

REPUBLIC OF RWANDA



PUBLIC SECTOR CAPACITY BUILDING SECRETARIAT

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CITIZEN'S CHARTER

December, 2011

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FORWARD

It is my pleasure to present to you this Service Charter for the Public Sector Capacity Building Secretariat.

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 Public Sector Capacity Building Secretariat 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.

Stella Ford Mugabo



Stella Ford MUGABO

Executive Secretary

The present Citizen's Charter reflects the service provided by PSCBS 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 PSCBS 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 PSCBS:
 - Specification of services provided by PSCBS,
 - 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 PSCBS. 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 PSCBS

- 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 PSCBS and sets standards for transparency in public services. It is expected that through Citizen's Charter, PSCBS'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, PSCBS commits to inform them what services are available to them and what their rights and obligations are in accessing these services.

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

Contact:

Public sector Capacity building secretariat (PSCBS)

P.O.BOX 7367 KIGALI-RWANDA

Web site: www.pscbs.gov.rw

Telephone: + (250) 255120785

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

PSCBS is established by the Prime Minister’s Order n° 56/03 of 14/8/2009 published in the Official Gazette n° 35 of 31/08/2009.

PSCBS has been given a legal and administrative autonomous status. Its functions include the following:

- To manage the national Capacity Building Fund (CBF) and oversee capacity building pooled funds in the public sector;
- To coordinate capacity building activities across the public sector;
- To carry out regular human and institutional audit of public institutions to identify their capacity gaps and provide appropriate mechanisms to closing the gaps;
- To develop guidelines and provide quality assurance for capacity needs assessments in public sector institutions;

- To establish and update a national database for skills available and skills required for implementation of activities in the public sector;
- To monitor progress, assess impact and value for money of capacity building activities in the public sector;
- To prepare and present an annual report on the state of capacity in the public sector;
- To provide technical support in mobilizing resources required for implementation of capacity building programs in the public sector

II.VISION

The vision of the Secretariat is inspired by Rwanda Vision 2020, which envisions Rwanda as a middle income and fully capable modern state by the year 2020:

A Public Sector with the capacity to deliver Government programs and quality services

III.MISSION

The mission of the Public Sector Capacity Building Secretariat (PSCBS) derives from the legal instrument that established it in 2009; this instrument was modified by the Prime Minister’s Order of June 2010, which placed the Secretariat under the tutelage of the Ministry of Finance & Economic Planning (MINECOFIN). Accordingly, in brief, the mission of the PSCBS is:

To develop the capacity of the public sector through coordination and promotion of capacity building in line with the national development agenda.

IV.CORE FUNCTIONS

PSCBS’s strategic orientation will be anchored on effective coordination of capacity building policies and initiatives among Rwanda’s public sector institutions. In this regard, nonetheless, it is noteworthy that “coordination” is a very challenging undertaking for any organisation. As a Coordinating Agency, PSCBS will:

- Lead, advise and influence public sector institutions (clients) on the basis of mastering comparative technical knowledge and not through administrative authority;
- Not seek to control the initiatives and implementation activities of its client institutions;
- Catalyse and ensure no inertia in capacity building among its clients;
- Identify gaps in capacity and initiate action to close them;
- Mobilize resources necessary to support the strategic capacity building measures of all client-institutions; and
- Continually M&E and report on the capacity building measures across the public sector. The results of M&E will be the bedrock of its initiatives and accountability.

V.CORE VALUES

PSCBS aspires to evolve to be organizationally a paragon of excellence among Rwanda's public sector institutions. In that spirit, the four values that will be religiously observed by the staff of the Secretariat, and which will go by the acronym and slogan of "TRIP" are the following:



SERVICES OFFERED BY PUBLIC SECTOR CAPACITY BUILDING SECRETARIAT

Type of service: Funding

What is the service? Am I eligible?	Capacity Building Funding for Public Sector Institutions. public institutions
Department to be approached	Capacity Building Fund (CBF) Unit
When can I access the service?	Monday to Thursday: 7:00 am to 5:00 pm Friday: 7:00 am to 12:00 pm
Time limit to access this service?or Once a request is made or an application is submitted, how long will it take?	Two weeks
What, if any, are the costs for accessing the service?	Free of charge
What documents are required?	They are indicated in the CBF Procedures Manual which every institution has and is available on PSCBS Website: www.pscbs.gov.rw
What is the procedure?	The funding request or request for no objection is addressed by the Head of the institution (applicant) to the Executive Secretary of PSCBS through the PS-line Ministry.
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)	If it is a request for staff training, one needs to have a letter of admission, training program, estimated budget for training and a proforma invoice from Rwanda Air if the training is outside the country.
Is there a complaint procedure?	Funding requests are analyzed by the Capacity Building Technical Committee (CB TC), but there is PSCBS Steering Committee,

