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

“NYUNGWE NZIZA”

FIRST QUARTERLY REPORT: APRIL 1 – JUNE 30, 2010

JULY 2010

This publication was produced for review by the United States Agency for International Development. It was prepared by DAI.

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

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Program Title:	Strengthening Sustainable Ecotourism in and around Nyungwe National Park
Sponsoring USAID Office:	USAID/Rwanda, Office of Economic Growth
Contract Number:	AID-696-C-10-00002
Contractor:	DAI
Date of Publication:	July 15, 2010
Author:	James R. Seyler Boaz Tumwesigye

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

A&K	Abercrombie and Kent
BDS	Business Development Services
CBO	Community-based Organization
COTR	Contracting Officer's Technical Representative
DAI	Development Alternatives Inc.
DNP	Destination Nyungwe Project
EMMP	Environmental Mitigation and Monitoring Plan
GOR	Government of Rwanda
IEE	Initial Environmental Examination
IMCE	Integrated Management of Critical Ecosystems
IR	Intermediate Result
IRG	International Resources Group
IT	Information Technology
JGI	Jane Goodall Institute
KCCEM	Kitabi College of Conservation and Environmental Management
M&E	Monitoring and Evaluation
MEMS	Monitoring and Evaluation Support Services
MEO	Mission Environmental Officer
MOH	Ministry of Health
NGO	Non-governmental Organization
NNP	Nyungwe National Park
NPS	U.S. National Park Service
PIR	Project Intermediate Result
PMP	Performance Management Plan
PPPF	Public-Private Partnership Fund
RDB	Rwanda Development Board
REMA	Rwanda Environmental Management Authority
RF	Results Framework
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
TAMIS	Technical and Administrative Management Information System
TIN	Tax Identification Number
UNWTO	United Nations World Tourism Organization
USAID	U.S. Agency for International Development
USG	United States Government
WCS	Wildlife Conservation Society

CHAPTER I: SUMMARY OF PROJECT OBJECTIVES AND RESULTS

PROJECT OBJECTIVES

Under-marketed and under-visited, Nyungwe National Park (NNP) is one of Africa's unique and rare biodiversity treasures. Extending for almost 1000km² across the hills of southwest Rwanda, it is the largest "island" of montane forest remaining in East and Central Africa. Home to more than 200 different types of trees, hundreds of varieties of flowering plants, and 13 recorded species of primates (representing 25 percent of the African primate checklist)—including the largest troop of colobus monkeys anywhere in Africa—Nyungwe is renowned for its stunning array of flora and fauna. Additionally, nearly 300 bird species reside here, making it the most important birding site in Rwanda.

NNP's biodiversity has faced several major threats stemming from human pressure around the forest and the need for more land or alternative sources of income. Rampant poaching, fires caused by traditional beekeeping methods, and, at times, the artisanal mining of gold and, more recently, columbo-tantalite, have been among the menaces to the Park's flora and fauna. High birth rates and a lack of land outside the forest have also contributed to the threat of encroachment. USAID's investment in conservation-through-ecotourism, most recently through the Profitable Ecotourism through Improved Biodiversity Conservation in Rwanda project, and the commitment and support of the Rwanda Development Board (RDB), have significantly reduced the threats of fire, poaching, and mining. However, future and sustainable threat reduction in Nyungwe will depend on the ability of the communities surrounding the Park to derive benefits from NNP's resources.

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

Through Nyungwe Nziza, USAID intends to transform NNP into a viable ecotourism destination, generating sustainable and equitable income for local communities and as many other stakeholders as possible including private investors, creating employment for surrounding communities, thus providing economic incentives to conserve the rich biodiversity of the Park. The focus of the project is two-fold: inclusive ecotourism development for the benefit of local communities surrounding the park and

leveraging private sector investment in the management, construction, and maintenance of new and existing park infrastructure. The objectives of the project are to:

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

Nyungwe Nziza fits squarely within USAID/Rwanda’s Economic Growth program area, and thus will be 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 two critical indicators:

1. Percent change in rural income of targeted population; and
2. Number of person days employment generated by United States Government (USG) assistance.

Within the context of sustainable ecotourism activities, Nyungwe Nziza also supports a health component that addresses HIV/AIDS prevention, palliative care and treatment services, improved community distribution of family planning commodities, promotion of antenatal services and facility delivery as well as infectious disease prevention and control interventions. The health component is expected to contribute to USAID/Rwanda’s Health Strategic Objective (SO6) of “increased use of community health services including HIV/AIDS.”

Nyungwe Nziza is implemented by Development Alternatives, Inc. (DAI) and its partners, Scott Wayne Associates and Jhpiego, along with resource partners the Kitabi College of Conservation and Environmental Management (KCCEM) and the U.S. National Park Service (NPS). The program 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 Nyungwe Nziza is 60 months, with a programmed project completion date of March 23, 2015.

OVERVIEW AT THE END OF THE QUARTER

The first three months of project implementation has seen achievements across nearly all key results areas, notably:

PIR 7.4.1.1: Nyungwe’s Tourism Products Developed through Increased Private Sector Participation

- Preparations are underway for deployment of the National Park Service’s (NPS) team to undertake the development of Bird Watching Action Plan. In addition to conducting the assessment, the NPS team will also hold a three day "train the trainers" workshop on how to teach birding skills, for KCCEM and other RDB staff.

- In terms of primate tracking, in collaboration with the Wildlife Conservation Society (WCS) and RDB, we have identified existing infrastructure and reviewed general potential and challenges of primate tracking in NNP. We have also been in touch with the Jane Goodall Institute (JGI) about possible collaboration in chimp habituation and ecolodge establishment in the northern part of the Park.
- We conducted preliminary assessments of three potential accommodation concession sites within NNP (Gasare, Karamba and Cyamudongo) and one site outside of NNP, but important in terms of an eventual tourism circuit, the Nyakabuye Hot Springs. During the next quarter, we will help RDB develop tenders for the Gasare and Karamba sites.

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

- We began the market analysis of Nyungwe with outbound tour operators in the U.S. and Canada, and with local operators in Rwanda. The European portion of the analyses will commence shortly as USAID has just provided technical approval of our proposed International Market Research Specialist, Nancy Cockerell. These analyses will lead to the development of the “Profile of the Potential Nature-Based Visitor to NNP.” This profile will describe the most important characteristics of tour operators’ customers who are interested in the ecotourism, adventure tourism, bird-watching and/or primate segments in the main source markets for NNP.

PIR 7.4.1.3: Improved Institutional Capacity of Public and Private Sector for Ecotourism Management

- With NPS, we have put together an itinerary and estimated costs for a small group of RDB officials (notably the Tourism Director and the Chief Park Warden) to visit a number of international bird watching destinations in the eastern U.S. The study visit will allow participants to learn first-hand the challenges associated with developing the bird watching product as well as the minimum requirements for interpretation and guiding.

PIR 7.4.1.4: Improved Integration and Linkages between Communities and the Ecotourism Value Chain

- In close collaboration with the Chief Park Warden of NNP, we have conducted an assessment of existing community ecotourism and related initiatives in Banda, Nyamashekye, Cyamudongo and Kitabi.
- In order to ensure that communities around NNP understand the purpose and be part of Nyungwe Nziza, we presented our work plan before Executive Secretaries of 23 sectors and District Environmental officers, at Nyungwe Joint Action Forum. We have also had extensive discussions with the Mayor of Nyamashekye District, in terms of integrating Nyungwe Nziza activities with District Management Plan tourism activities.

