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

“NYUNGWE NZIZA”

ELEVENTH QUARTERLY REPORT: OCTOBER 1 – DECEMBER 31, 2012



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

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Cover Photo: Focus Group Interpretive Training Session for Nyungwe guides, by Tim Merriman

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ABBREVIATIONS

BDS	Business Development Services
BGTW	British Guild of Travel Writers
CBET	Community-based Ecotourism
CIG	Certified Interpretive Guide
CIH	Certified Interpretive Host
CIT	Certified Interpretive Trainer
COR	Contracting Officer's Representative
CSD	Center for Skills Development
CTPC	Cyamudongo Tourism Promotion Cooperative
DAI	Development Alternatives Inc
EDC	Educational Development Center
ERF	Environmental Review Form
FAS	Field Accounting System
FON	Friends of Nyungwe
GIS	Geographic Information Systems
GOR	Government of Rwanda
HICD	Human and Institutional Capacity Development
IR	Intermediate Result
IUCN	International Union for Conservation of Nature
JGI	Jane Goodall Institute
KCCEM	Kitabi College of Conservation and Environmental Management
KCV	Kitabi Cultural Village
KHWC	Kitabi Handicraft Women's Cooperative
LAC	Limits of Acceptable Change
M&E	Monitoring and Evaluation
MEMS	Monitoring and Evaluation Management Services
NAI	National Association for Interpretation
NNP	Nyungwe National Park
NRM	Natural Resource Management
NTVHH	Nyungwe Top View Hill Hotel
OGM	Operations and Grants Management
PIR	Project Intermediate Result
PMP	Performance Management Plan
PNPT	Pillar of Nature and Tourism Promotion
PPPF	Public-Private Partnership Fund
PPR	Project Performance Report
PSF	Private Sector Federation
RCO	Regional Contracting Officer
RDB	Rwanda Development Board

RFP	Request for Proposals
RRA	Rwanda Revenue Authority
RTTA	Rwanda Tours and Travel Association
RWF	Rwandan franc
SGEB	Small Growing Ecotourism Business
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
WTM	World Travel Market

CHAPTER I: SUMMARY OF PROJECT OBJECTIVES AND RESULTS

PROJECT OBJECTIVES

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

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

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

Nyungwe Nziza continues to make contributions toward achieving USAID's Strategic Objective 7 (SO7) of "expanded economic opportunities in rural areas." This is accomplished through the implementation of a program that tracks two critical indicators at the SO7 level, and six indicators at the Intermediate Result (IR) 7.4 and sub IR level as indicated in Table 1 below.

Table 1: SO7 Indicators

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

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

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

OVERVIEW AT THE END OF THE QUARTER

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

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

- Procured the first two samples of trail head signs and secured approvals from RDB on the design and production of the remaining 14 new trail head signs in the park.
- Finalized terms of reference and continued negotiations with the Jane Goodall Institute (JGI) to field two chimp experts from Gombe to support RDB in strengthening the overall Chimp tourism product in Nyungwe, targeting Gisovu, Cyamudongo and Maybebe chimp groups.
- In collaboration with RDB and district authorities, reviewed 11 proposals for accommodation development outside the park, and selected 6 proposals within a competitive range for further evaluation.
- Fielded two canopy engineers from Ian Greenheart and conducted a general inspection of the Canopy walkway maintenance, trained local maintenance crew and procured new canopy equipment used during the repair.
- Secured grant approvals from USAID and developed an RFP for Kitabi Toilet facilities. Advertisement and bid evaluation/selection process will be completed in the next quarter.

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

- Nyungwe Nziza (“Beautiful Nyungwe”) project named winner of the British Guild of Travel Writers (BGTW) Best Overseas and Best Global Project Awards.
- Published the second edition of the project’s newsletter with the latest news and updates about the park.
- Provided content and published a feature article on Nyungwe in Rwanda’s very first Tourism Magazine.
- Embarked on the development of a new ‘discover Gisovu’ brochure.
- Officially handed over 1000 copies of the small format trail guide to RDB and distributed copies among tour operators.
- Developed the first draft of the Nyungwe Market Strategy (Escape to Nyungwe) and shared with RDB for review and comments.
- Continued generating, editing and uploading new content and Nyungwe feature articles on the *Nyungwe fans Facebook* page and the *nyungwepark.com* project website.
- Supported RDB and the Rwanda Tours and Travel Association (RTTA) during participation at the World Travel Market (WTM) in November 2012.
- Confirmed arrangements with Turkish Airlines to conduct an international media familiarization (fam) trip to Nyungwe between April – May 2013.

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

- Arranged a familiarization trip for three Cooperatives (Banda/Pillar of Nature and Tourism Promotion, Kitabi Cultural Village and the Cyamudongo Tourism Promotion Cooperative) to visit Volcanoes National Park and the Kinigi community-based ecotourism (CBET) program to learn best CBET practices.
- Made final selection of two cooperatives - Duhuze Imbaraga (Nyamagabe District) and Terimbere Nyungwe (Nyamasheke District) - for eventual grants for fruit and vegetable growing to supply hotels around the Park.
- Facilitated Kitabi Handicrafts Women's Cooperative (KHWC) to participate in the Kigali arts and crafts exhibition organized by the Rwanda Private Sector Federation (PSF).
- Prepared grant documentation and received USAID approval to issue a grant to KHWC to construct a public toilet facility at KHWC headquarters in Kitabi.
- Finalized plans and cost sharing arrangements with the Educational Development Center (EDC/Akazi Kanoze) and the Nyungwe Top View Hill Hotel (NTVHH) to train 50 youth from Bushekeri and Rangiro Sectors in work readiness, English functional literacy, and technical and complementary training focusing on hotel and restaurant services including housekeeping and front desk, food and beverage, kitchen and baking.

PIR 7.4.1.4: Improved Policy and Enabling Environment for Ecotourism

- Finalized the Request for Proposals (RFP) to assess the impact of the recent gorilla permit price increase on tourism in Rwanda in collaboration with the Tourism Chamber and RTTA, advertised the RFP and received four proposals in response to the RFP which are currently being reviewed.

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

- In collaboration with the National Association for Interpretation (NAI), undertook an assessment of NNP guides and other "public" RDB staff interpretive training needs and prepared a detailed training plan including recommendations on the most appropriate interpretative certification and training programs for use at Nyungwe.

Training

- 46 people (26 women and 18 men) from the Cyamudongo Community Tourism Promotion Cooperative were trained by Butare's Isonga Cultural Troop in various aspects of traditional dancing.

Project Management and Administration

- All current grants were either amended or closed out as per the following:
 - G-Kig-003: Banda Pillar of Nature and Tourism promotion Cooperative - Grant completed, close out process begun

- G-Kig-004: Cyamudongo Tourism Cooperative - Cost and period extension completed
- G-Kig-005: Kitabi Handcraft Women's Cooperative -Grant completed, close out process begun
- G-Kig-006: Friends of Nyungwe Cooperative -Cost and period extension completed

ISSUES AFFECTING IMPLEMENTATION

- **National Concessions Policy.** During the December 13, 2012 Nyungwe Partners' Quarterly Meeting, RDB's Head of Tourism and Conservation mentioned that the National Concessions Policy was recently discussed in a pre-Cabinet meeting, and explained that the delay in passing the policy is at least in part due to the policy needing to be synchronized with the Wildlife Act which is not ready and will likely take a significant amount of time, so that the two are not contradictory. According to informed sources within RDB, the new target date for concessions policy approval is late 2014. If this turns out to be the case, then this would preclude the use of any Public Private Partnership Funds (PPPF) to support product development in the Park as it is unlikely that any construction works could be completed before Nyungwe Nziza ends in March 2015.

Recognizing that this is a major issue in terms of PPPF implementation and considering private sector interest in developing accommodation products both in and near the Park, we released a Request for Proposals for accommodation development outside Nyungwe National Park targeting one or more geographical areas of Kitabi, Gisakura, Gisovu and/or Cyamudongo. Following the release of the RFP, we received a total of 11 proposals; two from Kitabi, two from Gisovu, three from Cyamudongo and four from Gisakura. Out of the 11 proposals received, six were considered by the review committee to be in competitive range, although there were a number of issues that needed to be clarified before any final decision could be made. Respective letters to each of the bidders requesting clarifications were sent with a deadline of January 15, 2013 for proposal resubmission. Final review and award of funds is ongoing and will be completed by the end of January 2013 and we fully expect to award at least 3 PPPF grants by the end of next quarter.

CHAPTER II: PROGRESS TO DATE

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

COMPONENT ONE: SUSTAINABLE ECOTOURISM DEVELOPMENT

Progress towards SO7 targets

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
COMPONENT ONE: SUSTAINABLE ECOTOURISM DEVELOPMENT		
STRATEGIC OBJECTIVE 7: EXPANDED ECONOMIC OPPORTUNITIES IN RURAL AREAS		
SO7 Level indicators		
Indicator 7.1: Percentage change in income of targeted rural population	15%	<p>On course: We have continued to register significant progress on the Small Grants Fund (SGF)/Community-based ecotourism (CBET) front in terms of income generation. All the four targeted cooperatives reported gross profits for the October/November to December 2012: Friends of Nyungwe RWF 683,050; Kitabi Women's Handicrafts RWF 473,560; Banda Pillar of Nature and Tourism Promotion (PNTP) RWF 561,800; and Cyamudongo Tourism Promotion Cooperative RWF 631,900.</p> <p>As noted in previous reports, this indicator is also highly dependent on the implementation of our PPPF and through the creation of employment and other income generation activities that the establishment of accommodation facilities inside the Park would bring. Pending the approval of the National Concessions Policy and in collaboration with District authorities and RDB, we reviewed 11 proposals for accommodation establishment outside the park. Six of these were found to be in competitive range but required further clarification. We expect to make the final selection among these 6 early next quarter and subject to USAID approval, we expect to make at least three PPPF awards by the end of March 2013..</p>
Indicator 7.2: Number of person days of employment generated by USG assistance	350	<p>Achieved: With the recent construction works under the implementation of our small grants program – notably Cyamudongo and Friends of Nyungwe Cooperatives - we generated a total of 361 days of employment during the quarter. During the next quarter, we are planning to contract with one of the trail maintenance cooperatives (Ex Poachers) to undertake the construction of a picnic area on the Karamba trail,</p>

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
		installation of metal poles and rope hand rails on the waterfall trail, construction of two bridges on the Kamiranzovu trail and installation of new trail head signage. Additionally, we also expect to generate addition employment days for the construction of the Kitabi Women's public toilets. Hence, we should be easily able to exceed our Year 3 cumulative target.
Intermediate Result: IR 7.4: Improved management of selected ecosystems		
<i>Indicator 7.4.1:</i> Number of hectares under improved natural resource management as a result of USG assistance.	200	Pending. There has been no progress on this indicator for the quarter. We understand that the bamboo-based carbon trading model to be developed through WCS and ECOTRUST is no longer an option. We also understand that WCS would still like to promote bamboo development in the Nshili area to reduce pressure on natural bamboo stands and we will follow up with WCS on possible collaboration on this activity during the next quarter. Additionally, planned meetings with New Forest Company on the possibility of collaborating on the development of a bamboo outgrowing scheme under their corporate social responsibility initiative did not take place as planned and have been rescheduled for the next quarter.
<i>Indicator 7.4.2:</i> Increased number of visitors to targeted national parks (Number of visitors to Nyungwe National Park)	9700	Pending: Between March 2012 and December 2012, the park received a total of 6,112 visitors, compared to 7131 received in 2011 over the same period, making a 14% decrease. The cause or causes of this decrease are not yet known. We are also not certain on the accuracy of the data collection methods used at the park level, as we recently noticed some discrepancies in the figures provided. During the remaining two months on our Third Year Work plan, we will devote efforts and work with the Tourism Warden to verify all the figures provided in the previous quarters in order to track our performance towards this indicator.
<i>Indicator 7.4.3:</i> Increase in NNP revenue generated	\$1,952K	On target. Data obtained from RDB/NNP two quarters ago indicated that park revenue had doubled from USD 259,180 in 2008 to USD 525,858 in 2011. Unfortunately, RDB/NNP was again not able to provide us with revenue data for 2012 due to time constraints, but promised to send it during the next quarter.

