REPUBLIC OF RWANDA

MINISTRY OF HEALTH
P o BOX 84 KIGALI
www.moh.gov.rw

CITIZEN SERVICE CHARTER FOR THE MINISTRY OF HEALTH

FOREWORD

I have the pleasure to present to you the Citizen Service Charter for the Rwanda Ministry of Health.

This Citizen Service Charter aims at strengthening the quality of service delivered to the population. We expect an improvement in the promotive, preventive, curative and rehabilitative health care services at the highest quality, thereby contributing to the reduction of poverty and enhancing the general wellbeing of the population.

The Charter spells out the core values and the principles guiding the Health Sector in general, and the Ministry of Health in particular. It highlights how services are offered to the population; explains how services can be accessed when needed, and the guiding legal instruments.

The development of this Charter signifies our commitment to serve our clientele with a view to creating a better understanding and enhancing our service delivery.

Dr. Diane GASHUMBA
Minister of Health

ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
ARV	Antiretroviral
BMI	Body Mass Index
BUFMAR	Bureau des Formations Médicales Agréées du Rwanda
CBHI	Community Based Health Insurance
CD 4	Cluster of Differentiation 4
CHW	Community Health Worker
COPP	Certificate Of Pharmaceutical Product
CTD	Common Technical Document
CTG	Cardiotocography
CV	Curriculum Vitae
DAHR	Director of Administration and Human Resource
DF	Director of Finance
DG	Director/Directorate General
DGCPHS	Director/Directorate General of Clinical and Public Health Services
DGIE	Directorate General of Immigration and Emigration
DGPHFIS	Director/Directorate General of Planning, Health Financing and Information System
DHPRU	Director of Health Policy and Regulation Unit
DP	District Pharmacy
EC	European Conformity
EDPRS	Economic Development and Poverty Reduction Strategy
ESR	Erythrocyte Sedimentation Rate
FIFO	First in First Out
GMP	Good Manufacturing Practice
GoR	Government of Rwanda
HIV	Human Immunodeficiency Virus
HMIS	Health Management Information System
HR	Human Resources
HRTT	Health Resource Tracking Tool
HSRP	Health Sector Research Policy
HSSP III	Health Sector Strategic Plan III
ID	Identity
IMCI	Integrated Management of Childhood Illness
INGO	International Non-Governmental Organization
INN	International Non-Proprietary Name

IS	Information System
ISO	International Standard Organization
IT	Information Technology
M&E	Monitoring and Evaluation
MA	Marketing Authorization
MINAFFET	Ministry of Foreign Affairs and Cooperation
MININFRA	Ministry of Infrastructure
MoH	Ministry of Health
MoS	Minister of State
MoU	Memorandum of Understanding
MPPD	Medical Procurement and Production Division
MTA	Material Transfer Agreement
MTI	Medical Technology and Infrastructure
N/A	Not Applicable
NGO	Non-Governmental Organization
NHRC	National Health Research Committee
NISR	National Institute of Statistics
OPD	Out Patient Department
PBF	Performance Based Financing
PHF	Private Health Facility
PIT	Provider-Initiated Testing
PMTCT	Prevention of Mother-To-Child Transmission
PS	Permanent Secretary
RBC	Rwanda Biomedical Center
RGB	Rwanda Governance Board
RNEC	Rwanda National Ethical Committee
SWAp	Sector Wide Approach
UN	United Nations
VCT	Voluntary Counseling and Testing

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I.Introduction

The present Citizen's Charter reflects the service provided by the Ministry of Health (MoH) to its customers. It describes service standards and service delivery methods and timelines, as well as grievance mechanisms for those not satisfied with services offered or provided to them.

It serves as a tool to increase the information available to customers of MoH and sets standards for transparency in public services. It is expected that it will facilitate MOH Clients to access faster 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, MOH commits to inform them what services are available to them and what their rights and obligations are in accessing these services.

Indeed, for a better implementation of this Citizen's Charter, MOH expects continuous interaction with citizens seeking its services. For this, MOH has developed the following instruments in order to actively obtain feedback from its clients:

- Citizens' feedback form available;
- Suggestion box at entrance;
- Outreach activities
- Hot line services;
- Customer surveys
- 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, MOH encourages its clients to give their feedback through the complaints mechanisms that are accessible, approachable and open to all. MOH timely takes actions and measures on raised complaints.

Contact:

MINISTRY OF HEALTH
P.O. Box 84 Kigali, Rwanda
Hotline: 114 or 912 (for Emergencies/SAMU)
Email: info@moh.gov.rw
Website www.moh.gov.rw

II. VISION

The vision of the MoH is to continually improve the health of the people of Rwanda, through coordinated interventions by all stakeholders at all levels, thereby enhancing the general well-being of the population and contributing to the reduction of poverty.

III. MISSION

The Rwanda Health Sector mission is to provide and continually improve affordable promotive, preventive, curative and rehabilitative health care services of the highest quality, thereby contributing to the reduction of poverty and enhancing the general well-being of the population.

IV. CORE VALUES AND GUIDING PRINCIPLES

The fulfilment of this mission is based on values and guiding principles that orient and underlie the provision of health services. These guiding principles are classified under three key orientations:

People-centred services:

- The first principle is that the health system ensures universal demand and access to affordable quality services;
- The health system encourages and values community inputs to identify health priorities and needs expressed by the population;
- It is focused on the well-being of individuals and communities, and more specifically of women and children;
- It fosters equity and inclusion and integrates marginalized groups.

Integrated services

- The health system is aligned with national goals, among which Vision 2020 and EDPRS overarching goal of poverty alleviation;
- It leverages and builds on existing assets in terms of infrastructures and human resources, but also on cultural values and institutional bodies;
- It develops and strengthens decentralized services whenever possible while remaining coordinated;
- All sectors of the Rwandan population are actively involved, including the private sector and civil society.