Environmental compliance

- Based on an analysis of environment threshold, an Environmental Mitigation and Monitoring Plan (EMMP) for all proposed work plan activities that are classified as potentially negative or negative determination with conditions was prepared and submitted to the Contracting Officer's Technical Representative (COTR, also the Mission Environmental Officer – MEO) for review and comment.

Performance Management Plan

- A Performance Management Plan was developed that incorporates five sets of performance perspectives and associated indicators including: critical assumptions; U.S. Foreign Assistance “F” Performance/ USAID program indicators; impact indicators that measure success in areas such as livelihoods improvement, and partnerships attributable to Nyungwe Nziza; direct performance indicators essential for gauging progress made in completing proposed project activities and managing grants; and indicators of customer or stakeholder satisfaction that estimate the degree of improvement in services.

Project Management and Administration

- **Office space.** Nyungwe Nziza’s Kigali office is now fully operational and we will sign the lease for the Kitabi office (with KCCCEM) on July 15, 2010.
- **Staffing.** With the exception of the Health Field Coordinator, all positions have been filled.
- **Operations.** A personnel, procedures and operations manual has been completed and provided to staff; a financial operations manual has also been developed to guide all Nyungwe Nziza financial operations.
- **Registration.** The registration process is now completed and DAI was registered as a branch office on June 29, 2010.

ISSUES AFFECTING IMPLEMENTATION

The major issue affecting implementation during the quarter concerns the Health Component. On June 28, 2010 we were informed by the COTR that there would be more than likely no additional funding for the Health Component after the \$300,000 allocated for year one. It appears that the Ministry of Health no longer wants PEPFAR funds associated with non-health projects such as Nyungwe Nziza. Pending official notification of this action from USAID, we have suspended all health activities and requested a meeting with the COTR, a representative from the SO6 (health) team and Jhpiego to map out a strategy for use of year one funds that would provide for activities that are discrete, do not raise expectations for future years, and deliver concrete results. It is critical that this meeting take place as soon as possible in order for us to resume health activities in a timely and rational manner.

CHAPTER II: PROGRESS TO DATE

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

COMPONENT ONE: SUSTAINABLE ECOTOURISM DEVELOPMENT

Progress towards SO7 targets

Nyungwe Nziza's Sustainable Ecotourism Component is expected to make significant contributions toward achieving SO7's strategic objective of "expanded opportunities in rural areas." This will be accomplished through the implementation of a program that will track two SO7 indicators and six Intermediate Result-level indicators. Although no targets were achieved during the quarter, we are on track for all Year One Work Plan targets, with no problems foreseen.

PERFORMANCE INDICATOR		BASELINE DATA		Target/Actual	
		(CY)		Year 1: 2010-11	
Indicator	Unit of Measure	Baseline Year	Baseline Value	Target Year 1	Actual Year 1
COMPONENT ONE: SUSTAINABLE ECOTOURISM DEVELOPMENT					
STRATEGIC OBJECTIVE 7: EXPANDED ECONOMIC OPPORTUNITIES IN RURAL AREAS					
SO7 Level indicators					
<i>Indicator 7.1:</i> Percentage change in income of targeted rural population	Percent	2010	0%	5%	
<i>Indicator 7.2:</i> Percentage change of persons employed in targeted rural areas	Percent	2010	0%	5%	
Intermediate Result: IR 7.4: Improved management of selected ecosystems					
<i>Indicator 7.4.1:</i> Number of hectares under improved natural resource management as a result of USG assistance.	Number	2010	0	100	
<i>Indicator 7.4.2:</i> Number of people with increased economic benefits derived from sustainable natural resource management and conservation as a result of USG assistance.	Number	2010	0	250	
<i>Indicator 7.4.3:</i> Number of people receiving USG supported training in natural resources management and/or biodiversity conservation	Number	2010	0	300	
<i>Indicator 7.4.4:</i> Number of visitors to NNP	Number	2009	4050	6,400	
<i>Indicator 7.4.5:</i> Increase in NNP revenue generated	U.S. \$	2008	\$380K	\$904K	
Cross cutting sub IR: Improved policy environment for environmental management					
<i>Indicator 7.4.6:</i> Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance	Number	2010	1		

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

Progress towards targets

Although no targets were achieved during the quarter, we are on track for all Year One Work Plan targets, with no problems envisaged.

PERFORMANCE INDICATOR		BASELINE DATA		Target/Actual	
		(CY)		Year 1: 2010-11	
Indicator	Unit of Measure	Baseline Year	Baseline Value	Target Year 1	Actual Year 1
PIR 7.4.1.1: Nyungwe's tourism products developed through increased private sector participation					
<i>Indicator 7.4.1.1.1:</i> Number of private-public partnerships developed	Number	2010	0	0	
<i>Indicator 7.4.1.1.2:</i> Amount of private sector resources leveraged for Park ecotourism products	U.S. \$	2010	0	0	
<i>Indicator 7.4.1.1.3:</i> Number of new ecotourism infrastructure products developed	Number	2010	1	1	
<i>Indicator 7.4.1.1.4:</i> Number of concession opportunities/ecotourism products identified and assessed	Number	2010	0	1	
<i>Indicator 7.4.1.1.5:</i> Number of concession opportunities taken over by private investors	Number	2010	0	0	

Activity 1: Consolidate trails and infrastructure for primate tracking and bird watching

Achievements

Bird watching

During the quarter, we met with several stakeholders in tourism/environment and exchanged ideas on the different ways in which NNP can be transformed into a renowned bird watching destination. Among these partners was Dr. Paul Ouedraogo of the Rwanda Environmental Management Authority (REMA), who gave us an overview on the Integrated Management of Critical Ecosystems (IMCE) project, a community based initiative around Kamiranzovu wetland. REMA/IMCE intends to establish three bird watching towers; two within Nyungwe Park and one outside the park. We managed to visit the site outside the park,

on the outskirts of Kamiranzovu swamp. Considering the distance from Gisakura to this site (1.5 hrs), the degraded nature of the wetland there, and the fact that there are not any unique bird species within that area, we believe that this would not be the best place for establishing a community-managed bird watching tower. We are now in the process of identifying other suitable potential sites – both in and outside the Park - where these towers could be established. To this end, we have scheduled a field trip with IMCE staff in July to visit the two proposed IMCE sites within the Park as well as the Kamiranzovu boardwalk.

We are also in touch with NPS, making necessary preparations for their upcoming trip to Rwanda. NPS will develop a Bird Watching Action Plan that identifies specific areas for bird watching within the park, training needs for guides and service providers as well as the infrastructure needed to turn the bird watching experience into sellable tourism products. This infrastructure might include more observation towers and interpretative trails. Prior to developing the Action Plan, an assessment will be undertaken by a three person NPS team; Jennifer Lee, a senior biologist at NPS headquarters; Kirsten Leong, a wildlife biologist/park and community support manager; and a trails specialist. This group may be rounded out with a suitable Park superintendent or other NPS staff person, who has park management and birding expertise. In addition to conducting the assessment, the NPS team will also hold a three day "train the trainers" workshop on how to teach birding skills, for KCCEM and other RDB staff. The NPS team is currently scheduled to undertake the assessment in November, but we are discussing with NPS the possibility of moving this up by one month.

