

REPUBLIC OF RWANDA



LEGAL AND CONSTITUTIONAL
COMMISSION

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TOWARDS A CONSTITUTION FOR RWANDA

Action plan 2002-2003

APRIL 2002

ACTION PLAN 2002 – 2003

MAY 2002 TO JULY 2003

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INTRODUCTION

The legal and Constitutional Commission set up in accordance with the Arusha Peace Agreement and the law n° 23/99 dated 24/12/1999 provides for the following in Article 2:

“The Commission for preparing the Constitution and revising other laws” has the mission to:

- *Prepare the draft-bill of the Constitution;*
- *Search for, receive and collect thoughts given by the population and to make use of examples from others countries;*
- *Explain to the population what the Constitution is and the main ideas which it is comprised of;*
- *Prepare the draft-bills of laws that govern the last transition period;*
- *Put together all the laws which must be modified in order to adapt them to the Constitution.*

Within this regard, the Commission has elaborated a Strategic Action Plan taking over a three-year period, which has been divided in six phases, to reflect its legislative mission.

They are:

- The training and sensitisation of the population about the Constitution;
- The consultation of the population on the content of the Constitution;
- The writing and validation of the draft text of the Constitution;
- The referendum on the text of the Constitution as approved by Parliament;
- The management of the last period of the Transition;
- The harmonisation between the laws and the new Constitution.

A continuous review of the Strategic Action Plan has taken place and has updated all along its execution, with regard to both activities and costs. Due to budget provided by the Government and various donors some activities have been realised and others are taking place today.

Those activities are:

- The training of Commissioners and the Staff;
- Analysis on elaborating a Constitution;
- Techniques of elaborating a Constitution and laws;
- Computer skills;
- The elaboration of the population training material about the Constitution and training of leaders;
- The sensitisation of the population on the work of the Commission and on the Constitution making process;
- The acquisition of basic material and knowledge;
- The consultation of the population on the content of the Constitution;
- The recruiting of staff and the administration of the Commission.

To meet its mission objectives the Commission priorities an approach that is inclusive and that favours participation of all categories of the population in the process of elaborating the new Constitution.

To carry its mandate and to live within its limited budget, the Commission has given priority to the following activities:

- The sensitization the population through media outreach and through the voice of trained local leaders in districts and in specialized groups;
- The consultation of the population through meetings with Commissioners in districts and with specialized group at the local and national level;
- The validating of the Constitution's main themes with local leaders and the writing of the draft of the Constitution;
- The holding a nation wide referendum on the proposed text of the Constitution;
- The elaboration of laws governing the last period of the Transition and the harmonization of other laws with the new Constitution.

As we submit this plan of action, the training and sensitization activities that had been planned have taken place and we can report that they met all of our expectations. Rwandans have clear understanding of the Constitutional making process and can relate to the work of the Commission.

The consultation phase of our activities has been underway since February. We are half way into the process. Commissioners have been assigned to areas of the country and are holding consultation meetings daily. Participation is high and feedback is extremely positive. Rwandans share their views and their aspirations with interest and enthusiasm.

A plan of action is a work in progress. As we move toward the date of the referendum, the Commission intends to continue to update its plan as to make it the instrument of success of this great national project.

THE TRAINING AND SENSITIZING OF RWANDANS ABOUT THE CONSTITUTION.

1. INTRODUCTION

The action of teaching and explaining to different categories of the population what a constitution is and its main ideas is the mission of the Commission in charge of elaborating the constitution and reviewing other laws.

This program is aimed at teaching and explaining to the Rwandans in their respective places, either in the country or abroad, what a constitution is, showing them its main concepts, its importance and preparing them to give their views which will help in drafting the constitution that will govern the country after the transition period.

For Rwandans who live in foreign countries, means of international communication (internet, fax, post...) and reaching them in their countries of residence will be used. The members of the commission will reach those who live in refugee camps in Tanzania, Zambia, Uganda, Congo Brazzaville and others, if possible.