Sustainable services

- To ensure the quality of services, the health system builds the capacity of people, communities and institutions;
- It prioritizes value for investment, seeks cost effectiveness, uses appropriate technology and adopts creative innovations to maintain the achievement of outcomes in a context of scarce resources; among cost effective interventions, health promotion, communication and prevention are prioritized;
- It promotes rigor and transparency of outcomes and ensures the collection and dissemination of quality information so that decisions and choices are based on evidence;

V. RIGTHS OF CLIENTS

The following are the rights for MoH Clients:

- To be received, listened to and served with courtesy, promptness and respect
- To be served in a friendly environment
- To be provided with clear information
- To be given priority to satisfy her/his needs
- To complain to higher authorities
- To appeal administrative decisions

VI.SERVICES PROVIDED BY THE MINISTRY OF HEALTH

1. Import and Export Permits for Health Commodities

Step	Activity/Task Process	Estimated Duration (Working Days)	Responsibility
1.	Submit application letter addressed to the Minister of Health according to the requirements for import or export permits	1/2 day	Applicant
2.	Receive and register the applications in the Ministry of Health Central Secretariat	1/2 day	Central Secretariat
3.	Assign application to Pharmacy staff	1/2 day	Pharmaceutical Establishment, Regulation and Inspection Specialist
4.	Screen and analyze the application	1 day	Pharmacy Staff
5.	Prepare import or export permit or provide feedback	1/2 day	Pharmaceutical Establishment, Regulation and Inspection Specialist
6.	Review and approve the import or export permit	1 day	DHPRU
7.	Review and approve the import or export permit	1/2 day	DGCPHS
8.	Record import or export permit and send to applicant	1/2 day	DGCPHS Administrative Assistant

a. Additional Detail for Process:

- This calendar is applicable for importers and exporters who have submitted complete dossiers with all relevant information in the "import visa section" on page eight of the current document as provided on our Website. Otherwise incomplete requests may cause delays until the importer or exporter complies with all requirements.
- There are two types of import permits that can be issued to the applicant. The first one, called **"import visa"**, serves to verify that the health products the importer intends to bring in Rwanda are registered and/or authorized to enter the country. The second one, called **"import license",** serves to verify that the products for which the visa has been granted are really the ones that have been shipped by the supplier and received by the importer.

b. Eligibility for Import/Export Permits:

Eligible Importers/Exporters of medicines and other health commodities are in the following categories:

- Government Institutions, UN organizations and other international organizations intervening in Health sector
- Non-Governmental Organizations (NGOs) with MoU with MoH or GoR
- Authorized wholesale Pharmacies
- Authorized Retail pharmacies in special case (Prescribed medicines not available on local market)
- A tourist, a visitor in the country or any other person for justified reasons
- Private Health Facilities in special cases
- Holders of ethical clearance certificate to conduct clinical trials in the country
- Donations by individuals or organizations to meet specific needs of the country
- Pharmaceutical Manufacturers importing raw materials for manufacture of medicines

c. Import Permit (Visa and License) Application Checklist:

Import Visa

- A motivation letter addressed to Honorable Minister of Health showing the proforma invoice number and category of the products to be imported
- Proof of eligibility to get import permit of health commodities
- Two (2) Proforma Invoices signed by technician and stamped originally showing Manufacturer's name, quantity for each product, full address of Exporter Company and Country of Origin
- Proof of Establishment License issued by the Health Regulatory Authority in the country of origin for medicines
- Proof of Pharmaceutical product Registration (Certificate) issued by the Health Authorities in the country of origin for medicines
- Proof of compliance to Good Manufacturing Practices (GMP certificate) issued by Regulatory Body in the country of origin. for medicines
- Proof of compliance to International Standards or European Community Standards (ISO or CE certificate) issued by Certified Regulatory Body. for medical equipment
- Certificate of conformity and/or Quality Control Tests for medical equipment
- Proof of Payment of verification fees (if applicable)

Import License:

- A motivation letter the invoice number addressed to Honorable Minister of Health
- Proof of eligibility to get import permit of health commodities
- A well completed form of data related to pharmaceutical product importations
- Original Import Visa issued by the MOH

- Definitive/commercial Invoice having the following Information:
    - Name and full address of the supplier
    - The International Non Proprietary name (INN) or the generic name of the health commodity and its strength. In case of a product containing more than one active ingredient, the name and strength of each ingredient should specified
    - The quantity to be imported for each health commodities
    - Name and country of origin of the manufacturer
    - Certificate of Donation with total value of donated health commodities if applicable
- A Packing List of the health commodities with following information:
    - Imported quantities
    - Batch Number or Serial number for medical equipment
    - Manufacturing & Expiry dates (if applicable). For the Pharmaceutical products and medical consumables, the expiry dates should be at least 2/3 of the product's shelf life at arrival in the country.
    - Quality Control Certificate (Certificate of Analysis) for each batch or serial number issued by the Manufacturer.

Note:

- The consignment is inspected to ensure that it complies with claimed specifications and samples may be taken for quality control tests.
- Substandard or non-registered health commodities shall be re-exported or incinerated. The cost related to this exercise is paid by the importer

d. Export Permit (License) Application Checklist:

- Motivation letter addressed to Honorable Minister of Health showing the invoice number and category of the products to be imported
- Proof of eligibility to get import/export permit of health commodities
- Well completed form of data related to health commodities' export
- Proof of import license and import Visa
- Certificate of Donation with total value of donated health commodities (if applicable)
- Definitive/commercial Invoice having the following information: name and full address of the local supplier, name and full address of the Client, the International Non Proprietary name (INN) or the generic name of the health commodity and its strength (in case the of a product containing more than one active ingredient, the name and strength of each ingredient should specified, the quantity to be exported for each health commodities), and the name and country of origin of the manufacturer.

e. Laws governing this service:

