

Issue 9: March — May 2012

THE SERVICEMAG

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SPECIAL
Women
in Service

MTN

Upgrading
Networks to Serve
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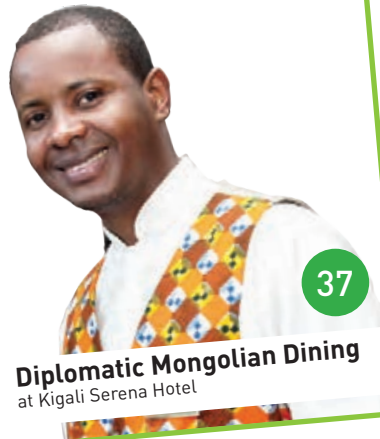
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WOMEN'S DAY SPECIAL:
Women in Service

Go out there... and do things

The end of the year and the beginning of 2012 have been challenging for me both on a personal and professional levels. Personally because losing someone you love, someone full of life and projects is such a waste. Professionally because publishing a high quality magazine based solely on sponsorships and advertising is one of the most difficult tasks I have ever embarked on.

I still cannot get used to this strange habit of people not responding to e-mails and letters after very positive meetings. Their phones become silent when it is now time to act. After going through this for more than two years now, there are days I wonder if I'm doing the right thing.

I'm sure we all have these moments of doubt, fear, sadness, anger, mistrust; where the two choices we often have are... either to quit, resign, accept, sink or rather to fight and hold on with belief on our projects.

Then on one of those mornings in that dark tunnel of questioning, I read on a friend's Facebook, wall status: "Go out there and do things." Was that message meant for me? Probably not but that same morning, I read on a Twitter page of a follower, "You have to believe in yourself when no one else does - that makes you a winner right there". And almost unwillingly, I started seeing a ray of light in that low moment.

No matter what you think of social networks, you need to believe that they are powerful tools not only on a personal but to a large extent on a professional level. In today's competitive and high-speed market place, organizations need to adjust to what is happening today. Gone are the days of telex, fax, suggestion boxes and post office delivered letters. We live today in a dynamic, pretty fast world where every piece of information becomes instant and where social media networks cannot be left aside.

We begin this year with a cover story of the entry of South African Airways (SAA) to the Rwandan airline industry. We also carry an interview of our very own Clare Akamanzi, the Chief Operations Officer of RDB whose message is clear; "Rwanda is the place to invest. There is a dynamic change process going on now."

In this issue, we also have more than 30 different articles all aiming at sensitizing us on issues related to business growth. As we celebrate the international Women's day this March, we bring you stories on women who are doing exceptional work in the service industry in Rwanda.

And if you are also in a big moment of doubt and questioning, remember it is better to have tried and failed than to have never tried at all. Hang on, you are on the right path. And as Paulo Coelho says in "The Alchemist"; "The secret of life is to fall seven times and to get up eight times." No matter what we go through, it is what we do today that matters.

Life is short and should not be wasted. Nothing is more expensive than a missed opportunity. The writing on the door of opportunity reads, "push"... so wake up, stand tall and push for that success you have been dreaming of. Maybe these opportunities will not knock twice on your door.

Enjoy the reading.

Sandra



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Ese mwakunze inyandiko tubagezaho? Turabasaba ngo muduhe ibitekerezo.
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Televiziyo y'u Rwanda Niyivugurure

Ibyo uvuze nwose ni ukuri, navuga ko igayitse. Iyo urebye ibihugu duturanye uko amateleviziyo yaho akora, wibaza mu Rwanda niba ubuyobozi bwa televiziyo yacu butazi aho imihigo isinyirwa.
— Kalisa

Ni byiza gutanga ibitekerezo uko ubyumva ariko iyo umuntu ajya kunenga anabanza gukora ubushakashatsi byibuzwe buciriritse kugira ngo abone uko kunenga kwe kuba kuzuye.

Iyo uvuze ko indimi utazizi neza ubwo waherahe unenga indimi zikoreshwa kuri TVR kandi nawe ntazo uzi ese ubwo ntiwaba umeze nka wawundi wabuze icyo atuka inka ati dore icyo gicebe cyayo?

Ntuzigere ureba uburyo BBC cyg Aljazeera zikora ngo wumve ko uri bubyuke na TVR ari uko. Ariya mateleviziyo menshi byayatwaye imyaka kugira ngo abe yubakitse uko ahagaze, kandi na TVR iri kugenda yiyubaka. Rero witonde kuko umwana atavuka ngo ahite yuzura ingobyi. Pole pole. ndio mwendo.

Ahubwo nisabire ubuyobozi bw'igihugu bigaragara nk'aho butagishyira ingufu mu kubaka ubushobozi bw'abanyamakuru b'itangazamakuru rya Leta.

Nk'ubu aho tuvugira inyubako TVR na Radio Rwanda bakoreragamo bari kuyisenya kandi ibi bitangazamakuru ntaho birabona aho kujya ni ukuvuga ko bazisanga bakorera mu matongo y'inyubako zahoze ari izabo. Ese iyo environment umunyamakuru uyikoreramubona atararenganye? Leta nigire ikosore amakosa yakozwe itangazamakuru ryayo ryongere rihabwe agaciro.

— Byanditswe na Kiki



Quelle Inspiration, votre Événement au Serena

Quand j'ai reçu votre carte d'invitation pour votre soirée «Kigali Business Inspiration», j'ai été toute suite séduite par le design et l'innovation. En effet quelle inspiration ça été cette soirée. La pose photo avec comment chacun décrivait le mot Innovation, la mise en place de la salle, la qualité des interventions des 2 orateurs et pour finir le cocktail et les personnes qui étaient invitées étaient simplement un Vrai Merveille. Vous avez su nous inspirer. Bravo

— Angele Uwimana

Entrepreneurship Section is a great way of preparing the next generation

Your new added sections on young women entrepreneurs are really great. They are educative and very inspiring. I wish you could distribute copies of your magazine in all major universities of the country so that right from school, the young generation can understand the need to become entrepreneurs. — Judith Kamire

We are proud of RwandAir

RwandAir story in one of your past issues was a great piece. I loved the CEO's interview and the travel review made me travel while sitting right here in Kibuye. Congratulations RwandAir for lifting our flag so high. We are so very proud of your achievements.

— Julius Kamanzi

Pride has an impact on service delivery

For the past three years, customer service has become the talk in town. We all seem to be concerned. But I think one of the causes of poor customer care in Rwanda is the general pride we see with people we deal with in business. Some people find it extremely difficult to humble themselves. Some are so full of themselves that they even find it difficult to greet, to apologize, or even take responsibility for the things that go wrong.

Could you please do a thorough survey on this issue of pride? I am sure your findings will help us to understand better the causes of poor customer service so as to be able to address or correct them accordingly.

Thanks again for this great job you are doing in Rwanda— Joseph Kyazze

Impamvu zinteye kwandikira The Servicemag ni ebyiri:

Impamvu ya 1 n'UGUSHIMIRA.

Ndashimira cyane Leta y'u Rwanda ko idahwema gushishikariza no gukangurira abanyarwanda gutanga serivise nziza mu kazi kabo ka buri muni.

Ndashimira kandi Sandra Idossou n'abo bakorana muri iki kinyamakuru ku bw'inama, ibitekerezo n'inkunga adahwema gutanga mu rwego rwo gukangurira no gushishikariza abantu gutanga serivise nziza abinyujije mu nyandiko ze; ndahamya ndashidikanya ko inama n'ibitekerezo bye bizarushaho guteza imbere igihugu cyacu "KEEP IT ON"



Si byiza gucira mu muhanda

Kigali ni umujyi mwiza ariko nabonye hasigaye hari imyifatire itari myiza ahantu hose, usanga abantu bacira aho babonye (ni agahomamunwa!!!) biteye ishozi kandi ni umwanda!!! Byongeye kandi gukorora udapfutse agatambaro ku munwa!!! Mana yanjye ese abantu ntibazi ko hari indwara zandurira muri ubwo buryo? Ese ibi byahinduka gute? Abantu bagomba kuva mu mwijima bakajya mu rumuri. Nta kundi byagenda.

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imbere hamwe n'urwakubuye.



Akirana urugwiro abakugana



The Service Show est "On Air"

Émission inspirée par The ServiceMag, magazine trimestriel parlant de la qualité de service et qui a pour objectif d'éduquer et d'inspirer plus d'uns, The Service Show fait son entrée sur les ondes en janvier 2012.

Sachant que la qualité de service continue d'être un défi tant pour le secteur public que privé au Rwanda, The Service Show utilise la radio comme courroie de transition afin d'apporter des éléments de réponse pour un meilleur service, à long terme. L'intérêt n'est pas d'accuser mais de permettre aux intéressés de comprendre leur faiblesse et d'y remédier. The Service Show c'est aussi une tribune d'expression et de partage d'expériences.

L'émission se déroule tous les samedis dans les studios de Radio 10, de 13 à 14 heures. Jusqu'ici nous avons pu diffuser quatre éditions sur les thèmes suivants

- Qu'est-ce que la qualité de service ?
- Le customer service
- L'apparence physique dans le service
- Comment gérer ses émotions?

The Service Show présenté par Fabiola Dusabe, Manager du Pearl Lounge à l'aéroport international de Kigali et Lucie Térance Djeugoué de ServiceMag, un moyen d'éducation qui s'adresse donc à un public plus large.



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Ministry of Health: Minister Monday



Twitter is the new craze in Rwanda. To some people it is a new trend of effective communication and of late the Minister of Health has joined the fray. Dr Agnes Binagwaho whose twitter address is '@agnesbinagwaho' offers a two-hour online discussion with twitter subscribers every fortnight.

Questions are accepted from everyone and can also be sent by short messaging (SMS) on the number +250 788 38 66 55. The Ministry of Health clearly calls upon the public to engage actively in uprooting bad customer care in health centers.

As Minister Binagwaho says, "let's not remain silent. Make us aware of the bad service situations instead of remaining silent".

Some of the issues discussed during the 'Minister Monday' twitter sessions include, health policy in Rwanda. Recently the minister also addressed issues concerning service delivery in health centers.

The twitter session is a great initiative because it's in a question and answer style. The Minister addresses and answers back to the question straight away. The last topic discussed was, "Human Resources for Health" with an interaction of more than 2050 twitter followers as of the 15th of February 2012. The minister wishes to stay closer to the public and address issues related to service delivery. She has several times invited the population to call the hotline (114) any case any Rwandan has any complaint. **TSM**

“ let's not remain silent. Make us aware of the bad service situations instead of remaining silent. ”

Directorate of Immigration wins business excellence award

By Runanira Richmond



PHOTOS: Cyril

A customer being attended to by one of the Immigration officials

This year the Directorate General of Immigration and Emigration won the RDB Business Excellence Award as the best service provider in 2011. To this institution the reward doesn't come as a surprise because services rendered are embedded in the directorate's core values, flexibility policy and regular trainings amongst others.

When you mention the Directorate General of Immigration and Emigration office, what comes into many people's minds is a travel document. However it's more than that. The directorate's communication services have been saluted by many who have sought services and no doubt it takes visionary administration to establish a team of outstanding employees.

Among the services offered by the office are the issuance of travel documents which include the Ordinary passports, Service and Diplomatic Passports, Laissez-passer, border pass to border communities, Collective LP issued to Rwandan nationals travelling as a group (minimum 4 people

“ IT USED TO TAKE 30 DAYS TO GET A PASSPORT NOW IT TAKES 5 DAYS FOR 1ST APPLICATIONS AND ONLY 3 DAYS FOR RENEWAL ”

maximum 10) to countries within the region on exceptional social events. The directorate also issues emergency travel documents in emergency cases.

This directorate also serves foreigners seeking visas, work permits, foreigners' identity cards, citizenship to foreigners who seek to acquire Rwandan citizenship, refugee travel documents and asylum seekers, border management and issuance of certificates of registration to INGOs operating in Rwanda are among other services offered.

It used to take 30 days to get a passport now it takes 5 days for first applications and only 3 days for

renewal and only 72 hours to get a laissez-passer.

Apart from services, the office has integrated its services with IT friendly facilities. The website www.migration.gov.rw provides a couple of services as well not limited to tracking systems and online entry visa application through the link <http://www.migration.gov.rw/singleform.php> among others.

By use of the electronic notice board, a queue system has kept clients informed as they wait to be served. The public kiosk tool at the airport and in other places allows one to print forms and check information and requirements for a service in real time.

Besides serving the directorate also keeps a track of communication inflow to identify client's needs through an open window of interaction on e-mail and social network platforms (Facebook:www.facebook.com/rwandaimmigration; Twitter:www.twitter.com/rwandamigration). **TSM**

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Treat all Customers with Respect

By Abena Amoako-Green

We all know we're supposed to be kind to our guests and treat them well. However, sometimes we have the tendency to value some customers more than others. Here are a few examples:

At a craft market once, a friend and I watched an older man walk into a stall, pick up a belt and tell the vendor how much he would pay for it. The vendor responded with a sheepish 'yes' and quickly put the item in a bag. When my friend asked for the item for the same price, the seller refused. He went so far as to lie to the owner when he came to ask what was going on. Clearly, my friend wasn't as valuable or respected a customer as the man had been.

At a restaurant in another place, a friend and I sat at a table in a popular café for close to 35 minutes and no one came to take our order. When a colleague, who came to talk to us, lifted his hand slightly to hail a waiter, a young server dashed over. The colleague then indicated that it was us who needed service and not him.

A final and recent example involves a young man who wanted to take his motorcycle in front of a large department store. He was told by the guard that such privileges were reserved for employees of the store and people of a particular race.

While, coincidentally (or not), all those given the privilege or attention in the above examples were of one race while, those given less attention or from whom the privileges were withheld were of another race- the same race as service

PHOTO: Getty Images



providers, deference to one race over another is not always the issue. In some cases it could be someone's social status, beauty or other markers of some sort of privilege and/or wealth. Some service providers may find it more valuable to provide the best experience for one "somebody" than a dozen "nobodies". But they should consider that it is much more valuable for you as an individual and for the establishment make each customer matter. While stories of negative experiences spread quicker than germs, pleasant experiences, where a customer is made to feel just as valuable as anyone

else, remain in the mind and are unlikely to be shared as well.

Further, when you go the extra mile to make all customers feel special, it is, in a way, a branding move. For example, a certain bookstore offers new visitors and old patrons alike a small mug of apple cider (a sweet hot drink) to make them feel comfortable and to make their experience memorable.

Another furniture and home appliance store has become an exciting destination for customers, workers and curious passers-by alike because of their commitment to making every one feel welcome. They give customers a visually stimulating experience with their color-coordinated showrooms and let people browse regardless of whether they will be buying anything at the time or of how fat their purses are. When you

treat all of your customers with respect, not giving a few privileges over others for some arbitrary reason, you let people walk away with positive or at the very least a neutral experience. They'll feel good about continuing to patronize your services and you won't have to worry about scathing comments being written to or about you. When you go the extra mile to at least acknowledge each customer and at most enhance their experience, you become known for your ability to make people feel on top of the world or at least to make them smile.

TSM

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Brand Communication

How to make your target happy

By Yinka Olaito

We live in the age of attention-span deficiency yet brands must evolve, engage or die. There are no two ways. Brand targets want to bond, but many things crave for their attention. Brands must create their niche and maintain it otherwise it will be all struggles without result. Depending on the size of the brand, social media now offers an opportunity to connect with, engage and please the public. Big brands need to know why they should be on the social media while the big question for small and start-up brands is why should they not be there?

