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

## “NYUNGWE NZIZA”

NINETEENTH QUARTERLY REPORT: OCTOBER 1 – DECEMBER 31, 2014



January 2015

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

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OCTOBER 1 – DECEMBER 31, 2014**

<b>Program Title:</b>	<b>Strengthening Sustainable Ecotourism in and around Nyungwe National Park</b>
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<b>Authors:</b>	<b>Boaz Tumwesigye Donnah Mariza Firmin Karitanyi Tasha Jubilee</b>

Cover Photo: Ongoing transformation of RDB's Ranger post in Gisakura, into a new park Reception Center

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

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# ABBREVIATIONS

BDS	Business Development Services
BRD	Rwanda Development Bank
CBET	Community-based Ecotourism
CIG	Certified Interpretive Guide
CIH	Certified Interpretive Host
COR	Contracting Officer's Representative
CSD	Center for Skills Development
CTPC	Cyamudongo Tourism Promotion Cooperative
DAI	Development Alternatives Inc.
DIC	Duhuze Imbaraga Cooperative
EDC	Educational Development Center
EIA	Environmental Impact Assessment
ERF	Environmental Review Form
FAM	Familiarization (trip)
FON	Friends of Nyungwe
GCTL	Gisovu Tea Company Ltd
GIS	Geographic Information Systems
GOR	Government of Rwanda
IR	Intermediate Result
JGI	Jane Goodall Institute
KCCEM	Kitabi College of Conservation and Environmental Management
KCV	Kitabi Cultural Village
KHWC	Kitabi Handicraft Women's Cooperative
KOTWIKI	Koperative Twitezimbere Kitabi
LAC	Limits of Acceptable Change
M&E	Monitoring and Evaluation
MEMS	Monitoring and Evaluation Management Services
MSME	Micro to Small and Medium Enterprises
NAI	National Association for Interpretation
NNP	Nyungwe National Park
NRM	Natural Resource Management
NTVHH	Nyungwe Top View Hill Hotel
PIR	Project Intermediate Result
PMP	Performance Management Plan
PNTP	Pillar of Nature and Tourism Promotion
PPPF	Public-Private Partnership Fund
PRMS	The Partner Reporting Performance Management System
RDB	Rwanda Development Board
RFP	Request for Proposals
RRA	Rwanda Revenue Authority
RSPB	Royal Society for the Protection of Birds

RTTA	Rwanda Tours and Travel Association
RWF	Rwandan franc
SGF	Small Grants Fund
SME	Small and Medium Enterprise
SO	Strategic Objective
SOW	Scope of Work
SSENNP	Sustainable Ecotourism in and around Nyungwe National Park
STTA	Short-term Technical Assistance
SWA	Scott Wayne Associates
TAMIS	Technical and Administrative Management Information System
USAID	U.S. Agency for International Development
USNPS	U.S. National Park Service
WCS	Wildlife Conservation Society

# CHAPTER I: SUMMARY OF PROJECT OBJECTIVES AND RESULTS

## PROJECT OBJECTIVES

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

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

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

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

**Table 1: SO7 Indicators**

<b>Indicator/Year</b>
<b>Strategic Objective 7: Expanded opportunities in rural areas</b>
Indicator 7.1: Percent change in rural income of targeted population
Indicator 7.2 Number of person days employment generated by USG assistance
<b>Indicator/Year</b>
<b>IR. 7.4: Improved management of selected ecosystems</b>
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> )
<b>Sub-IR 7.4.1: Improved capacity to sustainably manage ecosystems</b>
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> )
<b>Sub-IR 7.4.2: Increased value of ecosystem services</b>
Indicator 7.4.2.1: Number of units of eco-tourism infrastructure built, refurbished or equipped
<b>Cross-Cutting Sub-IR: Improved policy environment (for agriculture, business, finance, and environmental management)</b>
Indicator C.C.1: Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance

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

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

## OVERVIEW AT THE END OF THE QUARTER

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

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

- Completed up to 75% of the ongoing rehabilitation work at RDB's selected buildings in Gisovu, which will serve as park offices and tourism facilities. Approximately 90% of construction work has already been finalized at RDB's ranger house in Gisakura, which is being transformed into a visitor center and a housing facility for park guides and rangers. We envisage completion of both projects by February 15, 2015.
- Completed design work of NNP final interpretive exhibits and secured USAID approval for fabrication.
- Selected and contracted a production firm in the US to fabricate final interpretive exhibits to be installed at NNP reception/visitor centers at Gisovu, Gisakura and Kitabi. Shipment to Rwanda, including transportation to NNP and final installations will be completed by March 15, 2015.
- With the assistance of two National University of Rwanda (NUR) Biology internship students (Jean Honoré Ndorimana and Felix Niyonzima), completed seven months support to RDB and WCS's Chimpanzee habituation efforts in Gisovu, launched in June 2013.
- Continued follow up and monitoring of construction progress for Golden Monkey's accommodation establishment in Kitabi.

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

- Completed all upgrade and integration of Nyungwe Nziza's project website content to the newly improved rwandatourism.com portal.
- CNN named NNP and Nyungwe Forest Lodge as one of the top 10 safari destinations for 2015.
- NNP was featured in Los Angeles Travel Magazine, a direct result of the 2013 press trip with Turkish Airlines.

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

- Cyamudongo tourism promotion cooperative generated a total gross income of RWF 518,800 this quarter, a tremendous increase of 53% compared to the previous quarter.
- Kitabi Handicraft Women Cooperative (KHWC) generated gross revenues of RWF 1,021,670, an increase of 9.2 % from the previous quarter.
- Procured and handed over all agricultural field equipment to our targeted two agricultural cooperatives.
- Completed business management training programs of the two agricultural cooperatives.
- Facilitated Duhuze Imbaraga cooperative to access markets for their mushroom production among hotels/lodges, restaurants and supermarkets around the park and Rusizi.

#### **PIR 7.4.1.4: Improved Policy and Enabling Environment for Ecotourism**

- All policy related capacity building activities for Year 5 Work Plan have already been completed and reported.

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

- Fielded USNPS Concessions Management Specialist Greg Kimmitt, and assisted RDB in developing RFPs, concession contracts and budgets for the selected pioneer concessions sites in NNP, i.e Gisovu, Gasare and Karamba.
- Revised the ‘Threat Reduction Assessment report’ and secured USAID approval.

#### **Environmental Compliance**

- ERF approvals for the ongoing rehabilitation and transformation of RDB’s existing buildings in Gisakura and Gisovu were secured in the 18th quarter. We conducted follow on-site inspections to ensure environmental compliance at both sites was respected.

## **Integrating Women into Nyungwe Nziza Activities**

During the past quarter, we integrated women in various training programs related to modern farming methods, soil management, land preparation and how to compost and travertine in farming fields.

### **Training Conducted**

With the assistance of two National University of Rwanda (NUR) Biology internship students (Jean Honoré Ndorimana and Felix Niyonzima), we completed seven months training of 15 RDB's trackers in Gisovu in Chimpanzee habituation skills. The interns worked on improving roles, schedules and activities of the trackers, and their skills as well as Chimpanzee habituation levels based on general field observation and behavior.

### **Monitoring and evaluation**

- During the quarter, we conducted our standard collection among our three targeted cooperatives (FON, KHWC and CTPC) and PPPF grantee (Golden Monkey Kitabi), Gisakura and Gisovu construction sites, in preparation for the quarterly report.
- In November, 2014, our M&E specialist attended a one day training organized by ESRI Rwanda, which included presentations on the latest GIS portal and cloud technologies.
- Organized a Data Quality Assessment session with our COR on October 20, 2014.
- We continued to upload our three SO7 indicators data on AID Tracker Plus, i.e. 1.) *Number of people receiving USG supported training in Natural Resources Management and /or Biodiversity conservation and;* 2.) *Number of people with increased economic benefits derived from sustainable Natural Resources Management and Conservation as a result of ; USG assistance;* 3) *Number of tourists visiting Nyungwe National Park.*

### **Project Management and Administration**

Our major priority during the quarter was aimed at finalizing ongoing technical and administrative activities for a smooth transition and close out. An audit of all our existing grants was also completed, as detailed in this report.

# CHAPTER II: PROGRESS TO DATE

This Nineteenth Quarterly Report reviews accomplishments under Intermediate Results, Project Intermediate Results, crosscutting activities, the Performance Management Plan (PMP), and project administration and management. For each, we have indicated progress towards key results, what activities were successful as well as those that did not go as smoothly as was hoped. These assessments summarize our own performance with regard to our indicators, targets and benchmarks outlined in the fifth annual work plan.

## COMPONENT ONE: SUSTAINABLE ECOTOURISM DEVELOPMENT

*Progress towards SO7 targets*

INDICATOR	CUMULATIVE TARGET YEAR 5	PROGRESS TOWARDS TARGETS																					
<b>COMPONENT ONE: SUSTAINABLE ECOTOURISM DEVELOPMENT</b>																							
<b>STRATEGIC OBJECTIVE 7: EXPANDED ECONOMIC OPPORTUNITIES IN RURAL AREAS</b>																							
<b>SO7 Level indicators</b>																							
<b>Indicator 7.1:</b> Percentage change in income of targeted rural population	25%	<p><b>Exceeded.</b> Since the start of the project, Nyungwe Nziza’s community interventions generated total gross revenues of RWF 32,118,021 among the five supported cooperatives, i.e. FON, KWHC, CTPC, PNPT and DIC, making an increase of 846%, compared to the baseline data of RWF 3,793,342 in 2010 (excluding DIC which was only operational in November 2014), hence exceeding our Year 5 cumulative target, as detailed in the table below.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Cooperative names</th> <th>Total Revenue in Rwf</th> </tr> </thead> <tbody> <tr> <td>June 2012-December 2014</td> <td>FON</td> <td>10,585,550</td> </tr> <tr> <td>September 2011-March 2013</td> <td>PNPT</td> <td>8,440,040</td> </tr> <tr> <td>September 2011-December 2014</td> <td>KWHC</td> <td>6,083,131</td> </tr> <tr> <td>June 2012 - December 2014</td> <td>CTPC</td> <td>6,709,300</td> </tr> <tr> <td>November 2014-December 2014</td> <td>DIC</td> <td>300,000</td> </tr> <tr> <td><b>TOTAL</b></td> <td></td> <td><b>32,118,021</b></td> </tr> </tbody> </table>	Year	Cooperative names	Total Revenue in Rwf	June 2012-December 2014	FON	10,585,550	September 2011-March 2013	PNPT	8,440,040	September 2011-December 2014	KWHC	6,083,131	June 2012 - December 2014	CTPC	6,709,300	November 2014-December 2014	DIC	300,000	<b>TOTAL</b>		<b>32,118,021</b>
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<b>TOTAL</b>		<b>32,118,021</b>																					