This program was intended for Rwandans living in the country and was divided into two phases in order to allow each Rwandan to have time to be taught, trained and then discuss with members of the Commission about the constitution making process.

The first training was carried out by the members of the commission and was intended for specialized groups. The second training was intended for the population, was carried out by local leaders under the supervision of the commissioners.

2. PROGRAM FOR TRAINING.

PART ONE: Program for training the population trainers

Due to the fact that the commissioners could not reach and teach every Rwandan, they found it necessary to collaborate with the local levels of administration headed on the national level by the Ministry of Local Government and Social Affairs.

This training was held on two levels: the national level and provincial level.

1. On the national level

On this level, the Commission trained forty (40) people who had sufficient knowledge about the constitution so that they could help the members of the Commission in the training of the representatives at district, town and sector levels.

This group comprises twelve (12) commissioners, four (4) employees from the Ministry of Local Government and Social Affairs and two (2) from each province and Kigali city, one person in charge of Legal and Administrative Affairs, one in charge of good governance; and 12 representatives of women from provincial level. This training took place from 10 to 13 July 2001.

The fact that the commissioners were trained at the same time as other was prompted by the idea that the whole group must have the same angle of vision about the process of teaching the population since it is the same group which is going to coordinate all activities.

2. On provincial level

On the level of all provinces of the country, the commissioners in collaboration with the trained persons in each province have trained within one day nine thousand and eight hundred (9800) representatives. Among others, there are:

- Members of the executive committees of all districts and towns
(5 members of the executive committees x 106 districts and towns: 530 persons)
- Members of Political and Administrative Committee in all sectors. This committee is composed of the coordinator of the sector, secretary of the committee, one in charge of security and one in charge of information.
(4 persons x 1545 sectors = 6180 persons)
- One person in charge of education and training in the Community and Development Committee on the level of each sector, and the counsellor elected in each sector.
(2 persons x 1545 sectors = 3090 persons).

The training of this group took place from July to September 2001.

The provinces were divided into zones in accordance to the maximum number of persons who could be trained at once.

Before ending the training, the commissioners assisted the trainers in elaborating the program of training the population.

PART TWO: Program of training specialized groups.

The specialized groups that participated in the training were divided into three categories: the national level, the provincial level, and the district and town level.

Here is a list of some of these groups:

1. On the national level

- Ministers and Secretary Generals of the Ministries
- Employees of the central Governance
- The parliamentarians
- Members of the Supreme Court
- Directors of public institutions (OCIR, BRD, RWANDATEL, ELECTROGAZ, ORINFOR, FARG...)
- Rwandan citizens who work for the international community:
 - In embassies
 - In international organizations
 - In UNO agencies
- Lecturers and students of universities and higher institutions: UNR, ULK, KIST, KIE, ISFP, KHI, ISAE and the Adventist Universities.

- Members of the executive committees of legalized political parties
- Those in charge of the national security (in army and police)
- Employees of international and Rwandan non Government organizations
- Government and private journalists
- Self employed and private sectors
- Religious leaders in Rwanda.

These training sessions took place in September 2001.

2. On provincial level.

- Those in charge of security (in army and police)
- Province employees
- Province civil servants
- Employees of international organizations and Rwandans of non-government organizations.
- The representatives of projects operating in the province
- Teachers and students of public and private secondary schools.
- Associations and religious leaders
- Employees of the prisons
- Prisoners.

These sessions were held between July and the September 2001.

3. On district and town level.

- District and town employees
- In charge of security (in army and police)
- Priests and employees of the parishes
- Teachers of primary and secondary schools
- Associations and cooperatives members
- Employees of international and Rwandan non government organizations
- Civil servants working in the district or town.

These took take place at the same time as the sessions at the provincial level.

3. PROGRAM OF SENSITISATION

The sensitisation program kicked off immediately after the training of local leaders, in August and September 2001, who in turn went down to sensitise the local population. Sensitisation sessions took place at secteur and cellule level. With the assistance of the training manual the local leaders educated the local population.

