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# STRENGTHENING SUSTAINABLE ECOTOURISM IN AND AROUND NYUNGWE NATIONAL PARK (SSENNP)

## “NYUNGWE NZIZA”

SECOND ANNUAL REPORT: MARCH 24, 2011 – MARCH 23, 2012



MAY 2012

This publication was produced for review by the United States Agency for International Development. It was prepared by DAI.



# STRENGTHENING SUSTAINABLE ECOTOURISM IN AND AROUND NYUNGWE NATIONAL PARK (SSENNP) “NYUNGWE NZIZA”

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**Program Title:** Strengthening Sustainable Ecotourism in and around Nyungwe National Park  
**Sponsoring USAID Office:** USAID/Rwanda, Office of Economic Growth  
**Contract Number:** AID-696-C-10-00002  
**Contractor:** DAI  
**Date of Publication:** May 10, 2012  
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**Cover Photo:** *Belenois kivuensis*, one of over 120 species of butterflies in the Park.

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# ABBREVIATIONS

ANC	Antenatal Care
ANICO	Animators of Conservation
BDS	Business Development Services
BPNTP	Banda Pillar of Nature and Tourism Promotion
CBET	Community-based Ecotourism
CBO	Community-based Organization
CHW	Community Health Worker
COTR	Contracting Officer's Technical Representative
CTPC	Cyamudongo Tourism Promotion Cooperative
DAI	Development Alternatives Inc.
DNP	Destination Nyungwe Project
ERF	Environmental Review Form
FON	Friends of Nyungwe
FP/RH	Family Planning/Reproductive Health
GIS	Geographic Information Systems
GMP	General Management Plan
GOR	Government of Rwanda
IR	Intermediate Result
KAP	Knowledge, Attitudes and Practices
KCCEM	Kitabi College of Conservation and Environmental Management
KHWC	Kitabi Handicrafts Women's Cooperative
MCH	Maternal Child Health
MEMS	Monitoring and Evaluation Management Services
MEO	Mission Environmental Officer
NLC	National Land Center
NNP	Nyungwe National Park
NSR	National Statistics of Rwanda
PAB	Protected Areas Biodiversity Project
PHE	Population Health Environment
PIR	Project Intermediate Result
PMP	Performance Management Plan
PPPF	Public-Private Partnership Fund
RDB	Rwanda Development Board
REMA	Rwanda Environmental Management Authority
RFA	Request for Applications
RFP	Request for Proposals
RRA	Rwanda Revenue Authority
RTTA	Rwanda Tour and Travel Association
RWF	Rwandan francs
SGF	Small Grants Fund
SME	Small and Medium Enterprises
SO	Strategic Objective
SSENNP	Sustainable Ecotourism in and around Nyungwe National Park

STEP	Sustainable Tourism Eliminating Poverty Project
STI	Sexually Transmitted Infections
STTA	Short-term Technical Assistance
SWA	Scott Wayne Associates
TAMIS	Technical and Administrative Management Information System
TOT	Training of Trainers
USAID	U.S. Agency for International Development
USG	United States Government
USNPS	U.S. National Park Service
WCS	Wildlife Conservation Society
WTM	World Travel Market

## A. INTRODUCTION AND SUMMARY

Development Alternatives, Inc. (DAI) and its partners, Scott Wayne Associates (SWA) and Jhpiego are pleased to submit this Second Annual Report for the Rwanda Strengthening Sustainable Ecotourism in and around Nyungwe National Park (SSENNP) Program, otherwise known as Nyungwe Nziza. Nyungwe Nziza is funded through the U.S. Agency for International Development (USAID) Mission in Rwanda under contract number AID-696-C-10-00002 issued on March 24, 2010. The implementation period for SSENNP is 60 months, with a programmed project completion date of March 23, 2015.

This annual report for Nyungwe Nziza covers the period from March 24, 2011 through March 23, 2012, and focuses on achievements under the USAID-approved Second Year Work Plan and Performance Management Plan (PMP).

Nyungwe Nziza's second Year has seen significant progress towards targets in several areas. Of the 45 indicators defined in our PMP, targets for 31 (69%) were met either in full or partially, 10 (22%) were not achieved but will be carried over to Year 3 when cumulative targets are expected to be met, 4 were dropped due to changing project circumstances, and 1 target is unknown as it relies on unavailable Rwanda Development Board (RDB) data, and 12 targets were not achieved due to unforeseen implementation delays. Highlights for the work plan year include:

- Two cooperatives (Banda and Kitabi) have increased incomes by 9.8 % as a result of our small grant fund/community-based ecotourism support;
- 1,024 person days of employment were generated;
- Nyungwe National Park received a total of 9,460 visitors from March 2011 to March 2012, which represents a 118 % increase from the 2010 baseline;
- 435 people received increased economic benefits as a result of USG assistance;
- 274 people (169 men and 105 women) were trained in natural resource management, biodiversity conservation and related fields;
- 126 people ((72 men and 54 women) received training in tourism management;
- A total of number of 7 (combined) infrastructure projects were successfully completed;
- In 2011, the Park received 1138 visitors from the UK and 568 visitors from the USA for a total of 1706 visitors representing an 81.2% increase versus our target of 80%;
- Four social media channels and two blogs began discussing Nyungwe in a positive light;
- Five online marketing products were developed;
- 3,000 copies (total) of the separate trail brochures, the birding brochure, and the general park brochure were printed and use by RDB and tour operators at the World Tourism Market held in London in November 2011, and at ITB in Berlin held in March 2012;
- Two (Banda and Kitabi) out of four Impact Nyungwe Contest winners' community-based ecotourism products became available for sale;
- Nyungwe Nziza was pleased to partner with the Rwanda Tour and Travel Association , the Tourism Chamber and Nyungwe National Park Management to conduct a 3 week training for 36 private sector and Nyungwe guides (32 men and 4 women) in bird guiding and interpretation skills;

- 15 master trainers were trained in giving messages and referring women for family planning/reproductive health, HIV/AIDS prevention approaches, antenatal care and maternal and child health;
- 15,090 individuals were reached with HIV/AIDS prevention interventions;
- Five population, health and environment educational sessions were conducted in targeted communities;
- Five healthy work place policies were developed for Kitabi, Gisakura, Shagasha and Gisovu tea estates plus Nyungwe National Park; and
- Four grants were awarded under the Impact Nyungwe Contest for a total value of \$74,252.

Nyungwe Nziza's Second Annual Work Plan identified a total of 71 benchmarks. During the course of the Year, 7 benchmarks were dropped in response to changing situations. Of the remaining 64 benchmarks, 44 (69%) were fully or partially achieved, and 20 (31%) are underway and will be completed in Year 3. Highlights for Year 2 include:

- Procured and delivered over \$30,000 worth of guide equipment to RDB-NNP;
- The NNP Concessions Action Plan developed in collaboration with the US National Park Service was finalized and submitted to RDB for review and comment;
- All Uwinka rehabilitation works, including renovation of the retaining walls/verandas at the Reception and Visitors Centers, and water system repairs were completed;
- In collaboration with the US National park Service, developed a five year train management plan;
- A number of new marketing and promotional materials were developed including separate trail brochures, a general park brochure and a birding brochure;
- A number of "branded" merchandise prototypes were developed including baskets, other handicrafts, T-shirts and hats;
- We facilitated RDB's participation at the World Travel Market in London, and ITB (Berlin) in November 2011 and March 2012 respectively;
- Published a "*Walk on the Wild Side*" article on two great experiences in Nyungwe, in RwandAir's in-flight magazine (August – October 2011 issue);
- Conducted a capacity and training needs assessment among the targeted cooperatives ( Impact Nyungwe Contest winners), and developed a training plan and curriculum for training implementation;
- Conducted a contingent valuation study and management cost analysis with regard to NNP entrance fees; produced a presentation and final report including recommendations on entrance fees which was circulated to RDB, USAID and the private sector;
- The Nyungwe Concessions Action Plan was integrated into NNP's General Management Plan, laying the groundwork for accommodation development in the Park;
- Conducted a limits of acceptable change site assessment in the Park and developed a monitoring and mitigation plan;
- Designed and delivered education messages on maternal/child health, malaria, rabies, and HIV/AIDS for tea estate managers and employees;
- Set up a workplace care and treatment and/or referral system in two tea estates (Kitabi and Gisakura);
- Completed Environmental review Forms for all Year 2 activities not covered under our Environmental Mitigation and Monitoring Plan; and

- Developed an internal benchmark and indicator tracking system.

The attainment of Nyungwe Nziza goals is conditional upon certain external factors remaining unchanged or any expected changes occurring as anticipated. One of our critical assumptions was that Government of Rwanda (GOR) will continue to support Nyungwe Nziza's efforts. During this past year, the project was not able to meet all of its targets due to the GOR (RDB and the Cabinet) delaying the approval of various policies that directly impact Nyungwe Nziza activities.

In October 2011, we submitted our Annual Performance Report in the Monitoring and Evaluation Management Services (MEMS) Partner Reporting and Performance Management System (PRPMS). We also revised our PMP and submitted it to USAID for review; it was approved in May 2011.

## **B. APPROACH TO NYUNGWE NZIZA RESULTS REPORTING**

This second annual report reviews accomplishments under SO7 and SO6 results, intermediate results (IR) and sub-IRs, and Nyungwe Nziza-specific project intermediate results (PIR). For each we have indicated progress towards key results, benchmark completion status, what activities were successful as well as those that did not go as smoothly as we had hoped. These assessments summarize our own performance with regard to our indicators, targets and benchmarks outlined in the Second Annual Work Plan and the PMP. In addition, we have also attempted to evaluate external forces that influenced our ability to accomplish our targets and benchmarks. Thus, in some instances we noted "constraints" that prevented us from achieving all our second year goals in a timely and effective manner, and "opportunities" that we can build on to achieve greater success in our Third Annual Work Plan

This annual report also reviews accomplishments towards benchmarks for cross cutting and related activities, including environmental compliance, integrating women into Nyungwe Nziza activities, training, the Performance Management Plan, and project management and administration.

Finally, as the attainment of project goals is usually conditional upon certain external factors remaining unchanged or any expected changes occurring as anticipated, Section C.5 analyses assumptions critical to the timely and successful accomplishment of Nyungwe Nziza goals and objectives.

## C. NYUNGWE NZIZA ACCOMPLISHMENTS: MARCH 24, 2011 – MARCH 23, 2012

### C.1 COMPONENT ONE: SUSTAINABLE ECOTOURISM DEVELOPMENT

Nyungwe Nziza’s Sustainable Ecotourism Component seeks to increase the attractiveness of Nyungwe National Park as a unique tourist destination by:

- Diversifying the local economy, create jobs, and increase family income, resulting in reduced poverty and reduced threats;
- Forging scalable and creative public-private partnerships to increase investment in and around the Park, resulting in a sustainable, market-driven ecotourism business plan for NNP; and
- Improving the ecotourism enabling environment, resulting in sustainable ecotourism development at Nyungwe and beyond.

In this context, Nyungwe Nziza is expected to make significant contributions toward achieving SO7’s strategic objective of “expanded opportunities in rural areas” by tracking five SO7 indicators and four Sub-Intermediate Result-level indicators. As indicated below, not all second year targets were achieved by the end of the work plan year due to delayed implementation of some of the related activities. However, we fully expect to meet cumulative Year 3 targets during our third year of operations.

#### C.1.1 PROGRESS TOWARD SO7-LEVEL INDICATORS: EXPANDED ECONOMIC OPPORTUNITIES IN RURAL AREAS

Nyungwe Nziza’s Year 2 progress towards SO7 targets is summarized below.

Indicator	Base line	Target Year Two	Actual Year Two
<i>Indicator 7.1: Percentage change in rural income of targeted population</i>	0	10%	9%
<i>7.2: Number of person days employment generated by USG assistance</i>	0	300	1,024

**Source:** Nyungwe Nziza project records.

#### ***Indicator 7.1: Percentage change in income of targeted rural population***

The Small Grants Fund (SGF) and the Community Based Ecotourism (CBET) grants program became fully operational in January 2011. Twenty proposals were received and four were selected for support including:

- The Friends of Nyungwe (FON) Cooperative in Kitabi for the development and building of a cultural village in which the local population will conduct activities to attract visitors before and after visiting NNP. The cultural village will include a campsite for tourists as well as a restaurant and agro-tourism with tea tours around the site;
- The Cyamudongo Tourism and Promotion Cooperative (CPTC) to showcase the unique culture of the Bukunzi kingdom that was once located in that region, as well as facilitate chimpanzee tourism and visits to the hot springs located in the nearby Bugarama;
- The Banda Pillar of Nature and Tourism Promotion (BPNPT) Cooperative for the development of a community-based tourism product, that is comprised of : 1) a community walk, taking tourists through the community, stopping off at houses where banana-beer-making (and drinking for the adventurous), millet-grinding, blacksmithing, and traditional medicine preparation are performed and explained; 2) a cultural destination with a dance troupe, King’s Palace and a traditional homestead hut; and 3) a developed campsite with tents and mattresses for hire along with a handicraft sales kiosk and small canteen /restaurant; and
- Kitabi Handicrafts Women’s Cooperative (KHWC) to produce and sell Rwandan handicrafts to tourists visiting NNP. A small kiosk became fully operational on a daily basis to sell locally made goods and to also serve refreshments. Seven women cooperative members (training of trainers) were trained in sweater making who will in turn train the other remaining 48 cooperative members.

With these grants, we continued to register progress on the SGF/CBET front in terms of income generation. Our 2010 baseline for Indicator 7.1 was RWF 3,793,342 which was based on the earnings of three cooperatives – Banda, Kitabi and Cyamudongo – and the assumption that all cooperative earnings were distributed equally to cooperative members. Our target for Year 2 was a 10% increase from the baseline, or RWF 4,172,676. Our preliminary estimates indicate that during Year 2, two cooperatives (Banda and Kitabi<sup>1</sup>) earned RWF 3,743,130 all attributable to the project, which represents 90% of our Year 2 target. We expect this figure to increase significantly during Year 3 as the other two cooperatives – Friends of Nyungwe and Cyamudongo – come on board.

