwani briefly indicating all the monuments found in Kisiwani. There is a need therefore, to install new signboards in Kilwa Kisiwani (particularly those areas without any signage for instance the Great Well of Kilwa Kisiwani), Songo Mnara, Kilwa Kivinje, Sanje ya Kati, Sanje ya Majoma, Mvinje Mosque, Kipakoni Mosque and Mtanga Makutani. On the other hand places such as Mtanga Makutani that are not regularly visited there is a urgent need to put a sign to highlight any dangers that will be posed by such action such as vandalism.

**Cleanliness**

As it was mentioned previously, The RKK and RSM are open to various challenges such as the prevalence of outgrowths around and within the site. The ruins are regularly subject to this situation particularly in rain season compared to dry season.

Cleanliness at the site is satisfactory done in some places as Kilwa Kisiwani and Songo Mnara, whereby all the thick bushes and grasses in the monuments are regular cleared. However, some problems such as littering in the site by visiting groups such as students, passersby are still experienced. Furthermore, there are litters from local community activities and some of the tourists who tend to throw them such as; plastic bags, plastic bottles and papers. This could also be attributed, to the absence of strict measures and awareness program, absence of garbage collectors and dustbin. Besides, animal faeces from animals such as cattle, goats and sheep, pose a problem of having a clean site. This has been accelerated by the normal habit of Kisiwani, of not herding these termed animals. Therefore there is need to put both facilities and mechanism for garbage collection and general cleanliness of the route especially in town areas.

It is recommended that Antiquities Division in collaboration with the Kilwa Township Authority, that all legal mechanism for ensuring cleanliness at the village and site should be observed. For any case, there is a reason to encourage the local community through the ruins committee and the hamlet authority to initiate community groups, including children from the school on Kilwa Kisiwani that will deal with waste disposal and protection of environment. These groups should be integrated in daily activities conducted at the property for example the children from the islands and close surrounding areas could give guided tours of the site on annual Heritage Days, or on the anniversary of the site’s World Heritage inscription in October each year. The ministry on its side should find a proper way to accommodate them as part of community empowerment component.

**Security**

The General observation in Kilwa shows that, the security of people and their property is highly appreciated; this is due to the fact that most of the local communities are very friendly to visitors who happen to visit the area. The presence of police station in Masoko is also a factor for reasonable security for the visitors and their belongings, but there is a dire need for the site to also have a police sub-station. But, the absence of reliable motor vessels and dependence on dhows for visiting groups such as students and tourists, and the absence of all weather landing place bring about a greater possibility for insecurity. Though there is no insecurity caused by human beings has ever been observed, and on the other hand the presence of the gullies, vegetation and litters pose threats and injury to visitors.

For ensuring security on the Property, the site supervisors are assisted by two guards in Kisiwani and one in Songo Mnara. This has contributed to reasonably reliable security, though few theft or vandalism to the site such as at Husuni Kubwa in 2011, whereas the board erected as a site watching tower during the Kilwa Project was removed. To solve this situation there is a need, therefore to hire security guides, erection of fences for all major monuments as to stop animals and free access of...
every person to the monuments.

Facilities

The placement and the type of ancillary facilities are also important for adding some values to visitors. Picnic areas, restaurants, kiosks or shops, generally can enhance the experience of the visitor. Neat and well cared heritage places are of great importance to adding value to the site and therefore, enhancing the appreciation of the significance of the site and enjoyment to visitors.

In Kilwa sites, it has been observed that the site has inadequate facilities and amenities for both local and visiting population, such as toilets, visitors’ orientation centre and catering services. In Kilwa Kisiwani, only one toilet is left open for the visitors at the German Rest House which is operating now and one is under construction at Husuni Kubwa and another one planned to be added at the German rest house, this is not sufficient in comparison to the size of the site and the number of visitor who visits the site. In other places such as Songo Mnara there is one toilet that was constructed in 2013, and Sanje ya Kati and Sanje ya Majorna have no any public toilets and other services.

The Property being rich in both tangible and intangible heritage, with their rich natural heritage as well, the presentation should incorporate natural environment, pointing out the biodiversity - particularly plants such as mangroves, baobabs, coconut and their uses (see appendix 1). This is so important since these towns did not exist outside their natural environment context but as a basic part of it; in Africa particularly, culture and nature have always been intertwined.

On the contrary, the site lacks installation of street furniture such as benches under trees shades that will provide resting places for visitors. There is need for a watching tower like the one in Gede in Kenya, for viewing the site from above. It is therefore important to add such facilities.

Undeniably, the purpose of interpretation is a “communication process, using a variety of approaches and techniques, designed to reveal meanings and relationships of our cultural and natural heritage to the public through firsthand experience with object, artefacts landscape or site”. Hence, to have a meaningful site interpretation a wide range of programmes are very crucial such as establishment of visitors’ centres, guided tours, living history programs.

It is certainly obvious that, the absence or inadequate interpretation of the site will alter the visitors understanding and experience of the site, and this could lead to misinterpretation and even negative perception about the site.

In this regard, for children who are the future managers and conservators and young tourists. As mentioned previously, there is currently hardly any interpretation or presentation of the site directed at the young public. Consequently there are almost no visits to the site by children from the surrounding schools. The few visitors that tour the site are mainly foreign tourists, it is therefore important to establish education resources that could also be sold to tourists such as a coloring book exploiting the history and culture of the site as a trading post, garrison, boatabuilding or fishing village etc could be developed to engage local community. Besides, local children could also learn about the site throughout the school year in preparation for being tour guides of the site on a particular day, when friends, family and tourists could be led on guided tours by the students. This would generate ownership and pride in the site and lead a children knowing the site better and taking care of it as custodian of the heritage.

Then, to change the perception that the entire site information is targeted towards foreign tourists and scholarly acumen with little attention paid to local consumers who are the communities around; the view of the community needs to be incorporated into site presentation as a way of not only providing access but also empowering and restoring local pride and ownership of Kilwa heritages. There is also a need to start reconciling various cultural values of heritage places and the fact that there is no a better place among the World Heritage Sites, such as those found in Kilwa. The approach offers foreign tourists a truly and uniquely African experience, while instilling pride and ownership of the heritage on the community, which comes with responsibility to look after them sustainably.
Interpretation panel

It should be well understood that at the time when the 2004 Management Plan was being developed, all sites in Kilwa lacked interpretation panels or direction signs. Currently, Kilwa sites occupy a best place among the heritage sites as one of the few sites in Tanzania with well written and durable interpretation panels, particularly in Kilwa Kisiwani. These panels were installed at all important sites in 2004 and the other at the harbor entrance gate in 2007 through the Kilwa Project financed by the French Government. However, the latter panel was knocked by a car and has been replaced through a support from EU project “Promoting heritage resources in Kilwa to Strengthen Social and Economic Development”. These panels are actually an important tool for any person visiting site to have a self guiding visit. They provide details in Swahili and in English languages. Yet still, all sites lack a clear visitor trail and there is no guidebook or postcards for the entire Property.

![Interpretation panel](image1)

**Figure 8: Interpretation panels on Kilwa Kisiwani island (Sebastien Moriset 2012)**

As mentioned previously these communication means are only confined to information panel and guided tour while panels such as direction panels, lectures rooms, museum displays and formal walking tours, multimedia application and website are missing. It is therefore recommended that two small information centre should be constructed one in KK and another in Songo Mnara, a web site dedicated to Kilwa as a World Heritage Property should be also developed.

Furthermore, site interpretation infrastructures which are the potential activities for raising awareness and understanding of cultural heritage to the public are inadequately developed. This suggests that the public do not fully understand and appreciate conservation efforts done in the RKK and RSM. It is proposed therefore that all publications both print and electronic about KK and SM from previous research works should be collected, documented and stored in a site archive or resource centre. Besides, Education programs for schools, community activities should be developed.
Noting that, the relevance of providing visitor facilities and amenities of high standard is a crucial issue to any site if it wants to satisfy its visitors to the reasonable standard. It is important for this management plan to ensure public services such as defined paths, health services, water supply, food services, transportation facilities, and curio shops are developed and improved for the period of existence of this plan.

To have sustainable results it is recommended, therefore to encourage all the relevant local authorities (see the implementation plan) to involve themselves in establishing the amenities and facilities. For the exercise to be sustainable and involving one, village authorities and tourism sector should be involved in locating and selecting sites for developing the facilities. Also the local authorities should be encouraged to set a budget for tourism purposes. The stakeholders feel that if these services were available in the area, they would help to promote the site and increase the flow of visitors.

Communication among the stakeholders

During consultative meetings and interviews it was noted that, there is poor communication among all the stakeholders both district authority and local people. The existence of stakeholder communication limitations generally affects the spirits framework within which the management of the sites is undertaken. Currently there is no coordinated management committee that involves all stakeholders. The presence of stakeholders, it will greatly assist the Antiquities Division Site Manager and the assistants to exercise their duty efficiently managing and conserving the sites and its environments.

In the new framework of management for Kilwa World Heritage, we need an all inclusive voluntary committee comprising various stakeholders such as: government authorities, religious groups, hotel owners, elders and interested parties who will participate in the process of decision making on issues relating to the management of the sites. The proposed site committee should not exclude the existing Village Ruins Committee (VRC) for each serially nominated site (see appendix 4 and appendix 6).

Tour Guiding and Pricing

When the 2004 Management plan was being developed tour guiding was not well planned. The communication of interpretative message was done by Antiquities staff and some untrained local guides. Currently, the ruins are serviced by more than seven tour guides; four of them were trained through the support of UNESCO - France partnership in 2008 project to the Antiquities Division. The training involved three persons from Kilwa Kiswani, two from Kilwa Masoko and two from Songo Mnara. But currently, only five tour guides are active. These tour guides underwent training to enhance them with general tour guiding skills and English language for three months in Arusha. To enhance them with more tour guiding skills and strengthen their knowledge ability, a European Union funds a Project christened ‘Promoting Heritage Resources in Kilwa to Strengthen Social and Economic Development’ has also built capacity of tour guides in form of hands on activities. They have been involved in documenting and developing an inventory of heritage resources and moreover, the project has planned to train three of them in Rochefort- France. The same EU project has constructed an information centre in Kilwa Masoko to promote all heritage assets in the district, including the World Heritage Site. The tour guides will play a leading role in managing the centre and promoting the World Heritage property.

However, it is revealed, the tour guiding costs are not part of the fee charged by the Antiquities division, rather they are determined by guides themselves or hotel owners who prepare the visiting packages for their guests, these facts calls for an alternative way to improve this situation as to have one common collection point for all visitors.

Furthermore, tour guides have formed an association called Kilwa Island Tours and have agreed to have an office for their daily operations. They are now formerly registered as a tour guide association that will be responsible for safeguarding their interests and aspirations, to be a lobbying group, and marketing the Kilwa heritage resources.
It is observed that, due to the limited number of staff in Antiquities Division, lectures are rarely given to visitors. Due to this setback there is a need to improve the way information delivered to visitors and tourists. Lastly, there are opportunities to partner with national and international universities, libraries as well as Museums and cultural centres to engage in organized thematic tours for students, researchers and other visitors.

