

REPUBLIC OF RWANDA



MINISTRY OF HEALTH

Po Box 84 KIGALI

www.moh.gov.rw

SERVICE CHARTER



FOREWORD

I have the pleasure to present to you the Service Charter for the Rwanda Ministry of Health

This Charter is part of the Government efforts to strengthen the quality of service delivered to the population.

After the publication of the Patient's charter of rights and responsibilities, with this Service Charter prepared in tandem with the Government's reform agenda and in the spirit of being responsive to citizens' needs, transparency and accountability, we expect an improvement in the access to prevention care and treatment through universal coverage of health services.

The Charter spells out the core values and the principles guiding the Health Sector in general, and the Ministry of Health in particular. It highlights how services are offered to the population; explain how services can be accessed when needed, and the guiding legal instruments.

The development of this Charter signifies our commitment to serve our clientele with a view to creating a better understanding and enhancing our service delivery.

Dr Agnes BINAGWAHO

Minister of Health

The present Citizen's Charter reflects the service provided by MOH to its customers. Therefore, it contains different services, service standards, service delivery methods and timelines, grievance mechanisms. This citizen's charter shows the following elements:

- Vision and Mission statement of the MOH which affirms its commitment to deliver the services with:
 - Integrity
 - Judiciousness
 - Courtesy
 - Understanding
 - Objectivity and impartiality
 - Transparency
 - Accountability
 - Promptness
 - Efficiency and effectiveness.
- Details of services delivered by the MOH:
 - Specification of services provided by MOH,
 - Clear identification of the department to be approached or where specific services can be obtained. In this way citizens will know which office to approach and save time and energy;
 - Clear statement of the time it takes to deliver each service. This provides citizens with useful information and will prevent them from back and forth.
 - Setting of service quality standard by specifying service standards in term of timeliness, access, accuracy, reliability, affordability, responsiveness, fairness, sensitivity and courtesy in service delivery; On the basis of this, citizens can expect improvement
 - Clear information about the required document and procedures to get a service in MOH. For example, the documents to be shown, the available forms to be filled in.
- Details of the 'Citizens', groups/end users or People who are eligible for each service offered by MOH
- Contact information of key officers in charge of these services
- Complaint procedures or grievance redress mechanisms and how to access them
- Feedback mechanisms for interaction with Citizens to continuously improve services
- Information and dissemination for availability and visibility for services.

This Citizen's Charter is a tool to increase the information available to customers of MOH and sets standards for transparency in public services. It is expected that through Citizen's Charter, MOH's Clients will have faster access to services, setting an end to tremendous time wasting and delays in services delivery process.

Considering that its services have to be responsive to high expectations from citizens, MOH commits to inform them what services are available to them and what their rights and obligations are in accessing these services.

Feedback mechanism

Realizing that MOH cannot go this route alone, it thus invite the citizens to keep a hawk's eye on its employees, to be correct, realistic and comprehensive in furnishing information to better meet their expectations and root out all activities which negate service delivery improvement.

Indeed, for a better implementation of this Citizen's Charter, MOH expects continuous interaction with citizens seeking its services. For this, MOH has developed the following instruments in order to actively obtain feedback from its clients:

- Citizens' feedback form available at each department;
- Suggestion box at entrance;
- Open days/Accountability day
- Citizen panels, focus groups
- Hot line services;
- Customer surveys
- Grievance redresses mechanism or Complaints Systems in order to offer customers an immediate channel for feedback mechanism regarding the service they received.

This Citizen's Charter specifies also what actions will be taken when a service is not delivered, as it should. Thus, MOH encourages its clients to give their feedback through the complaints mechanisms that are accessible, approachable and open to all. It goes without saying that the MOH takes these complaints seriously and adopts prompt and proper action in a timely manner (fashion). Ideally, a time frame for dealing with these grievances and redresses has been set. The MOH is

willing to share a more systematic review of the grievances with its clients. The key following elements will be considered during the implementation process of this Citizen's Charter:

- Establish regularly the channels through which users can log grievances. Potential channels include a website, text messaging, and customer surveys at the point of service delivery, complaints boxes, mail, and phone.
- Assign grievance redress responsibilities within the MOH and outline the internal grievance redress process for addressing each grievance subcategory.
- Devise standardized internal processes for logging grievances. Grievances can be logged either manually or, if resources allow, using a computer-based system that permits the MOH to identify "real-time" trends in the data.
- Set a clearly defined timetable for grievance redress, including time to initial acknowledgement of the complaint (if complainant is not anonymous), expected time to resolution for each stage of the investigation, and the time frame for updating beneficiaries on progress.
- Decide what measures will be taken if there is a violation of service standards.
- Establish a monitoring and evaluation system to monitor trends in grievances data.

For encouraging communication, feedback and dialogue on the implementation of its Charter, MOH commit to use new media and ICT such as sms, email, twitter, facebook, etc..., and any combination of these technologies.

To improve continuously the service delivery, MOH is considering using the tools and techniques below in the implementation process of the present charter:

- service delivery review;
- benchmarking with best practice;
- performance management;
- training, learning and knowledge management;
- empowerment or delegation of authority;
- diligent complaints management;
- information management.

Information and communication

Considering that information is the cornerstone of implementing and monitoring of Citizen's Charter, this Citizen's Charter will be delivered through various dissemination technologies and publicized widely through websites, radio, newspapers etc. to reach the public. Thus, MOH will seek to use the following channels to ensure maximum availability and visibility of its services to users and stakeholders:

- Public relations/information desk.
- Open day/Accountability day
- Publication of promotional material:
 - Leaflets,
 - Posters
 - Press releases
- Publications and creation of booklet: Production of brochures or handbills. The information contained in the brochure must be concise, clear, simple and easy to understand. The brochures should also easily be obtained;
- Print the Charter and display in front of the office and formally issue the Charter and place it on website;
- Formal announcement and publication in newspaper;
- Messages broadcasted on radio and television;
- Discussions on call-in radio and television shows;
- Internet and continuous update of the public institution web site:
 - Search engines
 - Public Websites
 - Partner Websites
 - Restricted Website
- SMS directions where to find the Charter;
- Distribution of copies to public representatives and key stakeholders;
- Newspaper articles;
- Conferences and other targeted events related to service delivery improvement.
- Trainings and orientation sessions to employees and their representatives.
- Other (mailing lists, web forums).

In brief, our customers include patients, doctors, health facilities, researchers, students (and pupils), private companies, donor agencies and international organizations, local communities and local authorities, general public.

Commitment to our clients:

This charter is a commitment by the MOH to provide high quality services to all our stakeholders/ customers. We in this regard endeavour to serve you effectively, with due diligence and professionalism. We shall uphold the utmost integrity in the delivery of our services.

Expectations from customers:

In order to serve you better, you can help us improve performance by:

- Treating MOH staff with courtesy and respect;
- Abiding by the regulations governing the academics services;
- Suggesting ways of improving our services at MOH;
- Providing the MOH with adequate feedback on service delivery through various dissemination technologies;
- Addressing all complaints/compliments/suggestions to relevant department.