The main objective of the sensitization phase was to explain to the population, what the Constitution is, its importance and the main elements that make up a Constitution as well to mobilize them for their later participation in the Constitution making process, which would bring an end to the transition government. The sensitization activities were the same across the country. The agenda was as follows:

- Introduction to the purpose of the meeting
- Information on the mandate of the Commission
- Basic Information on the Constitution
- Instruments of power in Government
- Nature of political systems
- Human rights and the role of citizens

- Past Constitutions of Rwanda
- Genocide and its effects
- Questions and recommendations
- Conclusion.

Turn up for most of the sessions was good with an average of 90.000 people at each province that includes secondary school students and prisoners.

In its July to December 2001, semi-annual report, the Commission reported at length on the outcome of the training and sensitising activities. This report is public.

ACTION PLAN 2002-2003

Strategic Objective 1: *To consult the population of Rwanda on the content of Constitution*

Activity 1.1: Conducting popular consultations

DESCRIPTION OF ACTIVITY 1.1	EXPECTED RESULTS	INDICATORS
<ul style="list-style-type: none"> ▪ To consult the general population, national organizations, specialized groups at district and local community level, Rwandans in refugee camps and in the Diaspora, on the main themes of the Constitution. 	<ul style="list-style-type: none"> ▪ Persons and groups who attend consultation are better informed on the basic content of the Constitution and will share their views and ideas with the commission. 	<ul style="list-style-type: none"> ▪ Consultation material and information were available throughout the country ▪ From May to August 2002, 590 consultation meetings will be held and 75,000 questionnaires will be distributed. ▪ Consultation meetings were well advertised in every community ▪ Participation of groups and persons will be tabulated. ▪ Reports prepared by each commissioner following each consultation meeting will summarize discussions.

COST OF ACTIVITY 1.1 (1)	ESTIMATED COSTS	CALENDAR
<ul style="list-style-type: none"> ▪ Consultation meetings: <ul style="list-style-type: none"> ○ Fuel: 30 liters / day x 370 FRW x 590 meetings/days: 6,549,000 FRW; ○ Per Diem: 2 persons x 40,000 FRW x 590 meetings/days: 47,200,000 FRW; ○ Public address system rental: 200 meetings x 80,000 FRW per day: 16,000,000 FRW. 	69,749,000 FRW	May to July 2002
<ul style="list-style-type: none"> ▪ Preparing report of consultation meetings at district level: <ul style="list-style-type: none"> ○ 106 districts x 50 pages per report x 500 FRW per page 	2,650,000 FRW	May to July 2002
<ul style="list-style-type: none"> ▪ Visits to refugee camps in Zambia, Tanzania, Uganda, Kenya, Congo Brazzaville, Malawi, Burundi: <ul style="list-style-type: none"> ○ Per diem for commissioners and drivers: 13,234,000 FRW ○ Airline tickets to Kenya, Zambia, Malawi and Congo Brazzaville: 2,436,360 FRW ○ Fuel: 695,600 FRW 	16,336,960 FRW	August 2002
SUB-TOTAL 1.1	88,735,960 FRW	

¹ The cost of meetings with Rwandans in the Diaspora will be included in the cost of visits to other countries

Activity 1.2: Consulting Rwandans from the Diaspora and learning of constitutional experience of other countries

DESCRIPTION OF ACTIVITY 1.2	EXPECTED RESULTS	INDICATORS
<ul style="list-style-type: none"> ▪ To consult with Rwandans who live outside of the country to obtain their views on the content of the Constitution. ▪ To hold meetings with Government officials, politicians and constitutional experts of visited countries to learn, first hand, from their constitutional experience. 	<ul style="list-style-type: none"> ▪ Rwandans who live outside the country will be informed about basic content of the Constitution and will share with the Commission their views on the outcome of the Constitution. ▪ The Commission will have acquired knowledge from the constitutional experiences of the visited countries. 	<ul style="list-style-type: none"> ▪ A report will summarize content of each meeting held with Rwandans who live outside the country. ▪ The Commission will use the knowledge and information acquired from visited countries to develop the Constitution in areas such as constitutional court, jurisdictions, governance, human and fundamental rights, electoral systems, political parties, legislation, decentralization and the role of civil society. ▪ Policy issues will also be reviewed as to their impact on constitutional design: policies on land, social, cultural and economic affairs.