Today, acquiring market segments is all about pleasing, and not necessarily selling. To delight the targeted segment, it is essential brands understand effective customer segmentation and processes. Targets at different stages of the purchasing and marketing lifecycle have varied needs. This is like Abraham Maslow's theory of needs, potential needs vary from customers' needs. The relationship with each customer must also dictate what you offer in terms of

content. A potential client may just need a good reason to shift to your brand. In terms of content, therefore, it may not be appropriate to offer after-sales service to someone who has not even... started out on the journey' with you.

A customer who has just purchased your brand services may not need details such as how your office interior looks like. He or she already saw and experienced the said atmosphere. Be sure you align the office ambience with what you have advertised. This way, you ensure that the customer understands the benefits of the service just purchased.

Should the target become a regular customer, delighting such an individual will require different tactics to ensure that the relationship is consolidated; such as being caring, getting to know him or her better and offering other benefits that will deepen the loyalty of the individual, making him or her an advocate of your brand.

To further enhance this relationship, ensure you maintain the speed of your service delivery. Make sure your brand

“ TODAY, ACQUIRING MARKET SEGMENTS IS ALL ABOUT PLEASING, AND NOT NECESSARILY SELLING. ”

service becomes so special to the target. Never forget that delighting the target is a continuous process, not destination. To excel, stay open to changes in the environment, and look for better ways to do it. What works yesterday may not work tomorrow. Be a part of their lives. Have elements of surprise for them each new day. What do you think? **TSM**

Yinka Olaito, is a passionate Brand-PR, Social Media expert, Trainer and Speaker. He is the CCO of Michael Sage Consulting, Lagos Nigeria. Visit his website at www.yinkaolaito.com

What kind of employee are you?

By Muthoni Mbuu

Many are the times when we focus on a manager or the management of a company, what they do or don't do, how they need to improve, how they need to communicate and basically how they need to run the company.

Have you ever wondered why many employees don't focus on doing their best and letting their work speak for them? I can picture many employees now thinking-who does she think she is to state such a thing? I think they will be quite warranted to think that but with all due respect I share these sentiments for a good reason.

While it is always easy to judge others for what they do, it is very hard to criticize ourselves, let alone our work. I heard something recently that I thought was really moving. A certain member of the clergy mentioned a statement that had impacted him greatly during his ministry.

The statement read, 'Making a sacrifice(s) shows that something is really worth a lot to you.' Now this is what I call a very passionate statement. Of how much worth is your job to you and what do you do in order to show it? I've been an employee for a number of years and when I set on this path, I had a chance to meet many colleagues who thought they should not work very hard because it was neither their company nor their family's.

“OF HOW MUCH WORTH IS YOUR JOB TO YOU AND WHAT DO YOU DO IN ORDER TO SHOW IT?”

You may have heard the same but I beg to differ. I differed then and I differ now. An employer has the right to choose anyone, so long as they have the right qualifications, for a job; meaning he trusts that the person he chooses is the right person for the job, that person is you. It is after this recruitment stage that you are expected to do your very best not just for your employer but for your sake as well.

Attributes of a good employee:

Qualified professionally,

Hardworking, Honest, Punctual, Respectful, Understanding, Team player, Flexible and most of all an employee has to have great initiative. These, in my view, are what make an exceptional employee. Now let me just elaborate on a couple of them, which may be vague or relative.

Respectful:

This refers to respect for your employer, members of the senior management and your fellow colleagues. Most people think they should only respect the management but for a harmonious team, it's imperative that employees treat each other with respect.

Understanding:

This is with regard to a difference of opinions in the workplace; sometimes it's good to be the 'big' person and allow other people's opinions to take the day.

Flexibility... and having great initiative are closely related. Flexibility comes in when you have been given more responsibilities or different ones. It's always good not to question but be open to them so long as they are within reason.

Lastly, it shows great stride when you can initiate different things in the workplace, say, new projects, new systems of handling things or new tasks that can facilitate work to be done in a better way. Initiative basically means, willing to go out of your way to do something that was otherwise not required or expected of you. So it's time to reflect on our own work ethic, two months are gone but we still have much more to do and I promise that you'll feel better at the end of the day knowing you did your bit. **TSM**

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Beating 'Deadlines'

Servicing clients in the advertising and marketing industries in Eastern Africa.

By Lucas Pantos

Is East Africa really that behind the rest of the developed world, when it comes to client services? After all, East Africa now boasts employing quite a number of professionals from all over the globe, who in one way or another, are experts in their respective fields. One would assume that these experts are parting with their experience and knowledge to other Africans on a daily basis, and therefore uplifting the quality of work output.

But here is the question: is the rest of the world's brain-drain, that's settling on East Africa, helping other Africans take on the global practices of – customer service – in this case? Surely you've heard of that colorful, sometimes anger provoking, attempt at pacifying, or even quite casual phrase: "it's African time". And what is African time? Is it an attempt to bestow upon a non-African, an African cultural way of being?

The western world is largely responsible for the modern methods of work and that dreaded clock that we all try to beat on a daily basis. The term we've all come to hate,...THE DEADLINE'. A definable order to keep us producing work, for our clients and employers alike, on time.

But why on time? Why their time? Why not good old African time? Simple! The clients have set targets, whether it's the sales of a product or the launching of another. Client big budget spends and return on investments, are reliant on the success of such campaigns.

It is the advertising agencies' responsibility to tap into the clients' psyche and bring into effect the clients' vision for their product communications by the set deadline. So, if it's so simple, why does it go wrong so often? Why can't



MANAGING THE CLIENTS' EXPECTATIONS IS THE KEY TO SUCCESSFUL DELIVERY OF CLIENT SERVICES

deadlines be adhered to as a norm as opposed to the exception?

It's a vicious circle that begins with the client, their agencies and the 3rd party suppliers. From the agency's perspective, finding experienced human resources that exercise urgency, creative problem solving and efficient financial administrative skills are a challenge – as are finding suppliers who deliver when they say they will.

Dealing with clients who aren't experienced or from a marketing background, also don't fully fathom the

working ways of the ad industry. One of the most common misconceptions from the client is that creative or production work can be produced in the blink of an eye – and expect the proverbial rabbit to be pulled out of the hat. This misconception leads to a distorted view that the agencies don't deliver, and this reflects as bad client service.

The above is a mere example and also a generalisation, because in the agencies' world, all clients come first. Advertising agencies are customer centric as the core of their business. It takes two to tango – and both clients and agencies are equally responsible to and for each other.

They need to spend more time with each other, educating and nurturing the essence of their business operations and principles, to better understand what is achievable and within what timeframes. This is to ultimately avoid the common non-delivery status quo.

Managing the clients' expectations is the key to successful delivery of client services – in any industry. For example: informing the client of a problem ahead of time and not when the project is due, with a solution, is good management of the client's expectation. The client will become more understanding and willing to venture with alternatives that have new defined deliverables.

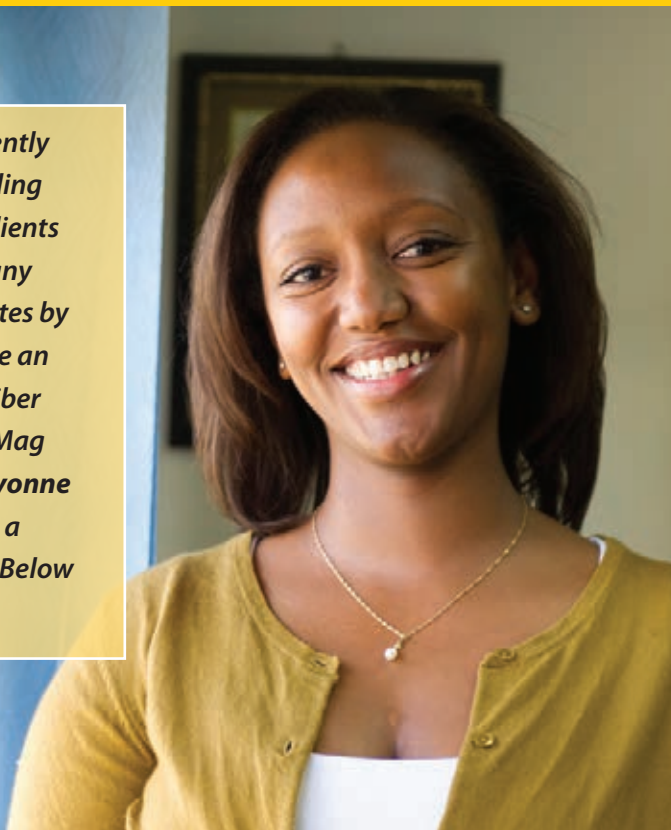
The ultimate aim is to achieve two things: **1)** Deliver work on time, and **2)** Deliver excellent quality work. When these two targets are achieved continuously (repetition is key) the client will be happy, all staff will be happy, the boss will be happy, and the passion for the... dreaded deadline' will return. **TSM**

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MTN Rwanda

upgrading network to serve clients better

MTN Rwanda recently started an upgrading process to serve clients better. The company increased its 3G sites by 30 percent to serve an increasing subscriber base. The ServiceMag had a chat with Yvonne Manzi Makolo on a number of issues. Below are the excerpts.



MTN Rwanda is the leading telecom operator in the country. Share with us the secrets of your success.

One of the most important is responding to our customers. This is the most relevant to this business. As the industry in Rwanda continues to develop and mature we enhance our relationships with our customers and offer them differentiated services. The key is to sustain our business. There are two aspects to enhancing our relationship with our customers. The first is ensuring that our services are appropriate and affordable.

The second is about understanding our customers' needs and expectations and this links to our performance and sustainability.

Operating a wide and quality network enables us to retain our customer numbers and attract more while remaining competitive. Our growth offers new-generation solutions. We were the first to introduce BlackBerry services and Mobile Money in the country.

Developing this kind of network depends on quality coverage. We have responded to the ever-increasing demand for access to telecommunications services.

by extending our footprint, especially in rural areas. MTN now covers over 95 percent of the population. Over the past few years we have devoted considerable attention to ensuring our services are reliable and can be used as a platform to add value to people's lives through access to education, business agriculture and health.

With the impending competition how are you intending to maintain your market share?

We plan to continue providing the right products and services at an affordable rate to our customers. In addition to establishing new revenue streams, a more holistic offering is critical to growing competitive advantage.

Early in 2010 we launched the MTN Mobile Money platform. Mobile money transfers have empowered people substantially as it is now cheaper and safer to move money across the country. We are working to expand not only the number of registered Mobile Money users but also the number of services offered on this platform. Currently, our customers not only use it to transfer funds, they can also purchase airtime, prepaid electricity as well as make bulk payments. We want to ensure that all Rwandans, especially the unbanked are served through Mobile Money.

Going back to the quality of your network, there were some complaints about disruptions in your network.

We have had disruptions on the network caused by different things. We sincerely regret the inconvenience caused to our customers. We have been carrying out upgrades on our network to serve our growing customer base. Unfortunately, we also experienced serious disruptions on the data side caused by multiple cuts on the EASSy undersea cable, where we get the majority of our international bandwidth capacity.

What do you mean when you say disruptions due to cuts on the EASSY cable?

MTN Rwanda's fiber capacity depends on two cables. Eighty percent of our traffic is driven through an undersea cable called EASSy, 20 percent is through another cable called the TEAMS. In February the EASSy cable experienced multiple cuts between Djibouti and Port Sudan. Since the majority of our international bandwidth is channeled through EASSy, all our data clients including those using broadband and mobile data were being affected. All telecom operators in the sub-Saharan region that depend on EASSy cable were affected by the same disruptions.

The impact was substantial as we remained with 20 percent of our international bandwidth capacity. While the company managing the EASSy cable dispatched a vessel at sea to fix the problem we re-routed all our traffic through TEAMS and sourced for additional capacity from other service providers. We managed to double the available bandwidth.

“ WE ARE DEVELOPING A NETWORK OF MTN MOBILE MONEY MERCHANTS IN ORDER TO SUBSTITUTE BANKS IN PLACES WHERE THE BANKING SYSTEM IS UNDER DEVELOPED ”

“ THE KEY TO REMAINING COMPETITIVE IS HAVING A HIGH QUALITY NETWORK AND BEING ABLE TO DELIVER SERVICES EFFICIENTLY ”

Please elaborate more on disruptions caused by the upgrading of the MTN network?

MTN as a growing telecom operator has been carrying out upgrades to expand our infrastructure to serve our subscribers better. This is also part of our license obligation and it's an on-going process.

In order to cater for our increasing subscriber base and provide improved quality, MTN Rwanda increased 3G coverage by over 30 percent. This means we have new 3G sites, of which we have been carrying out an optimization exercise.

It is challenging to carry out such a process while keeping our client and subscribers on-line. To illustrate this: Imagine a road network being upgraded without stopping the traffic of vehicles passing through it. The traffic slows down and at some junctions it's diverted. However, once the road works are finished all motorists enjoy a cleaner, wider, traffic-free road network. This is exactly what is happening in this optimization process. The key to remaining competitive is having a high quality network and being able to deliver services efficiently.



How far have you gone with the upgrading?

By the time your readers read this article there could be a new development. But by now (21st February) we are working on the final test drives and hopefully within the course of a week our fully dedicated engineers will open-up the full network. The goal is to have improved 3G speeds and good voice quality once we are through with the upgrade process.

We have also heard BlackBerry subscribers complaining of disruptions. What was the problem?

All mobile data users including BlackBerry were affected by cuts on the EASSy undersea cable. However, it is important to note that provision of the BlackBerry services involves a Canadian based, third party company called Research in Motion (RIM). RIM provides the platform that BlackBerry smartphone subscribers use to access Internet browsing, email messaging, instant messaging, BlackBerry messaging and messaging using all Apps they can download.

All over the world this service is provided through a mobile phone service provider which in Rwanda's case is MTN Rwanda. Please note that when RIM is experiencing any technical glitches, it's usually beyond our control and it also affects us and our users.

Recently MTN Rwanda tweeted that you would be compensating affected clients. How is that going?

MTN Rwanda is currently working on a compensation plan for all data clients including those with BlackBerry smart phones. The compensation will be applied once all upgrades are completed. For our voice subscribers MTN extended its Valentine's promotion where all our prepaid customers get 1 minute 20 seconds FREE every day until the end of February.

Imbaraga zo gusubiza mu itumanaho; ndetse no mu Bigo bya Leta

Byanditswe na Gilbert D. Rwabigwi

Mu gihe gishize, nashatse kuvugana na Minisiteri y'Urubiruko, Siporo n'Umuco y'u Rwanda. icyo gihe nari hanze ya Kigali kandi nkaba ntari mfite uburyo nagera kuri iki kigo cya leta gikomeye. Ariko Imana ishimwe interineti yaraje kugira ngo itworohereze akazi no kubona amakuru aho umuntu ari hose, igihe cyose.

Nashakishije ku rubuga rwa interineti ya Minisiteri- yasaga na bike iteye ubwuzi icyo gihe- paji ya mbere narebyeho hari handitseho: "Duhamagare, cyangwa utwandikire kuri yi aderesi". Nabonye email ya Minisiteri ndetse na numero ya telefone igendanwa byagaragaraga neza kuri urwo rubuga.