Contact:

MINISTRY OF HEALTH
P.O. Box 84 Kigali, Rwanda
Telephone: +250 577458
Fax: +250 576853
info@moh.gov.rw
www.moh.gov.rw

We shall acknowledge receipt and respond to all complaints made within 3 working days.

If the matter requires more investigation and time to be resolved, we shall inform you of the intended course of action and time frame of response.

I. VISION

The MoH vision of the Rwandan health sector is to “continually [improve] the health of the people of Rwanda, through coordinated interventions by all stakeholders at all levels, thereby enhancing the general well-being of the population and contributing to the reduction of poverty.”

II. MISSION

The Main mission is to provide quality health services to the population in line with Vision 2020, the EDPRS and the 7 Year Government Program.

III. CORE FUNCTIONS

- Develop and disseminate the health sector policies, strategies and programs
- Regulate the health sector and related sub-sectors
- Monitor and evaluate the implementation of health sector and sub-sectors policies, strategies and programs
- Develop institutional and human resources capacities in health sector
- Develop innovative health financing approaches for accessibility to high quality health services
- Oversee the institutions under supervision
- Mobilize resources for the development of the health sector and related programs

IV. CORE VALUES AND GUIDING PRINCIPLES

The Ministry of Health adheres to a number of values in its effort to fulfil its mission: solidarity, equity, ethics, cultural identity, and gender-specific respect.

The Ministry of Health is also guided by a number of principles: acceptability and quality of health care, effectiveness and efficiency, inter-sectoral coordination, community participation, decentralisation, and integration.

V. RIGHTS OF CLIENTS

Clients that look for services in the Ministry of Health have the following rights:

- To be received, listened to and served with courtesy, promptness and respect
- To be served in a friendly environment
- To be provided with clear information
- To be given priority to satisfy his needs
- To complain to higher authorities
- To appeal administrative decisions

VI. SERVICES PROVIDED BY THE MINISTRY OF HEALTH

1. TYPES OF SERVICES: INTERNATIONAL NGOS REQUIRING FIRST-TIME THE MEMORANDUM OF UNDERSTANDING AND REGISTRATION CERTIFICATE

What is the Service? Am I eligible?	As an NGO, to get Registration certificate to operate in the Health Sector and Memorandum of Understand authorization with Ministry of Health
Department to be approached	Coordination of Partners/SWAp Contacts are: Mr Michel Gatete : Tel: 0788539907 Email: gatete@gmail.com Mr Jean Pierre Nzizera: Tel: 0788652755 Email: nzizera@gmail.com
When can I access the service?	Monday up Friday
Once a request is made or an application is submitted, how long will it take?	3 weeks
What, if any, are the costs for accessing the service?	The service is free.
What documents are required?	<ol style="list-style-type: none"> 1. Application letter addressed to the Minister seeking a MoU with MOH and registration certificate of the NGO 2. Notified Constitution/by-laws of INGO 3. Memo describing the Objectives, Mission in long-term of and its experience World in general and in Africa particularly if any 4. The strategic plan, action plan of the NGO to Rwanda and its link to the Health System strategic plan, vision 2020 and EDPRS 5. Prove of resource of funds and financial capacity of the NGO 6. A capacity transfer plan of their TA to the national Health system structure and government staff 7. Letter of collaboration from the district or province or the national partner if this one has activities at national level for this year (obtained by submitting to the district or the province or the partner the MOU with the MOH request letter and the action plan for the district) or the partner if the partner has a national representation
What is the procedure?	<ol style="list-style-type: none"> 1. NGO meets with the Partners coordination desk to discuss NGO's mission and objective 2. Partners Coordination desk directs NGO to the appropriate technical department concerned with the mission of the NGO through the Partners coordination desk. 3. Partners Coordination Desk in Collaboration with MOH legal department and technical department discuss the MoU , action plan and capacity building transfer plan with the NGO 4. Partners coordination Desk send the agreed the MoU , with registration certificate to the Minister for review, approve and

	<p>signature.</p> <p>5. Minister reviews MOU. If modifications must be made, MoU is returned to technical group for revision. If no modifications are necessary, the Minister signs the MOU.</p> <p>6. Signed MOU and registration certificate is sent back to the NGO through the MOH centre secretariat.</p>
What, if any, other institutions do I need to visit to access the service? (Eg. for payment of service costs or to get additional documents)	District, Kigali City or Province for requesting Letter of collaboration
Is there a complaint procedure?	Complaint can be addressed to the Permanent Secretary in writing; and when not solved contact Honorable Minister, or send an email to info@moh.gov.rw
Is there any additional information regarding this service that is useful to know?	<p>Always visit the Ministry of Health's website: www.moh.gov.rw for information. For further information call For further information call on this phone number: Mr Michel Gatete : Tel: 0788539907 Email: gatete@gmail.com , Mr Jean Pierre Nzizera: Tel: 0788652755 Email: nzizera@gmail.com; during office hours.</p> <p>For info: info@moh.gov.rw</p>
Available forms	None
Relevant legal documents	<p>1. The law n° 20/2000 of 26/7/2000 on non profit organizations (official gazette). It requires international and national NGOs working in Rwanda to renew their authorization every year.</p> <p>2. Requirements Documents NGOs</p> <p>3. Health SWAp procedures manual</p> <p>Available on www.moh.gov.rw/publications</p>

1. Type of Service: INTERNATIONAL NON GOVERNMENTAL ORGANIZATION REQUIRING AN EXTENSION TO THEIR REGISTRATION

What is the Service? Am I eligible?	To require an extension to a registration for an International NGO
Department to be approached	Coordination of Partners/SWAp Contacts are: Mr Michel Gatete : Tel: 0788539907 Email: gatete@gmail.com Mr Jean Pierre Nzizera: Tel: 0788652755 Email: nzizera@gmail.com
When can I access the service?	Monday up Friday
Once a request is made or an application is submitted, how long will it take?	2 weeks
What, if any, are the costs for accessing the service?	Free of charge
What documents are required?	<ol style="list-style-type: none"> 1. Application letter addressed to the Hon. Minister 2. Copy of the MoU 3. Copy of previous registration certificate from MOH 4. Copy of the registration certificate for previous year delivered by Immigration 5. Technical and financial annual report of the previous year approved by MOH technical department and partners coordination desk 6. Annual capacity transfer report approved by MOH technical department and partners coordination desk 7. Annual capacity transfer plan. 8. Prove having report in resource tracking tool from MOH 9. Timely programmatic reports 10. Memo describing the source of funds, financial capacity for the continuation and new program if any.
What is the procedure?	<ol style="list-style-type: none"> 1. The NGO submits the package of documents to the reception area of the MOH. The file receives a number and the receptionist gives a receipt to the applicant. 2. The file is sent to the Central Secretariat where it is logged and then sent to the Minister. 3. The Minister's office receives the file and forwards it to the Coordination of Partners Desk 4. The file is reviewed by the Partners coordination desk in collaboration with the MOH technical department. 5. After review, and with approve of Legal department and MoH technical department, the partners coordination desk send a certificate to the Minister through. 6. The Minister sign and sent a certificate to the central secretariat. 7. Central Secretariat makes a copy of the registration and files it in the archives. 8. Central Secretariat sends registration to NGO (or NGO can pick it up).
What, if any, other institutions do I need to visit to access the service? (Eg. for payment of service costs or to get additional documents)	District, Kigali City or Province for requesting Letter of collaboration
Is there a complaint procedure?	The complaint is addressed on a written form to the Permanent Secretary, and then to Honorable Minister