COST OF ACTIVITY 1.2	ESTIMATED COST	CALENDAR
<ul style="list-style-type: none"> ▪ Visit to Canada: <i>Montreal and Ottawa</i> and the U.S.A: <i>Washington and New York</i> <ul style="list-style-type: none"> ○ Per Diem: 16 days x 165,900 FRW X 4 persons: 10,617,600 FRW ○ Airline tickets: 4 tickets x 2,600,000 FRW: 10,400,000 FRW 	21,017,600 FRW	September 2002
<ul style="list-style-type: none"> ▪ Visit to Brussels, Paris, London, and Geneva: <ul style="list-style-type: none"> ○ Per diem: 12 days x 165,900 FRW x 4 persons: 7,963,200 FRW ○ Airline tickets: 4 tickets x 2,179,661 FRW: 8,718,644 FRW 	16,681,844 FRW	September 2002
<ul style="list-style-type: none"> ▪ Visit to Addis Ababa, Kampala, Lusaka and Pretoria: <ul style="list-style-type: none"> ○ Per diem: 14 days x 165,900 FRW x 4 persons: 9,290,400 FRW ○ Airline tickets: 4 tickets x 952,740 FRW: 3,810,960 FRW 	13,101,360 FRW	September 2002
<ul style="list-style-type: none"> ▪ One consultation meeting with Rwandans living in each visited city: <ul style="list-style-type: none"> ○ 12 meetings x 410,000 FRW for rental of meeting rooms and public address system 	4,920,000 FRW	September 2002
SUB-TOTAL 1.2	50,720,804 FRW	

Activity 1.3: Preparing and analyzing report of consultations.

DESCRIPTION OF ACTIVITY 1.3	EXPECTED RESULTS	INDICATORS
<ul style="list-style-type: none"> ▪ To prepare a report of consultations with the general population, specialized and groups at local and national level, refugees and Rwandans of the Diaspora. ▪ The Commission will analyze the report before validating its main conclusions and starting to draft the Constitution. 	<ul style="list-style-type: none"> ▪ The report will reflect the detailed views of the consultees on the content of the Constitution and will provide the Commission with consultees' preferences. 	<ul style="list-style-type: none"> ▪ Number of persons and groups consulted at district and national level. ▪ Number of questionnaires returned. ▪ Views expressed by consultees on the main themes of the Constitution. ▪ A database of information from the constitutional experience of visited countries. ▪ Narrative reports of consultations held in each district and then combined in a National report ▪ Report containing responses to the returned questionnaires. ▪ Report of opinions provided outside of the consultation activities.

COST OF ACTIVITY 1.3	ESTIMATED COSTS	CALENDAR
<ul style="list-style-type: none"> ▪ Acquiring a relational data base for the collection of responses to the questionnaire: 	10,000,000 FRW	May 2002
<ul style="list-style-type: none"> ▪ Collecting database from a 7 % random selection of questionnaires returned, based on 50,000 returned questionnaires. <ul style="list-style-type: none"> ▪ The random selection will be organized to represent the views of districts and groups. ▪ 3,500 questionnaires will be randomly selected: <ul style="list-style-type: none"> ○ 10 persons x 18 days x 5,000 FRW per day 	900,000 FRW	August 2002
<ul style="list-style-type: none"> ▪ Summarizing reports of 106 districts in 12 provincial reports: <ul style="list-style-type: none"> ○ 12 reports x 100 pages / report x 500 FRW / page 	600,000 FRW	August 2002
<ul style="list-style-type: none"> ▪ Preparing national report of all consultations: <ul style="list-style-type: none"> ○ 300 pages report x 500 FRW / page: 150,000 FRW ○ 100 copies x 27,000 FRW / copy: 2,700,000 FRW 	2,850,000 FRW	September 2002
SUB-TOTAL 1.3	14,350,000 FRW	
TOTAL OF STRATEGIC OBJECTIVE 1		158,806,764 FRW