- Law No47/2012 of 14/01/2013 relating to the regulation and inspection of food and pharmaceutical products
- Law No03/2012 of 15/02/2012 governing narcotic drugs, psychotropic substances and precursors in Rwanda

f. Pharmaceutical Establishment Regulation and Management

This service describes specific procedures for management and regulation of pharmaceutical establishments (manufacturing plants, retail and wholesale pharmacy) and optical and food supplement shops. It applies to the following key activities:

- Authorization of a new establishment
- Transfer of ownership
- Transfer of premise (between provinces/districts)
- Relocation of premise (within the same district)
- Replacement of responsible technician (pharmacist, food scientist, ophthalmologist, biomedical engineer, etc.)

g. Authorization of a new establishment, relocation of premise

Step	Activity/Task Process	Estimated Duration (Working Days)	Responsibility
1.	Submit an application complying with the set requirements to the Minister of Health	1 day	Applicant
2.	Conduct technical screening for completeness and schedule premise inspection	1 days	Pharmacy Staff
3.	Conduct inspection of the premises for compliance with the minimum requirements and write inspection report	2 days	Pharmacy Staff
4.	Review and approve application Note: this step is not required for relocation of premises (within the same district)	1 day	Pharmaceutical Establishment Committee
5.	Review and approve application	1 day	Director of Health Policy and Regulation
6.	Review and approve application	1 day	DGCPHS
7.	Review and approve application	1 day	PS
8.	Review and approve (sign) application and provide feedback to applicant	1 day	Hon. Minister
9.	Update list of premises	1 day	Pharmacy Services

Note: For authorization of manufacturing plants, additional approval needs to be given by RDB.

h. Replacement of responsible technician and transfer of ownership

Step	Activity/Task Process	Estimated Duration (Working Days)	Responsibility
1.	Submit application complying with the set requirements to the Minister of Health	1 day	Applicant
2.	Conduct technical screening for completeness	1 day	Pharmacy Staff
3.	Review and approve application	1 day	Director Health Policy & Regulation
4.	Review and approve application	1 day	DGCPHS
5.	Review and approve application	1 day	PS
6.	Review and approve (sign) application and provide feedback to applicant	1 day	Hon. Minister
7.	Update list of premises	1 day	Pharmacy Staff

Note: The above procedures apply to fully completed dossiers. If the application needs additional information, the applicant is notified in writing within three days and advised to comply with the prescribed requirements. The applicant can raise a query in writing as needed. Applications are handled on a first in first out basis.

i. Legal instruments and other documents

- Law No 47/2012 of 14/01/2013 related to the regulation and inspection of food and pharmaceutical products
- Law No 03/2012 of 15/02/2012 governing narcotic drugs, psychotropic substances and precursors in Rwanda Law No 47/2012 of 14/01/2013 related to the regulation and inspection of food and pharmaceutical products
- Law No 45/2012 of 14/01/2013 on organization, functioning and competence of the Council of Pharmacists
- Law N°46/2012 of 14/01/2013 establishing the Rwanda Allied Health Professions Council and determining its organization, functioning and competence
- Application form for a Retail pharmacy
- Application form for a Wholesale Pharmacy
- Application form for an Optical Shop
- Application form for a Food Supplement Shop
- Minimum Requirements for Pharmaceutical Establishment
- Checklist for inspection of the premises

j. New Retail Pharmaceutical Establishment:

- An application letter through the respective Mayor of the District
- Notarized certificate of registration under the respective professional council of the responsible person
- Notarized license to practice for the responsible person
- Notarized degree(s) for the responsible person
- Proof of service delivered by the last employer (where applicable) for the responsible person of the pharmaceutical establishment
- Written commitment by the responsible person not to concurrently practice medicine. i.e. a pharmacist must only practice the pharmacy profession
- Detailed curriculum vitae of the responsible person
- Detailed curriculum vitae of the owner
- Criminal Record Statement of the responsible person
- Criminal Record Statement of the owner
- Copy of Identity Card or Passport of the responsible person
- Copy of Identity Card or Passport of the owner
- A copy of the company registration certificate issued by Rwandan Development Board
- Copy of Articles of Association for shareholding
- One recent photo passport of the responsible person
- One recent photo passport of the owner
- Signed professional agreement (Contract Type Partenariat)
- Inspection report conducted by the Ministry of Health

k. New Wholesale Pharmaceutical Establishment:

- An application letter requesting operational license
- Notarized certificate of registration under the respective professional council of the responsible person
- Notarized license to practice for the responsible person of the pharmaceutical establishment
- Notarized degree(s) for the responsible person
- Proof of service delivered by the last employer (where applicable) for the responsible person
- Written commitment by the responsible person not to concurrently practice medicine. i.e a pharmacist must only practice the pharmacy profession
- Detailed curriculum vitae of the responsible person
- Detailed curriculum vitae of the owner
- Criminal Record Statement of the responsible person
- Criminal Record Statement of the owner
- Copy of Identity Card or Passport of the responsible person
- Copy of Identity Card or Passport of the owner
- A copy of the company registration certificate issued by Rwandan Development Board
- Copy of Articles of Association for shareholding
- One recent photo passport of the responsible person
- One recent photo passport of the owner
- Signed professional agreement (Contract Type Partenariat)
- Inspection report conducted by the Ministry of Health

l. New Pharmaceutical Manufacturing Facility

- A copy of the company registration certificate issued by Rwandan Development Board
- Impact assessment report issued by Rwanda Environment Management Authority (REMA)
- Letter of intention to manufacture medicines
- Company profile
- Architectural plan of the site
- Authorization letter for investment issued by RDB
- Business plan clearly showing the investment and expected expenses and revenues for five years

m. Transfer a Pharmaceutical Establishment:

- Application letter to transfer a pharmaceutical establishment through the Mayor of the District
- Current operational (original) license
- Inspection report of new premises conducted by the Ministry of Health

n. Relocation of a Pharmaceutical Establishment within a district in Kigali City:

- Application letter to relocate a pharmaceutical establishment
- Current operational (original) license
- Inspection report of new premises conducted by the Ministry of Health
-

o. Transfer of Ownership of a Pharmaceutical Establishment:

