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

**THIRD ANNUAL WORK PLAN:  
MARCH 24, 2012 THROUGH MARCH 23, 2013**



MAY 2012

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**Cover photo:** Proposed accommodation concession sites at Gisovu and Gasare.

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   |
| CBET  | Community-based Ecotourism  |
| CCN   | Collaborating Country National  |
| CIG   | Certified Interpretive Guide  |
| CIH   | Certified Interpretive Host   |
| COP   | Chief of Party  |
| COTR  | Contracting Officer's Technical Representative  |
| CPTC  | Cyamudongo Tourism Promotion Cooperative  |
| DAI   | Development Alternatives Inc.   |
| EDC   | Education Development Center  |
| EIA   | Environmental Impact Assessment   |
| EMMP  | Environmental Mitigation and Monitoring Plan  |
| ENCAP | Environmentally Sound Design and Management Capacity-building for Partners and Programs in Africa |
| ERR   | Environmental Review Report   |
| FAQ   | Frequently Asked Questions  |
| FON   | Friends of Nyungwe  |
| GIIN  | Global Impact Investing Network   |
| GIS   | Geographic Information Systems  |
| GOR   | Government of Rwanda  |
| IR    | Intermediate Result   |
| IRIS  | Impact Reporting and Investment Standards   |
| IUCN  | The World Conservation Union  |
| JGI   | Jane Goodall Institute  |
| KAP   | Knowledge Attitudes Practices   |
| KCCEM | Kitabi College of Conservation and Environmental Management                                       |
| KWHC  | Kitabi Women's Handicraft Cooperative   |
| M&E   | Monitoring and Evaluation   |
| MEMS  | Monitoring and Evaluation Management Services   |
| MEO   | Mission Environmental Officer   |
| NAFA  | National Forestry Authority   |
| NAI   | National Association for Interpretation   |
| NNP   | Nyungwe National Park   |
| NRM   | Natural Resource Management   |
| PAB   | Protected Areas Biodiversity project  |
| PIR   | Project Intermediate Result   |
| PMP   | Performance Management Plan   |
| PPPF  | Public-Private Partnership Fund   |
| PSF   | Private Sector Federation   |
| RDB   | Rwanda Development Board  |
| REMA  | Rwanda Environmental Management Authority   |

|        |  |
|--------|--|
| RNRA   | Rwanda Natural Resources Authority                         |
| RFA    | Request for Applications                                   |
| RFP    | Request for Proposals                                      |
| RTTA   | Rwanda Tours and Travel Association                        |
| SGF    | Small Grants Fund  |
| SME    | Small and Medium Enterprises                               |
| SO     | Strategic Objective  |
| SOW    | Scope of Work  |
| SSENNP | Sustainable Ecotourism in and around Nyungwe National Park |
| STTA   | Short-term Technical Assistance                            |
| SWA    | Scott Wayne Associates                                     |
| TAMIS  | Technical and Administrative Management Information System |
| TMZ    | Tourism Management Zones                                   |
| USAID  | U.S. Agency for International Development                  |
| USNPS  | U.S. National Park Service                                 |
| VNP    | Volcanoes National Park                                    |
| WCS    | Wildlife Conservation Society                              |
| WTM    | World Travel Market  |

# 1. INTRODUCTION

Development Alternatives, Inc. (DAI) and its partner, Scott Wayne Associates are pleased to submit this draft Third Annual Work Plan for the Rwanda Strengthening Sustainable Ecotourism in and around Nyungwe National Park (SSENNP) Program, otherwise known as Nyungwe Nziza. Nyungwe Nziza is funded through the U.S. Agency for International Development (USAID) mission in Rwanda under contract number AID-696-C-10-00002 issued on March 24, 2010. The implementation period for SSENNP is 60 months, with a programmed project completion date of March 23, 2015.

This work plan covers the period from March 24, 2012 through March 23, 2013, and builds on a number of activities undertaken during year two. First and foremost, this work plan draws extensively from the Nyungwe National Park's General Management Plan (2012 – 2021), and a number of activities proposed and their rationale are taken directly from the Plan. Second, elements of the draft work plan were vetted with a number of key stakeholders including the Wildlife Conservation Society (WCS), the Tourism Chamber, the Rwanda Tours and Travel Association (RTTA), and several private tour operators. Finally and most importantly, this third annual work plan is a result of ongoing consultation with the Rwanda Development Board's (RDB) Tourism and Conservation Division which culminated in a two day workshop held in Kigali on March 21-22, 2012 at the Nyungwe Nziza office where all proposed third year activities – including roles and responsibilities and timelines – were discussed and generally agreed upon.

The document which follows is organized into seven sections: (i) a brief description/overview of Nyungwe Nziza; (ii) the program organizational structure; (iii) the Results Framework; (iv) a narrative description of the work plan organized by Project Intermediate Result (PIR); (v) cross-cutting activities; (vi) the Performance Management Plan (PMP); (vii) project management and administration; and (viii) anticipated short-term technical assistance (STTA) needs for the work plan year.

## 2. PROGRAM DESCRIPTION

### 2.1 PROJECT OBJECTIVES

Building on past support and in collaboration with the Government of Rwanda (GOR), USAID/Rwanda's new five-year program combines two projects, Nyungwe Nziza and the Wildlife Conservation Society (WCS) – implemented “Sustaining Biodiversity Conservation in and around Nyungwe National Park” into one collective, synergistic effort 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:

- Support RDB to 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 fits squarely within USAID/Rwanda's Economic Growth (SO7) program area, and thus is expected to make significant contributions toward achieving SO7's strategic objective of “expanded opportunities in rural areas” through the implementation of a program that tracks the following indicators:

#### **Natural Resources and Biodiversity**

- Number of hectares of biological significance showing improved biophysical significance as a result of USG assistance;
- Number of policies laws, agreements or regulations for sustainable natural resource management (NRM) and conservation implemented; and
- Number of people with increased economic benefits from sustainable NRM and conservation as a result of USG assistance.

#### **Ecotourism**

- Number of units of eco-tourism infrastructure built, refurbished or equipped; and
- Number of people receiving training in tourism management.

### 3. ORGANIZATIONAL STRUCTURE

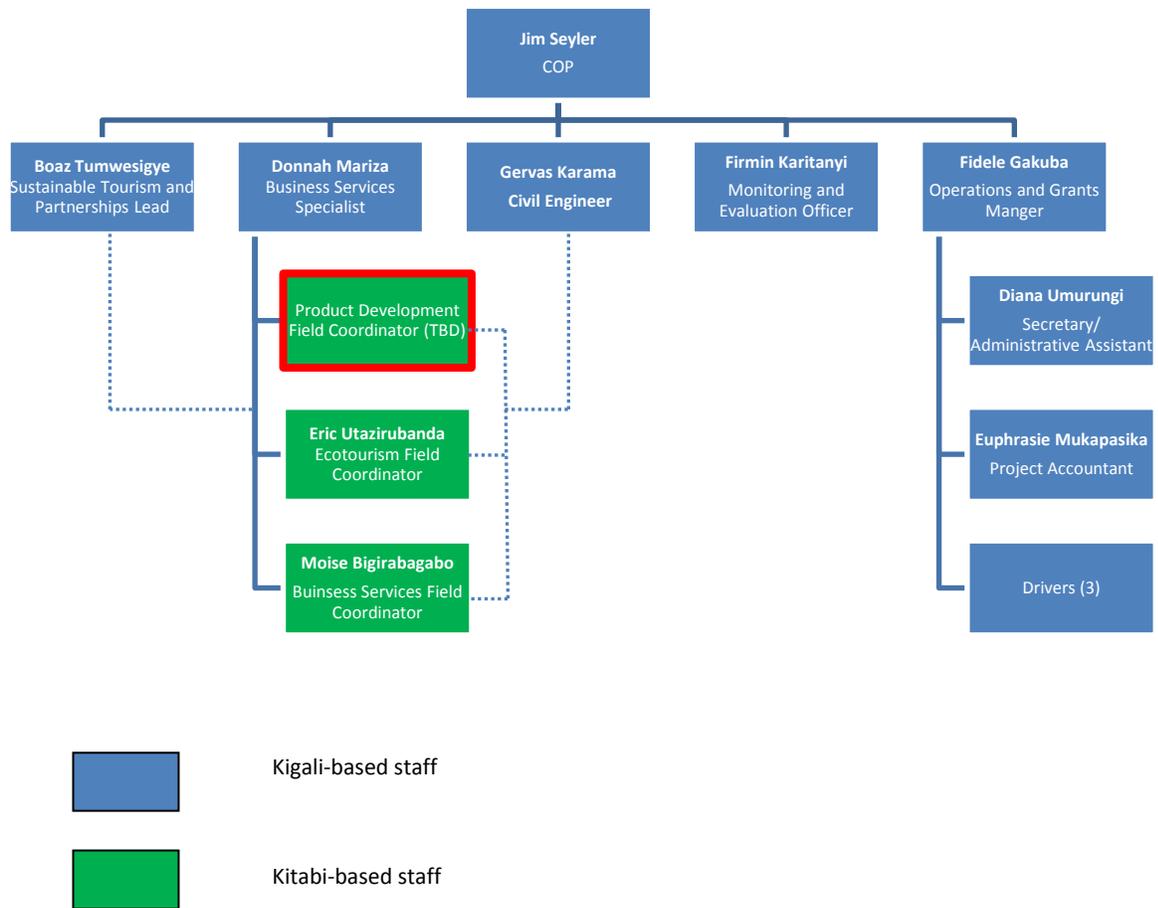
The organizational structure of Nyungwe Nziza is provided in Figure 1. Nyungwe Nziza's main project office is located in Kigali (Gaculiro) and the Chief of Party (COP), the Sustainable Ecotourism and Partnerships Lead, Civil Engineer<sup>1</sup>, the Business Services Lead, Operations and Grants Manager, the Monitoring and Evaluation (M&E) Officer, and administrative staff are based there, with frequent travel to the field. The Nyungwe Nziza field office is located at Kitabi, at the entrance to the Park, within the Kitabi College of Conservation and Environmental Management (KCCEM) complex. The Kitabi office houses two field coordinators, both with experience in community/small business development and ecotourism, whose field presence is invaluable in pushing Nyungwe Nziza's efforts forward with associations, cooperatives and Sector and District leaders.

It should be noted that although we have provisional USAID approval to hire the third field coordinator, a product development specialist, we have been unable to identify any suitable candidates who are willing to live and work in Kitabi on a full time basis. During Year 3, we will renew our efforts to fill this position.

---

<sup>1</sup> It should be noted that the Civil Engineer position is a temporary position. Originally, we had received USAID approval to hire Gervas Karama as the civil engineer for Uwinka construction activities through March 14, 2012. However, there was also a pressing need to have a civil engineer to assist us with trail rehabilitation activities, and construction activities under the small grants fund. To this end, we requested and received USAID approval to extend Mr. Karama's contract for a period of six months (September 13, 2012).

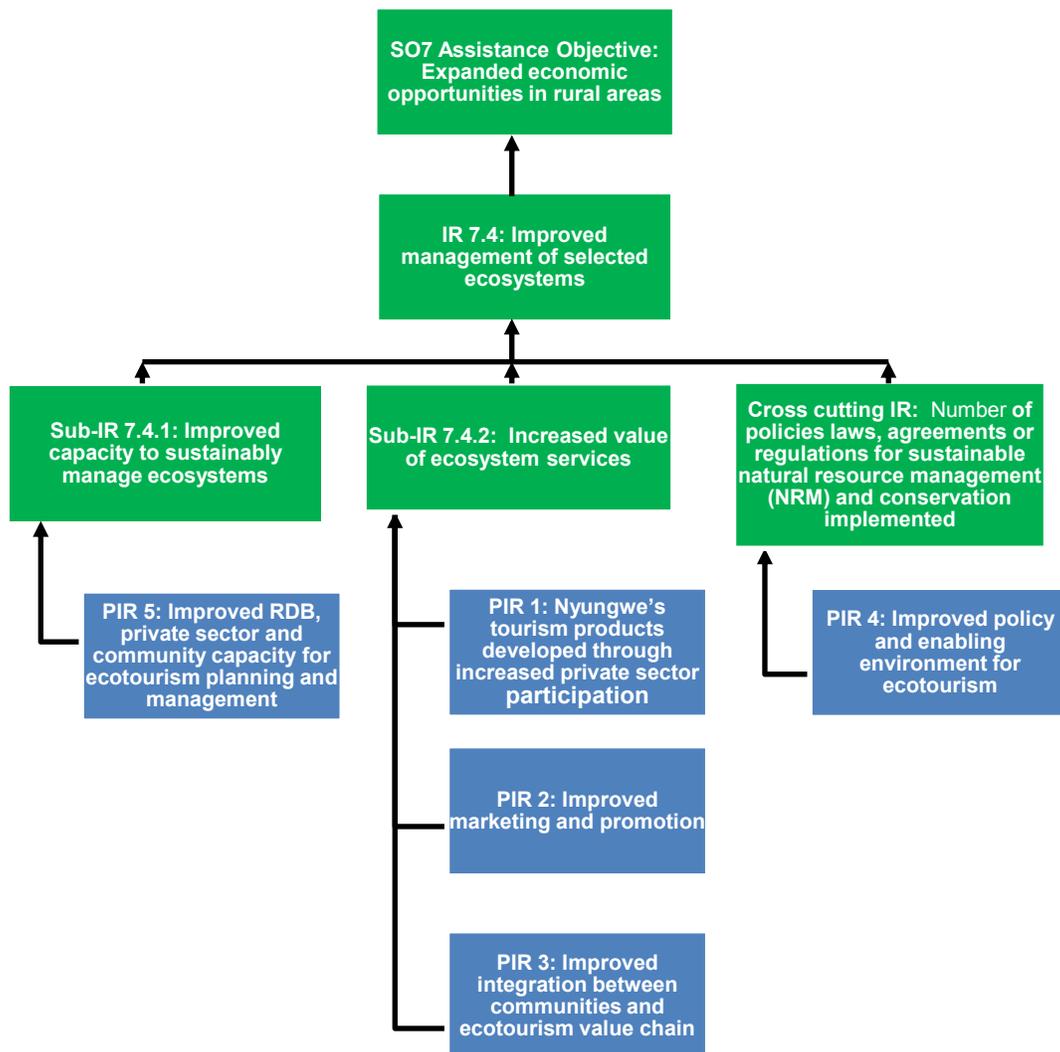
**Figure 1: Nyungwe Nziza Organizational Chart**



## 4. RESULTS FRAMEWORK

Although a revised results framework was presented in the Year 2 Work Plan, subsequent discussions with USAID, the Monitoring and Evaluation Management Services (MEMS) project, and WCS indicated that some minor revisions to the framework were required to bring it in line with USAID’s current SO7 Results Framework. Based on these discussions, a revised results framework is provided in Figure 2 below. A final results framework will be developed when USAID’s new Integrated Strategic Plan for the 2010-2015 period is finalized.

**Figure 2: Nyungwe Nziza Results Framework**



### **Strategic Objective 7: Expanded economic opportunities in rural areas**

Nyungwe Nziza will continue to make contributions toward achieving SO7’s Strategic Objective of “expanded economic opportunities in rural areas.” This will be accomplished through the implementation

of a program that will track two critical indicators; percent change in rural income of targeted population and number of person-days of employment generated by USG assistance. Year three cumulative SO7 targets are presented in Table 1 below.

**Table 1: Year Three Cumulative SO7 Targets**

| Indicator/Year  | 3   |
|---|-----|
| <b>Strategic Objective 7: Expanded opportunities in rural areas</b> |     |
| Percent change in rural income of targeted population               | 15% |
| Number of person days employment generated by USG assistance        | 350 |

To achieve intended SO7 results and targets, Nyungwe Nziza will work through one Intermediate Result (IR) and two sub-IRs. These are:

- IR. 7.4: Improved management of selected ecosystems
  - Sub-IR 7.4.1: Improved capacity to sustainably manage ecosystems
  - Sub-IR 7.4.2: Increased value of ecosystem services

Year 2 IR and sub-IR targets are presented in Table 2 below.

**Table 2: Cumulative Year Three SO7 IR and Sub IR Targets**

| Indicator/Year  | 3    |
|---|------|
| <b>IR. 7.4: Improved management of selected ecosystems</b>  |      |
| Number of hectares under improved natural resources management  | 200  |
| Number of visitors to targeted national parks   | 9700 |
| Number of people with increased economic benefits derived from sustainable NRM, ecotourism and conservation | 350  |
| <b>Sub-IR 7.4.1: Improved capacity to sustainably manage ecosystems</b>                                     |      |
| Number of people receiving training in tourism management   | 550  |
| <b>Sub-IR 7.4.2: Increased value of ecosystem services</b>  |      |
| Number of units of eco-tourism infrastructure built, refurbished or equipped                                | 3    |
| <b>Cross cutting Sub IR : Improved policy environment for environmental management</b>                      |      |
| Number of policies laws, agreements or regulations for sustainable NRM and conservation implemented         | 2    |

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

- PIR 1: Nyungwe's tourism products developed through increased private sector participation;
- PIR 2: Improved marketing and promotion;

- PIR 3: Improved integration between communities and ecotourism value chain;
- PIR 4: Improved policy and enabling environment for ecotourism;
- PIR 5: Improved RDB and private sector capacity for ecotourism planning and management.

# 5. WORK PLAN – MARCH 24, 2012 THROUGH MARCH 23, 2013

## 5.1 SUSTAINABLE ECOTOURISM DEVELOPMENT

As noted above, our Year 3 sustainable ecotourism initiatives are organized into five PIRs:

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

Each PIR includes:

- An overview of the PIR
- Project – level indicators and Year 3 targets
- Proposed activities under the PIR including:
  - The SO7 result supported, the location of the activity, intended beneficiaries, the expected duration, implementing partners, and estimated cost of the activity;
  - Activity objectives, rationale, methodology for implementation, specific tasks and timeline, project staff responsibilities, STTA needs, and any potential issues which might affect implementation;
  - Information on how the activity will be implemented in a collaborative and coordinated manner with other USG Agencies, implementing partners and GOR counterparts; and
  - Targets/benchmarks for measuring annual accomplishments and progress towards achieving outputs.

### 5.1.1 PIR 1: NYUNGWE’S TOURISM PRODUCTS DEVELOPED THROUGH INCREASED PRIVATE SECTOR PARTICIPATION

As stated in Nyungwe National Park’s General Management Plan (2012 – 2021), the development of Nyungwe National Park’s tourism product is vital to the long-term conservation of the Park. Tourism has the potential to generate significant economic returns to meet the costs of park management and, through RDB’s revenue sharing scheme as well as community participation in delivering NNP’s tourism products, to increase the support of neighboring communities for the conservation of the park, while at the same time helping to improve the livelihoods of these communities.

Strengthening the development of the NNP’s tourism products is particularly important because the park offers a range of different visitor activities and attractions not offered in either Volcanoes or Akagera

National Parks. Nyungwe has a considerable scope for building a new premium ecotourism and activity-based tourism product in and around the park, based on the park’s outstanding scenery and habitats, the excellent opportunities for primate and bird watching, and the chances for hiking and other adventure activities linked to the park’s extensive trails network. These comparative advantages of NNP tourism are reflected in the purpose of the NNP Tourism Development & Management Program, which states:

*“The Nyungwe National Park is established as Rwanda’s leading ecotourism and adventure destination that complements other leading Rwandan tourism destinations and provides optimal economic benefits to neighboring communities and the nation”.*

In support of RDB to promote and develop Sustainable Ecotourism in and around the park, Nyungwe Nziza’s Third Year work plan will majorly focus on assisting with the implementation of a number of management actions set out in the Tourism Management & Development Program for the General Management Plan.