INDICATOR	CUMULATIVE TARGET YEAR 5	PROGRESS TOWARDS TARGETS																								
<b>Indicator 7.2:</b> Number of person days of employment generated by USG assistance	450	<b>Exceeded:</b> Between March 2010 and December 2014, we registered a cumulative total of 25,759 person days of employment generated by USG assistance as a result of development activities carried out among our targeted community cooperatives, construction of new trails and bridges in NNP, construction of public toilets in Kitabi and Cyamudongo, as well as renovation of existing buildings at Uwinka, Gisovu and Gisakura. This exceeds our cumulative Year 5 by 5,724%.																								
<b>Intermediate Result: IR 7.4: Improved management of selected ecosystems</b>																										
<b>Indicator 7.4.1:</b> Number of hectares under improved natural resource management as a result of USG assistance	300	<b>Not achieved.</b> As reported in the past quarters, our planned collaboration with WCS in promoting bamboo development in the Nshili area to reduce pressure on natural bamboo stands eventually did not take place during Year 1, 2, 3, 4 and 5. Nyungwe Nziza was therefore not able to register any progress on this indicator during the past 5 years of project implementation.																								
<b>Indicator 7.4.2:</b> Increased number of visitors to targeted national Parks (Number of visitors to Nyungwe National Park)	13,000	<p><b>Not achieved.</b> As indicated in our Year 4 annual report, the target in our contract was quite ambitious. However, since the project started in 2010, the number of visitors to NNP has increased from 4,698 in 2009 to 9,506 in 2014, marking a significant increase of 102%, as detailed in the table below. We do hope that the new reduced prices for the park, upcoming accommodation and the establishment of new interpretive reception centers in Gisakura and Gisovu will continue to attract more visitors and enhance the overall visitor experience, beyond the life of Nyungwe Nziza.</p> <table border="1" data-bbox="894 1486 1386 1896"> <thead> <tr> <th data-bbox="902 1497 1089 1566">Year</th> <th data-bbox="1094 1497 1252 1566">Number of visitors in NNP</th> <th data-bbox="1256 1497 1386 1566">% increased</th> </tr> </thead> <tbody> <tr> <td data-bbox="902 1572 1089 1629">Jan-Dec 2009(Baseline)</td> <td data-bbox="1094 1572 1252 1629">4,698</td> <td data-bbox="1256 1572 1386 1629">0%</td> </tr> <tr> <td data-bbox="902 1635 1089 1665">Jan-Dec 2010</td> <td data-bbox="1094 1635 1252 1665">6,028</td> <td data-bbox="1256 1635 1386 1665">28%</td> </tr> <tr> <td data-bbox="902 1671 1089 1701">Jan-Dec 2011</td> <td data-bbox="1094 1671 1252 1701">8,255</td> <td data-bbox="1256 1671 1386 1701">76%</td> </tr> <tr> <td data-bbox="902 1707 1089 1736">Jan-Dec 2012</td> <td data-bbox="1094 1707 1252 1736">7,420</td> <td data-bbox="1256 1707 1386 1736">58%</td> </tr> <tr> <td data-bbox="902 1743 1089 1772">Jan-Dec 2013</td> <td data-bbox="1094 1743 1252 1772">7,387</td> <td data-bbox="1256 1743 1386 1772">57%</td> </tr> <tr> <td data-bbox="902 1778 1089 1808">Jan-Dec 2014</td> <td data-bbox="1094 1778 1252 1808">9,506</td> <td data-bbox="1256 1778 1386 1808">102%</td> </tr> <tr> <td data-bbox="902 1814 1089 1896"><b>TOTAL (Cumulative)</b></td> <td data-bbox="1094 1814 1252 1896"><b>43,294</b></td> <td data-bbox="1256 1814 1386 1896"></td> </tr> </tbody> </table>	Year	Number of visitors in NNP	% increased	Jan-Dec 2009(Baseline)	4,698	0%	Jan-Dec 2010	6,028	28%	Jan-Dec 2011	8,255	76%	Jan-Dec 2012	7,420	58%	Jan-Dec 2013	7,387	57%	Jan-Dec 2014	9,506	102%	<b>TOTAL (Cumulative)</b>	<b>43,294</b>	
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INDICATOR	CUMULATIVE TARGET YEAR 5	PROGRESS TOWARDS TARGETS																
<p><b>Indicator 7.4.3:</b> Increase in NNP revenue generated</p>	<p>\$3 million</p>	<p><b>Not achieved.</b> Similarly, we were not able to achieve this target by the end of the quarter. However, revenue data received from the park for the period between January 2009 and December 2014 indicates total gross revenues of USD 2,331,157, only 22% short of our Year 5 cumulative target, as indicated in the table below.</p> <p>Given the new reduced prices for the park, we do hope NNP will continue to attract more visitors and generate more revenue over the remaining months of project implementation. However, even if this rate doubles, we will not be able to meet this target.</p> <table border="1" data-bbox="961 745 1318 1108"> <thead> <tr> <th>Year</th> <th>Revenues in US \$</th> </tr> </thead> <tbody> <tr> <td>Jan-Dec 2009</td> <td>291,880</td> </tr> <tr> <td>Jan-Dec 2010</td> <td>364,680</td> </tr> <tr> <td>Jan-Dec 2011</td> <td>525,825</td> </tr> <tr> <td>Jan-Dec 2012</td> <td>330,003</td> </tr> <tr> <td>Jan-Dec 2013</td> <td>418,321</td> </tr> <tr> <td>Jan-Dec 2014</td> <td>400,448</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>2,331,157</b></td> </tr> </tbody> </table>	Year	Revenues in US \$	Jan-Dec 2009	291,880	Jan-Dec 2010	364,680	Jan-Dec 2011	525,825	Jan-Dec 2012	330,003	Jan-Dec 2013	418,321	Jan-Dec 2014	400,448	<b>TOTAL</b>	<b>2,331,157</b>
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<p><b>Indicator 7.4.4:</b> Number of people with increased economic benefits derived from sustainable natural resource management (NRM) and conservation as a result of USG assistance</p>	<p>700</p>	<p><b>Already exceeded.</b> The cumulative number of people with increased economic benefits derived from NRM since March 2011 until December 2014 totals up to 2,147, exceeding our Year 5 target by 307%, as indicated in the table below.</p> <table border="1" data-bbox="961 1312 1318 1858"> <thead> <tr> <th>Year</th> <th>Number of people with increased economic benefits</th> </tr> </thead> <tbody> <tr> <td>March 2011- March 2012</td> <td>435</td> </tr> <tr> <td>March 2012- March 2013</td> <td>350</td> </tr> <tr> <td>March 2013- March 2014</td> <td>781</td> </tr> <tr> <td>March 2014- December 2014</td> <td>581</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>2,147</b></td> </tr> </tbody> </table>	Year	Number of people with increased economic benefits	March 2011- March 2012	435	March 2012- March 2013	350	March 2013- March 2014	781	March 2014- December 2014	581	<b>TOTAL</b>	<b>2,147</b>				
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INDICATOR	CUMULATIVE TARGET YEAR 5	PROGRESS TOWARDS TARGETS
<b>Sub-IR 7.4.1: Improved capacity to sustainably manage ecosystems</b>		
<b>Indicator 7.4.1.1:</b> Number of people receiving USG supported training in natural resources management and/or biodiversity conservation	750	<b>Exceeded.</b> Up to this quarter, Nyungwe Nziza has trained a total of 1,456 people (675 females and 781 males) from our targeted cooperatives under our small grants, trail maintenance cooperatives, park staff and other project stakeholders, hence exceeding our Year 5 cumulative target by 194%.
<b>Indicator 7.4.1.2:</b> Number of people receiving training in tourism management	600	<b>Exceeded.</b> Over the past 5 Years, a total of 1,015 (305 females and 710 males) project stakeholders and beneficiaries were trained in tourism related fields. This exceeded our Year 5 cumulative target by 169%.
<b>Sub-IR 7.4.2: Increased value of ecosystem services</b>		
<b>Indicator 7.4.2.1:</b> Number of units of eco-tourism infrastructure built, refurbished or equipped	6	<b>Exceeded.</b> Over the past 5 years, we built a total of 4 bridges on the Kamiranzovu trail, and the replacement of over 300m of boardwalk in the Kamiranzovu marsh. In addition, we built 6 bridges on the waterfall trail, including retaining walls, steps and hand rails on the canopy and waterfall trails. Also, we produced and installed 13 trail head signs and 15 roadside metallic garbage bins in the park. A total of 14 road signs were produced and installed along the main road, targeted at raising visitor awareness of the specific regulations applying to Nyungwe National Park (NNP), such as speed limit, littering, animal crossing signs, etc. We did support the development of Friends of Nyungwe Cooperative/Kitabi Cultural Village, and Uwinka Visitor Center repairs.  Lastly, two new reception centers and park staff housing infrastructure in Gisovu and Gisakura are being renovated, expected to be completed by February 15, 2015. This will make a substantial total of up to 60 units of ecotourism infrastructure built/refurbished during the life of Nyungwe Nziza project.
<b>Cross cutting Sub IR : Improved policy environment for environmental management</b>		
<b>Indicator 7.4.5:</b> Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance	3	<b>Partially Achieved.</b> Over the course of Year 5, we achieved the development and implementation of two policy initiatives; <ul style="list-style-type: none"> <li>○ <i>Modification of NNP's fee structure.</i> RDB's Senior Management approved the new price structure for NNP, following recommendations by the NNP Price Optimization study conducted by</li> </ul>

INDICATOR	CUMULATIVE TARGET YEAR 5	PROGRESS TOWARDS TARGETS
		<p>DAI and USNPS park fee specialists, July – Sept 2011. The new price structure became effective in July 2013.</p> <ul style="list-style-type: none"> <li>○ <i>Using limits of acceptable change (LAC) approach to assess the environmental impact of tourism in NNP.</i> In late 2011/early 2012, Nyungwe Nziza in collaboration with WCS supported an assessment of the environmental impact of tourism on NNP. The assessment found that although current tourist use is not causing unacceptable impacts to the Park's resources, NNP management needed to adapt and implement limits of acceptable change framework to ensure that future use does not impact these resources. RDB adopted this framework for Nyungwe and in March/April 2012, in collaboration with WCS, Nyungwe Nziza's Environmental Specialist worked with RDB/NNP staff on selecting indicators of resource and social conditions for monitoring environmental impact, prepared field procedures and training materials, and subsequently trained NNP and WCS staff in LAC implementation.</li> <li>○ <i>The National Concessions Policy.</i> In March 2013, the Cabinet approved the National Concessions Policy, which was developed with the support of the project. Despite of recent efforts through USNPS technical assistance in developing draft concession budgets, agreements, financial market analyses and RFPs for pioneer sites in NNP, i.e. Karamba, Gisovu, and Gasare, implementation has not yet been effected due to RDB's internal delayed processes of final approval. Recent updates indicate that RFPs will be issued latest March 2015</li> </ul>

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

*Progress towards targets*

INDICATOR	CUMULATIVE TARGET YEAR 5	PROGRESS TOWARDS TARGETS
<b>PIR 7.4.1.1: Nyungwe's tourism products developed through increased private sector participation</b>		
<p><b>Indicator 7.4.1.1.1:</b> Number of private-public partnerships developed</p>	5	<p><b>Not achieved.</b> As reported in the 15th quarter, and following the implementation of our Public Private Partnership Fund in July 2013, our initial target was to have at least three private-public partnerships (PPPs) developed for accommodation establishments, i.e., Golden Monkey Ltd, the Gisovu Tea Company and Gervais Habimana and at least two more PPPs for hotel establishment developed within the park, at Gasare and Karamba sites, under concession contracts.</p> <p>Unfortunately, Gisovu Tea Estate decided not to pursue the original grant agreement for the establishment of a high end tented camp, while Gervais Habimana's Turaco Lodge grant contracts had to be terminated during the 18th Quarter due to delayed acquisition of construction permit and the required land title for Turaco Lodge's site, as set forth in the grant agreement.</p> <p>In addition, and despite our continued technical assistance to RDB aimed at implementing concession contracts for accommodation establishment at the selected sites within the park, including the recently developed RFPs for accommodation development at Gasare and Karamba sites by USNPS Greg Kimmit (November 2014), we are not yet aware of any progress made by RDB in moving this forward. Lastly, our only PPPF grantee, i.e. Golden Monkey Hotel's construction work in Kitabi is still ongoing but rather at a very slow rate. In addition to the already completed reception building, four accommodation cabins are now being roofed. However, this grant contract shall also be cancelled after the last deadline of February 15, 2015, to allow us enough time to finalize necessary close out procedures.</p>