As noted in previous reports, this indicator is also dependent on the implementation of our Public Private Partnership Fund (PPPF). Even though the recent technical support we provided to RDB toward the completion of the National Concessions Policy has yielded no concrete results to date due to the pending Cabinet approval, we will release at least one request for proposals (RFP) for accommodation establishment outside the park in the next quarter (Year 3). As the draft General Management Plan for NNP specifically refers to our PPPF, we are in an excellent position to move quickly in partnering with the private sector for accommodation development. This will, in turn, create significant income earning opportunities for communities surrounding the Park through the creation of jobs in construction, services, etc. Our partnership with the Akazi Kanoze project will provide community members with the skills required to successfully compete for these jobs.

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<sup>1</sup> We were not able to obtain income data for Cyamudongo.

Should progress of these activities proceed as planned, we should have no problem in meeting and exceeding Year 3 targets.

## **Indicator 7.2: Number of person days employment generated by USG assistance**

This indicator has been achieved as a result of local construction labor provided during Uwinka Visitor Center repairs, waterfall retaining wall/permanent hand rails construction, and person days of employment generated during the construction of Cyamudongo Kiosk under our SGF/CBET projects. Additionally, it should be noted that during Year 2, this indicator was changed to ‘*number of person days employment generated by USG assistance*’ to reflect USAID’s final SO7 Results Framework. Although this indicator was not included in the First Year Work Plan and PMP, we did in fact generate a total of 223 person days of employment through our trail rehabilitation work on the Canopy Walkway and Waterfall Trails in Year 1.

Thus our cumulative Year 2 total for this indicator is 1,024 person days of employment generated, exceeding out Year 2 target of 300 person days by 341%.

## **C.1.2 INTERMEDIATE RESULT 7.4: ENVIRONMENTAL DEGRADATION REDUCED AND CRITICAL ECOSYSTEMS CONSERVED**

Nyungwe Nziza’s Year 2 progress towards IR 7.4 targets is summarized below.

<b>Indicator</b>	<b>Base line</b>	<b>Target Year Two</b>	<b>Actual Year Two</b>
<i>Indicator 7.4.1:</i> Number of hectares under improved natural resource management as a result of USG assistance.	0	150	-
<i>Indicator 7.4.2:</i> Increased number of visitors to targeted national parks (Number of visitors to Nyungwe National Park)	4,050	8,000	9,460
<i>Indicator 7.4.3:</i> Increase in NPP revenue generated		\$1,428 K	-
<i>Indicator 7.4.4:</i> Number of people with increased economic benefits derived from sustainable natural resource management and conservation as a result of USG assistance.	0	300	435
<b>Sub-IR 7.4.1 : Improved capacity to sustainably manage ecosystems</b>			
Indicator 7.4.1.1: Number of people receiving USG supported	0	450	274

Indicator	Base line	Target Year Two	Actual Year Two
training in natural resources management and/or biodiversity conservation			
<i>Indicator 7.4.1.2</i> : Number of people receiving USG supported training in tourism management	0	-	126
<b>Sub-IR 7.4.2 : Increased value of ecosystem services</b>			
<i>Indicator 7.4.2.1</i> : Number of units of eco-tourism infrastructure built, refurbished or equipped		2	7
<b>Cross cutting sub IR :Improved policy environment for environmental management</b>			
<i>Indicator 7.4.5</i> : Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance		1	1

**Source:** Nyungwe Nziza and RDB records

### *Achievements*

#### ***Indicator 7.4.1: Number of hectares under improved natural resource management as a result of USG assistance***

As reported in the previous documents (the First Annual Report and quarterly reports), we had expected to meet our cumulative Year 2 target by collaborating with WCS in developing and implementing a bamboo-based carbon trading model for buffer zone establishment. Baseline studies were conducted by WCS and the Ecotrust Team, but unfortunately things have not moved as fast as we had anticipated. We will continue to follow up with WCS on the implementation of this activity during Year 3 and may be required to revise our cumulative Year 3 target of 200 hectares, based on WCS/Ecotrust progress.

#### ***Indicator 7.4.2: Increased number of visitors to targeted national parks***

Recent modifications in the Park's statistical entry forms have made it easier to track actual Park visitor numbers (vs. number of products sold). According to the latest figures, the Park received a total of 9,460 visitors from March 2011 to March 2012, a 118 % increase from last Year for the same period. We expect the Park to continue registering more visitations, particularly with the establishment of alternative accommodation units under the PPPF, implementation of the SGF/CBET program, improved [rwandatourism.com/Nyungwe](http://rwandatourism.com/Nyungwe) website and project websites, along with the development and distribution of additional marketing materials.

### ***Indicator 7.4.3: Increase in NNP revenue generated***

As previously reported, the baseline data for this target is still undetermined because since 2009, RDB no longer computes the amount of revenue generated by each park. The US National Parks Service (USNPS) and DAI's park entrance fee specialists also tried to secure this information but in vain. The team only managed to create their own financial data using revenue generated by activity fees in 2010, which summed up to USD 301,772. Other than this, we have not been able to secure official revenue data from RDB for 2009 and 2011. For work plan Year 3, we will use the pricing team's report as a baseline for tracking this target.

### ***Indicator 7.4.4: Number of people with increased economic benefits derived from sustainable natural resource management and conservation as a result of USG assistance***

We exceeded our cumulative Year 2 target of 300 people with increased economic benefits by 142%. We estimate that a total of 290 people from the four targeted cooperatives (Banda Pillar of Nature and Tourism Promotion, Kitabi Handicrafts Women's Cooperative, Friends of Nyungwe Cooperative, and Cyamudongo Tourism and Promotion Cooperative) have derived increased economic benefits from USAID support. Additionally, project records indicate that 53 people (32 men and 21 women) received increased economic benefits (casual labor) through Uwinka Visitors Center renovation activities, 45 men received benefits through trail upgrade activities, and 45 people (30 men and 15 women) received increased wages through Friends of Nyungwe Cultural Village construction. During Year 3, we expect that this figure to increase as the targeted communities begin to generate more income through increased sales of their ecotourism products. Finally, as mentioned above, partnering with the private sector for accommodation development (initially outside the Park) should increase economic benefits for communities surrounding the Park through the creation of construction and tourism-related service jobs.

#### ***Indicator 7.4.1.1: Number of people receiving USG supported training in natural resources management and/or biodiversity conservation***

#### ***Indicator 7.4.1.2: Number of people receiving USG supported training in tourism management***

Over the course of Year 2, 274 beneficiaries (169 men and 105 women) received training in natural resources management and/or biodiversity conservation. Specific training sessions included: 1) integrated population, health and environment (PHE) approaches to sensitize local communities on integrated health and environment issues; 2) use of the limits of acceptable change approach to monitor the environmental impact of tourism; 3) basic project/grant monitoring and evaluation techniques (data collection, developing and designing formats for key indicators, and developing frameworks for annual project reviews); 4) bird guiding and interpretation skills; and 5) peer education for tea estate cooperative members in HIV/AIDS, mother new born health, family planning/reproductive health, malaria and rabies

(conservation/NRM messages were integrated into this training). This represents a 61% of our cumulative Year 2 target.

Although there were no specific targets for Indicator 7.4.1.2 for Year 2, a total of 126 people (72 men and 54 women) received training in tourism management. Topics included: 1) sweater and other handicraft making; 2) use of the limits of acceptable change approach to monitor the environmental impact of tourism; 3) basic project/grant monitoring and evaluation techniques (data collection, developing and designing formats for key indicators, and developing frameworks for annual project reviews); and 4) bird guiding and interpretation skills.

Specific details of all training activities undertaken during Year 2 are provided in Appendix A.

***Sub-IR 7.4.2.1 Indicator: Number of units of ecotourism infrastructure built, refurbished, or equipped***

A total of number of 7 (combined) infrastructure projects were successfully completed in Year 2, representing a 350% increase of our Year 2 target of 2. During the ongoing rehabilitation of the waterfall trail, a total of six bridges were built, steps and handrails were replaced, and a retaining wall was built. All of the Uwinka repairs (the verandas at the Reception and Visitors Centers, and a complete new water system) were also completed. In addition to NPP infrastructure and rehabilitation projects, we also completed the construction of 4 traditional huts for the Friends of Nyungwe Cultural Village.

***Cross cutting sub IR 7.4.5 Indicator: Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance***

During the course of Year 2, we worked on three policy initiatives:

- **The National Concessions Policy.** With assistance from the USNPS Commercial Services Team and Robert Yearout, retired USNPS Senior Concessions Program Manager, we assisted RDB in drafting/finalizing the “Rwanda Protected Areas Concessions Management Policy”, the “Protected Area Concessions Management Program Guidelines”, and a “Policy Proposal and Cabinet Paper.” for submission to Cabinet sometime in April 2012;
- **Modification of NNP’s fee structure.** The USNPS’s Fee Program Specialist, Jane Moore, and DAI’s Tourism/Park fee Specialist, Miguel Baca, evaluated NNP’s existing fee structure, conducted a visitor survey about fee rates and visitor satisfaction, and also examined the revenue collection and management process with an eye at identifying low-cost efficiencies that could be applied in the short term. The team also looked at opportunities to build the customer service capacity of RDB staff at sales points in Kigali and NNP. A comprehensive report - “*Optimization of Activities Fees for Improved Visitor Satisfaction in Nyungwe National Park*” - summarizing recommendations for optimizing the activity fee structure and revenue management of NNP was finalized and circulated to RDB, USAID and the private sector for review and comment.

- **Using a limits of acceptable change (LAC) approach to assess the environmental impact of tourism in NNP.** In late 2011, in collaboration with the Wildlife Conservation Society (WCS) Nyungwe Nziza's Environmental Specialist, Lane Krahl, conducted an assessment of the impacts of tourism on NNP. The objectives of this assignment were to: 1) assess the impact to NNP that the current number of visitors has had on key existing sites and the potential future impact of increased visitation to these sites as well as proposed new product sites<sup>2</sup>; 2) propose key indicators and standards for monitoring the environmental impact on key sites and suggest mitigation measures as required; and 3) train selected RDB staff on the use of limits of acceptable change approaches.

Of these three policy initiatives, only the use of a limits of acceptable change approach could be counted as "implemented." During the December 2011 meeting to review NNP's new General Management Plan (GMP), participants agreed that LAC activities will be undertaken as part of the GMP's Tourism Management and Development Program, Objective 4, Action 4.4. To this end, Mr. Krahl will be back in country from April 10 to May 2, to undertake the second phase of LAC, by providing technical support for the identification and selection of indicators for the NNP LAC framework and development of indicator collection protocols and supporting materials

The status of the other two policy initiatives is unclear. The pricing report needs to go to RDB's Pricing Committee for review and approval but to date there is no indication that this has happened. Similarly, the National Concessions Policy has undergone final revisions and review at RDB, and should be submitted to Cabinet for approval in May, but there is no guarantee that this will actually happen.

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<sup>2</sup> The assessment team, composed of Lane Krahl, Environmental Specialist, two staff from Nyungwe National Park (NNP), Ildephonse Kambogo, Tourism Warden and Innocent Ndikubwimana, Planning, Research and Monitoring Warden, and Nicolas Ntare, a WCS biodiversity specialist assessed four trails, the visitor center and the camp site at the visitor center, the team concluded that at current use levels and under current management conditions there appears to be minimal impact of tourism on the park resources. The team felt that this conclusion is generally valid in that the sites assessed receive the heaviest use. The lack of impact is due to the low number of visitors that the park is currently receiving (only an average of 34 visitors/day in the peak month, August 2011) plus the fact that all activities in the park require a guide, except at the visitor center and the Uwinka camp ground. Guided activities provide for maximum control of tourist behavior and their impacts on resources. The one area where unacceptable "tourist" impact was observed was on the roadside around the "rest area" used by buses in the eastern part of the park. At this site there is a latrine which is poorly maintained and much litter and human waste on the roadside and around the latrine.

## C.1.3 PROGRESS TOWARDS PROJECT INTERMEDIATE RESULTS

### C.1.3.1 PIR 7.4.1.1: NYUNGWE'S TOURISM PRODUCTS DEVELOPED THROUGH INCREASED PRIVATE SECTOR PARTICIPATION

Nyungwe Nziza's Year 2 progress towards PIR 7.4.1.1 targets is summarized below:

Indicator	Base-line	Target Year Two	Actual Year Two
<i>Indicator 7.4.1.1.1: Number of private-public partnerships developed</i>	0	1	0
<i>Indicator 7.4.1.1.2: Amount of private sector resources leveraged for Park ecotourism products</i>	0	\$750,000	\$28,000
<i>Indicator 7.4.1.1.3: Number of new ecotourism infrastructure products developed</i>	1	2	2
<i>Indicator 7.4.1.1.4: Number of concession opportunities/ecotourism products identified and assessed</i>	1	5	9
<i>Indicator 7.4.1.1.5: Number of concession opportunities taken over by private investors</i>	0	3	0

**Source:** Nyungwe Nziza records.

#### *Achievements*

#### ***Indicator 7.4.1.1.1: Number of private-public partnerships developed***

Despite the availability of resources (\$700,000) under our PPPF to be cost shared with the private sector for accommodation development in an around the Park, combined with our continued support to RDB over the past two years in developing a National Concessions Policy and associated concessions guidelines, to date the National Concessions Policy has not been approved by Cabinet and there is no clear indication of when this might happen.

Considering that our support for accommodation development in the park is contingent on Cabinet's approval of the Concessions Policy, Nyungwe Nziza has resolved to move forward and issue a Request for Proposals under the PPPF for infrastructure development outside the park, targeting the areas of Kitabi, Cyamudongo and Gisovu, in close collaboration with RDB and the respective districts. We will issue this RFP early during the next quarter and expect to have no problem in achieving our cumulative Year 3 target of 2 partnerships.

Although not a product per se, we did partner with the Tourism Chamber and Rwanda Tour and Travel Association (RTTA) on implementation of the bird guide training, and expect to partner more with the Chamber and RTTA in the future, particularly for the bird guide certification program and development of guide standards.

***Indicator 7.4.1.1.2: Amount of private sector resources leveraged for Park ecotourism products***

Though we have laid the groundwork for meeting Year 2 targets for this indicator, due to the GOR's delay in releasing/approving the National Concessions Policy, the project was not able to leverage the volume of private sector investment in tourism as planned. We are confident that in Year 3, once the National Concession Policy is approved, we will be able to facilitate a significant amount of private sector investment through our PPPF. Indeed, even the Concessions Policy is not approved, we will focus efforts on product development and partnerships outside the Park.

