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

“NYUNGWE NZIZA”

FOURTEENTH QUARTERLY REPORT: JULY 1 – SEPTEMBER 30, 2013



NOVEMBER 2013

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

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JULY 1 – SEPTEMBER 30, 2013**

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Cover Photo: Dr. Jane Goodall, with NNP’s Chief Park Warden, trackers and guides, during her visit to the park in July 2013

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ABBREVIATIONS

ANCR	Association pour la Conservation de la Nature au Rwanda
BDS	Business Development Services
CBET	Community-based Ecotourism
CIG	Certified Interpretive Guide
CIH	Certified Interpretive Host
COR	Contracting Officer's Representative
CSD	Center for Skills Development
CTPC	Cyamudongo Tourism Promotion Cooperative
DAI	Development Alternatives Inc.
EDC	Educational Development Center
EIA	Environmental Impact Assessment
ERF	Environmental Review Form
FAM	Familiarization (trip)
FON	Friends of Nyungwe
GCTL	Gisovu Tea Company Ltd
GIS	Geographic Information Systems
GOR	Government of Rwanda
IR	Intermediate Result
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
MSME	Micro to Small and Medium Enterprises
NAI	National Association for Interpretation
NNP	Nyungwe National Park
NRM	Natural Resource Management
NTVHH	Nyungwe Top View Hill Hotel
PIR	Project Intermediate Result
PMP	Performance Management Plan
PNTP	Pillar of Nature and Tourism Promotion
PPPF	Public-Private Partnership Fund
RDB	Rwanda Development Board
RFP	Request for Proposals
RRA	Rwanda Revenue Authority
RSPB	Royal Society for the Protection of Birds
RTTA	Rwanda Tours and Travel Association
RWF	Rwandan franc

SGF	Small Grants Fund
SME	Small and Medium Enterprise
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
USAID	U.S. Agency for International Development
USNPS	U.S. National Park Service
WCS	Wildlife Conservation Society

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; and
- PIR 5: Improved RDB, private sector and community capacity for ecotourism planning and management.

OVERVIEW AT THE END OF THE QUARTER

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

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

- With the assistance of U.S. National Park Service (USNPS) Trails Specialist (Jim Huck) and the ex-poachers' cooperative, completed rehabilitation of Kamiranzovu boardwalk and replacement of two bridges on Kamiranzovu trail.
- Completed construction of the Kitabi public toilet facilities and handed them over to Kitabi Handicrafts Women's Cooperative (KHWC) for maintenance and management.
- Finalized budget negotiations, grant summary and agreement for the Turaco Lodge in Gisakura, the third grantee under our Public Private Partnership Fund (PPPF) for accommodation establishment.
- Finalized scopes of work for a local civil engineer (Karama Gervais) and an ecolodge designer (Diane Gayer) to develop environmentally and ecologically friendly designs with specs for the targeted park infrastructure, i.e.: a reception center near Gisakura; a small campground at Gisovu; renovation of an existing main building at Gisovu and renovation of a building at the Kitabi College of Conservation and Environmental Management (KCCEM) to serve as the Park's Environmental Education Center.

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

- Supported Nyungwe's participation at the UK Bird fair August 2013.
- Finalized the development of the Nyungwe Marketing Strategy (Escape to Nyungwe).
- In partnership with the Wildlife Conservation Society (WCS) and the Rwanda Development Board (RDB), participated during this year's World Tourism Day celebrations in Nyungwe, including development of branding and promotional materials for the event, the Kitabi Cultural Village launch and ground breaking ceremony for one of Nyungwe Nziza's grantees for accommodation establishment, Golden Monkey Hotel.

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

- Conducted a study on the impact of Nyungwe Nziza, WCS and RDB community-based activities on reducing threats in the Park; a final report submitted to USAID for review in August 2013.
- Through Nyungwe Nziza's phase two incremental funding, constructed a modern flush toilet facility for Kitabi Cultural Village's (KCV) campground.
- During the quarter, public water and electricity were installed at the Kitabi Cultural Village site through RDB's community revenue sharing program.

- In July 2013, through Outlook Expeditions, a first group of 19 students from Stockport Grammar School in Manchester (UK) was hosted at Kitabi Cultural Village.
- Friends of Nyungwe/Kitabi Cultural Village organized a cooperative revenue sharing activity among its members whereby about 26 out of 57 cooperative members received one pig from the income generated by the cooperative equivalent to RWF 370,000 and the remaining 31 members will receive their share in the second lot planned in the next few months.
- Through collective efforts of Nyungwe Nziza and RDB, KCV was officially launched on September 26, 2013 by the Minister of Trade and Industry, RDB's Head of Tourism and Conservation (RDB), the USAID Mission Director, the Southern Province Governor, local authorities and other stakeholder in the tourism industry who had come to celebrate World Tourism Day in Nyungwe.
- Construction of the Kitabi Handicrafts Women's Cooperative public toilet facility was completed and the facility is now operational.

PIR 7.4.1.4: Improved Policy and Enabling Environment for Ecotourism

- We are pleased to report that RDB's Senior Management approved the new price structure for NNP, following recommendations by the NNP Price Optimization study conducted by DAI and USNPS Park fee specialists in July - September 2011.
- Horwath HTL submitted the draft report on a "Study on the Impact of a Gorilla Permit Price Increase on Tourism in Rwanda with Particular Emphasis on Nyungwe National Park" on September 23, 2013.
- With the assistance of USNPS Concessions Specialist Bob Yearout, finalized Concession Management Guidelines and related procedures.

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

- Finalized plans to undertake on-site interpretive coaching for Nyungwe National Park's (NNP) guides and support staff.
- Fielded USNPS Financial/Market Analyst, William Gordon, who worked closely with RDB to conduct a Financial and Market Analysis for NNP, focusing on lodging, retail, food and beverage, guided tours and the canopy walkway.

Environmental Compliance

- We prepared and submitted to USAID Environmental Review Forms (ERF) for one eventual PPPF grant (Gervais Habimana's Turaco Lodge in Gisakura), and one for an eventual small grant to the Koperative Twiyubake Kitabi (KOTWIKI) for "vegetables production in Kitabi for KOTWIKI growth and ecotourism development in NNP."

Integrating Women into Nyungwe Nziza Activities

- We developed a scope of work and identified an experienced gender mainstreaming specialist to train Nyungwe Nziza targeted cooperatives including the new agriculture cooperatives. USAID approval was received and we expect the consultant to begin the assignment in November 2013.

Training Conducted

- We continued to conduct guide/tracker training for 7 Nyungwe National Park staff (guides and trackers), on wildlife/chimpanzee behavior, language and computer skills and health issues in order to enhance their knowledge, targeted at improving chimpanzee tourism product in Gisovu.

Monitoring and evaluation

- A Data Quality Assessment (DQA) was conducted by the Monitoring and Evaluation Management Services (MEMS) project on April 23, 2013 by the MEMS Deputy Chief of Party. We received the draft report on September 30, 2013 and no significant issues were found.

Project Management and Administration

- A total of \$14,622 has been deposited on DAI's account as a VAT refund.
- The Operations and Grants Manager conducted a one day training session for Golden Monkey and the Gisovu Tea Company on July 19 on basic USAID/DAI procurement rules and regulations to ensure that they are compliant in implementation.

ISSUES AFFECTING IMPLEMENTATION

- **Gisovu Tea Estate.** Although we signed a grant agreement in July 2013 with the Gisovu Tea Estate to establish a high end tented camp on the Estate, no progress on site has been made as yet. When confronted with this situation, we were informed by the management of Gisovu Tea Estate that they wished to “convert” their initial proposal for the fixed tented camp, and instead transform one of their existing buildings into another guest house. Considering that the original grant was competed and the Tea Estate proposal was selected for support based on the tented camp concept, we declined their request and gave them a deadline of October 4, 2013 to decide whether they will continue with the initial tented camp plan or not. Should the Estate decide not to pursue the original grant agreement, we will be obliged to terminate the grant agreement.

Additionally, it should be noted that we have concerns that the request for renovating another existing building may not really be tourist driven, but serve as another accommodation facility for the Estate's corporate staff.

- **Procurement of agricultural commodities.** During the quarter, we received consent letters from the Districts of Nyamagabe and Nyamasheke authorizing Twitezimbere Cooperative (KOTWIKI) and Duhuze Imbaraga Cooperative known as (DIC) to use provisional land for commercial

farming for a period of two years rent free after which these cooperatives should have the financial resources and capability to pay annual rent. Based on this positive outcome, KOTWIKI and DIC revised their proposals accordingly.

On submission of the Environmental Review for the KOTWIKI proposal, we were informed by USAID that the Mission was concerned about the fact that Nyungwe Nziza would be providing vegetable seeds to KOTWIKI (and eventually DIC) as part of Nyungwe Nziza's in kind contribution. The Mission pointed out as that stipulated in our contract (Article H.2(c), agriculture commodities are restricted goods and "the Contractor shall not procure any agriculture commodities without the prior written approval of the Contracting Officer."

Additionally, ADS 312.3.3.1 Agricultural Commodities states that the following policies apply to agricultural commodities:

- 1) Approval of Commodities - All proposed USAID-financed procurements of the following agricultural commodities must be referred to the Bureau for Food Security (BFS) for prior approval: wheat, rice, corn, soybeans, sorghum, flour, meal, beans, peas, cotton, vegetable oils, and animal oils and fats.
- 2) Non-U.S. Commodities - Whenever offshore (non-U.S.) procurement of agricultural commodities or products thereof is contemplated, USAID/W must determine the parity position of the commodity. When the prices of such products in the United States are below parity, USAID will not finance the offshore procurement, except in limited circumstances.

We have referred back to DAI's contracts office on this subject for clarification and guidance. We have also initiated discussions with DFID's Trademark East Africa project on the possibility of having Trademark supply the seeds for both cooperatives as an alternative.

CHAPTER II: PROGRESS TO DATE

This Fourteenth Quarterly Report reviews accomplishments under Intermediate Results, Project Intermediate Results, crosscutting 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 4	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	20%	On track. During the quarter, Friends of Nyungwe (FON) generated gross revenues of RWF 1,270,550, an increase of 360% from the previous quarter, while Kitabi Handicrafts Women's Cooperative (KHWC) collected revenues of RWF 207,850, a decrease of 34.6% compared to the previous quarter. However, this situation will change drastically starting October 2013, with the completion of the new Kitabi public toilet facilities. As an add on, construction of the new toilets and Golden Monkey's Nyungwe Backpacker's lodge have both generated a significant amount household income among Friends of Nyungwe and Kitabi Women Handicrafts Cooperative members. Cyamudongo Tourism Promotion Cooperative's (CPTC) received revenues of RWF 333,700 (30% decrease) from the last quarter, probably due to

INDICATOR	CUMULATIVE TARGET YEAR 4	PROGRESS TOWARDS TARGETS
		<p>the general reduction in the park's visitation. During the next quarter, our Monitoring and Evaluation specialist will conduct an analysis to understand the relationship between increase and decrease of revenues among our targeted communities.</p> <p>We hope to continue registering significant increases in income through the creation of employment due to the ongoing establishment of accommodation facilities outside the Park in the Gisakura and Kitabi areas, as well as for the construction of reception centers in Gisakura and Gisovu, and the campground and other building renovations in Gisovu.</p>
Indicator 7.2: Number of person days of employment generated by USG assistance	1000	Exceeded. As a result of the concluded construction works at KHWC public toilets, FON toilets, and ongoing construction of Nyungwe Backpacker's Lodge, replacement of the Kamiranzovu boardwalk, and four new bridges on the same trail, we exceeded our cumulative target by 784%. Construction of Kitabi public toilets generated 1,350 person days; the establishment of the Golden Monkey's Nyungwe Backpacker's lodge generated 3,338 person days (July –September); construction of new flush toilets at Kitabi Cultural village generated 84 person days, the rehabilitation of Kamiranzovu boardwalk and new bridges generated 110 person days and the new Gisakura site (Gervais Habimana's Turaco lodge) generated 2,920 person days of employment to date.
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	250	Pending. As previously reported, there has been no progress on this indicator for the quarter. Planned collaboration with WCS in promoting bamboo development in the Nshili area to reduce pressure on natural bamboo stands did not take place and it is doubtful whether WCS will be able to pursue this activity given their current budget.
Indicator 7.4.2: Increased number of visitors to targeted national Parks (Number of visitors to Nyungwe National Park)	11,400	Pending. Between October 2012 and September 2013, the Park received a total of 7,263 visitors compared to 7,161 received during the same period in 2011 – 2012, representing 1.4% increase. With the recently approved Concessions Policy, the Park's revised (lower) pricing schedule,

INDICATOR	CUMULATIVE TARGET YEAR 4	PROGRESS TOWARDS TARGETS												
		plus the two upcoming lodges and a tented camp just outside the Park, we believe Nyungwe will be a more attractive option for investors, operators and visitors and in a few months to come.												
Indicator 7.4.3: Increase in NNP revenue generated	\$2,476K	<p>Not on track. As reported during the last quarter, we managed to obtain park tourism revenue data from 2009 through the first six months of 2013 - see the table below (revenue data for this quarter are not yet available as yet). From 2009 through 2012, net tourism revenue increased by 43%, but even if this rate doubles during year 4, we will not be able to meet this target.</p> <table data-bbox="1015 724 1274 1052"> <thead> <tr> <th data-bbox="1031 787 1096 819">Year</th> <th data-bbox="1144 724 1242 819">Annual Revenue (US\$)</th> </tr> </thead> <tbody> <tr> <td data-bbox="1031 829 1096 861">2009</td> <td data-bbox="1193 829 1274 861">187,181</td> </tr> <tr> <td data-bbox="1031 871 1096 903">2010</td> <td data-bbox="1193 871 1274 903">309,276</td> </tr> <tr> <td data-bbox="1031 913 1096 945">2011</td> <td data-bbox="1193 913 1274 945">389,459</td> </tr> <tr> <td data-bbox="1031 955 1096 987">2012</td> <td data-bbox="1193 955 1274 987">330,003</td> </tr> <tr> <td data-bbox="1015 997 1096 1052">2013 (6 months)</td> <td data-bbox="1193 1018 1274 1052">134,434</td> </tr> </tbody> </table>	Year	Annual Revenue (US\$)	2009	187,181	2010	309,276	2011	389,459	2012	330,003	2013 (6 months)	134,434
Year	Annual Revenue (US\$)													
2009	187,181													
2010	309,276													
2011	389,459													
2012	330,003													
2013 (6 months)	134,434													
Indicator 7.4.4: Number of people with increased economic benefits derived from sustainable natural resource management (NRM) and conservation as a result of USG assistance	500	<p>On track. During the quarter we registered 50 people with increased economic benefits from sustainable natural resource management (NRM); Kabehe Nyungwe Cooperative/Ex-poachers (10); Banda Pillar of Nature and Tourism Promotion (PNTP) Cooperative (10) received benefits from construction works of the replacement of the boardwalk and bridges on the Kamiranzovu marsh trail, as well as the construction of new toilet facilities that (12) cooperative members of FON and (18) cooperative members from KHWC received economics benefits, making a total of 50 people with increased economic benefits derived from sustainable NRM.</p>												
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	650	<p>On track. During the quarter and with the assistance of NPS Trail Manager Jim Huck, we conducted hands on training for 20 members of the Ex Poachers Trail Cooperative in boardwalk and bridge construction during the recent rehabilitation of the Kamiranzovu Trail.</p> <p>JGI's chimp guide/tracker training in chimpanzee behavior, health issues and interpretive skills, as</p>												