### **Indicators and cumulative third year targets**

| <b>PIR 1: Nyungwe’s Tourism Products Developed through Increased Private Sector Participation</b>          |   |                      |
|--|---|----------------------|
| <b>Indicator</b>   | <b>Definition</b>   | <b>Target Year 3</b> |
| <b>Indicator 7.4.1.1.1:</b> Number of private-public partnerships developed                                | The number of partnerships developed between SSENTP, RDB and the private sector for the development of NNP ecotourism products  | 2                    |
| <b>Indicator 7.4.1.1.2:</b> Amount of private sector resources leveraged for Park ecotourism products      | The amount of funding in US dollars leveraged from the private sector by SSENTP for the development of park ecotourism products.  | \$1,500K             |
| <b>Indicator 7.4.1.1.3:</b> Number of new ecotourism infrastructure products developed                     | The number of units of ecotourism infrastructure built, rehabilitated, refurbished in or around the NNP to attract more visitors for increasing revenue. Infrastructure can include signage, campsites, lodges, building rehabilitation, improvement of existing trails, construction of new trails and new attractions/products. | 3                    |
| <b>Indicator 7.4.1.1.4:</b> Number of concession opportunities/ecotourism products identified and assessed | Concession opportunities/products can include low impact accommodation products (lodges, tented camps, campsites, tree houses, etc.), owl monkey tracking, panning for gold, source of the Nile, bird hides,  | 3                    |

| PIR 1: Nyungwe's Tourism Products Developed through Increased Private Sector Participation     |  |               |
|--|--|---------------|
| Indicator  | Definition   | Target Year 3 |
|  | observation towers, etc.   |               |
| <b>Indicator 7.4.1.1.5:</b> Number of concession opportunities taken over by private investors | Number of identified and assessed concession opportunities taken over by private investors | 2             |

### Activity summaries

|  |   |
|--|---|
| <b>Activity 1:</b>   | <b>Improve the chimp trekking experience</b>  |
| <b>SO7 Result Supported:</b>   | Number of people receiving training in tourism management   |
| <b>Location:</b>   | Nyungwe National Park and Budongo Forest in Uganda.   |
| <b>Target Direct Beneficiaries:</b>  | RDB, Rwanda Tourism and Travel Association (RTTA), private Sector investors and tourists plus other stakeholders benefit from improved tourism product in the Park.   |
| <b>Expected Duration:</b>  | 6 – 7 months  |
| <b>Implementing Partner:</b>   | DAI, Jane Goodall Institute and WCS   |
| <b>NNP General Management Plan Reference</b>   | <b>Action 1.4 Establish visitor attractions focusing on Nyungwe biodiversity and endemism</b> (Nyungwe National Park is regarded by many as one of the best places to witness and explore the exceptional biodiversity and endemism of the Albertine Rift). |
| <b>Estimated Cost:</b>   | \$75,000  |
| <b>Critical Issues</b>   | <b>A partnership between RDB and the Jane Goodall Institute/Nyungwe Nziza is contingent upon RDB's submission of a letter of commitment agreeing to adhere to the World Conservation Union (IUCN) guidelines and criteria for Great Ape Tourism.</b>        |
| <p><b>Objectives:</b><br/>Support RDB in:</p> <ul style="list-style-type: none"> <li>▪ Reviewing of the visitation and habituation of chimps protocol;</li> <li>▪ Improving the chimpanzee tracking and habituation experience in NNP;</li> <li>▪ Production of promotional and interpretive materials for chimps.</li> </ul> <p><b>Rationale:</b><br/>In reference to Year 2 work plan implementation, our efforts to engage the Jane Goodall Institute (JGI) to support chimp habituation efforts in Nyungwe have to date proved futile due to the fact that RDB has up to now not been able to sign a letter of commitment to adhere to IUCN –Best Guidelines on Great Ape Tourism.” Since WCS- Protected Areas Biodiversity (PAB) project resources are no longer available to support chimp habituation and related</p> |   |

activities in NNP, Nyungwe Nziza is well positioned to render assistance in taking over some of the chimp activities previously supported by PAB, provided RDB complies with JGI's requirements.

JGI is a contributor to many of the IUCN best practices guidelines with regards to great apes, and is committed to ensuring that in areas where they work, these best practices are adhered to and respected by all stakeholders, including government agencies that are responsible for protected area management. Without a written commitment from RDB on adhering to the stated IUCN best practices, all our efforts towards securing this partnership will be in vain.

#### **Methodology:**

During Year 3, Nyungwe Nziza will: 1) coordinate with RDB in finalizing and submitting the proposed letter of commitment in adherence to the IUCN best practices; 2) finalize arrangements to subcontract with JGI to field two primatologists in Nyungwe, focusing on grooming and conducting guide on-site training in chimpanzee behavior in Cyamudongo, Mayebe and Gisovu communities; 3) work with Dr. Amy Pokempner from WCS to produce chimp interpretive documents for guides and trackers, as well as developing chimp tracking promotional materials to be distributed in print and also uploaded on the Nyungwe link, which is now being managed by RDB's marketing department. (See also Section 5.1.2, PIR 2: Improved Marketing and Promotion Of Nyungwe among Targeted Segments.)

Finally, we will also explore the possibility of working with JGI/Uganda to: 1) have JGI/Uganda chimp guides and habituation specialists from Budongo Forest come to NNP to provide hands on training to NNP chimp guides; and 2) develop an "internship" program for NNP chimp guides to study in Budongo.

#### **Specific Tasks and Timeline:**

- Coordinate with RDB in finalizing and submission of the required letter of commitment to JGI. **(May 2012)**;
- Finalize arrangements with JGI to field two chimpanzee primatologists/researchers from Budongo to Cyamudongo, Mayebe and Gisovu, to provide additional hands on training to chimp guides and trekkers. **(June – August 2012)**;
- Work with JGI/Uganda to develop a chimp guide/habituation specialist exchange program **(October – December 2012)**
- Work with WCS to finalize and produce chimp interpretive and promotional materials for park visitors. **(May –July 2012)**;
- Work with WCS and RDB to improve the roster system for nesting and de-nesting the chimpanzees to ensure trackers and guides can identify the individuals within the communities. For example, instead of having two teams, one AM, one PM, have just two trackers out all day for 3 days, with rolling roster system to ensure consistency in team members and sharing of knowledge/information, this is better for chimps, seeing the same people all day. **(June – December 2012)**.

**Project Staff Responsibilities:**

- Provide necessary edits and guidance in drafting and submission of RDB's letter of acceptance to IUCN guidelines;
- Coordinate with JGI/Uganda;
- Develop Scopes of Work (SOW), coordinate and facilitate arrangements for JGI's field primatologists in NNP;
- Coordinate with WCS to finalize and produce Chimp interpretive and promotional materials for NNP;
- Reporting and monitoring of activities.

**STTA Needs:**

- Chimpanzee primatologists (2);
- Local graphic designer.

**Benchmarks and Timeline:**

- JGI primatologists fielded (**July 2012**);
- Production of NNP chimp interpretive and promotional materials (**July 2012**).

|  |   |
|--|---|
| <b>Activity 2:</b>                           | <b><i>Improve the bird watching product in NNP</i></b>  |
| <b>SO7 Result Supported:</b>                 | Number of people receiving training in tourism management, with linkages to number of units of eco-tourism infrastructure built, refurbished or equipped  |
| <b>Location:</b>                             | Nyungwe National Park and U.S.  |
| <b>Target Direct Beneficiaries:</b>          | RDB, RTTA, Tourists and other stakeholders benefit from improved infrastructure and quality of guides.  |
| <b>Expected Duration:</b>                    | 6 – 8 months  |
| <b>Implementing Partner:</b>                 | DAI, RTTA, US National Park Service (NPS) and Bird Life International   |
| <b>NNP General Management Plan Reference</b> | <b>Action 2.1 Implement the Nyungwe Bird Watching Action Plan</b> (Under Action 2.1, the Nyungwe Bird Watching Action Plan will be reviewed by NNP managers as well as by the RDB Tourism and Conservation Department)  |
| <b>Estimated Cost:</b>                       | \$25,000  |
| <b>Critical Issues</b>                       | <b>There are two critical issues. First, RDB must validate the Bird Watching Action Plan before any work on the plan can begin. Second, RDB has not as yet obtained the Ministry approval required under Article 87 of the Organic law on Environment for planned works for the renovation of the boardwalk in Kamiranzovu. This approval is required prior to undertaking any activities in Kamiranzovu swamp.</b> |

**Objectives:** Support RDB to:

- Set up appropriate infrastructure for bird watching in the park;
- Promote the development of world-class bird watching guiding services in NNP;
- Conduct marketing and promotion of bird watching in NNP

**Rationale:**

The opportunity to see a wide variety of Albertine Rift endemic bird species coupled with the park's hilly terrain which allows good views of the forest canopy, makes Nyungwe an ideal place for bird watching. In order to further develop Nyungwe as a bird-watching destination, the U.S. National Park Service under the auspices of Nyungwe Nziza, developed a Nyungwe Bird Watching Action Plan, which makes a series of proposals for improving guiding services; developing new bird watching trails and signage, and designing new maps and brochures.

Unfortunately, none of the bird watching infrastructure was established during the course of Year 2 implementation due to delays in delivery of concept notes for Bweyeye and Uwasenkoko by the subcontractor. (We had also planned to set up a bird watching platform in Kamiranzovu marsh, but RDB does not see any current need for this kind of infrastructure, thus this activity has been dropped.) We do hope to complete the other two tasks during the implementation of our Year 3 work plan.

According to the U.S. National Park Services (USNPS) Bird Watching Action plan, findings and recommendations were summarized in four strategic areas: *branding and materials development, infrastructure, capacity building* (see details under capacity building), and *marketing*. Attention to the four strategic areas will help the park increase its capacity and recognition as a must-see bird watching destination. In addition, any learning and partnerships developed at Nyungwe can be applied to regional or national bird routes, which would help Rwanda achieve its goal of becoming a world-class birding destination.

**Methodology:**

- 1) Under Strategy 1: *Branding and materials development*, we will develop a bird checklist for NNP and distribute it among guides, tour operators, RDB's NNP reception centers, and a bird watcher segment on the RDB's Nyungwe link;
- 2) Under Strategy 2: *Infrastructure*, we will assess and implement the development of a new birding trail (with platform and possible bridge) at Uwasenkoko, and the establishment of a new birding trail into the lower elevation of the Busoro birding habitat;
- 3) Under Strategy 4: *Marketing*, we will coordinate with RDB to conduct a familiarization (FAM) trip for international journalists who would generate visitor stories and different features on NNP birding watching product. We will also continue producing more copies of the birding brochure and upload visitor generated stories on RDB's Nyungwe link;
- 4) Under Strategy 5: *Capacity*, we will partner with Bird Life South Africa to develop a certification program for bird guides, including interpretation and language skills; as well

as building the capacity of KCCEM for future implementation of this program.

**Specific Tasks and Timeline:**

- Work with RDB to validate the implementation of the Bird Watching Action plan (**April – May 2012**);
- Develop birding promotional materials, including bird checklists, brochures, etc. to be distributed at the park offices and among tour operators. (**May – June 2012**);
- Conduct a fam trip for international birding journalists to NNP (**May – June 2012**);
- Conduct assessments and implement the development of bird watching products around Uwasenkoko and in Busoro (**May – July 2012**);
- Follow up with RDB to secure authorization for the replacement of the board walk (**May – June 2012**);
- In partnership with Bird Life South Africa, develop a certification program for bird guides, including interpretation and language skills as well as building KCCEM's capacity to implement this program. (**October – November 2012**).

**Project Staff Responsibilities:**

- Coordinate with RDB on the validation of the Bird Watching Action Plan;
- Oversee the development of NNP birding promotional materials and ensure effective distribution;
- Develop scopes of work for STTA;
- Coordinate and supervise STTA;
- Coordinate with RDB to secure necessary approval document for Kamiranzovu works;
- Liaise between STTA and RDB;
- Reporting and monitoring of activities.

**STTA Needs:**

- Local birding specialist;
- International birding specialist /Bird Life International;
- Local trails engineer.

**Benchmarks and Timeline:**

- NNP Birding promotional materials developed and distributed (**July 2012**)
- Final assessments and establishment of new birding trails around Uwasenkoko and Busoro. (**August 2012**)

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| <b>Activity 3 (a):</b>  | <b>Support development of new accommodation in and outside the park</b>  |
| <b>SO7 Result Supported:</b>  | Number of units of eco-tourism infrastructure built, refurbished or equipped.  |
| <b>Location:</b>  | In and outside Nyungwe National Park   |
| <b>Target Direct Beneficiaries:</b>   | Private sector investors, communities around NNP, tourists and all stakeholders will benefit from the new accommodation and infrastructure.  |
| <b>Expected Duration:</b>   | 12 months  |
| <b>Implementing Partner:</b>  | DAI, RDB, private sector   |
| <b>NNP General Management Plan Reference:</b>   | <p><b>Action 1.2 Promote investment in development of new NNP tourism accommodation facilities</b> (Action 1.2 is designed to rectify that deficiency through several targeted activities that are designed to create the conditions necessary to encourage and enable the private sector to invest in the NNP)</p> <p><b>Action 1.6 Facilitate private investment in appropriate NNP visitor attractions</b> (Besides the private sector investment in the NNP's tourism accommodation facilities that will be developed under Action 1.2, there are also opportunities for private sector involvement, or public-private partnerships, in developing and managing other visitor attractions in NNP, such as the Canopy Walk and visitor shops at the main visitor centers at Uwinka, Gisakura and Kitabi.)</p> |
| <b>Estimated Cost:</b>  | \$700,000 (Public Private Partnership Fund)  |
| <b>Critical Issues</b>  | <b>Any Nyungwe Nziza support to the development of accommodation products in the Park via our Public Private Partnership Fund is contingent on Cabinet Approval of the National Concessions Policy. Additionally, there has been no formal review or approval of the Nyungwe Concessions Action Plan developed by Nyungwe Nziza in collaboration with the USNPS.</b>   |
| <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ Provide financial incentives for private sector investment in visitor infrastructure in and around NNP;</li> <li>▪ Diversify accommodation options in the park catering to the middle segment of the market;</li> <li>▪ Create local employment opportunities in tourism hence increasing household income;</li> <li>▪ Develop partnerships between the private sector and local communities.</li> </ul> |  |

**Rationale:**

Despite the availability of resources (\$700,000) under our Public Private Partnership Fund (PPPF) to be cost shared with the private sector for accommodation development in an around the Park, combined with our continued support to RDB over the past two years in developing a National Concessions Policy and associated concessions guidelines, to date the National Concessions Policy has not been approved by Cabinet and there is no clear indication of when this might happen.

Thus, the lack of accommodation both inside and outside the Park is still a major issue. There are only three accommodation facilities available outside the Park, and pending the approval of the National Concessions Policy, none inside the Park - hence the difficulty in targeting and attracting more and different market segments. As highlighted in the 2012 – 2021 General Management Plan, one of the reasons that the previous NNP management plan did not achieve the level of tourism development in NNP was that the plan's tourism objectives and management actions took a somewhat reactive, "back seat" approach towards the development of tourism and the promotion of private sector investment in the NNP's tourism product.

We hope the new actions stated in the current management plan will assist in rectifying this deficiency through several targeted activities that are designed to create the conditions necessary to encourage and enable the private sector to invest in the NNP.

**Methodology:**

According to the new General Management Plan, the first step in creating these conditions would be to push for the approval and implementation of the National Concessions Policy, along with the NNP Concessions Action Plan, including the provision of necessary incentives to encourage investment in NNP tourism products, such as concessionary lease terms for the start-up period of new developments.

However as the imminent approval of the concessions policy appears to be problematic, we will approach the accommodation issue from two fronts. In terms of in park accommodation we will:

- Continue to work with RDB as required in terms of providing assistance in finalizing the concessions policy;
- Build on the work undertaken during the last quarter by Diane Gayer, our Ecolodge Design Specialist, who conducted more detailed site assessments and provided specific accommodation designs for each of the five sites identified in the Concessions Action Plan. To this end, in May/June 2012, we will contract with a financial analyst to conduct a market study and financial analysis for selected accommodation concession sites in the Park. The analyst will be expected to: assess general tourism supply and demand (national and regional), competition, potential visitation to the park; numbers of visitors; types of visitors (desired types of sought after facilities and services); seasonality of visitation; park and regional attractions (packaging of tours); and

potential demand based on other varying conditions, occupancy rates (e.g., if current facilities have low occupancy rates because they don't appeal to the mid-range tourists and/or for other reasons), local market conditions, etc. The analyst will also conduct a financial analysis of each site (e.g., cash flow, return on investment, break-even and other analyses, determination of feasibility, etc.) in order to determine the concession fee for each site;

- Drawing on Ms. Gayer's and the financial analyst's work we will assist RDB to develop a "Nyungwe Tourism Prospectus" designed to provide a summary of information on all of the proposed tourism development sites, the nature of the accommodation that the site is appropriate for, the visitor activities that are possible in the vicinity of the site, the concession terms and any incentives that will be provided to investors, and other relevant information. The Nyungwe Tourism Prospectus, once finalized, will then form the basis of an international call for Expressions of Interest for investment in tourism development in the NNP, which will be widely distributed in Rwanda, regionally within East Africa, as well as internationally;
- Collaborate with RDB in the implementation of a tender process based on responses received to the Call for Expressions of Interest. An integral part of the tendering process will be negotiations regarding access to matching funds for the private sector investments, as well as concerning linkages and support for adjacent community tourism products. Through our partnership with the USNPS, we will also assist RDB in drafting concession agreements as required.

In terms of outside the park accommodation products, since our support for accommodation development in the park will be contingent on the Cabinet's approval of the Concessions policy, Nyungwe Nziza will in the meantime move forward and issue a Request for Proposals under the PPPF for infrastructure development outside the park, targeting the areas of Kitabi, Cyamudongo and Gisovu, in close collaboration with RDB and the respective districts.

#### **Specific Tasks and Timeline:**

- Conduct a market study and financial analysis for selected accommodation concession sites (**May - June 2012**);
- Develop a "Nyungwe Tourism Prospectus" for the shortlisted sites (**June – July 2012**)
- Joint RDB/DAI release of Request for Proposals (RFP) in both local, regional and selected international media (**contingent on cabinet approval of concessions policy**);
- Coordinate with RDB and the districts to develop and issue a Request for Proposals for tourism infrastructure development outside the park (**July 2012**);
- Collaborate with RDB to evaluate proposals as per the agreed criteria and make awards under the PPPF (**August – October 2012**).

#### **Project Staff Responsibilities:**

- Coordinate with RDB to put more emphasis on priority investment projects;
- Arrange and coordinate the market/financial assessment site visit in the park;
- Develop scope of work for the Nyungwe Tourism prospectus activity;

- Coordinate and supervise STTA;
- Liaise between STTA and RDB;
- Develop RFPs for tourism infrastructure outside the park;
- Advertise RFPs, participate in the evaluation of proposal and oversee implementation of the funds;
- Reporting and monitoring of activities.

**STTA Needs:**

- Financial/market analyst.

