

REPUBLIC OF RWANDA



OFFICE OF THE OMBUDSMAN

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CITIZEN'S CHARTER

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Contents

FORWARD	3
I.INTRODUCTION	10
II.VISION	11
III.MISSION	11
IV.CORE FUNCTIONS	11
V.CORE VALUES	12
OFFICE OF THE OMBUDSMAN	12
Type of service: Receiving and solving complaints of injustice	12
SERVICES OFFERED BY OFFICE OF THE OMBUDSMAN.....	14
Type of service: Receiving cases of corruption	14
SERVICES OFFERED BY OFFICE OF THE OMBUDSMAN.....	16
Type of service: Declaration of Assets in the Ombudsman’s Office.....	16
SERVICES OFFERED BY OFFICE OF THE OMBUDSMAN.....	18
Type of service: Monitoring the implementation of the Leadership Code of Conduct.....	18

FORWARD

It is my pleasure to present to you this Service Charter for the **Office of the Ombudsman**.

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 **Office of the Ombudsman**, 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.

Augustin NZINDUKIYIMANA
Ag. Chief Ombudsman



The present Citizen's Charter reflects the service provided by OMBUDSMAN 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 OMBUDSMAN 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 OMBUDSMAN:
 - Specification of services provided by OMBUDSMAN,
 - 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 OMBUDSMAN. 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 OMBUDSMAN
- 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 OMBUDSMAN and sets standards for transparency in public services. It is expected that through Citizen's Charter, OMBUDSMAN'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, OMBUDSMAN commits to inform them what services are available to them and what their rights and obligations are in accessing these services.

Realizing that OMBUDSMAN 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, OMBUDSMAN expects continuous interaction with citizens seeking its services. For this, OMBUDSMAN 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, OMBUDSMAN 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 OMBUDSMAN takes these complaints seriously and adopt prompt and proper action in a timely manner (fashion). Ideally, a time frame for dealing with these grievances and redresses has been set. The OMBUDSMAN 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 OMBUDSMAN 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 OMBUDSMAN 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, OMBUDSMAN 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, OMBUDSMAN 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.

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, OMBUDSMAN 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 Public Institutions, private companies, local communities and local authorities, general public.

Commitment to our clients:

This charter is a commitment by the OMBUDSMAN 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 OMBUDSMAN staff with courtesy and respect;
- Suggesting ways of improving our services at OMBUDSMAN;
- Providing the OMBUDSMAN with adequate feedback on service delivery through various dissemination technologies;
- Addressing all complaints/compliments/suggestions to relevant department.

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.

I.INTRODUCTION

The Office of Ombudsman is an independent public institution which was established in 2003 by the Constitution of Republic of Rwanda of 4th June 2003 in article 182. Its organization and functioning were established by the law n° 25/2003 of 15th August 2003 which was modified and complemented by the law n° 17/2005 of 18th August 2005. It became operational in 2004.

Article 4 of the Law n° 25/2003 of 15/08/2003 establishing the organization and functioning of the Office of the Ombudsman as modified and complemented to date, stipulates that the Office is made up of the Chief Ombudsman and two Deputies Ombudsman. They are required to be Rwandans known for their honesty, wisdom and capacity to fulfill their mandate.

For each position of the members of the Ombudsman Committee, the Government submits names of the candidates agreed upon by Cabinet to the Senate for approval. Approved candidates are appointed by a Presidential order.

The Chief Ombudsman shall serve a four (4) year term, while a Deputy Ombudsman serves a three (3) year term. The mandate of the Chief Ombudsman and Deputy Ombudsman are renewable only once through the procedure that was applied in the first mandate.

The Office of the Ombudsman has currently 68 staff including the Chief Ombudsman and two Deputies of Ombudsman.

II.VISION

To have a society where transparency and accountability are a culture for all citizens.

