

THE  
**SERVICEMAG**

ISSUE 13: MARCH - MAY 2013

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ALL YOU NEED TO KNOW TO IMPROVE YOUR SERVICES

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NEW  
YOUTH  
TALK

**RWANDAIR  
CELEBRATING  
10 YEARS IN SERVICE**



MON RÊVE DE QUALITÉ EN AFRIQUE  
SHIFTING THE FOCUS ON THE CUSTOMER

UMUKIRIYA NI WE UTUMA HABAHO  
IGIKORWA CYO GUHAHA

**FOCUS:** Women in Agribusiness - Exclusive interview with Ambassador  
Leoni Cuelenaere of the Kingdom of the Netherlands in Rwanda



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## WHAT DOESN'T KILL YOU MAKES YOU A STRONGER ENTREPRENEUR?



**We** live in a world where we are constantly told that nothing is easy and that when life takes us through tough and challenging moments, we should never discourage because at the end of the tunnel, there is always light.

But what we are not always told is the length of that tunnel. We are also not told that not everybody has the resources to go through that tunnel. Some break down right at the beginning of hardship, others at the middle because they fail to see the end. But the majority breaks down just almost at the finishing line because instead of fixing their eyes on the end result, they rather waste their time and energy reviewing the journey and wondering if the journey is worth the hassle.

Hold on my friend, you are almost there...don't give up yet. In my personal and professional lives, I have almost given up on many aspects but somehow, thanks to the supportive people around me, I am still hanging on. The straw that broke the camel's back last time was when one of my production staff disappointed again and disappeared for a weekend in Kampala, at the eve of our printing deadline. A colleague and I had to drive around town all night searching for an emergency replacement as I cried, yelled, blamed myself for trusting again, (don't be surprised...entrepreneurs cry when their emotions are tested)...I knew I could never get over this disappointment.

But after going through that hard experience, I learnt to do things differently. Rather than breaking down, I have grown stronger. I have learnt that in such challenging moments, your attitude toward circumstances and things outside your control are indicative of your ability to build a thriving business. If you have a negative or defeatist disposition, a "can't do", "that's life", "we are in Africa" attitudes or excuses, then you are right, you will not make it till the end of the tunnel.

Entrepreneurship requires a lot of determination and passion. And talking about passion, we are so excited to bring you this first issue of 2013. With new people joining our team with great ideas, we are extremely optimistic about this New Year.

You can check for instance on our new section targeted at the youth and the dynamic website with interesting articles every week. We are also happy to feature RwandAir as our first cover story of 2013...10 years of a dream come true. We feel extremely proud of their achievements and wish their team and passenger greater a milestone.

For now, sit, relax and enjoy the reading.

Sandra

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ALL YOU NEED TO KNOW TO IMPROVE YOUR SERVICES

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## WHAT A GREAT MAGAZINE

Can you believe that I am reading your magazine in Honk Kong? A colleague was in Rwanda and brought it for us. Our curiosity made us read every single page in English. Now, I feel like I know better this country that I have been hearing so much about. Congratulation for this magazine and to the people of Rwanda.

*Kim Shung*

### **IKINYAMAKURU CYANYU KIRYOHERA ABASOMYI KURI NJYE N'ABAKOZI BANJYE BIKABA AKARUSHO**

Nakundaga kugisoma ndi i Cyangugu nkikundira aho bavuga ukuntu abakozi n'umuyobozi wabo batanga serivisi nziza. Nkunge kugisoma kandi nagira ngo mbabwire ngo mukomereze aho, kandi ndabasaba ko mwatwoherereza izindi kopi niba bishoboka. Ese ntimwazaza mugashyira ibiro bihora ho i Cyangugu kugira ngo nihagira ukenera ikinyamakuru ahite akibona hafi.

Nongeye kubashimira kandi muhorane imigisha y'Imana kuri iki gikorwa cy'indashyikirwa mudukorera cyo kudushishikariza gutanga serivisi nziza.

## IS YOUR MAGAZINE ONLY FOR CEO'S?

There is no doubt that your magazine is the best in the whole of the country. But lately, I have realized that you feature a lot CEO's on your cover page. I would like to suggest that you also put on the cover some of the people on the bottom of hierarchy because sometimes, they do the greatest job. You can for instance feature sweepers, security guards, secretaries, accountant etc. Other than this remark, you are doing an incredible job in sensitizing for improved service delivery in Rwanda.

*Utumoni Nicole*

## RAJOUTEZ PLUS D'ARTICLES EN KINYARWANDA

Je suis chauffeur et très chanceux de lire ce magazine que mon patron laisse souvent dans la voiture. Malheureusement, j'ai remarqué que de plus en plus, il y a moins d'articles en Kinyarwanda. Qu'est ce qui se passe ? parce que franchement j'apprenais beaucoup par ces articles très bien pas seulement pour le travail mais même pour les personnes que nous sommes. Svp, rajoutez nous plus d'articles en Kinyarwanda.

*Joseph*

## UNFPA'S STORY ON GENDER BASED VIOLENCE WAS VERY INFORMATIVE

I am part of the people who usually have no exact idea of what all the NGOs in our countries really do. I was surprised to read how UNFPA is helping our country to fight against gender-based violence. I would like to suggest that in each issue of your magazine, you publish stories of real things that developing partners really go for real in our countries. Thanks for the very great information I gathered through that piece.

*Esther Umilisa*

## I SAW COPIES OF YOUR MAGAZINE ON SALE!

Dear Editor I saw 2011 copies of your Magazine on sale for RWF 1000 at the supermarket under the Chinese restaurant in Kacyiru - the building

opposite Bank of Kigali, Kacyiru. Could you kindly check what's happening.

Be blessed,  
*Akaliza*

### Dear readers

the service Mag is a free magazine. Do not buy it, report to us as soon as you see someone selling it.

Ese mwakunze inyandiko tubagezaho? Turabasaba ngo muduhe ibitekerezo kuri: [letters@theservicemag.com](mailto:letters@theservicemag.com)

# BPR Call Center

## Doing ordinary things in an extraordinary manner



**Banque Populaire Rwanda (BPR)**, best known as the People's Bank, is the largest retail bank in Rwanda with 190 branches and up to 1.5 million customers.

BPR seeks to offer banking services to all Rwandans countrywide and to improve the lives of the grassroots. Because the customer is of utmost importance to BPR, the bank offers affordable products tailored to meet all customers' needs and fast and efficient services from capable and friendly staff.

The BPR Call Center was established in July 2010 to ensure that the bank keeps communication lines open with its customers. By fulfilling the following objectives, the call centre is able to ensure customer satisfaction:

- To increase customer retention by accurately identifying customer needs and providing solutions to meet customer expectations
- Increase usage of BPR products through customer education, up-sell and cross selling

- Support marketing activities through customer education and handling queries about products and services, prices and promotions.

- Collect customer feedback and relay it to management to facilitate improvements in products, services and processes and ensure smooth/ successful product launches.

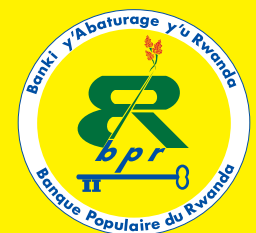
- To support all other functions of the business by disseminating information to and from the customers.

Call center services are open to both internal and external customers and mobile banking customers have found it most helpful and queries dealt with range from salary inquires, PIN reissuance, reset tokens for Izzi cash and cash power and ATM enquiries. Clients who have used the call centre appreciate the service greatly and are impressed at the excellent service they receive. It has been described as a breath of fresh air!

The Call Center is only one of the ways BPR spoils its customers, hearing from customers is a priority for BPR. Other ef-

orts to listen to customers and treat them well include conducting customer satisfaction surveys, holding customer forum and feedback sessions.

All these give the customer an opportunity to appreciate the services they are offered but also make comments and suggestions on what they do not like or would like to see improved. BPR also pays complimentary visits to key account holders. Customers are also free to make suggestions or comments on service through the suggestion boxes in all locations. These are dealt with to ensure service only gets better.



THE PEOPLE'S BANK  
Banki yacu, Hafi yacu.

# SHIFTING THE FOCUS ON THE CUSTOMER

## Or the Myth of Cost Reduction versus Profitability Increase

By Robert Nsinga



Photography by Timothy Kisambira

If you don't know your customers, how do you tell you've had enough business with them?" – reads the title of a marketing whitepaper. It is Saturday morning, in September of 2010 and this question is the spark that lit me to venture into the promise technology holds for the management of customer relationships, or CRM, on the eve of my 27th birthday. I named my venture Ceable.

CRM is ideally supposed to push your sales up while pulling your costs down, although none of its activities can be considered a sale or cost reduction exercise. This information drives the sales, pricing, supply chain, and overall product cycle management for you. The employees that are likely to get in direct contact with customers in such areas as sales, marketing, and customer support are then equipped to make quick and informed decisions about each customer. The strands are: people, process, and technology. I'll start with people.

The Rwanda Development Board (RDB) has initiated a vast campaign called "Na Yombi" aimed at enticing the business community into caring for their customers. The business environment hasn't felt the tilt yet. There is an apparent blockage to achieving ideal customer care. I remember staying at a hotel in Bujumbura, Burundi, and the rich and charming interaction I had with the waiter while my lunch was taking long to reach.

The dining hall wasn't crowded, and there was an important soccer event taking place. I remember asking myself why this young man isn't concerned about the emptiness of the room and the loud screams

of people cheering for soccer on the flat screen above me. I also remember how sad I felt knowing that in Kigali, my town, such behavior towards a customer is scarce. If I had been in Kigali, first of all the entire hall would be filled with the kitchen staff watching from the only screen in the place, and secondly the waiter would not waste time chatting with me.

**In my three-stranded rope, the people –or the employees,** must buy in to and support CRM. It hurts to say that the societal perception of a satisfied customer needs to change from the root. Your employees must believe in your product every second of the day to be able to sell it from their own heart. To change the perception, then, means first to learn how society performs from their heart.

**“ The employees that are likely to get in direct contact with customers in such areas as sales, marketing, and customer support are then equipped to make quick and informed decisions about each customer.**

After all, good customer relations are at the heart of business success. It's the heart that counts, not the sweat.

**The second strand is "process".** It's not a waiter's job to make customers happy. It is the kitchen, the store, the cleaning, and the delivery department's job to make customers happy. The hair in the soup is rarely the fault of the waiter. Everyone has an important stake in customer satisfaction, even if your work it to deal with fellow colleagues only. Make your colleagues at work happy, and you will have contributed a great deal to the overall CRM.

**The third strand is technology,** or how fast you are able to know your customer, and to what extent. Social CRM is a new trend that combines the power of social media (Facebook, YouTube, Twitter, Skype

etc.) in executing a social-centered CRM strategy. Google believes that data is everything and although data gathering seems tedious and at times senseless, it pays off in the end. There isn't a better search engine than Google's, and its accuracy is in direct correlation with the petabytes of "senseless" data Google stores each day.

Storing information about your customer is one thing, knowing how to take decisions based on information from your customers is another thing. At one point or another, we have convinced ourselves that technology has the power to reduce costs while increasing productivity. And when productivity is up, sales are up as well. The more you accurately target your markets (learning) the less you spend on pushing your profitability up. Don't do splash marketing, do targeted marketing.

Take these three strands for a spin, and see how that works for you! **TSM**

*The author is an information systems architect, programmer, enthusiast photographer and the geek behind the RwandAir Internet booking engine and online payments facilities. robert.nsinga@rwandair.com*

## Quote

The only way to do **great work** is to love the work you do.

Steve Jobs



# DEUX ENTREPRISES DANS UNE SEULE,

## RÉSoudre LA COMMUNICATION INTERNE

Par Jean-Bosco NDIKUMANA

**Les** investigations faites dans une entreprise de production de divers articles au Burundi se traduisent ainsi : dans une seule entreprise cohabitent deux entreprises. La première entreprise est celle des hauts cadres. Elle est dynamique, créative et prospère.

Ceux qui y travaillent sont au courant de ses objectifs, s'en approprient, les transmettent aux travailleurs de la seconde entreprise qui doivent œuvrer pour les atteindre coûte que coûte et dans toute la dynamique de la rigueur. Toutefois, même au sein du groupe des travailleurs de la première entreprise, la communication et les relations sont la plupart des fois difficiles, ce qui fait qu'ils ne transmettent pas de la même façon

les objectifs qu'ils connaissent pourtant bien.

La deuxième entreprise est celle des cadres moyens, des exécutants moyens et des exécutants du bas de l'échelle. Ces travailleurs sont maltraités par les travailleurs de la première entreprise sur le plan relationnel. En effet, ils reçoivent des messages parfois contradictoires, les objectifs de l'entreprise ne leur sont pas communiqués, les relations avec leurs chefs sont souvent tendues et ils sont toujours victimes de toutes les casses qui, pourtant, peuvent découler d'un mauvais management. Les relations au sein de cette catégorie de travailleurs ne sont pas également au beau fixe. Cette situation révèle trois sortes de difficultés pour la seule entreprise qui existe en réalité :

- Incompréhension et relations difficiles au sommet de l'entreprise,
- Incompréhension et relations difficiles entre la base et le sommet de l'entreprise et
- Incompréhension et relations difficiles à la base de l'entreprise.

Les travailleurs de la deuxième entreprise font également une mauvaise publicité de leur entreprise au niveau de leurs familles de leur entourage, etc. Il est à noter que le dysfonctionnement du système relationnel au sein d'une entreprise peut altérer la qualité et la quantité de son rendement ainsi que son image de marque. La détection des deux formes de problèmes de communication interne, nécessite des actions: Mais avant tout action corrective, un

audit du système de communication. Cet audit a également pour mérite de permettre aux dirigeants d'entreprises de savoir si oui ou non les deux aspects de la communication – information et relation – sont pris en compte dans leur système de communication.

Mais le fait de réaliser que le double aspect de la communication est oui ou non pris en compte n'est qu'une étape ; par la suite, un certain nombre d'actions doivent être réalisées pour le premier et le deuxième aspect afin que cette prise en compte soit effective.