INDICATOR	CUMULATIVE TARGET YEAR 4	PROGRESS TOWARDS TARGETS
		<p>well as English language is also ongoing.</p> <p>Additionally, during the next quarter and subject to the approval of the two new grants for Agricultural cooperatives, we will develop different training programs for members of these two cooperatives basing on the training needs assessments that will be conducted.</p>
<p>Indicator 7.4.1.2: Number of people receiving training in tourism management</p>	<p>550</p>	<p>On track. JGI chimp expert, Dr. Shadrack Kamenya continued training a group of 7 NNP chimp guides/trackers on wildlife/chimpanzee behavior, language and computer skills in order to enhance their knowledge, targeted at improving chimpanzee tourism product in Gisovu.</p> <p>Although construction of three new lodges under the PPPF has been somewhat delayed, we still plan to conduct more tourism related training programs over the next year to meet human resource demands of the three upcoming accommodation facilities around NNP, i.e. Gisovu, Kitabi and Gisakura. Site clearing and foundation for the Turaco Lodge in Gisakura and the Nyungwe Backpackers Lodge in Kitabi have already commenced.</p>
<p>Sub-IR 7.4.2: Increased value of ecosystem services</p>		
<p>Indicator 7.4.2.1: Number of units of eco-tourism infrastructure built, refurbished or equipped</p>	<p>5</p>	<p>Achieved. Under the supervision of USNPS Trail Specialist (Jim Huck), we contracted with Banda's Ex Poacher's Trail Cooperative and Banda PNPT Banda to build a total of 4 bridges on the Kamiranzovu trail plus replace over 300m of boardwalk in the Kamiranzovu marsh.</p>
<p>Cross cutting Sub IR : Improved policy environment for environmental management</p>		
<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>0</p>	<p>Achieved. Although targets for this indicator were dropped for Year 4, we are pleased to announce that Cabinet finally approved the long awaited National Concessions Policy.</p> <p>In addition, RDB's Senior Management approved the new price structure for NNP, following recommendations by the NNP Price Optimization study conducted by DAI and USNPS park fee specialists, July – Sept 2011. The new price structure became effective in July 2013.</p>

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

Progress towards targets

INDICATOR	CUMULATIVE TARGET YEAR 4	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	3	Achieved. Following the release of the request for proposals (RFP) for accommodation development outside NNP under the Public Private Partnership Fund, three grantees were selected for support; Golden Monkey Ltd, the Gisovu Tea Company and Gervais Habimana. All three grants were approved by USAID, and during the quarter, the last of the three grant agreements (Gervais Habimana's) was signed. The Golden Monkey and Gervais Habimana have already started construction, and the facilities are expected to operational within the next 6-8 months.
Indicator 7.4.1.1.2: Amount of private sector resources leveraged for Park ecotourism products	\$500,000	Partially achieved. With the above partnerships, we expect to leverage \$500,000 - \$700,000 from the private sector for accommodation development in close proximity to the Park. In October 2013, we will provide an estimate of resources leveraged to date.
Indicator 7.4.1.1.3: Number of new ecotourism infrastructure products developed	4	Partially achieved. In addition to the previous ecotourism infrastructure products developed, notably the Friends of Nyungwe Cooperative/Kitabi Cultural Village and the Cyamudongo Cooperative Kiosk, Kitabi Public toilet construction was completed and three new accommodation products will be coming on line in the next 6-8 months. We therefore expect to exceed our cumulative Year 4 target.
Indicator 7.4.1.1.4: Number of concession opportunities/ecotourism products identified and assessed	4	Achieved. The Year 5 target has already been achieved; no new opportunities were identified or assessed during the quarter.
Indicator 7.4.1.1.5: Number of concession opportunities taken over by private investors	3	On track. Drawing on model concession agreements developed by Nyungwe Nziza and the USNPS, and elements of the draft National Concessions Policy, RDB awarded a concession to the Golden Monkey Group to manage the canteen at Uwinka and the reception center at Kitabi.

INDICATOR	CUMULATIVE TARGET YEAR 4	PROGRESS TOWARDS TARGETS
		<p>In addition, we fielded USNPS Financial/Market Analyst, William Gordon, who worked closely with RDB and USNPS retired Concessions Specialist, Bob Yearout and drafted a Financial and Market Analysis for NNP, focusing on lodging, retail, food and beverage, guided tours and canopy.</p> <p>The analysis developed a set of operation wide assumptions for concessions in Rwanda and specific assumptions for opportunities in NNP focusing on lodging, retail, food and beverage, guided tours and the canopy walk. The assumptions were vetted with a number of individuals (GOR and the private sector) and used to estimate a concession fee for each proposed product. The report is still under review at RDB, but over the next 1-2 months we will work with RDB to assimilate the report and develop requests for proposals for 1-2 products.</p>

Activity 1(a): Assist RDB to develop Gisovu as a new tourism destination: improve Gisovu’s chimp tourism product

Achievements

Partnership with the Jane Goodall Institute (JGI): chimp tracker and guide training

Quarterly updates from JGI’s chimpanzee habituation work in Gisovu indicate that during July and August, chimpanzees were relatively difficult to locate while in September, sighting was relatively easy. Chimpanzees were sighted 11 times in July, 12 times in August and 21 times in September. The average number of chimpanzees per sighting was 4.6, 4.8 and 6.7 respectively. At the same time, there were more immature chimpanzees sighted in September than in July and August. The average number of immature chimpanzees per sighting was 0.6 in July, 0.8 in August and 1.2 in September. The team has also seen a reduction in the average viewing distance progressively within these three



Figure 1: Gisovu’s alpha male feeding on *Syzigium guineense* ripe fruits

months to the extent that July had 24.36 meters, August 21.75 meters and 19.28 meters in September.

The changes seen during the month of September coincides with the ripening of the *Syzgium guineense* tree species. Trees of this species in Gisovu and other parts of Nyungwe have fruits that are preferred by chimpanzees.

Based on the trends witnessed in Gisovu this month, the JGI team believes that chimpanzee sightings depend for the most part on the availability of *Syzgium guineense* ripe fruits. Unlike other months when chimpanzees feed on a number of food sources, it was a different case in September as the *Syzgium guineense* has been the food of choice for all sightings made. Hence, instead of traveling in solitude or family, chimpanzees are now traveling in a group of more individuals, making calls most of the times, i.e. it is the best time to listen to foodgrunts, calls especially uttered when there is more food, an invitation for others to join.



Figure 2: Mother and baby chimp in Gisovu

In addition to the feeding pattern, the team was fortunate to see a chimp that had just given birth! She was still in the delivering nest at that time, making and switching to different nests for a period of 1 hour and 20 minutes, a behavior chimpanzees demonstrate probably due to labor pains. They were also fortunate to identify a chimp they think is the alpha male of the Gisovu chimpanzee community because of the respect given by other males and females. JGI's NNP chimp tracker and guide training programs in chimpanzee behavior, health issues and interpretive skills, as well as English language are also ongoing. The number of trackers remained at 4-7 at different times of the months as they have to be on home shift and annual leave.

Since JGI's work in Gisovu began in March this year, there has been no supply of food like that of *Syzgium guineense*. Fruiting of this tree species is likely to last until November and the team is positive that chimpanzee sightings for these months will continue getting better than it has been in the past. The ranging patterns in September confirm that food type and amount of food contributes greatly to group sizes and chimpanzee movements in their home range. The distribution of such food also determines where chimpanzees visit the most. A place named Ntsinduka accounted for over 50% of all chimpanzee sightings for the month of September. It was very unfortunate that this year in July and August, which usually witnesses the ripening of *Chrysophyllum rwandese* fruits, that this did not happen as it usually does every other year. Hopefully next year it will be different and probably will coincide well with the tourists' peak season in Nyungwe.



Figure 3: NNP's chimp ranger in Gisovu on duty

Activity 1(b): Assist RDB to develop Gisovu as a new tourism destination: procure equipment and chimp reference materials for Gisovu guides and trackers

Procurement of equipment and chimp reference materials for Gisovu guides and trackers

All chimp reference materials and Gisovu guides and tracker equipment was procured transferred temporarily to the RDB - NNP Chief Park Warden in July 2013, to support JGI's ongoing chimpanzee tourism development efforts in Gisovu. Additionally, during the quarter, we procured an 1.4X teleconverter lens for the team to facilitate development of chimp photo ID kits.

Activity 1(c): Assist RDB to develop Gisovu as a new tourism destination: support the development of new accommodation products

Achievements

Although we signed a grant agreement in July 2013 with the Gisovu Tea Estate to establish a high end tented camp on the Estate, no progress on site has been made as yet. When confronted with this situation, we were informed by the management of Gisovu Tea Estate that they wished to “convert” their initial proposal for the fixed tented camp, and instead transform one of their existing buildings into another guest house. Considering that the original grant was competed and the Tea Estate proposal was selected for support based on the tented camp concept, we declined their request and gave them a deadline of October 4, 2013 to decide whether they will continue with the initial tented camp plan or not. Should the Estate decide not to pursue the original grant agreement, we will be obliged to terminate the grant agreement.

Additionally, it should be noted that we have concerns that the request for renovating another existing building may not really be tourist driven, but serve as another accommodation facility for the Estate's corporate staff.

Activity 1(d): Assist RDB to develop Gisovu as a new tourism destination: support the development of a campsite at Gisovu Park Headquarters

Achievements

Given the identification of a new campsite located 100 meters from the proposed reception center, we are finalizing modalities to hire an ecolodge/environmental architect, Diane Gayer and a local civil engineer Karama Gervais, who will be tasked with developing environmental designs for a small campground at Gisovu. The consultants will analyze site conditions (climatic, environmental, vegetation and existing infrastructure) and based on these analyses, will propose a site layout for the campsite, including campsites, toilet facilities, shelters, etc., for a maximum of 6 tents. In collaboration with and based on design of the campsite proposed by the Environmental Designer, the Civil Engineer will work with the Gisovu Trails Cooperative to build the campsite.

Activity 1(e): Assist RDB to develop Gisovu as a new tourism destination: renovation of an existing building at Gisovu to serve as a reception center; renovation of guides and trackers houses

Achievements

In addition to Gisovu campsite design and layout, Ms. Gayer will work to examine the condition of the main building and propose an interior layout/design that would serve as both a reception center and office space for Park staff. Ms Gayer and Mr. Karama will also assess two other guide/tracker buildings which were selected by RDB and JGI to be converted into proper accommodation establishments for guides and researchers. In collaboration with the local civil engineer, the consultant will develop architectural drawings and a materials list suitable for issuing a request for proposals for respective building renovations. At the same time, the Civil Engineer will:

- Provide input into drafting the request for proposals for renovation and participate in subcontractor selection; and
- Oversee the eventual renovation of the building to ensure the quality of construction and its timely delivery.

Rehabilitation of these buildings will enhance the value of Gisovu as a tourism destination while making the guides/trackers accommodation more comfortable/habitable, since their existing facilities are in a very bad condition.

Activity 2: Improve the bird watching product in NNP

Achievements

Donations to Nyungwe Birding Kids Club

During the UK Bird fair 2013, and in support of Nyungwe National Park's Birding Kids Club, Birding Africa and Nyungwe Nziza coordinated and facilitated a small handover ceremony of 26 pairs of binoculars, nine copies of the *Birds of East Africa* field guide by Nigel Redman (commissioning editor of Helm Field Guides) and ten copies of *My First Book of East African Birds* donated by the Royal Society for the Protection of Birds (RSPB) and the African Bird Club.

Narcisse Ndayambaje, a specialist bird guide from NNP, received these donations on behalf of the Kids Club.

Narcisse set up this bird watching club for the kids in the local village, both to train the guides of the future (thus providing for sustainable livelihoods), and to educate the local community on the importance of conserving and protecting their forest. Together with



Figure 4: Representatives from Birding Africa, RSPB and Africa Bird Club present the donations to NNP's Narcisse Ndayambaje

his colleague, Claver Ntoyinkima, they did this entirely out of their own generosity and commitment to their love of birds and education.

National Avitourism Strategic Plan

In September 2013, Nyungwe Nziza participated in and provided technical input and guidance during the development of RDB's new Avitourism Strategic Plan. The Strategic Plan draws from the Rwandan National Tourism Strategy and is part of RDB's efforts to implement the Tourism Master Plan. The National

Avitourism Strategic Plan integrates the US National Park Service's Bird Watching Action Plan for Nyungwe and outlines the potential, facilities and

activities that both the public and private sector can undertake in order to promote and develop a sustainable and high quality avitourism industry within the country. This strategy also serves as the blueprint for orderly and rational development of Rwanda's avitourism and provides for policy reforms, identification of avitourism key development areas, as well as targeted programs to ensure a sustainable avitourism development and competitiveness in the region.



Figure 5: Samples of the equipment and reference materials donated to NNP Kids club

Collaboration with the Association pour la Conservation de la Nature au Rwanda (ANCR), Birdlife International's local affiliate

Given the challenges we are facing in forging a partnership with Birdlife International's affiliate local NGO in Rwanda, the Association pour la Conservation de la Nature au Rwanda (ANCR), during the UK Birdfair August 2013, Nyungwe Nziza met with UK BirdLife International's Global Species Officer, Joel Taylor and RSPB's John Mallord, the Senior Conservation Scientist for Migration and Research, Africa region who pledged to make the necessary follow up with ANCR in terms of collaboration with Nyungwe Nziza. Unfortunately, to date, we have not received any feedback from either ANCR or Birdlife International.

Activity 3(a) Support development of new accommodation outside but in close proximity to the Park

Achievements

During the quarter, the last of the three PPPF grant agreements was signed with Gervais Habimana for the establishment of an ecolodge (Turaco Lodge) near Gisakura. Currently, construction work for two of the grantees (Golden Monkey and Turaco lodge) has already started, with an estimated completion period of 5-6 months. Mr. Habimana started construction in September 2013.



Figure 6: The Minister of Trade and Industry, Hon. Francois Kanimba, with RDB’s Head of Tourism and Conservation, Ms. Rica Rwigamba during the initial stone laying ceremony at Nyungwe Back Parkers lodge site

A ground breaking ceremony for the construction of Golden Monkey’s Nyungwe Backpackers lodge at Kitabi was officiated on Sept 26, 2013 by the Minister of Trade and Industry, the Hon. Francois Kanimba, accompanied by RDB’s Head of Tourism and Conservation, Ms. Rica Rwigamba as part of World Tourism Day celebrations in Nyungwe.

Unfortunately, although we signed a grant agreement in July 2013 with the Gisovu Tea Estate to establish a high end tented camp on the Estate, no progress on this site has been made to date. When confronted with this situation, we were informed by the management of Gisovu Tea Estate that they wished to “convert” their initial proposal for the fixed tented camp, and instead transform one of their existing buildings into another guest house. Considering that the original grant was competed and the Tea Estate proposal was selected for support based on the tented camp concept, we declined their request and gave them a deadline of October 4, 2013 to decide whether they will continue with the initial tented camp plan or not. Should the Estate decide not to pursue the original grant agreement, we will be obliged to terminate the grant agreement.

Activity 3(b): Support development of new accommodation products inside the Park

Achievements

At the request of RDB, we fielded a USNPS Financial/Market Analyst, William Gordon, who worked closely with RDB and USNPS retired Concessions Specialist, Bob Yearout to draft a Financial and Market Analysis for NNP. The analysis developed a set of operation wide assumptions for concessions in Rwanda and specific assumptions for opportunities in NNP focusing on lodging, retail, food and beverage, guided tours and the canopy walk. The assumptions were vetted with a number of individuals (GOR and the private sector) and used to estimate a concession fee for each proposed product. The report is still under review at RDB, but over the next 1-2 months we will work with RDB to assimilate the report and develop requests for proposals for 1-2 products.

Additionally, Bob Yearout finalized concession management guidelines and trained/coached future RDB concessions staff in concession planning and management operations. It’s believed that the results of their joint effort will serve as a strong basis for RDB in issuing international requests for proposals for the establishment of new tourism products in NNP.

Activity 4(a): Improve/maintain NNP visitor facilities: construction of a public rest stop/toilet facility in Kitabi

Achievements

Building construction and installation of all plumbing works for the Kitabi public toilets was completed and officially handed over to Kitabi Handicraft Women's Cooperative for daily maintenance and management. The site looks great, and will serve as an important 'park protection' facility for all road users transiting through the park.

Some of the completed construction work included site clearing/grass regeneration, building a retaining wall, soak pits and septic tank as well as installation of wash hand basin, mirror, floor tiling, windows, doors, painting work and ground leveling. The toilets are now fully operational.



Figure 7: The newly completed Kitabi Public toilets

Activity 4(b): Improve/maintain NNP visitor facilities: construction of a NNP reception center at Gisakura

Achievements

After much discussion among RDB, USAID and Nyungwe Nziza, it was finally agreed that the site for the reception center at Gisakura will be the current ranger station located close to the exit of the Park. The plan is to convert the existing building into a combination reception center and ranger quarters. The currently unused front of the building will serve as the reception center and the rear will serve a ranger quarters, with the two areas separated both inside and outside by walls. Each section will have its separate entrance.

