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

“NYUNGWE NZIZA”

NINTH QUARTERLY REPORT: APRIL 1 – JUNE 30, 2012



JULY 2012

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

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Authors:	James R. Seyler Boaz Tumwesigye Donnah Mariza Firmin Karitanyi

Cover Photo: Familiarization trip participants with Rica Rwigamba, the Rwanda Development Board’s Head of Tourism and Conservation Department, by Stuart Forster

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CONTENTS

CONTENTS I

ABBREVIATIONS III

CHAPTER I: SUMMARY OF PROJECT OBJECTIVES AND RESULTS 1

PROJECT OBJECTIVES..... 1

OVERVIEW AT THE END OF THE QUARTER 3

CHAPTER II: PROGRESS TO DATE..... 6

COMPONENT ONE: SUSTAINABLE ECOTOURISM DEVELOPMENT..... 7

PIR 7.4.1.1: NYUNGWE’S TOURISM PRODUCTS DEVELOPED THROUGH INCREASED PRIVATE SECTOR PARTICIPATION 11

PIR 7.4.1.2: IMPROVED MARKETING AND PROMOTION OF NYUNGWE AMONG TARGETED SEGMENTS..... 25

PIR 7.4.1.3: IMPROVED INTEGRATION BETWEEN COMMUNITIES AND THE ECOTOURISM VALUE CHAIN..... 32

PIR 7.4.1.4: IMPROVED POLICY AND ENABLING ENVIRONMENT FOR ECOTOURISM 44

PIR 7.4.1.5: IMPROVED RDB AND PRIVATE SECTOR CAPACITY FOR ECOTOURISM PLANNING AND MANAGEMENT 47

CROSS CUTTING ACTIVITIES 52

ENVIRONMENTAL COMPLIANCE 52

INTEGRATING WOMEN INTO NYUNGWE NZIZA ACTIVITIES 53

TRAINING CONDUCTED 54

PERFORMANCE MANAGEMENT PLAN..... 55

PROJECT MANAGEMENT AND ADMINISTRATION 57

CHAPTER III: USE OF FUNDS DURING THE QUARTER 59

CHAPTER IV: CONTRACT DELIVERABLES 60

APPENDIX A: THREATS IN NYUNGWE NATIONAL PARK: TRENDS 2008 - 2011 62

APPENDIX B: PILOT IMPACT INVESTMENT PRE-TRAINING QUESTIONNAIRE 67

APPENDIX C: IN-COUNTRY PARTICIPANT TRAINING DATA 69

TABLES

Table 1: SO7 Indicators 2

Table 2: FON/KCV gross income, April – June 2012 39

Table 3: KWHC income, purchases and net profit..... 40

Table 4: PNPT Banda gross income, March 1 through May 30, 2012	40
Table 5: Cyamudongo gross income,	40

FIGURES

Figure 1: Uwasenkoko Swamp	14
Figure 2: Proposed location of the Uwasenkoko Trail	15
Figure 3: Previous trail interpretive signage.....	18
Figure 4: Proposed trail interpretive signage prototype	18
Figure 5: Gabion works at the Waterfall Trail.....	19
Figure 6: The new concrete steps on the ascent to the falls	19
Figure 7: New viewing platform overlooking the falls.....	19
Figure 8: Tourism Value Chain Map for Nyungwe National Park	36
Figure 9: VC analysis with Terimbere Nyungwe, a potential fruit and vegetable cooperative.....	37
Figure 10: New tents for FON /KCV.....	37
Figure 11: FON/KCV in-kind grant handover	38
Figure 12: Google Earth application for Nyungwe attractions and project activities.....	55

ABBREVIATIONS

ATA	Africa Travel Association
BDS	Business Development Services
CBET	Community-based Ecotourism
COR	Contracting Officer's Representative
CSD	Center for Skills Development
CTPC	Cyamudongo Tourism Promotion Cooperative
DAI	Development Alternatives Inc
EDC	Educational Development Center
EIA	Environmental Impact Assessment
ERF	Environmental Review Form
FAS	Field Accounting System
FON	Friends of Nyungwe
GIS	Geographic Information Systems
GMP	General Management Plan
GOR	Government of Rwanda
IR	Intermediate Result
IUCN	The World Conservation Union
JGI	Jane Goodall Institute
KCCEM	Kitabi College of Conservation and Environmental Management
KCV	Kitabi Cultural Village
KHWC	Kitabi Handicraft Women's Cooperative
LAC	Limits of Acceptable Change
M&E	Monitoring and Evaluation
MEMS	Monitoring and Evaluation Management Services
NAI	National Association for Interpretation
NNP	Nyungwe National Park
NRM	Natural Resource Management
NRMA	Natural Resource Management Authority
OGM	Operations and Grants Management
PIR	Project Intermediate Result
PMP	Performance Management Plan
PNPT	Pillar of Nature and Tourism Promotion
PPPF	Public-Private Partnership Fund
RBA	Rwanda Birding Association
RCO	Regional Contracting Officer
RDB	Rwanda Development Board
RFA	Request for Applications
RFP	Request for Proposals
RRA	Rwanda Revenue Authority

RTTA	Rwanda Tours and Travel Association
RWASAGA	Rwanda Safari Guides Association
RWF	Rwandan franc
SGF	Small Grants Fund
SME	Small and Medium Enterprises
SO	Strategic Objective
SOW	Scope of Work
SSENNP	Sustainable Ecotourism in and around Nyungwe National Park
STTA	Short-term Technical Assistance
SWA	Scott Wayne Associates
TAMIS	Technical and Administrative Management Information System
T&C	Tourism and Conservation
TMZ	Tourism Management Zone
USAID	U.S. Agency for International Development
USNPS	U.S. National Park Service
VTC	Voluntary Training Centers
WCS	Wildlife Conservation Society
WTM	World Travel Market

CHAPTER I: SUMMARY OF PROJECT OBJECTIVES AND RESULTS

PROJECT OBJECTIVES

Building on past support and in collaboration with the Government of Rwanda (GOR), USAID/Rwanda’s five-year program combines two projects, Strengthening Sustainable Ecotourism in and around Nyungwe National Park (SSENNP) Program, known in Kinyarwanda as “Nyungwe Nziza” or Beautiful Nyungwe,” and the Wildlife Conservation Society (WCS)-implemented “Sustaining Biodiversity Conservation in Nyungwe National Park” into one collective, synergistic effort known as “Destination Nyungwe,” with the common goal of *accelerating rural economic growth and improving biodiversity conservation in and around Rwanda’s Nyungwe Forest National Park.*

Through Nyungwe Nziza, USAID intends to transform Nyungwe National Park (NNP) into a viable ecotourism destination, generating sustainable and equitable income for local communities and as many other stakeholders as possible including private investors, creating employment for surrounding communities, thus providing economic incentives to conserve the rich biodiversity of the Park. The focus of the project is two-fold: inclusive ecotourism development for the benefit of local communities surrounding the park and leveraging private sector investment in the management, construction, and maintenance of new and existing park infrastructure. The objectives of the project are to:

- Help the Rwanda Development Board (RDB) transform NNP into a viable ecotourism destination;
- Generate sustainable and equitable income for local communities and other stakeholders;
- Create employment for surrounding communities; and
- Provide economic incentives to conserve the rich biodiversity of the Park

Nyungwe Nziza continues to make contributions toward achieving SO7’s Strategic Objective of “expanded opportunities in rural areas.” This is accomplished through the implementation of a program that tracks two critical indicators at the SO7 level, and six indicators at the Intermediate Result (IR) 7.4 and sub IR level as indicated in Table 1 below.

Table 1: SO7 Indicators

Indicator/Year
Strategic Objective 7: Expanded opportunities in rural areas
Indicator 7.1: Percent change in rural income of targeted population
Indicator 7.2 Number of person days employment generated by USG assistance
Indicator/Year
IR. 7.4: Improved management of selected ecosystems
Indicator 7.4.1: Number of hectares under improved natural resources management
Indicator 7.4.2: Number of visitors to targeted national parks (<i>Number of visitors to Nyungwe Forest National Park</i>)
Indicator 7.4.3: Number of people with increased economic benefits derived from sustainable natural resource (NRM) management, ecotourism and conservation (<i>Number of people with increased economic benefits from sustainable NRM and conservation as a result of USG assistance around the Nyungwe National Forest Park</i>)
Sub-IR 7.4.1: Improved capacity to sustainably manage ecosystems
Indicator 7.4.1.1: Number of people receiving USG supported training in natural resources management and /or biodiversity conservation (<i>Number of people receiving training in tourism management</i>)
Sub-IR 7.4.2: Increased value of ecosystem services
Indicator 7.4.2.1: Number of units of eco-tourism infrastructure built, refurbished or equipped
Cross-Cutting Sub-IR: Improved policy environment (for agriculture, business, finance, and environmental management)
Indicator C.C.1: Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance

These SO7 IRs and Sub IRs are further supported by our own Project Intermediate Results (PIR) as shown in the results frameworks. Nyungwe Nziza's PIRs are:

- PIR 1: Nyungwe's tourism products developed through increased private sector participation
- PIR 2: Improved marketing and promotion of NNP
- PIR 3: Improved integration between communities and ecotourism value chain
- PIR 4: Improved policy and enabling environment for ecotourism
- PIR 5: Improved RDB, private sector and community capacity for ecotourism planning and management

OVERVIEW AT THE END OF THE QUARTER

The Ninth Quarter of project implementation has seen continued achievements across nearly all key results areas, notably:

PIR 7.4.4.1: Nyungwe's Tourism Products Developed through Increased Private Sector Participation

- Completed construction works for the first and second retaining walls at the waterfall trail, including installation of metallic hand rails on the steep sections at the base of the falls, as well as placement of permanent concrete steps and a viewing platform.
- Identified and finalized recruitment details of U.S. National Parks Service (USNPS) Trail Manager Nick Huck to support NNP in the implementation of the 5 Year Trail Management Plan as well as strengthening the capacity of NNP staff and local cooperatives in proper trail maintenance and construction.
- Developed prototypes for NNP trail signage.
- Conducted a preliminary assessment for the development of Owl-faced monkey viewing as another tourism product in the Park.
- Finalized arrangements with Jane Goodall Institute (JGI)/Uganda, to send out one of their senior trainers, Dr. Peter Adelle to conduct a one week training assessment of NNP primate guides.
- In partnership with Antioch University, produced a chimp fact sheet which is being distributed in the park and among tour operators.
- Finalized and produced a field bird checklist in partnership with Antioch University, also under distribution in the park and among tour operators.
- Initiated discussions with Ian Green and are finalizing relevant contractual details in order to undertake the planned inspection of the general Canopy walkway maintenance, conduct training and a feasibility study on the possibility of developing a cable line either around Gisakura or Busoro.
- Secured RDB's letter of commitment adhering to the World Conservation Union's (IUCN) guidelines for Great Ape Tourism, as previously required by JGI.

PIR 7.4.1.2: Improved Marketing and Promotion of Nyungwe among Targeted Segments

- Conducted a familiarization trip for 5 travel and media writers to NNP, with extensions to Volcanoes National Park and Akagera.
- Published the first edition of the project newsletter
- Contracted with a local graphic designer to take over the completion and final launching of Nyungwe Nziza project website.
- Facilitated Cosmos Factory in finalizing in country pre-trip arrangements. The production team is already in Nyungwe filming a documentary for the Nile River.
- Finalized and are currently producing the small format trail guide.
- Produced new branded merchandise (hats, T shirts) for NNP

- Developed a scope of work for the development of a market strategy for NNP by Scott Wayne Associates (SWA).
- In partnership with Rwanda Birding Association and RDB, are finalizing participation protocols and facilitation at the upcoming UK Birdfair.

PIR 7.4.1.3: Improved Integration and Linkages between Communities and the Ecotourism Value Chain

- Developed a training plan/curriculum and initiated training of targeted cooperatives to increase management, financial and business skills of the cooperative members and managers.
- Completed a community-focused tourism value chain analysis in and around Nyungwe to examine four main tourism sub-chains or Nodes (accommodation, food, excursions and handicrafts).
- Based on the value chain analysis, identified six new groups involved in fruit and vegetable farming in the Nyamasheke and Nyamagabe Districts who are preparing proposals to supply fruits and vegetables to hotels in Nyungwe.
- Laid ground for the (tentative) July launch of two cooperatives; Friends of Nyungwe/Kitabi Cultural Village and Kitabi Women’s Handicraft Cooperative.

PIR 7.4.1.4: Improved Policy and Enabling Environment for Ecotourism

- Provided response to comments on the draft National Concessions Policy made by the Permanent Secretary of the Trade and Commerce Ministry.
- Received assurances from RDB’s Chief Executive Officer (CEO) that the Minister of Trade and Commerce thought very highly of the draft National Concessions Policy and will include reference to it in the new Tourism Act to give it more weight.
- Finalized the scope of work and modalities with the Rwanda Tours and Travel Association (RTTA) and the Tourism Chamber on the study to assess the impact of the recent gorilla permit price increase on tourism in Rwanda with particular emphasis on Nyungwe National Park.

PIR 7.4.1.5: Improved RDB and Private Sector for Ecotourism Planning and Management

- Assisted RDB and the Wildlife Conservation Society (WCS) in developing a limits of acceptable (LAC) change framework for monitoring the environmental impact of tourism in the Park, including indicators and an indicator monitoring manual, field data collection forms, and an indicator data collection training plan.
- Finalized negotiations with the National Association for Interpretation (NAI) to undertake an assessment of NNP guide and other “public” staff interpretive training needs and prepare a detailed certification training plan.

Training

During the quarter, we trained a total of 11 people (9 men and 2 women) from RDB and WCS in understanding LAC and its use in Nyungwe National Park (NNP).

At the request of RDB's Tourism Warden, our value chain specialist conducted a cluster development training session attended by 25 local stakeholders including representatives of local cooperatives, RDB officials, managers of two of the three private sector lodges, and guides and trackers enrolled in the Kitabi College of Conservation and Environmental Management (KCCEM) courses.

ISSUES AFFECTING IMPLEMENTATION

- Despite 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. This has led to subsequent delays in our planned support for accommodation development under our Public Private Partnership Fund (PPPF).

However, during the last quarterly meeting with RDB's CEO Mr. John Gara, we were informed that the policy will be sent to Cabinet for review and approval by the end of July. There were particular concerns raised by the Ministry about the entirety of the "preferred option" section taken directly from the US National Park Service's Management Policy 2006, or from two other documents/websites, but RDB doesn't see that as serious constraint since a 'best practice is a best practice', as quoted by the CEO during the meeting. Nevertheless, Nyungwe Nziza is still devoted to provide any requested technical assistance to RDB until the policy is finally approved.

- Lastly, in spite of numerous requests (including the recent reminder during the last quarterly meeting on June 21st), 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 is therefore still placed on indefinite hold until this approval has been received.

CHAPTER II: PROGRESS TO DATE

This Ninth Quarterly Report reviews accomplishments under Intermediate Results, Project Intermediate Results, cross-cutting activities, the Performance Management Plan (PMP), and project administration and management. For each, we have indicated progress towards key results, what activities were successful as well as those that did not go as smoothly as was hoped. These assessments summarize our own performance with regard to our indicators, targets and benchmarks outlined in the second annual work plan. In addition, we have also attempted to evaluate external forces that will influence our ability to accomplish our objectives. Thus, in some instances we have noted "constraints" that will have to be addressed in order to remove possible hindrances to realizing our goals in a timely and effective manner, and "opportunities" that we can build on to achieve greater success.

