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

“NYUNGWE NZIZA”

TENTH QUARTERLY REPORT: JULY 1 – SEPTEMBER 30, 2012



OCTOBER 2012

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

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JULY 1 – SEPTEMBER 30, 2012**

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

Cover Photo: New gabion retaining wall constructed on the Canopy Walk Trail

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ABBREVIATIONS

BDS	Business Development Services
BGTW	British Guild of Travel Writers
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
ERF	Environmental Review Form
FON	Friends of Nyungwe
GIS	Geographic Information Systems
GOR	Government of Rwanda
IR	Intermediate Result
IUCN	International Union for Conservation of Nature
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
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
PRPMS	Partner Reporting and Performance Management System
RBA	Rwanda Birding Association
RCO	Regional Contracting Officer
RDB	Rwanda Development Board
RFA	Request for Applications
RFP	Request for Proposals
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 and around 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 USAID's Strategic Objective 7 (SO7) of "expanded economic 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 Tenth 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

- Fielded US National Park Service (USNPS) Trails Manager, Nick Huck and completed construction works at the Canopy walk, including three retaining walls, hand rails, and placement of more leveled steps on the steep switch backs of the trail.
- Identified a local design firm and ordered for the production of one NNP trail signage sample.
- In collaboration with RDB, conducted preliminary assessments for the development of Gisovu area as a new tourism destination.
- Following RDB's letter of commitment to International Union for Conservation of Nature (IUCN) guide lines, we re-opened negotiations with Jane Goodall Institute (JGI)/Uganda, to conduct a 6 month training of guides in chimp habituation for areas of Gisovu, Cyamudongo and Maybebe.
- Developed and released a Request for Proposals (RFP) for accommodation development in three targeted areas outside the park, i.e., Kitabi, Gisovu and Cyamudongo.
- Finalized contractual details with Ian Green and fielded two canopy engineers to undertake general inspection of the Canopy walkway maintenance, including training of the local maintenance crew.
- Linked Friends of Nyungwe Cooperative with an international tour operator Steffan Huws, the Expedition Development Manager of Outlook Expeditions who will be sending out various student groups from around the globe to visit Kitabi Cultural Village and take part in their community based tourism activities.

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

- Nyungwe Nziza Project and Nyungwe National Park voted one of the three best "Overseas Projects/Attractions" by the British Guild of Travel writers.
- In collaboration with RDB, facilitated a three day local media familiarization trip of 25 journalists, from newspapers, radio stations, TV and online media.
- Sponsored a feature article on Nyungwe in Rwanda's Service Magazine.
- Completed the development of Nyungwe Nziza project website and promoted it among local tour operators.
- Following our previous facilitation of Cosmos factory, the production team finally developed and produced two mini videos on Nyungwe, focusing on both tourism and conservation.
- Completed all the work on the small format trail guide and produced a few sample copies which were shared among RDB and key stakeholders.
- Produced and distributed new branded merchandise (hats, T shirts) for NNP among the four targeted cooperatives in Nyungwe.

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

- Finalized the community-focused tourism value chain report and action plan outlining interventions to increase the flow of income and opportunities to communities around the park.
- Issued a limited request for proposals for the local production of a variety of quality fruits and vegetables to supply the three hotels around Gisakura and Kitabi; received six proposals in response to the request and selected three for further evaluation.
- Laid the ground work for the launch of two cooperatives: Friends of Nyungwe/Kitabi Cultural Village and Kitabi Women's Cooperative.
- Facilitated a partnership between the Friends of Nyungwe/Kitabi Cultural Village (FON/KCV) and Outlook Expeditions, a UK-based tour operator. Outlook to house Outlook clients.
- Targeted cooperatives generated a total gross income of RWF 5,584,130 which represents over a 350% increase from the last quarter.
- Provided no cost grant extensions to three cooperatives and in the process of providing a cost extension to FON/KCV for additional activities.

PIR 7.4.1.4: Improved Policy and Enabling Environment for Ecotourism

- Drafted a Request for Proposals to assess the impact of the recent gorilla permit price increase on tourism in Rwanda with particular emphasis on Nyungwe National Park; conducted additional interviews with international and regional firms with offices in Kigali to review the scope of work and discuss capacity.

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

- NNP's Tourism Warden conducted a one day training course on the limits of acceptable change (LAC) approach for selected NNP staff on August 28, 2012.
- Completed Phase II of the impact investment pilot and provided one-on-one investment training program four tour operators and three hotelier small to medium enterprises (SME) with the objective of facilitating access to private investment funds for a business improvement.

Integrating women into Nyungwe Nziza activities

- Conducted gender mainstreaming training for 150 members of three cooperatives (Banda, Cyamudongo and Friends of Nyungwe).

Training

- Trained 467 people (201 men and 266 women) from four targeted cooperatives in business development with the aim of empowering and building the capacity of the Cooperatives to derive sustainable and equitable benefits from community based ecotourism and related activities.

Performance management/GIS

- Developed a Google Earth KML¹ application for the Project/Park which enables viewers to take a virtual tour of the Park/project which was uploaded on the project website.

ISSUES AFFECTING IMPLEMENTATION

There are no particular issues affecting implementation for the quarter.

¹ Keyhole Markup Language files, commonly referred to as KML, are associated with Google mapping applications. The files allow users to get point-to-point directions and see multiple camera angles for a specific map location.

CHAPTER II: PROGRESS TO DATE

This Tenth 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 1,985,300; Kitabi Women’s Handicrafts – RWF 359,805; Banda Pillar of Nature and Tourism Promotion (PNTTP) – RWF 2,249,025; and Cyamudongo – RWF 990,000). This represents over a 350% increase from the last quarter.</p> <p>As noted in previous reports, this indicator is highly dependent on the implementation of our Public Private Partnership Fund (PPPF) and through the creation of employment and other income generation activities that the establishment of accommodation facilities inside the Park would bring. Pending the approval of the National Concessions Policy, we released a Request of Proposals for accommodation development outside the park, targeting areas of Kitabi, Cyamudongo, Gisakura and Gisovu. We hope to register notable progress during the next quarters after the funds are awarded to the selected bidders.</p>
Indicator 7.2: Number of person days of employment generated by USG assistance	350	<p>Achieved: With the recent construction works at the Canopy walk trail, a total of 336 person days of employment were generated.</p> <p>During the next quarter, we will contract with one of the trail maintenance cooperatives (Ex-Poachers) to undertake the upcoming construction of a picnic area on the Karamba trail, installation of</p>

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
		metal poles and rope hand rails on the waterfall trail, construction of two bridges on the Kamiranzovu trail and installation of new trail head signage. Hence, we will more than exceed our Year 3 cumulative target.
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 of USG assistance.	200	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 developing and implementing a bamboo-based carbon trading model for buffer zone establishment. Our agreement with WCS was that WCS would conduct the assessments, identify sites and do the planting, and Nyungwe Nziza would do bamboo product development, notably furniture for the local market. The assessment was completed by WCS and based on our recent discussions with WCS, they are now looking for places to plant, with river banks appearing to hold the most potential. We will continue following up with WCS on the implementation of this activity during the next quarter. Additionally, we have been approached by New Forests on the possibility of collaborating on the development of a bamboo outgrowing scheme under their corporate social responsibility initiative and will discuss possibilities with them next quarter.
Indicator 7.4.2: Increased number of visitors to targeted national parks (Number of visitors to Nyungwe National Park)	9700	Achieved. As reported during the last quarter, 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%.
Indicator 7.4.3: Increase in NNP revenue generated	\$1,952K	On target. Data obtained from RDB/NNP during the last quarter indicate that park revenue has doubled from USD 259,180 in 2008 to USD 525,858 in 2011. RDB/NNP was not able to provide with revenue data for 2012 due to time constraints, but promised to supply this data next quarter.

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
<i>Indicator 7.4.4:</i> Number of people with increased economic benefits derived from sustainable natural resource management and conservation as a result of USG assistance.	350	On course. During the quarter, we registered a total of 84 cooperative members in Cyamudongo Cooperative, Kitabi Handicrafts Women's Cooperative (KHWC), and Friends of Nyungwe (FON) with increased economic benefits. We have a cumulative total number of 374 people with increased economic benefits and expect to exceed our target by the end of Year 3.
Sub-IR 7.4.1: Improved capacity to sustainably manage ecosystems		
<i>Indicator 7.4.1.1:</i> Number of people receiving USG supported training in natural resources management and/or biodiversity conservation	550	On course: During the quarter, hands on training of 14 trail crew representatives from Banda and Gisakura was conducted in installation of log check/steps, digging drains, building retaining walls with Gabion Baskets, and dry stone techniques, making a cumulative total of 530 people. We will undoubtedly exceed our Year 3 target in the next quarter.
<i>Indicator 7.4.1.2:</i> Number of people receiving training in tourism management	132	<p>On course: We received confirmation from the Jane Goodall Institute, expressing interest in undertaking hands on interpretation training of NNP chimp guides. According to their suggested plan, the training would be delivered in phases over a twelve month period which would include a review of each guide's techniques/expertise and will embed any specialized training once the core skills are obtained.</p> <p>In addition, the team from the National Association for Interpretation is already in country, 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		
<i>Indicator 7.4.2.1:</i> Number of units of eco-tourism infrastructure built, refurbished or equipped	3	Achieved. In addition to the previous trail infrastructure constructed on the Waterfall trail in Year 2, we upgraded the Canopy Walk trail including: installation of approximately 200 log steps, 13 Gabion baskets, construction of up to 350 square feet of dry stone wall, hand rails, and

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
		<p>leveling some of the steep switch backs of the trail.</p> <p>We hope to exceed our Year 3 target when we embark on the Karamba trail upgrade, installation of new park signage and replacement of two bridges on the Kamiranzovu trail.</p>
Cross cutting Sub IR : Improved policy environment for environmental management		
<p>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</p>	<p>2</p>	<p>Partially achieved. Although we worked on three policy initiatives during the previous quarters, only one policy initiative has actually been implemented at the park level by RDB's NNP tourism Warden, i.e. Lane Krahl's Limits of Acceptable Change (LAC) module. The other two policies are still yet to be implemented, specifically; the concessions and NNP pricing policy</p>

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		
Indicator 7.4.1.1.1: Number of private-public partnerships developed	2	<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. We now understand that the policy has moved up to the Prime Minister's office but we have no indication on when it will be submitted to the cabinet.</p> <p>On the positive side, and under our Public Private Partnership Fund, we released the Request for Proposals for accommodation development outside Nyungwe National Park targeting one or more geographical areas of Kitabi, Gisakura, Gisovu and/or Cyamudongo. Any type of medium to high end accommodation will be considered including but not limited to eco-lodges, guest houses, tented camps, and camping facilities. Final review and selection of proposals will be completed in the next quarter.</p>
Indicator 7.4.1.1.2: Amount of private sector resources leveraged for Park ecotourism products	\$1,500K	Delayed. As above.
Indicator 7.4.1.1.3: Number of new ecotourism infrastructure products developed	3	Achieved: We upgraded the Canopy Walk trail including; installation of approximately 200 log steps, 13 Gabion baskets, construction of 350 square feet of dry stone wall, hand rails, and leveling some of the steep switch backs of the trail. We hope to exceed our Year 3 target when we embark on the Karamba trail upgrade, installation of new park signage and replacement of two bridges on the Kamiranzovu

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
		trail.
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, given the still pending approval of the National Concessions policy.
Indicator 7.4.1.1.5: Number of concession opportunities taken over by private investors	2	Delayed. As above, although with the recent release of our RFP for accommodation development outside the park, we hope to support any public -private sector partnership for the rehabilitation of Gisovu structures during the next quarter.

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

Achievements

Partnership with JGI – chimp guide training

As a result of RDB’s signing of the letter of commitment to adhere to IUCN “Best Guidelines on Great Ape Tourism”, we finally received confirmation from Jane Goodall Institute, expressing interest in undertaking hands on interpretation training of NNP chimp guides.

According to their suggested plan, the training would be delivered in phases over a twelve months period which would include a review of each guides techniques/expertise and will embed any specialized training once the core skills are obtained.

JGI proposed to field someone on the ground full time who can work with the guides on site in ensuring that they are integrating guiding techniques learned and be available to respond to any arising issues/training that may be needed to enhance their skills. They are also exploring the possibility of engaging Disney in the delivery of the interpretive guide training, an exceptionally exciting opportunity for Nyungwe National Park.

We hope to finalize contractual modalities with JGI during the next quarter.

Activity 2: Improve the bird watching product in NNP

Achievements

Participation at the UK Birdfair

In an effort to maximize exposure of the bird watching product in the Park, Nyungwe Nziza facilitated RDB and the Rwanda Birding Association to participate at the British Bird watching fair in August 2012, represented by Nyungwe Nziza's Ecotourism Team Leader, Boaz Tumwesigye, President of Rwanda Birding Association, David Mugisha and Nyungwe National Park's Field Bird guide, Vedaste Mpakaniye.

Described as the birdwatcher's Glastonbury, the annual fair encompasses the whole spectrum of the bird watching industry whilst at the same time supporting global bird conservation. This year's event took place at UK's Rutland Nature Reserve, and attracted hundreds of enthusiastic birders looking for new destinations and sellers presenting their latest products.

The fair sponsored various lectures and programs on avitourism and conservation including presentations, quizzes and workshops that kept birders engrossed, enthralled and entertained during the three days.

Hundreds of exhibitors and visitors were in categories of Travel and Tourism, Arts and Photography, Organizations, Charities and Trusts, Optics, Cameras, and Accessories, booksellers and magazines, bird fair information, clothing and accessories, bird sounds/videos, and bird food accessories and technology.