- Pour le premier aspect concernant la circulation de l'information, les entreprises feraient mieux d'engager des spécialistes en communication capables de mettre en place de vastes programmes de formation des cadres et employés en matière de la communication. Ces formations insisteraient sur

l'efficacité des supports de transmission des instructions de travail, la gestion des messages organisationnels, l'encodage et le décodage des messages, les canaux de circulation de l'information, la gestion des rumeurs, les entraves à l'application des instructions de travail, etc.

- Pour le deuxième aspect concernant la communication relationnelle, les entreprises devraient s'attacher les services des psychologues du travail et des organisations ayant pour mission de mettre en place des stratégies permettant de créer une certaine proximité entre les cadres et les employés. On sait que c'est cette proximité relationnelle favorise la communication en entreprise. Ces psychologues devraient également être à mesure de mener des audits de la dynamique relationnelle des entreprises dans le but de mettre à nu leur système relationnel.

Un tel audit permet en substance de régler les questions de la cohabitation entre les structures formelles et les structures informelles et de la collaboration entre les services formels. Aussi, faut-il noter que ces spécialistes en communication et ces psychologues doivent travailler de concert pour plus d'efficacité. Le prochain article traitera de l'importance de la prise en compte du double aspect de la communication. **TSM**

*L'auteur est un formateur et Ploidyer pour PARCEM. Burundi.  
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Picture from Shutterstock

# The Power of Optimism

By John Kageche

**Optimism** is such a powerful word. It evokes positive feelings of hope, faith, expectation, anticipation, purpose. And what is optimism? Merriam-Webster dictionary says: "an inclination to put the most favorable construction upon actions and events or to anticipate the best possible outcome." Simply put, always seeing the silver lining in every cloud—even one about to yield a thunderstorm.

Optimism can make or break your business. There is reason why statistics show that 90 percent of start-ups don't survive the first five years; and that 90 percent of those remaining won't see the next five. In other words for every 100 businesses that start, only ONE

will see year ten! A large part of the reason is because most people go into business for the money. When they repeatedly hit a rocky path (as they will undoubtedly do especially in the nascent stages of their business) their resilience starts faltering, they get tripped by the short-term obstacles (seemingly overwhelming debt being a major one) and shortly thereafter they throw in the towel...and another prospective thriving business bites the dust. And why? Because businesses that thrive do so, not because of an endless stream of capital, but because the founder went into the business to pursue a vision—not chase elusive cash. My business partner is the eternal optimist. He is also the founder member of one of the businesses I am in. When hit by a massive fraud

internally, which we are still recovering from close to three years later, he was shaken, yes, but did not falter. Listen to him: "It was good it happened. The reason it did was to enable us set proper systems and structures." Meantime, the banks were breathing fire down our neck, investors were breaking down doors wanting to know the fate of their funds and the phones were ringing on end with debtors. I can tell you, life was not pleasant! Despite this thunderstorm of a cloud he clearly saw the silver

**“OPTIMISM CAN MAKE OR BREAK YOUR BUSINESS**

lining, the dawn of a new day, the faint but steadily growing heart beat. Optimism. Today we are still not out of the woods yet but the horizon is visibly clear.

Contrast this with a competitor who by some twist of fate was hit by a similar fraud only half as strong. He has never recovered. He admits that when the gravy train stopped flowing, he could not bring himself to face the ridicule, absorb the frustration and take pressure that it came with. Listen to him: "This fraud was meant to show me that I should not be in business"

Optimism is not to be mistaken for blind hope. No. Optimism is imagining, then fighting for and then working towards.

Optimism is an unwavering belief that all will be well if not today, tomorrow, if not tomorrow next week, if not next week, next decade. It is the faith that moves mountains. It is what will make your

**“Optimism is an unwavering belief that all will be well if not today, tomorrow**

clothes shop flourish despite the high turnover of tailors; your taxi business to continue after it gets grounded because you can't afford the car repairs; your bar to open its doors despite the massive embezzlement by the barman you fired. It is what allows entrepreneurs to evolve with the changing political, economic, social and technological landscape. It is what has moved the world from a floppy disk to a CD, to a flask disk and now a memory card; it's what moves whole

countries from struggling economies to economic powerhouses; it's what moves a simple cell phone from an oral communication tool to one that allows you to send, receive and borrow money (at least here in Kenya). That is the power of optimism in business; the belief that no matter what,

my product (company) can become better. It must start though with a passion for where you are going, your vision. **TSM**

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# Mon rêve de qualité de service en Afrique

Par Sandra Idossou

**Je suis de ceux qui sont très fiers du développement actuel de l'Afrique et de toutes les choses positives qui s'y passent. Je reste optimiste que notre cher continent est l'avenir du monde.**

Mais certaines expériences m'amènent parfois à me poser beaucoup de questions : Pourrait-on un jour avoir une qualité de service en Afrique qui respecte les normes internationales ? Grande question ...

### Mon rêve de santé

De part mon métier de formateur sur la qualité de service, j'ai eu le privilège de parcourir beaucoup de pays africains et à chaque voyage, ma première anxiété est celle concernant la prise en charge médicale en cas d'urgence.

Et pourtant, je rêve du jour où je me ferais soigner avec confiance dans un hôpital public africain et espérer recevoir les meilleurs soins du monde. Je rêve du jour où les autorités de nos pays, au lieu de fuir pour aller se faire soigner à l'ex-

térieur, investiraient dans la santé pour le bien-être de toutes nos populations.

Il est sans dire que notre continent regorge de très bons médecins qui, malheureusement et dans la plupart des cas, travaillent dans un environnement digne du far west avec des conditions de l'époque de la préhistoire. La dernière fois à l'hôpital d'Abomey Calavi au Bénin, je me suis même de-

mandé si les infirmières connaissaient les règles élémentaires d'hygiène. J'avais même peur de faire ausculter mon bébé ou de le mettre dans la balance pour qu'il n'attrape pas les microbes et repartir plus malade qu'il n'était déjà.



### Mon rêve d'évolution

Je me pose aussi des questions sur le système éducatif car j'ai vu des universités africaines où l'électricité était un luxe qu'il ne fallait pas espérer en avoir tous les jours. Nul besoin donc d'espérer de l'internet pour faire des recherches pour les étudiants. Et pourtant, nous sommes censés bénéficier d'un service de qualité provenant de nos dirigeants.

En décembre dernier, j'ai eu une des expériences de service les plus douloureuses sur Asky, une compagnie aérienne qui fut accueillie avec beaucoup d'effervescence à sa création. Asky était pour beaucoup de voyageurs inter-africains une panacée.

Nous (3 adultes+1 bébé) sommes arrivés à l'aéroport de Cotonou à 14h pour un vol qui était sensé partir à 16h10 pour Brazzaville, Congo. Ayant eu vent des nombreux retards, nous nous sommes rapprochés tout de suite d'une responsable de Asky pour avoir des informations précises sur le vol avant de faire partir le chauffeur qui nous avait déposé à l'aéroport. Mais cette dernière n'en avait pas.

De 14h donc, nous sommes enfin partis de Cotonou à 20H15. Et pendant toute cette attente, aucune information n'a été donnée par rapport au retard, aucune présence pouvant nous donner des informations n'était visible dans le hall d'embarquement durant les longues heures d'attente pénibles pour nous et le bébé.

Face à des passagers excédés par de

longues heures d'attente, le personnel à bord était d'un désagréable inégalable. Ils traitaient les dames (la plupart étaient des commerçantes) avec un mépris et dédain que je me suis demandée durant tout le vol si le personnel avait conscience du prix du billet. Un vol de 2h30 à 560.000 CFA beaucoup plus cher que 8h de vol pour l'Europe.

Arrivés à Brazzaville à 23h35, ce n'était malheureusement pas la fin du calvaire car il nous a fallu 11 jours d'attente, de mails, de nombreux aller-retour de plus de 100km tous les 2 jours à l'aéroport pour s'enquérir de nos bagages. Le plus navrant c'est qu'aujourd'hui, deux mois après cette mésaventure, on a l'impression que ce service est normal parce qu'on est ... en Afrique !

En tant que citoyenne africaine, je me demande si c'est une simple utopie d'espérer un jour une bonne qualité de

service dans nos pays ? Est-ce que les entreprises publiques et malheureusement privées aussi, comprennent que les africains ont aussi droit à un service minimum de qualité ? Est-ce qu'un jour on pourrait traiter les clients comme des « rois » et « reines » ? Qu'on se le dise clairement : être africains et sous-développés n'excusent pas tout. **TSM**

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# Dutangiyeye umwaka mushya n'imigambi twari dusanganywe?

Byanditswe na Tazim Elkington

Iyo umwaka utangiye nkunze gute-gerezanya amatsiko menshi yo kumva imigambi abantu bakunze gufata mu mwaka utangiye. Abantu bakunze kurambirwa vuba gukora ibintu bimwe ku buryo bagera aho bakabona ari na bibi.

Buri mwaka numva abantu bihandagaza bagakora urutonde rurerure rw'imigambi n'intego ariko imyinshi muri yo ntirenga ukwezi kwa gatau. Urwo rutonde rw'imigambi usanga rwuzuyeho ibitazashoboka byiyongera ku migambi itaragezweho mu mwaka washize.

Hashize igihe kirekire abantu barangwa no kugira ibyo bifuzwa n'ibyo bakenera. Muri byo hari ibishobora kugaragank'aho ari bibi bigatuma abantu bihutira kubihindura ubwo bigakurikirwa n'imigambi mishya. Muri icyo migambi habamo gushyamba kunoza ibintu, kurushaho gukora neza, kubona ibyiza kurushaho, kunguka birenze, gutunga birenze, kumenya byinshi utari uzi, kubona ibintu byisumbuye n'ibindi...

Icyo tutiyumvisha mu bwenge bwacu ni uko umubare w'amasaha y'umunsi udahinduka mu mwaka. Uko byagenda kosa urushinge rw'isaha twambara ruzenguruka amasaha 24 ku munsi. Ni gute ku isi twihandagaza tukongera urutonde rw'ibyo twifuzaga tutigeze tugeraho mu myaka yashize? Dore ibikunze kugaragara ku rutonde rw'imigambi abantu bafata icyo umwaka

utangiye:

- Kugabanya umubyibuho, kujya mu nzu aho bakorera imyitoto ngororamubiri, guteka nibura indyo igizwe n'ibintu bitatu mu cyumweru ugaha umukozi wo mu rugo ikiruhuko, kubona impamyabumenyi yo mu cyiciro cya kabiri cya kaminuza (master's degree), guhindura akazi, kuba uri kumwe n'umuryango wawe kenshi gashoboka, kujya kuri interineti; gutakaza ibiro 10 kubyibuha ukanakomera.

Ese mu byukuri murabona ibi bishoboka? Mu byukuri icyo migambi y'indoto ishobora gutuma ahubwo usubira inyuma. Tugomba kutipasa muremure tukareba umubare w'amasaha dufite nyuma y'amasaha 8 cyangwa 10 y'akazi mu minsi 5 cyangwa 6 mu cyumweru. Ese ni gute twitegura guhindura uko twakoraga kugira ngo tuzagere ku musaruro ufatika? Niba hari umugambi ugiye gutangira dore ibyo wakora:

- Ntugategereze ko umwaka ushira ngo n'undi utangire kugira ngo ufate imigambi mishya

- Fata imigambi imwe nirangira ufate indi mu mwaka hagati

- Shyira mu gaciro wihe intego zishoboka ndetse unahindure ku buryo butakuvunnye ibyo wifuzaga ko byahinduka mu mikorere yawe

- Reba ukuntu uwo mwashakanye, incuti yawe, abana bawe, umukozi wo mu rugo



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n'abo mukorana n'abandi bagufasha kugira ngo ukomeze utere imbere.

- Banza urangize umugambi washyize ku rutonde rwawe mbere y'uko wongeraho undi mushya

- Jya wirinda gukabya mu gufungura no kunywa kuva ku itariki ya 24 Ukuboza kugeza ku ya 7 Mutarama ahubwo ugomba kugira utuntu wimenyereza gukora muri icyo gihe

Ese ushobora gutangira kwiha disipuline mbere y'uko umwaka wa 2013 urangira ushyiraho urutonde rw'ibyo uzakora mu gihembwe noneho ukagenda urwongera buhoro buhoro aho gukora urutonde runini rw'imigambi mu gihe cy'umwaka?

**TSM**

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## GOLD FOR RWANDA

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# ASK, The Magical and Dreaded Process in Sales

By Martin Kairu

Many sales men are scared of asking, whether it is for business or for anything they want from their client. They are scared of asking and they don't even know they are. Sales people are a confident lot of people. They look for strangers every day, and present themselves, their company and their product to the strangers. There is a term for these strangers- Prospects. While a prospect is one who is likely to purchase your service or product. From the total population you zeroed on this prospect for particular reasons of, he may have or look or you have heard they have the money. You may believe they have need for your product.

So we go and meet the prospect and we present ourselves, our company and

service, the prospect raises issues why he doesn't believe he wants to buy from us and we answer this objections and the customer is satisfied. At this point most sales people will thank the customer, set up another appointment with them and leave. What's wrong with this picture. Why were we in the prospects office, defiantly we went there to sell or rather to put it boldly get the business. We have done everything required of us except the one most important thing. Asking the prospect to move from being a prospect to being a client. We need to ask the client to pay for our service, product, ask him to sign on the dotted line. When someone says no to you, it is one of the most emotional distressing moment. One vital characteristic of sales professional is being able to control their states. So the client has said no, well How you take that is entirely up to you, how that affects your emotions is a choice entirely up to you. The client or for

that matter anyone else in this world has no capability to influence your emotional state, your emotional state is a domain of your control.

When a prospect says no many sales people choose to get disappointed, annoyed or any of the other negative emotions.

So prospect has said no, this may be as a result of a few reasons. You may not have linked your products value to the customer's needs, there may be no need for your services or products (this means you made an error in the early stages and you could have avoided this no).

So the customer has said NO!, as a sales professional you need to move on, let this no not affect your next sale. Your emotional state will dictate how you will treat not only the next sales presentation, even the others. The lingering fear of a rejection holds you back to asking for the business.

To avoid No there are a number of things you need to have done right from the initialization of the sale. **TSM**

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“When someone says no to you, it is one of the most emotional distressing moment.”