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
<i>Indicator 7.4.4:</i> Number of people with increased economic benefits derived from sustainable natural resource management and conservation as a result of USG assistance.	350	Target exceeded. . During the quarter, we registered a total of 266 additional cooperative members with increased economic benefits, i.e., Cyamudongo Cooperative (78), Kitabi Handicrafts Women's Cooperative (KHWC) (38), Banda PNTF (85) and Friends of Nyungwe (FON) (65). This brings our cumulative Year 3 total to 640 people with increased economic benefits, exceeding our Year 3 target by 183%.
Sub-IR 7.4.1: Improved capacity to sustainably manage ecosystems		
<i>Indicator 7.4.1.1:</i> Number of people receiving USG supported training in natural resources management and/or biodiversity conservation	550	On course: From April 2012 to date, we have trained a total of 24 people in NRM and biodiversity management. 11 staff from WCS and RDB (9 men and 2 women) were trained in the use of the limits of acceptable change approach to monitor the environmental impact of tourism in Nyungwe, and 14 trail crew representatives from Banda and Gisakura were trained in the installation of log check/steps, digging drains, building retaining walls with gabion baskets and dry stone retaining wall techniques. This brings our cumulative Year 3 cumulative total to 280 people trained. During the next quarter, we expect to move forward with our plans for training targeted cooperatives in integrated conservation and economic development and expect to achieve our Year 3 cumulative total by the end of the quarter.
<i>Indicator 7.4.1.2:</i> Number of people receiving training in tourism management	132	Target exceeded. To date, during Year 3 we have trained a total of 492 people in tourism management. Additionally, the following activities scheduled for the next quarter should add to this total: <ul style="list-style-type: none"> • We are in the process of finalizing negotiations with the Jane Goodall Institute field a team of researcher from Gombe Stream, Tanzania, to conduct chimp habituation training for Gisovu's chimp trackers as well as conduct interpretation training for NNP's chimp guides. We expect to finalize contractual details within the next quarter; and • We have fixed dates and finalized arrangements for the certified interpretive host/guide training by the team from the National Association for Interpretation. The

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
		training is a result of the guides' skills assessment which was conducted by the same team in October 2012.
Sub-IR 7.4.2: Increased value of ecosystem services		
Indicator 7.4.2.1: Number of units of eco-tourism infrastructure built, refurbished or equipped	3	<p>Achieved. Major trail rehabilitation and construction-related work in the park has now been completed, apart from replacement of the boardwalk in Kamiranzovu swamp which is on hold pending the receipt of ministerial clearance from RBD.</p> <p>Other trail construction works scheduled for the next quarter include: construction of a picnic area on the Karamba trail, construction of two bridges on the Kamiranzovu trail (outside of the swamp area), and installation of metal poles and rope hand rails on the lower reaches of the waterfall trail. With these activities, we expect to meet or exceed our cumulative Year 3 target.</p>
Cross cutting Sub IR : Improved policy environment for environmental management		
Indicator 7.4.5: Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance	2	<p>Partially achieved. Although we worked on three policy initiatives during the previous quarters, only one policy initiative has actually been implemented at the park level by RDB's NNP tourism Warden, i.e., Lane Krahl's Limits of Acceptable Change (LAC) module. The other two policies are still yet to be implemented, specifically; the National Concessions Policy and the Pricing Policy.</p>

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

Progress towards targets

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
PIR 7.4.1.1: Nyungwe's tourism products developed through increased private sector participation		
Indicator 7.4.1.1.1: Number of private-public partnerships developed	2	On track. Following the release of the RFP for accommodation development outside Nyungwe National Park, we received a total of 11 proposals; two from Kitabi, two from Gisovu, three from Cyamudongo and four from Gisakura. The review and selection of proposals was conducted during a half day workshop held at Nyungwe Nziza's office on December 12, 2012. The selection committee composed of Nyungwe Nziza, District and RDB officials reviewed and scored the proposals based on RFP criteria. Out of the 11, 6 proposals were considered to be in competitive range, although there were a number of issues that needed to be clarified before any final decision could be made. Respective letters to each of the bidders requesting clarifications were sent with a deadline of January 15, 2013 for proposal resubmission. Final review and award of funds will be completed by the end of January 2013. We fully expect to award at least 3 PPPF grants by the end of next quarter, thus achieving our target of 2 public-private partnerships developed.
Indicator 7.4.1.1.2: Amount of private sector resources leveraged for Park ecotourism products	\$1,500K	On track. With partnerships developed under the PPPF for accommodation development outside the Park, we expect to leverage between \$300,000 - \$500,000 from the private sector for accommodation development in close proximity to the Park. Delays in approval of the National Concessions Policy have precluded us from forming partnerships with the private sector for developing accommodation and other ecotourism products inside the Park.
Indicator 7.4.1.1.3: Number of new ecotourism infrastructure products developed	3	On track: To date for Year 3, only one new ecotourism infrastructure product has been developed, notably the Friends of Nyungwe

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
		Cooperative Kitabi Cultural Village. However, the Cyamudongo Cooperative product is expected to become operational in January 2013, and with the recent USAID approval of the Kitabi Handicrafts Women's Cooperative proposed rest stop, we expect to meet Year 3 cumulative targets for this indicator.
Indicator 7.4.1.1.4: Number of concession opportunities/ecotourism products identified and assessed	3	Year 5 target achieved. No new opportunities were identified or assessed during the quarter.
Indicator 7.4.1.1.5: Number of concession opportunities taken over by private investors	2	Delayed. Pending approval of the National Concessions Policy.

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

Achievements

Partnership with JGI – chimp tracker and guide training

Although delayed, we are finalizing arrangements with JGI to assist RDB in strengthening the ongoing habituation of chimpanzees in Gisovu and help integrate this product into the overall “Gisovu Destination” plan. Specifically, JGI will field a team of researchers from Gombe Stream, Tanzania, whose work will be undertaken in two phases. The first phase will focus on an assessment of the chimp product, including current progress in habituation, future potential and other pertinent issues in chimp habituation efforts to date. This will include but not necessarily be limited to:

- A threats assessment to chimps in Gisovu;
- An assessment of chimp tracker skills in habituation including skills in chimpanzee ecology and behavior, chimpanzee health, chimpanzee viewing and data collection methods and work ethic;
- A review of the network of the existing trails, and recommendations for the development of new trails based on the chimps' home range;
- An equipment and personnel (including eventual chimp guides) needs assessment and timeframe required to achieve the minimum level of habituation required to make the Gisovu chimp community a viable tourism product;
- An assessment of RDB adherence to International Union for Conservation of Nature (IUCN) Best Practices Guidelines for Great Ape Tourism;

Phase 2 will focus on the actual implementation of the Gisovu chimp tourism development plan, plus provide refresher training to Cyamudongo and Maybebe chimp guides as required.

We expect to finalize arrangements with JGI by mid-January 2013, and have the team fielded by late January/early February.

Activity 2: Improve the bird watching product in NNP

Achievements

Although there were no specific achievements registered in the quarter, we made significant follow up and ground work for some of the bird watching product development-related activities as indicated in our third year work plan, which will take effect in the next quarter.

Replacement of the boardwalk in Kamiranzovu Marsh

Improved access to Kamiranzovu Trail is a very crucial element in as far as strengthening the birding product in the Park is concerned. The Swamp hosts a great population of Grauer's Rush Warbler and Red-chested Flufftail while the surrounding marsh forests are a good place to see the Short-tailed Warbler, Grey-chested Kakamega, Kungwe Apalis, among others. Viewing all these rare and 'difficult to spot' species is challenging and sometimes requires lots of patience. The situation is worse in the rainy season since the section of the trail that traverses the marsh is barely passable due to high water levels, and therefore not accessible for birders. During the next quarter, we hope that RDB will finally be able to secure the required ministerial approval in order for us to undertake the planned replacement of the existing boardwalk in the marsh.

Bird Guide Certification

Our efforts to engage Birdlife International in the development and implementation of a bird guide certification program for NNP field guides is moving forward, albeit slowly. We received a very positive response from Birdlife International UK, and they are interested in getting involved, but they informed us that as a global partnership of national NGOs, Birdlife works primarily through partner organizations, and thus put us in touch with Birdlife's Africa Secretariat to find out if they would be able to take this forward. We are still waiting for the Secretariat's response.

Uwasenkoko concept note

The draft concept note for developing Uwasenkoko marsh as an ideal place for bird watching in the Park was developed two quarters ago and submitted to RDB for review and approval. However, to date we have received no feedback/interest from RDB on taking this forward, and have thus decided to abandon this activity.

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

Achievements

Review of proposals for accommodation development outside the park

Under our Public Private Partnership Fund and following the release of the Request for Proposals for accommodation development outside Nyungwe National Park, we received a total of eleven proposals, as detailed below:

- **Kitabi area:** Eden Star Lodge and Golden Monkey hotel.
- **Gisovu area:** Gisovu Tea Company and Tebuka Mutuntu Cooperative.
- **Gisakura area:** African Adventures, Gervais Habimana, Abakunzi Cooperative and Kinyaga Ecotourism cooperative.
- **Cyamudongo Area:** Forest Hill lodge, Enterprise La Verdure, Emeraude Limited



Figure 1: Deliberations of the proposal selection committee composed of Nyungwe Nziza, RDB, and district representatives

The review and selection of proposals was completed during a half day workshop held at Nyungwe Nziza’s office on Dec12, 2012. The selection committee composed of Nyungwe Nziza, district and RDB officials reviewed the proposals and scored each proposal based on RFP criteria. Out of the eleven proposals received, six were found to be in competitive range, although there are a number of issues that need to be clarified by each of them before any final decision can be made. Respective letters detailing clarifications required were sent to each of the competitive range bidders, who have until January 15, 2013 to submit revised proposals. Revised proposals will be reviewed in late January and a final selection will be made by February 1, 2013. Once the final selection is made, we will begin the process of seeking USAID approval to award grants under the PPPF and prepare all necessary grant documentation including all Environmental Review Forms. Additionally, before any awards can be made, grantees will be required to meet all GOR environmental requirements including an Environmental Impact Assessment to be conducted by RDB/Rwanda Environmental Management Authority. We are hopeful that grants can be awarded to at least three activities by no later than the end of March 2013.

Proposal	JA	TA	LA	SA	EA	EA	Average
KITABI							
EDEN STAR	out	35	26	9	9	20	19.8
GOLDEN MONKEY	2	71	45	78	58	70	64.4
GISOVU							
GISOVU TEA COOP	4	65	35	63	55	50	51.6
TEBUKA MUTUNTU COOP	2	53	40	42	48	74	51.4
GISAKURA							
AFRICAN ADVENTURES	out	10	25	28	32	65	32.1
GERVAIS HABIMANA	3	65	55	64	53	60	53.9
ABAKUNZI	out	44	10	28	18	49	21.8
KINYAGA ECOTOURISM	5	61	60	58	49	61	57.8
CYAMUDONGO							
FOREST HILL LODGE	1	78	65	71	88	73	75
ENTERPRISE LA VERDURE	out						
EMERAUDE LTD	1	78	65	71	88	73	75

Figure 2: Table showing the scores made for each proposal during the evaluation process

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

Achievements

'Discover Gisovu' promotional materials

In addition to our engagements with JGI targeted at improving chimp tourism in Gisovu, we developed content for the 'discover Gisovu' brochure and are now working with our graphic designer to produce a first draft for review by RDB before final production.

We had expected to have all promotional materials for Gisovu produced by the end of the quarter however, our graphic designer (Gael Vander Weigh) was out of the country for a month and four of the graphic designers we contacted as alternatives produced substandard work. As Mr. Vander Weigh is now back in country, we hope to complete all designs and production during the next quarter.

Additionally, it should be noted that we received two proposals for accommodation development in Gisovu; one from the *Gisovu Tea Company* and another from *Tebuka Mutuntu Cooperative*. Both proposals were in competitive range for support under the PPPF and individual letters seeking clarifications on some of the concerns raised during the review exercise have already been sent with a deadline of resubmission on January 15, 2013. Early during the next quarter, we will conduct site visits to each of the Gisovu sites ascertain the actual situation on the ground in consideration of RDB's overall vision for the Gisovu destination.

Finally, we GPS'ed the Source of the Nile Trail (distances and elevation) and used this information to produce a trailhead sign for this important Gisovu product.

Activity 4: Improve/maintain NNP visitor facilities

Achievements

Canopy Walkway Maintenance Inspection

In October of 2012, two Greenheart canopy walkway technicians returned to Nyungwe at the request of RDB to inspect and carry out standard maintenance on the Greenheart canopy walkway system installed in NNP between 2009/10.

The Greenheart technicians also provided training to the local maintenance staff with a focus on carrying out daily inspections and preventative maintenance. The training was "hands on" and the local staff worked alongside the Greenheart technicians to carry out maintenance and inspection of the walkway. During the inspection and maintenance all of the towers had the bolts checked, re-tightened and marked – support beams and floor plates were checked and adjusted - cable saddles were checked and adjusted. The bridges were adjusted and set level, safety nets were checked and the technicians replaced net attachment points that were showing fatigue. The catenary cable clamps were inspected, tightened and marked. All

the backstays/anchors were visually checked and marked. The foundations for the truss bridge were inspected and all tower bases were found to be level. The welds on the bridge were inspected. Several beams were replaced and extensive time was set on leveling the bridges.

The majority of items adjusted or repaired appeared to be the result of a failure to tighten or maintain original settings for bridge cable hangers and set bridge levels. The bridge connections to the tower had suffered damage due to this misalignment as the forces had been transferred to the support brackets for the bridge planks. The bridge saddles and tower bolts were loose and it appears that regular checks and maintenance on the tower had not been conducted as required. The Greenheart team also noted that no clear documentation was available and that no record of the annual engineering inspection was available.

The Greenheart team stressed that one particular area that requires further attention is the stabilization of the soil and control of water flow around and under the tower bases. There are signs of erosion and exposure of the tower footings. Thus, the team recommended that the tower footings be re-set and poured and ground cover or geo-fabric be added to the base area to limit erosion.



Figure 3: Soil erosion around the base of Tower 2

Finally, all the canopy equipment procured by Nyungwe Nziza to facilitate the two canopy engineers in executing the assignment was transferred to RDB's Chief Park Warden on completion of Greenheart team's work.

Kitabi public toilet facilities

In October 2012, we received an unsolicited proposal from the Kitabi Handicrafts Women's Cooperative for the construction of a public toilet facility at KHWC headquarters in Kitabi. The objective of the proposal is to reduce environmental pollution in the Park (particularly the areas of Uwasenkoko and Umugote) by providing a clean, comfortable rest stop to bus passengers and others prior to entering and on leaving the Park. KHWC is proposing to install a facility with three flush toilets for women, and five for men

(including three urinals). The site for the toilet and part of the drain field has already been purchased by KHWC and the additional area required for the drain field will be



Figure 4: Proposed rest stop site next to KHWC

provided by the Sector. KHWC intends to charge a small fee for the use/maintenance of these facilities which should contribute substantially to Cooperative income, in addition to increased sales from handicrafts and other products.

As KHWC has already been awarded one grant under the Impact Nyungwe Contest and has exceeded expectations in terms of performance, and as the proposed site is one of the best locations for a public rest stop (a reliable public water supply, availability of handicrafts, soft drinks and snacks as well as honey from the WCS supported honey cooperative), we decided to support this activity as an unsolicited proposal.

