



RWANDA  
MANAGEMENT  
INSTITUTE

*Towards self-driven management innovations*

**SERVICE CHARTER**

**APPROVING AUTHORITY**

Title	Name	Signature & Stamp	Date
Director General	Dr. Charline MULINDAHABI		27/12/2023

The content of this service charter is controlled and shall not be copied. Any changes or amendments shall be kept in track changes until they are approved by the competent authority.

Revision 00

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## **FOREWORD**

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

**Dr MULINDAHABI Charline**  
**Director General of RMI**

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## 1. INTRODUCTION

Rwanda Management Institute (RMI) has existed under different names and with different mandates since 1963. RMI under its current denomination was established by Law N° 52/2013 of 28/06/2013, as a public institution with judicial personality and financial and administrative autonomy, mandated to deliver trainings in administration and management disciplines for public service, private sector and civil society organizations' workforce. Government of Rwanda established this institution to respond to the challenges resulting from existing capacity gaps in institutions and at the workplace.

In order to realize its mission, the Institute has developed a client's service charter which determines the services that RMI is expected to offer to its clients. The present service charter reflects a range of services offered by RMI to its customers. Therefore, it contains different services, service level standards, service delivery methods and timelines, grievance mechanisms and alike.

In an ever-changing environment RMI will continue to update the client's service charter to ensure that the package of services is always up to date including digital provision of our services. The Management of RMI reserves the right to amend this charter or any part thereof as may be deemed necessary.

## 2. VISION AND MISSION

### 2.1. The Vision

The Vision of RMI is *"To be the leading regional center of excellence in quality capacity building and skills development in the fields of administration and resources management"*.

### 2.2. The Mission

The mission set by legal provisions extensively covers all the responsibilities of RMI. It was broken down into a less sizeable and comprehensive form as follows: *"To offer training,*



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*consultancy, research and advisory services to the public, private sectors and the civil society in the fields of administration and resources management for national development”.*

### 3. CORE VALUES AND LEADERSHIP PRINCIPLES

#### 3.1. The Core Values

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

- Integrity, honesty and self-confidence;
- Teamwork 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.

#### 3.2. Leadership principles

1. Know yourself and seek self-improvement.
2. Be technically proficient.
3. Seek responsibility and take responsibility for your actions.
4. Make sound and timely decisions.
5. Set the example.
6. Know your people and look out for their well-being.
7. Keep your people informed.
8. Develop a sense of accountability, ownership and responsibility in your people.
9. Ensure tasks are understood, supervised, and accomplished.



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10. Train your people as a team.

#### 4. RIGHTS OF CLIENTS

Our clients have a right to:

- Access to RMI services; whether free or fee based;
- Be treated with respect;
- Privacy and Confidentiality;
- Lodge complaints;
- Appeal in accordance with established procedure

#### 5. DETAILS OF SERVICES DELIVERED BY RMI

##### 5.1. Specifications of Services provided

The services offered by RMI can be classified in accordance with the respective responsible units:

- Administration and Finance services
- Procurement services
- Training services
- Research, consultancy and advisory services
- ICT and e-learning services
- Business development services

##### 5.2 Detailed specifications of services offered by RMI:

Below are specifications of services provided by RMI meant to guide the client in the process of application and the service provider in complying with the present service charter requirements:



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- Clear identification of the service provider or unit to be approached or where specific services can be obtained. In this way customers will know in advance which office to approach to save their time and energy;
- Clear information about the service requirements such as documents and procedures for a customer to be eligible for a service in RMI. For example, the documents to be shown, the available forms to be filled in, etc.
- Clear statement of the time it takes to get the service delivered. This provides customers with useful information for their proper planning and will prevent them from unnecessary follow ups.
- Setting of service quality standard by specifying service standards in terms of timeliness, access, accuracy, reliability, affordability, responsiveness, fairness, completeness, sensitivity and courtesy in service delivery. On the basis of this, customers can expect improvement.
- Details of the ‘customers, groups or end users or People who are eligible for each service offered by RMI
- Contact information of key officers in charge of providing the services and possible escalation levels
- Complaint procedures or grievance redress mechanisms and how to access them
- Feedback mechanisms for interaction with customers to continuously improve services
- Information and dissemination for availability and visibility for services.

