



Rwanda Parliament Support Project



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**IMPROVING CITIZEN VISITS AND ACCESS TO THE RWANDA
PARLIAMENT**

**Consultancy Report on Recommendations for Public Programs and
Services**

by

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IMPROVING CITIZEN ACCESS TO RWANDA'S PARLIAMENT

Recommendations for Public Programs and Services

A. Introduction

In the past year, the Parliament of Rwanda has undergone a dramatic transformation. Since June 2003, the country has adopted a new constitution and elected Deputies and Senators to a new bicameral Parliament. At the same time, Parliament has planned and secured funding for the reconstruction of the Parliament Building to repair war damages and house the new Senate. It has been a year of great activity and progress, all aimed at one goal: to promote reconciliation and to rebuild Rwanda as a strong and unified democracy.

One aspect of this Parliamentary renewal is the desire is to encourage citizen access. If Parliament is to be truly democratic, then Rwanda's citizens must be involved in its activities. With this in mind, ARD Inc., as part of its US-AID funded project to support the Rwandan Parliament, engaged two consultants and an expert (on a volunteer basis) to make recommendations on how to improve public access to the legislature.

The consultants were June Creelman, a Canadian expert in visitor service and program planning, and Jean-Luc Kibuka, a Rwandan familiar with public policy and institutions. They were joined by Dianne Brydon, Director of Parliamentary Public Programs for Canada. From April 28 to May 7, 2004, this team carried out consultations with parliamentary officials, two groups of community leaders from the Civil Society, a class of grade 6 school children and several individuals who might be potential visitors. They also toured the Parliament building assessing the opportunities and constraints for public access. Finally, they led a two-day seminar for Parliamentary staff on public program planning and on serving visitors.

This report presents their assessment of the current situation and their strategic recommendations for improving access to Rwanda's Parliament. Appendices summarize the training seminar and recommend practical procedures for access¹.

B. The Current Situation

In theory, Rwanda's Parliament is already accessible to citizens. Plenary sessions of the Chamber of Deputies are open to visitors and the decision has been made to open

¹ Please note that the original scope of work called for a draft brochure text. This is not required as Parliamentary staff have already prepared the text for an information brochure. Instead of the brochure, we have provided bilingual information for the website, operations guidelines, a tour overview and background information on Parliament. All can be found in the appendices.

committee meetings as well. Guided tours are available upon request and the library welcomes researchers.

In practice, however, there is little public access. Few Rwandans even know that their Parliament Building can be visited, let alone how and when they can access it.

B.1. Existing Access Levels and Services

What really is the current situation regarding public access to Parliament? In a nutshell, the situation is that only a very small number of Rwandans have accessed Parliament. These visitors have generally had a satisfying experience, however, Parliament is not organized to welcome larger numbers of visitors.

Numbers of Visitors

It is difficult to estimate how many members of the public currently visit the Rwandan Parliament. Certainly there are researchers who use the Parliamentary library on a regular basis; there are also observers who attend the Plenary Sessions. No statistics have been kept on the numbers of researchers or observers.

In terms of a tour program, it is estimated that there were about 10 to 15 organized visits last year, serving some 200 to 300 visitors. Most of the visits were organized by CARE and consisted of community leaders from the Civil Society. In addition there was at least one visit by a school group.

Most of those who visit Parliament are community leaders or university students. There is little to no visitation by the mass of the population.

Service Levels

The tour program is offered on an ad-hoc basis. There is no publicity, no standard tour schedule, or standard tour structure. Organized groups request a visit and Parliamentary staff respond with a customized study/visit program.

Interestingly enough, the current tour program offered by Rwanda's Parliament is more in-depth than most Parliamentary public programs elsewhere in the world. Tour groups come for several hours and not only tour the building and observe debates, but also meet with the Secretary General and other senior officials. This customized visit—really a study tour—responds to the needs and interests of the visiting group and results in a high level of satisfaction from visitors².

Such quality, individualized programs are very demanding on staff and would be impossible to sustain if the number of visitors were to increase.

² Interviews with people who had taken tours of Parliament revealed consistently high satisfaction levels. There was a unanimous response that simply being able to access Parliament was memorable and meaningful in and of itself. The only negative notes on the visitor experience related to the experience with military guards at the security gate and, to a lesser extent, some of the difficulty in organizing the visit.

B.2. Opportunities and Constraints

In planning for increased public access to Rwanda’s Parliament, it is important to understand the opportunities and constraints.

One of the biggest opportunities is the commitment to public access by senior Parliamentary officials. Every official we spoke to during our consultations believed in the importance of increasing citizen access and providing better public services. However, there are many challenges to be overcome. Some of these challenges relate to Parliament’s capacity and resources for providing access services; others relate to the average Rwandan’s lack of interest in visiting Parliament.

Opportunities	Constraints
<ul style="list-style-type: none"> • The bi-cameral Parliament is something ‘new’ for Rwanda. The public may wish to understand the new system and see it in action. 	<ul style="list-style-type: none"> • Most Rwandans have very little knowledge of the new constitution and the new Parliament. Public access programs have a huge challenge in raising basic awareness and understanding.
<ul style="list-style-type: none"> • The high voter turn out in 2003 elections suggests an interest in Parliament and in rebuilding Rwanda. 	<ul style="list-style-type: none"> • The Rwandan tradition of respect for authority means that many citizens would not think it their role to visit Parliament and observe Parliamentarians or to participate in committees.
<ul style="list-style-type: none"> • The upcoming reconstruction project offers opportunities to better plan for public access and also to interest the public in the ‘new’ Parliament. The reconstruction project can be a definite ‘hook’ for public relations efforts. 	<ul style="list-style-type: none"> • Construction may limit access to parts of building. • So far, the plans for reconstruction have not specifically addressed visitor needs. • No monies have been allocated for public access facilities (reception desk, exhibits, signage).
<ul style="list-style-type: none"> • The high level of commitment to increasing public access by senior Parliamentary officials creates a positive environment for instituting new programs. 	<ul style="list-style-type: none"> • Few financial or human resources are available for public programs and services.
<ul style="list-style-type: none"> • The Parliament Building is one of the biggest and most prominent buildings in Kigali—it can be a definite landmark attraction for both citizens and tourists. 	<ul style="list-style-type: none"> • The building is still partially in ruins after the war. • The military guards at the gate create a negative image and experience. • The public is not aware that the Parliament building is open to the public. • There is no signage or public information available on how to access the building.

<ul style="list-style-type: none"> • Few other guided tours/public programs are offered in Kigali so there is little competition for visitor attention. 	<ul style="list-style-type: none"> • The public is not necessarily interested in visiting Parliament or other institutions. • Rwandans do not have a tradition of visiting ‘places’ and attractions. • Poverty makes it difficult for those from outside Kigali to visit. • Few Rwandans know that they can visit Parliament or how to access it.
<ul style="list-style-type: none"> • Enhanced public programming at Parliament may enhance Rwanda’s tourist industry. 	<ul style="list-style-type: none"> • Tourists have different needs than residents. They would need a more flexible, last-minute, drop-in visit program—yet there are not sufficient numbers of tourists to warrant a special program.

C. Setting Goals: Awareness, Understanding and Participation

The ultimate goal of public access is to strengthen Rwanda’s democracy by having an informed and engaged population that participates in the legislative process. Virtually everyone we interviewed in the course of our study mentioned that they wanted the populace to ‘participate’.

Public participation in Parliament and widespread civic engagement is a long-term goal that may take decades or generations to achieve. Before this goal can be reached, the public must understand the system and how it works. Few people would dare appear before a committee if they had never stepped foot in Parliament or learned about how it works beforehand.

One can envisage the process leading to citizen participation as follows:

AWARENESS → UNDERSTANDING → PARTICIPATION

Given the fledgling state of Rwanda’s new Parliament, it is recommended that for short and medium term, citizen access programs focus on promoting awareness and understanding. Programs should explain how Parliament works, make the public feel comfortable with the institution, and educate them about how they can influence the legislative process.

It should also be noted that active participation is not the only legitimate goal of citizen access programs. Increased awareness and understanding of Parliament will create a more informed and engaged electorate. Even passive participation (i.e. observing plenary sessions) will send powerful messages to Parliamentarians that citizens care. Even in countries with long democratic traditions, only a small percentage of the population

actively participates in the legislative process by writing letters, lobbying members of Parliament or making presentations to committees.

The goal of citizen access and public programs at Parliament is to provide opportunities for Rwandans and international visitors to see, understand and participate in Rwanda's legislature.

D. The First Step: Spreading the Word

During our consultations with staff, civil society groups, school children and individuals, we heard repeatedly that most Rwandans do not realize that Parliament is open to the public. Therefore, the very first task in any public program will be to communicate that Parliament is accessible. Indeed, it will be a significant achievement if, some years from now, most Rwandans know that they can visit their Parliament. The acceptance of the idea that a Rwandan citizen has a right to access his legislature will strengthen democracy.

The Press Office of the Parliament of Rwanda has already prepared an excellent communications strategy designed to increase awareness of Parliament and how it works. We recommend that the various strategies also be expanded to take into account the need to spread a simple message that Parliament is accessible and how to access it.

Target Audience	Message
General Public outside of Kigali	Parliament is your house and you are welcome.
General Public in Kigali	Parliament is your house and you are welcome. Visiting is free and interesting.
Organized Adult Groups (Civil Society, NGOs)	Parliament makes laws that affect your group's interests. Come, see, understand and participate.
Teachers	You can bring your class for a free visit of Parliament to help teach the citizens of the future.
Library users	While you're in the Parliament building, why not visit and find out about how it works. Tell others too.

Media	Come and visit Parliament, see what is happening so you can inform others.
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E. Recommendations for Increasing Access to Parliament

Increasing citizen access to Rwanda’s parliament will be a long-term project that will require investment. However, there are many things that can be done immediately with existing resources.

The recommendations that follow were developed after consultations with Parliamentary officials and staff, community leaders, school children and the professional team from ARD. They are presented according to the following breakdown:

- 1) short-term actions that can be undertaken immediately;
- 2) medium-term actions for the two-year period of building and repairs; and
- 3) long-term recommendations for the reconstructed Parliament, including the Senate.

1. INCREASING PUBLIC ACCESS: SHORT-TERM

It is less than a year since Rwandans elected Deputies and Senators to a new bi-cameral Parliament. It is important in this first year to demonstrate to citizens that the new Parliament has a new philosophy about citizen access and participation.

For most Rwandans the thought of visiting Parliament is novel—even radical. Therefore in the short term, the challenge is to transform old mindsets about the relationship between Parliament and the public. New ways of thinking are needed among the population at large and also among Parliamentary staff and Parliamentarians.