- Application letter to transfer ownership
- Notarized transfer agreement
- Current operational (original) license
- A copy of the company registration certificate issued by Rwandan Development Board

p. Replacement of Responsible Person of a Pharmaceutical Establishment:

- Application letter for the replacement of a responsible person
- Current operational (original) license
- Notarized license to practice for the new responsible person
- Notarized degree(s) for the new responsible person
- Notarized certificate of registration under the respective professional council of the new responsible person
- Proof of service of new responsible person delivered by the last employer (if applicable)
- Written commitment by the new responsible person not to practice cumulative medicine. As an example, a pharmacist must only practice the pharmacy profession
- Detailed curriculum vitae of the new responsible person
- Copy of Identity Card or Passport of the new responsible person
- Criminal Record Statement of the new responsible person
- One recent photo passport of the new responsible person
- Signed Professional agreement (Contract Type Partenariat)

2. Product Evaluation and Registration

Step	Activity/Task Process	Estimated Duration (Working Days)	Responsibility
1.	Submit application (in CTD format), including samples, to the Minister of Health	1 day	Applicant
2.	Assign application to the assessor	1 day	Pharmaceutical Establishment, Regulation and Inspection Specialist
3.	Screen application for completeness If application is incomplete, follow up with applicant	3 days	Assigned Assessor/ Pharmacy Services
4.	Evaluate application and write evaluation report	15 days – pharmaceutical products; 5 days – food supplements 10 days – other registered products	Assigned Assessor/ Pharmacy Services
5.	Review and approve (sign) evaluation report and send feedback to applicant	2 days	DGCPHS
6.	Collect registration certificate	1 day	Applicant
7.	Update list of products and submit to IT department	Monthly	Pharmaceutical Establishment, Regulation and Inspection Specialist
8.	Upload list of registered medicines	Monthly	IT Department

a. Additional Detail for Process:

- The evaluation of dossiers applications requesting market authorization follows First in First out (FIFO) method.
- The duration of each process will depend on the quantity of available applications waiting for the evaluation process. Therefore, it can take at least between 60 to 90 days.
- When additional information is requested to the applicant, the evaluation process will continue when the requested information is submitted.

b. Legal Instruments and other documents

- Law N°47/2012 of 14/01/2013 relating to the regulation and inspection of food and pharmaceutical products
- Guidelines on submission of documentation for registration of human pharmaceutical products
- Guidelines on variation to a registered pharmaceutical product
- Compendium for Good Manufacturing Practices (GMP) technical documents for harmonization of medicines regulation in the East African Community
- The presidential Order n° 67/01 of 20/10/2009 establishing food supplements regulation
- The Ministry of Health Specific Requirements/ Guideline for registration of Food Supplement

c. Permit to Purchase from Private Pharmacies

Step	Activity/Task Process	Estimated Duration (Working Days)	Responsibility
1.	Submit permit request to the Minister of Health	1 day	District Pharmacy
2.	Receive request and purchase order	1day	Supply Chain Team
3.	Analyze request and purchase order	2 days	Supply Chain Team
4.	Review and approve purchase order	1 day	DG Clinical and Public Health Services
5.	Archive copy of purchase order	1 day	Administrative Assistant/Pharmacy Services
6.	Collect approved purchase order	1 day	District Pharmacy

d. Checklist of MoH Permit Request to Purchase from Private Pharmacies:

- Motivation letter addressed to the Honorable Minister of Health
- Proof of non-availability of medicines and other health commodities from central medical stores (MPPD & BUFMAR)
- Proforma request(s) addressed to pharmaceutical establishment or contract with supplier
- Copy of signed and stamped Proforma invoice(s) from pharmaceutical establishment
- Approved minutes of Internal Tender Committee and comparative table of prices
- Purchase order(s) to pharmaceutical establishment, signed and stamped by DP with mention of "Ministry of Health Approval" in MoH signature place (3 originals for one supplier)

e. Legal Instruments

Ministerial Circular No 20/1657/PTF/2007 of 15th/June/2007 on Procurement and Distribution of Medicines and other Medical Commodities on the National Territory

3. License a New Private Health Facility

The licensing of a private Health Facility consists of giving an authorization to operate as a private health facility. It applies to the following:

- Licensing a new health facility
- Transferring an existing health facility from one district /province to another district/province
- Upgrading the level of a health facility
- Replacing the responsible of clinical activities or the manager of the health facility

a. Provisional Authorization

Step	Activity/Task Process	Estimated Duration (Working Days)	Responsibility
1.	Submit application file addressed to the Minister through the District Mayor	1 day	Applicant
2.	• Conduct technical analysis regarding the pre-requisites to open a private facility and feedback to the applicant • If information is missing, a feedback letter is given requesting to comply with pre-requisites set and is routed through the Director of Health Policy and Regulation and the DGCPHS	4 days	Private Health Facilities Supervisor
3.	Draft an approval letter to start gathering resources	1 day	Private Health Facilities Supervisor
4.	Review approval letter	2 days	Director of Health Policy and Regulation
5.	Review approval letter	2 days	DGCPHS
6.	Review approval letter	2 days	PS
7.	Review and sign approval letter	2 days	Minister
8.	Send approval letter to Applicant	2 days	Central Secretariat

Note: The above procedures apply to fully completed dossiers. If the application needs additional information, the applicant is notified in writing, one day after analysis and advised to comply with the prescribed requirements. The applicant can raise a query in writing as needed. Applications are handled on a first in first out basis.