Over the quarter, we completed scopes of work and made preparations to hire an experienced environmental architect/designer, Diane Gayer and a local civil engineer Karama Gervas, to develop an environmental and social design for the proposed renovation. Mr. Karama's main task will be to work with Ms. Gayer in translating the proposed design into architectural drawings and materials lists suitable for issuing requests for proposals for building conversion/renovation. Mr. Karama will also oversee eventual renovation activities on behalf of Nyungwe Nziza once a contractor is competitively selected.

Specifically, this team will:

- Conduct a site inspection, demarcate/georeference site boundaries and map the site;
- Analyze site conditions, climatic, environmental, vegetation and existing infrastructure;
- Analyze surrounding context - economic, cultural and demographic; and

- In collaboration with the local civil engineer, develop a site plan and architectural drawings and a materials lists suitable for issuing a request for proposals for center (and ranger lodging) construction.

Activity 5: Upgrade signage

Achievements

During the quarter, we finally received a first draft copy of NNP’s desired trail interpretation themes and preferred sites from NNP’s Tourism Warden and WCS’s biodiversity field staff. The information is currently under review by Nyungwe Nziza, WCS and RDB –NNP. We hope to finalize theme content, design and production during the next quarter, and have the signs installed and ready for NNP’s mini high season of December/January.

Activity 6: Upgrade trails

Achievements

With the assistance of USNPS Trail Specialist Jim Huck, we completed replacement of the 300 meters boardwalk in Kamiranzovu marsh and four bridges on the same trail. The condition of the existing bridges leading to the marsh from the trail head were in a state of disrepair including missing and broken handrails, broken deck planks and broken bridge stringers. The existing boardwalk consisted of boards lying parallel with the trails orientation, occasionally resting on logs and occasionally lying in the marsh itself. Many of these boards would move and shift while tourists were walking on them and nearly all were rotten due to lying in the wet conditions of the marsh.



Figure 8 :The newly replaced 300m Boardwalk in Kamiranzovu marsh

The new boardwalk was constructed in a pontoon style 70 cm wide with 30m sections beginning at the viewing platform on the north side of the marsh and continuing south across the marsh and ending at a dry spot on the south side the marsh. This style was selected for the simplicity of its design, relatively low construction costs, its allowance for drainage and ease of repair. The boardwalk contains three components: 1) 60 cm long by 20 cm tall logs spaced 2 meters apart lying perpendicular to the trail directly in the marsh; 2) 20 cm logs, 2 meters in length stringers lying across the pontoons in an overlapping pattern; and 3) 70 cm long by 20 cm wide by 5 cm thick deck boards nailed to the stringers creating a walking surface.



Figure 9: One of the four bridges built on the Kamiranzovu trail

The four bridges were built using log abutments to elevate the stringers off the soil. Each bridge has three stringers at least 20 cm in diameter and between two and two and a half meters depending on the location. The bridges are all one meter in width per the trail plan for NNP and each bridge has at least one hand rail to provide stability to users during the rainy season.

Our plan to install metal poles and rope hand rails on the lower sections of the Waterfall Trail was dropped as recommended by Park management who thought there would be considerable risk for vandalism by poachers to use the material to set up snares in the Park.

Activity 7: Develop a youth environmental education facility and program at the Kitabi College of Conservation and Environmental Management (KCCEM)

Achievements

During the quarter, we had several discussions with the Director of KCCEM and WCS on establishing an environmental education facility at KCCEM that would not only target youth but other community members around the Park. KCCEM very much supports this concept as a new direction for the institution and has already dedicated one building for this purpose and has set aside \$30,000 for building expansion/renovation.

Nyungwe Nziza agreed to provide the services of an environmental designer (Diane Gayer), scheduled to come out in October/November 2013, to examine the selected Kitabi building/site for the environmental education facility and propose an interior layout/design and any exterior building modifications that would enhance the building's value and role as Nyungwe's (and the country's) main environmental education center. In collaboration with Nyungwe Nziza's local civil engineer Karama Gervas, Ms. Gayer will develop architectural drawings and a materials list suitable for issuing a request for proposals for building conversion.

Finally, we have begun the process of identifying and Environmental Education Trainer of Trainers Specialist who in collaboration with WCS, will train key KCCEM staff on adult and youth environmental education, including the design and delivery of appropriate/targeted environmental messages.

Activity 8: Support establishment of a cable line in NNP

Achievements

During the quarter, we fielded USNPS Financial/Market Analyst, William Gordon, who worked closely with RDB and USNPS retired Concessions Specialist, Bob Yearout and drafted a Financial and Market Analysis for NNP, focusing on lodging, retail, food and beverage, guided tours and the canopy walk.

Although the report is still being reviewed by RDB, using the Canopy Walk as a proxy for a zipline (construction and management) concession, Mr. Gordon findings suggest that with expense estimates of 26% of revenues (based upon information received from RDB, including maintenance and interpretation costs), once the operation reaches a steady state of growth by 2020, a zipline will potentially have

revenues of nearly \$800,000, expenses of nearly \$200,000 per year, and return over \$200,000/year in concession fees to RDB.

Progress towards benchmarks

BENCHMARK	STATUS
Activity 1(a): Assist RDB to develop Gisovu as a new tourism destination: improve Gisovu's chimp tourism product	
A detailed plan for chimp tourism in Gisovu including timelines, personnel and equipment needs (May 2013)	Achieved. The Jane Goodall Institute team in Gisovu produced a 6-week assessment report on chimp tracker skills in habituation, chimp ecology and behavior, health, viewing, data collection methods, work ethic and presented findings to the stakeholders in April 2013. The report included a detailed chimp tourism development plan with personnel and equipment needs in Gisovu.
A final report on the implementation phase, summarizing findings, conclusions and recommendations for future support for chimp product development in Nyungwe (December 2013)	On track. It should be noted, however, that we are in the process of extending JGI's contract through October 2014 for three main reasons: 1) to better determine the home range of the chimpanzees; 2) determine the phenology (tree fruiting patterns) of chimpanzee home range; and 3) enable the team to observe the chimpanzees over all the seasons in Gisovu, allowing the team to give better advice on potential times for peak tourism viewing and best methodologies for continued habituation and observations of the chimpanzees. Although the final report will still be produced by December 2013, extending JGI's work in Nyungwe to the end of October will enable the team to observe the next rainy season and the changes in food abundance compared to data collected from March through July in order to provide the best advice to the RDB park management team.
Activity 1(b): Assist RDB to develop Gisovu as a new tourism destination: procure equipment and chimp reference materials for Gisovu guides and trackers	
Equipment and reference materials transferred to RDB (July 2013)	Achieved. All chimp reference materials and Gisovu guides and tracker equipment was procured and handed over temporarily to RDB - NNP Chief Park Warden in July 2013, to support JGI's ongoing chimpanzee tourism development efforts in Gisovu.

BENCHMARK	STATUS
<i>Activity 1(c): Assist RDB to develop Gisovu as a new tourism destination: support the development of new accommodation products</i>	
Award made to the Gisovu Tea Estate (May 2013)	Achieved. The grant agreement for the Gisovu Tea Factory was approved and signed in July 2013.
Gisovu Tea Estate tented camp open for business (August 2013)	Delayed. Unfortunately, although we signed the grant agreement in July 2013 with the Gisovu Tea Estate to establish a high end tented camp on the Estate, no progress on this site has been made to date. When confronted with this situation, we were informed by the management of Gisovu Tea Estate that they wished to “convert” their initial proposal for the fixed tented camp, and instead transform one of their existing buildings into another guest house. Considering that the original grant was competed and the Tea Estate proposal was selected for support based on the tented camp concept, we declined their request and gave them a deadline of October 4, 2013 to decide whether they will continue with the initial tented camp plan or not. Should the Estate decide not to pursue the original grant agreement, we will be obliged to terminate the grant agreement.
<i>Activity 1(d): Assist RDB to develop Gisovu as a new tourism destination: support the development of a campsite at Gisovu Park Headquarters</i>	
Identification of a camping site and the targeted community (June 2013)	Achieved. A new campsite located 100 meters from the proposed reception center has been identified.
Completed campsite, open for tourism (November 2013)	On Track. We are finalizing modalities to hire an ecolodge/environmental architect, Diane Gayer and a local civil engineer Karama Gervas, who will be tasked with developing environmental designs for the small campground at Gisovu. The consultants will analyze site conditions (climatic, environmental, vegetation and existing infrastructure) and based on these analyses, will propose a site layout for the campsite, including campsites, toilet facilities, shelters, etc., for a maximum of 6 tents. In collaboration with and based on design of the campsite proposed by the Environmental Designer, the Civil Engineer (Karama Gervas) will work with the Gisovu Trails Cooperative to build the campsite.

BENCHMARK	STATUS
<p>Activity 1(e): Assist RDB to develop Gisovu as a new tourism destination: renovation of an existing building at Gisovu to serve as a reception center; renovation of guides and trackers houses</p>	
<p>All buildings renovated by the end of March 2014</p>	<p>On Track. In addition to Gisovu campsite design and layout, Diane Gayer will work to examine the condition of the main building and propose an interior layout/design that would serve as both a reception center and office space for Park staff. In collaboration with the civil engineer, Ms. Gayer will also determine requirements for rehabilitating two other guide/tracker buildings which were selected by RDB and JGI to be converted into proper accommodation establishments for guides and researchers. In collaboration with the local civil engineer, the consultant will develop architectural drawings and a materials list suitable for issuing a request for proposals for respective building conversions. At the same time, the Civil Engineer will:</p> <ul style="list-style-type: none"> • Provide input into drafting the request for proposals for renovation and participate in subcontractor selection; and • Oversee the eventual renovation of the buildings to ensure the quality of construction and its timely delivery.
<p>Activity 2: Improve the bird watching product in NNP</p>	
<p>NNP Birding new promotional materials developed and distributed (September 2013)</p>	<p>Achieved. An A4 Advert was published in the UK Birdfair Magazine, in addition to birding brochures, DVDs and park brochures which were produced and distributed at the UK Birdfair and during World Tourism Day celebrations in Nyungwe.</p>
<p>Certification and bird training program developed (December 2013)</p>	<p>Possibly Delayed. Given the challenges we are facing in forging a partnership with Birdlife International's affiliate local NGO in Rwanda, the Association pour la Conservation de la Nature au Rwanda (ACNR), during the UK Birdfair August 2013, Nyungwe Nziza met with UK Birdlife International's Global Species Officer, Joel Taylor and RSPB's John Mallord, the Senior Conservation Scientist for Migration and Research, Africa region who pledged to make the necessary follow up with ACNR in terms of collaboration with Nyungwe Nziza. Unfortunately, to date, we have not received any feedback from either ANCR or Birdlife International.</p>
<p>Familiarization trip for international journalists conducted (November)</p>	<p>Possibly delayed. Rather than another FAM trip for journalists, instead and in collaboration with</p>

BENCHMARK	STATUS
2013)	Birding Africa, we are exploring the option of conducting a FAM trip for birding tour operators, since they are key players in promoting and marketing new birding destinations.
International Bird Migratory event held in Nyungwe (November 2013)	Possibly delayed: Due to the amount of time and resources we spent in planning, coordinating and facilitating the recent World Tourism Day celebrations in Nyungwe, we are now considering the possibility of postponing this event to a later date, since there is virtually no time to effectively plan and make this event a success by November.
<i>Activity 3(a) Support development of new accommodation outside but in close proximity to the Park</i>	
Awards made to the Golden Monkey and the Gisovu Tea Estate (June 2013)	Achieved. Two accommodation grants for Golden Monkey and Gisovu Tea Estate were approved and awarded in July 2013.
New Kitabi and Gisakura accommodation products open for business (December 2013)	Possibly delayed. Both grantees signed their contracts between July/September and therefore will not be able to finish construction in only three months, not to mention that some will need to secure bank loans in order to start construction. Nevertheless, we hope to have at least one product completed by March 2014.
<i>Activity 3(b): Support development of new accommodation products inside the Park</i>	
Business prospectuses for Gasare and Karamba finalized (September 2013)	Delayed. Although we have all the pieces of the business prospectus puzzle, notably William Gordon's Financial and Market Analysis of proposed accommodation sites and Diane Gayer's ecolodge designs for these sites, neither RDB nor Nyungwe Nziza has had the time to put these together into a business prospectus for Gasare and Karamba. Additionally, the new RDB concessions team needs some additional assistance in assimilating the finding of Mr. Gordon's Financial and Market Analysis, and over the next 1-2 months we will work with RDB to help them assimilate the report and develop requests for proposals for at least one accommodation product.
<i>Activity 4(a): Improve/maintain NNP visitor facilities: construction of a public rest stop/toilet facility in Kitabi</i>	
Facility operational (August 2013)	Achieved. Construction and installation of the building and all plumbing works for Kitabi public toilets was completed and the facility was officially handed over to Kitabi Handicrafts Women's

BENCHMARK	STATUS
	Handicraft cooperative for daily maintenance and management. The site looks great, and will serve as an important 'park protection' facility for all road users transiting through the park. The toilet facility is now fully operational.
Activity 4(b): Improve/maintain NNP visitor facilities: construction of a NNP reception center at Gisakura	
Providing that RDB secures a new site and provides the building designs by no later than July 31, 2013 , we would hand over the Gisakura reception center to RDB by the end of April 2014	<p>On Track. After much discussion among RDB, USAID and Nyungwe Nziza, it was finally agreed that the site for the reception center at Gisakura will be the current ranger station located close to the exit of the Park. The plan is to convert the existing building into a combination reception center and ranger quarters. The currently unused front of the building will serve as the reception center and the rear will serve a ranger quarters, with the two areas separated both inside and outside by walls. Each section will have its separate entrance.</p> <p>Over the quarter, we completed scopes of work and made preparations to hire an experienced environmental architect/designer, Diane Gayer and a local civil engineer Karama Gervas, to develop an environmental and social design for the proposed renovation. Mr. Karama's main task will be to work with Ms. Gayer in translating the proposed design into architectural drawings and materials lists suitable for issuing requests for proposals for building conversion/renovation. Mr. Karama will also oversee eventual renovation activities on behalf of Nyungwe Nziza once a contractor is competitively selected.</p>
Activity 5: Upgrade signage	
New "on trail" interpretive signage installed. (August 2013)	Delayed. After some delays, we finally received a first draft copy of NNP's suggested trail interpretation themes and preferred sites from WCS's biodiversity field staff and NNP's Tourism Warden. The information is currently under review. We hope to finalize themes/content, sites and designs during the next quarter with installation completed by the end of December 2013.