Objective of our participation:

Strategic marketing is essential in ensuring that Nyungwe National Park (NNP) becomes one of Africa's premier bird watching destinations, targeting increase in the number of bird enthusiasts visiting the park each year. NNP's participation at this international event served as an excellent platform to promote the country and the park in particular as a world class birding destination, through show casing an array of unique birding opportunities, history and the connection of birds with people of Rwanda, new birding infrastructure, bird trails/circuits, conservation aspects, and existing key players in avitourism, among others.

During the fair, detailed information was presented to the enthusiastic visitors to the Rwanda stand. Varieties of promotional materials were developed and disseminated including; 3000 copies of the Park's



Figure 1: Nyungwe Nziza's Ecotourism Team Leader, Boaz Tumwesigye briefing guests at the UK Birdfair



Figure 2: The Nyungwe team, with some of the guests at the Birdfair

general park brochure, 300 copies of NNP's DVD, 2000 copies of the NNP Field Bird checklist and 2000 copies of NNP birding brochure.

The Nyungwe Nziza team also liaised with Rwanda's Embassy in the UK to secure more marketing materials for the stand such as bird posters, maps, 'Birds in Rwanda' books and other Parks brochures for Akagera and Volcanoes National Parks.

Overall and based on the feedback received at the Fair, most of the visitors who have visited Nyungwe considered the Park as one of their top bird watching destinations in the world.

Accomplishments:

- The show attracted over 50 countries and 200 destinations (exhibitors), plus over 20,000 visitors. Out of these, the Nyungwe stand received close to 200 visitors daily, making a total of approximately 600 visitors during the three days of the show. The last time Rwanda participated at this fair was in 2009.
- We established contacts with key partners/players in the source markets and disseminated extensive information on birding opportunities in Nyungwe and Rwanda as a destination. Meetings were held with Birdlife International, African Birding Club, Birdwatching magazine, Birding Africa, Birding for all, Bird Holidays Ltd, Euro Africa Birding, Uganda Bird guides, Ecotours Wildlife Holidays, Wild Images Tropical Birding Tours, Safari Consultants, among others. Most of the international outbound tour operators we met expressed key interest in promoting birding packages to Nyungwe but did not have sufficient information on the Park, which we provided on the spot. We shared links to Nyungwe's new on line marketing channels, including nyungwepark.com, Nyungwefans Facebook page, Flickr, Twitter and YouTube.
- Improving the capacity of bird guides is critical to ensuring that NNP becomes one of Africa's premier bird watching destinations. Hence, facilitating one of the park's field bird guides, Vedaste Mpakaniye to represent Nyungwe helped a great deal not only in providing enthusiastic visitors with first hand birding information, but also in exposing him to some of the best international practices in avitourism development, marketing and promotion. This will also motivate the rest of the guides to pursue a career in birding.

The British Birdfair is an international event of the year for bird lovers and therefore should be given top priority as the best platform for marketing Nyungwe and the overall bird watching product in Rwanda. In the future, we will make better preparations particularly on stand design, theme development, public/private sector involvement, generation of useful bird information, pre-scheduling of meetings with key suppliers, among others, in order to achieve better results from the next exhibition. All this will help in positioning Nyungwe much better, since most of the interested international tour operators at the fair mentioned that they had not yet introduced birding trips to Nyungwe due to lack of information on the existing birding opportunities in the park.

Uwasenkoko concept note

As noted in the previous quarter, the draft concept note for developing Uwasenkoko marsh as an ideal place for bird watching in the park was developed and submitted to RDB for review and approval, but we have not received any feedback from RDB to date. We will follow up in the next quarter to confirm whether RDB found it acceptable, before making any further steps.

Meanwhile, according to Gael Vande Weghe (the birding specialist), there is another bigger marsh along the Congo Nile Divide Trail which he suggested would be ideal for another possible birding trail. However, considering the ecological sensitivity of these marshes, we have been reluctant to explore this possibility.

Online birding page

With completion of the new project website, we uploaded new content on the site's birding page, with extensive information on Nyungwe's birding opportunities, including pictures of some of the rare bird species, downloadable copies of the birding brochure and the field bird checklist. Links to the site were shared with international tour operators (during the Birdfair in London) and among local tour operators. (See <http://nyungwepark.com/nyungwe/wildlife/birds/>)

Bird Guide Certification

During the UK Birdfair in Rutland, we managed to meet with representatives from Bird Life International to discuss details on the development of a certification program for bird guides in NNP. Unfortunately, the Birdlife team that participated at the fair did not have sufficient knowledge on the subject matter and therefore could not provide any guidance on some of the key steps to be followed. However, they referred us to their regional office in Nairobi, who we contacted and are now in the process of finalizing the necessary arrangements. This activity is scheduled for next month and will be conducted in close partnership with the Kitabi College of Conservation and Environmental Management (KCCEM), Rwanda Birding Association (RBA) and Rwanda Safari Guides Association (RWASAGA) for purposes of continuity.

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

Achievements

Under our Public Private Partnership Fund and pending the approval of the National Concessions Policy, we released a Request for Proposals for accommodation development outside Nyungwe National Park targeting the geographical areas of Kitabi, Gisakura, Gisovu and Cyamudongo. Any type of medium to high end accommodation will be considered including but not limited to eco-lodges, guest houses, tented camps, and camping facilities. Up to two awards of a maximum of \$150,000 each will be made for projects in 2012 with additional awards possible the following years. To date 15 local investors have

inquired about the RFP, so we hope to receive a good number of proposals by the stated deadline of October 31, 2012. Final review and selection of proposals will be conducted in the next quarter.

Progress on developing accommodation products inside the Park continues to be held up by delays in approval of the National Concessions Policy, whose approval status remains unclear. In July 2012 we were informed by RDB that the Policy had gone to the Prime Minister's Office, and that the Office had a number of minor questions /issues that needed to be addressed. Since that time we have not received any updates on the status of the Policy in spite of several requests the latest one via an email to RDB's Head of Division, Product Development and Planning on October 1, 2012.

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

Achievements

Tea Tour for Excellence

In support of RDB's efforts toward diversification of Rwanda's tourism sector under the theme "Beyond Gorillas," Nyungwe Nziza participated in several field assessments and consultation meetings with stakeholders on the possibility of developing and launching Gisovu area as a new tourism destination.

As part of many of the discussions, *Tea tourism* was highlighted as 'flagship' tourism attraction in Gisovu, although in order for it to flourish there is need to strengthen other tourism attractions and facilities in the area. Chimpanzee tracking and the Source of the Nile are the other two iconic products in Gisovu which would have to be developed and marketed in order to position Gisovu as an ideal tourism destination. Poor infrastructure was ear marked as a very big constraint, particularly the condition of the road and lack of accommodation.

Given the above issues, combined with two unsuccessful attempts to view the chimps in Gisovu by both RDB and Nyungwe Nziza staff, it is uncertain whether Gisovu will be ready for launching by RDB's expected timeframe of February 2013.

In spite of this however, we identified certain elements and roles that we will undertake in the next quarter, including development of new signage/interpretive materials for the Source of the Nile, working with the Gisovu tea estate in terms of accommodation and development of the tea product, and generation of promotional materials for the site (tea, chimps and the Source of the Nile). Once contract negotiations with JGI are finalized, we also expect to assist RDB in improving the level of chimp habituation and guide chimp tracking skills, as Gisovu will be the first area targeted by the JGI program.

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.

Although delayed due to visa problems, the two technicians from Greenheart Limited arrived in Kigali on September 20, 2012 and will be in the Park through October 11, 2012. The Greenheart team will be responsible for:

- Conducting a complete physical inspection of Uwinka's Canopy Walkway, from the towers to cables and platform;
- Based on the inspection, carrying out all required maintenance of the Walkway;
- Conducting a refresher training course on Walkway maintenance and reporting requirements for the three Rwanda Development Board staff in charge of Walkway maintenance;
- Development of a Canopy Walkway maintenance and inspection report, including recommendations for additional actions to ensure that the Walkway remains a safe attraction.

In preparation for this general maintenance inspection, Nyungwe Nziza procured tools, spares and equipment worth over USD 6000 to facilitate the two canopy engineers in executing the assignment. The equipment will be handed over to RDB on completion of the canopy inspection.

Kitabi public toilet facilities

With the assistance of NNP's Chief Park Warden and Kitabi sector authorities, a site for Kitabi public toilet facilities was identified and bought by the Kitabi Handicraft Women's Cooperative using proceeds from handicraft and other sales. Early during the next quarter, we will conduct an assessment of the site to determine drain field requirements (depth, dimensions, and soils suitability) and develop a site plan including building/toilet design. An Environmental Review Form and Environmental Management and Mitigation Plan will also be prepared and submitted to USAID for review and approval prior to initiating construction.

Activity 5: Upgrade signage

All trail signage prototypes as per the style manual obtained from WCS, were completed and approved by RDB. We contacted and reviewed quotations/proposals from five local companies specializing in graphic designs. Based on the initial specifications required (an aluminum panel material of 1.4 thickness, with two treated eucalyptus poles) we selected and contracted with Map Rwanda LTD, to produce at least one sample trail head sign for final review and approval before producing the remaining 12 trail head signs.

Installation of these new trail head signs will be completed in the next quarter.

It should be noted that a major constraint in moving forward with signage has been the difficulty in finding treated wooden posts for the signs. After considerable searching, we were able to find kiln-dried eucalyptus posts which will be treated locally using heated old motor oil. Although not as resistant as injection treated posts, the costs of importing injection treated posts from Uganda or Tanzania (the only providers in the region) would be prohibitive.

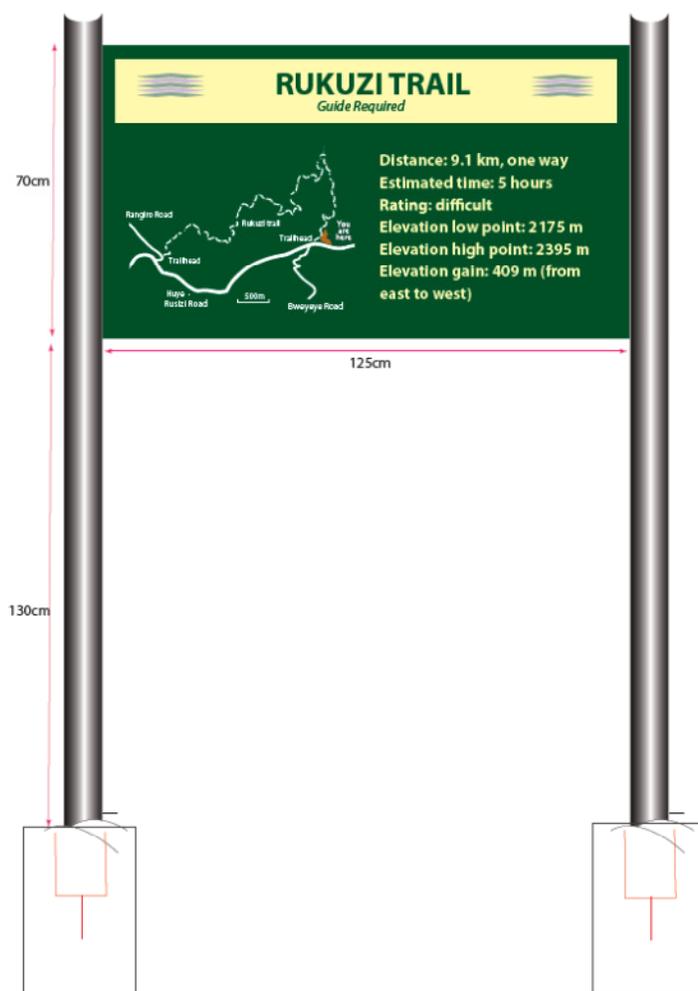


Figure 3: Approved trail head signage prototype

Activity 6: Upgrade trails

Achievements

In an effort to support the implementation of the USNPS Five Year Trail Management Plan, during the quarter we selected and recruited USNPS Trail Manager, Nick Huck to:

- Drawing on work trail assessments already conducted by the USNPS's Don Sharlow and Hugh Duffy along with RDB's, Nyungwe Nziza's and the Wildlife Conservation Society's trail assessment work, conduct an inventory and assessment of the Parks trail system; and

- In reference to the USNPS Trail Management Plan and trail maintenance manual, initiate, mentor and provide general guidance in the implementation of specific trail development works as proposed in the Trail Management Plan.

Mr. Huck arrived in country on August 4, 2012 and is scheduled to leave on October 7, 2012.

Canopy Walk Trail

On completing the trail assessment, Mr. Huck found that the Canopy Walk Trail – the most frequented trail in the Park – required substantial work particularly on the steep descent from Uwinka where one landslide had already required RDB to reroute the trail. To this end we installed approximately 200 log steps, built 13 gabion basket retaining walls, constructed up to 350+ square feet of dry stone wall, and leveled and improved drainage

on the steep switch backs of the trail. The work was done to decrease the impact of erosion on the trail, and to stabilize especially the corners of the trail to avoid future landslides. The trail is now much easier and safer for visitors to use, and we believe that the environmental impact of the work done will be positive.

It should be noted that the work done on the trail involved cutting no new trails. The team worked entirely on the existing trail even though there are several spots where the trail should have been rerouted. No trees were cut but in some places the trail was widened and roots had to be re-cut to accommodate the wider trail tread. One exception was a dead tree hanging over the trail and RDB gave permission to cut this given the potential danger to tourists. Nothing was dug out with the exception of removing some of the landslide soil on the upper switchback. The extra soil that could not be used on the trail surface was put on the downhill side to help reinforce the trail tread. Although this looks a little rough now, in two months it will grow over and visitors will never notice it.