# Umukiriya ni we utuma habaho igikorwa cyo guhaha

Byanditswe na Martin Kairu

**Nkuko** dusanzwe tubizi kugurisha ntibyabaho hatabayeho kugura. Twakunze kwigishwa uko twakurura umukiriya kugeza ubwo agura. Nyamara abenshi mu bakora umwuga wo gucuruza ntibazi uko bamenya ukuntu umukiriya ahaha.

Kugura twabigereranya n'imyifatire kandi abakiriya bagura buri gicuruzwa mu buryo bumwe. Uburyo yaguzemo isaha ye ni nabwo azaguramo igicuruzwa cyangwa serivisi uri kumwereka hano. Twe nk'abacuruzi babigize umwuga imigurishirize yacu iterwa n'imigurire y'abakiriya. Uruhare rwacu mu kugurisha ni ukuba umuhuza. Nta makuru mashya tuzazana cyangwa ngo duhindure uko umuguzi yitwara kugira ngo agure.

Icyo dushinzwe ni ugushakisha tukamenya ku buryo bucukumbuye ukuntu umukiriya wacu akunda ikintu hanyuma akiyemeza kukigura ubwo buryo ni na bwo dusabwa kukimugurishamo. Iyo tutabigenje gutyo tuba tuvomera mu gitobotse nta cyo twageraho. Dukoresha ibyumvirizo byacu mu kugura, uko ni ko bigenda nyine, bitari uko twabibwiwe ngo bifata igihe kirekire. Ibyumvirizo byacu ni ukureba, gukorakora, kumvira mu mubiri no gushyiramo ubwenge. Reka tubisobanure kurushaho; ni gute uheruka kugura cya gikoresho? Warakibonye ubona gisa hanyuma ugikoraho kugira ngo ucyumve noneho uracyigera? Wabajije igiciro usanga kijyanye n'ikiguzi wagihaga cyangwa waraciririkanyijwe kugira ngo bakikugurishye ku giciro wifuzaga? Niba wari uri kumwe n'undi muntu waba waramubajije ngo na we akubwire niba gisa neza cyangwa ngo akubwire icyo abitekerezaho?

Ongerera urebe uko baguze, ese wa-

bonye hakoreshejwe aya magambo, kureba, kwitegereza, gukora ku kintu ukumva uko giteye, kumviriza mu mubiri no kubitezezaho, ese hari aho bihuriye n'ibyumvirizo bisanzwe? Nta gushidikanya ko ari ibyumvirizo bisanzwe by'umuntu.

Buri muntu wese agira uburyo ahahamo, akenshi ni ibyumvirizo umuntu asanganywe bikora. Twe nk'abagurisha b'umwuga ni ugufata ubwo buryo abantu bahahamo tukabukoresha. Iyo wamenye uko abakiriya bahaha uba wakoze icya kabiri cy'akazi kawe, ikindi cya kabiri ni ukugarura bwa buryo bwo guhaha ukabukoresha ku muguzi nk'uko we abukoresha. Iyo ayo mayeri akoreshe mu guhaha wayakoresheje neza bicamo iyo habayeho kunangira ni ukuvuga ko uba wahushije intego. Ni gute wamenya amayeri umuguzi akoresha ahaha n'ibindi byose wakwibaza mu gikorwa cyo kugurisha?

Abacuruzi benshi usanga iyo bagiye kwereka umuguzi igicuruzwa baba bafite ibyo baribubwire umuguzi mu mitwe yabo. Mbere na mbere ugomba gutega amatwi umukiriya kuko ni we rero uri bugire uruhare runini mu guhaha kurusha uko umucuruzi yabigiramo uruhare. Igishobora gutuma umucuruzi atuma umukiriya agura ni ukumuguyaguya, ukamurimbira, ukamwakira neza. Ibi bizagerwaho igihe icyo umucuruzi avuze cyose kinyura umuguzi. Kugira ngo ubigereho ni ukwishyira mu mwanya w'umukiriya, ukareba uko yaje, ibyo yaje akunda, uko yabikunze, hanyuma na we akaba ariko umwakira kugira ngo akunde akugurire. Si ngombwa kugira ibindi twahimba kuko umukiriya aba yazanye uburyo bwe bwo guhaha akaba ari na bwo tumukorezaho kugira ngo atugurire. **TSM**

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# WHY COMPANIES SHOULD HANDLE SOCIAL MEDIA LIKE DATING AND RELATIONSHIPS

By Muthuri Kinyamu



I know the title of this article arouses curiosity but am about to prove why you should handle and approach your community on social media like you do with a girl/boy in the dating scene. I happen to have spent the weekend home alone, phone off, no Twitter, no TV, no laptop- nothing; basically cut out off the world! Well I was having that "ME" time to reflect upon many things when my thoughts drifted to my social life...dating and such kind of things!

The more I thought about it, the more my mind wandered to social media and how companies often try to build relationships. So I engaged my thoughts to come up with this article! So in this article I will explore similarities and lessons social media managers can pick up from the dating scene to guide them in managing brands on social media. This will be pretty simple so here's how to go about it!

## 1. KNOW WHERE TO SEARCH.

For companies you need to know where your customers hang out, which platforms are they active on. Are you targeting the 18-24 market? Where are they? Are you looking for the 25-35 age group or the older ones? So at this stage you need to identify the social networking sites where to focus your social media marketing efforts.

## 2. TAKE THE MOVE!

- Be bold – Don't be afraid to share your thoughts, opinions and ideas with her. On social media don't be neutral! Be a rebel or the hero. Neutral content/discussion doesn't arouse engagement! Be very keen as you don't want the girl to curse meeting you same thing, if your content isn't great on social media, people will leave!

- Post less –Sharing everything on your mind or what you come across will push her away so is the community you have on social media! You don't keep calling her and texting all day so the same works with social media! If you're pushing serious content tweeting and posting in the morning may get you RT's. Use the 1/9 tweet rule –Those who only share their own content are transparent and audiences online look at that as purely selfish and switch off quickly.

Get in the habit of sharing 9 tweets not about you or your business for every post about you or your business. This way you don't spam people; the same thing applies to dating- you don't talk endlessly about yourself! Do less of push marketing, no "Me, me, me" kind of content.

“For companies you need to know where your customers hang out, which platforms are they active on. Are you targeting the 18-24 market? Where are they?”

## 3. SO WHAT NEXT AFTER THE FIRST DATE?

After you've went out for dinner with her, you don't ask to take her to your house! Back to social media, once you get people to like or follow you, you welcome them, thank them then immerse them with content about your business and what you offer. You aren't asking for a sale, you want to first build the relationship, give value, good content, keep your promises- when people ask for information, you give it on time, when you promise to call them, do it! After the first date, maybe you schedule the next one, you want to see her often right? So with social media, you may ask your followers to also LIKE your Facebook page and vice versa, check or subscribe to your channel

## 4. YOUR REPUTATION- WHAT DO OTHER PEOPLE SAY ABOUT YOU?

At this level if you had done your search in the right place, done step two and three well, a girl will ask her or your friends about you. Check your Facebook profile, ask your colleagues and people who know you more about you! She simply wants to get an opinion from people who know you before she makes a decision whether there's a future in what you have initiated. With social media, a customer will search more about your business online, ask around for recommendations, also ask friends about your product or service or maybe read product reviews online. So this is where you monitor your brand mentions, address inquiries, read reviews and up your reputation management!

## 5. TAKE HER TO BED- CALL FOR ACTION!

Most probably after step four a girl will have made up her mind but you still have a chance to clean up your name! You know it guys, how we say we've changed, we've quit alcohol and we're no longer players! With business, most likely your prospective buyer will have 2 or 3 options now; with recommendations to try out product B from company C. However you still have a chance to explain the benefits, value proposition and the uniqueness of your product/service. Address the fears the prospect has and do it authentically and in a genuine manner. Ensure you give value to spark initiative and encourage action! **TSM**

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# Embrace e-Payments

or be swallowed by the growing service sector

By Khen Amooti

**On** a hot afternoon, Africa Jesse, a presenter on radio Flash signed out from his daily afternoon program. He was starving and without delay headed right to a restaurant to settle his appetite.

Almost an hour later, it was time to pay for the meal and that's when he realized he had left the wallet at the radio station, he quickly recovered from his brief panic explaining his dilemma to the attendant before offering to pay her using the mobile banking service on his phone. Unfortunately, it couldn't work as the woman refused insisting on cash which was delivered later after Jesse called a colleague at the station.

It's amazing how many service providers continue to stick to old fashioned ways of doing business despite the fast and furious dynamism in the sector. Mobile banking is one of the many e-payment services that banks are offering to make life easy for Rwandans unfortunately, many are still stuck to their medieval lifestyles.

During last year's annual media dialogue, a presenter told media proprietors that, "if you are going to remain old fashioned then you won't survive the dynamism of the modern media."

The same could be said of the service providers. Those who fail to adapt to the new financial innovations could be suffocated instead of growing with the sector. The then Rwanda Central Bank governor, Claver Gatete says, "We are moving with trends in ICT and that means adapting to and aligning our systems with new

innovations," he remarked.

But it's not all lost. These innovations are new and with time people will get used to them, observed Clement Asiimwe who works with a local micro-finance. There are various e-payment options available on the market from mobile money, to VISA cards to mobile banking to mention but a few.

Recently, R-switch an E-Payment in Rwanda introduced 'Smart Cash' platform which will allow Rwandans to effect e-payments both domestically and within the region. The new innovations according to Konde Busingo, R-switch CEO, will add flexibility with ATM card owners able to obtain services at any time within the country on any ATM machines and other point of service (POS) devices.

"No other E-Payment Company has made this kind of commitment of providing a home grown Regional e-payments Services working with the banking industry," said Konde.

Three banks have already partnered with Nakumatt to enable clients to use e-pay-

**“There are various e-payment options available on the market from mobile money, to VISA cards to mobile banking**

ments and these include Bank of Kigali, Equity Bank and Eco Bank. At Nakumatt, transactions by locally issued Visa cards are not charged but a small fee per transaction is deducted by the corresponding bank for foreign

issued cards.

Mobile money services seem to have at least taken root. MTN, the pioneers of the service announcing in November last year that transactions of worth \$138million had been recorded since the launch of the service.

Karim Rwahirwa is a photographer and instead of making the long trip to Kampala to buy photo albums, he makes a shorter journey to Nyabugogo where he sends his dealer cash via mobile money and he waits for the products to be delivered on the bus the next day. "I save not only money but also time," says Rwahirwa.

Fantastique is one of the trending food joints in Kigali receiving a minimum of 600 clients per day. It's affordable, air conditioned, classy and conveniently located in the city centre and has wireless internet. Unfortunately, you can't use your Visa card or mobile money or pay through your mobile bank. They also don't accept dollars, only francs.

Many who have reservations about these new innovations point to the risk of losing money yet both the central bank and service providers who use those innovations say there's little room for risks.

"There could be disturbances in network connectivity as the Visa machines are connected directly to the banks but we don't get that kind of complaints of loss of money," explained Nakumatt's Makau. **TSM**

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# ICTS

## are more than just computers and the Internet

By David Kezio-Musoke

### Whenever

I travel and I meet people, the first thing they ask me about Rwanda other than the country's good governance and the well manicured streets is the development of ICTs. One time (probably about 5 years ago) when I still worked for the Nairobi based Nation Media Group, a journalist colleague of mine was compelled to crosscheck with me, "David I have been told all the towns and streets in Kigali cities have wireless points of Internet presence which is provided freely to all city dwellers."

Eight years ago when I first came to Rwanda, I must confess that my impression of the country in regards to the development of ICTs was that of the likeness of a street in Silicon Valley. Such is the power and beauty of a good public relations strategy, which I have now basically made my core business.

After being in the country for almost a decade I still feel that the story we told years ago about ICT has become a little static and needs some kind of sparkling evolution. Five years ago I wrote a story in The East African about 'Kigali being the first wireless

city in sub-Saharan Africa.' I remember writing about the largest national data center being built in Rwanda. I also remember writing about the fact that Rwanda was the first country (probably in Africa) to assemble mobile phones. This particular story I remember made headline news across several new wires and even almost won me an award.

My worry is that if I continue to play the role of the institutions meant to do the 'checks and balances', I risk being misunderstood. But the fact still remains the same, something is afoot somewhere.

While trying to demystify my thoughts on this particular subject, I am compelled to note that it is time for our governments to move away from the conventional governance of ICTs. This might be the hindrance to actual development of the trade. For example the ministries governing ICT should be full ministries and not extensions.

Today we are under the pressures of being fashionable. In the process we tend to think that being 'en vogue' means adopting the latest innovations, which limit ICTs to the Internet, and

excludes others that fall in the same category of ICTs such as radio, television, and even print media.

“**ICTs should not be dismissed as a passing fad. It is all very well when somebody believes they are clairvoyants and can reliably predict the future,**

These technologies use reception equipment that is readily available in homes, have proven to be effective and inexpensive in packaging high-quality materials that reach "unreachable clientele," and overcome geographical and cultural hurdles. Basically they are more important ICTs than the ones we have been made to believe as fashionable. They are all information communication technologies.

Why then shouldn't a ministry of information and broadcasting, not tier with that in charge of ICTs? In this case in Rwanda, instead of the Ministry of ICT and Youth we would probably have a cabinet position in charge of Information, Broadcasting and Technologies.

It would also mean that instead of having two regulators we

would probably merge the Rwanda Utilities and Regulatory Agency together with the Media High Council, which regulates radio and TV broadcasts and of late

even digital media.

ICTs should not be dismissed as a passing fad. It is all very well when somebody believes they are clairvoyants and can reliably predict the future, but we should be talking about the present here. And if we do so, ICTs should be critically re-examined to cater for all loose ends otherwise the country risks being that well marketed top ICT destination that produces no variable at all. **TSM**

*The writer is a Managing Partner with Beehive Rwanda a corporate communications firm. Read more from his blog [www.kezio-musoke.com](http://www.kezio-musoke.com)*



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## Ten Years of a Dream Come True

On the eve of its 10th anniversary, RwandAir faced unprecedented challenges. Analysts say this is typical of any airline that is growing in passenger numbers in the face of a struggling competition. The differentiated service offering is setting the pace and travelers are joining in huge amounts. Once the airline is able to control this flow analysts say they are now in the play field and sky is the only limit there is.