III.MISSION

- ❖ Act as a link between the citizen and public/private institutions;
- ❖ Prevent and fight against injustice, corruption and other related offences in public and private administration;
- ❖ Receive the faithful declaration of assets of high ranking, senior officials and civil servants involved in public property management;
- ❖ Implementation of the code of conduct regulating high government officials' behavior;
- ❖ Coordinating National Anti- Corruption Advisory Council comprised of the Office of the Ombudsman, National Public Prosecution Authority, Supreme Court, National Security Service, Rwanda National Police, Ministry of Local Government and Ministry of Justice.

IV.CORE FUNCTIONS

- ❖ Receiving and solving complaints of citizens;
- ❖ Examining and follow up of complaints of injustice;
- ❖ Sensitizing and training various categories of people;
- ❖ Conducting mediation between concerned institutions and complainants;
- ❖ Auditing and monitoring public institutions;
- ❖ Receiving and investigating cases of corruption;
- ❖ Receiving the declared assets;
- ❖ Verification of the origin of declared assets;

- ❖ Monitoring the implementation of the Leadership Code of Conduct.

V.CORE VALUES

- ❖ **Respect:** Treating everyone with dignity and respect.
- ❖ **Equality:** Promoting equality, inclusion and access for all persons.
- ❖ **Integrity:** Being independent, impartial and honest.
- ❖ **Accountability:** Performing our duties in a timely, responsive and responsible manner, and measuring and reporting on our work, we take responsibility for and stand behind all we say and do.
- ❖ **Excellence:** We strive for excellence in the service we provide.
- ❖ **Professionalism:** We are knowledgeable about our jobs and handle each person as a unique individual.

OFFICE OF THE OMBUDSMAN

Type of service: Receiving and solving complaints of injustice

What is the service? Am I eligible?	The Office of the Ombudsman receives all complaints of injustice from citizens. Any citizen victim or witness of injustice may file a complaint of injustice to the Office of the Ombudsman.
Department to be approached	The Unit of Preventing and Fighting Injustice
When can I access the service?	Monday to Thursday: 7:00 am to 5:00 pm

	Friday: 7:00 am to 3:00 pm
Time limit to access this service? Or Once a request is made or an application is submitted, how long will it take?	Maximum 3 months
What, if any, are the costs for accessing the service?	This service is free of charge.
What documents are required?	A submission complaint letter addressed to the Chief Ombudsman and all supporting documents
What is the procedure?	The Office of the Ombudsman receives complaints of injustice from citizens in different ways: some are received in writing and others are received by the staff of the Office of the Ombudsman while visiting sectors in all districts in the country. There are also cases submitted through internet by email, facebook or via the Office of the Ombudsman's website
What, if any, other institutions do I need to visit to access the service? (E.g. for payment of service)	Before bringing the complaint to the Office of the Ombudsman, the complaint have to be submitted to the relevant administrative authorities, if the

costs or to get additional documents)	complaint is not solved, then the complainant bring it at the Office of the Ombudsman.
Is there a complaint procedure?	After receiving the complaints of injustice, they are examined through investigations. If a decision is made to conduct an investigation, the process involves communication and information gathering with both the complainant and the concerned parties. This requires the staff to go to the field to investigate the matter.
Is there any additional information regarding this service that is useful to know?	Always visit the Office's website: www.ombudsman.gov.rw , call on 199 for information or visit the Office of the Ombudsman page on facebook
Available forms	None
Relevant legal documents	Law n°25/2003 of 15/8/2003 establishing the organisation and functioning of the Office of the Ombudsman as modified to date.