**Benchmarks and Timeline:**

- Financial/market analyses for selected in park sites completed (**June 2012**).
- Nyungwe Tourism Prospectus developed and circulated (**August 2012**).
- RFPs for tourism infrastructure development outside the park developed (**July 2012**).
- DAI release of RFP (**August 2012**).
- At least two awards made under the PPPF (**September 2012**).

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| Activity 3 (b):   | <b>Assist RDB to develop Gisovu as a new tourism destination</b>  |
| SO7 Result Supported:   | Number of people with increased economic benefits from sustainable NRM and conservation as a result of USG assistance   |
| Location:   | Nyungwe National Park - Gisovu  |
| Target Direct Beneficiaries:  | RDB, domestic tourists, tour operators, communities and other project stakeholders will all benefit from the development of new tourism products  |
| Expected Duration:  | 12 months   |
| Implementing Partner:   | DAI, JGI  |
| NNP General Management Plan Reference   | <b>Action 1.5 Develop Gisovu as a tourism destination</b> (One of the reasons that the Gisovu area has good tourism potential is that it is located near to the Kivu lakeside road connecting Kamembe on the southern end of Lake Kivu with Gisenyi at the northern end of the lake). |
| Estimated Cost:   | \$500,000 (PPPF)  |
| Critical Issues:  | <b>Development of Gisovu as a tourism destination is partly contingent on Cabinet approval of the National Concessions Policy.</b>  |
| <p><b>Objectives:</b> Support RDB in:</p> <ul style="list-style-type: none"> <li>▪ Developing new tourism products and services, capable of attracting and meeting the needs of the targeted local, regional and domestic tourists;</li> <li>▪ Creating employment opportunities in tourism, hence increasing household income;</li> <li>▪ Spreading the impact of tourists further around the Park;</li> <li>▪ Providing opportunities for local communities to become involved in and benefit from</li> </ul> |   |

tourism;

- Providing enough choice for tourists and tour operators to develop competitive itineraries.

**Rationale:**

Given Gisovu’s considerable untapped tourism potential for local, regional and international visitors, and the fact that it was included as a separate activity in the General Management Plan, we are also considering Gisovu as a separate activity for Year 3. Gisovu is the “low hanging fruit” amongst opportunities in NNP for a number of reasons:

- The basic infrastructure is in place including water, electricity, and numerous buildings that could be renovated for accommodation purposes at a relatively low cost;
- Existing tourism attractions include, chimp trekking, the furthest source of the Nile, camping, tea plantation tours and other community based excursions, and there are several areas that would make great campsites;
- Due to its strategic location near Volcanoes National Park and the Kivu lakeside road connecting to Nyamasheke and with the completion of the ongoing rehabilitation of Gisenyi – Kibuye – Nyamasheke road, the Nyungwe–Lake Kivu– Volcanoes National Park (VNP) circuit will be highly promoted.
- Gisovu is particularly attractive from a domestic tourism perspective. Located about 3.5 hours from Kigali and 1 hour from Kibuye, it offers Kigali residents the opportunity to easily get out of Kigali for a weekend and spend a quiet weekend with family or friends in a beautiful forest park setting. Or, as part of a “weekend special,” Kigali residents could have the option of one night at the Lake in Kibuye and one night in the forest – the surf and turf of Rwanda domestic destinations.

**Methodology:**

Pending resolution of land and infrastructure ownership in Gisovu between RDB and Rwanda Natural Resources Authority (RNRA, former National Forestry Authority<sup>2</sup>), Year 3 activities will be limited to:

- Supporting the ongoing habituation process of the chimpanzee group in Gisovu in partnership with Jane Goodall Institute (see Activity 1 above);
- Working with the local trail cooperatives to upgrade the existing trails as per the guidelines in the trail management plan;
- Establishing lodging facilities in form of campsites, maintained and managed by a community;
- Support the development of the Source of the Nile; including marketing/promotional materials, trail upgrade and installation of proper signage/interpretive materials.
- Begin the process of selecting, organizing and training local cooperative in Gisovu to develop community based packages for visitors.

Should Gisovu’s tenure issues be resolved, we are prepared to assist either RDB or RNRA to

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<sup>2</sup> It should be noted that we have been asking RDB to resolve this issue for the past 1.5 years and to date, there has been little, if any progress or attention paid to this critical constraint.

prepare and release a joint RFP for building rehabilitation. (If RDB is the owner, then this would be contingent on Cabinet approval of the concessions policy. If RNRA retains ownership, then we will explore the possibility of using RNRA's logging concession mechanism as the basis to issue an RFP.) In either case, we will provide technical and financial assistance to the private sector towards the development permanent lodging facilities in Gisovu under our PPPF.)

**Specific Tasks and Timeline:**

- Follow up with RDB to secure proper ownership of Gisovu infrastructure. (April – May 2012);
- Development and production of new promotional/marketing materials and signage for the Source of the Nile. (April - July 2012);
- Upgrade selected trails (May – September 2012);
- Selection of a targeted community cooperatives for mentoring and training in Community-based Ecotourism (CBET) - (May – Sept. 2012);
- Identify suitable sites and support the establishment of permanent campsites outside the park (Jun – Sept. 2012);
- Joint RDB/DAI release of RFP in both local and regional media (contingent on cabinet approval of the National Concessions Policy)

**Project Staff Responsibilities:**

- Mentor private – community partnership in development of community based attractions in Gisovu;
- Foster discussions with RDB, RNRA and the private sector on the development of Gisovu as a new tourism destination;
- Identification and selection of the targeted communities;
- Coordinate development and production of promotional materials;
- Coordinating, reporting and monitoring of activities

**Benchmarks and Timeline:**

- Development/production of new promotional materials and infrastructure for the Source of the Nile (July 2012);
- Initiate plans for the development of Tea Plantation Tours (June – November 2012);
- Establishment of new permanent camp sites in Gisovu (October 2012).

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| <b>Activity 4:</b>   | <b><i>Improve/maintain NNP visitor facilities</i></b>  |
| <b>SO7 Result Supported:</b>   | Number of units of eco-tourism infrastructure built, refurbished or equipped, with linkages to number of people with increased economic benefits from sustainable NRM and conservation as a result of USG assistance   |
| <b>Location:</b>   | Nyungwe National Park  |
| <b>Target Direct Beneficiaries:</b>  | RDB, Private sector investors, communities around NNP, tourists and all project stakeholders benefit from improved visitor facilities and infrastructure.  |
| <b>Expected Duration:</b>  | 6 months   |
| <b>Implementing Partner:</b>   | DAI and RDB  |
| <b>NNP General Management Plan Reference</b>   | <b>Action 2.4 Improve NNP visitor facilities</b> (NNP visitor facilities will be rehabilitated and/or constructed as appropriate. This will include the rehabilitation and routine upkeep of the visitor entrance facilities at both Gisakura and Kitabi, as well as the establishment of new visitor information centers/displays at both Gisakura and Kitabi.) |
| <b>Estimated Cost:</b>   | \$25,000   |
| <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ Install ecologically friendly toilets and stopovers at key sites in the park;</li> <li>▪ Support the development and installation of new interpretive panels at Uwinka Visitor Center;</li> <li>▪ Ensure proper management and maintenance of the Canopy Walk;</li> <li>▪ Create employment opportunities in tourism hence increasing household income;</li> <li>▪ Develop mentorship opportunities between private sector and local communities.</li> </ul> <p><b>Rationale:</b></p> <p>NNP visitor facilities have been greatly enhanced over the lifespan of the previous NNP management plan, 2006 - 2010, in particular due to the development of the Uwinka Visitor Center. While this facility is the key starting point for many tourists, it has few visitor amenities such as souvenir/merchandise sales kiosk and a canteen or café.</p> <p>During the past years' work plan implementation, we pledged support towards a private – community partnership in the management of the Uwinka canteen and campsite and even drafted an RFP for RDB for this purpose. However, due to the delayed approval of the National Concessions Policy, no progress has been achieved. We consider the canteen in particular to be another “low hanging fruit” in terms of its potential for revenue generation. On two consecutive days in February (the low season) we observed 20+ tourists standing in line for over an hour waiting to buy permits for one of the Park's products. A very conservative estimate would be that at least one half of these tourists would be willing to spend \$5.00 on coffee or tea, a soft drink and a snack on their way to or from their hike, yet this money is lost to both RDB and the communities.</p> |  |

Aside that, Uwinka campsite, a popular though costly rest point for backpackers, requires upgrading, or even better relocation to another “sunnier” site away from the toilets and more accessible by car. As the majority of the visitors now pass through Uwinka mainly because of the recent introduction of the Canopy Walkway, development of this area needs to be accorded a high priority.

In terms of toilets and rest stop facilities in the park, their absence is of concern and this is the one area where unacceptable “tourist” impact can be readily observed. This is particularly visible on the roadside around the “rest area” used by buses in the eastern part of the Park (Uwasenkoko), and to a certain extent near Gasare. At the Uwasenkoko site there is a latrine which is poorly maintained and much litter and human waste on the roadside and around the latrine.

At Uwinka Interpretation Center, there is need for placement of new information panels as well as editing some of the content on the existing panels. Some of the panels would be designed to be laid over existing panels, so these could be change periodically to allow for different exhibits and themes. Finally, in order to ensure proper maintenance and management of the Canopy walkway, RDB has requested Nyungwe Nziza’s support in facilitating Ian Green to conduct an overall inspection of the canopy walkway’s maintenance condition, and develop a set of maintenance guidelines and recommendations as well as conducting the required training programs for canopy walk maintenance.

### **Methodology:**

During Year 3, and upon approval of the National Concessions Policy, Nyungwe Nziza will provide any assistance required in support for a private – community partnership in the management of the Uwinka canteen and a craft shop, since this service/partnership will enhance visitor satisfaction, increase revenues for RDB while at the same time creating direct linkages with local communities. Nyungwe Nziza will also assist in either upgrading the existing camping facilities at Uwinka or in establishing another better camp site identified by the park managers.

Additionally, we will work with RDB and WCS to resolve the issue of rest stops along the Nyungwe road by developing and implementing the plan for building a stop-over at Umugote site along the Nyungwe road. The main idea is to create a cooperative managed facility (as a concession) with a bank of eco-toilets, a small handicraft shop, picnic tables, etc.

Also, following the recent establishment of a Honey Processing Center next to Kitabi Women Cooperative, and with the provision of land by RDB and the district authorities, we will fund the construction of public toilet facilities to be maintained by the women cooperative. This initiative will attract more public/tourist stops, which will subsequently lead to an increase in sales for both honey and the cooperative’s handicraft products.

In regard to the Interpretive Center, we will coordinate with WCS - New York to secure soft copies of the Visitor Center's interpretive panels in order to make the necessary updates and corrections on the existing panels. Also, using some of the already acquired templates, will design and place more panels with some new information materials of the park, such as the new Nyungwe Destination maps.

**Specific Tasks and Timeline:**

- Installation of ecologically friendly toilets at Kitabi. **(May - July 2012);**
- Facilitate Ian Green to conduct a general maintenance inspection of the Canopy Walkway, develop maintenance guidelines, and develop and conduct walkway maintenance training programs **(June – September 2012);**
- Development of designs and implementation of Umugote Stopover **(May – November 2012);**
- Production and placement of new interpretive panels at Uwinka visitor center **(July – October 2012);**
- Facilitate the construction of Kitabi public toilet facilities **(May – July 2012);**
- After the approval of the Concessions policy, assist RDB in the development and release of a Request for Application (RFA)/RFP for the Uwinka campsite/canteen under the PPPF, evaluate applications and oversee project implementation **(contingent on the timing for the policy approval).**

**Project Staff Responsibilities:**

For the Uwinka Visitor Center's interpretive panels and campsite:

- Work with WCS to secure soft copies for Uwinka interpretive panels;
- Identify and work with a local graphic designer to develop and install the new panels, as well as editing and re-fixing some of the existing ones;
- In close coordination with RDB, identify and work with a local engineer to procure materials required and oversee the upgrading of Uwinka campsites;
- Reporting and monitoring of activities.

For Kitabi toilet facilities and Umugote stopover:

- In collaboration with RDB, select most appropriate toilet design and contract for installation;
- In collaboration with WCS, select a developer to complete designs for the establishment of Umugote stopover;
- Determine user fees, if any, to be charged for toilet cleaning and maintenance.

For the Canopy Walk:

- Develop scope of work and contract for Mr. Green.

**STTA needs**

- Ian Green, canopy walk and cable line specialist/engineer;
- Local graphic designer;
- Local engineer.

**Benchmarks and Timeline:**

- New interpretive panels at Uwinka installed (**August 2012**);
- Construction of Umugote stopover (**December 2012**);
- Installation of new ecologically friendly toilets at Kitabi (**August 2012**);
- Ian Green’s trip report on canopy walk (maintenance guidelines, training report) – (September 2012).

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| <b>Activity 5:</b>                           | <b><i>Upgrade signage</i></b>   |
| <b>SO7 Result Supported:</b>                 | Number of units of ecotourism infrastructure built, refurbished or equipped   |
| <b>Location:</b>                             | Nyungwe National Park   |
| <b>Target Direct Beneficiaries:</b>          | RDB, tourists, tour operators and all other project stakeholders will benefit from improved signage in the Park.  |
| <b>Expected Duration:</b>                    | 6 – 7 months  |
| <b>Implementing Partner:</b>                 | USNPS, local engineering firm.  |
| <b>NNP General Management Plan Reference</b> | <p><b>Action 4.2 Review and revise Nyungwe tourism regulations</b> (It will also be necessary to improve signage to raise awareness of NNP tourism rules, for example, at key visitor attractions.)</p> <p><b>Action 2.2 Establish an NNP road patrol unit.</b> (One important mechanism for raising driver awareness of the specific traffic regulations applying to NNP is through the development of signage along the roads.)</p> |
| <b>Estimated Cost:</b>                       | \$50,000  |

**Objectives:** Support RDB in:

- Improving and standardizing signage inside and outside the Park;
- Mitigating the environmental impacts of road use and to increase the safety of road user;
- Raising awareness of NNP rules and regulations;
- Enhancing the visitor experience in the Park.

**Rationale:**

*Raising visitor awareness on park regulations.* One important mechanism for raising visitor awareness of the specific regulations applying to NNP is through the development of signage along the roads. These signs should be of both a general and specific nature, with general signs designed to raise visitor awareness of the environmental values of the NNP as well as the key NNP regulations – such as no cigarette disposal, speed limit, no collection of NNP flora and fauna, no disposal of waste, etc. – and also informing drivers of any fines for park-related

traffic offences.

*Investment in permanent trailhead signs and on-trail orientation signage will improve the image of the Park and enhance the visitor experience.* Currently there is insufficient on-trail destination/direction/distance signage, insufficient on-trail interpretive signage, insufficient trailhead signage and information, and insufficient orientation signage at key park locations. All of these issues have combined to make a tourist's experience on NNP trails a less than memorable experience. Providing trailhead and on-trail orientation signage affirms trail names and directions to other trails or key features for visitors, and improves both visitor safety and satisfaction.

**Methodology:**

1) Signage. After much discussion with RDB, we learned that the format for all signage has to be approved by the highest levels of RDB. Thus, RDB suggested that in order to avoid the lengthy approval process, we should use the format/templates WCS used in developing signage for Uwinka as RDB likes this format and it has already been approved. Thus, in March 2012, we managed to obtain the Nyungwe Signage Style Guide from WCS including:

- Graphics Style guidelines in PDF format. (specifies colors, type usage and general layout guidelines for existing key sign types);
- Graphic resources: NNP logotypes, motifs, and way finding arrows in .ai format (Adobe Illustrator version CS5) ;
- Live text Mechanical files for key sign types: General Signage, Way finding, and Interpretive signage, (Adobe Illustrator version CS5);
- Linked fonts and images for above;
- Any existing info/ paperwork that documents current photo rights (license agreements, contact info for licensees, payment requests where valid etc.).

Beginning in early April 2012, and drawing on the assistance of a local graphic designer, we will develop prototypes for all categories of park signage, from trail head signs and on trail interpretive signage, to park and product regulations signage. Once these prototypes are approved by RDB, we will develop all remaining signage and competitively select a local contractor to produce the rest of the Park signage.

2) Trail Maintenance. After RDB's approval of the finalized 5year NNP Trail Management Plan by NPS, Nyungwe Nziza will identify and recruit at least two trail crew volunteers from NPS, who would spend up to about three months in the park, building the capacity of NNP staff and the local trail maintenance cooperative members in the implementation of the trail management plan. The same team will be a resource in the finalization and placement of new signage in the park.

**Specific Tasks and Timeline:**

- Prototypes developed for all categories of signage (**April – May 2012**);
- RDB approves prototypes (**June 2012**);

- Coordinate with RDB to secure approval of the Trail Management Plan (**April – May 2012**);
- Development and production of all remaining signage (**June – August 2012**);
- Recruitment and fielding of 2 NPS Trail crew specialists (**April – September 2012**).

**Project Staff Responsibilities:**

- Develop SOW, engage and oversee work of local graphics designer to develop signage prototypes;
- Develop SOW for trail crew volunteers, identify and recruit suitable candidates.
- Oversee design and production of signage prototypes;
- Liaise with RDB and on prototype development and facilitation of the trail crew volunteers;
- Subject to RDB approval of prototypes, developed all remaining signage and competitively select a local contractor to produce all Park signage;

**STTA Needs:**

- Local graphic designer

**Benchmarks and Timeline:**

- Signage prototypes developed and submitted to RDB for review and approval (**June 2012**);
- Subject to RDB approval of prototypes, all new Park signage in place (**December 2012**).

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| <b>Activity 6:</b>                           | <b><i>Upgrade trails</i></b>  |
| <b>SO7 Result Supported:</b>                 | Number of units of ecotourism infrastructure built, refurbished or equipped   |
| <b>Location:</b>                             | Nyungwe National Park   |
| <b>Target Direct Beneficiaries:</b>          | RDB, tourists, tour operators and all other project stakeholders will benefit from improved signage in the Park.  |
| <b>Expected Duration:</b>                    | 6 – 7 months  |
| <b>Implementing Partner:</b>                 | USNPS, local engineering firm.  |
| <b>NNP General Management Plan Reference</b> | <b>Action 2.2 Finalize and implement the NNP trails plan</b><br>The development of new trails and the ongoing maintenance requirements of the existing trails are dealt with in the NNP Trails Plan, which is currently under development |
| <b>Critical Issues:</b>                      | <b>Nyungwe Nziza trails work is contingent upon RDB validation of the Five Year Trails Management Plan developed in</b>   |

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|  | <b>collaboration with the USNPS. Additionally, RDB has not as yet obtained the Ministry approval required under Article 87 of the Organic law on Environment for planned works for the renovation of the boardwalk in Kamiranzovu.</b> |
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|------------------------|----------|
| <b>Estimated Cost:</b> | \$50,000 |
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**Objectives:** Support RDB in:

- Improving and standardizing daily trail maintenance in the park;
- Mitigating the environmental impacts of trail use and increase visitor safety;
- Enhancing the visitor experience in the Park;
- Increasing easy access to the park by the targeted market segments.

