

REPUBLIC OF RWANDA



MINISTRY OF SPORTS & CULTURE

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CITIZEN'S CHARTER

December, 2011

Foreword

It is my pleasure to present to you this Service Charter for the Ministry Sports and Culture (MINISPOC).

This Service Charter has been prepared in tandem with the Government's reform agenda and in the spirit of being responsive to clients in terms of service delivery, transparency and accountability.

This service charter spells out the role of the Ministry of MINISPOC and highlights the services offered and requirements therein. It lists the service centers at which our services can be accessed and the guiding legal instruments.

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

MITALI –K- Protais

Minister of the Ministry of Sports and Culture

This Citizen's Charter reflects the service provided by MINISPOC to its customers. 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 MINISPOC 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 MINISPOC – the citizens' charter details the following elements:**
 - Services provided by MINISPOC,
 - Department to be approached or where specific services can be obtained. In this way citizens will know which office to approach in case one requires a particular service
 - The time it takes to deliver a particular service.
 - Specifications of quality standards for different types of services such as timeliness, access, accuracy, reliability, affordability, responsiveness, fairness, sensitivity and courtesy in service delivery
 - Clear information on the different service categories and the procedure to get service in MINISPOC.
- Details of the 'Citizens', groups/end users or People who are eligible for each service offered by MINISPOC
- Contact information of key officers in charge of these services
- Complaint procedures or grievance redress mechanisms and how to access them
- Feedback mechanisms in our interactions with Citizens to continuously improve service delivery
- Information and dissemination for availability and visibility of services.

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

Considering that its services have to be responsive to high expectations from citizens, MINISPOC 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 MINISPOC cannot go this route alone, we thus invite the citizens to keep a keen eye on its employees, to be correct, realistic and comprehensive in furnishing information to clients to better meet their expectations and root out all activities which negate service delivery improvement.

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

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

This Citizen's Charter also specifies the actions to be taken when a service is not delivered as it should. Thus, MINISPOC encourages its clients to give their feedback through the complaints mechanisms that are accessible, approachable and open to all. MINISPOC takes these complaints seriously and adopts prompt and proper action to respond. A time frame for dealing with these grievances and redresses has been set. The following key elements will be considered during the implementation process of this Citizen's Charter:

- Establish regular channels through which users can deal with 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 MINISPOC 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 MINISPOC to identify "real-time" trends in the data.
- Set a clearly defined timetable for grievance redress, including time for initial acknowledgement of the complaint (if complainant is not anonymous), expected time to handle each stage of investigation, time to resolve grievance 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.

As regards encouraging communication, feedback and dialogue on the implementation of this Charter, MINISPOC commits to use all possible channels including media and ICT such as sms, email, twitter, face book, etc....

To continuously improve the service delivery, MINISPOC 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 channels and publicized widely through websites, radio, newspapers etc. to reach the public. Thus, MINISPOC 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 materials:
 - Leaflets,
 - Posters
 - Press releases
- Publications and creation of booklets: 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 newspapers;
- Messages broadcast on radio and television;
- Discussions on call-in radio and television shows;
- Internet and continuous update of the web site:
 - Search engines
 - Public Websites
 - Partner Web sites
 - Restricted Website
- SMS directions where to find the Charter;
- Distribution of copies to public representatives and key stakeholders;
- News paper 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 players, fans, 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 MINISPOC to provide high quality services to all our customers. We will endeavor 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:

- Provide us with honest feedback on services received from us;
- Abide by the regulations governing the sports and culture services;
- Suggesting ways of improving our services;

- Addressing all complaints/compliments/suggestions to relevant department.

Contact:

MINISTRY OF SPORTS & CULTURE

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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.

1. VISION

Sports and Culture sub-sectors developed to ensure an empowered productive and responsible population

2. MISSION

To develop and support implementation of policies and strategies that promote Sports and Cultural initiatives that lead to the economic and social transformation of Rwandans.