Finally, it should be noted that the Tourism Chamber and RTTA contributed approximately 50% (\$27,500) of the costs for the bird guide training program, which enabled us to at least achieve 4% of our year 2 target of \$750,000.

***Indicator 7.4.1.1.3: Number of new ecotourism infrastructure products developed***

Although both Banda and Kitabi Women's products were originally developed in the Destination Nyungwe Project (DNP), during Year 2, we spent considerable time and resources upgrading them to a more "sellable" status and thus count them towards our year 2 target of 2 new ecotourism products developed. Given that during Year 3, the Cyamudongo and Friends of Nyungwe CBET products will come on board, along with at least one accommodation unit, the project should have no problems in meeting its Year 3 cumulative targets.

***Indicator 7.4.1.1.4: Number of concession opportunities/ecotourism products identified and assessed***

During the course of Year 2, we identified and assessed a total of 9 concession opportunities and ecotourism products, exceeding our target by 90%. These include:

- For accommodation development inside the park – Karamba, Gasare and Busoro;
- For new product development – the Source of the Nile, and a birding trail for Uwasenkoko;
- Uwinka – for a private-community partnership to manage the campground and the canteen (this included the development of a draft concessions agreement); and
- For accommodation outside the Park - Gisovu, Kitabi and Cyamudongo.

**Indicator 7.4.1.1.5: Number of concession opportunities taken over by private investors**

As previously mentioned, delays in approval of the National Concessions Policy continues to constrain our ability to work with RDB to “concessionize” existing park products, notably the canopy walk and Uwinka canteen and campground. Should the Concessions Policy be approved by Cabinet in the next 2-3 months, we are confident that we can achieve our target of 3 concession opportunities taken over by private sector in Year 3.

*Progress towards benchmarks*

Out of 27 bench marks, 7 were completed, 5 were partially completed and are expected to be completed during the first quarter of Year 3, 15 have been delayed, and 2 benchmarks were dropped due to changing circumstances. The majority of delayed benchmarks are primarily a result of RDB delays in providing a written commitment to the Jane Goodall Institute (JGI) to adhere to World Conservation Union (IUCN) best practices in Great Ape Tourism, and GOR delays in approving the National Concessions Policy.

BENCHMARK	STATUS
<b>Activity 1: Improve the chimp trekking experience in Cyamudongo and Gisovu</b>	
JGI primatologists fielded (June 2011)	<b>Delayed:</b> RDB's delayed written commitment to follow best practices in Great Ape Tourism as provided by IUCN has prolonged our negotiations with JGI to field two researchers for Gisovu and Cyamudongo/Mayebe. However, RDB has now agreed to commit to these guidelines; during the next quarter (Year 3), we expect to complete the required paperwork and proceed with JGI sub contract negotiations.
Guide equipment for chimp tracking procured and delivered to RDB-NNP (July 2011)	<b>Completed.</b> All equipment was procured and handed over to RDB on Dec 22, 2011, witnessed by representatives from USAID, DAI/Nyungwe Nziza and RDB.
6 fully trained NNP primate guides in chimp knowledge and behavior. (Dec 2011)	<b>Dropped.</b> Nyungwe Nziza was not able to contribute towards WCS and RDB's planned study trip for NNP chimp guides and trackers to Kibaale Forest in Uganda (November 2011) due to the last minute communication that the participants did not have the required USAID travel insurance. Given that RDB-NNP does not see any more need for these kinds of familiarization trips, we have proposed to conduct onsite training and internship programs in partnership with JGI/Uganda (Budongo Forest). We are currently working on the modalities for collaboration with JGI/Uganda, and expect to have an internship and exchange program functioning during the next quarter.

BENCHMARK	STATUS
<b>Activity 2: Improve the bird watching product in NNP</b>	
Birding equipment procured and handed over to RDB-NNP ( <b>June 2011</b> )	<b>Completed.</b> All equipment was procured and handed over to RDB on Thurs Dec 22, 2011, witnessed by representatives from USAID, DAI/Nyungwe Nziza and RDB.
Bird watching training workshop for at least 20 NNP and RTTA conducted ( <b>November 2011</b> )	<b>Completed:</b> In March 2012, Nyungwe Nziza was pleased to partner with RTTA, NNP and the Tourism Chamber to conduct a 3 week training for 36 RTTA and NNP guides (32 men and 4 women) in bird guiding and interpretation skills, focusing on; bird identification, birding and bird guiding, habitat conservation, animal and plant kingdom, customer service, geography/history of Rwanda and tourism products in Rwanda.
Bird watching marketing materials developed ( <b>July 2011</b> )	<b>Completed.</b> A birding web page and a birding brochure were completed during the last quarter.
Concept papers/plans for the establishment of new birding trails around Uwasenkoko and Bweyeye developed and submitted to RDB ( <b>August 2011</b> )	<b>Partially completed.</b> The process of developing concept papers by the consultant has taken longer than anticipated. Nevertheless, we have recently received a draft of the Uwasenkoko concept paper, and the draft of the Bweyeye concept paper is expected shortly. This activity will be carried forward to the first quarter of Year 3 work plan implementation.
Bird watching certification program established as part of a training program for Park Guides ( <b>November 2011</b> )	<b>Delayed:</b> Given the limited time available between the bird guide training program in March 2012 and the close of Year 2 implementation, there was no time to engage Bird Life International to develop and introduce a Certification Program for Bird Guides. Additionally, during the quarter, RDB and the Tourism Chamber were still reviewing possibilities of developing a framework for a National Guide Certification program. Now that the bird guide training has been completed and RDB/RTTA have taken a clear stand on developing a new National Guide Certification program, during the next quarter, we will engage Bird Life International to begin the process of developing a certification/classification program for bird guides.
A familiarization trip and a three month intensive language and bird watching interpretation training of 4 NNP and 2 staff in the US ( <b>May 2012</b> )	<b>Probably delayed.</b> Although the USNPS has developed an itinerary for this trip, actual implementation may be delayed given RDB's busy schedule (all efforts are directed to the June 2012 Kwita Izina ceremony) and the fact that cost sharing arrangements with RDB have yet to be confirmed.

BENCHMARK	STATUS
<b>Activity 3: Support development of new accommodation products in and outside the park</b>	
Finalize NNP Concessions Action Plan ( <b>April 2011</b> )	<b>Completed:</b> The NNP Concessions Action Plan was finalized in April 2011, and submitted to RDB for review and comment.
Revised Request for Applications (RFA) for accommodation developed ( <b>May 2011</b> )	<b>Delayed:</b> To date, the National Concessions Policy has not been approved by Cabinet and there is no clear indication of when this might happen. Thus we have not been able to issue any RFAs/Request for Proposals (RFP) for accommodation development inside the Park. Thus, during the first quarter of Year 3, we will issue a Request for Proposals under the PPPF for infrastructure development outside the Park, targeting the areas of Kitabi, Cyamudongo and Gisovu, in close collaboration with RDB and the respective districts.
Joint DAI-RDB release of RFA ( <b>June 2011</b> )	<b>Delayed:</b> As above
At least two awards made under the PPPF ( <b>August 2011</b> )	<b>Delayed:</b> As above.
<b>Activity 4: Improve facilities at Uwinka Visitors' Center</b>	
Repairs at Visitors' Center completed ( <b>August 2011</b> )	<b>Completed:</b> All Uwinka rehabilitation works, including water system repairs were completed in February 2012.
An operational private – community run business concession at Uwinka ( <b>September 2011</b> )	<b>Delayed.</b> We tried to convince RDB to develop an interim agreement with Banda community and the NNP Guides Association to develop and manage the Uwinka canteen and campsite, pending Cabinet approval of the National Concessions Policy. In fact, at the request of the Chief Park Warden, we developed a draft RFA/concessions agreement for this purpose, However, RDB prefers to wait for approval of the Concessions Policy before moving forward on a concession for the canteen. Thus, as soon as this happens, and drawing on the draft RFA/concessions agreement, we will assist RDB to finalize the RFA for the private sector-community management of Uwinka's canteen and campground.
<b>Activity 5: Support RDB to improve the marketing, promotion and management of NNP's Canopy Walkway</b>	
New guide equipment purchased and distributed to the Park ( <b>July 2011</b> )	<b>Completed:</b> All equipment was procured and handed over to RDB on Thurs Dec 22, 2011, witnessed by representatives from USAID, DAI/Nyungwe Nziza and RDB.
Placement of a Canopy Walkway sign boards at Uwinka and at the site ( <b>July 2011</b> )	<b>Delayed.</b> This activity has been delayed for two reasons: 1) the lengthy procedures in obtaining approval of any signage with regulations (which

BENCHMARK	STATUS
	apparently requires RDB's CEO approval); and 2) delays in receiving the RDB-approved signage templates from WCS. As we received the WCS templates in March 2012, we hope to achieve this benchmark early during Year 3.
New marketing and promotional materials developed ( <b>August 2011</b> )	<b>Partially completed.</b> Apart from the small format trail guide (which had to be re-edited, re-designed and reformatted), all the other separate trail brochures, a general park brochure and a birding brochure have all been completed and final copies distributed to tour operators and RDB's Marketing Division.
Concept paper on turning the Walkway into a concession produced ( <b>September 2011</b> )	<b>Delayed.</b> This activity was placed on hold indefinitely given RDB's reluctance to have the Canopy Walk managed by the private sector. Recently, however, there seems to have been a change of approach and RDB is now seriously considering giving out the Canopy Walkway as a concession, once the National Concessions Policy is approved. Thus in Year 3, we will continue to dialogue with RDB on this, and are prepared to support the financial analyses required to determine the fees for any eventual Canopy Walk concession.
10 NNP guides fully trained in nature interpretation, safety measures and canopy tourism ( <b>October 2011</b> )	<b>Dropped.</b> The management of the park does not see any urgent need for conducting additional training for guides on Canopy tourism.
<b>Activity 6: Upgrade trails and signage infrastructure</b>	
Small format trail guide produced ( <b>July 2011</b> )	<b>Partially Completed.</b> The first draft of the small format trail guide was produced and submitted to USAID for review. Suggested changes (re-editing, redesigning, reformatting and new/better quality pictures) are now being affected. The final guide will be completed during the first quarter of Year 3.
Concept papers for possible trails to Bweyeye and Uwasenkoko developed and submitted to RDB ( <b>September 2011</b> )	<b>Delayed:</b> The process of developing concept papers by the consultant has taken longer than anticipated in major part because of the effort required to reformat and edit the small format trail guide, which was Nyungwe Nziza's priority. This activity will be carried forward to the first quarter of Year 3 work plan implementation.
Trail signage developed and in place ( <b>October 2011</b> )	<b>Delayed:</b> No new signage in the park has been installed yet, due to delays in acquiring the original templates for Uwinka signs made by WCS/DNP. Now that the templates have been received, we hope to complete all trail signage during the first six months of Year 3.

BENCHMARK	STATUS
NNP rules and regulations signboards developed and in place ( <b>October 2011</b> )	<b>Delayed:</b> As above. Additionally, signboards with rules and regulations (as opposed to informational sign boards) require higher levels of RDB approval. This activity will be completed in Year 3
Waterfall, Canopy Walkway and Kamiranzovu trails upgrade completed ( <b>December 2011</b> )	<b>Partially completed.</b> The Waterfall Trail was rehabilitated and work on the reconstruction of the retaining wall, and steps and proper handrails at the bottom of the falls is ongoing and will be completed by the end of May 2012. Although we upgraded the Canopy Walk Trail during Year 1 for the launch, given the trail's high volume of traffic, additional upgrades – including permanent hand rails and steps – were planned for Year 2, but were not completed as work on the renovation of the Uwinka Visitors Center and water system took precedence, Thus, in Year 3, we will upgrade certain sections of the Canopy Walk trail and assuming RDB can secure the required Ministerial authorization under Article 87 of the Organic Law, we will replace the Kamiranzovu boardwalk, among other planned trail related activities.
<b>Activity 7: Increase product diversification at NNP</b>	
Tea Plantation tours developed and promoted ( <b>January 2012</b> )	<b>Delayed:</b> This activity has been delayed until Year 3, given that priority was given to implementation of Year 2 CBET related activities - strengthening and developing new tourism activities among the targeted communities. Given that some of the community-based products will be completed and launched in the first quarter of Year 3, we will resume our discussions on tea plantation tours, particularly with the Kitabi Tea Estate, on the possibility of positioning these tea estates as an "add on" tourism activity to the recently developed community-based products. Additionally, RDB has started conducting tea plantation tours around Gisakura Tea Estate, so in the next quarter, we will focus on developing necessary promotional materials to increase visitation.
One community-based tourism product developed and promoted ( <b>January 2012</b> )	<b>Partially Completed:</b> Friends of Nyungwe Cultural village is in the final stages of completion and will be opened for business in May 2012 and officially launched in July 2012 in collaboration with RDB and District officials. The major reason for this delay was difficulties in procuring the necessary materials for construction of the traditional buildings, especially thatching and bamboo.

Source: Nyungwe Nziza records.

**C.1.3.2 PIR 7.4.1.2: IMPROVED MARKETING AND PROMOTION OF NYUNGWE AMONG TARGETED SEGMENTS**

Nyungwe Nziza’s progress towards PIR 7.4.1.2 targets is summarized below.

Indicator	Base-line	Target Year Two	Actual Year Two
Indicator 7.4.1.2.1: Percent Increase in sale of packages for the Nyungwe–Lake Kivu–Volcanoes NP circuit	0	%	Dropped
Indicator 7.4.1.2.2: Percent increase in number of visits from United States and United Kingdom-based tourists	RDB reports	80%	81.2 %
Indicator 7.4.1.2.3: Number of people attending annual promotional events held in or about Nyungwe	0	200	-
Indicator 7.4.1.2.4: Number of social media channels discussing NNP in a positive light	0	2	4
Indicator 7.4.1.2.5: Number of blogs discussing NNP in a positive light	0	2	2
Indicator 7.4.1.2.6: Number of on-line marketing products developed	0	1	5
Indicator 7.4.1.2.7: Number of NNP’s promotional materials used in key travel industry events in United States and United Kingdom	0	4	4

**Source:** Nyungwe Nziza, RDB/NNP and Scott Wayne Associates (SWA) records.

*Achievements*

***Indicator 7.4.1.2.1: Percent Increase in sale of packages for the Nyungwe–Lake Kivu–Volcanoes NP circuit***

Our planned review among inbound and outbound tour operators on the relevance of this circuit never took effect as RDB officially launched this product much earlier than we expected. However, since this new circuit has not attracted any tourists yet (and the one hotel in Nyamasheke that was built specifically for the trail closed for lack of business), we would prefer to drop this indicator and focus more on developing tourism products and infrastructure in closer proximity to the Park during the remaining two years of this project.