Strategic Objective 2: To validate and write the Constitution

Activity 2.1: Validating the main themes of the Constitution

DESCRIPTION OF ACTIVITY 2.1	EXPECTED RESULTS	INDICATORS
<ul style="list-style-type: none">▪ To hold validating sessions in all districts and at the National level to review with community representatives the report of the consultation on the main themes of the Constitution, as well as review themes which may need clarification.	<ul style="list-style-type: none">▪ Consultees will provide feedback on the main themes of the Constitution.▪ The Commission will use the feedback to prepare the draft.	<ul style="list-style-type: none">▪ The community representatives who were trained for the sensitization process will attend 36 validation sessions in the district and 15 validation sessions at the National level.

COST OF ACTIVITY 2.1	ESTIMATED COSTS	CALENDAR
<ul style="list-style-type: none"> ▪ Inviting representatives to participate in validating sessions. 	720,000 FRW	September 2002
<ul style="list-style-type: none"> ▪ 51 validating sessions: <ul style="list-style-type: none"> ○ Per diem of commissioners and staff: 2 persons x 40,000 FRW x 51 sessions/days: 4,080,000 FRW ○ Per diem of representatives: 9,800 x 3,000 FRW per day: 29,400,000 FRW ○ Rentals of public address systems: 51 meetings x 80,000 FRW: 4,080,000 FRW ○ Logistic: 51 meetings x 20,000 FRW: 1,020,000FRW ○ Fuel: 30 liters x 370 FRW x 51 meetings/day: 566,100 FRW 	39,146,100 FRW	October 2002
<ul style="list-style-type: none"> ▪ Public information: <ul style="list-style-type: none"> ○ Posters: 10,000 x 500 FRW: 5,000,000 FRW ○ Radio spots: 30 days x 50,750 FRW: 1,552,500 FRW ○ Production: 230,000 FRW ○ Radio program: 496,800 FRW 	7,279,300 FRW	October 2002
SUB-TOTAL 2.1	47,145,400 FRW	

Activity 2.2: Writing the draft of the Constitution

DESCRIPTION OF ACTIVITY 2.2	EXPECTED RESULTS	INDICATORS
<ul style="list-style-type: none">▪ To prepare the draft of the Constitution.	<ul style="list-style-type: none">▪ The draft of the Constitution, prepared within the planned time frame, will reflect the views of Rwandans as expressed during the consultation sessions and through their responses to the questionnaire.	<ul style="list-style-type: none">▪ The drafting of the Constitution will start after the validation sessions.▪ The Commission will provide the Government and Parliament with the draft of the Constitution by the end of October.

COST OF ACTIVITY 2.2	ESTIMATED COSTS	CALENDAR
<ul style="list-style-type: none"> ▪ Commissioner's retreat: <ul style="list-style-type: none"> ○ Per diem 28 persons x 40,000 FRW x 5 days: 5,600,000 FRW ○ Logistic: 86,000 FRW x 5 days: 430,000 FRW ○ Honorarium for experts 2 experts x 5 days x 113,760 FRW: 1 137 600 FRW ○ Rental of meeting rooms 150,000 FRW x 5 days: 750,000 FRW 	7,487,600 FRW	October 2002
<ul style="list-style-type: none"> ▪ Translating and copying of draft: <i>(based on a 70 page document, in English and French)</i> <ul style="list-style-type: none"> ○ Translation : 140 pages x 8,000 FRW per page : 1,120,000 FRW ○ Copying: 10, 000 copies x 1,000 FRW per copy: 10,000,000 FRW 	11,120,000 FRW	November 2002
SUB-TOTAL 2.2	18,607,600 FRW	
TOTAL OF STRATEGIC OBJECTIVE 2		65,753,000 FRW