Primate tracking

With WCS and RDB, we have identified existing infrastructure and reviewed general potential and challenges of primate tracking in NNP. For chimps, the park has two habituated chimp tracking groups i.e., Maybebe (Uwinka) and Cyamudongo. The Maybebe group is estimated to have 50 individuals while the Cyamudongo group has approximately 35 individuals. RDB/Park statistics indicate that Cyamudongo group offers tourists a 95% chance of viewing while Maybebe is still at 80%. Other habituated primates include one Angola Colobus group and one Mangabey group. They both have a higher percentage chance of viewing than chimps. We are now assessing different ways in which to improve the chimp tracking experience in the park, in addition to working with WCS on other challenges such as an inadequate trail system for chimp trackers and communication constraints (e.g., some radios are repeater based and others are not).

In an effort to utilize and diversify the tourism potential in NNP, we are looking into different ways in which to support WCS on the recently announced habituation for the new chimpanzee group in Gisovu (Northern part of the park). The group is estimated to have 35 individuals and is easily accessed from Kibuye (1hour's drive). To this end, we have been in discussions with the Jane Goodall Institute (JGI) about the possibility of working with WCS (or perhaps taking over) the habituation of this group, and opening a JGI program in Rwanda. JGI is interested in exploring this possibility, but has several concerns, notably: i) the RDB currently allows eight 8 tourists to visit the chimps, two above expert recommendations; ii) fear of chimp-people encounters on the canopy walkway as the Uwinka group becomes more habituated; and iii) lack of accommodation to support an increase in chimp-related

tourism. We have asked JGI about the possibility of sending a representative to Kigali to help us explore options and this request is under consideration.

Canopy Walk

The International Resources Group (IRG) has requested Nyungwe Nziza’s help in providing logistical support in completing the canopy walk. As it is in everyone’s best interest to complete the walk as soon as possible, we agreed to provide as much support as we can as long as it does not compromise Nyungwe Nziza implementation.

Progress towards benchmarks

BENCHMARK	STATUS
Trail and signage infrastructure developed (March 2011)	On track.
Action Plan Assessment Report completed and delivered to USAID, RDB and stakeholders (December 2010)	On track.
Bird Watching Product Development and Marketing strategies completed and delivered to USAID, RDB and stakeholders (March 2011).	On track.

Activity 2: Assist RDB in the design and implementation of a concessions program for NNP

Achievements

During the quarter, we conducted preliminary assessments of three potential concession sites within NNP (Gasare, Karamba and Cyamudongo) and one site outside of NNP, but important in terms of an eventual tourism circuit, the Nyakabuye Hot Springs. Brief overviews of these sites are provided in the text box. During the next quarter, we plan on conducting similar assessments for the gold mining site(s), the Source of the Nile and the northern group of chimps, and the owl-faced monkey in the southwestern part of the Park.

Given the lack of market incentives for the private sector, RDB has assumed responsibility for the development and management of visitor infrastructure and commercial services in and around NNP. This responsibility however, represents an opportunity cost for RDB in both material and human resources. Additionally, private sector operators feel that the quality of service is not adequate vis-à-vis the difficult access and price to visit the park.

Concessions, however, are a major issue within RDB as there is a certain reluctance to transfer product management operations to the private sector in the absence of a concessions policy. On the other hand, there at least two opportunities - the Gasare site and the canopy walk - which we consider to be “ripe” concession opportunities. Following several discussions with RDB, we have mutually decided to take a concurrent approach to concessions, i.e., help RDB develop a concessions policy while at the same time, RDB will issue tenders for some low hanging concession fruit, specifically the Gasare and Karamba sites. This dual approach has the advantage of helping ground policy in reality by having field experience in concession management help drive the policy formulation

POTENTIAL CONCESSION SITES

Gasare. The Gasare site is located on the south side of the main road through the park between Kitabi and Uwinka, and is a suitable for a luxury tented camp of about 6-8 tents. The site is across a stream from the main road and is on the edge of a small wetland, with spectacular views of the forest. Right before the site is a paved platform that was used by the road construction crew which could easily be turned into a parking lot for the campsite, connected by single lane to the main road. The stream down below the small wetland on the site can provide a source of water.

Karamba. The Karamba site is situated a few kilometers from Gisakura on the way from Kitabi. This is an ideal place for a community camp site. The entrance to the site is an extensive open area that was once used as gold market and later turned into a camping site for the Rwandan Army patrolling the park. The actual camping site is in a form of a peninsula that stretches on the left wing across the Karamba birding trail. The site offers 360 degrees views of the forest and can accommodate up to 8 tents in total (4 on each side). The entrance to the site can be developed as cultural site, including a craft shop and a parking area.

Cyamudongo. Unlike Gasare and Karamba sites, this site is located in Cyamudongo forest near the western part of the park. The site is on a narrow and steep edge, at the outskirts of the park, with clear views of the forest and Bugarama country side. The site is picturesque but has two major problems, no close source of water, and very limited space. With an average number of 30 tourists per week (as per the park's statistics), identifying a better tented camp site around Cyamudongo is a priority.

Nyakabuye Hot Springs. Nyakabuye is located “down the hill” from Cyamudongo, on the way to Cyangugu. This under-visited treasure forms a kind of natural ‘jacuzzi’ and is currently used mainly by the local population for medicinal purposes. This site has a great tourism potential but the main challenge is accessibility. The road to Cyangugu is dusty and bumpy while the way back up to Cyamudongo is also difficult. The site is currently managed and maintained by the Bugarama cement factory under a contract with the local government.

process. At the request of RDB, we are currently generating specifications for development of the Gasare and Karamba sites to be used by RDB for issuing tenders.

Concurrent with our field work, we have also been facilitating a three way dialogue between RDB, the NPS's Concession Specialist, Greg Kimmit and Nyungwe Nziza. NPS has provided RDB with a scope of work for the market analysis of tourism products, examples of tenders issued by the NPS for concession opportunities in the U.S., and a number of different types of concession frameworks that might be used in NNP. At the request of RDB, the NPS is also looking at the valuation of the canopy walk. All of this is in preparation for the arrival of an NPS concessions team in November. This team composed of Mr., Kimmit, an NPS Planning, Development and Valuation Specialist and an NPS Park Superintendent with concessions experience, will examine the existing legal frameworks for concessions in Rwanda's protected areas, conduct a *supply and demand assessment* for current and projected demand that will provide the business and financial framework for concessions. This will be followed by a draft concessions policy, to be submitted to RDB and stakeholders for review.

It should be noted that the Director of the NPS, schedule permitting, may accompany the concessions team to Rwanda to meet with RDB, USAID and Nyungwe Nziza staff.

Progress towards benchmarks

BENCHMARK	STATUS
Challenges and Opportunities Report completed and delivered to USAID, RDB and stakeholders (January 2011).	On track.
Supply and Demand Assessment Report completed and delivered to USAID, RDB and stakeholders (March 2011).	On track.
Priority Concession Opportunities in NNP report completed and delivered to USAID, RDB and stakeholders (March 2011).	On track.