SERVICES OFFERED BY OFFICE OF THE OMBUDSMAN

Type of service: Receiving cases of corruption

What is the service? Am I eligible?	The Office of the Ombudsman has been granted powers to investigate corruption and other related offences. Cases to be
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	investigated are known either from information provided by whistleblowers/informants, who themselves witness corrupt practices happen or hear about the incidence, or from audit and verifications conducted by the Office itself.
Department to be approached	The Unit of preventing and fighting Corruption and other related Offences
When can I access the service?	Monday to Thursday: 7:00 am to 5:00 pm Friday: 7:00 am to 3:00 pm
Time limit to access this service? or Once a request is made or an application is submitted, how long will it take?	Immediately
What, if any, are the costs for accessing the service?	This service is free of charge.
What documents are required?	A complaint letter
What is the procedure?	An application letter of complaint addressed to the Chief Ombudsman, a telephone call or message, emails etc.
What, if any, other institutions do I need to visit to access the	None

service? (E.g. for payment of service costs or to get additional documents)	
Is there a complaint procedure?	After receiving information on cases of corruption, they are examined through investigations.
Is there any additional information regarding this service that is useful to know?	Always visit the Office's website: www.ombudsman.gov.rw , call on 199 for information or visit the Office of the Ombudsman page on facebook
Available forms	Register of corruption cases
Relevant legal documents	<ul style="list-style-type: none"> - Law n°23/2003 of 07/8/2003 on preventing and fighting corruption and related offences; - The Law n°47/2008 of 09/09/2008 on Prevention and Penalizing the Crime of Money Laundering and the Financing of Terrorism.

SERVICES OFFERED BY OFFICE OF THE OMBUDSMAN

Type of service: Declaration of Assets in the Ombudsman's Office

What is the service? Am I eligible?	Declaration of Assets Officials provided for by the law shall declare to the Office of the Ombudsman their assets
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	located within the country or abroad.
Department to be approached	Unit of Declaration of Assets
When can I access the service?	Monday to Thursday: 7:00 am to 5:00 pm Friday: 7:00 am to 3:00 pm
Time limit to access this service? or Once a request is made or an application is submitted, how long will it take?	30 th June of each year for those still in office. In a period not exceeding fifteen (15) days from the date they left the office for those who are no longer in office. Newly appointed leaders shall declare their assets to the Office of the Ombudsman within one month.
What, if any, are the costs for accessing the service?	This service is free of charge.
What documents are required?	None
What is the procedure?	Officials shall declare to the Office of Ombudsman their assets located within the country or abroad. An online system is available to submit declaration to the Office of the Ombudsman.
What, if any, other institutions do I need to visit to access the service? (E.g. for	None

payment of service costs or to get additional documents)	
Is there a complaint procedure?	If you didn't declare your assets you have to write and explain the reasons why you failed to do so.
Is there any additional information regarding this service that is useful to know?	Always visit the Office's website: www.ombudsman.gov.rw , call on 199 for information or visit the Office of the Ombudsman page on facebook
Available forms	Online format of declaration
Relevant legal documents	Law n°25/2003 of 15/8/2003 establishing the organisation and functioning of the Office of the Ombudsman as modified to date; Organic law n°61/2008 of 10/9/2008 on Leadership Code of Conduct

SERVICES OFFERED BY OFFICE OF THE OMBUDSMAN
Type of service: Monitoring the implementation of the Leadership Code of Conduct

What is the service? Am I eligible?	The Office of the Ombudsman receives the cases related to both interdictions and Incompatibilities mentioned in the Leadership Code of Conduct
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Department to be approached	The unit of Monitoring of Interdictions and Incompatibilities of Senior Officials
When can I access the service?	Monday to Thursday: 7:00 am to 5:00 pm Friday: 7:00 am to 3:00 pm
Time limit to access this service? or Once a request is made or an application is submitted, how long will it take?	One month
What, if any, are the costs for accessing the service?	This service is free of charge.
What documents are required?	None
What is the procedure?	An application letter of complaint addressed to the Chief Ombudsman and supporting documents.
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?	None

Is there any additional information regarding this service that is useful to know?	Always visit the Office’s website: www.ombudsman.gov.rw , call on 199 for information or visit the Office of the Ombudsman page on facebook.
Available forms	None
Relevant legal documents	Organic law n°61/2008 of 10/9/2008 on Leadership Code of Conduct