<p>Is there any additional information regarding this service that is useful to know?</p>	<p>Always visit the Ministry of Health's website: www.moh.gov.rw for information. For further information call For further information call on this phone number: Mr Michel Gatete : Tel: 0788539907 Email: gatete@gmail.com , Mr Jean Pierre Nzizera: Tel: 0788652755 Email: nzizera@gmail.com; during office hours.</p> <p>For info: info@moh.gov.rw</p>
<p>Available forms</p>	<p>No specific forms</p>
<p>Relevant legal documents</p>	<p>4. The law n° 20/2000 of 26/7/2000 on non profit organizations (official gazette). It requires international and national NGOs working in Rwanda to renew their authorization every year.</p> <p>5. Requirements Documents NGOs</p> <p>6. Health SWAp procedures manual</p> <p>Available on www.moh.gov.rw/publications</p>

2. TYPE OF SERVICES: LOCAL NGO REQUIRING FIRST-TIME REGISTRATION

Type of service: Papers and Documents

What is the Service? Am I eligible?	To get first-time registration for Local NGO
Which unit within the public administration do I go to?	Coordination of Partners/SWAp Contacts are: Mr Michel Gatete : Tel: 0788539907 Email: gatete@gmail.com Mr Jean Pierre Nzizera: Tel: 0788652755 Email: nzizera@gmail.com
When can I access the service?	Monday up Friday
Once a request is made or an application is submitted, how long will it take?	3 weeks
What, if any, are the costs for accessing the service?	Free of charge
What documents are required?	<ol style="list-style-type: none"> 1. Request letter 2. Constitution/by-laws of the NGO 3. Minutes of the initial meeting in which the president, vice president and the secretary of the organization are elected 4. List of founding members and their signatures 5. Statement showing the duly registered members who are the legal representatives of the organization 6. Annual work plan that provides information on resources available to achieve objectives set by the NGO, preferably accompanied by documents on current and future projects 7. Documentation on the availability of funds or agreement of funding for the NGO 8. Letter of collaboration from the district or province for this year (obtained by submitting to the district the MOU with the MOH request letter and the action plan for the district) 9. A letter of recommendation from the MOH 10. Memo describing the program's relation to the MDGs, the Vision 2020 and the Economic Development and Poverty Reduction Strategies 11. Memo describing the financial capacity of the organization (sources of financing)
What is the procedure?	<ol style="list-style-type: none"> 1. NGO meets with Partners' coordination desk to discuss NGO's mission concerned with the mission of the NGO. 2. NGO with partners' coordination desk and MoH technical department discuss the action plan and MOU. 3. The partners' coordination desk with approval of MOH technical department and legal department sends the MoU and certificate to Minister for signature. 4. Minister reviews MOU. If modifications must be made, MOU is returned to technical group for revision. If no modifications are necessary, the Minister signs the MOU and certificate. 5. If approved, it is sent to the Minister for signature. If not approved, it is sent back to the legal department for revision. 6. Central Secretariat makes a copy of the registration and files it in the archives. 7. Central Secretariat sends registration to NGO (or NGO can pick it up).

What, if any, other institutions do I need to visit to access the service? (Eg. for payment of service costs or to get additional documents)	District, Kigali City or Province for requesting Letter of collaboration
Is there a complaint procedure?	The complaint is addressed on a written form to the Permanent Secretary, and when not solved contact the Honorable Minister
Is there any additional information regarding this service that is useful to know?	<p>Always visit the Ministry of Health's website: www.moh.gov.rw for information. For further information call For further information call on this phone number: Mr Michel Gatete : Tel: 0788539907 Email: gatete@gmail.com , Mr Jean Pierre Nzizera: Tel: 0788652755 Email: nzizera@gmail.com; during office hours.</p> <p>For info: info@moh.gov.rw</p>
Available forms	No specific forms
Relevant legal documents	<p>7. The law n° 20/2000 of 26/7/2000 on non profit organizations (official gazette). It requires international and national NGOs working in Rwanda to renew their authorization every year.</p> <p>8. Requirements Documents NGOs</p> <p>9. Health SWAp procedures manual</p> <p>Available on www.moh.gov.rw/publications</p>

3. Type of services: LOCAL NGOs REQUIRING AN EXTENSION TO THEIR REGISTRATION

What is the Service? Am I eligible?	To require an extension of registration for a local NGO
Which unit within the public administration do I go to?	Coordination of Partners/SWAp Contacts are: Mr Michel Gatete : Tel: 0788539907 Email: gatete@gmail.com Mr Jean Pierre Nzizera: Tel: 0788652755 Email: nzizera@gmail.com
When can I access the service?	Monday up Friday
Once a request is made or an application is submitted, how long will it take?	3 weeks
What, if any, are the costs for accessing the service?	Free of charge
What documents are required?	<ol style="list-style-type: none"> 1. Application letter addressed to the Hon. Minister 2. Copy of the MoU 3. Copy of previous registration certificate from MOH 4. Copy of the registration certificate for previous year delivered by Immigration 5. Technical and financial annual report of the previous year approved by MOH technical department and partners coordination desk 6. Annual work plan. 7. Prove to have report in resource tracking tool from MOH 8. Memo describing the source of funds, financial capacity and new program if any.
What is the procedure?	<ol style="list-style-type: none"> 1. The NGO submits the package of documents to the reception area of the MOH. The file receives a number and the receptionist gives a receipt to the applicant. 2. The file is sent to the Central Secretariat where it is logged and then sent to the Minister. 3. The Minister's office receives the file and forwards it to the Coordination of Partners Desk 4. The file is reviewed by the Partners coordination desk in collaboration with the MOH technical department. 5. After review, and with approval of Legal department and MoH technical department, the partners' coordination desk sends a certificate to the Minister through. 6. The Minister sign and sent a certificate to the central secretariat. 7. Central Secretariat makes a copy of the registration and files it in the archives. Central Secretariat sends registration to NGO (or NGO can pick it up).
What, if any, other institutions do I need to visit to access the service? (Eg. for payment of service costs or to get additional documents)	District, Kigali City or Province for requesting Letter of collaboration
Is there a complaint procedure?	The complaint is addressed on a written form to the Permanent Secretary, and then to Honorable Minister
Is there any additional information regarding this service that is useful to	Always visit the Ministry of Health's website: www.moh.gov.rw for information. For further information call For further information call on this phone number: Mr Michel

know?	Gatete : Tel: 0788539907 Email: gatete@gmail.com , Mr Jean Pierre Nzizera: Tel: 0788652755 Email: nzizera@gmail.com ; during office hours. For info: info@moh.gov.rw
Available forms	No specific forms
Relevant legal documents	10. The law n° 20/2000 of 26/7/2000 on non profit organizations (official gazette). It requires international and national NGOs working in Rwanda to renew their authorization every year. 11. Requirements Documents NGOs 12. Health SWAp procedures manual Available on www.moh.gov.rw/publications