b. New License or Transfer

Step	Activity/Task Process	Estimated Duration (Working Days)	Responsibility
1	Receive inspection report from the District	1 day	Private Health Facilities Supervisor
2	Conduct technical analysis of inspection report	1 day	Private Health Facilities Supervisor
3	• Conduct MoH inspection • If all requirements are not complete, feedback to applicant by sending a feedback letter through the Director of Health Policy and Regulation and DGCPHS	7 days including planning for the inspection	Private Health Facilities Supervisor
4	Prepare license	1 day	Private Health Facilities Supervisor
5	Review and verify inspection report and license	1 day	Director of Health Policy and Regulation
6	Review and verify inspection report and license	1 day	DGCPHS
7	Review and verify license	1 day	PS
8	Review and sign license	1 day	Minister
9	Provide license to applicant	2 days	Central Secretariat

c. Replacement of the Responsible of Clinical Activities or Manager in Health Facility

Step	Activity/Task Process	Estimated Duration (Working Days)	Responsibility
1	Submit application file to Minister of Health	1 day	Applicant
2	• Conduct technical analysis regarding the pre-requisites to change the location of a private facility • If all requirements are not complete, feedback to applicant by sending a feedback letter through the Director of Health Policy and Regulation and DGCPHS	1 day	Private Health Facilities Supervisor
3	Update license	1 day	Private Health Facilities Supervisor
4	Review updated license	2 days	Director of Health Policy and Regulation
5	Review updated license	2 days	DGCPHS
6	Review updated license	2 days	PS
7	Review and sign updated license	2 days	Minister
8	Provide license to applicant	2 days	Central Secretariat

Additional Detail for Process: The above procedures apply on fully completed application. If the application needs additional information, the applicant is notified in writing, one day after analysis and advised to comply with the prescribed requirements for further process of the request. The applicant can raise a query on his/her feedback where it is necessary. The pre-requisites for replacement of clinical activities are the same as for an applicant who want to open a private health facility in terms of academic documents, CV and Certificate of registration of their respective council.

d. Requirements for a Provisional Authorisation to Open a Private Health Facility

- Application letter addressed to the Minister of Health through the Mayor of the respective District requesting approval to invest in a private health facility
- A copy of the company registration certificate issued by Rwandan Development Board
- A detailed Curriculum Vitae of the person responsible for clinical services to verify that the person has at least three years of experience working in a public or private health care facility in the specific clinical area of the facility
- Criminal report for the person responsible for clinical services
- Identity card for the person responsible for clinical services
- Certificate verifying that the person responsible for clinical services has at least three years of experience working in a public or private health care facility in the specific clinical area of the facility
- Certified copy of the academic diploma for the person responsible of clinical services

- Notarized certificate of registration under the respective professional council of the person responsible for clinical services
- Proof that the person responsible for clinical services is not currently an employee in any public health facility
- A nurse or midwife who applies to operate a private health facility must hold at least an advanced diploma equivalent to A1
- An allied health professional who applies to operate a private health facility must hold at least a bachelor's degree
- A permit to live and to work in Rwanda (if foreign applicant)

For incomplete files, the Ministry of Health will send a feedback letter, one day after analysis in order to complete the missing documents which is signed by Director General of Clinical and Public Health Services.

e. Requirements for a License to Open and Operate or Transfer a Private Health Facility

Any person or institution that has obtained a Provisional Authorization and is ready to provide services must apply for a Licence by meeting the following requirements:

- Letter of request to the Minister of Health through the Mayor of the respective District requesting a license to operate or transfer a private health facility
- Assessment report provided by the respective District
- Approved provisional authorization letter
- Business plan clearly showing the investment and expected expenses and revenues for three years
- Final assessment report conducted by the team from Health Policies and Regulation Unit, including a list of all staff full time and part time with their CVs, academic documents, and professional council registrations
- Contract for medical waste management

f. Requirements for Replacement of the Responsible of Clinical Activities or Manager in Health Facility

- A letter addressed to the Minister of Health requesting to change the responsible technician
- Current license (original) of the health facility
- A detailed Curriculum Vitae of the new person responsible for clinical services to verify that the person has at least three years of experience working in a public or private health care facility in the specific clinical area of the facility
- Criminal record of the new person responsible for clinical services
- Identity card of the new person responsible for clinical services
- Certified copy of the academic diploma of the new person responsible for clinical services
- Notarized certificate of registration under the respective professional council of the new person responsible for clinical services
- Proof that the new person responsible for clinical services is not currently an employee in any public health facility

g. Process for Licensing a New Public Health Facility

Step	Activity/Task Process	Estimated Duration (Working Days)	Responsibility
1.	Send letter requesting for certification of new public health facility	1 day	District
2.	Analyze and propose team visit	1 day	Public Health Facilities Specialist
3.	Review and approve proposal for team visit	1 day	DHPRU
4.	Review and approve proposal for team visit	1 day	DGCPHS
5.	Review and approve (sign) proposal for team visit	1 day	PS
6.	Analyze request and draft concept paper	2 days	Public Health Facilities Specialist
7.	Organize a visit to assess infrastructure, equipment, material and staff who are working in the new Health Facility	2 days	Joint Team MoH and RBC/MTI
8.	Finalize concept paper and draft visit report and license letter	1 day	Public Health Facilities Specialist
9.	Review and approve concept paper, visit report, and license letter	2 days	DHPRU
10.	Review and approve concept paper, visit report, and license letter	2 days	DGCPS
11.	Review and approve concept paper, visit report, and license letter	2 days	PS
12.	• Review and approve concept paper, visit report, and license letter • If positive, provide a license to District recognizing the new health facility and inform Planning to integrate new health facility into IS database • If negative, provide a letter to District for non-licensing and informing missing requirements	2 days	MoS

Check list

- Request from District
- Assessment report including situation on: Health service package, Infrastructure, Equipment, Human resource
- License Letter

4. NGO Registration

Step	Activity/Task Process	Time/Working Days	Responsibility
1	Submit an application letter addressed to the Minister with all required documents	1 day	NGO
2	Conduct administrative review of the request	3 days	Health Sector Partners Coordination Officer
3	Send application to technical departments through DG office	2 days	Health Sector Partners Coordination Officer
4	Conduct technical analysis of the application with the NGO and write recommendation	5-10 days	Technical Departments
5	Conduct legal analysis with the NGO and revise MoU	5 days	Legal Advisor
6	Review application file and send to PS	3 days	DGPHFIS
7	Review recommendation and send to Minister of State	5 days	PS
8	Review recommendation and send to Minister	5 days	Minister of State
9	Review recommendation and sign MoU	5 days	Minister
10	Send the MoU to Immigration	1 day	NGO