We will review a dream over the ten years that it has been forming, and paint a picture of the amazing journey RwandAir has covered in the land of a thousand opportunities. We will also look at forecasts over the next ten years.

### Brief History

RwandAir, the national airline of the Republic of Rwanda, has garnered a lot of attention in the past 3 years since 2009. So much that the airline has earned the proud moniker of "the Fastest Growing Airline in Africa"; by many accounts this is true considering the short period in which this growth took place.

In December of 2002 when the airline was registered under the name of Rwandair Express the government of Rwanda had decided to take a firm responsibility to boost the aviation industry. Since the end of the 1994 genocide of Tutsis there had been a couple of attempts to reboot the once called "Air Rwanda" out of the ruins left by the genocide.

Privately held companies and investors showed interest and formed Alliance Express which served destinations to neighboring countries mainly and to South Africa. As it turns out the alliance did not thrive and some investors pulled out, leaving the company on the brink of collapse.

In 2002 Rwandair Express was formed, funded by government initiatives with at its head Florence Nkera (RIP) who was the first woman to head a national airline in the history of Rwanda. At that time a lot of external expertise was required to build up the core business processes and to train the human capital that was invested. Seven years of first steps and hard work brought some results, albeit with a few missed opportunities and an





entirely leased and old fleet.

In 2009 a tragic accident at the Kanombe airport sealed the fate of the airline after a taxied aircraft accidentally drove full throttle into a building, causing the death of one passenger and injuring a few. That is when the brand name was changed to RwandAir and it was decided that the airline would stop being a fleet borrower and become a fleet owner and operator. Fast forward to today and you have an amazingly powerful airline in the East African skies offering top quality service to a market largely saturated by Kenya Airways and Ethiopian Airlines.

Since 2009, RwandAir built a reputation of being a time-keeper and offering affordable fare prices to most capital cities in eastern Africa while operating a young, state-of-the-art fleet. Passenger numbers would double each year as the airline acquired new aircraft and opened new destinations. Today the airline operates a fleet composed of four Boeing 737 NG series, two CRJ-900 NextGen and one Dash-8 and serves all major cities in the EAC (East African Community), three cities in western Africa, Lagos, Libreville and Brazzaville, Johannesburg in South Africa, and Dubai the only destination out of the continent. All these achievements, however, come at a high cost and RwandAir has had to pay the price in many different ways, among which a forecasted risk is that has affected a number of customers from December of 2012 to mid-February, 2013.

The Challenge with Growing Fast  
In December of 2012, as the airline was



celebrating its 10th anniversary, a new schedule was introduced to increase its frequencies to key regional destinations and to offer better and quicker connections at its Kigali hub. The schedule however greatly reduced the turnaround period, giving very little time to ground services to service an aircraft for its next destination. Fuel costs that take up to 40% more in Kigali compared to the rest of the region, topped by maintenance and outsourced engineering costs once again tested and tried the airline.

Decision makers were faced with challenges to meet the high demand while mitigating the costs. The airline had seen this coming, especially with the rise of fuel prices, and decided to proceed head on and ensure customer loyalty was not to be compromised. The calculated risks taken would range from cancelling flights, delaying departures,

to transferring passengers to other airlines or offering accommodations to inconvenienced travelers during the busy Christmas season. December is a busy month for any airline, including RwandAir as the following testimonies try to paint each a different perspective.



## RWANDAIR STAFF SHARES THEIR STORIES



**Charity Mupenzi, purser, flight attendant.**

**Q –What is the most important aspect in providing service quality?**

- To honor everybody's demand. Passengers are very different in their needs sometimes. As a fast growing airline, we fly to ever more destinations and getting more travelers from all these markets we serve. Most of our travelers are actually used to world-class cabin services and we must meet their demands.

**Q – What service levels do you follow for each of your flights?**

- It actually depends on the particular flight. We have 4 different service levels: starting with short flight to Bujumbura and Kamembe where the limited flight time does not justify the service that we can give to destinations with slightly longer flight time such as Nairobi and Entebbe. There is simply not enough time to give everybody a meal. On the other hand we fly 6 hours to Dubai where we serve extensive meals and entertainment, and by me going through the cabin offering complementary beverages.

**Q – What do you like most about your job with the fastest growing airline in Africa?**

-I like travelling, seeing lots of different places, meeting different cultures, etc. In certain places we get to leave the airport and spend a day just waiting for our next flight. RwandAir is young but growing really fast. Seeing places is an amazing experience to have for a young and dynamic generation, there is so much out there that Rwanda cannot wait to discover.



**Aimée Gloria Mukasine, customer support services**

**Q –What is the most important aspect in providing service quality?**

- To provide consistency throughout my shifts. I get to work on short turnarounds, long turnarounds. A hundred passengers, 15 passengers. It is very busy for a whole hour, and then very quiet the next two. Quality cannot be compromised although I'm not able to give each passenger the same amount of attention.

**Q – Kigali airport is pretty small and gets congested for every arrival or departure. How do you maintain service quality?**

- Most of these disruptions are beyond our control. Bad weather for example can get an entire flight cancelled. Or when there is a delay at one airport and the same aircraft is expected to take passengers to other destinations, I have the difficult task to inform of these changes. At all times we tell our customers the truth, with all possible alternatives available to ensure that their travel plans are not disrupted much. And each case is dealt with to completion, so we can focus on the next case at hand. Day and night we work hard to avoid that no single case is repeated a second time.

**Q – What's your message of hope to customers that turn your services away?**

- We deeply apologize to them for the inconvenience caused. Any other airline goes through the same things but we feel RwandAir is chosen over the rest for a lot of good reasons that we keep on improving and getting better. It is a journey.



**Manuel Rendo, flight captain**

**Q –What is the most important aspect in providing service quality?**

- I always try my best to takeoff on time. It's that simple.

**Q – But you are not always successful?**

- Correct. Sometimes these delays are beyond our control. Aviation is a complex industry, very dynamic with many different stakeholders that are required to all work together closely to allow an aircraft to depart on time. In other cases delays are entirely our fault because, for the case of RwandAir, growing fast requires more resources and we unfortunately get hit first before we can improve our operational efficiency. Planning ahead of time is a tedious task in this kind of environment. Another reason is that we only have one runway in Kigali and no taxiway. That often means that we have to wait 20 – 30 minutes for departure, because another aircraft is coming in to land.

**Q – Do you interfere with particular passenger issues during boarding and/or cruising?**

- Normally not my responsibility but I trust the crew is well trained to handle all that. This is why they rarely call for my intervention. Of course from the cockpit we keep passengers informed about all relevant issues to their flight. This is very important and part of the service. We give weather information; mention the route, our estimated arrival time and I very much like pointing out touristic hotspots if we pass by en route, such as Mount Kilimanjaro on our way to Dar es Salaam.

**TSM**

*Written by: Robert Nsinga, head of corporate communications at RwandAir.*



# WOMEN IN AGRICULTURE

## The need to close the gender gap for development

By Gloria Iribagiza

**Women** make essential contributions to agriculture in developing countries, but their role differs significantly by region and is changing rapidly in some areas, says a report by the Food and Agriculture Organisation (FAO).

Key findings in 'The State of Food and Agriculture 2010-2011' report indicate that, women comprise on average, 43 percent of the agricultural labour force in developing countries, ranging from 20 percent in Latin America to 50 percent in Eastern Asia and sub-Saharan Africa. Their contribution to agricultural work varies even more widely depending on the specific crop and activity.

Women in Agriculture and in rural areas have one thing in common across regions: they have less access than men to productive resources and opportunities. The gender gap is found for many assets, in puts and services—land, livestock, labour, education, extension and financial services and technology—and it imposes costs on the education sector, the broader economy and society as well as on women themselves.

Therefore, closing the gender gap in agriculture would generate significant gains for the agricultural sector and for society. If women had access to productive resources as men, they could increase yields on their farms by 20-30 percent which could raise total agricultural output in the developing world by 2.5 to 4 percent and this would reduce hunger in the world by 12 to 17 percent. The potential gains would vary by region depending on how many women are currently engaged in agriculture, how much production or land they control, and much wide a gender gap they face. Additionally, closing the gender gap in

agricultural inputs alone could lift 100 to 150 million people out of hunger.

Research findings by FAO in the 'Women in Agriculture: Closing the gender gap for development', further states that, even though, no blueprint exists for closing the gender gap, some basic principles are universal: governments, the international community and civil society should work together to eliminate discrimination under the law, to promote equal access to resources and opportunities, to ensure that agricultural policies and programmes are gender-aware, and to make women's voices heard as equal partners for sustainable development.

Conclusively, achieving gender equality and empowering women in agriculture is not only the right thing to do—it is also crucial for agricultural development and food security.

**TSM**



“**Women in Agriculture and in rural areas have one thing in common across regions: they have less access than men to productive resources and opportunities.**”

Picture from Shutterstock

## with Ambassador Leoni Cuelenaere Embassy of the Kingdom of the Netherlands



Photography by Timothy Kisambira

In this issue, The Service Mag presents to its readers Her Excellency, LEONI CUELENAERE the Ambassador of the Kingdom of the Netherlands to Rwanda. In an exclusive interview, she explains why it is important to see a greater presence of women in agricultural roles beyond subsistence farming and why closing the gender gap is necessary in our society. Below are the excerpts...

### **TSM: Why is supporting women in agriculture important?**

Rwanda is an agricultural country like mine (Netherlands) which is partly an agricultural country. And Rwanda is still focused subsistence farming but you have endless possibilities here in Rwanda to make it more market or trade value. Women traditionally have always had a role in agriculture and its also known that we women have disadvantaged positions in agriculture and that is not only in Rwanda but everywhere. We have less access to land, finance and in general women are less educated than men worldwide, just because we are women. In Europe for example, we have more and more women educated but when you look for those who are specialists they are less, or if you look at my own service, more than half are into the service but how many ambassadors are women?

According to FAO's state of food and agriculture 2010/11, closing the Gender Gap in agriculture would generate significant gains both for the agricultural sector and for society as it could raise the agricultural output in the developing world by 2.5-4 percent and could reduce

the number of hungry people in the world by 15 percent. So, I think that agri-

culture is very important and yet there is little food to feed the world. Changing legislation to reduce the gender gap like the way Rwanda is doing is very important.

### **TSM: How is agriculture important for development and poverty reduction?**

If you can grow so much and use it for trading as well then you can get out of poverty. People get stuck in poverty especially when they grow enough for feeding their own which is okay but then you cannot get any further and I think you can use agriculture in this country to stay away from poverty and of course Rwanda has its plans of becoming a middle-income country through its Vision 2020. Another important factor is reducing the Gender Gap and that means sending more children to school especially the girls. It does not mean staying away from farming but with good education you can think ahead and make plans of changing your farming from subsistence to trade and marketing agribusiness.

### **TSM: How does cutting Aid to Rwanda affect agricultural development projects?**

There is a big effect on development obviously. I think that Rwanda is more than being Aid dependent, I think you have strength enough from yourselves. Of course Aid helps in reaching your goals faster, it means that some of the goals will be reached less quick, you will go on, but the tempo will be less slower. Vision 2020. Another important factor is reducing the Gender Gap and that means sending more children to school especially the girls. It does not mean

staying away from farming but with good education you can think ahead and make plans of changing your farming from subsistence to trade and marketing agribusiness.

### **TSM: What are the biggest challenges that women face in Rwanda and are affecting agribusiness?**

A lot starts with education. If you go to school you feel more capacitated than someone who hasn't gone to school. Education makes women more empowered, capacitated and able to stand on their own. What is key is that we feel capacitated and not less than someone else just because he is a guy. This is possible and we have several examples of female entrepreneurs in Rwanda whom we can look up to.

### **TSM: As much as there are several women entrepreneurs in society, what in your view, is holding women back from moving up the value chain?**

I think we have to work with examples of women role models in society, for example if the media could publish more on females who have achieved, that would help. This would help because women and girls would feel empowered, enthused and inspired to do better. Fortunately, in Rwanda you have several role-models like the Foreign Affairs, Health and Agriculture Minister among other women leaders.

When more women are involved in leadership roles across all sectors, they are in position to influence policy change and that could lead towards closing the Gender Gap. Eventually, reducing the Gender Gap will positively impacts the lives of women in both the urban and rural areas as well as influences the perception of the younger generation of girls to pursue their dreams and goals through attaining an education.



## PROFILE: AURORE UMUBYEI PURSUING AN AGRI-BUSINESS CAREER INSPIRE THE GENDER-GAP

**AURORE** Umubyei is a 26-year-old outstanding Rwandan woman who pursued her education and career in Food Process Engineering at the University of Ghana in Legon. She is currently the Operations Manager at FRESHPAK Rwanda Limited, an agri-business company that directly exports fresh fruit and vegetables that are grown, processed and packed in Rwanda.

Irrespective of the gender gap that was quite evident in the science course—where there were only four female students in a class of over 40—she said she wasn't deterred or discouraged from achieving her life's aspirations. The disparity in gender in her class, she says didn't come as a shock as she was accustomed to this trend in all the science classes she had taken; she is also, an alumni of Lycee De Kigali Secondary school where she pursued her high school education, majoring in Bio-chemistry.

### Why agri-business...

"Agribusiness is important especially for us Africans because we have a lot of land and good planting seasons—we are blessed with everything we need to produce quality food," Aurore says which she emphasized as a factor that places Rwanda at a unique position to meet the demands on the international market for fresh produce.

"There is a high demand for organic produce from Africa on the international market because it is fresh and tasty. This could be attributed to the difference in planting seasons and the amount of pesticides they put in their crops—and I believe this in itself provides a unique opportunity for us to invest and make a name for Rwanda."



When she completed her education, job searching in her field presented more challenges than opportunities. However, she finally landed a job in Bralirwa in Gisenyi where her skills and education could finally be put to test.