Strategic Objective 3: *To consult the people of Rwanda by referendum on the Constitution of the country*

Activity 3.1: Informing Rwandans on the content of the Constitution submitted to the referendum

DESCRIPTION OF ACTIVITY 3.1	EXPECTED RESULTS	INDICATORS
<ul style="list-style-type: none"> ▪ To produce information material, hold public meetings around the country and develop a public information campaign on the proposed Constitution. 	<ul style="list-style-type: none"> ▪ Rwandans will be fully informed on the content of the Constitution that will be submitted to the referendum. 	<ul style="list-style-type: none"> ▪ Information material will be available in all communities. ▪ Rwandans will be informed of time and place of public meetings. ▪ The public medias will be used to further inform the population. ▪ Each province will organize a cultural event on the Constitution.

COST OF ACTIVITY 3.1	ESTIMATED COST	CALENDAR
<ul style="list-style-type: none"> ▪ Information material: <ul style="list-style-type: none"> ○ Brochures: 50,000 copies x 100 FRW: 5,000,000 FRW ○ Posters: 50,000 copies x 500 FRW: 25,000,000 FRW ○ Copies of the Constitution: 20,000 copies x 7,000 FRW per copy: 140,000,000 FRW 	170,000,000 FRW	January, February and March 2003
<ul style="list-style-type: none"> ▪ Public meetings: 4 meetings x 106 districts and 80 meetings at National level <ul style="list-style-type: none"> ○ Per diem: 2 persons x 40,000 FRW x 504 meetings/day: 40,320,000 FRW ○ Public address rentals: 200 meetings x 80,000 FRW: 16,000,000 FRW ○ Fuel: 30 liters a day x 370 FRW x 504 meetings/day: 5,594,400 FRW 	61,914,400 FRW	January, February and March 2003
<ul style="list-style-type: none"> ▪ Provincial cultural events to promote the referendum and the proposed Constitution: <ul style="list-style-type: none"> ○ 12 provinces x 1,500,000 FRW grant per province 	18,000,000 FRW	January, February and March 2003
<ul style="list-style-type: none"> ▪ Media campaign: <ul style="list-style-type: none"> ○ Radio spots: 60 days x 51,750, FRW: 3,105,000 FRW ○ Production: 230,000 FRW ○ Weekly radio program: 8 weeks x 92,100 FRW: 736,800 FRW ○ Television programs: 2 programs x 600,000 FRW: 1,200,000 FRW ○ Newspaper article in 5 newspapers: 8 weeks x 400,000 FRW: 3,200,000 FRW 	8,471,800 FRW	January, February and March 2003
SUB-TOTAL 3.1	258,386,200 FRW	

Activity 3.2: Organizing and holding the referendum

DESCRIPTION OF ACTIVITY 3.2	EXPECTED RESULTS	INDICATORS
<ul style="list-style-type: none">▪ To hold a referendum across the country giving Rwandans the right to vote on their Constitution.	<ul style="list-style-type: none">▪ All Rwandans who are eligible to vote will be encouraged to vote and will have the opportunity to do so in the referendum.	<ul style="list-style-type: none">▪ A referendum date will be set.▪ Rwandans eligible to vote will have their name on the electoral registry.▪ Information will be available across the country on the date of the referendum, the voting process, the voting sites and the question that will be asked, as well as the content of the Constitution.▪ Each Rwandan eligible to vote will know what voting site and what polling station to attend.