All grant documentation for KHWC's proposal

(including the Environmental Review Form) was prepared during the quarter and submitted to USAID for approval which was received on December 17, 2012. Specific activities include:

- Construction of a rest stop comprised of one building with three flush toilets for women, and five for men (including three urinals);
- Construction of a water tower with tank; and
- Construction of a septic tank and drain/leach field

During the next quarter, and considering that the grant approval has been secured, we will follow up with the District authorities and NNP's Chief Park Warden on ownership of the additional land promised by the sector. Once ownership has been confirmed, we will develop and issue an RFP for actual rest stop construction.

Activity 5: Upgrade signage

Achievements

Over the quarter, we engaged RDB and made amendments on the previous trail head signage templates, in terms of size and artwork, based on the observations made during the site visits conducted by Nyungwe Nziza together with the Tourism Warden and the Chief Park Warden. Exact locations where each of the trail head signs would be placed were also marked out.



Figure 5: Proposed rest stop design



Figure 6: Trail head signage prototype -the actual sign will be slightly larger

A total of 16 trail head signs will be produced, with 4 to be placed on the different trail dissections within the Park along the Uwinka trail network, and 12 to be installed along the main road through the Park (on respective trail starting points), and two in Gisovu (Source of the Nile and Muzimu trails).

The production process is already ongoing so final installation will be completed within the next quarter.

Activity 6: Upgrade trails

Achievements

Major trail rehabilitation and construction related work in the Park have now been completed, apart from the replacement of the boardwalk in Kamiranzovu marsh. Should RDB obtain the required ministerial approval under Article 87 of the Organic Law on the Environment, we are prepared to replace the boardwalk during the next quarter.

Other trail related works scheduled for the next quarter include construction of a picnic area on the Karamba trail and replacement of two bridges on the Kamiranzovu trail. We will also complete the installation of metal poles and rope hand rails on the steep sections (descent to the falls) on the Waterfall Trail.

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

Achievements

No major achievements were registered during the quarter under this activity. We had initially planned to contract with Greenheart's Canopy Walk engineers to conduct a feasibility study on the possibility of developing a cable line in either Busoro or close to the Forest Lodge, but deleted this element from Greenheart's Canopy Walk repair and maintenance scope of work for both competition reasons (if Greenheart did the assessment, they would be excluded from competing on the construction) and the fact that we did not want to raise RDB's expectations in terms of funding the establishment of a cable line in the absence of an approved Concessions Policy.

However, should the National Concessions Policy be approved within the next 12 months, we are prepared to support RDB with the preparation of an RFP for a cable line construction and management. The RFP would, inter alia, provide guidance on accessing PPPF funds.

Progress towards benchmarks

BENCHMARK	STATUS
Activity 1: Improve the chimp trekking experience in Cyamudongo and Gisovu	
JGI primatologists fielded (July 2012)	Delayed. Although delayed, we are finalizing arrangements with JGI to assist RDB in strengthening the ongoing habituation of chimpanzees in Gisovu and help integrate this product into the overall “Gisovu Destination” plan. Specifically, JGI will field a team of researchers from Gombe Stream, Tanzania, whose work will be undertaken in two phases. The first phase will focus on an assessment of the chimp product, including current progress in habituation, future potential and other pertinent issues in chimp habituation efforts to date. Phase 2 will focus on the actual implementation of the Gisovu chimp tourism development plan, plus provide refresher training to Cyamudongo and Maybebe chimp guides as required. We expect to finalize arrangements with JGI by mid-January 2013, and have the team fielded by late January/early February.
Production of NNP chimp interpretive and promotional materials (July 2012)	Achieved. During the previous quarter, we produced a chimp fact sheet and distributed it among NNP guides and tour operators. We hope to generate other chimp interpretive materials with the help of JGI’s involvement in NNP’s chimp tourism.
Activity 2: Improve the bird watching product in NNP	
NNP Birding promotional materials developed and distributed (July 2012)	Achieved. In partnership with Beth Kaplin/Antioch University, we produced a field bird checklist and distributed copies in the park and among tour operators. Additional copies and those of the NNP birding brochure were produced and disseminated at WTM in November 2012.
Final assessments and establishment of new birding trails around Uwasenkoko and Busoro. (August 2012)	Achieved. The draft concept note for the development of a birding trail along Uwasenkoko marsh was completed and submitted to RDB for review and approval. Development of the Busoro Trail has been placed on hold indefinitely given that RDB did not show any level of interest in reviewing the concept note developed for Uwasenkoko.
Activity 3(a): Support development of new accommodation products in and outside the park	
Financial/market analyses for selected in park sites completed	Delayed. The market analyses were not conducted during in the quarter as there was no

BENCHMARK	STATUS
(June 2012)	clear indication of when the National Concessions Policy would be approved. However, at the request of RDB, we have decided to move forward with the financial analyses of key accommodation sites inside the Park and the development of business prospectuses for these sites which will combine the financial analyses with Diane Gayer's proposed ecolodge designs. The objective would be to have the prospectuses available once the National Concessions Policy is approved. However, given that the National Concessions Policy is not expected to be approved until 2014, we are moving this to a Year 4 activity.
Nyungwe Tourism Prospectus developed and circulated (August 2012)	Delayed. As above
DAI release of RFP (August 2012)	Achieved. Under our Public Private Partnership Fund and following the release of the Request for Proposals for accommodation development outside Nyungwe National Park, we received a total of eleven proposals, i.e., two from Kitabi, two from Gisovu, three from Cyamudongo and four from Gisakura. We are expecting to support a total of four new accommodation establishments with at least one in Kitabi, Gisakura, Cyamudongo and Gisovu areas. The final review and award of funds will be completed in the next quarter.
At least two awards made under the PPPF (September 2012)	Partially achieved. Review and selection of proposals was completed during the quarter. Final evaluation and award of funds will take place in the next quarter.
Activity 3(b): Assist RDB to develop Gisovu as a new tourism destination	
Development/production of new promotional materials and infrastructure for the Source of the Nile (July 2012)	Delayed. New signage prototypes for the Source of the Nile have been developed and approved by RDB. Final production and installation will be conducted in the next quarter. We are also in the process of developing other promotion materials for the Source of the Nile, tea tourism and chimp tracking.
Initiate plans for the development of Tea Plantation Tours (June – November 2012)	Delayed. We continue to work closely with RDB and the Gisovu tea factory on the development of tea plantation tours and accommodation. The Tea Tour component will be completed during the next quarter.
Establishment of new permanent camp sites in Gisovu (October)	Delayed/modified. We reviewed two proposals for accommodation development in Gisovu; one

BENCHMARK	STATUS
2012)	<p>from the <i>Tea Company</i> and another from <i>Tebuka Mutuntu Cooperative</i> that have both been considered to be in a competitive range for our support under the PPPF. Individual letters seeking clarifications on some of the concerns raised during the review exercise have already been sent with a deadline of resubmission of January 15 2013. In the next quarter, we will conduct necessary site visits and reevaluate the amended proposals in close consideration of RDB's overall vision for Gisovu destination.</p> <p>Additionally, during the quarter we initiated discussions with RDB/NNP about the possibility of establishing a small camp site near the near the ranger station in Gisovu. We will follow up the RDB/NNP next quarter.</p>
Activity 4: Improve/maintain NNP visitor facilities	
New interpretive panels at Uwinka installed (August 2012)	Delayed. We will embark on the development of new interpretive panels at Uwinka during the next quarter on completion of the trail head signage installation.
Construction of Umugote stopover (December 2012)	Delayed. As recently agreed with RDB during the quarterly meeting, we will embark on the development of this site after the completion of Kitabi toilet construction project.
Installation of new ecologically friendly toilets at Kitabi (August 2012)	On course. In October 2012, we received an unsolicited proposal from the Kitabi Handicrafts Women's Cooperative (KHWC) for the construction of a public toilet facility at KHWC headquarters in Kitabi. KHWC is proposing to install a facility with three flush toilets for women, and five for men (including three urinals). During the next quarter and considering that grant approval has been secured from USAID, we will follow up with the district authorities/NNP's Chief Park Warden on ownership of the additional land promised by the sector and then issue an RFP for rest stop construction.
Ian Green's trip report on canopy walk (maintenance guidelines, training report) – (September 2012)	Achieved. In October of 2012, two Greenheart canopy walkway technicians returned to Nyungwe at the request of RDB to inspect and carry out standard maintenance on the Greenheart canopy walkway system installed in NNP between 2009/10. The technicians' trip report was approved by USAID on December 21, 2012.

BENCHMARK	STATUS
Activity 5: Upgrade signage	
Signage prototypes developed and submitted to RDB for review and approval (June 2012)	Achieved. All trail signage prototypes as per the style manual obtained from WCS, were completed and approved by RDB.
Subject to RDB approval of prototypes, all new Park signage in place (December 2012)	Achieved. With RDB's approval of the final design, we have contracted with Map Rwanda LTD, to produce 16 trail head signs to be installed in the park. We expect to have all signs installed by the end of January 2013.
Activity 6: Upgrade trails	
Recruitment of 2 NPS trail crew volunteers (June 2012)	Achieved: In the last quarter, we recruited and fielded U.S. National Park Service (USNPS) Trails Manager, Nick Huck, who engineered construction works at the Canopy Walk Trail. He also provided hands on training to 14 trail cooperative members from Banda and Gisakura in the installation of log check/steps, trail drainage, and the building of retaining walls using gabion baskets and dry stone retaining wall techniques.
Upgrade of Karamba trail (July 2012)	Delayed: Based on Mr. Huck's assessment, there were no urgent repairs required on the trail, other than minor clearing and improving cross drainage, thus priority was allocated to other interventions. During the next quarter, we will competitively select a contractor to construct a picnic table with shelter along the trail to enhance the visitor experience for the third most popular trail in the Park.
Upgrade of the Congo Nile Divide Trail (August 2012)	Dropped. The development of a day loop on the Congo Divide trail was not found practical/feasible since the trail connects with the former road that connects with the Bigugu trail, at approximately 10 kilometers, which would be way too long for a day hike. The trail has recently been upgraded in a very satisfactory manner by NNP's Ex-poachers' Cooperative and did not require any additional rehabilitation.
Upgrade of the Canopy Walk trail (September 2012)	Achieved: We installed approximately 200 log steps, built 13 gabion basket retaining walls, constructed 350+ square feet of dry stone wall, and leveled and improved the drainage of some of the steep switch backs of the trail. It was not deemed necessary to install metal poles and rope hand rails on the Canopy Walk as we had previously planned but instead these hand rails will be placed along the last and very steep switch

BENCHMARK	STATUS
	backs towards the bottom of Kamiranzovu waterfall trail.
Replacement of the boardwalk in Kamiranzovu swamp (to be determined – pending authorization of the Minister)	Pending: Due to the delayed ministerial authorization.
Activity 7: Establish visitor attractions focusing on Nyungwe biodiversity and endemism	
Concept paper on biodiversity related tourism products for Busoro developed (October 2012)	Dropped. We had originally intended for the Greenheart team to do a feasibility study on a cable line for either Busoro or Gisakura. However, doing such a study would preclude Greenheart from competing on the actual construction. In the end, it was decided that the project's support to RDB in developing a cable line would be limited to providing assistance in drafting an RFP for the design and construction once the Concessions Policy is approved.
Assessment report on the Owl-faced monkey as a potential tourism product (December 2012)	Achieved: A preliminary assessment was conducted by Dr. Amy Vedder. Based on her analysis, although development of the owl-faced monkey as a tourism product might be possible, the return on investment of time, resources, etc., could be very low and discouraging in terms of increasing visitors/revenue for the Park.

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

Progress towards targets

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
PIR 7.4.1.2: Improved marketing and promotion of Nyungwe among targeted segments		
Indicator 7.4.1.2.1: Percent increase in number of visits from United States and United Kingdom-based tourists	150%	Pending. Between March 2012 and December 2012, the park received a total of 958 visitors from UK and US, compared to 1,242 received in 2011 over the same period, marking a 23% decrease. The cause or causes of this decrease are not yet known. We are also not certain on the accuracy of the data collection methods used at the park level, as we recently noticed some discrepancies in the figures provided. During the remaining two months on our Third Year Work plan, we will devote efforts and work with the Tourism Warden to verify all the figures provided in the previous quarters in order to track our performance towards this indicator.
Indicator 7.4.1.2.2: Number of people attending annual promotional events held in or about Nyungwe	350	Partially achieved: To date a total of 30 people attended promotional events in NNP including five international journalists hosted in the Park during April 2012 and 25 local journalists in September 2012. We are still expecting to launch the Friends of Nyungwe Cultural Village, the Kitabi Women's Handicraft Center and the Cyamudongo sites in collaboration with RDB and the Districts within the next 2-3 months. We expect that these events will attract a significant number of tour operators, local journalists and other stakeholders, and we should be able to meet our cumulative year 3 target for this indicator.
Indicator 7.4.1.2.3: Number of social media channels discussing NNP in a positive light	2	Achieved: At least 100 tweets and Facebook stories are continually circulated on Nyungwe accounts on the following social media: Flickr.com, Diigo.com, Reddit.com, Digg.com, Stumbleupon.com and Delicious.com. The project website (www.nyungwepark.com) also regularly circulates news about the Park to a growing number of users.