Uko amakuru yagaragaraga ku rubuga byatumye numva ngira akanyamuneza n'icyizere ko inyandiko za ngombwa nateguraga kuboherereza bari buzibone. Mu minota mikeya, nari narangije kwandika ubutumwa aho bwagenewe, nomeka izindi nyandiko nashakaga kuboherereza, noneho nkanda kuri "ohereza", nuko ubutumwa buragenda.

Nta bundi buryo nari gukoresha kugira ngo menye ko ubutumwa babubonye, bwabagezeho, uretse guhamagara kuri ya numero ya telefone nari nakuye ku rubuga. Narahamagaye rero nitabwa n'akajwi katagira uko gasa k'umudamu - n'ubwo iryo jwi ritari rigorotse bihagije nk'uko byari ngombwa, - yakira telefone noneho mubaza niba ubutumwa bwanjye bwa interineti yabubonye cyangwa niba butaramugeraho.

Nyuma yo kumwibwira nkoresheje ururimi rw'ikinyabupfura, nashakaga kumenya niba koko urubuga rwa interineti rwa Minisiteri rwamfashije gutumanaho

n'iyi Minisiteri. Ikibabaje ariko ni uko ntacyo namenyeye. Uwo mugore yambwiye ko murushya, musumbuwa, kandi muha akandi kazi k'inyongera kamusaba kujya kuri interineti kureba niba ubutumwa bwahageze no kubwandika ku rupapuro. Naguye mu kantu ndumirwa ku buryo icyo nashoboye kumusubiza mu Kinyarwanda ari ukumubwira ko "Nta Kibazo" mubwira ko nzagerageza nkashyira ubwo butumwa ku mpapuro zanditse! nzabikora ntyo, murakoze"

Ibi kandi byabaye kubera ko nagombye guhamagara. None icyo ntaza guhamagara, byarikugenda gute?

Mu by'ukuri, uru ni urugero rumwe mu ngero nyinshi maze guhura nazo, ariko muri iyi myaka ishize, sindashobora kubyibagirwa. Ibi nahuye nabyo byatumye nshidikanya ku butumwa butandukanye noherereza ibigo bya Leta byo mu Rwanda nkoresheje interineti. Nyamara, kuva icyo gihe, nahamya ko dukomeza gutera imbere uko iminsi ihita.

Urwego rw'itumanaho mu Rwanda rikoresheje ikoranabuhanga ririhuta kandi rirushaho gutera imbere. Guverinoma y'u Rwanda yashyizeho ingamba zihamye zo guteza imbere ikoranabuhanga - ku buryo butangaje umuntu atakwibaza. Uruhare rw'ikoranabuhanga mu guhindura no guteza imbere imibereho n'ubukungu ruragenda rurushaho kwiyongera. Ikoranabuhanga rishya rishingiye ku itumanaho riragenda rihindura ubuzima bwacu bwa buri muni n'uburyo dutunganya imirimo yacu aho dukorera ku kazi. Kandi na none, serivisi z'ikoranabuhanga zifite uruhare rukomeye mu itumanaho rigezweho

dukoresha ubu.

Nyamara, usibye kuba dukikijwe n'ibi bikorwa-remezo, abantu bagombye kumenya agaciro n'akamaro k'itumanaho riyihuse kandi rikozwe neza.

Iyo tuvuye itumanaho (ndetse n'iryanditse), gusubiza rwose ni ingenzi. Abatumanaho buri gihe bakeneye kumenya uko ubutumwa bwabo bwakiriwe n'igisubizo bwagenewe, cyaba gishimishije cyangwa kidashimishije, kikwemerera icyo wasabye cyangwa kiguhakanira. Bica umuntu intege kutamenya ko ubutumwa bwawe bwageze ku wo wabwoherereje. Ku giti cyanjye nakumva binshimishije kubona igisubizo kuvuga ngo: "Turagushimira kuba watwandikiye, tuzagusubiza vuba bidatinze". Cyangwa byibuze, ku birebana n'ubutumwa noherereje muri Minisiteri, uwo mudamu aba yaranyandikiye ansubiza ati: "usabwe kohereza impapuro zanditse na kopi z'ubutumwa bwawe". Ariko nta kamaro mbona ko gushyira email ku rubuga rwa interineti cyangwa ahandi.

Ibi bibaho cyane- si n'ubutumwa bwa interineti gusa. Nyamara iyaba twari tuzi imbaraga z'itumanaho, twamenye imbaraga z'igizubizo mu gutanga serivisi nziza zinoze, cyane cyane ku mirimo yacu mu biro.

Umwanditsi ni we washinze kandi akaba na Perezida wa High School Review, umuryango udaharanira inyungu ugamije kuba umusemburo wo guteza imbere kwandika no gusoma mu Rwanda no hanze y'u Rwanda. **TSM**

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Abaguzi Natwe Dufite Ibyo Dukora Mu Bucuruzi

Byanditswe na Eddie Heh

Turashima Uwituka ko muri iki gihe buri rwego rw'umurimo n'abacuruzi basigaye bakora ibishoboka byose ngo bamamaze ibikorwa byabo. Hasigaye hari ibyapa byinshi, ibitambaro binini bamamarizaho, inyandiko ngufi, amatangazo yamamaza ibikorwa n'ibicuruzwa bitandukanye usanga acicikana ku maradiyo akorera muri uyu muji. Mu gihe gishize mperutse kubona itangazo ryamamaza hoteri ariko ngiye kureba niba ibyo bamamaza aribyo bakora narumiwe cyane kuko ibyo bavuga ko bakora ntaho bihuriye n'ibyo bakora mu byukuri. Hari ikinyuranyo kinini kiri hagati y'ibyo bavuga na serivisi baduhaye.

Ese twe nk'abaguzi tugomba kwinumira "tugashirira mu nda"? Ndumva tugomba kugira uruhari mu gukangurira abanyarwanda bese ibijyanye no gutanga serivisi nziza. Ubucuruzi bubaho kuko duhari tugomba rero kwihagararaho tukanga guhabwa serivisi itameze neza. Haba muri resitora, mu iduka, mu kigo cya Leta, aho hose hari ubwo twahawe serivisi itari nziza. Ibyo rero bigomba gutuma dutangira kwibaza ukuntu twafasha ibigo kuduha neza serivisi dukeneye.

Dore umuganda twatanga nk'abaguzi:

1 Kubwira uwaguhaye serivisi uko wayibonye

Uburyo bufasha ba nyiribigo/abacuruzi kumenya uko batanga serivisi nziza ni ukubabwira uko serivisi baguhaye wayakiriye, ntubikore gusa iyo baguhaye serivisi nziza ukanabikora iyo baguhaye serivisi mbi. Ni ukuvuga ko ugomba kuvuga ko baguhaye serivisi mbi.

Iyo tuvuye uko baduhaye serivisi bituma abakora ubucuruzi bamenya ikitagenda. Niba ugiye kuri banki ugategereza amasaha abiri kugira



PHOTO: Paul Snyders

ngo ubone amafaranga, ugomba kubimenyeshya ubuyobozi bwayo. Niba waguze ibintu bitameze neza cyangwa serivisi wahawe itagushimishije, ntukicecekerere, ntukabyemere.

Kuvuga ko utishimye nta kibi kirimo upfa kubikora witonze mu kinyabupfura. Hari inyigo zagaragaje ko iyo umuntu akubwiye ikitamushimishije muri serivisi wamuhaye, icyo gihe ubibwira nibura abantu 10 batandukanye, ni ukuvuga ko abakora ubucuruzi bazi ko bagomba kugira icyo bahindura kitagenda neza iyo twe abaguzi twakibamenyeshije.

Ubwo buryo ni nabwo tugomba gukoresha tunashima, kuko haba hari ibyo abatanga serivisi baba bagomba gushyiramo imbaraga kabone n'icyo byaba bikorwa neza.

2 Ntukagaruke aho baguha serivisi mbi

Kugumana umukiriya ushobora kubibara ureba incuro agenda agaruka, ibi mu buryo bwagutse birakura bigatuma inyungu ziyongera.

Niba utishimye serivisi uhawe n'ahantu runaka ugomba guhindura

ukajya ahandi. Mu Rwanda hari abantu benshi bapiganwa mu bucuruzi, ni ukuvuga ko akenshi uhitamo kugurira ahakunogeye.

Iyo utagarutse kugurira aho batanga serivisi mbi, bituma batangira kwibaza uko banoza serivisi batanga. Ni kuki wajya muri resitora ugahabwa serivisi ukishyura amafanga menshi kandi wahawe serivisi mbi noneho ukicecekerere ukongera ukahagaruka? Ugomba kuhahindura kuko hari izindi resitora zikora neza mu muji.

Tugomba rwose kumenya ko turi abami n'abamikazi, abacuruzi rero bagomba kudufata nk'amata y'abashyitsi. Nkunda gusubiramo iyi nteruro igira iti: "umukoresha wawe ni umwe gusa, ari we mukiriya. Ashobora kwirukana abakozi bese mu kigo kuva ku muyobozi mukuru kugera ku mukazi wo hasi, nta kindi akoze kitari ukujya kugurira ahandi." Byavuzwe na Sam Walton. Ntugahwe amafaranga yawe umuntu utaguha agaciro.

3 Kubaha abakozi batanga serivisi

Abakozi baduha serivisi ntutugomba kubafata nk'ibikoresho. Ni wo murimo bakora tugomba kugerageza kubibubahira. Niba batadusuhuje, ntacyatubuza kubasuhuzwa.

Ugomba kumenya ko uko umukozi utanga serivisi yifata biterwa n'umukiriya. Iyo uberetse ko ububashye, nabo bazakubaha. Ntukabasuzugure, ntukabateshe agaciro, ntukababere hasi, ntukabahamagarane agasuzuguro nk'aho ari abakozi bawe bo mu rugo (ugomba guhora wubaha abakwitaho, abo mubana mu rugo, abakugaburira, abita ku bana bawe kugira ngo wumve utekanye mu mutima bityo bikagufasha gukora neza umurimo wawe).

Twe nk'abaguzi dufite uburenganzira, tubumenye kandi tubukoreshe. **TSM**

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Trop de Réunion, tue la Performance

Par Sandra Idossou

L'excuse la plus courante, quand on n'arrive pas à rencontrer les personnes, est souvent « j'étais en réunion ». A force d'être tout le temps en réunion, je me demande quand ils arrivent à mettre en application toutes les résolutions prises lors de ces nombreuses réunions.

Il est évident que la conduite d'une réunion est un outil de management important. Mais alors, combien de fois et pour combien de temps doivent durer ces réunions ?

Si comme moi, vous pensez que vos réunions sont trop fréquentes, contre-productives, et souvent trop longues, vous souffrez donc du virus de la réunionite... !

Alors voici quelques points élémentaires qui vous aideront à rendre vos réunions plus performantes:

1. Bien la préparer

Avant de convoquer une réunion, l'animateur doit avoir une idée très claire et précise de l'ordre du jour. Les participants, de préférence concernés par les sujets à débattre, doivent être informés au préalable pour qu'ils puissent la préparer. Appeler les gens au hasard pour participer à une réunion non préparée n'aura aucun impact positif. La préparer implique aussi le choix d'une

salle bien adaptée, aérée et bien éclairée.

2. Introduire l'ordre du jour

Il est important de commencer à l'heure car attendre les retardataires ne fera que pénaliser les premiers venus. Une fois la réunion commencée, l'animateur doit informer les participants de l'ordre du jour, la structure de la réunion, les points clés, la durée et les objectifs précis à atteindre. L'animateur a un rôle très important. C'est lui le maître de cérémonie et peut se faire aider par d'autres membres de la séance. Il est conseillé de commencer par les points les plus délicats et urgents. N'oubliez pas que le monde ne s'écroulera pas parce que vous êtes en réunion. Donc comme règle, essayez de bannir les téléphones et laissez les participants se concentrés sur la réunion pour vite la finir.

3. Etre bref

Rien ne sert de convoquer une réunion pour débattre des heures des sujets sans queue ni tête. Ce n'est pas parce que c'est long qu'une réunion sera productive. Après le débat de chaque sujet, il faut conclure sur une prise de décision. Il ne sert à rien de parler pour dire des âneries juste pour vous faire entendre.

4. Ecouter les participants

La raison pour laquelle on convoque les gens à des réunions est pour pouvoir avoir le point de vue des autres ... Une réunion productive ne devrait pas être monocorde. Il faut donc accorder du temps pour les points de vue et suggestions de chacun. L'animateur doit aussi susciter la participation de tous et éviter que la réunion soit déviée sur des sujets qui n'étaient pas prévus. Cela ne sert à rien si à une réunion, on ne peut pas émettre ses idées ou suggestions.

5. Mettre en application les résolutions

Une bonne réunion doit terminée par des plans d'action écrits : qui fait quoi et dans quel délai ? L'animateur doit s'assurer que tous les participants reçoivent des comptes rendus de la réunion.

Aujourd'hui, on peut faire des réunions de façons différentes, vidéo conférence, Skype, Messenger etc Avant donc de convoquer une réunion, vérifiez si on ne peut pas traiter le problème en circulant des mails, sms ou lettre d'information. Le temps passé en réunion est trop précieux pour le perdre sur des futilités. Gardez donc ce temps pour mettre en application les résolutions. **TSM**

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Abakozi Bashyikirana n'Umukoresha Batera Imbere Bakanateza Imbere Ibigo Bakorera

Byanditswe na Habarurema Gaspard



Abahagarariye COTRAF basinye amasezerano na SORWATHE

Mbere na mbere abakozi bagomba kwishyira hamwe mu mashyirahamwe abarenga ari yo twita amasendika, kuko abishyize hamwe Imana irabasanga.

Sendika ziharanira ko habaho amajyambere arambye, agera kuri bese. Ni ukuvuga amajyambere ashingiyeye ku isaranganyabukungu hagati y'abaturage bose;

Itariki ya 19/01/2012 ni itariki itazibagirana mu mateka y'abakozi b'uruganda rw'icyayi rwa SORWATHE aho basinyanye amasezerano agamije guteza imbere imibereho yabo ndetse no guteza imbere uruganda bakorera kuko ntawe ukama iyo ataragiye. Ayo masezerano yasinywe hagati y'uruganda rwa SORWATHE na COTRAF-Rwanda (Urubuga rw'umurimo n'ubuvandimwe). COTRAF-RWANDA ni impuzamasendika ihuriweho n'abakozi bo mu ngeri

zitandukanye nk'abarimu, abakozi b'impuguke (cadres) bo mu nzego za Leta n'iz'abikorera ku giti cyabo, abaganga n'abaforomo, abakora imirimo itanditse (secteur informel) nk'abashoferi, abamotari n'abandi. Iyo mpuzamasendika yavutse mu mwaka wa 2003 ikaba ihuriwemo n'abakozi barenga ibihumbi makumyabiri (20000). Urundi rugaga rwari rwitabiriye iyo mihango ni CESTRAR. Iyo mihango yo gusinye amasezerano rusange yari yitabiriwe na Minisitiri w'Abakozi Murekezi Anastase. Minisitiri w'abakozi yishimiye imikoranyirye myiza iri hagati ya SORWATHE n'abakozi bayo, dore ko ibyo byatumye urwo ruganda ruhahwa ibikombe mu gukora neza ubucuruzi. Namwe bandi bakoresha rero mutere iyo ntambwe mureke abakozi banyu bibumbire mu mashyirahamwe y'abakozi, muganire na bo maze murebe ngo ubucuruzi bwanyu buratera imbere

kubera uwo mwuka mwiza uzaba uri mu bigo muyobora ; iyo umukozi agize impanuka, ahabwa umushahara we mu gihe cy'amezi 6 akishyurirwa n'ubuvuzi yahawe n'ibindi.