Finally and perhaps most importantly, hands on training of 14 trail cooperative members from Banda and Gisakura was conducted during the Canopy Walk trail upgrade, and among these, at least three individuals are competent enough to lead/supervise other trail upgrades, from the installation of log



Figure 4: Construction of the first gabion retaining wall below Uwinka



Figure 5: Stone retaining wall on the canopy trail



Figure 6: Newly installed log steps on the canopy walk trail

check/steps and improving drainage on switchbacks to building retaining walls with gabion baskets and dry stone techniques.

Other trails

As part of his scope of work, Mr. Huck also spent time in the park assessing the condition of other trails, including Bigugu, Congo Nile Divide, Source of the Nile, Karamba, Kamiranzovu, Imbaraga, and the waterfall trail, among others. Basing on his field assessments and in consultation with NNP /Nyungwe Nziza staff it was agreed that:

- It was not deemed necessary to install metal poles and rope hand rails on the canopy walk as we had previously suggested, but instead these rails will be placed along the last and very steep switch backs towards the bottom of the waterfall trail;
- The development of a day loop on the Congo Nile Divide trail was found not to be practical. Our intention was to make a loop by linking the Congo Nile Divide Trail with the Bigugu Trail via an old road. As it turns out, the old road is located 10 kilometers up the Congo Nile Divide Trail and from there, it is another 8-10 kilometers to the Bigugu Trail which would be way too long for a day hike;
- Given that the Karamba Trail is the third most used trail in the Park after the Canopy Walk and the Waterfall Trails, we have agreed with RDB to place a picnic table with shelter at an old quarry/construction site located before the ascent to the viewpoint. No major trail works are required other than minor clearing and improving cross drainage channels.

During the next quarter, we will contract with one of the trail cooperatives to conduct some of the remaining trail works recommended by Mr. Huck, such as the installation of metal poles and rope hand rails on the waterfall trail, construction of the two bridges on the Kamiranzovu trail and possibly replacement of the boardwalk in Kamiranzovu marsh if RDB secures the required Ministerial authorization.

Finally, on a very positive note, during a reconnaissance visit to the Congo-Nile Divide Trail the last week of September 2012, we noted that the trail was particularly well-maintained. We also saw three bridges that had been recently constructed. All three bridges followed the exact designs as recommended by the US National Park Service Trails Team, and were in fact perfectly done. When we asked the Chief Park Warden who did them, he said it was a new cooperative - the Ex-Poachers Cooperative - from which two members had been trained in bridge construction by the Park Service's Kevin Duffy. We intend to turn this into a “success” story for the next project newsletter emphasizing the cooperative’s transition from poachers to park maintenance staff.



Figure 7: One of the newly constructed bridges on the Congo Nile Divide Trail done by the Ex-poachers Trail Cooperative

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

Achievements

No major achievements were registered in the quarter, particularly since we had initially planned to hire Greenheart's Canopy Walk engineers to conduct a feasibility study on the possibility of developing a cable line in Busoro. We later had to amend their Scope of Work due to competition reasons. If Greenheart did the assessment, they would be excluded from competing on the construction.

We will therefore issue a competitive RFP for both the assessment and construction in collaboration with RDB once the National Concessions Policy is approved.

Progress towards benchmarks

BENCHMARK	STATUS
Activity 1: Improve the chimp trekking experience in Cyamudongo and Gisovu	
JGI primatologists fielded (July 2012)	Delayed. Although delayed, we finally received confirmation from the Jane Goodall Institute expressing interest in undertaking hands on interpretation training of NNP chimp guides. No contractual details have been confirmed yet, but we expected to have everything finalized in the next quarter.
Production of NNP chimp interpretive and promotional materials (July 2012)	Achieved. During the quarter, we produced a chimp fact sheet and distributed it among NNP guides and tour operators. We hope to generate other chimp interpretive materials with the help of JGI's involvement in NNP's chimp tourism.
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 copies and those of the NNP birding brochure were produced and disseminated at the UK Birdfair in August 2012.
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 submitted to RDB for review and approval. Development of the Busoro Trail has been placed on hold indefinitely given the recent attacks on NNP rangers by illegal gold miners in Bweyeye.
Activity 3(a): Support development of new accommodation products in and outside the park	
Financial/market analyses for	Delayed. The market analysis was not conducted

BENCHMARK	STATUS
selected in park sites completed (June 2012)	during in the quarter due to the fact we have up to now not yet got a clear indication of when the National Concessions Policy will be approved.
Nyungwe Tourism Prospectus developed and circulated (August 2012)	Delayed. As above
DAI release of RFP (August 2012)	Achieved. Under our Public Private Partnership Fund and pending the approval of the National Concessions Policy, we released a Request for Proposals for accommodation development outside the park, targeting one or more geographical areas of Kitabi, Gisakura, Gisovu and/or Cyamudongo. Final review and selection of proposals will be conducted in the next quarter.
At least two awards made under the PPPF (September 2012)	On course. Review, selection and award of proposals will be done in the next quarter.
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 approved by RDB. Final production and installation will be conducted in the next quarter. We are also in the process of developing other promotion materials for the Source of the Nile, tea tourism and chimp tracking.
Initiate plans for the development of Tea Plantation Tours (June – November 2012)	On course. During the quarter, we participated in several field assessments and consultation meetings with stakeholders on the possibility of developing and launching Gisovu area as a new tourism destination. We are working closely with RDB and the Gisovu tea factory on the development of tea plantation tours and accommodation. We also hope to work with JGI in improving the level of chimp habituation, as soon as we finalize the necessary contractual details.
Establishment of new permanent camp sites in Gisovu (October 2012)	On course. We hope to partner with at least one private investor or the Gisovu factory in developing a joint private sector-community managed camp site under our PPPF.
Activity 4: Improve/maintain NNP visitor facilities	
New interpretive panels at Uwinka installed (August 2012)	Delayed. We will embark on the development of new interpretive panels at Uwinka during the next quarter on completion of the trail head signage installation.
Construction of Umugote stopover (December 2012)	On course. Preparations for the development of a draft design/concept note are still underway. This will be shared with RDB and WCS for review before implementation.

BENCHMARK	STATUS
Installation of new ecologically friendly toilets at Kitabi (August 2012)	On course. With the assistance of NNP's Chief Park Warden and district authorities, a site for Kitabi public toilet facilities was identified and bought by the Kitabi Handicraft Women's Cooperative using proceeds from handicraft and other sales. Early during the next quarter, we will conduct an assessment of the site to determine drain field requirements (depth, dimensions, and soils suitability) and develop a site plan including building/toilet design. An Environmental Review Form and Environmental Management and Mitigation Plan will also be prepared and submitted to USAID for review and approval prior to initiating construction.
Ian Green's trip report on canopy walk (maintenance guidelines, training report) – (September 2012)	On course. Although delayed due to visa problems, the two technicians from Greenheart Limited finally made it to Rwanda and have been in Nyungwe for about two weeks now, undertaking NNP's general canopy walkway maintenance inspection. We expect to get their assessment/training report after completion of their assignment in October 2012.
Activity 5: Upgrade signage	
Signage prototypes developed and submitted to RDB for review and approval (June 2012)	Achieved. All trail signage prototypes as per the style manual obtained from WCS, were completed and approved by RDB.
Subject to RDB approval of prototypes, all new Park signage in place (December 2012)	On course. With RDB's approval of the prototypes, we have contracted with Map Rwanda LTD, to produce at least one sample trail head sign for final review and approval before producing the remaining 12 trail head signs. We expect to have all signs installed by the end of December 2012.
Activity 6: Upgrade trails	
Recruitment of 2 NPS trail crew volunteers (June 2012)	Achieved: Over the quarter, we recruited and fielded USNPS Trails Manager, Nick Huck, and engineered construction works at the Canopy Walk Trail. Hands on training was provided to 14 trail cooperative members from Banda and Gisakura in the installation of log check/steps, trail drainage, and the building of retaining walls using gabion baskets and dry stone techniques.
Upgrade of Karamba trail (July 2012)	Delayed: Based on Mr. Huck's assessment, no major trail works were required on the trail, other than minor clearing and improving the cross drainage, thus priority was allocated to the Canopy Walk Trail.

BENCHMARK	STATUS
	During the next quarter, we will competitively select a contractor to construct a picnic table with shelter along the trail.
Upgrade of the Congo Nile Divide Trail (August 2012)	Dropped. The development of a day loop on the Congo Divide trail wasn't found practical/feasible since trail connects with the former road that connects with the Bigugu trail, at approximately 10 kilometers, which would be way too long for a day hike. The trail has recently been upgraded in a very satisfactory manner by NNP's Ex-poachers' Cooperative and did not require any additional rehabilitation.
Upgrade of the Canopy Walk trail (September 2012)	Achieved: We installed approximately 200 log steps, built 13 gabion basket retaining walls, constructed 350+ square feet of dry stone wall, and leveled and improved the drainage of some of the steep switch backs of the trail. It was not deemed necessary to install metal poles and rope hand rails on the canopy walk as we had previously planned but instead these hand rails will be placed along the last and very steep switch backs towards the bottom of Kamiranzovu waterfall trail.
Replacement of the boardwalk in Kamiranzovu swamp (to be determined – pending authorization of the Minister)	Pending: Due to the delayed ministerial authorization.
Activity 7: Establish visitor attractions focusing on Nyungwe biodiversity and endemism	
Concept paper on biodiversity related tourism products for Busoro developed (October 2012)	Dropped. We had originally intended for the Greenheart team to do a feasibility study on a cable line for either Busoro or Gisakura. However, doing such a study would preclude Greenheart from competing on the actual construction. In the end, it was decided that any project support to RDB in developing a cable line, would be assistance to RDB in drafting an RFP for the design and construction of a cable line once the Concessions Policy is approved.
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. Data for this indicator will be available next quarter.
Indicator 7.4.1.2.2: Number of people attending annual promotional events held in or about Nyungwe	350	Partially achieved: In addition to the 5 international journalists hosted in the Park during April 2012, we sponsored another familiarization trip of 25 local journalists to the park in September 2012, making a cumulative total of 30. We expect to launch the Friends of Nyungwe Cultural and the Kitabi Women's Handicraft sites in collaboration with RDB and the District, attracting a significant number of tour operators, local journalists and other stakeholders. 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: With the final completion of Nyungwepark.com, Nyungwe Nziza's on line social media channels, including the Nyungwefans Facebook page, Twitter, Flickr and YouTube, were activated and updated with latest news and stories from the Park. As a result of the recent local media familiarization trip to the park, more than 13 promotional articles featuring Nyungwe have been generated and uploaded on these social media channels.
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), several other on line media channels are now discussing (and asking questions about) Nyungwe including http://www.livinginkigali.com/rwanda-tourism/tourism-in-rwanda/nyungwe-national-park/ ,

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
		http://houstonzooblogs.org/zoo/tag/nyungwe-forest-national-park/ , http://www.lonelyplanet.com/searchResult?q=Nyungwe
Indicator 7.4.1.2.5: Number of on-line marketing products developed	2	Achieved: The project website (www.nyungwepark.com) was finally completed during the quarter and promoted among both local and international tour operators. (The Lonely Planet Blog on Nyungwe refers to our website as the best source of information on the Park). Additionally, and as a product of the recent local media trip to Nyungwe sponsored by Nyungwe Nziza (Sept 2012), 12 articles featuring Nyungwe have been generated in different local media houses. This is in addition to an article on Nyungwe and the Nyungwe Forest Lodge published in the Service Magazine's 11 th issue. Links to these articles have been uploaded on the project's Nyungwefans Facebook page, Twitter and Flickr. We expect more articles to be published on Nyungwe in the next couple of weeks.
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, this new circuit has attracted few tourists and no tour operators sell the Lake Kivu circuit as a standalone package. However, during the quarter, we met with Michael Langstaff who is heading the team contracted by the Ministry of Commerce/RDB to develop the Tourism Sub-Master Plan for the Lake Kivu belt (from Rubavu to Rusizi). Mr. Langstaff was fairly neutral about the potential of the area, and had some doubts about the eventual implementation of the plan, but felt that certain elements (e.g., an 18 hole international golf course) had merit.
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: In preparation for Nyungwe's participation at the UK Birdfair 2012, 4000 copies of the trail brochures (General and the Birding brochures), 300 copies NNP DVDs and 2000 copies of the NNP bird checklist were produced and disseminated at the 2012 UK Birdfair in Aug 2012.

Activity 1: Conduct targeted marketing for NNP

Achievements

Local media familiarization trip - Domestic Tourism Campaign

Following RDB's recent domestic tourism campaign, Nyungwe Nziza and RDB co-sponsored a local media familiarization trip of 25 journalists to Nyungwe National Park aimed at increasing awareness of the unique array of attractions in Nyungwe Park among Rwandans and foreign residents.

This trip served not only as a commemoration of the World Tourism Day celebrations on September 27th, but also marked the kickoff of RDB's Domestic Tourism Campaign under the theme, 'Tourism starts with you', which will run until the end of November 2012.

The media group comprised of different media houses, including; radios (Radio 10, City Radio, Radio Salus, Isingo Star and Contact FM), TV (Rwanda Television), online media (Igihe, Umuseke, Kigali Today, Cool city media, and Print Fast) as well as print media (The New Times, Imvaho Nshya, East African and Rwanda today, Rwanda Focus, Hope Magazine, Rwanda Dispatch and Reuters).