**Rationale:**

Nyungwe National Park has an extensive network of walking trails, which are a vital part of the NNP's tourism product. However, these trails are constantly being impacted by vegetation growth and soil erosion from water run-off, hence the constant need for repair and maintenance activities to keep trails open and safe for visitors. With the assistance of the USNPS Trail Specialists, NNP Trail Management Plan and trail maintenance manual was developed, with detailed recommendations on the required improvements particularly on the most popular trails. Major emphasis was accorded to upgrading the Karamba trail into a *recreational trail*, placement of accommodation facilities (cabins) along the 42 Km Congo Nile Divide Trail, and given its moderate difficulty, making the first 7 km of Congo Nile Divide into a day walk complete with toilets and picnic facilities. Our planned improvements on these two trails will be done alongside the originally scheduled replacement of the boardwalk in Kamiranzovu swamp and upgrading of the Canopy Walk Trail, along with any other urgent trails repair highlighted in the trails plan.

**Methodology:**

After RDB's validation of the Five Year Trail Management Plan, Nyungwe Nziza will identify and recruit at least two trail crew volunteers from NPS, who will spend up to about three months in the park, building the capacity of NNP staff and the local trail maintenance cooperative members in the implementation of the above earmarked trail developments as well as providing guidance in upgrading any other trails as per the plan. The same team will be a resource in a related activity of installing new signage in the park.

**Specific Tasks and Timeline:**

- Work with RDB to validate the 5 Year Trail Management Plan (**April – May 2012**);
- Recruitment and fielding of 2 NPS Trail crew specialists (**May– September 2012**)'
- Develop Environmental Review Forms for all new trail activities (**April – May 2012**).

**Project Staff Responsibilities:**

- Coordinate with RDB validating the 5 Year Trail Management Plan;
- Develop SOW for trail crew volunteers, identify and recruit suitable candidates;

- Procure and deliver trail construction materials;
- Coordinate and oversee implementation of activities.

**STTA Needs:**

- NPS Trail Crew Volunteers;
- Local trails engineer.

**Benchmarks and Timeline:**

- Recruitment of 2 NPS trail crew volunteers (**June 2012**);
- Upgrade of Karamba trail (**July 2012**);
- Upgrade of the Congo Nile Divide Trail (**August 2012**);
- Upgrade of the Canopy Walk trail (**September 2012**);
- Replacement of the boardwalk in Kamiranzovu swamp (to be determined – pending authorization of the Minister).

|   |  |
|---|--|
| <b>Activity 7:</b>  | <b><i>Establish visitor attractions focusing on Nyungwe biodiversity and endemism</i></b>  |
| <b>SO7 Result Supported:</b>  | Number of people with increased economic benefits from sustainable NRM and conservation as a result of USG assistance  |
| <b>Location:</b>  | Nyungwe National Park  |
| <b>Target Direct Beneficiaries:</b>   | RDB, tourists, tour operators and communities will all benefit from private sector investors and nearly all project stakeholders will benefit from the development of new tourism products   |
| <b>Expected Duration:</b>   | 6 months   |
| <b>Implementing Partner:</b>  | DAI  |
| <b>NNP General Management Plan Reference</b>  | <b>Action 1.4 Establish visitor attractions focusing on Nyungwe biodiversity and endemism</b>  |
| <b>Critical Issues:</b>   | <b>Development of the Busoro site is contingent upon the approval of the National Concessions Policy, and the requirement that the biodiversity -related tourism product and the accommodation facility be developed simultaneously by either the same or different contractor under a concession agreement.</b> |
| <b>Estimated Cost:</b>  | \$300,000  |
| <p><b>Objectives:</b> Support RDB in:</p> <ul style="list-style-type: none"> <li>▪ Developing a range of quality biodiversity-based tourism products and services, capable of attracting and meeting the needs of international, regional and domestic visitors;</li> <li>▪ Creating employment opportunities in tourism, hence increasing household income.</li> </ul> |  |

- Spreading the impact of tourists further around the Park;
- Providing opportunities for local communities to become involved in and benefit from tourism;
- Providing enough choice for tourists and tour operators to develop competitive itineraries;
- Reduce threats in Busoro and Nshili, two of the more isolated areas of the Park. (According to WCS 2010 data, Busoro and Nshili have some of the highest incidences of threats in the Park, and any accommodation or product development at these sites would contribute significantly to threat reduction.)

**Rationale:** The success of Nyungwe as an ecotourism destination will depend not only on an increased number of people visiting the area, but also on their ability to spend more time and money in the Park. Thus, there is an urgent need to diversify the supply of tourism attractions, activities, services, and products both in and around the Park by focusing on Nyungwe's exceptional biodiversity and endemism.

As a case in point, the Busoro site along the road to Bweyeye offers the possibility of combining a 20 bed accommodation facility with a suspended cable line or a "canopy walk" in the facing valley which would take visitors through the canopies of massive mahogany and other trees, offering both domestic and foreign tourists – particularly bird watchers and adventure travelers - a unique combination of adventure and "biodiversity" tourism.

The accommodation site – an abandoned road camp – lies in a flat plateau that sits to the east of the road and commands tremendous views of the surrounding hillsides, and is directly across from the valley where a cable line or canopy walk could be installed. Since the road to Bweyeye gradually descends into a river valley, this particular site offers a spectacular platform that extends quite a way to the east. No utilities are currently in place, but the site's accessibility and proximity to new birding opportunities identified by the USNPS birding experts make it an ideal location for development.

Finally, there is an untapped potential in the development of other visitor attractions focusing on the Park's biodiversity and endemism, including the Owl-faced monkeys in the southern part of the Park (Nshili) and establishment of a modern orchid viewing garden and trail at Uwinka or Gasare (per Diane Gayer's recommendation).

**Methodology:**

- 1) *Busoro development.* We will take advantage of Ian Green's presence in country to assist us in exploring options for the development of a biodiversity-focused cable, canopy walk or similar product at the Busoro site.
- 2) *Owl faced monkey viewing.* As a start and in response to RDB's request in the development of Owl-faced monkey tourism product in NNP, Nyungwe Nziza will liaise with WCS to identify a suitable candidate to conduct a feasibility study on the future habituation and positioning of Owl -faced monkey viewing as a new tourism product.
- 3) *Orchid garden and trail.* Nyungwe Nziza will coordinate with RDB's Chief Park Warden and Dr. Fischer - the author of the "Plants of Nyungwe National Park" on the possibility

of providing assistance towards development of an orchid garden around Uwinka or at Gasare. Any support to this effort would be limited to upgrading the trail to recreational standard, and not to the collection of specimens, and contingent upon RBD developing a maintenance plan for the orchids/garden.

**Specific Tasks and Timeline:**

- Liaise with WCS about potential environmental impacts and develop Environmental Review Forms for new activities as required (**April – June 2012**);
- Work with WCS to identify and recruit a suitable candidate to conduct owl-faced monkey feasibility study (**August – November 2012**);
- Coordinate with RBD – NNP and Dr. Fischer in the development of Uwinka orchid garden and trail (**June – August 2012**).

**Project Staff Responsibilities:**

- Initiate discussions with WCS on the possible environmental impacts of the above activities;
- Develop SOW for Owl-faced monkey feasibility study and select suitable candidate.

**STTA Needs:**

- Canopy walk/cable line engineer (Ian Green);
- Primatologist/Owl-faced monkey Specialist.

**Benchmarks and Timeline:**

- Concept paper on biodiversity related tourism products for Busoro developed (**October 2012**);
- Assessment report on the Owl-faced monkey as a potential tourism product (**December 2012**).

### 5.1.2 PIR 2: IMPROVED MARKETING AND PROMOTION OF NYUNGWE AMONG TARGETED SEGMENTS

From the Nyungwe National Park's General Management Plan (2012 – 2021):

*Action 2.6 Carry out NNP marketing and promotional activities. To complement the efforts under this objective to improve NNP visitor services and, under Objective 1, to develop new tourism products, it will be important to strengthen the marketing of NNP visitor attractions and activities over the lifespan of this management plan. In this regard, many components of an NNP marketing plan have already been developed, and what is now needed is for these components to be consolidated into a single plan to guide future marketing activities. The first stage under Action 2.6 will therefore be to consolidate and finalize the NNP marketing plan, as a basis for other marketing activities under this management action. The work to consolidate the plan will be carried out in collaboration*

with key tourism industry partners to ensure that the marketing activities set out in the plan are realistic and appropriate.

### Indicators and cumulative third year targets

| PIR 2: Improved Marketing and Promotion Of Nyungwe among Targeted Segments   |   |               |
|--|---|---------------|
| Indicator  | Definition  | Target Year 3 |
| <b>Indicator 7.4.1.2.1:</b> Percent increase in number of visits from United States and United Kingdom-based tourists                      | Percent increase in number of visits from United States and United Kingdom-based tourists   | 150%          |
| <b>Indicator 7.4.1.2.2:</b> Number of people attending annual promotional events held in or about Nyungwe                                  | Promotional event is defined as the communication link between NNP and potential tourists for the purpose of influencing, informing, or persuading a potential tourist's "purchasing" decision. | 350           |
| <b>Indicator 7.4.1.2.3:</b> Number of social media channels discussing NNP in a positive light   | Social media' is a group of channels and networks people use to communicate and interact with each other using the Internet.  | -<br>-        |
| <b>Indicator 7.4.1.2.4:</b> Number of blogs discussing NNP in a positive light   | Shared on-line journal where people can post diary entries about their personal experiences.  | 3             |
| <b>Indicator 7.4.1.2.5:</b> Number of on-line marketing products developed   | Marketing of Nyungwe products over the Internet   | 2             |
| <b>Indicator 7.4.1.2.6:</b> Private sector interest for the development of Nyungwe –Lake Kivu circuit                                      | Number of expressions of interest from inbound and outbound tour operators in developing this product, measured as a percent of total operators interviewed.                                    | N/A           |
| <b>Indicator 7.4..1.2.7 :</b> Number of NNP's promotional materials used in key travel industry events in United States and United Kingdom | Number of variety of project promotional materials used by RDB and private tour operators in key industry events  | 5             |

## Activity summaries

|  |  |
|--|--|
| <b>Activity 1:</b>   | <b>Conduct targeted marketing for NNP</b>  |
| <b>SO7 Result Supported:</b>   | Improved market information/ intelligence  |
| <b>Location:</b>   | Kigali, NNP, London, UK and Washington DC or New York City, USA  |
| <b>Target Direct Beneficiaries:</b>  | RDB Tourism – Marketing; all project stakeholder benefit from improved marketing for NNP.  |
| <b>Expected Duration:</b>  | 12 months  |
| <b>Implementing Partner:</b>   | DAI , SW Associates  |
| <b>NNP General Management Plan Reference:</b>  | <p><b>Action 2.5 Improve Nyungwe visitor information materials and events</b> (An important aspect of delivering a premium tourism product in NNP is to ensure that visitors are provided with high quality information materials about the park itself, as well as the various visitor attractions and activities on offer).</p> <p><b>Action 2.6 Carry out NNP marketing and promotional activities</b> (To complement efforts under the objective of improving NNP visitor services and development of new tourism products, it will be important to strengthen the marketing of NNP visitor attractions and activities over the lifespan of this management plan).</p> |
| <b>Estimated Cost:</b>   | \$30,000   |
| <p><b>Objectives:</b> Support RDB to:</p> <ul style="list-style-type: none"> <li>▪ Improve NNP visitor information among local, regional and international markets;</li> <li>▪ Widen and expand NNP’s market base in the niche markets (UK, US and domestic);</li> <li>▪ Increase consumer and trade awareness of NNP’s biodiversity in the local, regional and international markets.</li> </ul> <p><b>Rationale:</b></p> <p>According to the results of the Optimized Pricing Survey by DAI and USNPS (March 2012), lack of high quality information materials on the park itself, as well as the various visitor attractions and activities on offer was strongly highlighted as one of the major constraints hindering visitation of NNP. Visitors need to be provided with information on specific NNP visitor activities/products, pricing and attractions, including what the visitors can expect to see, what is involved in undertaking the available tourism activities (especially concerning strenuous or hilly trails that may be difficult for older visitors), and how much time is needed. Providing visitors with realistic information regarding chimp trekking, including the likelihood of seeing chimps and how long is involved, will be especially important, as many visitors coming to Nyungwe for chimp viewing have high expectations which are not always met. Visitor information on the transport options for getting to and around the NNP will also be needed for those visitors who use public means to travel to the park, as well as the available accommodation facilities in and around the park.</p> |  |

**Methodology:**

During Year 2 of the project implementation, an array of promotional materials were developed, including a small format trail guide, separate trail brochures, a general brochure, a birding brochure and park merchandise. During Year 3, Nyungwe Nziza will:

- 1) In partnership with Scott Wayne and RDB marketing, develop a Nyungwe Market Strategy, basing on the current tourism trends and Nancy Cockerel's NNP market profiles report;
- 2) Focusing on Nyungwe, backstop RDB's participation at the upcoming UK Bird Fair, the World Travel Market (WTM) in London, ITB in Berlin, and the African Travel Associations (ATA) U.S.-Africa Tourism Seminar;
- 3) Explore the costs and modalities required to engage the Africa Travel Association (ATA) to conduct a promotional road show for NNP in the U.S. (This is a carryover from Year 2);
- 4) Produce a list of the frequently asked questions (FAQs with answers) about NNP, to be made available on line and in print;
- 5) Given their success, produce additional copies of already developed materials (i.e. general park brochure, separate trail brochures, birding brochure, park and pictorial DVDs) for wider distribution among tour operators, park reception offices in NNP/Kigali and at some of the prominent hotels in country;
- 6) Develop new promotional/marketing materials including chimp tourism leaflets, a bird checklist for NNP, brochures for the Source of the Nile, Congo Nile Divide and Kamiranzovu Trails, and a bird watcher segment for RDB's Nyungwe link;
- 7) Produce the revised and reformatted version of the small format trail guide;
- 8) In partnership with Scott Wayne Associates, pitch 10 popular TV programs and publications to explore different opportunities of featuring NNP. These could include programs such as Adventures with Purpose, National Geographic, and Discovery Channel programs such as Planet Earth and Animal Planet. We will explore different opportunities of featuring NNP in any of these programs;
- 9) Promote six articles and facilitate publication of Nyungwe-related articles in international, regional and/or local newspapers and magazines, travel websites, blogs and social media-related travel sites. Collaborate with journalists such as Jeremy Head in identifying and assisting with placement of features and/or versions of the features with additional international, regional local newspapers and magazines, and websites;
- 10) Select and conduct a FAM trip of journalists (both trade and consumer) to NNP. Journalists will be selected according to the priority of geographic (US, UK, Australia, Germany and Canada) and segment markets (wildlife, adventure, bird-watching, independent travelers); and
- 11) Facilitate Cosmos Factory (Australia) on the scheduled production of a 3-part documentary series (Nyungwe portion) about the wildlife and people of the Nile River. The documentary will be shown on Austrian television and syndicated to National Geographic for US audiences.

**Specific Tasks and Timeline:**

- Development of Nyungwe Market strategy (**June – August 2012**);
- Production and distribution of already developed promotional materials (**April – June 2012**);
- Produce the revised and reformatted version of the small format trail guide and arrange sale modalities with RDB (**April - May 2012**);
- Initiate discussions with ATA on ATA road shows for NNP (**June – July 2012**);
- Pitch popular TV programs and publications to explore different opportunities of featuring NNP in their programs. (**June – August 2012**);
- Facilitate publication of Nyungwe-related articles in local and regional newspapers and magazines, as well as in flight magazines depending on cost (**May – December 2012**);
- Conduct a FAM trip of journalists to NNP. (**April – May 2012**).

**Project Staff Responsibilities:**

- Develop new brochures and promotional materials;
- Coordinate and organize the fam trip for journalists;
- Coordinate with RDB-Marketing for the publication of Nyungwe articles in regional magazines;
- Coordinate with RDB on modalities for selling small format trail guide;
- Evaluate print media coverage and monitor impact.

**STTA Needs:**

- Local graphics designer and a printing firm;
- Tourism Market Analyst (Scott Wayne).

**Benchmarks and Timeline:**

- All Year 3 previous and new marketing materials produced and disseminated (**July 2012**);
- RDB-NNP participation at UK Bird fair and WTM (**November 2012**);
- At least 3 Nyungwe article published in the regional media (**October 2012**);
- One fam trip for journalists conducted (**June. 2012**);
- A completed Market Strategy for NNP (**September 2012**).

|   |  |
|---|--|
| <b>Activity 2:</b>                            | <b><i>Upgrade e-marketing and use of new media to promote NNP</i></b>  |
| <b>SO7 Result Supported:</b>                  | Improved market information/ intelligence  |
| <b>Location:</b>                              | Washington, USA  |
| <b>Target Direct Beneficiaries:</b>           | RDB Tourism – Marketing; tour operators, tourists and all project stakeholders.  |
| <b>Expected Duration:</b>                     | 7 - 9 months   |
| <b>Implementing Partner:</b>                  | DAI, Scott Wayne Associates  |
| <b>NNP General Management Plan Reference:</b> | <b>Action 2.6 Carry out NNP marketing and promotional activities</b><br>(To complement efforts under the objective of improving NNP visitor services and development of new tourism products, it will be important to strengthen the marketing of NNP visitor attractions and activities over the lifespan of this management plan). |
| <b>Estimated Cost:</b>                        | \$100,000  |

**Objectives:**

- Increase availability of NNP’s multimedia content in the public sphere;
- Increase number of visitors and information requests on RDB’s Nyungwe page;
- Backstop RDB in upgrading the Nyungwe pages on RDB’s *rwandatourism.com*.

**Rationale:**

*RDB’s rwandatourism.com/Nyungwe*. Lack of sufficient electronic information about NNP still poses a great challenge in attracting more visitors to the park. Over the past 2 work plans, we had established a separate website for the project with the intent of handing it over to RDB as the *rdw.rw* website began to take form and substance. Following RDB’s recent recruitment of a new Marketing Director and Website Design specialist during year 2, we were reassured that RDB had acquired enough capacity to upgrade and maintain the *rwandatourism.com* website. Thus, through technical assistance from SW Associates, we embarked on the process of transferring the 25 pages of content developed under the project website to the *rwandatourism.com/Nyungwe* website. We now expect this website to be fully functional by the end of May 2012, with a reorganized menu structure, new and updated content, Facebook and Twitter Links, and an integrated mapping functionality.

**Methodology:**

During Year 3 of implementation, Nyungwe Nziza and SW Associates will continue to assist RDB to enhance the Nyungwe pages on *rwandatourism.com* with high resolution images of NNP’s landscape, videos, wildlife, available accommodation, general park information and visitor-generated stories on this site. The site will also include separate pages for chimp trekking and bird watching and downloadable (pdf) versions of the trail guides. Scott Wayne Associate’s (SWA) Web marketing specialists will also initiate ways of maximizing the new site to other websites related to wildlife, birding, conservation and the environment to help launch viral marketing for NNP.

In an effort populate more online visibility for NNP, Nyungwe Nziza will also be working with DAI’s Home Office marketing team to develop a project newsletter featuring success stories

and showcasing the work that the project is undertaking. This two-page quarterly newsletter written with a crisp, concise journalistic style will highlight information that can be used for meeting reporting requirements for USAID, including but not limited to:

- Project accomplishments;
- Implementation updates;
- Stakeholder profiles;
- NNP news updates; and
- Upcoming milestones, project tasks and local opportunities.

The newsletter will be distributed via email listserv and also housed on the Nyungwe Nziza project page on the rwandatourism/Nyungwe website. It will primarily function as a distribution tool—with promise to reach a larger target audience—for the timeliest and/or marketable newsletter articles.