Bakozi nimwishyire hamwe bidatinze, kugira ngo murengere inyungu zanyu kandi murwanye akarengane aho muri hose. Duhaguruke rero nk'umuntu umwe, dufatanye kuzamura imibereho yacu no gutegura ejo hazaza.

Mugane Sendika kuko ziharanira ko abakozi bagira ijambo imbere y'abakoresha babo, bityo bakaba bashobora kwishyira hamwe kugira ngo ijwi ryabo ryumvikane kurushaho.

Sendika ziharanira ko abakozi bagira amafaranga y'igihembo cy'umurimo wabo abafasha kubaho uko bikwiye n'imiryango yabo, kurya neza, kwambara neza, gutura heza, kwivuzza igihe barwaye, kohereza abana babo mu mashuri n'ibindi. Ibyo bireba abakorera abandi n'abikorera nk'abahinzi, aborozi, abanyamyuga n'abandi.

Sendika ziharanira ko abakozi bafatwa nk'abantu aho gufatwa nk'imashini n'ibindi bicuruzwa. Ni ukuvuga ko abakozi batagomba gufatwa nk'abacakara, bagomba kubona igihe gihagije cyo kwiyitaho no kwita ku miryango yabo nyuma y'akazi, kandi ko imirimo bakora itagomba kubangamira ubuzima bwabo.

Sendika ziharanira ko, no mu bihe by'uburwayi, ubumuga n'ubusaza, abakozi bakomeza kubaho uko bikwiye. Ni ukuvuga ko hagomba kubaho uburyo bukwiye bw'ubwiteganyirize bw'abakozi kandi hakabaho uburyo nyabwo abakozi n'amasendika yabo bagira ijambo mu micungire y'ibigo bishinzwe ubwiteganyirize bw'abakozi. **TSM**

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HOW DO YOU DEFINE *fine dining?*

By Eddie Heh

PHOTO: Timothy Kisambira



People have varying perceptions of the term „fine dining“. If I go to Karibu Restaurant for a buffet costing Rwf3,000 or Serena Hotel for a buffet costing Rwf15,000, what makes the difference? Sometimes I might even eat the same food, but what is fine dining?

Many details go into defining the term: The restaurant environment; lighting, music, decor and fresh flowers in good taste; Impeccable, high-quality glassware and silverware; matching sets

of coffee cups and plates; high-quality linen tablecloth and napkins; waiters/ waitresses wearing clean uniforms and name plates; waiters or waitresses who are quite knowledgeable about the ingredients of dishes served; a wine list with exquisite service; superb presentation of dishes In some cases of fine dining, the following may exist:-

Parking valets and hosts/hostesses; Professional waiters/waitresses trained to hold polite, intelligent conversations while

keeping in mind that the client is there to be served, not advised or contradicted unless specifically asked to. Obviously, in order to enjoy such exquisite service, prices shouldn't be an issue. So if you want your customers to experience a fine dining service, apply great attention to the details above. **TSM**

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Rwanda's business climate has never been better than today, as customer care improves.



BUILDING A CLIMATE FOR BUSINESS

With about 18,000 Rwandans being trained on customer care and the ease of doing business improving, Clare Akamanzi the Chief Operations Officer of Rwanda Development Board (RDB) talked to The ServiceMag about Rwanda's present business climate. Below are the experts:

Interview by David Kezio-Musoke

As the custodian of doing business in Rwanda what is your take on the state of customer care in the past one year?

There is a lot that has been done over the past years in this regard as RDB promotes good customer care countrywide together with the private sector. Working with the Workforce Development Authority (WDA), we have trained about 18,000 Rwandans on customer care. We also conduct seminars on good customer care, roadshows in provinces targeting specifically the private sector and we also held the customer care awards for companies that are performing well.

As we sail through 2012, do you think customer care will have any direct relation to the way we do business in Rwanda?

Yes indeed, it already does. Customer care is all about satisfying the client's needs so they get value for money and business is done for the same purpose. Rwanda's business environment is currently focused on how services are provided, how fast and efficient services are so that there is increased productivity in the economy. Improvement in the way we care for our customers therefore means a direct positive impact on businesses in Rwanda. I would mention that the Rwanda's ranking on WB 2012 Doing Business Report shows that

Rwanda has made progress in caring for our investors and other business people in general. As RDB we are always looking at ways of not only satisfying our clients but also exceeding their expectations.

last year RDB carried out hotel classification. Do you think this can improve service delivery in the hospitality industry?

Yes, we do believe that classification of hotels to East African Community standards is one of the initiatives of RDB that will improve customer service in hotels. Hotel classification serves as a reference to tourists and local visitors to identify establishments that will meet their expectations in terms of service. This is something new which wasn't available for hotel clients before and will increase their satisfaction level. This exercise should also bring a sense of responsibility in the hospitality sector. Hotels are able to align themselves with EAC standards and what they need to do to improve their ratings.

Early this year RDB conducted the annual Business Excellence Awards. Do you think these awards have any impact on how Rwandans are conducting their business?

Yes, the main objective of the awards is to promote competitiveness and vibrant enterprises by recognizing and

rewarding firms that make a noticeable positive difference to Rwanda's economic development and inspire existing and future businesses to excel using these as models. Prizes include cash prizes as well as training opportunities among others. More and more companies are working to get the kind of recognition that the awards offer.

How do you rate the current business climate in Rwanda as compared to two or three years ago?

It's the best the country has ever produced. The 2012 Doing Business report ranks Rwanda as the 45th easiest country in the world to do business (having come from 150th in 2008), we are also the 2nd most reformed country in the world over the last five years. We are the 3rd easiest place to do Business in Africa (after Mauritius and South Africa) and of course 1st in EAC.

Similarly, the Economic Freedom of the World Report and the World Economic Forum Global Competitiveness Report both rank Rwanda as the third economically free and most competitive country respectively, in Sub-Saharan African region. There is consistency in all these reports about our business climate.

The ease of doing business is also evidenced by increase of both local investments and FDIs. In 2010, we attracted less than \$ 400 million.

In 2011 however, we targeted investments worth \$550 million, but by the end of the year, we had registered \$626 million. Our aim is that investments will contribute 30 percent of GDP by 2020.

And what are you doing to make sure this is achievable?

The RDB team has come up with a clear, coherent, and well-coordinated, result oriented strategy called 'rapid economic development strategy'. Each department at RDB promotes investment. With this strategy, each department is required to promote investments specifically within its area mainly by "targeting" specific investors that we need for specific clusters and investment projects. After registration of a business, the department under which the business falls follows up the investors providing after care services, as they help them settle and make sure they had all they needed for smooth operations.

This strategy, coupled with aggressive investment roadshows in key markets as well as our ever-improving business climate will be critical in achieving these targets. Also, the Government has opened strategic business offices in different countries like Turkey, Canada, UK, the US, South Africa, Singapore and China, with the aim of promoting investments in those countries.

With the current crisis in the Eurozone, how do you envisage Rwanda's performance in 2012?

Rwanda will continue to perform well just like it did in the past few years despite the global economic challenges. What we have seen is that investors are looking for economies that are growing and where they can invest their funds productively. Africa is being continuously seen as one such region. Rwanda which is among the fastest growing countries in Africa as well as one the most business-friendly is surely attractive. But in addition to that, we are seeing local investments growing



PHOTO: RDB

“AS RDB WE ARE ALWAYS LOOKING AT WAYS OF NOT ONLY SATISFYING OUR CLIENTS BUT ALSO EXCEEDING THEIR EXPECTATIONS.”

substantially right from the growth of projects they are developing to the level of private sector credit being extended by local financial institutions.

What should Rwandans and investors expect from RDB in 2012?

In terms of investments, RDB will not only focus and track performance on new committed investments, but will focus on after care and track performance on

converting projects from commitment to operation. This is a very important change, since the implementation of projects is what creates wealth and jobs in the country.

RDB will introduce a new element in its rapid growth strategy where departments will also be promoting exports. To achieve all of these, we will find innovations in new products to promote as well as in how we do business.

We continue to pledge our commitment to serving our nation, and this year we expect to take a longer stride closer to reaching the government's vision 2020, especially in terms of ease of doing business in the country; attracting more investors, help create jobs and increase exports. **TSM**

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Business Reforms that RDB is working on for the year 2012

Compiled by David Kezio-Musoke

PHOTO: EMSA



The '2012 Doing Business Report' ranks Rwanda as the 45th easiest country in the world, where one can do business. Rwanda moved from the 150th position in 2008. Rwanda is also the 2nd most reformed country in the world over the last five years and the 3rd easiest place to do Business in Africa (after Mauritius and South Africa) and of course 1st in the East African region. Similarly, the Economic Freedom of the World Report and the World Economic Forum Global Competitiveness Report both rank Rwanda as the third economically free and most competitive country respectively, in Sub-Saharan African region.

For the year 2012 there are many initiatives being carried out to ensure the country even improves its rankings thus making a much better business environment. These, usually referred to as business reforms are listed below:

Starting a business

In starting a business, having reduced the registration fees and made online

RDB IS LOOKING AT REDUCING COST OF ACCESS TO ELECTRICITY BY 30%

registration free of charge, RDB is now looking at decreasing the processing time from 24hrs to 6hrs which will bring the country among the very best in the world.

Construction permits

RDB is looking at having applications for building permits done online, risk based approach-a method of approving construction permits without having to go through the usual procedures thus making it quicker; further merging all applications and inspections as well as reducing application fees by 30 percent.

Access to power

Acquiring access to electricity, RDB is

looking at reducing cost of access to electricity by 30 percent and also reduce the time to access electricity.

Registration of property

RDB envisages removal of the tax clearance certificate as an upfront condition for property transfer which will reduce the procedures further.

Getting credit

With getting credit, RDB plans to ensure that financial institutions increase providing loans according the movable security interest law.

Tax reforms

RDB is scheduled to pass the tax procedure law to allow PAYE payment on quarterly basis for SMEs, enforce e-payment and e-filing systems

Trading across borders

For trading across Borders, RDB has launched the single window project, and more borders have increased operating hours like Cyanika (increased to 16hrs) and Magerwa now operating 24hrs. Recall that import requirement documents were decreased from 8 to 3.

On resolving a business and enforcing contracts indicators, RDB plans to dedicate a fast lane for insolvency cases in commercial courts, and develop incentives for legal insolvency, to establish a body for insolvency practitioners as well as to establish an insolvency desk at RDB and to implement case management system (especially e-filing of cases) and operationalize the arbitration center respectively. **TSM**

For more details contact RDB at www.rdb.com

Uburyo burindwi bwo Kuguyaguya umukozi wo mu rugo

Byanditswe na Eva Gara

Ubu ni intambara ikomeye gukangurira abantu bose uburyo bwo gutanga serivisi nziza, ziboneye. Haba muri leta cyangwa mu bikorera. Buri muni wumva abayobozi banyuranye bavuga uburyo serivisi mbi ari bimwe mu bintu bititira iterambere ry'igihugu cyacu.

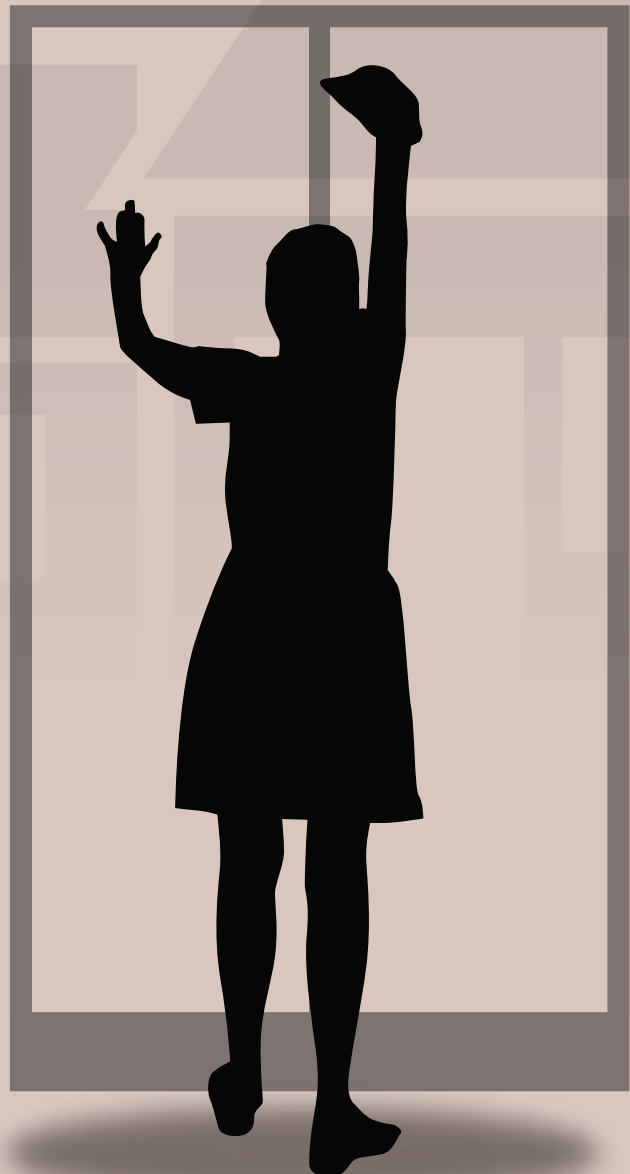
Vuba aha, igihe nari mu ishuri twiga ku buryo bwo gufata neza abakozi bo mu mirimo inyuranye y'ubucuruzi, nahise nibaza ko mu ngo nyinshi za Kigali nta mitangire myiza ya serivisi iharangwa. Umukozi wo mu rugo azanwa no kuguha serivisi ahemberwa. Umukoresha n'ubwo izi serivisi azishyura, amusigira abana be n'urugo rwe rurimo ibintu bihenze, ndetse no kumutekera ibyo afungura.

Ubusanzwe, umukozi azi aho imyenda yawe y'imbere ibikwa akamenya n'ubwoko bw'ibiribwa ukunda. Azi ibyo umwana wawe aya n'ibyo yambara. Ni ukuvuga ko rero uyu mukozi akeneye kubahwa no kumwitaho. Nigeze kumva umukozi wo mu rugo w'umuhungu wagirirwaga nabi n'umukoresha we w'umuhindi buri muni. Uwo musore amaze kurambirwa guhohoterwa, yafashe imyenda y'imbere ya nyirabuja bari bamuhaye kumesa, noneho ayinika mu rusenda rutukura rukarishye, noneho ayanika ku mugenzi ngo yume. Yayiteye ipasi arayizinga nk'uko yari yabitegetswe ayishyira mu kabati. Nyuma yaje gusaba ko bamuhemba, arigendera. Bukeye, madamu yambaye ngo aje ku kazi ka buri muni, urumva nawe uko byamugendekeye; yatangiye kuvuza induru ishobora kuba yarumvikanye mu gihugu hose!