As a result of this trip, a total of up to 13 articles and one documentary have already been published in the local media on Nyungwe National Park and Friends of Nyungwe Cultural village. We are expecting more in the next couple of weeks, since some of the print media houses only publish on a weekly basis. All these articles have already been uploaded on the Nyungwe fans Facebook page to increase Nyungwe's on line visibility.

During the trip, journalists visited Kitabi Nyungwe Cultural Village, the Canopy walk, Colobus monkeys and also hiked to the Kamiranzovu waterfalls. Respective lunches and dinners were hosted at KCCEM, Nyungwe Forest Lodge and Nyungwe Top View Lodge.



Figure 8: Jim Seyler, Chief of Party Nyungwe Nziza Project briefing at the Nyungwe Forest Lodge



Figure 9: Mr. John Baptist Bazambanza, Coordinator of Friends of Nyungwe Cooperative, briefing the journalists



Figure 10: NNP's Chief Park Warden, Louis Rugerinyange, briefing the journalists

British Guild of Travel Writers Award

As an outstanding result of the concluded media familiarization trip to Nyungwe in May 2012, four of the journalists (Stuart Forster, Melissa Shales, John Bell and Rebecca Ford) jointly entered the Nyungwe Nziza project and Nyungwe National Park for the British Guild of Travel Writers (BGTW) Tourism Awards for 2012 in the Best Overseas Project/Attraction category.

On Wednesday, September 12th at the National Liberal Club, the British Guild of Travel Writers conducted a first round of voting for their annual Tourism Awards. We are proud to report that Nyungwe Nziza and Nyungwe National Park were voted as one of the three best “Overseas Projects/Attractions” by BGTW members. The overall winner will be selected at a very glamorous “black tie” awards dinner on Sunday, November 4th at the Savoy Hotel in London, the night before the beginning of the World Travel Market (WTM).

This will be an excellent landmark for Nyungwe’s international media exposure. The audience at the dinner is roughly half travel journalists and half "A-list" travel industry members. Even getting to the top three itself will generate valuable publicity for the Park.

BGTW is recognized as Britain's leading professional body for those working in the fields of travel writing, photography, editing and broadcasting. Each year, the Guild gives out its own awards at a gala dinner on the eve of World Travel Market.

There are two sets of awards. Those for the travel trade are sponsored and judged by the Guild, while those recognizing the journalistic work of members are sponsored and judged by the trade.



Figure 11: Stuart Forster, one of the journalists on the press trip giving a presentation on Nyungwe to the BGTW

Nyungwe National Park Targeted Market Strategy

Rwanda Development Board is working on diversifying Rwanda’s tourism sector under the theme “Beyond Gorillas”. To this effect, and at the request of RDB’s Head of Tourism and Conservation, Nyungwe Nziza sought the services of a Travel and Tourism Market Specialist Scott Wayne 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. The strategy is intended to complement/reinforce the national level tourism marketing strategy which is still under review.

Currently, most of Rwanda’s leisure tourism has been based on gorilla tracking, while other parks like Nyungwe have been 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. Therefore, the key challenge now for Rwanda's tourism is how to diversify and attract more tourism spending and length of stay as well as increased and widely spread investment in the country.

Between August and September 2012, Scott Wayne conducted interviews with RDB marketing staff, Nyungwe National Park staff, lodge owners and tour operators. Additionally under RDB auspices, Mr. Wayne held a private sector stakeholders' workshop at RDB to discuss marketing strategies for Nyungwe, and to also get feedback on the opportunities and challenges of increasing visitors to the Park. He also developed an online survey which was distributed by RDB's marketing department among stakeholders in order to supplement the workshop discussions.

A draft report has been received and is currently under review internally. The report will be shared with RDB, USAID and other stakeholders for review and comments on completion of the internal review.

Outlook Expeditions partnership with Friends of Nyungwe Cultural Village

During the quarter, we met with Steffan Huws, the Expedition Development Manager of Outlook Expeditions (www.outlookexpeditions.com) - UK's leading operator of high quality expeditions for young people, who send out various student groups to new destinations in around the globe.

In 2013, the company has already confirmed two groups, who would like to visit the cultural village, for overnight and as a stopover, the day before hiking the Congo Nile Divide trail. Both teams will have 19 members each including 16 students and 3 leaders. Dates are likely to be:

Team 1: 28/6/2013 – 03/7/2013

Team 2: 10/7/2012 – 14/7/2013

This will undoubtedly serve as an excellent partnership for Friends of Nyungwe, as it will not only generate sustainable business for their cultural site, but also increase their marketing base internationally.

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

Achievements

The new project website

The project website (www.nyungwepark.com) was finally completed over the quarter and promoted among both local and international tour operators. Containing a wealth of information on both the Project and Nyungwe, including downloadable brochures, videos, etc., Nyungwepark.com has been considered by many tour operators, including the Director of Songa Africa Rosette Chantal Rugamba, as "excellent, very impressive and handy to both their clients and staff!" It has also been recommended as the best source of information on Nyungwe by Lonely Planet.

Online media

A total of 12 articles have so far been generated, as a result of the local media familiarization trip during RDB's recent campaign for domestic tourism, sponsored by the Nyungwe Nziza project. Links to these articles/marketing tools are provided below. All these articles have been uploaded on the project's Nyungwe fans Facebook page, Twitter and Flickr. We expect more articles to be published on Nyungwe in the next couple of weeks. Articles to date include:

1. "Isumo rya Kamiranzovu kimwe mu bikurura ba mukerarugendo muri pariki ya Nyungwe" - in IGIHE, <http://igihe.rw/>
(www.igihe.com/ubukerarugendo/ahantu-nyaburanga/isumo-rya-kamiranzovu-kimwe-mu-bikurura-ba-mukerarugendo-muri-pariki-ya-nyungwe.html)
2. "Abanyamakuru berestwe urosobe rwi'ibinyabuzima byo muri Nyungwe" - in IGIHE, <http://igihe.rw/>
(www.igihe.com/ubukerarugendo/ahantu-nyaburanga/umunsi-mpuzamahanga-w-ubukerarugendo-wahuriranye-n-urugendo-rw-abanyamakuru-basura-pariki-ya-nyungwe.html)
3. <http://www.flickr.com/photos/87940687@N02/>
4. "Amafaranga 5000 gusa, atuma ugenda ku kiraro kiri hejuru ya Nyungwe" - in Kigali Today, <http://www.kigalitoday.com/>
(<http://www.kigalitoday.com/spip.php?article5767>)
5. "Canopy walk demonstrates growing tourism" - in The New Times, <http://www.newtimes.co.rw>
(<http://www.newtimes.co.rw/news/index.php?a=59002&i=15133>)
6. "Nyungwe Forest Lodge, a piece of paradise in the jungle" - in The Rwanda Focus, <http://focus.rw/wp/>
(<http://focus.rw/wp/2012/10/nyungwe-forest-lodge-a-piece-of-paradise-in-the-jungle/>)
7. <http://allafrica.com/stories/201209290130.html> (in allAfrica.com- <http://allafrica.com>)
8. "Canopy walkway yatumye Pariki ya Nyungwe irushaho gusurwa" - in IGIHE, <http://igihe.rw/>
(<http://www.igihe.com/ubukerarugendo/pariki-n-amashyamba/canopy-walkway-yatumye-pariki-ya-nyungwe-irushaho-gusurwa.html>)
9. "Kitabi Cultural Village ifasha ba mukerarugendo kumenya amateka y'u Rwanda" - in IGIHE, <http://igihe.rw/>
(<http://www.igihe.com/ubukerarugendo/inzu-ndangamurage/kitabi-cultural-village-ifasha-ba-mukerarugendo-kumenya-amateka-y-u-rwanda.html>)

10. “The Remarkable Nyungwe” - in In2EastAfrica - <http://in2east africa.net/the-remarkable-nyungwe-experience/>
11. “Rwanda: the beauty of Nyungwe National Park” –(in allAfrica.com- [http://allafrica.com](http://allafrica.com/stories/201210010012.html))
12. “Cultural tourism uplifts Kitabi” - in The New Times - [http://www.newtimes.co.rw](http://www.newtimes.co.rw/www.newtimes.co.rw/news/index.php?a=58937&i=15130%29)

Service Magazine Article

In support of RDB’s ongoing Domestic Tourism Campaign, Nyungwe Nziza in partnership with Nyungwe Forest Lodge sponsored a two page article on Nyungwe National Park in the *Service Magazine*²’s Eleventh Issue, focusing on the park’s unique array of attractions including the canopy walk, bird watching, primate viewing and the waterfalls.

As highlighted in NNP’s General Management Plan, development of domestic tourism is a key priority for the sustainability of the Park’s tourism base. Besides building up NNP’s tourism volumes in general, domestic tourism can provide for more stable growth of the tourism product which is less subject to international economic, security and climatic factors, to which international tourism is very vulnerable. Domestic tourism also has the potential of overcoming seasonal peaks and troughs in visitor volumes which respond to European and North American holiday periods.

Television Documentary

Following our continued facilitation of Cosmos Factory production of a documentary about the Nile River for the Austrian prime time series “Terra Matter,” the Cosmos Team produced two marketing videos for RDB, one focusing on tourism and one focusing on community conservation. When these videos have been approved by RDB for distribution, we will upload them on the project website. The main documentary is expected to be released within one or two years.

² The Service Magazine was highly recommended by RDB’s Marketing Division considering the popularity the magazine has in Rwanda particularly among the middle class and the expat community in Kigali. They also have an online version which attracts a lot of readership both regionally and internationally.

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)	<p>Achieved: During the quarter, printing of the small format trail guide was completed and several copies of the guide were distributed to USAID and RDB. The 1000+ remaining copies have been shipped and are expected to arrive in early October. Additionally, 4000 copies of the trail brochures, 300 copies of the NNP DVDs and 2000 copies of the NNP bird checklist were produced and disseminated at the 2012 UK Birdfair in August 2012. In support of RDB's campaign for domestic tourism and in collaboration with the Nyungwe Forest Lodge, we sponsored a two page Nyungwe article in Rwanda's Service Magazine. Finally, the local media familiarization trip generated over 12 articles on Nyungwe in both print and on line media channels.</p>
RDB-NNP participation at UK Bird fair and World Travel Market (WTM) (November 2012)	<p>Achieved: In an effort to maximize exposure of the bird watching product in the Park, Nyungwe Nziza project partnered with Rwanda Development Board and the Rwanda Birding Association to participate in the August 2012 British Bird Watching Fair. Participants included Nyungwe Nziza's Ecotourism Team Leader, Boaz Tumwesigye, President of Rwanda Birding Association, David Mugisha and Nyungwe National Park's Field Bird guide, Vedaste Mpakaniye. The show attracted over 50 countries and 200 destinations (exhibitors), plus over 20000 visitors. Out of these, the Nyungwe stand received close to 200 visitors daily, making a total of approximately 600 visitors during the three days of the show. The last time Rwanda participated at this fair was in 2009.</p>
At least 3 Nyungwe article published in the regional media (October 2012)	<p>Achieved: As a product of the recent local media trip to Nyungwe sponsored by Nyungwe Nziza (Sept 2012), 11 articles featuring Nyungwe have been generated in different local media houses, including an additional article we published in the Service Magazine's 11th issue. The East African, the Service Magazine and the New Times all have regional readership. Links to all articles have been uploaded on the project's Nyungwefans Facebook page, Twitter and Flickr. We expect more articles to be published on Nyungwe in the next couple of weeks.</p>

BENCHMARK	STATUS
<p>One familiarization trip for journalists conducted (June 2012)</p>	<p>Achieved: In addition to the international press trip conducted in May 2012, Nyungwe Nziza sponsored a local media familiarization trip for 25 journalists to NNP in September 2012, as part of RDB’s new campaign for domestic tourism, under the theme ‘Beyond Gorillas’. The trip also marked the commemoration of World Tourism Day celebrations on Sept 27th. The objective of the familiarization trip was to increase awareness of the unique array of attractions in Nyungwe Park among Rwandans and foreign residents. The media group was comprised of different media houses, including: Radios (Radio 10, City Radio, Radio Salus, Isango Star and Contact FM), TV (Rwanda Television), Online media (Igihe, Umuseke, Kigali Today, Cool city media, and Print Fast) as well as Print media (The New Times, Imvaho Nshya, East African and Rwanda today, Rwanda Focus, Hope Magazine, Rwanda Dispatch and Reuters).</p>
<p>A completed Market Strategy for NNP (September 2012)</p>	<p>Partially Achieved: In August/September 2012, Travel and Tourism Market Specialist Scott Wayne arrived in country to assist RDB in developing a marketing strategy for Nyungwe. During this time, he conducted interviews with RDB marketing staff, Nyungwe National Park staff, lodge owners and tour operators. Additionally under RDB auspices, Mr. Wayne held a private sector stakeholders’ workshop at RDB to discuss marketing strategies for Nyungwe, and to also get feedback on the opportunities and challenges of increasing visitors to the Park. He also developed an on line survey which was distributed by RDB’s marketing department among stakeholders in order to supplement the workshop discussions. A draft report has been received and is currently under review internally. The report will be shared with RDB, USAID and other stakeholders for review and comments, on completion of the internal review.</p>
<p>Activity 2: Upgrade e-marketing and use of new media to promote NNP</p>	
<p>NNP web pages fully functional on Rwandatourism.com (June 2012) with updates; made and new content added monthly (October 2012);</p>	<p>Achieved: The project website (www.nyungwepark.com) was finally completed during the quarter, becoming “live” in mid-September. The site was promoted among both local and international tour operators, and has been considered by many tour operators, including the Director of Songa Africa Rosette Chantal Rugamba, as “excellent, very impressive and handy to both</p>

BENCHMARK	STATUS
	their clients and staff!"
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. Electronic copies were distributed among tour operators, hoteliers, and other stakeholders. A downloadable PDF version was uploaded on the new project's site. The next issue of the newsletter will be published in November/December 2012.

