



**HIGHER EDUCATION COUNCIL**

**P.O BOX 6311, KIGALI**

**Website: [www.hec.gov.rw](http://www.hec.gov.rw)**

**HIGHER EDUCATION COUNCIL SERVICE CHARTER**

**February, 2017**

## **FOREWORD**

It is my pleasure to present to you this service charter for Higher Education Council (HEC). This service charter has been prepared in tandem with the Government reform agenda and in the spirit of being responsive to effective service delivery, transparency and accountability.

This service charter spells out the role of Higher Education Council, 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.

**Innocent S. Mugisha (PhD)**

Executive Director

## Introduction

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

#### Feedback mechanism

Realizing that HEC 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, HEC expects continuous interaction with citizens seeking its services. For this, HEC 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, HEC 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 HEC takes these complaints seriously and adopts prompt and proper action in a timely manner (fashion). Ideally, a time frame for dealing with these grievances and redresses has been set. The HEC 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 HEC 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 HEC 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, HEC 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, HEC 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.

## **Information and communication**

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, HEC 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 patients, researchers, students (and pupils), private companies, donor agencies and international organizations, local communities and local authorities, general public.

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

This charter is a commitment by the HEC 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 HEC staff with courtesy and respect;
- Abiding by the regulations governing the academics services;
- Suggesting ways of improving our services at HEC;
- Providing the HEC with adequate feedback on service delivery through various dissemination technologies;
- Addressing all complaints/compliments/suggestions to relevant department.

**Contact:****HIGHER EDUCATION COUNCIL****P.O BOX 6311, KIGALI**

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+250 787307448  
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We shall acknowledge receipt and respond to all complaints made within 3 working days.

If the matter requires more investigation and time to be resolved, we shall inform you of the intended course of action and time frame of response.

## **1. INTRODUCTION**

HEC is a semi-autonomous institution under the Ministry of Education established under Law N°01/2017 of 31/01/2017 governing the organization and functioning of Higher education and Law N° 72/03 of 10/09/2013 governing the Higher Education Council.

It is responsible for securing coherent quality provision of higher education in Rwanda in line with Government policies and priorities. It is also responsible for strategic planning for the higher education sector as a whole and ensuring that institutions are developing and implementing strategic plans in line with national goals and objectives.

## **2. OBJECTIVE OF HEC**

The primary objective of HEC shall be to enhance quality of education, the modes of providing it within Higher Learning Institutions and make sure that those graduating from such institutions are knowledgeable for the betterment of the Rwandan residents' welfare and development of Rwanda.

## **3. VISION**

To build an HE system underpinning Vision 2020 by supporting the development of a dynamic, entrepreneurial and internationally competitive Rwanda through the production of a skilled and educated graduate workforce and the carrying out of research, innovation and knowledge transfer to meet the needs of the economy and enhance the quality of life for all.

## **4. MISSION**

HEC has the following main mission:

1. to enhance education and research in the higher learning institutions;
2. to improve the organization and functioning of higher learning institutions;
3. to advise the Government in all matters related to higher education policy and strategies;
4. to set norms and standards for accrediting private higher learning institutions;
5. to monitor the adherence of norms and standards in higher learning institutions;
6. to compare, evaluate and give equivalence to degrees and certificates of higher education level delivered by foreign institutions and those delivered in Rwanda that need authentication including those awarded through distance learning;



7. to coordinate and follow up all activities concerning learning, teaching, evaluation and performance appraisal in higher learning institutions;
8. to cooperate and collaborate with other regional and international institutions having similar mission.

## **5. CORE FUNCTIONS**

The Higher Education Council is responsible for advising the Minister in charge of Higher Education on all matters relating to the accreditation of higher education institutions. It is also responsible for monitoring and evaluating the quality and standard and ensuring the quality and enhancement of teaching and research.

## **6. CORE VALUES**

- To strive for high quality in its work and have high expectations of others.
- To be entrepreneurial, innovative and imaginative.
- To be transparent in its operations.
- To adopt a partnership approach.
- To value the contribution of its staff and strive to be an employer of first choice.
- To act with integrity and professionalism in dealings with both private and public HLIs.
- To promote equality of opportunity for all staff and students and respect diversity.
- To use resources effectively and efficiently.