Birumvikana rero niba abayaza bawe bagenda buri gihe, waba ubirukanye cyangwa basezeye, ugomba gufata akanya ukibaza ku ngingo zikurikira, nize mu ishuri rirebana no kugumya abakozi bawe. Reka dufate urugero rw'umuyaya:

1 Ugomba buri gihe kumuha amabwiriza asobanutse igihe umuhaye akazi.

Ugomba gukora ku buryo amenya ibyo ashinzwe n'ibyo umutezeho. Niba ari ngombwa, fata umunsi umwe wa konje, mukorane umunsi wose kugira ngo amenye ibiryo ukunda uko bitekwa, uko usukura inzu yawe, n'uko wumva wifuza kwambara.



2 Umva ari umwe mu bagize umuryango

Sinshaka kuvuga ko uzamugenera intebe ku meza mufunguriraho, uretse ko nabyo ntacyo bitwaye, ariko mufashe kumva ko ari umwe mu bagize umuryango atekera, amesera imyenda, akorera isuku.

3 Mbere na mbere ni ikiremwanuntu

Nawe afite ubuzima nk'abandi. Hari icyo umuziho? Wafashe akanya ko kumenya amakuru arebana n'ababyeyi be? Abana be niba hari abo afite? Mbese yakubwira cyangwa yagusaba ko mwakwizihiza umunsi w'amavuko mu muryango we? Menya ko niba ushobora kugira umunsi waramutse nabi, nawe ni uko byamubaho. Witekereza ko buri gihe azahora aseka, amwenya anezerewe. Byubahirize kandi umuhe igihe n'umwanya wo kuva muri ibyo bihe bibi, mu gihe akora akazi ke.

4. Usabwe buri gihe kumuha ibikoresho akenera ku kazi

Wumva yakora isuku akoresheje icyenda gishaje gisiga ibizinga aho amaze gukoropa, none ukumva yakora umurimo unozwe?

5 Mushishikarize kandi umushimire iyo aho akazi ke neza

Mubwire niba utekereza ko akazi ke yagatanganyije neza by'umwihariko. Kora ku buryo amenya ko uzi neza ko imirimo ye ishobora kuba imuvuna kandi umushishikarize, umutere umwete. Niba hari ibyo yangije, muhe amahirwe yo kwikosora. Wibuke ko ari umuntu, ashobora gukosa? Wamuhaye akazi kubera ko iyo mirimo utayikorera ubwawe. Uramukeneye nk'uko nawe agukeneye.

6 Buri gihe kora ku buryo abagize umuryango wawe bubaha umukozi wo mu rugo

Biteye isoni n'agahinda kubona abana bato bavugisha umuyaya ufite imyaka nk'iya nyirakuru wabo, nk'aho ari icyo ntazi, ari ikintu. Mbese abobana bazakura bafite ubuhe burere? Mbese undi muntu bazahura nawe bazamufata bate nibahabwa uburere nk'ubwo?

7. Bahe umunsi umwe wa konji rimwe mu cyumweru

Ndahamya ko utashimishwa no gukora iminsi 7 mu cyumweru nta kuruhuka. Kora ku buryo wohereza abana bato kwa nyirakuru nyuma y'ishuri umureke nawe ahumeke.

Mugenzi wanjye yigeze kuvuga "Puu, nagenda, nzashaka undi, ni benshi hanze aha". Yego, hari abantu benshi bashaka akazi, ariko tekereza ibibazo bivuka mu rugo iyo umukozi agiye, umwanya wamaze umutoza imirimo no kumwigisha imyifatire y'umuryango n'uko umukozi mushya bizamufata umwaka kwiga imyifatire mishya.

Wibuke ko mwese abakoresha abayaya n'ababoyi (inyito ku bwanjye ntakunda) ko bakeneye gufatwa nk'uko nawe wumva ku kazi kawe bagufata. Kumwubaha no kumwumva! Akazi ni akazi. **TSM**

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Byanditswe na Richmond Runanira



mpagarika umumotari. Ikirere cyari kibi mu by'ukuri. Mu kubura uko mbigenza rero namusabye ikote ryo kwifubika kuko nari nambaye agapira (T-shirt). Nagize amahirwe umumotari yari afite irindi kote ryoroshye yari yakunjakunje nuko ararimpa ndambara ducaho.

Ubusanzwe sinjya nicara kuri moto ngo ngende ncecetse, naramuganirije maze bituma mwungura inama. Abamotari ni abakozi bakora

umurimo ufasa abantu benshi haba mu muji wa Kigali ndetse no muzindi ntara, usibye ko bakunzwe

mwarzajya mwitwaza amakote y'abagenzi nkuko mwitwaza ingofero y'ubwirinzi hamwe na ka gatambaro muhanaguza intebe. Araseka cyane maze aransubiza ati: "amakote ameze gute se boss?" ndamusubiza nti: "nk'iri nambaye rwose, ubu se urabona ritamaze imbeho", gusa icyo mwazirikana ni isuku yayo. Yabyakiriye neza maze ambwira ko hari n'undi mudamu wabimusabye nawe imbeho n'invura byamugeze habi.

Uru ni urugero rumwe rushobora gufasha abagendera kuri moto kurushaho gukoresha igihe cyabo neza bigatuma barekeraho gusubika ingendo zabo bitewe n'impamvu z'ikirere, ibi kandi byafasha abamotari kudaparika moto zabo mu gihe imvura yaguye ku buryo budakabije ahubwo bagakomeza akazi kabo ntacyo bikanga. Byaragaragaye kandi ko bikunze kwica guhanda nyinshi kuko hari ubwo usanga baparitse hafi amasaha menshi bitewe n'invura, bityo ugasanga nabo ubwabo babuze amafaranga yo gusora cyangwa ayo kuzigama dore ko bamwe muri bo izo pikipiki batwara zitari izabo naho abandi baziguye ku nguzanyo ya banki. Ubusanzwe kongera udushya ku murimo rero ni imwe mu nzira ireshya abaguzi ku murimo wawe kuko bibaha impamvu yo kuza iwawe aho kujya ahandi hatari agashya cyangwa se akarusho. Usibye kuba mbona rero iki gitekerezo cyakwigwaho n'abo bireba, nta ni mpamvu mbona yatuma kidashyirwa mu bikorwa. Muri make igihe tugezemo gikeneye ibisubizo bijyanye n'igihe tugezemo. **TSM**

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Byamaze kugaragara ko imwe n'imwe mu mirimo ikorerwa ahanini muri uyu muji wa Kigali ikunze guhagarara mu gihe cya hato na hato, aho biba byitezwe ko abari ku isoko baba bategereje abaguzi abaguzi nabo bakagana rya soko. Ibi birasanzwe kandi ni byiza kuko muri rusange, bifasha kuzamura inyungu z'umurimo hamwe n'abawuhuriraho. Ariko noneho mu ishusho rusange bikazamura ubukungu bw'igihugu. Ese kongera udushya ku murimo byaba bifite akamaro ku murimo ukora, reka dufate urugero rw'abamotari. Mperutse gutaha mu masaha akuze nko mu ma saa tanu dore ko kubona imodoka y'abagenzi biba ari amahirwe muri icyo gihe maze

MURI MAKE IGIHE

TUGEZEMO

GIKENEYE IBISUBIZO

BIJYANYE N'IGIHE

TUGEZEMO. ”

kuvugwaho imyitwarire itari myiza mu muhanda ariko si bose, ba kidobya bo ntibabura kandi byakarusho bakora umurimo ukomeye ubahuza n'abantu b'ingeli zose. Nuko naje kumubaza : "ese ubu nti haboneka uburyo



What #TwitterBigStick and #TwitterThumbsUp are in improving service delivery



by Sunny Bindra

#TwitterBigStick is a hashtag that escalates bad service and bad behaviour by organizations in Kenya. Thousands have used it to give instant feedback on poor experiences and neglect. It gives ordinary people a voice and an instantaneous way of channelling feedback constructively. Ignoring #TwitterBigStick can lead to a severe reputation battering, often in a few hours of retweeting.

#TwitterBigStick is a crowd-sourced initiative that is run and governed by the crowd. It tries to stay entirely neutral and has no vested interests whatsoever. There is no attempt to profit from this endeavor, and there should be none in future. It has been initiated for the general good, because ordinary people are fed up of neglect and of being taken for granted as customers and users. Tweets and retweets are entirely voluntary, and people join in when they feel they want to. There is no central plan here – it’s just a hashtag.

#TwitterBigStick has a more pleasant twin: #TwitterThumbsUp. It tags praise and commendations for

organizations and individuals doing the right things, and doing them well.

#TwitterBigStick is trying to keep this feedback clean and genuine. As with any crowd-sourced initiative, abuses will no doubt occur. It is for the collective to decide what is credible and what is not, and what complaints to support by replying, mentioning or retweeting. There is no central authority of any sort.

#TwitterBigStick is being supported daily by leading social media influencers and journalists (as well as some CEOs!).

#TwitterBigStick is currently aimed at organizations with a brand to manage and a reputation to protect. It puts the spotlight on any failures in their service delivery and corporate behavior, as highlighted by their customers and users.

Many organizations have responded positively to online complaints and have engaged with the idea, seeing it as a valuable real-time feedback tool. Despite their positive engagement, they too will stay on the radar. **TSM**

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“ ... IT TAGS PRAISE AND COMMENDATIONS FOR ORGANIZATIONS AND INDIVIDUALS DOING THE RIGHT THINGS, AND DOING THEM WELL. ”

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THE SERVICEMAG
ALL YOU NEED TO KNOW TO IMPROVE YOUR SERVICES

L'Importance de l'écoute et la reformulation

Par Mafoya

Une des difficultés que nous rencontrons souvent avec les employés est que souvent les services que nous recevons ne correspondent presque jamais à nos commandes. Et pourquoi ? Tout simplement parce que les employés ne prennent pas le temps de reformuler les demandes. Ils vous disent avoir bien compris mais ce qu'ils ont entendu est probablement le contraire de ce que vous avez demandé.

La reformulation: c'est l'instrument de mesure du niveau de compréhension dans un dialogue.

- Elle donne le sentiment à votre interlocuteur de votre présence et de votre écoute active.
- Elle aide votre interlocuteur à aller plus loin, à approfondir ce qu'il pense.
- Elle vous permet de vous assurer que vous avez correctement compris le message.
- Elle vous donne du temps, du recul, pour préparer une réponse ou une question.
- Elle sert à dépassionner, à dédramatiser, à faire tomber les tensions qui parasitent l'analyse objective d'une situation.

Exemples de reformulations :

- La reformulation-reflet : consiste à paraphraser ou refléter sans jugement la communication de votre interlocuteur. Exemple : " Si je vous ai bien compris, ... ".

- La reformulation-recentrage : vise à clarifier le sens du message en mettant l'accent sur ce qui est important. Exemple: " Pour vous, l'essentiel ... " ; "

- La reformulation-résumé : vise à traduire l'essentiel du message. Exemple: " Vous souhaitez donc ... " ;

Il vaut mieux prendre le temps de bien comprendre même si cela nécessite un peu plus de temps pour reformuler. **TSM**

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My Most Recent Shocking Experience!

By A. K. Oti



PHOTO: Getty Images

I know service can be really terrible here in Kigali and you kind of expect it but I was in shock recently. I went to buy dollars from **Kivu Forex Bureau** recently because I was travelling. The rate was displayed on the board but I asked the teller - in English - if that was the best rate I could get - I know we can bargain at the bureau.

He rudely answered that that was the rate. Since I was running out of time I pulled out the money and he started counting out the dollars. As he did so, he called out to his assistant in the back - in Kinyarwanda- come and change the rate on the board so that clients can be happy, I have put the rate on the board but they keep asking me to reduce.'

I stared at him and replied - in Kinyarwanda this time, 'is this how you do business here?'

He was shocked and ashamed but ignored my question. I realised he had said this because I had spoken to him in English and he thought I did not know Kinyarwanda.

I walked out and the guy had indeed changed the rate on the board. I swore never to use that forex bureau again. As far as I am concerned that is cheating, the next person must have paid more and just because someone dared to bargain.

Who says we should not ask for a better rate?

Even discounts are good business practice! **TSM**

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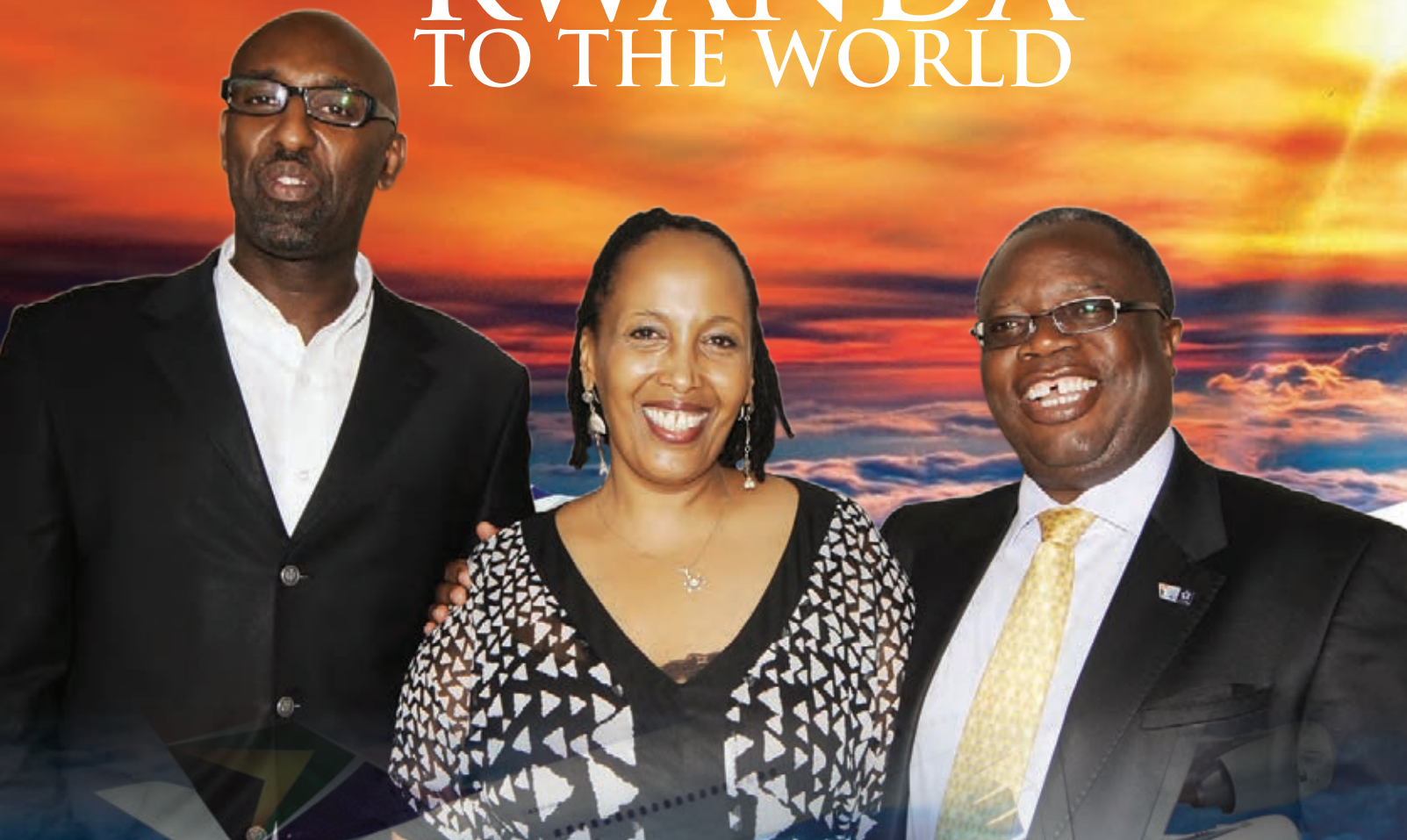
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CONNECTING RWANDA TO THE WORLD



South African Airways (SAA) recently launched flights to two more destinations on the African continent. Their new service operates from Johannesburg to Kigali in Rwanda and onwards to Bujumbura in Burundi. Kezio-Musoke David talked to Aaron Munetsi, the company's Regional General Manager for Africa and Middle East & Indiana Ocean Islands about the airline's Africa growth plans.