"People kept asking me why I choose the course I did which had only led me to a job meant for men and not women. This was mostly because it was a technical and hands-on job that involved hard labour, climbing structures among other tasks," she says adding, "however, I must say most of these comments came from the 'baturage' (villagers) who don't understand that women can do any job as good as men as long as they are qualified for the position." Thankfully, Aurore says she wasn't discouraged by these comments. She attributes her change in perspective to the exposure she received while studying in Ghana where she had seen how women were emancipated. One day Aurore received a phone call from the owner founder of FRESHPAK Rwanda, who was looking for someone with her exact job skills.

"For the first time after a long wait, I was very grateful for the industry-specific course I had pursued at university," she says. She was hired as the Operations Manager at the company that directly exports hot pepper, bananas, egg plants, avocado, fresh and dry beans, tamarillo (ibinyomoro) among other fruits and vegetables, to countries like; Belgium and Netherlands in Europe, Dubai in Asia and Congo Brazzaville, DR Congo and Gabon in Africa. An annual approximate

of 3 tonnes of produce is exported during peak season and 1.5 tonnes during the dry season.

### The process...

Over seven cooperatives take their produce to collecting points in Kibungo, Mutara and Nyamata in the Eastern Province. From the collecting points, the produce is transported to the park house where it's sorted, cleaned and packaged. Thereafter, agronomists from the National Agriculture Export Board

**“Women in Agriculture and in rural areas have one thing in common across regions: they have less access than men to productive resources and opportunities.”**

(NAEB) and the Ministry of Agriculture inspect the produce to validate its quality. A Phyto-sanitary certificate from the inspectors is awarded as an indication that the produce is in good condition for export. Finally, it is transported to the airport where it's stored in a cold room pending FRESHPAK's scheduled flights for export.

"Some of the challenges we face with exporting perishable produce is that; the cold room is quite expensive, there is an insane need for strict coordination because if you miss out on the details of flights, the produce will be left behind to waste and also, there is an issue of finding the kind of boxes we use for packaging on the Rwandan market, which has led to us importing from Kenya," explains Aurore. Despite all these challenges, the Operations Manager says, the upside of dealing with perishable produce is, a tax-free trade seeing as there is no added

value since products are not processed and a vibrant international customer base with a high demand for fresh Rwandan agricultural produce.

"I like what I do because we make a difference in people's lives; even though rural farmers are not able to export the produce they grow, we are happy to connect with them as the middlemen. "I especially love my job because I contribute towards making a name for Rwanda. When we export something

that has 'Produce of Rwanda', I'm happy to be part of that. The reputation for quality has already been set

by other exports from Rwanda and we are glad to maintain that quality with the products we export," said Aurore.

### Message to other women...

"More women and female students should be inspired and motivated to pursue careers in agriculture. There is a wide array of interesting fields that can be explored. The world is changing and it's becoming more about having great ideas and putting them into action—we have everything we need to succeed," she said.

Besides her job, Aurore enjoys reading, watching movies, trying out new things and challenging herself to go beyond her limitations. **TSM**

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# RWANDA SOCIAL SECURITY BOARD

RSSB takes the ideals of **QUALITY MEDICAL INSURANCE SERVICES** to the next level



Rwanda Social Security Board (RSSB) was formed in 2011 after the merger of two Social Security schemes; Medical Insurance and Pension that were formerly managed under the Rwanda Medical Insurance (RAMA) and Social Security Fund of Rwanda (SSFR) respectively.

Since its inception, a lot has been achieved. The merger of the two institutions has resulted into harmonization of services within the two social security schemes.

The close of 2012 saw a number of achievements registered in the operation of the medical scheme particularly; extending medical coverage to pensioners, introduction of electronic health insurance cards that replaced paper booklets and the establishment of partnerships with different medical facilities. This has improved accessibility and availability of medical facilities and services to members and beneficiaries.

**1,492 Pensioners accessing RSSB services**

Medical insurance coverage has increased tremendously. Today RSSB covers acute and chronic diseases with specialized services such as CT-scan, Magnetic Resonance Imaging (MRI), Chemotherapy, Dialysis, Spectacles, Prosthesis and Orthesis.

In a bid to put emphasis on the notion of "prevention is better than cure", RSSB has introduced a full routine medical checkup service restricted to women and men aged 35 years and 40 years respectively. This age group was selected due to its susceptibility to disease resulting from a weakening immune system. This is also in a bid to control and prevent diseases within the



growing population. Medical check-ups are accessible at three facilities; King Faisal Hospital, Centre Hospitalier Universitaire de Kigali (CHK) and Biomedical Center.

Pensioners numbering 1,492 who used to be members of the medical scheme can now access RSSB's services. Their contributions are deducted from the monthly pension at a rate of 7.5 pc.

With the introduction of new health insurance electronic cards for the members and their dependants, their distribution increased from 56,379 in 2011 to 247,140 by the end of 2012.

The institution is also working closely with the community-based health insurance (Mutuelles de santé) in supporting government efforts to improve healthcare delivery to communities by increasing accessibility to medical services. RSSB has established an annual fund within the institution's budget as contribution towards the community-based health insurance.

In a bid to provide quality services to its members, medical services within the scheme have been decentralized and can now be accessed in all districts countrywide.

### Membership drive

The institution has introduced a door to door campaign in creating awareness and sensitizing the population about



### Membership status growth in 2012

Period	Members	Dependants	Total No. of beneficiaries
January	149425	284948	434373
February	149346	284948	434294
March	151139	286218	437357
April	153915	289892	443807
May	158860	293326	452186
June	164376	296917	461293
July	170911	300299	471210
August	173269	303792	477061
September	176169	306582	482751
October	181188	310268	491456
November	182781	313514	496295
December	184257	316536	500793

the medical services and their benefits so as to bring in new members. This change in strategy as opposed to seminars has been a major focus targeting the informal sector.

Results of the campaign have been impressive. Membership grew from 149,425 in January 2012 to December 2012. The number of dependants also increased from 284,948 to 316,536 within the same period. In total, the number of beneficiaries increased from 434,373 to 500,793 thus registering a record of 66,420 new beneficiaries from both the private and public sector in just a year.



### Towards a comprehensive social security system

Despite the incredible achievements recorded in 2012, there is still a lot to be accomplished in the year 2013 as the institution pushes towards a comprehensive social security system that addresses the social security needs of all Rwandans.

More emphasis and efforts will be directed towards extending excellent service delivery, increasing the membership status of both formal and informal sector, access to online medical services, increase in partnerships with the medical service providers, establishment of a state of art multi-specialty clinic and biomedical laboratory, and reviewing the medical services package covered by RSSB.

The institution is also pondering law reforms that will make it possible for new members to benefit or have access to medical services immediately after making their first contribution towards the scheme.

Members are also called upon to make timely contributions as per the stipulated period to enable quality service

delivery.

In conclusion, RSSB is committed to providing quality services to its mem-

**658**  
**Number of medical partners working with RSSB**

bers and beneficiaries through provision of medical care and standard pharmaceutical products. This will also be done in full cooperation with other medical services providers. Monitoring and control methods have been set up to enable and establish standards for excellent services to our members and beneficiaries. RSSB partners are obliged to follow guidelines and the set standards to avoid poor service delivery and fraud.

### Mission

"To provide high quality social security services, ensure efficient collection, benefits provision, management and investment of members' funds"

### Vision

"To envision a comprehensive social security system that addresses the social security needs of all Rwandans"

### Corporate Values

In trying to achieve our mission and vision, we endeavor to be guided by the following key strategic values:

- Integrity;
- Collaboration;
- Accountability;
- Respect; and
- Excellence.



# C'est trop cher !

Comment résoudre cette objection ?  
Par Jean-Pierre Lauzier

Par Jean-Pierre Lauzier

La grande majorité des professionnels a déjà été confrontée à ce problème. Pourquoi votre prospect en arrive-t-il à cette conclusion et quelles sont les méthodes pour lui faire accepter ce prix ?

Combien de fois vous est-il arrivé que des clients ou prospects lancent l'objection suivante : « C'est trop cher » ? Probablement des dizaines et même des centaines de fois. Avez-vous déjà pensé au nombre de ventes supplémentaires que vous auriez pu conclure si cette objection n'avait pas existé ?

Fort probablement beaucoup plus. Notre objectif, dans les lignes qui suivent, vise à identifier les motifs qui portent le client à soulever cette objection et de voir s'il y a quelque chose que vous pouvez faire pour éliminer cette objection et ainsi obtenir de bien meilleurs résultats dans vos ventes.

Lorsque le client vous dit « C'est trop cher » ou « Ça ne convient pas à mon budget », est-ce parce qu'il trouve que le prix est trop élevé ou est-ce parce qu'il ne perçoit pas réellement la valeur de votre offre ?

**Pourquoi votre client pense que votre produit est trop cher ?**  
Dans toute transaction, lorsque le client trouve que votre produit ou votre service est trop coûteux, il y a deux facteurs importants à analyser et ce sont : le prix et la valeur. Pour qu'un échange s'accomplisse, le cli-

ent doit percevoir que la valeur de votre offre est plus élevée que le prix demandé, sinon aucune entente ne se concrétise.

La solution la plus facile serait de baisser vos prix ou d'ajouter soit des accessoires, soit des produits complémentaires, mais si cette alternative est choisie, il s'ensuivra que la rentabilité de votre entreprise et/ou de votre commission en souffriront. Par contre, si vous réussissez à positionner sa perception à un niveau où la valeur dépasse grandement le prix, votre rentabilité est préservée et vous concluez une vente.

Prenons un exemple  
Attardons-nous donc un peu sur la façon de faire qui va vous amener à pouvoir augmenter la valeur de votre produit ou service aux yeux de votre client ou prospect.  
Combien seriez-vous prêt à payer pour un stylo plume Mont Blanc ?  
A) Moins de 50.000 frw  
B) Entre 50.000 et 100.000 frw  
C) Plus de 100.000 frw  
Si chaque lecteur pouvait répondre, vous pouvez être assuré que :  
Plusieurs centaines auraient choisi A) ;  
Plusieurs centaines auraient choisi B) ;  
Plusieurs centaines auraient choisi C).  
Pourquoi en est-il ainsi ?

La raison en est que, pour certains, l'élément le plus important dans l'achat d'un stylo plume, c'est simplement son utilité alors que pour d'autres, une plume Mont Blanc est synonyme de succès et de prestige.

Cet exemple démontre bien que, pour un même objet, la perception d'appréciation est différente d'une personne à l'autre. Comment se fait-il qu'un client reconnaît qu'il y a beaucoup de valeur pour votre

produit alors qu'un autre en discerne moins ?

Dans le premier cas, le vendeur a su poser les questions pertinentes qui lui ont permis de déceler quel était le désir du client, ses préoccupations, ses problèmes et ce qu'il a voulu régler en se procurant votre produit alors que dans le deuxième cas, le vendeur n'a pas su mettre les caractéristiques de ses produits dans cette perspective client.

**Evitez ce barrage du prix avant qu'il ne devienne bloquant**

Dû au fait que, pour chaque client, les besoins sont uniques, votre travail consiste à poser des questions qui vous amèneront à découvrir ses aspirations ou ses problèmes.

Vous pourrez ainsi, lui présenter votre solution en fonction de ce qu'il recherche. C'est ainsi qu'à ses yeux, vous ferez monter la valeur de votre proposition. Les produits que vous offrez ont sûrement plusieurs éléments spécifiques qui les rendent avantageux mais si votre approche est d'en énumérer toutes les merveilleuses caractéristiques (comme le font la très grande majorité des vendeurs), vous diluez grandement la valeur de votre offre et, très souvent, le client trouvera que votre prix est élevé.

En tant que maître vendeur, il vous importe de ne présenter que les caractéristiques de votre produit qui ont un lien avec un besoin, un désir, un problème, une préoccupation de l'acheteur et du même coup, vous augmentez sa valeur. Un prix est toujours relatif aux bénéfices que le client va en retirer. Plus les bénéfices lui sont favorables, moins votre prix lui apparaît élevé. En agissant ainsi, vos ventes augmenteront certainement d'une façon fort appréciable. Bonnes ventes !

*L'auteur est un conférencier, coach et formateur chez JPL Communications Inc.  
www.jeanpierrelauzier.com*



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# NTUGA TEGEREZE KO UMWAKA URANGIRA KUGIRA NGO USHIMIRE ABAKOZI BAWE

Byanditswe na Sandra Idossou



Picture from Shutterstock

**Mfite** uburambe mu kazi kajyanye no kwakira abantu dore ko nakoze mu mashami ajyanye n'ibikorwa by'abakozi kandi nkaba nzi neza ibibazo biba muri ako kazi.

Hari abantu bakora muri serivisi babyuka kare cyane nko mu ma saa cyenda za mugitondo kugira ngo bashyire buri kintu cyose ku murongo ku buryo abakiriya nibaza saa kumi n'ebiri za mu gitondo basanga byose ari tayari. Hari n'ababyuka nijoro ntibasinzire. Ushobora kuvuga uti ni ko kazi bisabiye kandi barabihemberwa.

Ibyo ni byo koko ariko reka mbabwire gukora akazi ko gutanga serivisi bisaba kwitanga birenze umushahara. Bisaba ko abantu bakora cyane rwose. Bisaba ko utanga serivisi yibagirwa amarangamutima ye kugira ngo ashimishye umukiriya. Abakiriya benshi usanga batazi ibyo ababaha serivisi uko baba bavunitse kugira ngo babahe serivisi nziza. Gukora akazi ko gutanga serivisi ntibyoroshye, ako kazi karakugora ugata umutwe rwose, kagusaba byinshi. Bisaba ko ugakunda cyane kandi ukigiramo n'ikintu cyo kwitanga.

Niba mu Rwanda twifuzako baduha serivisi nziza birakwiye ko tumenya guha agaciro umurimo ukorwa n'abatanga serivisi. Ni abagabo n'abagore b'intwari bakwiye gushimwa rwose. Tubashimire tunabatake kubera ukuntu bitanga bakaduha serivisi.