COMPONENT ONE: SUSTAINABLE ECOTOURISM DEVELOPMENT

Progress towards SO7 targets

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
COMPONENT ONE: SUSTAINABLE ECOTOURISM DEVELOPMENT		
STRATEGIC OBJECTIVE 7: EXPANDED ECONOMIC OPPORTUNITIES IN RURAL AREAS		
SO7 Level indicators		
Indicator 7.1: Percentage change in income of targeted rural population	15%	<p>On course: We have continued to register significant progress on the Small Grants Fund (SGF)/Community-based ecotourism (CBET) front in terms of income generation. Although we have not as yet measured actual percent change in income, all four targeted cooperatives reported gross profits for the March/April to June 2012 period: Friends of Nyungwe – RWF 91,000; Kitabi Women’s Handicrafts – RWF 449,642; Banda Pillar of Nature and Tourism Promotion (PNTP) – RWF 737,305; and Cyamudongo – RWF 300,000).</p> <p>As noted in previous reports, this indicator is highly dependent on the implementation of our PPPF and through the creation of employment and other income generation activities that the establishment of accommodation facilities inside the Park would bring. However, given delays in approval of the National Concessions Policy, we are limited at least in the short term to changes in income as a result of our CBET/SGF program.</p>
Indicator 7.2: Number of person days of employment generated by USG assistance	350	<p>Achieved: During the quarter, a total of 1799 person days of employment were generated in various activities in and around the NNP, including construction works at the waterfall trail, construction of the Cyamudongo Kiosk and extension works of Banda Cultural Village’s garden. With the upcoming trail development activities for Karamba, the Canopy Walkway, Congo Nile Divide and installation of new trail signage, we will more than exceed our Year 3 cumulative target.</p>
Intermediate Result: IR 7.4: Improved management of selected ecosystems		
Indicator 7.4.1: Number of hectares under improved natural resource management as a result	200	<p>Pending. As reported previously in Year 1 and Year 2 work plans, we had expected to meet our cumulative target by collaborating with WCS in</p>

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
of USG assistance.		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 no progress has been made since 2011. We hope to continue following up with WCS on the implementation of this activity during the next quarter.
Indicator 7.4.2: Increased number of visitors to targeted national parks (Number of visitors to Nyungwe National Park)	9700	<p>Achieved. As previously reported, we have maintained an excellent working relationship with the park, and are now able to keep track of the park's visitor statistics on a monthly basis. According to the latest figures, and during the period between January and May 2012, the Park received a total of 2,588 visitors, registering an increase of 2.2% from 2011 for the same period. Overall, between April 2011 and May 2012, the park has received a total of 10,843 visitors, exceeding our 3 Year cumulative target by nearly 12%.</p> <p>We expect the Park to continue registering more visitations in the coming months, particularly with the upcoming development of a market strategy for the park, completion of the newly revamped project website, production of the mini promotional DVDs about the park by Cosmos Factory, distribution of field bird checklist and fact sheet on line and in print, among others. In collaboration with RDB, we expect to launch one new cultural product (Friends of Nyungwe cooperative) between July and August, depending on RDB's preferred schedule, which should also contribute to increasing visitors' numbers.</p>
Indicator 7.4.3: Increase in NNP revenue generated	\$1,952K	<p>On target. During the quarter, we finally managed to access the park's revenue data generated by the Tourism Warden. According to the figures, the park's revenue has doubled from USD 259,180 in 2008, to USD 525,858 in 2011, marking an outstanding 51% increase. We expect further increase in income particularly with the establishment of alternative accommodation units in the park under the PPPF, establishment of new products, improved guiding skills, development and implementation of the new Nyungwe Market</p>

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
		Strategy, among other new developments.
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.	350	On course: During the quarter, we registered a total of 290 cooperative members in Banda PNPT, Cyamudongo, Kitabi Handicrafts Women's Cooperative (KHWC), and Friends of Nyungwe (FON) with increased economic benefits.
Sub-IR 7.4.1: Improved capacity to sustainably manage ecosystems		
Indicator 7.4.1.1: Number of people receiving USG supported training in natural resources management and/or biodiversity conservation	550	On course: During the quarter, a total of 11 people (WCS and RDB staff) were trained in the use of the limits of acceptable change approach to monitor the environmental impact of tourism in Nyungwe, for a Year 3 cumulative total of 516 people trained.
Indicator 7.4.1.2: Number of people receiving training in tourism management	132	<p>On course: We are finalizing arrangements with JGI/Uganda to send out one of their senior trainers, Dr. Peter Adell to train NNP nature and primate guides in guiding and interpretation skills, combining it with the in-forest training on biodiversity and the geo-cultural context to provide the basis for interpretation.</p> <p>In addition, we will be fielding a team from the National Association for Interpretation come out from mid-August to mid September to look at overall interpretation skills among guides and Park staff in contact with the public and develop/implement the respective training modules.</p> <p>With all these activities in the pipeline, we hope to not only achieve but exceed our Year 3 cumulative target.</p>
Sub-IR 7.4.2: Increased value of ecosystem services		
Indicator 7.4.2.1: Number of units of eco-tourism infrastructure built, refurbished or equipped	3	<p>Achieved. In addition to the four bridges we constructed on the Waterfall trail in Year 2, including steps and handrails on the upper part of the trail, we managed to build two more retaining walls, placed permanent rock steps, metallic hand rails and leveled a viewing platform at the bottom and slippery section of the trail, marking the final completion of all the rehabilitation work on the waterfall trail.</p> <p>We hope to exceed our Year 3 target when we</p>

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
		embark on the Canopy walkway upgrade, installation of new park signage and replacement of the boardwalk in the Kamiranzovu marsh, pending ministerial approval to be secured by RDB.
Cross cutting Sub IR : Improved policy environment for environmental management		
Indicator 7.4.5: Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance	2	Pending. Although we worked in three policy initiatives during the quarter, no policy initiatives have actually been implemented by RDB to date. Specifically; the concessions policy, NNP pricing policy and Lane Krahl's Limits of Acceptable Change (LAC) module.

PIR 7.4.1.1: NYUNGWE'S TOURISM PRODUCTS DEVELOPED THROUGH INCREASED PRIVATE SECTOR PARTICIPATION

Progress towards targets

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
PIR 7.4.1.1: Nyungwe's tourism products developed through increased private sector participation		
<p>Indicator 7.4.1.1.1: Number of private-public partnerships developed</p>	<p>2</p>	<p>Delayed. 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. However, during the June 21, 2012 quarterly meeting with RDB, USAID, WCS and Nyungwe Nziza, RDB's CEO reported that the Minister thought highly of the draft policy and it was expected to be submitted to Cabinet and approved in July 2012.</p> <p>Based on the CEO's statements, we have decided to postpone the release of a Request for Proposals under the PPPF for infrastructure development outside the park (targeting the areas of Kitabi, Cyamudongo and Gisovu) until early August. If the policy is not approved by then we will move forward with this RFP.</p> <p>On the positive side, in June 2012, we received an expression of interest from (and met several times with) one private developer (Mr. Eugene Rutagarama from Emeraude Ltd.) interested in developing an accommodation facility at the Cyamudongo site in partnership with the Cyamudongo Cooperative. However, after conducting several site assessments and meeting with Cooperative members and District officials, the developer realized that securing the land for the site from the local authorities - a key criterion for PPPF funding - would be complicated. Thus, he has been working with the Cooperative, RDB and the District to seek Rwanda Natural Resources Authority (RNRA)</p>

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
		to have the proposed site turned over to the Cooperative for development.
Indicator 7.4.1.1.2: Amount of private sector resources leveraged for Park ecotourism products	\$1,500K	Delayed. As above. However, it should be noted that during the recent media press trip, we managed to leverage USD 6,485 (38%) from the private sector in form of accommodation discounts, and USD 4,050 (23%) from RDB in free park entrance. Nyungwe Nziza contributed the remaining USD 6,705 (39%) making a grand total of USD 17,240. Hence, the total amount leveraged from RDB and the private sector summed up to USD 10,535, 61% of the overall cost.
Indicator 7.4.1.1.3: Number of new ecotourism infrastructure products developed	3	Achieved: Two retaining walls, concrete steps, metal handrails and a viewing platform were built during the rehabilitation of the waterfall trail. We hope to exceed our Year 3 target when we complete the Canopy walkway upgrade (new steps and rope handrails, the Karamba Trail (ease of access and picnic facility), the Congo Nile Divide Trail (day trip site with picnic facility), installation of new park signage. Replacement of the boardwalk in the Kamiranzovu marsh is still on hold pending Ministerial approval. .
Indicator 7.4.1.1.4: Number of concession opportunities/ecotourism products identified and assessed	3	Year 5 target achieved. No new opportunities were identified or assessed during the quarter. However, given the Cabinet's delayed approval of the National Concessions policy, we are still keen on identifying and supporting tourism products, facilities and business opportunities outside the park during Year 3.
Indicator 7.4.1.1.5: Number of concession opportunities taken over by private investors	2	Delayed. As previously reported and although there appears to be a willingness on behalf of RDB to convert a number of products into concessions – notably the canopy walk and the Uwinka canteen – delays in approval of the National Concessions Policy continues to constrain our ability to work with RDB to “concessionize” these and other products.

Activity 1: Improve the chimp trekking experience in Cyamudongo and Gisovu

Achievements

Partnership with JGI – chimp guide training

We have made significant progress in managing to engage the Jane Goodall Institute (JGI) to support chimp habituation efforts in Nyungwe, following RDB's recent signing of the letter of commitment to adhere to IUCN "Best Guidelines on Great Ape Tourism."

We are currently finalizing arrangements with the Jane Goodall Institute Uganda to send out their Field Programs Manager, Dr. Peter Apell, to conduct a skills need assessment and follow up trainings for NNP primate guides. In order to provide more timely feedback to visiting tourists and improved customer interaction, this training will focus on building skills and expertise of the guiding staff focusing on the natural, cultural or historic values attached to Nyungwe National Park. The aim of this development is to enable visitors to gain insights and understanding about the reasons for conservation and ongoing protection of Nyungwe National Park. In addition, the training will subsequently be able to define a variety of opportunities for audiences, both inside and outside the park.

This joint partnership will also focus on the development of an interpretation system that uses existing attractions, interactive experience, and illustrative media to communicate factual information about the key attractions in Nyungwe National Park. It is imperative that interpretation is meaningful for the audience by provoking curiosity; attention and interest as well as education. The tour guides must have the skills and knowledge to convey key messages effectively and there should be complimentary interpretative tools to compliment the guides' efforts and enhance visitor experience. In order to accomplish this task, the JGI's trainer will conduct a site and staff evaluation to ascertain skill levels, understand the eco-cultural context of Nyungwe National Park and develop a basis for tailoring a training guide and interpretation system that is appropriate to the setting and context of Nyungwe National Park.

The Scope of Work for the Guiding and Interpretation Training includes all planning and implementation details. The work will involve two stages/phases;

- The first phase is an evaluation phase which will entail assessing the effectiveness of the existing guiding and interpretation program at Nyungwe National Park. The evaluation will be done through gathering of quantitative and qualitative data on the ecotourism experience with specific focus on the structure and performance of the existing guiding and interpretation program. The purpose of this phase is to define clearly what training and interpretative development needs to be done in measurable, observable, quantifiable terms, and to provide baseline information on significant nature-based attributes and geo-cultural themes of Nyungwe National Park upon which the guiding and interpretation training and development will be based.
- The second phase is the implementation phase that will entail development of a Guiding and Interpretation development program based on identified gaps and other required interventions. Each stage of the project will require approval from RDB-NNP Chief Park Warden and Nyungwe Nziza's technical staff before moving on to the next stage.

Interpretive materials for NNP guides and trackers

In partnership with Antioch University, we produced a ‘chimp fact sheet’ for Nyungwe National Park. Copies were distributed in the park among the park guides/trackers and among tour operators. We will upload soft copies on line as soon as the new project website is completed.

Activity 2: Improve the bird watching product in NNP

Achievements

Bird watching promotional materials

During the quarter and in partnership with Antioch University, we developed and produced a bird checklist for Nyungwe National Park which was distributed in the park and among tour operators. More copies will be produced and together with the birding brochure, fliers, CD’s, hand bills and other birding promotional materials, will be disseminated at the UK Bird fair.

Uwasenkoko concept note

We managed to produce a draft concept note for developing Uwasenkoko marsh as an ideal place for bird watching in the park. The draft will be shared with RDB and USAID for review and approval by end of July 2012.

Located in the eastern side of the park, the marsh itself is narrow, but long and easily accessed from the main road, connecting to an ancient trail going to the south side of the forest. Uwasenkoko marsh is inhabited by a good population of Grauer’s Swamp Warbler (*Bradypterus graueri*), where it is very easy to see. When the Albertine Rift endemic *Kniphophia princeae* is flowering in the swamp, it becomes the easiest place to observe the Malachite Sunbird (*Nectarinia famosa*), a rare species in Rwanda. The surrounding Heath vegetation is a good place to see uncommon bird species like the Lagden’s Bushshrike (*Malaconotus lagdeni*) and the Brown Woodland Warbler (*Seicercus umbrovirens*), two species otherwise restricted to higher altitude areas of the park. Other species that can be seen there are the Mountain Buzzard (*Buteo oreophilus*), the African Black Duck (*Anas sparsa*), the Scarce swifts (*Schoutedenapus myoptilus*), the Archer’s Robin Chat (*Dessonornis archeri*), the Ruwenzori Nightjar (*Caprimulgus ruwenzorii*) and the African Grass Owl (*Asio capensis*).



Figure 1: Uwasenkoko Swamp

The Congo Bay Owl (*Phodilus prigoginei*), a species yet to be confirmed in Rwanda, has its sole possible observation in Uwasenkoko. The confirmation of its presence would have a tremendous impact on Nyungwe’s birding activity and on its conservation value in general

Trail Development: Starting off from the main road, the proposed trail will reach the swamp on its western edge and then go south along it, for over one kilometer. At the southern end, the trail would cross the swamp at a narrow humid trench. The trail would then follow the eastern side of the swamp ascending gradually along the eastern hill, before reaching the tarmac road and completing the loop. The overall distance of the trail is roughly 2.8 kilometers.

No major change in altitude would be felt by the hiker, except at the end of the loop, which requires some bit of climbing but only for about 30 meters.

During the next quarter, we will work with RDB to have the proposed trail plan approved and effect implementation, beginning with the drafting of an Environmental Mitigation and Monitoring Plan and the required Ministerial Authorization under Article 87 of the Organic law on environment.

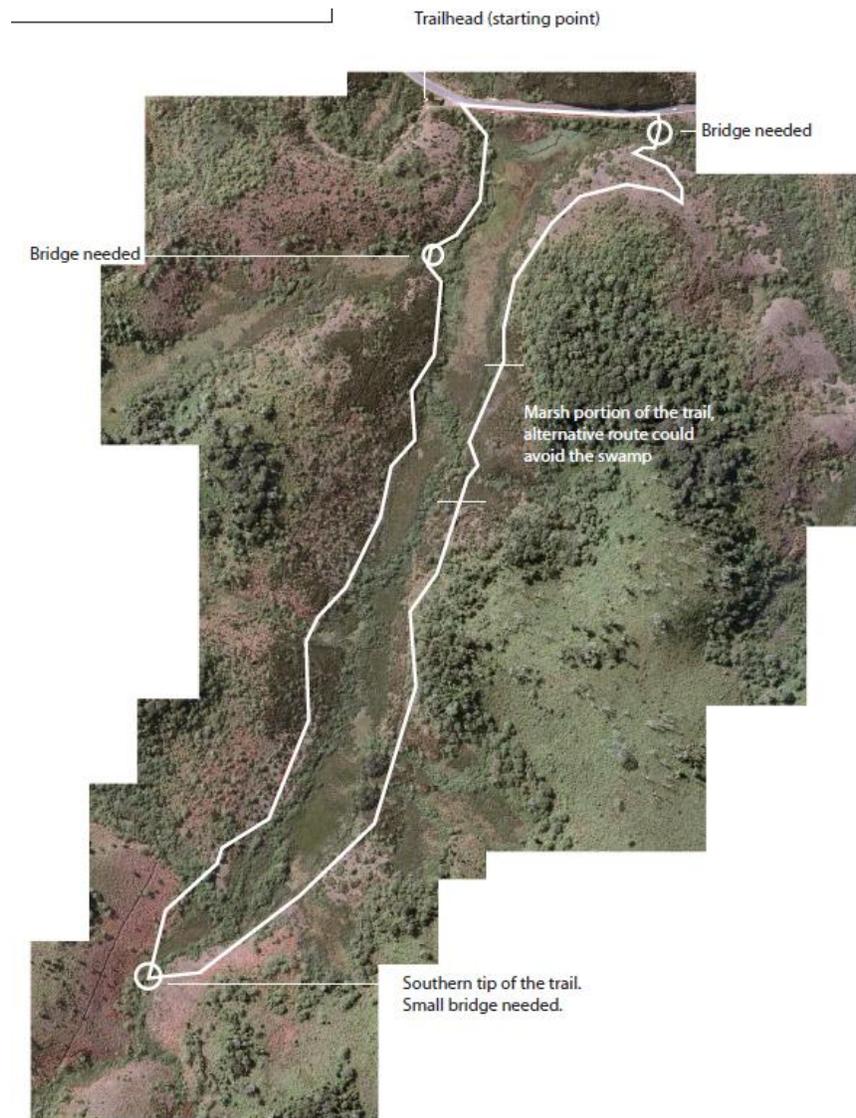


Figure 2: Proposed location of the Uwasenkoko Trail

Bird Guide Certification

As a build up on the completed bird guide training in March 2012, we are laying ground work with Bird Life South Africa, to develop a certification program for bird guides, including interpretation and language skills; as well as building the capacity of the Kitabi College of Conservation and Environmental Management (KCCEM) for future implementation of this program. This activity is scheduled for

November and will be done in close coordination with Rwanda Birding Association (RBA) and Rwanda Safari Guides Association (RWASAGA) for sustainability purposes.

Activity 3(a): Support development of new accommodation products in and outside the park

Achievements

Similarly to the previous quarter, we unfortunately did not register much progress in terms of actual accommodation development inside the Park as our support for this activity (under the PPPF) is contingent on Cabinet approval of the National Concessions Policy. However, according to the latest news from RDB's CEO, the Policy should be submitted to Cabinet in July 2012, and is expected to be approved given strong Ministerial support.