## 6. COMMITMENT TO OUR CLIENTS

This service charter is a commitment by the Management and RMI’s entire community to provide high quality services to all our stakeholders/ customers. We, in this regard endeavor to serve you effectively, with due diligence and professionalism. We shall always uphold the utmost integrity, efficiency and professionalism in the delivery of our services.



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## 7. EXPECTATIONS FROM CUSTOMERS

In order to serve them better, our stakeholders/customers shall help us improve performance by:

- Treating RMI staff with courtesy and respect;
- Abiding by the service requirements and regulations governing specific services;
- Freely suggesting ways of improving our services at RMI;
- Providing the RMI with adequate feedback on service delivery through various dissemination channels;
- Addressing all complaints/compliments/suggestions and any other form of feedback to relevant units for immediate attention.

## 8. SERVICES OFFERED AT AND BY RMI

### 8.1. Administration and Finance Services

#### 8.1.1. Giving Salary certificate and Service Testimonials, end service benefits

What Service am I eligible for?	Salary certificate and Service Testimonials, end service benefits, etc)
Unit to be contacted	Administration and Finance unit
When can I access the service?	During working hours from Monday to Thursday: 9:00 AM to 5:00 PM, Friday from 9:00 AM to 3:00 PM. The service can be available online, <a href="mailto:info@rmi.rw">info@rmi.rw</a>



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Once a request is made or an application is lodged, how long will it take?	Once all requisite documents have been successfully submitted, a response should be provided within 3 working days		
What, if any, are the costs for accessing the service?	This service is free of charge		
What documents are required?	A letter or any other formal Written document addressed to the Director General of RMI. The letter should contain sufficient information regarding the identification of the applicant and types and duration of services completed		
What is the procedure?	<ul style="list-style-type: none"> <li>▪ Submit the request letter to RMI Central secretariat office or on <a href="mailto:info@rmi.rw">info@rmi.rw</a></li> <li>▪ You should pick the contact number for ease follow up or plan to return after 3 days to pick-up the requested document.</li> <li>▪ This service can be offered online</li> </ul>		
What, if any, other institutions do I need to visit to access the service? (e.g. for payment of service costs or to get additional documents)	None		
Is there a complaint procedure?	The complaint if any, should be submitted to the Director General of RMI through the same channel		

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Is there any additional information regarding this service that is useful to know?	None
Available forms	None
Relevant legal documents	None

### 8.1.2. Internship application

What Service am I eligible for?	<b>Human resource Services</b>
Unit to be approached	Administration and Finance unit
When can I access the service?	Monday to Thursday: 9:00 am to 5:00 pm, Friday from 9:00 am to 3:00 pm
Once a request is made or an application is lodged, how long will it take?	5 working days
What, if any, are the costs for accessing the service?	This service is free of charge
What documents are required?	Formal Letter addressed to the Director General of RMI  Formal recommendation letter from the education institution or Rwanda Development Board in support of the intern's application
What is the procedure?	<ul style="list-style-type: none"> <li>▪ Submit a request letter addressed to DG-RMI to RMI reception desk or the Central Secretariat office at RMI</li> </ul>



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	<ul style="list-style-type: none"> <li>▪ Recommendation letter for University students</li> <li>▪ RDB request letter, contract for RDB interns</li> <li>▪ You should expect to receive a response after 3 working days.</li> </ul>	
<p>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)</p>	RDB	
<p>Is there any complaint procedure?</p>	<p>There is no formal complaint procedure in place for this service but a follow up is permissible in case of non-response</p>	
<p>Is there any additional information regarding this service that is useful to know?</p>	None	
<p>Available forms</p>	None	
<p>Relevant legal documents</p>	None	