INDICATOR	CUMULATIVE TARGET YEAR 5	PROGRESS TOWARDS TARGETS
		We will therefore not be able to achieve one PPP by the end of Year 5.
<b>Indicator 7.4.1.1.2:</b> Amount of private sector resources leveraged for Park ecotourism products	\$750,000	<p><b>Not achieved.</b> With the private sector partnership opportunities pursued by RDB and Nyungwe Nziza in tourist accommodation investment in and around NNP, we have so far leveraged \$200,192 by Golden Monkey construction and \$55,130, for Turaco lodge construction, making a total of \$255,322.</p> <p>Given Turaco Lodge's grant contract cancellation, Gisovu Tea Estate's withdrawal for Gisovu Tented camp establishment, delayed completion of Golden Monkey's hotel in Kitabi, and RDB's delay in releasing RFPs for accommodation development inside NNP, it is unfortunate that we will not be able to meet this target by the end the Year 5.</p>
<b>Indicator 7.4.1.1.3:</b> Number of new ecotourism infrastructure products developed	5	<p><b>Achieved.</b> Two community based ecotourism infrastructure products were developed during the course of project implementation notably; the Friends of Nyungwe Cooperative/Kitabi Cultural Village and the establishment of Cyamudongo Tourism Cooperative's site. Although both Banda and Kitabi Women's products were originally developed in the Destination Nyungwe Project (DNP), during Year 2, we spent considerable time and resources upgrading them to a more "sellable" status and thus count them towards our year 5 target as new ecotourism products developed. Lastly, two new reception centers in Gisovu and Gisakura are underway, expected to be completed by February 15, 2015.</p>
<b>Indicator 7.4.1.1.4:</b> Number of concession opportunities/ecotourism products identified and assessed	5	<p><b>Achieved.</b> During the course of Year 2, we identified and assessed a total of 9 concession opportunities and ecotourism products, exceeding our target by 90%. These include:</p> <ul style="list-style-type: none"> <li>○ For accommodation development inside the park – Karamba, Gasare and Busoro;</li> <li>○ For new product development – Gisovu destination, and a birding trail a long Uwasenkoko marsh;</li> <li>○ Uwinka – for a private-community partnership to manage the campground and</li> </ul>

INDICATOR	CUMULATIVE TARGET YEAR 5	PROGRESS TOWARDS TARGETS
		<p>the canteen (this included the development of a draft concessions agreement); and</p> <ul style="list-style-type: none"> <li>○ For accommodation outside the Park - Gisovu, Kitabi and Cyamudongo.</li> </ul> <p>Hence, Year 5 target has already been achieved. No new opportunities were identified or assessed during the quarter.</p>
<p><b>Indicator 7.4.1.1.5:</b> Number of concession opportunities taken over by private investors</p>	<p>5</p>	<p><b>Partially achieved.</b> Drawing on model concession agreements developed by Nyungwe Nziza and the USNPS, and elements of the draft National Concessions Policy, RDB awarded a concession to the Golden Monkey Group to manage the canteen at Uwinka and the reception center at Kitabi.</p> <p>In addition, RDB intends to issue an international request for concession proposals for Gasare, Karamba, and Gisovu accommodation sites during 2015.</p>

**Activity 1(a): Assist RDB to develop Gisovu as a new tourism destination: Support Chimpanzee habituation work in Gisovu**

*Achievements*

With the assistance of two National University of Rwanda (NUR) Biology internship students (Jean Honoré Ndorimana and Felix Niyonzima), we completed seven months support to RDB and WCS’s Chimpanzee habituation efforts in Gisovu. The interns worked on improving roles, schedules and activities of the trackers, and their skills as well as Chimpanzee habituation levels based on general field observation and behavior.

One of the critical recommendations by the JGI experts for a successful habituation of Chimpanzees in Gisovu is maintenance of the habituation activities where trackers need to work in shifts per day to ensure maximum time with Chimpanzees.

Hence, the two biology students’ engagements were targeted on the key aspects below;

- Number of staff fielded per day and total number of hours spent in the field per month.
- Number of days spent viewing Chimpanzee and duration of their tolerance to human presence.

- Chimpanzee identification (sex, age, social behavior) was also carried out.
- Continued refresher training of Gisovu trackers in Chimpanzee social behavior, identification and ranging pattern.

The team produced bimonthly field reports and updates which were shared with RDB and WCS' Chimpanzee habituation teams for proper follow up. As previously agreed, WCS will continue to work closely with RDB in maintaining the Chimpanzee habituation activities in Gisovu and Maybebe after Nyungwe Nziza close down.

In brief, and similarly to the findings made by JGI experts in 2013, most of the chimpanzees have continued to show a steady progress in habituation over the past months, to the extent that they are tolerating trackers as close as 10 meters. It is possible to observe the shy chimpanzees (mainly females) at greater distances. Observation of chimpanzees at an average of 20 meters is still common especially in times of most preferable food sources such as *Chrysophyllum rwandense* and *Syzigium guineense*, which coincide with large chimpanzee family sizes, that helps in increasing the confidence of the shy chimpanzees in the presence of humans.

Further observations made by the team indicates that the ripening of these two fruiting trees do alternate annually and that they overlap with the time of high tourism season (June - October) and therefore could support availability of chimpanzees in Gisovu in areas close to the Source of the Nile. These sites are easy to reach and are significant for fruiting trees such *Syzigium* and *Chrysophyllum*.

Involvement of long term research groups will help with continued habituation and understanding of socio-ecological behaviors of the Gisovu chimpanzee community. Internship students like Felix and Honore, as well as international researchers with interest in chimpanzee social and ecological behaviors would greatly contribute to the future habituation of Gisovu chimpanzees and exposure of the overall destination.

We expect ongoing improvements of staff accommodation and tourist facilities in the area to provide a sustainable platform for RDB's planned positioning of Gisovu tourism destination. However, accessibility is still a major challenge since the condition of the road especially from the trading center near Gisovu Tea Factory to the park's gate way has continued to deteriorate due to the heavy rains.

**Activity 1(b): Assist RDB to develop Gisovu as a new tourism destination: Renovation and improvement of existing park management infrastructure and tourist facilities in Gisovu**

*Achievements*

Construction work for RDB's selected buildings at Gisovu, i.e. House M1, M2, M3, M6, and Houses 7, 8, 9 and the administration block is still



**Figure 2** Gisovu trackers expanding their field knowledge by watching Chimpanzee documentaries provided by the JGI team.



**Figure 3** Extension works of the roof terrace and columns at the Administration building



**Figure 4** The newly replaced roof with corrugated iron sheets at House M3

underway. The contractor (SEGEEC Ltd) was not able to meet the completion deadline of December 31, 2014 due to unforeseen challenges in transportation of materials and movement of workers to and from the site. The Gisovu area experienced heavy rains between October and November, which greatly affected the already bad condition of the roads in and around the area, hence making accessibility a huge challenge. After follow up meetings with the contractor, we are now certain that all the remaining construction work will be completed by February 15, 2015.

So far, structural modifications for all the houses according to the technical specifications have been completed. Roofing work was also completed, including the removal and disposal of asbestos iron sheets on House M3, which were replaced with corrugated iron sheets, under the supervision of Rwanda Housing Authority.

Currently, the contractor is undertaking plumbing and electric repairs, structural foundation work under the wooden floors, replacement of broken windows, doors bathroom accessories, rain gutters and down spouts.



**Figure 5 Completed roof work and ongoing installations of metallic doors at Houses 7, 8, and 9.**

### ***Activity 1(c): Assist RDB to develop Gisovu as a new tourism destination: Design and install interpretive exhibits at the new visitor center in Gisovu***

#### *Achievements*

We finalized designs of NNP interpretive exhibits and contracted a production firm in the US for fabrication. Arrangements are already in place to have the final products shipped to Rwanda by early March, 2015. Transportation to NNP and final installations at the respective sites, i.e. Gisovu, Gisakura and Kitabi, will be completed by March 15, 2015.

### ***Activity 2: Support development of new accommodation outside but in close proximity to the Park: Continued support to Golden Monkey and Turaco Lodge***

#### *Achievements*

Golden Monkey Hotel's construction work in Kitabi is still ongoing but at a marginal progress. In addition to the completed reception building, the grantee is currently roofing four accommodation cottages, which will be followed by the bar and restaurant building.



**Figure 6 Ongoing roofing of accommodation cottages at Golden Monkey site in Kitabi**

Unfortunately due to time constraints, this grant contract shall also be cancelled after the final extended deadline of completion (February 15, 2015), in order for Nyungwe Nziza to complete the required close out procedures.

**Activity 3(a) Improve/maintain NNP visitor facilities: Transformation of the Ranger house in Gisakura into a reception center**

*Achievements*

The major part of construction work at RDB's Gisakura Ranger post has already been completed and only a couple of few tasks remaining to be finalized by January 31, 2015. The site already looks great, and no doubt will be a perfect gateway to the already highly visited western part of NNP.

At the main house, structural modifications, including installation of new doors and windows, paint work, stone cladding, ceiling, and interior floor tiles have been completed. Parking extension, plumbing work, including bathroom tiles for both the main house and staff lavatories have also been undertaken.

Ongoing construction works include; installation of floor tiles at the main entrance, installation of pavers in the parking lot, external kitchen painting work and minor repairs, completion of the extended hind terrace to serve as a living room for staff, final landscaping and site handover.

**Activity 3(b): Improve/maintain NNP visitor facilities: Design and install interpretive exhibits at Gisakura and Kitabi visitor centers.**

*Achievements*

As mentioned in *Activity 1 (c)* above, we finalized designs of NNP interpretive exhibits and contracted a production firm in the US for fabrication. Arrangements are already in place, to have the final products shipped to Rwanda by early March, 2015. Transportation to NNP and final installations at the respective sites, i.e. Gisovu, Gisakura and Kitabi, will be completed by March 15, 2015.