BENCHMARK	STATUS
Subject to Road Development Authority approval, production and installation of road/park regulation signs installed by September 30, 2013	Delayed. NNP's Chief Park Warden submitted a proposal to the Road Development Authority on regulations governing vehicle use in the Park. Should the Authority approve RDB's proposal, we will combine road regulations with general park regulations on one sign, produce the sign and have them installed at key locations in the Park.
Activity 6: Upgrade trails	
Construction of two bridges on the Kamiranzovu trail (June 2013)	Achieved. With technical assistance from USNPS Trail Specialist, Jim Huck, and manpower from the Banda Ex Poachers Trail Cooperative, a total of four bridges were built using log abutments to elevate the stringers off the soil. Each bridge has three stringers at least 20 cm in diameter and between two and two and a half meters depending on the location. The bridges are all one meter in width per the trail plan for NNP and each bridge has at least one hand rail to provide stability to users during the rainy season.
Installation of rope hand rails on the water fall trail (July 2013)	On hold. Installation of metal poles and rope hand rails is considered a "risky" activity by park management considering the relatively good chance that this material will be stolen by poachers to set up snares in the park.
Replacement of the boardwalk in Kamiranzovu swamp (July 2013)	Achieved. With the assistance of USNPS Trail Specialist Jim Huck and the Ex Poachers Cooperative, we completed replacement of the 300 meters boardwalk in Kamiranzovu marsh.
Activity 7: Develop a youth environmental education facility and program at KCCEM	
Building selected (September 30, 2013)	Achieved. During the quarter, we had several discussions with the Director of KCCEM and WCS on establishing an environmental education facility at KCCEM that would not only target youth but other community members around the Park. KCCEM very much supports this concept as a new direction for the institution and has already dedicated one building for this purpose and has set aside \$30,000 for building expansion/renovation.
Building renovation completed (December 2013)	On track. Nyungwe Nziza agreed to provide the services of an environmental designer (Diane Gayer), scheduled to come out in October/November 2013, to examine the selected Kitabi building/site for the environmental education facility and propose an interior layout/design and any exterior building

BENCHMARK	STATUS
	<p>modifications that would enhance the building's value and role as Nyungwe's (and the country's) main environmental education center. In collaboration with Nyungwe Nziza's local civil engineer Karama Gervas, Ms. Gayer will develop architectural drawings and a materials list suitable for issuing a request for proposals for building conversion.</p>
<p>Equipment and training materials procured (October 2013)</p>	<p>Possibly delayed. We have begun the process of identifying an Environmental Education Trainer of Trainers Specialist who in collaboration with WCS, will: 1) assist us in identifying equipment and training material needs; and 2) train key KCCEM staff on adult and youth environmental education, including the design and delivery of appropriate/targeted environmental messages.</p>
<p>RDB/KCCEM staff trained (April 30, 2014)</p>	<p>On track. As per the above.</p>
<p>Activity 8: Support establishment of a cable line in NNP</p>	
<p>TBD</p>	<p>On track. During the quarter, we fielded USNPS Financial/Market Analyst, William Gordon, who worked closely with RDB and USNPS retired Concessions Specialist, Bob Yearout and drafted a Financial and Market Analysis for NNP, focusing on lodging, retail, food and beverage, guided tours and the canopy walk.</p> <p>Although the report is still being reviewed by RDB, using the Canopy Walk as a proxy for a zipline (construction and management) concession, Mr. Gordon findings suggest that with expense estimates of 26% of revenues (based upon information received from RDB, including maintenance and interpretation costs), once the operation reaches a steady state of growth by 2020, a zipline will potentially have revenues of nearly \$800,000, and expenses of nearly \$200,000 per year, and return over \$200,000/year in concession fees to RDB.</p>

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

Progress towards targets

INDICATOR	CUMULATIVE TARGET YEAR 4	PROGRESS TOWARDS TARGETS
PIR 7.4.1.2: Improved marketing and promotion of Nyungwe among targeted segments		
Indicator 7.4.1.2.2: Number of people attending annual promotional events held in or about Nyungwe	400	Achieved. The recent World Tourism Day celebrations in Nyungwe attracted more than 400 people to the Park, including conservationists, diplomats, government officials, communities and tourists, hence exceeding our cumulative Year 4 target.
Indicator 7.4.1.2.3: Number of social media channels, including blogs, discussing NNP in a positive light	2 (social media channels) 4 (blogs)	Achieved. Several online media channels are now discussing (and asking questions about) Nyungwe, including; http://www.sw-associates.net/blog/ , and www.travelpod.com/travel-blog-city/Rwanda/Nyungwe/tpod.html), http://www.livinginkigali.com/rwanda-tourism/tourism-in-rwanda/nyungwe-national-Park/ , http://houstonzooblogs.org/zoo/tag/nyungwe-forest-national-Park/ , http://www.lonelyplanet.com/searchResult?q=Nyungwe , Tripadvisor (http://www.tripadvisor.com/ShowTopic-g293828-i9987-k3343222-Nyungwe_question-Rwanda.html), Mbendi.com (http://www.mbendi.com/travel/attr/18/f840.htm?V=128925), Wolfgang Thome's blog (wolfgangthome.wordpress.com) Additionally, at least 100 tweets and Facebook stories were circulated on Nyungwe accounts and then redistributed on the following social media: Reddit.com, Digg.com, Stumbleupon.com and. The project website (www.nyungwePark.com) also regularly circulates news about the Park to a growing number of users.
Indicator 7.4.1.2.5: Number of on-	3	Achieved. Online marketing products

INDICATOR	CUMULATIVE TARGET YEAR 4	PROGRESS TOWARDS TARGETS
line marketing products developed		developed to date include: <ul style="list-style-type: none"> • Nyungwe Nziza website – www.nyungwepark.com • Percy Lipinski 's video of Nyungwe Lodge on YouTube Channel, receiving over 112,265 views in a period of six days. http://www.youtube.com/watch?v=g8RKHq0uxn8 • YouTube link Nyungwe Park World's Best Canopy Tour Produced by Percy von Lipinski http://youtu.be/ZsE3GaaU3Y0 • Nyungwe Kids Birdwatching Club: Hope for Rwanda's Wildlife by Matt Payne in Fall 2013 issue of ZooSounds, Oklahoma Zoological Society http://www.zoofriends.org/zoosounds
Indicator 7.4..1.2.7: Number of NNP's promotional materials used in key travel industry events in United States and United Kingdom	6	On Track. In addition to two new articles that will be published as a result of the recent media FAM trip with Turkish Airlines, we produced more promotional materials for Nyungwe. These were disseminated at the UK Bird fair and during the recent World Tourism Day celebrations in Nyungwe. These included, an A4 Birding Advert that was published in the British Bird watching magazine, 400 copies of NNP DVDs, 7,000 copies of both birding and general park brochures and Kitabi Cultural Village brochures. We will be providing RDB with additional promotional materials for November's World Travel Market.

Activity 1(a): Conduct targeted marketing for NNP: validation and implementation of NNP targeted market strategy

Achievements

Nyungwe National Park Targeted Marketing Strategy

Drawing on RDB's comments and input on the draft NNP Marketing Strategy, Scott Wayne incorporated all the realistic comments into the strategy, and has submitted a final report to RDB for their last review. According to the strategy, the targets set by RDB are quite ambitious but with the recently approved Concessions Policy, new and lower Park fee schedule, and the two upcoming lodges and a tented camp

just outside the Park, Nyungwe may now be a more attractive option for investors, operators and visitors and these targets could become more attainable.

Participation at the UK Bird Fair

In collaboration with RDB, the Rwanda Birding Association and Birding Africa, Nyungwe Nziza facilitated NNP's participation at this year's British Bird Watching Fair at Rutland Water Nature Reserve from Aug 16 – 18, 2013. The 25th annual fair recorded over 350 exhibitors, the most sponsors (24) and more extensive entertainment programs than ever before, including four simultaneous lecture programs.

Our support included: payment for the stand hire, design and build; placement of an A4 advert of Birding in Rwanda in the Bird fair's official magazine; development of promotional materials; full travel, including air ticket, per diem and accommodation for Nyungwe National Parks Field Guide, Narcisse Ndayambaje; and a flight ticket for RDB's Marketing Officer, Kavuna Muhire.



Figure 10: Enthusiastic birders visiting Rwanda's stand

Specific activities during the fair included organization of a birding competition and a raffle prize for two flight tickets, 2 nights' accommodation and a free birding trip in Nyungwe - courtesy of Turkish Airlines, Nyungwe Forest Lodge and RDB. The president of the Rwanda Birding Association, David Mugisha did a power point presentation on Rwanda's birding opportunities, which attracted many enthusiastic bird lovers to Rwanda's stand. Lastly, Birding Africa hosted a presentation ceremony of 26 pairs of binoculars, and 20 bird guide books to Nyungwe Kids Club by RSPB (The Royal Society for the Protection of Birds) and African Bird Club. Narcisse Ndayambaje, the pioneer of the club received these donations on behalf of the Club.

RDB's Marketing Department's representation at the fair played an important role towards the sustainability of Rwanda's future participation at this fair. We hope they will include it on their annual calendar, similar to ITB in Berlin and the World Travel Market in London. Involvement of local tour operators will also be vital.



Figure 11: The Rwanda team handing over a complementary book of Birds in Rwanda to RSPB's lucky winner, Ms. Claire Mawdsley

Activity 1(b): Conduct targeted marketing for NNP: organization of familiarization trips and promotional events

Achievements

World Tourism Day Celebrations

In collaboration with WCS, RDB and all conservational partners, Nyungwe Nziza was one of the organizers and sponsors of this year's World Tourism Day celebration, under the theme "Tourism and Water: Protecting our Common Future". The well attended event was held in Nyungwe on September 26 and 27, 2013 and it presented an excellent opportunity to showcase the importance of conserving NNP as Rwanda's main water reserve while helping to position the park as a unique tourism destination.

The two-day celebration was packaged with a series of activities, including the inauguration of the newly accredited Kitabi College of Conservation and Environment Management, the launch of Friends of Nyungwe Cultural village, laying a foundation stone at

Golden Monkey's Nyungwe Backpacker's lodge construction site, and a conservation symposium by all Nyungwe partners, highlighting the progress made in Nyungwe over the past 25 years. A community outreach event was also held at Gisakura Primary School.

In his keynote speech, Hon. Minister Francois Kanimba highlighted the impact of the Park's protection as in conserving Rwanda's vital resources and commended the successful 25 years of partnership with the United States Agency for International Development (USAID) and WCS for the long-term protection and sustainable management of Nyungwe's biodiversity and ecosystem.

Activity 1(c): Conduct targeted marketing for NNP: development of publications and marketing materials

Achievements

In addition to two new articles that are currently being published as a result of the recent media FAM trip with Turkish Airlines, we produced more promotional materials for Nyungwe, which were disseminated at the UK Bird fair, and during the recent World Tourism Day celebrations in Nyungwe. These included, an A4 Birding Advert that was published in the British Bird watching magazine, 400 copies of NNP DVDs, 7,000 copies of both birding and general park brochures and Kitabi Cultural Village brochures.



Figure 12: Hon. Minister Francois Kanimba, USAID Mission Director, Peter Malnak and RDB's Head of Tourism and Conservation, Ms Rica Rwigamba, at the launch of Friends of Nyungwe Cultural Village

Additionally, Birding Africa introduced one of the media trip participants, Bob Howells, to the editors of the Gate Way travel magazine, who is currently working on producing a feature article on Birding in Nyungwe.

Progress towards benchmarks

BENCHMARK	STATUS
Activity 1(a): Conduct targeted marketing for NNP: validation and implementation of NNP targeted market strategy	
Final review and validation of the NNP Market Strategy (June 2013)	Achieved. Drawing on RDB's comments and input on NNP's draft Marketing Strategy, Scott Wayne incorporated all the realistic comments in the strategy, and has submitted a final report to RDB for their last review. According to the strategy, the targets set by RDB are quite ambitious but with the recently approved Concessions Policy, new lower pricing, and the two upcoming lodges and a tented camp just outside the Park, Nyungwe may now be a more attractive option for investors, operators and visitors and these targets could become more attainable.
Selection of priority activities for implementation (June 2013)	Achieved. As per the above.
Activity 1(b): Conduct targeted marketing for NNP: organization of familiarization trips and promotional events	
Turkish Airlines Media FAM trip conducted (May 2013)	Achieved. In May 2013, we conducted a second international media FAM trip comprised of (5) U.S.-based highly experienced journalists and one from Vancouver, Canada who are frequent contributors to print, broadcast, and online media, including National Geographic Traveler, Outside Magazine, AFAR magazine, the Globe and Mail, the Public Broadcasting System's Passport to Adventure, the Washington Times, the Los Angeles Examiner and CNN iReports.
One FAM trip for 2 - 3 international birding journalists conducted (November 2013)	On Track. We are also exploring the option of conducting a FAM trip with Birding tour operators, as opposed to journalists, since tour operators are key players in promoting and marketing new destinations.
International Bird Migratory event held in Nyungwe (November 2013)	Delayed: Due to the amount of time and resources we spent in planning, coordinating and facilitating World Tourism Day celebrations in Nyungwe recently, we are now considering the possibility of postponing this event to some other time, since there is virtually no time to effectively plan and make this event a success.

BENCHMARK	STATUS
Activity 1(c): Conduct targeted marketing for NNP: development of publications and marketing materials	
At least 6 articles featuring Nyungwe published in targeted regional and/or local newspapers and magazines, travel websites, blogs and social media-related travel sites (October 2013)	On Track. To date, more than 4 articles/stories featuring Nyungwe have already been generated and published by the journalists who participated on the April/May FAM trip. We expect more publications to come through over the next quarter.
NNP Birding new promotional materials developed and distributed (August 2013)	Achieved. An A4 Advert was published in the UK Bird Fair Magazine, in addition to birding brochures, DVDs and park brochures which were produced and distributed at the UK Birdfair and during World Tourism Day celebrations in Nyungwe.
NNP new chimp interpretive and promotional materials developed and distributed (August 2013)	Delayed. The JGI team in Gisovu is taking the lead on this although they have been too busy with the ongoing chimp tracker/guide training programs. We expect to move forward with this activity early next quarter.
Activity 2: Upgrade e-marketing and use of new media to promote NNP	
Two stories and/or sets of content placed per month from each of the following geographic segments: USA, Canada, UK, Belgium, Netherlands, France, Germany, Australia and China (May 2013 to March 2014)	On Track. More than 4 articles/stories featuring Nyungwe have already been generated and published by the journalists who participated in the April/May FAM trip. We expect more publications to come through over the next quarter.
Two stories and/or sets of content placed per month from each of the following activity segments: Ecotourism, adventure travel, bird watching and primate tracking (May 2013 to March 2014)	On Track. More than 2 stories featuring Ecotourism and adventure in Nyungwe have already been generated and published by the journalists who participated on the April/May FAM trip. We expect more publications to come through over the next quarter.
Development of quarterly project newsletters (May 2013 to March 2014)	On Track. We are still in the process of generating content for the next issue, which will be completed during the next quarter.
Monthly placement of Nyungwe related stories, videos and/or sets of photos on Facebook, YouTube and/or the NyungwePark website (May 2013 to March 2014)	Achieved. At least 100 tweets and Facebook stories were circulated on Nyungwe accounts and then redistributed on the following social media: Reddit.com, Digg.com, Stumbleupon.com and. The project website (www.nyungwePark.com) also regularly circulates news about the Park to a growing number of users.