### 8.1.3. Finance services

#### 1. Payment by OP and by Cheques

Type of service: Payment

<p>What Service am I eligible for?</p>	<p>RMI needs sometimes services from different service providers or suppliers. The providers who have rendered those services (Consultancy service, training services, maintenance services,</p>
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	transport, security, cleaning, foods and beverages etc.) may come to ask for their payments.		
Unit to be approached	Administration and Finance unit		
When can I access the service?	Monday to Thursday: 9:00 am to 5:00 pm, Friday from 9:00 to 3:00 pm This service can be provided online ( <a href="mailto:info@rmi.rw">info@rmi.rw</a> )		
Once a request is made and successfully accepted or an application is lodged, how long will it take?	<p>In accordance with the PFM guidelines, no payment shall exceed 45 days. In the ideal situation however, payments at RMI shall take the following durations:</p> <ul style="list-style-type: none"> <li>▪ Payment made by cheques can take 3 working days;</li> <li>▪ Payments made by OP (Payment Order) can take between 3 and 5 working Days.</li> <li>▪ Payment made by internet banking system can take 2 working days</li> </ul>		
What, if any, are the costs for accessing the service?	None		
What documents are required?	<ul style="list-style-type: none"> <li>▪ From supplier /service provider the following documents are required for invoice submission: Notification letter, Contract or/and Purchase order, Delivery note, Good received Note Invoice (EBM), and a report approved by the user department,</li> <li>▪ From procurement service:</li> </ul>		



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	<ul style="list-style-type: none"> <li>- A bid evaluation report approved by the Internal Tender Committee</li> <li>- Minutes of reception committee + procurement officer</li> </ul> <ul style="list-style-type: none"> <li>▪ From user department:               <ul style="list-style-type: none"> <li>- An internal Memo and or requisition note are needed to acquire the service</li> </ul> </li> </ul> <p>However, the kind of additional documents required will depend on the type of tender or service provided.</p>	
<p>What is the procedure?</p>	<ul style="list-style-type: none"> <li>▪ Official submission of the invoice addressed to DG-RMI with above required supporting documents at RMI reception and are transmitted to DG's office for orientation</li> <li>▪ The central secretariat Office will process the invoice to the Administration and Finance Unit for verification, a payment voucher is prepared and submitted to Director General for approval.</li> <li>▪ Finance unit effects payment</li> </ul>	
<p>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)</p>	<ul style="list-style-type: none"> <li>▪ Ministry of Finance and Economic Planning (if direct payments are processed)</li> <li>▪ National Bank of Rwanda,</li> <li>▪ Bank of the Provider</li> </ul>	



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Is there a complaint procedure?	<ul style="list-style-type: none"> <li>▪ In case of difference occurred in the payment, a formal written letter or a complaint email can be addressed to Finance Unit and then to DG-RMI if not solved at that level within 3 working days.</li> </ul>	
Is there any additional information regarding this service that is useful to know?	None	
Available forms	No forms	
Relevant legal documents	Organic Budget Law, Public Financial Manual and the Procurement Law.	

## 8.2. Procurement Services

### 8.2.1. Services related to supply of goods and services)

What Service am I eligible for?	Procurement services are provided through e-procurement platform. However, an off-line procurement can be used upon permission from RPPA
Department to be approached	Procurement Office
When can I access the service?	Monday to Thursday: from 9:00 am to 5:00 pm, and Friday from 9:00 AM to 3:00 PM. Some services of procurement can be done online using Umucyo procurement system.
Once a request is made or an application is lodged, how long will it take?	The duration of the tender process will vary depending on the type of tender and in accordance with the procurement law.
What, if any, are the costs for accessing the service?	Cost of the bidding document is defined in the bidding documents and available in Umucyo System.