***Indicator 7.4.1.2.1: Percent increase in number of visits from United States and United Kingdom-based tourists***

The baseline for this indicator was 320 visitors from the UK and USA in 2010. In 2011 the Park received 1138 visitors from the UK and 568 visitors from the USA for a total of 1706 visitors representing an 81.2% increase versus our target of 80%.

***Indicator 7.4.1.2.2: Number of people attending annual promotional events held in or about Nyungwe***

We did not meet our target for Year 2 (200 people). Although it has been delayed until April 2012, we are currently organizing a familiarization trip for 5 international journalists to the Park which is expected to draw considerable “promotional” attention. Additionally, with the launch of Friends of Nyungwe Cultural Village tentatively scheduled by RDB for July 2012, followed with the launches of the other three CBET products, we expect to attract a significant number of tour operators, local journalists and other stakeholders and should be able to easily meet or exceed our cumulative Year 3 target for this indicator.

***Indicator 7.4.1.2.4: Number of social media channels discussing NNP in a positive light***

Facebook and Twitter were re-activated, following the ongoing development of the new project website, but were deactivated during the process of transferring the project website to RDB ([rwandatourism.com/Nyungwe](http://rwandatourism.com/Nyungwe)). However, as we are now in the process of reverting back to the project website given RDB delays in enhancing the [rwandatourim.com](http://rwandatourim.com) website and uploading Nyungwe content, we will reactivate Facebook and Twitter on the project website.

Additionally, during the Year 2, two additional media channels - Diigo (<http://www.diigo.com>) and Stumbleupon (<http://www.stumbleupon.com>) also featured positive discussions on Nyungwe. Thus, we exceed this target by a factor of 2.

***Indicator 7.4.1.2.5: Number of blogs discussing NNP in a positive light***

Over the course of the Year, two blogs became active: <http://www.sw-associates.net/blog/>, [www.travelpod.com/travel-blog-city/Rwanda/Nyungwe/tpod.html](http://www.travelpod.com/travel-blog-city/Rwanda/Nyungwe/tpod.html). Both blogs discuss Nyungwe in a very positive light with the travelpod blog giving Nyungwe 4.5 to 5 stars out of five on the experience. Additionally, SW Associates has established a “GoogleAlert” for all Nyungwe “stories.” Our Year 2 target of having 2 blogs discussing NNP in a positive light has been achieved.

#### ***Indicator 7.4.1.2.6: Number of online marketing products developed***

During Year 2, a total of five online marketing products were developed exceeding our Year 2 target by a factor of five. Products developed include:

- Nyungwe promotional DVD which includes high resolution still images of the park with captions, background, sound track along with video footage of primates and cultural activities in the Park.
- Nyungwe pictorial DVD;
- General park brochure and a birding brochure; and
- 13 separate trail brochures.

All of these products were provided to RDB for uploading on the rwandatourism.com website which is still pending. However, these products will be uploaded on the project website once reactivated (May 2012).

#### ***Indicator 7.4.1.2.7: Number of promotional materials used in key travel industry events in the United States and United Kingdom***

During the course of Year 2, we printed 3,000 copies (total) of the separate trail brochures, the birding brochure, and the general park brochure, which were used by RDB and tour operators at the World Tourism Market held in London in November 2011, and at ITB in Berlin held in March 2012.

#### *Progress towards benchmarks*

Out of 6 bench marks, 4 were completed, 1 is ongoing (the project website) and one was cancelled/dropped due to other priorities.

<b>BENCHMARK</b>	<b>STATUS</b>
<b>Activity 1: Conduct targeted marketing for NNP</b>	
Merchandise prototypes developed and approved by RDB for stocking ( <b>October 2011</b> )	<b>Completed.</b> Outsourced Nyungwe “branded” prototypes (e.g., baskets) produced and procured during the last quarter were given to the Kitabi women’s group to be sold as their members gain the skills required to produce quality products (branded and otherwise) independently. Additionally, during this quarter, NNP “branded” T-shirts and hats were designed and will be produced in May 2012 and distributed to the targeted cooperatives for sale.
All Year 2 marketing materials developed ( <b>November 2011</b> )	<b>Completed.</b> We developed a small format trail guide, an online birding segment and a birding brochure. We also produced a trail brochure for each of the Park’s 12 trails and a general Park

BENCHMARK	STATUS
	brochure. These brochures are currently being uploaded on the RDB website. We printed 3000 copies (total) of these brochures which were used by RDB during ITB in Berlin.
RDB-NNP participation at UK Bird fair and World Travel Market (WTM) ( <b>November 2011</b> )	<b>Completed.</b> Although RDB chose not to participate in this year's Bird Fair, through SW Associates, we actively facilitated RDB's participation at WTM and ITB in November 2011 and March 2012 respectively.
At least 1 Nyungwe article published in the regional media ( <b>January 2012</b> )	<b>Completed.</b> Published a "Walk on the Wild Side" article on two great experiences in Nyungwe, in RwandAir's in-flight magazine (Aug – Oct. issue), written by Jeremy Head.
Sponsored presentation on Nyungwe at the Africa Travel Association's (ATA) annual seminar ( <b>March 2012</b> )	<b>Dropped.</b> The ATA seminar was held the week after ITB Berlin and neither RDB nor Scott Wayne Associates had the time to put together a presentation for the seminar as all efforts were focused on ITB.
<b>Activity 2: Upgrade e-marketing and use of new media to promote NNP</b>	
Project website fully functional ( <b>September 2011</b> ) with updates made and new content added monthly ( <b>October 2011</b> )	<b>Delayed.</b> During Year 2, we embarked on the process of transferring the 25 pages of content developed under the project website to the rwandatourism.com/Nyungwe website. However, transfer of this content has been an extremely slow process, due in major part to the fact that RDB now wants to completely redesign the rwandatourism.com website using an outside contractor, and nobody knows how long that will take. Thus, we have decided to revert to the NyungwePark.com website and position it more as a Nyungwe Nziza project site and include links to RwandaTourism.com for the general travel sections. We now expect this website to be fully functional by the end of June 2012. During the last year of the project, we will determine who is best suited (RDB or the private sector) to actually take over certain pages of the project site, and develop a plan for content transfer. We have already had some preliminary discussions with RTTA on the possibility of adding our content to their website and they seem receptive to this.

**Source:** Nyungwe Nziza, RDB/NNP and Scott Wayne Associates (SWA) records.

**C.1.3.3 PIR 7.4.1.3 - IMPROVED INTEGRATION BETWEEN COMMUNITIES AND THE ECOTOURISM VALUE CHAIN**

Nyungwe Nziza’s Year 2 progress towards PIR 7.4.1.3 targets is summarized below.

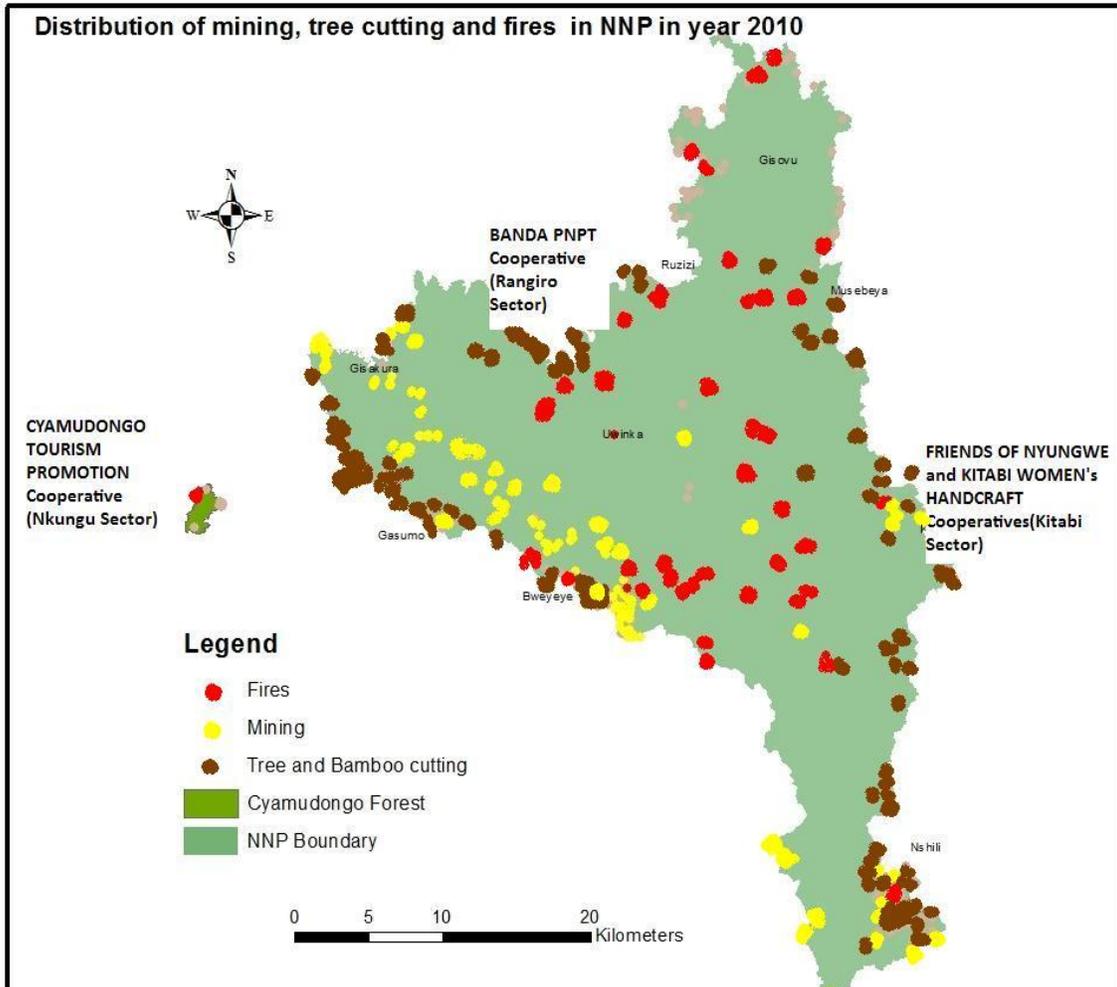
<b>Indicator</b>	<b>Base line</b>	<b>Target Year Two</b>	<b>Actual Year Two</b>
Indicator 7.4.1.3.1: Threat levels in selected critical buffer zone areas reduced (percentage reduction)	0	0% (no change)	TBD
Indicator 7.4.1.3.2: Number of community-based attractions and tours available for sale	1	1	2
<i>Indicator 7.4.1.3.3: Number of consolidated ecotourism and related small to medium enterprises (SME) that are fully operational</i>	0	1	0
Indicator 7.4.1.3.4: Number of community/private sector partnerships developed and in operation	0	1	0
Indicator 7.4.1.3.5: Amount of private sector resources leveraged for community initiatives	0	\$250,000	0

*Achievements*

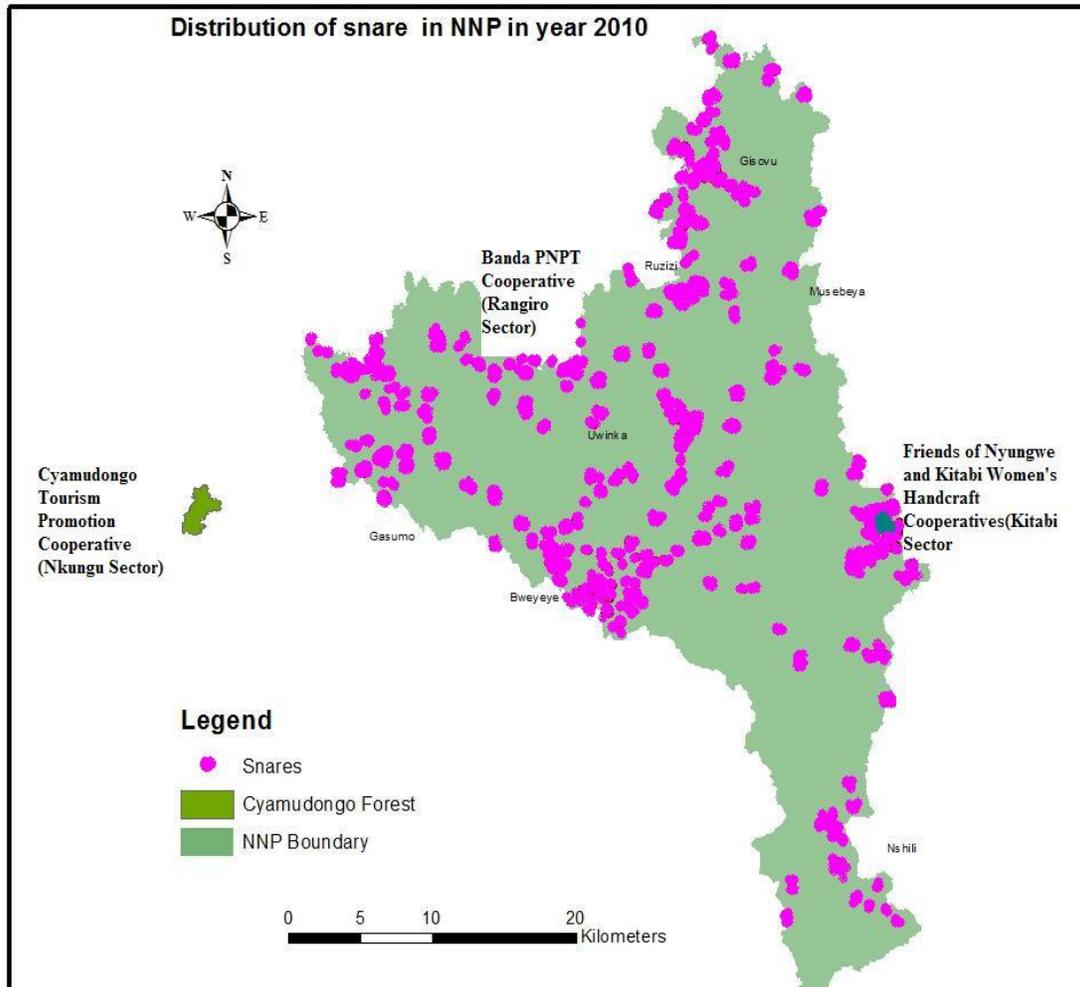
***Indicator 7.4.1.3.1: Threat levels in selected critical buffer zone areas reduced (percentage reduction):***

Although we have not measured this indicator as yet, we have begun to lay the groundwork for doing so at the end of Year 3 through two mechanisms:

- A baseline survey among households, local authorities, and NNP management was conducted during Year 1 which will help us determine our progress in achieving our target of “no change” for Years 1 – 3. Additionally, the results from the socio-economic survey among Impact Nyungwe contest winners indicate that most of the communities bordering Nyungwe are very active in various economic activities including farming and small business initiatives including CBET, rather than depending on NNP.
- We have accessed WCS’s geo-referenced time series threats data for NNP, and began contrasting WCS threats data with Nyungwe Nziza CBET activities. A preliminary analysis with 2010 threats data is presented in Figures 1 and 2 below. Once 2011 are available (and we obtain 2009 data from WCS), we will be able to visually determine threat trends in our CBET target areas.