## SERVICES OFFERED BY HIGHER EDUCATION COUNCIL (HEC)

### 1. Types of Services: Accreditation of Higher Learning Institutions

<b>Services offered</b>	Accreditation of higher learning institutions and programmes
<b>Eligibility</b>	Higher education providers (Governmental and Non-Governmental agencies)
<b>Department/directorates to be approached</b>	Academic Quality Unit
<b>When to access the services</b>	Monday to Thursday: 7:00am to 5:00pm Friday: 7:00am to 3:00pm
<b>Time taken to process requests</b>	<p>This depends on the kind of request that is made. Following examples:</p> <p><b>1. Request for program validation:</b></p> <p>The processing of this kind of request involves a consideration of the proposed programme by the directorate. Based on the nature of the program, the reviewers are identified from the HEC data base of auditors and reviewers, contacted and sign a contract with HEC to undertake the review of the program. At times it becomes necessary to solicit a review outside the database from other institutions either within or outside Rwanda. In case of professional programmes, professional bodies are contacted for their review of the curriculum and consent.</p> <p>The complete process of validation and approval of the programme depends on the compliance of the applicant to meet the requirements..</p> <p><b>2. Securing an operating license or agreement for an institution of higher learning:</b></p> <p>The providers wishing to establish an institution of higher learning will have to meet the requirements of Institutional Audit and Subject Reviews as well as to demonstrate that they have sound financial management and the resources necessary to continue to deliver higher education of the required quality and standards. The durability of the process depends on the ability of the</p>

	<p>provider/ applicant to meet all that is required and stipulated in the Higher education Orders, Laws and Policies. On receipt of the audit report, the Higher Education Council makes a recommendation to the Board of Directors for consideration. The Board's decision is submitted to the Minister of Education who requests the cabinet to grant accreditation to the institution.</p>
<p><b>Costs of service</b></p>	<p>As up-to-date, this service is free of charge.</p>
<p><b>Documents required</b></p>	<p>1. <b>Written Application for accreditation accompanied by:</b></p> <ul style="list-style-type: none"> <li>- The request for accreditation of a private institution of higher learning shall be made in writing to the Minister in charge of higher education by the owner of the institution. The application letter for accreditation of a private institution of higher learning shall be accompanied by the following documents:</li> <li>- Identification of the owner when he/she is a physical person or a certificate of legal personality when it is a legal entity;</li> <li>- a list of full time academic, administrative and technical staff indicating their qualifications and letters of consent for their intent to be employed;</li> <li>- a detailed document describing the name of the institution, head office, land, buildings and movable property including those related to the programmes to be offered by the higher learning institution;</li> <li>- a detailed document on the conditions of admission of students in each programme to be offered by the institution;</li> <li>- an estimate number of expected students and expected teaching levels of the institution;</li> <li>- a document indicating the initial annual budget;</li> <li>- Any other document that may be required by the Minister in charge of higher education.</li> </ul>
<p><b>Procedure for making and submitting</b></p>	<p>Applications are submitted directly to the Minister of Education:</p>

<p><b>applications</b></p>	<ol style="list-style-type: none"> <li>1. The provider makes a written application to the Minister of Education providing the information as set out below together with the Application Form (Appendix 3) available on HEC website: <a href="http://www.hec.gov.rw">www.hec.gov.rw</a></li> <li>2. One copy of the application submitted both in hard and soft copy (in English)</li> <li>3. The Directorate of Academic Quality of the Higher Education Council checks the formal submission to ensure that it conforms to the requirements and contains all the necessary documentation. The application is then acknowledged, or the applicant is requested to amend the application/provide additional documentation so that it meets the necessary requirements for complete application.</li> <li>4. The Directorate of Academic Quality establishes a committee of experts who sign a contract with Higher Education Council to review the application. The review process involves both the documentary analysis and physical assessment.</li> <li>5. The expert committee produces a report which is submitted to HEC. Depending on the recommendations of the expert’s report, it is either returned to the applicant to implement the assessment report recommendations or the application is presented to HEC Board of Directors for consideration and recommend to the Minister of Education. The Minister requests the Cabinet to grant accreditation and legal personality to a higher learning institution;</li> </ol>
<p><b>Other institutions that you may need to access their services before coming to HEC</b></p>	<p>Rwanda Development Board, Rwanda Governance Board, Rwanda Cooperative Agency, Rwanda Allied Health Professions Council, National Pharmacy Council, National Council of Nurses &amp; Midwives and Rwanda Medical &amp; Dental Council.</p>
<p><b>Complaints procedure</b></p>	<p>Complaints are addressed to the Minister of Education and to the Executive Director’s Office for action.</p>