In the short term, it is not necessarily important to attract large numbers. It is more important for Rwandans to feel that their Parliament is relevant to them and that it is open and accessible (even if they don’t go). So the short-term goals for increased public access are twofold:

- 1) to build awareness that Parliament is accessible;
- 2) to demonstrate Parliament’s commitment to accessibility by putting in place procedures for access.

To achieve these goals, we make the following recommendations.

1.1. Foster Interest in Parliament

Parliament has already developed a communications strategy designed to inform citizens about Parliament. The first step in promoting citizen access is to implement this strategy. No matter how accessible the building is and no matter how many services are offered, nobody will come unless they are aware of and interested in Parliament,

Responsibility: Press Section

1.2. Provide Practical Information on How to Visit

In addition to general communications about Parliament, there need to be specific communications about when and how the public can access Parliament. Specifically it is recommended that the website be expanded to include detailed information on all the ways to access Parliament (for plenary sessions, committees, tours and library).

Responsibility: Protocol to develop content (see appendices for suggestions); Press Section to post on website.

1.3. Install a “Welcome” Sign

To symbolize Parliament’s openness and to counter the image of inaccessibility created by the military presence at the entrance, it is important that a site sign be erected at the main gate. This should say “Parliament of Rwanda, Welcome” in French, English and Kinyarwanda.³

Responsibility: Secretary General (with possible funding from ARD or another donor)

1.4. Create an “It’s Your Parliament” Poster

Most Rwandans are unfamiliar with their new Parliament. They lack an emotional connection to the institution or a sense that it might be relevant to their lives. To nurture a sense of connection between the people and Parliament, we believe it is important to develop communications tools that work on an emotional level of impressions and feelings, not only on a cognitive level of facts and information.

To this end, we recommend the development of an “It’s Your Parliament” poster. This highly visual poster would use photos or illustrations and only a few words to present a positive image of Parliament representing and serving the Rwandan people. It should contain images of people voting, Deputies and Senators at work, school children in the Parliament building, and Rwandans benefiting from new legislation. A poster could be displayed in community meeting places throughout the country and could reach people who are unable to read.

For maximum versatility, it is recommended that the poster contain a white/blank box at the bottom where events could be written in by hand.

³ Since the Senate is not yet located in the Parliament Building, some have suggested putting “Parliament of Rwanda, Chamber of Deputies, Welcome” on the exterior sign. Not only would this be long and visually confusing in three languages, but also it would need to be replaced in a few years. We do not recommend this longer version.

Responsibility: This would normally be the responsibility of the Press Office but is a new suggestion above and beyond those listed in the communications strategy. ARD should seek funding for this initiative.

1.5. Print an Information Brochure

To provide the public with a basic written explanation of how Parliament works, an information brochure⁴ should be produced. This would be distributed by mail to groups/schools who write and request information, on site to groups or individuals who come to Parliament, and through Parliamentarians when they visit communities throughout the country.

It is recommended that the brochure include a fairly simple overview of how Parliament works, some photos, information on how to access Parliament through tours, plenary sessions or committees, and the website address for more information. It is not necessary to go with a full colour publication (although this would be nice), a simple black and white brochure would be satisfactory. Design features, such as symbols of open doors, can also support Parliament's message of accessibility.

Responsibility: Press Office

1.6. Formalize Tour Programs for Reserved Groups

The current ad-hoc tour program needs to be formalized and offered on a more regular basis if people are to know about it and if Parliamentary staff are to be able to organize it efficiently.

Based on discussions with Protocol and with members of the public who have already taken tours, we recommend the following structure.

- Tours should be offered only when Parliament is in session, as consultations tell us there is little appeal in seeing an empty building and a great deal of interest in seeing Parliament in action.
- Tours should be offered at regular days and times so that potential groups and staff can plan their schedules. The recommendation is that a tour be offered on Tuesday and Thursday afternoons starting at 2:00 p.m. This allows time for a one-hour guided visit before the plenary session begins.
- Tours should be offered to organized groups only (Civil Society, NGO's, schools) by advance reservation.⁵

⁴ This has already been recommended in the communications strategy but has been repeated here as it relates directly to visits.

⁵ There does not seem to be much demand for walk-in casual visits. Rwandans do not have the culture of taking tours of buildings and there are insufficient numbers of tourists to warrant such a program.

- Group size should normally be limited to 20 people, although an exception will be made for school groups in which case up to 50 students will be permitted.

This schedule would accommodate approximately 48 tours a year, which is about 4 times more than presently are offered. Once this roster of tours is filled on a regular basis, the frequency of tours should be re-evaluated.

Responsibility: Protocol

1.7. Invite Organized Groups To Book Tours

Rather than simply wait for groups to discover the availability of parliamentary visits and to request guided tours, we recommend that Parliament take active measures to reach out to potential audiences.

Parliament should send a written letter of invitation to schools and civil society/NGO groups, first of all in Kigali and later all across Rwanda.

Responsibility: Protocol

1.8. Formalize Access to Plenary Sessions and Committees

There has been public access to plenary sessions for some time. Now Parliament has also agreed to let the public attend committee meetings. To encourage participation in both plenary sessions and committees, Parliament needs to develop procedures for access and then communicate them to the public.

It is recommended that anyone who wants to access either the sessions or committees be given a pass at the security gate. This is both a good way for Parliament to keep track of the number of visitors and who's going where and to help visitors feel that they are receiving a ticket in return for leaving their Identification cards with the security guards. Consideration could be given to allowing visitors to keep their ticket as a souvenir.

In the case of plenary sessions, there are a large number of seats available so there is no need to monitor numbers of observers. In the case of committees, however, seating is limited and some control is needed.

It is recommended that:

- Parliament assess the number of spots for observers in each committee room and make this known to each of the committee directors. A set number of passes can be assigned to each room.
- The committee directors accept advance requests to either present at or observe a parliamentary committee and leave the names of those people expected at the security gate.

Moreover, Protocol needs to manage its limited staff resources efficiently so a reservation system would be more effective.

- If there are no advance reservations, the security guards give out passes on a first-come, first-served basis.

(It should be noted that this pass system and committee reservation process creates a new work burden for the military guards at the gate. In the longer term, Parliamentary police should provide this service).

1.9. Hold an Open House

Given Rwandan cultural practices, there is unlikely to be a great demand for casual visits to Parliament by members of the general public. However, it is important that Parliament reach out to the average citizen. To this end, an open house—an idea mentioned in the communications strategy and in consultations with staff and groups—is strongly recommended as a symbolic gesture. It is our recommendation that one be held at the start of the next session (in October) so that there is one open house in Parliament’s first year.

- The Open House event could be held on a Saturday afternoon in early October. It would feature guided tours of the building, music, refreshments and a chance to meet Deputies, Senators and senior staff. Ideally, the information brochure would be ready for distribution by that time—however, the event should not be delayed for a brochure.
- The open house could be advertised in all media and by a banner on the fence and also through a text message sent to all mobile phones. The type of person likely to come to an open house, is very likely to have a mobile phone.

New events like this take time to catch on and should be continued for a few years. Whether or not there is a large turnout the first year, it is important symbolically that Rwandans see their Parliament with open doors at least once a year.

Responsibility: Protocol and Press

1.10 Set up Administrative Systems for Access Programs

A certain amount of administrative work is needed to set up these public access programs. Staff need to develop a ticket/pass system for session/committee access, set up procedures with the security guards at the gate, create a reservation system with booking calendar and files, confirmation letters and other related tasks.

Responsibility: Protocol

1.11 Develop Reference Materials for Guides

As part of this project, ARD consultants provided training on public welcome and tour delivery techniques to Parliamentary staff. This training dealt with ‘how’ to deliver visitor services, but not ‘what’ to communicate. A next step would be to create a manual with information that will help guides deliver tours. The manual should include suggested messages/information to be delivered at each tour stop as well as background information to help them adapt their tours to different audiences or answer questions (e.g. background

on history of the building and works of art, explanation of the differences between the past and present systems or between Rwanda's constitution and that of other countries). At present, the small protocol team probably knows this information through personal experience, but it is important to prepare written reference materials to ensure that this knowledge is not lost and so that others can provide visitor services.

Responsibility: Protocol

1.12 Set up Coordination Mechanisms

The management of public information, access and programs relies on the involvement of two different divisions: press and protocol and two different houses of Parliament: the Chamber of Deputies and the Senate. Coordination mechanisms need to be put into place so that these two groups work effectively together without duplicating work. One approach might be to create a public access committee that meets once a month to coordinate activities.

Responsibility: Secretary General

2. INCREASING PUBLIC ACCESS: MEDIUM-TERM

For the next two years, it is expected that the Parliament will be repaired and new Senate building will be under construction. During this transition period, public access to some areas will be limited or impossible. Nevertheless, it is important to maintain some public programs so as to maintain momentum.

In the medium term, tour programs and access to sessions and committees should be maintained. The medium-term goals should be to:

- 1) continue awareness initiatives and public programs
- 2) plan for visitor services and access to the reconstructed building.

To achieve these goals, we make the following recommendations.

2.1. Adapt Communications Messages

Work on implementing the overall communications strategy should continue. However, Parliament should adapt specific messaging relating to public access. The message might now be "We're under construction but still open for visits" or "Come see how we're rebuilding Parliament". Radio announcements could include sound effects of construction and the voice of a child saying something "On my tour, I saw where the new Senate chamber is going to be". This sort of messaging could help build anticipation of positive change.

2.2. Adjust Tours During Construction

During the construction period, the reserved group tour programs should continue. Tours will have to be adjusted in terms of length, route and content at various times according to where work is taking place. Obviously, for several years, it may be difficult to access

any part of the building relating to the future Senate. To keep the tour interesting we recommend:

- enhancing interpretation of the Chamber of Deputies by producing resource materials such as a floor plan and a photograph of the Chamber when Deputies are sitting (graphic panels with these items could be mounted on the wall outside the chamber)
- create a portable display for interpreting the Senate. This might take the form of a sandwich board or notice board with some photos of Senators, the Senate in its present location, or plans of the new chamber.

2.3. Present Open House (if possible)

It is desirable that at least one open house be offered each year to continue to build the image of Parliament as being accessible to all citizens. During the construction, it is recommended that the focus be on the building project with plans and models of the future facility. It is also recommended that Senators not yet housed on the site should attend so they are seen as part of Parliament.

2.4. Plan Public Access for the Reconstructed Building

It is essential to begin planning immediately for public access in the new building. Consideration should be given to:

- designating a new visitor entrance in the reception hall between the Chamber of Deputies and the Senate
- creating a visitor welcome area near the entrance (see more on this under long-term)
- identifying opportunities for elements that will enhance the public experience of the building (i.e. areas for photo exhibits, seating, symbolic elements, carvings)
- developing an outdoor and indoor directional signage system.