4. OBTENTION OF A TECHNICAL ASSISTANT CARD VISA

What is the Service? Am I eligible?	To obtain a Technical Assistant Card. This card is provided by the Ministry of Foreign Affairs and Cooperation
Which unit within the public administration do I go to?	Coordination of Partners/SWAp Contacts are: Mr Michel Gatete : Tel: 0788539907 Email: gatete@gmail.com Mr Jean Pierre Nzizera: Tel: 0788652755 Email: nzizera@gmail.com
When can I access the service?	On request, Monday up to Friday
Once a request is made or an application is submitted, how long will it take?	3 weeks
What, if any, are the costs for accessing the service?	Free
What documents are required?	<ol style="list-style-type: none"> 1. Application letter addressed to the Minister of Health 2. Memorandum of understanding between MOH and project/NGOs 3. Copy of passport (personal information and Rwanda immigration stamp) of the person(s) requesting the card 4. 2 passport pictures of the person(s) requesting the card 5. Copy of the MoU with the NGO or Organization 6. Clear ToR if the Technical Assistant 7. Contract of the Technical Assistant 8. Capacity building transfer plan of the Technical assistant to Rwandan counterpart with the name title of the counterpart; with smart indicators
What is the procedure?	<ol style="list-style-type: none"> 1. The Technical Assistant submits the package of documents to the reception area of the MOH. The file receives a number and the receptionist gives a receipt to the applicant. 2. The file is sent to the Central Secretariat where it is logged and then sent to the Minister. 3. The Minister's office receives the file and forwards it to the Coordination of Partners Desk 4. The file is reviewed by the Partners coordination desk in collaboration with the MOH technical department. 5. After review, and with approval of Legal department and MoH technical department, the partners' coordination desk sends a document to the Minister through PS. 6. The Minister sign and sent a recommendation letter to the central secretariat. 7. Central Secretariat makes a copy of recommendation and files it in the archives. Central Secretariat it to the Minaffet (or the concern can pick it up).
What, if any, other institutions do I need to visit to access the service? (Eg. for payment of service costs or to get additional documents)	None
Is there a complaint procedure?	The complaint can be addressed on a written form to the Permanent Secretary, and when not solved contact the Honorable Minister
Is there any additional	Always visit the Ministry of Health's website: www.moh.gov.rw for information. For further

information regarding this service that is useful to know?	information call For further information call on this phone number: Mr Michel Gatete : Tel: 0788539907 Email: gatete@gmail.com , Mr Jean Pierre Nzizera: Tel: 0788652755 Email: nzizera@gmail.com ; during office hours. For info: info@moh.gov.rw
Available forms	No specific form to be completed
Relevant legal documents	<ol style="list-style-type: none"> 1. Requirements Documents NGOs 2. Health SWAp procedures manual Available on www.moh.gov.rw/publications

do I need to visit to access the service? (Eg. for payment of service costs or to get additional documents)	
Is there a complaint procedure?	The complaint is addressed on a written form to the Permanent Secretary, and then to Honorable Minister
Is there any additional information regarding this service that is useful to know?	Visit the Ministry of Health's website: www.moh.gov.rw
Available forms	No specific form to be completed
Relevant legal documents	<ol style="list-style-type: none"> 1. Requirements Documents NGOs 2. Health SWAp procedures manual Available on www.moh.gov.rw/publications

6.Type of Service : OBTENTION OF A TECHNICAL ASSISTANT CARD

What is the Service? Am I eligible?	To obtain a Technical Assistant Card. This card is provided by the Ministry of Foreign Affairs and Cooperation
Which unit within the public administration do I go to?	Coordination of Partners/SWAp Contacts: Mr Michel Gatete : Tel: 0788539907 Email: gatete@gmail.com Mr Jean Pierre Nzizera: Tel: 0788652755 Email: nzizera@gmail.com
When can I access the service?	On request
Once a request is made or an application is submitted, how long will it take?	3 weeks
What, if any, are the costs for accessing the service?	See Rwanda Revenue Authority
What documents are required?	<ol style="list-style-type: none"> 1. Letter of request to Minister of Health 2. Completed form from the Rwandan Revenue Authority (RRA) 3. NGO's annual action plan 4. NGO's authorization for the coming year 5. Memorandum of understanding between MOH and project/NGOs 6. Copy of passport (personal information and Rwanda immigration stamp) of the person(s) requesting the card 7. 3 passport pictures of the person(s) requesting the card 8. Contract with the NGO
What is the procedure?	<ol style="list-style-type: none"> 1. The Minister's office receives the file and forwards it to the Planning Unit. 2. The file is reviewed by the Coordination of Partners Desk, a request letter to Immigration is drafted and given to the Minister's office for signature 3. The request letter is signed by the Minister. 4. The letter is sent to Immigration through MINAFFET. 5. Approval is sent to project/NGOs.
What, if any, other institutions do I need to visit to access the service? (eg. for payment of service costs or to get additional documents)	No
Is there a complaint procedure?	The complaint is addressed on a written form to the Permanent Secretary, and then to Honorable Minister
Is there any additional information regarding this service that is useful to know?	Visit the Ministry of Health's website: www.moh.gov.rw
Available forms	No specific form to be completed
Relevant legal documents	<ol style="list-style-type: none"> 1. Requirements Documents NGOs 2. Health SWAp procedures manual Available on www.moh.gov.rw/publications