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

Progress towards targets

INDICATOR	CUMULATIVE TARGET YEAR 4	PROGRESS TOWARDS TARGETS
PIR 7.4.1.3: Improved Integration between Communities and the Ecotourism Value Chain		
<p>Indicator 7.4.1.3.1: Threat levels in selected critical buffer zone areas reduced (percentage reduction)</p>	0%	<p>Not on track. In July 2013, a study on the impact of Nyungwe Nziza, WCS and RDB revenue sharing activities on reducing threats in the Park was conducted and a final report submitted to Nyungwe Nziza for review and approval in August 2013. Based on results of the study, from 2008 to 2012, the park experienced a net increase of 18.9% in illegal activities with snares and poaching camps responsible for most of the increase. A comparison of poverty indices of communities neighboring the park with illegal activities shows a correlation between poverty and these threats, especially considering that bushfires, beehives and encroachment all showed a net decrease for the same period. Table 8 below provides a more detailed analysis of threat trends.</p> <p>In terms of the impact of the community-based ecotourism (CBET) program on threat reduction, the report states “that it is too early to determine whether existing CBETs have been able to deter threats and change behavior of communities around the park, given that most of these projects are long-term investments that might not yield return in a short-term period. However, they have created awareness of Nyungwe National Park among political leaders and communities, raising the importance of conserving the park and the benefits associated with its protection, serving as a baseline for sustainable conservation”.</p>

INDICATOR	CUMULATIVE TARGET YEAR 4	PROGRESS TOWARDS TARGETS
Indicator 7.4.1.3.2: Number of community-based attractions and tours available for sale	4	Achieved. All four Nyungwe Nziza supported cooperatives (Banda, Kitabi Handicrafts Women's, Friends of Nyungwe/Kitabi Cultural Village and Cyamudongo Tourism Promotion) are fully operational and their products available for sale. During the quarter, we worked closely with each of these cooperatives to consolidate their activities by improving the quality of products and services offered in order to gain a bigger market share. Improved products/services include the public toilet facility at KHWK and improved/modern flush toilets at KCV/FON.
Indicator 7.4.1.3.4 : Number of consolidated ecotourism and related micro, small to medium enterprises (MSME) that are fully operational	3	Achieved. Three of Nyungwe Nziza supported cooperatives (FON/KCV, KHWK and CTPC) are now considered operational MSMEs since they have proper books of accounts, are able to access loans through the use of their business plans from local financial institutions (e.g., KHWK has used its business plan to access loans to buy land for the Kitabi public toilet and pay Rwanda Revenue Authority taxes, while CTPC has used its plan to procure additional land for an eventual campsite).
Indicator 7.4.1.3.5: Number of community/private sector partnerships developed and in operation.	2	On track. Three of the PPPF grants (Kitabi, Gisovu and Gisakura) have been approved, grant agreements signed and implementation is under way for two grants; the Golden Monkey's Back Parker's lodge in Kitabi and Mr. Habimana Gervais lodge in Gisakura. As both grantees are planning on developing partnerships with local communities, we should have no problems in meeting or exceeding this target by end of Year 4.
Indicator 7.4.1.3.6: Amount of private sector resources leveraged for community initiatives	\$75,000	On track. As per the above. Additionally, in July 2013, Outlook Expeditions, a UK tour company, paid \$1501 to Kitabi cultural village for accommodating a group of 19 students to experience the community's unique cultural products offered at their site. The relationship between FON/KCV and Outlook Expeditions is expected to

INDICATOR	CUMULATIVE TARGET YEAR 4	PROGRESS TOWARDS TARGETS
		continue next year and beyond.
Indicator 7.4.1.5.2: Increased capacity of targeted community organizations/cooperatives to manage community-based ecotourism initiatives.	15%	On track. During the quarter, we carried out an internal field assessment in all the three Nyungwe Nziza supported cooperative to specifically assess their financial management/books of accounts current active membership, and how the cooperatives have benefited from their respective cooperative businesses. The outcome of the field visit revealed that the three cooperatives (CTPC, KHWC and FON/KCV) have increased capacity since project inception, as defined by the percent increase in the number of annual visitors to target sites and income from tourism per capita (by member). Based on preliminary information collected, there has been an overall improvement in members welfare; members have been able to get the local health insurance commonly known as “mutuelle de santé”, and have developed their own system of livestock (pig) revenue sharing whereby members with pigs “pass the gift” of one pig to members without livestock who are then expected to pass the gift to others.
Indicator 7.4.1.5.2(a): Number of business plans completed	4	Achieved. All four targeted cooperatives have completed their business plans and CTPC and KHWC have used their business plans to access loans from local financial institutions. Specifically: <ul style="list-style-type: none"> • CTPC: The cooperative has submitted their business plan to Nkungu SACCO to access a loan to buy land next to their Kiosk in order to develop a campsite. • KHWC. The women's cooperative business plan has facilitated them to access a loan from a SACCO to buy land for the public toilet facility in Kitabi which became operational on September 20, 2013.
Indicator 7.4.1.5.2(b): Number of general assembly meetings held	6	On track. During the quarter, five general assembly meetings were held; 1 for FON, 1 for CTPC, 2 for KHWC and 1 for Banda.

INDICATOR	CUMULATIVE TARGET YEAR 4	PROGRESS TOWARDS TARGETS
		Thus, we expect to achieve or exceed this target by end of Year4, since a functioning cooperative is allowed to hold at least two General Assembly meetings per year. Additionally, we will begin tracking the two new agricultural cooperatives once they come on board.
Indicator 7.4.1.5.2(c): Financial reports produced quarterly	16	On track. During the quarter, each of the three supported cooperatives (CTPC, FON and KHWC) produced their quarterly financial reports indicating their monthly sales and other sources of income plus an account of all the products and services they offer such as providing labor during the construction and electricity installation at KCV, members contributions, etc., as detailed in the income generation section below. Thus, we expect to meet this target once the other two new cooperatives come on board.
Indicator 7.4.1.5.2(d): Cooperative Operations Manuals produced	4	Achieved. During the recently conducted business training in the four supported cooperatives (FON, CCTPC, PNTP, KHWC) and with the support of the Center for Skills Development, each of cooperatives produced an operational manual which is used internally as a regulations and operations manual.

COOPERATIVE UPDATES

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

During the quarter, FON/KCV continued to consolidate the operations of their cooperative business activities by improving the quality of infrastructure at the site and service delivery to visiting clients. Through Nyungwe Nziza's incremental funding program a modern flush toilet facility was constructed. The purpose of constructing this facility was to cater for a larger number of clients visiting the village as recommended during the July 2013 Outlook Expeditions visit, when the students were obliged to line up to use the one traditional latrine.

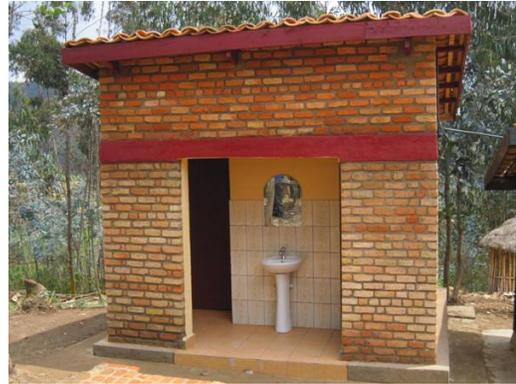


Figure 13: Newly completed KCV flush toilets

During the quarter, we competitively selected a suitable construction company to build an extension of the village kitchen store which is also included in the incremental funding proposal. We expect the store facility to be completed in the next quarter.



Figure 14: Outlook Expedition students camping at KCV, July 2013

Additionally, through RDB's community revenue sharing program, the water system and electricity were installed at the site. This has tremendously upgraded the KCV site and we are optimistic that with running water, flush toilets and electricity, the site will be able to attract even more clients.

In July 2013, a first group of 19 students from Stockport Grammar School in Manchester (UK) was hosted at Kitabi Cultural Village in Nyungwe. This followed a partnership between UK international tour operator Outlook Expeditions and Friends of Nyungwe/Kitabi Cultural village, facilitated by Nyungwe Nziza.



Figure 15: Some of the Outlook Expedition students eating roasted corn

The group comprised of mainly A-Level students with interest in experiencing new life and different cultures as well as exploring new environments.

The students had an opportunity to visit Kitabi King's Palace, tour Nyungwe National Park and surrounding communities and tea plantations and the Kitabi tea factory. They were treated to traditional dance performances and also carried out a community walk among a series of homes to see a traditional method of banana beer brewing and women's handicraft making.

At KCV they interacted with local people while in the evenings they build a camp fire on which they roasted maize/corn and tasted local dishes. Outlook Expeditions specializes in expeditions for young people and student groups to new destinations in around the globe. The partnership will generate sustainable business for Kitabi cultural site and experience of the trip by the students will help increase their marketing base internationally.

During the quarter, FON/KCV organized a cooperative revenue sharing activity among its members whereby 26 out of 57 cooperative members received one pig from the income generated by the cooperative (RWF 370,000) and the remaining 31 members will receive their share in the second lot planned in next 2-3 months.

Finally, through collective efforts of Nyungwe Nziza and RDB, was officially launched on September 26, 2013 by the Minister of Commerce and Industry and Head of RDB Tourism and Conservation (RDB), the USAID Mission Director, the Southern Province Governor, local authorities and other stakeholder in the tourism industry who had come to celebrate World Tourism Day in Nyungwe National Park.

Nyungwe Nziza procured about sixty (60) KCV launch T-Shirts for the cooperative members to wear and reprinted additional 200 copies of KCV brochure for promotion and marketing.

Revenue Generation

During the quarter, Friends of Nyungwe Cooperative generated a total income of RWF **1,270,550** from all its products and services. Table 1 below provides an overview of revenue generated by FON/KCV from July 1-September 30, 2013.



Figure 16: The groups heading for tea tour and community walk in Kitabi



Figure 17: KCV Executive Secretary handing over a pig to a cooperative member (August 2013)



Figure 18: KCV's dance troupe performing for the Minister of Commerce and Industry during KCV's official launch

Table 2: FON gross income from KCV activities, July 1 – September 30, 2013

INCOME (SOURCE)	Jul-13	Aug-13	Sep-13	TOTAL
	(RWF)	(RWF)	(RWF)	(RWF)
KCV Restaurant & Bar	235,944	39,000	37,000	311,944
Community tourism activities	394,248	0	0	394,248
Accommodation/traditional hut	62,500	38,500	45,500	146,500
Accommodation/campsite	369,608	22750	19500	411,858
KCV shop	0	0	0	0
Other	0	6000	0	6,000
Total	1,062,300	106,250	102,000	1,270,550

What the table does not show is that there are a number of fixed and variable expenses required to generate this level of income, those related to restaurant services, salaries and wages as well as electricity and water. For example, fixed costs such as permanent employees' salaries are RWF 160,000 per month. During the next quarter we will work with KCV to identify ways of reducing at least some of the variable costs.

The table below provides KCV monthly tourist arrivals during the quarter; 48 tourists were registered from July to September 2013 and they were able to generate a gross income of RWF 394,248.

Table 3: KCV tourist arrivals/statistics for the period July 1st - September 30th, 2013

MONTH	NUMBER OF VISITORS		
	MALE	FEMALE	TOTAL
July 2013	24	5	29
August 2013	2	1	3
September 2013	15	1	16
Total	41	7	48

KITABI HANDICRAFT WOMEN'S COOPERATIVE (KHWC)

Second Annual General Assembly.

During the quarter, we facilitated KHWC to conduct their second annual general assembly which was held on September 28, 2013. The purpose of the meeting was to re-elect a new administrative structure for the Cooperative since the previous management committee's term had expired. Cooperative members also wanted to resolve certain issues including the fact that several of the committee members were not active and productive to the cooperative in terms of day-to-day business activities. Cooperative members are very optimistic about the newly elected committee and are confident that the new committee will help the cooperative achieve its vision and objectives.

Kitabi Public Toilet Facility Completion

Following the competitive selection of MM General Company Ltd, construction works begun in July, were completed in mid September and the facility became operational on September 20, 2013.

Prior to officially handing over the facility to KHWC, Nyungwe Nziza developed a Management Agreement to ensure that KHWC would satisfactorily clean and maintain the facility and thus offer a high quality product to tourists and other visitors. The Management Agreement also stipulated that KHWC maintain an effective and transparent accounting system to track facility costs and revenues. Nyungwe Nziza handed over the facility provisionally to KHWC for a period of two months, from September 20, 2013 through November 19, 2013 after which Nyungwe Nziza and the Chief Park Warden will assess KHWC's management capability. If the assessment is satisfactory, Nyungwe Nziza will formally hand over the facility to KHWC.



Figure 19: Newly completed Kitabi public toilet facility

In the first 12 days of the facility's operation from September 19-30, an additional income of RWF 16,700 has been generated for the Cooperative. However, there is still a need to sensitize public bus drivers and others about the facility's existence/availability. During the next quarter, in collaboration with the Chief Park Warden, we will develop and implement an awareness campaign for the facility.

Income generation

Table 4: Gross income generated by KHWC July 1-September 30, 2013

PRODUCTS	SALES						TOTAL
	Jul-13		Aug-13		Sep-13		
	SABAKE & GASARENDA MKTS	KHWC	SABAKE & GASARENDA MKTS	KHWC	SABAKE & GASARENDA MKTS	KHWC	
Sweaters	0	56,700	0	28,500	0	13,500	98,700
Primus & Mutzig	0	10,770	0	6,590	0	3,590	20,950
Fanta / Soft drinks	0	3,450	0	1,150	0	2,850	7,450
Donuts/Snacks	0	2,300	0	1,750	0	2,200	6,250
Handicrafts (uduseke + statues)	0	0	0	7,000	0	0	7,000
T-shirts	0	0	0	0	0	0	0
Shopping baskets	0	0	0	3,400	0	2,700	6,100
Necklaces	0	2,000	0	9,500	0	3,000	14,500
Other(water + tea)	0	0	0	0	0	4,600	4,600
Hats/Caps	0	0	0	5,000	0	10,000	15,000
Public toilet	0	0	0	0	0	16,700	16,700
Restaurant/Snack	0	5,100	0	5,500	0	0	10,600
Total	0	80,320	0	68,390	0	59,140	207,850
Grand Total		80,320		68,390		59,140	207,850

Table 5: KHWC expenditures July 1-September30, 2013

No	Expenditure's reason	Amount			
		Jul-13	Aug-13	Sep-13	Total
1	Payment of members who made sweaters (40%)	8,810	12,840	11,812	33,462
2	Payment of sales agent wages	15,400	14,000	0	29,400
3	Payment of night watchman wages	10,000	10,000	0	20,000
4	Water installation cost payment	0	54,000	34,600	88,600
5	Rwanda Revenue Authority tax payment	0	0	15,000	15,000
6	Materials replacement and other charges	3,150	0	0	3,150
7	Transports	0	2,000	2,000	4,000
8	Water consumption bill payment	0	0	4,000	4,000
9	Equipments maintenance (machines)	0	35,000	0	35,000
10	Buying towels for the public toilet	0	0	3,000	3,000
11	Purchased book for toilet sales records	0	0	1,000	1,000
	Total	37,360	127,840	71,412	236,612

The net income for the quarter was calculated by subtracting expenditures from gross income and is presented in Table 6 below.

Table 6: KHWC net income July through September 2013

	July	Aug	Sept		Total Net
Income	80,320	68,390	59,140	207,850	
Costs	37,360	127,840	71,412	236,612	
Net	42,960	-59,450	-12,272	-28,762	-57,524

During the quarter, KHWC experienced a loss of RWF 57,542 due to several expenses which were not planned and not directly related to production including water connection as part of the Cooperative's contribution to the public toilet facility construction project, maintenance of sweater sewing machines and staff salaries.

It should be noted, however, that members of the Cooperative involved in the production of handicrafts, weaving etc., received a total of RWF 33,462 as labor costs (40% of cooperative profit). Even though this is considered as an expenditure for the Cooperative on one hand, it is a distinct benefit for cooperative members on the other. During the next quarter we will work with KHWC to identify ways of reducing at least some of the variable costs.

CYAMUDONGO TOURISM PROMOTION COOPERATIVE (CTPC)

Income generation

During the quarter, Cyamudongo Cooperative continued to improve its working relationship with RDB guides. Nyungwe Park guides, especially those involved in tourist bookings, are now promoting community-based tourism activities as an additional offering after visiting Chimpanzees in Cyamudongo.

In order to increase both the quality and quantity of handicrafts produced and as well as those of other services (e.g., general site cleaning and maintenance), sub-groups among members were formed and working days were reallocated to them on a weekly basis.

During the quarter, Nyungwe Nziza advised CTPC to drop the campsite development project for incremental funding since it is not viable for their target market segment. The Cooperative was advised to exploit/maximize the use of the existing facilities before requesting any additional funding.

During the quarter, CTPC generated a total gross income of RWF 132,500 as indicated in Table 7 below.

Table 7: Cyamudongo gross income, July 1 through September 30, 2013

PRODUCTS	GROSS INCOME (RWF)			TOTAL
	Jul-13	Aug-13	Sep-13	
Traditional dancing	6,000	0	0	6,000
Handicrafts	0	1,500	2,500	4,000
Members contribution	25,500	2,000	0	27,500
Drinks(beers, soft drinks)	0	5,000	50,000	55,000
Restaurant(Nyama choma, milk & coffee, donuts, cakes, nuts)	10,000	10,000	20,000	40,000
Total	41,500	18,500	72,500	132,500

BANDA PNTF

During the quarter, Nyungwe Nziza closed Banda's grant activity implementation agreement for phase one. In July 2013, we carried out a grant implementation monitoring and evaluation assessment, and the results of the evaluation revealed several reasons to stop funding further activities in Banda/PNTF. These include:

- Since 2005, Banda has been funded by various donors including WCS, Kageno, the Destination Nyungwe Project (DNP), plus Nyungwe Nziza in 2011-2012. However, with all these resources, Banda, at least for Nyungwe Nziza, has contributed very little to these efforts. For example, under the most recent grant, Banda did not commit to procure a computer and printer which was included in their negotiated 25% grant contribution;
- There is lack of ownership at Banda as evidenced by the lack of infrastructure maintenance at the site; the King's hut has collapsed and other structures are in very bad condition. There appears to be no one responsible for maintaining and preserving these valued examples of Rwanda culture and heritage which have been constructed two times; once by DNP and once by Nyungwe Nziza;
- Based on an assessment of Banda's performance, profitability and sustainability, we noted that Cooperative management has several weaknesses that has deterred its ability to maintain the site. These include: little if any oversight of day to day cooperative activities; little engagement or interaction with cooperative members; and a management structure that appears to better serve management than cooperative members;
- There has been high turnover in their management structure; first with Mr. Martin Sendikubwabo the former cooperative president who left the country to search for green pastures, followed by Caesar (the President) and Jules (the vice president of the cooperative elected in 2012), who are now fully employed by RDB as Nyungwe and Volcanoes park guides hence leaving the cooperative with no one to manage and implement day to day business activities; and

- Lack of accessibility; due to poor rainy season road conditions, many cooperative members have become demoralized in terms of further developing and sustaining their cooperative business.