COST OF ACTIVITY 3.2 ²	ESTIMATED COST	CALENDAR
<ul style="list-style-type: none"> ▪ Organizing and holding the referendum: <ul style="list-style-type: none"> ○ Updating the electoral registry, selecting and training 30,000 electoral agents in 9,165 cells, selecting approximately 1600 voting sites, determining the number of polling stations per site (400 voters per station on average), informing Rwandans of voting and referendum process, printing and distributing ballots and ballot boxes, arranging for local observers, counting and collecting ballots and announcing results. ○ Estimated number of eligible electors in April 2003: 3,597,737; based on 2001 electoral list. ○ Cost per elector to organize and hold the referendum: 795 FRW; based on cost of last election organized by the Electoral Commission. 	2,860,200,915 FRW	January, February, March and April 2003
SUB-TOTAL 3.2	2,860,200,915 FRW	
TOTAL OF STRATEGIC OBJECTIVE 3		3,118,587,115 FRW

²The cost of organizing and holding the referendum is based on information provided by the Electoral Commission. The budget to organize and hold the referendum is presently in the LCC's plan of action while discussions continue on what Commission will be responsible for the referendum.
Action Plan 2002-2003

Strategic objective 4: To draft the laws that will govern the last transition period

Activity 4.1: Consulting with groups and institutions

DESCRIPTION OF ACTIVITY 4.1	EXPECTED RESULTS	INDICATORS
<ul style="list-style-type: none">▪ To consult with all groups and institutions that will play a role during the last period of transition to identify laws that will need to be drafted	<ul style="list-style-type: none">▪ All groups and institutions will be consulted and laws to be drafted will be identified	<ul style="list-style-type: none">▪ Groups and institutions are identified.▪ Consultations meetings will be held.▪ Laws to be drafted will be identified and drafted.

COST OF ACTIVITY 4.1	ESTIMATED COST	CALENDAR
<ul style="list-style-type: none"> ▪ Invitations to participants 	120,000 FRW	November 2002
<ul style="list-style-type: none"> ▪ 20 Consultation sessions: <ul style="list-style-type: none"> ○ Per diem of commissioners and staff: 2 persons x 40,000 FRW x 20 meetings: 1,600,000 FRW ○ Per diem of participants: 200 x 3,000 FRW per day: 600,000 FRW ○ Logistic: 20 meetings/days x 86,000 FRW: 1,720,000 FRW ○ Public address systems: 20 meetings/days x 80,000 FRW: 1,600,000 FRW 	5,520,000 FRW	November 2002
<ul style="list-style-type: none"> ▪ Report of Consultations: <ul style="list-style-type: none"> ○ Drafting: 100 pages x 500 FRW per page: 50,000 FRW ○ Translating in French and English: 200 pages x 8,000 FRW per page: 1,600,000 FRW ○ Production: 100 copies x 27,000 FRW per copy: 2,700,000 FRW 	4,350,000 FRW	November 2002
SUB-TOTAL 4.1	9,990,000 FRW	

Activity 4.2: Drafting of laws governing last transition period

DESCRIPTION OF ACTIVITY 4.2	EXPECTED RESULTS	INDICATOR
<ul style="list-style-type: none">▪ To draft the laws that will govern the last transition period.	<ul style="list-style-type: none">▪ The last transition period will be managed in accordance with the laws identified and drafted by the Commission.	<ul style="list-style-type: none">▪ Drafted laws to be passed will be submitted to Government and Parliament before the beginning of the last transition period.

COST OF ACTIVITY 4.2	ESTIMATED COST	CALENDAR
<ul style="list-style-type: none"> ▪ Commissioner's meeting: <ul style="list-style-type: none"> ○ 28 persons x 40,000 FRW x 5 days: 5,600,000 FRW ○ Honorarium for experts: 2 experts x 5 days x 113,760 FRW: 1,137,600 FRW ○ Logistic: 86,000 FRW x 5 days: 430,000 FRW ○ Rental of meeting rooms: 150,000 FRW x 5 days: 750,000 FRW 	7,917,600 FRW	December 2002
SUB-TOTAL 4.2	7,917,600 FRW	
TOTAL OF STRATEGIC OBJECTIVE 4		17,907,600 FRW

Strategic objective 5: To harmonize the laws of the country with the Constitution

Activity 5.1: Identify laws

DESCRIPTION OF ACTIVITY 5.1	EXPECTED RESULTS	INDICATOR
<ul style="list-style-type: none">▪ To review the country's codes of laws.	<ul style="list-style-type: none">▪ All laws that need to be harmonized with the new Constitution will be identified.	<ul style="list-style-type: none">▪ The Commission will produce a report with the list of laws to be harmonized.