2.5. Plan Operations and Services in a Bicameral Parliament

At present, all visitor reception services are provided by the Chamber of Deputies. However, the situation will change once the Senate moves into the Parliament. Planning needs to begin for integrated or coordinated visitor services unit that reports to both the Chamber and the Senate. It is not very practical for one guide to take visitors through one part of the building and synchronize with another guide to take the group through the remainder.

2.6. Designate an Individual to Coordinate Public Access and Program Planning

There will be considerable work required to plan the public access, services and programs. It is important that a single individual (reporting to both the Senate and the Chamber of Deputies) manage and coordinate this and ensure that public needs are taken into account during the construction process. Good planning may lead to considerable financial savings. For example, it will be much less costly to install voice/data lines and sufficient electrical capacity into a visitor welcome centre now rather than after construction.

3. INCREASING PUBLIC ACCESS: LONG-TERM

Once the Parliament Building has been reconstructed and the Senate has been established in its new home, it will be possible to fully implement visitor access programs to Parliament. While it is difficult to envisage exactly what the building will look like, future public access should consider the following recommendations.

3.1. Replace the Military with Parliamentary Police

First impressions are often lasting ones. Parliament must take care to treat visitors well and courteously from the moment they arrive at the gate. Security precautions—while necessary—need not make visitors feel nervous or defensive. At present, military personnel tend to give the impression that the public should be kept out; in the long term, Parliamentary Police, trained in visitor reception services, should take on front gate security.

3.2. Help Visitors Find Their Way

Outdoor and indoor signage is needed to direct visitors to their various destinations (visitor entrance and welcome centre, Chamber and Senate for plenary sessions, library, committee rooms and offices).

3.3. Create a Visitor Welcome Centre

To help promote understanding that Parliament now has two parts, we strongly recommend that the public entrance to Parliament be relocated to the reception area between the Chamber of Deputies and the Senate. Not only is this space strategically located in an area that seems neutral (neither part of the Chamber of Deputies, nor the Senate) but it is also a big, bright open space that presents a welcoming appearance. This visitor welcome area can be quite modest, but should contain:

- a desk/counter for a protocol officer (since there won't be visitors every day, this desk would need to be work station)
- symbolic elements such as the flag and coat of arms of Rwanda
- seating for visitors who are waiting
- a brochure rack
- a “what's on” notice board, video monitor or computer station
- a building plan
- a large photo on one side of the Chamber of Deputies and on the other of the Senate

Above and beyond, these basics the welcome centre could have:

- a photo exhibit about Parliament for those who are there to observe sessions or committees and don't take the tour
- a video presentation about Parliament and how it works
- a building model⁶
- a reception room for meetings between Parliamentarians and citizens

⁶ Building models may be available from the architect or construction company at no cost.

3.4. Create Points of Interest on the Tour Route⁷

To make the tour more interesting, points of interest could be added to the tour route. For example, the beautiful, weathered, carved doors from the former banquet hall and currently propped against a wall in that area, could be mounted on a wall in the new Senate chamber. A hallway could reveal a piece of war-damaged wall as a reminder of the war or a photo display of Deputies could be posted outside the Chamber of Deputies.

3.5. Rethink the Tour Program

The tour route, timing and schedule will need to be reconsidered once the Senate opens. As much as possible we recommend sticking with the established procedure of Tuesday and Thursday afternoons, so that this schedule becomes well known in the public mind.

After the construction, we also recommend that Parliament experiment with offering one or two ‘drop-in tours’ a week for which no advance reservation is needed. Such tours would meet the needs of interested individuals who are not part of an organized group or international tourists. If such ‘drop-in’ tours are allowed, Parliament should work with the local tourism industry and hotel partners to advertise them. A ‘lure’ product such as a card with a photo of visitors in Parliament and information on access would be desirable. The new Kigali Genocide Memorial has a lure card that is very effective.

Further to our recommendation in 2.5 that tours be offered jointly, we recommend that a distinct guide service be organized. Ideally, guides would have uniforms so they can always present a professional look without great personal expense on clothing.

3.6. Expand the Open House Program

With construction complete, open houses could be offered more frequently. We would recommend three a year (one per session). These could occasionally be themed to the major legislation being considered that term.

3.7. Focus on Youth and Education

If there is one key audience to target for public access to Parliament it is school children and students. These young people are the future of Rwanda. To expand educational programs we recommend that Parliament:

- consult teachers on what services/products that would be useful in teaching civic education
- produce educational materials about Parliament
- provide teachers’ workshops and training.

⁷ It will be important to photograph all areas of the Parliament building prior to reconstruction (as these photos will be interesting to future visitors) and save remnants that may have future interest (e.g. carved Senate doors).

SUMMARY OF RECOMMENDATIONS FOR INCREASING CITIZEN ACCESS

SHORT TERM	MEDIUM TERM	LONG-TERM
AWARENESS		
<ul style="list-style-type: none"> • Begin implementing Communications Strategy. 	<ul style="list-style-type: none"> • Continue to implement Communications Strategy. 	<ul style="list-style-type: none"> • Continue implementation of Communications Strategy.
<ul style="list-style-type: none"> • Add information to website on access. 	<ul style="list-style-type: none"> • Produce announcements “We’re under construction but still open” 	<ul style="list-style-type: none"> • Produce radio and TV spots to encourage visits.
<ul style="list-style-type: none"> • Install site sign with “Welcome” message. 		<ul style="list-style-type: none"> • Produce ‘lure’ card.
<ul style="list-style-type: none"> • Produce “It’s Your Parliament” poster. 		<ul style="list-style-type: none"> • Work with tourism industry to promote visits.
<ul style="list-style-type: none"> • Produce and print information brochure. 		
<ul style="list-style-type: none"> • Send letters to organized groups. 		
PROGRAMS/SERVICES		
<ul style="list-style-type: none"> • Implement reserved group tour program on Tuesday and Thursday afternoons during sessions. 	<ul style="list-style-type: none"> • Continue to offer reserved tours. 	<ul style="list-style-type: none"> • Develop new guided tour of whole building and launch and assess viability of drop-in tours.
<ul style="list-style-type: none"> • Hold one open house in 2004. 	<ul style="list-style-type: none"> • Hold one open house per year. 	<ul style="list-style-type: none"> • Hold three open house per year.
	<ul style="list-style-type: none"> • Produce information tools and Senate display. 	<ul style="list-style-type: none"> • Develop points of interest around the building.
	<ul style="list-style-type: none"> • Plan signs to all public destinations. 	<ul style="list-style-type: none"> • Install outdoor and indoor signage system.
	<ul style="list-style-type: none"> • Plan for visitor welcome centre and tours after construction. 	<ul style="list-style-type: none"> • Open visitor welcome centre.
		<ul style="list-style-type: none"> • Replace military guards with Parliamentary Police.
		<ul style="list-style-type: none"> • Develop educational programs.
MANAGEMENT		
<ul style="list-style-type: none"> • Approve standardized tour program schedule and procedures. 		<ul style="list-style-type: none"> • Launch single guide service for Chamber of Deputies & Senate.
<ul style="list-style-type: none"> • Set up public access coordination mechanisms. 	<ul style="list-style-type: none"> • Assign planner/coordinator for public access after construction. 	<ul style="list-style-type: none"> • Implement new visitor facilities/services.
<ul style="list-style-type: none"> • Prepare administrative tools. 	<ul style="list-style-type: none"> • Plan for coordinated operations. 	<ul style="list-style-type: none"> • Plan for ongoing funding of programs/services.

F. Conclusion

Increasing public access to Rwanda's Parliament will have many benefits. It will help Rwandans of all ages understand and appreciate their Parliament and how it works, ultimately leading to greater citizen participation and a stronger democracy. If more people access their Parliament, they will come to identify with it more. Over time, Parliament could become a powerful unifying symbol to Rwandans—a symbol related to the future Rwandans are building together. In addition, Parliament has some potential to attract international visitors and strengthen the tourist industry.

Right now, there is a remarkable will among senior Parliamentary officials to encourage public access. It is important to capitalize on this situation by implementing some measures immediately. Simply formalizing the tour program, advertising it on the web and sending written letters of invitation to organized groups could triple or quadruple the number of visitors without any new resources being required. In the medium term, the priority will be to plan for public access following reconstruction. There is both an opportunity and an urgent need to think about how visitors can access two different houses of Parliament in the same building and plan the appropriate facilities, products and services. In the long term, it is hoped that Rwandans will access their Parliament in many ways: as students and visitors learning about their system of government and as citizens fully engaged in the democratic parliamentary process.

APPENDICES

Appendix A: Training Seminar Report

Appendix B: Recommended Procedures for Parliamentary Access

Appendix C: Proposed texts for website, reservation form and confirmation letter

Appendix D: Operations Guidelines for Parliamentary Employees

Appendix E: Tour Outline and Background Information

Appendix F: Scope of Work

APPENDIX A: TRAINING SEMINAR REPORT

Increasing Visits and Access to Rwanda's Parliament
Seminar Report
May 5 and 6, 2004
Kigali, Rwanda

SEMINAR OVERVIEW

On May 5 and 6, 2004, ARD sponsored a training seminar on promoting citizen access to Rwanda's Parliament. The goal of the two-day seminar was to help Parliamentary employees from both the Chamber of Deputies and the Senate to develop their expertise in planning and delivering public programs and services.

Trainers June Creelman (a Canadian public program and exhibition consultant), Dianne Brydon (Director of Public Programs for Canada's Parliament) and Jean-Luc Kibuka (Rwandese expert) organized the two-day session to include information sessions, participatory planning sessions and a large-number of practical exercises designed to develop customer-service skills.

The first day of the seminar focused overall planning considerations for promoting citizen access to Parliament. Participants learned about how Parliaments around the world provide public access and then worked through brainstorming and prioritization exercises to identify opportunities, constraints and proposals for improved citizen access to Rwanda's Parliament. The second day focused more specifically on developing customer service and communications skills and on planning actual products, tours and services for visitors.

Detailed agendas are attached along with copies of presentation materials and exercises, as well as the evaluation. The notes that follow summarize discussion and participants contributions during the seminar.

SEMINAR SUMMARY

1. Workshop Objectives

- To generate ideas for improving visitor access to Parliament
- To demonstrate methodologies for planning services for visitors
- To provide training on techniques for improving tours

2. Public Access at Other Parliaments

Dianne Brydon of Canada's Parliament gave a short lecture and showed a wide selection of photos and print materials about public programs in legislatures around the world.

Two key points that emerged from the presentation and discussion were:

- Typically there are five main categories of visitors to Parliaments:
 - Those seeking information (guided tours, casual visits, library users)
 - Those coming to observe Parliament in action
 - Those studying Parliament (seminars/study sessions)
 - Those with appointments to meet Parliamentarians or officials
 - Those making presentations to committees

- In most Parliaments, there are significantly more visitors who come as 'tourists' (i.e. for information) than who come as participants (i.e. to make presentations to committees). In Canada, for instance, there are about 400,000 visitors who come on tour compared to 10,000 who meet Members individually or at functions, and about 1,000 who come to make a presentation before a committee. In other word the ratio of tour visitors to committee participants is 400 to 1.