8 Type of Services : OBTENTION OF A WORK PERMIT FOR A TECHNICAL ASSISTANCE FOR HEALTH

What is the Service? Am I eligible?	<p>To obtain a work permit for a technical assistance for working in the Ministry of Health or Health Facility</p> <p>The work permit is provided by the Ministry of Labor and Public Service</p>
Which unit within the public administration do I go to?	<p>Coordination of Partners/SWAp</p> <p>Contacts:</p> <p>Mr Michel Gatete : Tel: 0788539907 Email: gatete@gmail.com</p> <p>Mr Jean Pierre Nzizera: Tel: 0788652755 Email: nzizera@gmail.com</p>
When can I access the service?	<p>On request</p>
Once a request is made or an application is submitted, how long will it take?	<p>3 weeks</p>
What, if any, are the costs for accessing the service?	
What documents are required?	<p>PART 1: RECRUITMENT AUTHORIZATION</p> <ol style="list-style-type: none"> 1. Application letter done by employer to the Director of Labor 2. Copy of notified certificate or diploma 3. Police clearance (from where he/she was during six month or +) (this obtained by 1. Paying fees at Rwanda Revenue Authority 2. Submitting the following to the First Court of Instance or Police Headquarters: a) a request letter b) filled out form (from police station) c) 3 photos 4) receipt of paid fees) 4. CV 5. Copy of passport 6. 2 photos 7. Registration certificate 8. Expatriate employment approval <p>PART II: WORK PERMIT</p> <ol style="list-style-type: none"> 1. Application letter done by employer to the Director of Labor 2. Copy of Recruitment authorization letter 3. Contract of employee signed by employee and company 4. Card of Rwanda Social Security Fund (CSR) (only if the person is paid by the MOH; otherwise it is not necessary) 5. Letter from the Head of the Unit where he works in the Ministry or Head of Health Facility in which he/she works. <p>RENEWAL OF THE PERMIT</p> <ol style="list-style-type: none"> 1. Application letter done by employer to the Director of Labor 2. Copy of a valid employment contract 3. Police clearance original of work permit 4. Copy of passport with the last visa <p>N.B. When putting your document in our secretariat, you will be back after five days for a notification of payment of 200,000 Rwandan RWF. You have to bring two files, one for work permit, another for Immigration-Visa.</p>
What is the procedure?	<ol style="list-style-type: none"> 1. The Coordination of Partners Desk drafts an agreement letter from MINISANTE to submit with the above items. 2. It is sent to the Minister for signature. 3. Central secretariat sends to MIFOTRA.

	<p>4. The recruitment authorization is done during ten working days.</p> <p>PROCEDURE FOR RENEWAL OF WORK PERMIT</p> <ol style="list-style-type: none"> 1. The Minister's office receives the file and forwards it to the Coordination of Partners desk. 2. The file is reviewed and a request letter is drafted to Immigration. 3. The request letter is signed by the Minister. 4. The letter is sent to Immigration through MIFOTRA. 5. Approval is sent to project/NGOs.
What, if any, other institutions do I need to visit to access the service? (Eg. for payment of service costs or to get additional documents)	<ol style="list-style-type: none"> 1. Rwanda National Police to get Police clearance 2. Rwanda Revenue Authority to pay Police clearance fees and pay the work permit
Is there a complaint procedure?	The complaint is addressed on a written form to the Permanent Secretary, and then to Honorable Minister
Is there any additional information regarding this service that is useful to know?	<p>Visit the Ministry of Health's website: www.moh.gov.rw</p> <p>Visit MIFOTRA website: http://www.mifotra.gov.rw/documents.htm to download documents</p>
Available forms	Form for Police clearance (obtained in the Police Station)
Relevant legal documents	<ol style="list-style-type: none"> 1. Requirements Documents NGOs 2. Health SWAp procedures manual <p>Available on www.moh.gov.rw/publications</p>

9. AUTHORIZATION TO OPEN A PRIVATE PRACTICE (PRIVATE MEDICINE)

Type of service: Papers and Documents

What is the Service? Am I eligible?	<p>To open a private practice (private medicine).</p> <p>The procedure outlines the steps necessary for an accredited health care provider (or association of providers) with two or more years of clinical experience to open a private medical practice.</p>
Which unit within the public administration do I go to?	<p>Directorate General of Clinical Services, Desk of Policy Formulation and M&E Private Health Facilities Contact: Mr Emmanuel Gahungu, Tel: 0788592306 Email: gahugato@gmail.com</p>
When can I access the service?	<p>On request</p>
Once a request is made or an application is submitted, how long will it take?	<p>Forty five days (Six weeks).</p>
What, if any, are the costs for accessing the service?	<ol style="list-style-type: none"> 1. Health center: Twenty five thousand (25,000 Frw) 2. Clinic or Polyclinic: Fifty thousands (50,000 Frw) 3. Hospital: One hundred thousands (100,000 Frw)
What documents are required?	<ol style="list-style-type: none"> 1. An application letter from the applicant through the Mayor of the District 2. CV + official and notified diplomas 3. If it is a new facility to be constructed, submit a plan of construction of the health facility to RBC/ACM for consideration and approval, according to the category of the proposed health facility 4. If the building that will be used exists already, submit the plan of it and the list of equipments to be used, available of to be purchased, after a go ahead from Honorable Minister of Health 5. Registration certificate from the Rwanda Medical Council (Doctors only) 6. Nursing registration certificate from the Nursing Task Force of the Ministry of Health (Nurses only) 7. Statutes if association 8. Certification of services previously provided (this should be obtained from the last medical institution where the applicant was employed) 9. Inspection report from the district in which they are going to work 10. MoH inspection report from Private health facilities department 11. Identification card 12. A Rwandan work permit (Foreigners only)
What is the procedure?	<ol style="list-style-type: none"> 1. A request letter to open a private health service, is addressed to Honorable Minister, through the Mayor of the District where the practice will be opened. The request should have all the requested documents as attachments 2. The request letter and all its attachments is registered and the Central Secretariat forward it to the Private Medicine Officer 3. The Private Medicine Officer collects these documents and the file is analyzed. 4. An identification form is completed by the applicant 5. If the file is complete, the Private Medicine Officer drafts a provisional agreement to be signed by Honorable Minister and given to the applicant 6. An inspection made by the District is done after obtaining the provisional agreement, a report prepared and submitted to the Ministry of Health 7. Another report is made by the Desk in charge of Private Health Facilities and a

	<p>report is also prepared</p> <ol style="list-style-type: none"> 8. When everything is OK, the applicant is requested to pay the fees in the Rwanda Revenue Authority. 9. The Private Health Facilities Desk drafts a certificate and forward it to Honorable Minister for approval and signature 10. Applicants can then collect the authorized certificate from the Private Medicine Coordinator.
What, if any, other institutions do I need to visit to access the service? (Eg. for payment of service costs or to get additional documents)	Rwanda Revenue Authority to pay fees.
Is there a complaint procedure?	The complaint is addressed in writing, first to DG Clinical Services, and if necessary to Honorable Minister.
Is there any additional information regarding this service that is useful to know?	Always visit the Ministry of Health's website: www.moh.gov.rw Contact: Mr Emmanuel Gahungu, Tel: 0788592306 Email: gahugato@gmail.com
Available forms	Identification form
Relevant legal documents	<ol style="list-style-type: none"> 1. Ministerial order related to opening of Private Health Services 2. Norms and standards for health care services. 3. Law on the art of healing 4. Law on pharmaceuticals 5. National Policy on injections safety, prevention of transmission of nosocomial infections 6. National Environmental Health Policy 7. Regulation registration and code Nurses 8. Law on Rwanda Medical Council 9. Law on National Nursing and Midwifery Council <p>All of them available on www.moh.gov.rw/publications</p>