ACTIVITIES

Activity 1: Support two agriculture cooperatives to supply quality fruits and vegetables to NNP's hotels and lodges

Achievements

During the quarter, we received consent letters from the Districts of Nyamagabe and Nyamasheke authorizing Twitezimbere Cooperative(KOTWIKI) and Duhuze Imbaraga Cooperative (DIC) to use provisional land for commercial farming for a period of two years rent free after which time the cooperatives are expected to have the financial resources and capability to pay annual rent.

In September 2013, we carried out an onsite environmental review for the two cooperatives, drafted an Environmental Review Report for the KOTWIKI cooperative and submitted this to USAID for review and comment.

One of the Mission's concerns about the KOTWIKI proposal (which also applies to the DIC proposal), is the fact that Nyungwe Nziza would be providing vegetable seeds to both cooperatives under an in kind grant. However, the Mission pointed out as stipulated in our contract (Article H.2(c), that agriculture commodities are restricted goods and "the Contractor shall not procure any agriculture commodities without the prior written approval of the Contracting Officer.

Additionally, ADS 312.3.3.1 Agricultural Commodities states that the following policies apply to agricultural commodities:

- 1) Approval of Commodities - All proposed USAID-financed procurements of the following agricultural commodities must be referred to the Bureau for Food Security for prior approval: wheat, rice, corn, soybeans, sorghum, flour, meal, beans, peas, cotton, vegetable oils, and animal oils and fats.
- 2) Non-U.S. Commodities - Whenever offshore (non-U.S.) procurement of agricultural commodities or products thereof is contemplated, USAID/W must determine the parity position of the commodity. When the prices of such products in the United States are below parity, USAID will not finance the offshore procurement, except in limited circumstances.

We have referred back to DAI's contracts office on this subject for clarification and guidance. We have also initiated discussions with DFID's Trademark East Africa project on the possibility of having Trademark supply the seeds for both cooperatives.

Activity 2: Conduct follow up business management training to existing Nyungwe Nziza-supported Cooperatives

Achievements

During the quarter, the Nyungwe Nziza technical team visited the supported cooperatives and implemented some of the recommendations outlined in the post-training report to support these cooperatives in areas where they still need to consolidate their business skills such as bookkeeping and record keeping which are core business management elements. Our findings suggest that CTPC, KHWC and FON/KCV had benefitted from the previous business management training provided by the Center for Skills Development, given that all three cooperatives have proper books of account whose entries were verified during the course of the visit. During the next quarter, should the proposal for the two new agriculture cooperatives be approved by USAID, we will draft and release an RFP for potential business development service providers to conduct business management trainings for these cooperatives as well as conduct additional mentoring and coaching to the existing cooperatives in certain areas requiring improvement.

Activity 3: Conduct follow on economic baseline survey among project supported cooperatives

Achievements

During the quarter, the threat reduction study conducted by Edwin Sabuhoro included a follow on socio-economic baseline assessment among the targeted cooperatives. The study revealed that it is early to determine the economic impact of the project to these cooperatives given that most of these activities can be considered longer term investments that might not yield returns in a short-term period, particularly as CBET and any other business support come in as secondary support to these communities. Mr. Sabuhoro also highlighted the fact that these cooperatives, established under Rwanda's cooperative movement, are more social oriented than business oriented, and as such do not provide a solid foundation for developing a business focus. Mr. Sabuhoro recommended that future community interventions around the park target agriculture since that is what the communities can do best in terms of economic impact. Therefore, this activity has been achieved and there will be no additional baseline surveys conducted as originally planned.

Activity 4: Conduct a study of impact of WCS, Nyungwe Nziza and NNP revenue sharing community initiatives on the reduction of threats in the Park

Achievements

In July 2013, a study on the impact of Nyungwe Nziza, WCS and RDB revenue sharing activities on reducing threats in the Park was conducted and a final report submitted to Nyungwe Nziza for review and approval in August 2013. Based on results of the study, from 2008 to 2012, the park experienced a net increase of 18.9% in illegal activities with snares and poaching camps responsible for most of the increase. A comparison of poverty indices of communities neighboring the park with illegal activities

shows a correlation between poverty and these threats, especially considering that bushfires, beehives and encroachment all showed a net decrease for the same period. Table 8 below provides a more detailed analysis of threat trends.

In terms of the impact of the community-based ecotourism (CBET) program on threat reduction, the report states “that it is too early to determine whether existing CBETs have been able to deter threats and change behavior of communities around the park, given that most of these projects are long-term investments that might not yield return in a short-term period. However, they have created awareness of Nyungwe National Park among political leaders and communities, raising the importance of conserving the park and the benefits associated with its protection, serving as a baseline for sustainable conservation”.

Table 8: Percent increase or decrease in illegal activities in Nyungwe by period

PERIOD	ALL ILLEGAL ACTIVITIES	TREE CUTTING	BUSH FIRES	SNARES	MINING	POACHING	BEE-HIVES	LIVESTOCK GRAZING	ENCROACHMENT
	Percent increase (+) or decrease (-) in illegal activities by year								
2008-2009	-73.2		-83.3	-82.5	-8.8	-64.2	-100	100	100
2009-2010	83.7	85	98.2	98.2	33.7	61.5	100	11	5
2010-2011	-12	-64.5	-94.6	25	-3.6	35	-82	-73	-100
2011-2012	20.4	23	50	20	20	78.4	11	-9	-100
NET	18.9	43.5	-29.7	60.7	41.3	110.7	-71	29	-95

Activity 5: Provide phase two incremental funding for Impact Nyungwe Contest community-based ecotourism (CBET) activities

Achievements

Friends of Nyungwe/KCV

During the quarter, we continued to implement some activities outlined in phase two of KCV incremental funding, including the construction of two modern flush toilets for the campground. Additionally, we competitively selected an experience rural local construction company among the six identified interested companies who submitted proposals for FON/KCV store construction. Based on cost and track record ECK et M emerged with the best proposal and we expect the store to be completed in the next quarter.

Kitabi Handicraft Women’s Cooperative

Following the completion of Kitabi public toilet facility construction, Nyungwe Nziza trained two women to clean and maintain the facility and we procured a three month supply of cleaning materials after which the cooperative will be expected to procure their own cleaning supplies.

Cyamudongo Tourism Promotion Cooperative

During the quarter, CTPC identified land to buy for campsite development, mainly targeting backpackers since there are no other accommodation facilities in the area. However, we advised the cooperative to explore another area to be supported since the campsite business would not be viable/profitable because their market segment/target clients are backpackers who mainly travel via public means and there is no public means that passes through Cyamudongo.

Therefore, we expect to receive their next incremental funds proposal in the next quarter.

Activity 6: Delivery of environmental and conservation messages and training to targeted cooperative members

Achievements

As noted in previous reports, our assumption is that as targeted cooperatives incomes increase as a result of CBET and other ecotourism value chain activities, members will be more inclined to “listen” to environmental and conservation messages about protecting the Park and will more actively participate in related environmental and conservation training programs.

Thus, during the quarter, we had several discussions with the Director of KCCEM and WCS on establishing an environmental education facility at KCCEM that would not only target youth but other community members around the Park. KCCEM very much supports this concept as a new direction for the institution and has already dedicated one building for this purpose and has set aside \$30,000 for building expansion/renovation.

Additionally, we have begun the process of identifying and Environmental Education Trainer of Trainers Specialist who in collaboration with WCS, will train key KCCEM staff on adult and youth environmental education, including the design and delivery of appropriate/targeted environmental messages to targeted cooperative members.

Activity 7: In collaboration with the Akazi Kanoze project, identify alternative mechanisms for providing hospitality training for youth from selected Sectors around the Park

Achievements

During the quarter, the Education Development Center (EDC)/Akazi Kanoze and Nyungwe Nziza reached a decision not to pursue hospitality training for Nyungwe youth as had been planned. This decision is due primarily to EDC’s lack of financial resources and limited time to implement the training since their project will close down in April 2014. It should be noted that EDC did agree to oversee the training, provided Nyungwe Nziza covered all the training costs. However, our budget restrictions

combined with the fact that we had originally agreed to cost share this training with EDC on a 50/50 basis, precluded us from taking this on.

Progress towards benchmarks

BENCHMARK	STATUS
Activity 1: Support two agriculture cooperatives to supply quality fruits and vegetables to NNP's hotels and lodges	
Two grants awarded (July 2013)	<p>Delayed. This has been delayed for two reasons. First, it took longer than we had expected for the Districts of Nyamagabe and Nyamasheke to respond to KOTWIKI and DIC requests for additional land to be used for this activity rent free for a period of two years. This situation was resolved in September when Nyamagabe District agreed to provide three hectares to KOTWIKI and Nyamasheke District agreed to provide three hectares to DIC.</p> <p>Second, on review of the KOTWIKI Environmental Review Form, USAID was concerned about the fact that Nyungwe Nziza would be providing vegetable seeds to both cooperatives under an in kind grant. However, the Mission pointed out as stipulated in our contract (Article H.2(c), that agriculture commodities are restricted goods and "the Contractor shall not procure any agriculture commodities without the prior written approval of the Contracting Officer. Additionally, ADS 312.3.3.1 Agricultural Commodities also provides restrictions for the procurement of agriculture commodities. Thus, we have referred back to DAI's contracts office on this subject for clarification and guidance. We have also initiated discussions with DFID's Trademark East Africa project on the possibility of having Trademark supply the seeds for both cooperatives.</p>
Soil Scientist's final report (August 2013)	Achieved. A final report on soil laboratory analysis for KOTWIKI and DIC was submitted to Nyungwe Nziza in August 2013. A copy was also provided to USAID.
BDS training final report (February 2014)	On track. No specific activities to report.
Activity 2: Conduct follow up business management training to existing Nyungwe Nziza-supported Cooperatives	
BDS service provider selected (May – June 2013)	Delayed. Given delays in the new cooperatives land acquisition initiatives and the slow response from their respective Districts, combined with issues related to the procurement of agriculture commodities under our contract, we have postponed the development of the

BENCHMARK	STATUS
	scope of work and RFP for this activity. Since these new cooperatives are our main target for this activity, we are placing this on hold pending resolution of the agriculture commodities issue.
Training and mentoring plan developed and approved by Nyungwe Nziza project (June 2013 - August 2013)	Delayed. As per the above.
Training and mentoring report produced (December 2013)	Possibly delayed. Pending resolution of the agriculture commodities procurement issue.
Activity 3: Conduct follow on economic baseline survey among project supported cooperatives	
Economic baseline report results available (December 2013)	Achieved. Rather than conduct a separate socio-economic baseline study, we opted to combine follow on socio-economic baseline among the targeted cooperatives with the threat reduction study conducted by Edwin Sabuhoro. The study revealed that, it is early to determine the economic impact of the project to existing supported cooperatives given that most of these projects are long-term investments that might not yield return in a short-term period, since CBET and any other business support come in as secondary support to these communities. Even then, CBET should be a business making entity rather than a social oriented entity for the community. The report recommended that existing CBET activities should be maintained, but that future interventions target agriculture since that is what the communities understand and can improve for better economic impact. Thus, we consider this benchmark to be achieved and there will be no additional surveys as originally planned.
Final report produced (February 2014)	Achieved. As per the above.
Activity 4: Conduct a study of impact of WCS, Nyungwe Nziza and NNP revenue sharing community initiatives on the reduction of threats in the Park	
Report on impact of threat reduction in relation to communities around NNP produced (September 2013)	Achieved. Edwin Sabuhoro submitted his draft report, "A Study on the Impact of Nyungwe Nziza and other Community-based Ecotourism Initiatives on Threat Reduction in Nyungwe National Park" on September 3, 2013. The report is currently under review with USAID.
Activity 5: Provide phase two incremental funding for Impact Nyungwe Contest CBETs	
Grants amended and approved as required (September 2013)	On track. During the quarter, the FON/KCV and KHWC submitted incremental funding proposals. These were reviewed and approved internally and grants were

BENCHMARK	STATUS
	amended. We expect CTPC to submit their proposal in the next quarter.
Activity 6: Delivery of environmental and conservation messages and training to targeted cooperative members	
At least five conservation messages delivered and one environmental or conservation training program conducted (December 2013)	On track. During the quarter, we began the process of identifying and Environmental Education Trainer of Trainers Specialist who in collaboration with WCS, will train key KCCEM staff on adult and youth environmental education, including the design and delivery of appropriate/targeted environmental messages to targeted cooperative members.
Activity 7: In collaboration with the Akazi Kanoze project, identify alternative mechanisms for providing hospitality training for youth from selected Sectors around the Park	
None at this time	Dropped. During the quarter, the Education Development Center (EDC)/Akazi Kanoze and Nyungwe Nziza reached a decision not to pursue hospitality training for Nyungwe youth as had been planned. This decision is due primarily to EDC's lack of financial resources and limited time to implement the training since their project will close down in April 2014. It should be noted that EDC did agree to oversee the training, provided Nyungwe Nziza covered all the training costs. However, our budget restrictions combined with the fact that we had originally agreed to cost share this training with EDC on a 50/50 basis, precluded us from taking this on by ourselves.

PIR 7.4.1.4: IMPROVED POLICY AND ENABLING ENVIRONMENT FOR ECOTOURISM

Progress towards targets

INDICATOR	CUMULATIVE TARGET YEAR 4	PROGRESS TOWARDS TARGETS
PIR 7.4.1.4: Improved Policy and Enabling Environment for Ecotourism		
Indicator 7.4.1.4.1: Increased visitor satisfaction	30%	<p>On track. Although there has been a certain reluctance at RDB to conduct another visitor satisfaction survey, the USNPS Financial/Market Analyst was able to convince RDB of the need for continued surveys to assess satisfaction and unmet needs, specifically to:</p> <ul style="list-style-type: none"> • Use survey data to assess visitor interest in current and proposed services; • Integrate results into growth figures of the financial model; and • Utilize findings in tender document, to more accurately and strongly state demand for potential services and satisfaction with current services. <p>During the next quarter, we will work with RDB to determine dates and modalities for a second visitor satisfaction survey.</p>

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

Achievements

We are pleased to report that RDB's Senior Management approved the new price structure for NNP, following recommendations by the NNP Price Optimization study conducted by DAI and USNPS Park fee specialists in July to September 2011. The new price structure became effective in July 2013. A copy of the new price structure is presented in Appendix A.

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

Achievements

In July 2013, Bob Yearout, retired USNPS Head of Concessions arrived in Kigali to assist RDB in finalizing RDB's concession management program. During this time, he assisted RDB in finalizing the Concession Management Guidelines and related procedures including the following Exhibits:

- Exhibit A: Protected Area Concessions Management Overview;
- Exhibit B: Position Descriptions;
- Exhibit C: Standard Concessions Agreement Content;
- Exhibit D: Concessions Management Rate Administration Guide;
- Exhibit E: Concessions Agreement Template;
- Exhibit F: Concessions Agreement Exhibit Templates;
- Exhibit G: Tender Template;
- Exhibit H: Annual Financial Report Template;
- Exhibit I: Periodic and Annual Evaluation Forms;
- Exhibit J: Environmental Compliance and Food Service Sanitation Evaluation Forms; and
- Exhibit K: Concessions Standards And Evaluation Forms

Mr. Yearout also provided input into staffing requirement for the proposed new RDB Concessions Management Division (Division Head, Operations Analyst with tourism and hospitality industry experience, and a financial analyst), and provided an implementation roadmap (Concessions Management Division 2013 Goals/Steps) for RDB to follow for the remainder of 2013.

Mr. Yearout worked with William Gordon (USNPS Financial/Market Analysis Specialist) in conducting a concession investment opportunities analysis and developing guidelines/process for identifying concession investment opportunities.