**Specific Tasks and Timeline: (May – October 2012):**

1. Publish, upload and distribute print copies the project newsletter via email listserv and on Nyungwe pages.
2. Obtain, organize, edit and expand NNP content:
  - a. Continue to complete NNP web pages with more quality content related to NNP target markets;
  - b. Continue to post text, photos and video to the system for immediate visibility on the site;
  - c. Content from existing sources working in and around NNP;
  - d. Traveler-generated content that matches with target markets (i.e. bird watchers, primate fans, adventure and eco travelers);
  - e. Leverage Google Earth, Google Maps, Wikiloc and other location based sites, as appropriate, for the benefit of the site.
- 2) Optimize pages for search engines:
  - a. Identify and place key words throughout NNP pages;
  - b. Create optimal internal links and submit site map to Google and other search engines.
- 3) Identify and obtain links to NNP pages:
  - a. Could include YouTube, Expedia/TripAdvisor, travel blogs and forums, and other travel-related websites, including tour operators;
  - b. Focus would be on writers, bloggers and photographers who cover subjects related to NNP.
  - c. Solicit links and content from local tour operators and related accommodations.
- 4) Establish and maintain NNP pages on YouTube, Facebook, and Twitter.
- 5) Maintain content on weekly or biweekly basis:
  - a. Maintain updated NNP pages;
  - b. Produce reports on web page visitor tracking.

**Project Staff Responsibilities**

- Develop SOW for STTA;
- Provide and edit online marketing content with STTA;
- Finalize and publish the project newsletter.
- Reporting and monitoring progress.

**STTA Needs:**

- Tourism E-marketing and Web Designer/Development Specialist.

**Benchmarks and Timeline:**

- NNP web pages fully functional on Rwandatourism.com (**June 2012**) with updates; made and new content added monthly (**October 2012**);
- Development of the project's newsletter – 1<sup>st</sup> edition (**June 2012**).

### 5.1.3 PIR 3: IMPROVED INTEGRATION BETWEEN COMMUNITIES AND THE ECOTOURISM VALUE CHAIN

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

#### *Indicators and third year targets*

| PIR 3: Improved Integration between Communities and the Ecotourism Value Chain                                  |  |               |
|---|--|---------------|
| Indicator   | Definition   | Target Year 3 |
| <b>Indicator 7.4.1.3.1:</b> Threat levels in selected critical buffer zone areas reduced (percentage reduction) | Reduced instances of threats to NNP (snare, fire, mining, etc.) around Nyungwe Nziza-supported communities | 0%            |
| <b>Indicator 7.4.1.3.2:</b> Number of community-based attractions and tours available for sale                  | Number of consolidated ecotourism and related small to medium enterprises (SME) that are fully operational | 2             |

| <b>PIR 3: Improved Integration between Communities and the Ecotourism Value Chain</b>                      |   |                      |
|--|---|----------------------|
| <b>Indicator</b>   | <b>Definition</b>   | <b>Target Year 3</b> |
| <b>Indicator 7.4.1.3.4</b> : Number of consolidated ecotourism and related SMEs that are fully operational | Number of consolidated ecotourism and related SMEs that are fully operational   | 2                    |
| <b>Indicator 7.4.1.3.5</b> : Number of community/private sector partnerships developed and in operation    | The number of partnerships developed between Nyungwe Nziza, communities and the private sector for the development of community ecotourism and related products | 2                    |
| <b>Indicator 7.4.1.3.6</b> : Amount of private sector resources leveraged for community initiatives        | The amount of funding in US dollars leveraged from the private sector by Nyungwe Nziza for the development of community initiatives                             | \$500K               |

**Activity summaries**

|  |  |
|--|--|
| <b>Activity 1:</b>   | <b>Build capacity of Impact Nyungwe Contest winner cooperatives in business management</b>                             |
| <b>SO7 Result Supported:</b>   | Number of people with increased economic benefits from sustainable NRM and conservation as a result of USG assistance. |
| <b>Location:</b>   | NNP  |
| <b>Target Direct Beneficiaries:</b>  | Rural communities around NNP   |
| <b>Expected Duration:</b>  | 9-12 Months  |
| <b>Implementing Partner:</b>   | DAI, Local Business Development Services (BDS) consulting firm   |
| <b>NNP General Management Plan Reference:</b>  | <b>Action 2.2 Assist income-generating groups with business approaches in order to achieve financial viability</b>     |
| <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ Strengthening Impact Nyungwe Contest winner’s business management and entrepreneurial skills in order to become viable enterprises;</li> <li>▪ Train and organize selected cooperative executive committee members where applicable to ensure effective day-today management of cooperatives as business enterprises;</li> <li>▪ Provide back-stopping and mentoring the trained targeted cooperative members as required.</li> </ul> |  |

**Rationale:**

Based on capacity needs assessments report conducted during end of Year 2, capacity building – from the basics of cooperative development, function and management, to enterprise development is required for all the four cooperatives. Specific issues include:

- *Principles of Cooperative Management and Governance* - cooperative members are not fully aware of their rights and obligations for them to operate as strong organizations;
- *The general absence of bookkeeping records* - it is important that basic record keeping be enforced, as this is already required for any Business enterprise to succeed;
- *Lack of budgeting and action planning are not part of the management systems of the cooperatives*. The fact that no approved budgets exist despite the requirement by law is an obvious management flaw among other related gaps.

**Methodology:**

Drawing on the capacity and training needs assessment conducted in Year 2, each grant awarded in Year 2 has resources for tailored training and capacity building activities. Nyungwe Nziza requested RFPs for cooperative business skills capacity building to seven BDS firms in Kigali and the submission date for their bid proposals was March 12, 2012. We have begun the process of evaluating proposals and will competitively select BDS service providers to provide this training beginning in the first quarter of Year 3.

**Specific Tasks and Timeline:**

- Develop SOW to conduct training and capacity of Impact Nyungwe Contest winners (March 2012);
- Based on scopes of work, competitively select BDS service providers to work with and train communities (April 2012);
- Contract signing between Nyungwe Nziza project and the selected firm to build capacity for Impact Nyungwe contest winners (April - May 2012);
- Conduct trainings among the targeted cooperatives by the BDS firm (May 2012);
- Monitor Training implementation (May 2012 - June 2013).

**Project Staff Responsibilities:**

- Develop and send out the SOW for service providers to bid;
- Review and select the best proposal/firm to conduct trainings;
- Send official communication to the bidders about their results;
- Develop training agreement between Nyungwe Nziza Project and selected BDS firm;
- Coordinate with cooperatives, BDS to identify participants for the training;
- Monitoring and evaluation of the training delivery to cooperative members.

**Benchmarks and Timeline:**

- BDS service providers selected (April 2012);
- Training plan/curriculum developed and approved by Nyungwe Nziza project (April - May 2012);

- At least three viable business plans developed by awardees (December 2012);
- Training reports for each phase (July 2012 - June 2013).

|   |   |
|---|---|
| <b>Activity 2:</b>                            | <b>Conduct a community focused tourism value chain analysis</b>   |
| <b>SO7 Result Supported:</b>                  | Number of people with increased economic benefits from sustainable NRM and conservation as a result of USG assistance, linked with number of people receiving training in tourism management  |
| <b>Location:</b>                              | NNP   |
| <b>Target Direct Beneficiaries:</b>           | Rural communities and private stakeholders around NNP particularly farmers, restaurants and hotels.   |
| <b>Expected Duration:</b>                     | 1 month   |
| <b>Implementing Partner:</b>                  | DAI, Value chain analysis Consultant firm   |
| <b>NNP General Management Plan Reference:</b> | <b>Action 2.1 Assist communities to establish alternative crops that reduce use of park resources</b><br><b>Action 2.2 Assist income-generating groups with business approaches in order to achieve financial viability</b><br><b>Action 2.3 Identify and support innovative community enterprises or concessions</b> |

**Objectives:**

- Explore the best options for accruing tourism benefits to communities around Nyungwe;
- Investigate the structure and working of the tourism value chain around NNP and the economic value generated, and plan and execute actions to enhance the local economic impact of tourism;
- Analyze the current economic impact from tourism with particular focus on how revenues are distributed through the local economy to get the interest of major stakeholders in evidence based discussions on key questions;
- Explore possible ways to create market linkages between local communities and private sector in the area.

**Rationale:**

With four ongoing CBET programs with somewhat similar characteristics but different

locations, we may have reached the saturation point in terms of activities such as cultural villages, handicraft sales, etc., and believe that there is a need to look at the entire tourism value chain<sup>3</sup> - to identify other opportunities for communities to benefit from increased tourism in the park. Value chain analysis focuses on tourism as a system and explores the tourism supply chain in order to identify opportunities for impoverished communities to participate in a wide range of opportunities to provide needed items/supplies/skills, etc., for the front line tourism operators. DAI's experience over a number of years in implementing tourism-oriented and other poverty reduction projects has revealed the power of tourism value chain analysis in identifying optimum situations and conditions in which to intervene.

Value chain analysis will help us to diagnose the community impacts in the demand and supply chain and identify the best interventions to increase community involvement in delivering NNP's ecotourism products which will strengthen the reputation and attractiveness of the tourism product, and improve the ways in which NNP adjacent communities can gain positive economic benefits from the park and any possible ways to partner with the private sector in particular which is crucial in strengthening community support for the NNP's conservation.

#### **Methodology:**

In order to explore the best options for accruing tourism benefits to communities around Nyungwe, Nyungwe Nziza will use DAI's value chain specialist, who, in collaboration with a local value chain specialist and Nyungwe Nziza's Small Business Development Specialist, will under a value chain analysis of Nyungwe's tourism sector, emphasizing the opportunities for community participation in this sector. The analysis will examine the four main tourism sub-chains or Nodes (Accommodation - Hotels, guest houses, Food - Restaurants, intermediaries, farmers, Excursions - Tour operators, transports, communities, and Handicraft -producers, vendors) and will generally follow the outline provided below:

#### Phase 1: Diagnosis

- Step 1 - Preparation (to define the destination, target group of poor, and the project team)
- Step 2 - Map the big picture: enterprises and other actors in the tourism sector, links between them, demand and supply data, and the pertinent context
- Step 3 - Map where the poor participate
- Step 4 - Conduct fieldwork interviews in each node of the chain, with tourists and service providers
- Step 5 - Track revenue flows and pro-poor income

#### Phase 2: Opportunities

- Step 6 - Identify *where* in the tourism value chain to seek change: which node or nodes?

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<sup>3</sup> The value chain describes the full range of activities which are required to bring a product or service from conception, through the different phases of production (involving a combination of physical transformation and the input of various producer services), delivery to final consumers, and final disposal after use.

- Step 7 - Analyze blockages, options, and partners in the nodes selected, to generate a list
- of possible interventions
- Step 8 - Prioritize projects on the basis of their *impact and feasibility*

**Phase 3: Planning**

- Step 9 - Project planning/activity development.

**Specific Tasks and Timeline:**

- Develop scope of work (SOW) for DAI's value chain specialist and local value chain; specialist and submit necessary approval requests (**May 2012**);
- Implement value chain analysis (**June - July 2012**);
- Final results reporting (**July - August 2012**);
- Issue RFAs based on the analysis, and review and select proposals (**August - September 2012**);
- Develop grant agreements, issue grants (**September 2012**).

**Project Staff Responsibilities:**

- Develop SOWs;
- Coordinate and supervise consultants;
- Reporting and monitoring of activities;
- Oversee drafting of the final report;
- Issue RFAs, review proposals, draft grant agreements.

**STTA Needs:**

- DAI's value chain specialist (Bill Grant) and a local value chain specialist and Nyungwe Value chain analysis Service provider/expert.

**Benchmarks and Timeline:**

- An action plan outlining interventions and significant increase in the flow of income and opportunities to communities around the park (**August 2012**).

|                                     |   |
|-------------------------------------|---|
| <b>Activity 3:</b>                  | <b><i>Support development of new cooperatives or community associations under the Small Grants Fund</i></b>   |
| <b>SO7 Result Supported:</b>        | Number of people with increased economic benefits from sustainable NRM and conservation as a result of USG assistance.  |
| <b>Location:</b>                    | NNP   |
| <b>Target Direct Beneficiaries:</b> | Rural communities around NNP, additional SGF support particularly new groups with viable business concept/ideas to operate as cooperatives including one community as a pilot |

|   |   |
|---|---|
|   | project for value chain development supported by DAI.                                   |
| <b>Expected Duration:</b>                     | 6 Months  |
| <b>Implementing Partner:</b>                  | DAI, local STTA   |
| <b>NNP General Management Plan Reference:</b> | <b>Action 2.3, Identify and support innovative community enterprises or concessions</b> |
|   |   |

**Objectives:**

- –Test” one or two pilot value chain activities among selected community groups, and use these pilots as a mechanism for community associations and/or cooperative development.

**Rationale:**

Although the above value chain analysis will provide us with valuable insight on where to intervene on behalf of the communities, some preliminary analyses conducted by the project suggest that the local production of a variety of quality fruits and vegetables to supply the three hotels around Gisakura would be appreciated by all the hoteliers. Currently, the majority of fruits and vegetables for these establishments comes from Kigali and even Uganda, and in addition to expensive transport charges, there is much loss during transit. Currently, there are no cooperatives currently providing such a service. Establishing a local source of quality fruits and vegetables, via local community groups, would alleviate this problem and at the same time, enable us to begin the process of cooperative development from the ground up.

**Methodology:**

We have received an unsolicited proposal from two community groups from Nyamasheke District (one of the few areas around the park where soils and climate are good for agriculture) requesting material and technical assistance for a pilot vegetable and fruit growing initiative. During Year 3, we will work with these groups to strengthen their proposal and subcontract with a local agronomist to provide technical assistance for implementation. At the same time, we will assist these groups in setting up administrative and governance structures which would lead to their eventual registration as community associations and eventually cooperatives. We will also strengthen their proposal and collaborate with District /Sector agronomist to provide technical assistance for implementation of Fruits and Vegetable project, however in case there is lack of expertise of fruits and vegetable development with the local agronomist we will hire the external specialist to carry out the assignment as well as mentoring the local agronomist.

**Specific Tasks and Timeline:**

- Develop SOW for and contract District/sector agronomist (**June 2012**);

- Contact Gisakura hotels re quantities and varieties (**June 2012**);
- Assist community groups in strengthening unsolicited proposal (**July 2012**);
- Subject unsolicited proposal to formal review and work with the groups to make modifications as required (**July 2012**);
- Issue grant(s) under SGF (August 2012)
- Value chain pilot project initial progress results report (**November 2012**);
- New supported cooperative governance structures in place (**March 2013**).

**Project Staff Responsibilities:**

- Develop SOW for and identify the District/Sector agronomist and cooperative development specialist;
- Assist in revising unsolicited proposal as required;
- Oversee implementation – provide assistance in developing linkages with hoteliers;
- Coordinate and supervise data collection and analysis for the pilot in collaboration with our project M&E specialist;
- Provide assistance in cooperative development;

**STTA Needs:**

- Local agronomist and cooperative development specialist.

**Benchmarks and Timeline:**

- Value chain pilot project and new cooperative set up structure report available (**December 2012**).

|   |  |
|---|--|
| <b>Activity 4:</b>                            | <b><i>Launching 4 CBET activities in Nyungwe</i></b>   |
| <b>SO7 Result Supported:</b>                  | Number of people with increased economic benefits from sustainable NRM and conservation as a result of USG assistance. |
| <b>Location:</b>                              | NNP  |
| <b>Target Direct Beneficiaries:</b>           | Rural communities around NNP   |
| <b>Expected Duration:</b>                     | Over the next 6-8 months   |
| <b>Implementing Partner:</b>                  | DAI, RDB, FON, Banda, KHWC and CTPC  |
| <b>NNP General Management Plan Reference:</b> | <b>Action 2.3 Identify and support innovative community enterprises or concessions</b>                                 |
|   |  |

**Objectives:**

- Officially launch the 4 Impact Nyungwe Contest Winners, FON, KHWC, CTPC and Banda;
- Let the public know and understand the 4 cooperatives' existence and the activities they are involved in;
- Develop strategic alliances among community initiatives with key tour operators, RDB and development organizations around the park.

**Rationale:**

The launch of these community products should enhance their market position and serve as examples to other communities.

**Product Description:**

- **FON Cultural Village** - Friends of Nyungwe (FON) Cultural Village Cooperative is a new product in the area whose objectives is to provide members of the local population with alternative sources of income linked to biodiversity conservation and conduct activities to attract visitors before and after visiting NNP. The cultural village will include a campsite for tourists as well as a restaurant with catering services, agri-tourism with tea tours around the site with the complementary of the King's palace and Rwandan traditions show casing will be available.
- **Cyamudongo Tourism Promotion Cooperative (CPTC) Handicraft Kiosk** -The cooperative started as a handicraft association with the added component of a cultural troop which is active in the District. The cooperative has composed songs which are used in different government gatherings and also participated in Rwanda FESPAD where it won a prize for the Western province. Through Nyungwe Nziza's SGF program, a canteen/handicraft kiosk sale point is under construction near the RDB tourist parking lot which will enable visiting tourists to purchase souvenirs and soft drinks/snacks before and after chimp trekking.
- **KWHC-Kiosk** - The Kitabi Women's Handicraft Cooperative (KWHC) focuses on improving the living conditions of Kitabi women by generating income through the sales of a range of locally made handicrafts, sweaters and refreshments for tourists visiting NNP. Nyungwe Nziza procured 3 sewing machines for sweater production, signage, basic materials for them to open their kiosk and Nyungwe branded T-shirts and hats/caps and providing service delivery to visiting tourists.
- **Banda Cultural Village** - Banda is a cultural destination that inspires the soul with entertaining traditional dances, traditional wedding ceremonies, local banana beer tasting, the ancient King's way of living, millet grinding, and traditional medicine. Crafts are also available for sale and there is a campsite for those wishing to spend an overnight.

**Methodology:**

In collaboration with RDB, we set up an organizing committee and send out invitations to stakeholder and partners for the official launch of the 4 CBET initiatives.

**Specific Tasks and Timeline:**

- Launch of Friends of Nyungwe Cultural Village (**May 2012**);
- Launch of Kitabi Handicraft Women's Cooperative (**August 2012**);
- Launch of Cyamudongo Tourism Promotion Cooperative Handicraft/Refreshment Kiosk (**October 2012**);
- Launch of Banda Cultural Village (**November 2012**).

**Project Staff Responsibilities:**

- Facilitate and collaborate with RDB to send out the invitations to partners to ensure the 4 CBET launch is a success.

**STTA Needs:**

- None at this time.

**Benchmarks and Timeline:**

- 4 CBET programs launched by March 31, 2013.

|   |  |
|---|--|
| <b>Activity 5:</b>                            | <b><i>Provide incremental funding for Impact Nyungwe Contest CBETs</i></b>   |
| <b>SO7 Result Supported:</b>                  | Number of people with increased economic benefits from sustainable NRM and conservation as a result of USG assistance. |
| <b>Location:</b>                              | NNP  |
| <b>Target Direct Beneficiaries:</b>           | Rural communities around NNP, additional SGF support for CBETs to operate as businesses.                               |
| <b>Expected Duration:</b>                     | 2 months, May – June 2012  |
| <b>Implementing Partner:</b>                  | DAI  |
| <b>NNP General Management Plan Reference:</b> | <b>Action 2.2 Assist income-generating groups with business approaches in order to achieve financial viability</b>     |
|   |  |

**Objectives:**

- Review existing grants, and provide incremental funding via grants amendments as required.