Note: The indicated timelines above are based on when the complete MoU application file with all required documents (as mentioned in checklist below) is received.

a. Additional Detail for Process:

- For registration of international NGOs, an application letter for a MoU with MoH needs to be submitted by the NGO to the Minister. Upon receipt of this request, the Partners' Coordination/ SWAp desk will request the NGO to submit a set of required documents to the MoH.
- After submission and assessment of all documents, the Partners' Coordination/ SWAp desk facilitates a meeting between the NGO and the relevant MoH technical and legal department to discuss the mission and objective of the organization, action plan and the capacity building transfer plan. The Partners' Coordination/ SWAp Desk thereafter send the MoU application file through the approvals as mentioned above.
- Should an NGO need an extension of their registration, it will be asked to submit an application for extension letter addressed to the Hon. Minister. This is then routed via the Partners' Coordination/ SWAp Desk for further assistance. The required documents for an extension are listed in the annexes below.
- The file is reviewed by the Partners' Coordination/ SWAp desk in collaboration with the relevant MoH technical departments. After review and approval from the legal department and the MoH technical departments, the MoU to be signed is routed through the same approvals as mentioned in the table above . Once approved, the Central Secretariat makes a copy of the MoU to file it in the archives, sends a copy of the MoU to SWAp and Legal departments, and sends the MoU to the NGO.

b. Checklist for INGO MoU Registration

The INGO is requested to submit an application letter addressed to the Minister, this is then routed via the Partners' Coordination desk for further assistance. The Partners' Coordination/ SWAp Desk will request the INGO to submit the following:

- Application letter to the Minister
- Approval of the Minister, MoS, or PS to handle the file
- Initial review by SWAp
- Notified constitution/by-laws of the INGO
- Memo describing the long-term Objectives and Mission of the INGO and its experience worldwide in general and in Africa in particularly (if any)
- Strategic plan for the INGO (prepared by the INGO in collaboration with District officials as well as technicians from the central level) aligned to the National Strategic Reference Documents (HSSP III, Vision 2020 and EDPRS II)
- Action plan for the upcoming year approved by the relevant MoH and RBC technical departments and relevant Districts
- Memo describing the source of funds and financial capacity of the INGO (Written commitment by the funders)
- Capacity building transfer plan to the national Health system structure and government staff approved by MoH/RBC (optional depending on case)
- Recommendation from the technical offices (MoH/RBC) collaboration and others

c. Checklist for INGO MoU Extension:

The INGO is requested to submit an application letter addressed to the Hon. Minister, this is then routed via the Partners' Coordination desk for further assistance. The Partners' Desk will request the INGO to submit the following:

- Application letter to the Minister
- Approval of the Minister, MoS, or PS to handle the file
- New draft of MoU
- Copy of the previous MoU
- Copy of the registration certificate for previous year delivered by Directorate General of Immigration and Emigration
- Technical and financial annual report of the previous year and the action plan for the upcoming year approved by the relevant MoH and RBC technical departments and relevant Districts
- Capacity building transfer plan to the national Health system structure and government staff approved by MoH/RBC (optional depending on case)
- Memo describing the source of funds and financial capacity of the INGO (Written commitment by the funders)
- Proof of the reporting in Health Resource Tracking Tool (HRTT) from the MoH
- Strategic plan for the INGO (prepared by the INGO in collaboration with District officials as well as technicians from the central level) aligned to the National Strategic Reference Documents (HSSP III, Vision 2020 and EDPRS II)
- Recommendation from the technical offices (MoH/RBC) collaboration and others

d. Checklist for Local NGO MoU Registration:

The local NGOs need to submit the following to the MoH:

- Application letter to the Minister
- Approval of the Minister, MoS, or PS to handle the file
- Minutes of the initial meeting in which the president, vice president and the secretary of the organization are elected
- List of founding members and their signatures
- Document testifying legal representatives for the NGO
- Action plan for the upcoming year approved by the relevant MoH and RBC technical departments and relevant Districts
- Memo describing the source of funds and financial capacity of the NGO (Written commitment by the funders)
- Letter of collaboration from the District for the current year (obtained by submitting to the district the MoU with the MoH request letter and the action plan for the district)
- Strategic plan for the NGO (prepared by the NGO in collaboration with District officials as well as technicians from the central level) aligned to the National Strategic Reference Documents (HSSP III, Vision 2020 and EDPRS II)
- Copy of the registration certificate from RGB
- Initial review by SWAp
- Recommendation from the technical offices (MoH/RBC) collaboration and others

e. Checklist for Local NGO MoU Extension:

The local NGO needs to submit with their application letter to the Minister for Health:

- Application letter to the Minister
- Approval of the Minister, MoS, or PS to handle the file
- New draft of MoU
- Copy of the previous MoU
- Copy of the registration certificate for previous year from RGB
- Technical and financial annual report of the previous year and the action plan for the upcoming year approved by the relevant MoH and RBC technical departments and relevant Districts
- Capacity building transfer plan to the national Health system structure and government staff approved by MoH/RBC (optional depending on case)
- Proof of the reporting in Health Resource Tracking Tool (HRTT) from the MoH
- Memo describing the source of funds and financial capacity of the NGO (Written commitment by the funders)
- Initial review by SWAp
- Recommendation from the technical offices (MoH/RBC) collaboration and others.