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What documents are required?	Documents required may include the trade licence, a tax clearance certificate from Rwanda Revenue Authority, clearance from Rwanda Social Security Board and a certificate of RDB registration. However, the kind of additional documents required will depend on the type of the tender.		
What is the procedure?	<ul style="list-style-type: none"> <li>▪ Individuals and/or firms interested in submitting a tender for a contract with RMI should first pay the cost of tender document to RRA account through authorized RRA bank accounts and when the payment is made, the bank system is automatically linked with e-procurement platform to recognize the payment - The bid document sets out the administrative and/or functional, technical and financial specifications and also includes a copy of the contract</li> <li>▪ Individuals and/or firms requiring assistance at any point during the tendering process may seek advice or any information from the procurement officer of RMI.</li> </ul>		
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)	<ul style="list-style-type: none"> <li>▪ National Bank of Rwanda (NBR)</li> <li>▪ Rwanda Revenue Authority for payment of fees or cost of the tender document</li> <li>▪ Rwanda Social Security Board</li> <li>▪ Rwanda Development Board</li> <li>▪ Insurance company or other financial institutions</li> </ul>		
Is there a complaint procedure?	Complaints regarding this service are made in writing to the DG in accordance with the procurement law. If your issue remains unresolved you can address your complaint to the Independent Review Panel with its head office in RPPA offices. Complaints		



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	must be submitted within 7 days of receipt of the provisional notification letter.
Is there any additional information regarding this service that is useful to know?	Always visit RMI website: <a href="http://www.rmi.rw">www.rmi.rw</a> and <a href="http://www.umucyo.gov.rw">www.umucyo.gov.rw</a>
Available forms	Bidding document format, contract format, opening and evaluation report formats.
Relevant legal documents	Procurement Law, Ministerial Order establishing regulations on public procurement

### 8.2.2. Good completion certificate

What Service am I eligible for?	Providing Procurement services (certificate of completion)
Department to be approached	Procurement Officer
When can I access the service?	Monday to Thursday: 9:00 am to 5:00 pm, Friday from 9:00 AM to 3:00PM
Once a request is made or an application is lodged, 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?	Documents required may include the contract notification, delivery note, goods received note and approved final acceptance report. However, the kind of additional documents required will depend on the type of tender.
What is the procedure?	<ul style="list-style-type: none"> <li>▪ Individuals and/or firms submit a request letter addressed to Director General to RMI reception desk or central secretariat.</li> </ul>



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	<ul style="list-style-type: none"> <li>Individuals and/or firms requiring assistance at any point may seek advice or any information from the procurement officer of RMI.</li> </ul>
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?	Complaints regarding this service are made in writing to the DG. If your issue remains unresolved you can escalate your complaint to RPPA.
Is there any additional information regarding this service that is useful to know?	Always visit RMI website: <a href="http://www.rmi.rw">www.rmi.rw</a> and <a href="http://www.umucyo.gov.rw">www.umucyo.gov.rw</a>
Available forms	None
Relevant legal documents	Procurement Law

### 8.3. Training services

What service am I eligible for?	Training services
Unit to be approached	Training
Where can I access the service?	At RMI Office on online channels such as website application window, emails and telephone
When can I access the service?	Monday to Thursday: 9:00 am to 5:00 pm, Friday from 9:00 AM to 3:00 PM. Training services can be accessed online and services related to training delivery are set in agreement with the client



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Once a request is made or an application is lodged, how long will it take?	<ul style="list-style-type: none"> <li>▪ Three working days for written communication and 1 hour for verbal communication to get feedback and 2 hours for instant communication.</li> <li>▪ The duration of the training may depend on various factors among others the scope and size of the course, RMI training charter, client's needs agreed upon by the training provider, etc</li> </ul>		
What, if any, are the costs for accessing the service?	There is no cost to obtain the information. However, the training cost depend on the type of the training services to be provided		
What documents are required?	<ul style="list-style-type: none"> <li>▪ Training request from the client,</li> <li>▪ Commitment letter if the training is sponsored by RDB Chief Skills Office and/or a Purchase Order/contract</li> </ul>		
What is the procedure?	The client who wants a training service has to make written request to RMI or directly contact the Head of Training Unit.		
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)	RDB		
Is there a complaint procedure?	There is no formal complaint procedure in place for this service		
Is there any additional information regarding this service that is useful to know?	Always, visit RMI website <a href="http://www.rmi.rw">www.rmi.rw</a> or contact the Principal Senior Training Coordinator		
Available forms	<ul style="list-style-type: none"> <li>▪ Training application form</li> <li>▪ Registration form</li> </ul>		