<b>Additional information</b>	<a href="http://www.hec.gov.rw">www.hec.gov.rw</a> , For further information call on this telephone number : Tel. +250 788385161, +250 78307448, +250 788300585 during office hours
<b>Forms available</b>	<ul style="list-style-type: none"> <li>- Application for Accreditation to establish and Operate a private Institution of Higher Learning</li> <li>- Program proposal Form</li> <li>- Program Specification Form</li> <li>- Module Description Form</li> </ul> <p>Forms are available on HEC website: <a href="http://www.hec.gov.rw">www.hec.gov.rw</a></p>
<b>Relevant legal documents</b>	<ol style="list-style-type: none"> <li>1. Law N°01/2017 of 31/01/2017 governing the organization and functioning of Higher education</li> <li>2. Ministerial Order N° 001/MINEDUC/2013 of 15/11/2013 determining the conditions for granting accreditation to a private institution of higher learning, upgrading the level of teaching, opening a college, a school, a faculty or an affiliated research institute</li> <li>3. Law N° 72/03 of 10/09/2013 governing the Higher Education Council</li> <li>4. Presidential Order <b>N°51/01 of 13/07/2010</b> establishing quality standards in higher learning institutions</li> <li>5. General Academic Regulations</li> <li>6. Qualification for Framework and Code of Practice for the Assurance of Academic Quality and Standards in Higher Education</li> <li>7. Rwandan national policy on academic appointment and promotion procedures in higher education;</li> <li>8. Rwandan national policy framework for the recognition, accreditation, institutional audit and subject review in higher education;</li> <li>9. Rwandan national qualifications framework for higher education;</li> <li>10. National student admission policy;</li> <li>11. National staff development policy for higher education;</li> <li>12. National learning, teaching and assessment policy;</li> </ol>

	<p>13. National equality and diversity policy for higher education</p> <p>14. Procedures for Validation of Modules and Programs</p> <p>15. Guidelines for provisional Recognition of Private Institutions of higher education</p> <p>16. Document describing Powers, Responsibility and Duties of Higher learning Institutions</p> <p>NB: These can be accessed from the HEC website, <a href="http://www.hec.gov.rw">www.hec.gov.rw</a>, and Amategeko.net website: <a href="http://www.amategeko.net">www.amategeko.net</a></p>
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## 2. Types of Services: Foreign academic equivalence service

<b>Services offered</b>	<ul style="list-style-type: none"> <li>- Recognition and Equating of academic awards issued by foreign Higher Learning Institution</li> </ul>
<b>Eligibility</b>	<ul style="list-style-type: none"> <li>- The holder of any certificate, diploma or degree awarded by foreign Higher Learning Institution</li> <li>- Prospective employers (Government bodies and any other body within the Republic of Rwanda)</li> </ul>
<b>Department/directorates to approach</b>	Academic Quality Unit
<b>When to access the services</b>	<p>Monday to Thursday: 7:00am to 5:00pm</p> <p>Friday: 7:00am to 03:00pm</p>
<b>Time taken to process requests</b>	<p>Three days to 14 days depending on the availability of the information or the responsiveness of the attended institution in matters relating to the bearer of the award itself. When the equivalence is ready for collection, the applicant is notified through an SMS and the equivalence is uploaded on HEC'S website: <a href="http://www.hec.gov.rw">www.hec.gov.rw</a>. Under "Equivalence certificates issued".</p>
<b>Costs of service</b>	<p>As up-to-date, 1,000 RWF is paid for this service (payable at Rwanda Revenue Authority under Higher Education Council as the service Provider.</p>
<b>Documents required</b>	<ul style="list-style-type: none"> <li>- An application form available at HEC website: <a href="http://www.hec.gov.rw">www.hec.gov.rw</a></li> <li>- Original and notified copy of academic award with their corresponding academic transcripts</li> <li>- Original and notified copy of Certificate considered for admission into the highest educational level the</li> </ul>