**Rationale:**

The original proposals submitted by the four CBETs provided for additional activities that were not selected for support during the first round of grants. Our experience suggest that local community organizations do much better with smaller amounts of funding for specific activities, which can be expanded – or new activities added - once the community gains experience with managing grant funds.

**Methodology:**

In order to consolidate and empower the first four SGF-supported cooperatives, in Year 3 we will: 1) review the existing grants to determine if there is a need to fund additional activities for each cooperative to further their development; and 2) meet each cooperative and discuss priority areas for additional funds. Based on this review we will amend grants as required and seek all necessary approvals from USAID. .

**Specific Tasks and Timeline:**

- Conduct grants review and meet with grantees (**May – June 2012**);
- Amend grants as required and seek USAID approval for amendments (**July 2012**);

**Project Staff Responsibilities:**

- Identify areas for grant amendment for each of the existing grant and amend it accordingly;
- Continue with the implementation of the grant proposal as required.

**STTA Needs:**

- DAI Home Office Assistance for processing amendments.

**Benchmarks and Timeline:**

- Grants amended and approved as required (**August 2012**).

|                                     |  |
|-------------------------------------|--|
| <b>Activity 6:</b>                  | <b><i>Finalize modalities for collaboration with the Akazi Kanoze project</i></b>                                      |
| <b>SO7 Result Supported:</b>        | Number of people with increased economic benefits from sustainable NRM and conservation as a result of USG assistance. |
| <b>Location:</b>                    | NNP, Kigali  |
| <b>Target Direct Beneficiaries:</b> | Rural communities around NNP   |
| <b>Expected Duration:</b>           | 2 months, May – June 2012  |
| <b>Implementing Partner:</b>        | DAI, Akazi Kanoze project  |
|                                     |  |

**Objectives:**

- Develop the modalities for Nyungwe Nziza – Akazi Kanoze collaboration;
- Based on these modalities, develop a collaborative work plan for Year 3.

**Rationale:**

The Akazi Kanoze project is a youth workforce development project financed by USAID and implemented by the Education Development Center (EDC). The project provides youth in Rwanda with market-relevant life and work readiness training and support, hands-on training opportunities, and links into the employment and self-employment job market. Akazi Kanoze graduates have the opportunity to pursue further education and training, obtain gainful employment through a job or internship, and/or start a business or join a cooperative. Akazi Kanoze's goal is to be demand driven in their choice of areas of intervention and ensure effective liaison with USAID's other economic growth initiatives. While the project started with a strong focus on urban areas, especially Kigali, USAID is also interested in exploring how the project could extend to more rural areas. As new products come on board in NNP, particularly for accommodation, there will be considerable demand for skilled labor in construction and related activities. In turn, once the accommodation products are developed, there will be a similar demand for skilled, service-oriented personnel, from room attendants and waiters groundskeepers. Thus, there seems to be a natural fit between the two projects.

**Methodology:**

During the latter part of Year 2, we continued to lay the groundwork for future collaboration with Akazi Kanoze. Specifically, in December 2011, the Akazi Kanoze and Nyungwe Nziza teams conducted a joint field visit to Nyungwe to assess the existing skill gaps and potential markets for trained youth before initiating interventions in Nyungwe. In March 2012, the two teams met again (with WCS as well) to review specific plans to start activities in Nyungwe and tentatively agreed on the following (from the recently submitted EDC proposal):

*Nyungwe Nziza and WCS support cooperatives composed of individuals who used to earn their livelihood from the Nyungwe Forest, but are now pursuing alternative, eco friendly, income generating activities. The cooperatives focus primarily on agricultural activities, such as animal husbandry and beekeeping (WCS); however, there are also opportunities related to ecotourism, such as hospitality and catering, cultural promotion and other services. The partnership would involve an exchange in which EDC/AK could provide cooperatives with training/support in work readiness, entrepreneurship and cooperative management and DAI, through the cooperatives, facilitate youth placements. Initial placement estimates include 100 youth in agriculture, 100 in animal husbandry, 50 in beekeeping, 100 in hospitality and catering, 50 in cultural dance (who would perform at hotels/lodges), 50 in handicraft and weaving, and 50 in construction (including carpentry). Some youth could also be absorbed in road construction. EDC and DAI would work together in supporting the cooperatives in market linkages.*

Nyungwe Nziza and EDC have scheduled additional planning sessions in April 2012, to decide on how and where to collaborate.

**Specific Tasks and Timeline:**

- Develop the modalities for Nyungwe Nziza – Akazi Kanoze collaboration (**April 2012**);
- Based on these modalities, develop a collaborative work plan for Year 3 (**May 2012**).

**Project Staff Responsibilities:**

- Maintain contact and coordinate with Akazi Kanoze in terms of modalities and work plan.

**STTA Needs:**

- None at this time.

**Benchmarks and Timeline:**

- None at this time.

#### 5.1.4 PIR 4: IMPROVED POLICY AND ENABLING ENVIRONMENT FOR ECOTOURISM

Year 3 Nyungwe Nziza policy initiatives will build on previous year efforts in assisting RDB to finalize the National Concessions Policy and Guidelines, and by helping to improve NNP's pricing scheme. Both initiatives are explicitly cited as actions in NNP's General Management Plan. Specifically:

- **Action 1.2: Promote investment in development of new NNP tourism accommodation facilities.** *“Action 1.2 is designed to rectify the fact that there are there were very few activities in the first management plan designed to proactively promote and facilitate private sector investment in NNP tourism development through several targeted activities that are designed to create the conditions necessary to encourage and enable the private sector to invest in the NNP. The first step in creating these conditions will be the finalization of the NNP tourism concession and investment policy, including the provision of appropriate incentives to encourage investors to invest in NNP tourism products, such as concessionary lease terms for the start-up period of new developments.”*
- **Action 2.3 Improve NNP pricing scheme and booking system.** *“Under Action 2.1, this review and revamping of the pricing scheme will be completed and implemented, in order to ensure that the new pricing scheme is simpler and more visitor-friendly.”*

During 3, and in collaboration with Rwanda's Private Sector Federation (PSF), we will also undertake one new policy initiative, a study to determine the impact that the recent increase in the price of gorilla permits (from \$500 to \$750) will have not only on gorilla tourism in Rwanda, but on other tourism products, particularly Nyungwe National Park.

#### **Indicators and cumulative third year targets**

| PIR 4: Improved Policy and Enabling Environment for Ecotourism  |  |               |
|---|--|---------------|
| Indicator   | Definition   | Target Year 3 |
| <b>Indicator 7.4.1.4.1:</b> Increased visitor satisfaction  | Increased visitor satisfaction (through improved product pricing, better trained guides, etc.) Visitor satisfaction is the emotional state of tourists after exposure to the opportunities, products and experiences in NNP) | 20%           |
| <b>Indicator 7.4.1.4.2:</b> Positive policy environment for investment in tourism development in and around NNP | Positive policy environment for investment in tourism development in and around NNP as measured by the Percent increase in private investment dollars in the development of tourism products in and around NNP               | 10%           |

## Activity summaries

|  |   |
|--|---|
| <b>Activity 1:</b>   | <b><i>Work with RDB to optimize NNP pricing for improved visitor satisfaction</i></b>   |
| <b>SO7 Result Supported:</b>   | Number of policies laws, agreements or regulations for sustainable NRM and conservation implemented   |
| <b>Location:</b>   | NNP, Kigali   |
| <b>Target Direct Beneficiaries:</b>  | RDB – Tourism Development, private tour operators and all project stakeholder benefit from more user-friendly entrance fees and increased revenue |
| <b>Expected Duration:</b>  | 4 – 6 months  |
| <b>Implementing Partner:</b>   | DAI, USNPS  |
| <b>NNP General Management Plan Reference</b>   | <b>Action 2.3 Improve NNP pricing scheme and booking system</b>   |
| <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Assist RDB to revamp NNP’s pricing scheme and improve NNP’s booking and payment systems, with the aim of making them more visitor friendly and thereby increasing the attractiveness of NNP to visitors.</li> </ul> <p><b>Rationale:</b></p> <p>One of the reasons given by tourism stakeholders for the low uptake of some of NNP’s alternative visitor activities is the high charges levied on these activities, such as bird watching. Currently, NNP has a complicated visitor activity pricing structure, which depends on the type of activity undertaken, the length of the visitor’s stay, and in the case of trail hiking, the length of the trail involved. For example, a 0-5km trail costs \$40 for a one day permit for a foreign non-resident visitor, while a 5-10km trail costs \$50, and the Congo-Nile Trail (30kms) costs \$120. Chimpanzee watching costs \$90 per day, while other primates cost \$70 per day. Bird watching costs \$70 per day, and camping \$50 per person per day.</p> <p>In sum, the existing NNP is complex to administer and confusing for visitors. In addition, the costs for visitors to the NNP quickly mount up, since visitor activities are currently charged separately. For example, if a visitor undertakes and pays for forest trekking, s/he will, under the existing tariff scheme, not be permitted to undertake bird watching while on the trek, since this is considered a separate activity. The complexity and high costs associated with the NNP’s existing tariff structure undermines the overall attractiveness of the NNP visitor product. At this stage in the development of the NNP’s tourism product, the primary aim should be to increase visitor volumes and build the reputation of the NNP as Rwanda’s leading ecotourism destination, rather than to achieve high revenues from a relatively small number of visitors.</p> <p>Alongside the revamping of the NNP pricing scheme, there is also a need to improve the NNP’s booking and payment systems, also with the aim of making them more visitor friendly</p> |   |

and thereby increasing the attractiveness of NNP to visitors.

**Methodology:**

In March 2012, the draft report on –*Optimization of Activities Fees for Improved Visitor Satisfaction in Nyungwe National Park*” was finalized and circulated to RDB and the private sector for review and comment. The report provides a number of recommendations on simplifying the fee schedule and establishing a clearer process for fee reviews and changes, including:

- **Simplifying the fee schedule, consolidating nature trails and focusing on experiences:**
  - Eliminating trail distances/create one day rate for trails;
  - Adopting an –additional day” rate for trails and bird walks;
  - Aligning birding activity with trails until birding activity becomes more developed;
  - Lowering camping fees;
  - Lowering activity fee rates;
  - Consider adopting a commercial tour package of activities;
  - Eliminating reference to entrance fees;
  - Rounding the fee amounts to more standard currency denominations;
  - Using visitor fees as a marketing tool;
  - Determining fee rate options to match the broader goals of RDB.
- **Establishing a clear process for fee reviews and changes:**
  - Developing and adopting principles of fee collection;
  - Incorporating market information in the fee setting process;
  - Establishing a public participation (consultation process) for proposed fee changes.
- **Use of automated processes/efficiency improvements.**
- **Improving customer service at sales points.**
- **Increasing availability of information about the park.**

On March 16, 2012, Jane Moore, the USNPS Fee Specialist and coauthor of the report did a PowerPoint presentation on the report to RDB, the private sector and USAID. Although the presentation generated considerable discussion and support from the private sector, there was no clear direction on the way forward from RDB other than that the recommendations need to be reviewed and considered by RDB’s Pricing Committee. Thus, we are prepared to work with the Pricing Committee as required but at the same time, we will support the private sector to lobby RDB for change.

**Specific Tasks and Timeline:**

- Circulate the report, via the Tourism Chamber and RTTA, to concerned private sector entities (**April 2012**);
- Work with RDB’s Pricing Committee if requested.

**Project Staff Responsibilities:**

- Liaise with RDB's Pricing Committee;
- Liaise with the Tourism Chamber, RTTA and the private sector.

**STTA Needs:**

- None at this time, although we would be prepared to provide a USNPS Fee Service Specialist to work with RDB's Pricing Committee on the implementation of any or all of report recommendations.

**Benchmarks and Timeline:**

- Pricing report provided to the private sector (**April 2012**).

|  |  |
|--|--|
| <b>Activity 2:</b>                           | <b><i>Assist RDB as requested in finalizing the National Concessions Policy process</i></b>  |
| <b>SO7 Result Supported:</b>                 | Number of policies laws, agreements or regulations for sustainable NRM and conservation implemented  |
| <b>Location:</b>                             | NNP, Kigali  |
| <b>Target Direct Beneficiaries:</b>          | RDB through a reduction in material and human resource opportunity costs, the private sector through increased returns from investment in the Park, and tour operators/tourists who will benefit from private sector expertise in accommodation and other products |
| <b>Expected Duration:</b>                    | 1 month  |
| <b>Implementing Partner:</b>                 | DAI, USNPS   |
| <b>NNP General Management Plan Reference</b> | <b>Action 1.2: Promote investment in development of new NNP tourism accommodation facilities</b><br><b>Action 1.6: Facilitate private investment in appropriate NNP visitor attractions</b>  |

**Objectives:**

- Assist RDB as requested to finalize the concessions policy and guidelines;
- Assist RDB to develop concession agreements.

**Rationale:**

Achievement of NNP General Management Plan Actions 1.2, "*Promote investment in development of new NNP tourism accommodation facilities,*" and 1.6, "*Facilitate private investment in appropriate NNP visitor attractions*" is contingent on Cabinet approval of the National Concessions Policy.

**Methodology:**

During Year 2, Nyungwe Nziza spent considerable time and resources assisting RDB to finalize the National Concessions Policy, draft the “Protected Area Concessions Management Program Guidelines” and develop a Policy Proposal for Cabinet and a Cabinet Paper. We also began the process of assisting RDB to develop business prospectuses for each of the proposed accommodation concession sites, including more detailed site assessments and specific accommodation designs for each of the proposed concession sites. In Year 3, we will also contract with a financial analyst to conduct a market study and financial analysis for inclusion in each prospectus and for purposes of determining an eventual concession fee. (See Section 5.1.1, PIR 1: Nyungwe’s Tourism Products Developed through Increased Private Sector Participation, Activity 3, Support development of new accommodation in and outside the park.)

We understand the Policy is now with RDB’s CEO who is leading additional consultations with stakeholders and that the Policy is expected to be submitted to Cabinet in March/April 2012.

Thus, we are prepared to provide any additional support to RDB to revise the Policy based on the CEO’s additional consultations and/or modify the guidelines as required. Indeed our Policy consultant, Bob Yearout, has several days remaining in his contract for this purpose.

Finally, once the National Concessions Policy is approved, we are also prepared to assist RDB to draft concession agreements and have been in contact with the USNPS who has already begun the search for possible concession agreement specialists.

**Specific Tasks and Timeline:**

- To be determined.

**Project Staff Responsibilities:**

- Follow up with RDB on specific requirements;
- Coordinate and supervise any eventual USNPS STTA/input.

**STTA Needs:**

- USNPS Concession Agreement Specialist.

**Benchmarks and Timeline:**

- None at this time.

|  |  |
|--|--|
| <b>Activity 3:</b>                           | <b><i>Support the Private Sector Federation (the Tourism Chamber and RTTA) to assess the impact of the recent gorilla permit price increase on tourism in Rwanda with particular emphasis on Nyungwe National Park</i></b> |
| <b>SO7 Result Supported:</b>                 | Number of policies laws, agreements or regulations for sustainable NRM and conservation implemented  |
| <b>Location:</b>                             | Kigali   |
| <b>Target Direct Beneficiaries:</b>          | Inbound and outbound tour operators, hoteliers and associated private sector tourism businesses and services   |
| <b>Expected Duration:</b>                    | 2 months   |
| <b>Implementing Partner:</b>                 | DAI, RDB, Private Sector Federation (RTTA, Tourism Chamber)  |
| <b>NNP General Management Plan Reference</b> | N/A  |
|  |  |

**Objective:**

- Determine the impact that the recent increase in the price of gorilla permits (from \$500 to \$750) will have not only on gorilla tourism in Rwanda, but on other tourism products, particularly Nyungwe National Park.

**Rationale:**

The Tourism Chamber, RTTA and Nyungwe Nziza are concerned that RDB's recent and rather arbitrary gorilla permit price increase (from \$500 to \$750) might affect some of the targets and efforts in the implementation of Nyungwe Nziza for the remaining life of project. Moreover, in our discussions with local tour operators, it is clear that these companies are also worried about the repercussions this increase will have on their businesses, especially considering the current economic hardships around the globe.

According to the tour operators, many of their overseas suppliers are now either exploring the possibility of diverting their business to cheaper neighboring destinations like Uganda and DRC, or planning with their clients on rescheduling in country itineraries to visit only 'Gorillas'. Other clients have even cancelled and are requesting for a refund. We were informed by one tour operator who had a key interest in establishing a fixed camp site in Cyamudongo, that given the current internal and external trend of things, he doesn't see any viability of developing something in Nyungwe when he is even anticipating a slump in his clients' confirmations.

Uganda is already capitalizing on RDB's decision considering that the price of permits at Bwindi National Park was maintained at \$500. Moreover, Uganda offers the tourist a more diversified experience with which Rwanda needs to compete. Starting with the gorillas in Bwindi, it's a two hour drive to see the tree climbing lions in the Ishasha Sector of Queen Elizabeth National Park, another two hour drive to Park Headquarters in Mweya to have the traditional savanna wildlife experience including bird watching, and another two hours from

Mweya to Kibaale National Park to go chimp trekking. Tourists with extra time can go to Murchison Falls National Park, and stop by to easily see the chimps at Budongo Forest. Additionally, Nyungwe's unique canopy walk product is also going to be facing competition in the near future. We have recently learned that Ian Green, who designed and built the Nyungwe Canopy Walkway, was in Uganda designing a canopy walk for Kalinzu Forest. As this forest has similar characteristics to those of Nyungwe and is on the road to Queen Elizabeth from Kampala/Mbarara, it will no doubt add another day to the tourist's itinerary, and possibly result in decreased visitation to Nyungwe's Canopy Walkway.

The DRC is also intensifying its gorilla marketing with the recent decrease of their mountain and Grauer's gorilla permit price from \$500 to \$400. We recently encountered a representative from the French tour operator Terre d'Afrique who was leading on a group of 15 travel agents from Belgium on a fam trip to Nyungwe, and the DRC. The DRC portion of the trip – funded by the Government of DRC - included Kahuzi-Biega National Park to see the endemic Grauer's gorillas, travel by boat from Bukavu to Goma and on by road to Virunga National Park to see the mountain gorillas. Should the conflict in Eastern DRC be resolved in the near future, the DRC could become a viable competitor to Rwanda for both gorilla and other products, especially considering that the price of a gorilla ticket in the DRC is now only \$400, often negotiable. On the other hand, it should be noted that increased tourism to the DRC will more than likely benefit Nyungwe; Terre d'Afrique is now developing a Nyungwe – DRC package that will include two nights in Nyungwe.

All of the above is to say that any gorilla pricing decisions in Rwanda need to be based on regional tourism market research and take into account the products, prices and trends in neighboring countries. Gorilla tourism has been and is still a major tourist attraction in Rwanda and most of our efforts are steered at extending visitation and bed nights in country by positioning Nyungwe as an add on product. If indeed all the anticipated fears from the increase in the permit price come to pass, it will be difficult for us to continue to promote Nyungwe as an add on product to Volcanoes National Park let alone develop Nyungwe as a standalone destination. With no doubt, this will impact on the overall visitor numbers to Nyungwe since most (if not all) the tourists that visit the park combine it with the Gorilla trekking.

