



Republic of Rwanda



**FONDS D'ENTRETIEN ROUTIER  
ROAD MAINTAINANCE FUND**

**Tel. 55102991 – 55112131 – 584645**

**B.P. 6658 KIGALI.**



**ROAD MAINTENANCE FUND  
CITIZEN'S CHARTER**

**December, 2011**

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## **FORWARD**

It is my pleasure to present to you this Service Charter for The Road Maintenance Fund.

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 Road Maintenance Fund, 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.

  
Nociata MUKAMURENZI

**Director General, FER**

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

Realizing that FER 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, FER expects continuous interaction with citizens seeking its services. For this, FER 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, FER 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 FER 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 FER 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 FER 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 FER 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, FER 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, FER 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, FER 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 FER 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 FER staff with courtesy and respect;
- Abiding by the regulations governing the academics services;
- Suggesting ways of improving our services at FER;
- Providing the FER with adequate feedback on service delivery through various dissemination technologies;
- Addressing all complaints/compliments/suggestions to relevant department.

**Contact:**

**FONDS D'ENTRETIEN ROUTIER (FER)**

**ROAD MAINTAINANCE FUND**

**[www.fer.gov.rw](http://www.fer.gov.rw)**

**Tel. 55102991 – 55112131 – 584645**

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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 Road Maintenance Fund was established in 2000 by law n° 14bis/98 of 05 November 1998 and was later repealed by Law No 52bis/2006 of 12 December 2007, as an autonomous body charged with receiving and effectively manage and disburse funds for the maintenance of public roads.

## **II. VISION**

Our vision is to maintain efficiently within our financial means the classified road network thus supporting the sustainable development of the national economy in line with the national policies in place.

## **III. MISSION**

The Mission of the Road Maintenance Fund is "To fulfill our mandate, as a public institution, defined by the organic law establishing the fund "of receiving, effectively managing and disbursing funds for the maintenance of

public roads” with excellence in accordance with the regulations in place”.

#### **IV. CORE FUNCTIONS**

1. To collect and effectively manage funds received from sources provided for by article 19 of this law.
2. To collaborate with other relevant organs in preparation of road maintenance programs which are FER funded;
3. To examine project studies and the bidding documents for road maintenance before launching tenders;
4. To monitor the activities in technical terms and finance disbursed in order to ensure that activities are carried out as planned in the signed contract.

#### **V. CORE VALUES**

The Road Maintenance Fund espouses the following values in its relationships both internally and with its stakeholders and partners.

1. **Diligent leadership**  
People who demonstrate integrity, openness, honesty, team work oriented and committed to their work and ready to serve the public.
2. **Quality**  
People who deliver services with courtesy, competence and excellence with respect to those we are serving.
3. **Relationship**  
People who build relationships with all our stakeholders aiming at doing the right thing.

## **SERVICES OFFERED BY THE ROAD MAINTENANCE FUND**

### **A. Service provided by FER Secretariat and reception:**

#### **1. Receiving official courier, clients, road maintenance contracts and invoices.**

<b>What is the Service? Am I eligible?</b>	Receiving invoices, contracts and external courier.
<b>Department to be approached</b>	Secretariat and Reception
<b>When can I access the service?</b>	Monday to Friday 7:00am to 5.00pm
<b>Once a request is made or an application is submitted, how long will it take?</b>	Immediately
<b>What, if any, are the costs for accessing the service?</b>	No charge
<b>What documents are required?</b>	Required documents for contracts to be received by the secretariat are: <ul style="list-style-type: none"><li>- Study of the project</li><li>-Tender document</li><li>- Copy of invitation to tender.</li><li>- Bid opening report.</li><li>- Evaluation report.</li></ul>