3. CORE FUNCTIONS

- Develop and disseminate the sector policies, strategies and programs
- Regulate the sub-sectors
- Institutional and Human Resources Development
- Coordination, Monitoring and evaluation of sector and sub-sectors' policies, strategies and programs
- Oversee the institutions under supervision
- Mobilize resources for the development of the sub-sector and related programs

4. CORE VALUES

The values promoted by Ministry of Sports and Culture (MINISPOC), are:

- Equity and equality
- Integrity
- Innovativeness and creativity
- Participation and Inclusiveness
- Accountability & Transparency

5. Services offered by the MINISPOC

1. Type of service 1: Film shooting permit

What is the service? Am I eligible?	Film shooting permit to the Filmmaker
Department to be approached	Culture Department
When can I access the service?	Monday to Thursday: 7:00 am to 5:00 pm Friday: 7:00 am to 12:00 pm any time depending to the needs of our clients
Time limit to access this service? or Once a request is made or an application is submitted, how long will it take?	One week
What, if any, are the costs for accessing the service?	The permit is free of charge
What documents are required?	<ul style="list-style-type: none"> - Letter of request - Institutional recommendation - Curriculum vitae - Copy right certificate - Synopsis copy/ script - Special authorization for some specific case (environmental issue, detonation materials, security issue) - Accreditation (for journalists)
What is the procedure?	The client makes a request in writing and fills the film shooting permit form available at the web site of the Ministry : www.minispoc.gov.rw submit all documents to MINISPOC
What, if any, other institutions do I need to visit to access the service? (E.g. for payment of service costs or to get additional documents)	<ul style="list-style-type: none"> - RDB - High Council of Media - Recommendation from the entity the client is working with on the film (if applicable)
Is there a complaint procedure?	Complaint can be addressed to the Director of Culture; and when not solved to the Permanent Secretary; and when not satisfied to the MINISTER
Is there any additional information regarding this service that is useful to know?	Always visit ... website: www.minispoc.gov.rw for information. For further information call on this telephone number 0728534873 or 0788492800 during office hours. MAKUZA Lauren 0788411112
Available forms	To be downloaded from the web site www.minipoc.gov.rw
Relevant legal documents	Compulsory

2. Type of service: Financial support to Cultural Initiatives

What is the service? Am I eligible?	Financial support to Cultural Initiatives (Project of Culture or artistic partner association)
Department to be approached	Culture Department
When can I access the service?	Monday to Thursday: 7:00 am to 5:00 pm Friday: 7:00 am to 12:00 pm any time depending on the need of the clients
Time limit to access this service? or Once a request is made or an	Utmost one week

application is submitted, how long will it take?	
What, if any, are the costs for accessing the service?	Free of charge
What documents are required?	<ul style="list-style-type: none"> - Letter of request - Institutional recommendation (where applicable) - Project proposal detailing the purpose and alignment with MINISPOC mission - Report on usual activities
What is the procedure?	The client makes a request in writing to the Ministry
What, if any, other institutions do I need to visit to access the service? (E.g. for payment of service costs or to get additional documents)	Relevant Public and Private sector entities
Is there a complaint procedure?	Complaint can be addressed to the Director of Culture; and when not solved to the Permanent Secretary; and when not satisfied to the MINISTER
Is there any additional information regarding this service that is useful to know?	Always visit MINISPOC website: www.minispoc.gov.rw for information. For further information call on any of the following this telephone number: Culture Departement: (250)252586597 office. MAKUZA Lauren 0788411112
Available forms	None
Relevant legal documents	None

3. Type of Services: Recommendation Letter to cultural Partners

What is the service? Am I eligible?	Recommendation Letter to cultural partners
Department to be approached	Culture Department
When can I access the service?	Monday to Thursday: 7:00 am to 5:00 pm Friday: 7:00 am to 12:00 pm any time depending to the needs of our clients
Time limit to access this service? or Once a request is made or an application is submitted, how long will it take?	3 days
What, if any, are the costs for accessing the service?	Free of charge
What documents are required?	<ul style="list-style-type: none"> - Letter of request - Project proposal or concept note detailing the purpose and alignment with the MINISPOC mission - Report on usual activities
What is the procedure?	Submit a request in writing to the Ministry
What, if any, other institutions do I need to visit to access the service? (E.g. for payment of service costs or to get additional documents)	Recommendation from the Culture or artistic entity the partner is part of (Federation or association)
Is there a complaint procedure?	Complaint can be addressed to the Director of Culture; and when not dealt with to the Permanent Secretary; and when not satisfied to the MINISTER