Visitor Management

Management of the site and visitors is very crucial for protecting the integrity and authenticity of the site and property. For many years visitors assessment has never been conducted as to determine the number of visitors, their expectation and behaviour pattern. Also other protective measures over the major monuments that are freely accessed by human beings and animals in Kiswani such as Husuni Kubwa and Ndogo, Gereza fort, the Great Mosque, aren’t in place. Therefore, there is a need to have low fences in Kiswani for the Great Mosque, Malindi Mosque and tombs, the front area of Husuni Kubwa and Ndogo, the Forty Sharifs and the Shiraz cemeteries. Another alternative is to construct a fence that runs from the Great Mosque to the Forty shariah cemeteries and going back to Jangwani ravine.
On the other hand, it is true that current walkways and paths which are very crucial for guiding and directing visitors, to protect the fragile places such as drawing on the wall at Malindi, the Great Mosque and Husuni Kubwa are not well organized and not clear. The visitors’ trail that was suggested by Caren Moon (2005) and others has some limitation to use them, especially when there is a low tide in Kisiwani. At this time visitors have to alight from vessels at the normal landing place near to Malindi cemetery instead of using the Jetty, then walking through the Primary school to Malindi, Gereza, Chittick House and the western Monuments, to Mangwani Mosque, the Shirazi cemeteries, to the Great Mosque and then to the village, the great well and the to the Husunis. For the jetty to be used throughout the year and to make visitors use the official route there a need to improve the jetty by increasing it’s lengthy. This could be done possibly by extending a floating jetty at the current one (See Fig. 11 below).

![Image of a jetty](image1.jpg)  ![Image of a jetty](image2.jpg)

**Figure 11: Sample of floating jetties (Courtesy of internet sources)**

In Songo Mnara there is a big problem in accessing the site from the ocean due to the absence of a jetty and a permanent path ways. In order one to visit the site has to pass through a mangrove forest which is accessible only during low tide. The erection of a boardwalk like the one in Jozani, will solve this problem. It is also obvious that the current situation is not friendly to kids and physically disabled people. In Sanje ya Kati and Sanje ya Majoma they are not existing, and in Kilwa Kiwinje it is not existing for the marine vessels.

Visitor’s Centre is an important tool for managing the visitors by directing visitors and providing brief information about the heritage another means of enjoyment and excitement does not exist in all in both Kilwa Kisiwani and Songo Mnara. Thus far, the time is ripe for having such kind of services in all sites by involving the local community. Furthermore, only Kilwa Kisiwani has informational and interpretive signboards but lacks directional ones as those signs that were established during the Kilwa Project in 2004 were made from perishable wooden materials and therefore could not succumb to the teeth of myriad ferocious termites. Kilwa sites need these facilities in order to support the manager to organize well all visitors’ movements in this large sized site.

Also, there is an absence of interactive program at the site which is crucial for schools and children. Due to the fact that, the number of students visiting the site is increasing, there is a need to consider and implement programs for this group. This could involve activities such as games; small workshop where they could be shown the way lime is made, stone cutting techniques and excavation techniques. This could be developed in cooperation with Kilwa Kisiwani Primary School to involve
them in the conception and implementation. However, expertise in this field exists and best practices from other sites could be shared and duplicated.

As it has been mentioned, these communication means are only confined to information panel and guided tour while panels such as direction panels, lectures, museum displays and formalize walking tours, multimedia application and website are missing. It is therefore recommended that two mini interpretive centres rather than museums, which require permanent collection should be constructed in the islands; However, it could be also have an interpretation centre for both islands as part of the documentation centre in mainland (Kilwa Masoko).

Furthermore, site interpretation media which are the potential activities for raising awareness to visitors are inadequately developed in Kilwa. It is proposed that all publications both print and electronic about KK and SM from previous research works should be collected and documented. A Education programs for schools, community activities should be developed, and made available in both Swahili and English.

Noting that, the relevance of providing visitor facilities and amenities of high standard is crucial issue to any site if it wants to satisfy its visitors to the reasonable standard. It is important for this management plan to ensure Public services such as defined paths, health services, water supply, food services, transportation facilities, and curio shops are developed and improved for the period of existence of this plan.

To have sustainable results it is recommended, the Kilwa District local authorities should be encouraged establish both amenities and facilities for visitors. For the exercise to be sustainable and involving one, village authorities and tourism sector should be involved in locating and selecting sites for developing the facilities. Also the local authority should be encouraged to set a budget for tourism development activities. The stakeholders feel that if these services were available in the area, they would help to promote the site and increase the flow of visitors.

5.2 Protection of OUV

Current documentation of OUV of the Kilwa World Heritage Site covers mainly the ruins. However, there is a need to include the archaeological sites into Kilwa WHS database documentation. The documentation of both ruins and archaeological materials are not well organized and kept in one place and are varying in level of completeness. There is lack of information on the previous recording exercises done at Kilwa WHS affects the current monitoring of the heritage. For archaeological research purposes, there is need to revisit the previous recordings and document all the sites. From the previous work done by scholars in documenting the Kilwa heritage, there is a need to check consistency in the numbering and documented attributes of the ruins and the archaeological sites. Basing on this, a complete map and database of the Kilwa World Heritage Site should be created. The map produced also could be distributed to tour operator companies to use them as a tool for marketing the heritage attractions of the district and region at large to tourist. Similar to this, the district authority can use the map to plan development programs which will not affect the heritage both cultural and natural.

As it was mentioned before, the OUV and associated value of the property are the determinants of the management strategy and control level to be exercised at the site. Both Kilwa Kisiwani and Songo Mnara island their boundaries have not been surveyed, though the local and international recognize that there are no immediate threats and great concerns to the integrity or authenticity of the attributes, architecture and archaeological remains of the property (UNESCO/COMOS Report 2013). To protect the OUV it is recommended therefore, the Songo Mnara local community should be assisted by the district local authority in collaboration with Antiquities Division to ensure that the LUP is respected and the by-laws is observed by every community member and all visitors. On the other hand, there is a need to have a strong VRC and its roles defined succinctly to enable it to work closely with the local community and the government institutions for the benefit of the local community they represent.
5.3 Community Awareness and Benefit

The National Cultural Heritage Policy of 2008 states clearly and the same thing still occurs that “district authorities and communities participation in conservation and development of heritage is weak due to inadequate cultural heritage promotion and community still believes cultural heritage research conservation and development are the responsibility of the central government”. Hence, from the stakeholders’ consultation, it was observed that, some of the local people in RKK and RSM including school children are inadequately aware of the significance of the ruins and archaeological material of the Property and their role in protecting/promoting it.

No heritage education program is being implemented for local people except the tour guide. School children as future managers of the Kilwa heritage have to be aware of the significance and the values of the sites. Similarly, local communities and general public also need to be informed of the significance and values of Kilwa WHS and its conservation rule.

Absence of awareness program could have been a contributing factor to the current situation whereas animal graze around the site and some scrupulous individuals make fires near the open spaces surrounding the monuments.

Furthermore, during the interview exercises most of the local community from both islands wanted to know the community’s benefits from its inscription in the World Heritage List. And they felt that local community problems could be solved by the Antiquities Division. For instance, local people from Songo Mnara asked Antiquity Division to support them to restore the sea wave breakage ‘dykes’ – tula – to stop salty ocean water from entering rice cultivation ground which is a traditional activity in Songo Mnara. They also wanted to have safe and clean water for public use and a place where they can sell local stuff. However, there is a feeling from local people that the Antiquities Division has been earning a lot of money from visitor entrance fee collection while the village does not get anything out of the entrance fees.

Hence, the community wants to have a share from the tiny collection from that site. Indeed the revenue collected is not enough to run conservation and management activities of the Kilwa conservation area. Local communities should be enhanced to understand how sustainable tourism development can contribute to social and economic benefit to people living around the Kilwa District. The mechanism of benefit sharing or social responsibility program should therefore be created in such a way that people will understand what they receive through various projects and in initiatives it is because the monuments have the World Heritage status and belong to the community.

Furthermore, the Public Private Partnership (PPP) which is an essential part of collaboration to enhance the economic and social life of local community in Kilwa, is very weak. As the report by DBS and AWHF of 2008 points out clearly that associations such as the Local Tourism Organization play a critical role in joint tourism strategies and implementation. It is the responsibility of the Antiquities Division and the Ministry, therefore to ensure that this mutually beneficial approach is adopted towards tourism services provision in Kilwa. Besides, the approach would assist much in creating a reliable business venue to assist in increasing benefits to the local community and to ensure the sustainable conservation and management of the World Heritage property.

For sustainability of the Kilwa WHS and minimizing these negative impacts to the heritage, awareness programs should not only be increased to the community by developing education program such as seminar to school as well as to the general public. But the future actions should seriously focus on developing and conducting training programs in various skills and community socio-economic development such as salt making and beekeeping. This will therefore equip them with regular activities that will eventually create community awareness about the heritage and enable them to gain social and economic benefit from the heritage resources. Furthermore, regular seminar should be seen in this management plan as an essential platform for discussing on local community involvement and participation in conserving their heritage and use it as a way of wealth creation.
5.4 Legal Framework

Though the legal framework for protection of cultural heritage in Tanzania goes as always taken back to the 1930s with the various ordinances and decrees that have their roots in the colonial administration. Protection of the monuments in Kilwa Kisiwani goes back to 1902 when a protection zone (Kronland) was established in Kilwa by Germans. As such today Kilwa Kisiwani and Songo Mnara are protected monuments under the Preservation of Monuments Ordinance 1937 and the Antiquities Act of 1964; this has been further reviewed in 1979. They are administered by the Division of Antiquities under the Ministry of Natural Resources and Tourism of the Government of the United Republic of Tanzania.

In regard to the Kilwa World Heritage Sites, the Antiquities Act provides the government right to inspect, fence and repair the ruins and related cultural heritage located within the conservation area. Various conservation and management measures have been taken to protect the Kilwa heritage. Among of these include rehabilitation and stabilization of the ruins and access trail were also developed.

Existing legislation is under review to meet the current and challenging developments and issues related to World Heritage Sites are accommodated. For instance, involvement of community in management cultural heritage is given a paramount importance based on the United Republic of Tanzania (URT) Cultural Heritage Policy of 2008. In the stakeholders meetings, it was clear that the local communities appreciate their heritage and want to be involved in its management.

Furthermore, while preparing this MP, the role of Antiquities Division, Local Authority and Central Government were clearly known by most of the participants. The Antiquities Division role as a custodian and facilitator was reiterated many times. Thus it is imperative that the Division presence should not only be seen but also be felt as it effectively manages the heritage together with the community. The visible presence of the Antiquities Division will not only instill confidence in the local community but also demonstrates the seriousness and commitment on the part of the Government. The visibility of the AD should be demonstrated by working together with the local community to tackle existing socio-economic and conservation challenges.

Of even greater concern is the issue of human-monument interaction and how different laws address this. It must be noted that in developing and implementing the law, there must always be a consideration of the people’s needs and expectations; laws without people’s support cannot succeed. More so, laws are meant to serve people and not the other way round. It is therefore imperative that, the communities are involved at any given point when the laws and by-laws are drafted, debated and passed.