	<ul style="list-style-type: none"> <li>- Bidding document of successful bidder, final notification.</li> <li>- Provisional notification.</li> <li>- Final notification.</li> <li>- Performance guarantee.</li> </ul> <p>Required documents for invoice to be received by the secretariat are:</p> <ul style="list-style-type: none"> <li>- Copy of Contract.</li> <li>- Order de service</li> <li>- Fonctionnaire Dirigeant</li> <li>- Décomptes et attachements signés.</li> <li>- Provisional acceptance of works</li> <li>- Final acceptance of works.</li> </ul>
<p><b>What is the procedure?</b></p>	<p>Contact the Secretary at FER headquarters with THREE COPIES of contract to be signed. You can contact them by visiting the Office at RAMA Building at peage, level 6.</p> <ul style="list-style-type: none"> <li>- Upon receipt and checking of relevant documents, the secretary will stamp on then provide a copy to the client to acknowledge receipt.</li> <li>- Signature of the contract by the DG.</li> <li>- The secretary will feed in the number in the computer.</li> <li>- The client will Collect two signed copies of the contract at the secretary's office</li> </ul>

	<ul style="list-style-type: none"> <li>- After the DG has signed an order of payment, the secretary makes two copies.</li> <li>- The client will Collect one copy of order of payment at the secretary's office and sign in a book register and on a copy for receipt.</li> </ul>
<b>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)</b>	None.
<b>Is there a complaint procedure?</b>	Contact FER with any complaints about the service received. These will be registered into the complaints register in the secretary department and are passed to the relevant person to deal with the complaint.
<b>Is there any additional information regarding this service that is useful to know?</b>	For addition information, always visit our website: <a href="http://www.fer.gov.rw">www.fer.gov.rw</a> or call on 55102991 – 55112131 – 584645
<b>Available forms</b>	None
<b>Relevant legal documents</b>	None

**A. Service provided by Director General's Department:**

**Type of service: Management and approval of invoices.**

<p><b>What is the Service?</b></p> <p><b>Am I eligible?</b></p>	<p>Stakeholder's invoices and contracts of road Maintenance are signed and approved here. Stakeholders like MININFRA, MVK and contractors may have queries with their invoices. In such cases, the Director General through his administrative assistant is the person to solve such queries.</p>
<p><b>Department to be approached</b></p>	<p>Director General's Office</p>
<p><b>When can I access the service?</b></p>	<p>Monday to Friday 7:00am to 5.00pm</p>
<p><b>Once a request is made or an application is submitted, how long will it take?</b></p>	<p>Responses are provided in accordance with FER Law and the approved budget by MINECOFIN. Stake holders or any persons will receive a response within one week.</p>
<p><b>What, if any, are the costs for accessing the service?</b></p>	<p>No charge</p>
<p><b>What documents are required?</b></p>	<ul style="list-style-type: none"> <li>• Contract,</li> <li>• Tender document,</li> <li>• Bid document of successful</li> </ul>

	bidder, <ul style="list-style-type: none"> <li>• Final notification,</li> <li>• Approval of " mission de controle" et fonctionnaire dirigeant, approval of works' owner (MVK , MININFRA OR DISTRICT)</li> </ul>
<b>What is the procedure?</b>	Upon reception by the secretary, the invoice or contract is sent to the Director General who will submit to the technical department for verification.
<b>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)</b>	Stake holders have to find out if their invoices or contracts have been sent to us from MININFRA OR MVK before they come to our offices.
<b>Is there a complaint procedure?</b>	Contact FER with any complaints about invoice not paid or error made in payment to the secretary. These will be passed to the finance department and if not solve, complaint is forwarded to the DG. With complaints about contracts, it is directly forwarded to the DG from the secretary.
<b>Is there any</b>	For addition information, always

<b>additional information regarding this service that is useful to know?</b>	visit our website: <a href="http://www.fer.gov.rw">www.fer.gov.rw</a> or call on 55102991 – 55112131 – 584645
<b>Available forms</b>	None
<b>Relevant legal documents</b>	None

