

REPUBLIC OF RWANDA



INSTITUTE OF NATIONAL MUSEUMS OF RWANDA

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SERVICE CHARTER

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Foreword:

It is my pleasure to present to you this Service Charter for the Institute of National Museums of Rwanda.

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

This Service Charter spells out the role of the Institute of National Museums of Rwanda, 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.

UMULIISA Bartson Alphonse

Director General of the Institute of National Museums of Rwanda

The present Citizen's Charter reflects the service provided by INMR 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 INMR 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 INMR:
 - Specification of services provided by INMR,
 - 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 INMR. 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 INMR
- 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 INMR and sets standards for transparency in public services. It is expected that through Citizen's Charter, INMR'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, INMR 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 INMR 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, INMR expects continuous interaction with citizens seeking its services. For this, INMR 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
- 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, INMR 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 INMR 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 INMR 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 INMR 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 INMR 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, INMR 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, INMR 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, INMR 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 clientele include researchers, students (and pupils), national and international tourists, donor agencies and international organizations, local communities and local authorities, general public.

Commitment to our clients:

This charter is a commitment by the INMR to provide high quality services to all our stakeholders/clientele. 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 INMR staff with courtesy and respect;
- Abiding by the regulations governing the operations at the museums;
- Suggest ways of improving our services at the INMR;
- Provide the INMR with adequate feedback on service delivery through various channels e.g. our e-mail, impression books,...

Contact:

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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. INTRODUCTION:

The Institute of National Museums of Rwanda (INMR) is an autonomous public institute mandated by law N° 51/2006 of 05 October 2006. It intends to research protect and promote Rwandan heritage, and to make Rwandan museums a destination for tourists from all corners of the world. INMR aims to enhance knowledge, appreciation, respect and sustainable utilization of national resources for the benefit of the country and the globe community for the present time and posterity.

Today, the INMR counts six operation museums:

- Ethnographic museum in Huye District;
- Rwanda ancient history museum in Nyanza District (Rukari);
- Art museum in Nyanza District (Rwesero);
- Presidential Palace Museum in Kicukiro District (Nyarugunga);
- Natural History museum in Nyarugenge District.

An Environmental museum is being built in Karongi District and it will open its doors to the public in 2012.

2. Vision:

Provide museums and Heritage sites around the country with a platform for information and exposing Rwandan cultural and natural richness.

3. Mission:

The INMR's mission is document, collect, preserve study, and showcase the past, present cultural and natural heritage of Rwanda, as a country.

4. Core functions:

INMR's core functions are:

- To collect, research and preserve all tangible and intangible components of the national cultural and natural heritages.
- To exhibit the national heritage in a pleasant and educational manner.
- To open up specialized museums in different parts of the country in order to make known Rwandan heritage to the whole population.
- To develop national heritage through promotion of cultural tourism in order to make it a source of national economic development.

- To establish relationships and collaborations with other national or international institutions with the similar mission.

5. Core values:

Our clients and partners should expect from our services following values that we cherish:

- Excellence;
- Ethics;
- Integrity;
- Transparency, accountability and cost-effectiveness;
- Partnership for collaborative advantage and synergies;
- Effective knowledge and information management;
- Respect for staff and client diversity;
- Teamwork.

6. Services offered by the Institute of National Museums of Rwanda:

1. Types of service: Visit of national and international tourists

What's service am I eligible?	Visit all current permanent and temporary exhibitions of the museums.
Department to be approached	Front desk at all 5 museums: <ul style="list-style-type: none"> - Ethnographic museum in Huye District; - Rwanda ancient history museum in Nyanza District (Rukari); - Art museum in Nyanza District (Rwesero); - Presidential Palace Museum in Kicukiro District (Nyarugunga); - Natural History museum in Nyarugenge District.
When can I access the service	<ul style="list-style-type: none"> • Monday to Sunday, from 7:00 am up to 5:00 pm, except the Ethnographic Museum (from 7:00 am up to 7:00 pm). • All days of the year, except on 1st January, 7th April, 1st May, 4th July, 25th December.
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"> • Immediately after paying entrance fees. • A visit is valid for one ticket holder and last on for one day.
What if any, are the costs for accessing the service?	Admissions fees: <ul style="list-style-type: none"> • Nationals and EAC/CEPGL visitors: <ul style="list-style-type: none"> - Students: 500 RWF; - Adults: 1000 RWF; • International visitors: <ul style="list-style-type: none"> - Students: 3000 F/US \$ 6; - Adults residents: 5000F /US \$ 10 - Adults non residents: 6000F/US \$ 12
What documents are required?	Identity cards, students' cards.
What is the procedure?	Non particular procedures are required apart from paying the entrance fees at the front desks.
What, if any, other institutions do I need to visit to	Not any.

access the service? (Eg. For payment of service costs or to get additional documents).	
Is there a complaint procedure?	Complaint can be addressed to Museum Manager, and when not solved, contact the Director of Museum Management; when not satisfied contact the Director General of INMR, or send an email on museumrwanda@yahoo.fr
Is there any additional information regarding this service that is useful to know?	Always visit our website: www.museum.gov.rw Or for further information call on these telephone numbers: + 250 0252530207; 0784577771 for Ethnographic Museum. + 250 0784577776 for Natural history museum. + 250 0784577775 for Presidential Palace museum. + 250 0784577773 for Rwanda ancient history museum. + 250 0784577774 for Art museum.
Available forms	None
Relevant legal documents	N° 51/2006 of 05 October 2006 in Official Gazette N° 24 bis of 15 December 2006 establishing Institute of National Museums of Rwanda and determining the Organization and its Functioning.