Citizen access planning has to take into account the needs of many different types of users and to plan accordingly.

3. Parliamentary Employees and Visitors

Participants were asked to identify which Parliamentary staff would actually have contact with visitors.

The answers were:

- Security Guards
- Protocol Staff
- Cleaners
- Secretaries
- Employees whose offices were situated near areas accessed by the public
- People who work in the library
- Parliamentarians
- Senior Officials

The conclusion was that every single person who works at Parliament might meet visitors and needs to know how to deal with them.

4. Ideas for Improving Access to Rwanda's Parliament

When asked for ideas on how to increase the number of visitors to Rwanda's Parliament and improve their experience, participants suggested the following ideas.

- Increase public awareness of the importance and role of Parliament
- Overcome negative attitudes towards Parliament
- Reorganize the security at Parliament's entry gate, which gives a negative image
- Overcome the attitude that Parliamentarians "mangent l'argent" (eat money).
- Increase the number of protocol staff
- Install exterior and interior wayfinding signs
- Provide a uniform for those who meet the public
- Create a reception desk at the entrance
- Create a guide service that is distinct from protocol
- Create an exhibition area or room
- Develop a boutique that sells souvenirs
- Create a visitor welcome centre
- Set aside a small reception room where guests can meet officials for questions/answers and have a coffee with them
- Prepare brochures and other printed information for the public
- Create small souvenirs and gifts
- Install giant screens in the corridors outlining what's on in Parliament
- Show videos about Parliament and its activities, including sessions
- Inform people about the possibility of visiting Parliament
- Launch radio and television announcements about what is happening in Parliament
- Provide more information on the web site
- Hold open houses for the general public
- Send written invitations to target groups
- Hold cultural events that will attract visitors
- Standardize procedures and times for visits
- Install an identification sign at the entrance (could be illuminated)
- Post a floor plan of Parliament on a panel at the entrance
- Provide more customer service training to staff
- Develop some specialized training for security guards
- When special groups of guests attend a session of Parliament, have them recognized by the President of the Chamber of Deputies.
- Stabilize the job situation for employees

5. Priority Actions for Improving Parliamentary Access

Based on the ideas generated in the brainstorming session, participants were asked to establish priorities for action. Each was given 3 adhesive red dots and asked to 'vote' for their priorities. They were given the choice of putting all 3 dots on one action or spreading them around.

Participants indicated that the following were the priorities:

- A clearly marked visitor centre
- Radio and television announcements
- Creation of a dedicated guide service
- A Public Awareness Program
- An Open House

6. Identification of Barriers

Participants were asked to identify the constraints—other than the lack of financial and human resources—that prevent Parliament from moving ahead with a citizen access program. The list of barriers identified by participants follows.

- Rwanda lacks both a culture of hospitality and a culture of visits
- Negative image/experience at gate due to military guards and entry procedures
- Untrained personnel
- Public is not interested in the work of Parliament
- A lack of organization of the Protocol function
- Lack of motivation among staff
- Public is not informed about Parliamentary activities
- Visitors are not motivated to visit
- There is a lack of information about Parliament
- People don't realize that their visits can have an impact on Parliament's functioning
- Non-educated population
- An overly-centralized administration
- Deep-rooted tradition that one doesn't visit figures of authority
- Population's poverty—can't afford to get there
- Poor organization of services
- The leaders don't put emphasis on access
- Language difficulties
- Lack of foreign experience (of staff)
- Lack of qualified and trained staff

7. Priority Barriers to Overcome

Participants 'voted' on the most critical barriers to overcome. The consensus was that the key constraints were:

- Lack of culture of hospitality and visits
- Lack of interest in Parliament and Parliamentarians
- Lack of information/communication about Parliament
- Lack of organization and training

8. Overcoming the Barriers

Participants were organized into small groups and asked to come up with ways to overcome the barriers. The solutions suggested by each group follow:

To overcome the barrier of the lack of culture of hospitality and visits:

- regular awareness building among staff, the general population and target groups such as schools, universities and the Civil Society (via TV, radio, ads, brochures etc.)
- organize seminars for Parliamentarians on public relations

- organize open houses at the beginning of each session and publicize widely

To overcome the barrier of the lack of interest in Parliament and Parliamentarians:

- organize regular meetings between members of Parliament and the population as well as key interest groups
- organize community visits by Parliamentarians
- use the media to build awareness of Parliament

To overcome the barrier of the lack of communication and information:

- reinforce the Parliamentary journal and website
- print brochures
- publish the bi-weekly agenda of Parliament on television and radio
- create comic strips on the legislative process and on certain laws
- create a petition committee
- post the agendas of plenaries and committees at the two entrances of Parliament

To overcome the barrier of poor organization and training:

- formalize the organization chart and clarify responsibilities
- implement ongoing training programs for staff in protocol and public relations

9. Other Parliamentary Tour Programs

A short presentation was made about the different approaches to tour programs offered in different countries. In North America and Great Britain, guided tours are offered both to reserved groups and walk-in visitors. In other places, such as South Africa and Zambia, tours are only offered to those who book tours in advance.

10. Planning for Visitors When Parliament is Re-Built

The upcoming reconstruction of Rwanda's Parliament to repair war damage and accommodate the newly created Senate creates both a need and an opportunity to plan for visitor access. Participants were given blank floor plans showing the reconstructed Parliament and asked to indicate what would be priority elements to consider. As a starting point, the consultants recommended that visitors consider a new entry point midway between the Chamber of Deputies and the Senate.

Participants suggested:

- Posting the floor plan for Parliament at the entrance and throughout the building
- Create a visitor welcome area between the Chamber of Deputies and the Senate with exhibits, boutique, giant screens, agendas, pamphlets, journals etc.
- giant screens in the corridors with agendas and meeting calendars; signs throughout
- meeting rooms where members of Parliament can meet with visitors
- visitor services such as boutique and canteen
- outdoor sculptures and monuments.

11. Appropriate Visitor Reception Skills

Participants took part in a number of practical exercises (demonstrations, skits, discussions) designed to improve their customer service skills.

The consultant acted out a (spectacularly poor) example of a Parliamentary employee welcoming a visitor and beginning a guided tour. Participants discussed the characteristics of poor service and good service.

Characteristics of Poor Service

- Rude, abrupt or bored tone of voice
- Bad temper
- Lack of attention to visitor
- Lack of professionalism
- Lack of courtesy
- No smile
- Not listening to visitor
- Acting arrogant
- Taking a personal call on one's mobile phone while speaking to visitor
- Carrying out personal grooming activities (combing hair etc.) in public)
- Dismissive gestures
- Wearing sunglasses
- Chewing gum
- Sloppy Attire
- Eating or drinking in front of visitor
- Not providing chair for visitor

Good Service Indicators

A good host/guide will:

- Be in position when visitors arrive
- Be in a good mood
- Have a smile on his face
- Immediately stop what he is doing to attend to the visitor
- If busy, acknowledge the visitors with eyes and gestures
- Stand up to greet visitor
- Be polite
- Make conversation with the visitor
- Act naturally and warmly
- Ask questions of visitors to determine their needs
- Adapt to visitor
- Be polite and professional

The ideal guide is:

- Smiling
- Extroverted
- Confident

- Charming Personality
- Observant
- Knows Parliament and its Functions
- Speaks French, English and Kinyarwanda
- Speaks well
- Serious and Intelligent
- Neat appearance
- Not nervous (no nervous habits)

12. Communicating with Visitors

To communicate with visitors, Parliamentary employees need to be aware of the importance of body language and of considering the visitor's learning style.

After a simple demonstration of the power of non-verbal behaviour (most participants did what the trainer did, not what she said to do), the group discussed that more than 90% of communication takes place without words. (55% body language, 38% tone of voice, 7% words).

Participants then learned about and practiced giving tours for people with different learning styles. The three main styles are:

- Cognitive—like facts and figures
- Affective—like stories about people, values
- Sensorial—like aesthetics, colors, forms

In a situation where one has a group of people, it is important to include something for different types of learners rather than just sticking to one's own style preferences.

13. Considering Visitor Needs

Participants were asked how visitors to Parliament are likely to feel. They responded that visitors likely feel:

- a little lost
 - frustrated
 - curious
 - nervous
 - interested
- (troubled⁸)

Participants were reminded that as the employees of Parliament it was their responsibility to welcome visitors, to orient them and make them feel comfortable, just like they would welcome a guest to their own house. No matter what their position in the Parliament, to any outside citizen, they represent Parliament and should act as a host.

⁸ The consideration was that Parliament can attract visitors who have strong feelings about particular issues or who are angry/disturbed by Parliament's activities and decisions.

14. Role-Playing Exercises

Participants concluded the workshop with two role-playing exercises. The first related to questions and answers techniques. The second involved putting together everything learned during the two-days in a short tour presentation. However, there was insufficient time to devote as much effort to this last exercise as might have been wished.

15. Conclusion

This seminar provided Parliamentary employees with tools for thinking about and planning for improved public access as well as practical tips for meeting and communicating with visitors. The evaluations showed a high level of satisfaction with the seminar, although there was some feeling that more a longer duration would have been appreciated.

SEMINAR PRESENTATIONS (by Dianne Brydon)

Visiting Parliaments Around the World

Who visits?

1. Those seeking information – guided tours or self-guided
2. Those arriving to observe Parliament in action (in the Chambers or in committee)
3. Those studying Parliament – seminars and study sessions
4. Those with appointments to meet Parliamentarians or Parliamentary officials
5. Those making presentations to committees

The situation for visitors

1. Most of these visitors have never been to the building before.
2. All need to know what there is for them to do, when to do it and if there are any arrangements necessary in advance.
3. Most need to know how to find the entrance to the grounds, how to find parking, the entrance to the building(s), meeting rooms, offices, Chambers and exits

What do Parliaments elsewhere do to facilitate the visitor's experience?

1. Distribute widely the message that Parliament is open to the public.
 - Pamphlets / cards at hotels, tourism offices
 - Post on Internet
 - Include info in visitor guides
2. Clear information to allow interested people to plan their visit – dates for sittings or committee meetings, hours of guided tours, any advance procedures required for a visit, what they can expect to do once they arrive
 - Post on the internet
 - Brochures, booklets or cards
3. External Signage
 - Identification of the site or building and entrance
 - If the entrance to the grounds is far from the building, hours posted at the gate
 - Directional signs to entrance of the building, parking
 - Entrance clearly marked
4. Internal Signage
 - Directional signs to Chambers, committee rooms, washrooms, other public areas
 - Floor plan posted

- Computer monitor with information about what's on – committees, hours for debates, tour hours.
 - Clearly marked areas where visitors cannot go (if relevant)
5. A welcoming reception
- If pre-arrangements have been made, someone to meet them at the appointed hour
 - If arriving without pre-arrangement, clear directions on where to go
 - Knowledgeable staff to answer questions on how to proceed or where to go
 - If there is a reception desk, info on all public activities from staff or posted signage
6. Information about the parliamentary process and the history / art / architecture of the building
- Photos, drawings, plans mounted on walls
 - Brochures, booklets or fact sheets
 - Videos, interactive computers
 - Guided tours
7. Staff training on public activities and dealing with the public (security services, office staff, guide staff, committee staff, library staff)

Approaches for public participation differ around the world.