The laws and by-laws must be instruments of carrying the community along with their aspirations. These laws are realistic given the situation on the ground. Where applicable, there is need for plural legal system in which customary laws can apply alongside the conventional system. It is important that the people become the custodians of the law. However, all these laws with their implications particularly on the communities’ actions can only be appreciated if there is community awareness about the importance of the heritage and the role of the community in their conservation is well defined.

Although the Antiquities Act may be paramount when it comes to heritage protection, but the new revised Act encourages the need to work together with other laws, which equally play an important role in heritage management. These include; the Village Land Act of 1999 has given village legal recognition and empowered to administer the village land. Therefore, villagers are the really owners and holders of lands in their respective areas; Land Act No. 4 of 1999 which has classified all public land in Tanzania in three categories: General land, reserved and village land; Other acts are; the Urban Act No. 8 of 2007; the village Land Use Plan No 6 of 2006, District Council and Uses Act No 34 of 1999, Local Authority Act, the Forest Act, the Lands Act, Fisheries Industry Act, Land Planning Act etc, all of which should be reconciled to ensure proper protection.
Being a World Heritage Site the Ruins of Kilwa Kisiwani and Ruins of Songo Mnara are subject to adhere to international convention, charters, guideline and manuals such as:

- The UNESCO Convention Concerning the Protection of the World Cultural and Natural Heritage of 1972;
- The Operational guidelines for the World Heritage Convention 2014;
- International charter for the conservation and Restoration of Monuments and Sites or Venice Charter of 1964;
- Australia ICOMOS charter for the Conservation of Places of Cultural Significance or Burra Charter;
- Management Guidelines for the World Cultural Heritage Sites, ICCROM 1996; and
- UNESCO managing of Cultural World Heritage of 2013

5.5 Research and Training

Kilwa, since 1950’s when the first archaeological studies were conducted by Neville Chittick still maintains its position as an important position in archaeological and anthropological studies in East African coast. It is also a good site for doing World Heritage management case studies. For instance, universities such as Rice from USA and York from the United Kingdom (UK) have a long term archaeological investigation in Songo Mnara. Their research is a multidisciplinary in nature and they have created a website where all the research works could be accessed, which is very positive approach that should be adopted by other researchers. However, from the discussion made with staff and local community it has been found that, the findings from most of researches are really provided to the DA station in Kilwa in both electronic and hard copy for documentation and resource centre. In the same note, the community also stressed the need feedbacks to get feedback from research works done; and it should be handed to them in Swahili language. By not doing that the community feels that they are neglected by researchers. On the other hand, it was observed that Kilwa Staff are really limited in doing archaelogical researches due to the country regulation that require a person with at least a master’s degree. It is recommended therefore that, guidelines for research work particularly for the Property should be developed, and all researchers should be required to submit electronic and hard copy of their research work for documentation and the proposed resource centre. And training program for DA staff in Kilwa should be developed, and at least three staffs with masters in archaeology should be transferred to the site.

5.6 Risk Management and disaster preparedness

Kilwa conservation area is situated within the East African coast. As the major ruins such as the Husuni Kubwa, Malindi Mosque, the Gereza Fort and Makutani Palace monuments are prone to sea wave erosion and flood which are potential threat to the ruins and archaeological sites. Also as the ruins are open to rain and wind and therefore susceptible to falling due to coral rags and lime mortar didn’t bound well or the lime mortar strength was weakened by water infiltrating ruins wall. Also occasional bush fires, which are rare, might also affect the Kilwa heritage. Kilwa waters are haunted by illegal fishing activities such as the use dynamite fishing activities affecting the coral reef for divers and reducing fish stocks for local fishermen. It is therefore, of utmost importance to set up an emergency risk management plan for the protected area and people surrounding the property (see appendix 7).

Furthermore, the monuments are situated in the hamlet, whereas some monuments are surrounded by houses of locals and due to the fact that Kilwa Kisiwani is expected to grow more as a part of Kilwa Masoko Township Authority, hopefully new development will be introduced, and also for the Dar es salaam to Kilwa road is in tarmac now, it is our anticipation that more tourists will come and also if the marketing strategy will be implemented well, the number of tourists will increase, hence the town is susceptible to new diseases and new behavior such as thefts etc. Therefore, there is a need to establish a mechanism that would avail the area from the anticipated risk.
5.7 Cross-cutting issue

Like any other World Heritage site of Kilwa status, and the anticipated changes that would be brought by the completion of road construction from Dar es Salaam to Kilwa and discovery of gases and oil in southern Tanzania, particularly the Kilwa District, the mushrooming of tourists hotels and small to medium hotels in Kilwa Masoko will eventually attract a lot of guests to the town and visitors to the monuments. The increase of visitors from different places would attract any kind of relationship that could lead to change of behavior and transmission of not only new cultures and may also lead to the transmission of communicable diseases such as HIV, cholera etc. Furthermore, HIV transmission affects more poor families that sometime are subjected to this kind of relationship so as to earn a livelihood from visitors. It has been also observed that there are no tangible program in both KKS and SM as far as prevention of communicable diseases and HIV/AIDS.

It is proposed that all mechanism should be in place to control such negative impacts on the people. Upstream investment such as program that acts to prevent illness and environmental conditional illness are needed. This should include HIV prevention programs for schools and local community in KK and SM, access to HIV/AIDS treatment, development of stable income generation activities for poor families.
6.0 EXTRACTION OF KEY ISSUES

Data gathered from consultative meetings, personal interviews, literature reviews and current reports from both islands, have assisted much in identifying key issues, concerns and challenges the property is subjected to. Some of the problems that were identified and need to be addressed includes uncoordinated management system at the site; inadequate participation; participation and understanding of the local inhabitants; sea wave erosion at Kilwa Kisiwani; inadequate site interpretation and presentation; unreliable funding; inadequate visitors experience at the site; absence of disaster management plan as well as of a sustainable tourism development and management plan, and finally is the poverty among the local community around the monument. These issues, concerns, comments, suggestions and challenges are summarized in table 5.

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<tbody>
<tr>
<td><strong>Table 5</strong>: Summary of issues concerns, comments suggestions and challenges</td>
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<tr>
<td>1.</td>
<td>Lack of strategic and a sustainable land use plan to half unsustainable reuse of and new development socio-economic activities in the property</td>
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<tr>
<td>2.</td>
<td>Collapse and inadequate consolidation and maintenance of monuments are a great threat to the long term existence of historic buildings</td>
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<td>3.</td>
<td>Inadequate skills in entrepreneurship, food processing and catering services</td>
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<td>4.</td>
<td>Lack of capacities in terms of income generating activities for the well being of the communities</td>
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<td>5.</td>
<td>Inadequate researchers/tourists/visitor facilities including transport, site presentation and interpretation of information is a setback to the promotion of tourism activities in the property</td>
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<tr>
<td>6.</td>
<td>Inadequate documentation of all activities undertaken since 2002 and beyond</td>
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<td>7.</td>
<td>Inadequate involvement and participation of key players in the management system</td>
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<td>8.</td>
<td>Inadequate coordination and unclear distribution of roles and responsibilities among stakeholders</td>
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<tr>
<td>9.</td>
<td>Lack of storage archiving of documents, inventories and exhibition of cultural materials</td>
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<tr>
<td>10.</td>
<td>Inadequate staff at the property in terms of numbers and qualification</td>
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<tr>
<td>11.</td>
<td>Inadequate guidelines on decision making</td>
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<tr>
<td>12.</td>
<td>Inadequate financial resources allocations annually</td>
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<tr>
<td>13.</td>
<td>Ensuring that all the remain corrective measures recommended by the World Heritage Committee are implemented fully</td>
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<tr>
<td>14.</td>
<td>Lack of secure landing place for the Songo Mnara village</td>
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<td>15.</td>
<td>Inadequate information plagues at various points for various purposes</td>
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<tr>
<td>16.</td>
<td>Lack of garbage collection tins/bins</td>
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<td>17.</td>
<td>Lack of police station at Kilwa Kisiwani and Songo Mnara</td>
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<tr>
<td>18.</td>
<td>Inadequate guards and guides for the site</td>
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<tr>
<td>19.</td>
<td>Lack of by-laws to supervise historic buildings conservation</td>
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<tr>
<td>20.</td>
<td>Lack of formally registered tour guide association in Songo Mnara that represent the interests of the tour guides and quality control</td>
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<tr>
<td>21.</td>
<td>Inadequate means and methodology on information delivery to visitors and tourists</td>
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<tr>
<td>22.</td>
<td>Need to prepare Visitors/ Sustainable Tourists Development &amp; Management Plan</td>
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<tr>
<td>23.</td>
<td>Need to erect a boardwalk in the Songo Mnara so as to facilitate tourists/visitors when there is a high tide towards the Songo Mnara palace</td>
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<tr>
<td>24.</td>
<td>Need to build an information/visitors centre in Kilwa Kisiwani to be supported by interpretive signboards</td>
</tr>
<tr>
<td>25.</td>
<td>Need for an interactive program at the site for schools and children</td>
</tr>
</tbody>
</table>
26. Need to create a complete map and databases of the Kilwa World Heritage Site
27. Need for heritage education program for local people including school children through awareness and communication strategy
28. Inadequate awareness on and appreciation of the significance of historic heritage resources by some individual owners local communities and other stakeholders
29. Lack of Public Private Partnership Strategy which is a very essential part of a collaboration to enhance the economic and social life of local community in Kilwa
30. Need to enhance local communities to understand that sustainable tourism development can contribute to social and economic benefit to people of Kilwa
31. Need of the review of the Antiquities Act to recognize the fundamental need of the involvement and participation of local communities in the management system
32. Need of harmonise laws which equally play an important role in heritage management
33. Need for prepare a risk management plan for the World Heritage property
34. Need for a program to prevent communicable disease to community living around World Heritage Property.

6.1 Strengths, Weakness, Opportunities and Threats (SWOT) Analysis

Observed out of the stakeholders meetings, the above emerged key issues that needs to be addressed to bring about the desired state of conservation in Kilwa Kisiwani and Songo Mnara. To arrive at it and have reliable solution for the site, SWOT analysis was carried out to identify the Strengths, Weaknesses, Opportunities and Threats. For more clarification (see appendix 2).

6.2 Planning Issues and Concerns

A total of 34 issues, concerns and comments were identified during the consultative meetings. The most important issues and concerns that provide significant threats to World Heritage property include sea wave erosion, degradation and decay of monuments, potential land use conflicts, inadequate awareness on the values and appreciation of historic and cultural heritage, inadequate funding, lack of by- laws and poverty among the community members only to mention a few.
Table 6 below lists the 17 most significant planning issues that will form the basis of this management plan.