**C. Service provided by Procurement and Human resources department:**

**Type of service: Procuring items from bidders.**

<b>What is the Service? Am I eligible?</b>	Advertisement of items to be bought from the public, then selling tender documents to the bidders, receiving bids and informing the successful and unsuccessful bidders of the outcome of the evaluation of bids.
<b>Department to be approached</b>	Procurement and Human Resources Management
<b>When can I access the service?</b>	Monday to Friday 7:00am to 5:00pm
<b>Once a request is made or an application is submitted, how long will it take?</b>	Every bid is evaluated during the week of receipt and results sent to the client/bidders. If urgent or tender is small, results can be given immediately.
<b>What, if any, are the costs for accessing the service?</b>	No charge
<b>What documents are required?</b>	- Receipt of proof of payment of tender document to our account

	<p>in BNR.</p> <ul style="list-style-type: none"> <li>- Bid document</li> <li>- bid security</li> <li>- Performance security if tender is above five (5) million.</li> </ul>
<b>What is the procedure?</b>	<ul style="list-style-type: none"> <li>• Pay in our accounts at BNR.</li> <li>• Deliver the receipt for payment, to the Secretariat.</li> <li>• The client signs and takes the tender document.</li> </ul>
<b>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)</b>	None
<b>Is there a complaint procedure?</b>	<p>Contact FER with any complaints about the service received. These will be registered into the complaints register in the secretary department and are passed to the relevant person to deal with the complaint..</p> <p>If you are dissatisfied with the results from the tender evaluation, call our offices and talk to the procurement officer. If not satisfied with her explanations, please put it in writing for further review.</p>
<b>Is there any additional information regarding this service that is useful to know?</b>	<p>For addition information, always visit our website:  <a href="http://www.fer.gov.rw">www.fer.gov.rw</a> or call on  55102991 – 55112131 –  584645</p>
<b>Available forms</b>	None

<b>Relevant legal documents</b>	None
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**C. Service provided by Procurement and Human resource department:**

**2. Human resource management and control**

**Type of service: Marketing the institution and giving information about the institution.**

<b>What is the Service?</b>	Providing the information about the Information
<b>Am I eligible?</b>	News reporters or any one who wants to get information from the institution, will approach this department.
<b>Department to be approached</b>	Procurement and Human Resources Management
<b>When can I access the service?</b>	Monday to Friday 7:00am to 5:00pm
<b>Once a request is made or an application is submitted, how long will it take?</b>	It normally depends on the kind of information needed. For information readily available, it is given immediately.
<b>What, if any, are the costs for accessing the service?</b>	No charge
<b>What documents are required?</b>	Just show identification and proof of the institution you work for.
<b>What is the procedure?</b>	Please go to the reception, then the secretary will forward to the human resource, who will forward to the DG'S office if need be.
<b>What, if any,</b>	None

<b>other institutions do I need to visit to access the service? (Eg. for payment of service costs or to get additional documents)</b>	
<b>Is there a complaint procedure?</b>	Contact FER with any complaints about the service received. These will be added to the complaints register in the secretary department and will be passed to the relevant person to deal with.
<b>Is there any additional information regarding this service that is useful to know?</b>	For addition information, always visit our website: <a href="http://www.fer.gov.rw">www.fer.gov.rw</a> or call on 55102991 – 55112131 – 584645
<b>Available forms</b>	None
<b>Relevant legal documents</b>	None

#### **D. Service provided by the technical department:**

##### **Type of service: Monitoring and Evaluation**

<b>What is the Service? Am I eligible?</b>	Verification of road maintenance done by contractors on the field, verification of invoices and contracts before they are signed by the DG.
<b>Department to be approached</b>	Technical Department
<b>When can I access the service?</b>	Monday to Friday 7:00am to 5:00pm