2. Type of service: Use of Library.

What's service am I eligible?	Use of our library for anybody who need it.
Department to be approached	Front desk and the INMR's library at the Ethnographic Museum of Huye.
When can I access the service	Monday to Friday, from 7:00 am up 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"> • No limit for access. • No loan for books.
What if any, are the costs for accessing the service?	Free of charge.
What documents are required?	Identity cards, students' cards.
What is the procedure?	Non particular procedures are required apart from paying the entrance fees at the front desks.
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).	Not any.
Is there a complaint procedure?	Complaint can be addressed to Ethnographic Museum Manager, and when not solved, contact the Director of Huye Museum Management; when not satisfied contact the Director General of INMR, or send an email on museumrwanda@yahoo.fr .
Is there any additional information regarding this service that is useful to know?	Always visit our website: www.museum.gov.rw for information. For further information call on these telephone numbers: + 250 0252530207; 0784577771 for Ethnographic Museum.
Available forms	None
Relevant legal documents	N° 51/2006 of 05 October 2006 in Official Gazette N° 24 bis of 15 December 2006 establishing Institute of National Museums of Rwanda and determining the Organization and its Functioning.

3. Type of service: Hiring for wedding and parties

What's service am I eligible?	Get places and tents for wedding ceremonies and other parties to anybody who need it
Department to be approached	<ul style="list-style-type: none"> - Ethnographic Museum of Huye - Presidential Palace Museum at Nyarugunga (Kanombe - Kicukiro) - Rwanda Ancient history museum in Rukari (Nyanza).
When can I access the service	Saturday and Sunday, from 7:00 am up 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?	Immediately, after paying requested fees.
What if any, are the costs for accessing the service?	<ul style="list-style-type: none"> • Museum gardens without tents: 50.000 RWF • Kanombe : 100.000 RWF • Museum gardens with tents: 100.000 RWF • Kanombe: 250.000 RWF • Gardens for documentary films: 50.000 RWF per day.
What documents are required?	None.
What is the procedure?	Submit a request to the DG Pay the requested amount to the Bank; or INMR's the desk fronts immediately.
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).	BNR (optional) or come to INMR's the desk fronts immediately. Account N° 1220163
Is there a complaint procedure?	Complaint can be addressed to Ethnographic Museum Manager, and when not solved, contact the Director of Administration & Finance; when not satisfied contact the Director General of INMR; or send an email on museumrwanda@yahoo.fr
Is there any additional information regarding this	Always visit our website: www.museum.gov.rw for information. For further information call on these telephone numbers: + 250 0252530207; 0784577771 for Ethnographic Museum.

service that is useful to know?	+ 250 0784577775 for Presidential Palace museum. + 250 0784577773 for Rwanda ancient history museum.
Available forms	None
Relevant legal documents	N° 51/2006 of 05 October 2006 in Official Gazette N° 24 bis of 15 December 2006 establishing Institute of National Museums of Rwanda and determining the Organization and its Functioning.

4. Training the Youth in traditional handicrafts

What's service am I eligible?	Providing techniques related to traditional handicrafts: weaving, iron casting, ceramic, beading, postcards.
Department to be approached	Direction of the INMR, in Huye District.
When can I access the service	Starting in January each year. The program is extended to one year (corresponding on academic calendar).
Time limit to access this service? Or once a request is made or an application is submitted, how long will it take?	The program is extended to one year (corresponding on academic calendar).
What if any, are the costs for accessing the service?	Free of charge.
What documents are required?	Not any.
What is the procedure?	Submit the request to the Director general of INMR.
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).	Not any.
Is there a complaint procedure?	Complaint can be addressed to Ethnographic Museum Manager, and when not solved, contact the Director of Cultural Tourism Promotion; when not satisfied contact the Director General of INMR; or send an email on museumrwanda@yahoo.fr
Is there any additional information regarding this service that is useful to know?	Always visit our website: www.museum.gov.rw for information. For further information call on the telephone number: 0788304806.
Available forms	None
Relevant legal documents	N° 51/2006 of 05 October 2006 in Official Gazette N° 24 bis of 15 December 2006 establishing Institute of National Museums of Rwanda and determining the Organization and its Functioning

Approved by: **UMULIISA Bartson Alphonse**

Director General of the Institute of National Museums of Rwanda