Table 6: Planning issues and concerns

<p>| | |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>1.</td>
<td>Need to have an implementable Management Plan</td>
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<tr>
<td>2.</td>
<td>Need to have a strategic and a sustainable Land Use Plan</td>
</tr>
<tr>
<td>3.</td>
<td>Need to build institutional capacity in terms of working environment, infrastructure and adequate and qualified human resource</td>
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<tr>
<td>4.</td>
<td>Need to have an Information Documentation and Communication Centre locally</td>
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<tr>
<td>5.</td>
<td>Involvement of Community, stakeholders, researchers, government authorities in the overall management of the property</td>
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<tr>
<td>6.</td>
<td>Effective and implementable legislation including regulations, guidelines and orders</td>
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<td>7.</td>
<td>Need to take care of the Environment</td>
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<tr>
<td>8.</td>
<td>Need to have Visitors/Tourists Management Plan</td>
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<tr>
<td>9.</td>
<td>Need to have an Interactive Programme or the site for schools and children</td>
</tr>
<tr>
<td>10.</td>
<td>Need for public, private partnership strategy development to enhance the economic and social life of local communities at Kilwa</td>
</tr>
<tr>
<td>11.</td>
<td>Need for risk management plan development for the World Heritage Property</td>
</tr>
<tr>
<td>12.</td>
<td>Need for an Awareness creation and appreciation of the importance of historic heritage resource</td>
</tr>
<tr>
<td>13.</td>
<td>Need for Heritage Education Program development for local people including school children</td>
</tr>
<tr>
<td>14.</td>
<td>Need to implement all corrective measures recommended by the World Heritage committee</td>
</tr>
<tr>
<td>15.</td>
<td>Inadequate documentation of all activities undertaken since 2002 and beyond</td>
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<tr>
<td>16.</td>
<td>Need for monthly stakeholders consultation meetings to discuss tourism industry</td>
</tr>
<tr>
<td>17.</td>
<td>Need for both Private and Public sector to jointly fight the war against dynamite fishing</td>
</tr>
</tbody>
</table>

6.3 A Summary from SWOT Analysis and Needs

6.3.1 Management Structure and Legal Framework

The World’s cultural property can be saved and properly maintained only if there is an adequate number of professional staff and an administrative structure that links well with the district, village and international stakeholders and donors; sharing responsibilities and benefit between local communities and Antiquities Division; and training program for Antiquities staffs in Kilwa and local people involved in rehabilitation of ruins and historic building.

6.3.2 Conservation issues

This shall involve conducting of condition assessment to the ruins and historic building, ruins from see wave erosion, protection of document and inventorying of the Kilwa heritage, collecting oral traditions about the sites and the area, and finding out what traditional beliefs and practices still exist at the site;

6.3.3 Visitors’ experience, Site Interpretation, presentation and tourism

These include promoting marketing of the sites to larger audiences of sites, provision of relevant information tour operator and visitors, provision of important facilities and amenities, capacity building for human resources (training local guides, and Antiquities staffs).
7.0 THE MANAGEMENT PLAN

The proposed Management Plan for the World Heritage Property of the ruins of Kiliwa Kisiwani and Songo Mnara is to be understood and taken as a practical working tool for the provision of proper, effective and efficient conservation, protection management and development of this property and articles of Paleontological, historical or natural interest and matters connected there with and incidental thereto. If these monuments are to be developed as a better tourist destination and education resource, then they must be properly preserved and effectively managed.

The management of heritage resources and their cultural significance are among the most complex aspects of conservation, since it demands balancing the multiple pressure of people, their aspirations and development priorities. This Management Plan has incorporated guiding principles built around communities to address key issues. Since the Plan is a document that focuses on the significance of a place and the policies that need to be in place, and enable that significance to be retained in future use and development, its strength is directly linked to the amount of support it has from the stakeholders at all levels.

The Management Plan of the World Heritage property of the ruins of Kiliwa Kisiwani and ruins of Songo Mnara is based on the following principles and realities:

7.1 Conservation Principles

Conservation is a development which causes minimum intervention with the environment to ensure that what is valuable to the community is protected, maintained and used to advantage:

- If surrounding is impaired, even major monuments can lose much of their character. So it has been recognized that entire groups of cultural and natural resources even if they do not include any single example of outstanding merit, may have an atmosphere that gives them quality of works of art welding different periods and styles into a harmonious whole. The architectural heritage, therefore, is an expression of history and helps us to understand the relevance of the past to contemporary life;
- If conservation is to be successful it has to go beyond saving bricks and mortar. It has to do more than revere a few precious shrines. It must attempt to give sense of orientation to the society using structures and objects of the past to establish values of time, space and place. There is a need therefore to consider greater public involvement and participation;
- Monuments, apart from their intrinsic and cultural values and beauty are a major social economic resource and an irreplaceable capital asset, contributing significantly to foreign exchange, pride, moral satisfaction and employment;
- Any intervention measure on cultural property should be reversible, and documented;
- Transparency to stakeholders and partners involved at all levels of decision making is a very vital and necessary endeavour;
- Visitors experience through provision of appropriate facilities and information needs to be enhanced and the sustainable conservation of the culture and natural resources for community benefit is paramount to an effective conservation and management of the site; and
- Respect to the values of the local community including their use of the sites for economic, religious, culture as well as spiritual purpose as long as their actions do not affect the site outstanding universal value has. Consequently, they should be assessed, observed, promoted and marketed, and should go together with raising awareness on the significance of ruins, intangible heritage, natural heritage and other cultural values found at Kiliwa for tourism, leisure and education.

7.2 Realities

- According to the Antiquities principal legislation as enacted on 5th of March, 1964 and only amended on 21st December, 1979, the World Heritage property of Kiliwa Kisiwani and Songo Mnara was declared a National Monument since 12th October, 1937. Such site is of outstanding universal value that it why it was inscribed on the World Heritage list in 1981 based on criteria III;
• Most of the Tanzania population is poor and consequently the population of Kilwa Kisiwani and Songo Mnara. Poverty reduces the ability of people to afford necessary services and needs;
• Conservation is a multi-sectoral and multi-disciplinary activity. The country lacks adequate resources in terms of manpower and finance to enable effective and efficient performance;
• There is inadequate public engagement and awareness in cultural heritage conservation and hence inadequate community involvement and participation;
• The ruins of Kilwa Kisiwani and Songo Mnara are not considered in isolation when planning for its management and conservation; and
• Decay is a law of nature. Fighting it may be difficult—especially with the impacts of Climate Change. However, decay can be delayed and retarded through proposed conservation measures.

7.3 Objectives, Strategies and Activities of the Plan

Examination of the information gathered and looking the issues and needs that came during stakeholders consultation, the revised Management Plan of Kilwa Kisiwani and Songo Mnara World Heritage Site focuses into six main areas: these areas include; Management issue, Presentation of the site and visitor management, Conservation, Tourism and community awareness; Risk management; and Institutional capacity building.

Issues which were not covered in the second phase of the plan will be covered in the third phase of the planning and implementation. The new plan will be reviewed after five years. Some important review will be done after one year. For the second phase of the plan there are guiding principles with different objectives and activities covering six areas above.

These management objectives, strategies and activities were developed during the various stakeholders’ meetings held in this world heritage property, and were also derived from the socio-economic and cultural issues and concerns raised and discussed in Sections 6.1 and 6.2 above. The objectives have further been discussed and improved at another meeting held in Kilwa in early January 2014. These objectives are, however, not prescriptive. They are meant to define the condition required of a feature and not the actions or processes necessary to obtain or maintain that condition.

7.3.1 General Objective

The general objective of this MP is to consolidate and improve state of conservation of the property, and provide a road map for fostering improvement of the livelihoods of local communities living near to the property and Transform the Ruins of Kilwa Kisiwani and Ruins of Songo Mnara to an emerging World Heritage Site sustainably protected, preserved and promoted within transparent networking/linkages of all partners for the benefit of the local community.