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 solicited proposals with viable business concepts under the Small Grants 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%	Pending. Due to other priorities for both Nyungwe Nziza and WCS we were not able to disaggregate threats data by targeted cooperative areas. However, discussions with WCS during the quarter suggest that threats are indeed increasing as evidenced by the armed attack on a ranger patrol in Bweyeye by a group of gold miners. We plan to work with WCS during the next quarter to acquire disaggregated data for project sites.
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. Thus, with Banda and Kitabi Women's Handicraft cooperatives becoming operational in Year 2, our cumulative Year 3 target has been achieved. We expect Cyamudongo Cooperative to begin operations in December 2012.
Indicator 7.4.1.3.4 : Number of consolidated ecotourism and related small to medium enterprises (SME) that are fully operational	2	On going. None of the four SGF-supported cooperatives are fully operational as SMEs. However, with the recent concluded implementation of the training in business management and development of business plans for each cooperative in place as a

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
		guiding tool for any viable business, we expect at least 3 of the 4 cooperatives to be fully operational as SMEs by the end of Year 3.
Indicator 7.4.1.3.5: Number of community/private sector partnerships developed and in operation.	2	On going. In September 2012, we released an RFP for accommodation development in Gisovu, Gisakura, Cyamudongo and Kitabi, and received to date seven expressions of interest/requests for bidding documentation. As collaboration/partnerships with local communities are a key requirement of the RFP, we expect to have at least 2 community-private partnerships by the end of Year 3. (NB: Proposals are due on October 31, 2012 and we expect to make awards in November 2012.)
Indicator 7.4.1.3.6: Amount of private sector resources leveraged for community initiatives	\$500K	On going. In addition to the above community –private sector partnerships under the accommodation RFP, we networked with Outlook Expeditions, a UK-based tour operator who is interested in partnering with Kitabi Cultural Village to host groups of students every year, with the first group scheduled to arrive in June 2013.
Indicator 7.4.1.5.2: Increased capacity of targeted community organizations/cooperatives to manage community-based ecotourism initiatives.	10%	On course. From July to September 2012, we implemented the business management training program for all targeted cooperatives. Topics (as recommended in the capacity needs assessment report to targeted cooperatives carried out in March 2012) included community guiding skills, basic communication skills, cooperative management and governance, business plan development, record keeping and financial management, organization and planning, basic business management skills, gender mainstreaming, literacy and numeracy. At the completion of this training program, our Monitoring and Evaluation (M&E) Specialist conducted an assessment of the training program with the aim of evaluating the effectiveness of training at different levels (trainees’

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
		satisfaction, trainers' methodologies and training organization. The results of this assessment will be available next quarter.

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

Achievements

During the quarter, the business management training program was conducted based on the recommendations of the March 2012 training needs assessment. The training program targeted four cooperatives (Banda, Cyamudongo, FON and KHWC). A participation rate of 100% was registered or all training sessions, and a total of 467 members were trained of which 201 participants were men and 266 were women.

Table 9 under the training section of this report provides a breakdown of training sessions by topic and cooperative disaggregated by gender.



Figure 12: Business development training at Nyamasheke conducted by CSD for the four targeted cooperatives

Activity 2: Conduct a community focused tourism value chain analysis

Achievements

In May 2012, DAI's senior 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; Handicrafts -producers and vendors).

Mr. Hansen's report was approved by USAID in September 2012. Mr. Hansen's recommendations call for a set of initiatives involving a new approach to marketing and branding NNP, greatly expanded private sector investment, new infrastructure, an expanded role for cooperatives, and stepped up technical assistance, all of which will require a high level of coordination among stakeholders. Given the current fragmentation among the private sector organizations, and the limited degree of public private dialog, Mr. Hansen recommends a cluster approach to support the inclusive implementation of the report's overall package of recommendations. RDB has already indicated its intention to adopt clusters for its sectoral development initiatives, and Nyungwe Nziza could facilitate the launch of a pilot initiative within the

tourism sector. The project could bring these key players and other stakeholders together, using a common fact base of analysis, to develop a shared vision for the future of Nyungwe along with a mutually agreed action plan with defined roles for all participants. During the next quarter, we will work with USAID to determine the ways and means by which we could support Mr. Hansen's recommendations.

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

Achievements

Alec Hansen's value chain analysis provided us with valuable insight on where to intervene on behalf of the communities around NNP. One of his recommendations is that local production of a variety of quality fruits and vegetables to supply the three hotels around Gisakura and Kitabi would be appreciated by all the hoteliers. Currently, the majority of fruits and vegetables for these establishments comes from Kigali and even Uganda, and in addition to expensive transport charges, there is much loss during transit.

During the course of Mr. Hansen's site visits, we met with six local cooperative/community groups involved in fruit and vegetable growing, including: 1) TWIYUBAKE KITABI (KOTWIKI) Kitabi Sector Nyamagabe District; 2) TERIMERE NYUNGWE (COTENYU) Bushekeri Sector in Nyamasheke District; 3) DUHAGURUKIRE UMURIMO, Ruharambuga Sector, Nyamasheke District; 4) TWISUNGANE COOPERATIVE, Nkomane Sector, Nyamagabe District,; 5) DUHUZE IMBARAGA (DIC) Bushekeri Sector in Nyamasheke District; and 6) TUZAMURANE Bushekeri Sector in Nyamasheke District. We informed these groups that Nyungwe Nziza is interested in working with/supporting local cooperatives in fruit and vegetable growing and provided them with terms of reference to develop and submit proposals³. Between July and August we received a total of six proposals from four sectors in two Districts bordering Nyungwe.

In order to ensure transparency in making awards, a review and selection committee was constituted, involving all stakeholders - including RDB, two Sector agronomist from Kitabi and Bushekeri, hoteliers around Nyugwe and Nyungwe Nziza Project staff - to analyse and select the communities/cooperatives to be supported.



Figure 13: Proposal review and selection committee deliberating at the Nyungwe Nziza office

³ This was a limited competition request for proposals. The competition was limited to community groups with previous experience in fruit and vegetable growing and not open to all communities.

Soft copies of submitted concept papers were electronically sent to committee members for individual review. Thereafter the committee team met as a group in Kigali on September 21, 2012 to compare scores/notes and make the final selection of the winners.

Based on the review committee, the top scoring concept papers are: 1) TERIMBERE NYUNGWE (average score 69.5/100); 2) DUHUZEIMBARAGA (average score 65.5/100); and 3) TWIYUBAKE (average score 57.9/100).

The next step in the selection process will be to conduct site visits in October to each of the highest scoring proposals, verify the situation on the ground and begin the negotiation process with the selected cooperatives for eventual grant awards. In the next quarter we will work with these groups to strengthen their proposals and seek approval from USAID for funding and provide technical assistance for implementation.

Activity 4: Launching 4 CBET activities in Nyungwe

Achievements

During the quarter we laid the ground work 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 - did not take place as RDB has not been able to commit to any specific dates. As the launch of the CBET products has been a moving target for us over the past few months, we have decided to drop the official launching of all the four impact Nyungwe Contest winners due to RDB's lack of availability to support the process. In sum, we believed that project resources can better be used to continuously support and strengthen cooperative capacity to access potential markets and linking them with private sector partners.

COOPERATIVE UPDATES

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

Since FON/KCV's opening in April 2012, the cultural village has promoted community-based tourism involving local communities in the preservation of Rwanda's culture and heritage. Additionally, the project is helping in the socio-economic transformation of the lives of its members by generating income through its various tourism products (Rwandan traditional songs and dances, a replica of life at the king's palace in ancient Rwanda, traditional huts, campsite with tents, a small wooden canteen and a bungalow serve as infrastructure on hand to entertain and accommodate visitors, community walk where visitors will participate in millet grinding, and traditional banana brewing). In addition to these attractions, FON/KCV also hosts local wedding receptions and other parties from the nearby villages.

As a means of strengthening product offerings, Nyungwe Nziza arranged for the KCV dance group to be trained by a traditional dance specialist who is also a team leader at the Nyanza palace traditional ballet.

The group was trained in different professional traditional dance skills, styles, songs and how to perform in front of an audience.

Local Journalists Nyungwe Familiarization trip:

As part of the joint RDB – Nyungwe Nziza local journalist familiarization trip to kick off RDB’s Domestic Tourism Campaign, on September 27, 2012, 25 journalists from different local media houses visited FON/KCV and to date at least one article has been published (the New Times) about Kitabi Cultural Village which promotes the Village and its attractions to Rwandans and foreign residents. This article and other expected articles should help increase awareness of products offered at the village and increase the number of visitors.



Figure 14: Local journalists interviewing Mr. Jean Baptist Bazambanza, Kitabi Cultural Village Coordinator

KCV/FON partnerships and promotion

During the quarter, we facilitated a partnership between FON/KCV and Outlook Expeditions, a UK-based tour operator. Outlook Expeditions has agreed to send groups of clients (mainly students) to stay at FON/KCV for one week each year beginning in June 2013. Additionally, the KCV promotional brochure was distributed in hard and soft copies to local tour operators and uploaded on the project website.

Signage

During the quarter we delivered and installed the KCV road signage with the village’s attraction description and directions to travelers.

Revenue generation

Revenue generated by FON/KCV during the quarter is presented in the tables below.

Table 2: Income from the bar, restaurant and camping

MONTH	KCV COUNTER (RWF)
July 2012	588,300
August 2012	490,000
September 2012	807,000
Total	1,885,300

Table 3: KCV income from the cultural village

MONTH	NUMBER OF VISITORS			TOTAL AMOUNT PAID (RWF)
	MALE	FEMALE	TOTAL	
July 2012	4	18	22	60,000
August 2012	2	4	6	37,000
September 2012	3	3	6	3,000
Total	9	25	34	100,000

Thus, during the quarter, FON/KCV generated a gross income of RWF 1,985,300 through cultural tourism, restaurant, camping and bar operations and training sessions hosted at the site, which included meals, accommodation and soft drinks.

KITABI HANDICRAFT WOMEN’S COOPERATIVE (KHWIC)

During the quarter, we continued to support and strength the KHWIC by ensuring they become sustainable and self-reliant in terms of offering a range of handicraft products. To this end, we arranged to have the women trained in how to make/produce recycled paper jewelry such as necklaces, earrings and bracelets rather than relying on outsourcing these products as they had done previously.

Nyungwe Nziza identified a professional artisan specializing in recycled paper jewelry and accessories to train the KHWIC in paper jewelry product development and production. Representatives from the group came to Kigali and participated in the process of raw-material procurement as a way of mentoring and orientation and showing them various outlets in Kigali where raw materials could be



Figure 15: KHWIC - recycled paper jewelry training



Figure 16: Some of recycled paper jewelry made by the KHWIC

procured. We believe by developing additional handicraft products for the Women’s Cooperative enable the group increase sales and the cooperative earning will increase since they will be able to sell a wide range of products at the same time give purchase options for customers.

The training was conducted for seven days on site and 10 women benefited including one woman from Cyamudongo who was trained as a trainer enable her to transfer the skills to others.

Additionally, during the quarter we procured and distributed a variety of Nyungwe branded T-shirts and hats/caps to all the cooperatives to sell as in order to diversify the products available to tourists. The T-shirts and hats are now available at KHWC Kiosk, FON/KCV site, Banda and the Uwinka visitor Center and will be distributed to Cyamudongo once their kiosk opens. Once the initial stock of these items has been depleted, cooperatives are expected to replenish items using their own resources.

Finally, the last three sweater knitting machines were procured and handed over to the women's cooperative along with three wooden tables and chairs. The additional machines will enable the women's group to produce sufficient quantity to cover bulk orders from schools and other institutions.

Table 4 below shows gross income generated by KHWC for the quarter.

Table 4: KHWC diversified product sales from July 1st through September 30th, 2012

PRODUCT	SALES			TOTAL
	JULY	AUGUST	SEPTEMBER	
Sweaters	53,000	50,000	48,000	151,000
Primus	25,200	27,700	12,600	65,500
Fanta/Soft drinks	21,600	12,600	11,400	45,600
Donuts/Snack	12,000	8,000	7,600	27,600
Handicrafts	10,000	7,000	7,000	24,000
T-shirts	-	-	8,000	8,000
Shopping baskets	13,000	7,000	3,000	23,000
Other	2,265	3,040	4,800	10,105
Hats	-	-	5,000	5,000
Total	137,065	115,340	107,400	359,805

The profit generated during the quarter enabled the cooperative to buy a plot of land close to their kiosk which will be used to construct a public toilet targeting travelers along Nyungwe –Kamembe highway. As seen in the table above, sweaters are the most sold item with refreshment ranking second. Hence the addition of public pay toilets will not only increase revenue for the cooperative, but should also significantly increase the sale of sweaters, soft drinks and snacks.

PNPT BANDA

During the quarter, we provided Banda with one additional tent, re-published the second batch of 500 copies of the Banda brochure for promotional purposes.

Gross revenue generated by the PNPT Banda Cooperative for the quarter is presented in the tables below.