Activity 3: Develop partnerships with private sector investors

Achievements

Our original assumption that “because visitor numbers are very small, there are currently few incentives for private sector investment in visitor infrastructure in NNP” may not be entirely correct. We have learned from RDB that they have received several unsolicited proposals for the development of the Gasare site but have not moved on them given the absence of concessions policy. RDB is also concerned that with an unsolicited proposal, they may not get the accommodation specifications desired for a particular site, nor the expected revenue, as there have been no valuation studies for these sites. Nyungwe Nziza and RDB have agreed that competition is usually better for site development, and for this reason we will be assisting RDB in putting together tender specifications for both the Gasare and Karamba sites (See Activity 2 above.)

There are some other indications that private sector resources are available for accommodation development. For example, although Abercrombie and Kent’s (A&K) primary focus right now is Uganda, they consider Rwanda an “up and coming destination” and are considering establishing an office in Kigali. A&K’s general pattern of operation is to first establish an office and then provide their own accommodation for their own clientele, so there may be something down the road from A&K. We are continuing the dialogue with them.

We have also had preliminary discussions with a Kitabi resident who has secured land for the development of a luxury tented camp and a campsite. The site, located about 5 minutes from the Park entrance and on a terraced tea plantation, has spectacular views of the Park and the surrounding country side, has piped water installed on the site plus a small stream at the lower reaches.

All of this is to say that there seem to be ample opportunities for use of the Nyungwe Public-Private Partnership Fund (PPPF) both in and outside the Park, and that we need to establish guidelines and criteria for program support as well as mechanisms for disbursement of funds as soon as possible. Although not specified as a benchmark in the Work Plan, we expect to have the PPPF operational by September 2010.

Progress towards benchmarks

BENCHMARK	STATUS
Two completed business and financial plans for accommodation investment opportunities in Nyungwe National Park (January 2011).	On track. We should be able to meet this target but the focus might change from completing business plans ourselves, to assisting partners to develop business plans.

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

Progress towards targets

Although no targets were achieved during the quarter, we are on track for all Year One Work Plan targets, with no problems envisaged.

PERFORMANCE INDICATOR		BASELINE DATA		Target/Actual	
		(CY)		Year 1: 2010-11	
Indicator	Unit of Measure	Baseline Year	Baseline Value	Target Year 1	Actual Year 1
<i>PIR 7.4.1.2: Improved marketing and promotion of Nyungwe among targeted segments</i>					
Indicator 7.4.1.2.1: Percent Increase in sale of packages for the Nyungwe–Lake Kivu–Volcanoes NP circuit	Percent	2009	TBD	-	
Indicator 7.4.1.2.2: Percent increase in number of visits from United States and United Kingdom-based tourists	Percent	2009	TBD	-	
Indicator 7.4.1.2.3: Number of people attending annual promotional events held in or about Nyungwe	Number	2010	0	60	
Indicator 7.4.1.2.4: Number of social media channels discussing NNP in a positive light	Number	2010	0	1	
Indicator 7.4.1.2.5: Number of blogs discussing NNP in a positive light	Number	2010	0	1	
Indicator 7.4.1.2.6: Number of on-line marketing products developed	Number	2010	0	-	
Indicator 7.4.1.2.7: Number of RDB staff and private tour operators participating in travel industry events in the United States and United Kingdom	Number	2010	0	1	

Activity 1: Developing a better understanding of the target market

Achievements

During the quarter, scopes of work were developed for S.W. Associates to conduct a thorough market analysis based on desk research and interviews with outbound tour operators in the United Kingdom, Spain, Belgium, Germany, S. Africa and probably Netherlands and France, as well as the United States and Canada. A questionnaire was developed to conduct the analysis (see Appendix A), and a modified version of this questionnaire is being used to collect information from Kigali-based tour operators.

The consolidated analyses will prioritize target country markets and tour operators, and the findings will be presented in a workshop to USAID, RDB-Tourism Marketing (RBD-TM) officials, and local stakeholders as the “Profile of the Potential Nature-Based Visitor to NNP.” This profile will describe the most important characteristics of tour operators’ customers who are interested in the ecotourism, adventure tourism, bird-watching and/or primate segments in the main source markets for NNP. Based on these results, Nyungwe Nziza can pursue more demand driven solutions to marketing, product development and community integration activities.

The analysis is underway in the U.S. and Canada, and in Rwanda (led by the Ecotourism Lead), and will start shortly in Europe and South Africa as USAID has just accorded technical approval of S.W. Associates’ International Market Research Specialist, Nancy Cockerell.

Once the results have been analyzed and presented to stakeholders, we will identify and contract with a Tourism Marketing Planner to work with Nyungwe Nziza and RDB in the preparation of the Tourism Product Development Action Plan, which will, inter alia, operationalize the World Tourism Organization’s (UNWTO) Master Plan at the destination level.

Progress towards benchmarks

BENCHMARK	STATUS
Profile of the Potential Visitor to NNP completed and disseminated among stakeholders (August 2010);	On Track. (Assuming relatively quick USAID approval of Nancy Cockerell.)
Tourism Product Development Action Plan completed and disseminated among stakeholders (November 2010).	On track.

Activity 2: Conduct targeted marketing of NNP in the US and UK

Achievements

As this activity is dependent on the marketing analysis conducted under Activity 1 above, thus there are no achievements for the reporting period.

Drawing on the market analysis and the Tourism Product Development Action Plan, during the second and third quarters, we will work with RDB and the private sector to develop marketing tools for the three identified market segments, i.e., primate, bird-watching and adventure. Also during the third quarter, we intend to co-sponsor (with RDB) a presentation on NNP's tourism potential and current developments at World Travel Market in London and the Adventure Travel Show in Washington DC or New York City.

Progress towards benchmarks

BENCHMARK	STATUS
Marketing materials fully developed (October 2010) .	On track.
At least 4 reports in the media from participation in World Travel Market (WTM) and the Adventure Travel Show (November 2010 and January 2011) .	On track.

Activity 3: Upgrade e-marketing and use of new media to promote NNP

Achievements

Due to other pressing priorities, combined with the fact that this activity is also dependent on the market analysis described above, our work for this activity was limited to a preliminary analysis of search results for Nyungwe. These results suggested that there is very little detailed information on Nyungwe tourism, with only the Antioch University website providing some site specific information. RDB is currently revising the tourism website, and during the next quarter, we will prepare terms of reference for a team composed of an IT/web Specialist and Spatial Planning /GIS Specialist to revamp the Nyungwe link at www.rwandatourism.com, focusing on adding better descriptions of the various attractions available in the Park.

Progress towards benchmarks

BENCHMARK	STATUS
E-marketing Strategy Report (October 2010).	On track. Terms of reference for this activity will be developed early in the second quarter, and recruitment for a suitable candidate will begin shortly thereafter.
Assessment of www.rwandatourism.com , including recommendations (March 2011).	On track. Should RDB request it, we may move this activity up to October, to coincide with development of the E-marketing strategy.

PIR 7.4.1.3: IMPROVED INSTITUTIONAL CAPACITY OF PUBLIC AND PRIVATE SECTOR FOR ECOTOURISM MANAGEMENT

Progress towards targets

Although no targets were achieved during the quarter, we are on track for all Year One Work Plan targets, with no problems envisaged.