7.3.2 Specific objectives

Table (7.3.1.) below presents the specific objectives, their associated strategies and activities to achieve the general objective mentioned above. Table (7.3.1) also provides a strategic action plan for the property.
<table>
<thead>
<tr>
<th>S/N</th>
<th>Objective</th>
<th>Target</th>
<th>Activities</th>
<th>Actors</th>
<th>Indicators</th>
<th>Time</th>
<th>Budget (Us 000)</th>
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</table>
| 1.  | Ensure effective management of the Monuments | 1.1 A co-management system for the ruins established by June, 2017 | • Identify committee  
• Prepare TOR  
• Launch the committee | DA, District Council and KMTA Regional Authorities | • A system in place and functional  
• Report on the implementation | On going | 40,000 |
|     |           | 1.2 A maintenance Plan developed by June, 2017 | • Hire a consultant or appoint DA staff  
• Seek approval of the Plan  
• Publish a Plan | DA | • An approved maintenance Plan in Place and functional | Short term | 40,000 |
|     |           | 1.3 A permanent office established by June 2018 | • Identify the site  
• Develop design requirements  
• Engage a consultant  
• Engage a contractor  
• Equip an office | DA, KDC, KMTA | • A functional office in place | medium | 120,000 |
|     |           | 1.4 Stakeholders involved in the management system by June, 2017 | • Identify areas of involvement  
• Identify key stakeholders  
• Establish participatory mechanism  
• Establish scheduled meetings | DA,KDC, KMTA and DC office | • Establishment order  
• Number of meetings  
• Minutes in place  
• Reports  
• Number of activities done | On going | 80,000 |
| 2.  | Ensure effective conservation of the monuments | 2.1 The CUV of the Property maintained by June, 2019 | • Conduct awareness meetings  
• Conduct inventory and documentation of the site monuments  
• Produce digital maps, manuals and digital data base for the Property  
• Develop a Master Plan for Kilwa Kisiwani  
• Implement the plan | DA, KDC an & KMTA, Sub administration Village Authorities & VRC | • Master Plan in Place  
• By laws in Place  
• Reports on conservation status  
• Site boundaries and delineation are recognized/*  
• Annual Reports in Place | Long term | 100,000 |
|     |           | 2.2 All Monuments rehabilitated and Consolidated by 2019 | • Identify monuments for consolidation  
• Submit rehabilitation proposal  
• Recruit and engage restoration team  
• Develop and implement conservation programme | DA, and KKS suburb administration SM Village Authorities and VRC | • Consolidated ruins  
• Report on conservation status | Medium | 100 |
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<tr>
<th>S/N</th>
<th>Objective</th>
<th>Target</th>
<th>Activities</th>
<th>Actors</th>
<th>Indicators</th>
<th>Time</th>
<th>Budget (US 000)</th>
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</table>
| 2.  | Ensure effective conservation of the monuments | 2.3 Property's Monuments protected and monitored by June 2019 | • Conduct Monthly monitoring  
• Hold meetings with animal owners  
• Install monitoring indicators  
• Identity and hire site guides  
• Control footpaths  
• Hold quarterly VRC Meetings  
• Erect low level fences | DA, Village Authorities, | • Monthly reports | Medium | 20,000 |
| 3.  | Eliminate waves and tidal scouring action from reaching the Monuments | 3.1 Create a barrier to Prevent waves from reaching monuments by 2019  
3.2 Encourage sand sediment accretion along shoreline 2019  
3.3 Assist thickening vegetative cover and consolidate top soil at Husuni Kubwa by 2019 | • Create a rock armour around the base of monument  
• Create a gabion rock armour and concrete on Gereza Fort  
• Create a sheet pilling 20-50 from Gereza  
• Plant Mangrove seedlings at Gereza, Makulani Mosque, and Songo Mnara  
• Plant appropriate species that will bind the top soil | DA, KDC, UNESCO, DA, KDC | • Rock armour in place  
• Gabion rock armour in place  
• Sheet pilling structure in place  
• Mangrove seedlings planted  
• Technical reports  
• Grassed planted  
• Technical Reports | Long Term | 200,000 |
| 4.  | Ensure proper presentation and interpretation and Visitors enhancement at the site | 4.1 An effective site presentation, interpretation and visitors experiences established by June 2019  
4.2 Comprehensive infrastructure development carried out by June 2019 | • Prepare quality information  
• Engage a consultant to design and install signage  
• Produce promotion material  
• Improve and extend Kilwa Kisiwani Jetty  
• Expand and Pave the way from Kisiwani Jetty to and Great well Husuni Kubwa  
• Construct a Jetty in Songo Mnara  
• Construct boardwalk at Husuni Kubwa and Songo Mnara  
• Purchase marine vessels  
• Construct visitors facilities and amenities | DA, TTB, DA, District | • Signage in place  
• Promotion material in place  
• Exhibition in place  
• Interpreted information in place  
• Improved jetty  
• Transport in place  
• Way to Husuni Kubwa Paved and expanded  
• Wild board walk in place  
• Transport in place  
• Tourists facilities and amenities in place  
• Reports | Long | 200,000 |
<table>
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<tr>
<th>S/N</th>
<th>Objective</th>
<th>Target</th>
<th>Activities</th>
<th>Actors</th>
<th>Indicators</th>
<th>Time</th>
<th>Budget (US 000)</th>
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</table>
| 5   | Create a community awareness education Program and mechanism for benefit sharing from tourism venture | 5.1 Education Program formulated and created by June 2019               | • Initiate school programs  
• Introduced community outreach events  
• Develop tourism training Program  
• Conduct Capacity Building program to all tourism stakeholders  
• Organise exhibitions                                                                                                                   | DA, KDC & Folk Development College (FDC), Schools and NGO, UNESCO Dar es Salaam and UNESCO National Commission (NATCO) | • Number of activities schools  
• Number of events  
• Reports  
• Number of training  
• Four exhibitions                                                                                                                         | On going      | 10,000          |
|     |                                                                           | 5.2 Benefit Sharing Mechanism formulated and implemented by June 2019   | • Conduct stakeholders meetings and workshop  
• Implement recommendations by Stakeholders  
• Sign Memorandum of Understanding (MoU)                                                                                                         | DA, KDC, KMTA, and VRC’s                                              | • Number of meetings  
• TOR  
• MoU                                                                                                                                            | On going      | 5,000           |
|     |                                                                           | 5.3 Entrepreneurial Venture opportunities identified and exploited by June 2019 | • Conduct entrepreneur seminar for local communities  
• Implement Community development Projects  
• Construct a dyke in Songo Mbara                                                                                                             | AD, UNESCO office in Dar es salaam                                       | • Number of seminar conducted  
• Reports  
• Projects implemented                                                                                                                       | On going      | 5,000           |
| 6   | To Develop a Risk Management and Disaster                                 | 6.1 Risk Management and disaster preparedness developed and Implemented by June 2008 | • Develop a Risk Management Plan  
• Implement the Plan  
• Conduct Training  
• Form firefighting team  
• Purchase firefighting equipment  
• Develop hazard reduction facilities                                                                                                         | DA, KDC, KMTA, Masoko Fire Brigade                                      | • The plan in place  
• Number of training  
• The team in place  
• Number of equipments purchased  
• Reports                                                                                                                                      | Long Term     |                 |
| 7   | To initiate communicable diseases prevention program                       | 7.1 HIV prevention program for schools initiated by September 2017      | • Hire and engage health expert to prepare the program by December 2017  
• Hold three awareness raising campaign events by June 2017  
• Conduct a seminar for teachers                                                                                                             | DA, KDC, KMTA, TACAIDS, & NGO’s                                          | • MoU  
• Number of events  
• Number of seminar conducted                                                                                                                 | On going      | 10,000          |
|     |                                                                           | 7.2 Income generation activities for poor families in place by June 2018| • Engage a consultant to undertake study on the possible viable income generation activities in KK and SM by June 2017  
• Hold sensitization meetings to educate members of community by December 2017  
• Approve and Implement the recommendation by consultant on the viable income generating activities by June 2018 | DA, KDC, KMTA, NGO                                                     | • Signed MoU and contracts  
• Number of meetings  
• Reports                                                                                                                                      | On going      | 10,000          |
8.0 IMPLEMENTATION AND MONITORING FRAMEWORK

8.1 Implementation Framework

Implementation cycle is aimed at ensuring proposed actions are implemented timely and responsibilities are known to each implementer (refer to table 8 below). It also facilitates the process of coordinating and monitoring of the status of implementation. It is, therefore, a critical stage because the interconnection between cultural property, its management and its context are subject to impact or change as the planned actions are carried out. The strategic plan (refer to table 7) has actually answered the critical points reason, where we want to be, what should be done, who should do, what is the time framework and projected costs. The following are the strategies to implement the MP.

Key issues, objectives, Strategies and Activities of the Plan respond to the action that are required for KKS and RSM to have a desired state of conservation and where the DA wants the property to be in the future and it also accommodates recommendation by UNESCO World Heritage Committee during its meeting sessions since 2004 to present. The implementation time framework is enshrined on the targets in the strategic plan. Whereas, the implementation plan time framework is identified on the targets, output and activities (see table 8 below).

The action identified, some will be undertaken on ordinary routinely manner such as maintenance programme, recruitment and support to casual labourers and guards, contractors, coordination and implementation of the plan, site interpretation and presentation. The financing of the activity will depend on the nature of the activities, those belongs to routinely activities could possibly be implemented through governments annual subventions and budgets. But other activities that require an involvement of a wide range of stakeholders, funds would be outsourced from various funding institutions and entities.

The discussions carried out and meetings that were held in Kilwa District, the necessity for all stakeholders to lend a hand of support to the sustainable conservation of the heritage and socio-economic development of Kilwa People were noted. Besides, the current situation is still the same that most of the blameworthiness for their social-economic challenges the islands are facing is shouldered on the Antiquities Division. Of course, it is due to the fact that the role and responsibilities of other important stakeholders such as the District Council’s and Kilwa Masoko Township Authority to Kilwa Kisiwani and Songo Mnara are not also felt by the local community.

Furthermore, in order to implement the plan successfully, it is important to ensure that all stakeholders are effectively involved and integrated in its implementation cycle. The Ministry of Natural resources and Tourism through the Antiquities Division shall take the coordination role on the implementation of Management Plan whereas other stakeholders will be involved in the M&E process. RKK and RSM being state owned cultural property; the State Party retains the sole responsibility for good management of the site. Therefore, the AD staffs in Kilwa under the Site manager have the huge responsibility to implement the planned activities. However, current implementation approach is increasingly focuses in commissioning nongovernmental organization, external specialists to implement some activities (UNESCO 2013). For instance, the Community Empowerment Project (CEP) in Kilwa of 2008 which had a component to train local community in food processing and catering services and entrepreneurial Skills was implemented by Tanganyika Christian Refugees Services and it was contracted by UNESCO. Also, the current EU project is under the supervision of CRAterre a French NGO dealing with earthen architecture.

To implement this Management Plan, there is a need to form an all inclusive MP Implementation Team (MIT). The Antiquities Division through its Kilwa Kisiwani and Songo Mnara Station should jointly carry out regular monitoring of all the activities to be implemented by this plan. Regular follow up will be done by the site manager in collaboration with hamlet/village authorities and Ruins committees for each serially nominated site.

The reporting structure and lines of communication between the Antiquities Division in Kilwa and Kilwa District Council should be through the all inclusive committee but without compromising the chain of command within the government decision making system. The responsibility of the Site manager as a secretary to the committee will be to produce monthly, quarterly, semi-annual reports. The information for the report should be collected from all immediate stakeholders in Kilwa.

By having these reports, the stakeholders would be able to measure the implementation of activities in line with the objective and the expected output.
The MNRT through the DA should ensure the implementation of the plan by selecting a special committee by involving the Planning Division of the Ministry. The first evaluation should be done three months of the existence of this plan. The evaluation will put in effect, an emphasis on:

- Analysis of the daily reports from the stakeholder;
- Analysis of the site reports prepared by the site Manager; and
- Assessing the level of implementation of activities within the action plan.

The Annual operation Plan and Budget which is an administrative plan is normally prepared by the site manager. For the purpose of this plan the MIT should be responsible for planning and carrying out the implementation plan. The detailed terms of reference of the team is attached as annex 4 of this plan.

### 8.2 Monitoring and Evaluation

Monitoring is an essential component in the management process as it provides the information necessary for review, adaptation and updating the management actions after a thorough collection, storage and analysis of the data for improvement of the MP (see appendix 7).

The plan is intended to be a working document and should be monitored on regular basis to ensure its effectiveness and that the objectives are being achieved. The monitoring of the plan will be undertaken on the following basis. The Site manager will report on the progress of the Plan and the implementation of the deliverables on annual basis. A comprehensive review of the Heritage Plan will be undertaken every three years. The review will be measured against the actions and the deliverables for each objective.

**MONITORING:** The plan is intended to be a working document and should be monitored on a regular basis to ensure its effectiveness and that the objectives are being achieved. The monitoring of the Plan will be undertaken on the following basis: city Planning Unit will report on the progress of the Plan and the implementation of the deliverables on an annual basis. A comprehensive review of the Heritage Plan will be undertaken every three years. The review will be measured against the actions and deliverables for each go Evaluation: The MNRT through the DA will work in collaboration with immediate stakeholders select a committee to evaluate the implementation of activities if they are in line with the expected output and the objective of this Management Plan. The first evaluation report should be conducted six months after the inception of the plan. The evaluation committee should analyze the role and inputs of all stakeholders, in case the plan is not implemented as it was planned the committee should be able to identify the bottlenecks and if possible review the strategies to achieve the objective, role and responsibilities of the partners in this plan. Down below is the Implementation Plan.