Given this situation we have been approached by the Rwanda Tourism Chamber and the Rwanda Tour and Travel Association (RTTA) to collaborate on a study to determine the impact that the increase in the price of gorilla permits will have not only on gorilla tourism in Rwanda, but on other tourism products, particularly Nyungwe National Park. A preliminary scope of work for such a study – to be undertaken by an independent consultant or a reputable tourism market analysis company is provided below.

**Methodology:**

Early during Year 3, Nyungwe Nziza will work with RDB and the Private Sector Federation to draft a scope of work for the assessment, work out cost sharing and cooperation modalities, identify potential consultants and or companies with the requisite skills and experience required to undertake such studies and prepare any solicitation documentation as required.

We will also work with the Private Sector Federations (PSF) to oversee and guide implementation of the assessment, including liaising with Scott Wayne Associates for surveys of outbound tour operators.

**Specific Tasks and Timeline:**

- Develop Scope of Work for the assessment (**April 2012**);
- Pre identify independent consultants and/or firms (**April 2012**);
- Work out cost sharing modalities with PSF (**April 2012**);
- Select consultant or firm, and if firm, prepare and issue solicitation documents (**May 2012**);
- Assessment implementation (**June 2012**).

**Project Staff Responsibilities:**

- Provide input to the above tasks;
- Assist in coordinating and overseeing STTA or subcontract.

**STTA Needs:**

- To be determined - independent consultant or a reputable tourism market analysis company.

**Benchmarks and Timeline:**

- Draft report produced and circulated to stakeholders for review and comment (**August 2012**).

### 5.1.5 PIR 5: IMPROVED RDB AND PRIVATE SECTOR CAPACITY FOR ECOTOURISM PLANNING AND MANAGEMENT

Tourism is at the forefront of the Rwanda’s national economy and one of the main engines of economic growth. However it faces several fundamental challenges which if not addressed could affect its continued contribution to the Rwandan economy. One critical issue is the innovative use and development of human capital. This PIR is designed to address this issue by building RDB capacity in four critical areas; assessing the potential environmental impact of tourism in NNP; strengthening NNP and private sector guide and staff interpretation skills; strengthening Rwandan small and medium tourism enterprises skills in accessing private tourism impact investment funds; and increasing RDB’s market analysis skills.

#### *Indicators and cumulative third year targets*

| <b>PIR 5: Improved RDB, Private Sector and Community Capacity for Ecotourism Planning and Management</b>  |   |                      |
|---|---|----------------------|
| <b>Indicator</b>  | <b>Definition</b>   | <b>Target Year 3</b> |
| <b>Indicator 7.4.1.5.1:</b> Number of tours operators /tourism related enterprises applying for impact investment funds                           | The number of Nyungwe Nziza-trained tour operators to submit proposals to access private tourism impact investment funds  | 2                    |
| <b>Indicator 7.4.1.5.2:</b> Increased capacity of targeted community organizations/cooperatives to manage community-based ecotourism initiatives. | Increase capacity will be measured by the percent increase in the number of annual visitors to target sites, income from tourism per capita (by member), and the change in the rate of requests by visitors for information                       | 10%                  |
| <b>Indicator 7.4.1.5.3:</b> Increased capacity of RDB to assess the potential environmental impact of tourism in NNP                              | The ability of RDB to assess the potential environmental impact that increased numbers of tourists could have on key sites in NNP using a Limits of Acceptable Change Approach as determined by the number of sites independently assessed by RDB | 1                    |
| <b>Indicator 7.4.1.5.4:</b> Increased capacity of RDB to use GIS as a park planning and management tool   | Number of reports or presentations generated by NNP management that incorporate GIS mapping and other GIS –related analytical techniques  | 3                    |
| <b>Indicator 7.4.1.5.5:</b> Number of guide certification or other –official recognition” guide training programs in place and functioning        | Number of guide certification or other –official recognition” programs in place and functioning   | -                    |

|   |  |   |
|---|--|---|
| <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 | Number of people trained in market research and analysis | 1 |
|---|--|---|

### Activity summaries

|  |  |
|--|--|
| <b>Activity 1:</b>                           | <b><i>Build capacity of RDB to assess the potential environmental impact of tourism in NNP (Phase 2)</i></b>   |
| <b>SO7 Result Supported:</b>                 | Number of people receiving training in tourism management  |
| <b>Location:</b>                             | NNP, Kigali  |
| <b>Target Direct Beneficiaries:</b>          | RDB/NNP staff by ensuring that any adverse environmental impact from increased tourism at RDB can be planned for and mitigated   |
| <b>Expected Duration:</b>                    | 1 month  |
| <b>Implementing Partner:</b>                 | DAI, RDB, WCS  |
| <b>NNP General Management Plan Reference</b> | <p><b>Action 1.1: Carry out a review of existing NNP Ecotourism Plan as a basis for future tourism product development</b> - An important aspect that will also need to be addressed under Action 1.1 is the need to establish “limits of use” for tourism development in the NNP Tourism High Use Zone.</p> <p><b>Action 4.2 Review and revise Nyungwe tourism regulations</b> - a review of the NNP Visitor Code of Conduct as well as limits of acceptable use on tourism development and visitor use of key attractions and activities</p>       |
|  |  |
| <b>Objectives:</b>                           | <ul style="list-style-type: none"> <li>▪ Identify and assess potential indicators for use in the NNP LAC framework;</li> <li>▪ Select appropriate indicators;</li> <li>▪ Prepare materials required for collecting and compiling data on the indicators and for training those who will conduct the inventories.</li> </ul>  |
| <b>Rationale:</b>                            | <p>In late 2011, Nyungwe Nziza in collaboration with WCS supported an assessment of the impacts of tourism on NNP. The assessment found that although current tourist use is not causing unacceptable impacts to the park resources, NNP management needed to adapt and implement a limits of acceptable change (LAC) framework to ensure that future use does not impact park resources. Specifically, the assessment recommended using an adaptation of the LAC framework used by the United States Forest Service, which would have 10 steps:</p> |

- Step 1. Identify who will be involved, when;
- Step 2. Identify current and planned uses, concerns and issues;
- Step 3. Define and describe Tourism Management Zones (TMZs);
- Step 4. Select indicators of resource and social conditions;
- Step 5. Inventory resource and social conditions using indicators;
- Step 6. Specify standards for resource and social indicators for each TMZ;
- Step 7. Allocate specific locations in the park to TMZs;
- Step 8. Identify management actions;
- Step 9. Implement management actions;
- Step 10. Monitor indicators, compare to standards and repeat steps 8-10 (annually).

Subsequent to the assessment, development and implementation of an LAC framework for NNP was adopted as an Action to in the NNP Management Plan. The development of the LAC framework is scheduled to begin in the first quarter of 2012.

NNP staff, with logistical support from Nyungwe Nziza, is undertaking the first three steps of the LAC without technical support. However, they will require technical support to undertake Step 4, select indicators of resource and social conditions, including preparing field procedures and training material.

**Methodology:**

In March/April 2012, in collaboration with WCS we will contract with our environmental specialist Lane Krahl to work with RDB/NNP staff on selecting indicators of resource and social conditions, including the preparation of field procedures and training materials, and subsequent training of NNP and possibly selected park staff from Akagera and Volcanoes National Park.. Mr. Krahl will also work with and train RDB staff on implementing the remaining steps of the LAC process. Mr. Krahl's consultancy has been approved by USAID for the period from o/a April 9 to May 3, 2012.

**Specific Tasks and Timeline (April – May 2012):**

- Review the results from Steps 2 and 3, identify relevant broad categories of indicators, and establish criteria for indicator selection;
- Review routine data collection and identify potential indicators already collected (or that could be indicators with minor modifications);
- Review relevant literature and solicit input from NNP staff and appropriate technical partners/stakeholder to identify possible indicators;
- Facilitate a meeting of NNP staff and appropriate technical partners/stakeholders to select indicators for use in the NNP LAC framework;
- Prepare material for collecting indicators;
  - Monitoring manual (documenting data collection and processing protocols)
  - Field data forms
  - Staff training plan
- Work with NNP and WCS personnel to identify the requirements for a computer data base for the implementation of the framework and data entry protocols.

**Project Staff Responsibilities:**

- Development SOW in collaboration with RDB and WCS;
- Coordinate and supervise STTA;
- Liaise between STTA and RDB and WCS;
- Reporting and monitoring of activities.

**STTA Needs:**

- Environmental Specialist with experience in using an LAC approach (Lane Krahl).

**Benchmarks and Timeline:**

- A list of selected indicators with documentation of how and why they were selected. (**May 2012**);
- NNP LAC Indicator Monitoring Manual with field data forms (**May 2012**);
- NNP LAC Indicator data collection training plan (**May 2012**).

|  |   |
|--|---|
| <b>Activity 2:</b>                           | <b><i>Strengthen NNP and private sector guide and staff interpretation skills</i></b> |
| <b>SO7 Result Supported:</b>                 | Number of people receiving training in tourism management                             |
| <b>Location:</b>                             | NNP, Kigali   |
| <b>Target Direct Beneficiaries:</b>          | NNP and private sector guides and staff   |
| <b>Expected Duration:</b>                    | 3 month   |
| <b>Implementing Partner:</b>                 | DAI, RDB/NNP, KCCEM, National Association for Interpretation (NAI)                    |
| <b>NNP General Management Plan Reference</b> | <b>Action 4.1 Improve the capacity of NNP tourism staff</b>                           |
|  |   |

**Objectives:**

- Develop and implement a Certified Interpretive Guide (CIG) program for RDB guides;
- Develop and implement a Certified Interpretive Host (CIH) program for RDB/NNP Staff who has public contact but does not deliver interpretive programs to the public.

**Rationale:**

With the anticipated expansion of tourism activities in NNP over the lifespan of the new General Management Plan, it will be especially important to improve the capacity of NNP's tourism staff, especially those staff that interacts with visitors. Strengthening NNP staff's interpretation skills – defined as a mission-based communication process that forges emotional and intellectual connections between the interests of the audience (the tourists) and the

meanings inherent in the resource (the Park) - is a critical aspect in building NNP staff capacity.

**Methodology:**

In March 2012, we initiated discussions with the US-based National Association for Interpretation<sup>4</sup> on possible collaboration in training NNP guides. NAI and Nyungwe Nziza have tentatively agreed on three possible areas of collaboration:

The Certified Interpretive Guide (CIG) program. This program is designed for anyone who delivers interpretive programs to the public. It combines both the theoretical foundations of the profession with practical skills in delivering quality interpretive programming to visitors. This 32-hour course includes:

- History, definition, and principles of interpretation
- Making programs purposeful, enjoyable, relevant, organized, and thematic
- Using tangible objects to connect audiences to intangible ideas
- Universal concepts in interpretive programs
- Presentation and communication skills
- Certification requirements (50-question literature review; program outline; 10-minute presentation)

The Certified Interpretive Host (CIH) program. The CIH program is designed for new hires, seasonal employees, volunteers, maintenance workers, receptionists, law enforcement or anyone who has public contact but does not deliver interpretive programs to the public. It covers the basics of interpretation, customer service and hospitality, and uses informal interpretation to support the agency mission. This 16-hour course includes:

- History, definition, and principles of interpretation
- How to provide great customer service
- Hospitality and communication skills
- NAI Certification requirements (open book exam; video exam)

Train the Trainers courses. Train the trainers course for NAI are specifically for training guides with four years of full-time experience or those with college degrees to enable them to train and certify other guides in NAI's name. The course does not confer certification on trainers, which would be required before they would be able to certify others, but it does prepares them to submit additional written materials for peer review and provide them with the information they will need to train others as guides. This can be a challenging course if the trainers have

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<sup>4</sup>NAI is a not-for-profit professional association for those involved in the interpretation of natural and cultural heritage resources in settings such as parks, zoos, museums, nature centers, aquaria, botanical gardens, and historical sites. For more than 50 years, NAI has encouraged networking, training, and collaboration among members and partners in support of inspiring leadership and excellence to advance heritage interpretation as a profession. NAI's growing network of members includes volunteers, docents, interpreters, naturalists, historians, rangers, park guards, guides, tour operators, program directors, consultants, academicians, planners, suppliers, and institutions. By 2008, NAI had 5,000 members in over 30 countries with three international affiliate organizations: NAI-Greece, NAI-Korea, and NAI-China.

not previously had advanced educational opportunities.

In order to develop courses that are tailored to NNP, early during Year 3, we will contract with NAI to conduct an assessment of guide training needs and prepare a detailed training plan.

**Specific Tasks and Timeline:**

- Contract with NAI to conduct training needs assessment and prepared a detailed training plan (**April – May 2012**);
- Work with RDB and NAI to develop an interpretation certification training program for year 3 (**April – May 2012**);
- Develop scope of work and contracting mechanism with NAI for training plan implementation (**July 2012**);
- Undertake training (**July – December 2012**).

**Project Staff Responsibilities:**

- Develop program and SOW in collaboration with RDB and KCCEM;
- Draft contract with NAI;
- Coordinate and supervise STTA;
- Liaise between STTA and RDB and KCCEM;
- Oversee training implementation;
- Reporting and monitoring of activities.

**STTA Needs:**

- Certified CIG, CIH and TOT trainers for training needs assessment and training implementation.

**Benchmarks and Timeline:**

- Training plan developed (**August 2012**);
- At least 30 guides and 10 support staff are certified by NAI (**December 2012**).

|                                     |   |
|-------------------------------------|---|
| <b>Activity 3:</b>                  | <b><i>Help bring Rwandan tourism SMEs up to standards where they can access private tourism impact investment funds</i></b> |
| <b>SO7 Result Supported:</b>        | Number of people receiving training in tourism management   |
| <b>Location:</b>                    | NNP, Kigali   |
| <b>Target Direct Beneficiaries:</b> | Rwanda tour operators and other tourism-related SMEs  |
| <b>Expected Duration:</b>           | 1 month   |
| <b>Implementing Partner:</b>        | DAI, STTA   |
|                                     |   |

**Objectives:**

- Provide training to selected local SMEs in the criteria and standards for “investment readiness” in order to access tourism-related impact investment funds;
- Develop a training and brokerage program for Rwandan tourism businesses interested in investing in the development of tourism products in and around NNP.

**Rationale:**

Impact Investment is a broad new financial “asset class” comprised of public, private and nonprofit investors who strive to achieve blended economic, environmental, and social value. These investors target social ventures in the “missing middle,” that are too large to be eligible for microfinance lending, yet too small, lacking in capacity, or risky to attract investment from major international firms. These ventures typically receive \$50,000 to \$2 million investments to scale market-based solutions that address social and environmental issues.

The majority of impact investors use their own measurement tools or base impact measurement on investee reports. There is, however, a non-profit organization—the Global Impact Investing Network (GIIN)—that is creating a universal impact measurement framework. The GIIN’s Impact Reporting & Investment Standards (IRIS) establish standardized terminology and universal indicators for businesses’ financial, social, and environmental impacts. This third-party standard-setting body serves as the first transparent and credible system utilized by investors to assess investment opportunities. There are several prominent impact investment firms already using IRIS such as Root Capital, SEAF, Grassroots Business Fund, and Ignia to name a few.

However, there is a critical need to train Rwandan SMEs in how to access these funds. Thus, DAI has: 1) innovatively adapted the IRIS model to proactively prepare tourism SMEs to meet these investment criteria; and 2) developed a pilot capacity building and support program for Rwandan SMEs. It is hoped that this pilot program will enable SMEs to:

- Craft profitable business models that incorporate environmental and social impact goals;
- Attract capital from members of the emerging finance movement who catalyze the generation of blended value through impact investment; and
- Operate businesses that create a virtuous, self-sustaining cycle of financial returns, local livelihood generation, and environmental protection.

**Methodology:**

During Year 2, we conducted an assessment of selected tourism-related SMEs' capacity and needs with regards to meeting impact investment criteria, selected SME's to participate in the training program, and designed the actual training program based on the needs assessment. During Year 3, we will implement Phase II of the pilot program by training the targeted SMEs. Specifically, the training program will focus on the IRIS taxonomy module, with emphasis placed on completing the taxonomy audit and providing suggestions for increasing the number of indicators met. Specific indicators groups targeted for training are; organizational description, product description, financial performance, operations impact, and product impact

**Specific Tasks and Timeline:**

- Implement training and brokerage program (**April – May 2012**).

**Project Staff Responsibilities:**

- Development SOW in collaboration with local tour operators;
- Coordinate and supervise STTA;
- Liaise between STTA and local SMEs;
- Reporting and monitoring of activities.

**STTA Needs:**

- DAI's Tourism Impact Investment Specialist, Keith Dokho.

**Benchmarks and Timeline:**

- Impact investment training and brokerage program completed (**June 2012**);
- At least one proposal submitted to an impact investment by a Rwandan SME (**March 2013**).

|                                     |   |
|-------------------------------------|---|
| <b>Activity 4:</b>                  | <b><i>Build RDB capacity to conduct targeted and other tourism market analyses</i></b>  |
| <b>SO7 Result Supported:</b>        | Number of people receiving training in tourism management   |
| <b>Location:</b>                    | NNP, Kigali   |
| <b>Target Direct Beneficiaries:</b> | RDB's Marketing Division  |
| <b>Expected Duration:</b>           | TBD   |
| <b>Implementing Partner:</b>        | TBD   |
| <b>Objectives:</b>                  | <ul style="list-style-type: none"> <li>▪ 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</li> </ul> |

sectors; and

- Provide training to selected local SMEs in the criteria and standards for “investment readiness” in order to access tourism-related impact investment funds.

**Rationale:**

During our March 21-22, 2012 strategy planning session with RDB, it was generally agreed that RDB’s marketing skills were good, but its market analysis skills were very limited; yet these skills were becoming increasingly important given such issues as the impact of the increase in gorilla permit prices on Rwanda’s tourism sector as a whole. Several options for building RDB’s capacity to conduct market analyses were discussed ranging from formal training programs and mentoring to RDB participation in the “assessment of the impact of the recent gorilla permit price increase on tourism in Rwanda with particular emphasis on Nyungwe National Park.” Although no conclusions or way forward was reached, we agreed to sit sometime in early April to discuss this critical issue and chart the way forward.

(NB: Although this was originally a Year 2 activity, it was dropped given the absence of a dedicated RDB staff person who could undertake/oversee market analyses. However, in November 2012, RDB engaged a new Senior Promotion Officer, Tourism and Conservation Department who could take on or better oversee some market analysis tasks with the appropriate training.

**Methodology:**

In collaboration with RDB, we will develop a marketing analysis capacity building action plan for key RDB staff.

**Specific Tasks and Timeline:**

- Agree on and develop marketing analysis training action plan (**April – May 2012**).

**Project Staff Responsibilities:**

- Liaise with RDB.

**STTA Needs:**

- TBD

**Benchmarks and Timeline:**

- Action plan developed by **May 31, 2012**.

## 5. CROSS CUTTING ACTIVITIES

### 5.1 ENVIRONMENTAL COMPLIANCE

USAID's Environmental Procedures (known as 22 CFR 216 or Reg. 216) provide the basis for the application of pertinent US environmental legislation and policy. Reg. 216 is designed to guide the evaluation and conduct of specific development interventions within the project development and management cycle. Specifically, it was formulated to: 1) ensure that environmental consequences of USAID-funded activities are identified and considered in the design and implementation of activities prior to final decisions to proceed; 2) assist countries in strengthening their environmental evaluation capabilities; 3) define limiting environmental factors that constrain development; and 4) identify activities that can assist in sustaining or restoring the natural resource base.