**Figure 7** The newly fixed stone cladding and installation of floor tiles at the entrance of the new Gisakura



**Figure 8** Completed interior of the reception center

*Achievements*

*Progress towards benchmarks*

BENCHMARK	STATUS
<b>Activity 1(a): Assist RDB to develop Gisovu as a new tourism destination: Support Chimpanzee habituation work in Gisovu</b>	
Intern recruitment and mobilization report submitted ( <b>July 2014</b> );	<b>Achieved.</b> In collaboration with WCS and RDB, we identified and recruited two National University of Rwanda (NUR) Biology graduate students in Gisovu on June 1, 2014, (Felix Niyonzima and Jean Honore Ndorimana), for a performance period of seven months, to assist WCS and RDB in the continuation and improvement of the chimpanzee habituation program in that section of the park. The two interns completed their assignment in Gisovu on December 31, 2014.
A report submitted on the intern activities summarizing achievements, challenges and opportunities associated with chimpanzee habituation efforts in Gisovu to guide future interns, WCS and RDB in improving habituation activities ( <b>February 2015</b> ).	<b>Achieved.</b> The team produced bimonthly field reports with updates, and a final report which were shared with RDB and WCS' Chimpanzee habituation teams for necessary follow up. As previously mentioned, WCS will continue to work closely with RDB in maintaining the Chimpanzee habituation activities in Gisovu and Maybebe after Nyungwe Nziza close down.  In brief, and similarly to the findings made by JGI experts in 2013, most of the chimpanzees have continued to show a steady progress in habituation over the past months, to the extent that they are tolerating trackers as close as 10 meters. Continued habituation effort is vital, in order not lose momentum of the habituation level achieved so far.
<b>Activity 1(b): Assist RDB to develop Gisovu as a new tourism destination: Renovation and improvement of existing park management infrastructure and tourist facilities in Gisovu</b>	
Final decision on priority renovations for Gisovu ( <b>March 2014</b> ).	<b>Achieved.</b> Proposal review, selection and award of construction subcontract to SEGEEC Ltd, was completed during the 18th quarter. Rehabilitation of RDB's selected existing buildings in Gisovu is ongoing.
ERF and RFP approved by USAID ( <b>May 2014</b> ).	<b>Achieved.</b> Similarly, ERFs for the planned renovations in Gisovu, as well as the consent to subcontract SEGEEC Ltd, to undertake rehabilitation works were approved in the 18th

BENCHMARK	STATUS
	quarter.
Renovations contract signed ( <b>June 2014</b> ).	<b>Achieved.</b> We completed award of sub contracts for Gisovu and Gisakura renovations to SEGEEC and MM General Ltd respectively in September 2014.
Newly renovated infrastructure in Gisovu handed over to RDB ( <b>December 2014</b> ).	<b>Partially Achieved.</b> Although delayed due to heavy rains experienced in NNP between October and November 2014, construction has since been resumed, and is expected to be completed by February 15, 2015.
<b><i>Activity 1(c) and 3 (b): Assist RDB to develop Gisovu as a new tourism destination: Design and install interpretive exhibits at the new visitor centers in Gisovu, Gisakura and Kitabi</i></b>	
Contract with Heartfelt signed. ( <b>May 2014</b> )	<p><b>Achieved.</b> With the assistance of our Interpretive Specialist, Lisa Brochu and the Graphic Designer, Paul Caputo, we completed final text and exhibit concept sketches for the planned fabrication and installation of interpretive materials at the new NNP visitor centers in Gisovu, Gisakura and Kitabi. A workshop with NNP staff was held on October 6 to review the content/design and all comments were sent back to the consultant on October 8, 2014.</p> <p>Over the quarter, and given USAID approval, we contracted a production firm in the US for fabrication. Arrangements are already in place, to have the final products shipped to Rwanda by early March, 2015. Transportation to NNP and final installations at the respective sites, i.e. Gisovu, Gisakura and Kitabi, will be completed by March 15, 2015.</p>
Interpretive information on exhibits approved by RDB ( <b>August 2014</b> )	<b>Achieved.</b> As above
Interpretive exhibits fabricated and shipped to Rwanda ( <b>October 2014</b> )	<b>Partially achieved and on track.</b> As above
Interpretive exhibits cleared from customs and transported to Gisovu ( <b>November 2014</b> )	<b>Delayed but on track.</b> As above
Interpretive exhibits installed in Gisovu visitor center ( <b>December 2014</b> )	<b>Delayed but on track.</b> As above

BENCHMARK	STATUS
<b>Activity 2 Support development of new accommodation outside but in close proximity to the Park: Continued support to Golden Monkey and Turaco Lodge</b>	
New Kitabi and Gisakura accommodation products open for business ( <b>November 2014</b> )	<p><b>“Delayed for Kitabi” and “cancelled for Gisakura”</b>. As mentioned, Golden Monkey hotel’s construction work in Kitabi is still ongoing but rather at a very slow progress. In addition to the already completed reception building, four accommodation cabins are now being roofed. However, this grant contract shall also be cancelled after the last deadline of February 15, 2015, to allow Nyungwe Nziza finalize necessary close out procedures.</p> <p>Similarly, Gervais Habimana’s Turaco Lodge’s grant contract was terminated in the 18th Quarter, due to delayed acquisition of construction permit and the required land title for Turaco Lodge’s site, as set forth in the grant agreement.</p>
<b>Activity 3(a): Improve/maintain NNP visitor facilities: Transformation of the Ranger house in Gisakura into a reception center</b>	
RFP and ERF approval secured ( <b>May 2014</b> )	<b>Achieved.</b> We secured USAID approvals of the ERF for the planned renovations in Gisakura in the past quarter.
RFP Advertised ( <b>June 2014</b> )	<b>Achieved.</b> We advertised an Expression of Interest in the media for Gisovu and Gisakura construction Mon June 23, 2014, and finalized the selection and award processe. We expect to complete construction by February 15, 2015.
Contractor selected and contract signed ( <b>July 2014</b> )	<b>Achieved.</b> We completed award of sub contracts for Gisakura renovations to MM General Ltd.
Gisakura Visitor Center handed over to RDB ( <b>December 2014</b> )	<b>Possibly delayed until March 15, 2014.</b> Although construction is envisaged to be completed by January 31, 2015, final installation of interpretive materials will be finalized in mid-March 2015.

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

*Progress towards targets*

INDICATOR	CUMULATIVE TARGET YEAR 5	PROGRESS TOWARDS TARGETS
<b>PIR 7.4.1.2: Improved marketing and promotion of Nyungwe among targeted segments</b>		
<p><b>Indicator 7.4.1.2.2:</b> Number of people attending annual promotional events held in or about Nyungwe</p>	500	<p><b>Achieved.</b> In Year 4, approximately 600 people attended tourism promotional and conservational awareness events in NNP. World Tourism Day celebrations held in Nyungwe (September 2013) attracted more than 400 people to the Park, including conservationists, diplomats, government officials, communities and tourists. In addition, in March 2014, we (in collaboration with RDB) organized a road awareness campaign, attracting up to 200 people, including bus operators, district leaders, and law enforcement forces (traffic police and army officials), hence exceeding our Year 5 target.</p> <p>Although no other events were organized in Year 5, we still do have plans to support RDB toward conducting a 'promotional launching event' for the new reception centers in Gisakura and Gisovu, subject to the timing of completion for the ongoing construction and final installation of interpretive materials at the respective sites.</p>
<p><b>Indicator 7.4.1.2.3:</b> Number of social media channels, including blogs, discussing NNP in a positive light</p>	8	<p><b>Achieved.</b> As reported in the 16th quarter, several online media channels have been discussing (and asking questions about) Nyungwe, including; <a href="http://www.sw-associates.net/blog/">http://www.sw-associates.net/blog/</a>, and <a href="http://www.travelpod.com/travel-blog-city/Rwanda/Nyungwe/tpod.html">www.travelpod.com/travel-blog-city/Rwanda/Nyungwe/tpod.html</a>), <a href="http://www.livinginkigali.com/rwanda-tourism/tourism-in-rwanda/nyungwe-national-Park/">http://www.livinginkigali.com/rwanda-tourism/tourism-in-rwanda/nyungwe-national-Park/</a>, <a href="http://houstonzooblogs.org/zoo/tag/nyungwe-forest-national-Park/">http://houstonzooblogs.org/zoo/tag/nyungwe-forest-national-Park/</a>, <a href="http://www.lonelyplanet.com/searchResult?q=Nyungwe">http://www.lonelyplanet.com/searchResult?q=Nyungwe</a>, (now 242 posts) Tripadvisor (<a href="http://www.tripadvisor.com/Attraction_Review-">http://www.tripadvisor.com/Attraction_Review-</a></p>

INDICATOR	CUMULATIVE TARGET YEAR 5	PROGRESS TOWARDS TARGETS
		<p><a href="http://www.mbendi.com/travel/attr/18/f840.htm?V=128925">g480231-d479306-Reviews-Nyungwe National Park-Butare Southern Province.html</a>) 58 reviews with 30 considering NNP excellent and 20 good.</p> <p>Mbendi.com (<a href="http://www.mbendi.com/travel/attr/18/f840.htm?V=128925">http://www.mbendi.com/travel/attr/18/f840.htm?V=128925</a>), Wolfgang Thome's blog (<a href="http://www.wolfgangthome.wordpress.com">wolfgangthome.wordpress.com</a>)</p> <p>Additionally, At least 500 tweets and Facebook stories were circulated on Nyungwe accounts and then redistributed on the following social media: Reddit.com, Digg.com, and Stumbleupon.com. The project website (<a href="http://www.nyungwePark.com">www.nyungwePark.com</a>) also regularly circulates news about the Park to a growing number of users.</p>
<p><b>Indicator 7.4.1.2.5:</b> Number of on-line marketing products developed</p>	<p>3</p>	<p><b>Achieved.</b> Online marketing products developed during Year 5, include:</p> <ul style="list-style-type: none"> <li>• Nyungwe Nziza website – <a href="http://www.nyungwepark.com">www.nyungwepark.com</a></li> <li>• Video links on Percy Lipinski's World Press Media channel on YouTube: <ul style="list-style-type: none"> <li><a href="http://www.youtube.com/watch?v=g8RKHq0uxn8">http://www.youtube.com/watch?v=g8RKHq0uxn8</a> – Profile of Nyungwe Forest Lodge, 112,557 views</li> <li><a href="http://www.youtube.com/watch?v=ZsE3Gaa u3Y0">http://www.youtube.com/watch?v=ZsE3Gaa u3Y0</a> – Canopy Tour, 21,503 views</li> <li>Travel with Purpose, 19,905 views</li> <li><a href="http://www.youtube.com/watch?v=Yqdo8IKleRs">http://www.youtube.com/watch?v=Yqdo8IKleRs</a> –</li> </ul> </li> <li>• Video links on Bea Broda's YouTube channel: <ul style="list-style-type: none"> <li><a href="http://www.youtube.com/watch?v=pgLf5ods w-w">http://www.youtube.com/watch?v=pgLf5ods w-w</a> – interview with Louis Rugerinyange</li> <li><a href="http://www.youtube.com/watch?v=fZy1Oqu74v8">http://www.youtube.com/watch?v=fZy1Oqu74v8</a> – presentation of Pacsafe bags to NNP</li> <li><a href="http://www.youtube.com/watch?v=yzMwsHo 0_K8">http://www.youtube.com/watch?v=yzMwsHo 0_K8</a> – presentation of Swarovski binoculars to NNP</li> </ul> </li> </ul>

**Activity 1(a): Conduct targeted marketing for NNP: Contract with a local Marketing firm to conduct domestic marketing for NNP**

Originally, we had plans of engaging a local marketing firm to conduct domestic marketing for NNP but later realized would be a duplication of most of the work that a different RDB’s contractor, Solimar International is currently undertaking. Instead, we decided to complement their efforts by planning on working closely with a public relations or a communications firm, during preparation for a ‘promotional launch and handover’ of the new visitor centers in Gisakura and Gisovu, subject to eventual timing of construction completion and final installation of interpretive materials at the respective sites. This would enable RDB to make the best of this launch in terms of reaching out to the target market segments for NNP and all stakeholders.

**Activity 1(b): E-marketing and use of new media to promote NNP: Upgrade of rwandatourism.com and transfer of content from nyungwepark.com**

*Achievements*

Solimar International has supported RDB in the design and development of a new destination website to globally promote Rwanda. This new website builds on previous concepts by providing a visually striking aesthetic, easy to navigate user experience, and detailed information about each of the country’s attractions. The website is currently set to launch to the public by January 31, 2015.

As part of this effort, and in partnership with Nyungwe Nziza, Solimar has worked to migrate to the new destination portal all of the content from the Nyungwe Nziza website (nyungwepark.com), including descriptions of Nyungwe Forest, practical travel information, and downloadable PDF documents. Nyungwe Forest and its attractions will be regularly featured on the new Rwanda website’s homepage and throughout the website. A special Nyungwe area will feature regularly updated content generated by RDB staff based in Kigali and in the park.