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	<ul style="list-style-type: none"> <li>▪ Training evaluation form</li> </ul>
Relevant legal documents	Contract between RMI and the client; Memorandum of understanding, service order, purchase order

#### 8.4. Research and Consultancy services

What Service am I eligible for?	Research and Consultancy services
Unit to be approached	Research and Consultancy Unit
When can I access the service?	Monday to Thursday: 9:00 am to 5:00 pm, Friday from 9:00 AM to 3:00 PM. The service can be obtained online
Once a request is made or an application is lodged, how long will it take?	Three days for written communication, 1 hour verbal communication to get a feedback and 2 hours for instant communication.
What, if any, are the costs for accessing the service?	There is no cost to obtain the information but the research and consultancy services are payable according to RMI price structure.
What documents are required?	Request, Purchase order or Contract, MOU or service order.
What is the procedure?	The client who wants a research and consultancy service has to make written request or directly contact the Principal Senior Coordinator for Research and Consultancies
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



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Is there a complaint procedure?	Any complaint can be officially addressed to the Director General who reacts after consulting the relevant staff	
Is there any additional information regarding this service that is useful to know?	Always visit RMI website	
Available forms	None	
Relevant legal documents	Contract between RMI and client; Memorandum of Understanding	

#### 8.5. Information and Communication Technology and E-learning services

#### 8.6. Business development services

What Service am I eligible for?	Information about RMI's products and services
Unit to be approached	Business development Unit
When can I access the service?	Monday to Thursday: from 9:00 am to 5:00 pm, and Friday from 9:00 AM to 3:00 PM. These services can also be obtained online.
Once a request is made or an application is lodged, how long will it take?	3 working days
What, if any, are the costs for accessing the service?	The service is free of charge
What documents are required?	None
What is the procedure?	An individual or firm who needs information about RMI's products and/or services is free to contact RMI through any



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What Service am I eligible for?	ICT and e-learning services
Unit to be approached	ICT and e-learning
When can I access the service?	Monday to Thursday: 9:00 am to 5:00 pm, Friday from 9:00 AM to 3:00 PM. The service can be obtained online
Once a request is made or an application is lodged, how long will it take?	Three days for written communication, 1 hour verbal communication to get a feedback and 2 hours for instant communication.
What, if any, are the costs for accessing the service?	There is no cost to obtain the information but the courses learned through e-learning platform are payable according to RMI price structure.
What documents are required?	Request, Purchase order or Contract, MOU or service order.
What is the procedure?	The client who wants a ICT and/or e-learning service has to make written request or directly contact the Director ICT and e-learning.
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?	Any complaint can be officially addressed to the Director General who reacts after consulting the relevant staff
Is there any additional information regarding this service that is useful to know?	Always visit RMI website at <a href="http://www.rmi.rw">www.rmi.rw</a>
Available forms	Online application form found at <a href="http://www.rmi.rw">www.rmi.rw</a> or <a href="http://www.hrcb.rmi.rw">www.hrcb.rmi.rw</a>



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Relevant legal documents	Contract between RMI and client; Memorandum of Understanding	
	available channel of communication either through RMI website, social media, email, telephone or directly contact the relevant staff.	
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)	RDB MIFOTRA	
Is there a complaint procedure?	Complaints regarding this service are escalated to DG either verbally or in writing.	
Is there any additional information regarding this service that is useful to know?	Always visit RMI website: <a href="http://www.rmi.rw">www.rmi.rw</a>	
Available forms	Application form	
Relevant legal documents	None	

Any other request that does not fall in the above specified services will be specified and the response time is 5 working days.

### How to escalate your concern?

For any enquiry, please contact us on the following addresses: (+250)788777475 or walk into our customer care desk for your complaint to be received. Alternatively, fill in a customer satisfaction form at RMI Offices and drop it in the suggestion box or on email [info@rmi.rw](mailto:info@rmi.rw)

When your complaint is not resolved, contact Director of Administration and Finance and when not satisfied, then write to the Director General.



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RMI Physical Address

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