PERFORMANCE INDICATOR		BASELINE DATA		Target/Actual	
		(CY)		Year 1: 2010-11	
Indicator	Unit of Measure	Baseline Year	Baseline Value	Target Year 1	Actual Year 1
PIR 7.4.1.3: Improved institutional capacity of public and private sector for ecotourism management					
Indicator 7.4.1.3.1: Number of policy decisions made by RDB based on research and market analyses that provide accurate and timely market intelligence to local communities and the public and private sectors	Number	2010	1	-	
Indicator 7.4.1.3.2: Number of requests for An Investment Guide to Nyungwe	Number	2010	0	-	
Indicator 7.4.1.3.3: 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 people trained	2010	0	1	
Indicator 7.4.1.3.4: Number of investment materials prepared for Nyungwe	Number	2010	0	1	
Indicator 7.4.1.3.5: Number of visitor guide diploma programs conducted	Number	2010	0	1	
Indicator 7.4.1.3.6: Number of Annual Profile of the Ecotourist to Rwanda published	Number	2010	0	1	

Activity 1: Upgrade bird watching interpretation skills for NNP guides

Achievements

As noted above, in addition to conducting the Birding Action Plan Assessment, the NPS birding team will begin the process of upgrading guide bird watching interpretation skills by holding a three day "train the trainers" workshop on how to teach birding skills, for KCCEM and other RDB staff.

The NPS team has also put together an itinerary and estimated costs for a small group of RDB officials (notably the Tourism Director and the Chief Park Warden) to visit a number of international bird watching destinations in the eastern U.S. The study visit will allow participants to learn first-hand the challenges associated with developing the bird watching product as well as the minimum requirements for interpretation and guiding. It will also facilitate the development of networks with recognized US-based certification programs for bird watching guides, including NPS partners the Audubon Society and Smithsonian Institution. As RDB is expected to share the costs of this study visit, we have decided to eliminate the Costa Rica and Western U.S. elements of the visit in order to reduce costs and limit travel down time. A copy of the draft itinerary is provided in Appendix B.

In terms of cost sharing arrangements, we have had a long discussion with RDB about this requirement. RDB would obviously prefer to have the study visit fully funded by Nyungwe Nziza, but agreed to discuss the matter internally and come back to us with a proposal.

Progress towards benchmarks

BENCHMARK	STATUS
Study tour successfully completed and RDB staff familiarized with best practices (September 2010).	On track. (Assuming RDB will be able to cost share the visit.)
Bird watching certification program established as part of training program for Park Guides (November 2010).	On track.
Full support of RDB staff to the development of Bird Watching Action Plan (January 2011).	On track.

Activity 2: Work with RDB to optimize pricing for improved visitor satisfaction

Achievements

Achievements during the quarter were limited to discussing pricing policy with RDB, explaining the mechanics of the contingent valuation study and management cost analysis, and attempting to secure (without success), previous studies on RDB pricing policy. RDB is supportive of the study and we will prepare terms of reference and identify a suitable consultant during the next quarter.

Progress towards benchmarks

BENCHMARK	STATUS
Contingent valuation study and management cost analysis report (December 2010).	On track.
Recommendations on Entrance Fees final report and presentation (February 2011).	On track.

PIR 7.4.1.4: IMPROVED INTEGRATION AND LINKAGES BETWEEN COMMUNITIES AND THE ECOTOURISM VALUE CHAIN

Progress towards targets

Although no targets were achieved during the quarter, we are on track for all Year One Work Plan targets, with no problems envisaged.

PERFORMANCE INDICATOR		BASELINE DATA		Target/Actual	
		(CY)		Year 1: 2010-11	
Indicator	Unit of Measure	Baseline Year	Baseline Value	Target Year 1	Actual Year 1
PIR 7.4.1.4: Improved integration and linkages between communities and the ecotourism value chain					
Indicator 7.4.1.4.1: Threat levels in selected critical buffer zone areas reduced (percentage reduction)		2010	TBD	TBD	
Indicator 7.4.1.4.2: Number of community/private sector partnerships developed and in operation	Number	2010	0	-	
Indicator 7.4.1.4.3: Amount of private sector resources leveraged for community initiatives	U.S. \$	2010	0	-	
Indicator 7.4.1.4.4: Number of community-based attractions and tours available for sale	Number	2010	1	1	
Indicator 7.4.1.4.5: Number of consolidated ecotourism and related small/medium enterprises (SME) that are fully operational	Number	2010	0	-	

Activity 1: Engage communities in the ecotourism value chain through competition - Impact Nyungwe Contest

Achievements

In addition to the REMA/IMCE proposed community bird tower site discussed above, during the quarter, we also conducted a number of community assessments as a means of understanding what some of the constraints and opportunities are in terms of engaging communities in the ecotourism value chain. A brief synopsis of two such assessments is provided below:

- **Banda Community.** Banda was previously supported by the first phase of the Destination Nyungwe Project (DNP) and Kageno. The Banda community nestles at the bottom of a valley against the edge of NNP, an area with a distinctive advantage of hosting the largest habituated Chimp group (Mayebe) for about three months a year due to the abundance of fig trees in the area. Banda village offers an unexploited Community Based Tourism Product, that is comprised of a 1-2 hour community walk, taking tourists through the community, stopping off at houses where banana-beer-making, maize-grinding, blacksmithing, and traditional medicine preparation are performed and explained. They have also established a traditional home and King's Palace, a small but rarely utilized campsite with about 8 tents and mattresses for hire, basic ablutions, a grassy area with benches and tables enjoying a great view, and a small restaurant where cool drinks and snacks can be purchased. The drive from the main tarmac road down the 4x4 track to Banda can take up to two hours and is sometimes impassable during the rainy season, although we are now in discussions with RDB, WCS and the district authorities, on the different ways in which to build the road to Banda in a sustainable and environmentally friendly manner. Poor access combined with the lack of any business or marketing plan, has hindered the community from attracting many tourists throughout the year. In spite of these constraints, there is considerable potential for development of the site. Given its proximity to Uwinka (about a two hour walk downhill), almost guaranteed chimp presence from June to September, and cultural attractions, the site could be developed as a major community attraction.
- **Ikigega Cooperative – Cyamudongo.** This community cooperative received one of the last grants (RWF 11,000,000) from DNP. The objective of the grant was to train cooperative member in handicraft making, and facilitate the establishment of a cultural troupe and craft shop to show case their products – ostensibly with the goal of reducing poaching in Cyamudongo. This cooperative is not as vibrant and as committed as that of Banda, and after visiting the site, one might question where grant funds were actually invested. Indeed, NNP management informed us that the cooperative coordinators were asked for an accountability of the grant funds but they have not been able to produce it up to now. As a result, Park management advised us not offer any other support to this cooperative, until they account for the funds they have already received.

Clearly, there are both opportunities and constraints in community-based ecotourism around NNP. During the next quarter we will conduct additional community assessments, and a more in depth analysis of the Banda site, leading to the development of a business and marketing plan, and perhaps additional grant support.

During the quarter, we also met with the mayor of Nyamashekye district go over the work plan and identify potential areas of collaboration. The Mayor informed us that although he had not yet received a final report on the various tourism related community projects in the district, the District is planning to film a documentary covering all investment opportunities within the area, including tourism. The documentary is would be broadcast on Rwanda Television and uploaded on RDB’s Tourism website, under the Nyungwe link. During the next quarter, we will explore different ways in which to support the District in this venture. The Mayor gave us a copy of the District management plan and the Action Plan for 2010/2011, which will be a useful resource during for work plan implementation. He also gave us his full support for the Destination Nyungwe Contest, as similar contests (for agriculture production) have been conducted in the District with excellent results. During the next quarter, we are scheduled to meet with other district leaders around Nyungwe to share our work plan and seek ways and means by which Nyungwe Nziza might integrate its activities with District Management Plans.