	<p>equivalence is sought for;</p> <ul style="list-style-type: none"> <li>- Copy of National Identity Card or any other official personal Identification;</li> <li>- Receipt of payment of 1,000 Rwf deposited at RRA account;</li> <li>- A proof of government's scholarship where applicable; and</li> <li>- A letter from a recognized centre of invigilation is required for those with qualification obtained after completion of on-line programme.</li> </ul>
<b>Procedure for making and submitting applications</b>	Equivalence application's files are submitted to the Office of the Higher Education Council located at Kacyiru : MINEDUC building, ground floor, office No 17.
<b>Review Process</b>	Foreign credentials are verified for authenticity and equated using the Rwanda National Qualifications Framework for Higher Education for issuance of equivalence. A follow-up interview of the applicant may be required where necessary.
<b>Other institutions that you may need to access their services before coming to HEC</b>	RRA (for payment of 1,000 RWF for equivalence certificate)
<b>Complaints procedure</b>	Complaints have to be submitted directly to the Director of Academic Quality for action and if need be some complaints can be tabled before the office of the Executive Director.
<b>Additional information</b>	This is accessed from HEC website: <a href="http://www.hec.gov.rw">www.hec.gov.rw</a> , For further information call on this telephone number: Tel. +250 788385161, +250 78737448, +250 781546594, during office hours.
<b>Forms available</b>	Equivalence application forms are available and can be downloaded from HEC website: <a href="http://www.hec.gov.rw">www.hec.gov.rw</a> ,

**Type of service: Providing information on Higher Education Statistics (and other research information) as per request**

<b>Services offered</b>	Providing any information related to statistics / or to any research conducted by HEC) in Higher Education to anyone wishing or requiring obtaining information on statistics/ research in Higher Education Sector to ensure stakeholders use reliable information.
<b>Eligibility</b>	HLIs, Government bodies, Donor agencies, and Private Sector
<b>Department/directors to be approached</b>	Policy, Research and Planning Unit
<b>When to access the services</b>	Monday to Thursday : 7:00am to 5:00pm Friday : 7:00 am to 3: 00 pm
<b>Time taken to process requests</b>	The time required to respond to a given request depends on the kind of request that is made (not more than 2 days).
<b>Costs of service</b>	This service is free of charge.
<b>Documents required</b>	Formal request letter (official letter or e-mail) addressed to HEC Executive Director.
<b>Procedure for making and submitting applications</b>	Official request addressed to the Office of Executive Director providing detailed information on the data needed and explaining the objectives and purpose for which the information is required.
<b>Other institutions that you may need to access their services before coming to HEC</b>	None
<b>Complaints procedure</b>	Complaints are addressed to the Director of Policy, Research and Planning and to the Executive Director's Office for action.
<b>Additional</b>	This is accessed from HEC website: <a href="http://www.hec.gov.rw">www.hec.gov.rw</a>



<b>information</b>	For further information call on this telephone number : Tel. +250 788385161, +250 78830 0585 during office hours  The Higher Education Council submits Higher Education Statistical Yearbook to the Ministry of Education for consideration in the Education Sector Statistical Yearbook.
<b>Forms available</b>	None
<b>Relevant legal documents</b>	<ol style="list-style-type: none"> <li>1. Higher Education Statistical Yearbooks for different Academic Years;</li> <li>2. Education Sector Yearbooks published by MINEDUC;</li> <li>3. Higher Education Sector Ranking Reports;</li> <li>4. Tracer Study of Graduates from Higher Education Institutions and Employers' Satisfaction of Graduates' Competences Report</li> </ol> <p>NB: These can be accessed from the HEC website, <a href="http://www.hec.gov.rw">www.hec.gov.rw</a></p>

### **Types of Services: Accessing Higher Education Policies, Guidelines and Regulations.**

<b>Services offered</b>	The Higher Education Council provides Policies, Guidelines and other Regulation that guide the Higher Education Sector, and their implementation strategies through its official website.
<b>Eligibility</b>	HLIs, Government bodies, Donor agencies, and Private Sector
<b>Department/directorates to be approached</b>	Policy, Research and Planning Unit
<b>When to access the services</b>	Monday to Thursday : 7:00am to 5:00pm Friday : 7:00 am to 3:00 pm
<b>Time taken to process requests</b>	Same day to 1 day.
<b>Costs of service</b>	This service is free of charge.
<b>Documents required</b>	Formal request letter (official letter or e-mail) addressed