Table 5: PNPT Banda gross income from Banda sales counter and Uwinka canteen

INCOME (SOURCE)	JULY 2012 (RWF)	AUGUST 2012 (RWF)	SEPTEMBER 2012 RWF	TOTAL (RWF)
Banda sales counter	190,400	185,000	200,550	575,950
Uwinka canteen	120,000	115,000	122,000	357,000
PNPT Site counter	29,975	32,000	26,300	88,275
Trainings on site	0	345,000	575,000	920,000
Total	340,375	677,000	923,850	1,941,225

Table 6: PNPT Banda gross income from community tourism

MONTH	NUMBER OF VISITORS			PAID AMOUNT (RWF)
	MALE	FEMALE	TOTAL	
July 2012	4	1	5	187,000
August 2012	3	6	9	84,150
September 2012	2	0	2	36,650
Total	9	7	16	307,800

In summary, PNPT-Banda sales for the Banda trading center counter, Uwinka canteen and the community site tourism activities generated a total gross income of RWF 2,249,025 during the quarter.

CYAMUDONGO TOURISM PROMOTION COOPERATIVE (CTPC)

Brochure

During the quarter, we developed the brochure for Cyamudongo as a marketing tool to be available for potential tourists or visitors by the time the Kiosk opens. We identified a local firm to do the design and publication and printing is now underway. The brochure will be available for distribution early next quarter at which time it will also be uploaded on the project website.

Signage

We completed the CTPC signage content development and prototype and invited three companies to send their proposals to design and fabricate the signage. The best proposal was selected and the signage should be completed and ready for placement at different locations for promotion and direction by the end of October.

Kiosk construction

The cooperative's kiosk/handicraft sales point and toilet are in the final stages of construction and we expect construction of the kitchen and "bungalow" to shelter clients during their refreshment stopovers to be completed by December 2012.



Figure 17: The newly constructed kiosk at Cyamudongo

Table 7: Cyamudongo gross income, July 1 through September 30, 2012

PRODUCTS	GROSS INCOME (RWF)			TOTAL
	JULY	AUGUST	SEPTEMBER	
Traditional dancing	50,000	0	0	50,000
Weaving	0	20,000	0	20,000
Provision of training meals/Lunches on site	0	0	920,000	920,000
Total	50,000	20,000	920,000	990,000

Activity 5: Provide incremental funding for Impact Nyungwe Contest CBETs

Achievements

During the quarter, after reviewing the FON/KCV 2011-2012 grant agreement, we confirmed that all proposed activities had been completed and nearly all grant funds had been disbursed. Given our approach of providing incremental funding to grantees to ensure better control and management on both sides, Friends of Nyungwe/KCV submitted a draft proposal for incremental funding for additional site infrastructure and other additions to provide better services to clients. The proposal is currently under review and will be submitted to USAID for review and approval early next quarter.

The remaining three CBETs (Banda, KHWC and CTPC) grant agreements were given no cost extensions to enable them to complete planned activities by the end of December 2012. In January 2013, we will sit down with these cooperatives to review and identify additional areas requiring support and provide incremental funding as required to ensure that their initial project goals and objectives are realized.

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

Achievements

During the quarter, Akazi Kanoze launched its 6th Request for Application (RFA) with focus on economic opportunities existing around Nyungwe National Park. About 13 organizations developed proposals and were shortlisted for project support, including the Nyungwe Top View Hill Hotel (with technical support from Nyungwe Nziza). The Nyungwe Top View Hill Hotel proposal wishes to equip 100 youth with skills and knowledge to tap opportunities in and around the Park including hotels, restaurant services, cultural services, handicrafts/artisans, community based activities and other hospitality-related opportunities. In addition to technical skills, the Hotel will train youth in Akazi Kanoze work readiness and entrepreneurship.

Akazi Kanoze visited the Hotel to assess opportunities and ensure institutional capacity. Currently, Akazi Kanoze is working with the Hotel management to develop the scope of work and budget for eventual sub-grant approval, with implementation tentatively scheduled to begin in November/December 2012.

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: Based on the capacity needs assessment conducted during Year 2, and following the competitive selection (April 2012) of the Center for Skills Development (CSD) to conduct business services training for targeted cooperatives, CSD was contracted in May 2012 to design and implement training and post-training programs for the four targeted impact Nyungwe contest winners. This training was conducted from July through September 2012, with the overall objective of increasing the management, financial and business skills of the cooperatives' members. A draft training report has been received from CSD and is currently under internal review.
Training plan/curriculum developed and approved by Nyungwe Nziza project (April -May 2012)	Achieved: Following the contract signing with CSD in May, 2012, training plans, curricula and training methodology were developed and reviewed and approved by Nyungwe Nziza, and were used during the

BENCHMARK	STATUS
	course of the July-September training implementation.
Training reports for each phase (July 2012 - June 2013)	Achieved. CSD provided a draft report on the first phase of training at the end of the quarter. The report is currently under internal review. Other reports will be generated throughout the course of the year as we initiate the other phases of training implementation.
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)	Achieved. In May 2012, DAL's senior 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; Handicrafts -producers and vendors). Mr. Hansen's report was approved by USAID in September 2012. Mr. Hansen's recommendations call for a set of initiatives involving a new approach to marketing and branding NNP, greatly expanded private sector investment, new infrastructure, an expanded role for cooperatives, and stepped up technical assistance, all of which will require a high level of coordination among stakeholders. Given the current fragmentation among the private sector organizations, and the limited degree of public private dialog, Mr. Hansen recommends a cluster approach to support the inclusive implementation of the report's overall package of recommendations.
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 received six concept papers from community groups involved in fruit and vegetable farming in Nyamasheke and Nyamagabe Districts. Concept papers were reviewed by a committee composed of RDB, District and Nyungwe Nziza staff and three cooperatives were short-listed. In October 2012, the review team will conduct site visits to assess the situation on the ground and make a final selection. We expect to have grant agreements drafted for USAID approval for up to two cooperatives by November 2012.
Activity 4: Launching 4 CBET activities in Nyungwe	
4 CBET programs launched by March 31, 2013	Dropped: During the quarter we laid the ground work 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 -

BENCHMARK	STATUS
	<p>did not take place as RDB was not able to commit to any specific dates. As the launch of the CBET products has been a moving target for us over the past few months, we have decided to drop this benchmark and use resources earmarked for the launch to provide more support for the cooperative in terms of marketing, developing private sector linkages and product development.</p>
<p>Activity 5: Provide incremental funding for Impact Nyungwe Contest CBETs</p>	
<p>Grants amended and approved as required (August 2012)</p>	<p>On course. During the quarter, after reviewing the FON/KCV 2011-2012 grant agreement, we confirmed that all proposed activities had been completed and nearly all grant funds had been disbursed. Given our approach of providing incremental funding to grantees to ensure better control and management on both sides, Friends of Nyungwe/KCV submitted a draft proposal for incremental funding for additional site infrastructure and other additions to provide better services to clients. The proposal is currently under review and will be submitted to USAID for review and approval early next quarter. The remaining three CBETs (Banda, KHWC and CTPC) grant agreements were given no cost extensions to enable them to complete planned activities by the end of December 2012.</p>
<p>Activity 6: Finalize modalities for collaboration with the Akazi Kanoze project</p>	
<p>On course:</p>	<p>On course: During the quarter Akazi Kanoze, launched its 6th RFA with focus on economic opportunities existing around Nyungwe National Park. About 13 organizations were shortlisted and developed proposals including Nyungwe Top View Hill Hotel. The proposal – expected to be approved in November/December 2012, will equip 100 youth with skills and knowledge to tap ecotourism and related opportunities in and around the Park. Once the Hotel's sub-grant is awarded, we will formalize modalities with Akazi Kanoze on how to share cost the implementation of the youth vocational training around Nyungwe.</p>

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%	Unclear. 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 survey in the coming months. During the last quarter, NNP's Tourism Warden informed us that there have been several complaints about the Uwinka campground, including its high prices, lack of maintenance and lack of services. During this quarter the USNPS's Nicholas Huck – who spent nearly two month at that Park and lived at the Gisakura Guest House for that time – reported that many tourist he encountered during the course of his work and at Gisakura complained of the high price for various products as well as the state of the Uwinka campground. Clearly it's time to conduct another visitor satisfaction survey and we will assist the Tourism Warden in designing and implementing the survey during the next quarter.
Indicator 7.4.1.4.2: Positive policy environment for investment in tourism development in and around NNP	10%	On Course. This indicator is defined as the percent increase in private investment dollars in the development of tourism products in and around NNP. Given delays in approving the National Concessions Policy, we released a Request for Proposals under our Public Private Partnership Fund for accommodation development outside Nyungwe National Park targeting the geographical areas of Kitabi, Gisakura, Gisovu and Cyamudongo. To date 15 local investors have inquired about the RFP, so we hope to receive a good number of proposals by the stated deadline of October 31, 2012. Final review and selection of proposals will be conducted in the next quarter. As a result, we

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
		should be able to meet this target by the end of Year 3.

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

Achievements

The status of the recommendations stemming from the pricing study remains unclear. In July 2012 we were informed by NNP's Tourism Warden that the pricing recommendations were currently under review by RDB's Pricing Committee. Since that time we have not received any updates on the status of the pricing review, in spite of several requests the latest one via an email to RDB's Head of Division, Product Development and Planning on October 1, 2012.

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

Achievements

As with the pricing study recommendation, the actual approval status of the National Concessions Policy remains unclear. In July 2012 we were informed by RDB that the Policy had gone to the Prime Minister's Office, and that the Office had a number of minor questions /issues that needed to be addressed. Since that time we have not received any updates on the status of the Policy in spite of several requests the latest one via an email to RDB's Head of Division, Product Development and Planning on October 1, 2012.

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

Achievements

Based on the Scope of Work finalized during the last quarter, we drafted a Request for Proposals for the assessment which is currently being reviewed by the Tourism Chamber, the Rwanda Tours and Travel Association (RTTA) and other stakeholders. We also held additional interviews with international and regional firms with offices in Kigali including Price Waterhouse Coopers, Ernst and Young, KPMG International and GPO Partners Ltd (a Deloitte Touche subsidiary) to review the scope of work and discuss capacity. All the firms confirmed that they had the capacity and experience to conduct the assessment, but again reiterated that they would have to bring in expertise from their offices in Kenya and Uganda.

In October 2012, we expect to finalize the RFP and either do a limited competition with the above firms or a full and open competition for international/regional companies in the East/Central Africa Region. It is very clear that the assessment needs to be done by a company with international “brand” recognition in order for it to carry any weight with RDB. We are currently seeking guidance from DAI/Bethesda on the competition issue and expect, with USAID approval, to release the RFP by later October 2012, with the study to be completed by the end of January 2013.

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	Possibly delayed. Although we hope to have at least one proposal by the end of March 2013, the realities on the ground did not enable our consultant Keith Dokho to get to that point during his Phase II work. This is due primarily to the fact that the targeted tour operators were not able to prepare business plans prior to Mr. Dokho's arrival in country. Nevertheless, once the business plans are complete, the investment proposal process is seamless, as the companies have already received the training and materials required for proposal development. However, this may require some considerable follow up on our part to ensure that the target for this indicator is met.
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. NNP's Tourism Warden conducted a one day training course on the limits of acceptable change (LAC) approach for selected NNP staff on August 28, 2012. The objective of the training was to improve skills to monitor the environmental impact of tourism in NNP, and be able to implement a monitoring program in appropriate manner. 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 LAC approach.
Indicator 7.4.1.5.4: Increased capacity of RDB to use GIS as a park planning and management tool (March 2013)	3	Dropped. Although we have prepared composite orthophoto maps for RDB use, and have developed a Google Earth KML which enables users to take a virtual tour of the Park and the project, there appears to be no interest on behalf of RDB to acquire the GIS skills required to produce such products. Thus we have decided to drop this indicator.
Indicator 7.4.1.5.5: Number of guide certification or other "official recognition" guide training	-	On course. Although there are no targets for this indicator for Year 3, we expect to have at least one certification program in interpretation

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
programs in place and functioning		(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/Tourism and Conservation (T&C) assigned their Senior Promotion Officer to work directly with Scott Wayne in developing a strategy and plan to help market and promote Nyungwe National Park. We were also pleased to work directly with RDB/T&C's Market Access Officer in organizing and conducting the local media fam trip to Nyungwe. Additional planned hands on market analysis training for RDB staff include: 1) working with a financial analyst to conduct a market study and financial analysis for selected accommodation concession sites in the Park (subject to approval of the National Concessions Policy; and 2) working with 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

Although Nyungwe Nziza's role in supporting this activity ended last quarter, it should be noted that NNP's Tourism Warden conducted a one day training course on the limits of acceptable change (LAC) approach for selected NNP staff on August 28, 2012. The objective of the training was to improve skills to monitor the environmental impact of tourism in NNP, and be able to implement a monitoring program in appropriate manner.

RDB/NNP brought together both staff who had participated in Lane Krahl's LAC training sessions and those who did not participate in previous sessions. Those who participated in previous sessions were able to improve their knowledge and skills while helping their colleagues understand the LAC approach and understand LAC concepts and the contents of the training manual. A total of 22 participants attended the training sessions including WCS staff (3), RDB staff (12), and trail maintenance community representatives (6). RDB staff included tourism guides and primate trackers. Nyungwe Nziza's Field Coordinator also participated.

A major outcome of the training was a way forward and action plan to begin monitoring the impact on 7 management zones as presented in the table below.

