

# REPUBLIC OF RWANDA



## RWANDA INSTITUTE OF ADMINISTRATION AND MANAGEMENT: RIAM

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## CITIZEN'S CHARTER

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## **FORWARD**

It is my pleasure to present to you this Service Charter for The Rwanda Institute of Administration and Management.

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 Rwanda Institute of Administration and Management, 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.

The image shows a handwritten signature in black ink over a circular official seal. The seal is purple and features the Rwandan national emblem in the center, surrounded by the text 'RWANDA INSTITUTE OF ADMINISTRATION AND MANAGEMENT' and 'INTEGRITAS PER CUM'. The signature is written in a cursive style across the seal.

**Yves NTABANA**  
**Acting Director General**

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

Realizing that RIAM 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, RIAM expects continuous interaction with citizens seeking its services. For this, RIAM 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, RIAM 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 RIAM 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 RIAM 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 RIAM 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 RIAM 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, RIAM 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, RIAM 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, RIAM 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, donor agencies and international organizations, local communities and local authorities, general public.

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

This charter is a commitment by the RIAM 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 RIAM staff with courtesy and respect;
- Abiding by the regulations governing the academics services;
- Suggesting ways of improving our services at RIAM;

- Providing the RIAM with adequate feedback on service delivery through various dissemination technologies;
- Addressing all complaints/compliments/suggestions to relevant department.

**Contact:**

**Rwanda Institute of Administration and Management (RIAM)**

*Tel.:* 55 10 36 52/59

E-mail: [info@riam.gov.rw](mailto:info@riam.gov.rw),

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

## **I.INTRODUCTION**

By 1998 the Government of the Republic of Rwanda embarked on the modernization and enhancement of the efficiency and effectiveness of public administration at central and local levels. This has involved a number of initiatives including work on organization and structures, work methods, procedures and processes, training and capacity building. The capacity building components were intended, on the one hand to address the heavy skill deficit, which had always been experienced by the country but was exacerbated by the genocide in 1994, which saw most of the country's civil servants either killed or leave the country altogether. On the other hand they were intended to support the reforms in the governance and administrative systems of the country focusing on the modernization of the administrative systems. When Rwanda became independent in 1962, it hardly had an indigenous capacity capable of shouldering the governmental responsibilities of a newly independent state. Belgium, the former colonial power, established the "Centre Rwandais de Formation des Cadres(CRFC)" soon after independence to fill in the gap in human resources capacity by providing short term skill enhancement courses through refresher and on the job training courses. The Center was supported by the Belgium cooperation program until 1987 when it was formerly handed over to the Rwanda government. The Center was put under the aegis of the Ministry of Public Service and Labour. During the tragic genocide that took place in 1994, many institutions in Rwanda collapsed. The Center's fate was not different from the other institutions. Following the establishment of the government of national unity in 1994, the former center was replaced with the Rwanda Institute of Administration and Management(RIAM) in 2001.

## **II.VISION:**

To become a regional center of excellence in capacity building for public, private and civil society.

## **III.MISSION:**

Law No. 04/2007 of 15/03/2007 assigns to RIAM the following:

- Providing training to public and private employees in matters relating to science and technical knowhow in administration and management;
- Carrying out duties of expertise and providing advice, recommendations and technical assistance in administration and management;
- Undertaking research and publicizing the results achieved in the field of administration and management;
- Awarding degrees, diplomas or certificates in accordance with the courses provided in compliance with the ministerial order from the Public Service and Labor minister
- Carrying out any other activities that may develop capacities in administration and management;
- Establishing relations and collaborating with other regional and international agencies with similar responsibilities.

