



**REPUBLIC OF RWANDA**



## **NATIONAL AGRICULTURAL EXPORTS DEVELOPMENT BOARD (NAEB)**

KICUKIRO GIKONDO  
P.O. Box 104 Kigali Rwanda,  
Tel: (250)0252 57 56 00  
Fax: (250) 252 5756 00  
[www.naeb.gov.rw](http://www.naeb.gov.rw)



## **CITIZEN'S CHARTER**

**January, 2012**

## **Contents**

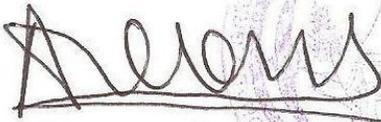
FORWARD.....	3
1. INTRODUCTION:.....	10
2. PURPOSE OF THE SERVICE CHARTER: .....	10
3. THE MANDATE OF NAEB: .....	10
4. VISION:.....	10
5. MISSION: .....	11
6. CORE FUNCTION: .....	11
7. CORE VALUES: .....	12
SERVICES OFFERED BY THE DIRECTORATE OF PRODUCTION AND VALUE CHAIN DEVELOPMENT .....	12
SERVICES OFFERED BY DIRECTORATE OF CORPORATE SERVICE	13
SERVICES OFFERED BY THE DIRECTORATE OF EXPORT PROMOTION AND MARKET DEVELOPMENT .....	15

## **FORWARD**

It is my pleasure to present to you this Service Charter for The National Agriculture Export Development Board (NAEB). 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 NAEB, 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.



**Mr. KANYANKOLE Alex**

**Director General of National Agricultural Export  
Development Board**

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

Realizing that NAEB 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, NAEB expects continuous interaction with citizens seeking its services. For this, NAEB 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, NAEB 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 NAEB 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 NAEB 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 NAEB 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 NAEB 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, NAEB 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, NAEB 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, NAEB 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, farmers, local communities and local authorities, general public.

### **Commitment to our clients:**

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

**Contact:**

National Agriculture Export Development Board (NAEB)

**KICUKIRO-GIKONDO**

Tel: (250)0252 57 56 00

Fax: (250) 252 5756 00

Website: [www.naeb.gov.rw](http://www.naeb.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.

## **1. INTRODUCTION:**

National Agricultural Export Development Board (NAEB) was established in 2010 under Act no- 39/2010 of 25/11/2010. NAEB's service charter is based on the law establishing NAEB and ensuring implementation of its mandate and roles therein.

## **2. PURPOSE OF THE SERVICE CHARTER:**

The purpose of NAEB Service Charter is to enhance the level of awareness and the responsibilities of NAEB, give clarity on its core mandate, business and values by providing information about the range of services offered, standards followed, and deliverables, and how client's requests and expectations are met.

Also, this charter provides the avenues for remedy where services delivered fall short of standards and provision for improvement and excellence in our operations in line with the Mission and Vision of NAEB.

The Charter is NAEB's commitment to deliver quality services to all stakeholders.

## **3. THE MANDATE OF NAEB:**

The mandate of the NAEB is to promote and augment development of the coffee, tea and horticulture sectors, through improved production, processing, branding, and marketing of exportable products, and to regulate the export industry to ensure that the stakeholders conform to market or customer standard requirements.

## **4. VISION:**

To develop a globally competitive coffee, tea, fruits, vegetables and flower industries that significant contribute to enhancing the country's macro-economic stability, and also poverty reduction.

## **5. MISSION:**

National Agricultural Exports Development Board (NAEB) is charged with the responsibility of regulating and promoting the development and growth of Tea, Coffee, Fruits, Vegetables and Flowers industry in Rwanda as well as marketing the Mentioned Products worldwide. It also oversees the smooth and orderly functioning of the industry through policy guidance, licensing, registration and trade development. Increasing the quantity and quality of these commodities, and value addition to generate more revenue

## **6. CORE FUNCTION:**

- To participate in the formulation of policy and strategy regarding coffee , tea , fruits , vegetables and flowers sector and monitor their implementation;
- To establish quality standards for agricultural export products and issue necessary certificates to facilitate their exportation. ;
- To collaborate with other relevant organs in the effort of promoting agricultural exports.
- To collaborate with other relevant organs in research and dissemination of tea, coffee, fruits , vegetables and flower growing activities;
- To participate in international negotiations to promote Rwandan exports and ensure the implementation of decisions taken therein;
- To seek and expand export markets;
- To collaborate with agricultural cooperatives and out growers , processing factories and support them by providing advice and training;
- To establish relations and collaborate with other authorities with the same attributions at regional or international level.

## 7. CORE VALUES:

Values are an integral part of an organization`s culture which in turn creates a sense of identity, belonging, direction and purpose. For timely provision of quality services the Board shall be guided by the following core values as stipulated in the strategic plan.