Finally, Mr. Yearout spent considerable time building the capacity of the proposed Concessions Management Division Head and other senior RDB officials through day to day hands on training and dialogue. Indeed RDB provided Mr. Yearout with an office so he could do just that.

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

Horwath HTL submitted the draft report on a “Study on the Impact of a Gorilla Permit Price Increase on Tourism in Rwanda with Particular Emphasis on Nyungwe National Park” on September 23, 2013¹. Nyungwe Nziza reviewed the report and provided some comments, suggestions and minor edits. These were incorporated and Horwath submitted a revised draft on October 3, 2013. A summary of Horwath’s conclusions and recommendations is presented below.

Drawing from the analysis of applied methodology; operator surveys, operator workshops and interviews – and available statistics – there would appear to be a compelling relationship

¹ It should be noted that part of the reason for the delay in submission of this report was because we asked Horwath to incorporate 2013 second quarter visitor data from VNP and NNP into the analysis to strengthen findings

between the substantial (50%) price rise and the substantial decrease in gorilla permits paid for; that is, the number of tourists visiting the Volcanoes National Park (VNP) and buying permits. According to 2013 Q1 & Q2 statistics from RDB, VNP was visited by 12,952 persons in 2012 first and second quarters while only 10,222 visited the park in 2013 in the same period, resulting in a 21% decrease in total visitors (even higher 23% decrease for foreign visitors in the first quarter). Experts' opinions indicate that Uganda has won market share in the gorilla business. The success of the Ugandan suppliers is partly based on the price of 350 USD in low season and 500 USD in peak season.

Maintaining/increasing the number of visitors to VNP is essential for the overall development of the Rwandan tourism industry. Currently, the driving force for the international leisure traveler is gorilla tourism. For foreign leisure tourists the main reason for visiting Rwanda are the gorillas. Each gorilla permit generates average additional earnings for Rwanda and the Rwandan tourism industry per tourist of 1,500 USD, which is a conservative estimate. The 50% price increase for gorilla permits leads to a substantial increase in permit revenues. Assuming other revenues are stable, gorilla permits would represent 33% of total revenues. However, a decrease in number of tourists of 11.1% would outweigh this impact; total country earnings from Gorilla Permits would remain stable but the private sector would face a loss. If the registered decrease in sold permits during the 1st half-year of 2013 remains stable, the Rwandan tourism industry would lose approx. US 7.625 million.

The government, RDB and the private sector stakeholders should react. Any recommendations for strengthening tourism in Rwanda need to take into account the number of gorilla permits and action to maintain the strong position. Based on a solid development of VNP, these tourists are a key factor for further growth. Stronger linkages between VNP and other tourism products, in particular Nyungwe National Park, will lead to further growth for these attractions. In addition to the product development recommendations it is evident that, as also recommended in the Tourism Master Plan 2009, the RDB must redesign and plan for a 'different' way of marketing Rwanda with a reduced 'reliance' on attendance at Trade fairs. An International Marketing and Action Plan is a critical next step.

Vision 2020, the EDPRS and the RDB Tourism Master Plan all 'require' that tourism makes a significant contribution to poverty reduction and integration of 'tourism' as a priority mechanism for local economic development.

In this context and based on outcomes of the analysis the length of stay and the total number of tourists' days spent in Rwanda is a clear indicator of success for the tourism industry. It directly determines the potential to generate revenues for the country. The more visitors find attractive tourism products, giving them reason to extend their stay, the more it will be beneficial for the country. It not only increases direct tourism revenues but also other participants of the tourism value chain. This, also in turn, directly positively impacts the number of local Rwandans in full-time employment around the country.

Downstream multipliers down the value chain are a very substantial components of the contribution, of GDP to tourism – and crucial to poverty reduction strategies. In a 2007 Pro-Poor Study, by SNV and the UK Government's Overseas Development Institute (ODI), an illustration,

from VNP, identified that a visit to a local village to purchase cultural items by a group of 3, generated incremental income of approx. USD 80 to three families with a net direct benefit in addition to approximately 151 Rwandans.

The implication is, in the context of this study, when the volume of tourists decreases, the number of nights they stay decreases, and, by definition, substantial negative impacts reverberate up and down the value chain.

Finally, the study suggests that most likely, there is no direct relationship between visitor numbers for the two parks

The report has been given to the Tourism Chamber and the Rwanda Tours and Travel Association for distribution to stakeholders. A stakeholder workshop to review the report with Horwath has been tentatively scheduled for October 16, 2013.

Progress towards benchmarks

BENCHMARK	STATUS
<i>Activity 1: Work with RDB to optimize pricing for improved visitor satisfaction</i>	
None	RDB's Senior Management approved the new price structure for NNP, following recommendations by the NNP Price Optimization study conducted by DAI and USNPS Park fee specialists in July to September 2011. The new price structure became effective in July 2013.
<i>Activity 2: Assist RDB as requested in finalizing the National Concessions Policy process</i>	
None	In July 2013 and at the request of RDB, Bob Yearout, retired USNPS Head of Concessions, arrived in Kigali to assist RDB in finalizing RDB's concession management program. During this time, he assisted RDB in finalizing the Concession Management Guidelines and related procedures including 12 Exhibits for the Guidelines. Mr. Yearout also provided input into staffing requirement for the proposed new RDB Concessions Management Division (Division Head, Operations Analyst with tourism and hospitality industry experience, and a financial analyst), and provided an implementation roadmap (Concessions Management Division 2013 Goals/Steps) for RDB to follow for the remainder of 2013.

BENCHMARK	STATUS
<p><i>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</i></p>	
<p>Draft report produced and circulated to stakeholders for review and comment (June 2013)</p>	<p>Partially achieved. We received the Horwath HTL draft interim report on June 4, 2013, and Horwath gave a Power Point presentation on the report to Nyungwe Nziza staff. However, the Tourism Chamber and Nyungwe Nziza decided not to circulate this interim report and instead wait for the final report.</p>
<p>Final report produced (July 2013)</p>	<p>Achieved. Horwath produced a draft final on September 23, 2013. Nyungwe Nziza reviewed the report and provided some comments, suggestions and minor edits. These were incorporated and Horwath submitted a revised draft final on October 3, 2013.</p>

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

Progress towards targets

INDICATOR	CUMULATIVE TARGET YEAR 4	PROGRESS TOWARDS TARGETS
PIR 7.4.1.5: Improved RDB and Private Sector Capacity for Ecotourism Planning and Management		
Indicator 7.4.1.5.3: Increased capacity of RDB to assess the potential environmental impact of tourism in NNP (March 2013)	1	Unclear. To our understanding, no progress was made on implementing the draft limits of acceptable change action plan prepared by NNP's Tourism Warden last quarter.
Indicator 7.4.1.5.5: Number of guide certification or other "official recognition" guide training programs in place and functioning	1	On track. Tim Merriman and Lisa Brochu, our interpretive specialists, are scheduled to be in Rwanda in January 2014. One of their major objectives will be to prepare a detailed interpretive plan including recommendations for ensuring that future development of interpretive opportunities remains appropriate to the sensitive nature and management objectives of NNP. This will include an assessment of the feasibility of developing a Rwanda-specific or regional guide certificate program.
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 track. During the quarter, we fielded a USNPS Financial/Market Analyst, William Gordon, who worked closely with RDB and USNPS retired Concessions Specialist, Bob Yearout to draft a Financial and Market Analysis for NNP concessions. The analysis developed a set of operation wide assumptions for concessions in Rwanda and specific assumptions for opportunities in NNP focusing on lodging, retail, food and beverage, guided tours and the canopy walk. The assumptions were vetted with a number of individuals (GOR and the private sector) and used to estimate a concession fee for each proposed product. Mr. Gordon, like Mr. Yearout, spent considerable time building the capacity of RDB in financial/market analysis through day to day hands on training and dialogue. Indeed RDB also provided Mr. Gordon with office space at RDB so he could do just that.

Activity 1: Strengthen NNP and private sector guide and staff interpretation skills

Achievements

In February 2013, Nyungwe National Park became the first park in Africa to train all guides as Certified Interpretive Guides through the National Association for Interpretation (NAI). Although this is a major accomplishment for NNP, guide and host interpretive skills require additional reinforcement, and interpretive training needs to be “institutionalized” in Rwanda to facilitate the training of future guides and hosts. To this end, Tim Merriman and Lisa Brochu, our Interpretation Specialists will be in Rwanda o/a January 20, 2013 to:

- Evaluate effectiveness of Certified Interpretive Guide training by observing trained guides in their daily activities;
- Provide coaching comments to solidify concepts delivered in CIG training and assist guides in establishing guidelines for excellent performance;
- Provide formal training session to address any common issues uncovered in coaching and reinforce key concepts of CIG training;
- Facilitate discussion with key stakeholders/partners to determine opportunities for continuing professional development of guides and hosts in and around NNP;
- Prepare an interpretive plan based on updating and furthering the observations made in the document “Improving Nyungwe National Park Tourism Staff Interpretive Skills and Assessing the Visitor Experience”;
- Provide thematic guidelines that can be used to inform current and future interpretive efforts to ensure that interpretive messages match audience interest and management objectives; and
- Facilitate discussion with key stakeholders/partners to determine opportunities for growth of the overall interpretation efforts (both personal and non personal media) and the integration of those efforts with public and private development in and around NNP;

Activity 2: Build capacity of RDB to draft and manage concession agreements

Achievements

The USNPS Superintendents Concessions Management Training Course rescheduled for October 2013 was canceled and has been tentatively rescheduled for March 2014. However, rather than pursue this option (which may or may not happen), we are working with USNPS to do a tailored training program in concessions management for RDB in November 2013.

Thus, during the quarter we liaised with USNPS and began preparations to send Claudine Rubagumya, RDB’s newly appointed Head of Concessions, and Louis Rugyerinyange, NNP Chief Park Warden to USNPS headquarters in Washington, DC to be trained by USNPS concessions experts on various aspects of concessions management (asset management, prospectus development, pricing and evaluation, and concessions management responsibilities), plus visit actual concessions in Shenandoah and Great Smoky Mountains/Blue Ridge Parkway National Parks. The trip has been tentatively scheduled for the second week of November 2013. In terms of costs, RDB has agreed to pick up their airfares and we will cover

their per diem and local travel costs. Dave Krewson, our USNPS coordinator from the USNPS Office of International Affairs, is hoping that he would be able to accompany the team to the Parks.

Mr. Krewson and Nyungwe Nziza were working on the itinerary (including visits to DAI and USAID) until the USG shutdown when Mr. Krewson was furloughed. Our concern is that if the shutdown continues for an extended period, we will have to postpone this study visit until 2014, as neither Mr. Rugyerinyange nor Ms. Rubagumya are available in December.

Additionally, as noted above, an important element of Mr. Yearout's scope of work was to train RDB staff and other stakeholders in understanding and applying the complex specific procedures and concepts to ensure that concession operations not only generate income for RDB, but provide for the preservation and conservation of resources and values of Rwanda's National Parks. Thus, during the quarter, Mr. Yearout designed and implemented a hands on concession capacity building program for RDB's dedicated concessions team

Activity 3: Build RDB capacity to conduct targeted and other tourism market analyses

Achievements

At the request of RDB, we fielded a USNPS Financial/Market Analyst, William Gordon, who worked closely with RDB and USNPS retired Concessions specialist, Bob Yearout to draft a Financial and Market Analysis for NNP. The analysis developed a set of operation wide assumptions for concessions in Rwanda and specific assumptions for opportunities in NNP focusing on lodging, retail, food and beverage, guided tours and the canopy walk. The assumptions were vetted with a number of individuals (GOR and the private sector) and used to estimate a concession fee for each proposed product. Mr. Gordon's report is still under review at RDB, but over the next 1-2 months we will work with RDB to assimilate the report and Mr. Gordon's recommendation and develop requests for proposals for 1-2 products.

A critical element of Mr. Gordon's scope of work was to build the capacity of RDB to conduct targeted and other tourism market analyses. To this end, RDB assigned a staff person (the Community and Cultural Tourism Junior Officer) to work full time with Mr. Gordon, and provided him with an office at RDB to facilitate daily contact and information exchange.

Progress towards benchmarks

BENCHMARK	STATUS
Activity 1: Strengthen NNP and private sector guide and staff interpretation skills	
On-site coaching completed for at least 30 guides and 20 support staff (November 2013)	On track, but delayed. Mr. Merriman and Ms. Brochu will complete the onsite coaching by mid February 2014.
Evaluation tools for use in monitoring success of guides and hosts developed (November 2013)	On track, but delayed. As per the above.
Two NNP Certified Interpretive Guides (CIG) trained by NAI as trainers (March 2014)	On track. Potential candidates have been identified subject to RDB approval.
Strategic plan developed for Rwanda-specific or regional certificate interpretive training program (March 2014)	On track. One of Mr. Merriman's and Ms. Brochu's objectives will be to prepare a detailed interpretive plan including recommendations for ensuring that future development of interpretive opportunities remains appropriate to the sensitive nature and management objectives of NNP. This will include an assessment of the feasibility of developing a Rwanda-specific or regional guide certificate program.
Activity 2: Build capacity of RDB to draft and manage concession agreements	
In country concessions training report produced by USNPS (August 2013)	Delayed. Bob Yearout has approximately 10 days in his contract to continue his support and mentoring of RDB from the U.S. Thus we agreed that he would submit a training report at the end of his assignment (December 2013).
Two RDB staff successfully complete Superintendents Concession Management Training Course (October 2013)	Dropped. The USNPS Superintendents Concessions Management Training Course for October 2013 was canceled has been tentatively rescheduled for March 2014. However, rather than pursue this option (which may or may not happen), we are working with USNPS to do a tailored concessions training program for RDB in November 2013.
Activity 3: Build RDB capacity to conduct targeted and other tourism market analyses	
None	On going. A critical element of USNPS Financial/Market Specialist scope of work was to build the capacity of RDB to conduct targeted and other tourism market analyses. To this end, RDB assigned a staff person (the Community and Cultural Tourism Junior Officer) to work full time with Mr. Gordon, and provided him with an office at RDB to facilitate daily contact and information exchange.

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

During the quarter, we prepared and submitted to USAID Environmental Review Forms (ERF) for one eventual PPPF grant (Gervais Habimana's Turaco Lodge in Gisakura), and one for an eventual small grant to the Koperative Twiyubake Kitabi (KOTWIKI) for "vegetables production in Kitabi for KOTWIKI growth and ecotourism development in NNP." Mr. Habimana's ERF was approved by USAID on August 19, 2013.

One of the Mission's concerns about the KOTWIKI ERF (which also applies to the Duhuze Imbaraga Cooperative proposal), is the fact that Nyungwe Nziza would be providing vegetable seeds to both cooperatives under an in kind grant. However, the Mission pointed that out that as stipulated in our contract (Article H.2(c), that agriculture commodities are restricted goods and "the Contractor shall not procure any agriculture commodities without the prior written approval of the Contracting Officer."

Additionally, ADS 312.3.3.1 Agricultural Commodities states that the following policies apply to agricultural commodities:

- 1) Approval of Commodities - All proposed USAID-financed procurements of the following agricultural commodities must be referred to the Bureau for Food Security for prior approval: wheat, rice, corn, soybeans, sorghum, flour, meal, beans, peas, cotton, vegetable oils, and animal oils and fats.
- 2) Non-U.S. Commodities - Whenever offshore (non-U.S.) procurement of agricultural commodities or products thereof is contemplated, USAID/W must determine the parity position of the commodity. When the prices of such products in the United States are below parity, USAID will not finance the offshore procurement, except in limited circumstances.

We have referred back to DAI's contracts office on this subject for clarification and guidance. We have also initiated discussions with DFID's Trademark East Africa project on the possibility of having Trademark supply the seeds for both cooperatives as an alternative.

During the next quarter, ERFs will be prepared for:

- Building renovations in Gisovu;
- the Gisakura Reception Center;
- Duhuze Imbaraga Cooperative assuming a solution to the seed procurement issue can be found.

Progress towards benchmarks

BENCHMARK	STATUS
ERFs completed for proposed grant activities (December 2013)	On track. All ERFs should be completed for all remaining life of project grant and construction activities.

INTEGRATING WOMEN INTO NYUNGWE NZIZA ACTIVITIES

Achievements

Gender mainstreaming training in targeted cooperatives.