Niba uyobora abakozi cyangwa wita ku micungire yabo, ugomba kumenya gushima abakozi uyobora ku kazi baba bakoze neza rimwe na rimwe mugahura mukishimira ibyo mumaze kugeraho. Ushobora kubaha agashimo k'amafaranga, ushobora kuba-

ha akandi kantu kabashimisha, mbese ukabaha akantu gatuma barushaho kugira imbaraga n'ubushake bwo gutanga serivisi nubwo bigira akamaro mu gihe gito. Uburyo bwiza butuma abakozi bawe bakomeza kugira umurava ku buryo burambye ni uguhora ubategurira umunsi wo guhura mugasabana kenshi gashoboka.

Gutegura umunsi wo gusabana no kwishima ni uburyo bwo gushimangira umuco wo gukorera hamwe nk'itsinda no kurushaho gusabana n'igihe mutari mu kazi. Iyo mwateguye umunsi mukuru mu kazi bituma munezerwa mbese mukagira ibihe byiza. Uko gusabana rero bituma umubano hagati y'abakozi umera neza kandi bikanatanga umusaruro mu kazi.

Kwakira abakozi ukabaha agaciro bijyana no kuzamura morale yabo bikabagaragariza ko uzi neza uko bitanga kugira ngo ubucuruzi bwawe bugende neza. Jya ushaka akanya ko kwishimana n'abakozi bawe mwishimire ibyo mwagezeho ibyo bizatuma abakora neza bakomeza kugira umurava kugira ngo mugere ku ntego zisumbuye ikigo cyawe kiba cyihaye.

Guha agaciro abakozi batanga serivisi bibongerera morale, uko wabikora kose bipfa kuba bibaha agaciro. Ibyo bizagaragariza abakozi bawe ko bafite akamaro gakomeye mu guteza imbere ikigo cyawe.

[sidossou@theservicemag.com](mailto:sidossou@theservicemag.com)

## Coin “enfants” le plus qui fait la différence

Par Diana Ramarohetra

« **Mais** où vais-je caser tranquillement mes enfants le temps que l'on papote ? Par question d'emmener les enfants faire les courses, ils vont me ruiner. » Autant de dilemme auxquels doivent faire face les parents.

En Europe, j'ai toujours apprécié ces installations pour enfants dans les centres commerciaux. Payées à l'heure, ces animations permettent à nos chérubins de s'amuser pendant que nous, parents vaquons à nos courses de la semaine.

Finis les « maman, on peut acheter ça. Maman, je veux rentrer à la maison. » Les courses sont faites, l'enfant est ravi et fatigué. Tout le monde y gagne.

A Kigali, pendant très longtemps, occuper ses enfants était un défi. Mis à part le cercle sportif, les enfants avaient vite fait le tour des activités.

L'option 2 était de le laisser chez des amis ou à la maison et avoir droit à « Maman, on ne peut pas aller avec toi ? » Au risque de passer pour une mère indigne, on finissait par céder. Heureusement, depuis quelques temps, certains endroits ont compris l'utilité d'allier espace de détente pour adultes et pour enfants.

A l'image du Mamba Club à Kimihurura. Pendant que papa s'extasie au bowling, que maman papote avec sa copine autour

d'un fanta orange, les enfants sautillent au trampoline. Chacun y trouve son compte et tout le monde rentre content. De même au Stipp Hotels Gisenyi. Pas besoin d'inventer la lune pour les occuper. L'hôtel a mis en place un espace jeu avec toboggan, balançoire et autre. Les petits sont ravis et les parents peuvent profiter d'un peu de moment d'intimité.

Vous l'aurez compris, le service n'est pas uniquement relatif aux adultes. Faire plaisir aux petits est un atout considérable si l'on veut conquérir les plus grands. **TSM**

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# EVER TRAVELLED BY AIR AND ARRIVED WITHOUT YOUR BAGS?

By Michael Otieno

Your service contract with any airline you choose to travel with is pretty simple; to deliver you and your baggage to the destination of your choice safely. There have been or there will be those anxious moments when your baggage has not or will not arrive with you at that destination. It is even more complicated when you are on international travel.

You have either felt or will feel even more aggravated when that airline of choice remains aloof and unresponsive amid your frustration and mad rants about how you will never fly with them again since your baggage is lost/delayed.

Here is a glimpse into what you should know about your service contract with an airline when you purchase a ticket.

Your ticket is a binding contract of service for both parties involved. – Every airline will be quick to tell you what is expected from you as far as your baggage is concerned; don't pack certain items, (liquids, weapons etc), your check in baggage must x kgs and hang luggage must not exceed y kgs.... the list is never ending and it varies from carrier to carrier. Here is what you should know; all airlines especially members of IATA are bound by certain international conventions which define "conditions of carriage".

I have not received my baggage on arrival, what do I do? - While the service contract between you and your airline is clear, many carriers seldom meet their end of the bargain due to circumstances within or outside their control.

Hence in the fine print attached to your copy of the ticket (hereby referred to as contract), nearly all airlines have this clause "carrier undertakes to use

**“Your ticket is a binding contract of service for both parties involved ...”**

its best effort to carry passenger and baggage with reasonable dispatch” – their way of absolving themselves from full liability. As a passenger ensures you report your baggage delay/ loss immediately to the carrier or its appointed agent by completing the lost baggage form from the airline. Make sure you hold a valid reference number for your complaint. Airlines do not honor complaints of baggage loss coming in later than 21 days of travel.

My baggage was never found and the airline has gone silent on me, what should I do?, The Warsaw Convention which governs international journeys stipulates that the airlines liability is limited for loss delayed or damage to baggage unless a higher value is

declared in advance of the travel and additional charges paid.

So don't waste your time or the airlines saying you had six DVD players and twenty iphones plus a Canon camera in the baggage if you did not declare this at check in so that your baggage is specially handled. In case value of commodities in checked in baggage is declared and the baggage is lost or damaged the airline is bound to compensate based on actual receipts, otherwise the following will usually apply; USD 20 per kilo

for checked baggage and USD 400 per passenger for unchecked baggage. For travel within the US, federal rules apply.

Where all these conditions are met and the airline does not offer any amicable/acceptable settlement, as a passenger you reserve the right to engage a legal counsel and sue not only for compensation as stipulated in the conditions of carriage but also for other things like loss of time, mental anguish.

Travel enlightened in 2013.

*The autor is an Airline Consultant;  
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# THE SERVICE MAG

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**Knowledge is Power**



# TOLERANCE TO BAD SERVICE KILLS GOOD CUSTOMER SERVICE

By Eva Gara

**When** we tolerate bad service we in essence are giving the service provider leave to continue in their bad ways. When we stand firm and insist on our rights then, believe it or not, service will improve.

A few days ago I helped a friend to get on motor bike because she did not speak a word of Kinyarwanda. After I stopped and gave the directions, I asked for the protective hair nets and the moto man looked at me like I was from Mars. I insisted we needed the net and he eventually said, in an exasperated tone that had run out of the nets. Yesterday the same thing happened. I told this friend that if it had been me, hell would have been let loose. Ok, not as dramatic that - but I would have waited for another moto with nets!

Good behavior is just like good customer care. When some

people on the street shove and spit or show no respect for each other, it causes undue distress to the general public. These already unhappy people will transfer their frustration to their work places and the cycle will just continue.

I have come up with a few "Ifs" to awaken the Rwandan populace to stand together for good service, a happy people and a cleaner, healthier country.

If a waiter was rude or showed bad

service and we alerted the supervisor, believe me, he would think twice before he repeated that behaviour.

If a policeman asked you for a bribe and you said no and promptly called the chief with his ID number, it would be a good example to the others.

If we all stood firm and refused to let those few unruly people get away with jumping queues at the banks, we would have orderly bank halls.

If we saw someone litter and told him off eventually this too would become history! If we stood firm against those who spit on the roads, and told them off, then we wouldn't have to step in that phlegm and gag with disgust.

If we saw a man standing proudly peeing on the road side and hooted or hissed

at him, that unhygienic habit would stop. This list is not complete but the moral of the story is that we should not tolerate bad service, we should insist on what we know is right and stand firm.

With time we will be not only one of the cleanest countries in the world but also one with great customer service and a society mindful of others' wellbeing.

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# IMPORTANCE OF HYGEINE IN HOSPITALS

By Dr. Rachna Pande

**Good** hygiene or cleanliness is a basic requirement for good health. The importance becomes much more in a hospital setting, where sick people come to restore their health.,

Hospitals provide cure for all types of sickness of the people. But, they also become a potential source of spread of infection if people concerned are not vigilant enough. A person may be hospitalized for some other problem say cardiac failure and may become more sick after acquiring some infection in the hospital. Infections occurring in a hospital setting or nosocomial infections as they are called, usually occur by 3 modes.

The infection can spread from one patient to another, from patient to doctor or nurse. A doctor or health care personnel can also infect a patient. The microbes responsible for hospital acquired infections usually cause more severe illness and are resistant to the more conventional antibiotics being used. Germs like pseudomonas, kliebsella, e.t.c. which produce grave illness are mostly implicated in nosocomial infections. Hence it is important for all concerned to be aware of these infections and take utmost precautions to prevent them.

Hospitalized patients are more prone to these infections as compared to those

who just consult and go home. Immune compromised people (patients of HIV/AIDS, uncontrolled diabetes, renal failure, e.t.c.) acquire infections easily and in more severe form. The common diseases acquired and spread in a hospital are urinary tract infections, pneumonia, diarrhoeal diseases and even chronic infections like tuberculosis and HIV/AIDS. Apart from this, skin diseases, common cold and cough can also be transmitted and acquired.

For prevention of infection from one patient to another, the beds are separated by a suitable distance. Those suffering from contagious illness like cholera, T.B., e.t.c. are put in isolation. Regarding part of the hospital it is very important to maintain very good hygiene. Every room should have good amount of sunlight as most of the disease producing germs present in the environment are killed by strong sunlight. It should be remembered that a hospital room is always full of infectious agents of various kinds. Adequate aeration and cross ventilation

**“Every room should have good amount of sunlight as most of the disease producing germs present in the environment are killed by strong sunlight.”**

helps to minimize the concentration of germs inside the rooms.. Daily washing and mopping of the hospital rooms with some antiseptic solution helps to kill the microbes prevalent in the rooms.

One should be vigilant enough to see

that cobwebs and dust do not settle over the doors and windows and even on the furniture, because these harbor germs. Hygiene needs to be observed even for the hospital linen and clothes as these also tend to gather germs. These should be always clean and changed regularly. This linen includes the bed sheets and other bedding used by the patient as well as the uniforms and coats used by doctors and other health personnel. They need to be washed and dried in strong sunlight or ironed by a hot iron.

Proper disposal of the fluids of the patient like urine, blood, e.t.c. and laboratory samples should be such that it does not become a source of infection for others. For this purpose, antiseptic solution is poured over the liquids before they are disposed off.

Every hospital designs its own infection control program which includes measures for cleanliness, hygiene and waste disposal. Ministry of health, in Rwanda has effectively taken measures to implement this in all hospitals. As people become more aware of the need for good hygiene in the hospitals, these measures will become more effective. This

will definitely reduce incidence of hospital acquired infections and ensure that sick individuals visiting the hospital do not get any infection.

*The author is a Specialist internal medicine-Ruhengeri Hospital rachna212002@yahoo.co.uk*

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# LETTER OF CREDIT



**Joe Nsano**  
Legal & Financial  
Consultant

Further questions can be sent via email to:  
askourlawyer@theservicemag.com

## Reader's question:

**I own a Small Trade Business that requires importation of goods from neighboring countries. For importing the goods, I have to travel carrying cash and it is getting riskier. I do not feel safe to wire transfer funds to suppliers as they might ship the wrong goods or not supply at all. What is the best way to tackle this issue?**

Dear Reader,

You are absolutely right. Growing your business means building and strengthening trust with the suppliers, while securing both parties' interests. The best legal-banking instrument is the **Letter of Credit**.

The Letter of Credit is defined as a payment instrument used in international trade transactions, through which the buyer's bank commits to pay to the supplier an agreed amount upon shipment of goods. The importer's bank issues the Letter of Credit based mainly on the agreement between the exporter and the importer. This agreement might be in a simple form of a detailed Pro-forma Invoice issued by the supplier or a purchase agreement.

In both cases, the following details have to be clearly stated: the nature of the goods, the type of package, the quantity, the price, the place of manufacturing, the place of shipment, the port of delivery, the mode of transport etc.

Due to the high risks in internation-

al dealings, the Letter of Credit has become a very important tool of international trade. As banks are considered to be trustworthy institutions, they act on behalf of the importers (buyers) by protecting its clients in ensuring that not payment will be made to the supplier until the bank receives a confirmation that the ordered goods have been shipped in the defined conditions.

As you may notice, a commitment from your banker is a firm and legal binding commitment, which is equal to a credit extended to you. Your banker will have to assess your creditworthiness.

The Letter of Credit will protect your interest while securing the supplier to be paid once the goods are shipped. **TSM**

“**Due to the high risks in international dealings, the Letter of Credit has become a very important tool of international trade.**”



**Katia Manirakiza**  
Consultante Légale

Envoyez-nous vos questions Légales à:  
askourlawyer@theservicemag.com

**Ndi umuyobozi w'ikigo cy'umuri-mo nkunze kwibaza icyo guhagarika by'agateganyo umukozi ngo yibaze bisobanura ? Ni byo koko bamwe mu bakazi banjye bakunze gukora amakosa, ndibaza niba ari cyo gihano nabafatira.**

Muri rusange guhagarika umukozi by'agateganyo kugira ngo yibaze bisobanura guhagarika by'agateganyo amasezerano y'umurimo bikozwe n'umukoresha mu rwego rwo guhana umukozi we wakoze amakosa.

Hari uburyo bubiri bwo guhagarika umukozi by'agateganyo kugira ngo yibaze : hari uguhagarika umukozi by'agateganyo ngo yibaze ariko akaguma ku kazi hari no kumuhagarika by'agateganyo ngo yibaze ariko bikazamuviramo kwirukanwa.

Guhagarika by'agateganyo umukozi ngo yibaze ni igihano gihabwa umukozi witwaye nabi ku kazi ariko bitabuza ko umukozi ashobora kutagaruka mu kigo akoramo. Urugero twatanga ni nk'igihe umukozi atubahiriza amabwiriza ku buryo bugenda bwisubira. Umukozi ahagarikwa ku kazi mu gihe cy'iminsi runaka noneho nyuma akazagaruka ku kazi. Muri rusange icyo gihano kimara iminsi itatu bigatuma umukozi ahindura imyifatire ariko ntiyirukanwe.