Table 8: Action plan for LAC implementation

ACTIVITY	INDICATOR	QUANTITY	TIMELINE	RESPONSIBLE PERSON
Felix to train Daniel on database management	Training report	1	15 October 2012	Felix Mulindahabi (WCS) and Ildephonse Kambogo (NNP)
Distribution of monitoring forms to guides and tourists	Number of monitoring forms and materials distributed	8	25 October 2012	Ildephonse Kambogo
Monitoring activities	Number of zones monitored	7	1st- 30th November 2012	Daniel Niyonsaba (WCS), Ildephonse Kambogo and Felix Mulindahabi
Data entry, data analysis and monitoring report	LAC Report	1	15 December 2012	As above.

Source: RDB

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

Achievements

Our team of interpretation specialists, Tim Merriman and Lisa Brochu previously with the National Interpretation Association will be in Rwanda/NNP from October 2 through October 18, 2012 to: 1) undertake an assessment of NNP guide and other “public” RDB staff interpretive training needs; and 2) prepare a detailed training plan including recommendations on the most appropriate interpretive certification and training programs for use at Nyungwe. Specific tasks for the team will include inter alia:

- Evaluating existing guiding approaches and personnel skill levels at Nyungwe;
- Evaluating 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 to 4 hours of sample interpretive training for up to 12 individuals (focus group);
- Facilitating discussion with the focus group about usefulness of sample training;
- Developing an interpretive training plan/program for NNP including the most appropriate options for implementation of guide training; and
- Providing general observations and recommendations to improve overall guest experience based on visitor experience design principles.

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

Achievements

During Phase II of this pilot project and with the assistance of DAI's Tourism Specialist Keith Dokho, we compiled the feedback from the potential investors and designed a one-on-one investment training program for each of the SMEs, with the objective of:

- Facilitating access to private investment funds for a business improvement or venture that will improve the environmental and/or social well-being of a community surrounding Nyungwe National Park; and
- Increase the efficiency of local businesses financial and management systems.

A summary of Phase II activities is presented in Appendix A.

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

Achievements

During the last 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.

In this context, during the quarter RDB/T&C assigned their Senior Promotion Officer to work directly with Scott Wayne in developing a strategy and plan to help market and promote Nyungwe National Park. We were also pleased to work directly with RDB/T&C's Market Access Officer in organizing and conducting the local media fam trip to Nyungwe. Additional planned hands on market analysis training for RDB staff include: 1) working with a financial analyst to conduct a market study and financial analysis for selected accommodation concession sites in the Park (subject to approval of the National Concessions Policy; and 2) working with 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.
Activity 2: Strengthen NNP and private sector guide and staff interpretation skills	
Training plan developed (August 2012)	Delayed at the request of RDB. Although originally planned for July/August 2012, at the request of RDB we delayed the training needs assessment and development of the training plan until October 2012. Our team of interpretation specialists, Tim Merriman and Lisa Brochu previously with the National Association for Interpretation will be in Rwanda/NNP from October 2 through October 18, 2012 to: 1) undertake an assessment of NNP guide and other “public” RDB 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.

BENCHMARK	STATUS
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 beginning in December 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)	Achieved. In July 2012, Phases II of the pilot impact investment program was completed specifically the Investment Readiness Audit/Training where training on impact investment and IRIS taxonomy audit was conducted for 4 tour operators and 3 accommodations that operate in and around NNP.
At least one proposal submitted to an impact investment entity by a Rwandan SME (March 2013).	Possibly delayed. As noted above, although we hope to have at least one proposal by the end of March 2013, the fact that the targeted tour/accommodation operators were not able to prepare business plans prior to Mr. Dokho's arrival. Once the business plans are complete, the investment proposal process is seamless, and the operators have already received the training and materials required for proposal development. However, this may require some considerable follow up on our part to ensure the development and submission of at least one proposal.
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, during the last quarter, 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 included:

- 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); and
- Ensuring that trail renovation works on the Canopy Walk and Waterfall Trails complied with their respective ERFs.

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.

During the next quarter, we will prepare ERFs for:

- The Karamba Trail (improved cross drainage and the construction of a small shelter on a degraded site at the base of the ascent to the view point);
- The Kitabi rest stop. Early during the next quarter, we will conduct an assessment of the site to determine drain field requirements (depth, dimensions, and soils suitability) and develop a site plan including building/toilet design. The ERF will incorporate findings of this assessment.
- Fruit and vegetable growing cooperative proposals selected to be supported under the Small Grants Fund.
- Accommodation proposals selected for support under the PPPF.

Progress towards benchmarks

BENCHMARK	STATUS
ERFs completed for all trail upgrade and new trail initiatives activities by (June 2012)	Delayed. Rehabilitation of the Waterfall and Canopy Walk Trails 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. Similarly, major engineering works were required on the Canopy Walk Trail (on the steep descent from Uwinka) to prevent additional landslides and further environmental degradation from trail re-routing. During the next quarter, we will prepare an ERF for the Karamba Trail. As noted above, we will not be conducting any trail upgrade work for the Congo Nile Divide Trail, as plans to make a portion of the trail into a day trip were not possible due to the distances required to make use of old road beds.
ERR completed for proposed Uwasenkoko Birding Site (June 2012)	Delayed. Although the concept paper was given to RDB for review and comment during the last quarter, we have not received any feedback on the paper from RDB to date.
ERF completed for Gisovu campsite and Busoro/Gisakura cable line (August 2012)	Delayed. Assessments for the Gisovu campsite should be completed by November/December 2012. Assessments for any eventual cable line are contingent upon RDB issuing a request for proposals for development of a cable line.

INTEGRATING WOMEN INTO NYUNGWE NZIZA ACTIVITIES

Achievements

During the quarter and as an integral part of our business management training, gender mainstreaming training was conducted by our subcontractor the Center for Skills Development, targeting 150 members of the three cooperatives (Banda, Cyamudongo and Friends of Nyungwe). Fifty members were selected from each cooperative and the training was conducted for 5 days at each Cooperative’s premises. The training objectives were to:

- Raise self-awareness and confidence of women;

- Enhance women’s effective communication in public speaking and participation in community leadership;
- Promote inclusion of women in cooperatives’ businesses and understanding of male members about the benefits of encouraging their spouses or other women in cooperative membership and community leadership;
- Help members to understand why income sharing between women and men at the household improves overall household livelihoods; and
- Help members to understand why men should urge women in general and their spouses in particular to participate in trainings and other cooperative/community activities.

During the training, group discussions were encouraged/facilitated especially the exchange of views/ideas between men and women on various current issues, including property rights, education, health (HIV/AIDS), employment, land, etc. Additionally, the training emphasized gender representation in all target cooperatives decision making, and assisted participants to develop gender monitoring tools (e.g., tracking women’s participation in all cooperative activities and documenting this participation in Cooperative quarterly and annual reports. Finally, the training focused on ways and means by which cooperatives could increase the number of women committee leaders.

TRAINING CONDUCTED

Achievements

During the quarter, we trained 467 people (201 men and 266 women) from four targeted cooperatives (Impact Nyungwe Contest winners - Cyamudongo Conservation and Tourism Promotion Cooperative, PNTF Cooperative, Kitabi Women’s Handicraft Cooperative and Friends of Nyungwe Cooperative) in order to strengthen their business capabilities with the aim of empowering and building the capacity of the Cooperatives to derive sustainable and equitable benefits from CBET and related activities.

Table 9: Summary of training conducted during the quarter

TRAINING THEME	TARGETED COOPERATIVE	PARTICIPANTS		TOTAL
		MEN	WOMEN	
Community Guiding Skills/Lecture	From all cooperatives	6	0	6
Basic Communication Skills-English	From all cooperatives	5	6	11
Cooperative Mgt & Governance	Friends of Nyungwe	35	15	50
	Kitabi Women Cooperatives	2	33	35
	Banda Cooperative	22	28	50
	Cyamudongo Cooperative	11	39	50
Business Planning	From all cooperatives	11	9	20
Record Keeping & Financial Mgt	From all cooperatives	11	9	20

TRAINING THEME	TARGETED COOPERATIVE	PARTICIPANTS		TOTAL
		MEN	WOMEN	
Planning	From all cooperatives	10	10	20
Basic Business Management Skills	From all cooperatives	13	7	20
Gender mainstreaming	Cyamudongo Cooperative	16	34	50
	Banda Cooperative	19	31	50
	Friends of Nyungwe	31	19	50
Literacy & Numeracy Skills	From all cooperatives	9	15	24
Recycled paper jewelry making	Kitabi Women's Handicraft	0	11	11
TOTAL		201	266	467
%		43%	57%	100%

A summary of training uploaded on TraiNet for the quarter is provided in Appendix B.

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. Copies of all training have been uploaded on TraiNet.

PERFORMANCE MANAGEMENT PLAN

Achievements

Internal benchmark and indicator tracking system

During the quarter, we continued to update our robust comprehensive data base in our Technical and Administrative Management Information System (TAMIS) to better track progress towards benchmarks and targets and better addressing implementation of project.

Training in advanced Microsoft Excel 2007

During the quarter, our M&E Specialist participated in Advanced Microsoft Excel training from August 6-9, 2012 in Musanze (Northern Province), organized by MEMS (Monitoring and Evaluation Management Services). The choice of this training was based on an informed understanding of USAID partner's needs and the fact that this is commonly used application in data management and analysis. The training was organized as a follow on training to the basic M&E training for the Economic Growth and organized by MEMS December 12-16, 2011 where participants expressed need for additional skills in data management and analysis as it relates to supporting project monitoring and evaluation work, specifically data storage, analysis and presentation.

Google Earth application

During the quarter, we worked with DAI's Home Office GIS Specialist and our Web Designer to upload the Google Earth KML application for the Project/Park on the project website. The KML is now operational on the website and enables visitors to take a virtual tour of Nyungwe's attractions learning about some of the work that USAID is doing there under the Nyungwe Nziza Project

Capacity building training assessment

For the past six months, we have supported a number training sessions to strengthen the business capabilities of 456 cooperative members and leaders of four selected cooperatives: Friends of Nyungwe Cooperative, Kitabi Women Handcraft Cooperative, Banda Pillar of Nature and Tourism Promotion Cooperative and Cyamudongo Community Tourism Promotion Cooperative. The trainings have respectively covered the areas of community Guiding Skills, Basic communication skills in English, Business Planning, Records Keeping and Financial Management, Effective Planning, Basic Business Management skills, Gender Mainstreaming and Literacy & Numeracy skills.

At the completion of this training program, our M&E Specialist conducted an assessment of the training program with the aim of evaluating the effectiveness of training at different levels (trainees' satisfaction, trainers' methodologies and training organization). The assessment focused on three levels:

- i) Tracking attendance of trainees during the training;
- ii) Formative assessment of the courses (curriculum or topics content and methodology delivered)
- iii) Satisfaction and opinion of trainees; and

iv) Knowledge/skills acquisition and understanding of trainees.

Data from the assessment is currently being analyzed and a final report will be produced by the end of September 2012.

Partners meetings

During the quarter, our M&E Specialist participated in half-day Economic Growth partners orientation meeting (20th September 2012) organized by MEMS in preparation for annual reporting for USAID's FY 2012 Performance Plan and Reporting (PPR) exercise. The meeting focused on reviewing partners' targets, reporting guidelines, and the actual reporting process and times line for downloading data into the MEMS Partner Reporting and Performance Management System (PRPMS).

The M&E Specialist also participated also in half day TraiNet demonstration/orientation session to show Implementing Partners how data are entered in USAID's TraiNet system. The workshop session was organized by USAID/Rwanda on August 9th 2012.

TraiNet reporting system

During the quarter, we uploaded all training done during the quarter (July to September 2012) in the USAID TraiNet system.

GPS tracking, GIS and mapping

In an effort to support RDB's efforts to make Gisovu a tourism destination ("tea for excellence," chimp trekking and the Source of the Nile), during the quarter we prepared a composite orthophoto map of the entire Gisovu area, and GPS'ed all attractions (the Source of the Nile and other trails, the Gisovu Tea Factory's proposed accommodation site, and the location of some of "better" abandoned buildings in Gisovu). As the site becomes developed, we expect to turn this data into a "Destination Map" for Gisovu to be used as a marketing tool. Additionally, the GPS data for the Source of the Nile trail will be used to develop signage for the trail.