	to HEC Executive Director.
<b>Procedure for making and submitting applications</b>	Official request addressed to the Office of Executive Director providing detailed information on the data needed and explaining the objectives and purpose for which the information is required.
<b>Other institutions that you may need to access their services before coming to HEC</b>	None
<b>Complaints procedure</b>	Complaints are addressed to Director Policy, Research and Planning and to Executive Director's Office for action
<b>Additional information</b>	This is accessed from HEC website: <a href="http://www.hec.gov.rw">www.hec.gov.rw</a> For further information call on this telephone number : Tel. +250 788385161, +250 78830 0585  during office hours
<b>Forms available</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Relevant legal documents</b>	<ul style="list-style-type: none"> <li>• Law N°01/2017 of 31/01/2017 governing the organization and functioning of Higher education;</li> <li>• Ministerial Order N° 001/MINEDUC/2013 of 15/11/2013 determining the conditions for granting accreditation to a private institution of higher learning, upgrading the level of teaching, opening a college, a school, a faculty or an affiliated research institute;</li> <li>• Law N° 72/03 of 10/09/2013 governing the Higher Education Council;</li> <li>• Presidential Order N°51/01 of 13/07/2010 establishing quality standards in higher learning institutions</li> <li>• General Academic Regulations</li> <li>• Qualification for Framework and Code of Practice for the Assurance of Academic Quality and Standards in Higher Education</li> <li>• Rwandan national policy on academic appointment and promotion procedures in higher education;</li> <li>• Rwandan national policy framework for the recognition, accreditation, institutional audit and subject review in higher education;</li> <li>• Rwanda Education Qualifications Framework</li> <li>• Rwandan National Qualifications Framework for Higher Education (that was harmonized with Qualifications of other Education Sub sectors);</li> <li>• National student admission policy;</li> </ul>

- National staff development policy for higher education;
- National learning, teaching and assessment policy;
- National equality and diversity policy for higher education
- Procedures for Validation of Modules and Programs
- Guidelines for provisional Recognition of Private Institutions of higher education
- Document describing Powers, Responsibility and Duties of Higher learning Institutions
- Higher Education Statistical Yearbooks for different Academic Years
- Education Sector Yearbooks published by MINEDUC
- Graduates Tracer study Reports
- Higher Education Sector Ranking Reports

NB: These can be accessed from the HEC website,  
[www.hec.gov.rw](http://www.hec.gov.rw)

**Types of Services: Request for a Higher Education Policy formulation / or revision.**

<b>Services offered</b>	The Higher Education Council provides Policies, Guidelines and other Regulations that guide the Higher Education Sector, and their implementation strategies through its official website.
<b>Eligibility</b>	Stakeholders of Higher Education Sub Sector
<b>Department/directories to be approached</b>	Policy, Research and Planning Unit
<b>When to access the services</b>	Monday to Thursday : 7:00am to 5:00pm Friday : 7:00am to 3:00 pm
<b>Time taken to process requests</b>	Can be Hours to three months.
<b>Costs of service</b>	This service is free of charge.
<b>Documents required</b>	<ul style="list-style-type: none"> <li>- Any existing policy document that require to be reviewed;</li> <li>- Document that explains the need to establish a policy</li> </ul>
<b>Procedure for making and submitting applications</b>	<p>Address the official request to the Executive Director providing detailed information on the request and explaining the objectives and purpose for which the policy formulation or policy revision is needed.</p> <ul style="list-style-type: none"> <li>- Submit the request to the Office of Executive Director;</li> <li>- The Executive Director will direct the Office of the Director of Policy, Research and Planning to process to the request;</li> <li>- The Director of Policy, Research and Planning after engaging a team that will work on the request, will coordinate the whole process of formulating or</li> </ul>

	<p>reviewing the Higher Education Policy document;</p> <ul style="list-style-type: none"> <li>- When the team writes an inception report which is validated by HEC, a draft report containing views from users is validated and the reviewed policy documents are validated by Higher Education Stakeholders, the feedback will be provided to the client, and to other Higher Education Stakeholders.</li> <li>- In collaboration with Directorate of Academic Quality, the implementation of Higher Education policies is monitored through conducting regular institutional audits and programmes reviews.</li> </ul>
<b>Other institutions that you may need to access their services before coming to HEC</b>	None
<b>Complaints procedure</b>	Complaints are addressed to Director of Policy, Research and Planning and to Executive Director's Office for action
<b>Additional information</b>	<p>This is accessed from HEC website: <a href="http://www.hec.gov.rw">www.hec.gov.rw</a></p> <p>For further information call on this telephone number : Tel. +250 788385161, +250 788300585, +250 787307448 during office hours</p>
<b>Forms available</b>	None
<b>Relevant legal documents</b>	<ol style="list-style-type: none"> <li>1. Law N°01/2017 of 31/01/2017 governing the organization and functioning of Higher education;</li> <li>2. Ministerial Order N° 001/MINEDUC/2013 of 15/11/2013 determining the conditions for granting accreditation to a private institution of higher learning, upgrading the level of teaching, opening a college, a school, a faculty or an affiliated research institute;</li> <li>3. Law N° 72/03 of 10/09/2013 governing the Higher Education Council;</li> <li>4. Presidential Order N°51/01 of 13/07/2010 establishing quality standards in higher learning institutions</li> </ol>