## **IV.CORE FUNCTIONS:**

- Training
- Applied research
- Consultancy

## V.CORE VALUES

Like any training institution that aspires to meet international training standards and satisfy modern service delivery expectations, RIAM has developed key success guaranting pillars and guiding principles that are summarized in 6 core values:

- Integrity, honesty and self confidence
- Team work and collective responsibility
- Practical-oriented and interactive training methods responding to international standards.
- Industriousness, innovation and problem solving
- customer-oriented service delivery
- professionalism, ethics and discipline

### **Type of service: Offering training**

<b>What is the service? Am I eligible?</b>	Training service
<b>Department to be approached</b>	TRAINING DEPARTMENT
<b>When can I access the service?</b>	Monday to Thursday: 7:00 am to 5:00 pm Friday: 7:00 am to 12:00 pm
<b>Time limit to access this service? or Once a request is made or an application is submitted, how long will it take?</b>	Five days for written communication, 24h for verbal communication to get a feedback. Thereafter, the date to start delivering the service is agreed on between the Institute and the client
<b>What, if any, are the costs for accessing the service?</b>	There is no cost to obtain the information. However, the training cost is different depending on the nature of the training.
<b>What documents are</b>	Training request and proforma

<b>required?</b>	invoice
<b>What is the procedure?</b>	The client who wants a training service has to make written application
<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>	The Financial and Administration Department is the intermediate to obtain the training service because it deals with invoicing and recovery
<b>Is there a complaint procedure?</b>	Any complain can be officially addressed to the Head of institution who react after consulting the relevant staff
<b>Is there any additional information regarding this service that is useful to know?</b>	Always visit ... website: <a href="http://www.riam.ac.rw">www.riam.ac.rw</a> for information. For further information call on this telephone number: 0788566683 or 55 10 36 52/59 during office hours.
<b>Available forms</b>	-Application form for participants -evaluation form for participants
<b>Relevant legal documents</b>	Contract between the Institute and the client

### **Type of service: CONSULTANCY**

<b>What is the service? Am I eligible?</b>	Consultancy services
<b>Department to be approached</b>	CONSULTANCY DEPARTMENT
<b>When can I access</b>	Monday to Thursday: 7:00 am

<b>the service?</b>	to 5:00 pm Friday: 7:00 am to 12:00 pm
<b>Time limit to access this service? or Once a request is made or an application is submitted, how long will it take?</b>	Five days for written communication, 24h for verbal communication to get a feedback. Thereafter, the date to start delivering the service is agreed on between the Institute and the client
<b>What, if any, are the costs for accessing the service?</b>	There is no cost to obtain the information but the consultancy services are payable according to the prices fixed according the situation on the market
<b>What documents are required?</b>	Request and proforma invoice
<b>What is the procedure?</b>	The client who wants a consultancy service has to make written application
<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>	The Financial and Administration Department is the intermediate to obtain the consultancy service because it deals with invoicing and recovery
<b>Is there a complaint procedure?</b>	Any complain can be officially addressed to the Head of institution who reacts after consulting the relevant staff
<b>Is there any additional information regarding this service that is useful to know?</b>	Always visit the website: <a href="http://www.riam.ac.rw">www.riam.ac.rw</a> for information. For further information call on this telephone number: 0788566683 or 55 10 36 52/59 during office

	hours.
<b>Available forms</b>	Application form for Clients
<b>Relevant legal documents</b>	Contract between the Institute and the client

**Type of service: Research**

<b>What is the service? Am I eligible?</b>	Applied research
<b>Department to be approached</b>	RESEARCH DEPARTMENT
<b>When can I access the service?</b>	Monday to Thursday: 7:00 am to 5:00 pm Friday: 7:00 am to 12:00 pm
<b>Time limit to access this service?or Once a request is made or an application is submitted, how long will it take?</b>	The applied research is not payable and it is occasionally initiated by the Institute itself to address critical national governance issues .
<b>What, if any, are the costs for accessing the service?</b>	No
<b>What documents are required?</b>	None
<b>What is the procedure?</b>	None
<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</b>	None

<b>documents)</b>	
<b>Is there a complaint procedure?</b>	Feed back after findings presentation
<b>Is there any additional information regarding this service that is useful to know?</b>	Always visit website: <a href="http://www.riam.ac.rw">www.riam.ac.rw</a> for additional information. For further information call on this telephone number: 0788566683 or 55 10 36 52/59 during office hours.
<b>Available forms</b>	NA
<b>Relevant legal documents</b>	NA