**Figure 1: Distribution of fires, mining and tree cutting in NPP in 2010**



**Figure 2: Distribution of snares in NNP in 2012**

***Indicator 7.4.1.3.2: Number of community-based attractions and tours available for sale***

During Year 2, two out of four Impact Nyungwe Contest winners' products became available for sale, thus doubling our Year 2 target.

In-kind support (camping equipment , cultural troop attire, accessories, and signage) was provided to the Banda Community whose offerings includes a range of day or overnight camping and cultural options for tourists visiting NNP. In addition, the Kitabi Handicraft Women's Cooperative opened in Year 2 and is selling a range of locally made handicrafts, sweaters, neck scarves, and refreshments for tourists.

During Year 2, we also supported the Cyamudongo Tourism Promotion Cooperative with the construction of a kiosk for selling handicrafts and refreshments to visitors who partake in chimp trekking excursions in NNP. The Cyamudongo product should be available for sale by September/October 2012.

In-kind support (construction, uniforms and accessories) is being provided to the Friends of Nyungwe Cultural Village in anticipation of their opening tentatively scheduled for July 2012.

***Indicator 7.4.1.3.3: Number of consolidated ecotourism and related SMEs that are fully operational***

Although Banda is approaching SME status, it must be said that none of the four SGF-supported cooperatives are fully operational as SMEs. However, with the imminent implementation of the training plan developed under the training and capacity needs assessment, we expect all four cooperatives to be fully operational by the end of Year 3, and should have no problem in meeting our cumulative Year 3 targets.

***Indicator 7.4.1.3.4: Number of community/private sector partnership developed and in operation***

During Year 2, we focused on improving the quality and standards of CBET activities, and developing them into saleable and attractive products where local tour operators will be interested in investing, thus no community-private sector partnerships were developed. Nevertheless, several operators have already expressed interest in Friends of Nyungwe and Cyamudongo Tourism Promotional Cooperative, with the latter offering a particularly interesting possibility for a community-private sector partnership for accommodation establishment. We expect this interest to increase in Year 3, and should be able to meet Year 3 cumulative targets.

***Indicator 7.4.1.3.5: Amount of private sector resources leveraged for community initiatives:***

We were not able to leverage private sector resources under the CBET program as anticipated, but we expect to make significant gains in Year 3 to help meet our target. Although the Banda and Kitabi products are already available for sale, beginning in May 2012 with the Friends of Nyungwe Cooperative, all four CBET initiatives will be launched, and this has already generated considerable interest in terms of local tour operators, and other private investors. A major initiative in Year 3 is to assist/facilitate the development of partnerships between communities and tour operators to both promote and financially support promote the CBET products.

*Progress towards benchmarks*

Out of 7 bench marks, 5 were completed, 1 – the development of viable CBET business plans has been delayed until Year 3, and 1, development of a voucher program, has been dropped at least for Year 2 and Year 3, given that the targeted cooperatives have very limited capacity to implement a voucher-type training program.

BENCHMARK	STATUS
<b>Activity 1: Impact Nyungwe Contest winner's small grant implementation progress</b>	
At least 3 community-based tourism-related grants awarded <b>(June 2011)</b>	<b>Achieved.</b> A total of four grants were awarded on September 14, 2011; Kitabi Handicraft Women's Cooperative (KHWC), the Cyamudongo Cultural Sanctuary Project, the Friends of Nyungwe (FON) Cultural Village, and the Banda Pillar of Nature Project
<b>Activity 2: Conduct capacity and training needs assessment survey among Impact Nyungwe Contest winners.</b>	
Capacity and training needs assessment conducted among the targeted cooperatives ( Impact Nyungwe Contest winners)	<b>Completed in January 2012.</b> A final assessment report was approved by USAID followed by an RFA for business development services (BDS) service providers to conduct trainings in specific areas provided in the assessment report.
<b>Activity 3: Provide continuous technical assistance for CBETs/capacity building</b>	
Awardee capacity development training needs assessment report <b>(June 2011)</b>	<b>Completed.</b> As per the above.
BDS providers selected <b>(June 2011)</b>	<b>Completed.</b> Six BDS service providers were selected in October 2011 during the capacity and training needs assessment as per the above.
Training plan/curriculum developed and approved by awardees and Nyungwe Nziza <b>(July 2011)</b>	<b>Completed.</b> The training needs assessment provides a detailed training plan and curricula which will be used for all CBET training programs in Year 3. Training will begin in early May 2012. .
At least three viable business plans developed by awardees <b>(September 2011)</b>	<b>Delayed until December 2012.</b> The development of viable business plans is based in great part on the training needs assessment, and implementation of the training programs in business skills and business plan development to begin in early May 2012. We expect this training program to be completed within a 10 month period after which, awardees should be able to develop viable business plans.
(Voucher program designed and in place - <b>March 2012)</b>	<b>Dropped.</b> Currently, none of the targeted cooperatives have the capacity to implement a voucher-type training program. Once the cooperatives have been trained in all the modules identified in the training needs assessment, we will reevaluate their capacity to implement a voucher training program.

**Source:** Nyungwe Nziza records.

### C.1.3.4 PIR 7.4.1.4: IMPROVED POLICY AND ENABLING ENVIRONMENT FOR ECOTOURISM

Nyungwe Nziza’s progress towards PIR 7.4.1.4 targets is summarized below.

Indicator	Base-line	Target Year Two	Actual Year Two
Indicator 7.4.1.4.1: Increased visitor satisfaction	TBD	0	0
Indicator 7.4.1.4.2: Positive policy environment for investment in tourism development in and around NNP	-	0	0

**Source:** Nyungwe Nziza records.

#### *Achievements*

##### ***Indicator 7.4.1.4.1: Increased visitor satisfaction:***

Although there is no target for this indicator for Year 2, the pricing study provides for an extensive customer satisfaction survey which will serve as a baseline to measure this indicator in Year 3. Indeed NNP’s Tourism Warden has adopted our survey questionnaire in order to conduct an independent “RDB” follow on customer satisfaction survey currently scheduled for June/July 2012.

##### ***Indicator 7.4.1.4.2: Positive policy for environment for investment in tourism development in and around the NNP:***

This indicator is defined as the percent increase in private investment dollars in the development of tourism products in and around NNP. Although there is no target for this indicators for Year 2, there is considerable private sector interest in investing in Nyungwe, However, continued delays in approval of the National Concessions Policy, combined with RDB’s arbitrary increase in the price of gorilla permits (and the as yet unknown impact that this may have on Nyungwe tourism) may hamper our ability to achieve Year 3 targets. To this end, during Year 3, we will issue a Request for Proposals for accommodation development outside the Park.

#### *Progress towards benchmarks*

Out of 7 benchmarks, 3 were completed, 2 have been delayed to April 2012 and 2 were dropped, one as a result of travel timing issues, and one – development of specialized guides “white paper,” based on our decision not to undertake any additional policy initiatives with RDB.

BENCHMARK	STATUS
<b>Activity 1: Work with RDB to optimize pricing for improved visitor satisfaction</b>	
Report on preliminary (low season) results and on potential and issues ( <b>May 2011</b> )	<b>Dropped.</b> Problems in obtaining travel clearance for DAI's Tourism Specialist, Miguel Baca, along with Mr. Baca's previous commitments, obliged us to conduct only a high season survey.
Contingent valuation study and management cost analysis final report including recommendations on entrance fees ( <b>August 2011</b> )	<b>Completed.</b> The report was finalized in February 2012 and circulated to USAID, RDB and the private sector for review and comment.
Presentation of recommendations to RDB and other stakeholders ( <b>August 2011</b> )	<b>Completed.</b> On March 16, 2012, Jane Moore, the USNPS Fee Specialist and coauthor of the report did a PowerPoint presentation on the report to RDB, the private sector and USAID.
<b>Activity 2: Support RDB to finalize the concessions policy</b>	
No specific benchmark for this activity under the Year 2 Work Plan	Although there is no specific benchmark for this activity, during Year 2, Nyungwe Nziza spent considerable time and resources assisting RDB to finalize the National Concessions Policy, draft the "Protected Area Concessions Management Program Guidelines" and develop a Policy Proposal for Cabinet and a Cabinet Paper. We understand that the Policy is now with RDB's CEO who is leading additional consultations with stakeholders and that the Policy is expected to be submitted to Cabinet sometime during Year 3.
<b>Activity 3: Assist RDB in the implementation of the concessions action program for NNP</b>	
Concessions Action plan stakeholder meeting held ( <b>April 2011</b> )	<b>Dropped.</b> We had planned to convene this meeting with RDB and the private sector (RTTA and the Tourism Chamber) once the National Concessions Policy was approved. However as the Concessions Policy has yet to be submitted to Cabinet let alone approved, and as the Concessions Action Plan has been included in the draft Nyungwe National Park Management Plan (2012 – 2021), we have decided to drop this benchmark. Instead, during Year 3, we will focus our efforts on helping NNP management to develop management actions and activities, input requirements, responsibilities and a timeframe for accomplishing Action Plan objectives. This will also include integration of Diane Gayer's work on sustainable ecotourism planning and design.

BENCHMARK	STATUS
Road map for Action Plan implementation developed and approved ( <b>May 2011</b> )	<b>Delayed.</b> As per the above.
Action Plan integrated into draft NNP Management Plan ( <b>June 2011</b> )	<b>Completed (December 2011).</b> The Action Plan has been included in the draft Nyungwe National Park Management Plan (2012 – 2021). Specifically, the Management Plan states that the Action Plan is an “important starting point for facilitating private investment in appropriate NNP visitor attractions.” As noted above, during Year 3, we will assist NNP management to develop management actions and activities, input requirements, responsibilities and a timeframe for accomplishing Action Plan objectives.
<b>Activity 4: Support RDB in developing a specialized guides policy</b>	
Specialized guide white paper produced and circulated to stakeholders ( <b>August 2011</b> )	<b>Dropped.</b> On reflection on how much we have achieved in terms of assisting RDB with various policy initiatives, particularly the National Concessions Policy and the Nyungwe Pricing Policy, our general conclusion was that in spite of considerable time and resources invested in these two policy initiatives, to date there is little to show for our efforts. Thus, we decided to drop the specialized guide policy initiative and associated benchmarks.

**Source:** Nyungwe Nziza records.

**C.1. 3.5 PIR 7.4.1.5: IMPROVED RDB, PRIVATE SECTOR AND COMMUNITY FOR ECOTOURISM PLANNING AND MANAGEMENT**

Nyungwe Nziza’s Year 2 progress towards PIR 7.4.1.5 targets is summarized below.

<b>Indicator</b>	<b>Base line</b>	<b>Target Year Two</b>	<b>Actual Year Two</b>
Indicator 7.4.1.5.1: Number of tour operators/tourism-related enterprises applying for impact investment funds	0	-	-
Indicator 7.4.1.5.2: Increased capacity of targeted community organizations/cooperatives to manage community-based ecotourism initiatives	0	5%	Pending
Indicator 7.4.1.5.3: Increased capacity of RDB to assess the potential environmental impact of tourism in NNP	0	-	-
Indicator 7.4.1.5.4: Increased capacity of RDB to use GIS as a park planning and management tool	1	1	Dropped
<i>Indicator 7.4.1.5.5: Number of guide certification or other “official recognition” guide training programs in place and functioning</i>	0	1	1
<i>Indicator 7.4.1.5.6: Increased capacity and ability of RDB to conduct market analyses and to provide accurate and timely market intelligence to local communities and the public and private sectors</i>		0	-

**Source:** Nyungwe Nziza records.

*Year 2 Achievements*

***Indicator 7.4.1.5.1: Number of tours operators /tourism related enterprises applying for impact investments funds***

There were no targets established for this indicator for Year 2. However, during the fourth quarter of Year 2, our Tourism Impact Investment Specialist Keith Dokho, conducted an assessment of selected tourism-related SMEs’ capacity and needs with regards to meeting impact investment criteria and selected SMEs to participate in the training program. Mr. Dokho also adapted the Impact Reporting and Investment Standards (IRIS) model to proactively prepare Rwanda tourism SMEs to meet these investment criteria; and 2) developed a pilot capacity building and support program for Rwandan SMEs. In June 2012, Mr. Dokho will implement Phase II of the pilot program by training the targeted SMEs in IRIS standards, and

working with them to develop proposals for accessing impact investment funds, thus laying the groundwork for meeting Year 3 targets.

***Indicator 7.4.1.5.2: Increased capacity of targeted community/organizations/cooperatives to manage community-based ecotourism initiatives***

Increased capacity is measured by the percent increase in the number of annual visitors to target sites, income from tourism per capita (by member), and the change in the rate of requests by visitors for information. Although we expect that we have met this modest Year 2 target in Banda, we have not had the time to measure actual achievements. Moreover, the implementation of the recommendations and training programs stemming from the capacity and training needs assessment will help us to ensure cooperative training programs respond to needs that are genuine and most pressing to the particular cooperatives and their beneficiaries. Implementation of the needs assessment recommendations will begin in May 2012, and in December 2012, we will measure this indicator to determine actual achievements in all targeted cooperatives. In any event, we are confident that we will be able to achieve the Year 3 cumulative target for this indicator of 10%.