Is there any additional information regarding this service that is useful to know?	Always visit MINISPOC website: www. Minispoc.gov.rw for information. For further information call on this telephone number: (250) 252586597 during office hours.
Available forms	None
Relevant legal documents	None

4. Type of service: Access to Sports facilities

What is the service? Am I eligible?	Access to Sports facilities for any client who needs use it
Department to be approached	The Sports Department
When can I access the service?	- Any time during office hours - 1:00 am to 5:00 pm.
Time limit to access this service? or Once a request is made or an application is submitted, how long will it take?	<ul style="list-style-type: none"> - Any time during office hours the service can be accessible; - For those who want to use the Amahoro Sports facilities for sport activities, the access to the Sports fields and courts are free for the players or other sports activities; - For other activities to be organized at Amahoro stadium, the facility is accessible at a fee but permission must be granted to prior to accessing the facility - The running track is available every day from 6:00 am to 6:00 pm and the access is free; - The Fitness Club is accessible at a fee every day from 8:00 am to 8:00 pm, and the body building equipments of “BE FIT 24 HOURS” are available from 6:00 am to 9:00 pm, from Sunday to Friday; - Once a request is made, the response is available after 3 days maximum
What, if any, are the costs for accessing the service?	- Concerning the tariff, please contact the department of sports infrastructure management, the Fitness Club and the Body building Club at Amahoro stadium
What documents are required?	<ul style="list-style-type: none"> - The permission letter from Kigali City for event organization; - Payment receipt for Amahoro stadium Sports facilities hiring; - The event insurance guaranty
What is the procedure?	Just to present yourself.
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>About organization of events at Amahoro stadium, the following institutions must be visited to access the service:</p> <ul style="list-style-type: none"> - Rwanda Revenue Authority; - Kigali City - Rwanda National Police; - Insurance agencies; - National Sport Federations.
Is there a complaint procedure?	Complaint can be addressed to the Director of Sports; and when not solved to the Permanent Secretary; and when satisfied to the MINISTER
Is there any additional information regarding this service that is useful to know?	<p>Always visit MINISPOC website: www.minispoc.gov.org for information.</p> <p>For further information call Bugingo Emmanuel on this telephone number : 0788381515</p>
Available forms	None
Relevant legal documents	Law of 1987 governing Sports and leisure in Rwanda

6. Type of service: Visit the heroism site «IGICUMBI CY’INTWARI Z’IGIHUGU»

What is the service? Am I eligible?	Facilitating visits at the Heroes’ Cemetery «IGICUMBI CY’INTWARI Z’IGIHUGU» to all Rwandans and foreigners who wish to visit it
Department to be approached	National Heroes, National Orders & Decorations of Honor Department

When can I access the service?	Monday to Thursday: 7:00 am to 5:00 pm Friday: 7:00 am to 12:00 pm
Time limit to access this service? or Once a request is made or an application is submitted, how long will it take?	Utmost 3 days
What, if any, are the costs for accessing the service?	This service is free
What documents are required?	None
What is the procedure?	Submit a request in writing to Minister of Sports and Culture
What, if any, other institutions do I need to visit to access the service? (E.g. for payment of service costs or to get additional documents)	None
Is there a complaint procedure?	If there is any complaint, it shall be addressed to the Director of the National Heroes, National Orders & Decorations of Honor Department, and when not dealt with to the Permanent Secretary; and when not satisfied to the MINISTER
Is there any additional information regarding this service that is useful to know?	Always visit MINISPOC website: www.minispoc.gov.rw for information. For further information, call on this telephone number: 0788451280 of UGIZENEZA Janvier during office hours.
Available forms	None
Relevant legal documents	Law n° 13bis/2009 of 16/06/2009 determining the responsibilities, structure and functioning of the Chancellery for Heroes, National Orders and Decorations of honor