- Professionalism
- Commitment to quality
- Efficiency
- Excellent service delivery
- Social responsibility
- Team work
- Accountability
- Innovativeness
- Transparency
- Integrity

## SERVICES OFFERED BY THE DIRECTORATE OF PRODUCTION AND VALUE CHAIN DEVELOPMENT

<b>Services that clients are eligible for</b>	<ul style="list-style-type: none"><li>- Provide the seedlings for tea coffee, and horticultural Crops</li><li>- Technical assistance or training in agronomic practices for Tea, coffee and horticulture</li><li>- Field inspections for quality</li><li>- Authorize Factory construction.</li><li>- Evaluation of value chains for potential exportable Commodities.</li><li>- Provide advice on product diversification and value addition</li></ul>
<b>Department to be approached</b>	<ul style="list-style-type: none"><li>- Tea division</li><li>- Coffee division</li><li>- Horticulture division</li></ul>

	- Diversification unit
<b>When to access the service</b>	On request and during planting season
<b>Once a request is made or an application is submitted, how long will it take?</b>	Immediate during the planting season, The response in three days when we are not in planting season
<b>The costs for accessing the service</b>	Agronomic services are given free of charge but the seedlings, fertilizers are subsidized.
<b>Documents required to access the service</b>	A Letter requesting the seedlings or any other service needed
<b>The procedure for requesting the service.</b>	Write a letter requesting the service addressed to the director general
<b>Collaborating institutions</b>	MINAGRI for phytosanitary certificates , RBS, RRA
<b>complaint procedure</b>	by writing or telephone calls

## **SERVICES OFFERED BY DIRECTORATE OF CORPORATE SERVICE**

<b>Services that clients are eligible for</b>	<ul style="list-style-type: none"> <li>-Provide information on statutory obligations like RAMA contributions, RRA taxes and Social security contributions</li> <li>-Process the proform invoices to transport companies to provide vehicles to NAEB.</li> <li>-Provide tender documents</li> <li>-Provide provisional notifications &amp; final notifications.</li> <li>- Provide performance guarantee after implementation of the procured items</li> </ul>
<b>Department to be</b>	- Administration and HR unit

<b>approached</b>	- Procurement
<b>When to access the service</b>	On regular basis -When there is a tender to be competed for - After evaluation of tenders - After successful implementation of the procured items.
<b>Once a request is made or an application is submitted, how long will it take?</b>	It takes about 30 minutes for a car to arrive For statutory obligations takes an hour.
<b>The costs for accessing the service</b>	-The cost of hiring the vehicle varies between 78,000FRW and 127,440FRW
<b>Documents required to access the service</b>	-RAMA cards and payroll indicating RRA and RSSB statutory deductions - A memo requesting for the service and a performer invoice - requisition letters
<b>The procedure for requesting the service.</b>	- Filling the approved declarations - Request for a vehicle addressed to Administration - Write a letter requesting a service addressed to the director General.
<b>Collaborating institutions</b>	- MINANFRA and Recognized transport companies - RRA, RAMA and RSSB - MINAGRI, RBS, RRA, RPPA, MINECOFIN
<b>complaint procedure</b>	by writing or telephone calls

**SERVICES OFFERED BY THE DIRECTORATE OF EXPORT PROMOTION AND MARKET DEVELOPMENT**

<p><b>Services that clients are eligible for</b></p>	<ul style="list-style-type: none"> <li>- Marketing and promotion of tea, coffee and horticulture products.</li> <li>- Linking producers with buyers through exhibitions and market research.</li> <li>- Quality inspection</li> <li>- Offering of certificates of origin to coffee and tea exporters.</li> <li>- Testing of coffee and tea samples to verify quality and provide advice and recommendations for improvements.</li> <li>- Provide agronomic advice</li> <li>- Trainings on good agricultural practices, quality standards etc</li> <li>- Export control</li> </ul>
<p><b>Department to be approached</b></p>	<ul style="list-style-type: none"> <li>- Marketing unit</li> <li>- Quality control, inspection and standard compliances unit.</li> <li>- Certification unit</li> </ul>
<p><b>When to access the service</b></p>	<p>On request and at any time needed</p>
<p><b>Once a request is made or an application is submitted, how long will it take?</b></p>	<p>Immediately depending on the urgency of the issue But always no later than three days.</p>
<p><b>the costs for accessing the service</b></p>	<p>Agronomic services are given free of charge but the seedlings, fertilizers are subsidized.</p>
<p><b>documents required to access the service</b></p>	<p>A Letter requesting the type of the service needed</p>
<p><b>The procedure for</b></p>	<p>Write a letter requesting the</p>

<b>requesting the service.</b>	service addressed to the director general
<b>Collaborating institutions</b>	MINAGRI for phytosanitary certificates , RBS, RRA, RAB

Approved by **Mr. KANYANKOLE Alex**

**Director General of National Agricultural Export  
Development Board**

Date: 25/01/2012