***Indicator 7.4.1.5.3: Increased capacity of RDB to assess the potential environmental impact of tourism in NNP:***

Although there were no targets for this indicator for Year 2, in December 2011 we trained RDB's Tourism and Monitoring and Evaluation Wardens in the use of limits of acceptable change approaches in measuring environmental impact in Nyungwe.

***Indicator 7.4.1.5.4: Increased capacity of RDB to use GIS as a park planning and management:***

NNP Management has shown virtually no interest in acquiring new GIS skills to improve report writing and presentations so we have decided to drop this indicator.

***Indicator 7.4.1.5.5: Number of guide certification or other "official recognition" guide training programs in place and functioning***

NNP is one of the best bird watching destinations in Africa and is considered by the African Birding Club to be the "jewel in Africa's crown." There are over 280 bird species registered, a vast majority of them are rare forest species, including 27 Albertine Rift endemics. Improving the capacity of bird guides is critical in ensuring Nyungwe National Park becomes a premier bird watching destination! Hence, Nyungwe Nziza was pleased to partner with RTTA, NNP and the Tourism Chamber to conduct a 3 week training for 36 RTTA and NNP guides (32 men and 4 women) in bird guiding and interpretation skills, focusing on; bird identification, birding and bird guiding, habitat conservation, animal and plant kingdom,

customer service, geography/history of Rwanda and tourism products in Rwanda. The colorful closing ceremony was held at Kigali Serena, where the trainees and trainers were awarded certificates by representatives from USAID, RDB and the private sector.

Additionally, during year 2, we initiated discussions with the Tourism Chamber and RTTA on collaboration in the development of a classification and standards program for private sector and RDB tour guides. Although focusing only on RDB guides, this activity is highlighted in NNP's General Management Plan:

*“For existing NNP tourism staff, an important activity to be undertaken under this management action will be the introduction of professional guide standards for the NNP, and the provision of the necessary training to ensure that staff meets these standards. The introduction of such a scheme should ideally be introduced by RDB on a system wide basis rather than just in NNP, and should draw on similar professional guide schemes in operation elsewhere in East Africa.”*

***Indicator 7.4.1.5.6: Increased capacity and ability of RDB to conduct market analyses and to provide accurate and timely market intelligence to local communities and the public and private sectors:***

Although there were no specific targets for this indicator for Year 2, the absence of Tourism and Conservation Department marketing staff precluded us from laying the groundwork for this activity and associated benchmark. However, in November 2011, RDB Tourism and Conservation hired a very motivated Marketing Division Manager who could take on more of a market analysis role. To this end, during our March 21-22, 2012 strategy planning session with RDB, it was generally agreed that market analysis skills were becoming increasingly important given such issues as the impact of the increase in gorilla permit prices on Rwanda's tourism sector as a whole. Several options for building RDB's capacity to conduct market analyses were discussed ranging from formal training programs and mentoring to RDB participation in the “assessment of the impact of the recent gorilla permit price increase on tourism in Rwanda with particular emphasis on Nyungwe National Park.” Although no conclusions or way forward was reached, we agreed to sit in early April 2012 to discuss this critical issue and chart the way forward.

*Progress towards benchmarks*

Out of 7 benchmarks, 6 were completed, and one – the impact investment training and brokerage program - was partially completed and will be carried over to May 2012.

BENCHMARK	STATUS
<b>Activity 1: Build capacity of RDB to assess the potential environmental impact of tourism in NNP</b>	
LAC site assessment and monitoring and mitigation plan completed and disseminated to stakeholders ( <b>November 2011</b> )	<b>Completed.</b> The LAC site assessment and monitoring and mitigation plan was completed and disseminated to stakeholders in December 2011.
<b>Activity 2: Increase Nyungwe Nziza's and other USAID partners capacity to use Geographic Information Systems (GIS) as a project planning and management tool</b>	
Surveys and assessment with future recommendations and printed maps ( <b>June 2011</b> )	<b>Completed.</b>
GIS training materials that are specific to the project and provide a general overview of basic GIS skills ( <b>June 2011</b> )	<b>Completed.</b>
Training sessions conducted ( <b>June 2011</b> )	<b>Completed.</b> Four Nyungwe Nziza staff was trained in a variety of ArcView and other GIS applications and use over a period of three days.
Final report describing outlined technical recommendations and a strategy for the development of GIS capabilities, including collection and reporting of spatial data relevant to the project ( <b>June 2011</b> )	<b>Completed.</b> The final draft of the consultant's report was approved by USAID on October 6, 2011.
<b>Activity 3: Help bring Rwandan small and medium tourism enterprises up to standards where they can access private tourism impact investment funds</b>	
Impact investment training and brokerage program completed ( <b>December 2011</b> )	<b>Partially completed (February 2012).</b> During the Year 2, our Tourism Impact Investment Specialist Keith Dokho, conducted an assessment of selected tourism-related SMEs' capacity and needs with regards to meeting impact investment criteria and selected SMEs to participate in the training program. Mr. Dokho also developed a pilot capacity building and support program for Rwandan SMEs. During Year 3 (May 2012), we will implement Phase II of the pilot program by training the targeted SMEs.

Source: Nyungwe Nziza records.

## C.2 COMPONENT TWO: PROTECTING THE PUBLIC'S HEALTH IN AND AROUND THE PARK

Nyungwe Nziza's Health Component officially closed operations on February 29, 2012, as the majority of USAID earmarked health funds for this component (\$300,000) were spent. The following is a summary of progress towards targets and benchmarks for Year 2.

### C.2.1 PROGRESS TOWARD SO6-LEVEL INDICATORS: INCREASED USE OF COMMUNITY HEALTH SERVICES INCLUDING HIV/AIDS

#### *Progress towards Year 2 targets*

All SO6 cumulative life of project targets for the Health Component were achieved during the Year 2 as described below:

Indicator	Base line	Target Year Two	Actual Year Two	Achievements
<b>COMPONENT TWO: PROTECTING THE PUBLIC'S HEALTH IN AND AROUND THE PARK</b>				
<b>STRATEGIC OBJECTIVE 6: INCREASED USE OF COMMUNITY HEALTH SERVICES INCLUDING HIV/AIDS</b>				
<b>Intermediate Results IR : 6.1 Improved quality of community health services</b>				
<b>PIR 6.1.1: Improved Training/Training-of-Trainers Programs for Community Health Workers</b>				
<i>Indicator 6.1.1.1 : Master trainers trained in giving messages and referring women for family planning/reproductive health (FP/RH), HIV/AIDS prevention approaches, antenatal care (ANC), maternal and child health (MCH)</i>	5	15	15	<b>Achieved.</b> During Year 2, 15 Master trainers were trained including: two Master trainers from each tea factory (Kitabi, Gisakura, Shagasha and Gisovu), eight staff from tea estates, four people in charge of Community Health Workers from Kitabi, Gisakura, Gihundwe and Twumba health centers, two private trainers (teachers from the Institute of Nursing and Midwifery who were helping during training of peer educators) and one staff from RDB.
<i>Indicator 6.1.1.2: Community health workers (CHW)/health providers trained by master trainers in the above public health topic areas</i>	20	20	20	<b>Achieved.</b> The community health workers, health providers and peer educators were trained together during Year 2. They were divided into 3 groups and were trained in maternal/child health, HIV/AIDS, family planning/reproductive health, rabies and malaria.
<b>PIR 6.1.2 : Expanded Capacity and Improved Access to Diversified Health Products and Services</b>				
<i>Indicator 6.1.2.1: Number of individuals trained in maternal and nutritional health</i>	5	15	15	<b>Achieved.</b> During the above training of trainers, the 15 Masters Trainers were also trained in maternal and nutritional health

Indicator	Base line	Target Year Two	Actual Year Two	Achievements
<b>IR 6.2: Enhanced knowledge and self efficacy for better health practices</b>				
<b>PIR 6.2.3: Improved alternative channels for messaging and health service provision</b>				
<i>Indicator 6.2.3.1:</i> Number of individuals reached with HIV/AIDS prevention interventions	<b>3,000</b>	<b>7,000</b>	<b>15,090</b>	<b>Achieved/exceeded.</b> A total of 15,090 people (47% men and 53% women) were reached during Year 2 with HIV/AIDS messages (e.g., abstinence, being faithful and condom use).
<i>Indicator 6.2.3.2:</i> Number of people that have seen or heard a USG-supported family planning message outside of health clinics and facilities	<b>7,000</b>	<b>7,000</b>	<b>10,832</b>	<b>Achieved/exceeded.</b> A total of 10,832 people were reached during Year 2 with USG-supported family planning messages (40% men and 60% women)
<b>LINKING COMPONENT ONE AND TWO: POPULATION, HEALTH AND ENVIRONMENT INDICATORS</b>				
<i>PHE 1:</i> Number of PHE educational sessions provided in targeted communities	<b>0</b>	<b>5</b>	<b>5</b>	<b>Achieved.</b> During Year 2, a total of 5 PHE educational sessions were organized with two Nyungwe Nziza-supported cooperatives (Cyamudongo and Banda) where integrated PHE messages and information were given in addition to sensitization on family planning and HIV/AIDS issues. Additionally, a workshop on PHE was conducted with 20 participants (CHWs and Animators of Conservation (ANICO) attending. As a result of this workshop, the CHWs in collaboration with ANICOs organized three meetings (Busehekeri, Twumba and Kitabi) on PHE where they gave integrated messages on PHE.

**Source:** Jhpiego and Nyungwe Nziza records.

## C.2.2 PROGRESS TOWARDS PROJECT INTERMEDIATE RESULTS (PIR)

### C.2.2.1 PIR 1: IMPROVED WORKPLACE HEALTH PROGRAMS AND MESSAGING

*Progress towards Year 2 targets*

All SO6 cumulative life of project targets for the Health Component were achieved during the Year 2 as described below.

Indicator	Base line	Target Year Two	Actual Year Two	Achievements
<b>PIR 1: Improved workplace health programs and messaging</b>				
Indicator 1: Individuals trained to promote HIV/AIDS prevention through other behavior change	0	10	231	<b>Achieved/exceeded.</b> During Year 2, after the master training, a total of 231 peer educators were trained in HIV/AIDS prevention. We intentionally surpassed the target in order reach a larger number of work place staff.
Indicator 2: Individuals trained in providing family planning/reproductive health (FP/RH) information,	0	10	231	<b>Achieved/exceeded.</b> As per the above, the same 231 peer educators were trained in family planning, reproductive health.
Indicator 3: Individuals trained in sexually transmitted infection (STI) prevention	0	10	231	<b>Achieved/exceeded.</b> As per the above, the same 231 peer educators were trained in STI's .
Indicator 4: Individuals trained in safe motherhood	0	10	231	<b>Achieved/exceeded.</b> This target was achieved in July 2011 after the completion of peer educators training by the master trainers. In collaboration with the management of the tea estates, the peer educators were granted permission to sensitize both casual and permanent staff in tea estates on safe motherhood.
Indicator 5: Individuals trained in making referrals	0	10	231	<b>Achieved/exceeded.</b> As per the above, the same 231 peer educators were trained in making referrals. Among these peer educators, 2 people (one man one woman) were identified as key persons who the other peer educators can refer to in making referrals to seek different services from each health facilities
Indicator 6: Number of 'healthy workplace' curricula developed	0	1	1	<b>Achieved.</b> In December 2011, with assistance provided by the healthy workplace consultant a healthy workplace training curriculum was designed to provide a framework for defining, developing and drafting healthy workplace

Indicator	Base line	Target Year Two	Actual Year Two	Achievements
				policies that will help to improve the health and wellbeing of employees and their families and the productive effectiveness of the tea companies, RDB and WCS.
Indicator 7: Number of baseline knowledge, attitudes and practices (KAP) surveys in workplaces conducted	1	4	4	<b>Achieved.</b> In February 2011, a baseline survey among some casual staff and all permanent staff in four tea factories (Kitabi, Gisakura, Shagasha and Gisovu) was conducted and a final report was forwarded to USAID.
Indicator 8: Number of education messages package designed for managers and employees	0	4	4	<b>Achieved.</b> After the training of Master trainers in May 2011, Jhpiego's Education Specialist designed a series of education messages on maternal health, malaria, rabies, and HIV/AIDS
Indicator 9: Number of workplace care and treatment and/or referral set up	0	1	1	<b>Achieved.</b> After the completion of master trainer training and peer educators training, Gisovu tea factory - which has a clinic - agreed to work closely work with Twumba Health Center (the nearest health center to the factory). Staff from Twumba health center can come and deliver health services within the Gisovu tea factory.
Indicator 10: Workplace policies developed and in place	0	5	5	<b>Achieved.</b> After finalizing the draft healthy workplace policy in December 2011, healthy workplace policy dissemination workshops were organized for tea estate staff, RDB and WCS. In total five healthy workplace policies have been finalized (Kitabi, Gisakura, Shagasha, Gisovu and RDB), translated into French and Kinyarwanda, and have been sent to tea managers for dissemination.

**Source:** Jhpiego and Nyungwe Nziza records.

#### *Progress towards benchmarks*

Out of 10 benchmarks, a total of 7 were completed, one was partially completed and two were not completed due to Health Component close down (timing and funding constraints).

BENCHMARK	STATUS
<b>Activity 1: Development of workplace programs and messaging</b>	
Baseline Knowledge Attitudes and Practices (KAP) survey of workplaces conducted and report produced ( <b>April 2011</b> )	<b>Completed.</b> The baseline survey and data compilation have been completed and a final report has been produced.