Why come to Rwanda of all destinations?

There are a couple of reasons. Rwanda offers a central position in the Great Lakes area and we believe that because of our own position at the bottom of the hemisphere it was prudent to have a stage of operation in this area. This area can then serve the rest of the continent in various ways. We have operated in Rwanda before and we have seen it grow strategically, economically and socially, and has given us reason to come here because it makes economic sense. Lastly the relationship between Rwanda, South Africa, East African Community and the SADC (Southern African Development Community) region is pivotal with our mandate of growing our footprint on the continent

SAA has operated in Rwanda before and left. Why the sudden u-turn?

In 2005 we discontinued our flights to Rwanda in line with our strategic restructuring process. We used to fly Johannesburg-Entebbe and then Kigali but we revised our operations and we focused on putting a few basics in order.

Airline business in the region is very robust. What are you bringing to the table?

There is no doubt that we are offering the biggest and largest network to Africa.. South African Airways is a member of the Star Alliance network. And this is the

“ AIRLINE BUSINESS IS NOT REALLY ABOUT COMPETITION... IT IS ABOUT COMPLIMENTING EACH OTHER ”

biggest offering currently with close to 28 member airlines in the alliance with more than 21,100 daily departures combined. These flights reach 1,290 airports in 189 countries, with an annual passenger number of 607.5 million. Star Alliance is the world's first and largest airline alliance. Being a member of this alliance we offer a wide spread of options for any kind of traveller, be it a business traveller or one travelling for leisure. Once you are at Johannesburg's OR Tambo International Airport, we can connect you anywhere.

How will you fend off competition from Gulf-based airlines like Qatar, Emirates and Turkish Airlines who have already expressed interest to fly to Rwanda?

Airline business is not really about competition...it is about complimenting each other. For us as SAA we have an advantage over others in the sense that we connect through our home. We fly back into our own backyard which we

know more than anyone else. While in South Africa we can connect you to any destination within the borders of the country using our low cost carrier called Mango. We can also fly to flying to George and Bloemfontein using our SA Express relationship.

With your presence do we see air fares going down?

We are offering quality service and with the 4-star quality of service, we concentrate on offering our clients value for money. However we have reason to believe that with our presence, other operators could re-align their fares

Why did you choose '1000 Hills Expedition' to represent your interests here?

That wasn't an automatic choice. We advertised and called for show of interest and about six companies came forward to represent SAA in Rwanda and Burundi. These interested parties including '1000 Hill Expedition', all went through a rigorous selection process where they were interviewed and assessed in terms of their suitability to represent a World Class brand like ours. We settled for (Airline Representation Services) subsidiary of 1000 Hills Expedition because they had the qualities we were looking for in a representative company. We were looking for credibility and certain values which included show of integrity.

The directors of the company have extensive experience in the travel and tourism industry in countries as far apart as Kenya, USA, Germany and Canada. They also have an intimate knowledge of Rwanda, as a tourist destination.

Since this company is at the forefront of tourism revival in Rwanda and is totally committed to preservation and conservation, SAA would like to be part of its success.

Now that SAA is here, would it have any interest in partnering with other regional airlines?

Of course we have interest in code sharing and establishing alliances with

other players. We already have a strong partnership with Ethiopian Airlines. We were very instrumental in supporting their bid to become a Star Alliance member in December last year. We have a partnership with Egypt Air who are also a Star Alliance member.. We are very keen to cooperate with as many African airlines as possible, because we believe others can complement our business. And besides, not one of us can stand alone and forstall the onslought of competition which is now focusing on Africa as the next frontier for expansion of the aviation industry.

Do you have any worry that the economic crisis in Europe could hamper your growth ambitions in Africa?

Let's look back at the global financial crisis of 2008/09. Long after the Western and Asian economies had felt the negative impact of the meltdown, Africa was still resilient. The main reason being that most of our economies are cash based with very little formal borrowing taking place. The numbers of African passengers did not immediately decline, but in some instances they even increased instead. Africa took much longer to

be affected by the financial crisis. The reason is simple: Our people don't borrow to travel. Africans travel for a specific reason. If they travel for leisure, they also use the opportunity for business. Africans are usually dual purpose visitors. So we don't see the financial crisis as negative. We see it from the positive side. As the continent opens up there is more reason for Africans to travel within Africa or even beyond our continent.

Don't you think small airliners are spoilers?

Every airline, whether big or small as long it operates up in the skies is relevant in this business. As long as you have an empty seat ... whether big or small

... you are also spoiling. At the end of the day, everyone plays a big role in this business. The big airlines can't fly to all the regional destinations. Our planes are deployed according to what we call performance memorandums issued by the manufacturers. We ask questions like, how does this aircraft relate business-wise with a particular route or destination. If my aircraft can't fly to Juba, Southern Sudan, I can rely on smaller airliners to bring customers to a central position from where I can uplift the same passengers to their final destination. We feed and de-feed onto each other's schedules..

There is a perception that SAA concentrates more on European destinations and neglects Africa. What is your take on this?

I totally disagree. Way back in 1992, the South African government gave SAA a mandate to concentrate on growing on the African continent. The year 1992 is very significant because it was way before the democratization of South Africa. The ANC was unbanned and Madiba (Nelson Mandela) was just out of prison.

So it was like a government in waiting. But we couldn't wait because we needed to open up. So government said, "you have to grow on the African continent." Since 1992, we have added at least 13 destinations on the African continent. Because of our history we were not allowed to fly to certain destinations and some parts of Africa. I think this is where this perception was conceived.

Today we want to demystify that perception. Our growth on the African continent is bigger than on any other continent. I know that not until recently one travelling to Ouagadougou or Algiers from Johannesburg would have to first fly to Paris. Not anymore because we are here to reclaim and create routes. Other players are beginning to feel the pinch. Why? Because we are taking Africa to the world and bringing the world to Africa! **TSM**

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“ AS THE CONTINENT OPENS UP THERE IS MORE REASON FOR AFRICANS TO TRAVEL WITHIN AND BEYOND... ”



PHOTO: Timothy Ksanbira

La Culture, Levier du Changement dans les Organisations

Par Ezéchiel OUEDRAOGO



La culture est un ensemble de valeurs durables et partagées par tous les membres d'une entreprise. La culture fait référence:

- à l'attachement aux valeurs sociales de l'entreprise: sentiments d'appartenance à un métier, à l'entreprise, attachement aux valeurs de solidarité, de convivialité, mœurs sociales (portes ouvertes ou fermés, pauses cafés, habillement, politique de règlement des conflits...), relations avec les représentants du personnel...
- à l'attachement aux valeurs professionnelles: respect du client, du produit, polyvalence ou spécialisation du personnel, ponctualité, respect des procédures

et des consignes, prise en compte du temps, des coûts, de la qualité dans les réflexions...

- au vécu de l'organisation et du management: historique de son mode de fonctionnement et de création, organisation efficace? Centrée sur le client, le profit ou le personnel? Reconnaisant l'initiative? Mode de management dominant: hostilité, participation, esprit d'équipe?

Il s'agit d'un levier trop souvent négligé à l'origine de nombreux échecs de processus de changement. En effet, la culture change lentement et ne se décrète pas.

La culture change beaucoup plus sous

l'effet des actions quotidiennes, que sous celui des efforts de formation ou des décisions des dirigeants.

En conséquence, un des moyens d'utiliser la culture pour faciliter et accélérer le changement est d'en faire une des valeurs partagées de l'entreprise avec tout ce que cela implique: clarté du projet d'entreprise, reconnaissance par la politique de rémunération de l'initiative personnelle et de la prise de risque, partage de l'information affirmé comme un principe fort, recherche permanente de la performance, mise en avant de la fonction recherche et développement.

TSM

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Vous êtes Manager ou leader?

par K. Ezéchiél OUEDRAOGO

Le terme manager vient du latin « manus », qui signifie « main ». Cette racine a donné en italien « maneggiare » et en vieux français « manège », le lieu où l'on dresse les chevaux. Le verbe « laeden » veut dire voyager, un terme qui suggère un objectif moins immédiat, à portée plus lointaine que le dressage d'un cheval. J'ai souvent entendu dire que telle ou telle entreprise souffrait de la carence de ses leaders et de la toute-puissance de ses managers. Lorsque Jack Welch devint président de General Electric, il adopta



comme mot d'ordre : « Assez de managers, davantage de leaders. » Sur quels autres critères peut-on encore faire la différence entre ces deux groupes ?

Les leaders sont tournés vers l'avenir, alors que les managers se concentrent sur le présent.

Les leaders apprécient le changement, alors que les managers préfèrent la stabilité.

Les leaders privilégient le long terme, alors que les managers s'orientent vers le court terme.

Les leaders sont engagés dans une vision, alors que les managers (soucieux

des règles et des réglementations) sont centrés sur la procédure.

Les leaders cherchent à connaître le pourquoi, et les managers, le comment.

Les leaders savent déléguer, alors que les managers veulent contrôler.

Les leaders simplifient, alors que les managers se plaisent dans la complexité.

Les leaders se fient à leur intuition, alors que les managers s'appuient sur le raisonnement logique.

Les leaders tiennent compte dans leur vision de l'environnement social au sens large, alors que les managers se limitent davantage à ce qui se passe dans l'entreprise. **TSM**

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MINICOM



BEYOND ADVOCACY

DIPLOMATIC MONGOLIAN DINING AT KIGALI SERENA HOTEL

By David Kezio Musoke



PHOTO: Timothy Kisanjira

Recently Serena Hotel in Kigali was one of the only two hotels branded a 5 Star Hotel in Rwanda. The star classification exercise was carried out last year and only 31 hospitality facilities were graded. With this grading Rwanda became the second country in the EAC region to classify the accommodation establishments using the EAC criterion after Tanzania.

And only two hotels emerged 5 star hospitality facilities. The star classification commonly used to rate hotels, heavily depended on the facilities provided like food services, entertainment, room variations such as size and additional amenities, spas and fitness centers, ease of access. Quality of service and location were also considered in establishing these standards.

As the hotel never disappoints with its standards of 5 star hotel, I took a stroll in the just renovated premises and decided to settle for a 5 star dinner at the Sokoni Restaurant.

“ I WAS SO IMPRESSED BY THE SMILE I SAW ON EVERY EMPLOYEE’S FACE... ”

The Serena staff is multilingual and very professional. As part of the facilities, there is also a doorman, valet parking, a concierge and a spacious reception area. I decided to concentrate on the ambience at Sokoni Restaurant, a relaxed, stylish and very colorful restaurant. It stands central to the hotel’s extensive tropical gardens and overlooks the pool.

It is also a popular meeting place for guests and locals alike and it is renowned for its colourful cocktails, globe-trotting cuisine and vibrant live music. Sokoni is open from 10am to 10pm and offers an all-day café-styled service to suit all tastes. The restaurant features a choice of

weekly ‘specials’ that hit the high spots of the local social scene

Every Friday, Sokoni Restaurant offers a sumptuous African Buffet which runs continuously between 6.30pm and 10pm. But since it was time for a Mongolian menu I settled for a spicy fusion of the very best of Asian cuisine.

Recently the hotel launched The Serena Smile Awards designed to celebrate the dedication, compassion and creativity of its staff who work very hard to create happy and warm atmosphere for clients.

The categories of the awards are on The Most Contagious Smile, The Most Genuine Smile, The Most Sincere Smile and the Most Frequent Smiler

No wonder I was so impressed by the smile I saw on every employee’s face; and left with a profound desire to bring my friends and family members. **TSM**

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Kigali's Michael's Den, Indelible Customer Service

By Kim Matinyi



PHOTO: Google Images

In November, last year, I travelled from Dar es Salaam to Kigali for the first time. From touch down, through immigration clearance and out of the airport driving into the city I experienced the part of the city, but at the public level. The sights and sounds that I took in that evening impressed me.

At a personal level I am usually not a fussy person provided everything turns out as I expect it to. This was a visit that would keep me, and a small group of others, in Kigali for almost three days and in my honest anticipation I wished for time to pass slower than it always does.

The shuttle pulled outside Michael's Den Hotel and the driver, a very cheerful, engaging fellow helped unload our luggage onto the porter's trolley and in no time we were at the check desk filling out our personal details.

The first thing that captured my attention was the all-male staff at the front office that evening. I have stayed at hotels in many other cities and towns in Tanzania and elsewhere, but I hardly recall seeing this. I must confess I was impressed; whether it was the hotel's policy or mere coincidence on that particular evening didn't matter, it was all good to me.

A warm welcome that was extended to us, in Swahili!, was abruptly cut short by the arrival of welcome drinks! The dedicated-looking lady served each one of us with a smile, and in those brief moments we felt a part of the place. With check-in over and our glasses empty, the staff handed each one their room key and

carried our luggage to our doors, opened and took each one in. After another word of welcome and a run-down of the geography of the room came the familiar, "Enjoy your stay".

Michael's Den is by all means a standard city hotel, but my experience that evening was above standard. The staff were very keen to make a guest feel appreciated and even more importantly feel like a friend. These are the little things that can be easily overlooked but make a massive difference.

Most people choose to stay at a particular hotel on a return visit because of the good customer service they received during their previous stay. The humble demeanour and helpfulness of the staff that evening have since registered on me and that made the difference. Hotels can be hectic places to work, but good customer service starts in the heart and everything else along the way only helps to fine-tune it.

There is nothing better for a customer than the confidence in knowing that someone is around to attend cheerfully to his/her needs. Delivering such service is paramount to the image of the business because these are the things people want to talk about - we all want beautiful experiences. My experience in marketing

has confirmed that it is harder to retain a customer than to acquire a new one.

The logic is that a customer that has had a first-hand experience of what you offer has effectively learned about you and your service and is able to make an informed decision.

It is vital for every business to engage with its customers and build relationships. Out of this tradition will come a wealth of knowledge about what the customer wants and expects; generalizing your customers can be suicidal. A customer feels valued when

they are treated in such a way that they feel like you have only time for them and no one else. This is a primary means of getting repeat business and retaining your customers.

Word of mouth is a strong form

of marketing, and when a good word about your business travels around, then you know that you have everything in good order. Watch out for complacency though as it will quickly lead to a drop in standards; it is necessary to keep aiming higher and improving, always keeping an eye and an open ear on the competition. I will continue to talk about Michael's Den even though I didn't fully tell the staff how superb they were! **TSM**

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“MICHAEL'S DEN IS BY ALL MEANS A STANDARD CITY HOTEL, BUT MY EXPERIENCE THAT EVENING WAS ABOVE STANDARD.”