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
Indicator 7.4.1.2.4: Number of blogs discussing NNP in a positive light	3	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).
Indicator 7.4.1.2.5: Number of on-line marketing products developed	2	Achieved: The 100 tweets and Facebook stories are also circulated on Nyungwe accounts on the following social media: Flickr.com, Diigo.com, Reddit.com, Digg.com, Stumbleupon.com and Delicious.com. The project website (www.nyungwepark.com) also regularly circulates news about the Park to a growing number of users.
Indicator 7.4.1.2.6: Private sector interest for the development of Nyungwe –Lake Kivu circuit	N/A	Pending: As reported during the last quarters, this new circuit has attracted few tourists and no tour operators sell the Lake Kivu circuit as a standalone package. However, during the last quarter, we met with Michael Langstaff who is heading the team contracted by the Ministry of Commerce/RDB to develop the Tourism Sub-Master Plan for the Lake Kivu belt (from Rubavu to Rusizi). Mr. Langstaff was fairly neutral about the potential of the area, and had some doubts about the eventual implementation of the plan, but felt that certain elements (e.g., an 18 hole international golf course) had merit. Unless this situation changes drastically in the near future, we prefer to drop this and any related indicators for the

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
		Year 4 work plan.
Indicator 7.4..1.2.7: Number of NNP's promotional materials used in key travel industry events in United States and United Kingdom	5	Achieved: In preparation for Nyungwe's participation at WTM in November 2012, at least 3000 copies of the trail brochures, and several hundred copies of the DVDs and the Bird Checklist were produced and distributed at WTM by both RDB and private tour operators.

Activity 1: Conduct targeted marketing for NNP

Achievements

Nyungwe National Park Targeted Market Strategy

Nyungwe National Park was identified by RDB as a priority target for diversification and as a possible stand-alone destination. In support of this effort and with the assistance of our Tourism Market Specialist, Scott Wayne, we developed a targeted Market Strategy for Nyungwe - “*Escape to Nyungwe*” - to serve as a tool in planning, marketing and promoting NNP as an iconic escape independent from the already famous mountain gorillas.

According to the strategy and based on the current tourism situation and existing markets for Nyungwe, as well as the constraints and opportunities analyzed for marketing Nyungwe, it is the consultant's opinion that, Nyungwe National Park cannot currently be marketed as a stand-alone destination . However, it might become a stand-alone destination for its main market segments if it is presented and positioned as an escape – an Escape to Nyungwe! Apart from relatively small numbers of visitors who come to Nyungwe for the birds or a challenging trek, most visitors come to Nyungwe because it is an escape – an escape to a luxurious eco-resort or an escape to nature. Chimps, trail hikes, the Canopy Walk and the Nyungwe Forest Lodge are draws, but they are not sufficiently compelling for Nyungwe to compete yet as a stand-alone destination.

An in-depth analysis of the current constraints, opportunities, marketing action plan and key strategies were all captured in the report. A draft copy of this report was submitted to RDB and USAID for review and comments. USAID provided comments on the strategy on December 17, 2012 but RDB has yet to respond. Implementation of someone of the key actions highlighted in the Strategy will be undertaken by the project over the next several months depending on how RDB would like to proceed.

Turkish Airlines International Media Familiarization trip

Following a meeting in Los Angeles earlier in the year with the U.S. Western Regional Manager for Turkish Airlines, the project proposed a media trip for their sponsorship. Turkish Airlines accepted the

proposal and agreed to provide six round trip tickets to Kigali from Los Angeles. Five well-experienced journalists were recruited who are frequent contributors to print, broadcast and online media, including National Geographic Traveler and Adventure Travel, Outside Magazine, AFAR magazine, the Globe and Mail, PBS's Passport to Adventure and The Washington Times. Their coverage will reach millions of readers and viewers. The trip is now scheduled for late April 2013 following RDB's recent confirmation on the dates and itinerary.

Participation at WTM in London

During the recently concluded World Travel Market in November 2012, Nyungwe Nziza's Tourism consultant Scott Wayne arranged for video interviews with Rica Rwigamba, RDB Director of Tourism and Manzi Kayihura, President of the Rwanda Travel and Tour Association and CEO of Thousand Hills Expeditions, with Travel Daily News International whose website is linked to 1500 other websites and whose Twitter feed is followed by 5800 people; their website receives over 90,000 unique visitors every month from 200 countries.

Nyungwe Nziza Project wins Global Travel Awards

On November 4 2012, the British Guild of Travel Writers awarded the Nyungwe Nziza Project the Best Overseas and Best Global tourism project at their annual awards dinner at the Savoy Hotel in London, beating several other projects for the title. The awards were the result of a vote by Guild members who were part of the international media familiarization trip to Nyungwe in May 2012, organized by the project in collaboration with RDB and the private sector. A press release announcing that NNP won the Best Overseas and Best Global tourism project awards from the British Guild of Travel Writers was circulated to 3000+ media representatives at WTM, the Nyungwe Park twitter feed and Facebook page.



Figure 8: Guild Chair, Roger Bray presenting the award to RDB's Head of Tourism and Conservation, Rica Rwigamba



Figure 7: Former BGTW Chair Melissa Shales, RDB's Head of Tourism and Conservation, Rica Rwigamba and Guild member, Rebecca Ford showcasing the awards at WTM in London

Publication and handover of the small format trails guide

On Dec 13, 2012, the USAID/Rwanda Mission Director, Peter Malnak officially handed over 1000 copies of the new *A Trail Guide for Rwanda's Nyungwe National Park* to RDB's Head of Tourism and Conservation. The trail guide offers a wealth of information on Nyungwe's history, trails, wildlife, and attractions with beautiful accompanying photos.

Copies of the guide will be distributed to local tour operators for marketing purposes while others will be available for purchase in Kigali at RDB, selected hotels as well as in NNP at the different reception centers and hotels.



Figure 9: USAID Mission Director, Peter Malnak with RDB's Head of Tourism and Conservation during the handover of the trail guides

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

Achievements

Twitter (@NyungwePark)

Over 100 tweets, most of which link to news stories about Nyungwe, were circulated to 99 followers between the beginning of September and mid-December 2012. Many of the news tweets were retweeted to followers, i.e., Rica Rwigamba retweeted the news to her 2175 followers and DAI Global retweeted to 2162 followers. All Nyungwe tweets automatically appear on the NNP-maintained Nyungwe Park Facebook page.

Facebook – (<http://www.facebook.com/pages/Nyungwe-National-Park-Fans-Rwanda/327232577364149>)

On November 2, 2012, the Nyungwe Facebook reached over 1000 “Friends of Nyungwe” directly and an additional 951 fans read stories from the Nyungwe Facebook page via their friends’ pages.

YouTube

The Nyungwe Park YouTube channel maintained by NNP now has 47 videos about the Park, including interviews with Nyungwe guides and travelers.

(<http://www.youtube.com/user/NyungwePark1?feature=watch>).

The project website (www.nyungwepark.com) also regularly circulates news about the Park to a growing number of users.

The Project Newsletter

Nyungwe Nziza produced the second edition of the project's newsletter, highlighting news from the Park along with some of the project's accomplishments, updates and upcoming events. Electronic copies were distributed to over 20 tour operators, hoteliers, and other stakeholders. A downloadable PDF version was also uploaded on the project's website.

Progress towards benchmarks

BENCHMARK	STATUS
Activity 1: Conduct targeted marketing for NNP	
All Year 3 previous and new marketing materials produced and disseminated (July 2012)	Achieved: During the quarter, 1000 copies of the small format trail guide were officially handed over to RDB and several others distributed among tour operators. Additionally, 3000 copies of the trail brochures, DVDs and the Bird checklist was produced and distributed by RDB and tour operators at the UK Birdfair and at WTM. Additionally, the recent project global awards generated several international and local media coverage, hence increasing on line visibility of NNP.
RDB-NNP participation at UK Bird fair and World Travel Market (WTM) (November 2012)	Achieved: In an effort to maximize exposure of the bird watching product in the Park, Nyungwe Nziza project partnered with Rwanda Development Board and the Rwanda Birding Association to participate in the August 2012 British Bird Watching Fair. Participants included Nyungwe Nziza's Ecotourism Team Leader, Boaz Tumwesigye, President of Rwanda Birding Association, David Mugisha and Nyungwe National Park's Field Bird guide, Vedaste Mpakaniye. During the recently concluded World Travel Market in November 2012, Nyungwe Nziza's Tourism consultant Scott Wayne arranged for video interviews with Rica Rwigamba, RDB Director of Tourism and Manzi Kayihura, President of the Rwanda Travel and Tour Association and CEO of Thousand Hills Expeditions, with Travel Daily News International whose website is linked to 1500 other websites and twitter feed is followed by 5800; their website receives over 90,000 unique visitors every month from 200 countries.
At least 3 Nyungwe article published in the regional media (October 2012)	Achieved: As a product of the September 2012 local media trip to Nyungwe sponsored by Nyungwe Nziza, 12 articles featuring Nyungwe were

BENCHMARK	STATUS
	<p>generated in different local media houses. We also published an additional article on Nyungwe in the Service Magazine's 11th issue. The East African, the Service Magazine and the New Times all have regional readership.</p> <p>During this quarter, we contributed to the publication of one feature article on Nyungwe in the first edition of Rwanda's Tourism Magazine.</p>
<p>One familiarization trip for journalists conducted (June 2012)</p>	<p>Achieved: In addition to the international press trip conducted in May 2012 and the local media familiarization trip for 25 journalists to NNP in September 2012, we are now pursuing a third familiarization trip. Following a meeting in Los Angeles earlier in the year with the US Western Regional Manager for Turkish Airlines, the project proposed a media trip for their sponsorship. Turkish Airlines accepted the proposal and agreed to provide six round trip tickets to Kigali from Los Angeles. Five well-experienced journalists were recruited; they are frequent contributors to print, broadcast and online media, including National Geographic Traveler and Adventure Travel, Outside Magazine, AFAR magazine, the Globe and Mail, PBS's Passport to Adventure and The Washington Times. Their coverage will reach millions of readers and viewers. The trip is scheduled for late April 2013.</p>
<p>A completed Market Strategy for NNP (September 2012)</p>	<p>Achieved: Nyungwe National Park was identified by RDB as a priority target for diversification and as a possible stand-alone destination. In support to this cause and with the assistance of our Tourism Market Specialist, Scott Wayne, we developed a targeted Market Strategy for Nyungwe "<i>Escape to Nyungwe</i>" to serve as a tool in planning, marketing and promoting Nyungwe National Park as an iconic escape independent from the already famous mountain gorillas.</p> <p>An in-depth analysis of the current constraints, opportunities, marketing action plan and key strategies were all captured in the report. A draft copy of this report was submitted to RDB and USAID for review and comments. Implementation of someone of the key strategies highlighted will be undertaken by the project over the next quarters depending on how RDB would like to proceed.</p>

BENCHMARK	STATUS
Activity 2: Upgrade e-marketing and use of new media to promote NNP	
<p>NNP web pages fully functional on Rwandatourism.com (June 2012) with updates; made and new content added monthly (October 2012);</p>	<p>Achieved: The project website (www.nyungwepark.com) was completed and promoted among local and international tour operators. Containing a wealth of information on both the project and NNP, including downloadable brochures, videos, etc., nyungwepark.com has been considered by many tour operators as a very useful and has also been recommended as the best source of information on Nyungwe by Lonely Planet. The site regularly circulates news about the Park to a growing number of users.</p>
<p>Development of the project's newsletter – 1st edition (June 2012).</p>	<p>Achieved: Nyungwe Nziza produced the second edition of the project's newsletter, highlighting news from the Park and some of the project's accomplishments, updates and upcoming events. Electronic copies were distributed to tour operators, hoteliers, and other stakeholders, and a downloadable PDF version was uploaded on the project's website.</p>

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

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

Progress towards targets

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
PIR 7.4.1.3: Improved Integration between Communities and the Ecotourism Value Chain		
Indicator 7.4.1.3.1: Threat levels in selected critical buffer zone areas reduced (percentage reduction)	0%	Pending. Due to other priorities for both Nyungwe Nziza and WCS we were not able to disaggregate threats data by targeted cooperative areas again this quarter. Rather than continue to postpone this activity, we have decided to contract with an international specialist to assist us with this study. We expect to undertake the study during the next quarter and the study's findings will to a certain extent, drive Year 4 community activities.
Indicator 7.4.1.3.2: Number of community-based attractions and tours available for sale	3	Achieved. In 2012, three cooperatives (Banda, Kitabi and Friends of Nyungwe) became fully operational/available for sale. Cyamudongo became partly operational in December 2012 (handicraft sales) and will become fully operational in January 2013 on completion of construction activities (kitchen, water tanks and tourist "bungalow". Thus, we have already met Year 3 targets and will exceed it by one when the Cyamudongo product comes on board in January.

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
Indicator 7.4.1.3.4 : Number of consolidated ecotourism and related small to medium enterprises (SME) that are fully operational	2	On going. None of the four SGF-supported cooperatives are fully operational as SMEs, although Friends of Nyungwe is quickly approaching this point. However, with the recently concluded training in business management along with the development of sound business plans for each cooperative as a guiding tool for any viable business, we expect at least 3 of the 4 cooperatives to be fully operational as SMEs by the end of Year 3.
Indicator 7.4.1.3.5: Number of community/private sector partnerships developed and in operation.	2	On going. In response to the RFP for accommodation development outside the Park released at the end of October 2012, we received 11 proposals to develop accommodation in Gisovu, Gisakura, Cyamudongo and Kitabi. As collaboration/partnerships with local communities were key requirements of the RFP, we expect to have at least 2 community-private partnerships by the end of Year 3. Awards are expected to be made in January 2013.
Indicator 7.4.1.3.6: Amount of private sector resources leveraged for community initiatives	\$500K	On going. In addition to resources expected to be leveraged under the above community –private sector partnerships, we are in contact with Outlook Expeditions, a UK- based tour operator who is interested in partnering with Kitabi Cultural Village to host groups of students every year, with the first group scheduled to arrive in June 2013.
Indicator 7.4.1.5.2: Increased capacity of targeted community organizations/cooperatives to manage community-based ecotourism initiatives.	10%	On course. Following the implementation of the business management training program for all targeted cooperatives during last quarter, a draft training report has been submitted to Nyungwe Nziza project for review. The report – including community guiding script and four business plans will be a major guiding tool for these cooperatives in their day today business operations. The business plans should also prove valuable as an alternative tool for sourcing funds from micro financial institutions for business expansion.