BENCHMARK	STATUS
Workplace policy developed and adapted to the specific workplace context ( <b>May 2011</b> )	<b>Completed:</b> The draft of healthy workplaces policies have been produced and sent to tea managers and we are waiting their feedback but as a language barrier may be a challenge we are still trying to get a professional who can translate the policies in both French and Kinyarwanda in order to facilitate other staffs to better understand this. .
Training on health workplace policy ( <b>June 2011</b> )	<b>Completed:</b> Training for the first group of 49 staff from tea factories was conducted in December 2011, and training for the second group of 49 staff was completed in January 2012
<b>Activity 2: Design peers educators training curriculum and conduct trainings</b>	
Education messages for managers and employees designed ( <b>May 2011</b> )	<b>Completed:</b> Maternal health, malaria, rabies, and HIV/AIDS messages have been designed and as the peer educators have been trained, they are now able to deliver these messages to work place managers and employees.
Training for trainers conducted ( <b>June 2011</b> )	<b>Completed:</b> 15 Master trained were trained in May 2011; two Master trainers from each tea factory (Kitabi, Gisakura, Shagasha and Gisovu), eight staff from tea estates, four people in charge of Community Health Workers from Kitabi, Gisakura, Gihundwe and Twumba health centers, two private trainers and one staff from RDB who will help in training the peers educators from tea estates, RDB and WCS..
Workplace care and treatment and/or referral set up in at least two workplaces ( <b>August 2011</b> )	<b>Completed:</b> After the initial peer educators training, a workplace care and treatment referral system has been established where there are two people (one man and one woman) in each workplace in charge of referring people to health facilities to seek different services. They closely collaborate with CHWs and health providers from the nearest health center.
<b>Activity 3: Health Component Close out</b>	
Letters to tea managers, RDB and WCS sent ( <b>September 2011</b> )	<b>Completed.</b> Work place partners and the mayors of Nyamagabe, Nyamasheke and Rusizi Districts were informed in early February that Nyungwe Nziza's health component was closing operations on February 29, 2012.
Meeting with tea managers, RDB and WCS organized ( <b>November 2011</b> )	<b>Not achieved.</b> Originally, we had planned to have a close out meeting with health component stakeholders to ensure that certain activities – particularly the health work place policy initiative – would continue without input from Nyungwe Nziza. Unfortunately, we ran out of time and funding before this could be accomplished.

BENCHMARK	STATUS
Activities handed over (November-December 2011)	<b>Not achieved.</b> Per the above.
Final report and presentation prepared and delivered (December 2011)	<b>Partially completed.</b> A final report was forwarded to the Contracting Officer's Technical Representative (COTR) for review and comment on March 15, 2012. Although Jhpiego had originally intended to do a presentation of health component achievements to USAID and other stakeholders, time and funding constraints precluded working on this activity.

**Source:** Jhpiego and Nyungwe Nziza records.

## C.3 CROSS CUTTING ACTIVITIES AND PERFORMANCE MANAGEMENT PLAN

Certain activities cut across Nyungwe Nziza's ecotourism and health components and affect almost all Nyungwe Nziza's activities to a greater or lesser degree. These include environmental compliance, gender, the Dedicated Nyungwe Public-Private Partnerships Fund and the Small Grants Fund. A summary of benchmark achievements for these activities and the Performance Management Plan for Year 2 is provided below.

### ENVIRONMENTAL COMPLIANCE

#### *Achievements*

Year 2 highlights of our environmental compliance-related achievements activities are presented below:

#### Environmental Review Forms

The following Environmental Review Forms (ERF) were prepared and submitted to USAID for review and approval:

- Environmental Review Form for a Grant to the Cyamudongo Tourism Promotion Cooperative for a project entitled "Cyamudongo Cultural Sanctuary Project;"
- Environmental Review Form for a Grant to the Friends of Nyungwe Cooperative for a project entitled "Friends of Nyungwe Community-Based Tourism Initiative;"
- Environmental Review Form for a Grant to Kitabi Handicraft Women's Cooperative for an project entitled "Basket, Tourism Pillar of Nyungwe;"
- Environmental Review Form for a Grant to the Pillar of Nature and Tourism Promotion for a project entitled "Ecotourism Strengthening in Banda;"
- Environmental Review Form for Trail Rehabilitation Activities, Nyungwe National Park (NNP); and
- Environmental Review Form for Renovation of the Water System and Visitors Center and Reception Building at Uwinka, Nyungwe National Park

Early during the sixth quarter, all ERFs were approved by USAID and the trail rehabilitation and Uwinka construction activities were approved by RDB on August 8, 2011. However, the issue of rebuilding the boardwalk in Kamiranzovu is still unresolved; RDB has yet to submit a request for authorization for the project to work in Kamiranzovu under Article 87 of the organic law on environment. This Article states that *"it is prohibited to construct houses in wetlands (rivers, lakes, big or small swamps), in urban or rural areas, to build markets there, a sewage plant, a cemetery and any other buildings that may damage such a place in various ways. All buildings shall be constructed in a distance of at least twenty (20) meters away from the bank of the swamp. If it is considered necessary, construction of buildings intended for the promotion of tourism may be authorized by the Minister having environment in his or her*

*attributions. It is also prohibited to carry out any activities, except those related to research and science, in reserved swamps. The order of the Minister having environment in his or her attributions determines the list of plains in which construction is not permitted and the swamps that are reserved according to assessments of the experts.”*

#### Five Year Trail Management Plan

The USNPS 5 Year Trail Management Plan was completed and submitted to RDB and USAID for review and comment. The plan includes a trail management policy framework that provides direction on how RDB: 1) could manage, develop, maintain and assess the condition of NNP trails in the future; and 2) how NNP’S facilities and operations could demonstrate environmental leadership by incorporating sustainable practices to the maximum extent practicable in planning, design, siting, construction, and maintenance.

#### Monitoring compliance

Although all the above activities were monitored in terms of compliance with the ERFs, particular attention was paid to ensuring that the contractor selected for the renovation of Uwinka structures followed the provisions contained in the ERF for “Renovation of the Water System and Visitors Center and Reception Building at Uwinka, Nyungwe National Park.” The ERF was in fact included in the contractor’s contract and the contractor is legally bound to abide by the ERF’s provisions.

#### *Progress towards benchmarks*

BENCHMARK	STATUS
ERFs completed for all trail upgrade activities by <b>(June 2011)</b> ;	<b>Completed.</b> The ERR for trail rehabilitation/upgrade activities was submitted to USAID on June 7, 2011 and approved on June 28, 2011. RDB approval was received on August 8, 2011. Ministry of Environment authorization under Article 87 of the Organic Law on the Environment is still pending for renovation of the boardwalk in Kamiranzovu.

BENCHMARK	STATUS
ERF completed for proposed Uwasenkoko Birding Site ( <b>June 2011</b> );	<b>Delayed.</b> The concept paper for Uwasenkoko is still in draft and has not been circulated to USAID and RDB for review. This activity has been carried forward to Year 3 work plan implementation since the contractor did not manage to finalize the concept papers during the quarter. We expect the concept paper to be finalized in May 2012 at which time it will be circulated, and if approved by RDB, we will proceed with ERF development and approval. We will also seek to obtain authorization from RDB regarding our planned intervention in the replacement of the board walk.
Five Year Trail Management Plan with environmental annex produced ( <b>July 2011</b> ).	<b>Completed.</b> The draft Five Year Trail Management Plan was completed in March 2012 and distributed among RDB and stakeholders for review. The environmental annex will be finalized and adopted to the individual trail repairs we are planning to conduct in Year 3 work plan implementation.

## INTEGRATING WOMEN INTO NYUNGWE NZIZA ACTIVITIES

### *Achievements*

Our gender equality and female empowerment activities target two main outcomes:

- Reduced gender disparities in access to, control over and benefit from resources, wealth, opportunities and services; and
- Increased capability of women and girls to realize their rights, determine their life outcomes, and influence decision making in households, communities, and societies.

During Year 2, we undertook two major activities that will help lay the groundwork for achieving these outcomes:

### Socioeconomic survey

During Year 2, in the context of the Impact Nyungwe contest small grants program, we designed and implemented a socio-economic baseline survey to measure changes in women's (men's) condition/positive relation to women (men) over time, in terms of cooperative management and decision making. The questionnaire included general information on cooperative demographic composition, financial data, production and market data and partnerships and disaggregates survey finding, conclusions and recommendations by gender.

### Training needs assessment

During the Year 2, we conducted a capacity and training needs assessment among the impact Nyungwe contest winners. A major component of the assessment was to examine gender empowerment issues among the targeted cooperatives. Some of the key recommendations stemming from the capacity need assessment with regard to gender include:

- Gender empowerment (ensure that women actively participate in all training sessions, plus during the BDS training we will specifically target literacy and numeracy training for women in collaboration with local authorities);
- Assisting cooperatives to fashion themselves as institutions that are specifically oriented towards addressing the needs of their women members/entrepreneurs, especially in leadership positions;
- Supporting cooperatives to strategically forge partnerships with development agencies that are looking into empowering the rural poor and women in order to get support for their development and operations; and
- Encouraging women's participation in the governance of the cooperatives to create a balance since few women are members of the executive committees is an expression of their underrepresentation in the governance of the cooperatives.

The training plan and associated curricula provided in the assessment and to be implemented next quarter, has been designed to ensure that the results, conclusions and recommendations capture the needs of men and women in order to promote gender equality.

### Other

In terms of specific actions to better integrate women into Nyungwe Nziza activities, we successfully negotiated with the Friends of Nyungwe Cooperative to showcase and sell Kitabi Handicraft Women's Cooperative handicraft products rather than produce and sell their own handicrafts. To our knowledge, this is the first time such collaboration has happened in Nyungwe, and hopefully indicates a change in mentality in terms of reducing gender disparities in access to wealth, opportunities and services.

### *Progress towards benchmarks*

N/A

## TRAINING CONDUCTED

### *Achievements*

During the quarter, we trained a total of 629 people (384 men and 245 women) in the following subject areas:

- 36 RTTA and NNP Guides were trained in birding and interpretation skills (32 men and 4 women);
- 25 Conservators and Animators and Community Health Workers from Nkungu, Bushekeri, Kamembe and Gihundwe Sectors trained in Population Health Environment (17 men and 8 women);
- 13 Gisovu Tea Factory staff trained in Health Environment messages(5 men and 8 women) ;
- 120 Tea factories staff from Gisakura, Gisovu and RDB, WCS and Health centers staff trained Peer Educators on MCH, family planning and reproductive health, HIV/AIDS, malaria and Rabies (78 men and 42 Women)
- 218 Tea factories staff from Gisakura, Gisovu and RDB, WCS and Health centers staff trained in Health Workplace policy(139 men and 79 women)
- 97 Tea estate cooperatives members(64 men and 33 women) from Gisakura, Shagasha and Gisovu trained on HIV/AIDS, MCH, FP/RH, malaria
- 33 Tea factory(12 men and 21 women) from Gisakura, Kitabi, Shagasha, Gisovu trained in First Aid
- 7 KHWC members (all women) were trained (training of trainers) in sweater making, plastic bag making, and basic business skills; and
- 80(37 men and 43 women) cooperative members (grantees/Impact Nyungwe Contest winners) were trained in basic monitoring and evaluation techniques (data collection, developing and designing formats for key indicators, and developing frameworks for annual project reviews.

Copies of the training summary for these activities are provided in Appendix A.

Additionally, during Year 2, we were informed by USAID that the Mission wants to streamline data collection, processing, and reporting so that Implementing Partners should be given full access to the USAID web-based training programs tracking and reporting (TraiNet) system to be able to perform both data collection and entry into the system on their own. In such a case, the process would be faster and more efficient, and the Mission would oversee, verify, and approve the information in the system for accuracy and advise on errors that should be addressed.

Thus, we have registered with TraiNet and have begun entering into the system all of our training reports covering the first and second quarters of FY2012 (i.e., October 2011– March 2012).

### *Progress towards benchmarks*

<b>BENCHMARK</b>	<b>STATUS</b>
Training reports submitted to the COTR and TraiNet on a quarterly basis.	<b>Completed.</b> All training sessions conducted during Year 2 were re-coded on the appropriate form and were submitted to the COTR (attached to quarterly reports); data for the 3 <sup>rd</sup> and 4 <sup>th</sup> quarters were entered in TraiNet.

**Source:** Nyungwe Nziza records.

## **PERFORMANCE MANAGEMENT PLAN**

### *Year 2 achievements*

#### Internal benchmark and indicator tracking system

We have designed and implemented a robust internal benchmark and indicator/target tracking system that enables us to better track progress towards targets and benchmarks and targets, and better address implementation issues before they become real problems. This system includes a grant tracking system, an indicator performance tracking table and a benchmark tracking table which organizes implementation data and records by component, IR and PIR. This system has been installed on our internal common drive and on our Technical Administration Management Information System (TAMIS) and is available and accessible to all staff in real time. The Monitoring and Evaluation Specialist updates and consolidate staff input and identifies critical issues and flag these for project management action.

We also began laying the groundwork for the addition of a Geographic Information System (GIS) component to the tracking system which will link project activities and results to both a Google Earth based platform and National Land Center GIS data including orthophotos. This will enable us to generate both written and visual progress reports and activity updates.

#### National Land Center (NLC) GIS layers

We obtained all NLC Geographic Information System (GIS) data sets (including orthophotos) from WCS, along with WCS's threats data, and "reduced" the NLC data set to the Nyungwe and Cyamudongo areas. Having access to these layers has greatly facilitated our work. Most recently, our Monitoring and Evaluation (M&E)/GIS specialist worked with our ecododge design specialist, Diane Gayer, to GPS/map the proposed concession sites, upload the data on ArcGIS and then overlay this data on NLC orthophotos and other GIS layers to produce a variety of maps for each concession site.

### TraiNet

As noted above, we have registered with TraiNet and have begun entering into the system all of our training reports covering the first and second quarters of FY2012 (i.e., October 2011– March 2012).

### Monitoring and evaluation training for grantees (Impact Nyungwe Contest winners)

Our M&E Specialist provided M&E training to our four grantees under the Impact Nyungwe Contest/Small Grants Program. The objective of this training was to help grantees developed and implement a basic M&E system that would mesh with Nyungwe Nziza’s M&E system in terms of reporting, but would also respond to grantees’ particular M&E needs. Specifically, the training focused on:

1. Working collaboratively with/train grantees to develop reliable data sources and improve and refining their collection and analysis of monitoring data;
2. Supporting processes to review the quality of existing grantee project data, data collection methods and the degree to which the existing data will provide good information;
3. Supporting grantees to design formats for key indicators, recording and reporting process to monitor outcomes and impacts of their activities ; and
4. Developing frameworks for annual project reviews, participatory impact assessments, process monitoring, impact monitoring and assessing lessons learned.

### Performance Management Plan Revisions

Drawing on our own internal analyses and the results of the meeting with MEMS, a revised PMP (Version 2.0) was prepared and submitted to USAID and was approved on June 14, 2011.

Version 2.0 retains many of the original features of the Year 1 PMP but includes a modified list of indicators and revised targets for certain indicators that will allow a more precise measurement of Nyungwe Nziza achievements. Additionally, in some instances, the wording and/or definitions of some indicators, definitions of key concepts, and the methodology for data collection have been modified in order to provide a more accurate and precise measure of the program’s achievements. These clarifications are also intended to ensure that technical partner agencies can easily understand how targets are calculated and measured.