Moving Nyungwe Nziza’s website within the RwandaTourism.com website ensures longevity and ongoing management of program generated content about the park. RwandaTourism.com will also serve as a single information gateway that will be highly optimized for potential visitors. Solimar will conduct trainings with RDB employees on how to manage and update the new website.

*Progress towards benchmarks*

BENCHMARK	STATUS
<b>Activity 1(a): Conduct targeted marketing for NNP: Contract with a local Marketing firm to conduct domestic marketing for NNP</b>	
Final review and selection of the local marketing firm ( <b>August 2014</b> );	<b>Not achieved.</b> As mentioned above, we originally had plans of engaging a local marketing firm to conduct domestic marketing for NNP but later realized it would be a duplication of most of the work that a different RDB’s contractor, Solimar International is currently undertaking. Instead, we decided to complement their efforts by planning on working closely with a public relations or a

BENCHMARK	STATUS
	communications firm, during preparation for a 'promotional launch and handover' of the new visitor centers in Gisakura and Gisovu, subject to the eventual timing of construction completion and final installation of interpretive materials at the respective sites. This would enable RDB to make the best of this launch in terms of reaching out to the target market segments for NNP and all stakeholders.
Completion of domestic and regional campaign for NNP ( <b>December 2014</b> )	<b>Not achieved.</b> As per the above.
<b><i>Activity 1(b): E-marketing and use of new media to promote NNP : Upgrade of rwandatourism.com and transfer of content from nyungwepark.com</i></b>	
<ul style="list-style-type: none"> <li>- Transfer of all content from Nyungwepark.com to RDB's tourism website</li> <li>- Launch of RDB's newly upgraded Rwandatourism.com website (<b>October 2014</b>)</li> </ul>	<p><b>Achieved.</b> Solimar International has supported RDB in the design and development of a new destination website to globally promote Rwanda. This new website builds on previous concepts by providing a visually striking aesthetic, easy to navigate user experience, and detailed information about each of the country's attractions. The website is currently set to launch to the public by January 31, 2015.</p> <p>As part of this effort, and in partnership with Nyungwe Nziza, Solimar has worked to migrate to the new destination portal all of the content from the Nyungwe Nziza website (nyungwepark.com), including descriptions of Nyungwe Forest, practical travel information, and downloadable PDF documents. Nyungwe Forest and its attractions will be regularly featured on the new Rwanda website's homepage and throughout the website. A special Nyungwe area will feature regularly updated content generated by RDB staff based in Kigali and in the park.</p>

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

Our Year 5 objective is to consolidate efforts and ensure future sustainability of our targeted community projects by focusing on the following activities:

- 1) Supporting two agricultural cooperatives to supply quality fruits and vegetables to NNP's hotels and lodges, providing business training and modern farming techniques to these two new agricultural cooperatives, in order to empower them and further strengthen their business skills;
- 2) Support the existing Nyungwe Nziza's supported Cooperatives to improve the quality of their products and develop ecotourism market linkages;
- 3) Provide incremental funding to the existing cooperatives in order to expand and strengthen their products base.

*Progress towards targets*

INDICATOR	CUMULATIVE TARGET YEAR 5	PROGRESS TOWARDS TARGETS
<b>PIR 7.4.1.3: Improved Integration between Communities and the Ecotourism Value Chain</b>		
<b>Indicator 7.4.1.3.1:</b> Threat levels in selected critical buffer zone areas reduced (percentage reduction)	0%	<b>Achieved.</b> During the quarter, we revised the 'Threat Reduction Assessment report' and secured COR approval. Two sections were significantly strengthened, i.e. Section 4.1 on community support for improved biodiversity conservation was improved by two additional geo-referenced maps overlaying biodiversity threats with the community benefit support. A discussion was provided in this section on the management implications of the displayed relationship between the distribution of biodiversity threats and the level of community benefit support. Section 8 on recommendations was also significantly revised to discuss comprehensively what needs to be done to address the challenges identified by this report in the results section.
<b>Indicator 7.4.1.3.2:</b> Number of community-based attractions and tours available for sale	4	<b>Partially Achieved.</b> Apart from Kitabi Handicrafts Women's cooperative, Nyungwe Nziza's three previously supported cooperatives, i.e. Banda, , Friends of Nyungwe/Kitabi Cultural Village and Cyamudongo Tourism Promotion) do offer community based tourism attractions..

INDICATOR	CUMULATIVE TARGET YEAR 5	PROGRESS TOWARDS TARGETS
<b>Indicator 7.4.1.3.4</b> : Number of consolidated ecotourism and related micro, small to medium enterprises (MSME) that are fully operational	3	<b>Achieved:</b> Three of Nyungwe Nziza supported cooperatives (FON/KCV, KHWC and CTPC) are now considered operational MSMEs since they have proper books of accounts. With their business plans, they are able to access loans from local financial institutions.
<b>Indicator 7.4.1.3.5:</b> Number of community/private sector partnerships developed and in operation.	4	<b>Partially achieved:</b> Over the quarter, we supported one of our agricultural cooperatives (DIC) in Bushekeri, to establish sustainable community/private sector partnerships with seven local hotels/lodges, restaurants and markets around NNP, for their mushroom products. In addition, we fostered a partnership between a UK based tour operator, Outlook Expeditions Ltd, and Friends of Nyungwe Cooperative/Kitabi Cultural Village, who will be hosting their student groups at the cultural village once a very year (depending on confirmed bookings). We had anticipated developing two more partnerships under our PPPF for new accommodation establishment, which unfortunately did not happen due to factors beyond the project's control.
<b>Indicator 7.4.1.3.6:</b> Amount of private sector resources leveraged for community initiatives	\$100k	<b>Not achieved.</b> Due to delayed completion of the previously envisaged new accommodation facilities, particularly Golden Monkey's new Back Packer lodge. The investor had plans on fostering sustainable business partnerships with local communities around Kitabi, through purchase of local produce, marketing CBET products in Kitabi and generating employment opportunities. However, during the quarter, we facilitated private sector community partnerships with one of new agricultural cooperatives Duhuzimbaraga (DIC) by supplying their mushroom production to seven hotels/lodges, restaurants, communities, supermarkets around NNP and Kamembe.

INDICATOR	CUMULATIVE TARGET YEAR 5	PROGRESS TOWARDS TARGETS
<b>Indicator 7.4.1.5.2:</b> Increased capacity of targeted community organizations/cooperatives to manage community-based ecotourism initiatives.	15%	<b>Achieved.</b> With the assistance of our soil scientist, we initiated training programs in modern farming methods and soil management, among our two targeted Agricultural cooperative members and sector agronomists, i.e. Duhuze Imbaraga Cooperative (DIC) and Koperative Twiyubake Kitabi (KOTKWI) In addition, Centre for skills development (CSD) was contracted to conduct business management training among the two agricultural cooperatives. As a result, two business plans and two operation manuals were developed for each cooperative, with the objective of using these plans to access funds from other partners and financial institutions, in order to expand and sustain their business entities.

## COOPERATIVE UPDATES

**Table 2: Table showing Community Grant return on investment from 2011 to 2014**

Grant Number	Grantee	Implementation Start Date	Grant Total Expenses up to 31 Dec 2014	(ROI)Revenues generated up Dec 31 2014
<b>SMALL GRANTS</b>				
G-Kig-003	Pillar of Nature and Tourism Promotion Cooperative	September 2011	\$17,474.32	\$10,961
G-Kig-004	Cyamudongo Tourism Promotion Cooperative	June 2012	\$ 58,429.28	\$8,713.3
G-Kig-005	Kitabi Handcraft Women's Cooperative	September 2011	\$14,214.97	\$7,900
G-Kig-006	Friends of Nyungwe Cooperative	June 2012	\$57,595.26	\$13,747.46
G-Kig-013	DuhuzelImbaraga Cooperative (DIC)	November 2014	\$9,012.06	\$389.61
G-Kig-014	KoperativeTwiyubake (KOTWIKI)	November 2014	\$9,889.25	0
<b>Total</b>			<b>\$181,448.71</b>	<b>\$41,711.37</b>

As shown in the table above, the small grants return on investment is reasonably low given that most of these projects are long-term investments that might not yield returns in a short-term period of time especially since many of them have been operational for only two years. Our two last targeted Agricultural Cooperatives for example (DIC and KOTWIKI), started operating in November 2014, and are yet to harvest their first produce in March 2015.

However, much as these cooperative revenues seem low compared to the initial investments, cooperative members have benefited in various ways such as; access to local medical insurance coverage for their families, locally known as (mutuelle de santé), acquisition and distribution of livestock between members, revenue sharing, among others. Additionally, the targeted cooperatives have been able to understand the values of being partners of conservation and protection of NNP' biodiversity.

Lastly, it should also be noted that the bigger part of our investment among these communities was through construction of their sites, in-kind grants in form of equipment, capacity building/training, market access and consultancy work, which are vital in sustainability of their businesses after Nyungwe Nziza close out.

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

### Revenue Generation

During the quarter, Friends of Nyungwe (FON) generated gross revenues of RWF 1,496,650, as shown in the table below:

**Table 3: Gross income from KCV activities, Oct 1st – December 31, 2014**

<b>INCOME (SOURCE)</b>	<b>Oct-14 (RWF)</b>	<b>Nov-14 (RWF)</b>	<b>Dec-14 (RWF)</b>	<b>TOTAL (RWF)</b>
KCV Restaurant and Bar	285,500	262,250	363,900	911,650
Community Tourism activities	85,000	70,000	45,000	200,000
Accommodation/Traditional hut	160,000	120,000	37,000	317,000
Accommodation/Camping site	18,000	40,000	10,000	68,000
<b>Total</b>	<b>548,500</b>	<b>492,250</b>	<b>455,900</b>	<b>1,496,650</b>

As shown above, most of KCV revenue was generated from the bar and restaurant, which is a good indicator, given that they can still rely on the local market during the tourism off-peak season.

**Table 4: Kitabi Cultural Village Tourism arrival statistics October 1 through December 31 2014**

MONTH	NUMBER OF VISITORS		
	MALE	FEMALE	TOTAL
October 2014	1	2	3
November 2014	3	3	6
December 2014	1	2	3
<b>Total</b>	<b>5</b>	<b>7</b>	<b>12</b>

### **KITABI HANDICRAFT WOMEN'S COOPERATIVE (KHWC)**

During the quarter, KHWC continued to provide catering services, mainly providing food, snacks and drinks to road construction workers and the communities around Kitabi. This has boosted their revenues as shown in the table below:

#### Income generation

**Table 5: Gross income generated by KHWC October 1st – December 31, 2014**

PRODUCT	SALES			TOTAL
	October	November	December	
Sweaters	25,800	15,000	12,900	53,700
Mutzing	5,670	1,890	3,780	11,340
Primus	7,800	5,200	6,500	19,500
Fanta/Soft drinks	19,650	13,800	16,725	50,175
Donuts/Snack	175,500	95,650	135,575	406,725
Handicrafts	8,000	2,500	1,000	11,500
Necklaces	3,000	9,000	1,500	13,500
credit reimbursement from members	7,000	11,750	9,375	28,125
Public toilet	100,800	125,800	113,300	339,900
Food	28,000	30,000	28,500	86500
<b>Total</b>	<b>381,750</b>	<b>310,590</b>	<b>329,330</b>	<b>1,021,670</b>

Basing on the data recorded, KHWC made an increase of 9.2% of their gross revenue, compared to the previous quarter.