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

Achievements

Business management training

During the quarter, the business management training draft report was submitted to Nyungwe Nziza for review. Once finalized, post training follow-up will be conducted in each of the cooperatives (Banda, Cyamudongo, FON and KHWK) to ensure that members of the cooperatives fully grasp all the concepts they were trained in and are able to apply the skills they have acquired.

Familiarization trip to Volcanoes National Park

As a means of strengthening the capacity of CBET product/service offerings, Nyungwe Nziza arranged for three Cooperatives (Banda/PNPT, Kitabi Cultural Village and Cyamudongo Tourism Promotion Cooperative) to undertake a CBET familiarization trip to Volcanoes National Park and the Kinigi CBET program to learn the best practices which have made some of the Volcanoes CBET programs – such as SACOLA and Iby’wacu Cultural Village - successful. In this context, the objectives of the trip were to:

- Explore diverse experience and knowledge of CBET day to day operations;
- Learn the general management structure of these communities;
- Learn different products/services offered by these two communities;
- Learn how the communities target their clients;
- Learn about financial management and income distribution among members and management of administration expenses; and
- Learn about community-private sector partnerships especially from SACOLA Lodge;



Figure 10: Traditional healer at Iby’wacu Cultural Village, Kinigi



Figure 11: Nyungwe CBET participants learning about cultural tourism at SACOLA/Nyange Cultural Village

Outcomes

- Participants from communities around Nyungwe learned how best to utilize income generated from their products/services in terms of administration expenses, developing new projects as means to expand their sales, and best revenue sharing practices among members.
- Participants learned the best ways to market their products and how to position these products/services to particular market segments. For example one of Banda Cooperative's Action Plan as a result of the trip is to showcase their traditional dances at Uwinka Visitor Center as a way to access tourists who may not be able to reach Banda Village. Additionally, Banda will provide a community guide who will take interested tourists to Banda to explore all the products/services offered at Banda community and campsite.
- Participants also learned general customer service including the need to hire/place the right people in positions that deal with the public.
- One of the Action Plan items for Cyamudongo is to work with traditional healers and beekeepers around Cyamudongo to diversify product offerings; and these will work as their cooperative associates .

Below are photos of the CBET Fam trip.



Figure 12: Fam trip participants experiencing the community walk as they head to one of the mat weaving sites at SACOLA/Nyange Cultural Village

Activity 2: Conduct a community focused tourism value chain analysis

Achievements

During the quarter, we met with RDB to discuss Alec Hansen's value chain report and his recommendations which call for a set of initiatives involving a new approach to marketing and branding NNP, greatly expanded private sector investment, new infrastructure, an expanded role for cooperatives, and stepped up technical assistance, all of which will require a high level of coordination among stakeholders. RDB found the report "generally good" but thought that before thinking on the recruitment of an expert to guide cluster development in Nyungwe, there should be agreement on orientation of the cluster working group and its mandate. Specifically, RDB thought that a "cluster action plan" which would lead tourism sectors/segments development and provide solutions to identified tourism development/promotion issues including competitive analysis, communication and outreach programs. The action plan would also include all pertinent laws/regulation or guidelines, tourism infrastructures and facilities, products and community tourism development.

RDB also expressed concern that Mr. Hansen’s idea of having Nyungwe cluster members lobby for approval of the concession policy is not the right idea as the “political will from the Rwanda government” is already there, and there have already been inputs on the concessions policy with both the public and private sectors as well as from the Private Sector Federation.

Based on our discussions with RDB we have decided not to pursue any additional cluster activities with RDB at the national or NNP level given that their entire cluster approach has been government driven and not driven by the private sector, a prerequisite for any successful cluster approach. As an alternative and as a Year 4 activity, we will provide a forum for NNP private sector stakeholders (hoteliers, tour operators, etc.) to discuss common issues and attempt to create synergies in developing the Nyungwe tourism product.

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

Achievements

Following the review and selection of the winning concept papers last quarter, during this quarter, a review team composed of RDB, two Sector agronomists from Kitabi and Bushekeri, hoteliers around Nyungwe and Nyungwe Nziza Project staff conducted site visits to each of the selected cooperatives; Duhuze Imbaraga (DIC) and Terimbere Nyungwe (COTENYU) Bushekeri Sector in Nyamasheke District, and Twiyubake Kitabi (KOTWIKI) Kitabi Sector, Nyamagabe District. The purpose of these site visits was to assess technical and financial capability for grant implementation, verify the situation on the ground and begin the negotiation process for eventual grant awards. Based on the review committee’s decision, two concept papers were selected for support - Duhuze Imbaraga Cooperative and Twiyubake Kitabi Cooperative. The third cooperative - Terimbere Nyungwe – was not selected as it did not show any sense of commitment to their activities and no guarantee for economic sustainability without Nyungwe Nziza Project support.

During the quarter, through extensive competition, we also identified a very experienced soil scientist who will work with both selected cooperatives to further develop/modify their concept papers into viable business proposals with particular attention to agribusiness elements. Specifically, the consultant will:



Figure 13: Meeting Duhuze Imbaraga Pineapple Cooperative located at Bushekeri sector



Figure 14: Members of Twiyubake Cooperative, Kitabi

- Help the cooperatives develop viable agribusiness proposals for fruit and vegetable growing to supply the hotels around Nyungwe;
- Build the capacity of the Cooperatives and the Sector agronomists in soil management as it relates to fruit and vegetable growing.

The candidate will be submitted for USAID approval in early January 2013, and we expect to submit the grant documentation for USAID approval in early February.

Activity 4: Launching 4 CBET activities in Nyungwe

Achievements

During the quarter, Nyungwe Nziza project embarked on different channels of facilitating the supported CBET activities by providing them with resources and strengthening their capacity to access potential markets and linking them with private sector partners. In October 2012, Nyungwe Nziza facilitated KHWC to attend the Kigali arts and crafts exhibition organized by Rwanda private sector federation for 5 days. The cooperative sent two cooperative representatives to exhibit their handicraft products. The exhibition provided the KHWC representatives an insight on how to interact with various artisans from different parts of the country and they gained knowledge of various handicraft products with market demand on the market. Additionally, the two women representatives acquired new selling skills/techniques during the exhibition.



Figure 15: KHWC stand at the arts and crafts PSF Exhibition

COOPERATIVE UPDATES

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

During the quarter, Kitabi Cultural village continued to attract local and foreign tourists at their new site.

Incremental funding/Grant extension

During the quarter, Nyungwe Nziza provided incremental funds to KCV to consolidate activities achieved in the first phase of the Grant and to ensure that FON/Kitabi Cultural village operates fully as business enterprise. The incremental funds will cover the cost of activities and additional infrastructure that had not been considered in the initial award hence enabling Kitabi Cultural Village improve the quality of its services to visiting clients and increase profitability/sustainability.



Figure 16: Tourists made King and Queen for one day at Kitabi Cultural Village

Newly elected committee

As a mandate of Rwanda Cooperative agency, every 5 years, the cooperatives' general assembly convenes to elect a new committee to run the cooperative management for new term. In November 2012, KCV/FON general assembly convened to elect new committee members to run the management of the cooperative for the next 5 years. Present during the FON/KCV general assembly were Nyungwe Nziza Project's field coordinators, the Kitabi Sector authority and NNP community wardens who observed the electoral process to ensure transparency.



Figure 17: FON General Assembly Meeting, November 2012

Revenue generation

During the quarter, Friends of Nyungwe Cooperative generated a total income of RWF **683,050** from all its products and services. Table 3 below provides revenue generated by FON/KCV for the period of October-December, 2012.

Table 2: FON gross income from KCV activities, October 1 – December 31, 2012

INCOME (SOURCE)	OCTOBER 2012 (RWF)	NOVEMBER 2012 (RWF)	DECEMBER 2012 (RWF)	TOTAL (RWF)
KCV Restaurant & Bar	29,450	10,800	6,200	46,450
Community Tourism activities	66,000	159,100	12,500	237,600
Accommodation/Traditional hut	0	0	0	0
Accommodation/Camping site	0	0	0	0
KCV Shop	0	13,000	0	13,000
Tree nursery plantation	256,500	129,500	0	386,000
Total	351,950	312,400	18,700	683,050

As shown in the Table 3 below, KCV received a total of 64 tourists from October to December 2012. This has been a low season for the whole industry in general although KCV was able to generate a gross income of RWF 237,600 from their community tourism activities.

Table 3: KCV tourist arrivals/statistics for the period October 1 - December 31, 2012.

MONTH	NUMBER OF VISITORS		
	MALE	FEMALE	TOTAL
October 2012	28	13	41
November 2012	4	8	12
December 2012	7	4	11
Total	39	25	64

KITABI HANDICRAFT WOMEN'S COOPERATIVE (KHWC)

Participation in National level handicraft Private Sector Federation Exhibition.

As mentioned above, during the quarter, we continued to support and strengthen KHWC and create market linkages by facilitating KHWC participation for five days in the Kigali arts and crafts exhibition organized by the Rwanda Private Sector Federation. The Cooperative sent two representatives to exhibit their handicraft products. The exhibition provided the KHWC representatives with an insight on how to interact with various artisans from different parts of the country and they gained knowledge how develop various handicraft products with high demand on the market. Additionally, they were able to make sales of totaling RWF 21,100 from their sweater and neck scarf products.



Figure 18: KHWC members during sweater sewing machine training

Following the procurement of the last three sweater knitting machines, Nyungwe Nziza organized training for six members of the Cooperative to strengthen their skills in use and maintenance of these machines. With the additional machines and training, the Cooperative is now able to cover bulk orders from schools and other institutions around the area.

Kitabi public toilet facility development

During the quarter, Nyungwe Nziza received an unsolicited proposal from KHWC requesting financial support to construct a public toilet facility at KHWC headquarters in Kitabi. The objective of the proposal is to reduce environmental pollution in the Park (particularly the areas of Uwasenkoko and Umugote) by providing a clean, comfortable rest stop to bus passengers and others prior to entering or leaving the Park. KHWC is proposing to install a facility with three flush toilets for women, and five for men (including three urinals). The site for the toilet and part of the drain field has already been purchased by KHWC and the additional area required for the drain field will be provided by the Sector. KHWC intends to charge a small fee for the use/maintenance of these facilities which should contribute substantially to Cooperative income, in addition to increased sales from handicrafts and other products.

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

Table 4: KHWC diversified product sales, October 1 - December 31, 2012

PRODUCT	SALES			TOTAL
	OCTOBER	NOVEMBER	DECEMBER	
Sweaters	62,000	71,600	61,500	195,100
Primus	12,000	27,700	41,000	80,700
Fanta/Soft drinks	6,300	9,900	18,300	34,500
Donuts/Snack	11,200	6,000	8,800	26,000
Handicrafts	6,000	12,000	9,500	27,500
T-shirts	12000	0	6,000	18,000
Shopping baskets	4,500	3,200	1,000	8,700
Necklaces	22,300	25,000	23,000	70,300
Other	1,200	4,260	2,300	7,760
Hats/Caps	5,000	0	0	5,000
Total	142,500	159,660	171,400	473,560

During the period between October and December 2012, the cooperative generated more revenue by 57 percent compared to two previous months (October –November) probably due to the festive season.

PNPT BANDA

During the quarter and under their existing grant, we provided Banda with several traditional King's hut items to ensure their cultural tourism product is well presented/offered to visiting clients.

Additionally, we provided Banda with merchandized pro-type T-Shirts with Nyungwe brands as a way of increasing and diversifying their product offer to visiting tourists.

Table 5: BANDA/PNPT Tourists arrivals/statistics, October 1 - December 31, 2012

MONTH	NUMBER OF VISITORS		
	MALE	FEMALE	TOTAL
October 2012	0	1	1
November 2012	0	0	0
December 2012	2	0	2
Total	2	1	3

During the quarter, Banda received only one tourist which in major part is due to the rainy season that makes it impossible for tourists to access Banda due to the poor road conditions. However, the Cooperative made significant efforts to earn income in other products and services as indicated in Table 6 below.

Table 6: PNPT Banda gross income, October 1 - December 31, 2012

INCOME (SOURCE)	OCTOBER 2012 (RWF)	NOVEMBER 2012 (RWF)	DECEMBER 2012 (RWF)	TOTAL (RWF)
Banda sales counter (Banda Village Trading Center)	40,000	40,000	64,000	144,000
Uwinka canteen	30,000	25,000	40,000	95,000
PNPT Site counter	38,900	3,900	15,000	57,800
Accommodation/Campsite	6,000	0	0	6,000
Restaurant (Meals)	6,000	0	0	6,000
Land lease	10,000	9,000	0	19,000
Accommodation/Banda Center	20,000	30,000	5,000	55,000
Trails	0	60,000	38,500	98,500
Field production/Banana	10,000	0	0	10,000
Handicraft	0	0	0	0
Banda Cultural Village Dance troupe	12,500	0	0	12,500
PNPT-Banda Boutique/T-shirts & Hats	18,000	40,000	0	58,000
Total	191,400	207,900	162,500	561,800

CYAMUDONGO TOURISM PROMOTION COOPERATIVE (CTPC)

Brochure

During the quarter, we developed and published 500 copies of brochures for Cyamudongo as a marketing tool to be available for potential tourists or visitors by the time the Kiosk opens. Soft copies of the brochure were distributed to various local tour companies and uploaded on the project website. We will ensure that hard copies are available in various strategic locations around NNP where tourists frequently visit like RDB-Kitabi reception and Uwinka and Gisakura receptions. Additionally, we provided CTPC, with several pro-type merchandized T-Shirts to sell to visiting clients as an additional means of increasing income.