UN Women's Role in Empowering Women Economically in Rwanda

UN Women is the entity for Gender Equality and the Empowerment of Women. UN Women was established to accelerate progress in meeting the needs of women worldwide.

UN Women strategically works in partnership with, civil society, UN agencies, government and development partners.

UN Women supports innovative and viable projects, that empower the women economically and enable them serve their basic needs. Women's economic empowerment and gender equality seeks to enhance human development by enabling women enhance their capacities, and promote self reliance. Through giving technical support to both rural and urban women, through its programmes UN Women in Rwanda gives women the opportunity to come together to share experiences and successes.

In Rwanda, women are beneficiaries of good laws, positive political will, policies and institutional frameworks that have produced desirable results in women's advancement towards gender equality and women's economic empowerment.

UN Women and UN delivering as one in Rwanda are committed to deliver on women's economic advancement. The engendering of the state budget and the development of the EDPRS, are some of the interventions that address women's economic empowerment, and mechanisms are in place to enable women have access to credit, through cooperatives and women's trust fund.

"It is essential that women have access to information, education and economic resources. UN Women has prioritized the women's economic empowerment agenda, and empowering women economically is an essential part of realizing women's right."

*UN Women Executive Director
Madame Michelle Bachelet*



PHOTO: Herbert Bisenga

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Ijambo, Umurimo n' Umutegarugoli

Byanditswe na Runanira Richmond.

Umutegarugoli Mukamusoni Peruth ni umwe mu bategarugoli babimburiye abandi ku murimo w'ububoshiye bw'agaseke ahagana muri 2007, ubwo iki gikorwa cyatangizwaga. Akaba kandi umwe mu barimu 103 bahugura abandi bakora uyu mwuga uyu muni. Ni umubyeyi ugaragara kuba ukuzemo ariko ntibimubaza gukora ingendo cyangwa se gusura ibikorwa by'ababoshiye bakorera hirya no hino muri Kigali, dore ko ari umuyobozi mukuru uyobora ihuriro ry'ashyirahamwe 58 yose abarizwa mu muji wa Kigali ryitwa IBANGA Union. Peruth Mukamusoni kandi ni umutegarugori urangwa n'akanyamuneza igihe cyose aganira, dore bimwe mubyo twaganiriyemo ubwo namusangaga yasuye abategarugori ba Kicukiro babarizwa mu mashyirahamwe abiri akoreramwe hamwe "Coperative Igicumbi" na "Coperative Umutako w'uRwanda" zombi zifite abanyamuryango 40.

Ese muri make umurimo mukora ukubiyemo ibiki?

Dukora ububoshiye bw'agaseke ari nabwo bufite isoko rinini, hakaba amapulato, amaherena, ibikomo, hakaba n'imitako dutakisha amasaro. Muri rusange dufite imitako irenga hafi 20 yose.

Ese intego n' icyerekezo cy'ishyirahamwe bivugwa iki?

Icyamba mbere, ni uguteza imbere umwali n'umutegarugoli umukura mu bwigunge ugamije kurwanya ubukene. Ikindi ni uko, tugamije kubaka ubumenyi n'ubushobozi ku mutegarugoli w'u Rwanda. icyerekezo dufite ni uko twifuzaga kubaka izina ryiza no kumenyekanisha U Rwanda binyuze mu murimo dukora. Kongera agaciro k'umurimo dukora, dore ko ibi twamaze kubitangira tubifashijwemo na UNIDO, aha twavugaga nko gukoresha no kuvanga amarangi ku mitako y'uduseke ku bipimo byiza kuko mbere twarabikoraga ariko ubu hari ibyo twungutse nyuma yo guhugurwa na UNIDO.

Ese isoko ry'ibicuruzwa byanyu murivana he?

Ubusanzwe isoko ry'ibicuruzwa byacu ni twe turyishakira urugero hano mu gihugu dufite abakiriya baduha za komande maze tukabakorera ibyo bifuzaga, naho isoko ryo hanze dufite umukiriya w'umuyapani tumaranye imyaka itanu iyo aje rero ashobora gutwara ibintu magana tanu. Rimwe na rimwe umukiriya umwe aturangira undi.



PHOTO: Linda Smith

“ ... TUGITANGIRA HABAYEHO
IKIBAZO CYO KUBONA AMASOKO
Y'IBICURUZWA BYACU BITYO BAMWE
BICIKA INTEGE ”

Ese bisaba iki kwinjira cyangwa kwisungana n'ishyirahamwe ryanyu?

Kuba naje hano usibye gahunda z'akazi k' ihuriro IBANGA ndi n' umunyamuryango w' ishyirahamwe igicumbi. Kwinjira mu ishyirahamwe rero bisabwa Perezida w' ishyirahamwe. Hanyuma bigashyikirizwa komite y'ubuyobozi ikabyigaho maze ikabyemeza. Ariko noneho icy'ingezi ni uko uwifuza kwinjira wese asabwa gutanga umusanzu w' amafaranga uherekewe n'ubumenyi cyangwa ubukorikori azanye mu ishyirahamwe. icyo gihe uwinjiye mu ishyirahamwe ashobora kwigisha abandi ibyo azanye maze nawe akahigira ubundi bumenyi atari azi.

Ese iri shyirahamwe kuki ryibanda ku bagore gusa?

Oya rwose n'abagabo bahawe ikaze, usibye ko bitabahiriye cyane kuko dutangira iki gikorwa muri 2007, hari abagabo 15 ariko uyu munsi hasigaye abagabo batatu gusa bakora uyu mwuga, umwe muri Kicukiro, Nyarugenge n' undi Gasabo. Nta mugabo rwose uhejwe kuko abashoboye gukomezanya natwe uyu munsi bamwe ni abarimu.

Haba hari icyo wabamariye kigarara wavugaho uyu munsi?

Mu by'ukuri uyu mwuga w' ububoshyi, wakemuye ibibazo byinshi urugero buri mugore muri iri shyirahamwe afite telefoni igendanwa, ashobora guhahira umuryango we neza ndetse yishyurira mutuelle de sante abana be, mbese muri make ubuzima buraryoshye.

Haba hari ingorane mwahuye nazo nk' umuyobozi w'iri shyirahamwe?

Dutangira iki gikorwa ahagana mu mwaka wa 2007, twari abanyamuryango 3,323. Aho buri munyamuryango yababwaga amafaranga 500 y' itike ariko bigeze aho itike yaje guhagarara maze bamwe mu banyamuryango barasezera. Ikindi ni uko tugitangira habayeho ikibazo cyo kubona amasoko y' ibicuruzwa byacu bityo bamwe bacika intege.

Ese ni izihe nyungu z'ishyirahamwe ryanyu?

Icyambere ni uko, icyo duhuye turushaho kumenyana, kuko ubusanzwe kuboha biri mu muco nyarwanda, ikindi ni uko tuvuye inama z'ubuzima hanyuma ariko ntibirangirira aho kuko tugira na gahunda yo kugurizanya amafaranga, bityo ugasanga ntawushobora kwiharerana n'ibibazo ari mu ishyirahamwe.

Ese ni ubuhe butumwa waba wifuza kugeza ku bategarugoli bagenzi bawe?

Ndashishikariza umugore w'umunyarwanda wese udafite umurimo akora, kwisungira kuri uyu mwuga w' ububoshyi kuko udafatiye runini. **TSM**

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La vision de votre entreprise est le prolongement de la vision de votre propre vie.

Entrepreneur, ayez avant tout une vision

Par Ezéchiel OUEDRAOGO

Avant d'envisager d'entreprendre, six questions fondamentales sont à se poser:

1. Quelle est le but de votre vie?
2. Entreprendre pour quelles raisons?
3. Quelles sont mes valeurs, mes croyances?
4. Quelles sont mes qualités intrinsèques?
5. Quel est votre potentiel?
6. Quelle est votre perception d'un monde idéal?

Quel est le But de votre vie?

La vision c'est une image de l'avenir enfantée par notre esprit, cette image n'appartient pas encore à la réalité, elle est une représentation mi-analytique, mi-émotionnelle de l'organisation telle qu'elle devrait être, une image combinant la situation actuelle et le rêve.

"La vie interroge chaque homme et chaque homme ne peut répondre à la vie qu'en répondant de sa vie, à la vie on ne peut répondre qu'en se montrant responsable" Frankl

C'est pour cela qu'une vision de sa propre vie est indispensable pour avoir une vision claire de son entreprise.

La vision de votre entreprise est le prolongement de la vision de votre propre vie.

C'est en voulant réaliser le But de votre vie que vous allez entreprendre dans tel ou tel domaine avec succès.

Avant d'entreprendre, sachez où vous allez car vous ne conduirez les autres que si vous pouvez vous conduire vous-mêmes. **TSM**

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ENTREPRENEURSHIP

and the secrets behind it

By Christer Windeløv-Lidzélius

In most countries it is fairly easy to start a company. To start a successful one, however, may not be that easy.

Dreams

There are many reasons why one would embark on an entrepreneurial career. They include lack of other options, the irresistible urge to be one's own boss and earn good money, as well as the desire to see one's business grow and take on wider dimensions, among others. Many simply itch to see their dreams materialize. This notwithstanding, it is important that one knows the reason behind one's motivation, and the ambition itself should be clear-cut. This is central to the achievement of success given that the life of an entrepreneur is not all roses. There are moments of hardship, uncertainty and self-doubt. Therefore upon encountering any difficulty, it is important that you remember what inspired you in the first place, as well as your initial goal.

The Idea

At the core of any business lies an idea; your business idea. Built around your spark, aimed at being the motor for making your ambition, your vision, come true. It is central to understand exactly how you will generate money, what products and services you will sell, how it will be done and how you are going to measure success. The business idea will need fine-tuning, re-imagined and re-fined many times. But when you get the concrete idea in place, you have a rock to build your company around.

The Need

Satisfying a need is absolutely fundamental to any company. Successful companies do this more efficiently than others; not just by offering products or services that are cheaper or of better quality. They do this by fulfilling the clients' need without neglecting to satisfy their own. On a higher level, meeting the customers' needs often leads one to reflect on how to offer a positive contribution for the society at large. In assessing the overall needs, you may

“ IF ADMINISTERED EFFECTIVELY, ETHICS CAN BROADEN YOUR SUCCESS AS AN ENTREPRENEUR ”

spot some overlapping areas whereby in meeting one need, you find the solution for the others. This process should ideally be repeated regularly. Needs do change, and one should be constantly aware of these changes.

Professional Ethics

A company can be founded on different premises and managed in many different ways. Times do change, however. These days, one not only defines one's playing field; one may draw up the rules, too. Some are drawn up externally, for example in form of legislation. Many are a product of our convictions, actions and communication. The world needs more ethical business leaders, be it in

the social or environmental sphere. If administered effectively, ethics can broaden your success as an entrepreneur, thus inviting others to support the dream.

People

No man is an island. Even more; partners and co-workers are essential if you are to succeed. The recipe for continuing success is to recruit people that are smarter than you. This may sound intimidating, but should you fail to recruit them, they may work for your competitors. Motivation stems from various factors, but it often boils down to a few key aspects: a liking for the product or service that you sell; and a tendency to identify with the company and its vision. The incentives should be attractive, and as their employer you should create an environment that enables them to fully utilise their talents.

Action

An idea may change the world, but if that is going to happen, it can't remain just as an idea. It needs action to bring it into life. Smart action comes naturally to the seasoned entrepreneur, even if there will always be novel areas that require risk, chance, and experimentation. The only true test of the value of an idea is to assess it in its meeting with the market and the customers. So put it out there: Fast and smart. Consider the feedback; adapt, innovate and try again. Change is inevitable, a continuous process. This is the way of the entrepreneur. Believe in success. **TSM**

The author is the Director of The KaosPilots, where enterprising leadership goes to school. www.kaospilot.dk

SHOW ME THE MONEY!

By Akaliza Gara

If you are currently employed, probably one of the major differences between you and me is that you look forward to the end of the month - because that means a (hopefully nice and juicy) paycheck landing onto your account. In my case it means paychecks (notice the „s“!) swan diving out of my business account, and plopping happily in several other accounts.

That's a big responsibility to have. When you are employed, you work and you get paid. Where the money comes from, is not necessarily your concern - you have held up your end of the bargain. When I was freelancing, if I didn't finish my work, I wouldn't get paid - and if I wasn't getting paid, I couldn't pay bill which included Internet fees for Facebook or cereal for my bowl. So, once I was offline and hungry, they'd be nothing left to do but work... and then I would get paid.

But now that I am a big grown up business woman, and have an actual office that wants its rent, and staff that need salaries, I have no choice but to actually wake up when my alarm tells me to, instead of punching and smothering it under my pillow like I used to. Nowadays, a huge chunk of my time is not spent doing actual „work“ but trying to get paid.

Trying to get paid by a client who doesn't want to pay you, is like trying to get a date with someone who doesn't want to date you. They avoid your calls, ignore your messages... and when they see you at an event they avoid eye contact and try to stay on the opposite side of the room. It can become very awkward.



PHOTO: Timothy Kisambira

“ WHEN YOU ARE EMPLOYED, YOU WORK AND YOU GET PAID. WHERE THE MONEY COMES FROM, IS NOT NECESSARILY YOUR CONCERN ”

Now, like I said, this would not be too bad if I was still freelancing - missing a status update or breakfast is okay if it's just you - but it's not just me anymore. I have people who are expecting me to come through... so the hustle continues. **TSM**

The author is The Managing Director of Shaking Sun Ltd., a multimedia company in Kigali, Rwanda.

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Women IN Service

By A. K. Otit

March 8th is International Women's Day and in celebration, The Service Mag talked to some women in the service industry to share some of their views on our ongoing pursuit to improve customer service in Rwanda.

Mercy Mbonimpa – Air Uganda

As a young girl dreaming about 'what I would like to be when I grow up', Mercy was attracted to nurses and air hostesses. Reason? They were always very smartly dressed and smiling. Physical appearance was important to her. Moreover, she did not want to be stuck behind a machine in an office all day with no people contact. As she grew older, she discovered she wanted to pursue a career that allowed her to interact with people. Look good, smile and interact – that led to a marketing career and what better place than in the airline business?

Her first job after university was with an international clearing and forwarding company. Working with SDV

Transami gave Mercy the exposure to the areas that she

“... offering good customer service depends largely on the employer whose responsibility it is to ensure that employees are trained and supervised.”

would ultimately curve a career out of - customer service and marketing. She was further inspired by a cousin who worked with British Airways.

When the opportunity to join Air Uganda came up, Mercy was only too thrilled to join the air travel industry. She was excited at the opportunity to meet people and be part of fulfilling their plans by arranging their travel.

Although a career in the travel industry can be stressful, trying to meet client's needs, Mercy enjoys serving people and she says 'I always try to do my job.' That is fine when all is going well but with delays, cancellations, emergency travel, travellers can be demanding. Mercy's principle is to remain calm in every circumstance and not argue or behave like the irate client. 'I don't shout when a client shouts, I don't ask the questions I would love to ask, I just listen and engage the client to solve the problem.' I have learned that these things happen all the

time' and with time, she has learnt to handle various cases better.