<b>Once a request is made or an application is submitted, how long will it take?</b>	Immediate or in 1 - 2 days, depending on the nature of the enquiry
<b>What, if any, are the costs for accessing the service?</b>	No charge
<b>What documents are required?</b>	<p>Required documents for contracts to be received by the secretariat are:</p> <ul style="list-style-type: none"> <li>- Study of the project</li> <li>-Tender document</li> <li>- Copy of invitation to tender.</li> <li>- Bid opening report.</li> <li>- Evaluation report.</li> <li>- Bidding document of successful bidder, final notification.</li> <li>- Provisional notification.</li> <li>- Final notification.</li> <li>- Performance guarantee.</li> </ul> <p>Required documents for invoice to be received by the secretariat are:</p> <ul style="list-style-type: none"> <li>- Copy of the Contract.</li> <li>-Order de service</li> <li>-Fonctionnaire Dirigeant</li> <li>-Décomptes et attachements signés.</li> <li>- Provisional acceptance of works</li> <li>- Final acceptance of works.</li> </ul>
<b>What is the procedure?</b>	<ul style="list-style-type: none"> <li>-From the DG's office, the invoice normally has a directive of verification to the Technical director.</li> <li>- The Technical Director will instruct the engineers to verify works in the invoice by visiting</li> </ul>

	<p>the site.</p> <ul style="list-style-type: none"> <li>- The engineers will recommend for payment.</li> <li>- The invoice will be sent to the DG, who will approve for payment.</li> <li>-The invoice will be sent to the Finance department where payment is processed.</li> </ul>
<b>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)</b>	None
<b>Is there a complaint procedure?</b>	For any query or information about the invoice/ contract, please contact the Road Maintenance Fund by phone, in writing or in person. Letters should be addressed to the Managing Director, who will refer your enquiry to the appropriate department for response.
<b>Is there any additional information regarding this service that is useful to know?</b>	For addition information, always visit our website: <a href="http://www.fer.gov.rw">www.fer.gov.rw</a> or call on 55102991 – 55112131 – 584645
<b>Available forms</b>	None
<b>Relevant legal documents</b>	None

## **E. Service provided by the Finance department:**

**Type of service: Payment of invoices and collection of revenue.**

<b>What is the Service?</b>	<ul style="list-style-type: none"><li>- Payment of invoices.</li><li>- Collecting revenues from different legal sources of FER.</li></ul>
<b>Am I eligible?</b>	Suppliers
<b>When can I access the service?</b>	Monday to Friday 7:00am to 5:00pm
<b>Once a request is made or an application is submitted, how long will it take?</b>	Within one week.
<b>What, if any, are the costs for accessing the service?</b>	No charge
<b>What documents are required?</b>	Required documents for invoice to be received by the secretariat are: <ul style="list-style-type: none"><li>- Copy of Contract.</li><li>-Order of the service</li><li>-Fonctionnaire Dirigeant</li><li>-Décomptes et attachements signés.</li><li>-Provisional acceptance of works</li><li>- Final acceptance of works.</li></ul> For revenue collection, no required document needed.
<b>What is the procedure?</b>	<ul style="list-style-type: none"><li>- After the technical department's verification of invoice and the DG approves payment by a signature and stamp, the invoice is sent to DAF in the Finance department to process payment.</li></ul>

	- After DAF approves for payment, the accountant processes payment using smart FMS system and prints out the order of payment (OP), takes it to BNR for approval, then makes a copy that the owner of payment will take from the secretary.
<b>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)</b>	None
<b>Is there a complaint procedure?</b>	In terms of technical matters, FER routinely follows up on feedback and comments and corrective measures are taken in the event of received complaints.
<b>Is there any additional information regarding this service that is useful to know?</b>	For addition information, always visit our website: <a href="http://www.fer.gov.rw">www.fer.gov.rw</a> or call on 55102991 – 55112131 – 584645
<b>Available forms</b>	None

**Approved by .....**

**Director General of Road Maintenance Fund**

**Date:.....**