During the quarter, we developed a scope of work and identified an experienced gender specialist to train Nyungwe Nziza targeted cooperatives including the new agriculture cooperatives in gender mainstreaming. The specialist, John Mutamba, was approved by USAID on September 24, 2013 and is scheduled to begin work in late October.

The objective of this assignment is to implement a gender main streaming training plan recommended in post-training report for targeted cooperatives, which will strengthen cooperative capacity to:

- Use the tools of capturing data on women participation in their cooperative activities, events and documenting this participation in cooperative quarterly and annual reports;
- Emphasize gender representation in all target cooperatives decision making in day to day management of their respective cooperatives;
- Encourage self-awareness and confidence of women's effective communication in public speaking during meetings, etc.;
- Ensure the entire cooperative (s) planned capacity building initiatives capture a good number of women's participation issues and their needs and interests in order to promote gender equality; and.
- Strategically forge partnerships with development agencies that are looking into empowering the rural poor and women in order to get support for their development and operations.

The consultant will also produce a case study on gender mainstreaming activities for one cooperative.

Progress towards benchmarks

BENCHMARK	STATUS
Gender mainstreaming training plan produced (July 31, 2013)	<p>Achieved. During the quarter we developed a training plan which focuses on:</p> <ul style="list-style-type: none"> • Self awareness and confidence • Public speaking and effective communication • How to be a leader in a community • Importance of inclusion of women in business • Sensitize male and women members to include their spouses or other women in cooperative activities. • Sensitization on income
Develop a case study on gender mainstreaming activities (March 31, 2014)	<p>On track. Our gender mainstreaming specialist will also produce a case study on gender mainstreaming activities for one cooperative.</p>

TRAINING CONDUCTED

Achievements

With the assistance of Jane Goodall Institute’s scientists in Gisovu, we continued to conduct guide/tracker training for 7 Nyungwe National Park staff (guides and trackers) on wildlife/chimpanzee behavior, language and computer skills and health issue in order to enhance their knowledge, targeted at improving chimpanzee tourism product in Gisovu. Training focused on the same topics as reported during the last quarter, i.e.:

- What distinguishes primates from mammals;
- What distinguishes apes from old world monkeys;
- What are the great apes species and their distribution;
- What is chimpanzee behavior;
- What is habituation and why chimpanzee habituation is conducted;
- Methods of habituation;
- Feeding and ranging behavior;
- Reproductive behavior;
- Chimpanzee social behavior and significance of grooming behavior;
- General information on Nyungwe National Park;
- Conservation, Environment and natural resource management;
- Chimpanzee ecology skills;
- In field education on observing chimpanzee behavior accurately with JGI Scientist;

- Introduction to computers;
- Operating systems;
- Hardware and software; and
- Computer applications

Additionally, during the quarter, and with the assistance of NPS Trail Manager Jim Huck, we conducted hands on training for 20 members of the Banda Ex Poacher’s Trails Cooperative in boardwalk and bridge construction during the recent rehabilitation of the Kamiranzovu boardwalk.

With the exception of the Trails Cooperative which is currently being processed, all training has been reported on Trainet per Table 9 below.

Table 9: Trainet entries July - September 2013

Program Name	Program Status	Start Date	End Date
    Wildlife Behavior /Computer and English Language	Completed	07/01/2013	07/16/2013
    Wildlife Behavior/Chimpanzee and Health issues/English language	Completed	08/06/2013	08/30/2013
    Wildlife Behavior and Environment/English language	Completed	09/01/2013	09/16/2013

Progress towards benchmarks (deliverable)

DELIVERABLE	STATUS
Post-training assessment report produced (April 30, 2013)	Achieved. The post-training assessment took place from February-March 2013 for all 4 cooperatives and the final report was produced and submitted in May 2013.
Development of remaining life of project cooperative training plan (June 2013)	Delayed. Based on the post training assessment, recommendations for future training activities and a remaining life of project training plan have been completed, but given the uncertainties surrounding the 2 new agricultural cooperatives, the plan has not been finalized.

PERFORMANCE MANAGEMENT PLAN

Achievements

Internal benchmark and indicator tracking system

During this reporting period, we continued to update our indicator and benchmark tracking system. Although the majority of activities/results are on track, some have been delayed and/or have experienced problems/issues and responsible staff have been notified and is taking corrective action.

Field Visits Conducted:

During the quarter (August 19-24, 2013), the Monitoring and Evaluation Specialist made a field visits to the four supported cooperatives (CTPC, PNPT, FON and KHWC). The purpose of visits were to collect the semi-quarterly data (July-August 2013) for all activities undertaken during the period. An additional field visit was made from September 9-13, 2013 in collaboration with other staff to assess the impact of the BDS and other training the cooperatives received. Assessment findings suggest that the cooperatives are making improvements in the implementation of activities as a result of the BDS training received.

Data Quality Assessment

A Data Quality Assessment (DQA) was conducted by the Monitoring and Evaluation Management Services (MEMS) project on April 23, 2013 by the MEMS Deputy Chief of Party. We received the draft report on September 30, 2013 and no significant issues were found. The DQA focused on six S07 level indicators: (1) number of hectares under improved natural resources management as a result of USG assistance; (2) increased number of visitors to targeted national parks (Number of visitors to Nyungwe National Park); (3) number of people increased economic benefits derived from natural resources management and conservation as a result of USG assistance; (3) number of people received training in natural resources management and/or biodiversity conservation; (4) number of people receiving training in tourism management; (5) number of policies, laws, agreements or regulations promoting sustainable natural resources management and conservation that are implemented as a result of USG assistance; and (6) number of eco-tourism infrastructure built, refurbished or equipped. The DQA examined a number of parameters including validity, reliability, timeliness, integrity, precision and concluded that:

- Indicators are clear and well understood by the project staff;
- Reporting is always on schedule (monthly, quarterly and annually reports are always generated on time); and
- Data is in the required disaggregates and with minimal errors.

The DQA identified one challenge of which we are well aware; converting data from our April to March project to the USAID's October-September fiscal year. This could be potential sources of errors in the reporting system.

Progress towards benchmarks (deliverable)

BENCHMARK	STATUS
Third Annual Report submitted to USAID by April 22, 2014	Achieved. The Third Annual Report was submitted to USAID on April 17, 2013 and approved on May 22, 2013
Annual Performance Report for Year 4 submitted to MEMS by October 30, 2013	On track. We are currently working with MEMS on the Annual Performance Review in preparation for FY 2013 reporting. We also participated in a half-day meeting for Economic Growth partners on September 20, 2013 to review targets, reporting guidelines reporting process and timelines.
GIS component added to TAMIS (April 2013)	Achieved: Updated information including GPS tracks, indicators and benchmark information, grantee information, photos, and other relevant project information was added to our Technical and Administrative Management Information System (TAMIS) in May 2013
Post-training impact report produced (April 2013)	Achieved. The post-training assessment took place from February-March 2013 for all 4 cooperatives and the final report was produced and submitted in May 2013

PROJECT MANAGEMENT AND ADMINISTRATION

Administration and logistics

Achievements

The major part of this quarter was spent on supporting field activities and providing logistical and administrative support to the project's technical staff and grantees'.

Highlights for the quarter include:

- **Vat refund processed by the Rwanda Revenue Authority (RRA):** A total of \$14,622 has been deposited in DAI's account as a VAT refund. RRA has rejected \$3,000 in claims related to VAT on airtime, which according to RRA, will no longer be reimbursed according to Article 28(2) of Ministerial Order no 001 of January 13, 2013. We have been trying to obtain a copy of this order and have informed USAID and DAI about this issue, specifically seeking guidance on how VAT on air time should be billed.
- **Grant kick-off training:** On July 19, 2013, the Operations and Grants Manager conducted a one day training session for the Golden Monkey group and the Gisovu Tea Company on basic USAID/DAI procurement rules and regulations to ensure that they are compliant in implementation.
- **USAID rules and regulations - Grants and award management training:** The Operations and Grants manager attended the Grants and Award management training held by Inside NGO in Nairobi from 16-18 September 2013 at the Safari Park Hotel. This training will enable her to offer better support to grantees and ensure compliance of implementing partners.

Grants Administration and Management

Achievements

Two grant monitoring visits were made during the quarter. The first was to check on the status of in kind items/structure procured by Nyungwe Nziza for the cooperatives and how these items were being used/managed as well as assess the status of grantee contributions. The purpose of the second trip was to check their books of accounts and conduct a record management audit.

The following table summarizes the findings.

Table 10: Status of non expendable items procured by SSENPP and status of books of accounts

GRANT	STATUS OF NON EXPENDABLE ITEMS	BOOKS OF ACCOUNTS
G-Kig-004: Cyamudongo Tourism Cooperation	<p>The cooperative had repainted the bungalow and the canteen. The site was clean. However there are repairs that will need to be done to repair the roof on the canteen.</p> <p>The cooperative is still working on their 25% contribution as initially agreed.</p>	The cooperative maintains a cash book, sales and audit books and a committee meetings resolutions book. The records were found to be accurate and updated.
G-Kig-005: Kitabi Handcraft Women's Cooperative	<p>Out of the 6 sewing machines procured for the women, 2 were not in working condition. This has however been fixed and the women have worked out a plan to maintain the sewing machines.</p> <p>KHWC has made the 25% contribution as initially agreed.</p>	The cooperative maintains a sales book, cash book and 2 bank books that are accurate and up to date
G-Kig-006: Friends of Nyungwe Cooperative	<p>FON has maintained the site very well. The roofing grass on the huts has been sprayed to prevent decay, and the camp site, restaurant and the rest of the site was in good order.</p> <p>FON has exceeded the 25% contribution outlined in their agreement; they have fenced the campsite, paid for labor to install electricity and water on site received from RDB through revenue share.</p>	<p>The cooperative maintains a sales book, cash book and a bank book that are accurate and up to date.</p> <p>The current KCV manager is also able to show profit and loss per month.</p>

An update on the status of current grants is provided in Table 11 below.

Table 11: Update on Current Grants

GRANT	COMMENTS
G-Kig-003: Banda Pillar of Nature and Tourism Promotion Cooperative	Grant closed out, details are in the community conservation section of this report.
G-Kig-004: Cyamudongo Tourism Cooperation	The initial plan to procure campsite materials after the cooperative acquired additional land for a campsite was suspended. They have been advised to strengthen their current activities before proposing new activities. Additionally, a camp site at the Cooperative does not appear to be a sound business investment.
G-Kig-005: Kitabi Handcraft Women's Cooperative	Incremental funding for a small canteen has been placed on hold given that the women are now occupied with the public toilet facility. We would like to assess their capacity to manage this facility before proceeding with more activities.
G-Kig-006: Friends of Nyungwe Cooperative	Implementation in progress. No specific issues
G-Kig-007: Kitabi Handcraft Women's Cooperative	Construction of the toilet has been completed and handed over to KHWC
G-Kig-008 and 9: Golden Monkey Hotel Ltd	Implementation in progress, landscaping and fencing has been completed. Construction expected to begin in the next quarter.
G-Kig-0010: Gisovu Tea Company	Implementation delayed. Although we signed a grant agreement in July 2013 with the Gisovu Tea Estate to establish a high end tented camp on the Estate, no progress on site has been made as yet. When confronted with this situation, we were informed by the management of Gisovu Tea Estate that they wished to "convert" their initial proposal for the fixed tented camp, and instead transform one of their existing buildings into another guest house. Considering that the original grant was competed and the Tea Estate proposal was selected for support based on the tented camp concept, we declined their request and gave them a deadline of October 4, 2013 to decide whether they will continue with the initial tented camp plan or not. Should the Estate decide not to pursue the original grant agreement, we will be obliged to terminate the grant agreement.
G-Kig-0011 and 12: Gervais Habimana	Implementation in progress. Mr. Habimana signed his agreement late this quarter but he had already begun construction with his own resources. He's finalizing water installation on the site and has erected two 5,000 liter tanks that will be used by the lodge and during construction.

Grants to Twitezimbere Cooperative and Duhuze Imbaraga Cooperative have been delayed due to USAID concerns about procuring vegetable seeds, which are restricted commodities.

Progress towards benchmarks

BENCHMARK	STATUS
Existing grants amended (incremental funding) by June 30, 2013	Completed. All existing grants have been updated
At least two PPPF awards made by July 31, 2013	Completed. Golden Monkey Ltd and Gisovu Tea company have been awarded grants under the PPPF, and the grant agreement with Gervais Habimana was signed in September 2013.
Two new small grants fund (SGF) awards (agriculture) made by August 31, 2013	Delayed. A USAID concern about the KOTWIKI and DIC proposals is the fact that Nyungwe Nziza would be providing vegetable seeds to both cooperatives under an in kind grant. However, USAID pointed out that as stipulated in our contract (Article H.2(c), agriculture commodities are restricted goods and “the Contractor shall not procure any agriculture commodities without the prior written approval of the Contracting Officer”. Additionally, ADS 312.3.3.1 “Agricultural Commodities” has certain restrictions with regard to the procurement of non U.S. agriculture commodities. Thus, we have referred back to DAI’s contracts office on this subject for clarification and guidance.

CHAPTER IV:

CONTRACT DELIVERABLES

As defined in the USAID-DAI contract, deliverables refer to four outputs in four areas: a) Annual Work Plans; d) Quarterly, Annual and Intermittent Progress Reports; c) Trip Reports; and d) Performance and Impact Monitoring. Additional deliverables include a Marking Plan and Branding Strategy and Grants Format/Field Grant Guide. The cumulative contracted Deliverables provided as of March 31, 2013 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)
Fourth Annual Work Plan (March 24, 2013 to March 23, 2014)	
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
Tenth Quarterly Report July – September 2012	October 14, 2012

Eleventh Quarterly Report October – December 2012	January 15, 2013
Twelfth Quarterly Report –March 2013	April 10, 2013
Thirteenth Quarterly Report – June 2013	July 17, 2013 (with approved extension)
First Annual Report March 24, 2010 - March 23, 2011	April 21, 2011
Second Annual Report March 24, 2011 – March 23, 2012	April 20, 2012
Third Annual Report March 24, 2012 – March 23, 2012	April 17, 2013
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: NEW PRICE STRUCTURE FOR NNP

Nyungwe National Park New Prices – August 2013

Tourism Activity	Length	FNR	FR	RC	EAC		Students		
					N	FR	RC	EAC	FR
					USD	USD	RWF	USD	USD
Guided Nature Trails	1 day	40	30	3,000	5	30	1500	3	20
<i>Additional Days (50%)</i>		<i>20</i>	<i>15</i>	<i>1,500</i>	<i>2.5</i>	<i>15</i>	<i>750</i>	<i>1.5</i>	<i>10</i>
Guided Birding Walk	1 day	50	40	5,000	10	40	2000	5	20
<i>Additional Days (50%)</i>		<i>25</i>	<i>20</i>	<i>2,500</i>	<i>5</i>	<i>20</i>	<i>1,000</i>	<i>2.5</i>	<i>10</i>
“Canopy Adventure” Guided Hike	1 day	60	50	5,000	10	50	5,000	5	25
“Tropical Waterfall” Guided Hike	1 day	50	40	5,000	10	40	2,000	5	20
Congo Nile Guided Hike	3 days	100	70	10,000	20	70	5,000	10	35
Chimpanzee Tracking with Guides	1 day	90	60	5,000	10	60	2,500	5	30
Other Primate Tracking with Guides	1 day	60	40	5,000	10	40	1,500	3	20
Camping	Per tent site Per night	30	20	5,000	10	20	2,500	20	15
Family Annual pass (3 times per year)		-	750	80,000	80,000	750	-	-	-
Individual Annual pass (3 times per year)		-	250	16,000	250	16,000	-	-	-

1. Primates tracking not allowed for children under 16 years
2. A group of 10 or more people gets a 30% discount.
3. Children of less than 7 years of age do not pay.
4. Graduate students are excluded from students' category; they pay the normal fee.
5. Commercial Filming: 1,000 USD/group/day for chimps and 600 USD/group/day for other products. Additional days are paid 50%.

FNR= Foreign non-resident
FR= Foreign resident
RC= Rwandan citizen or national

EAC = East African citizen
FR = Foreign Rwandan resident

Visitor activity fees support conservation efforts in Rwanda. 5% of fees collected are returned to benefit local Rwandan communities near the park.