Signage

During the quarter, we completed the fabrication of CTPC signage; installment was done to different locations from Shagasha tea factory towards the entry of Cyamudongo forest. This signage is one of the cooperative promotion tools for the public to know the existing products and services the cooperative has to offer.

CTPC Kiosk and other facilities construction

Following the complementation of the cooperative's kiosk/handicraft sales point and toilet, the kitchen and "bungalow" to shelter clients during their refreshment stopovers are in the final stages of construction, we expect all the facilities to become fully operation by January 2013, although the cooperative's activities are already available for sale especially the handicraft and the traditional dance.

Other activities

During the quarter and under the current grant, we procured wood furniture for the Cooperative including shelves to display their handicraft products at the kiosk, as well as tables and chairs.

Additionally, as a means of strengthening product offerings, Nyungwe Nziza arranged for the CTPC dance group to be



Figure 19: CTPC road signage installed at Gisakura-Kamembe highway near Shagasha tea factory



Figure 20: Water tank and kitchen construction work



Figure 21: CTPC women dancers undergoing traditional dance training

trained by a traditional dance specialist who is also a team leader at the Nyanza palace traditional ballet. The group was trained in different professional traditional dance skills, styles, songs and how to perform in front of an audience.

During the quarter, CTPC generated a total gross income of RWF 631,900 as indicated in Table 7 below.

Table 7: Cyamudongo gross income, October 1 through December 31, 2012

PRODUCTS	GROSS INCOME (RWF)			TOTAL
	OCTOBER	NOVEMBER	DECEMBER	
Traditional dancing	-	24,000	340,000	364,000
Weaving	12,000	-	3,600	15,600
Renting uniform	18,000			18,000
Beer			147,000	147,000
Soft Drinks			43,800	43,800
Milk			400	400
Tea & coffee			3,900	3,900
Nyama choma (Pork)				-
Others (Donuts, cakes, nuts)	-	-	39,200	39,200
Total	30,000	24,000	577,900	631,900

Cyamudongo Tourism Promotion Cooperative (CTPC) increased revenue during the quarter by 1070 percent mainly due to the newly constructed kiosk. The sales point is now operational and realized a gross income of RWF 577,900 only for December 2012.

Activity 5: Provide incremental funding for Impact Nyungwe Contest CBETs

Achievements

Friends of Nyungwe/Kitabi Cultural Village (FON/KCV)

During the quarter, Friends of Nyungwe/KCV submitted a draft proposal for incremental funding for additional KCV site infrastructure development and other additions to provide better services to clients. Given our approach of providing incremental funding, the proposal was reviewed and approved as a cost extension grant. This additional funding will be used to consolidate activities achieved in the first phase of the grant and to ensure that FON/KCV reaches its potential as a business enterprise by helping to assure profitability and sustainability.

KHWC

In September 2012, KHWC acquired land near their handicraft kiosk with the aim of constructing a public toilet facility. In early October, the Cooperative submitted a draft proposal to Nyungwe Nziza requesting additional funds to construct the public toilet facility in Kitabi. As KHWC has already been awarded one grant under the Impact Nyungwe Contest and has exceeded expectations in terms of performance, and as the proposed site is one of the best locations for a public rest stop (a reliable public water supply, availability of handicrafts, soft drinks and snacks as well as honey from the WCS supported honey cooperative), we decided to support this activity as an unsolicited proposal as mentioned in the KHWC progress report above. The Request for Consent to Issue a Grant to the Kitabi Handicraft Women's Cooperative was approved by USAID on December 17, 2012.

CTPC

During the quarter, Cyamudongo tourism promotion cooperative was given budget extensions to enable them to complete planned activities which mainly include finishing of the toilet and Kiosk, construction of a kitchen and bungalow, and installation of a water tank.

Banda/PNPT

Banda's grant agreements will be completed and closed in December 2012. There will be no incremental funding for Banda since the community lacks a sense of ownership and has not met our expectations in terms of performance as proposed in the first phase of the impact Nyungwe contest grant. Additionally, although the Destination Nyungwe project supported Banda in the past, current Nyungwe Nziza support could not overcome the problem of the access road which makes it almost impossible to get tourists down to Banda to experience different community products offered in the rainy season, and challenging during the dry season.

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

Achievements

During the quarter, EDC/Akazi Kanoze, the Nyungwe Top View Hill Hotel and Nyungwe Nziza finalized plans and cost sharing arrangements to train 50 youth from Bushekeri and Rangiro Sectors in work readiness, English functional literacy, and technical and complementary training focusing on hotel and restaurant services including housekeeping and front desk, food and beverage, kitchen and baking. Technical training will include two months of theory and 3 months for intensive in-house training and internship in hotel and restaurant services at NTVHH.

Although roles and responsibilities for each party are currently being finalized, the parties have tentatively agreed to the following:

Nyungwe Nziza would support:

- The work readiness and income generating components
- Trainee transport costs and lunches
- Miscellaneous office and training supplies

Akazi Kanoze would:

- Provide a Project Coordinator
- Provide all technical trainers
- Cover logistics and administrative costs
- Provide training kits for the work readiness and income generating program

The Nyungwe Top View Hill Hotel would:

- Provide kitchen and bakery materials for practical training;
- Provide a percentage of NTVHH's Admin and Finance Officer's, General Manager's and Chief Executive Officer's time to backstop implementation, and provide technical guidance as required

A Memorandum of Understanding for this activity, including contractual arrangements and required USAID approvals, is expected to be signed by all parties in January 2013, and implementation is expected to begin in February.

Progress towards benchmarks

BENCHMARK	STATUS
Activity 1: Build capacity of Impact Nyungwe Contest winner cooperatives in business management	
Business Development Services (BDS) service providers selected (April 2012)	Achieved: Based on the capacity needs assessment conducted during Year 2, and following the competitive selection (April 2012) of the Center for Skills Development (CSD) to conduct business services training for targeted cooperatives, CSD was contracted in May 2012 to design and implement training and post-training programs for the four targeted impact Nyungwe contest winners. This training was conducted from July through September 2012, with the overall objective of increasing the management, financial and business skills of the cooperatives' members. A draft training report was received from CSD during the quarter and was reviewed by Nyungwe Nziza. The final report incorporating our edits, comments and suggestions was received in December, and will be circulated to stakeholders in January 2013.
Training plan/curriculum developed and approved by Nyungwe Nziza project (April -May 2012)	Achieved: Following the contract signing with CSD in May, 2012, training plans, curricula and training methodology were developed and reviewed and approved by Nyungwe Nziza, and were used during the

BENCHMARK	STATUS
	course of the July-September training implementation.
Training reports for each phase (July 2012 - June 2013)	Achieved. CSD provided a draft report on all training phases; these were reviewed by Nyungwe Nziza and finalized by CSD in October 2012. The first phase of training at the end of the quarter.
Activity 2: Conduct a community focused tourism value chain analysis	
An action plan outlining interventions and significant increase in the flow of income and opportunities to communities around the park (August 2012)	Achieved. In May 2012, DAI's senior value chain specialist, Alec Hansen, conducted a community-focused tourism value chain analysis in and around Nyungwe to examine four main tourism sub-chains or nodes (Accommodation – hotels and guest houses; Food - restaurants, intermediaries and farmers; Excursions - tour operators, transports and communities; Handicrafts -producers and vendors). Mr. Hansen's report was approved by USAID in September 2012. Mr. Hansen's recommendations call for a set of initiatives involving a new approach to marketing and branding NNP, greatly expanded private sector investment, new infrastructure, an expanded role for cooperatives, and stepped up technical assistance, all of which will require a high level of coordination among stakeholders. Given the current fragmentation among the private sector organizations, and the limited degree of public private dialog, Mr. Hansen recommends a cluster approach to support the inclusive implementation of the report's overall package of recommendations.
Activity 3: Support development of new cooperatives or community associations under the Small Grants Fund	
Value chain pilot project and new cooperative set up structure report available (December 2012)	Slightly delayed. Following the review and selection of the winning concept papers last quarter, during this quarter, a review team composed of RDB, two Sector agronomists from Kitabi and Bushekeri, hoteliers around Nyungwe and Nyungwe Nziza Project staff conducted site visits to each of the selected cooperatives; Duhuze Imbaraga (DIC) and Terimere Nyungwe (COTENYU) Bushekeri Sector in Nyamasheke District, and Twiyubake Kitabi (KOTWIKI) Kitabi Sector, Nyamagabe District. The purpose of these site visits was to assess technical and financial capability for grant implementation, verify the situation on the ground and begin the negotiation process for eventual grant awards. Based on the review committee's decision, two concept papers were selected for support - Duhuze Imbaraga Cooperative and Twiyubake Kitabi Cooperative. We also identified a very experienced soil scientist who will work with both selected cooperatives to further develop/modify their concept papers into viable business proposals with

BENCHMARK	STATUS
	particular attention to agribusiness elements, and provide technical backstopping during implementation. We expect to submit both grants for USAID approval by early February 2013.
Activity 4: Launching 4 CBET activities in Nyungwe	
4 CBET programs launched by March 31, 2013	Dropped: During the quarter we laid the ground work for the launch of two cooperatives: Friends of Nyungwe/Kitabi Cultural Village and Kitabi Women's Cooperative. The launch of these community products – planned for mid July 2012 in collaboration with RDB - did not take place as RDB was not able to commit to any specific dates. As the launch of the CBET products has been a moving target for us over the past few months, we have decided to drop this benchmark and use resources earmarked for the launch to provide more support for the cooperative in terms of marketing, developing private sector linkages and product development.
Activity 5: Provide incremental funding for Impact Nyungwe Contest CBETs	
Grants amended and approved as required (August 2012)	Achieved. All current grants were either amended or closed out as per the following: <ul style="list-style-type: none"> • G-Kig-003: Banda Pillar of Nature and Tourism promotion Cooperative - Grant completed, close out process begun • G-Kig-004: Cyamudongo Tourism Cooperative - Cost and period extension completed • G-Kig-005: Kitabi Handcraft Women's Cooperative -Grant completed, close out process begun • G-Kig-006: Friends of Nyungwe Cooperative -Cost and period extension completed
Activity 6: Finalize modalities for collaboration with the Akazi Kanoze project	
Modalities finalized.	Achieved. During the quarter, EDC/Akazi Kanoze, the Nyungwe Top View Hill Hotel and Nyungwe Nziza finalized plans and cost sharing arrangements to train 50 youth from Bushekeri and Rangiro Sectors in work readiness, English functional literacy, and technical and complementary training focusing on hotel and restaurant services including housekeeping and front desk, food and beverage, kitchen and baking. Technical training will include two months of theory and 3 months for intensive in-house training and internship in hotel and restaurant services at NTVHH. A Memorandum of Understanding for this activity, including contractual arrangements and required USAID approvals, will be signed by all parties in January 2013, and implementation is expected to begin in February.

PIR 7.4.1.4: IMPROVED POLICY AND ENABLING ENVIRONMENT FOR ECOTOURISM

Progress towards targets

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
PIR 7.4.1.4: Improved Policy and Enabling Environment for Ecotourism		
Indicator 7.4.1.4.1: Increased visitor satisfaction	20%	Unclear. The pricing study provides for an extensive customer satisfaction survey which serves as a baseline to measure this indicator in Year 3. Unfortunately, NNP's Tourism Warden has to date not yet been able to use this survey questionnaire for a follow on customer satisfaction survey due to the demands of his current responsibilities. However, it is clear that there are some issues regarding visitor satisfaction in the Park based on Nyungwe Nziza's casual discussions with tourists in the Park and the fact that there are now several negative postings about Nyungwe on Tripadvisor (see below). Clearly it's time to conduct another visitor satisfaction survey and we will assist the Tourism Warden in designing and implementing the survey as part of our Year 4 work plan.
Indicator 7.4.1.4.2: Positive policy environment for investment in tourism development in and around NNP	10%	On Course. This indicator is defined as the percent increase in private investment dollars in the development of tourism products in and around NNP. Given delays in approving the National Concessions Policy, we released a Request for Proposals under our Public Private Partnership Fund for accommodation development outside Nyungwe National Park targeting the geographical areas of Kitabi, Gisakura, Gisovu and Cyamudongo. We received a total of 11 proposals in response to the RFP and 6 were found by the proposal review committee to be in competitive range, although there were a number of issues that needed to be clarified for each proposal. Letters requesting specific clarifications required were sent to each of the competitive range bidders who have until January 15, 2013 to respond. We expect to make a final selection by the end of January 2013 and awards made in February subject to USAID approval. As a result, we should be able to meet this target by the end of Year 3.

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

Achievements

During the December 13, 2012 Nyungwe Partners' Quarterly Meeting, RDB's Head of Tourism and Conservation stated that she does not agree that pricing is an issue for tourist numbers, but that we should incentivize tour operators more. Considering that over 60% of the people who visit Nyungwe are independent travelers and considering the increasing number of negative comments about pricing on Tripadvisor (<http://www.tripadvisor.com/Search?q=nyungwe+national+park&sub-search=SEARCH&geo=&returnTo=2F>) suggests that this may not be the case.

However, RDB's Head of Tourism and Conservation did report during the meeting that RDB's pricing committee has the pricing study, and it will be taken to senior management in January 2013.

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

Achievements

During the December 13, 2012 Nyungwe Partners' Quarterly Meeting, RDB's Head of Tourism and Conservation mentioned that the National Concessions Policy was recently discussed in a pre-Cabinet meeting, and explained that the delay in passing the policy it is at least in part due to the policy needing to be synchronized with the Wildlife Act which is not ready and will likely take a significant amount of time, so that the two are not contradictory. According to informed sources within RDB, the new target date for concessions policy approval is late 2014. If this turns out to be the case, then this would preclude the use of any PPPF funds to support product development in the Park as it is unlikely that any construction works could be completed before Nyungwe Nziza ends in March 2015.