### Table 8 Implementation Plan

<table>
<thead>
<tr>
<th>S/N</th>
<th>TARGET</th>
<th>Expected Output and activities</th>
<th>RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>A joint management system in place by June 2017</td>
<td>Output 1: An all-inclusive committee in Place by December 2016 activities 1. Identify committee April 2016 2. Prepare TOR by May 2016 3. Launch a committee by August 2016 4. Hold four meetings by June 2017</td>
<td>DoA/KDC/KMTA</td>
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<tr>
<td>2.</td>
<td>A Maintenance Plan developed by June 2017</td>
<td>Output 2: All monuments are in desired state of conservation Activities 1. Hire a consultant or appoint DA Staff by June 2016 2. Seek approval by September 2016 3. Publish by June 2017</td>
<td>DA</td>
</tr>
<tr>
<td>S/N</td>
<td>TARGET</td>
<td>Expected Output and activities</td>
<td>RESPONSIBLE</td>
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<tr>
<td>2.</td>
<td>A Maintenance Plan developed by June 2017</td>
<td>Output 2: All monuments are in desired state of conservation</td>
<td>DA</td>
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<td></td>
<td></td>
<td>Activities</td>
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<tr>
<td></td>
<td></td>
<td>1. Hire a consultant or appoint DA Staff by June 2016</td>
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<td></td>
<td></td>
<td>2. Seek approval by September 2016</td>
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<td>3. Publish by June 2017</td>
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<td>3.</td>
<td>A permanent office in place by June 2018</td>
<td>Output 3: Service delivery to customers improved by June 2018</td>
<td>DA</td>
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<td></td>
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<td>Activities</td>
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<td></td>
<td></td>
<td>1. Identify the site by June 2016</td>
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<td>2. Develop design requirements by September 2016</td>
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<td>3. Hire a consultant by December 2016</td>
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<td>4. Hire a consultant by January 2017</td>
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<td>5. Equip the office by June 2018</td>
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<tr>
<td>4.</td>
<td>Stakeholders involved in the management system by June 2017</td>
<td>Output 4: Collaborative mechanism developed between the DA in Kilwa and other responsible institutions by June 2017</td>
<td>AD, KDC, KNMTA, &amp;</td>
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<tr>
<td></td>
<td></td>
<td>Activities</td>
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<tr>
<td></td>
<td></td>
<td>1. Identify areas of involvement by June 2016</td>
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<td>2. Identify key stakeholders by June 2016</td>
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<td>3. Establish participatory mechanism by September 2016</td>
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<td>4. Establish scheduled meetings by June 2016</td>
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<tr>
<td>5.</td>
<td>The UV for the HKK and RSM maintained by June, 2019</td>
<td>Output 5: The property UV is properly and regularly communicated and any infrastructure development activities controlled by 2019</td>
<td>DA</td>
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<td>Activities</td>
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<td></td>
<td></td>
<td>1. Conduct 15 awareness meetings by 2019</td>
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<td>2. Conduct an inventory and documentation of all monuments by June 2017</td>
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<td>3. Produce maps, manuals and digital data base for the property by June 2018</td>
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<td>4. Develop Master Plan for the Ruins of Kilwa Kisiwani by June 2018</td>
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<td>5. Implement the plan by June 2019</td>
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<tr>
<td>6.</td>
<td>All the monuments rehabilitated and consolidated by 2019</td>
<td>Output 6: All ruins rehabilitated and stabilized to bring about the desired SOC by June 2019</td>
<td>DA and KKS suburb administration, SM village authorities.</td>
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<td></td>
<td></td>
<td>Activities</td>
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<td></td>
<td></td>
<td>1. Identify monuments for consolidation by June 2016</td>
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<td></td>
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<td>2. Submit a rehabilitation proposal by December 2016</td>
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<td>3. Recruit and engage restoration team by December 2016</td>
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<td>4. Develop and implement conservation programme by June 2019</td>
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<tr>
<td>7.</td>
<td>Property’s monuments protected and monitored by 2019</td>
<td>Outcome 7: Effective measures for ensuring protection and monitoring monuments developed and implemented by June 2019</td>
<td>DA</td>
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<td></td>
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<td>Activities</td>
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<td></td>
<td></td>
<td>1. Conduct daily visit by June 2016</td>
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<td>2. Hold two meetings and seminar with animal owners by June 2017</td>
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<td>3. Identity and hire eight sites guards for HKK and RSM by June 2017</td>
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<td>4. Erect fences in delicate monuments by June 2017</td>
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<td>5. Control footpaths within the site by June 2017</td>
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<td>6. Hold 10 VRC meetings by June 2017</td>
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<tr>
<td>8.</td>
<td>Create a barrier to Prevent waves from reaching monuments by 2019</td>
<td>Output 8: Sea wave erosion affecting the monuments in Malindi Sea front reduced by June 2017</td>
<td>DA, KDC, KNMTA,</td>
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<td></td>
<td>Activities</td>
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<td>1. Create a rock armour around the base of monument by June 2016</td>
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<td>2. Create a gabion rock armour and concrete on Gereza Fort by June 2016</td>
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<td>3. Create a sheet piling 20-50 from Gereza by June 2016</td>
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<tr>
<td>9.</td>
<td>Encourage sand sediment accretion along shoreline 2019</td>
<td>Output 9: Reduced tidal scouring action along the northern shoreline, Makutani Palace Mosque by June 2018</td>
<td>DA</td>
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<td>Activities</td>
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<td></td>
<td>1. Plant Mangrove seedlings at Gereza, Makutani Mosque, and Songo Miara by June 2017</td>
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<tr>
<td>10.</td>
<td>Assist thickening vegetation cover and consolidate top soil at</td>
<td>Output 10: Reduce surface run-off down the earth slope of the Usunisi Kubwa August 2018</td>
<td>DA</td>
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<tr>
<td></td>
<td>Usunisi Kubwa by 2019</td>
<td>Activities</td>
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<td></td>
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<td>1. Plant appropriate species that will bind the top soil by June 2018</td>
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<td>11.</td>
<td>An effective site presentation, interpretation and visitors</td>
<td>Output 9: Proper information about the site are communicated to visitors by June 2019</td>
<td>DA &amp; KNMTA</td>
</tr>
<tr>
<td>S/N</td>
<td>Target</td>
<td>Expected Output and Activities</td>
<td>Responsible</td>
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</tbody>
</table>
| 12  | Comprehensive infrastructure development carried out by June 2019 | **Output 12**: Visitors experience enhanced by June 2019  
Activities  
1. Improve and extend Kiwai Kisiwani Jetty by June 2018  
2. Expand and pave the way from Kisiwani Jetty to and Great well Husini Kubwa by June 2018  
3. Construct a Jetty in Songo Mnaara Construct boardwalk at Husuni Kubwa and Songo Mnaara by June 2018  
4. Purchase marine vessels by June 2019  
5. Construct visitors facilities and amenities by June 2019 | DA, KDC, & KMTA, |
| 13  | Education Program formulated and created by June 2019 | **Output 13**: Community awareness in heritage and tourism matters improved by June 2019  
Activities  
1. Initiate school programs June 2017  
2. Introduced community outreach events by December 2016  
3. Develop tourism training Program by June 2017  
4. Conduct Capacity Building program to all tourism stakeholders by June 2018  
5. Organise four exhibitions in KK and SM June 2019 | DA, TTB, KDK, NGO’s and schools |
| 14  | Benefit Sharing Mechanism formulated and implemented by June 2019 | **Outcome 14**: Local Communities in KK and SM accrue tangible benefits from tourism related activities  
Activities  
1. Conduct stakeholders meetings and workshop by June, 2018  
2. Implement recommendations by Stakeholders June, 2018  
3. Sign Memorandum of Understanding (MoU) by June, 2019 | DA, KDC, KMTA, and VRC’s |
| 15  | Entrepreneurial Venture opportunities identified and exploited by June 2019 | **Outcome 15**: Local community in KK and SM assisted to implement entrepreneurial activities other than tourism by June 2019  
Activities  
1. Conduct entrepreneur seminar for local communities December 2017  
2. Implement Community development Projects June, 2018  
3. Construct a dyke in Songo Mnaara by June 2019 | AD, KDC, UNESCO office in Dar es Salaam |
| 16  | Risk management and disaster preparedness developed and implemented by June 2018 | **Output 16**: Risk management and Disaster Preparedness Plan developed and implemented by June 2019  
Activities  
1. Organize a county risk management and disaster preparedness training in Kiwai by June 2017  
2. Form a fire fighting team by June 2016  
3. Purchase firefighting equipment by December 2016  
4. Develop hazard reduction facilities by June 2017  
5. Create barriers to prevent waves from reaching the monuments by June 2018 | DA KDC & KMTA |
| 17  | Community HIV prevention program initiated by June 2017 | **Output 17**: Communicable diseases program developed and implemented by June 2018  
Activities  
1. Hire and engage a healthy expert to prepare the program by December 2016  
2. Hold three awareness raising campaign events by June 2017  
3. Conduct a seminar for teachers by June 2017 | DA, KDC, KMTA |
| 18  | Income generation activities for poor families in place by June 2017 | **Output 18**: System for supporting self initiating activities for most disadvantaged community members developed and operational by June 2018  
Activities  
1. Engage a consultant to undertake study on the possible viable income generation activities in KK and SM by June 2017  
2. Hold five sensitization meeting to educate members of community by December 2017  
3. Approve and Implement the recommendation by consultant on the viable income generating activities by June 2018 | DA, KDA, And KMTA, NGOs |
9.0 SUMMARY

This Management plan has been developed as a tool, a guide as well as a catalyst for various management initiatives to be implemented in this important Property. Furthermore, in preparing this document local realities, concern and issues have been considered so as to a working and management tool for the conservation and development of the property and the local community. In order to realize all these, a participatory approach to manage the site is very crucial for this particular matter. This will in unison, bring on board all important stakeholders to achieve a broad participation in solving challenges and concerns of both local and international community as the property, collectively is the property of mankind as a whole. Finally, all stakeholders consulted have shown vivid willingness and commitment to participate in improving the situation in Kilwa. As to have the expected results we would like to recommend the following: an inclusive co-management system, village/ Hamlet Ruins Committee, Functional office and sufficient number of skilled personnel; Physical boundaries delineation that considers property and the setting; cleanliness; Ruins rehabilitation and preservation; training; site preservation, interpretation and visitors experience; community awareness; socio-economic benefit for the local community; fund raising; and Sustainable Tourism and Risk Preparedness mechanisms.
10.0 REFERENCES


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Fleisher, J & S. Wynne-Jones 2009. Archaeological Investigation at Songo Mnara, Tanzania


Moon, K 2005 Kilwa Kisiwani Ancient Port City of the East Africa. Ministry of Natural Resources and Tourism, Tanzania Printers.


Appendices:

Appendix 1: Geological Context of Kilwa Kisiwani and Songo Mnara
Kilwa marine resources
The geological information show that Kilwa Kisiwani like many other island date back to Pleistocene era (11,000-1,800,000). Pollard (2007) explains that the Pleistocene is represented by marine terraces, which comprise a raised reef, sandstones and sand dunes. The stones from the raised coral reef are also known as coral rag, the construction material that has been used to construct historic monuments in both the island.

Furthermore, according to Plotto 2001, the island is built on a fault line which generates a volcanic system expressing itself by the presence of dyke on the coast of Kisiwani and Songo Mnara. It is a circular coastal line, a result of volcanic action as it is signified by eight “piers” and the substratum is mainly sedimentary. The plateau of the area is composed of coral fossils with reef flats, which have reduced the quality of the eastern beach of the islands. This is significant at Kipakoni and Mvinside area where it is 4 metres high. The island is also characterized by very permeable karstic fossil coral rocks (xeric zone). According to, this factor has immensely affected the water availability in Songo Mnara.

Soil and Climate

According to Plotto 2001 the soil of this area originated from cretaceous or Jurassic elements, for instance red stands in Kilwa Kisiwani and little silt, very filtering and therefore poor for good agriculture in most of the places.

