

# REPUBLIC OF RWANDA



## RWANDA CIVIL AVIATION AUTHORITY

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## CITIZEN'S CHARTER

January, 2012

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## **Forward.**

It is my pleasure to present to you this service charter for the Rwanda Civil Aviation Authority.

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

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

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.



**Dr. Richard Masozera**  
**Director General**

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

Realizing that RCAA 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, RCAA expects continuous interaction with citizens seeking its services. For this, RCAA 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, RCAA 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 RCAA 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 RCAA 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 RCAA 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 RCAA 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, RCAA 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, RCAA 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, RCAA 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 RCAA 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 RCAA staff with courtesy and respect;
- Suggesting ways of improving our services at RCAA;
- Providing the RCAA with adequate feedback on service delivery through various dissemination technologies;

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

**Contact:**

**RWANDA CIVIL AVIATION AUTHORITY**

Tel(+250)252 585845

Web site: *www.caa.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

**Rwanda Civil Aviation Authority (RCAA)** was established by law n° 21/2004 of 10/08/2004 determining the organization of Civil Aviation Authority as amended by the law N°.44/2006 of 05/10/2006 determining the responsibilities, organisation and functioning of Rwanda Civil Aviation Authority .

This law is supplemented by the **Law N°52/2010 of 20/01/2011** governing Civil Aviation in Rwanda and Civil Aviation Regulations, of 2008. RCAA has legal personality, it is administratively and financially autonomous.

## 2. Vision

Be a world class Civil Aviation Authority in Safety, Security and the provision of Quality Services

## 3. Mission

**Develop an efficient safe and secure Civil Aviation Industry in Rwanda.**

- **RCAA Main responsibilities:**

1. Supervising and organizing Air transport;
2. Management and operation of airports;
3. Airspace management and its surveillance.

## 4. TASK ORGANIZATION

Five Units:

1. **Regulatory** ; Regulation of Air operators and Service providers in accordance with the Rwanda Civil Aviation Regulations (RCARs) in conformance with ICAO SARPs).
2. **Airports:** Airports Management
3. **Air Navigation Services:** Provision of Air Navigation Services
4. **Human Resource:** Development and Management of Aviation Personnel
5. **Finance;** Management of revenues and expenses

## TYPE OF SERVICE: Passenger and Airline Facilitation

What is the service? Am I eligible?	Use and access airport facilities.
Department to be approached	Customer care and Operations.
When can I access the service f?	Anytime(24 hours)

Time limit to access the service? Or once the request is made or an application is submitted, how long will it take?	Minimum 3 days
What, if any, are the costs for accessing the service?	Details found in our Aeronautical Information Publication (AIP) and Website.
What documents are required?	Photo ID or Passport
What is the procedure?	Make for request (written)
What, if any, other institutions do I need to visit to access the service? (e.g. For payment of service cost or to get additional documents)	None
Is there a complaint procedure?	Feedback and suggestion boxes.
Is there any additional information regarding this service that is useful to know?	For additional information, please always visit website: <a href="http://www.caa.gov.rw">www.caa.gov.rw</a> or call on this telephone number 0788566732/0788534909
Available forms	Clearance Forms, access to restricted areas forms, application to do commercial photography and filming forms etc
Relevant legal documents	Law on the Civil aviation Security, Law governing civil aviation, Rwanda Civil Aviation Regulations (RCARS) and Aerodrome Manual.

### **Type of service: Meteorological Services to International Air Navigation**

What is the service? Am I eligible?	Delivering weather data to aircraft operations Yes
Department to be approached	Meteorological Services
When can I access the service f?	Monday to Friday: 7:00 am to 5:00 pm
Time limit to access the service? Or once the request is made or an application is submitted,	No limit, immediately as you request or sometimes in advance before your request

how long will it take?	
What, if any, are the costs for accessing the service?	Free service
What documents are required?	Mayfly doc
What is the procedure?	Access through internet with a help of username and password.
What, if any, other institutions do I need to visit to access the service? (e.g. For payment of service cost or to get additional documents)	No any other institution
Is there a complaint procedure?	Yes, file your complaint in briefing office (oral)
Is there any additional information regarding this service that is useful to know?	Always visit our website: <a href="http://www.caa.gov.rw">www.caa.gov.rw</a> For further information call on this telephone number 0788534909 during office hours.
Available forms	N/A
Relevant legal documents	Law Governing Civil Aviation and ICAO Annex 3

### **Type of service: Air Traffic Control Service (ATCS)**

What is the service?	Air Traffic Control Service
Department to be approached	Air Traffic Control Department
When can I access the service?	Any time requested
Time limit to access the service? Or once the request is made or an application is submitted, how long will it take?	When requested
What, if any, are the costs for accessing the service?	Free service
What documents are required?	ICAO ANNEX 11, ICAO ANNEX 2
What is the procedure?	N/A
What, if any, other institutions do I need to	None

visit to access the service? (e.g. For payment of service cost or to get additional documents)	
Is there a complaint procedure?	Yes (Incident report form)
Is there any additional information regarding this service that is useful to know?	Always visit website: <a href="http://www.caa.gov.rw">www.caa.gov.rw</a> for information. For further information call on this telephone number +250 252 585845 during office hours.
Available forms	N/A
Relevant legal documents	Law governing Civil aviation, Rwanda Civil Aviation Regulations (RCARS ICAO ANNEX 11, ICAO ANNEX 2