COST OF ACTIVITY 5.1	ESTIMATED COST	CALENDAR
<ul style="list-style-type: none"> ▪ Research of codes of laws: 	5,000,000 FRW	February to May 2003
<ul style="list-style-type: none"> ▪ Production of report: <ul style="list-style-type: none"> ○ 100 pages report x 500 FRW per page x 100 copies 	5,000,000 FRW	May 2003
SUB-TOTAL 5.1	10,000,000 FRW	

Activity 5.2: Drafting and amending laws

DESCRIPTION OF ACTIVITY 5.2	EXPECTED RESULTS	INDICATORS
<ul style="list-style-type: none">▪ To draft the amendments to the laws that need to be harmonized with the Constitution.	<ul style="list-style-type: none">▪ The newly elected Government and Parliament will receive from the Commission the draft of all laws to be amended.	<ul style="list-style-type: none">▪ The proposed draft amendments to the laws that need to be harmonized will be available in July 2003.▪ The country will have new codes of laws reflecting the Constitution after the amended drafts have been approved by Parliament.

COST OF ACTIVITY 5.2	ESTIMATED COST	CALENDAR
<ul style="list-style-type: none"> ▪ Harmonizing and drafting session: <ul style="list-style-type: none"> ○ Per diem: 28 persons x 40,000 FRW x 10 days: 11,200,000 FRW ○ Honorarium: 2 experts x 10 days x 113,760 FRW: 2,275,200 FRW ○ Logistic: 86,000 FRW x 10 days: 860,000 FRW ○ Rental meeting rooms: 150,000 FRW x 10 days: 1,500,000 FRW ○ Report: 100 copies x 100 pages x 500 FRW: 5,000,000 FRW 	20,835,200 FRW	June 2003
SUB-TOTAL 5.2	20,835,200 FRW	
TOTAL OF STRATEGIC OBJECTIVE 5		30,835,200 FRW

ACTION PLAN 2002 – 2003

BUDGET SUMMARY

May 2002 to July 2003

STRATEGIC OBJECTIVES	FRW	US \$ (450 FRW = 1 US \$)
1. To consult the population of Rwanda on the content of the Constitution	158,806,764	352,903
2. To validate and write the Constitution	65,753,000	146,117
3. To consult the people of Rwanda, by Referendum, on the Constitution of the country	3,118,587,115	6,930,193
4. To draft the laws that will govern the last transition period	17,907,600	39,794
5. To harmonize the laws of the country with the Constitution	30,835,200	68,522
TOTAL	3,391,889,679	7,537,530

ACTION PLAN 2002 – 2003

CALENDAR OF ACTIVITIES

May 2002 to July 2003

STRATEGIC OBJECTIVES	2002								2003						
	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY
1. To consult the population of Rwanda on the content of the Constitution															
1.1 Conducting popular consultations	X	X	X												
1.2 Consulting Rwandans from the Diaspora and learning of constitutional experience of other countries					X										
1.3 Preparing and analyzing report of consultations	X			X	X										
2. To validate and write the Constitution															
2.1 Validating the main themes of the Constitution.					X	X									
2.2 Writing the draft of the Constitution						X	X								

STRATEGIC OBJECTIVES	2002								2003						
	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY
3. To consult the people of Rwanda by referendum on the Constitution of the country.															
3.1 Informing Rwandans on the content of the Constitution submitted to the referendum									X	X	X	X			
3.2 Organizing and holding the referendum									X	X	X	X			
4. To draft the laws that will govern the last transition period															
4.1 Consulting with groups and institutions							X								
4.2 Drafting of laws governing last transition period								X							
5. To harmonize the laws of the country with the Constitution															
5.1 Identify laws										X	X	X	X		
5.2 Drafting and amending laws													X	X	