The climate here is moderately warm and moist influenced by monsoon winds, the North East (kaskazi in Swahili) with steady and light winds that blow from November to March and South East (Kusi in Swahili), extends from May to October with strong winds. These winds influence much temperature and rainfall. The normal temperature is 26° with the maximum at 31° in January and the minimum is 22° in July. Meanwhile, the annual average rainfall is 980.5 mm. The distribution of rainfall is bimodal with the heaviest between March and May. The NE monsoon winds brings fair-weather and shorter rain season between November and January.

Terrestrial Environment

The coastal forests and thickets of Tanzania are composed of wood secondary and adaphic grasslands. The forests have been sources of providing food such as honey, mushroom, and fruits, crafts such weaving and string and matting, house construction, medicinal and recreation. Trees and leaves have been of great value to humankind Chlorophora excelsis or mvule in Swahili has been a source of wood for construction and export. The introduced species plus some components coming from natural groups these covers a relatively small part of the terrestrial environment.

Littoral environment

Littoral environments are characterized mainly by mangroves. Both islands are almost surrounded by the mangroves. These are green trees which tolerate saline condition found between the ocean and terrestrial part, mainly where fresh waters enters the sea and where the lagoon often mixes with mud. The forests support extensive intertidal fishery, fish nursery, provides building/construction material, source for fuel wood, medicinal, fodder and beekeeping. This kind of forest surrounds the Kilwa Island except some patchy area in the north and east. But while moving southward towards Songo Mnara the mangroves are continuous and provide beautiful greenish scenery. On the western side of Kisiwani, the types of mangrove near to Kilwa Sultan Mausoleum, there is a bare saline flat (a creek) known as Jangwani that separates the terrestrial environment from the ocean environment. This environment is very friendly to birds such as; egrets, Herons and cormorants.

Marine Environment is characterized by the presence of beautiful beaches, Reef flats, sea grass, sand banks, coral reefs, marine mammals and marine tortoises.

(a) Sand Beaches: Kilwa has a beautiful continuous beach running from Jimbiza sand Beach in Kilwa Masoko and then terminates at the fishing Camp near Kilwa Sea View Resort and then from Masoko Pwani to Kilwa Kivinje. Songo Mnara has also a long sand beach but not developed yet. But Sanje ya Kati has a beautiful white sand beach at the western side of the site, but yet undeveloped;

(b) Reef flats; it is an ideal place for limnicolous species (low tide);

(c) Lagoon: this is an area permanently under water. It is an important fishing area. It is composed of circular, small sized ponds distributed along the East coast of Kilwa Kisiwani and Songo Mnara. The area is suitable for fishing and culture algae;
(d) Sea grasses: The ocean of Kilwa is rich in different types of sea grasses found in fossil reef flats, the sand banks and the sandy-muddy Banks;

(e) Sand bank: this is accretion and spawning areas for mollusks;

(f) Coral reef: this is a varied and complex productive marine ecosystem which develops only on shallow areas with clear water and supports a very high diversity of plant and animal species. Coral reef provides potential site for scuba diving and snorkeling which form an essential ingredient to coastal tourism.

(g) Sea mammals and Sea Tortoise: Kilwa Kisiwani is believed to be a breading area for sea tortoise, particularly at Kipakoni area. Just few miles from East from Kilwa Kisiwani and North east from Songo Mnara deep sea waters are found. Occasionally, some huge mammals such as whales are spotted.

A more than 180 kilograms cod that was captured in Songo Mnara (Courtesy: Revocatus Bugumba 2013)

Terrestrial Fauna

Terrestrial fauna is composed of animal and birds. The animals found in Kilwa includes; Hippopotamus in the estuaries of rivers such as Mavujj and Gongo; pigs, gazelles, dik dik, Monkeys particularly velvet monkeys.

As it has been mentioned above, Kilwa Kisiwani and Songo Mnara’s environment is characterized by vegetation covers which inhabits more than 25 species of birds such as migratory ones (knights, Ruddy); terrestrial species such as kingfisher, beef eaters, weaver, sun birds, paradise, flycatchers and hornbills.
## APPENDIX 2: SWOT ANALYSIS

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
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</thead>
</table>
| Conservation and Management | • Ministry of Natural Resources and Tourism is mandated to protect, conserve and manage historic monuments for heritage purposes and tourism  
• Monuments are protected by Antiquities Act.  
• The ruins of Kilwa Kisiwani and ruins of Songo Mnara have site Manager who work according to government regulations  
• Available conservation guidelines  
• Availability of skilled local craft personnel;  
• Locally available building materials  
• Availability of monuments historic buildings and archaeological sites  
• Availability of management | • Unsatisfactory state of conservation of ruins/monuments  
• Ruins deterioration  
• Uncordinated management  
• Inadequate financial resource  
• Inadequate skilled labour  
• Inadequate awareness of the community to identify the benefit of this heritage  
• Absence of site officers for immediate supervision and monitoring  
• Centralized decision making  
• Absence of reliable transport | • Stakeholders support to conservation works  
• Willingness to conserve from local community and stakeholders  
• Higher learning institution offering courses in cultural heritage management and tour guidance  
• Local government readiness to support the ongoing initiatives  
• Availability some trained local craft personnel in conservation | • Sea wave erosion  
• Vegetation monuments  
• Lack of site maintenance and tourism plan  
• Site encroachment  
• Climate change  
• Politically motivate decisions |
| Legislation | • Existence of Antiquities Act No 10 of 1964 and its amendment Act No. 22 of 1979  
• Existence of guidelines for restoration of historic buildings  
• Local authority willingness to make by laws for the preservation and protection of the World Heritage property  
• Available potential heritage resource | • Lack of by laws  
• Poor enforcement of laws  
• Antiquities Act does not provided guidance for intangible heritage  
• Site boundaries not clearly defined | • Utilization of state party membership rights to the international conventions  
• Antiquities law under review | • Inadequate political will  
• Conflicting legislation  
• Private ownership of historic buildings |
| Marketing | • Lack of knowledge to promote heritage assets  
• Lack of marketing strategies and plans  
• Inadequate funding  
• Lack of skilled personnel on marketing | • Available National Tourism Board  
• Available web page for information dissemination | • Available competitors | |
| Site presentation and interpretation | • Available interpretive sign board in Kilwa Kisiwani  
• Available conventional natural visitors trail  
• Famous and well known site  
• Easily accessible by air, road and sea  
• Well documented site  
• Available guide book  
• Available trained tour guides | • Available Donor to support the construction of information centre  
• Written documents are scattered  
• Inadequate inventory and documentation of heritage resources  
• Inadequate number of trained tour guides  
• Language barriers  
• Youth Education resources are lacking | • Presence of interested media that can be used for awareness raising  
• Access to donor finding  
• Available fund for training of tour guides  
• Opportunity to involve local school children  
• Opportunities to partner with universities, museums, etc. | • Site too large to walk through  
• Donors policy for funding may change |
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<tr>
<th>Key issues</th>
<th>Strengths</th>
<th>Weakness</th>
<th>Opportunities</th>
<th>Threats</th>
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</table>
| Communication and transport | - Telecommunication infrastructure is in place  
- Availability of pier at Kilwa Masoko  
- Reliable road network | - Unreliable air transport  
- Lack of communication facilities between the sites  
- Lack of transport within the site | - Presence of Tanzania Harbour Authority  
- Annual government allocation  
- Presence of partners and stakeholders | - Unreliable funding |
| Economic potential | - Potentiality of heritage for tourism  
- Existence of complimentary local attractions | - Inadequate tourism facilities  
- Weak link between cultural heritage resources with other resources  
- Attractive monuments | - Conducive economic climate and high level of hospitality of local people  
- Willingness of government and stakeholders to promote sites | - Ineffective coordination of activities |
| Policy environment | - Existence of cultural policy and other policies  
- There NGOs dealing with awareness raising on matters of environment | - Lack policy enforcement locally | - Availability Donor to support environmental programme | - Climate change |
| Tourism | - One of the major attractions in the southern tourism circuit  
- Easily accessible by tourists  
- Falls within a devise of cultural and natural heritage resource of great tourism potential | - Poor tourism services and facilities  
- Low visitation to the site  
- Southern tourism circuit not promoted adequately | - Available investors facilities development  
- Available land for facilities establishments  
- Tourists interested to visit Kilwa Kisiwani | - Uncontrolled development  
- Deteriorate and damage of physical attractions |
| Participation and awareness | - Community involvement and willingness to participate  
- Community's awareness on site values  
- Available local people with various traditional skills | - No direct benefits to local community  
- Sporadic/casual labour activities  
- Inadequate income generating activities  
- High level of illiteracy  
- High level of poverty  
- Inadequate and poor social services | - Government willingness to support various activities  
- Donors willingness to support community involvement  
- Willingness and support from UNESCO, WHC  
- Town of Rochefort in France willing to support community activities | - Unreliable funding from government  
- Change of donor funding policies |
<table>
<thead>
<tr>
<th>2.10</th>
<th>Human resource</th>
<th>Strengths</th>
<th>Weakness</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
</table>
|      |                | - Availability of Antiquities staff  
|      |                | - Availability of District council staff | • Inadequate skilled personnel in the field of heritage and tourism at regional and district level  
|      |                |          | • Uniformed decision making | • Possibility to employ more staff  
|      |                |          |               | • Possibility to outsource labour  
|      |                |          |               | • Possibility to train young people from local community  
|      |                |          |               | • High possibility for staff to leave |
| 2.11 | Funding sustainability | Strengths | Weakness | Opportunities | Threats |
|      |                | - Salary for staff funding assured from the government  
|      |                | - Availability of budgetary allocation for the site management  
|      |                | - Donors support | • Inadequate funding | • 'Donors and government funding availability  
|      |                |          |               | • Revenue generation from site activities  
|      |                |          |               | • Change in political climate  
|      |                |          |               | • Change in donor funding policy |
| 2.12 | Risk Management | Strengths | Weakness | Opportunities | Threats |
|      |                | - Available people with traditional knowledge of the environment | • Lack of risk management strategy  
|      |                |          | • Lack of trained staff for risk operations  
|      |                |          | • Lack of first aid equipment  
|      |                |          | • Lack of funds for risk management operation | • Donor funding willingness  
|      |                |          |               | • Red cross  
|      |                |          |               | • Caritas  
|      |                |          |               | • Continues sea wave erosion  
|      |                |          |               | • Political and administrative changes  
|      |                |          |               | • Monuments deterioration and collapse  
|      |                |          |               | • Negligence and sabotage  
|      |                |          |               | • Climate change  
|      |                |          |               | • New development encroachment  
|      |                |          |               | • Unwillingness for government to locate funds for research |
| 2.13 | Research and training | Strengths | Weakness | Opportunities | Threats |
|      |                | - Potential site for research  
|      |                | - Undisturbed archaeological layer  
|      |                | - Available various research data | • Lack of research guidelines  
|      |                |          | • Poor feedback mechanism from researchers  
|      |                |          | • Language used for research report is not friendly to local community  
|      |                |          | • Lack of fund allocation for the site | • Interested international researchers available  
|      |                |          |               | • Summer school programs available locally  
|      |                |          |               | • Local universities have interest in Kilwa research  
|      |                |          |               | • Donor research funding partners available  
|      |                |          |               | • High possibility for staff to leave  
|      |                |          |               | • Change in political climate  
|      |                |          |               | • Change in donor funding policy |
Appendix 4: Stakeholders’ Responsibilities

1. Ministry of Natural Resources and Tourism- The Antiquities Division
   Under this collaboration the Antiquities Department will retain its primary responsibility for conservation and development of the RKK and RSM World Heritage Site by;
   
   Providing overall custodianship and seeing that all applicable national policies, laws and regulation and policies are adhered to;
   a) Monitoring in collaboration with the committee the compliance of the plan;
   b) Setting programmatic guidelines and goal;
   c) Providing technical assistance in conservation, research, and documentation;
   d) Managing Antiquities sites at Kilwa Kisiwani and Songo Mnara;
   e) Providing and managing in collaboration with district Authorities, visitor services, concessions and interpretative services;
   f) Reporting to UNESCO/ World Heritage Centre State of conservation of the property.