## CYAMUDONGO TOURISM PROMOTION COOPERATIVE (CTPC)

Following the construction of a modern toilet facility, Cyamudongo Cooperative's site was eventually designated by RDB as the new parking and briefing point for tourists visiting that section of the park. We are positive that this new initiative will boost the cooperative's gross revenues, generated from their handicrafts, soft drinks and cultural performances after the close of Nyungwe Nziza.

### Income generation

As indicated in table below, CTPC generated a total gross income of RWF 518,800 this quarter a tremendous increase of 53% in relation to the previous quarter.

**Table 6: Cyamudongo gross incomes, October 1 through December 31, 2014**

PRODUCTS	Net INCOME (RWF)			TOTAL
	October 2014	Nov-14	Dec-14	
Traditional dancing troupe	70,000	60,000	0	130,000
Handicrafts	3,600	4,300	19,800	27,700
Members contribution	0	25,000	0	25,000
Drinks (beers, soft drinks)	17,850	19000	85750	122,600
Restaurant (Nyama choma, milk & coffee, donuts, cakes, nuts)	25,500	3400	14600	43,500
Uniform hiring	52,000		100,000	152,000
Tourism (community walks and dancing)	12,000	6,000	0	18,000
<b>Total</b>	<b>180,950</b>	<b>117,700</b>	<b>220,150</b>	<b>518,800</b>

## DUHUZE IMBARAGA COOPERATIVE (DIC)

During the quarter, we facilitated one of the new agricultural cooperatives DIC, to secure sustainable market supply for their mushroom products. Out of 350 tubes originally planted, they managed to produce about 250 Kilograms of mushroom and sold each Kilogram at a cost of RWF 1200 to neighboring restaurants, local markets and hotel/lodges around NNP and Rusizi, namely;

- Emerald Resort Rusizi
- Alpha Restaurant Rusizi
- Heldom Hotel Rusizi
- Ok Super Market
- Gisakura Guest house
- Bushekeri Community
- Nyungwe Hill Top view Lodge

**Table 7: DIC Gross income, October 1 through December 31, 2014**

<b>INCOME (SOURCE)</b>	<b>Oct-14 (RWF)</b>	<b>Nov-14 (RWF)</b>	<b>Dec-14 (RWF)</b>	<b>TOTAL (RWF)</b>
Mushroom Production	0	147,700	152,300	300,000
<b>Total</b>	<b>0</b>	<b>147,700</b>	<b>152,300</b>	<b>300,000</b>

The cooperative expects additional revenues from fruits and vegetable production around mid-March 2015.

## **ACTIVITIES**

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

#### *Achievements*

During the quarter, Nyungwe Nziza procured and handed over 40 tons of organic manure to Twiyubake Kitabi and 36 tones to Duhuze Imbaraga cooperatives. In addition, we procured fruits and vegetable seeds including, harvesting and packaging field equipment for the two cooperatives.

Duhuzimbaraga cooperative was able to harvest their mushroom the first two weeks of planting. They expect to harvest fruits and vegetables in March 2015.



**Figure 9 KOTWIKI members receiving field equipment**

### **Activity 2: Support existing Nyungwe Nziza-supported Cooperatives to improve the quality of their products and develop ecotourism market linkages.**

During the 18th quarter, we developed an instrument and conducted a systematic quality improvement assessment of products and services from our supported cooperatives i.e. (FON, CTPC& KHWC).

In this quarter, we analyzed data and the quality improvement assessment report is in development. The analysis of data was based on the theory of Total Quality Management. This was intended to put the assessment and interpretation of results in context. It is common practice to narrowly view quality of local products from the perspective of training as a precondition for improved quality and performance of local cooperatives. The Total Quality Management approach however, requires us to have a more holistic approach, where quality is viewed not just from training but also to include other important elements such as leadership, closeness to customers and suppliers, benchmarking, and employee empowerment among

others. We therefore used the Total Quality Management approach to understand more broadly the key elements that threaten the quality of local products and services and performance of our supported cooperatives. We specifically disaggregated cooperative performance into three categories of improved profitability, improved competitiveness and improved productivity. We believed that assessing how each element of Total Quality Management influences each of these three pillars of performance is more likely to give us a better understanding of the critical antecedents for improved quality and performance of our supported cooperatives. We used ordinal logistic regression statistical analysis to determine the effect of 12 variables of Total Quality Management on each of the tree models of improved performance.

Briefly, the results indicate that for our supported cooperatives to improve performance, training must be availed to members at all levels of product design, development and promotion. This has been an implied catalyst for improved performance and our emphasis on training of local cooperatives in the past four years is a reflection of the recognition of training value. However, the most interesting results from this study demonstrate that training on its own is not enough to improve quality and performance. Results indicate that for our supported cooperatives to improve their competitiveness in the industry, training must be combined with benchmarking. It is important for cooperatives to measure all aspects of their work against those of their competitors, if they are to remain competitive and relevant in a very dynamic tourism sector. Another interesting finding from this assessment suggests that for our cooperatives to be profitable, training must be combined with the following elements. First, quality must be enshrined in their mission and must be visible as the main driver of their work. Second, all the cooperative members must be empowered and motivated to spend more time on their cooperative responsibilities for tangible benefits rather than viewing cooperative work as socializing opportunity. Third, cooperatives must establish goal oriented performance measures that must be monitored and adhered to. A combination of these aspects of Total Quality Management, if adhered to, will lead to improved profitability of our supported cooperatives. A detailed description of results and analytical discussion will be availed in the final report.

### **Activity3: Conduct business management training to the two new agricultural NyungweNziza-supported Cooperatives:**

#### *Achievements*

During the quarter, our service providers Center for Skills Development completed a training of 55 members (45 females and 10 males) from the selected two agricultural cooperatives

i.e., KOTWIKI and DIC. The training aimed at strengthening the business capabilities and practical skills of leaders and members of the cooperatives, to enable them manage their operations as business entities. The training was designed to



**Figure 10 Members of DIC during Cooperative management session at Bushekeri sector**

promote good governance and leadership, stronger management and cooperative principles, better business practices and enterprise development, in order to make these cooperatives more profitable and sustainable.

#### **Activity 4: Provide the final phase of incremental funding for Impact Nyungwe Contest CBETs**

##### *Achievements*

Additional activities under Nyungwe Nziza’s small grants program were completed for all the targeted cooperatives.

During the quarter, and in order to improve the quality of their CBET products and service offered by CTPC, Nyungwe Nziza Project procured sanitary items for the new modern toilet as a part of closeout.

##### *Progress towards benchmarks*

<b>BENCHMARK</b>	<b>STATUS</b>
<b>Activity 1: Support two agricultural cooperatives to supply quality fruits and vegetables to NNP’s hotels and lodges</b>	
Two grants awarded ( <b>April – May 2014</b> )	<b>Achieved.</b> During the quarter, following the hands on practical training in modern farming methods and soil management among the two agricultural cooperatives Nyungwe Nziza also provided field farming equipment to the farmers. Cooperative members engaged in actual planting of fruits and vegetable such as green beans, Carrots, Onions, Cabbages and Mushroom. Duhuzimbaraga Cooperative which planted Mushroom tubes in November 2014 has produced/harvested about 250 Kgs and collected gross revenues of FRW 300,000.
Soil Scientist’s final report ( <b>November 2014</b> )	<b>Achieved.</b> The consultant’s preliminary report on the soil analysis for the two agricultural cooperatives was completed and approved in Year 4. The last and final draft report on modern agricultural farming methods and soil management training conducted is being finalized.
BDS training final report ( <b>October 2014</b> ).	<b>Achieved.</b> Our service providers, Center for Skills Development conducted a training of 55 members (45 females and 10 males) from the selected two Agricultural Cooperatives i.e., KOTWIKI and DIC, aimed at strengthening the business capabilities and practical skills of leaders and members of these cooperatives, to enable them manage their operations as business entities. The training was designed to promote good governance

BENCHMARK	STATUS
	and leadership, stronger management and cooperative principles, better business practices and enterprise development, in order to make these cooperatives more profitable and sustainable.
<b>Activity 2: Support existing Nyungwe Nziza-supported Cooperatives to improve the quality of their products and develop ecotourism market linkages</b>	
Community – private sector partnerships developed for all our targeted cooperatives and local tour operators and artisan SMEs ( <b>October 2014</b> )	<p><b>Partially achieved.</b> Over the quarter, we supported one of our agricultural cooperatives (DIC) in Bushekeri, to establish sustainable community/private sector partnerships with seven local hotels/lodges, restaurants and markets around NNP, for their mushroom products.</p> <p>As part of a smooth transition and future sustainability of Nyungwe Nziza’s supported cooperatives, we conducted a quality needs assessment exercise, aimed at highlighting future opportunities of engaging the private sector businesses in Rwanda, to strengthen targeted market linkages of products and services offered by the supported cooperatives. The final report will include recommendations to be undertaken by RDB, cooperative leaders and other stakeholders interested in undertaking follow on community interventions around NNP.</p>
Set up of Nyungwe Nziza’s supported cooperatives stakeholder committee ( <b>November 2014</b> )	<p><b>Achieved.</b> In November 2014, Nyungwe Nziza’s supported cooperatives stakeholder committee was formed, consisting of cooperative executives, RDB’s 3 community wardens and sector agronomists where each of the supported cooperatives are located. The committee conducted a field visit to the five supported cooperatives for orientation and introduction to cooperative members.</p>
<b>Activity 3: Provide the final phase of incremental funding for Impact Nyungwe Contest CBETs</b>	
Grants amended and approved as required ( <b>May 2014</b> ).	<p><b>Achieved.</b></p> <p>The incremental funds under Nyungwe Nziza’s small grants program were completed for all the targeted cooperatives.</p> <p>During the quarter in order to improve the quality of their CBET products and service offered by CTPC, Nyungwe Nziza Project procured sanitary items for the new modern toilet as part of closeout. These included, hand cleaning towels, harpic and liquid soap, cleaning gloves, cleaning rags, toilet paper rolls, cleaning soap (Omo), vim, among others.</p>

## INTEGRATING WOMEN INTO NYUNGWE NZIZA ACTIVITIES

### *Achievements*

During the past quarter, we integrated women in various training programs related to modern farming methods, soil management, land preparation and how to compost and travertine in farming fields.

Additionally, 45 women were trained in business cooperative management, focusing on areas of; Cooperative Management & Governance, Business Planning, Basic Business Management, Skills, Record Keeping & Financial Management, Planning and Marketing. The objective of this training was to equip cooperative members and leaders with practical skills, enabling them to run their cooperatives as business entities.

We are certain that the skills acquired in modern farming and business management will empower women economically, among the two targeted Agricultural Cooperatives after Nyungwe Nziza close out.

**Resource:** Business Development Services Specialist.

### *Progress towards benchmarks*

BENCHMARK	STATUS
<p>Monitor and ensure that gender is integrated in every aspect of the cooperative activities (<b>September 2014</b>)</p>	<p><b>Achieved.</b></p> <p>Over the quarter, we integrated women in various training programs related to modern farming methods, soil management and land preparation. Additional trainings were conducted in measuring and using compost and travertine in farming fields.</p> <p>Additionally, 45 women were trained in business cooperative management training, focusing on areas of; Cooperative Management &amp; Governance, Business Planning, Basic Business Management, Skills, Record Keeping &amp; Financial Management, Planning and Marketing. The objective of the training was to equip cooperative members and leaders with practical skills, enabling them to run their cooperatives as business entities.</p> <p>We are certain that the skills acquired in modern farming and business management will empower women economically, among the two targeted agricultural cooperatives after the life Nyungwe Nziza.</p>

#### PIR 7.4.1.4: IMPROVED POLICY AND ENABLING ENVIRONMENT FOR ECOTOURISM

*Progress towards targets*

INDICATOR	CUMULATIVE TARGET YEAR 5	PROGRESS TOWARDS TARGETS
<b>PIR 7.4.1.4: Improved Policy and Enabling Environment for Ecotourism</b>		
<b>Indicator 7.4.1.4.1:</b> Increased visitor satisfaction	40%	<b>Partially achieved.</b> RDB's Tourism Warden is currently conducting a visitor satisfaction survey in NNP. Reference will be made to the existing reports, including NNP Pricing Study (September 2011) and park activities visitation records, to draw a baseline. We hope to report the outcome of the survey in the final report.