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

During the quarter, we finalized the Request for Proposals for the assessment in collaboration with the Tourism Chamber and RTTA and advertised the RFP in the East African on November 5, 2012. We received a total of four proposals in response to the RFP and these have been circulated to review committee members (RTTA, the Tourism Chamber and RDB) for initial review. However, we have decided to put final selection on hold for 1-2 months pending a hopefully peaceful resolution to the conflict in the Democratic Republic of the Congo. Although we don't as yet have the hard data to support this contention, we believe that the travel ban to Volcanoes for official Americans combined with our discussions with hotel operators in Nyungwe, would indicate that there has been a decrease in the number

of tourists to Nyungwe since the start of the conflict. We would therefore prefer to hold off on the assessment until the Congo situation normalizes so as not to “cloud” assessment findings and conclusions.

Progress towards benchmarks

BENCHMARK	STATUS
Activity 1: Work with RDB to optimize pricing for improved visitor satisfaction	
Pricing report provided to the private sector (April 2012)	Achieved. Soft copies of the pricing report were provided to RTTA and the Tourism Chamber for distribution to their members/constituents.
Activity 2: Assist RDB as requested in finalizing the National Concessions Policy process	
None at this time.	
Activity 3: Support the Private Sector Federation (the Tourism Chamber and RTTA) to assess the impact of the recent gorilla permit price increase on tourism in Rwanda with particular emphasis on Nyungwe National Park	
Draft report produced and circulated to stakeholders for review and comment (August 2012)	Delayed. During the quarter, we finalized the Request for Proposals for the assessment in collaboration with the Tourism Chamber and RTTA and advertised the RFP in the East African on November 5, 2012. We received a total of four proposals in response to the RFP and these have been circulated to review committee members (RTTA, the Tourism Chamber and RDB) for initial review. However, we have decided to put final selection on hold for 1-2 months pending a hopefully peaceful resolution to the conflict in the Democratic Republic of the Congo so as not to “cloud” assessment findings and conclusions with other issues that might affect tourism numbers.

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

Progress towards targets

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
PIR 7.4.1.5: Improved RDB and Private Sector Capacity for Ecotourism Planning and Management		
Indicator 7.4.1.5.1: Number of tours operators /tourism related enterprises applying for impact investment funds (March 2013)	2	<p>Possibly delayed. Although we hope to have at least one proposal by the end of March 2013, the realities on the ground did not enable our consultant Keith Dokho to get to that point during his Phase II work. This is due primarily to the fact that the targeted tour operators were not able to prepare business plans prior to Mr. Dokho's arrival in country. Nevertheless, once the business plans are complete, the investment proposal process is seamless, as the companies have already received the training and materials required for proposal development.</p> <p>However, this may require some considerable follow up on our part to ensure that the target for this indicator is met; Keith Dokho left DAI during the quarter and has only recently submitted his consultancy report. The report is currently under internal review as it is critical in terms of following up with targeted tour operators.</p>
Indicator 7.4.1.5.3: Increased capacity of RDB to assess the potential environmental impact of tourism in NNP (March 2013)	1	<p>Delayed/dropped. This indicator is defined as the ability of RDB to assess the potential environmental impact that increased numbers of tourists could have on key sites in NNP using a Limits of Acceptable Change (LAC) approach as determined by the number of sites independently assessed by RDB. Although NNP's Tourism Warden conducted a one day training course on LAC for selected NNP staff last quarter, according to both the Tourism Warden and WCS there has been no further progress on LAC this quarter. Given that Nyungwe Nziza's role in this activity ended in June 2012, and that WCS was supposed to move forward with LAC implementation, we would like to drop this benchmark as it is beyond our control.</p>

INDICATOR	CUMULATIVE TARGET YEAR 3	PROGRESS TOWARDS TARGETS
Indicator 7.4.1.5.4: Increased capacity of RDB to use GIS as a park planning and management tool (March 2013)	3	Dropped. Although we have prepared composite orthophoto maps for RDB use, and have developed a Google Earth KML which enables users to take a virtual tour of the Park and the project, there appears to be no interest on behalf of RDB to acquire the GIS skills required to produce such products. Thus we have decided to drop this indicator.
Indicator 7.4.1.5.5: Number of guide certification or other “official recognition” guide training programs in place and functioning	-	On course. Although there are no targets for this indicator for Year 3, we expect to have at least one certification program in interpretation (in collaboration with the National Association for Interpretation) functioning by the end of Year 3. The NAI certification training program scheduled for next quarter provides for a training of trainers component and we are currently working with the Kitabi College of Conservation and Environmental Management (KCCEM) to determine how the two certified trainers and NAI curriculum could be integrated with KCCEM.
Indicator 7.4.1.5.6: Increased capacity and ability of RDB to conduct market analyses and to provide accurate and timely market intelligence to local communities and the public and private sectors	1	On course. Planned hands on market analysis training for RDB staff for the next quarter includes: 1) working with a financial analyst to conduct a market study and financial analysis for selected accommodation concession sites in the Park; and 2), working with the contractor selected to assess the impact of the recent gorilla permit price increase on tourism in Rwanda.

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

Achievements

Although Nyungwe Nziza’s role in this activity ended in June 2012, and WCS was supposed to move forward with LAC implementation, we nevertheless continue to track any progress WCS and NNP make in LAC implementation. As noted above, although NNP’s Tourism Warden conducted a one day training course on the limits of acceptable change (LAC) approach for selected NNP staff last quarter, according to the Tourism Warden and WCS, nothing has been done with LAC during this quarter, and no specific sites have been assessed. The Tourism Warden recognizes this as a problem and would like to have

additional WCS support for LAC implementation. A meeting between WCS, the Tourism Warden, Nyungwe Nziza and USAID has been tentatively scheduled for next quarter to chart the way forward.

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

Achievements

From October 2 through October 18, 2012, our team of interpretation specialists, Tim Merriman and Lisa Brochu previously with the National Interpretation Association undertook an assessment of NNP guides and other “public” RDB staff interpretive training needs and prepared a detailed training plan including recommendations on the most appropriate interpretive certification and training programs for use at Nyungwe. During their assignment and drawing on the visitor experience model provided in Figure 21, the team:

- Evaluated existing guiding approaches and personnel skill levels at Nyungwe;
- Evaluated personnel skill levels of NNP staff that has public contact but does not deliver interpretive programs to the public;
- Based on the above, designed and provided 5 hours of sample interpretive training for a focus group composed of 12 participants, including 9 guides, NNP’s Tourism Warden, 1 partner (WCS), and 1 hotel representative (Nyungwe Top View Hill Hotel)
- Facilitated discussions with the focus group about usefulness of sample training;
- Developed an interpretive training plan/program for NNP including the most appropriate options for implementation of guide training; and
- Provided general observations and recommendations to improve overall guest experience based on visitor experience design principles. Specific challenges include:
 - Lack of training in an interpretive approach to communication.
 - Visitors, who are often frustrated by high fees, lack of basic services in park, requirement to hike with guides, and challenging physical terrain that makes it hard to see animals.
 - Global market base with multiple languages and cultural competencies needed.
 - Seasonal use issues, with not enough staff for high season and underutilization of existing staff in shoulder.
 - Lack of formal guide evaluation procedures
 - Lack of a central message for the Park

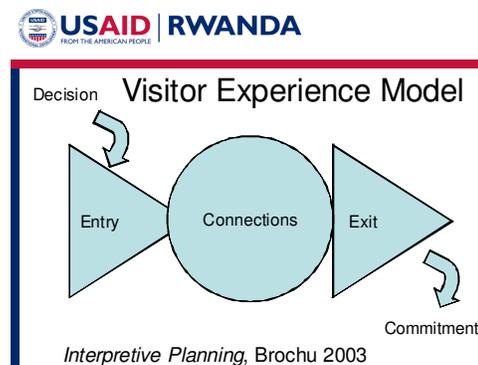


Figure 22: Visitor Experience Model

The consultants prepared and presented a slide show on their work for key stakeholders on their assignment as well a consultancy report which was approved by USAID on November 16, 2012. The consultancy report was circulated to key staff in RDB for review and comment.

Mr. Merriman and Ms. Brochu are scheduled to return to Rwanda from January 16 through February 16, 2013 to carry out the actual certification training. Specifically, they will:

- Conduct (2) five-day Certified Interpretive Guide (CIG) courses for up to a total of 30 park guides and private guides or partners;
- Conduct (1) two-day Certified Interpretive Host (CIH) course for up to 20 sales staff, area hotel staff, and community partners; and
- Identify two or three high potential CIG graduates for training as Certified Interpretive Trainers (CIT) to continue training of new staff, partners, and perhaps staff at other Parks.

Finally, per the request of RDB's Head of Tourism and Conservation, we are currently working with KCCEM to determine the best mechanism for integrating the two certified trainers and the NAI curriculum into KCCEM.

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

Achievements

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

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

However, during the course of his Phase II work, Mr. Dokho found that although all the Small Growing Ecotourism Business (SGEB) claimed to have functional business plans and strict financial records but unfortunately further investigation during the training sessions revealed that many did not. This was a setback in the overall progression of some SGEBs in submitting a successful investment proposal to impact investors. As a result, Mr. Dokho recommended that emphasis be shifted to the finalizing of business plans which will lead to the creation of an investment proposal.

Although we agree with Mr. Dokho's assessment, the problem is that Mr. Dokho left DAI during the quarter and has only recently submitted his consultancy report. The report is currently under internal review as it is critical in terms of following up with targeted tour operators.

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

Achievements

Although no achievements were registered for this activity during the quarter, based on our agreement with RDB to provide hands on/experiential training to RDB's Marketing/Promotion Department, planned hands on market analysis training for RDB staff for the next quarter will include: 1) working with a financial analyst to conduct a market study and financial analysis for selected accommodation concession sites in the Park (subject to approval of the National Concessions Policy; and 2) working with the contractor selected to assess the impact of the recent gorilla permit price increase on tourism in Rwanda.

Progress towards benchmarks

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

BENCHMARK	STATUS
Activity 2: Strengthen NNP and private sector guide and staff interpretation skills	
Training plan developed (August 2012)	Achieved. Our team of interpretation specialists, Tim Merriman and Lisa Brochu developed an interpretive training plan/program for NNP including the most appropriate options for implementation of guide training during the course of their work in October 2012. The training plan is included in their consultancy report.
At least 30 guides and 10 support staff are certified by the National Association for Interpretation (December 2012)	On course. Based on the above training plan developed by NAI, all guides and support staff and the training scheduled for January/February 2013, all guides and support staff should be certified by the end of February 2013.
Activity 3: Help bring Rwandan small and medium tourism enterprises up to standards where they can access private tourism impact investment funds	
Impact investment training and brokerage program completed (June 2012)	Achieved. In July 2012, Phases II of the pilot impact investment program was completed specifically the Investment Readiness Audit/Training where training on impact investment and IRIS taxonomy audit was conducted for 4 tour operators and 3 accommodations that operate in and around NNP.
At least one proposal submitted to an impact investment entity by a Rwandan SME (March 2013).	Possibly delayed. As noted above, although we hope to have at least one proposal by the end of March 2013, the fact that the targeted tour/accommodation operators were not able to prepare business plans prior to Mr. Dokho's arrival. Once the business plans are complete, the investment proposal process is seamless, and the operators have already received the training and materials required for proposal development. However, this may require some considerable follow up on our part to ensure the development and submission of at least one proposal. Moreover, as noted above, Keith Dokho left DAI during the quarter and has only recently submitted his consultancy report.

Activity 4: Build RDB capacity to conduct targeted and other tourism market analyses	
Action plan developed by May 31, 2012	Achieved. Although not an action plan per se, during the last quarter, RDB and Nyungwe Nziza agreed that at least in the short term the best approach would be to provide hands on/experiential training to RDB's Marketing/Promotion Department by assigning counterparts from Tourism and Conservation's marketing/promotion department to work directly with short term technical assistance (STTA) involved in market analysis.

CROSS CUTTING ACTIVITIES

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

ENVIRONMENTAL COMPLIANCE

Achievements

During the quarter we prepared an Environmental Review Form (ERF) for a grant to the Kitabi Handicrafts Women's Cooperative (KHWC) to construct a public toilet facility at Cooperative headquarters in Kitabi. The ERF addresses two critical Issues with Respect to Environmental Impact Potential of this activity; potential environmental impact and mitigation measures associated with building construction and potential environmental impact and mitigation measures associated with sanitation activities and technologies, particularly sludge management. Thus, we will work with KHWC to:

- Ensure that a reliable system for safely removing sludge and transporting the collected material off-site for treatment is available. This should include use of a mechanized (probably vacuum-based) removal system, and this service is available in Huye;
- As the septic tank is design to be emptied every 4-5 years, and as the project will have ended by the time the septic tank requires emptying, we will work with KHWC to develop a sustainability plan as a condition to disbursement. The sustainability plan will provide for the following:
 - A requirement that KHWC set aside in a separate bank account a certain percentage of profits from the rest stop to be used for septic tank pumping and drain field maintenance (if required).
 - A pre-identification of sewage pumping service providers that: 1) can demonstrate that collected sludge is adequately treated and not directly applied to fields or otherwise improperly disposed of; 2) has the capability/experience to compost sludge, then use as a soil amendment for agriculture; 3) provides workers with appropriate protective clothing, including rubber gloves, boots, long-sleeved shirts and pants; and 4) trains workers to wash hands and faces frequently with soap and warm water and make both available.

During the quarter we also conducted field visits to the Cyamudongo Tourism Promotion Cooperative to ensure that the contractor selected for construction works is following the provisions contained in the Cyamudongo ERF.

During the next quarter, we will prepare ERFs for:

- The Karamba Trail (improved cross drainage and the construction of a small shelter on a degraded site at the base of the ascent to the view point);
- Fruit and vegetable growing cooperative proposals selected to be supported under the Small Grants Fund.
- Accommodation proposals selected for support under the PPPF.