7. Type of service: Facilitate research and training on Rwanda Culture and Kinyarwanda

What is the service? Am I eligible?	<ul style="list-style-type: none"> - To facilitate research on Rwandan Culture and Kinyarwanda to all nationals and foreigners. - Training on culture values to all nationals and foreigners. - Training on the appropriate use of Kinyarwanda at all levels
Department to be approached	Department of Rwanda Academy of Language and Culture (RALC)
When can I access the service?	From Monday to Friday: 7:00 am to 5:00 pm Friday: 7:00 am to 12:00 pm
Time limit to access this service? or Once a request is made or an application is submitted, how long will it take?	3days
What, if any, are the costs for accessing the service?	This service is free
What documents are required?	Letters of request
What is the procedure?	Submit a request in writing to Minister of Sports and Culture
What, if any, other institutions do I need to visit to access the service? (E.g. for payment of service costs or to get additional documents)	None
Is there a complaint procedure?	Complaint can be addressed to the Director of Rwanda Academy of Language and Culture; and when not dealt with, contact Permanent Secretary; and when not satisfied contact the Minister
Is there any additional information	Always visit MINISPOC website: www.minispoc.gov.rw

regarding this service that is useful to know?	For further information call the following persons: NSANZABAGANWA Straton : 0788510494 MUNYAZIKWIYE Théogène: 0788541091.
Available forms	None
Relevant legal documents	Policy and Law regarding research on Rwandan culture and Kinyarwanda.

8. Type of service: Facilitation of research in RWANDA history

What is the service?	Facilitate visitors and research history in Rwanda
Am I eligible?	All Rwandans and foreigners
Department to be approached	National archives in Rwanda
When can I access the service?	Monday to Friday: 7:00 am to 5:00 pm
Time limit to access this service? or Once a request is made or an application is submitted, how long will it take?	Monday to Friday
What, if any, are the costs for accessing the service?	Free of charge
What documents are required?	Identification cards for Rwandese Recommendation letter from embassy (foreigners)
What is the procedure?	The service is open for every body
What, if any, other institutions do I need to visit to access the service? (e.g. for payment of service costs or to get additional documents)	Universities
Is there a complaint procedure?	Complaint can be addressed to the Director of National archives; and when not dealt with contact Permanent Secretary; and when not satisfied contact the Minister
Is there any additional information regarding this service that is useful to know?	Always visit website: www.nationalarchives.gov.rw for information. For further information call on: 0788530516 - KIZARI Elias.
Available forms	None
Relevant legal documents	Presidential order from 1979

9. Type of service: Borrowing and access to books written about Rwanda

What is the service?	Borrowing and access to books written about Rwanda to anybody who needs it
Am I eligible?	
Department to be approached	National Library
When can I access the service?	Monday to Thursday: 7:00 am to 5:00 pm Friday: 7:00 am to 12:00 pm
Time limit to access this service? or Once a request is made or an application is submitted, how long will it take?	Immediately: Any time during office hours the service can be accessed
What, if any, are the costs for accessing the service?	Free of charge
What documents are required?	None

What is the procedure?	These kinds of Books are read in the library, it is not allowed to lend them out
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?	Complaint can be addressed to the Director of National Library; and when not dealt with contact Permanent Secretary; and when not satisfied contact the Minister
Is there any additional information regarding this service that is useful to know?	Always visit MINISPOC website: www.minispoc.gov.org . for information For further information call BUGINGO Emmanuel 0788594372
Available forms	Register
Relevant legal documents	None

10. Type of service: Facilitating National Sports Federations to implement the Sports and Leisure Policy

What is the service? Am I eligible?	Facilitating National Sports Federations to implement the Sports and Leisure Policy
Department to be approached	Sports Department
When can I access the service?	Monday to Friday: 7:00 to 12 am; 1pm to 5:00 pm
Time limit to access this service? or Once a request is made or an application is submitted, how long will it take?	Utmost 7Days
What, if any, are the costs for accessing the service?	This service is free for sports federations
What documents are required?	<ul style="list-style-type: none"> - Plan of Actions - Statute/constitution - Legal document of the Association - Provisional agreement - Security Confirmation (Availability of Police) - Bank deposit to hire the stadium (for none sports federations)
What is the procedure?	Submit a request in writing to the Minister
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)	<ul style="list-style-type: none"> - MINECOFIN - National Police - Insurance - Immigration General Directorate
Is there a complaint procedure?	Complaint can be addressed to the Director of Sports; and when not dealt with contact Permanent Secretary; and when not satisfied contact the Minister
Is there any additional information regarding this service that is useful to know?	Always visit the MINISPOC website: www.minispoc.gov.rw for information. For further information call on: 0788511633 KAYIJUKA Gaspard
Available forms	None
Relevant legal documents	None

Approved by: MITALI –K- Protais

Minister of the Ministry of Sports and Culture (MINISPOC)