Pending approval of the National Concessions Policy and building on the work of Diane Gayer (Ecology Design Specialist), during the next quarter, we will move as planned, by contracting with a financial analyst to conduct a market study and financial analysis for selected accommodation concession sites in the Park.

Based on the RDB CEO's statements, we have decided to postpone the release of a Request for Proposals under the PPPF for infrastructure development outside the park (targeting the areas of Kitabi, Cyamudongo and Gisovu) until early August. If the policy is not approved by then we will move forward with this RFP.

Additionally, in terms of accommodation development outside the Park, in June 2012, we received an expression of interest from (and met several times with) one private developer (Mr. Eugene Rutagarama of EMERAUDE LTD) interested in developing an accommodation facility at the Cyamudongo site in partnership with the Cyamudongo Cooperative. However, after conducting several site assessments and meeting with Cooperative members and District officials, the developer realized that securing the land for the site from the local authorities - a key criterion for PPPF funding - would be complicated. Thus, he has been working with the Cooperative, RDB and the District to seek Rwanda Natural Resources Authority (RNRA) approval to have the proposed site turned over to the Cooperative for development.

Activity 3(b): Assist RDB to develop Gisovu as a new tourism destination

Achievements

Development of tea plantation tours

The tea estates (plantation and factory) that act as Nyungwe's buffer zones offer a tremendous potential as a secondary tourism attraction. Not only are they picturesque and of environmental significance to forest

protection, they also provide an opportunity for complementary product development that enhances the educational and recreational value of new destinations like Gisovu.

Hence, RDB has realized the need to exploit this untapped potential and has targeted Gisovu and Gisakura plantation/factories to serve as pioneer projects in this new development. During the quarter, we worked closely with RDB's Product Development Division, discussing action plans and the way forward. As a start, we have scheduled a site visit to Gisovu tea factory on July 10-11, 2012 to meet with various stakeholders, particularly communities and tea factory managers. The Nyungwe Nziza team will be accompanied by RDB's Head of Tourism and Conservation and Head of Product Development.

Ideally, we are looking partnering with the Gisovu Tea Factory to upgrade their current 4 bed roomed guest facilities and a camp site to a mid –range comfortable lodging establishment, and work with them (tea factory) in coordination with RDB, on developing a 1.5 – 2 hour packaged tour that would act as an optional, low – effort activity for the clients who do not wish to undertake further forest walks. The same concept will be applied for Gisakura tea factory concurrently, considering it's the most highly visited section of the Park.

In addition, and according to the last quarterly meeting, we do hope that RDB will finally secure proper ownership of Gisovu infrastructure and we are committed to provide matching funds to the selected private investor in the rehabilitation of the buildings, using our Public Private Partnership Funds.

Other activities planned for Gisovu during the next quarter include:

- Under our partnership with JGI, support the Gisovu chimp trekker and habituation teams in strengthening the chimp product in Gisovu with a targeted launch date of mid 2013; and
- Design and produce new interpretive signs for NNP's Source of the Nile.

Activity 4: Improve/maintain NNP visitor facilities

Achievements

Canopy Walkway Maintenance Inspection

During the quarter, we finalized negotiations/arrangements with Greenheart Limited to conduct a general maintenance and inspection of Nyungwe's Canopy Walkway. Two technicians were identified and are scheduled to come out in the next quarter after completion of contractual protocols with Ian Green.

As part of the scope, the Greenheart technicians will undertake the following activities;

- Conduct a complete physical inspection of Uwinka's Canopy Walkway, from the towers to cables and platform;
- Based on the inspection, carry out all required maintenance of the Walkway;

- Conduct a refresher training course on Walkway maintenance and reporting requirements for the three Rwanda Development Board staff in charge of Walkway maintenance;
- Produce a Canopy Walkway maintenance and inspection report, including recommendations for additional actions to ensure that the Walkway remains a safe attraction; and

Additionally, during the next quarter, we will coordinate with RDB and the District to select the most appropriate site and the suitable toilet design for Kitabi toilet facilities. Construction of the Kitabi rest stop will commence together with the planned development of Umugote stopover.

Activity 5: Upgrade signage

Achievements



Figure 3: Previous trail interpretive signage

experience. Providing trailhead and on-trail orientation signage affirms trail names and directions to other trails or key features for visitors, and improves both visitor safety and satisfaction.

During the quarter, and drawing on the signage style manual obtained from WCS, we developed a new prototype for NNP’s trail signage, as indicated in figure 3. Once approved by RDB, we will finalize contractual details with the selected designer and embark on the production process of all categories of trail signage and liaise with RDB on the material and ‘presentation’ to be used. All this will be completed in the next quarter.

Investment in permanent trailhead signs and on-trail orientation signage will improve the image of the Park and enhance the visitor experience. Currently there is insufficient on-trail destination/direction/distance signage, insufficient on-trail interpretive signage, insufficient trailhead signage and information, and insufficient orientation signage at key park locations.

All of these issues have combined to make a tourist’s experience on NNP trails a less than memorable

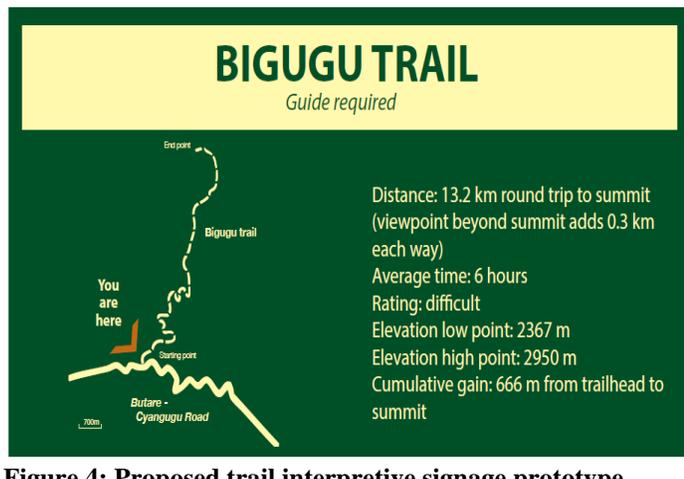


Figure 4: Proposed trail interpretive signage prototype

Activity 6: Upgrade trails

Achievements

Waterfall trail

All trail rehabilitation works at the Waterfall trail have been completed. The last part of construction concentrated more on the 300 meter section at the base of the falls, which had turned out to be the most dangerous part of the trail. Rehabilitation works included:

- Installation of permanent metal handrails and stony steps on the first sloping part, towards bottom to the falls;
- Construction of a second gabion layer on the second steep ridge as one hikes up to the last part of the trail; and
- Construction of concrete steps and a viewing platform on the last point of the trail.

Gabion works

This was the last phase of rehabilitation on the trail. Initially, three slippery tree trunks had been laid on top of rock cliff, which posed a great risk to visitors. A second retaining wall supported by gabion cages was built on this spot to enable hikers to crossover to the last point of the trail.

Rock Works

Construction works of steps and a platform on the slippery rock adjacent to the falls was also completed. Stony-concrete steps were raised from bottom up to the top to enable clients access the last and most exciting part of the trail. The previous rock surface had been difficult to walk on, to a point that it even required one to crawl in order to get to the top. Visitors are now enjoying breathtaking views of the falls, without fear of sliding into the falls.



Figure 5: Gabion works at the Waterfall Trail



Figure 6: The new concrete steps on the ascent to the falls



Figure 7: New viewing platform overlooking the falls

Recruitment of a Trails Manager

In an effort to support RDB in the implementation of the USNPS 5 Year Trail Management Plan, we selected and are finalizing recruitment details of NPS Trail Manager, Nick Huck who will be based in the park for up to two months, building the capacity of NNP staff and the trail maintenance crew in proper trail maintenance and construction. NNP's Chief Park Warden has promised to dedicate his trail maintenance interim staff to work with Nick during his stay in the Park. Our local trails engineer will also be a member of the trails team given his familiarity with local labor and the procurement of trail upgrade materials. A rate and travel approval request for Mr. Huck will be submitted to USAID in early July 2012.

In close reference to the USNPS Trail Management Plan and trail maintenance manual, Mr. Huck will be managing and providing general guidance in the implementation of specific trail development works as proposed in the Trail Management Plan. These activities will include but not limited to;

- Upgrading of the Karamba trail into a recreational trail;
- Upgrading of the Congo Nile Divide Trail, including development of a standalone day trip segment;
- Replacement of the 300M board walk in Kamiranzovu swamp as soon as RDB obtains the Ministry approval required under Article 87 of the Organic law on Environment for planned works for the renovation of the boardwalk in Kamarinzovu;
- Upgrading of the Canopy Walkway trail into a more permanent trail;
- Development of a bird watching trail around Uwasenkoko, as proposed in the concept note;
- Installation of new signage in the park

Pending Mr. Huck's approval, we have already initiated arrangements for the upgrade of the canopy walkway trail with the assistance of our local trails engineer. Rope hand rails and metal pole supports were designed and are now being produced. We expect that all proposed trail upgrades will be completed by early September.

Activity 7: Establish visitor attractions focusing on Nyungwe biodiversity and endemism

Achievements

Owl faced Monkey Habituation

Following RDB's request to conduct a feasibility study on the possibility of developing owl-faced monkey viewing as a new tourism product in Nshili and given the lack of information about previous efforts/results on owl-faced monkey habituation, we approached Dr. Amy Vedder who was in country for another assignment to look into this for us.

According to Dr. Vedder, a NUR research project supervised by Beth Kaplin in 2006-08 focused on owl-faced monkeys in the bamboo section of Nyungwe as part of the WCS program. Felix Mulindahabi was the prime field scientist, but others did much of the early day-to-day habituation. By the end of two years,

a single group of 22 individuals was considered well-habituated. The staffers saw the group around 70% of the days that they tried, usually at a distance of 10-20m. Best observations were early morning, and even though they were well habituated, the monkeys often took off during the day and couldn't be re-found and observed further. Nicholas Ntare from WCS did his master's thesis at the end of this period, and his experience was along these same lines as Beth Kaplin and Felix Mulindahabi's.

Additionally, Dr. Vedder pointed out that as the vegetation is dense and dark, and the owl-faced monkeys are often in bushy areas on the ground, it would quite difficult for a group of tourists to actually see the monkeys and certainly not great for photos.

Based on Dr. Vedder's assessment, our conclusions are:

- The entire habituation process may take up to 24 months, however, it may even be very difficult for tourists to see them given that they spend their time on the ground in dense vegetation, thus tourist satisfaction with the experience could be low;
- This possibly low tourist satisfaction is further compounded by the difficult drive to get there, and a 30% chance of not seeing the monkeys on any given day.

Thus, although it seems as though development of the owl-faced monkey as a tourism product might be possible, the return on investment of time, resources, etc., could be very low and discouraging in terms of increasing visitors/revenue for the Park. We are therefore proposing not to pursue the habituation as it doesn't seem to be a good investment for the project's funds.

Progress towards benchmarks

BENCHMARK	STATUS
Activity 1: Improve the chimp trekking experience in Cyamudongo and Gisovu	
JGI primatologists fielded (July 2012)	On course. Arrangements are being finalized with JGI/Uganda to field Dr. Peter Apell, JGI Field Programs Manager to conduct a skills need assessment and follow up training for NNP primate guides.
Production of NNP chimp interpretive and promotional materials (July 2012)	Partially Achieved. During the quarter, we produced a chimp fact sheet to be distributed among NNP guides and tour operators. During the next quarter, we will focus on developing and producing a chimp leaflet and other materials in collaboration with JGI and the Wildlife Conservation Society's (WCS) Dr. Amy Pokempner.
Activity 2: Improve the bird watching product in NNP	
NNP Birding promotional materials developed and distributed (July 2012)	Achieved. In partnership with Beth Kaplin/Antioch University, we produced a field bird checklist and distributed copies in the park and among tour operators. Additional birding materials, including posters, will be developed during the next quarter, as we prepare to participate at the UK Birdfair in August.
Final assessments and establishment of new birding trails around Uwasenkoko and Busoro. (August 2012)	Achieved. The draft concept note for the development of a birding trail along Uwasenkoko marsh was completed and will be shared with RDB and USAID for review and comments.
Activity 3(a): Support development of new accommodation products in and outside the park	
Financial/market analyses for selected in park sites completed (June 2012)	Delayed. The market analysis was not conducted during in the quarter since we had not received any update on the status of the Concessions Policy. The study is now scheduled for the next quarter given that RDB's senior management has confirmed that the Policy will be submitted to Cabinet in July 2012.
Nyungwe Tourism Prospectus developed and circulated (August 2012)	On course/possibly delayed- As above
DAI release of RFP (August 2012)	On course/possibly delayed. Although we anticipate possible delays in finalizing plans with RDB and the respective districts in identifying the sites and various investment opportunities, before releasing the RFP

BENCHMARK	STATUS
At least two awards made under the PPPF (September 2012)	On course/possibly delayed. As above
Activity 3(b): Assist RDB to develop Gisovu as a new tourism destination	
Development/production of new promotional materials and infrastructure for the Source of the Nile (July 2012)	On course. New signage prototypes for the Source of the Nile have been developed and will be installed after RDB's approval in the next quarter. We are also in the process of developing other promotion materials for the Source of the Nile including a separate brochure.
Initiate plans for the development of Tea Plantation Tours (June – November 2012)	On course. We are working closely with RDB and the tea factories on the development of tea plantation tours in Gisovu and Gisakura as a new additional tourism product and expect to finalize plans for at least one site during the next quarter.
Establishment of new permanent camp sites in Gisovu (October 2012)	On course. We hope to partner with at least one tea company – most likely Gisovu - in developing these camp sites in partnership with the local communities.
Activity 4: Improve/maintain NNP visitor facilities	
New interpretive panels at Uwinka installed (August 2012)	On course. We will embark on the development of new interpretive panels at Uwinka during the next quarter on completion of the trail signage.
Construction of Umugote stopover (December 2012)	On course. We are currently developing a concept note, which will be shared with RDB and WCS for review before implementation.
Installation of new ecologically friendly toilets at Kitabi (August 2012)	On course. We have identified a competent plumber and are now in discussion with NNP's Chief Park Warden and the District on land ownership issues.
Ian Green's trip report on canopy walk (maintenance guidelines, training report) – (September 2012)	On course. We developed a scope of work and completed arrangements with Greenheart Limited to conduct a general maintenance and inspection of Nyungwe's Canopy Walkway. Two technicians were identified and are scheduled to come out in the next quarter after completion of contractual protocols with Ian Green.
Activity 5: Upgrade signage	
Signage prototypes developed and submitted to RDB for review and approval (June 2012)	Achieved. Drawing on the signage style manual obtained from WCS, we developed new signage prototypes for 15 NNP's trails and submitted the prototype to the Chief Park Warden for review. The prototype was approved subject to updating the names of the roads where the trails are situated.
Subject to RDB approval of prototypes, all new Park signage in	On course. As the prototype has been approved, we are now working with NNP to determine the

BENCHMARK	STATUS
place (December 2012)	best (most durable) material and methods with which to produce the signs.
Activity 6: Upgrade trails	
Recruitment of 2 NPS trail crew volunteers (June 2012)	Achieved: We have selected and are finalizing recruitment details for NPS Trail Manager, Nick Huck who will be based in the park for up to two months, building the capacity of NNP staff and the trail maintenance crew in proper trail maintenance and construction.
Upgrade of Karamba trail (July 2012)	On course: Upgrade of this trail will commence in the next quarter.
Upgrade of the Congo Nile Divide Trail (August 2012)	On course: As above
Upgrade of the Canopy Walk trail (September 2012)	On course: As above
Replacement of the boardwalk in Kamiranzovu swamp (to be determined – pending authorization of the Minister)	Pending: Since RDB has not yet secured a ministerial authorization, as required.
Activity 7: Establish visitor attractions focusing on Nyungwe biodiversity and endemism	
Concept paper on biodiversity related tourism products for Busoro developed (October 2012)	On course: To be conducted by Green Heart's engineers during the upcoming feasibility study
Assessment report on the Owl-faced monkey as a potential tourism product (December 2012)	Achieved: A preliminary assessment was conducted by Dr. Amy Vedder. Based on her analysis, although development of the owl-faced monkey as a tourism product might be possible, the return on investment of time, resources, etc., could be very low and discouraging in terms of increasing visitors/revenue for the Park.