Guhagarika by'agateganyo umukozi ngo yibaze ariko bikamuviramo kwirukanwa, ibyo bikorwa bahagarika umukozi kubera ibyaha bikomeye yakoze bishobora kwanzira ikigo akoramo bigatuma kumureka ku kazi bidashoboka. Urugero twatanga ni nko kunyereza umutungo bifatwa nk'ikosa rikomeye. Uko kumuhagarika by'agateganyo kugira ngo yibaze bimuvira-

## Guhagarika umukozi byagateganyo

ramo kwirukanwa. Icyo gihe umukoresha abona akanya ko kwigizayo uwo mukozi akamuvira mu kigo kugira ngo yubahirize amategeko agenga uko umukozi yirukanwa kugeza igihe azamwirukanira burundu.

Guhagarika umukozi by'agateganyo kugira ngo yibaze nyuma akazirukanwa bikorwa mu rwego rwo kwirinda guhubuka, icyo gihe umukoresha afata igihe cyo kubitegura ashingiyeye ku kuba ikosa ryakozwe n'umukozi rikomeye kandi akaba abona byanze bikunze ko igihano gikwirirye ari ukwirukana umukozi.

Ubwo buryo bubiri bwo guhagarika umukozi by'agateganyo akazagaruka cg kumuhagarika by'agateganyo hanyuma bikazakurikirwa no kwirukanwa, icyo gihe ntahembwa mu gihe ari muri icyo gihano kuko amasezerano y'akazi aba yasubitswe by'agateganyo. Icyo gihe umukozi ntiyemerewe kugira icyo akora mu kigo kandi ntahembwa.

Icyo gihe umukoresha asabwa kubikora binyuze mu nyandiko. Hagomba kugaragara inyandiko yerekana ikosa ryakozwe hanyuma umukozi na we akabisinyira, sinyatire y'umukozi ni ngombwa cyane rwose.

Niba umukozi ahagaritswe by'agateganyo nyuma akirukanwa ku buryo budafutse, bisobanura ko umukozi aba ahohotewe yirukanywe nta mpamvu, icyo gihe umukozi yishyurwa indishyi z'akababaro kuko aba yahemukiwe kandi akanishyurwa umushahara we igihe cyose yamaze adahembwa. Ni ukwitondera rero gutanga icyo gihano ntimuhubuke kuko bishobora kubakururira ingorane. **TSM**

# La franchise

**J'ai reçu une proposition d'ouvrir un magasin dans le nord du pays sous forme de franchise. N'ayant pas suffisamment d'informations, j'aimerais savoir comment cela fonctionne.**

La franchise est un système de commercialisation de produits et/ou de services basé sur une collaboration étroite et continue entre des entreprises juridiquement et financièrement distinctes et indépendantes : le franchiseur et ses franchisés.

De toute évidence, le franchiseur accorde le droit et impose l'obligation d'exploiter une entreprise en conformité avec son concept, ce qui limite alors votre marge de manœuvre et ne vous permet pas d'être créatif dans votre mode d'opération. Le franchisé, en échange d'une contribution financière (la redevance), doit utiliser l'enseigne et/ou la marque de produits et/ou le service, le savoir-faire, les méthodes

“**Pour réussir, le franchisé devra travailler durement, peut-être plus encore qu'avant.**”

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et techniques, les procédures et autres droits de propriété intellectuelle du franchiseur.

Dans la pratique, rentrer dans le monde des affaires en tant que franchisé apporte des avantages certains : Le franchisé est stimulé du fait qu'il sera propriétaire de sa propre affaire. Le franchisé est le patron incontesté de son fonds de commerce, de son point de vente. Il peut organiser son travail comme il l'entend.

Par ailleurs, le capital de départ nécessaire à l'ouverture du point de vente du franchisé sera invariablement inférieur au capital nécessaire à l'ouverture d'une exploitation par le commerçant indépendant traditionnel, grâce à l'assistance apportée par le franchiseur, ainsi qu'aux années d'expérience de ce

dernier.

Le franchiseur devra aider à la localisation du point de vente, la préparation des plans de l'aménagement intérieur et extérieur adaptés à son propre local, parfois on l'aidera à obtenir les autorisations administratives et le permis de construire, l'assistance financière pour obtenir un crédit, l'achat et le choix des équipements à des prix de groupe ...

Pour réussir, le franchisé devra travailler durement, peut-être plus encore qu'avant. Aucun franchiseur ne peut raisonnablement promettre de gros bénéfices sans efforts et sans travail.

En tout état de cause, adhérer à une franchise nécessite que vous négociez comme il se doit votre contrat avec, pourquoi pas, l'aide d'un juriste. Le contrat devra refléter vos avantages et bien sûr ceux de votre franchiseur. Comme on dit, il faut avoir une entente 'win-win' pour les deux parties.

Les clauses importantes sont celles qui

concernent la description de l'assistance du franchiseur, telle que citée plus haut. La durée du contrat, le montant de la redevance et le mode de calcul de votre profit devront être des éléments à observer à la loupe. **TSM**





### DEAR YOUTH, LET'S TALK

When we met Alice, a student at the School of Finance and Banking, she told us about her dreams for improved service delivery in Rwanda. She told us how she has been reading all past issues of The ServiceMag online. Though, she is not yet on the job market, she says that the numerous articles she reads are preparing her for her future profession. Students from the Akilah Institute told us basically the same story and how they actually use the magazines as learning materials in their classes.

The youth of Rwanda, aged between 14 to 35 represents 75% of the population and is undoubtedly tomorrow's leaders but also main actors and beneficiaries of

today's Rwanda. For a positive visible and sustainable development of this country, the Youth should be the priority in everything.

There is no doubt that if we want to see excellent service delivery in Rwanda in 2020, it means that we start equipping students of today of basic knowledge on business relationships. Students of today are the professionals of tomorrow and need therefore to be sensitized and empowered with tools that can prepare them not only for the future but also for the present.

It is for the above reasons that starting from March 2013, we are adding a brand new section "Youth Talk". Through this section, we want to prepare, guide, advice, and listen to the

youth. We want to prepare you to become competitive in the job market, become job creators themselves, and be prepared to a sustainable socio-economic Rwanda.

Share your stories and thoughts with our readers us on our Facebook page and Twitter and email us on [Youthtalk@theservicemag.com](mailto:Youthtalk@theservicemag.com). If you are still a student and want to join our team of young reporters, contact us and we will help you become a good writer.

If you are an organization and wish to partner with us in building the capacity of the Rwandan Youth, we would be happy to hear from you. Your support will go a long way in helping our future generations become more enlightened, trained, well informed, become entrepreneurs, auton-

omous, responsible for a bright and professional Rwandan force.

The youth is definitely full of energy, ideas, vitality, great imagination, potential, capacities for action and should become our common priority. We all need to be part in educating and developing them by mobilizing resources for them for a better Rwanda.

That's how they will become independent, professional and accountable citizens and as says Erasmus," The main hope of a nation lies in the proper education of its youth". **TSM**



[www.theservicemag.com](http://www.theservicemag.com)

Photography: Sererin Koller & Cloth design by Francis Zababu



## YOUTH INSPIRED: By Gloria Iribagiza

### Focus on Youth Leader, Innocent Ninsiima

At the age of 23, Innocent Ninsiima has positioned himself as a highly motivated leader and self-starter among the Rwandan youth. He is the Co – Founder and C.E.O of Grow2Lead, Creative Director of NinsiimaConcepts and Rwanda's Youth Representative to the Commonwealth.

The Service Mag (TSM) caught up with him to find out how he manages to balance these roles while still pursuing his studies at Mount Kenya University. Below are the interview excerpts.

#### TSM: What specific roles do you play among the Rwandan youth?

I have three major roles I'm involved in currently; As co-founder founder and C.E.O at Grow2Lead, a Youth think-tank founded to inspire African Youth in Leadership and Social Entrepreneurship; we transform the lives of young people and communities through unlocking the potential of today's generation. We know every citizen can achieve, we just help people realize this.

My other role is that of Creative Director at NinsiimaConcepts, which is one of Rwanda's premiere social enterprises. We provide superior services in Public Relations, Campaign Activations,

Communication and Events Management, serving both the domestic and the international market.

Lastly, as Rwanda's Youth Ambassador to the Commonwealth, my activities mostly revolve around advocating for Rwandan Youth in the Commonwealth and bridging the gap between the Government of Rwanda and the youth sector.

#### TSM: Why are the above roles important?

I always believe in the virtue of selflessness as a principle towards building a new Africa that we shall be proud of! I do what I do because I believe that I am contributing to this dream of a new continent whose people can envision its future in a positive light and are not afraid to take big strides towards making Africa a better place today and for generations to come.

#### TSM: What do you consider as your biggest success story?

That's a hard questions to answer because for everything I have done, there has always been someone I have done it with. I am the kind of person who believes in teamwork. However, seeing the actualization of the Teen Times concept in The New Times is one of the things

that I am proud of. The magazine has been a great success so far and I am always happy with the role I played from conceptualizing it to contributing towards it whenever I can.

#### TSM: And your biggest challenge?

I have actually been my biggest challenge. Being over ambitious is a good thing but if you are not careful, it could also be something that is fatal. Until I was taught on how to manage my ambitions, it was a big challenge to me.

#### TSM: What do you think about Service Delivery in Rwanda and what should be done to improve it?

I think a lot has been done but the challenge remains with attitude. It's a big challenge which will take us change. Service delivery is a two way thing! We the people who give the services need to change our attitude because sometimes it's not good towards the people we are giving the service to and also the benefactors (people getting the service) also need to change their attitudes because we are also human.

#### TSM: What are your aspirations?

One of my aspirations is to see a new African continent where leaders walk the talk. A continent full of ambition and



Photography by Timothy Kigambira

resilience; where we shall celebrate the uniqueness in our differences rather than fighting against each other.

#### TSM: What wise counsel could you give to the Rwandan Youth?

The time has come for us to change our communities. Let's not wait for things to be given to us on a silver platter; let's work hard and take our country to the next level and continue building on what has already been done so far.

and what exactly it was."

*Most Inspired when:* "...My inborn desire to inspire others surfaces. I always aspire to inspire people."

*Relationship status:* "...Haha...I'm not married, neither am I in a relationship! I am single."

# YOUTH DRESSING FOR SUCCESS

**When** aspiring to impress prospective employers, many a time youth in today's tech-era and fast evolving fashion world are torn on what to wear to a job interview. Does it really matter how you dress for an interview? In most cases it does.

"Clothes Make the Man" is an expression that Erasmus said more than 400 years ago. Many have repeated it since in popular journals and statements and it goes without saying that it's a popular adage. Additionally, a new study states that dressing well does not only influence our power to impress but also has a lasting effect on the mental process.

One fact for sure is that, you'll never get a second chance to make a good first impression—interviewers always notice how you visually present yourself, the moment you first step into a room. Irrespective of the career path you take, professionalism includes dressing the part. Every organization has a professional look that fits the duties of the job. While appearances matter in conservative environments, it's wise to dress your best regardless of the dress-code at an organization. Even when you nail the job, it's important to dress according to the organization's atmosphere in order to daily maintain an air of professionalism. Irrespective of your gender, there are general dress rules that apply when attempting to impress at a job.

**Go conservative:** Wearing solid colour conservative clothes and a neat hairstyle at any job interview is a given. Avoid wearing bright colours and tight-fitting skirts/trousers that will make sitting a problem. Also, avoid wearing heavily printed T-shirts with silly slogans or torn, baggy jeans: It's better to err on the side of conservatism since almost nothing can go wrong with a look that portrays a balanced state of mind, is relaxing and is a safe dress-code that will appeal across the panel of interviewers. Always tuck your shirt/blouse in: Never

present yourself to interviewers with your clothes hanging out, or bulging out of all sorts of places. It only makes them assume that you are a shabby, disorganized person with no eye for detail.

**Wear clean clothes:** As much as cleanliness is important, it's not obvious commonsense for some youths. Wearing dirty or stained clothes only leaves interviewers wondering how much dirt is covered up on your skin, teeth and brain. Appearing clean doesn't necessarily mean wearing brand new clothes; a decent piece of soap or detergent on old (not torn) clothes is just enough.

**Go slow on the jewelry and body art exposure:** Youths have always been known for their attention addiction—which could explain why they are target consumers of multi-million dollar firms. However, a rock-star appearance isn't what catches the eye of an interviewer. Always wear a minimum amount of jewelry even when you are an enthusiast of body piercing and have holes all over your ears, nose, belly, tongue and eyebrows—just stick to the one set of earrings for women, and none for men. The same principle applies for tattoo devotees; cover up your body art—which doesn't go well in both the professional and traditional Rwandan and the general African setting.

**Footwear is important too:** Women should always aim for moderate shoes while avoiding stilettos, 6-inch heels and bedazzled pimped up heels whereas men should aim for professional shoes coupled with dark socks while avoiding sneakers.

**Final grooming won't hurt a soul:** Use minimal perfume or cologne, have well-manicured (women) or neatly trimmed nails, avoid heavy make-up and always carry a portfolio or briefcase that is not in tatters. **TSM**

[glo.irie@gmail.com](mailto:glo.irie@gmail.com)

### Side Bar Face to Face:

*Happiest when:* "...a successful story impacts a society. It just gets me thinking... 'Boy that's so cool!'"

*Afraid and sad when:* "...a young person passes on. It hurts me so much! Loosing someone so dear to me makes me afraid! The thought of it makes me so thoughtful!

*Favorite hangout spot:* "... I love New

Fiesta at Kisementi and not because of that drum that we have to hit when we love the food! I also fancy Sticky when I want to catch-up with 'the boys'.

*Favorite Drink/ Dish:* "...I enjoy traditional dishes as long as it has nothing to do with fish! Drink uhhhhm... mango juice always does the magic!"

*Dream Car:* "...I love BMW series and

currently I'm into the BMW Z4 2011! I would recommend it for anyone who loves class, style and adventure."