During Year 3, and drawing on the USAID-approved Environmental Monitoring and Mitigation Plan (EMMP), Nyungwe Nziza will undertake the following activities to ensure that all Reg. 216 requirements are met:

- **Prepare Environmental Review Reports (ERR) for all trail upgrade activities.** During the first quarter, we will prepare Environmental Review Reports (ERR) for new trail upgrade interventions on the following trails: Karamba, Congo Nile Dive, and Source of the Nile;
- **Prepare an ERR for the establishment of a new trail and birding platform at Uwasenkoko.** The concept paper for development of the Uwasenkoko site will include an ERR;
- **Prepare an ERR for a potential cable line or canopy walkway at Busoro;**
- **Prepare an ERR for the proposed campsite at Gisovu;**
- **Ensure all proposals for accommodation under the PPPF meet with USAID and GOR environmental requirements.** According to the draft Concessions Policy, “before a request for proposal is called, or a concession is preferentially awarded or an unsolicited application is considered, RDB shall consider the Environmental Impact Assessment of the concession.” Nyungwe Nziza will work with RDB, the Rwanda Environmental Management Authority (REMA) and the potential concessioner to ensure that any eventual EIAs meet both USAID and GOR requirements;
- **Prepare ERRs for all amended and new grants awarded under the Impact Nyungwe Contest and provide Regulation 216 training for grantees as required.** We will prepare ERRs for all new grants awarded under the Impact Nyungwe Contest, as well as for existing grants that are amended for new activities and incremental funding. Additionally, drawing on DAI's own training materials as well as those developed under USAID's Environmentally Sound Design and Management Capacity-building for Partners and Programs in Africa (ENCAP) program, we will provide Regulation 216 “best practices” training to all grantees. Part of this training will involve hands on training in the environmental screening and review process to ensure that funded

proposals will result in no adverse environmental impact, to develop mitigation measures, as necessary, and to specify monitoring and reporting requirements. Implementation of sub-grant activities will not go forward until the environmental screening and environmental review has been completed, and reviewed and approved by the Contracting Officer Representative/Mission Environmental Officer (COR/MEO).

**Resources:** COP, REMA, COR/MEO

**Estimated cost:** \$10,000.

**Benchmarks:**

- ERRs completed for all trail upgrade and new trail initiatives activities by (**June 2012**);
- ERR completed for proposed Uwasenkoko Birding Site (**June 2012**);
- ERR completed for Gisovu campsite and Busoro cable line (**August 2012**)

## 5.2 INTEGRATING WOMEN INTO NYUNGWE NZIZA ACTIVITIES

During Year 3, we will implement several of the recommendations stemming from both the gender mainstreaming and capacity needs assessment reports. Specifically, we will focus on:

- Gender empowerment (ensure that women actively participate in all training sessions, plus we will specifically target literacy and numeracy training for women in collaboration with local authorities and possibly the new CHF International project);
- Assisting Cooperatives to fashion themselves as institutions that are specifically biased towards addressing the needs of their women members/entrepreneurs, especially in leadership positions;
- Supporting cooperatives to strategically forge partnerships with development agencies that are looking into empowering the rural poor and women in order to get support for their development and operations;
- Encouraging women's participation in the governance of the cooperatives to create a balance since few women are members of the executive committees is an expression of their underrepresentation in the governance of the cooperatives;
- Additionally, for the training curriculum and plan, we will ensure that the results, conclusions and recommendations capture the needs of men and women in order to promote gender equality.

**Resources:** COP, Business Development Services Specialist.

**STTA:** To be determined - possible assistance with implementing the above.

**Estimated cost:** \$7500.

## 5.3 TRAINING CONDUCTED

During the fourth quarter of Year 2, we were informed by USAID that the Mission wants to streamline data collection, processing, and reporting so that Implementing Partners should be given full access to the USAID web-based training programs tracking and reporting (TraiNet) system to be able to perform both data collection and entry into the system on their own. In such a case, the process would be faster and more efficient, and the Mission would oversee, verify, and approve the information in the system for accuracy and advise on errors that should be addressed.

To this end, we have registered with TraiNet and have begun entering into the system all of our training reports covering the first quarter of FY2012 (i.e., October – December 2011), and will, in Year 3, enter all training reports on a quarterly basis.

**Resources:** M&E Specialist.

**Estimated cost:** \$1000.

**Benchmark:**

- Training reports submitted to the COTR and entered on TraiNet on a quarterly basis (**July, October, December and March**).

## 6. PERFORMANCE MANAGEMENT PLAN

During Year 3, we will undertake the following activities with regard to the Performance Management Plan. .

### *Conduct an internal review of targets, results and benchmarks*

Drawing on lessons learned during the course of Year 3 implementation, we will conduct an internal review of targets, results and benchmarks, to assess overall progress to date and identify problems/issues which may require revision of our PMP.

### *Prepare and submit our Annual Performance Report*

We will prepare and submit our Annual Performance Report to USAID by April 22, 2012.

### *Provide M&E assistance to project beneficiaries under the SGF and PPPF*

We will continue to provide assistance to grantees under the PPPF and the SGF to develop their own internal M&E systems. This will include:

- Working collaboratively with/train grantees to develop reliable data sources and improve and refining their collection and analysis of monitoring data;
- Supporting processes to review the quality of existing grantee project data, data collection methods and the degree to which the existing data will provide good baseline information;
- Supporting grantees to design formats for key indicators, recording and reporting processes to monitor outcomes and impacts of their activities; and
- Developing frameworks for annual project reviews, participatory impact assessments, process monitoring, impact monitoring and assessing lessons learned.

### *Assess the impact of training provided to targeted cooperatives to date*

In order to measure the impact of trainings provided by the Project, we will continue to follow up with the beneficiaries who have received trainings in different domains to date (i.e., basic internal monitoring and evaluation systems, cooperative development training, and business development training). To this end, we will develop a questionnaire to assess participant knowledge attitudes and practices and compare this with data derived from the training needs assessment conducted in Year 2.

*Continue to update and enhance our internal benchmark and indicator tracking system*

During Year 3, , we will continue to update the internal benchmarks and indicators in our robust tracking system that will allow Nyungwe Nziza staff to better track progress towards benchmarks and targets, and better address implementation issues before they become real problems. During the first quarter, we will also add a Geographic Information System (GIS) to the tracking system which will link project activities and results to both a Google Earth based platform and National Land Center GIS data including orthophotos. This will enable us to generate both written and visual progress reports and activity updates.

**Resources:** COP, M&E Specialist, Business Services and Ecotourism Leads, Field Coordinators

**Estimated cost:** \$15,000

**Benchmarks:**

- Annual Performance Report submitted to USAID by **April 22, 2013**;
- GIS component added to the internal benchmark and indicator tracking system (**June 30, 2012**);
- Training impact report produced (**December 31, 2012**).

## 7. PROJECT MANAGEMENT AND ADMINISTRATION

DAI places great emphasis on providing effective administration and logistical support to field programs, as well as assuring contract compliance. A home office backstopping team composed of a contracts administrator, a project accountant, a project associate and a project technical backstop work closely with the COP to ensure high quality contract administration and management.

### *Administration and logistics*

During the third work plan year we will:

- Continue to create an environment for effective implementation of the Nyungwe Nziza agenda at the Kigali and Kitabi offices. This involves ensuring vehicle, office and equipment maintenance, network operation and maintenance, local STTA recruitment, handling consultants, procurement and daily administrative work;
- Update our Technical and Administrative Management Information System (TAMIS) to reflect the third year work plan and year three targets and benchmarks;
- Ensure that financial reports and pipeline analyses are provided to USAID quarterly, and that the annual property report is submitted yearly; and
- Ensure VAT payment and reimbursement reports provided to USAID quarterly.

**Resources:** COP, Operations and Grants Manager, Project Accountant.

### *Grants Administration and Management*

During Year 3, we expect to amend existing community SGF grants for incremental funding and develop new ones under “PIR 3: Improved Integration between Communities and the Ecotourism Value Chain” per the following Year 3 activities:

|                    |   |
|--------------------|---|
| <b>Activity 2:</b> | Conduct a community focused tourism value chain analysis                                      |
| <b>Activity 3:</b> | Support development of new cooperatives or community associations under the Small Grants Fund |
| <b>Activity 5:</b> | Provide incremental funding for Impact Nyungwe Contest CBETs                                  |

In addition to the SGF, we also expect to issue one grant under the PPPF for accommodation outside the Park. Finally, there appears to be a good chance that the National Concessions Policy could be approved by Cabinet as early as April 2012. Should this be the case, we would finally be able to initiate

implementation of the in Park PPPF program. Thus, a good portion of staff time during Year 3 will be spent on:

- Working with grantees to strengthen proposals;
- Conducting cost analyses and negotiating budgets;
- Conducting pre award assessments (management and technical competence, financial capability);
- Assisting with the development of branding and marketing plans; and
- Grant administration (post award orientation, site visits/monitoring, financial management training, etc.).

**Estimated cost:** \$250,000 (including grants under the SGF and the PPPF).

**Benchmarks:**

- Existing grants amended by September 30, 2012;
- At least one PPPF and one new SGF award made by August 31, 2012

**STTA:** Allison Herren, Nyungwe Nziza Project Coordinator to assist with administrative and logistics issues as well as grant amendments and administration during the Chief of Party's (COP) home leave **(June – July 2012)**

*Coordination and information exchange*

During Year 3, we will continue to strengthen our coordination and information exchange efforts by:

- Increasing coordination and collaboration with other GOR agencies, including RNRA, REMA, and other Ministry of Natural Resources Divisions.
- Increasing coordination and collaboration with the private sector, particularly the Private Sector Federation (the Tourism Chamber), RTTA and RWASAGA.
- Continuing to maintain our ListServe and by ensuring that all USAID-approved project reports and the Project Newsletter are emailed to ListServe members on a timely basis;
- Working with WCS to establish monthly coordination meetings under the chairmanship of the Chief park Warden (although WCS and DAI meet frequently to discuss collaboration and implementation issues, there is a need to formalize and record the minutes of such meetings;
- Establish more formal linkages with other organizations, particularly RTTA, the Tourism Chamber and the Akazi Kanoze project;
- Ensuring that links from all partners (e.g., RTTA, out bound tour operators, RNRA, REMA, and others) are on the Nyungwe Nziza website.

**Resources:** COP, Business Services and Ecotourism Leads, SW Associates.

**Estimated cost:** \$10,000

## 8. ANTICIPATED YEAR ONE SHORT-TERM TECHNICAL ASSISTANCE NEEDS

Nyungwe Nziza's anticipated short-term technical assistance needs for the work plan year are presented in Table 3 below.

**Table 3: Anticipated Year Three Short-term Technical Assistance and Subcontracting Needs**

| SECTION/PIR        | STTA/TITLE AND CANDIDATE (IF IDENTIFIED)   | EXPAT OR CCN AND SOURCE       | TASK   | ESTIMATED LOE (DAYS)              | TIMING (MONTH)          | COMMENTS   |
|--------------------|--|-------------------------------|--|-----------------------------------|-------------------------|--|
| PIR 1: Act 1       | JGI researchers (2)  | EXPAT, JGI                    | Chimp habituation and trekker guide training in Gisovu and Cyamudongo  | 180 x 2                           | June- 2012 – March 2013 | Modality – subcontract with JGI; contingent on RDB letter to JGI agreeing to adhere to IUCN Great Ape Guidelines |
| PIR 1: Act 2       | Ornithologist/trainer  | EXPAT, Birdlife International | In partnership with Bird Life South Africa, develop a certification program for bird guides, including interpretation and language skills as well as building KCCEM's capacity to implement this program | 21                                | February - March 2013   | Modality – subcontract with Birdlife South Africa  |
| PIR 1: Act 3(a)    | Tourism/Market -Financial Analyst; TBD - Price Waterhouse, Coopers, etc., or an Independent Consultant | EXPAT, TBD                    | Conduct a market study and financial analysis for selected accommodation concession sites  | 21                                | May – June 2011         | Modality TBD: Subcontract or STTA  |
| PIR 1: Act 4 Act 5 | Graphics designer  | CCN TBD                       | Production and placement of new interpretive panels at Uwinka Visitor Center plus miscellaneous design activities (brochures, other promotional materials, etc.) plus all park signage                   | 35 days                           | July – October 2012     | Modality TBD: Subcontract or STTA  |
| PIR 1: Act 6       | USNPS Trail Crew Volunteers  | EXPAT, USNPS                  | Assist RDB in the implementation of the Five Year Trails Management Plan   | 180 days (we will cover expenses) | June – August 2012      | Agreement with USNPS   |

| SECTION/<br>PIR | STTA/TITLE<br>AND<br>CANDIDATE<br>(IF<br>IDENTIFIED)   | EXPAT<br>OR CCN<br>AND<br>SOURCE | TASK  | ESTI-<br>MATED<br>LOE<br>(DAYS) | TIMING<br>(MONTH)      | COMMENTS                          |
|-----------------|--|----------------------------------|---|---------------------------------|------------------------|-----------------------------------|
|                 |  |                                  |   | only)                           |                        |                                   |
| PIR 1:<br>Act 7 | Ian Green,<br>Canopy Walk<br>Specialist  | EXPAT                            | Inspection and maintenance of the Canopy Walk; assist Nyungwe Nziza and RDB in exploring other potential adventure products in the park, particularly focusing on the possibility of establishing a cable or a zip line in Busoro.  | 21 days                         | May – June 2012        | Modality TBD: Subcontract or STTA |
| PIR 1:<br>Act 7 | Primatologist/<br>Owl-faced<br>Monkey<br>Specialist  | EXPAT                            | As a start and in response to RDB's request in the development of Owl-faced monkey tourism product in NNP, Nyungwe Nziza will liaise with WCS to identify a suitable candidate to conduct a feasibility study on the future habituation and positioning of Owl - faced monkey viewing as a new tourism product. | 30                              | August – November 2012 | STTA in collaboration with WCS    |
| PIR 2:<br>Act 1 | SW Associates<br>(Scott Wayne)<br>Jeff Wasson,<br>Jamie<br>Coppedge)   | EXPAT                            | Development of Nyungwe Market strategy  | 21 days                         | June – August 2012     | Subcontractor                     |
| PIR 2:<br>Act 2 | SW Associates<br>Tourism E-<br>marketing and<br>Web<br>Designer/Devel<br>opment<br>Specialist<br>(Jeff Wasson,<br>Jamie<br>Coppedge,<br>Scott Wayne) | EXPAT                            | Continue to assist RDB to enhance the Nyungwe pages on <i>rwandatourism.com/nyungwe</i> with high resolution images of NNP's landscape, videos, wildlife, available accommodation, general park information and visitor-generated stories on this site.   | 20                              | May - November 2012    | Subcontractor                     |
| PIR 3:<br>Act 1 | Community<br>BDS training<br>specialists   | CCN                              | Conduct training and capacity building for Impact Nyungwe Contest winners   | 45                              | June 2012 – June 2013  | Competed local subcontract        |
| PIR 3:<br>Act 2 | Bill Grant,<br>Value Chain<br>Specialist   | EXPAT<br>(DAI)                   | Conduct a community focused tourism value chain analysis  | 25                              | May – June 2012        | DAI                               |
| PIR 3:<br>Act 3 | Agronomist<br>(fruit and<br>vegetable<br>specialist)   | CCN                              | Provide technical assistance to community groups in Nyamasheke or Gisakura area for fruit and   | 21                              | June – September 2012  | STTA                              |

| SECTION/<br>PIR | STTA/TITLE<br>AND<br>CANDIDATE<br>(IF<br>IDENTIFIED)   | EXPAT<br>OR CCN<br>AND<br>SOURCE | TASK   | ESTI-<br>MATED<br>LOE<br>(DAYS) | TIMING<br>(MONTH)           | COMMENTS  |
|-----------------|--|----------------------------------|--|---------------------------------|-----------------------------|---|
|                 |  |                                  | vegetable growing to supply Gisakura hotels  |                                 |                             |   |
| PIR 4:<br>Act 1 | Park fee specialist  | EXPAT<br>(USNPS)                 | Prepared to provide a USNPS Fee Service Specialist to work with RDB's Pricing Committee on the implementation of any or all of report recommendations.   | TBD                             | TBD                         | USNPS/DAI will assist at the request of RDB                               |
| PIR 4:<br>Act 2 | Concessions Specialist   | EXPAT<br>(USNPS)                 | Assist RDB as requested to finalize the concessions policy and guidelines; Assist RDB to develop concession agreements   | TBD                             | TBD                         | USNPS/DAI will assist at the request of RDB                               |
| PIR 4:<br>Act 3 | Tourism Market<br>TBD - Price<br>Waterhouse,<br>Coopers, etc.,<br>or an<br>independent<br>Consultant | EXPAT                            | Support the Private Sector Federation (the Tourism Chamber and RTTA) to assess the impact of the recent gorilla permit price increase on tourism in Rwanda with particular emphasis on Nyungwe National Park   | 30                              | July –<br>September<br>2012 | TBD –<br>Subcontract or<br>STTA   |
| PIR 5:<br>Act 1 | Environmental<br>Specialist,<br>Lane Krahl<br>Phase II   | EXPAT                            | Build capacity of RDB to assess the potential environmental impact of tourism in NNP using limits of acceptable change approach  | 22                              | April – May<br>2012         | STTA  |
| PIR 5:<br>Act 2 | National<br>Association for<br>Interpretation,<br>Tim Merriman<br>and Lisa<br>Brochu                 | EXPAT                            | Conduct an assessment of NNP guide training needs and prepare a detailed training plan.  | 14 X 2                          | June-July<br>2012           | STTA  |
| PIR 5:<br>Act 2 | Trainers to be<br>provided by the<br>National<br>Association for<br>Interpretation                   | EXPAT                            | Strengthen NNP and private sector guide and staff interpretation skills - develop and implement a Certified Interpretive Guide (CIG) program for RDB guides; develop and implement a Certified Interpretive Host (CIH) program for RDB/NNP service staff | TBD                             | July –<br>December<br>2012  | STTA<br>Subcontract<br>with National<br>Association for<br>Interpretation |

| SECTION/<br>PIR                | STTA/TITLE<br>AND<br>CANDIDATE<br>(IF<br>IDENTIFIED)                   | EXPAT<br>OR CCN<br>AND<br>SOURCE | TASK  | ESTI-<br>MATED<br>LOE<br>(DAYS) | TIMING<br>(MONTH)   | COMMENTS      |
|--------------------------------|--|----------------------------------|---|---------------------------------|---------------------|---------------|
| PIR 5:<br>Act 3                | Tourism Impact<br>Investment<br>Specialist<br><br>(Keith Dokho)<br>DAI | EXPAT<br>DAI                     | Provide training to selected<br>local SMEs in the criteria<br>and standards for<br>"investment readiness" in<br>order to access tourism-<br>related impact investment<br>funds                    | 18                              | April – May<br>2012 | STTA          |
| Project<br>Mgt<br>and<br>Admin | Allison Herren,<br>Project<br>Coordinator,<br>DAI                      | EXPAT<br>DAI                     | Allison Herren, Nyungwe<br>Nziza Project Coordinator<br>to assist with administrative<br>and logistics issues as well<br>as grant amendments and<br>administration during the<br>COP's home leave | 22 days                         | June – July<br>2012 | STTA<br>(DAI) |