PIR 7.4.1.2: IMPROVED MARKETING AND PROMOTION OF NYUNGWE AMONG TARGETED SEGMENTS

Progress towards targets

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
PIR 7.4.1.2: Improved marketing and promotion of Nyungwe among targeted segments		
Indicator 7.4.1.2.1: Percent increase in number of visits from United States and United Kingdom-based tourists	150%	Pending. NNP's Tourism Warden was not able to provide data on this indicator for the quarter as he had fallen ill in June. However, we expect to have this data for the next quarterly report.
Indicator 7.4.1.2.2: Number of people attending annual promotional events held in or about Nyungwe	350	Partially achieved: We organized a familiarization trip for 5 international journalists to the Park in April 2012. Additionally, between July and August 2012, we expect to launch the Friends of Nyungwe Cultural and the Kitabi Women's Handicraft sites in collaboration with RDB and the District. We expect these events to attract a significant number of tour operators, local journalists and other stakeholders and we expect to easily meet or exceed our cumulative year 3 target for this indicator.
Indicator 7.4.1.2.3: Number of social media channels discussing NNP in a positive light	2	Achieved: Facebook and Twitter are in the process of being re-activated, following the ongoing development of the new project website. It should be noted that due to the challenges faced in transferring the project website content to (RDB (rwandatourism.com/Nyungwe)), we reverted our decision and resorted to developing and maintaining our own project website. Therefore during the quarter, we selected and contracted with a local web designer to assist in upgrading and launching the site. Additionally, published pieces by the journalists on the recent media trip were distributed on several blogs on Nyungwe, including social media channels such as Diigo, Reddit, Twitter, Stumbleupon, Facebook, Delicious, plus Google and Lonely Planet.
Indicator 7.4.1.2.4: Number of blogs discussing NNP in a positive light	3	Achieved: In addition to the two blogs that became active in the last quarter (http://www.sw-associates.net/blog/ , and www.travelpod.com/travel-blog-city/Rwanda/Nyungwe/tpod.html), Nyungwe

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
		information has also been added to www.travel.mbendi.com . News brief about the press trip has been distributed to the 5000+ members of the Travel Media Pro group of LinkedIn.
Indicator 7.4.1.2.5: Number of on-line marketing products developed	2	Achieved: As a product from the familiarization trip, the travel writers have generated more than 10 feature articles on Nyungwe, including additional coverage published on about 8 different social media channels. All this will be supplemented by the newly revamped project website currently under development.
Indicator 7.4.1.2.6: Private sector interest for the development of Nyungwe –Lake Kivu circuit	N/A	Pending: As reported during the last quarter, 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. In addition, 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). Nevertheless, in June 2012 we received an invitation to participate in the development of the Tourism Sub-Master Plan for along the Lake Kivu Area from Rubavu to Rusizi. A planning meeting was to be held at the Ministry of Commerce on June 26, 2012 but was postponed at the last minute.
Indicator 7.4.1.2.7: Number of NNP's promotional materials used in key travel industry events in United States and United Kingdom	5	Achieved: The bird check list was published during the quarter and distributed to NNP guides and tour operators. More copies will be made for the UK bird fair in August 2012, in addition to NNP's DVD and several park brochures.

Activity 1: Conduct targeted marketing for NNP

Achievements

Familiarization trip for Travel Writers

As part of our marketing efforts and in partnership with RDB and Qatar Airways, Nyungwe Nziza conducted a successful familiarization tour of Rwanda for five highly experienced travel and tourism journalists, four of whom are based in the United Kingdom (*John Bell, Melissa Shales, Stuart Forster and Rebecca Ford*) and are longtime members of the British Guild of Travel Writers, while the fifth (*Susanna Hagen*) is a frequent contributor to Austria's main travel trade publications in both German and English..

The media team reported on travel and tourism news and developed feature stories for the print and online versions of the travel sections of several UK newspapers, travel magazines, travel trade publications and additional publications, such as EOS, a magazine for Canon camera owners. Below is a list of what has so far been generated and what is scheduled to be published:

Susanna Hagen

- Article for travel trade on Nyungwe in Profi Reisen Verlag (the main Austrian travel trade publication in German) in July
- Article for travelers on Nyungwe in Reisetipps in the fall of 2012
- Article on Nyungwe for Der Standard, Austrian daily newspaper with over two million readers to be published in the fall of 2012
- Trip Advisor reviews on the Nyungwe Forest Lodge, the Kigali Serena and Virunga Lodge to be added by the end of June
- News about the Qatar Airways flight to Kigali already featured in Profi Reisen.

Stuart Forster

- Article about Nyungwe for National Geographic Traveler UK's website
- Review of the Nyungwe Forest Lodge for TheTravelEditor.com
- Review of the Cormoran Lodge for TheTravelEditor.com
- Review of the Kigali Serena for TheTravelEditor.com
- Pitched mini-guide on Nyungwe to GoNOMAD.com
- Nominated the Canopy Walkway for the British Guild of Travel Writers' annual tourism awards

Rebecca Ford

- Story about Rwanda on Suite101.com
- Review of Nyungwe Forest Lodge on Suite101.com
- Review of Virunga Safari Lodge on Suite101.com
- Pitched a story to Metro, London, which might be accepted.
- Proposed an article to BBC Wildlife; waiting for response.

Melissa Shales

- Pitched a piece to the magazine of the American Society of Travel Agents.
- 2-3 Pieces on Nyungwe to be published online and in print in Real Travel in September.

Additional coverage

Links to all published pieces have been distributed to the following social media channels:

- <http://www.diiigo.com/user/globetrotter1028>
- http://digg.com/news/lifestyle/luxury_hotels_in_rwanda
- <http://digg.com/scottwayne/submissions>
- http://www.reddit.com/r/travel/comments/tgftw/luxury_hotels_in_rwanda_suite101com/
- <https://twitter.com/#!/scottwayne1/status/200580316392456192>
- <http://www.stumbleupon.com/stumbler/Globetrotter1028>
- <http://www.facebook.com/pages/Nyungwe-National-Park-Rwanda/247931028553187>
- <http://delicious.com/globetrotter1028>
- <https://plus.google.com/u/0/109184926493852696152/posts>
- <http://www.lonelyplanet.com/thorntree/thread.jspa?newPost=true&messageID=20025721�>

Additionally:

- Nyungwe information has been added to travel.mbendi.com;
- News brief about the press trip has been distributed to the 5000+ members of the Travel Media Pro group of LinkedIn
- An article about the press trip has been sent to the newsletter of the British Guild of Travel Agents
- All of the articles have been posted to <http://www.facebook.com/pages/Nyungwe-National-Park-Fans-Rwanda/327232577364149>

British Bird Fair

In an effort to maximize exposure of the *bird watching* product in NNP, Nyungwe Nziza has agreed – pending USAID final approval - to facilitate the Rwanda Birding Association’s and RDB’s participation in the 2012 UK Birdfair. The fair is scheduled to take place from August 17 – 19, 2012 and NNP will be represented by one of the park’s bird guides, Nyungwe Nziza’s Ecotourism Team Leader and a representative from Rwanda Birding Association. RDB will leverage our support by sponsoring someone from the marketing department. The group will participate in conferences, workshops and other promotional events at Rwanda’s stand.

The fair encompasses the whole spectrum of the bird watching industry whilst at the same time supporting global bird conservation. The fair is recognized as the international event of the year for birds, wildlife and nature lovers.

NNP’s participation at this event will serve as an excellent platform to promote the country and the park in particular as a world class birding destination by highlighting an array of unique birding opportunities,

history and the connection of birds with people of Rwanda, conservation aspects, and the role of each stakeholder in bird conservation and promotion, among others.

Nyungwe National Park Targeted Market Strategy

Nyungwe is currently marketed and promoted as an add-on product to the gorillas by the majority of tour operators. Given the recent increase in the gorilla permit price, tour operators are concerned that they might have to sacrifice Nyungwe “add ons” in an effort to make their ‘primate packages’ more affordable to their clients. Hence there is an urgent need to develop a marketing strategy for Nyungwe which would position the Park as a self sustaining and standalone destination in Rwanda.

During the quarter, we developed a scope of work for SW Associates consultant Scott Wayne, who will be coming out in August to work with the Rwanda Development Board (RDB) and Nyungwe Nziza to develop a strategy and plan to help market and promote Nyungwe National Park as Rwanda’s iconic destination, independent from the already famous mountain gorillas.

This work would build on the foundation work for the website and tourism market profiles conducted in September-October 2010, March-August 2011, and January-present, thus supporting the roll-out of both off- and online marketing strategies. Included in this strategy would be strengthening of the technology for web-based and social media solutions to facilitate posting of photos and videos, documents by both staff and fans of NNP.

The strategy and action plan will include but not necessarily be limited to the following elements:

- **Identification of Partnerships** -- Recommendations to RDB and Nyungwe Nziza for partnerships that intersect private sector goals and challenges with RDB’s and USAID’s development objectives for NNP;
- **Industry Event Participation** – A plan (including promotional materials and staff requirements) for better integrating NNP and related products and service providers into key travel industry events;
- **Media Planning and Product Development** - Recommendations on how the Nyungwe brand could be better strengthened and positioned especially through increased international media coverage and targeted product development efforts;
- **E-Marketing** – Revise/adapt the previously developed Nyungwe Nziza’s E-marketing strategy to better reflect RDB’s needs and current staffing situation. This will consist of specific recommendations and guidance for developing innovative marketing mechanisms for NNP including but not limited to travel blogs and social network travel sites and linking these sites with other established travel websites, as part of the market outreach, especially to bird watchers and primate trackers;
- **Familiarization trips** – Recommendations on the organization (and participants) for familiarization trips to Nyungwe for travel writers, journalists and other key industry personnel; and

- **Gorilla permit price increase impact on Nyungwe** – Develop a strategy and plan to help market and promote Nyungwe National Park as a standalone destination, independent from the famous mountain gorillas.

Activity 2: Upgrade e-marketing and use of new media to promote NNP

Achievements

The new project website

Due to the challenges faced in transferring the project website content to RDB (rwandatourism.com/Nyungwe), we decided to revert to the original plan of developing and maintaining our own project website. During the quarter, we selected and contracted with a local web designer to develop a custom website for Nyungwe Nziza project, building on the existing *Nyungwepark.com* site with a goal of improving design, communication, information architecture and information sharing with tourists and stakeholders. The website will also take full advantage of the new social media channels, including Facebook, Twitter, Google, Pin Interest, Behance, You Tube, as well as overall harmonization of the website in line with strategies for online communication. The new site will be completed by the end of July 2012.

SSENNP’s Newsletter, First Edition (June 2012)

As an effort to populate more online visibility for NNP, Nyungwe Nziza produced the first edition of the project’s newsletter, highlighting some of the project’s accomplishments, implementation updates, NNP news updates and upcoming events. Online copies were distributed to tour operators, hoteliers, and other stakeholders. A downloadable pdf version will be uploaded on the new project’s site. We will be releasing this newsletter on a quarterly basis.

Television Documentary

During the quarter, Nyungwe Nziza facilitated Cosmos Factory team’s second visit in securing free entry tickets to the park. Led by Clare Dornan (Producer/Director), the group is currently in the park producing a three part natural history documentary about the Nile River for the Austrian prime time series “Terra Matter,” which will be distributed to the international television market, including National Geographic. This series will capture the diverse landscapes, the spectacular wildlife and the culture of the people who live along this great river.

The first of the three programs will explore the source of the Nile and central to this film will be the pristine forests of Nyungwe National Park, the incredible biodiversity that thrives there, and the culture and traditions of the people around Nyungwe and the importance of the Nile to their way of life.

Following RDB's request, Cosmos accepted to produce a 15 minute NNP promotional/marketing video in exchange for RDB waiving film permit fees.

Progress towards benchmarks

BENCHMARK	STATUS
Activity 1: Conduct targeted marketing for NNP	
All Year 3 previous and new marketing materials produced and disseminated (July 2012)	Achieved: During the quarter, the small format trail guide was reformatted, new pictures added and was professionally edited. A U.S. - based printer has been competitively selected and the guide is currently being printed. We expect to have the copies (1500) by the end of July 2012. All trail and park brochures were disseminated in print and on line to stakeholders, including the newly produced NNP field bird checklist and chimp fact sheet. Additional copies of the marketing materials will be produced for UK Bird fair in August 2012.
RDB-NNP participation at UK Bird fair and World Travel Market (WTM) (November 2012)	On course: In an effort to maximize exposure of the <i>birding watching</i> product in NNP, Nyungwe Nziza has agreed – subject to USAID final approval -to facilitate RBA and RDB's participation in this year's UK Birdfair.
At least 3 Nyungwe articles published in the regional media (October 2012)	Achieved: As a product from the press trip, the travel writers have generated more than 10 feature articles on Nyungwe, including additional coverage published on about 8 different social media channels. During the next quarter, we expect to have one of the articles published in one of the local in flight magazines.
One familiarization trip for journalists conducted (June 2012)	Achieved: As part of our marketing efforts and in partnership with RDB and Qatar Airways, Nyungwe Nziza conducted a successful familiarization tour of Rwanda for five highly experienced travel and tourism journalists, four of whom are based in the United Kingdom (<i>John Bell, Melissa Shales, Stuart Forster and Rebecca Ford</i>) and are longtime members of the British Guild of Travel Writers, while the fifth (<i>Susanna Hagen</i>) is a frequent contributor to Austria's main travel trade publications in both German and English.
A completed Market Strategy for NNP (September 2012)	On course: During the quarter, we developed a scope of work for SW Associates consultant Scott Wayne, who will be coming out in August to work with the Rwanda Development Board (RDB) and Nyungwe Nziza to develop a strategy and plan to help market and promote Nyungwe National Park as

BENCHMARK	STATUS
	Rwanda's iconic destination, independent from the already famous mountain gorillas.
Activity 2: Upgrade e-marketing and use of new media to promote NNP	
NNP web pages fully functional on Rwandatourism.com (June 2012) with updates; made and new content added monthly (October 2012);	Partially Achieved: Due to the challenges faced in transferring the project website content to RDB (rwandatourism.com/Nyungwe), we reverted to the original plan of developing and maintaining our own project website. The new site will be completed by the end of July 2012.
Development of the project's newsletter – 1 st edition (June 2012).	Achieved: In June 2012, Nyungwe Nziza produced the first edition of the project's newsletter, highlighting some of the project's accomplishments, implementation updates, NNP news updates and upcoming events. On line copies were distributed among tour operators, hoteliers, and other stakeholders. A downloadable pdf version will be uploaded on the new project site.

PIR 7.4.1.3: IMPROVED INTEGRATION BETWEEN COMMUNITIES AND THE ECOTOURISM VALUE CHAIN

Strengthening and supporting communities to benefit from ecotourism and its value chain in and around Nyungwe National Park can not only improve livelihoods and reduce threats to the unique cultural and natural resources, but also increase community response to the increased demand for tourism products and services. Drawing on both the potential and opportunities in engaging communities in the ecotourism value chain identified in Years 1 and 2, Year 3 we will consolidate activities of the four Year 2 Impact Nyungwe contest winners by: 1) strengthening their business skills; 2) providing incremental funding; and 3) implementing the specific recommendations identified in the training needs assessment. We will also identify and provide a wide range of assistance for people involved with the tourism chain who are interested in forming new cooperatives and support unsolicited proposals with viable business concepts under the Small Grant Fund.

Progress towards targets

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
PIR 7.4.1.3: Improved Integration between Communities and the Ecotourism Value Chain		
Indicator 7.4.1.3.1: Threat levels in selected critical buffer zone areas reduced (percentage reduction)	0%	Unclear. During the quarter, we obtained time series (2009, 2010, 2011) threats data for NNP in order to look at threat trends for the park as a whole. Between 2010 and 2011 there were significant decreases in

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
		the incidences of tree cutting, bushfires, beehives, livestock and encroachment. However, between 2009 and 2011, incidences of snares increased by 1019%, mining by 45%, poaching camps by 300%, and agriculture by 160%, although these increases may be due to better data collection by NNP rangers. During the next quarter, we will work with WCS to disaggregate this data by targeted cooperative areas. The complete trends analysis is provided in Appendix A.
Indicator 7.4.1.3.2: Number of community-based attractions and tours available for sale	3	Achieved. In May 2012, the Friends of Nyungwe/Kitabi Cultural Village and Campsite became operational/available for sale on construction completion and following the provision of tents, sleeping bags, restaurant equipment (including all kitchen items), tables and chairs, dance troop uniforms and accessories, and king's house equipment under their existing grant. Thus, with Banda and Kitabi Women's Handicraft becoming operation in Year 2, our cumulative Year 3 target has been achieved.
Indicator 7.4.1.3.4 : Number of consolidated ecotourism and related small to medium Enterprises (SME) that are fully operational	2	On going. It must be said that none of the four SGF-supported cooperatives are fully operational as SMEs. However, with the current implementation of the ongoing training in business management, 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 7.4.1.3.5: Number of community/private sector partnerships developed and in operation.	2	On going. In June 2012, we received an expression of interest from (and met several times with) one private developer (EMERAUDE LTD) interested in developing an accommodation facility at the Cyamudongo site in partnership with the Cyamudongo Cooperative. However, after conducting several site assessments and meeting with Cooperative members and District officials, the developer realized that securing the land for the site from the

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
		local authorities - a key criterion for PPPF funding - would be complicated. Thus, he decided to forego investing in Cyamudongo, at least in the short term, pending addition studies.
Indicator 7.4.1.3.6: Amount of private sector resources leveraged for community initiatives	\$500K	On going. 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, 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 the CBET products
Indicator 7.4.1.5.2: Increased capacity of targeted community organizations/cooperatives to manage community-based ecotourism initiatives.	10%	On course. Given past and current interventions with our targeted CBET cooperatives, we expect to meet or exceed this target by the end of Year 3. In March 2012, we conduct an assessment of targeted cooperatives in order to measure 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.