10. OPENING A WHOLESALE PHARMACY, RETAIL PHARMACY, A DRUG SHOP AND PHARMACEUTICAL MANUFACTURING PLANT

Type of service: Papers and Documents

What is the Service? Am I eligible?	Opening, a wholesale pharmacy, a retail pharmacy, a drug shop and a pharmaceutical manufacturing plants
Which unit within the public administration do I go to?	Directorate General Clinical Services: Pharmacy Desk Contacts: Mr Joseph Kabatende: email: joska24@yahoo.com , Phone: +250 788 792 286 or Mr Mwesigye John Patrick: email: mwesigyejp@yahoo.co.uk , Patrick.mwesigye@moh.gov.rw Phone: + 250 788 659 210
When can I access the service?	Licensing takes place once quarterly, 4 times in a year
Once a request is made or an application is submitted, how long will it take?	Maximum is 3 months, last request documents are received at least one week before the meeting
What, if any, are the costs for accessing the service?	Still free service, however, service costing process is in progress
What documents are required?	Business registration certificate issued by RDB, clearance from RAA, Certificates of the professional(s) who would be entrusted with the technical activities, inspection reports of the premises and environmental impact assessment reports by REMA for the establishment of an Industry
What is the procedure?	A complete application dossier is submitted to MoH requesting for an operational licence and the dossier transmitted to the Pharmacy Department, dossier analyzed for completeness by internal staff and after internal assessment, all dossiers are tabled before an advisory national committee on licensing pharmaceutical establishments. After the committees review, the report is submitted to the Hon. Minister of Health to approve Issue licenses or queries depending on the circumstance
What, if any, other institutions do I need to visit to access the service? (Eg. for payment of service costs or to get additional documents)	RDB for company registration RAA for tax clearance REMA for environmental impact assessment for industries
Is there a complaint procedure?	MoH general procedure prevail
Is there any additional information regarding this service that is useful to know?	Always additional information whether specific or general that suits an individual or groups is always available in the department and on website: www.moh.gov.rw/publication/pharmacy
Available forms	<ol style="list-style-type: none"> 1. Forms for inspections of premises are available 2. Application form for wholesales Pharmacy 3. Application form for retail Pharmacy 4. Application form for a drug store
Relevant legal documents	<ol style="list-style-type: none"> 1. Law No 12/99, of 02/07/1999 2. Rwanda coded medicines list 3. Ministerial instruction determining guidelines for donated drugs in Rwanda 4. Ministerial decree related to the inspection of Pharmacies

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| | <ol style="list-style-type: none">5. Ministerial decree for running or transferring a retail Pharmacy6. Ministerial decree for Pharmaceutical establishment7. Ministerial decree for opening & operating of wholesales Pharmaceutical store8. Ministerial decree determining a list of drugs and other pharmaceutical products9. List of Essential Drugs for Rwanda10. Instruction ministérielle déterminant la liste des médicaments d'urgence11. Liste des produits pharmaceutiques à exonérer <p>Available on www.moh.gov.rw/publications</p> |
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11 REQUIRING MEDICINES REGISTRATION

Type of service: Papers and Documents

What is the Service? Am I eligible?	Medicines registrations
Which unit within the public administration do I go to?	Directorate General Clinical Services: Pharmacy Desk Contacts: Mr Nsengimana Innocent: email: nsengin@yahoo.com , Tel: +250 788 636 017 Mwesigye John Patrick: email: mwesigyejp@yahoo.co.uk , Patrick.mwesigye@moh.gov.rw Phone: + 250 788 659 210
When can I access the service?	Throughout the year and daily during working days and hours
Once a request is made or an application is submitted, how long will it take?	At least 6 months for ordinary medicines and those with special public interest and who are approved elsewhere (products/medicines) is registered by a stringent medicines regulatory authority can be registered fast, in less than stipulated time. EAC Partner States, medicines regulatory authorities are working on the establishment of a single common technical document on the registration of medicines, and this will detail common requirements for the region
What, if any, are the costs for accessing the service?	Still free cost service are offered but there strong recommendations from all stakeholders including WHO, EAC NMRAs to establish a fee structure on registration of medicines
What documents are required?	Applicant shall provide the following information: <ol style="list-style-type: none"> 1. Name and address of Applicant 2. Name of product to be registered 3. Presentation of the product (composition, dosage form, therapeutic classification) 4. Identification (physical appearance of the product) 5. Registration number of the product in country of origin and all other countries where it is marketed 6. Is the product authorized to be on the market in the country of origin? If yes attach a legal certificate of free sale from the registering Authority. If no, state reasons. 7. Specifications for all the active and non-active raw materials used in the manufacturing process 8. Analytical control procedures which are performed on all active and non-active materials before they are used in the manufacturing process 9. Analytical control procedures and the frequency with which they are performed during the manufacturing process 10. Full specifications of the final manufactured product 11. The analytic control procedures which are performed in Rwanda on the final manufactured product 12. Stability studies done on the final product 13. A summary of the method of manufacture and packaging 14. A summary of the experimental details and results of the tests performed on the drug to confirm its pharmacological effects 15. Summary of the experiments and results performed on the drug to confirm its physiological availability 16. Particulars of clinical tests conducted with reference to the efficacy of the use of the drug, with a summary of the nature of the tests, by whom conducted and where, results etc., and with special reference to comparative of controlled clinical

	<p>tests, double blind tests etc.</p> <p>17. Bioequivalence data for generics including full details of the reference product</p> <p>18. A proposal of the price cost in Rwanda;</p> <p>19. For the manufacturer, the Applicant has to present the followings:</p> <ol style="list-style-type: none"> a). Name and address of manufacturer b). A copy of the license for operating a company of pharmaceutical production issued by concerned authorities of the country of origin; c). A copy of the marketing license of the pharmaceutical brand issued by concerned authorities of the country of origin, or if necessary of the country of consignment; d). A certificate issued by the concerned authorities certifying that the product is marked in the country of origin (or if necessary of the country of consignment) or a Certificate of Pharmaceutical Product(CPP) WHO model; e). A copy of marketing license from the country where the product was licensed and marked; f). A certificate issued by the concerned authorities in accordance with the system of certification of the quality of the pharmaceutical products intended for the International trade recommended by the WHO; <p>20. -Samples of the sale model of the pharmaceutical brand accompanied by their certificates of analysis.</p>
What is the procedure?	An applicant submits the complete dossier with an application at the department, is given reception approval, dossier is handed over to the assessor(s). After assessment a report is handed over to the coordinator, either to issue a registration approval or to send queries to the applicant in case the dossier is not complete but also regarding to the queries on incomplete dossiers the assessors can contact the applicant directly. After all is done by the coordinator, then approval is issued to the applicant or their representatives.
What, if any, other institutions do I need to visit to access the service? (Eg. for payment of service costs or to get additional documents)	No any other official intermediate institution
Is there a complaint procedure?	The general MoH channel for complaints do exist
Is there any additional information regarding this service that is useful to know?	For specific information or additional information an individual/group can visit the website: www.moh.gov.rw/publications/pharmacy or even visit the department physically
Available forms	Only a list of requirements are available as mentioned/indicated above
Relevant legal documents	<ol style="list-style-type: none"> 1. Law No 12/99, of 02/07/1999 2. Rwanda coded medicines list 3. Ministerial instruction determining guidelines for donated drugs in Rwanda