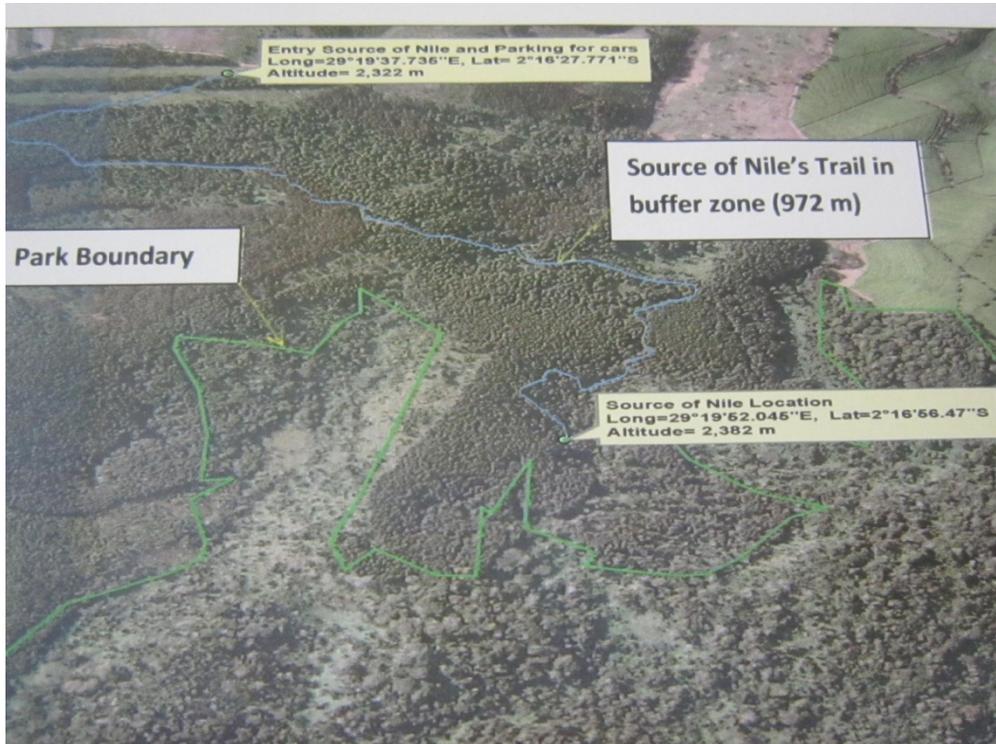


Figure 18: The Source of the Nile Trail (in blue)

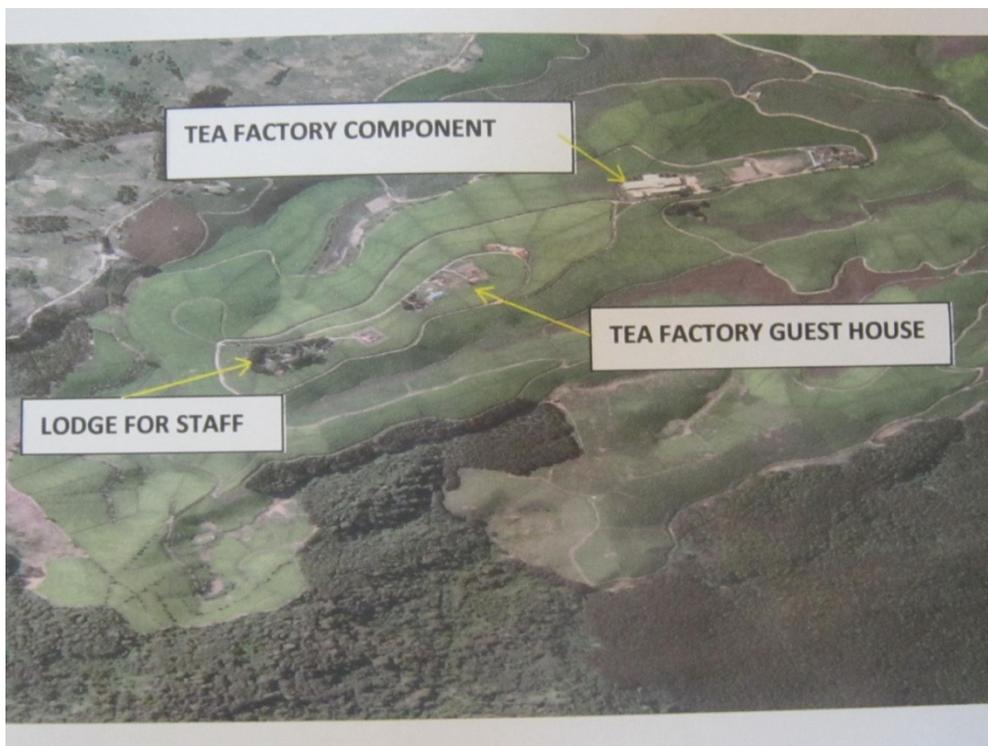


Figure 19: The Gisovu tea estate layout

Progress towards benchmarks (deliverable)

BENCHMARK	STATUS
Annual Performance Report submitted to USAID by April 22, 2012	Completed: The Second Annual Report drafted and submitted
Ninth quarterly Report (April-June 2012) Submitted to USAID and Approved by July 2012	Completed: The Ninth quarterly submitted and approved
GIS component added to the internal benchmark and indicator tracking system (June 30, 2012);	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 Assessment (September -December 2012).	Completed: Assessment conducted into cooperative members received training during this quarter (July-September 2012) in term of producing the training assessment report. September 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:

- **Staff capacity building:** The Home Office back stop, Allison Herren, provided administrative support to the team while the COP was on leave. Her visit overlapped with the start date of the newly recruited Operations and Grants Manager (OGM). This enabled Ms. Herren to orient the OGM in the project and provide grant management training that was needed at the time. Ms. Herren and the OGM carried out a needs assessment of the administrative team and areas of weakness were identified and addressed as follows:
 - *Procurement compliance and documentation:* The Administrative and Finance Assistant and Procurement Assistant were given basic training in procurement compliance and documentation needed for each threshold. They are currently able to draft justification memos and put together competitive bid matrices. The Accountant further enforces this by double checking the required support documentations before she makes a payment.
 - *TAMIS review and update:* The project's information system was reviewed, the Administrative and Finance Assistant and the Logistics Assistant, under the guidance of the OGM are using the system more than they used to. The update process is still ongoing.
 - *Project filing system:* This has been improved as audit recommendations are put in place. There is also ownership of files giving individuals responsibility of file content and update.
- **Improved administrative support to Kitabi field office:** In an effort to enable the field coordinators fully use their time for activity follow up, the administrative team now procures frequently used supplies such as fuel coupons and office stationary from Kigali, then sends them to the field office. This has created a centralized procurement team and process for the project. Support will continue as the administrative team addresses more challenges faced by the field coordinators.
- **Project inventory update:** A project inventory audit was done. All inventory was recorded and the project database was updated. Our FY 2012 inventory was submitted to USAID on September 17, 2012.

Grants Administration and Management

Achievements

During the TAMIS review and update noted above, the grants module menu was revised to a more applicable one and each grant was updated. Hard copy grant files were opened for each grant and the content reconciled with TAMIS.

The following grants were modified as follows:

GRANT	TYPE OF MODIFICATION	COMMENTS
G-Kig-003: Pillar of Nature and Tourism promotion Cooperative	No cost extension to Dec 31 2012	Completed
G-Kig-004: Cyamudongo Tourism Cooperation	No cost extension to May 31 2013	Completed
G-Kig-005: Kitabi Handcraft Women's Cooperative	No cost extension to Dec 31 2012	Completed
G-Kig-006: Friends of Nyungwe Cooperative	Cost extension proposed	Budget work in process

The Friends of Nyungwe cooperative cost extension will provide for staff uniforms, ornaments/equipment for the King's palace, a store to keep items/equipment clean and safe, a refrigerator, "front desk" equipment, additional signage, and pallets and mattresses for the campsite. RDB has agreed to cover on a cost sharing basis with FON, the cost of electricity and water installation.

Progress towards benchmarks

BENCHMARK	STATUS
Existing grants amended by September 30, 2012	Completed. 3 out of the 4 grants have been extended, 1 is in process.
At least one PPPF and one new SGF award made by August 31, 2012	Delayed. Based on solicitations released during the quarter, we expect to issue at least one new SGF grant for fruit and vegetable growing, and at least one PPPF grant for accommodation development outside the Park during the next quarter.

CHAPTER III: USE OF FUNDS DURING THE QUARTER

The table below shows project incurred costs through August 31, 2012 and projected costs through September 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; b) 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)
Ninth Quarterly Report April – June 2012	July 12, 2012
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.

APPENDIX A: SUMMARY OF PHASE II IMPACT INVESTMENT ACTIVITIES

Methodology

Phase II focused on supporting the progression of selected companies along an accelerated capacity-building program to attract impact investment to support new business plan implementation. This was done by building their impact investment awareness and incorporating relevant financial, social and environmental impact goals into their business model.

The Pilot Impact Investment Program for Nyungwe National Park (PIIP) worked with the selected Small Growing Ecotourism Businesses (SGEB) to document their profitability and environmental and social impacts, and trained them in investment marketing to attract financing to scale their business or expand into other tourism-related services in and around Nyungwe National Park.

Accomplishments

1. Increased understanding of impact investment
2. Completion of the Impact Reporting & Investment Standards (IRIS) Taxonomy audit
3. Creation or enhancement of business plan

Pre-Workshop

PIIP worked with numerous impact investors such as Rockefeller Foundation, Acumen Fund, and Gray Ghost Ventures to determine which the most important business attributes were for investors. It also met with representatives from GIIN to determine which indicators were the most useful from their newly released 2.2 IRIS Taxonomy.

The results from the meetings with the investors and the Global Impact Investing Network (GIIN) were used to create the training program and IRIS adaptation for SGEBs in Rwanda to make it relevant and market-driven. PIIP engaged the SGEBs at several touch points throughout the program. The first was prior to coming out for the training and audit. Businesses were involved early on to determine the proper timing for the in-country meetings. The main point of this participation was to collect valuable data that would take time for the businesses to obtain and to get the SGEBs thinking about their core operations and business planning.

Workshop

SGEBs met with the PIIP consultant individually for an extended period of time to work on several areas of investment readiness and business improvement. Each workshop was adjusted according to their business acumen since there was a varied level of advancement among the SGEBs.

Module I – Impact Investment Readiness Training

Impact investment was re-introduced with a more in depth presentation on the types of financing available (i.e. debt, equity, and quasi-equity). The interactive format allowed the participants to strategically think about what type and amount of financing might be right for their business. The training discussed the evolution of this fairly new asset class and successes/challenges to date as well as findings from meetings

with investors. It was important for the businesses to understand the motivations and needs of the investors from the onset before moving forward.

Module II – IRIS Taxonomy Audit

The audit was conducted based on the five main indicators of the adapted IRIS Taxonomy: Organizational Description, Product Description, Financial Performance, Operations Impact, and Product Impact. The goals of the audit were two-fold:

1. Prequalifying the SGEBS for investors
2. Strengthen SGEBS's understanding of its operations

A main finding of prior research revealed that impact investors faced obstacles and costs that often shielded them from making good deals materialize. PIIP was able to address this problem by lowering one of these common barriers to investment. By completing the audit using the widely accepted and credible IRIS Taxonomy, the businesses leapt ahead of comparable competition. Investors are now able to evaluate the SGEBS at a very low cost thus making them more attractive options.

The goal of the audit was not to meet every single indicator but rather help the businesses better understand their strengths and weaknesses. The SGEBS were challenged to produce information while simultaneously evaluating the efficiency and direction of its operations. Many participants felt this helped them analyze the business in a very detailed and effective way.

Participants were asked to think about their current operations and potential plans for expansion which was the precursor to Module III.

Module III – Business Planning/Investment Proposal

This consultative portion of the training was created with the knowledge from Phase I that businesses are at different levels and stages of development. A basic business planning template was created based on the needs of small businesses. The emphasis on this module of the training was to create or enhance (depending on the case) the SGEBS's business plans in order to move them to the investment proposal stage.

The SGEBS were at varying stages of business planning. Some had full business plans while others only had a shell of one that was created four years ago so Module III catered to the differing situations. The module demonstrated that business planning was essential to achieve sustainable business growth and access finance in the formal sector.

The existing business plans were reviewed and suggestions for improvement were provided. Guidelines for small business planning were handed out and reviewed by section so that the participant could ask questions and relate to company's current plan. The theme and content of investment proposals were discussed with the SGEBS. It was explained that it is necessary to have an updated business plan completed prior to beginning a proposal for investment funds. Upon conclusion of the workshop a plan to have each SGEBS submit an investment proposal was outlined.

Post-Workshop

Follow-up contact was maintained as it related to business planning and audit information. The essential piece to the PIIP is applying what was learned through Phases I & II. The SGEBS have been given the tools to get them to an "investment ready" level and are in the process of applying them to their operations.

Challenges

Initially all the SGEBs claimed to have functional business plans and strict financial records but unfortunately further investigation during the workshops revealed that many did not.

This was a setback in the overall progression of some SGEBs in submitting a successful investment proposal to impact investors. Emphasis must be shifted to the finalizing of business plans which will seamlessly lead to the creation of an investment proposal.

Successes

The SGEBs were receptive to the PIIP workshops and gave very positive feedback upon its conclusion. They have completed the adapted IRIS Taxonomy Audit and are now more knowledgeable, developed, and marketable to investors.

Each business has a progressive approach to tourism that instills triple bottom-line principles into its operations and mission. This type of company profile is exactly what impact investors target to grow through careful guidance and capital injection.

APPENDIX B: IN-COUNTRY PARTICIPANT TRAINING DATA

TrainNet Web - Mozilla Firefox
 https://trainet-vcs.usaid.gov/ManageProgramList.do?activeTab=IC&pageClicked=1

User: Firmin_Karitanyi@dai.com | Site: RWXDAS | [Logout](#) | The OMB Control Number is 0412-0582. This approval is effective through February 29, 2014.

U.S. Programs | **In Country Programs** | Third Country Programs | Regionally Funded Programs | Program Trash Can

[Create an In Country Program](#)
[Clone an In Country Program](#)

Program Name	Program Status	Start Date	End Date
Basic Business Management Skills Training	Completed	08/14/2012	08/16/2012
Basic Communication Skills in English	Completed	07/09/2012	07/13/2012
Business Planning Training	Completed	07/23/2012	07/28/2012
Community guiding skills/Lecture Training	Completed	07/06/2012	07/10/2012
Cooperative Management and Governance Training	Completed	07/16/2012	08/04/2012
Gender mainstreaming Training	Completed	08/20/2012	09/07/2012
Literacy and Numeracy Skills training	Completed	09/10/2012	09/14/2012
Planning Training	Completed	08/11/2012	08/13/2012
Record Keeping and Financial Management Training	Completed	08/06/2012	08/10/2012
Training on recycled paper necklaces ,earrings and bracelets	Completed	09/12/2012	09/18/2012

Results per page: 20 | [Update](#)

3:25 AM Monday 10/8/2012