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

*Progress towards targets*

INDICATOR	CUMULATIVE TARGET YEAR 5	PROGRESS TOWARDS TARGETS
<b>PIR 7.4.1.5: Improved RDB and Private Sector Capacity for Ecotourism Planning and Management</b>		
<b>Indicator 7.4.1.5.3:</b> Increased capacity of RDB to assess the potential environmental impact of tourism in NNP ( <b>March 2013</b> )	1	<b>Achieved.</b> NNP started implementation of the limits of acceptable change action plan prepared by NNP's Tourism Warden in November 2013. RDB, in collaboration with WCS and Biology internship students, initiated the process of data collection, data entry and analysis on all the existing tourist trails in the park.
<b>Indicator 7.4.1.5.5:</b> Number of guide certification or other "official recognition" guide training programs in place and functioning	2	<b>Achieved.</b> In February 2013, our two Interpretive specialists, Tim Merriman and Lisa Brochu, conducted a two week guide evaluation and coaching of 22 park guides, to augment and reinforce previous training of NNP Certified Interpretive guides (February 2012).  The team did also develop a detailed interpretive plan, including recommendations for ensuring that future development of interpretive opportunities remains appropriate to the sensitive nature and management objectives of

INDICATOR	CUMULATIVE TARGET YEAR 5	PROGRESS TOWARDS TARGETS
		NNP. The plan also includes an assessment of the feasibility of developing a Rwanda-specific or regional guide certificate program.
<b>Indicator 7.4.1.5.6:</b> 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	<b>Achieved.</b> Following the USNPS NNP Financial/Market Analyst report and training conducted by William Gordon in September 2013, we fielded USNPS Concessions Management Specialist, Greg Kimmitt in October 2014, and built the capacity of RDB's Concessions staff, in developing business prospectuses, concession contracts/budgets and drafting RFPs for NNP pioneer concession sites, i.e. Karamba, Gasare, and Gisovu. RDB intended to issue these sites out to bid by December 2014, although no progress has been made so far.

**Activity 1(a): Build capacity of RDB to implement the Concessions Policy: Conduct a US Study Tour for RDB staff**

*Achievements*

As reported in the 17th quarter, and in joint collaboration with USNPS, Nyungwe Nziza facilitated two RDB staff, Louis Rugerinyange, Chief Warden NNP, and Faustin Karasira, Head of Product Development Division, to travel to the US on May 3, 2014 for a two weeks training in concession planning and management. The training was aimed at developing internal capacity in understanding and applying the complex concession procedures and processes to ensure that concessions operations do not only generate income for RDB, but provide for the preservation and conservation of resources and values of Rwanda's National Parks.

This training was envisaged to facilitate RDB during the final implementation of the Concessions Policy, which Nyungwe Nziza (with assistance from US National Park Service), supported from the initial stages of development, until the eventual Cabinet approval.

**Activity 1(b): Build capacity of RDB to implement the Concessions Policy: Development of Concession Contracts and RFPs for Gisovu, Karamba and Gasare sites**

*Achievements*

In October 2014, USNPS Concessions Management Specialist, Greg Kimmitt provided assistance to RDB, in developing Requests for Expressions of Interest (RFEI) and Requests for Proposals (RFPs) for soliciting bids of pioneer concession contracts in NNP. Over the course of 15 days, Greg conducted necessary field site visits and met with park managers, lodge operators, tourism consultants and key RDB

decision makers. His assignment was built upon the work accomplished by previous NPS Commercial Services Program missions, to finalize the financial feasibility analysis and developed RFEIs and RFPs for RDB's respective concession sites in NNP, i.e. Gisovu, Karamba and Gasare.

Following the initial site visits, Greg worked the next couple of days in the RDB office, restructuring the concession opportunity and financial analysis. Based on the information gathered in the field, the National Concessions Policy, RDB tendering process and the financial analysis developed by NPS STTA William Gordon, Greg developed a revised feasibility analysis and presented a proposed strategy for soliciting bids to the RDB.

Recommendation was made to RDB to bundle the concession opportunity for the Gisovu site with the development a new ecolodge at either Gasare or Karamba and allow interested parties during the prequalification stage to make their recommendations to RDB on which site they would prefer to develop. Due to the high initial investment and lack of compensable interest for the new development and the low initial investment needed for the Gisovu site, RDB would need to combine the new development with the Gisovu site, to make it financially feasible under a 20-year contract term. After some discussion and demonstration of the financial feasibility using the financial model, RDB accepted this strategy. Given this consent, Mr. Kimmitt proceeded to draft the RFEI and RFP documents, including a draft contract and separate presentations of the above deliverables to USAID and RDB were conducted.

At the end of his assignment, RDB promised to release the RFEI in the coming weeks with the goal of awarding a new contract by mid-year 2015, operations at Gisovu starting early 2016 and operations at the new eco-lodge at either Gasare or Karamba expected early 2017.

*Progress towards benchmarks*

BENCHMARK	STATUS
<b>Activity 1(a): Build capacity of RDB to implement the Concessions Policy: Conduct a US Study Tour for RDB staff</b>	
In country concessions training report produced by USNPS ( <b>June 2014</b> )	<b>Achieved.</b> The concessions management training for two RDB staff was conducted in the US from May 4 to 18, 2014. The USNPS submitted a training brief to Nyungwe Nziza in July 2014.
Two RDB staff successfully complete the Concession Management Training Course ( <b>June 2014</b> ).	<b>Achieved.</b> As above
<b>Activity 1(b): Build capacity of RDB to implement the Concessions Policy: Development of Concession Contracts and RFPs for Gisovu, Karamba and Gasare sites</b>	

BENCHMARK	STATUS
<p>Completed RFPs and concession contracts for Gisovu, Gasare and Karamba. (<b>September 2014</b>).</p>	<p><b>Partially achieved.</b> In October 2014, USNPS Concessions Management Specialist, Greg Kimmitt provided assistance to RDB, in developing Requests for Expressions of Interest (RFEI) and Requests for Proposals (RFPs) for soliciting bids of pioneer concession contracts in NNP. Over the course of 15 days, Greg, conducted necessary field site visits and met with park managers, lodge operators, tourism consultants and key RDB decision makers. His assignment was built upon the work accomplished by previous NPS Commercial Services Program missions, to finalize the financial feasibility analysis and developed RFEIs and RFPs for RDB's respective concession sites in NNP, i.e. Gisovu, Karamba and Gasare.</p>

## 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 18th quarter, we secured USAID approval of ERFs for the planned construction work in Gisovu and Gisakura. Supervision has been conducted at both sites, to ensure compliance.

#### *Progress towards benchmarks*

BENCHMARK	STATUS
ERFs for Gisovu and Gisakura completed for proposed construction activities ( <b>August 2014</b> )	<b>Achieved.</b> We secured USAID approval of ERFs for the planned construction work in Gisovu and Gisakura.

## INTEGRATING WOMEN INTO NYUNGWE NZIZA ACTIVITIES

### *Achievements*

During the past quarter, we integrated women in various training programs related to modern farming methods, soil management and land preparation. Additional trainings were conducted in measuring and using compost and travertine in farming fields.

Additionally, 45 women were trained in business cooperative management training, focusing on areas of; Cooperative Management & Governance, Business Planning, Basic Business Management, Skills, Record Keeping & Financial Management, Planning and Marketing. The objective of the training was to equip cooperative members and leaders with practical skills, enabling them to run their cooperatives as business entities.

We are certain that the skills acquired in modern farming and business management will empower women economically, among the two targeted agricultural cooperatives after Nyungwe Nziza close out.

**Resources:** Business Development Services Specialist.

### *Progress towards benchmarks*

BENCHMARK	STATUS
Monitor and ensure that gender is integrated in every aspect of the cooperative activities ( <b>September 2014</b> )	<b>Achieved.</b> As above

## TRAINING CONDUCTED

### *Achievements*

With the assistance of two National University of Rwanda (NUR) Biology internship students (Jean Honoré Ndorimana and Felix Niyonzima), we completed seven months training of 15 RDB's trackers in Gisovu in Chimpanzee habituation skills. The interns worked on improving roles, schedules and activities of the trackers, and their skills as well as Chimpanzee habituation levels based on general field observation and behavior.

One of the critical recommendations by the JGI experts for a successful habituation of Chimpanzees in Gisovu is maintenance of the habituation activities where trackers need to work in shifts per day to ensure maximum time with Chimpanzees.

Hence, the two biology students' engagements were targeted on the key aspects below;

- Number of staff fielded per day and total number of hours spent in the field per month.

- Number of days spent viewing Chimpanzee and duration of their tolerance to human presence.
- Chimpanzee identification (sex, age, social behavior) was also carried out.
- Continued refresher training of Gisovu trackers in Chimpanzee social behavior, identification and ranging pattern.

*Progress towards benchmarks (deliverable)*

DELIVERABLE	STATUS
BDS training final report produced for the two Agricultural Cooperatives ( <b>October 2014</b> )	<b>Achieved.</b> Our service providers, Center for Skills Development conducted a training of 55 members (45 females and 10 males) from the selected two Agricultural Cooperatives i.e., KOTWIKI and DIC, aimed at strengthening the business capabilities and practical skills of leaders and members of these cooperatives, to enable them manage their operations as business entities. The training was designed to promote good governance and leadership, stronger management and cooperative principles, better business practices and enterprise development, in order to make these cooperatives more profitable and sustainable.
Soil Scientist final report produced ( <b>November 2014</b> )	<b>Achieved.</b> The consultant's preliminary report on the soil analysis for the two agricultural cooperatives was completed and approved in Year 4. The last and final report on modern agricultural farming methods and soil management training conducted is in the process was completed.

## PERFORMANCE MANAGEMENT PLAN

### *Achievements*

- During the quarter, we conducted our standard collection among our three targeted cooperatives (FON, KHWC and CTPC) and PPPF grantee (Golden Monkey Kitabi), Gisakura and Gisovu construction sites, in preparation for the quarterly report.
- In November, 2014, our M&E specialist attended a one day training organized by ESRI Rwanda, which included presentations on the latest GIS portal and cloud technologies.
- Organized a Data Quality Assessment session with our COR on October 20, 2014.
- We continued to upload our three SO7 indicators data on AID Tracker Plus, i.e. 1.) *Number of people receiving USG supported training in Natural Resources Management and /or Biodiversity conservation and;* 2.) *Number of people with increased economic benefits derived from sustainable Natural Resources Management and Conservation as a result of ; USG assistance;* 3) *Number of tourists visiting Nyungwe National Park.*

We will upload data for 2015 Q1 (October - December 2014) by the end of January, 2015.