Activity 1: Build capacity of Impact Nyungwe Contest winner cooperatives in business management

Achievements

Based on the capacity needs assessments report conducted during the end of Year 2, and following the competitive selection (April 2012) of the Center for Skills Development (CSD) to design and implement training and post-training programs for the four targeted impact Nyungwe contest winner-cooperatives based on the needs assessment, CSD provided their inception report and began activities in May 2012. The overall objective of this training is to increase management, financial and business skills of the

cooperatives' members and managers through training and technical support. Specifically, this assistance aims at promoting good governance and accountable leadership, stronger management and cooperative principles, better business practices and enterprise development, in order to strengthen higher value addition and business planning, and to make them more profitable and sustainable.

In addition to the Inception Report and additional sites visits/assessments, CSD has also prepared detailed training modules for the following topics:

1. Cooperative Management & Governance
2. Record Keeping & Financial Management
3. Business Planning
4. Literacy & Numeracy Skills
5. Basic Business Management Skills
6. Planning
7. Gender mainstreaming
8. Skills in English
9. Community Guiding Skills

Training venues have been selected, training budgets prepared, and beginning with the Community Guiding Skills and Basic Business Management Skills (Business communications) modules, training will begin in early July 2012.

Activity 2: Conduct a community focused tourism value chain analysis

Achievements

During the quarter DAI's value chain specialist, Alec Hansen, conducted a community-focused tourism value chain analysis in and around Nyungwe to examine four main tourism sub-chains or Nodes (Accommodation – Hotels and guest houses; Food - Restaurants, intermediaries and farmers; Excursions - Tour operators, transports and communities; Handicraft -producers and vendors).

We are currently reviewing the draft report and expect to submit it to USAID for review and approval in early July 2012. Pending review of the report, the draft tourism value chain map for NNP is presented in Figure 2 below.

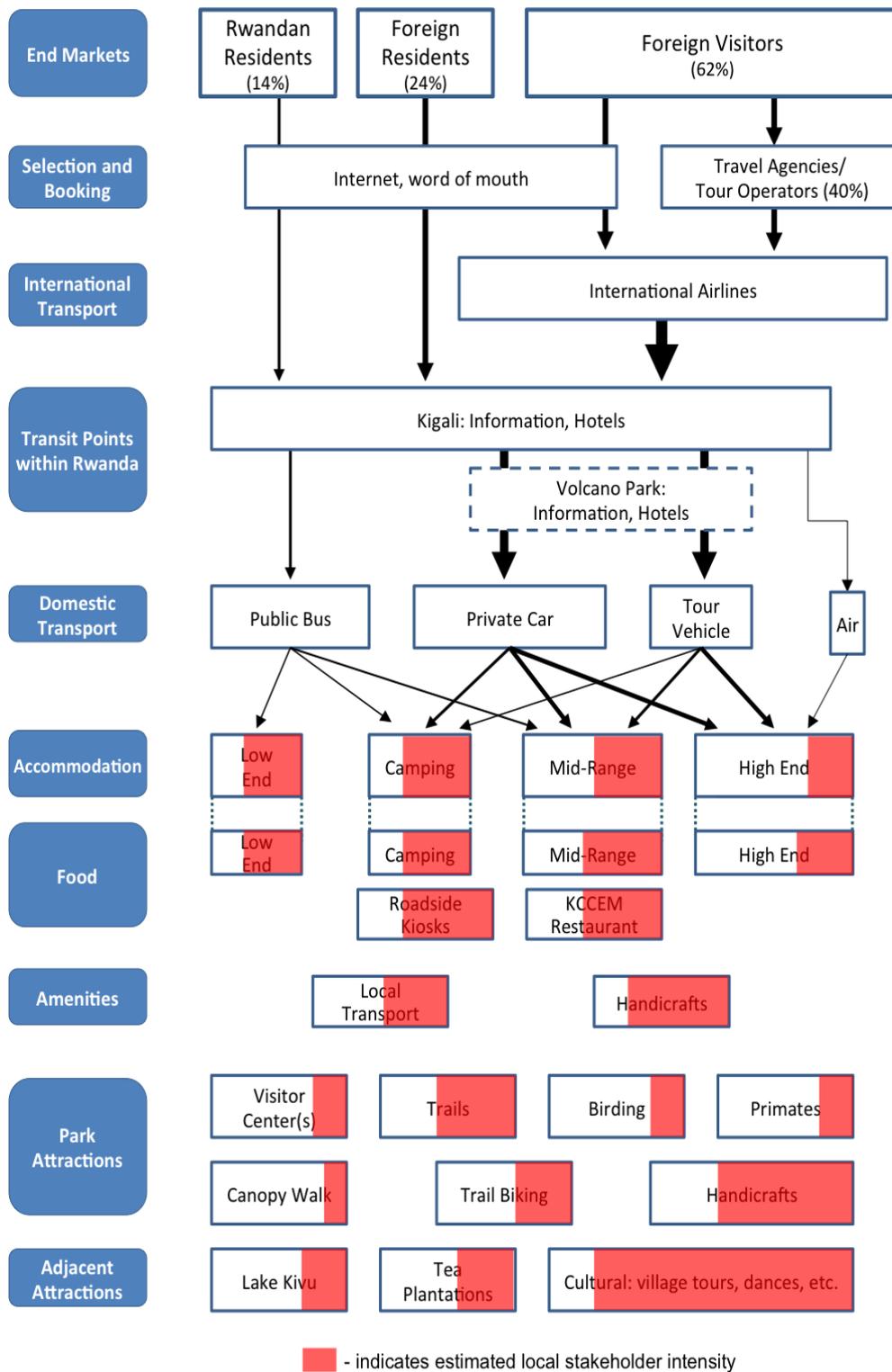


Figure 8: Tourism Value Chain Map for Nyungwe National Park

Activity 3: Support development of new cooperatives or community associations under the Small Grants Fund

Achievements

During the quarter and in conjunction with the above VC analysis, we identified six new groups involved in fruit and vegetable farming in the Nyamasheke and Nyamagabe Districts and requested the groups to develop and submit their proposals as part of our Impact Nyungwe Contest under the small grants program. In the next quarter, we will work with these groups to strengthen their proposals and provide technical assistance for implementation. At the same time, we will assist these groups in setting up administrative and governance structures to lead to their eventual registration at national level (RCA) and in the national Gazette as fully community functional cooperatives.



Figure 9: VC analysis with Terimbere Nyungwe, a potential fruit and vegetable cooperative

Activity 4: Launching 4 CBET activities in Nyungwe

Achievements

During the quarter we laid ground for the launch of two cooperatives: Friends of Nyungwe/Kitabi Cultural Village and Kitabi Women’s Cooperative. The launch of these community products – planned for mid July 2012 in collaboration with RDB - should enhance their market position and serve as examples to other communities as planned in Mid-July.

FRIENDS OF NYUNGWE/KITABI CULTURAL VILLAGE (FON/KCV)

FON/KCV is a new community-based tourism initiative whose objectives are to provide members of the local population with alternative sources of income linked to biodiversity conservation and conduct activities to attract visitors before and after visiting NNP. The cultural village includes a campsite, restaurant, bar, tea tours, tours of the King’s palace and Rwandan traditional dances.



Figure 10: New tents for FON /KCV

Equipment

During the quarter, Nyungwe Nziza provided a range of in-kind items and equipment under the FON grant, including:

- Nine tents, ten sleeping bags, and ten sleeping pads;
- Kitchen items, which include: plastic tables, chairs, cups, plates, food dishes etc.; and
- Traditional dance troop uniforms and accessories, Kings attire and accessories among others

Brochure

During the quarter, we developed the Kitabi Cultural Village brochure as a marketing tool to be available for potential tourists or visitors to the village by the time of the launch around mid-July. We have been working on the content to not only make it more exciting but also ensure it is valid and professional.

Facebook page

- With the support of Katelyn Robertson, our intern, we constructed Facebook page (see <http://www.facebook.com/kitabiculture>) for Kitabi Cultural Village as an online promotional tool in hopes of reaching a different audience for marketing. The Facebook page contains information similar to the brochure and serves as an “online” brochure for those who cannot access the paper brochure. It is also easier to reach audiences from across the globe with this kind of technology. Along with information about the project/tourism, there are also photos and videos posted. We found Facebook to be very helpful with posting information such as videos, because they are not accessible in paper forms of marketing. Additionally, we will train the newly recruited Kitabi Cultural Village’s manager, a fresh graduate from Butare University on how to update and manage the face book page among other responsibilities.



Figure 11: FON/KCV in-kind grant handover

We are also working to get the Banda Community Facebook page and the Kitabi Cultural Village Facebook page all accessible from the Nyungwe National Park Facebook page. We feel this organization will make it easier for visitors of the site to access our different activities and accommodations. Facebook also provides the opportunity for multiple members of our organization to be able to update, change or control information flow into the page.

Signage

We have completed the Kitabi Cultural Village signage content development and prototype. We have invited three companies to send their proposals to design and fabricate the signage by early July; once the content had been decided on we then worked on a prototype of the sign to see how the end product would look and to guarantee that the information is visible for travelers passing by.

Revenue generation

During the quarter, the new Kitabi Cultural Village started operating and below is the revenue generated from April-June 20, 2012 as shown in the table below:

Table 2: FON/KCV gross income, April – June 2012

PRODUCTS	APRIL INCOME	MAY INCOME	JUNE INCOME	TOTAL
KCV Visits	0	0	10,000	10,000
Accommodation	0	60,000	0	60,000
Bar & Restaurant	0	0	21,000	21,000
Total	0	60,000	31,000	91,000

Additionally, FON/KVC hosted the first local wedding on June 6, 2012 thus providing an important but reasonably priced service to the Kitabi community.

KITABI HANDICRAFT WOMEN'S COOPERATIVE (KHWC) LAUNCH

KHWC focuses on improving the living conditions of Kitabi women by generating income through the sales of various locally made handicrafts, sweaters and refreshments for tourists visiting NNP. During Year 2, Nyungwe Nziza procured three sewing machines for sweater production along with signage and basic materials for them to open their kiosk. During this quarter, we designed a variety of Nyungwe branded T-shirts and hats/caps which will be provided to the cooperative for sale.

It should be noted that with the initial “seed” investment in handicrafts provided by Nyungwe Nziza, KHWC is now outsourcing handicraft production to other suppliers including the American Refugee Committee, and handicraft producers in Butare and Nyamagabe. As Table3 indicates, from April 1, 2012 through June 12, 2012, KHWC was able to replenish stocks of handicrafts and other items and still have a net profit of RWF 166,370 for the period.

**Table 3: KHWC income, purchases and net profit
April - June 2012**

DATES	SALES	PURCHASES	PROFIT
April 2012	173,360	94,600	78,760
May 2012	183,222	150,730	32,492
June 2012 (through June 12)	93,060	37,942	55,118
Total	449,642	283,272	166,370

PNPT BANDA AND CYAMUDONGO

Gross revenue generated by the PNPT Banda Cooperative and the Cyamudongo Tourism Promotion Cooperative are presented in Tables 4 and 5.

Table 4: PNPT Banda gross income, March 1 through May 30, 2012

PRODUCTS	INCOME (RWF)
Drinks and Meals	649,305
Accommodation	27,000
Dancers Troupe	3,000
House rent at Banda trading centre	45,000
NNP Trails maintenance	0
Other (Banana sales at Gahira site Banda trading centre)	3,000
TOTAL	737,305

**Table 5: Cyamudongo gross income,
March 1 through May 30, 2012**

PRODUCTS	INCOME
Handicrafts	37,000
Dance troupe	64,000
Labor for the new kiosk Construction	200,000
Total	301,000

Activity 5: Provide incremental funding for Impact Nyungwe Contest CBETs

Achievements

In order to consolidate and empower the first four SGF-supported cooperatives, in the next quarter we will: 1) review the existing grants to determine if there is a need to fund additional activities for each cooperative to further their development; and 2) meet each cooperative and discuss priority areas for additional funds. Based on this review we will amend grants as required and seek all necessary approvals from USAID.

Activity 6: Finalize modalities for collaboration with the Akazi Kanoze project

Achievements

During the quarter, we continued to lay the groundwork for future collaboration with Akazi Kanoze specifically in market-relevant life and work readiness, hands-on training opportunities for catering, a hospitality internship program, and links into the employment and self-employment job markets.

Akazi Kanoze issued Requests for Applications for local organizations (Vocational Training Centers) to provide training support to Nyungwe Nziza. However, all of the proposals received were from Centers located far from project sites. Thus, Akazi Kanoze decided to subcontract with the private sector to train youth among the impact Nyungwe contest winners especially those in community based tourism initiatives with restaurants and accommodation facilities like campsites which include the Banda community, Friends of Nyungwe/Kitabi Cultural Village and Cyamudongo Cooperatives.

To this end, a meeting was held between Akazi Kanoze, Nyungwe Nziza and Nyungwe Top View Hotel management to explore potential areas of collaboration in training and creating market synergies for trained youth in the area, and hotel management has expressed interest in conducting catering and hospitality internship mentoring and training. During the next quarter, we will try to finalize arrangements with the Top View Hotel and explore other private sector options that might be interested in training youth in catering and hospitality. We will also work closely with impact Nyungwe supported cooperative leaders to select the eligible candidates based on age, gender and education level to attend the trainings and we will discuss with Akazi Kanoze areas to cost-share the expenses on the targeted trainees.

Progress towards benchmarks

BENCHMARK	STATUS
Activity 1: Build capacity of Impact Nyungwe Contest winner cooperatives in business management	
Business Development Services (BDS) service providers selected (April 2012)	Achieved: The terms of reference/SOW and an RFP was sent to seven pre-identified service providers including those we identified and new firms recommended by reputable organizations in Kigali. Four firms out of seven responded to the RFP which included; Wise Consult & Associates, Centre for Business Solution (CBS), Centre for Skills Development and Peace Health Consult. Centre for Skills Development (CSD) emerged with the best technical and Financial proposal which signed the contract in may.
Training plan/curriculum developed and approved by Nyungwe Nziza project (April -May 2012)	Achieved: Following the contract signing with CSD, they had a field visit to the targeted cooperatives to be trained to gather relevant information regarding trainees, training venue etc the inception report was developed and approved include the training background, tools/methodology to used in training and the training plan due to be implemented starting July, 2012
Training reports for each phase (July 2012 - June 2013)	On course. Training reports will be generated throughout the course of the year.
Activity 2: Conduct a community focused tourism value chain analysis	
An action plan outlining interventions and significant increase in the flow of income and opportunities to communities around the park (August 2012)	On course. in April we developed the SOW to carry out the Value chain analysis in and around Nyungwe, Alec Hansen DAL's value chain specialist, conducted a community focused tourism VC in and around Nyungwe to examine four main tourism sub- chains or Nodes (Accommodation - Hotels, guest houses, Food - Restaurants, intermediaries, farmers, Excursions - Tour operators, transports, communities, and Handicraft -producers, vendors) in May. We expect to have a final report by August, 2012 outlining interventions and significant increase in the flow of income and opportunities to communities around the park.
Activity 3: Support development of new cooperatives or community associations under the Small Grants Fund	
Value chain pilot project and new cooperative set up structure report available (December 2012)	On course: During the quarter, we identified six new groups involved in fruit and vegetable farming in Nyamasheke and Nyamagabe Districts

BENCHMARK	STATUS
	and requested the groups to develop and submit their proposals. We are expecting their unsolicited proposals early July for review and further modification and seek approval from USAID for funding.
Activity 4: Launching 4 CBET activities in Nyungwe	
4 CBET programs launched by March 31, 2013	On course: During the quarter, Kitabi Cultural Village construction was completed and KHWC became fully operational; we expect to launch these two products in mid-July.
Activity 5: Provide incremental funding for Impact Nyungwe Contest CBETs	
Grants amended and approved as required (August 2012)	On course.
Activity 6: Finalize modalities for collaboration with the Akazi Kanoze project	
None at this time	

PIR 7.4.1.4: IMPROVED POLICY AND ENABLING ENVIRONMENT FOR ECOTOURISM

Progress towards targets

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
PIR 7.4.1.4: Improved Policy and Enabling Environment for Ecotourism		
Indicator 7.4.1.4.1: Increased visitor satisfaction	20%	On course. The pricing study provides for an extensive customer satisfaction survey which serves as a baseline to measure this indicator in Year 3. Unfortunately, NNP's Tourism Warden has not yet been able to use this survey questionnaire for a follow on customer satisfaction survey during June/July 2012 as originally planned due to time constraints but promised to undertake the same in the coming months. However, The Tourism Warden did inform us that there have been several complaints about the Uwinka campground, including its high prices, lack of maintenances and lack of services.
Indicator 7.4.1.4.2: Positive policy environment for investment in tourism development in and around NNP	10%	Pending. This indicator is defined as the percent increase in private investment dollars in the development of tourism products in and around NNP. Providing the National Concessions Policy is approved by Cabinet and/or investors are identified who are interested in investing in products in close proximity to the Park (e.g., Gisovu and Gisakura tea estates), then there should be no problems in achieving this target – especially considering that there has been no private investment in the Park to date and investment outside the Park has been very limited.