	which oversees all decisions and can be appealed to.
Is there any additional information regarding this service that is useful to know?	Always visit our website: www.pscbs.gov.rw for information. For further information call on this telephone number: 0788303945 during office hours.
Available forms	A training request form and an Institutional/organization form
Relevant legal documents	CBF Procedures Manual and Strategic Guidelines.

TYPE OF SERVICE: Support for Capacity Development

What is the service? Am I eligible?	Support for Capacity Development Public institutions and servants are eligible
Department to be approached	Technical Services Unit/BTC Project
When can I access the service?	Monday to Thursday: 7:00 am to 5:00 pm Friday: 7:00 am to 12:00 pm
Time limit to access this service? or Once a request is made or an application is submitted, how long will it take?	5 days
What, if any, are the costs for accessing the service?	The service is free of charge
What documents are required?	Needs assessment report of the institution identify training as essential, Request for support from head of institution, complete request for training form, binding contracts for trainees
What is the procedure?	To send an official letter signed by the Head of the Institution to the Executive Secretary of PSCBS with the documents mentioned above.

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)	None
Is there a complaint procedure?	If not satisfied by the service, address your complaint to the Coordinator of Technical Services, if within one week you are still not satisfied, address your complaint to the E.S. of PSCBS
Is there any additional information regarding this service that is useful to know?	Always visit PSCBS website: www.pscbs.gov.rw or call on 255120785 for information.
Available forms	Guidelines for training request, binding contracts template, payment request template
Relevant legal document	None

TYPE OF SERVICE: Payment of Invoices for Services provided

What is the service? Am I eligible?	Payment of invoices Public institutions that have an agreement with PSCBS/BTC
Department to be approached	
When can I access the service?	Monday to Thursday: 7:00 am to 5:00 pm Friday: 7:00 am to 12:00 pm
Time limit to access this service? or Once a request is made or an application is submitted, how long will it take?	3 days
What, if any, are the costs for accessing the service?	The service is free of charge
What documents are required?	An original hard copy of the invoice A copy of verification of services

	received
What is the procedure?	To send an official letter signed by the Head of the Institution transmitting the invoice, a copy of verification of services received,
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)	None
Is there a complaint procedure?	If not satisfied by the service, address your complaint to the Coordinator of Technical Services, if within one week you are still not satisfied, address your complaint to the E.S. of PSCBS who has to address your complaint within a week.
Is there any additional information regarding this service that is useful to know?	Always visit PSCBS website: www.pscbs.gov.rw or call on 255120785 for information.
Available forms	Payment request template
Relevant legal documents	N/A

TYPE OF SERVICE: Providing Technical Assistance to Institutional Capacity building initiatives terms of references

What is the service? Am I eligible?	Providing technical assistance Public institutions which have submitted the institutional and organizational capacity building plans and TORs
Department to be approached	Institutional Capacity Development Unit
When can I access the service?	Monday to Thursday: 7:00 am to 5:00 pm Friday: 7:00 am to 12:00 pm
Time limit to access this service? or Once a request is made or an application is	3 days

submitted, how long will it take?	
What, if any, are the costs for accessing the service?	The service is free of charge
What documents are required?	A soft copy of the terms of reference
What is the procedure?	To send an official letter signed by the Head of the Institution transmitting the terms of reference and a soft copy to the email of the ICDS, pascal.niyigena@pscbs.gov.rw
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)	None
Is there a complaint procedure?	If not satisfied by the service, address your complaint to the Coordinator of Technical Services, if within one day you are still not satisfied, address your complaint to the Executive Secretary of PSCBS who has to address your complaint within a week.
Is there any additional information regarding this service that is useful to know?	Always visit PSCBS website: www.pscbs.gov.rw or call on 255120785 for any additional information.
Available forms	Form for Technical Assistance request
Relevant legal documents	N/A

Approved by:

**Stella Ford Mugabo
Executive Secretary**