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| | <ol style="list-style-type: none">4. Ministerial decree related to the inspection of Pharmacies5. Ministerial decree for running or transferring a retail Pharmacy6. Ministerial decree for Pharmaceutical establishment7. Ministerial decree for opening & operating of wholesales Pharmaceutical store8. Ministerial decree determining a list of drugs and other pharmaceutical products9. List of Essential Drugs for Rwanda10. Instruction ministérielle déterminant la liste des médicaments d'urgence11. Liste des produits pharmaceutiques à exonérer <p>Available on www.moh.gov.rw/publications</p> |
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12 FACILITATION OBTAINING EXONERATION OF EQUIPMENT, INCLUDING VEHICLES, AND PRODUCTS TO BE USED FOR HEALTH SERVICES

Type of service: Papers and Documents

What is the Service? Am I eligible?	This procedure is for organizations bringing health equipment (including vehicles) and products into Rwanda from abroad. NGOs are facilitated to get exoneration when importing health equipments (including vehicles) and products
Which unit within the public administration do I go to?	Directorate General Clinical Services, DG Clinical Services: Dr Ngirabega: email: moonhuro@yahoo.fr Tel: 0788650824 Officer in charge of Public Health Facilities Contact: Dr Bonaventure: email: nzeyimana.bonaventure68@gmail.com Tel: 078858815
When can I access the service?	On request
Once a request is made or an application is submitted, how long will it take?	2 weeks
What, if any, are the costs for accessing the service?	The service is free.
What documents are required?	<ol style="list-style-type: none"> 1. A completed exoneration form 2. A list of items to be exonerated and their costs 3. Memorandum of understanding between the MOH and the organization for the exoneration 4. Certificate of donation (if applicable) 5. Prove that the drugs, consumables and reagents have a prequalification from the Pharmacy desk 6. Prove that the equipment have a prequalification from the RBC/workshop and have clear user's manual in Kinyarwanda or French or English accepted by the RBC/workshop
What is the procedure?	<ol style="list-style-type: none"> 1. The file is reviewed by the Directorate General of Clinical Services, and sent to the Desk and Pharmacy Desk for drugs reagents and consumables or the RBC/Workshop division if the equipments is applicable for their approval. 2. Directorate General of Clinical Services sends approved file to the Finance Unit 3. Finance Unit approves the request. 4. Approval is sent to project/NGOs. 5. The applicant sends the file to Ministry of Economic Planning and Finance (MINECOFIN). 6. The request is processed by MINECOFIN. 7. The applicant sends the file to the Rwanda Revenue Authority. 8. The file is processed by the Rwanda Revenue Authority.
What, if any, other institutions do I need to visit to access the service? (Eg. for payment of service costs or to get additional documents)	-
Is there a complaint procedure?	The complaint is addressed on a written form to the Permanent Secretary, and then to Honorable Minister
Is there any additional	Website of the Ministry of Health: www.moh.gov.rw

information regarding this service that is useful to know?	Website of the Ministry of Finance and Economic Planning: www.minecofin.gov.rw Website of the Rwanda Revenue Authority
Available forms	Exoneration form
Relevant legal documents	<ol style="list-style-type: none"> 1. Liste des médicaments à exonérer 2. Rwanda coded medicines list 3. Ministerial decree determining a list of drugs and pharmaceutical products 4. Instruction ministérielle déterminant la liste des médicaments à exonérer <p>All available on www.moh.gov.rw/publications</p>

13 REGISTRATION OF A VOLUNTEER HEALTH PROFESSIONAL IN THE PUBLIC SECTOR

Type of service: Papers and Documents

What is the Service? Am I eligible?	This procedure outlines how volunteers can register with the Ministry of Health and get a work placement.
Which unit within the public administration do I go to?	Directorate of Administration, Human Resource and Contact: Mrs Mukakigeli Daphy, email: mukadaphy@gmail.com Tel: 0788307616
When can I access the service?	On request
Once a request is made or an application is submitted, how long will it take?	6 weeks
What, if any, are the costs for accessing the service?	For costs : to see <ul style="list-style-type: none"> - Rwanda Medical Council or - National Nursing and Midwifery Council, - Directorate General of Immigration and Emigration
What documents are required?	<ol style="list-style-type: none"> 1. A letter of introduction 2. An explanatory memo of the initiative, detailing the volunteers' areas of interest, their expectations, and the duration of the stay 3. CV(s) of the health professional(s) that are to be sent copy professional license and certificate certified 4. Prove of work in the current position for a professional or school certificate for a student 5. A comprehensive list of equipment that will be brought 6. Confirmation that the SOPs relating to the equipment have been followed 7. Copy of passport
What is the procedure?	<ol style="list-style-type: none"> 1. For volunteers staying for more than 15 days, a visa extension is required. The HRD officer submits the following to the Rwanda Directorate General of Immigration and Emigration: <ul style="list-style-type: none"> - Volunteer's passport - Forms from directorate filled out by volunteer 2. For volunteers requiring a visa extension, the HRD officer retrieves the volunteer's passport and visa once it has been processed. 3. The request is sent to the Human Resource Development Officer who reviews the request and passes it to the Permanent Secretary for approval. 4. For volunteers staying more than one month a subscription to a Rwandan health insurance 5. The request is approved. 6. An invitation letter is drafted. 7. The invitation letter is signed. 8. The invitation letter is sent to the volunteer (s) 9. The HRD officer starts to find placement for the volunteer and starts the clearance of equipment, if applicable. 10. After discussion with the Permanent Secretary or Minister, a focal point person is assigned to work with the volunteer. 11. Volunteers must be registered with the Professional Council of Rwanda before practicing. To register, the volunteers must submit the following

	<p>to the HRD officer:</p> <ul style="list-style-type: none"> - A copy of their medical or nursing or other professional license - 2 passport photos <p>12. The request is submitted to the Medical or Nursing or other professional Council secretariat (or equivalent).</p> <p>13. The request is processed and a license is issued.</p> <p>14. The license is retrieved and given to the volunteer.</p> <p>15. A descriptive activity report is submitted to the HRD officer before the departure from Rwanda.</p> <p>16. The report is submitted to the Minister</p>
What, if any, other institutions do I need to visit to access the service? (Eg. for payment of service costs or to get additional documents)	<p>Rwanda Medical Council National Nursing and Midwifery Council Other professional Council or equivalent Directorate General of Immigration and Emigration</p>
Is there a complaint procedure?	The complaint is addressed on a written form to the Permanent Secretary, and then to Honorable Minister
Is there any additional information regarding this service that is useful to know?	<p>Visit the Ministry of Health's website: www.moh.gov.rw</p>
Available forms	Forms from DG Immigration and Emigration
Relevant legal documents	<ol style="list-style-type: none"> 1. Requirement Documents NGOs 2. Health SWAp procedures Manual <p>Available on www.moh.gov.rw/publications</p>