North America and Great Britain

- Guided tours of building predominate without visiting Houses in session
- Some self-guided visits possible although security concerns leading to a preference for guided tours only
- Reservations in advance for groups as well as tours on demand for walk-in visitors
- Same-day passes for visitors wishing to observe Parliament in session
- Anyone wishing to observe committees (not in-camera) may do so upon request
- Variety of different programs offering intensive study sessions
- Most witnesses before committees are invited; however, those wishing to make presentations may be considered upon request (generally a representative of an interest group)

Three African examples (info on web-sites):

Zambia - <http://www.parliament.gov.zm/pub-relations-depart.htm>

South Africa – <http://www.parliament.gov.za>

Mauritius – <http://mauritiusassembly.gov.mu>

- All offer guided tours with advance notice (appear to be separate from visiting the proceedings)
- South Africa provides passes to observe the proceedings in advance
- All specifically mention the importance of public participation at committees – South Africa and Zimbabwe indicate how to get involved

Tour Programs in Parliaments around the World

North America and Great Britain:

Approach:

- Visitors come as much to see the building as to hear about how the legislature works
- All offer tours to reserved groups as well as walk-in visitors
- In Canada and Washington, guided tours are available 7 days a week, almost year-round.
- Most offer guided tours during periods when Parliament is in session as well as during adjournments
- Guided tours rarely enter the Chamber – visitors do so on their own after the tour (in some cases, with pre-arranged passes)
- Many offer self-guided tours at some times during the year (for a fixed period, usually in the summer or during Open Houses). Visitors go through the building on their own, with a flyer explaining the significance of various things in the building.
- During busy times, in Canada and Washington, passes are distributed for places on the tour. In London, visitors must buy tickets to visit in a self-guided manner.

Tour Operations:

- In some legislatures, the visitor program is managed by the Sergeant-at-Arms; some by Protocol; some by the Library; some by a separate section reporting directly to the Secretary General.
- All have full-time tour guides, most hire university students to expand the staff during busy times (most people visit in the summer, when there are holidays)
- Most have operation manuals which outline how visitors are booked, received, managed and processed.
- All have background material prepared for the guides describing the history of the country and the legislature, the legislative process, the major people involved. With this, the guides prepare their own presentations.
- Guides also have training sessions for communication skills, knowledge of tour content, and operational requirements.

Africa (South Africa and Zambia)

- Offer tours with requests in advance
- In S. Africa, there are limits on the number of tours in total, and the number of kinds of tours (e.g. primary, secondary school groups, general public, etc.)

LIST OF SEMINAR PARTICIPANTS

1. SEBAGABO MATHIAS
2. SEBULIMBWA EMMANUEL
3. NTAGANDA FRANCINE
4. MUSIIME MAUREEN
5. RUSINGIZWA MOISE
6. BAZAYIRE ANGELIQUE
7. MUKAMUGEMA JEANINE
8. DUSABE VESTINE
9. HATUNGIMANA JUSTIN
10. MUSANAYIRE VESTINE
11. UWONKUNDA CLAUDETTE
12. BWANAKWELI BAUDOIN
13. NDAKIZE PROSPER
14. UWIMANA DIANE
15. TULIKUMANA EMMANUEL
16. SIMBIZI EMMANUELLA
17. RWEMANGEYO MANASSE
18. NGAMIJE JOSEPH
19. NYIRAMINANI VESTINE

RESULTS OF EVALUATIONS OF THE SEMINAR ON IMPROVING CITIZEN ACCESS TO PARLIAMENT

Scale:

Bad 1	2	Average 3	4	Very Good 5
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[12 Evaluation Forms were filled out and returned]

Presentation:

a) Clarity:

1: 0% 2: 0% 3: 0% 4: 8% 5: 92%

b) Utility:

1: 0% 2: 0% 3: 0% 4: 8% 5: 92%

c) Knowledge of presenter:

1: 0% 2: 0% 3: 0% 4: 17% 5: 83%

Suggestions/Comments:

Two participants made comments. Both found the seminar easy to understand and interesting.

Organization:

a) Length of program:

1: 0% 2: 25% 3: 17% 4: 17% 5: 41%

b) Time provided for questions and discussions:

1: 0% 2: 0% 3: 8% 4: 25% 5: 67%

c) Documentation:

1: 0% 2: 0% 3: 8% 4: 25% 5: 67%

d) Suggestions/Comments:

5 participants responded here. All said that it was well organized but two thought that it should have been longer.

General Appreciation of Seminar:

a) Overall value:

1: 0% 2: 0% 3: 8% 4: 17% 5: 75%

b) Subject choice:

1: 0% 2: 0% 3: 0% 4: 8% 5: 92%

c) Suggestions/Comments:

7 participants commented. The participants commented on the usefulness of the seminar and their appreciation of the trainers. Some did however wish to have a follow-up to make sure that they are practicing what was taught and some wished that the training had been longer.

**APPENDIX B: PROPOSED PROCEDURES FOR ACCESSING RWANDA'S
PARLIAMENT**

PROPOSED PROCEDURES FOR ACCESSING RWANDA'S PARLIAMENT

Assumptions

1. There is a need to formalize and standardize procedures for public access to Parliament for two reasons:
 - a) so citizens know how to access Parliament;
 - b) so that Parliament can organize itself to provide access more efficiently.

2. Current procedures for tours and access are too ad-hoc. Not only is it difficult for citizens to know how to visit, it is also impossible for staff to plan their workloads and schedules.

3. The current study tour approach is very demanding as it involves meetings with senior Parliamentary officials and Parliamentarians. It is not possible to offer this level of experience to all visitors, without impeding the work of Parliament. There need to be different levels of access and tours offered.

Recommended Procedures for Guided Visits

- There should be a 'standard' guided visit that can be delivered by protocol staff without the involvement of senior officials and Parliamentarians, so as to increase access. This new formalized guided visit service would be set at fixed times.

- Given the widespread interest of Rwandans in seeing their Parliament in action, it is recommended that the 'standard' guided visits include both a tour of the building and a chance to see a plenary session. As a result, it is recommended that the guided visit program be available only during Parliamentary sessions.

- Since the number of protocol staff available to give tours are limited, it is recommended that tours be offered twice a week: on Tuesday and Thursday afternoons. Tours would start at 2:00 p.m. and include a one-hour visit of the building followed by observation of a plenary session.

- If this approach were recommended, Parliament could offer approximately 48 visits a year (twice a week for 3 sessions of 8 weeks each).

- Visits would only be offered to organized groups with advance reservations, requested in writing at least one month in advance. (see sample information, reservation request form and confirmation letter attached).

- Special study visits in which groups could meet with senior officials or Parliamentarians could still be arranged for special interest groups or guests but these would become the exception, rather than the norm.
- An information brochure would be provided as a reference tool/souvenir for groups which visit Parliament.

Recommended Procedures for Attending Plenary Sessions or Consulting the Library

- The current procedure for attending plenary sessions and using the Library would be maintained and improved with a ticketing system. Tickets would allow Parliament to keep track of how many visitors come to the building and who goes where.
- Any member of the public would be able to attend a plenary session or use library without an advance reservation.
- Members of the public would arrive at the security gate. They would sign in, leave proof of identification and be given a ‘ticket’ or ‘pass’ for access to the Chamber or the Library.
- Members of the public would be given an information brochure about Parliament along with their ticket or pass.
- After the session, visitors would return to the security gate to receive their identification card.

Recommended Procedures for Accessing Committees

- Committee activities, schedules, agendas and contacts should be publicized on the website.
- Anyone wishing to make a presentation to a committee would be required to make advance arrangements with the Committee’s technical director in writing, by e-mail or by telephone.
- Each committee room would have a set number of ‘observer’ seats that would be allocated on a first-come, first-served basis.
- Members of the public could ‘reserve’ one of the ‘observer’ seats by making advance reservations with the Committee technical director. In this case, the director would send them a letter of confirmation, which the visitor would present at the gate in return for a ticket/pass.

- Members of the public could also arrive without reservation and take their chances that an 'observer seat' was available. They would sign in and leave identification in return for a ticket/pass. Public information would have to make clear that the number of observer seats was limited and that those arriving without a reservation, are not guaranteed a place.
- Members of the public would be given an information brochure about Parliament along with their ticket or pass.

**APPENDIX C: PROPOSED TEXTS FOR WEBSITE, INFORMATION SHEETS,
RESERVATION FORMS AND CONFIRMATION LETTER**

PROPOSED TEXT FOR WEBSITE and INFORMATION SHEETS

Visiting the Parliament of Rwanda

Parliament is the house of the people of Rwanda. Here, elected representatives make the laws that will shape the future of our country. We invite you to come, visit and participate.

How Can I Visit the Rwandan Parliament?

There are 4 ways to visit:

1. *Take a guided tour.*
A guide will show you around the building, explain what Parliament does and how it works. Tours also include a visit to a plenary session of the Chamber of Deputies, where you can see Parliament in action. If you've never been to Parliament before, we recommend a guided tour for your first visit.
2. *Observe debates in the Chamber of Deputies.*
You can observe plenary sessions from the public galleries of the Chamber.
3. *Attend a committee meeting.*
You can observe committee discussions or you can apply to make a presentation to a committee.
4. *Consult the Parliamentary library.*
Students and researchers can conduct research in the Parliamentary library.

Meetings with Parliamentarians or with Parliamentary staff or special study visits can also be arranged upon request to the Director of Protocol.

When Can I Visit?

Visits normally take place when Parliament is in session:

- February 5 to April 5
- June 5th to August 5
- October 5th to December 5th

Guided tours are offered (by reservation) on Tuesday and Thursday afternoons starting at 2:00 p.m.

Plenary Sessions begin at 3:00 p.m.

Committee meetings vary. Please consult the Parliamentary website:

<http://www.rwandaparliament.gov.rw> for information on Committee schedules.

How Long Does a Visit Last?

The average guided tour lasts one and half hours. The guided tour portion of the visit begins at 2:00 p.m. and lasts one hour. At 3:00 p.m. the plenary session begins. Depending on your interest, you can observe the debates for 30 minutes, or more.

What Languages are Tours Offered In?

Tours are offered in the three official languages of Rwanda: Kinyarwanda, French and English.