### *Progress towards benchmarks (deliverable)*

<b>BENCHMARK</b>	<b>STATUS</b>
Fourth Annual Report submitted to USAID by <b>April 22, 2014</b>	<b>Achieved.</b> The Fourth Annual Report was submitted to USAID on April 22, 2014 and approved on May 15, 2014.
Finalize the PMP section in the Year Work Plan 5 ( <b>March 2014</b> )	<b>Achieved.</b> All indicators included in the PMP were updated and incorporated in the Year 5 work plan
Number of targeted beneficiaries received training ( <b>August 2014</b> )	<b>Achieved.</b> All planned training programs for Year 5 have already been completed.
Maps and Geographic Coordinates available for the new grantees in TAMIS ( <b>June 2014</b> ).	<b>Achieved.</b> The geographical coordinates were recorded in our Comprehensive Database available in TAMIS
Submit to USAID TraiNet Website the training conducted on quarterly basis( <b>June-Sept-December 2014 and March 2015</b> )	<b>Achieved.</b> All training reports conducted during the implementation period were uploaded on TraiNet Website.

## PROJECT MANAGEMENT AND ADMINISTRATION

### Administration and logistics

Our major priority during the quarter was targeted at finalizing ongoing technical and administrative activities for a smooth transition and close out. The following have been achieved during the quarter;

- Completed an inventory audit and compiled a property disposition plan. The disposition plan has been included in SSENNP close down plan which will be submitted to USAID by January 23, 2015.
- Mobilized our consultant soil specialist and sector agronomists of Bushekeri and Kitabi sectors to support Duhuzi Imbaraga and Koperative Twiyubake agricultural cooperatives as part of phase out. The agronomists provided additional assistance in nursery establishments, field preparations and planting.
- Completed delivery of additional mushroom tubers for Duhuzi Imbaraga cooperative, to boost supply in order to meet the increasing demand for the fresh mushroom market.
- As part of project personnel phase out plan, and in view of the reduced number of the remaining technical activities by close of the project, the services of our Senior Ecotourism Advisor, Dr. Ian Munanura were concluded on December 31, 2014.
- Kitabi office was closed on December 31, 2014. Mr. Bigirabagabo Moise, the Business Development Service Field Coordinator, a guard, and office assistant received notification of contract termination accordingly. The management of KCCM was also notified of lease termination effective December 31st, 2014. However we requested them to allow us a couple of weeks, before we dispose the office furniture to the proposed beneficiaries, subject to USAID approval. The office guard was also asked to continue his services, until the office is completely vacated. All the proposed beneficiaries for the Kitabi office equipment are based in Kitabi, Cyamudongo and Bushekeri and would therefore not make logistical sense to transport the furniture to Kigali and back to the beneficiaries.
- Compiled VAT reimbursement worth \$23,000 that has been submitted to RRA. The final batch of reimbursements will be submitted by the end of January 2015.

### Grants Administration and Management

#### *Achievements*

An audit of all our existing grants was completed during the quarter. A summary of all the expenses up to Dec 31, 2014 are presented in the table below;

**Table 8 Expenses per grant**

Grant Number	Grantee	Status	Total expenses up to 31 Dec 2014
<b>SMALL GRANTS</b>			
G-Kig-003	Pillar of Nature and Tourism Promotion Cooperative	Closed	\$ 17,474.32
G-Kig-004	Cyamudongo Tourism Promotion Cooperative	Under close out process	\$ 58,429.28
G-Kig-005	Kitabi Handcraft Women's Cooperative	Under close out process	\$ 14,214.97
G-Kig-006	Friends of Nyungwe Cooperative	Under close out process	\$ 57,595.26
G-Kig-007	Kitabi Handcraft Women's Cooperative (Public Toilet)	Under close out process	\$ 33,734.88
G-Kig-013	Duhuze Imbaraga Cooperative (DIC)	Under close out process	\$ 9,012.06
G-Kig-014	Koperative Twiyubake (KOTWIKI)	Under close out process	\$ 9,889.25
<b>Total</b>			<b>\$ 181,448.71</b>
<b>PPPF</b>			
G-Kig-008 and 10	Golden Monkey Hotel Ltd	Under close out process	\$ 62,842.44
G-Kig-011 and 12	Gisakura Guest House	Cancelled	\$ 15,157.79
<b>Total</b>			<b>\$ 78,000.23</b>

Golden Monkey Hotel's construction work in Kitabi is still ongoing but at a marginal progress. In addition to the completed reception building, the grantee is currently roofing four accommodation cottages, which will be followed by the bar and restaurant building.

Unfortunately due to time constraints, this grant contract shall also be cancelled after the final extended deadline of completion (February 15, 2015), in order for Nyungwe Nziza to complete the required close out procedures.

*Progress towards benchmarks*

BENCHMARK	STATUS
Existing grants amended by <b>June 30, 2014</b>	<b>Achieved:</b> The following grants to the following recipients were amended as planed Cyamudongo Tourism Cooperative, Golden Monkey Hotel Ltd and Gervais Habimana
Two new SGF awards made by <b>June, 2014</b>	<b>Achieved:</b> Duhuze Imbaraga Cooperative and Koperative Twiyubake Kaitaba both received their grants.

# CHAPTER IV:

## CONTRACT DELIVERABLES

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

<b>Work Plans and Documents</b>	
<i>Document</i>	<i>Submission date to USAID</i>
First Annual Work Plan (March 24, 2010 through March 23, 2011)	May 22, 2011
Branding Strategy and Branding and Marking Plan	May 7, 2010
Environmental Monitoring and Mitigation Plan	July 10, 2010
Grants Manual/Field Grant Guide	September 14, 2010
Second Annual Work Plan (March 24, 2011 through March 23, 2012)	March 24, 2011
Third Annual Work Plan (March 24, 2012 to March 23, 2013)	March 28, 2012 (with approved extension)
Fourth Annual Work Plan (March 24, 2013 to March 23, 2014)	
<b>Quarterly, Annual and Intermittent Progress Reports</b>	
<i>Document</i>	<i>Submission date to USAID</i>
First Quarterly Report: April-June 2010	July 14, 2010
CEPEX Report: April-June 2010	July 15, 2010
Second Quarterly Report: July – Sept. 2010	October 13, 2010
CEPEX Report: July – Sept. 2010	October 12, 2010
Third Quarterly Report: October – December 2010	January 17, 2011
Third CEPEX Report: October – December 2010	January 13, 2011
Fourth Quarterly Report: January – March 2011	April 13, 2011
Fourth CEPEX Report: January – March 2011	April 12, 2011
Fifth Quarterly Report: April - June 2011	July 12, 2011
Fifth CEPEX Report: April - June 2011	August 17, 2011
Sixth Quarterly Report: July – September 2011	October 14, 2011
Sixth CEPEX Report: July – September 2011	October 13, 2011
Seventh Quarterly report October-December 2011	January 13, 2012
Eighth Quarterly Report January-March 2012	April 17, 2012 (with approved extension)
Ninth Quarterly Report April – June 2012	July 12, 2012
Tenth Quarterly Report July – September 2012	October 14, 2012

Eleventh Quarterly Report October – December 2012	January 15, 2013
Twelfth Quarterly Report –March 2013	April 10, 2013
Thirteenth Quarterly Report – June 2013	July 17, 2013 (with approved extension)
Fourteenth Quarterly Report – October 2013	October 14, 2013
Fifteenth Quarterly Report – January 2014	January 14, 2014
Sixteenth Quarterly Report – April 2014	April 14, 2014
Seventeenth Quarterly Report – July 2014	July 14, 2014
Eighteenth Quarterly Report – October 2014	October 14, 2014
Nineteenth Quarterly Report – January 2015	January 14, 2015
First Annual Report March 24, 2010 – March 23, 2011	April 21, 2011
Second Annual Report March 24, 2011 – March 23, 2012	April 20, 2012
Third Annual Report March 24, 2012 – March 23, 2012	April 17, 2013
Fifth Year Work Plan	April 28, 2014
<b>Performance and Impact Monitoring</b>	
<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.

# CHAPTER IV: TRAINET DATA ENTRY

Below are screen shots of all trainings conducted during the past 5 Years of Nyungwe Nziza Project implementation.

Table I

Program Name	Program Status	Start Date	End Date
Basic Business Management Skills Training	Completed	08/14/2012	08/16/2012
Basic Communication Skills in English	Completed	07/09/2012	07/13/2012
Basic Monitoring and Evaluation Training: -Nyamagabe District (Southern Province) and Nyamasheke District(Western Province)	Completed	12/06/2011	12/23/2011
Business Development Training(1. Cooperative Management and Governance; 2. Business Planning;3.Basic Business Management Skills; 4.Record Keeping and Financial Management; 5.Planning; 6.Marketing )	Completed	07/14/2014	08/14/2014
Business Planning Training	Completed	07/23/2012	07/28/2012
Certified Interpretive Host and Guide Training	Completed	01/12/2013	02/02/2013
Chimp/tracker training on wildlife/Chimpanzee behavior , language and Computer skills	Terminated	04/01/2013	05/31/2013
Community guiding skills/Lecture Training	Completed	07/06/2012	07/10/2012
Cooperative Management and Governance Training	Completed	07/16/2012	08/04/2012
Environmental and Conservation Messaging Training to Cooperatives surrounding the Nyungwe National Park	Completed	03/24/2014	03/31/2014

Program Name	Program Status	Start Date	End Date
Gender mainstreaming Training	Completed	08/20/2012	09/07/2012
Gender mainstreaming Training	Completed	11/11/2013	11/29/2013
In Country Program Training(Health Workplace Policy Workshop)-Rusizi District(Kamembe),Western Province	Completed	12/20/2011	12/22/2011
In Country Training Program(Bird Guiding and Interpretation Skills Training)-Nyamagabe District,Southern Province	Completed	03/05/2012	03/26/2012
In Country Training Program(First Aid Training)-Rusizi District, Western Province	Completed	02/14/2012	02/16/2012
In Country Training Program(Health Workplace Policy dissemination Workshop)-Rusizi District,Western Province	Completed	01/04/2012	01/07/2012
In country Training Program(Health Workplace Policy Workshops)-Huye District,Southern Province	Completed	12/07/2011	12/09/2011
In country Training Program(Tea estates cooperative members trained on HIV/AIDS,MCH,FP/RH, Malaria(First round training)-Rusizi District, Western Province	Completed	01/09/2012	01/14/2012
In Country Training Program(Tea Estates Cooperative members training on HIV/AIDS,MCH,FP/RH,Malaria(Second round training)-Rusizi District, Western Province	Completed	01/16/2012	01/21/2012
In Country Training Program(Weaving Vocational training), Kitabi Sector,Nyamagabe District,Southern Province	Completed	03/03/2012	03/05/2012

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The OMB Control Number is 0412-0582. This approval is effective through February 29, 2014.

### Manage Programs

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Program Name	Program Status	Start Date	End Date
Literacy and Numeracy Skills training	Completed	09/10/2012	09/14/2012
Mushroom Production Training	Completed	09/10/2014	09/11/2014
Photographing/Camera use/Computer Skills and Data Entry/Chimpanzee behavior	Completed	10/04/2013	10/18/2013
Planning Training	Completed	08/11/2012	08/13/2012
Record Keeping and Financial Management Training	Completed	08/06/2012	08/10/2012
Training for implementing the Nyungwe National Park Limits Acceptable Change (LAC) framework: Gaskura-Nyamasheke District,Western Province	Completed	04/16/2012	04/18/2012
Training in Modern Farming , Soil Management and use of Organic fertilizers	Completed	05/20/2014	05/28/2014
Training on recycled paper necklaces ,earrings and bracelets	Completed	09/12/2012	09/18/2012
Training on traditional dancing to Cyamudongo Community Tourism Promotion Cooperative	Completed	11/12/2012	11/19/2012
Wildlife Behavior and Environment/English language	Completed	09/01/2013	09/16/2013

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The OMB Control Number is 0412-0582. This approval is effective through February 29, 2014.

### Manage Programs

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

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

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

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