14 SCHOLARSHIP APPLICATION IN THE HEALTH SECTOR

Type of service: Financial support for studies in the field of health

What is the Service? Am I eligible?	The service provides guidance on the process for determining scholarship areas and selecting recipients for the scholarships.
Which unit within the public administration do I go to?	Directorate General of Planning, M&E (Human Resource Development Desk) Contact: Mr Emmanuel Twagirumukiza, Tel: 0788792390 Email: ukizemma@yahoo.fr Tel: 0788792390
When can I access the service?	On request
Once a request is made or an application is submitted, how long will it take?	Depends on priorities of the Health Sector and on availability of funds: if money exist, procedures may take even a month or more than a month because of involvement of many institutions : Ministry of Health, MINEDUC, SFAR and MIFOTRA
What, if any, are the costs for accessing the service?	Accessing the service is free
What documents are required?	<ol style="list-style-type: none"> 1. Application file (Application content to be specified in the scholarship advert) 2. His/her admission letter from a recognized University 3. Prove of being award an open application to the scholarship 4. Prove having work 2 years in a district hospital under appointment of the Minister of Health
What is the procedure?	<ol style="list-style-type: none"> 1. Internal MOH agencies, taskforces, programs and projects prepare their capacity building plans. 2. Individual plans are compiled by HRD desk and sent to the Minister for approval 3. After approval the Minister send the Individual plans compiled to MIFOTRA for their information (for abroad studies their approval is required later). 4. Capacity building budgets are announced based on the annual budget of the MOH or autonomous agency. 5. All capacity building budgets are compiled by the HRD desk and sent to the Minister for approval. 6. The Minister selects the selection committee including a representative from the Student Financing Agency for Rwanda (SFA) and partners to decide the priorities for the scholarship, the application requirements, and the selection criteria. 7. The priority focus areas for health sector scholarships according to the Human Resources for Health Strategic Plan are published. 8. The available scholarships are advertised in radio broadcast and news papers by the Ministry of Health and Student Financing Agency for Rwanda (SFAR). 9. Candidates for the scholarship must submit requested documents to the HRD Desk (see below) 10. The applications are received, logged, and duplicated for the selection committee. 11. The committee goes through the selection process (as determined initially) and prepares a selection report. 12. Applicants are notified of their status. 13. The loan contract between the applicant and SFAR is signed. 14. The bond contract between the applicant and the MoH is signed ("bond contract" is a contract signed between the applicant and MOH to work for the Ministry after study for a minimum of 4 years).

	<p>15. The applicant applies for the “A QUI DE DROIT” (clearance) from MIFOTRA through his/her manager/employer.</p> <p>16. The following is attached to the application letter:</p> <ul style="list-style-type: none"> - Loan confirmation letter - Admission letter <p>17. The “A QUI DE DROIT” is granted by MIFOTRA.</p> <p>18. Permanent Secretary sends the funds to SFAR</p> <p>19. The funds are disbursed by SFAR</p>
What, if any, other institutions do I need to visit to access the service? (Eg. for payment of service costs or to get additional documents)	<p>SFAR for long courses</p> <p>PSCBS for short courses</p> <p>MIFOTRA for civil servants capacity building in general</p>
Is there a complaint procedure?	The complaint is addressed on a written form to the Permanent Secretary, and then to Honorable Minister
Is there any additional information regarding this service that is useful to know?	<p>Visit the Ministry of Health’s website:</p> <p>www.moh.gov.rw , SFAR website.</p>
Available forms	See SFAR’s Office.
Relevant legal documents	See SFAR Law.

15 a APPOINTMENTS IN THE MINISTRY OF HEALTH

Type of service:

What is the Service? Am I eligible?	This service facilitates individuals to make appointments to meet the Minister or Permanent Secretary. APPOINTMENTS FOR RWANDAN CITIZENS TO MEET THE MINISTER OR PERMANENT SECRETARY
Which unit within the public administration do I go to?	Public Relations Desk Contact: Mrs Christine Kabagire Email: ckabagire@gmail.com Tel: 0788865415
When can I access the service?	On request
Once a request is made or an application is submitted, how long will it take?	-
What, if any, are the costs for accessing the service?	The service is free
What documents are required?	No specific requirements
What is the procedure?	<ol style="list-style-type: none"> 1. The person requesting the appointment submits a request form to the personal assistant of the official. Information to be provided on the form includes: <ul style="list-style-type: none"> - the detailed purpose of the requested appointment - other Ministry staff/official met on this matter before the appointment - Propose a time for the appointment. 2. The personal assistant reads the request and ensures that it is for legitimate business 3. If the personal assistant deems that the request is more appropriate for another office, s/he forwards the request to the office. 4. The personal assistant schedules the meeting and notifies the person by phone or email
What, if any, other institutions do I need to visit to access the service? (Eg. for payment of service costs or to get additional documents)	-
Is there a complaint procedure?	-
Is there any additional information regarding this service that is useful to know?	-
Available forms	Appointment request form available at the Public Relations Desk
Relevant legal documents	-

15.b APPOINTMENTS IN THE MINISTRY OF HEALTH

Type of service:

What is the Service? Am I eligible?	This service facilitates individuals to make appointments to meet the Minister or Permanent Secretary. PARTNERS IN COUNTRY AND FOREIGNERS RESIDING ABROAD
Which unit within the public administration do I go to?	Public Relations Desk Contact: Mrs Christine Kabagire Email: ckabagire@gmail.com Tel: 0788865415
When can I access the service?	On request
Once a request is made or an application is submitted, how long will it take?	-
What, if any, are the costs for accessing the service?	-
What documents are required?	-
What is the procedure?	<ol style="list-style-type: none"> 1. The person requesting the appointment submits the following to the Public Relations Officer: <ul style="list-style-type: none"> - An appointment request form. Information to be provided on the form includes: <ul style="list-style-type: none"> - the purpose of the requested appointment - other people who will attend the meeting - other Ministry staff/official met on this matter before the appointment - a proposed time for the appointment - An explanatory memo of the purpose of the meeting - A brief biography of the person wishing an appointment 2. The appointment is arranged in consultation with the assistants of the official. 3. The requestor is notified of the meeting by phone or email. 4. Any working documents required for the meeting are submitted to the PR officer at least two days before the appointment time 5. The documents are given to the official's office 1 h minimum before the meeting.
What, if any, other institutions do I need to visit to access the service? (Eg. for payment of service costs or to get additional documents)	-
Is there a complaint procedure?	- Permanent Secretary or the Minister
Is there any additional information regarding this service that is useful to know?	-
Available forms	Appointment request form available at the Public Relations Desk
Relevant legal documents	-