Activity 1: Work with RDB to optimize pricing for improved visitor satisfaction

Achievements

During the last quarter, the draft report on “*Optimization of Activities Fees for Improved Visitor Satisfaction in Nyungwe National Park*” was finalized and circulated to RDB and the private sector for review and comment. 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. As reported last quarter, the presentation generated considerable discussion and support from the private sector, but there was no clear direction on the way forward from RDB other than that the recommendations need to

be reviewed and considered by RDB's Pricing Committee. During the course of the June 21, 2012 quarterly meeting with RDB, USAID, WCS and Nyungwe Nziza, we learned that the report had not even been submitted to the Pricing Committee for review and comment. Moreover, there was no clear indication from RDB on how to move the pricing agenda forward. Thus, we will resubmit the report to RDB in early July 2012.

Activity 2: Assist RDB as requested in finalizing the National Concessions Policy process

Achievements

During the quarter, our concessions policy consultant, Bob Yearout was asked to respond to comments on the draft National Concessions Policy made by the Permanent Secretary of the Trade and Commerce Ministry. The PS was concerned that much of the policy was taken from the USNPS's management policy and was concerned that the recommendations were not tailored to the needs of Rwanda and are not understood by those who drafted them. In his response, Mr. Yearout pointed out the following:

- USNPS Management Policies have often been used as a starting point for the development of concessions policies by other agencies. These policies often include a number of items that are not applicable in other countries, and these items were not included in the original drafts;
- The initial Rwanda policy draft was prepared by a consultant from Uganda and this draft was also based on U.S. policies. The draft was reviewed early last year by a U.S. concessions team in Rwanda, and suggested additions and changes were provided to RDB. This revised draft was the basis for the work done by the consultant last December. The consultant suggested other changes which were discussed with RDB senior management and others of the RDB Tourism staff, and presented to the RDB CEO and senior staff that also provided comments and suggestions. The draft was revised and then reviewed by park managers and other interested parties. Their comments were also considered, and several changes were made, including those which were in response to Rwanda-specific concerns. Thus, the current policy draft has numerous differences from the U.S. concessions policy;
- This is a new program, and particularly during the first couple years, will be adjusted to meet unanticipated concerns and needs. Most of this fine-tuning will occur with the development of Concessions Management Guidelines and specific program materials, documents necessary to implement the policy. The Guidelines and other items will receive considerable input from a number of local program specialists, and will be very much Rwanda-specific.

During the July 21, 2012 quarterly meeting with RDB, RDB's CEO stated that the Minister of Trade and Commerce thought very highly of the draft Policy and will include reference to it in the new Tourism Act to give it more weight. In terms of "borrowing" USNPS Management Policies, the CEO stated that RDB just wants "best practices" and will take them from any source including the USNPS. The CEO stated that the Policy is expected to be submitted to Cabinet in July 2012.

Activity 3: Support the Private Sector Federation (the Tourism Chamber and RTTA) to assess the impact of the recent gorilla permit price increase on tourism in Rwanda with particular emphasis on Nyungwe National Park

Achievements

During the quarter, we had several meetings with RTTA and the Tourism Chamber to draft and finalize the scope of work for the assessment. We also had several discussions on the best mechanism to conduct the assessment and it was agreed that subcontracting with a reputable tourism market analysis firm with East Africa experience was preferable to contracting with an individual consultant. To this end we conducted preliminary interviews with several international and regional firms with offices in Kigali including Price Waterhouse Coopers, Ernst and Young and PKF International. All the firms reported that they had the capacity and experience to conduct the assessment but stated that they would have to bring in expertise from their offices in Kenya and Uganda.

In terms of timing we had originally anticipated that we would undertake the study in July 2012. However, upon further consultation with RTTA and the Tourism Chamber, we jointly decided to postpone the study until September/October 2012. The reason for this is that tour operators are not seeing any decrease in sales because the majority of gorilla permits booked for the July- September period were purchased before the June 1, 2012 price increase.

Progress towards benchmarks

BENCHMARK	STATUS
Activity 1: Work with RDB to optimize pricing for improved visitor satisfaction	
Pricing report provided to the private sector (April 2012)	Achieved. Soft copies of the pricing report were provided to RTTA and the Tourism Chamber for distribution to their members/constituents.
Activity 2: Assist RDB as requested in finalizing the National Concessions Policy process	
None at this time.	
Activity 3: Support the Private Sector Federation (the Tourism Chamber and RTTA) to assess the impact of the recent gorilla permit price increase on tourism in Rwanda with particular emphasis on Nyungwe National Park	
Draft report produced and circulated to stakeholders for review and comment (August 2012)	Delayed. RTTA, the Tourism Chamber and Nyungwe Nziza jointly decided to postpone the study until September/October 2012 in order to clear the market of gorilla permits purchased prior to the June 1, 2012 price increase.

PIR 7.4.1.5: IMPROVED RDB AND PRIVATE SECTOR CAPACITY FOR ECOTOURISM PLANNING AND MANAGEMENT

Progress towards targets

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
PIR 7.4.1.5: Improved RDB and Private Sector Capacity for Ecotourism Planning and Management		
Indicator 7.4.1.5.1: Number of tours operators /tourism related enterprises applying for impact investment funds (March 2013)	2	On course. As a result of Keith Dokho's impact investment training, we expect that at least two tour operators will submit proposals to access private tourism impact investment funds by the end of Year 3.
Indicator 7.4.1.5.3: Increased capacity of RDB to assess the potential environmental impact of tourism in NNP (March 2013)	1	On course. We expect that by the end of Year 3, NNP staff will have the ability to assess potential environmental impact that increased numbers of tourists could have on at least one site using a Limits of Acceptable Change Approach.
Indicator 7.4.1.5.4: Increased capacity of RDB to use GIS as a park planning and management tool (March 2013)	3	On course. During the next quarter, our Monitoring and Evaluation (M&E) specialist will work with NNP management on developing at least three presentations using GIS mapping tools and orthophotos.
Indicator 7.4.1.5.5: Number of guide certification or other "official recognition" guide training programs in place and functioning	-	On course. Although there are no targets for this indicator for Year 3, we expect to have at least one certification program in interpretation (in collaboration with the National Association for Interpretations) functioning by the end of Year 3.
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	1	On course. In order to obtain hands on training in market analysis, RDB has agreed to assign a person from the Tourism and Conservation's marketing/promotion department to work with: 1) Scott Wayne in developing a strategy and plan to help market and promote Nyungwe National Park; 2) a financial analyst to conduct a market study and financial analysis for selected accommodation concession sites in the Park; and 3) the contractor selected to assess the impact of the recent gorilla permit price increase on tourism in Rwanda.

Activity 1: Build capacity of RDB to assess the potential environmental impact of tourism in NNP (Phase 2)

Achievements

Following on the work done in December 2011, during the quarter, our Environment Specialist Lane Krahl continued to assist RDB and WCS in developing a limits of acceptable change framework for monitoring the environmental impact of tourism in the Park. Specifically, Mr. Krahl worked with RDB and WCS to:

- Develop a list of selected indicators with documentation of how and why they were selected;
- Produce an NNP LAC Indicator Monitoring Manual;
- Develop field data collections forms for indicator monitoring; and
- Develop an NNP LAC Indicator data collection training plan.

A key recommendation from Mr. Krahl's consultancy was that WCS needs to work with the NNP Tourism Warden and the Planning, Research and Monitoring Warden to develop a data base that will be able to store and analyze the NNP LAC Visitor Impact Monitoring data. The data base should be able to:

- Store all of the information collected on the field forms in the NNP Visitor Impact Monitoring Manual.
- Use the GPS data collected during Trail Condition inspections along with the shape files of trails to generate trail maps showing the type, location and magnitude of problems.
- Produce summary reports by individual areas allocated to Tourism Management Zones (TMZ) as these will be the units in which standards will be expressed.

Activity 2: Strengthen NNP and private sector guide and staff interpretation skills

Achievements

We are finalizing the negotiations with Tim Merriman and Lisa Brochu from the National Association of Interpretation to:

- Undertake an assessment of NNP guide and other "public" staff interpretive training needs; and
- Prepare a detailed training plan including recommendations on the most appropriate interpretative certification and training programs for use at Nyungwe

Specifically, they will:

- Conduct an onsite assessment of selected trails, viewscapes and physical amenities and related guide/public skills that impact the overall guest experience;
- Facilitate discussion with key stakeholders/partners to determine "interpretive" management needs and available resources;
- Evaluate existing guiding approaches and personnel skill levels at Nyungwe;

- Evaluate personnel skill levels of NNP staff that has public contact but does not deliver interpretive programs to the public.
- Based on the above, design and provide 2 of 4 hours of sample interpretive training for up to 12 individuals (serves as focus group)
- Facilitate discussion with focus group about usefulness of sample training;
- Develop an interpretive training plan/program for NNP including the most appropriate options for implementation of guide training;
- Provide general observations and recommendations to improve overall guest experience based on visitor experience design principles;

Subject to USAID technical and salary approval (to be submitted in early July), the consultants are expected to arrive in country mid-August. It should be noted that Mr. Merriman and Ms. Brochu (a married couple) have agreed to undertake this assignment for one salary plus expenses.

Activity 3: Help bring Rwandan small and medium tourism enterprises up to standards where they can access private tourism impact investment funds

Achievements

During the last quarter, 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. Based on this assessment, Mr. Dokho will return to Rwanda in July 2012 to: conduct a one on one investment readiness training program; finalize modalities for the brokerage program; and assist SMEs in developing proposals and formulating relationships with Impact Investors.

In order to maximize the use of time, Mr. Dokho prepared and forwarded to participants a pre training questionnaire designed to enable him to tailor training to specific SME needs. A copy of this questionnaire is provided in Appendix B.

It should be noted that the impact investment program has been well received by the tour operators. As one tour operator stated on receiving the pre questionnaire, *"This is great news. I look forward to work with you and meet up in July to discuss more about this development."*

Activity 4: Build RDB capacity to conduct targeted and other tourism market analyses

Achievements

During the quarter, we worked with RDB to develop a strategy for strengthening RDB's capacity to conduct targeted and other tourism market analyses. It was agreed that at least in the short term, the best approach would be to provide hands on/experiential training to RDB's Marketing/Promotion Department. Thus, RDB has agreed to assign a person from the Tourism and Conservation's marketing/promotion

department to work with: 1) Scott Wayne in developing a strategy and plan to help market and promote Nyungwe National Park; 2) a financial analyst to conduct a market study and financial analysis for selected accommodation concession sites in the Park; and 3) the contractor selected to assess the impact of the recent gorilla permit price increase on tourism in Rwanda.

Progress towards benchmarks

BENCHMARK	STATUS
Activity 1: Build capacity of RDB to assess the potential environmental impact of tourism in NNP	
A list of selected indicators with documentation of how and why they were selected. (May 2012)	Achieved. A total of seven resource indicators (trail condition, campsite condition, user-made trails, primate counts, endemic bird counts, encounters with target primates and exotic plant species) and six social indicators (group size, human encounters, availability of information, user satisfaction, litter, and condition of structures) were selected. Each of the general indicators was associated with specific indicators and units of measurement.
NNP LAC Indicator Monitoring Manual with field data forms (May 2012)	Achieved. The NNP LAC Indicator Monitoring Manual with field data forms was produced and circulated to stakeholder for review and comment.
NNP LAC Indicator data collection training plan (May 2012)	Achieved. The training plan was produced and recommends four target groups to receive training on LAC for it to be successful including: park managers, park guides, a subset of park guides who will conduct field monitoring and data entry staff. These groups should receive one or more of four types of training: LAC overview, guide report form and visitor feedback form, field procedures for visitor impact monitoring, and data entry procedures for visitor impact monitoring.

BENCHMARK	STATUS
Activity 2: Strengthen NNP and private sector guide and staff interpretation skills	
Training plan developed (August 2012)	On course. We are finalizing the negotiations with Tim Merriman and Lisa Brochu from the National Association of Interpretation to: 1) undertake an assessment of NNP guide and other “public” staff interpretive training needs; and 2) Prepare a detailed training plan including recommendations on the most appropriate interpretative certification and training programs for use at Nyungwe.
At least 30 guides and 10 support staff are certified by the National Association for Interpretation (NAI) (December 2012)	On course. Based on the above training plan developed by NAI, we expect to conduct certification interpretive training in October/November 2012.
Activity 3: Help bring Rwandan small and medium tourism enterprises up to standards where they can access private tourism impact investment funds	
Impact investment training and brokerage program completed (June 2012);	Slightly delayed. In order to accommodate the SME’s and the consultant’s schedule’s the training was shifted to mid-July 2012.
At least one proposal submitted to an impact investment entity by a Rwandan SME (March 2013).	On course.
Activity 4: Build RDB capacity to conduct targeted and other tourism market analyses	
Action plan developed by May 31, 2012	Achieved. Although not an action plan per se, RDB and Nyungwe Nziza agreed that at least in the short term, the best approach would be to provide hands on/experiential training to RDB’s Marketing/Promotion Department by assigning counterparts from Tourism and Conservation’s marketing/promotion department to work directly with short term technical assistance (STTA) involved in market analysis.

CROSS CUTTING ACTIVITIES

Certain activities cut across Nyungwe Nziza's sustainable ecotourism activities and affect almost all Nyungwe Nziza's activities to a greater or lesser degree. These include environmental compliance, gender, and training.

ENVIRONMENTAL COMPLIANCE

Achievements

Our environmental compliance work during the quarter was limited to ensuring that the contractors selected for construction of the Friends of Nyungwe Cultural Village and the kiosk at the Cyamudongo Tourism Promotion Cooperative followed the provisions contained in the respective Environmental Review Forms (ERF).

Planned works for the renovation of the boardwalk in Kamiranzovu have not been started as RDB has not yet obtained the Ministry approval required under Article 87 of the Organic law on Environment.

Our environmental compliance activities will restart in earnest next quarter as we will need to prepare ERFs for trail rehabilitation on the Karamba and Congo Nile Divide Trails, the rest stops at Kitabi and Umugote, and any new or amended grants under the SGF.

Progress towards benchmarks

BENCHMARK	STATUS
ERFs completed for all trail upgrade and new trail initiatives activities by (June 2012)	Delayed. Rehabilitation of the Waterfall Trail took longer than originally anticipated given the need to install additional improvements at the base of and ascent to the falls to ensure visitor safety and prevent additional degradation of the trail due to erosion (gabion retaining walls, hand rails, rock/concrete steps and a viewing platform. During the next quarter, we will begin work on the Canopy Walk Trail (rope handrails and steps), for which the ERF/Environmental Monitoring and Mitigation Plan (EMMP) have already been approved, and prepare ERFs for the Karamba and Congo-Nile Divide Trails.

BENCHMARK	STATUS
ERR completed for proposed Uwasenkoko Birding Site (June 2012)	Delayed. The concept paper was only received for our contractor during the last week of June 2012, and it has not as yet been circulated to RDB and USAID for review and approval. Once approved by both parties, we will complete the ERF. (It should be noted, however, that working in Uwasenkoko will also require Ministry approval as stipulated in Article 87 of the Organic law on Environment.

INTEGRATING WOMEN INTO NYUNGWE NZIZA ACTIVITIES

Achievements

As part of CSD’s scope of work for business management training for targeted cooperatives, we considered the element of women’s participation during the implementation of several recommendations stemming from both the gender mainstreaming and capacity needs assessment reports. CSD’s training curriculum and plan will ensure that the results, conclusions and recommendations of these reports capture the needs of men and women in order to promote gender equality. Specifically, CSD will focus on:

- Gender empowerment (ensure that women actively participate in all training sessions, plus specifically target literacy and numeracy training for women in the targeted cooperative);
- Assisting cooperatives to fashion themselves as institutions that are specifically biased 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 to empower the rural poor and women in order to attain support for their development and operations;
- 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;

Progress towards benchmarks

N/A

TRAINING CONDUCTED

Achievements

During the quarter, we trained a total of 11 people (9 men and 2 women) in understanding LAC and its use in Nyungwe National Park (NNP). Specifically, the training focused on:

- Identification of issues and concerns about tourism impacts on NNP;
- Identification of TMZs for NNP;
- Developing written descriptions for each TMZ; and
- Introduction of indicators and the identification of preliminary indicators for use in NNP

Additionally, our value chain specialist conducted a 5-hour cluster development training at the KCCEM classroom in NNP in the final week of his consultancy, at the request of the Tourism Warden. A total of 25 local stakeholders participated, including representatives of local cooperatives, RDB officials, managers of two of the three private sector lodges, and guides and trackers enrolled in the KCCEM courses.