2. Regional Authority
   Meanwhile the Regional Authority will be responsible for
   a) Enforcing and supervising the adherence to existing rules and regulation,
   b) and b) Link between the District Council and other Ministries where necessary

3. Kilwa District
   The Kilwa District Council will have the following role play;
   a) Commend and take regulatory measures due to exemplary performances on the plan;
   b) Undertake financial responsibilities and management, where applicable;
   c) Sensitize the local community on the plan;
   d) Establish by-laws for the conservation and development of the site when necessary;
   e) Supervise and monitor daily activities through the committee.

4. Village / Hamlet Authority
   For The village / Hamlet Authority, it is further proposed that there should be a comprehensive committee formed by village/ Hamlet members that will help to manage each serially nominated site as a single entity, and therefore a platform for feedbacks and place for exchanging views between the manager, and the local community by;
   a) Ensuring security and protective surveillance of the monuments;
   b) establishing and managing the VRC ;
   c) Ensuring community involvement and participation in the day to day activities
   d) Establishing by-laws for the conservation and management of the sites when necessary
   e) Ensuring local community need and concern are adhered to every plan and projects ;
   f) Working closely with the site manager to ensure that security, cleanliness are maintained at the site
   g) Informing the local community on all issues going on at the site;
   h) Providing input on interpretation and educational outreach activities as well as research and documentation of the property.

5. Village Ruins Committee
   These VRC committees are formed by members who are resident to a particular site. They are a very important advisory body that can assist the local community to participate more directly in a village/ Hamlet decision making process by augmentation the scope of information that goes into the village’s decision making process when it is addressing issues that impact a community. The role of this committee is as follows
a) A consultative and decision making platform for the villagers. Their views and manpower are required for ensuring security and sustainable preservation of the monuments;

b) assisting the site manager in communicating information to the local community, and

c) And selection of casual laborers required for various activities at the site level and proposing activities that should be done in collaboration with the antiquities division.

**Appendix 5: Terms of References for the MP Implementation Team**

<table>
<thead>
<tr>
<th>Terms of Reference</th>
<th>Timing</th>
<th>Modes of Operation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop the desire indicators of the property and socio-economic condition</td>
<td>2 days twice a year</td>
<td>workshop</td>
</tr>
<tr>
<td>Inventory of the heritage resources and local community socio-economic condition</td>
<td>2 months</td>
<td>Research coordinator</td>
</tr>
<tr>
<td>Specify the current desired state of conservation of the Property and socio-economic condition</td>
<td>3 days, once</td>
<td>Workshop/meeting</td>
</tr>
<tr>
<td>Review a monitoring plan, based on baseline resources and socio condition</td>
<td>3 days, quarterly</td>
<td>Workshop/meeting</td>
</tr>
<tr>
<td>Monitor heritage resources and socio condition</td>
<td>Ongoing</td>
<td>Meetings</td>
</tr>
<tr>
<td>Review the Annual Operation Plan and Budget</td>
<td>3 days, quarterly</td>
<td>Workshop</td>
</tr>
<tr>
<td>Monitoring annual activities, and review those activities as it deems necessary</td>
<td>Ongoing, meet three times a year</td>
<td>Meeting</td>
</tr>
<tr>
<td>Review the MP as circumstances change or as information becomes available</td>
<td>Meet once after two years</td>
<td>Meeting</td>
</tr>
<tr>
<td>Any other as agreed by the MIT</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Appendix 6: Communication Implementation Plan

#### Objective 1: To identify and facilitate the establishment of effective structure and mechanisms for all stakeholders and public engagement program in cultural heritage activities

**Aims:** Understand the concept and relevance to heritage and its practices, and promote collaboration and involvement of a wide audience.

<table>
<thead>
<tr>
<th>No</th>
<th>Activity</th>
<th>Desired outcome</th>
<th>Indicator</th>
<th>time</th>
<th>Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>a)</td>
<td>Organise exhibition</td>
<td>Create an awareness on tangible heritage</td>
<td>Reports</td>
<td>May 2016</td>
<td>Local community, tourists, visitors, politicians</td>
</tr>
<tr>
<td>b)</td>
<td>Organise school outreach programs</td>
<td>Enhance interests in heritage matters</td>
<td>Works produces, reports</td>
<td>September 2016</td>
<td>Primary school and colleges</td>
</tr>
<tr>
<td>c)</td>
<td>Organise Heritage Challenge Cup</td>
<td>Promote starwarship in heritage</td>
<td>Reports, games played</td>
<td>December 2015, May 2016</td>
<td>Kilwa District Local teams</td>
</tr>
</tbody>
</table>

#### Objective 2: To enhance media Role in Disseminating accurate information about Kilwa

**Aims:** To collect, prepare and disseminate accurate information.

<table>
<thead>
<tr>
<th>No</th>
<th>Activity</th>
<th>Desired outcome</th>
<th>Indicator</th>
<th>time</th>
<th>Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>a)</td>
<td>Organise Seminar for Journalists</td>
<td>Number of futures and media clips</td>
<td>Number of reports</td>
<td>May 2016/17</td>
<td>Media and leaders</td>
</tr>
<tr>
<td>b)</td>
<td>Establish a network of journalists for the site</td>
<td>Reports and media clips</td>
<td>Reports</td>
<td>May 16/17</td>
<td></td>
</tr>
</tbody>
</table>

#### Objective 3: Create a mechanism that will stimulate and attract local community to request for information

**Aim:** Have a well informed audience.

<table>
<thead>
<tr>
<th>No</th>
<th>Activity</th>
<th>Desired outcome</th>
<th>Indicator</th>
<th>time</th>
<th>Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>a)</td>
<td>Hold four Village Ruins Committee meetings per year</td>
<td>Improved communication, trust and engagement</td>
<td>Reports</td>
<td>2016/17</td>
<td>Kilwa Kisiwani, Songo Mbaru, Kilwa Kivinje</td>
</tr>
<tr>
<td>b)</td>
<td>Attend Village Assembly meetings</td>
<td>Informed local community</td>
<td>Reports</td>
<td>2016/2017</td>
<td>Antiquities Staffs in Kilwa</td>
</tr>
</tbody>
</table>

#### Objective 4: Create a Mechanism of collecting Accurate information

**Aim:** Impart skills in information and communication and have a readily available information and create publicity awareness

<table>
<thead>
<tr>
<th>No</th>
<th>Activity</th>
<th>Desired outcome</th>
<th>Indicator</th>
<th>time</th>
<th>Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>a)</td>
<td>Training</td>
<td>Knowledgeable staff, improve communication, and information delivery</td>
<td>Number of trainees, reports</td>
<td>On going</td>
<td>Antiquities Staff, Kilwa District staff</td>
</tr>
<tr>
<td>b)</td>
<td>Establish an archive</td>
<td>Documents in place</td>
<td>Office and equipments</td>
<td>2017</td>
<td>Antiquities Division</td>
</tr>
<tr>
<td>Evaluation</td>
<td>Monitoring</td>
<td>Indicator</td>
<td>Data Source/Method</td>
<td>Responsibility</td>
<td>Timeframe</td>
</tr>
<tr>
<td>------------</td>
<td>------------</td>
<td>-----------</td>
<td>--------------------</td>
<td>----------------</td>
<td>-----------</td>
</tr>
<tr>
<td>Bread Evaluation Questions</td>
<td>Monitoring Question</td>
<td>Are the ruins free from walls collapse from sea erosion?</td>
<td>A maintenance Plan and Risk Disaster Preparedness Plan developed and the Presence of structures or vegetation protecting ruins from sea tidal waves erosion</td>
<td>Regular surveys during high tides and after rain season</td>
<td>Site manager</td>
</tr>
<tr>
<td>Are the proposed mitigation measures undertaken effective on sustainable management of the ruins walls? Such as mangrove planting &amp; walls construction) on the hating of sea wave action.</td>
<td>Are the planted mangrove &amp; walls construction not threatening ruins walls?</td>
<td>Absence of indication of ruins walls destructions from erosive agents</td>
<td>Regular surveys by Antiquities workers</td>
<td>Site manager</td>
<td>monthly</td>
</tr>
<tr>
<td>To what extent are the ruins walls stable and well conserved</td>
<td>Are the ruins walls stable and strong?</td>
<td>Preservation actions to protect the monuments are in place.</td>
<td>Regular inspections</td>
<td>Site Manager</td>
<td>In place by September 2016</td>
</tr>
<tr>
<td>To what extent did approved plan are being adhered at the site (land use patterns including grazing)</td>
<td>Are the approved land use plan adhered by stakeholders at the site?</td>
<td>Lack of unapproved land use activities at the site.</td>
<td>Site observations</td>
<td>Site manager</td>
<td>daily</td>
</tr>
<tr>
<td>To what extent did tourism activities adhered to the approved tourism plan?</td>
<td>Are tourism activities conducted in a sustainable manner at the site?</td>
<td>Tourism activities conducted as per approved tourism plan of the site</td>
<td>Survey</td>
<td>Site manager’s team</td>
<td>monthly</td>
</tr>
<tr>
<td>To what extent are communities meetings are conducted and documented?</td>
<td>Are the planned community meetings and events conducted and documented</td>
<td>Community meetings documented</td>
<td>Monthly reports</td>
<td></td>
<td>Annually</td>
</tr>
<tr>
<td>To what extent did the site archive and Documentation are kept and maintained?</td>
<td>Are the site archive and documents kept in agreed standards?</td>
<td>Well maintained site archive and documents keeping</td>
<td>Evaluation</td>
<td>Evaluation team</td>
<td>5 years</td>
</tr>
<tr>
<td>Did all activities requiring UNESCO notification as presented by the ICOMOS identified, planned and monitored?</td>
<td>Are activities requiring UNESCO notifications identified, planned and monitored?</td>
<td>Implementation plan document</td>
<td>Review of plans</td>
<td>Team &amp; evaluation</td>
<td>Annually</td>
</tr>
</tbody>
</table>
For more information you can Contact us through:
SITE MANAGER
RUINS OF KILWA KISIWANI AND RUINS OF SONGO MNARA WORLD HERITAGE SITE
P.O BOX 112,
KIWA MASOKO,
LINDI.
Permanent Secretary
Ministry of Natural Resources and Tourism Mpingo House, 40 Nyerere Road
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Web: www.mnrt.go.tz