Finally, in order to ensure that communities around NNP understand the purpose and be part of Nyungwe Nziza, we presented our work plan – including a description of the Destination Nyungwe Contest – to Executive Secretaries of 23 Sectors and District Environmental Officers, at the Nyungwe Joint Action Forum. At the end of the meeting, we gave them an opportunity to select a local name for the project and “Nyungwe Nziza” won the contest with the highest majority of votes.

Progress towards benchmarks

BENCHMARK	STATUS
Communities posing highest environmental threat and holding highest market potential have been identified (September 2010).	On track.
At least 3 Community-Private Sector Partnerships identified and initiated (March 2011)	On track.
At least 3 community-based tourism-related products and services have been identified and are ready to be supported (March 2011).	On track.

Activity 2: Provide continuous and tailored technical assistance

During the quarter, the Nyungwe Nziza team began work on developing the voucher program. Drawing on comments provided by USAID during the review of the First Annual Work Plan, we have modified the program as follows. Basically, we will continue to call this a voucher program but we will run it initially (at least in the first year) as a monopoly; i.e. no choice of service provider for the voucher holder other than Nyungwe Nziza, but the mechanics of a voucher program would be put in place. This would give us sufficient time to identify other service providers which would open up options for community-based organizations (CBO) during year two and beyond. During the first year of implementation, we will prepare the service providers to be able to provide the training service. During the second year, we will give the CBOs a voucher worth just slightly less than the cost of the training. They will then be able to take their voucher to the training source of their choice. Choice will be driven by quality of the training provided. The service providers, on their end, have an incentive to take the base training services and make them as attractive as possible to the CBOs (added perks, lower counterpart cost, whatever) to attract more voucher holders. This creates a demand for quality and fosters competition.

Progress towards benchmarks

BENCHMARK	STATUS
Voucher program designed and approved by project staff and USAID (October 2010).	On track.
KCCCEM and project staff is fully familiarized with management of voucher program (February 2011).	On track.

COMPONENT TWO: PROTECTING THE PUBLIC'S HEALTH IN AND AROUND THE PARK

There are no achievements for this component during the reporting period. On June 28, 2010 we were informed by the COTR that there would be more than likely no additional funding for the Health Component after the \$300,000 allocated for year one. It appears that the Ministry of Health no longer wants PEPFAR funds associated with non-health projects such as Nyungwe Nziza. Pending official notification of this action from USAID, we have suspended all health activities. However, we have requested a meeting with the COTR, a representative from the SO6 (health) team and Jhpiego to map out a strategy for use of year one funds that would provide for activities that are discrete, do not raise expectations for future years, and deliver concrete results.

CROSS CUTTING ACTIVITIES

Certain activities cut across Nyungwe Nziza’s ecotourism and health components and affect almost all Nyungwe Nziza’s activities to a greater or lesser degree. These include environmental compliance, gender, the Dedicated Nyungwe Public-Private Partnerships Fund (PPPF) and the Small Grants Fund (SGF). A summary of achievements for these activities for the reporting period is provided below.

ENVIRONMENTAL COMPLIANCE

Achievements

Pending development of a new Initial Environmental Exam (IEE) for SO7, we used the existing IEE (which was amended in 2006 to incorporate ecotourism activities) to screen all proposed first year work plan activities to determine threshold, i.e., negative determination, negative with conditions, positive determination, or deferral. With the exception of the small grants program, nearly all proposed activities – particularly with regard to infrastructure and accommodation development – could be accommodated under the existing IEE. For the SGF, we drew on DAI’s extensive experience in Regulation 216 to develop mitigation measures and conditions for any eventual small grant activities. Based on this analysis, an EMMP for all proposed work plan activities that are classified as potentially negative or negative determination with conditions was prepared and submitted to the COTR (also the Mission Environmental Officer – MEO) for review and comment.

Progress towards benchmarks

BENCHMARK	STATUS
EMMP submitted to USAID/Rwanda by June 30, 2010.	Completed but submission was delayed. The EMMP was submitted to the COTR on July 10, 2010.

INTEGRATING WOMEN INTO SSENNP ACTIVITIES

Achievements

We have drafted a scope of work and have identified a local consultant who, once all Nyungwe Nziza staff is on board, will undertake the following;

1. Development of a simple project statement and guidelines that will define the project’s commitment to, and system of targeting, women;
2. Conducting training in gender mainstreaming for key SSENNP personnel engaged in project delivery;
3. Development of training needs profiles for different level stakeholders and tailor made training materials and tools, as well as guidelines to address capacity needs for gender mainstreaming; and

4. Development of strategies to improve outreach to women entrepreneurs' and POs and enable them to access Business Development Services (BDS) and improved marketing outlets.

Progress towards benchmarks

BENCHMARK	STATUS
Project statement and staff training completed by July 31, 2010.	May be delayed. Subject to USAID approval, we expect to have all local positions filled and operational by July 26. Given the need to provide technical and administrative orientation to the new staff prior to undertaking gender training, we may delay this activity by two weeks.
Gender Action Plan (training needs profiles and strategies) developed by August 15, 2010.	May be delayed. As per the above.

PROCEDURES AND CRITERIA FOR THE DEDICATED NYUNGWE PUBLIC-PRIVATE PARTNERSHIPS FUND AND THE SMALL GRANTS FUND

Achievements

During the quarter, a draft Grants Manual was prepared for Nyungwe Nziza targeting the use of the Small Grants Fund (SGF). Although the manual is currently under internal review before submission to USAID, the Table of Contents for the Manual is presented in Appendix C. We expect to submit the manual to USAID for review and approval by July 31, 2010.

Development of guidelines and criteria for the PPPF, however, has been delayed pending a more in depth assessment of private resources available for investment in Nyungwe. As noted under Activity 3 of PIR 7.4.1.1 above, there may be more private resources available for investment than we had originally thought. We are continuing to assess this assumption with the goal of developing a PPPF guidelines and criteria that better meets private sector investment needs. We expect to have the guidelines and criteria for the PPPF completed by August 31, 2010.

Progress towards benchmarks (deliverable)

BENCHMARK	STATUS
PPPF/SGF Policy and Procedure Manual submitted to USAID by May 23, 2010 (60 days after contract signing).	Delayed. The Grants Manual will be submitted to USAID by July 31, 2010, while guidelines and criteria for the PPPF will be submitted by August 31, 2010.

PERFORMANCE MANAGEMENT PLAN

Achievements

Based on discussions with the COTR and the Monitoring and Evaluation Support Services (MEMS) project, a revised results framework (RF) for Nyungwe Nziza was prepared. It should be noted that as USAID/Rwanda is currently preparing a new Integrated Strategic Plan for the 2010-2015 period, final indicators and definitions for SO6 (“Increased use of community health services including HIV/AIDS”) and SO7 (“Expanded economic opportunities in rural areas”) were not available at the time of writing of this report, and were not included in the PMP. However, the revised RF does better reflect current Mission thinking in terms of its new strategy, than the RF presented in the First Annual Work Plan. Based on this revised RF, performance indicators were developed including definition and disaggregation; data source; baseline and year baseline was established; method of data collection/calculation; method of data acquisition, data analysis, use and reporting; and yearly and end of project targets. The PMP incorporates five sets of performance perspectives and associated indicators including:

- Critical assumptions;
- U.S. Foreign Assistance “F” Performance/ USAID program indicators;
- Impact indicators that measure success in areas such as livelihoods improvement, and partnerships attributable to Nyungwe Nziza;
- Direct performance indicators essential for gauging progress made in completing proposed project activities and managing grants; and
- Indicators of customer or stakeholder satisfaction that estimate the degree of improvement in services.