Although not counted as part of our participant training activities, during the quarter, three Nyungwe Nziza staff was trained for two weeks in DAI's Field Accounting System (FAS).

Progress towards benchmarks (deliverable)

DELIVERABLE	STATUS
Training reports submitted to the Contracting Officer's Representative (COR) and entered on TraiNet on a quarterly basis (July, October, December and March).	Achieved. A copy of the LAC training report is provided in Appendix C, and the data have been uploaded on TraiNet.

PERFORMANCE MANAGEMENT PLAN

Achievements

Continue to update and enhance our Technical and Management Information System (TAMIS) -based internal benchmark and indicator tracking system

During the quarter, we continued to update our TAMIS-based internal benchmarks and indicator tracking system that allows Nyungwe Nziza staff to better track progress towards benchmarks and targets, and better address implementation issues before they become real problems. We also continued to develop 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.

Google Earth Application

During the quarter, we developed a Google Earth KML file for Nyungwe with descriptions and photos for 11 attractions and project activities in and around the Park. During the next quarter, we will continue to add sites and will upload the application on the project website. This will enable visitors to the site to take a virtual tour of Nyungwe's attractions and while learning about some of the work that USAID is doing there under Nyungwe Nziza.

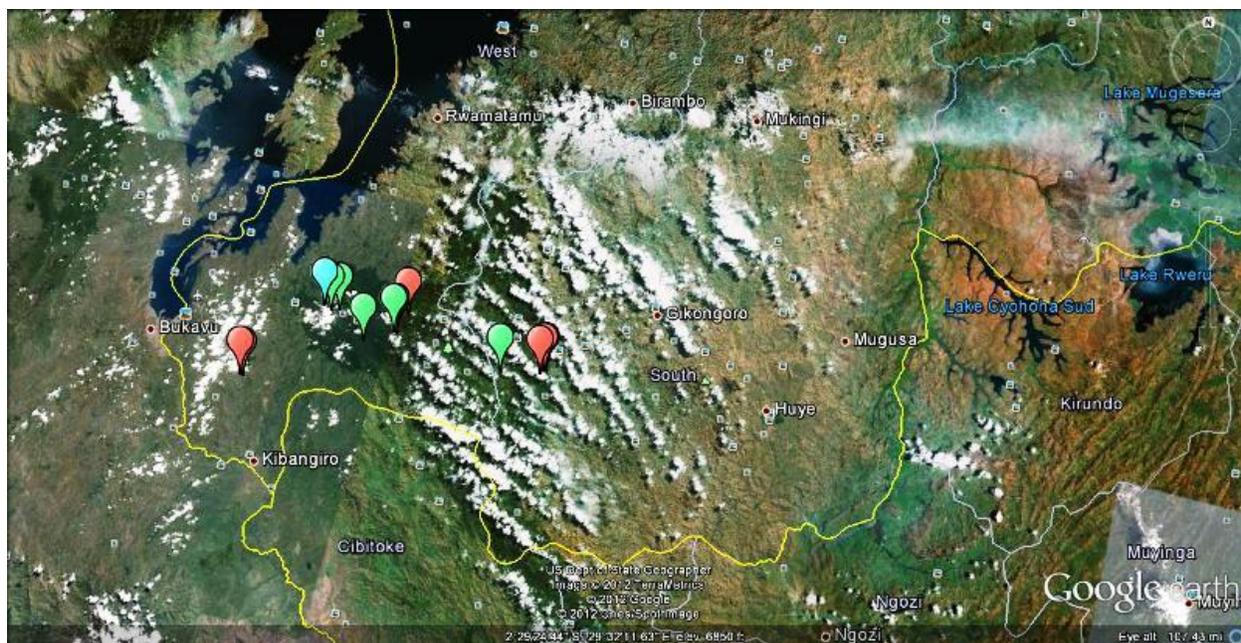


Figure 12: Google Earth application for Nyungwe attractions and project activities

Progress towards benchmarks (deliverable):

BENCHMARK	STATUS
Annual Performance Report submitted to USAID by April 22, 2012	Completed: The Second Annual Report submitted and approved on May 10 2012
GIS component added to the internal benchmark and indicator tracking system (June 30, 2012);	Partially Completed: Relevant information include GPS tracks, Grantees information, orthophotos and other relevant information about NNP sent on May 26, 2012 to the DAI GIS Analyst, to integrate these information in Google Earth Placemark.
Training impact report produced (December 31, 2012).	On Course: Assessment conducted into cooperative members received training during the previous quarters in term of producing the impact report training. April and May 2012.

PROJECT MANAGEMENT AND ADMINISTRATION

Administration and logistics

Achievements

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

- **Administration and Finance Team Restructuring.** During the quarter it became apparent to the Chief of Party (COP) that the Administrative and Finance team was not functioning as efficiently as it should. A DAI internal review of vouchers found several mistakes or omissions such as not having the required signatures, missing justifications and/or missing bidding matrices. Additionally, there was very little communication between the Admin and Finance Team and the Technical Team, which resulted in procurement and other delays, especially for the Small Grants Fund.

In order to address this situation, the COP did not renew the contract of the Operations and Grants Manager (OGM) and immediately began recruitment of a replacement. A very well qualified candidate with extensive DAI and USAID administrative and grants experience has been identified and will be submitted to USAID for approval in early July.

Additionally, scopes of work for all the Admin and Finance Team staff (OGM, Project Accountant, and the Admin and Finance Assistant) were revised to better reflect actual duties as well as take advantage of individual skills/strengths. A key element of the revised scopes of work for the Admin Team is that they are responsible for developing and implementing improved communications and linkages among the Admin and Finance team and between the Admin and Finance Team and Nyungwe Nziza's Technical Team.

Staff capacity building. During the quarter, DAI's Home Office Accounting Specialist, Christina Bautista, installed the software for DAI's new Field Accounting System (FAS) and trained three project staff in its use (OGM, Project Accountant, and Admin and Finance Assistant). FAS is a project accounting application that combines an accounting database back-end with a customized front-end, which integrates the project's and USAID's specific needs. Customized to reflect local labor laws, FAS automates some of the most complex elements of field financial management; including payroll, tax withholding and payment of remittances, cash advance tracking, and monitoring of local subcontract and activity budgets. The system also facilitates day-to-day cash management, and includes a robust reporting feature that allows finance staff to respond to project management and client inquiries with increased speed and confidence, thanks to FAS's one set of numbers across all field expenses.

Grants Administration and Management

Achievements

As noted above, during the next quarter, we will review the existing grants to determine if there is a need to fund additional activities for each cooperative to further their development and amend – with USAID approval – grants as required. We will also review proposals for fruit and vegetable growing for hotels stemming from the values chain analysis and expect to fund at least one of these proposals.

Progress towards benchmarks

BENCHMARK	STATUS
Existing grants amended by September 30, 2012	On course.
At least one PPPF and one new SGF award made by August 31, 2012	On course. We expect to issue at least one new grant for fruit and vegetable growing, and expect that we will also issue a small PPPF award for accommodation and campsite development for the Gisovu Tea Estate.

CHAPTER III: USE OF FUNDS DURING THE QUARTER

The table below shows project incurred costs through May 31, 2012 and projected costs through June 30, 2012. Please note that the format used is for illustrative purposes only. Per initial DAI-USAID start up discussions, we understand that we are not held to individual line items.

CHAPTER IV: CONTRACT DELIVERABLES

As defined in the USAID-DAI contract, deliverables refer to four outputs in four areas: a) Annual Work Plans; d) Quarterly, Annual and Intermittent Progress Reports; c) Trip Reports; and d) Performance and Impact Monitoring. Additional deliverables include a Marking Plan and Branding Strategy and Grants Format/Field Grant Guide. The cumulative contracted Deliverables provided as of June 30, 2012 include the following:

Work Plans and Documents	
<i>Document</i>	<i>Submission date to USAID</i>
First Annual Work Plan (March 24, 2010 through March 23, 2011)	May 22, 2011
Branding Strategy and Branding and Marking Plan	May 7, 2010
Environmental Monitoring and Mitigation Plan	July 10, 2010
Grants Manual/Field Grant Guide	September 14, 2010
Second Annual Work Plan (March 24, 2011 through March 23, 2012)	March 24, 2011
Third Annual Work Plan (March 24, 2012 to March 23, 2013)	March 28, 2012 (with approved extension)
Quarterly, Annual and Intermittent Progress Reports	
<i>Document</i>	<i>Submission date to USAID</i>
First Quarterly Report: April-June 2010	July 14, 2010
CEPEX Report: April-June 2010	July 15, 2010
Second Quarterly Report: July – Sept. 2010	October 13, 2010
CEPEX Report: July – Sept. 2010	October 12, 2010
Third Quarterly Report: October – December 2010	January 17, 2011
Third CEPEX Report: October – December 2010	January 13, 2011
Fourth Quarterly Report: January – March 2011	April 13, 2011
Fourth CEPEX Report: January – March 2011	April 12, 2011
Fifth Quarterly Report: April - June 2011	July 12, 2011
Fifth CEPEX Report: April - June 2011	August 17, 2011
Sixth Quarterly Report: July – September 2011	October 14, 2011
Sixth CEPEX Report: July – September 2011	October 13, 2011
Seventh Quarterly report October-December 2011	January 13, 2012
Eighth Quarterly Report January-March 2012	April 17, 2012 (with approved extension)
First Annual Report March 24, 2010 - March 23, 2011	April 21, 2011
Second Annual Report March 24, 2011 – March 23, 2012	April 20, 2012
Performance and Impact Monitoring	
<i>Document</i>	<i>Submission date to USAID</i>
First Year Monitoring & Evaluation plan	May 7, 2010
Life of Project Performance Management Plan	May 27, 2010

Revised Performance Management Plan	Revised PMP (Version 2.0) was submitted to USAID on June 2, 2011 and approved on June 14, 2011.
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APPENDIX A: THREATS IN NYUNGWE NATIONAL PARK: TRENDS 2008 - 2011