### *Progress towards benchmarks*

<b>BENCHMARK</b>	<b>STATUS</b>
Revised Performance Management Plan submitted to USAID by April 15, 2011	<b>Completed:</b> The revised PMP (Version 2.0) was submitted to USAID on June 2, 2011 and approved on June 14, 2011.
FY Annual Performance Reports submitted to USAID	<b>Completed:</b> The Annual Performance Report for FY 2011 was uploaded on the MEMS website on October 27, 2011.
Internal benchmark and indicator tracking system developed and in place by April 30, 2011	<b>Completed.</b> The internal benchmark and indicator system was developed during the sixth quarter, and it has now become operational and accessible for all Project staff. The system is available in our internal common drive and TAMIS.

**Source:** Jhpiego and Nyungwe Nziza records

## **C.4 PROJECT MANAGEMENT AND ADMINISTRATION**

### *Year 2 achievements*

During Year 2, we continued to provide effective administration and logistical support to both the program and staff, while assuring contract compliance. Highlights for the year include:

- **VAT refunds.** The project worked with the Rwanda Revenue Authority (RRA) to adopt a system to claim back VAT based on a certain level of VAT accrual; per RRA instructions, we now only submit reimbursement requests when we have accumulated at least \$3000 in VAT charges.
- **Internal Audit:** DAI usually carries out internal audits for its projects around the world in order to ensure that proper management procedures have been implemented and to determine the adequacy and effectiveness of the general control environment over a certain period of performance. In this respect, we hosted a three person Internal Audit team from August 15-19, 2011. The Team's scope of work was to identify any areas in operations, financial reporting and compliance etc. that could be strengthened and provide objective assurance of the overall control environment. Particular areas reviewed were:
  - Soundness, adequacy, and effectiveness of accounting, financial, and operating policies, procedures, and controls of the field project;
  - Reliability and integrity of accounting, financial, and operating information;
  - Compliance with policies, plans, and local government regulations; and
  - Accuracy and validity of contractual costs.

Although no major issues were found, the Team made a number of recommendations with regard to strengthening project controls, all of which have been implemented. For example, the Team recommended that:

- Employment agreements should be reviewed and amended to include all forms of remuneration;
  - Project management should conduct occasional spot checks or devise an alternative system to ensure timesheets are completed by project staff on a daily basis as per DAI and USAID regulations;
  - A review of personnel files be conducted to ensure that the following documents are included:
    - Employment Agreements and Amendments
    - CVs
    - Statement of Understandings and Agreements included in the SSENNP Personnel & Operations Manual (Appendices I through VIII)
    - EBDs (signed by both the Employee and DAI)
    - EPLS verifications
    - Performance evaluations (if applicable)
  - The project utilize a grants checklist in each grant file to ensure that each grant file includes all the required documentation;
  - A separate general ledger account be established for each office (one each for the Kigali and Kitabi offices) in order to correctly perform petty cash counts;
  - A review of existing project policies and procedures (operations and finance manuals) is conducted to ensure policies reflect new/revised practices and DAI standards, and that manuals be updated as required.
- **Quarterly Travel Plans.** At the request of the Regional Contracting Officer (RCO), we began preparing and submitting a Quarterly Travel Plan for all short term technical assistance (STTA). We were informed by the RCO that we need to plan on allowing up to 6 weeks for any other approvals submitted. Given her workload, the RCO cannot guarantee that she can make any more last minute travel approvals.
  - **Capacity building:** In order to build up our grant making administrative abilities and ensure a high quality of service delivery to both grantees and USAID, DAI's Business Manager, Olutayo Akingbe, provided in depth training to the Operations and Grants Manager and the Business Development Service's Specialist in: developing an accurate reporting and documentation system for grant files in DAI's Technical and Administrative Management Information System (TAMIS); the use of TAMIS in grants administration; the mechanisms for procurement procedures and standards for both SGF and PPPF grants; and the types of grants mechanisms (with examples) used to support public-private partnerships. Additionally, Ms. Akingbe tailored the Grants Module of TAMIS to better respond to project requirements and needs.

- **Conversion of our office space from residential to commercial designation.** With the active assistance of our landlord, we were able to change the designation of our office space in Gaculiro from residential to commercial, thus avoiding the Kigali City Council’s edict and a costly relocation.
- **Grants Management.** We received 12 proposals under the Impact Nyungwe contest of which four were selected for small grants support including:

1. Banda Pillar of Nature and Tourism promotion (PNTP):	\$13,982.20
2. Cyamudongo Tourism Promotion Cooperative (CTPC):	\$25,657.17
3. Kitabi Handicrafts Women’s Cooperative (KHWC):	\$9,958.13
4. Friends of Nyungwe (FON):	\$24,654.62
<b>TOTAL</b>	<b>\$74,252.12</b>

Of this total, USD 22,454.59 has been disbursed to date.

## C.5 CRITICAL ASSUMPTIONS

The attainment of Nyungwe Nziza goals is conditional upon certain external factors remaining unchanged or any expected changes occurring as anticipated. These are regarded as assumptions critical to the timely and successful accomplishment of project goals, and must be monitored in order to ascertain whether any failure to achieve project objectives is the result of internal, manageable factors or to uncontrollable, external forces. We have identified five critical assumptions that relate to political, legislative, and financial support for ecotourism development in NNP. While these are largely qualitative indicators, they provide an overall framework for gauging responsiveness to Nyungwe Nziza is goals. Our assessment of the status of these critical assumptions is provided below.

INDICATOR	INDICATOR DEFINITION/ UNIT OF MEASURE	STATUS
Political stability/ security	Political and security situation in Rwanda remain conducive to program implementation.	<p>“Zero tolerance” is all about corruption, political stability, rule of law, business environment safe and protected. Rwanda is the fastest reformer in the world on business regulations. It moved from 67th to 45th ranking. Rwanda was also ranked 8th for her ease of starting a business, out of 183 economies.</p> <p><b>Source:</b> Doing business report 2012 by the World Bank <a href="http://www.doingbusiness.org/rankings">http://www.doingbusiness.org/rankings</a></p>
Economic stability	Economic conditions in Rwanda remain conducive to program implementation with no significant deterioration in rural incomes.	<p>Since 1994, the Government of Rwanda has stabilized the political situation, whilst putting the economy back on track with considerable assistance from development partners.</p> <p><b>Source:</b> Economic Development and Poverty Reduction Strategy by Ministry of Finance and Economic Planning – Republic of Rwanda.</p>
Environmental stability	Environmental conditions in Rwanda remain conducive to program implementation with no significant deterioration in climatic trends/natural disasters and population patterns.	<p>Recently, the Government of Rwanda has undertaken a deep commitment towards creating legal precedence with the new Organic Law and bolstering institutional support for the conservation of the environment. Sustainable environmental development is a crosscutting issue and highly prioritized by Rwanda. National policy objectives for the management and protection of environmental resources include reducing the proportion of the population dependent on agriculture, the</p>

INDICATOR	INDICATOR DEFINITION/ UNIT OF MEASURE	STATUS
		<p>rate of diseases related to environmental degradation, and dependency on non-renewable biomass energy.  <b>Source:</b> Environment and Energy, UNDP Rwanda.</p> <p>Fortunately, we do not have any more worrying environmental concerns about the ongoing road construction through the Park. The environmental impact of this construction has been properly controlled with much less impact on the Park than we had anticipated. Workers camps and quarries were not allowed to be established in the Park, thus there are no hindrances to our planned activities and targets including establishment of accommodation products under the Public Private Partnership Fund.</p>
Continued Government of Rwanda and USAID support for SSENNP	Support for SSENNP from the Government of Rwanda and USAID is maintained over the duration of the program.	<p>The project has had full support from USAID and other stakeholders. However, RDB has been challenging to work with due to delays in approving policies and reports presented by the project. Specifically:</p> <ul style="list-style-type: none"> <li>• RDB's delay in signing the letter of commitment to adhere to IUCN's "Best Guidelines on Great Ape Tourism" has derailed our efforts to engage the Jane Goodall Institute (JGI) in supporting chimp habituation efforts in Nyungwe. As we are aware, WCS - Protected Areas Biodiversity (PAB) project resources are no longer available to support chimp habituation and related activities in NNP, hence Nyungwe Nziza is well positioned to render assistance in taking over some of the chimp activities previously supported by PAB, provided RDB complies with JGI's requirements. We hope to follow up on this letter during the first quarter of Year 3 work plan implementation.</li> <li>• Despite our continued support to RDB over the past two years in developing a National Concessions Policy and</li> </ul>

INDICATOR	INDICATOR DEFINITION/ UNIT OF MEASURE	STATUS
		<p>associated concessions guidelines, to date, the National Concessions Policy has not been approved by Cabinet and there is no clear indication of when this might happen. This has led to subsequent delays in our planned support for accommodation development under our PPPF.</p> <ul style="list-style-type: none"> <li>• In spite of numerous requests, RDB has not as yet obtained the Ministry approval required under Article 87 of the Organic law on Environment for planned works for the renovation of the boardwalk in Kamiranzovu. Thus, this activity has been placed on indefinite hold until this approval has been received.</li> </ul> <p>These delays have prevented Nyungwe Nziza from meeting a number of its Year 2 targets. <b>Source:</b> Project's quarterly reports.</p>
Continued international support for Rwanda tourism, conservation and development initiatives	International support for tourism, biodiversity conservation and linked rural development remains strong: stable funding, staffing levels, and mandate.	<p>The tourism sector showed yet another progressive achievement in 2011. According to RDB, during the first quarter of 2011, tourism over took Tea and Coffee as the country's leading foreign exchange earner contrary to earlier fears by other analysts of an anticipated reduction in the number of tourists visiting the country. Tourism receipts jumped to \$56.6m in the first quarter of 2011 with a 5 percent rise from \$44.4m in the same period last year which is seen as a recovery from \$42m earned in 2009. On the other hand, National Statistics of Rwanda (NSR) says that Tea sector fetched \$31.5m receipts while Coffee sector brought in \$35.7m in the first quarter of 2011.</p> <p><b>Source:</b> Data published by RDB on January 2, 2012 in Rwanda's New Times and which was also included in other media houses. <a href="http://www.rwandacentral.com/fullstory.aspx?frIDNews=78&amp;Tourism%20on%20course%20to%20be%20leading%202011%20foreign%20exchange%20earner">http://www.rwandacentral.com/fullstory.aspx?frIDNews=78&amp;Tourism%20on%20course%20to%20be%20leading%202011%20foreign%20exchange%20earner</a></p>

## C.6 CUSTOMER SATISFACTION

We are scheduling our first customer satisfaction survey for early in Year 3. We will develop the questionnaire, but actual administration of the questionnaire via email will be done anonymously via an independent third party.

<b>PERFORMANCE INDICATOR</b>	<b>INDICATOR DEFINITION</b>	<b>DATA SOURCE</b>	<b>BASELINE/ YEAR</b>	<b>END OF PROJECT TARGET</b>
Percentage of stakeholders that rate Nyungwe Nziza support services as good to excellent	Number of stakeholder survey respondents out of total respondents that rate Nyungwe Nziza support services as good to excellent  Unit of measure: Percent	Project reports/ TAMIS	0%, 2010	80%

## APPENDIX A: IN-COUNTRY TRAINING CONDUCTED DURING YEAR 2 (March 2011- March 2012):

TRAINING TOPICS	BENEFICIARIES	NUMBER OF PARTICIPANTS	MEN	WOMEN	PERIOD	COST (US\$)
Health and Environment Messages training	Gisovu Tea Factory Staff	13	5	8	May 23 - 25, 2011	8,790
Population Health Environment Training	Conservators Animators and Community Health Workers from : Nkungu, Bushekeri, Kitabi, Twumba, Kamembe and Gihundwe Sector	25	17	8	July 13-14, 2011	2,401
Peer Educators training on MCH, family planning and reproductive health, HIV/AIDS malaria and rabies plus conservation messages	Tea Factories staff from Gisakura, Gisovu and RDB, WCS and Health centers staff.	120	78	42	July 31 – Sept 2, 2011	32,137
Healthy Workplace Policy Workshops	Tea Factories staff from Gisakura, Gisovu and RDB, WCS and Health centers staff	120	78	42	Dec 7 – 9, 2011	4,332
Basic M&E Training	Cooperatives members of KHWC, FON, BPNPT and Cyamudongo	80	37	43	Dec 6 - 23, 2011	3,485
Limits of acceptable change training	RDB/NNP Staff and WCS	3	3	0	Dec. 4-8, 2011	250
Health Workplace Policy Workshop	Tea factories staff from Gisakura, Kitabi, Shagasha and Gisovu, RDB and WCS field staff.	49	27	22	Dec 20,2011- Dec 22,2011	7,831

<b>TRAINING TOPICS</b>	<b>BENEFICIARIES</b>	<b>NUMBER OF PARTICIPANTS</b>	<b>MEN</b>	<b>WOMEN</b>	<b>PERIOD</b>	<b>COST (US\$)</b>
Health Workplace Policy dissemination Workshop	Tea factories staff from Gisakura, Kitabi, Shagasha and Gisovu, RDB and WCS field staff.	49	34	15	Jan 4 – 7, 2012-	7,801
Tea estates Cooperatives members training on HIV/AIDS, MCH, FP/RH, malaria (first round training)	Tea estate cooperatives members from Kitabi, Gisakura, Shagasha and Gisovu Tea estates	48	32	16	Jan 9 – 14, 2012	12,185
Tea estates Cooperatives members training on HIV/AIDS, MCH, FP/RH, malaria (second round training)	Tea estate cooperatives members from Kitabi, Gisakura, Shagasha and Gisovu Tea estates	49	32	17	Jan 16 – 21, 2012	12,435
First Aid Training	Tea estates staff from Gisakura, Kitabi, Shagasha, Gisovu and tea estates cooperatives members.	33	12	21	Feb 14 – 16, 2012	5,366
Weaving vocational training(sweater making, plastic bag making, and basic business skills)	Kitabi Women's Handcraft Cooperative members	7	0	7	March 3 -5, 2012	264
Birding Guide and Interpretation	RTTA and RDB Staff	36	32	4	March 5 – 26, 2012-	27,178
<b>TOTAL PEOPLE TRAINED</b>		<b>632</b>	<b>387</b>	<b>245</b>		<b>124,205</b>