Progress towards benchmarks (deliverable)

BENCHMARK	STATUS
Final PMP submitted to USAID by May 23, 2010 (60 days after contract signing).	Completed. The COTR approved a five day extension to this deliverable and the PMP was submitted to USAID on May 27, 2010.

PROJECT MANAGEMENT AND ADMINISTRATION

Achievements

Management and administration

A good portion of staff time during the quarter was spent in startup activities notably; securing office and residential space, security and communications; recruiting and hiring remaining staff; developing operational procedures; procurement; and the registration process. Highlights for the quarter include:

- **Office space.** Nyungwe Nziza’s Kigali office is now fully operational and we will sign the lease for the Kitabi office (with KCCEM) on July 15, 2010.
- **Staffing.** With the exception of the Health Field Coordinator, all positions have been filled. A summary of the status of Nyungwe Nziza staff is presented below.

NAME	POSITION	STATUS
Boaz Tumwesigye	Ecotourism Lead	On board
Fidele Gakuba	Operations and Grants Manager	On Board
Diana Umurungi	Administrative Assistant	On Board
Donnah Mariza	Business Development Services Lead	Approved by USAID. Will start July 19
Euphrasie Mukapasika	Project Accountant	Will start July 26
Anicet Nzabonimpa	Health Lead	Submitted to USAID for approval
Firmin Safari Karitanyi	Monitoring and Evaluation Specialist	Salary verified, references checked. Will submit to USAID for approval week of July 12
Eric Utazirubanda	Ecotourism Field Coordinator	Salary verified, references checked. Will submit to USAID for approval week of July 12
Alice Mutabazi	Business Development Field Coordinator	Currently verifying salary and checking references. Expect to submit to USAID for approval week of July 19
To be determined	Health Field Coordinator	Original candidate identified accepted another position. Currently following up with back up candidates

- **Operations.** A personnel, procedures and operations manual has been completed and provided to staff; a financial operations manual has also been developed to guide all Nyungwe Nziza financial operations.
- **Registration.** The registration process is now completed and DAI was registered as a branch office on June 29, 2010.

Progress towards benchmarks

BENCHMARK	STATUS
Personnel, procedures and operations manual completed by June 2010	Completed.
Financial operations manual completed by June 2010	Completed.
VAT payment and reimbursement report provided to USAID monthly, due five working days after the end of the month (dependent on registration process).	Delayed. Delays in the registration process and resulting lack of a tax identification number (TIN) have precluded us from achieving this objective on schedule. As we now have a TIN, we are in the process of preparing the VAT payment and reimbursement report and this will be submitted to USAID on August 6, 2010.
Kigali and Kitabi offices fully operational (staffed, vehicles, computers, connectivity and network) by July 2010 (dependent on registration process).	On target. The only issue here may be vehicles. USAID has transferred one of the IRG vehicles to the project, and we will receive the other three IRG vehicles at the end of their contract in September. We are also currently processing a waiver to purchase one new vehicle, and have decided to procure motorcycles for the field coordinators. The COTR has promised to see if there are motorcycles available from other projects
Technical and Administrative Management Information System (TAMIS) fully functional (with approved work plan) by July 2010.	May be delayed. Establishing our TAMIS is dependent on having a server installed in the Kigali office. As we were only able to ship our information technology (IT) equipment after the registration process was complete, achievement of this benchmark may be delayed pending arrival and customs clearance of our IT equipment (currently “en route.”)

Stakeholder buy-in strategy

During the quarter, we conducted more extensive consultations with RDB, REMA, the Districts and Sectors (under the auspices of the Nyungwe Forum), other donors and projects, and the private sector in order to better vet the First Annual Work Plan.

We have established a very effective working relationship with RDB; as RDB was not able to attend the USAID Work Plan review, we presented the Work Plan to a number of RDB staff to solicit input and feedback. We currently meet with RDB staff at least once a week and we regularly accompany RDB staff on site visits (most recently the Ecotourism Lead accompanied RDB staff on a site visit to Cyamudongo and participated in the “Meeting on the handing over of Cyamudongo and Maybebe chimpanzees tracking and habituation.”)

In order to ensure that communities around NNP understand the purpose and be part of Nyungwe Nziza, we presented our Work Plan before Executive Secretaries of 23 sectors and District Environmental Officers, at the Nyungwe Joint Action Forum. At the end of the meeting, we gave them an opportunity to select a local name for the project and “Nyungwe Nziza” won the contest with the highest majority of votes.

We have met with the mayor of Nyamashekye district, and provided him with an overview of the program and will be working with his staff during the next quarter to integrate Nyungwe Nziza activities with District Management Plan tourism activities. During the next quarter, we are scheduled to meet with other district leaders in the potential areas of our operation to review the work plan and if possible, integrate our work plan with their District Management Plans.

We have also had productive discussions with REMA, particularly with staff from the Integrated Management of Critical Ecosystems project on bird watching, and have planned a joint field trip with REMA staff during the next quarter to assess activities and potential around Kamiranzovu wetland.

Unfortunately, we have not been able to meet with any Ministry of Health (MOH) officials. In order to meet with MOH staff, we require a formal introduction from USAID and to date, this has not been forthcoming due to the SO6 team’s workload.

Progress towards benchmarks

BENCHMARK	STATUS
Stakeholder workshop and project launch event held by May 30, 2010.	Delayed. RDB will launch Nyungwe Nziza but in order to avoid past mistakes with project launches, their preference is to wait 2-3 months until the project becomes more operational. Nevertheless, preliminary details of the launch – including participants, venue and stakeholder workshop – were formulated during the quarter.
ListServe and website operational by July 31, 2010.	On target. Our ListServe should be completed by the scheduled date, although the establishment of a project website may be delayed as this is dependent on having a server installed in the Kigali office.
Steering Committee holds it first meeting by August 31, 2010.	Hopefully on target. Preliminary discussions with RDB’s Director of Tourism suggest that she is amenable to a joint WCS-DAI Steering Committee, although she (and other RDB staff) suggested using the less formal term of advisory committee rather than steering committee. The biggest impediment to establishing an advisory committee is the Director of Tourism’s workload. During the month of July, we will work with RDB staff to establish a protocol for advisory committee meetings which minimizes RDB staff time and maximizes coordination.