f. Visa, Work Permit, and Foreigner ID Card

Step	Activity/Task Process	Time/ Duration	Responsibility
	Submit request letter to the Minister of Health with appropriate annexes	1 day	Development Partner
1.	Send migration form to Development Partner for completion	1 day	Health Sector Partners Coordination Officer
2.	Complete migration form and submit to Partners/SWAP Coordination	5 days	Development Partner
3.	Analyze the request and draft a letter requesting MINAFFET to recommend Development Partner for a visa	3 days	Health Sector Partners Coordination Officer
4.	Review and approve request	1 day	DGPHFIS
5.	Review and approve request	2 days	PS
6.	Review and approve (sign) request	2 days	Minister
7.	Submit request to MINAFFET	1 day	Central Secretariat
8.	Review and recommend to DGIE	5 days	MINAFFET
9.	Review and grant visa	5 days	DGIE
10.	Follow up with MINAFFET and DGIE	As Needed	Health Sector Partners Coordination Officer
11.	Provide feedback to the Development Partner	As Needed	Health Sector Partners Coordination Officer
12.	Collect visa from DGIE	1 day	Development Partner

g. Work Permit/Foreigner ID Card Procedure

Step	Activity/Task Process	Time/Duration	Responsibility
1	Submit request letter to the Minister of Health with appropriate annexes	1 day	Development Partner
2	Analyze the request and draft a recommendation letter to MINAFFET to recommend Development Partner for a work permit	3 days	Health Sector Partners Coordination Officer
3	Review and approve recommendation letter	1 day	DGPHFIS
4	Review and approve recommendation letter	2 days	PS
5	Review and approve (sign) recommendation letter	2 days	Minister
6	Submit recommendation letter to MINAFFET	1 day	Central Secretariat
7	Review, approve and grant work permit or foreigner ID card	5 days	MINAFFET
8	Follow up with MINAFFET	As Needed	Health Sector Partners Coordination Officer
9	Provide feedback to the Development Partner	As Needed	Health Sector Partners Coordination Officer
10	Collect work permit or foreigner ID card from MINAFFET	1 day	Development Partner

a. Additional Process Details

To obtain a visa, work permit or foreign identity card, an application letter must be addressed to the Minister of Health and submitted via the normal channel of courier within the MoH, and then the documentation will be logged by the Central Secretariat and forwarded to the Minister. The Minister's office will send it to be reviewed by the Health Sector Partners Coordination Officer.

The Partners/SWAp Coordination reviews that request and drafts request/recommendation letter and submits through normal channels. The Minister signs and sends a recommendation/request letter to MINAFFET, routed by the Central Secretariat. The Health Sector Partners Coordination Officer follows up with MINAFFET and DGIE to ensure the request/recommendation is processed timely and provides feedback as needed to the development partner. Once processed, the development partner collects the visa, work permit or foreigner identity card from MINAFFET/DGIE.

To extend a visa or work permit, the same procedure is applied, with additional submission of an approved report (by the relevant MoH technical department) on previous activities by the technical assistant.

b. Visa, Work Permit or Foreigner ID Card Request Checklist:

An application letter needs to be addressed to the Minister of Health with the following valid documents:

- Application letter to the Minister of Health
- Copy of the MoU between the MoH and Development Partner
- Recommendation letter from Partners/SWAp coordination
- Migration form duly filled and stamped
- Copy of the passport
- Police clearance
- Certified copies of diplomas/degrees
- Two passport photos with white background
- Clear Terms of Reference for the Technical Assistant/Volunteer
- Contract of the Technical Assistant/Volunteer
- Capacity building transfer plan of the Technical Assistant/Volunteer to local government staff
- Recommendation from Health Professional body (If candidate is a Health Professional)

5. Data Request

Step	Activity/Task Process	Time/Duration	Responsibility
1.	Address an official request to the Minister using the Rwanda Ministry of Health Request for Access to Health Data Form	1 day	Person/Institution seeking health data
2.	Review, sign and direct request to applicable uni	1 day	Minister
3.	Send a feedback letter to the person/institution seeking health data	Within 1 week of the request	Sector M&E and Report Specialist Lead
4.	Present an approved letter to the Planning and M&E Unit	1 day	Person/Institution seeking health data
5.	Record details of the person/Institution, and then the data request is processed	2 days	Sector M&E and Report Specialist Lead
6.	Provide the data requested to the person/institution seeking health data	Within 2 weeks of request	Sector M&E and Report Specialist Lead

Check List for the Approval of Data Access:

- Official letter addressed to the Minister requesting access to data
- Official feedback letter from the Minister granting the access to the requested data
- Completed Access to Health Data Request Form
- Research Protocol/Reference document related to the requested data as applicable

6. Research Approval

Step	Activity/Task Process	Time/Duration	Responsibility
1.	Request for NHRC approval	1day	Researcher
2.	Review and approve the research proposal by the NHRC in terms of alignment with the Health Sector Research Agenda	7 days	Medical Personnel planning and Capacity development Specialist
3.	Ethical review	22 days	RNEC
4.	Submit official request to the Minister for authorization to do data collection in MoH, affiliated institutions	5 days	Researcher
5.	Approve and send a feedback letter granting authorization to do data collection in MoH, affiliated institutions and community	1 day	Office of the Minister and DGPHFIS

Documents to submit to NHRC for approval:

- Official letter to the Chair of NHRC requesting the approval
- Research Proposal
- Visa from NISR. If the research covers one or more Province, the research Protocol is required to be submitted to NISR (National Institute of Statistics of Rwanda) for visa
- Collaboration note signed by the Head of Directorate or Division who is in charge of the Program area in which the research will be conducted

Documents to submit to the Minister's Office requesting authorization to do data collection in MoH, affiliated institutions and Health Facilities:

- Official letter to the Minister requesting the approval
- Research Proposal
- Approval letter from NHRC
- Approval letter from RNEC