Who Can Take A Tour?

Tours are provided for organized groups only. Any organized group such as a school, community group, sports club, social club, tourist group or NGO is very welcome.

If you are an individual and wish to visit, unfortunately, we cannot offer you a tour but we invite you to come and observe a plenary session of the Chamber of Deputies.

How Many Can Visit at One Time?

The maximum group size is 20 adults or one class of students. If you have a larger group, please inquire.

How Do I Book A Tour?

A guided tour must be requested in writing at least one month in advance. Please fill out and mail in the attached tour reservation request form. You will receive a written confirmation letter.

At least one week in advance, you must submit a list with the complete names, identity card numbers and addresses of all participants.

We are sorry but no tours are offered without advance reservations.

What Must I Bring For A Tour?

You must bring your tour confirmation letter with you. Everybody who is visiting Parliament must also bring proof of identification, which you will need to leave with the security guards at the gate. If you are a visitor without an identification card, please be prepared to leave some sort of identification such as a passport number.

Please arrive at the entry gate at least 15 minutes before the start of your tour for security procedures.

Where do I Park?

Limited visitor parking is available at the Parliament Building. You will be directed to an appropriate spot from the security gate.

Are Refreshments Available?

Unfortunately, there are no refreshments or food services available at the Parliament Building. You will need to plan to have your meals off-site.

What if I only wish to observe a debate, and not take a tour?

No reservations are needed to observe plenary sessions of the Chamber of Deputies. You will however be required to sign in and leave your identification card at the gate. You will then be given a pass to enter the Chamber of Deputies. Sessions begin at 3:00 p.m.

How Can I Observe or Make a Presentation to a Committee?

Please consult the Parliamentary website (<http://www.rwandaparliament.gov.rw>) for complete details on committee meeting times, agendas and contact people.

To make a presentation to a committee, you must make prior arrangements with the committee's technical director.

If you simply wish to observe committee discussions, it is preferable to make advance arrangements with the committee technical director as seating is extremely limited.

A limited number of same-day tickets for committees will be available at the security gate. Please arrive at least 15 minutes before the start of the committee and be prepared to sign in and leave your identification card.

How can I consult the Parliamentary Library?

Students and researchers are welcome Monday to Friday between ?a.m. and ?p.m. all year round. No reservations are required. However, you will need to leave proof of identification at the security gate.

For all other inquires about Parliamentary visits, or any special requests, please contact:

**PARLIAMENT OF RWANDA
GUIDED TOUR RESERVATION REQUEST**

Guided tours are available at 2:00 p.m. on Tuesday and Thursday afternoons when Parliament is in session (February to April; June to August, October to December)

Reservation Requested By:

Organization Name:	
Name and Title of Contact Person:	
Mailing Address:	
Telephone:	Mobile Phone:
Fax:	E-Mail

Reservation Request

Day (check one) <input type="checkbox"/> Tuesday <input type="checkbox"/> Thursday
Date:
Alternative Date if your first choice is not available:
Number of visitors in Group:
Language (check one): <input type="checkbox"/> Kinyarwanda <input type="checkbox"/> French <input type="checkbox"/> English
If a school group, what grade?
Any special requirements or interests?

Please mail to:

Draft Confirmation Form; (to be sent in language of tour)

Dear...

Thank you very much for requesting a guided tour of Rwanda's Parliament. We look forward to your visit.

Your group tour is confirmed as follows:

Organization Name:

Date of Tour:

Number of Visitors:

Confirmation Number:

To help you plan your visit, please take note of the following information.

1. We will need a complete list of names and addresses of everyone who will be on the tour. Please mail this list to me at least one week in advance.
2. Your tour will begin at 2:00 p.m. We suggest that you arrive at the entry gate at least 15 minutes in advance for security procedures.
3. Every adult on the tour will need to leave proof of identification with the security guards at the gate. Please make sure everyone has an identification card with them. If you are not a Rwandan citizen, please bring your passport or other official document.
4. As soon as your group arrives at the gate, please call (guide's mobile phone number) to confirm with your guide that you have arrived. Your guide will meet you at the door. The name of your guide is: -----
5. Please leave any bulky items such as backpacks or baggage in your vehicle. No food or beverages are permitted in the Parliament building.
6. Your visit will include a one-hour guided tour of Parliament followed by a chance to sit in the public gallery and observe debates in a plenary session of the Chamber of Deputies. It is up to you to decide how long you wish to observe the debates. When you meet your guide, please let them know how long you wish to stay.

7. Please inform everyone in your group that no talking or questions are allowed in the Chamber of Deputies. You will be observing important parliamentary debates so respectful silence is requested.
8. If you have any questions about your visit, or if you need to cancel, please do not hesitate to contact me.

We look forward to welcoming you to your Parliament.

Yours sincerely,

**APPENDIX D: OPERATIONS GUIDELINES FOR
PARLIAMENTARY STAFF**

OPERATIONS GUIDELINES FOR STAFF

As an employee of Parliament, you will encounter visitors in three main situations:

1. Booking Tour Reservations
2. Welcoming Visitors to the Building and giving directions
3. Giving Tours

These operational guidelines will help you know what is expected in these three situations.

Booking Tour Reservations

Tours are offered on Tuesdays and Thursdays at 2:00 p.m. when Parliament is in session. The tour consists of a one-hour guided visit of the Parliament Building followed by observation of a plenary session in action.

Reservation Requests by Mail

Most reservation requests will be received by mail, using the reservation request form. Please stamp the reservation request with a date stamp showing the day it was received. **RESERVATION REQUESTS SHOULD BE RESPONDED TO WITHIN 5 WORKING DAYS.**

If the requested date is available:

- Book the tour by marking it in the tour calendar.
- Send out a confirmation letter (using standard form) by mail.
- File the reservation request form and a copy of the confirmation letter in a binder according to the tour date (not the request date). This will make it easy for the guide to find and review the forms, prior to meeting a group.

If the requested date is not available (or they have requested a date when tours are not offered):

- Call the group organizer to discuss alternative dates.
- Once you have agreed on a date, mark it in the tour calendar.
- Send out a confirmation letter (using the standard form) by mail.
- File the reservation request form with an annotation showing the date of your conversation with the group organizer and the new tour date.

Reservation Requests by Phone

If someone calls to reserve a tour by phone, inform them that you will need a written request (mail or e-mail) but that since they are on the phone, you will make a tentative booking.

- Make a tentative booking in pencil in the tour calendar, noting the date the call was received.
- Tell the group organizer that you will hold this tour booking for one week.
- Tell them where they must send their written request.
- When the written request is received, book the tour formally and proceed to send out the confirmation letter.

- If no written request arrives within the one-week period, you may either erase the tentative booking or, if you wish, call them to inquire whether it is in the mail.
- Do not hold tentative bookings for more than 2 weeks without a written request or a further call from the organizer.

Reservation Requests by E-Mail

- A reservation request by e-mail should be treated the same as a written request by mail.
- The only difference is that you should:
 - a) send out the confirmation letter by e-mail
 - b) make sure you print out the reservation request and file it.

Welcoming Visitors to the Building

You may be called on to greet visitors who have come for a meeting, to attend a plenary session or committee, or who have arrived early or late for a guided tour. Given that the visitor has already passed through security at the gate, you can be certain that this is a legitimate visitor and that you should help them.

Visitors will form lasting impressions of Parliament from the way they are greeted on arrival. A warm welcome and consideration for their needs can make a big difference.

1. Stop what you are doing immediately and greet the visitor. If you are on the phone, acknowledge their presence with eye contact and gestures.
2. If visitors do not speak first, greet them in all three of Rwanda's official languages to determine which one they prefer. Normally, you should say something like "Hello, my name is ----, welcome to Rwanda's Parliament. How can I help you?"
3. If a visitor speaks to you in one of Rwanda's three official languages, respond in that language. If you do not speak the language, ask the person to wait while you locate someone who can help them.
4. Listen carefully to the visitor questions and answer their needs.
5. If visitors need directions somewhere, and the directions are complicated, please accompany them to their destination. Please mention to a colleague that you are leaving your post.
6. If a group has arrived early or late for a tour and their guide is not around, invite the group to sit down and wait while you call the guide on his/her mobile phone. Do not abandon the group until you are sure that someone will help them.
7. If possible, provide visitors with an information brochure about Parliament.

Giving Tours

Tours are given on Tuesday and Thursday afternoons at 14:00.

1. On Mondays and Wednesdays, check the reservation book to check whether or not you are scheduled to give a tour the next day so that you can plan accordingly.
2. On the morning of the tour (Tuesday or Thursday), call the tour group organizer to confirm that the group is coming, that they know where to go and what time to arrive. Remind them to make sure that every member of the group has identification with them for security. Advise the group to plan to arrive around 13:45. so they have time to go through security and park their vehicle. Please give the group organizer your mobile phone number in case they have problems.
3. Call the security gate or drop off a note to remind the guards working that day that you are expecting a group.
4. Make sure you are back from lunch by 13:30 and are ready for the tour. Have your mobile phone on in case they try to reach you.
5. At 13:50, go to the front door to await your tour group.
6. As soon as you see your tour group, turn your mobile phone to vibrate so you are not disturbed. Do not take any phone calls during the tour, except from a superior.
7. Ask the group organizer exactly how much time they have and whether they have any specific interests. Make sure to query on the preferred language of the tour and whether anyone has special needs.
8. Count the number of people in your group and note it down in writing. This will help you ensure that nobody gets lost; it will also help with guided tour statistics.
9. Interact and chat with the group before you start your tour. Getting to know your group informally tends to improve the experience for you and for the group.
10. At the start of the tour, make sure you communicate the following:
 - Parliament is a working office building. For reasons of privacy and quietness, they will not be able to go everywhere in the building. Ask visitors to keep their voices down and to stay with you at all times.
 - Visitors must turn their mobile phones off while on the tour out of courtesy for everyone in the group and others in the building.
 - No eating, drinking or smoking is permitted.

- Photography is only permitted in certain parts of the building. Visitors should ask you before taking a photo.
11. During the tour, adapt the tour content to suit the needs and interests of the group.
 12. End the tour by 2:50 p.m. and take the group to the Chamber of Deputies for the plenary session. Take a moment to summarize your tour and answer any questions. Then explain that no talking or questions are permitted inside the Chamber.
 13. Confirm with the group organizer, how long they would like to stay in the Chamber. Make sure you sit near the group leader and at the end of a row, so that you can lead the group out of the Chamber when the leader wishes.
 14. At the end of the tour, count the number of people in your group to ensure that nobody has gone astray. Answer any questions and distribute an information brochure that will help them remember their visit. Thank the visitors for coming.

General Guidelines

You are an ambassador of Parliament, so it is imperative that you provide professional and efficient service to both Rwandan citizens and international visitors.