	<ol style="list-style-type: none"> <li>5. General Academic Regulations</li> <li>6. Qualification for Framework and Code of Practice for the Assurance of Academic Quality and Standards in Higher Education</li> <li>7. Rwandan national policy on academic appointment and promotion procedures in higher education;</li> <li>8. Rwandan national policy framework for the recognition, accreditation, institutional audit and subject review in higher education;</li> <li>9. Rwanda Education Qualifications Framework <ul style="list-style-type: none"> <li>- Rwandan National Qualifications Framework for Higher Education (that was harmonized with Qualifications of other Education Sub sectors);</li> </ul> </li> <li>10. National student admission policy;</li> <li>11. National staff development policy for higher education;</li> <li>12. National learning, teaching and assessment policy;</li> <li>13. National equality and diversity policy for higher education</li> <li>14. Procedures for Validation of Modules and Programs</li> <li>15. Guidelines for provisional Recognition of Private Institutions of higher education</li> <li>16. Document describing Powers, Responsibility and Duties of Higher learning Institutions</li> <li>17. Higher Education Statistical Yearbooks for different Academic Years</li> <li>18. Education Sector Yearbooks published by MINEDUC</li> <li>19. Graduates Tracer study Reports</li> <li>20. Higher Education Sector Ranking Reports</li> </ol> <p>NB: These can be accessed from the HEC website, <a href="http://www.hec.gov.rw">www.hec.gov.rw</a></p>
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**Types of Services: Payment by OP and by Cheques**

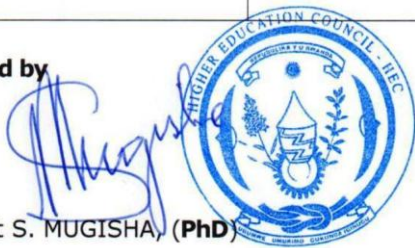
**Type of service: Payment**

<b>Service offered</b>	<p><b>Payments</b></p> <p>HEC acquires goods and services from different</p>
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	persons. The providers who have rendered those services (Technical assistance, maintenance services, Staff transport, conferences, restaurants, etc.) may come to look for their payments.
<b>Department/directorates to approach</b>	Directorate of Administration and Finance
<b>When to access the service</b>	Monday to Friday, from 7:00 am to 5:00 pm
<b>Time taken to process the request</b>	Payment made by cheques  Payments made by OP (payment Order) can take a week
<b>Costs of the service</b>	None
<b>Documents required to get the service</b>	-Payment by OP: <b>1. From provider (external)</b>  Purchase order  Contract  Delivery note  Notification letter  Invoice in copies with bank account
<b>Procedure for providing the service</b>	-Submit your invoice accompanied by above documents in the central secretariat;  -The central secretariat will forward the invoice to the Administration and Finance Unit;  -After two days you can call or visit the Budget Officer or the Accountant to verify if your invoice has been verified, registered and paid (or in process of being paid) {This step is optional}  -Payment will be prepared by Budget Officer, verified by DAF and approved by Chief Budget

	Manager and be transmitted to the Ministry of Finance.
<b>Other institutions that you may need to access their services before coming to HEC</b>	None
<b>Complaint procedure</b>	-Contact Director of Unit of Administration and Finance - HEC will address the complaint within 1 to 3 days
<b>Additional information</b>	Tel. +250 788385161, +250 788 452 713, +250 788 455 846, during office hours.
<b>Available forms</b>	None
<b>Relevant legal documents</b>	The Budget Law and the Procurement Law

Approved by



Innocent S. MUGISHA, (PhD)

Executive Director

Date: .....14<sup>th</sup>.....Feb. 2017