CHAPTER III: USE OF FUNDS DURING THE QUARTER

CHAPTER IV: CONTRACT DELIVERABLES

As defined in the USAID-DAI contract, deliverables refer to four outputs in four areas: a) Annual Work Plans; b) Quarterly, Annual and Intermittent Progress Reports; c) Trip Reports; and d) Performance and Impact Monitoring. Additional deliverables include a Marking Plan and Branding Strategy and Grants Format/Field Grant Guide. The cumulative contracted Deliverables provided as of June 30, 2010 include the following:

Work Plans and Documents	
<i>Document</i>	<i>Submission date to USAID</i>
First Annual Work Plan (March 24, 2010 through March 23, 2011)	May 7, 2010
Branding Strategy and Branding and Marking Plan	May 7, 2010

Performance and Impact Monitoring	
<i>Document</i>	<i>Submission date to USAID</i>
First Year Monitoring & Evaluation (M&E) plan	May 7, 2010
Life of Project Performance Management Plan	May 27, 2010

APPENDICES

Appendix A: Market Analysis Questionnaire

Appendix B: Proposed Itinerary for U.S. Birding Destination Study Visit

Appendix C: Grants Manual Table of Contents

APPENDIX A: MARKET ANALYSIS QUESTIONNAIRE

Destination Nyungwe Tour Operator Survey

BUSINESS NAME:

ADDRESS:

PHONE:

1) Which of the following types of tours and destinations do you offer?:

Destinations	Bird watching	Gorilla watching	Other primates	Safaris
East Africa regional multi-country tours				
Rwanda only				
Kenya only				
Uganda only				
Tanzania only				
Botswana				
South Africa				
Namibia				

Destinations	Nature/Adventure (biking, rafting, trekking)	Boat Tours	Cultural/Heritage
East Africa regional multi-country tours			
Rwanda only			
Kenya only			
Uganda only			
Tanzania only			
Botswana			
South Africa			
Namibia			

2) Do you have guests from countries other than from where your offices are located?

Country # 1 % of all guests:

Country # 2 % of all guests:

Country # 3 % of all guests:

3) Average age of your guests?

4) Average education levels of your guests?

- 5) About how many customers do you serve on average each year?
- 6) Do you experience seasonality? If so, how much (% in high season)?
- 7) What is the price range for your packages (all inclusive)?
- 8) What is the main reason people choose your company?
- 9) Please check off the level of importance of each of the following types of advertising and marketing of your tours:

	Most important	Very important	Important	Less important	Least important
Word of Mouth					
Pamphlets and brochures					
Familiarization tours					
Travel agents					
Website					
Facebook					
Articles in newspapers and magazines					
Advertising in newspapers and magazines					
Twitter					
Online travel websites					
Online advertising					

- 10) What is your process for adding new itineraries to your catalogue?

Descriptions of tours offered by this company that are relevant to Nyungwe development:

- 1) Tours of Nyungwe
- 2) Rwanda tours
- 3) Rwanda as part of a regional tour
- 4) Bird-watching tours
- 5) Primate tours

APPENDIX B: PROPOSED ITINERARY FOR U.S. BIRDING DESTINATION STUDY VISIT

- **DC/Northern VA – Rock Creek Park, George Washington Memorial Parkway** (Dyke Marsh-wetland birds-waterfowl, migratory birds, urban parks with solid natural and cultural resource programs intermixed, contributor to International Migratory Bird events and programs, and staff with a strong avian background
- **Blue Ridge Parkway-** One of the hottest birding spots for the greater Maryland, Northern Virginia birding groups, provides nesting habitat for northern and southern birds alike, more than 250 bird species have been observed along the Parkway. Several rare species of birds nest along the Parkway. Cerulean warblers can be found during the summer in mature woods with open understories. Peregrine falcons, reintroduced to the Southern Appalachians, have recently begun to nest again on the Parkway. Several pairs of the Appalachian yellow-bellied sapsucker and northern saw-whet owls nest in North Carolina.
- **Cape Hatteras, NC-**over 400 species of birds on the Outer Banks-balancing local community recreational culture with species protection as well as tourism. Colonial bird habitat-T&E species and climate change issues, provides a national Seashore perspective
- **Congaree National Park, SC** -protects over 22,200 acres of floodplain forest, swamp, and adjacent uplands along the Congaree River in Richland County, South Carolina.. 173 avian species, could offer canoe trip, has a research learning center and enthusiastic Friends of the Birds group.
- **Everglades NP, FL** -Park established to protect its unique wildlife and bird species and habitat, premier birding site year round (350 species), concessions operation, birding tours, climate change, inventory and monitoring issues, etc.

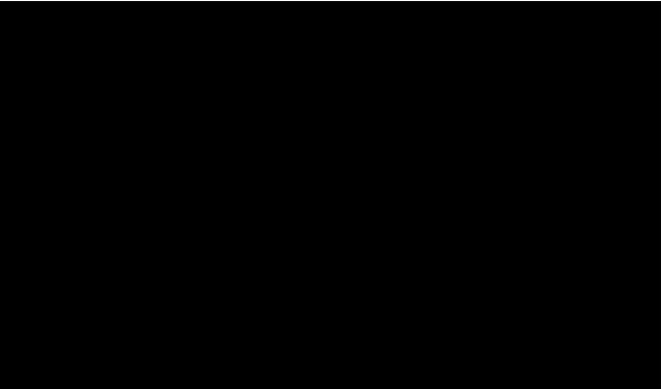
(Participants could then depart from S Florida to Costa Rica).

All dates are tentative and are just used for scheduling and cost estimation purposes.

DATE	ACTIVITY	NOTES
Saturday, September 11	Depart Kigali to Wash. DC	(Fare estimation by Expedia)
Sunday, September 12	Arrive DC @ 1:15	Check into hotel
Monday, September 13	AM meetings with DAI, PM meetings with NPS	Possible evening reception hosted by NPS
Tuesday, September 14	AM meetings with local bird nongovernmental organizations	
Tuesday, September 14	Afternoon field trips to Rock Creek Park, Dyke	Will be escorted by Jen Lee and/or other

DATE	ACTIVITY	NOTES
(continued)	Marsh, etc.	NPS staff
Wednesday, September 15	AM depart for Cape Hatteras National Seashore, arrive afternoon (5 hour drive time, est. 300 miles) Explore park	Jennifer Lee (or other NPS staff) will serve as driver and escort throughout the trip Return car to Columbia Metro Airport, SC
Thursday, September 16	Explore Cape Hatteras with park naturalists and discuss birding programs	
Friday, September 17	Drive to Blue Ridge Parkway, arrive PM to park HQ in Ashville (estimated driving time 8 hours, 481 miles)	
Saturday, September 18	Explore Blue Ridge Parkway with park naturalists and discuss birding programs	
Sunday, September 19	AM Drive to Congaree National Park. Afternoon explore park or meet HQ staff.	
Monday, September 20	Explore Congaree NP with park naturalists and discuss birding programs	
Tuesday, September 21	Drive to Columbia, SC airport. Flight to Miami, drive to the Everglades. Check into hotel in Homestead, Fl.	Return rental car in Columbia. Pick up new car rental in Miami. Hertz: \$266.
Wednesday, September 22	Explore Everglades NP with park naturalists and discuss birding programs	
Thursday, September 23	Explore Everglades NP with park naturalists and discuss birding programs	
Friday, September 24	Continue with Everglades or visit nearby Biscayne NP	
Saturday, September 25	Return to Miami International RDB Director will fly to Costa Rica to be met by bird contacts	Jennifer Lee or escorting NPS staff will return to Washington, DC

DATE	ACTIVITY
Estimated Costs per person and rental car	
Total Estimated Cost for Trip	



APPENDIX C: GRANTS MANUAL TABLE OF CONTENTS

DAI Grants Manual Strengthening Sustainable Ecotourism in and around Nyungwe National Park Table of Contents

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