CHART 1: TREE CUTTING

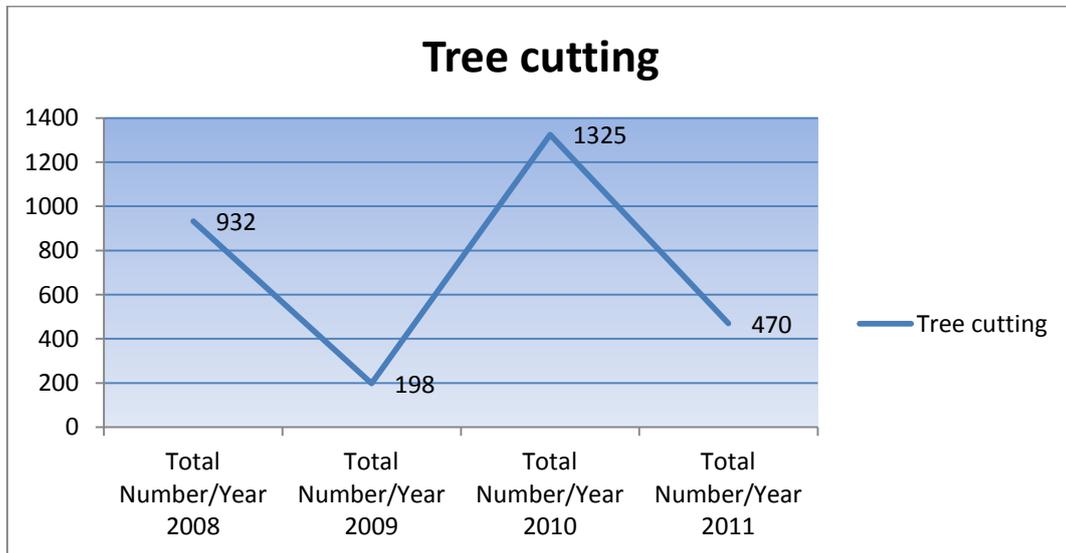


CHART 2: BUSH FIRES

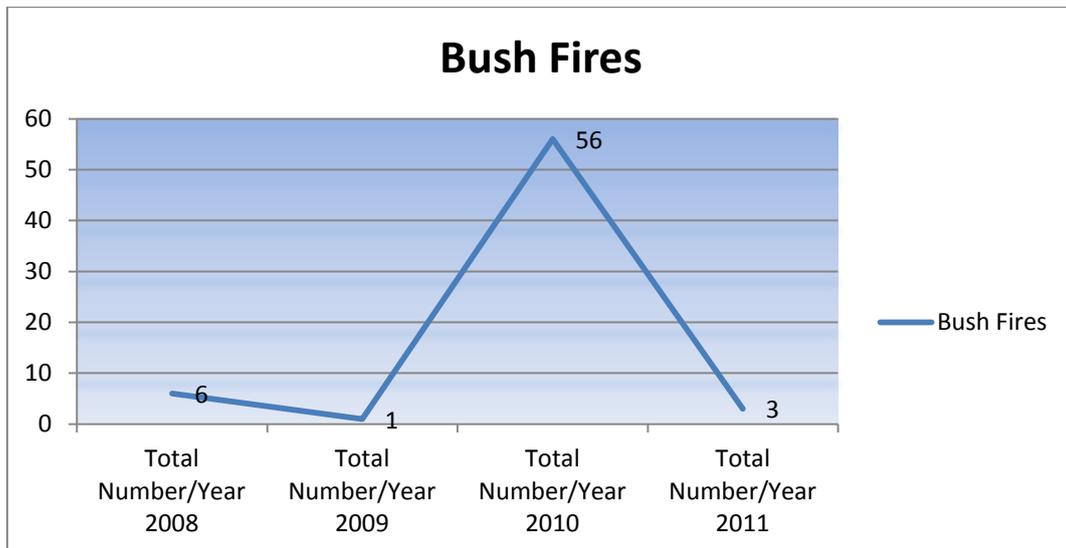


CHART 3: SNARES

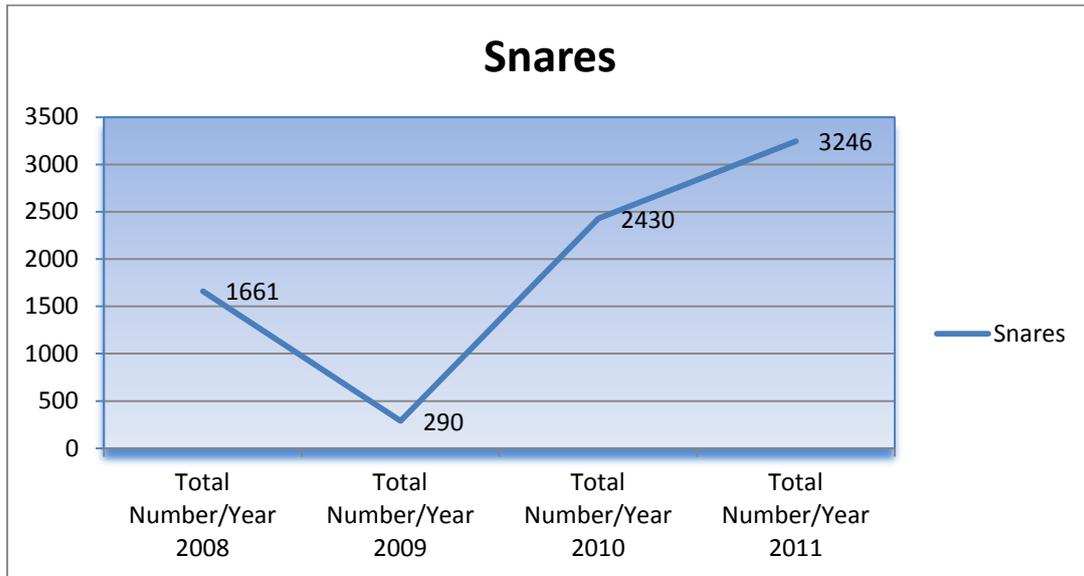


CHART 4: MINING

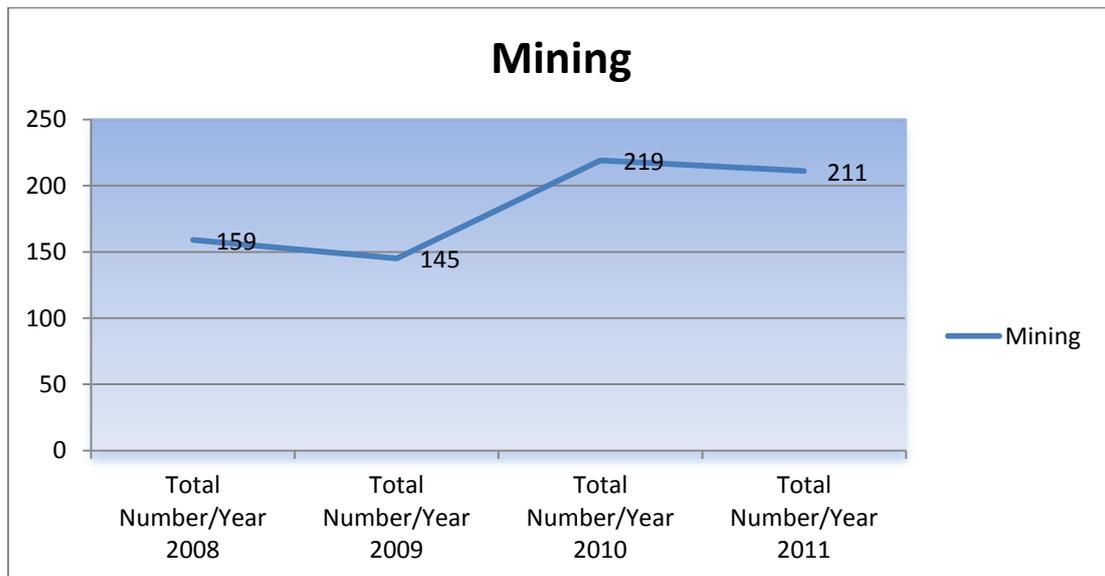


CHART 5: POACHING CAMP

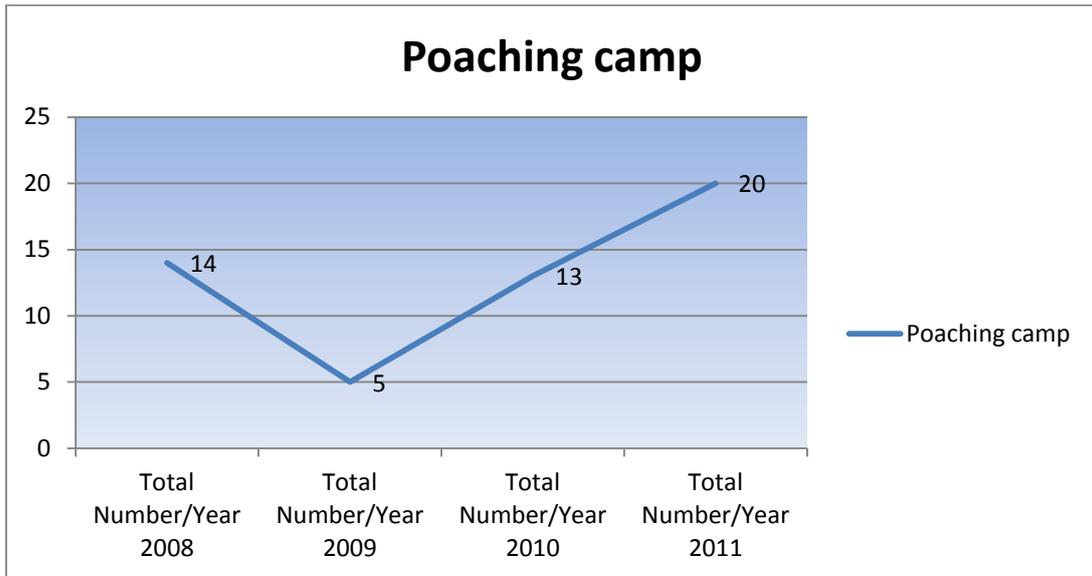


CHART 6: AGRICULTURE

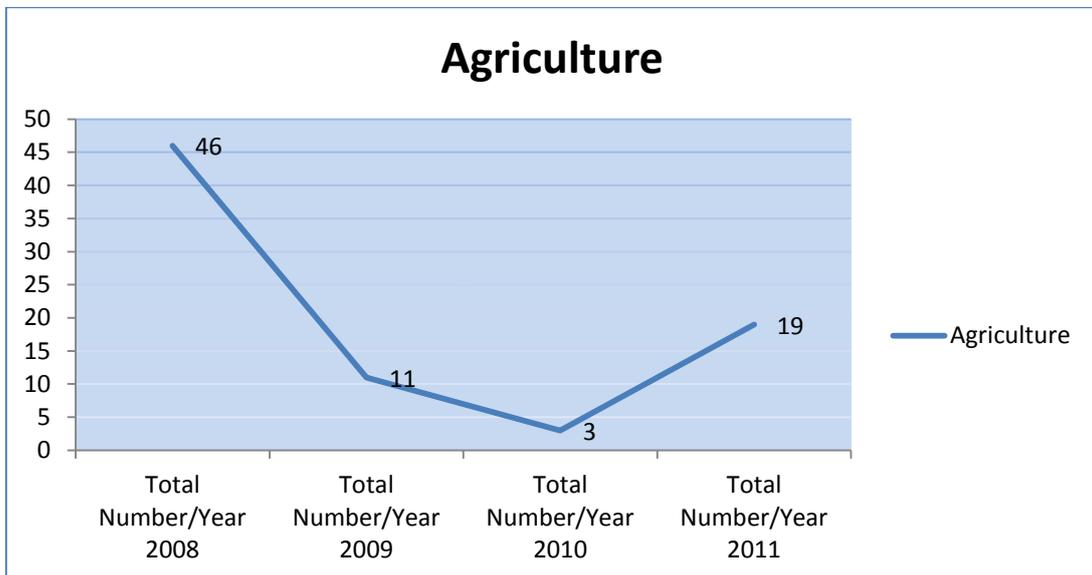


CHART 7: BEEHIVES

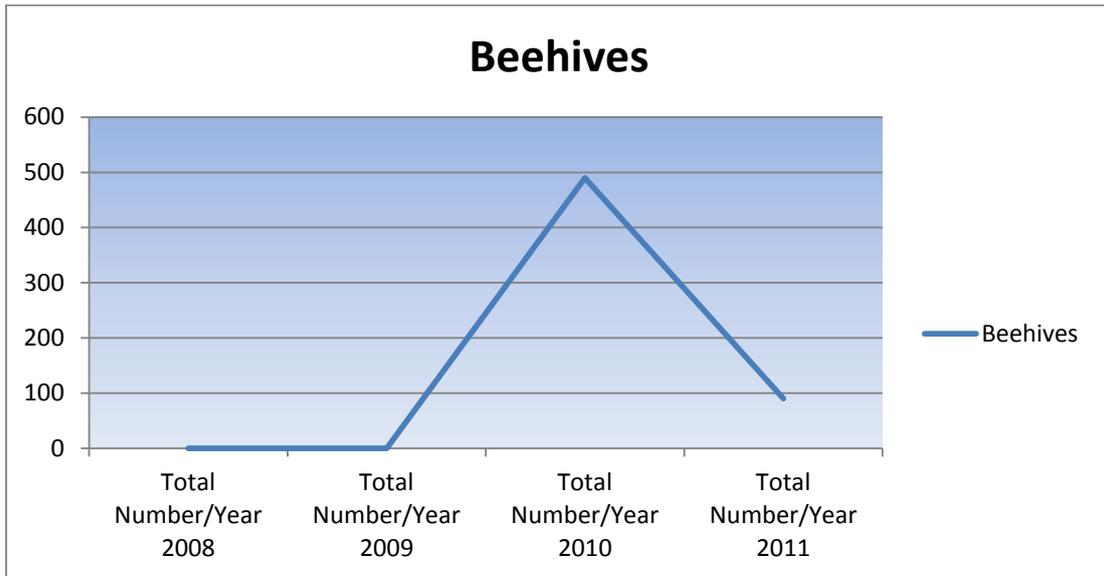


CHART 8: LIVESTOCK

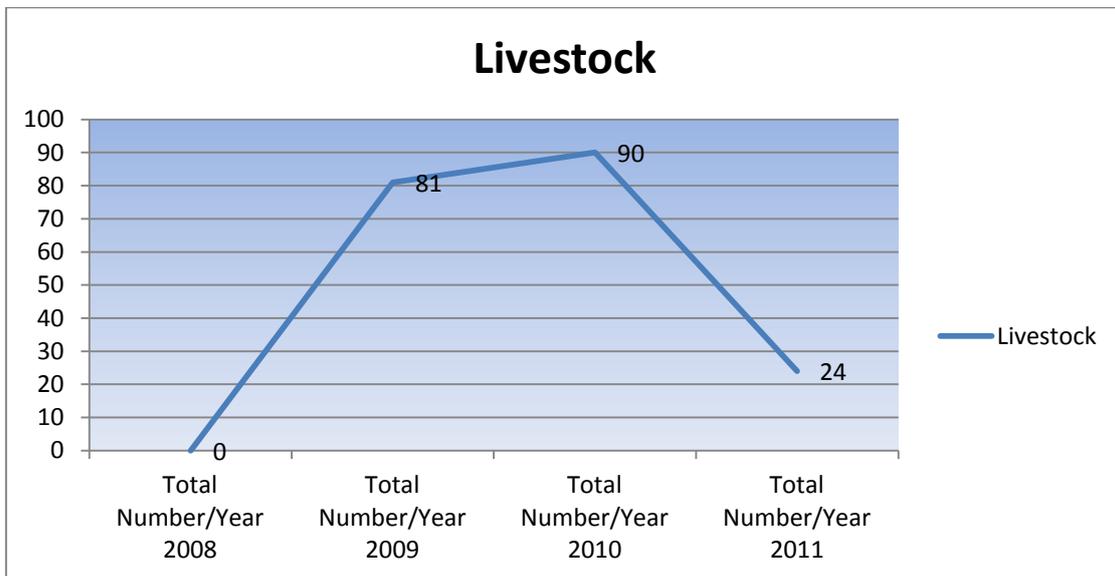
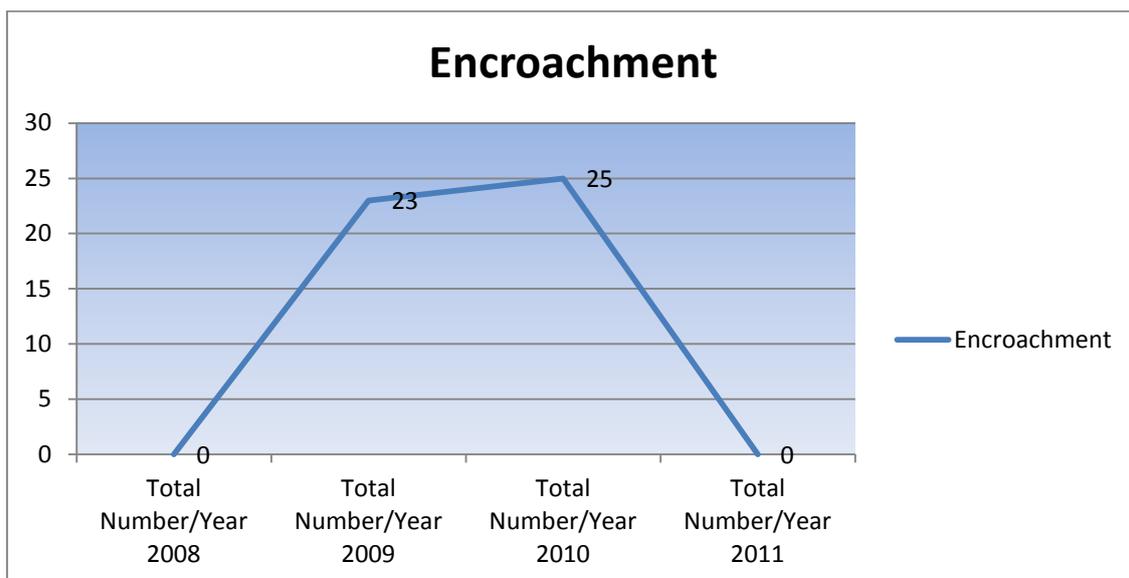


CHART 9: ENCROACHMENT



THREATS DATA

THREATS	TOTAL NUMBER/YEAR 2008	TOTAL NUMBER/YEAR 2009	TOTAL NUMBER/YEAR 2010	TOTAL NUMBER/YEAR 2011
Tree cutting	932	198	1325	470
Bush Fires	6	1	56	3
Snares	1661	290	2430	3246
Mining	159	145	219	211
Poaching camp	14	5	13	20
Agriculture	46	11	3	19
Beehives	0	0	490	90
Livestock	0	81	90	24
Encroachment	0	23	25	0

APPENDIX B: PILOT IMPACT INVESTMENT PRE-TRAINING QUESTIONNAIRE

1. What is the mission statement of your organization? If you don't currently have one, please state the theoretical goals of your company.
2. What are your environmental impact objectives?
 - a. Who are the targeted beneficiaries? (i.e., minorities, previously excluded populations, women, etc...)
3. What are your social impact objectives?
 - a. Who are the targeted beneficiaries? (i.e. minorities, previously excluded populations, women, etc...)
4. What was your company's financial status during 2011 and the first half of 2012 as related to the below items? Please split your answers up into both time periods.
 - a. Earned Revenue - This means your total revenue less "contributed revenue" through grants and donations.
 - b. Cost of Goods Sold - The cost should include all costs of purchase, costs of conversion, and other direct costs incurred in producing and selling your products (i.e. rooms, tour packages, tickets, etc...)
 - c. Current Assets – value of all assets that are reasonably expected to be converted into cash within one year in the normal course of business. Current assets can include cash, accounts receivable, inventory, marketable securities, prepaid expenses and other liquid assets that can be readily converted to cash.
 - d. Fixed Assets – value of all long-term tangible assets that are not expected to be converted into cash in the current or upcoming fiscal year, e.g., buildings, real estate, equipment, vehicles, and furniture. Sometimes called PLANT.
 - e. Current Liabilities – value of all liabilities that are expected to be settled with one year in the normal course of business. Current liabilities can include accounts payable, lines of credit, or other short term debts.
 - f. Financial Liabilities – value of your company's financial liabilities. Financial liabilities include all borrowed funds, deposits held, or other contractual obligations to deliver cash.
 - g. Total Liabilities – value of all outstanding debt for your company
 - h. Cash Flow from Operating Activities - value of cash flows related to operating activities. Operating activities are the principal revenue-producing activities of the entity and other activities that are not investing or financing activities.
 - i. New Investment Capital – value from loans and investments
 - j. Net Cash Flow – inflows less outflows of cash and cash equivalents
 - k. Cash and Cash Equivalents – value of your cash equivalents at the end of 2011 and on June 31, 2012

- l. Revenue Growth – Growth of your revenue from one year to the other. Calculation:
(Earned Revenue in 2011 - Earned Revenue in 2010) / Earned Revenue in reporting period
2010)
 - m. Fixed Costs – Costs that do not vary based on sales levels
- 5. How many full and part time employees do you have on staff?
- 6. What was the total revenue from sales of rooms and/or tours?
- 7. Please describe your main idea for expansion and/or upgrade of your existing business. Include rough budget of what you believe it will take financially to achieve the desired result.

APPENDIX C: IN-COUNTRY PARTICIPANT TRAINING DATA

IN-COUNTRY PARTICIPANT TRAINING DATA

Name of Implementing Partner: DAI Rwanda, Nyungwe Nziza Project

Project/Activity Name: Strengthening Sustainable Ecotourism in and Around the Nyungwe National Park

Prepared By: Jim Seyler

Date Prepared: June 27, 2012

Name of Training: Training for implementing the Nyungwe National Park Limits Acceptable Change (LAC) framework

Location: Gisakura, Nyamasheke District

Start Date: April 16, 2012

End Date: April 18, 2012

Training Program Description: Understanding LAC and its use in Nyungwe National Park (NNP). Specifically, the training focused on: Identification of issues and concerns about tourism impacts on NNP; identification of Tourism Management Zones (TMZs) for NNP; developing written descriptions for each TMZ; and introduction of indicators and the identification of preliminary indicators for use in NNP

Training Type (check box (es) that applies):

Seminar Workshop Conference On-the-job Training Supervision Tour

Method of Training (check box(es) that applies): Traditional Distance Learning (internet)

Training Provider:

Name: Lane Krahl, Rabat, Morocco

Estimated Total Cost of Training (in US Dollars): 1,013 US \$

Cost Breakdown:

TYPE OF COST	USAID FUNDING (\$ AMOUNT)	NON-USAID FUNDING (\$ AMOUNT)
Instruction	17 US \$	N/A
Participant	996 US\$	N/A
Travel	N/A	N/A
TOTAL	1,013 US \$	N/A

Name of non-USAID funders: N/A

Beneficiaries:

Total number of trainees: 11 of which, # Men: 9 and # Women: 2

TOPIC OF TRAINING	TRAINING PROVIDER/ TRAINER	DATE/ PERIOD	PLACE	NUMBER OF TRAINEES	BENEFICIARIES	
					FEMALE	MALE
Nyungwe National Park Limits Acceptable Change workshop training	Lane Krahl	April 16 – 18, 2012	Gisakura, Nyamasheke District, Western Province	11	Ianishimwe Ange	Kambogo Ildephonse
					Karerwa Goreth	Mugabe Robert
						Ndikubwimana Innocent
						Ntoymkima Claver
						Samson Kibet
						Dushimimana Jules Cesar
						Eppa David
						Faustine Mugabe
						Gakima Jean Baptiste
TOTAL				11	2	9

SUPPORT DOCUMENT: LIST OF BENEFICIARIES: 11 participants