*Gadget or accessory you can't do without:* "...I'm never without my Gucci Elegance watch! I even sleep with it on my right hand."

*Celebrity/ famous person since time begun:* "...I would have loved to meet Adam and ask him what he was thinking while he was eating the forbidden fruit



# dear bourbon,

BY Ariyantu OTITI



Picture from Google images

*you* may not care to hear from me but I feel we have known each other too long for me to leave without saying goodbye. I am a self-confessed non-apologetic coffee drinker and when I met you five years ago, I fell in love with you helplessly and we had a blissful honeymoon. I have many friends and I brought all my friends to you. We were so in love I visited you at least three times a week.

I drank your coffee by the galloon, I missed that you did not have a bottomless offer! I ate your cakes and your fries, brought my children and their friends to eat some more. Over time, you started taking short cuts, the cappuccino was no longer great, it tasted like watery latté and honestly I do not like the smell of milk in my coffee. I gave you many chances but finally I had to give it up.

The Black Forest dropped off my list early, I did not know what to call it but it certainly did not taste like Black Forest any more, but that's ok, I could still try the apple pie. Gradually, the tramazine changed too and was dry and made me think left over

chicken had been put together on a dry bun. I had to drop the Tango Mango which I loved, the mango seemed to be diluted with something that tasted like packed juice and would separate into two layers in my glass. But I stayed and kept coming, you don't just drop old friends like that, you keep hoping they will return to the good old one you knew! However, I had to adjust to your declining standards every time I came. I started to see fewer of the familiar faces and the tables were often empty when I came but I would still have to wait a long time to get service. Still I stayed, I got tired of filling in your service forms and decided to speak to the waiters every time I was unhappy. They didn't seem to care.

My family started preferring a homemade sandwich after church on Sunday to a visit to Bourbon Nyarutarama. I reduced my visits slowly and unwillingly and started to 'visit' some other places. A few months ago, I realized the only thing I could order confidently was ice cream! A few Sundays ago, the divorce was signed.

Dear Bourbon after getting my family to relent to another visit for Sunday lunch, I wondered why I kept coming – we waited a full hour to be served - with hungry children, there were very few customers who all seemed to be waiting endlessly.

The nuggets looked like stringed chicken and were as hard as crust, the sandwiches were served on burnt bread with hardly any meat and the beef stroganoff was hard and tasted like re-boiled meat, basically every plate we ordered was messed up. I pointed it all to the waitress and asked her to let the chef know. It seems like it was 'burnt offerings at Bourbon' that day, the couple at the next table ate the meat off their sandwiches and left the burnt bread alone. I don't know if they complained.

Dear Bourbon, I may love you still but my patience has run out and I have to say goodbye. I will not be coming back except to drink some bottled water or a Coke – when I am not in a hurry!

**TSM**

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### IT'S TIME 4 THE YOUTH 2 B HEARD

We at **THE SERVICE MAG** believe that you the youth are the future. And what better way to help you pave your path than to educate you, advise you, Listen to you, have you share your stories with us and our readers, than to give you the power of expression? We would like to help you grow into the best that you can be. That's why we have created a whole new section dedicated to you, the youth in Rwanda.

Feel free to share your concerns and thoughts with us on our Facebook page and Twitter. You can also email us to

**Youthtalk@theservicemag.com**  
**remember: you are the Future!**

# THE SERVICE MAG

**Knowledge is Power**



# La valeur du "Customer Care" à Musanze

Par Anita HAGUMA

**Vendredi** après-midi, de retour de Kinigi. Je décide de m'arrêter au district de Musanze pour demander l'autorisation d'organiser un road-show. Je sais d'avance que cela ne sera pas chose aisée car la lettre de demande n'a été envoyée que la veille. Or il faut 3 jours pour obtenir une réponse. De plus, dans le service public, le vendredi après-midi est dédié au sport. Tant pis, je tente le coup comme je suis dans le coin.

Arrivée dans le hall du district... personne à la réception. Je monte les escaliers pour m'assurer que tous les bureaux sont déserts. Là, je tombe sur une dame qui me dit gentiment que les bureaux sont fermés. Je lui explique que je dois continuer sur Kigali et qu'il me sera difficile de revenir sur Musanze. Serviabile, elle accepte de chercher dans le classeur ma lettre de demande d'autorisation. Mais en vain. Il ne me reste plus qu'une alternative : attendre lundi pour appeler au district. En sortant, une note affichée sur le « Customer Care » attira mon attention : « Customer Care ». Sur le ton de la

plaisanterie, je dis à la dame : « Désolée d'être venue un vendredi après-midi mais je voulais juste voir si ce que vous écrivez est bien appliqué. »

A ce moment, un homme qui passait dans le couloir m'interpella et me demanda ce que je voulais. Je lui expliquais la raison de mon intrusion en ce vendredi après-midi. Il me demanda de lui donner quelques minutes pour trouver ma lettre. Une heure, deux bureaux et un appel plus tard, toujours aucune trace de ma lettre. Pourtant, il y mit toute sa volonté, prêt à rédiger une lettre de réponse. Hélas, pas de lettre de demande, pas de réponse. Mais j'étais tellement impressionnée par sa bonne volonté à vouloir bien me servir.

A la fin, vers 18 heures, il s'excusa car il devait se rendre à une réunion et me proposa de lui envoyer la copie de la lettre par email en me promettant de s'en occuper dès lundi, première heure. Sur ce, il me tendit sa carte de visite : Jérôme Mugenzi. Je réalisais à cet instant que cet homme serviabile n'était autre que le vice maire.

Je le remerciais et m'excusais par la même occasion de l'avoir dérangé un vendredi après-midi. A quoi, il répondit avec courtoisie : « Ce n'est pas un dérangement mais l'accomplissement de mon travail. Je suis là justement pour vous servir. »

Lundi matin, je l'appelais vers 8 heures pour confirmer avoir envoyé la copie de la lettre. Il m'envoya un SMS disant qu'il était en réunion mais que je pouvais envoyer mon équipe pour le road show car il aura répondu avant qu'elle ne soit là. Effectivement, une heure après, il m'appela pour m'informer que quelqu'un pouvait passer récupérer la lettre d'autorisation.

Honnêtement, j'ai rarement rencontré des gens qui rappelaient et qui tiennent leur parole de surcroît. Pour moi, l'exemple du vice maire de Musanze est à suivre. Un grand merci à lui.

*anitahaguma@yahoo.fr*  
*Marketing and Customer Care Consultant*

Picture from Google images

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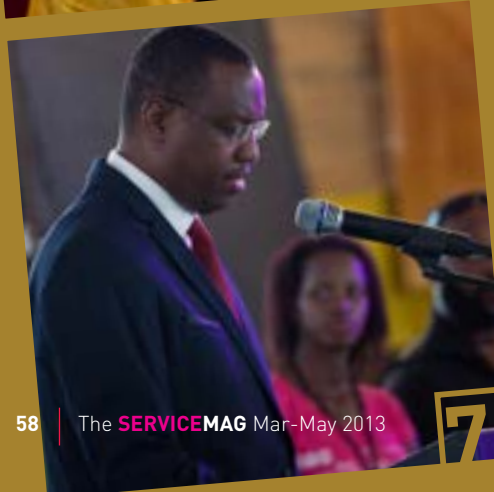
Photography by Timothy Kwaambira



Photography by Timothy Kwaambira



The ServiceMag had the pleasure to attend the Pan African Dance Festival (FESPAD) which is organised every year by the Rwanda Development Board. Talented dancers & musicians from various African countries, such as: Burundi Cameroon, Egypt, Liberia, Namibia, Madagascar, Niger and many more, entertained fans at the Amahoro Stadium on Saturday the 23rd of February at the opening ceremony. The event continued right through to the 2nd of March so that no one one would miss out of this extravaganza.



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Mr. GILLES GUERALD, the Ecobank Managing Director Pose with the Grand Draw Winner of the Car, Mrs. UMUTESI Beatrice with a Dummy Key.



3RD Winner(MICROWAVE):HABAGUHIRWA Vedaste.



2nd Winner(TV flat Screen): UWIMANA Claudine.



**BOOK LAUNCH**  
Dr. P. Sekhar's Launched a book 'Security Requirements of Rwanda – a Global perspective'. Guest appearance was made by India's Ambassador to Rwanda Soumen Ray. The event was hosted by Vivienne Kayitesi from RDB and Clarence Fernandez.



**International Hospitality Academy of Rwanda**  
Heaven Restaurant and KaziBora Management Consulting group have joined forces to create The International Hospitality Academy of Rwanda. The Academy offers world-class faculty and Rwanda's first accelerated 6-month practical training program in customer service and culinary skills development. Hotel and restaurant owners now have an opportunity to support advanced level training for their most promising employees to learn the skills that will lead to their advancement. Student loans are available through Urwego bank.  
For more information, contact [rwandahospitality@gmail.com](mailto:rwandahospitality@gmail.com)

Photography by Simon Conden



## #LITLEDDETAILSTHAT PAYINSERVICE

Last time, we ran a forum on our Twitter page on #Littledetailsthatpayinservice and invited readers to share their ideas. Here are few of interesting suggestions we had.

Question: What are the little details in service delivery that matter to you? Share your suggestions

## #SMILING, EARNING A WELL-DESERVED TIP

By Alyce AKINEZA

One of the most amazing gestures that may influence service delivery passes as a natural one. I was raised by one of the most amazing women on this planet. Yes, I am talking about my mother. Throughout

my teenage years, she made sure that I would one day become an exemplary wife and housekeeper. Being the only girl among three boys did not influence her into being harder on me than on my brothers. We all received the same education.

One thing she taught us was how to receive and welcome guests so that they could

leave the house telling themselves that they wanted to come back the next day or even better, within the next hour. Would you like to know what her secret was? It was the smile! No, you are not dreaming and yes; a smile can change so much. A smile can win over a client for a period of a lifetime. So don't forget to smile!  
akinezaster@gmail.com

## #RICHARD NIWENSHUTI

1. Know my name at least if you have seen me there on several occasions, i enjoy being greeted by my name.

2. Smile and make me feel like you already know me, a smile makes me feel welcomed,

3. No false promise, if i will be served in 15mins, let it be or let me be updated on time,

4. Be informed at all time, i dont like changes that happen after i have made my order only to be informed from the Kitchen that its not available.

5. Please keep an eye at least once in a while on me, i dont enjoy having to find you if i need something else,

6. if i make payment, plz get me the balance immediately, i dont like waiting when i am already set to leave, i am not a done customer, i will be back.

7. Cleanliness matters to me, on the table and with the staff, how you put something on the table without spreading your armpit to everyone is an indication of care and respect. Dont pass your hand above my head to pull the glass off the table, its disrespectful,

8. And lastly but not list, i always say Thank you, please do the same, i feel like we owe to each other that service.

## #ISABELLE SEBATIGITA MAFUREBO

I really appreciate when someone asks me if I was attended to, when she or he

sees me waiting. This shows customer focus.

## #BENCH KAJYAMBERE

I agree with Richard, especially on #1. I always feel great in a hotel (or anywhere else i've

been and put down my name on a form or anything) when i'm addressed by my name not just 'Sir'. I also like it when i'm asked how did i enjoy the service and / or the product. Off course a smile is always

a million better than a frown. Although i hate smiles of majority of air hostess as it appears 'mechanical' as in one can tell that they are smiling because it is a duty not because they want to please you :-||

## #LITLEDDETAILSTHAT PAYINSERVICE

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Cartoons by Ndarama Asonmani



# MEET: CHANCE TUBANE



Photography by Cyril Ndegya

**Chance** TUBANE studied Information and Communication in Europe and together with her brother Patience NDUWAVE, founded COM&C LTD in 2009 and provide services such as Web development and Hosting, Software Development, IT Consulting and Marketing and Events Management. They launched in 2011 the 1st Online Directory & Advertisements Website in the country: TOHOZA.COM: Search & Find – Rwanda, that attracts more than 2000 visits a day.

2013 is another exciting year for them as they are busy preparing the 1st Edition of E-CWIPD (Empowering Creative Women Initiatives & Programs for Development). The concept will be a weeklong event with Seminars and Workshops to empower and teach women how to use and develop their skills. Their guest speakers will be there to motivate and share success stories in order to inspire women. When asked to explain the drive behind this picturesque plan, Chance explained that together with her brother, they

agreed from the start that they would not only focus on the business side of things, but also find ways to contribute in the development of the East African Region, starting with their motherland, Rwanda.

These ambitious siblings realized the importance of combining their different skills and knowledge: Patience is ICT orientated, a knack for computers, whereas Chance is more at home in Public Relations, Marketing and Event Planning. As she put it plainly: 'He is the brain, I am the advisor. He is the designer, I am the marketer.'

Chance says she the force behind her determination and dedication is derived from her mother who is very courageous in all she did. "She inspired me a lot! Working hard without giving up, believing in achieving our goals, no matter how unreachable they might appear to others, keeping faith in all situations and having strong confidence in the future no matter what happens: I got it all from her" Another source of inspiration to Chance

is Isabella Lenarduzzi, an exceptional woman she met in Belgium when she started working after her graduation.

She is her mentor and has inspired her into empowering others and contributing to the society. The E-CWIPD Project in preparation is inspired by JUMP: the 1st Forum for Active Women Isabella had created 7 years ago when Chance was a PR Intern in her organization, "At that time, I was a novice, professionally speaking, she trained me and I am sure she'd be proud of the young business woman I am today."

Chance concludes by advising our readers to never give up on a great idea. Chance is driven and believes in her cause. **TSM**

*For more information on the E-CWIPD, contact Chance Tubane on 0786387755 or [chance.tubane@yahoo.fr](mailto:chance.tubane@yahoo.fr)*

**CORRECTION:**

In our last issue we placed Paul Searby photo with the wrong article. We also published the wrong photo on the Inzozu Nziza featured article. We will be updating the correct photos and corresponding articles in our restaurant review section on our website [www.theservicemag.com](http://www.theservicemag.com). We regret any inconveniences caused by these erroneous errors.

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# NTA MWUGA UDAKIZA

Gukunda no kumenya akazi kawe,  
nibyoye bizaguteza imbere.

Akirana urugwiro abakugana