1. When a visitor arrives, stop what you are doing and attend to the visitor immediately. In most cases, it is appropriate to stand up and shake hands when a visitor arrives.
2. Ensure that you are clean, your clothes are pressed and that you are well groomed at all times. In all fashion matters, lean to a conservative and classic look.
3. Please remove your sunglasses when speaking to visitors.
4. Do not eat, drink or smoke in front of visitors.
5. Do not carry on personal phone conversations in front of visitors.
6. If your phone rings, excuse yourself, answer it as quickly as possible, and promise to call back later. Then turn your phone off or to vibrate so you are not disturbed again. The only instance when it is appropriate to take a call in front of visitors is when the subject matter of the call is urgent Parliamentary business.
7. Do not accept tips from visitors. Giving tips is common practice in some countries but is not acceptable in Parliament.
8. Do not make any political statements or give personal opinions about Parliamentary legislation or Parliamentarians. Be neutral and factual.

APPENDIX E: OUTLINE OF GUIDED TOUR

INFORMATION TOUR OF THE PARLIAMENT OF RWANDA (BEFORE CONSTRUCTION)

Overall theme: Rwanda’s Parliament is the “people’s house”—it represents all Rwandans, serves all Rwandans and is open to all Rwandans.

Station	Theme	Key Messages	Place	Resources/Opportunities
1.	Welcome to Parliament	<ul style="list-style-type: none"> • Welcome • Tour introduction (length, what it will cover, rules and regulations) 	Outside	
2.	Parliament—the People’s House	<ul style="list-style-type: none"> • New bicameral system • Elected representatives work on behalf of all Rwandans • Remarkable fact: More women than anywhere else in world 	Entry Hall	<ul style="list-style-type: none"> • Sculptures and pillars • Ceremonial doors • Deputies’ lockers
3.	Chamber of Deputies (Overview)	<ul style="list-style-type: none"> • How 80 Deputies are chosen • Who sits where • Role of Chamber is to make laws and oversee government action 	Front of Chamber	<ul style="list-style-type: none"> • View of chamber from back • Electronic voting system
4.	The Chamber of Deputies (In-Depth)	<ul style="list-style-type: none"> • Legislative Process • How you can be Involved • How the Chamber represents and affects Rwandans 	Chamber seats	<ul style="list-style-type: none"> • Public gallery seats (visitors can sit down); • View of chamber from rear • Artwork in Chamber
5.	War Damage	<ul style="list-style-type: none"> • War damage to Parliament • Reconstruction Project 	Chamber Corridor and Reception Hall	<ul style="list-style-type: none"> • View of damaged/destroyed walls

6.	The Senate	<ul style="list-style-type: none"> • Future site of the Senate • Role of Senate • Qualifications/ Selection of Senate • Comparison Chamber of Deputies/Senate 	Destroyed Areas— Future Site of Senate	<ul style="list-style-type: none"> • Views of damage and building
7.	Relation to Other Institutions	<ul style="list-style-type: none"> • Other institutions (Government, Supreme Court) • Relation to Executive 	Outside	<ul style="list-style-type: none"> • View of building • View of Supreme Court and Ministry of Justice
8.	Parliamentary Research	<ul style="list-style-type: none"> • Parliamentarians research issues using the Library • You can use the Library too 	Library	<ul style="list-style-type: none"> • View/visit of library including Internet café
9.	Committee Process	<ul style="list-style-type: none"> • Committees— roles, functions, types • Public participation options 	Committee Rooms	<ul style="list-style-type: none"> • Outdoor area can be used • Can let visitors sit down
10.	Administering the Chamber	<ul style="list-style-type: none"> • Role of President, Secretary General and Staff 	Corridor near offices (Walk-by Only)	<ul style="list-style-type: none"> • View of offices
11.	Visiting the Chamber	<ul style="list-style-type: none"> • Rules during session • What is being discussed today • Questions/Answers 	Chamber corridor	<ul style="list-style-type: none"> • Parliamentary agenda (check the website)
12.	The Chamber of Deputies in Session	(No explanation; visitors observe Chamber in Action)	Chamber	<ul style="list-style-type: none"> • Real plenary sessions
13.	Conclusion	<ul style="list-style-type: none"> • Questions and answers • Invitation to return to “People’s House” to learn about and participate in Parl. 	Corridor outside Chamber or entry hall	

Background Information on the Parliament Building

The Building

The Parliament Building was constructed by the Government of Rwanda between 1983 and 1989. The construction took so long as the funding had to be spread out over several years.

The site was chosen because the hill was empty and so no expropriation of land was required. Also, the prominent location of the hill gave an appropriate air of grandeur to the building.

The building was constructed in three parts:

- 1) The Chamber of Deputies
- 2) The hotel for lodging deputies during the sessions. The hotel had 80 to 100 rooms and was called Hotel AMAJYAMBERE (which means development in Kinyarwanda)
- 3) The Banquet Hall

Before and during the construction, the Deputies worked in the building across the street, now the Supreme Court.

During the genocide and war of 1994, the Parliament Building was heavily damaged. The Chamber of Deputies and the offices for Deputies have been repaired; the remainder of the building will be repaired and a new chamber for the Senate built over the next few years.

The Chamber of Deputies

Doors

There are three side doors into the Chamber:

- The first 'ceremonial' door is reserved exclusively for Parliamentary officials during plenary sessions or for high dignitaries during official ceremonies. The public cannot use this door.
- The second and third doors are used by Deputies and by the general public
- The rear door can be used for public access or for military band.

Platform (Tribune d'honneur)

The main platform/stage of the Chamber holds three long tables in a semi-circle. If you are looking at the stage from the seats, the table on the right is reserved for the most senior officials of the army, the police and the city of Kigali. The table on the left is reserved for judicial authorities. During ordinary plenary sessions, neither of these tables is occupied.

The central table has 7 chairs for Parliamentary officials, with a black leather chair in the middle for the most senior person present.

Behind the stage the wall is covered with wood decorated with colorful fabric in the blue, green and yellow of the national flag. There is also a photo of the President of the Republic, the national flag and coat of arms.

Seats

The Chamber of Deputies holds some 700 people in rows of seats sloping upwards from the front of the room to the rear.

The first two rows of seats are reserved for Deputies who are seated in alphabetical order. Each of the Deputy's chairs has a microphone and an electronic voting mechanism. The results of votes are posted on overhead panels.

Behind the two rows reserved for the Deputies are three rows reserved for diplomats and other special guests. If these seats are not taken by diplomats, then the public is welcome to use them.

All other seats are for the public.

During official ceremonies, Senators sit in front of the Deputies.



Rwanda Parliament Support Project



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SCOPE OF WORK

INCREASING CITIZEN VISITS AND ACCESS TO THE RWANDA PARLIAMENT

March 28, 2004

Introduction

The ARD Rwanda Support Project, as well as its predecessor ARD/SUNY project, has been working with the MPs and staff at the Parliament to increase citizen visits and exposure to the legislative process. Tours have been organized, and a major conference was held last June bringing NGO leaders to the Parliament building, many for the first time ever.

Among the recommendations coming from the NGO and MP participants was that there should be (1) exploration of ways to be more proactive, and solicit the people's views and needs; (2) organization of a day of reflection with civil society on a regular basis; and (3) search for formal and informal avenues of civil society participation, views and input at different stages of the legislative process.

A follow-up conference of legislative staff with NGOs resulted in the recommendations for increasing outreach activities, and, in the context of strengthening the idea of the parliament as the "House of the People":

- erecting signs at the entrance to the parliament indicating that it is the "people's palace";
- urging the creation of a security force specially trained to protect the National Assembly, while recognizing the importance of maintaining a welcoming attitude and facilitating entrance into the building;
- increasing the protocol staff and improve the welcome office at the entrance of the parliament.

Consistent with these recommendations, the Protocol and Public Relations staff of the Chamber of Deputies has recently requested more formal assistance to implement Parliamentary tours and a formalized visitors program for NGOs and interested citizens, and this Scope of Work responds to this request, building upon efforts to date.

The project proposes to hire Ms. June Creelman for 23 days of LOE, including an initial phase consisting of 13 days in Rwanda (including travel from her home in Canada) and a follow-up phase of 10 days in Canada during which time she will communicate via email

with the local consultant and ARD staff, finalize written materials, and write a final report. Ms. Creelman will be assisted by Ms. Dianne Brydon, Director of Public Programs at the Canadian Parliament and former Chief of Education and Visitor Services at the Canada House of Commons, who will visit Rwanda with Ms. Creelman as a volunteer on loan from the Canadian Parliament. A local Rwandan counterpart with public relations skills will be engaged to assist for 20 days, including 8 days when Ms. Creelman and Ms. Brydon are in Rwanda and 12 days afterward to conduct follow-up activities.

Background

Responding to the Rwanda Transitional National Assembly's request for assistance, USAID/Rwanda commissioned SUNY to conduct a legislative needs assessment in 1999. Following the recommendations of this report, USAID contracted with SUNY and ARD to provide long-term technical assistance to support the institutional development of the Assembly. This initial assistance continued for nearly three years, laying an important foundation for continued support to the new Parliament, whose members were elected in late September and early October 2003.

The prior USAID Task Order, authorizing the former Rwanda National Assembly Support Project, was issued to SUNY under the Deliberative Bodies IQC, and covered the period from November 2000 until September 2003. Responsibility for implementing the project was shared between SUNY and ARD. The new ARD project, authorized under the USAID Analytical IQC, was undertaken in response to the Rwanda legislature's request for continued assistance.

This is a dynamic time for Rwanda with the nation in a period of rapid change and evolution towards democracy. A new Constitution was adopted by national referendum on May 26, 2003, and this was followed by Presidential and legislative elections in August and September/October, respectively. The new Parliament, consisting of 80 Deputies and 20 Senators, was sworn in on October 10, and the leadership of both chambers was also elected that same day. The top leadership of the Senate is the same as the former Transitional National Assembly, but the Chamber of Deputies leadership is entirely new.

The new post-transition Parliament faces numerous challenges and changes, including the shift from appointed to elected legislators; an influx of many new Members of Parliament (MPs), many of whom have no legislative experience; a large increase in the number of women legislators; and many functional changes resulting from the new Constitution, including legislative autonomy and the shift to a bicameral Parliament.¹ In addition, there is growing interest among Rwanda citizens, local government officials, and civil society to learn more about their newly elected Parliament and how they might influence the legislative process.

¹ With the June 4, 2003 promulgation of the new Rwanda Constitution, both the structure and terminology of Rwanda's legislature has changed. The unicameral "Transitional National Assembly" has ceased to exist, as has use of the term "Assembly." The new legislature is the bicameral "Parliament" consisting of both the "Chamber of Deputies" and the "Senate."