7. Transfers for Health Professionals

Step	Activity/Task Process	Time/Duration	Responsibility
1.	Provide approval	1 day	Head of Health Facility
2.	Submit full application	1 day	Healthcare Professional
3.	Provide comments	1 day	Minister
4.	Review and approve application and prepare transfer letter	1 day	DAHR
5.	Review and approve (sign) transfer letter	1 day	Permanent Secretary
6.	Review and approve (sign) transfer letter	1/2 day	Minister
7.	Communicate to applicant, appoint replacement and deploy	1/2 day	DAHR
8.	Develop quarterly report on healthcare professional transfers	1 day	HR Officer
9.	Review and approve report and send to PS	1 day	DAHR

Transfer Checklist:

- Approval from both Heads of Facility
- Budget confirmation
- Notified Degree
- CV
- Copy of ID or Passport
- One Passport Photo
- Valid Medical Certificate
- Valid Criminal Record (Extrait du Casier Judiciaire)
- Certificate from Previous Employer
- Valid Medical License

8. Recruitment of Clinicians (Medical Doctors)

Step	Activity/Task Process	Time/Duration	Responsibility
1.	Request graduate list from University	1 day	DAHR
2.	Cross check needs with facilities	3 days	DAHR
3.	Review, select and place graduates	1 day	Deployment Committee
4.	Draft appointment letter	1 day	HR Officer
5.	Review and approve appointment letter	1 day	DAHR
6.	Review and recommend for the Minister's approval	1 day	PS
7.	Review and verify appointment letter/contract	1 day	Minister
8.	Provide administrative file	3 days	HR Officer
9.	Deploy	1 day	HR Officer

Recruitment Checklist:

- List of graduates from university
- Notarized Degree
- CV
- Copy of ID or Passport
- One Passport Photo
- Medical Certificate
- Valid Criminal Record (Extrait du Casier Judiciaire)
- Certificate from Previous Employer
- Valid Medical License
- Valid Certificate of Registration from Rwanda Medical and Dental Council

9. Recruitment of A1 Clinicians

Step	Activity/Task Process	Time/Duration	Responsibility
1.	Send recommendation letter and confirm budget	1 day	Head of Health Facility
2.	Submit full application	1 day	Nurse
3.	Review application and prepare appointment letter	5 days	HR Officer
4.	Review and approve appointment letter	1 day	DAHR
5.	Review and recommend to Minister	1 day	PS
6.	Review and approve (sign) appointment letter	1 day	Minister
7.	Deploy	1 day	HR Officer

Recruitment Checklist:

- List of graduates from university
- Notarized Degree
- CV
- Copy of ID or Passport
- One Passport Photo
- Valid Medical Certificate
- Valid Criminal Record (Extrait du Casier Judiciaire)
- Certificate from Previous Employer
- Valid Medical License to practice

10. Donated Assets

Step	Activity/Task Process	Time/Duration	Responsibility
Assets other than Vehicles			
1.	Send letter with list of assets to be donated to the Minister of Health	1 day	Partner
2.	Review, approve and provide instruction to PS	2 days	Minister
3.	Review action to be taken and send to DAHR	2 days	PS
4.	Review action to be taken and send to Logistics Officer	1 day	DAHR
5.	Draft receiving letter to the Partner	1 day	Logistics Officer
6.	Review and approve (sign) receiving letter	2 days	DAHR
7.	Review and approve (sign) receiving letter and send it to the Partner	2 days	PS
8.	Deliver assets	1 day	Partner
9.	Sign handover	1 day	DAHR
10.	Prepare proposal for distribution of assets to health facilities	5 days	Unit, Department or Directorate
11.	Review proposal	1 day	Logistics Officer
12.	Review and approve (sign) proposal	2 days	DAHR
13.	Review and approve (sign) proposal	2 days	PS
14.	Distribute assets to health facilities	5 days	Logistics Officer
Donated Vehicles			
1.	Send letter with list of vehicles to be donated to the Minister of Health	1 day	Partner
2.	Review, approve and provide instruction to PS	2 days	Minister
3.	Review action to be taken and send to DAHR	2 days	PS
4.	Review action to be taken and send to Logistics Officer	1 day	DAHR
5.	Draft receiving letter for Partner	1 day	Logistics Officer

6.	Review and approve (sign) receiving letter	2 days	DAHR
7.	Review and approve (sign) receiving letter and send to Partner	2 days	PS
8.	Deliver vehicles	1 day	Partner
9.	Sign handover	1 day	DAHR
10.	Prepare letter to MININFRA	1 day	Logistics Officer
11.	Review and approve letter to MININFRA	2 days	DAHR
12.	Review and approve letter to MININFRA	2 days	PS
13.	Review and approve (sign) letter and send to MININFRA	2 days	Minister
14.	Send no objection letter to Minister	5 days	MININFRA
15.	Draft letter to RRA for plate(s)	1 day	Logistics Officer
16.	Review and approve letter to RRA	2 days	DAHR
17.	Review and approve letter to RRA	2 days	PS
18.	Review and approve (sign) letter and send to RRA	2 days	Minister
19.	Send plate(s) to Logistics Officer	5 days	RRA
20.	Prepare proposal for distribution of vehicles to health facilities	5 days	Logistics Officer
21.	Review and approve (sign) proposal	2 days	DAHR
22.	Review and approve (sign) proposal	2 days	PS
23.	Distribute vehicles to health facilities based on a needs assessment and request from the health facility	5 days	Logistics Officer

11. Appointments with the leadership of the Ministry of Health

Step	Activity/Task Process	Time/Duration	Responsibility
1.	The person requesting the appointment submits the following to the Public Relations Officer: • The purpose of the requested appointment • Other people who will attend the meeting other Ministry staff/official met on this matter before the appointment • Propose a time for the appointment	1 day	Client
2.	Analyze the request and ensure that it is for legitimate business	1 day	Public Relations Officer
3.	Prepare brief related to the purpose of appointment	2 days	Technical Department/Unit/Desk
4.	Provide feedback on the appointment time	1 day	

NB: The Leadership of the Ministry of Health means: The Offices of the Minister of Health, the Minister of State and the Permanent Secretary.