### **Type of service: Air Navigation Services**

What is the service? Am I eligible?	Provision of air Navigation Services, including but not limited to communication, Navigation and surveillance services. Yes
Department to be approached	Air Navigation Technical Services
When can I access the service?	24 hours basis
Time limit to access the service? Or once the request is made or an application is submitted, how long will it take?	It is a continuous service with no limited time Normally our service are real time.
What, if any, are the costs for accessing the service?	Yes, a cost is attached to the service provision
What documents are required?	Technical Manuals
What is the procedure?	ANS procedures available at CAA website
What, if any, other institutions do I need to visit to access the service? (e.g. For payment of service cost or to get additional documents)	This is provided by our Aeronautical information Service(AIS) dept.
Is there a complaint procedure?	Feedback and suggestion boxes

Is there any additional information regarding this service that is useful to know?	Always visit website: <a href="http://www.caa.gov.rw">www.caa.gov.rw</a> for information. For further information call on this telephone number +250 252 585845 during office hours.
Available forms	None
Relevant legal documents	Law governing Civil aviation and Rwanda civil Aviation Regulations

### **Type of service: Provide Fire fighting and Rescue Services**

What is the service? Am I eligible?	Airport Fire Protection
Department to be approached	Fire fighting and rescue Department
When can I access the service f?	Any times
Time limit to access the service? Or once the request is made or an application is submitted, how long will it take?	As soon as the request is received
What, if any, are the costs for accessing the service?	Free Service
What documents are required?	N/A
What is the procedure?	Respond immediately when fire occurs at the Airport area.
What, if any, other institutions do I need to visit to access the service? (e.g. For payment of service cost or to get additional documents)	Any other institution
Is there a complaint procedure?	Feedback and suggestion Boxes
Is there any additional information regarding this service that is useful to know?	Always visit the website: <a href="http://www.caa.gov.rw">www.caa.gov.rw</a> for information. For further information call on this telephone number <b>078 8686473</b> during office hours.
Available forms	None
Relevant legal documents	Aerodrome manual ( Emergency Plan).

## Type of service: Aeronautical Information Service

What is the service? Am I eligible?	<b>Providing Aeronautical Information services</b> <b>-To pilots, airlines representatives</b> <b>-Brief the pilot according to their flight.</b>
Department to be approached	<b>Aeronautical information management.</b>
When can I access the service f?	<b>Anytime (24 hours)</b>
Time limit to access the service? Or once the request is made or an application is submitted, how long will it take?	<b>Immediate once you reach in our office.</b>
What, if any, are the costs for accessing the service?	<b>None</b>
What documents are required?	<b>None</b>
What is the procedure?	<b>None, just approach our Office</b>
What, if any, other institutions do I need to visit to access the service? (e.g. For payment of service cost or to get additional documents)	<b>No cost for the services rendered in the office, but once an individual pilot or airlines want to have our AIP can buy it.</b>
Is there a complaint procedure?	<b>none</b>
Is there any additional information regarding this service that is useful to know?	<b>Always visit website: <a href="http://www.caa.gov.rw">www.caa.gov.rw</a> For further information call on this telephone number (250)0252-585845 ext 113.</b>
Available forms	<b>Flight plan form available in the office</b>
Relevant legal documents	<b>Rwandan AIP (Aeronautical Information Publication), AIS (Aeronautical Information Service) manual, ICAO (International Civil Aviation Organization) Annex 15.</b>

### Type of service: Regulatory services

What is the service? Am I eligible?	<b>Regulatory Services</b> Licensing, Certification and air transport policies
Department to be approached	<b>Flight Safety Services</b>
When can I access the service?	Working hours
Time limit to access the service? Or once the request is made or an application is submitted, how long will it take?	One day
What, if any, are the costs for accessing the service?	Some costs are involved depending on the service
What documents are required?	CAA regulations
What is the procedure?	Information is available from RCAA website
What, if any, other institutions do I need to visit to access the service? (e.g. For payment of service cost or to get additional documents)	Not applicable
Is there a complaint procedure?	No complain
Is there any additional information regarding this service that is useful to know?	Always visit...website: <a href="http://www.caa.gov.rw">www.caa.gov.rw</a> for information. For further information call on this telephone number: (250)252 583441, during office hours.
Available forms	Yes. For every service provided.
Relevant legal documents	Civil Aviation Law and Regulations

### Type of service: Clearance of aircraft

<b>What is the service? Am I eligible?</b>	Clearance of aircraft
<b>Department to be approached</b>	Air transport
<b>When can I access the service?</b>	24 Hours operational
<b>Time limit to access this service?</b>	Immediate response

<b>Once a request is made or an application is submitted, how long will it take?</b>	
<b>What, if any, are the costs for accessing the service?</b>	No costs involved
<b>What documents are required?</b>	Application form from CAA website
<b>What is the procedure?</b>	Fill clearance form and submit it to clearance e- mail
<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>	.No
<b>Is there any additional information regarding this service that is useful to know?</b>	Always visit RCAA..website: <a href="http://www.caa.gov.rw">www.caa.gov.rw</a> for information. For further information call on this telephonenumber: 250 252 583441 any time
<b>Available forms</b>	From RCAA web site indicated above
<b>Relevant legal documents</b>	No