Progress towards benchmarks

BENCHMARK	STATUS
ERFs completed for all trail upgrade and new trail initiatives activities by (June 2012)	Partially completed. ERFs have been completed for the Waterfall Trail, the Canopy Walk Trail and the Kamiranzovu Trail. All renovation activities have been completed for the Waterfall and Canopy Walk trails, but the upgrading of the Kamiranzovu Trail is on hold pending the Ministerial authorization to be obtained by RDB. As noted during the last quarter, we will not be conducting any trail upgrade work for the Congo Nile Divide Trail, as plans to make a portion of the trail into a day trip were not possible due to the distances required to make use of old road beds. Thus no ERF is required. The only remaining ERF is for the Karamba trail and this will be completed next quarter.
ERR completed for proposed Uwasenkoko Birding Site (June 2012)	Delayed. Although the concept paper was given to RDB for review and comment in June 2012, we have not received any feedback on the paper from RDB to date.
ERF completed for Gisovu campsite and Busoro/Gisakura cable line (August 2012)	Modified/delayed. We have had some initial dialogue with RDB in terms of making a small camp site near the guides' quarters at Gisovu but have not reached any agreement as yet on how to proceed. Once agreement is reached, we will prepare an ERF for this site. Also, as noted above, we received two proposals from the Gisovu area for accommodation development outside the park. Should the review committee decide to support one or both of these proposals, ERFs will be prepared for these activities as well. Assessments for any eventual cable line are contingent upon RDB issuing a request for proposals for construction and management of a cable line.

INTEGRATING WOMEN INTO NYUNGWE NZIZA ACTIVITIES

Achievements

During the quarter and as an integral part of our business management training, the draft report submitted by the Center for Skills Development included gender mainstreaming training as one of the key modules, targeting 150 members of the three cooperatives (Banda, Cyamudongo and Friends of Nyungwe).

During the next quarter our focus will be on the implementation of the recommendations/future action plan regarding gender mainstreaming in all the targeted cooperatives. This will include:

- Ensuring gender representation at all levels with particular emphasis of decision making in their respective cooperatives e.g., men and women will be represented in their respective cooperative executive committee.
- Ensuring the use of gender monitoring tools provided during the training is implemented especially in day to day cooperative activity implementation and business management, e.g., tracking the list of participant by sex, age etc.
- Continuing to sensitize cooperative members especially women to have self confidence in whatever activity they're chosen to represent others.

TRAINING CONDUCTED

Achievements

During the quarter, 46 people (26 women and 18 men) from the Cyamudongo Community Tourism Promotion Cooperative were trained by Butare's Isonga Cultural Troop in various aspects of traditional dancing (including singing and drumming) to provide a better cultural/entertainment product to visiting tourists. All training data for the quarter were uploaded on TraiNet per Figure 23 below.

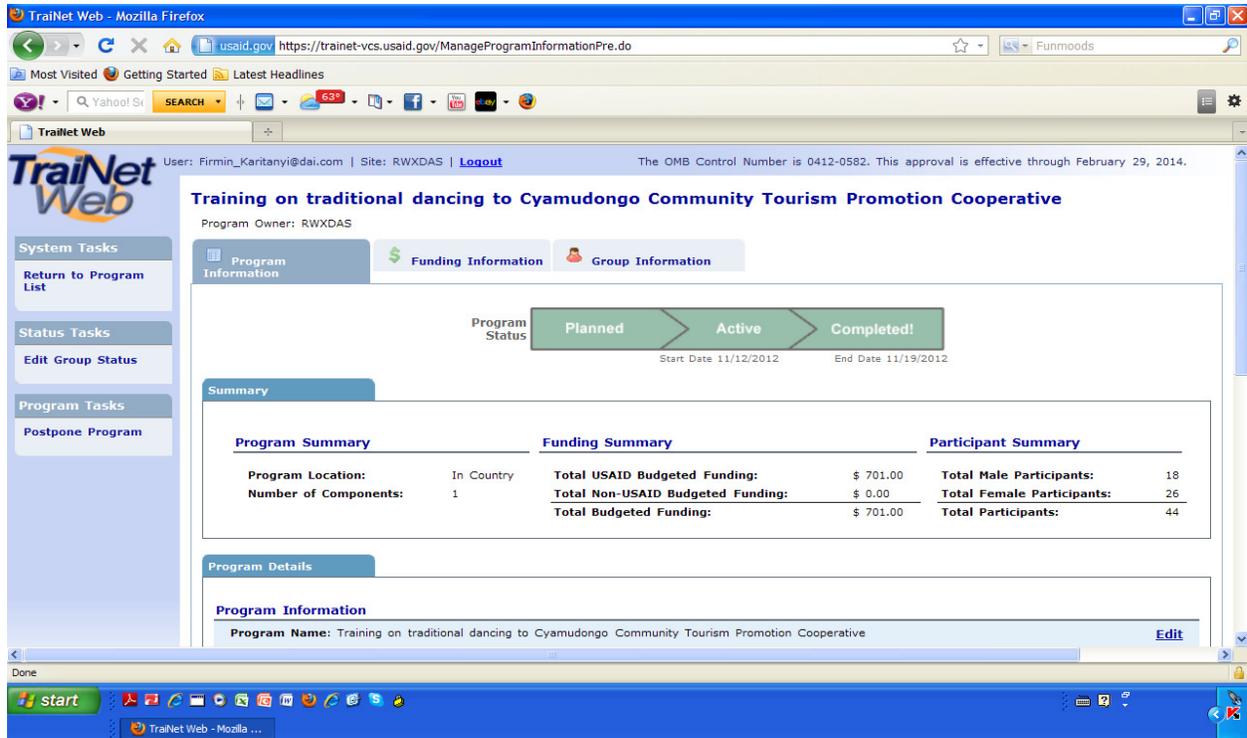


Figure 23: USAID-TraiNet reporting system

Progress towards benchmarks (deliverable)

DELIVERABLE	STATUS
Training reports submitted to the Contracting Officer's Representative (COR) and entered on TraiNet on a quarterly basis (July, October, December and March).	Achieved. Copies of all training have been uploaded on TraiNet.

PERFORMANCE MANAGEMENT PLAN

Achievements

Internal benchmark and indicator tracking system

As reported in the last quarter, the Nyungwe Nziza Project continued to update its comprehensive data base in TAMIS (Technical and Administrative Management Information System) to better track progress towards benchmarks and targets and better address implementation of project.

Training in GIS

During the quarter, our Monitoring and Evaluation (M&E) Specialist participated in one day workshop on GIS (November 14, 2012) organized by ESRI-Rwanda. The objective of this workshop was to present the new version of ArcGIS 10.1 and how it functions compared to older versions. The new version has more options than ArcGIS 10 and will be more useful for mapping and other GIS tasks in our intervention zones in Nyungwe.

Finalized and submitted the FY 2012 Project Performance Report

During the quarter, we worked with USAID to finalize our FY 2012 Project Performance Report (PPR) and revise PPR indicators for FY 2013. For FY 2012, we reported on the following indicators:

- Indicator 1: Number of hectares of biological significance showing improved biophysical improvement
- Indicator 2: Number of tourists visiting Nyungwe National Park
- Indicator 3: Number of people with increased economic benefits from sustainable NRM and conservation as a result of USG assistance
- Indicator 4: Number of units of eco-tourism infrastructure built, refurbished or equipped
- Indicator 5: Number of Policies, laws, agreements or regulations for sustainable NRM and conservation implemented as a result of USG assistance
- Indicator 6: Number of people who received training in NRM/Biodiversity
- Indicator 7: Number of people receiving training in tourism management.

For FY 2013, USAID would like to limit the reporting via the Monitoring and Evaluation Management (MEMS) system to indicators related to the biodiversity objectives of the project and suggested that:

- We no longer report on the number of infrastructure units in the MEMS system, but continue to keep this indicator in the PMP for project monitoring;
- We no longer report on training in tourism management in the MEMS system, but continue to keep this indicator in the PMP for project monitoring;
- We no longer report on the policy indicator after FY 2013, even though it's related to biodiversity. USAID is hoping that the concession and pricing policies will be good inputs from

the project into ecotourism development in Rwanda, but recommended that we change the target for the indicator “Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance” to "0" for FY 2014.

- Keep the number of tourists indicator in the MEMS system as it is one of the main results of the project.

Training impact assessment

In order to measure the impact of training provided by the Project to date, the M&E Specialist conducted a preliminary assessment with training beneficiaries among the four targeted cooperatives who have received trainings in different domains to date (i.e., basic internal monitoring and evaluation systems, basic business management skills, business planning training, cooperative management and governance , gender mainstreaming, literacy and numeracy skills , record keeping and financial management, etc.) The purpose of this preliminary assessment was to use the information gathered to develop a scope of work for a more in depth assessment of the impact of our training – focusing on changes in knowledge, attitudes and practices - to be conducted next quarter

Data collection

During the quarter, the M&E Specialist (and Acting Business Development Services Specialist while Donnah Mariza is on maternity leave) conducted field visits to the four cooperatives working with the Project (Kitabi Women’s Handicraft; Friends of Nyungwe; Banda-PNPT and Cyamudongo Community Tourism Promotion Cooperatives) to collect all relevant information/data for Eleventh Quarter reporting purposes.

Progress towards benchmarks (deliverable)

BENCHMARK	STATUS
Annual Performance Report submitted to USAID by April 22, 2012	Completed: The Second Annual Report drafted and submitted to USAID on April 22, 2012.
GIS component added to the internal benchmark and indicator tracking system (June 30, 2012);	Delayed/ongoing. Relevant information including GPS tracks, indicator and benchmark information, grantee information, orthophotos and other relevant information about the project have been forwarded to DAI’s GIS Specialist would is NNP sent on May 26, 2012 to the DAI GIS Analyst, to integrate these information in Google Earth Placemark.
Training impact report produced (December 31, 2012).	Delayed until March 2013. Drawing on the above preliminary assessment, we will prepare a scope of work and a request for proposals for a local contractor to undertake the assessment of the impact of our training activities to date. We expect to have the final report produced by the end of March 2013.

PROJECT MANAGEMENT AND ADMINISTRATION

Administration and logistics

Achievements

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

- **Staff capacity building:** The Home Office Field Accounting System (FAS) specialist, Andrea Kornfeld was able to give refresher FAS training to the Accountant and the Operations and Grants Manager (OGM). A number of outstanding accounting system issues were also resolved by Ms. Kornfeld's visit. Additionally, the Finance and Administrative Assistant participated in the complete FAS training held by the Human and Institutional Capacity Development (HICD) project where she received training in all the basics of the system that she had missed out on the earlier Nyungwe Nziza training held in March 2012.
- **VAT claim submitted to Rwanda Revenue Authority (RRA):** A total claim of \$ 17,074.50 was submitted and is under review by RRA. An additional \$ 5,174 will be submitted in the next quarter. At the same time, Sec 579 form was completed and submitted to USAID.

Grants Administration and Management

Achievements

During the quarter, the proposals received under community focused tourism value chain analysis were evaluated by a committee consisting for RDB, district representative and SSENNP team. Four out of the eight cooperatives that submitted their proposals were chosen and the committee made on ground assessments. The committee resolved to proceed with two cooperatives. Currently an agronomist has been identified and will work with these cooperatives to polish their proposals as it relates to which fruits or vegetables would be viable given the soils and climates in the target areas. Once completed, these will be submitted to USAID for approval.

A new grant under the SGF to the Kitabi Handicraft's Women's Cooperative (KHWC) for construction of a public toilet in Kitabi has been approved by USAID. KHWC will install a facility with three flush toilets for women, and five for men (including three urinals). The site for the toilet and part of the drain field has already been purchased by KHWC and the additional area required for the drain field will be provided by the Sector. KHWC intends to charge a small fee for the use/maintenance of these facilities which should contribute substantially to Cooperative income, in addition to increased sales from handicrafts and other products. A request for bids from contractors to undertake this project is process.

A total of eleven proposals were received in response to "Accommodation development around Nyungwe National Park" request for proposal issued under Public-Private Partnership Fund (PPPF). A committee

consisting of RDB, district representatives and SSENPP reviewed the proposals and found six viable but needed to be clarified and/or revised before a final decision could be made. To date all applicants have received feedback from the committee and are required to address issues raised by January 15, 2013.

Updates on the existing grants are as follows

GRANT	COMMENTS
G-Kig-003: Pillar of Nature and Tourism promotion Cooperative	Grant completed, close out process begun
G-Kig-004: Cyamudongo Tourism Cooperation	Cost and period extension completed
G-Kig-005: Kitabi Handcraft Women's Cooperative	Grant completed, close out process begun
G-Kig-006: Friends of Nyungwe Cooperative	Cost and period extension completed

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

The Cyamudongo cost extension will cover the completion of the Kiosk and toilet, construction of the bungalow, kitchen and foundation for the water tank. The construction began at the beginning of the quota and is expected to be completed by early January.

Progress towards benchmarks

BENCHMARK	STATUS
At least one PPPF and one new SGF award made by August 31, 2012	Delayed. Based on solicitations released during the quarter, we expect to issue at least one new SGF grant for fruit and vegetable growing, and at least one PPPF grant for accommodation development outside the Park during the next quarter. Additionally, USAID has already approved the grant to KHWC for the rest stop facility in Kitabi. Will these activities in the pipeline, we should have no problem in achieving this benchmark by the end of next quarter.

CHAPTER IV: CONTRACT DELIVERABLES

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

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

Performance and Impact Monitoring	
<i>Document</i>	<i>Submission date to USAID</i>
First Year Monitoring & Evaluation plan	May 7, 2010
Life of Project Performance Management Plan	May 27, 2010
Revised Performance Management Plan	Revised PMP (Version 2.0) was submitted to USAID on June 2, 2011 and approved on June 14, 2011.