Priority Needs

Among the priority needs of the new Parliament is the implementation of formalized procedures to increase citizen access to the Parliament and the legislative process. Such access is multi-faceted including (1) direct participation in the legislative process (for example, through public hearings); (2) observing the work of Parliament's plenary sessions and committees; (3) increased transparency of parliamentary activities, including the availability of legislative documents through the parliamentary web site; (4) outreach efforts to educate Rwandan citizens about Parliament and its role in democratic governance; and (5) educational visits by Rwanda citizens to the Parliament to better understand its roles and functions.

The ARD project has proposed to provide assistance to the Parliament in all five of these areas. This current Scope of Work targets primarily the fifth aspect, but has implications for the other four as well. This Scope of Work is consistent with the project's Preliminary Work Plan, including proposed activities on (1) increasing staff technical skills, (2) increasing public input in legislative processes, (3) increasing the role of civil society and stakeholders in the legislative process, and (4) educating Rwanda's citizenry on the role of Parliament.

Objectives

Objectives of the consultancy are as follows:

- (1) To increase public understanding of the role of Parliament in improving the lives of Rwandans
- (2) To increase the awareness of Rwanda citizens on the roles of Parliament and how the legislative process functions
- (3) To encourage Rwanda citizens to visit the Parliament
- (4) To increase the number of groups visiting the Parliament, including schoolchildren, NGOs, and local government officials
- (5) To improve the image of Parliament
- (6) To increase the capacity and skills of legislative staff to receive visitors to the Parliament and provide a positive educational program.

Tasks

The expatriate consultant, in conjunction with the volunteer and local counterpart consultant, will undertake the following tasks:

- (1) Meet with key leadership of the Parliament, both MPs and staff, as coordinated by the two Secretary Generals, to clarify the general issues,

such as the objectives and scope of the visitors program and clarify which staff will be trained to participate in giving tours and receiving visitors

- (2) Meet with the Protocol staff to discuss their interests and needs with respect to the visitor program and tour the Parliament to review tour options, routes, signage needs, etc.
- (3) Meet with representatives of CARE and Trocaire civil society projects to discuss their experiences with organizing tours and visiting Parliament, as well as selected NGOs about their perceptions of Parliament and what kind of information they would like as part of a visitor/outreach program
- (4) Develop a simple guide/brochure that can be given to visitors explaining the role of Parliament
- (5) Recommend a public procedures statement for the visitors program, which can be distributed and placed on the Parliament's web site, including:
 - Days and times when tours are available
 - The procedure for requesting a tour
 - Clarification of group tours (schools, NGOs, local govt., etc) vs. public tours
 - Availability (or not) of “drop in” tours
 - Self-tours
- (6) Recommend a procedure for visitors to meet with MPs and develop a staff procedures manual for receiving visitors and conducting tours
- (7) Recommend necessary material for implementing a successful visitors program
- (8) Conduct a two-day training in the conference room of the ARD office for approx. 10 parliament staff including (a) general concepts on parliamentary visitor programs, (b) enhancing customer service skills for receiving visitors, (c) presentation of materials developed for other parliaments, (d) presentation of any available drafts or concept papers of a visitor brochure, procedures for visitors statement, or manual for staff to receive visitors, and (e) opportunities for feedback on these draft ideas; tentative dates for this training are Thursday May 6 and Friday May 7
- (9) Meet with Kimberly Pease, USAID/Rwanda D/G Officer, as well as other available USAID staff, near the end of the Rwandan phase of the consultancy
- (10) Maintain email communication with ARD staff and the Rwandan counterpart for a period of at least one month after the Rwanda visit, following-up on implementation following the return of the expat consultant to Canada
- (11) Write a final report in English including (a) a summary of key issues identified by the consultant, (b) detailed recommendations in all areas

described above, (c) recommendations for further assistance (as needed), (d) the procedures manual and brochure, (e) a description of the training conducted and participant evaluation forms, (f) recommendations for signage to identify the visitors' center, plenary sessions, committee meetings, etc., (g) recommendations to publicize and increase awareness of the Parliament visitors program, (h) suggestions on the feasibility of creating a formal visitors center where the public can be welcomed, brochures made available, and, possibly, items sold (for example, Rwanda flag pins or Parliament-related items or crafts), (i) recommendations to enhance the quantity and quality of Parliament visitations, for example, as relates to security, the web site, outreach efforts, access to the committees or plenary sessions, tools to increase public awareness, etc., and (j) recommendations on staffing of the visitors program, including suggested modifications of job descriptions and/or creation of new posts. The report shall include as attachments this scope of work, staff procedures manual, public procedures statement, brochure, and any other documents produced as part of the consultancy.

It is anticipated that activities 1, 2, 3, 8, and 9 will be conducted in Rwanda, while activities 4, 5, 6, and 7 will be initiated during the Rwanda phase, but finalized afterward. Activities 10 and 11 will take place after the expat. consultant and volunteer return to Canada from Rwanda.

The Rwandan local counterpart will assist the expat. consultant and volunteer during their Rwanda visit and follow-up on implementation after they leave Rwanda. The counterpart will be in contact, via email, with the expat consultant and will disseminate materials developed and provide follow-up training and technical assistance using the finalized materials.

Timing and Level of Effort

The Level of Effort (LOE) will be 23 full workdays for the expatriate consultant including 13 days for the initial Rwanda phases (4 days for travel, 9 days in country) and 10 days for writing and follow-up. The anticipated dates for the Rwanda phase are April 26 through May 9, 2004.

To ensure adequate time for follow-up, the expat. consultant must be sufficiently flexible to coordinate completion of the tasks in conjunction with the schedule of the Parliament and the local consultant and cannot complete the consultancy sooner than one month after the end of the Rwanda phase. Given that the expatriate is traveling a long distance and the work is concentrated, we propose that a six-day workweek during the Rwanda phase of the activity.

The LOE for the local counterpart consultant will be 20 days, including 8 days during the initial phase and 12 days for follow-up. The consultant will work Monday through Friday during the Rwanda phase, with anticipated work dates of April 28, 29, and 30, and May 3, 4, 5, 6, and 7.

Both consultants will complete the consultancy no later than July 31, 2004.

The volunteer will visit Rwanda on the same schedule as the expat. consultant. The project will provide airline travel, transportation to international airports, per diem (lodging, meals and incidental expenses) as per US government rates, local transportation, local communications and materials, visas, airport taxes, and immunization expenses that are not covered by personal medical insurance, per standard USAID procedures. The expat. consultant will also receive these standard expense allowances.

Deliverables

The expat. consultant will deliver a two-day training program, a staff procedures manual, a public procedures statement, a brochure, and a final report in English with detailed recommendations, as described above with this Scope of Work, with all work products included as attachments. The final report shall be delivered in both electronic (Microsoft Word) and hard copy formats.

The local counterpart consultant will participate in the initial meetings and trainings, provide feedback to the expat. consultant on written materials and the final report, and undertake follow-up activities as agreed to by the expat consultant, ARD, and parliamentary staff.

Logistical Support

The expatriate consultant shall provide her own computer and be responsible for typing any documents and reports. Workspace for the consultants will be available at the ARD office. Logistical support will be provided by ARD project assistant Antoinette Habinshuti; interns Pasteur Kalisa, Alain Thierry, and Ashani Alles; and Program Officer Ben Ntaganira. The Parliament will provide use of its facilities as workspace and the active participation of its staff.

Qualifications of Consultant(s)

The ideal expat. consultant, or consultant team, selected for this project would have the following qualifications:

- (1) advanced academic degree in political science or public relations
- (2) five years experience in development of materials for parliamentary visitors
- (3) five years experience managing visitors to legislative facilities, including receiving the public and leading tours
- (4) a record of undertaking strategic initiatives to both (a) increase the number of visitors to the parliament and (b) improve the quality and educational value of the visitor experience
- (5) experience in African parliaments
- (6) extensive knowledge of the functioning of parliaments and the role of citizen participation in the legislative process
- (5) prior experience with parliamentary consulting assignments
- (6) fluency in both English and French
- (7) strong listening, communication, and analytical skills
- (8) able to work independently
- (9) attention to detail
- (10) computer literate
- (11) prior experience in, and knowledge of, Rwanda.

The local counterpart consultant will be someone who can complement the skills and experiences of other two members of the team. The following characteristics are desirable:

- (1) academic degree in political science, law, communications, or public relations
- (2) experience with public sector employees in Rwanda
- (3) knowledge and experience as a government employee who works with the public, including development and dissemination of outreach resources
- (4) prior experience in, and knowledge of, the Rwanda Parliament
- (5) basic knowledge of the functioning of the parliaments, in general, and the role of citizen participation in the legislative process
- (6) prior experience with international donor-funded consulting assignments
- (7) fluency in Kinyarwanda plus English and/or French
- (8) strong listening, writing, and analytical skills
- (9) able to work independently, but also as part of a team
- (10) attention to detail
- (11) computer literate and regular email user
- (12) experience as a trainer
- (13) high level of communication skills

The Consultants Selected

Given the difficulty of finding a single consultant who meets all of the above qualifications, the project has elected to put together a three-person team of two consultants and one volunteer on loan from the Canadian Parliament.

The expat. consultant proposed is **Ms. June Creelman** of Apropos Planning, a Canadian consulting firm based in Ottawa that specializes in the strategic planning for public facilities and programs. Ms. Creelman has a Master's degree in Canadian studies from Carleton University and a B.A. in history from Ontario's Trent University. She has more than fifteen years experience in planning public programs and exhibit research, specializing in strategic and program planning. Her many successful projects have included four different consultancies over a seven-year span (between 1994 and 2001) on programming and visitor service strategies for the Canadian Parliament. She has also worked on a project in Argentina and has traveled in Kenya, Tanzania, Central America, and Asia. She is fluent in both English and French.

The volunteer is **Ms. Dianne Brydon** whom the Canadian Parliament has generously allowed a paid leave of absence to assist on this activity. Currently Director of Parliamentary Public Programs, she was former Chief of Education and Visitor Services at the Canadian House of Commons. She has a broad experience of managing visitors, leading tours, educational outreach, and development of educational programs and publications on the Parliament. She earned a Master's degree at Queen's University, Kingston, Ontario. She speaks both English and French.

Ms. Brydon and Ms. Creelman have worked together before on a number of activities and have a proven team spirit and record of achievement.

The CCN consultant selected is **Mr. Jean Luc Kibuka Mporera** who is a Supreme Court judge with diverse experience in the Rwanda public sector, including working with the public. He earned a law degree at the Rwanda National University and also trained in France and studied at the University of Lubumbashi in the DRC. He has published on international law, worked in private practice, and assisted in the development of a World Bank-funded training program in Senegal. He was on the jury for recruitment of staff for the Rwanda Ombudsman and has closely followed legal reforms passing through the Rwanda Parliament. He is founding member and President of the Kigali-IREBE Rotary Club and speaks Kinyarwanda, French, and some English and Swahili.