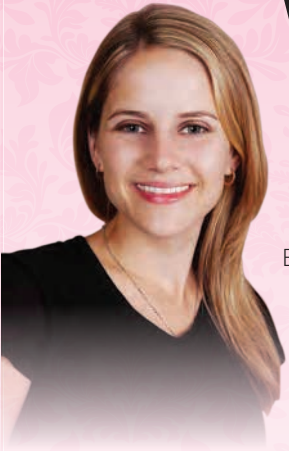
In her opinion, offering good customer service depends largely on the employer whose responsibility it is to ensure that employees are trained and supervised. 'Sometimes people do not know better and it is only through training that they learn how to serve customers better' Mercy affirms. Knowledgeable supervisors

can also guide employees to do better as they work with them.

Apart from serving people, working in the air travel business gives Mercy a thrill because it affords her the opportunity to travel, see new places and meet people. That adds to the luster of life not mentioning the added benefit of going shopping on such trips!



Elizabeth Dearborn Davis – Co-Founder Akilah Institute



When it comes to customer service, Elizabeth Dearborn Davis is taking it from the roots. She is young and petite but her dream is, one would say, much larger than her. Elizabeth Dearborn first encountered Rwanda in her reading when she was in college in the United States. She decided then that she would live in Rwanda. By the time she graduated from college, her bags were packed. Barely a week after her graduation, Elizabeth was in Rwanda. Her first stop – Nyamirambo.

She started off working with street children but her heart was with the women of Rwanda. She wanted to do something that would make an impact and so she

started doing some research on what would really fit into the development plan of the country. It became very clear that the desire to become a world class destination was one significant driving force. Something in the line of building the tourism industry was therefore a worthwhile target. 'There was no way Rwanda was going to see that dream come true without

“ We teach the girls to be proud of themselves and what they do and as a result they want to serve customers better. ”

improving the service' she says.

What about starting a school for girls to train in providing excellent service and contribute to this goal? It seems that when an idea drops in Elizabeth's head, it is done. As the thought to live in Rwanda had become reality, Akilah was born. She knew this was what she was going to do. In 2010, Akilah Institute opened its doors to offer a Diploma in Hospitality to Rwandan girls wanting to pursue that line but unable to pay their way through university. Today Akilah Institute is offering a Diploma in Hospitality with 110 girls attending the 2 year course. The Institute offers scholarships to students who are unable to meet the costs and right now, that is all of them. Part of the course requirements are community work and an internship. The founder is pleased to note that graduates of Akilah and interns all receive astounding acclaim wherever they work. By the time they leave Akilah, they are all placed in the service industry.

What drives this young lady? The history of Rwanda attracted her to Rwanda but she says what keeps her here is the amazing girls with whom she interacts with everyday. Through these girls, Elizabeth believes that she will touch the service industry in Rwanda forever. 'Within five years, the girls that have been trained at Akilah will have started their own business and those employed will be a positive influence to those they work for causing a ripple effect of good service.' The founder explains that Akilah does not teach hospitality as a discipline alone; ethics and values are an important part of their course. 'We teach the girls to be proud of themselves and what they do and as a result they want to serve customers better.'

Juliet Mbabazi – Real Innovations

Juliet Mbabazi is Director of Real Innovations, a Communications Company that takes on assignments ranging from corporate events management research based communication and brand strategies. Real Innovations was started from a realization that there was a need for such services in Rwanda.

As all businesses in the service industry, Juliet Mbabazi believes that to achieve success, one must invest a lot, work hard and persevere. On her part, she tries to be involved in the delivery of services by her company to ensure they offer their clients the very best service. Her kind of business also calls for flexibility.

In her view, improving customer service in Rwanda is an

“ ...improving customer service in Rwanda is an ongoing campaign which will yield bountifully in due course. ”

ongoing campaign which will yield bountifully in due course. Juliet Mbabazi also points out the need to recognize success when it is achieved in order to motivate others.





the ladies behind

illume



PHOTO: Gael Vande Weghe

Illume' means 'to illuminate' or 'shed light upon'. Illume Creative Studio is a communications agency and creative think tank. It specialises in designing concepts and developing content for individuals and organisations. In addition to providing services, it creates and develops products aimed at creating a niche for the arts and culture in Rwanda. Illume is also a joint venture by three young entrepreneurs with a common vision. For this article, The ServiceMag spoke with the three dynamic founders of Illume, Anne Mazimhaka, Joan Mazimhaka and Tunga Munyaneza

about entrepreneurship, partnership, and the lessons they learned as a start-up company.

TSM: Briefly describe when, how and why you decided to take up entrepreneurship.

AM: The idea of Illume started in August 2010, following the Pan African Dance Festival (FESPAD) where we had all collaborated professionally, as volunteers. The discussion among friends developed into the idea of creating a platform to showcase Rwandan arts, culture, history, tourism and environment and the power to create social change. This idea shaped

our common vision about what we wanted to see being done in the country and region. Most importantly, this concerned our contribution towards bringing about change in Africa and the world at large.

JM: Initially, I thought Illume was something I could do alongside my day job, but I soon realized that pursuing this would help me fulfil many of my personal and career-oriented goals. So I became a full-fledged entrepreneur one year ago.

AM: I became an entrepreneur in November 2010. It was difficult to switch from my comfort zone - being employed - to self-employment, which is far riskier. But the coming together of like minds



and the development of a common vision among the partners of Illume helped propel me towards taking that risk. I believed in the team and the vision.

TM: I have always been drawn towards self-employment and achieving my dream of becoming a creative entrepreneur. Due to my responsibilities, however, there was never a convenient time as it was never a good time to leave my job. I eventually decided to quit my job last August, becoming a fully fledged entrepreneur in November 2011.

“ Do not start a business simply for the money. You should have a passion for your ambition because it will involve hard work which will be worthwhile only if you have a passion for your work. ”

What are your day-to-day responsibilities?

JM: As Executive Director of Illume Creative Studio, I source for contracts, liaise with clients, and supervise administration.

AM: I am the Creative Director of Illume and my responsibilities consist of determining and developing the creative direction of our projects and essentially, developing new product ideas.

TM: I am the Marketing Director, in charge of developing marketing strategies and implementing promotional campaigns.

TSM: Why did you decide to form a partnership?

TM: We've known each other for a very long time. Our mutual trust and common

goals gave us a good foundation.

AM: We have different strengths and weaknesses, and realised that it was better to combine our skills so as to build a business that is strong, collaborative, and sustainable.

JM: We had a common vision for the change we desired, and we knew that we could not achieve our goals on our own. We needed a partnership to ensure that whatever we embarked on succeeded.

TSM: What was it like, to start the company?

JM: It was and continues to be a learning experience. We learned how to determine a clear vision for the company and how to position ourselves on the market. You have to focus and determine your targets and vision at an early stage. It's easy to say "I want a company that does XYY..." but one must also weigh up one's capacity, identify the competition, and establish one's short and long term goals. Furthermore, managing internal and external expectations is important. It's important to have realistic expectations and undergo continuous training. One should easily adapt to changes. The most important thing is to fully comprehend your vision. It's a process, but it is the most important thing to understand.

TSM: What do you think are the present challenges facing your company?

TM: Securing long-term clients is a challenge because people do not fully understand the concept of what we do, or our industry. They generally misconstrue the creative industries, in particular communication, marketing and advertising. It is our ultimate responsibility to sensitize potential clients on the workings of this industry including technical terms; and why high-quality content and communication tools are crucial for the growth of their businesses.

TSM: What are the key opportunities for securing Illume's growth?

Firstly, Rwanda is a very open space in terms of investment and

entrepreneurship. This enables businesses to start, fail, and start again. Secondly, the competition within our field is growing not just in-country, but across the region. This keeps us on our toes and compels us to strive to be more innovative in our approach as well as our performance. Thirdly, we are on the verge of a renaissance of Rwandan arts and culture and our local and international audience continues to grow. This means that Illume has the potential to reach more people every day. It is extremely important to exploit this expanding market and 'think beyond our borders'.

Who are your role models?

Our mothers, the last word in multitasking; Oprah Winfrey and Khanyi Dhlomo, a South African media mogul; and anyone who believes that success is possible through hard work, focus, and integrity; and never forgets to thank their sources of inspiration and support; as well as those who give back to the community that rendered their success possible.

TSM: What is your advice to youth venturing into entrepreneurship?

1. Have a clear-cut vision: know what you want and set goals for achieving it.
2. Undertake to know as much as possible of the sector you intend to penetrate; and observe the trends in the industry.
3. Keep awareness of any event that may directly or indirectly affect your future business; be updated of current events and developments in law and policy.
4. Remain humble: always remember that business has its ups and downs. Enjoy the benefits, but keep working as hard as you do during times of difficulty.
5. Do not start a business simply for the money. You should have a passion for your ambition because it will involve hard work which will be worthwhile only if you have a passion for your work. **TSM**



Ask Our Lawyer

TRIBUNE LIBRE : petits soucis, grands tracas ...
Défaillance, plainte, protection du consommateur, procédure administrative
... notre consultante légale Katia Manirakiza répond à vos questions

■ Condominium seems to be a new concept in Rwanda. Could you please explain how condominiums are organized by the Laws in Rwanda? What are the rights and obligations of co-owners in condominiums?

Condominium is indeed a new concept in Rwanda. It is defined as a type of joint ownership of real estate in which portions of the property are commonly owned and other portions (apartments) are individually owned. It is most of the time an apartment building in which the apartments are individually owned and the common areas are jointly owned. Condominium is different from apartment building in which apartments are leased.

The title, under which an apartment in a condominium unit is owned, is as well called condominium.

The apartments' owners are organized in a non-commercial association of at least two owners in a condominium associated for the purpose of a proper administration, maintenance and operation of the real estate under the condominium. The association of owners has to be established and registered at a public institution in charge of housing promotion.

The condominium unit is divided mainly in four portions, comprising of apartments individually wholly owned, the common elements, the servient tenement and dominant tenement. The apartments' owners co-share the participation in the ownership of the last three portions which count various elements such as:

1. Hallways,
2. Lifts,
3. Pavements for pedestrians,
4. Roads,
5. Parking lots,
6. Common balconies,
7. Green perennials,
8. Any other adjacent objects located on the land plots, etc.

Other parts of a condominium include installations of energy sector, telecommunications, technology, water and sewerage systems... All these parts are registered under the association of co-owners.



Rights and obligations of co-owners in a condominium

- The co-owners have the right to transfer their rights over their apartments as well as their rights to the common elements.
- All the co-owners have the right to enjoy the common elements as they are in joint ownership.
- The owner who has a share in the common elements does not have the right to demand the separation of a part of the land plot from common elements.
- The participation co-share of each owner in the common elements in a condominium is proportional to the total surface area of the units possessed by the owner.
- Co-owners have the obligation to settle bills for utilities and other services related to the maintenance/repair/change of the common elements.
- Co-owners have the obligation to maintain and repair their individually owned unit.

Answered by Joe Nsano, legal financial consultant nsanojoe@yahoo.fr

If you have legal issues, write to: askourlawyer@theservicemag.com or kmanirakiza@hotmail.com

Je viens de démarrer mon entreprise et je souhaite savoir dans quelle mesure je dois payer les taxes professionnelles sur les rémunérations (TPR) sur les montants que je paie à mes salariés?

La taxe sur les rémunérations ou TPR ou PAYE (Paye as you earn) est due par les employeurs sur l'intégralité des sommes versées à titre de salaire. Elle est calculée sur le montant du salaire brut, par application d'un barème progressif. Enfin, elle est versée mensuellement après dépôt d'une déclaration. Celle-ci doit être déposée au plus tard 15 jours après avoir effectué le versement mensuel du salaire.

Il est à noter que la première tranche de 30,000 FRW du revenu est taxée à 0%. Au-delà de 30,000 Frw, le salaire est taxé.

Le barème de la taxe sur les salaires due, est établi de la manière suivante :

Sachez également que lorsque vous offrez des avantages en nature à vos employés, la valeur numéraire de ces avantages est également intégrée à la base taxable.

Revenu Annuel Imposable (FRW)		Taux d'impôt
De	A	
0	30,000	0%
30,001	100,000	20%
100,001	Et plus	30%

Par ailleurs si vous employez quelqu'un pour moins de 30 jours durant une année fiscale, la retenue à la source sera de 15% sur le salaire, quelque soit le montant versé !

Si vous décidez

d'engager un consultant pour un travail bien précis à accomplir et pour une période définie, la retenue à la source est de 15% sur les honoraires. Mais il faut que ce dernier soit réellement un prestataire et non un salarié qui travaille sous l'étiquette de consultant.

En cas de retard de paiement de la TPR, des intérêts de retard seront appliqués sur le montant à payer. Le taux d'intérêt est le taux interbancaire vendeur de la Banque Nationale du Rwanda majoré de 2%. En cas de non dépôt de la déclaration, l'amende varie de 100,000 Frw à 500,000 Frw selon le chiffre d'affaire de l'entreprise.

En cas de sous estimation de l'impôt du, l'amende varie selon le montant sous estimé et varie entre 5% et 50% du montant de la sous-estimation.

Il est donc important de déclarer tous vos employés pour éviter d'avoir des ennuis avec la RRA.



Umukobwa wanjye yamennye ibirahure mu iduka, noneho nyir'iduka ansaba kuriha ibyo birahure byamenetse. Mbese uburenganzira bwanjye ni ubuhe iyo bigenze bityo?

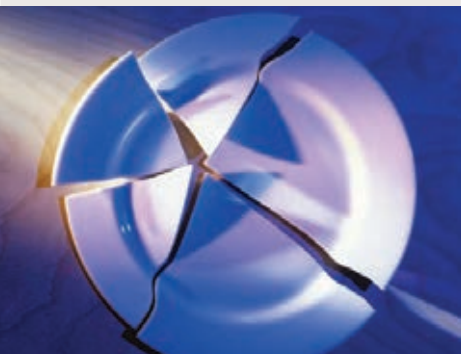
Iki kibazo gikunze kugaruka buri gihe kandi kikaba kijyane n'ikibazo cy'inshingano.

Bikunze buri gihe kubaho ko mwebwe ubwanyu cyangwa umwana wanyu ahuzagurika cyangwa arangara, noneho akaba yamena ibicuruzwa mu iduka. Ibi akenshi bikorwa umuntu atabigambiriye ariko na none ibicuruzwa birameneka.

Abantu bamwe bibaza ko mu gihe baba bataragura icyo gicuruzwa, batagomba kucyishyura. Kubera iyo mpamvu, iyo hagize igicuruzwa kimeneka, inshingano zigomba kuba iza nyir'iduka, ko umukiliya nta nshingano afite zo kwishyura icyamenetse!

Ariko, mu birebana n'amategeko, iyi mitekerezere nta shingoro ifite. Mu by'ukuri, igikorwa icyo ari cyo cyose gikozwe n'umuntu ku buryo cyangiriza undi muntu cyangwa kimutera igihombo, gisaba ko uwo ikosa ryaturutseho agomba kwishyura uwangirijwe.

Dushingiye kuri iyo ngingo, mugomba kwishyura ibyangiritse niba ari mwe impanuka yatutseho.



Na none kandi, mugomba kwishyura niba impanuka yaturutse ku mwana wanyu, itungo mushinzwe, akagari gasunikwa cyangwa agatebo muhahiramo, n'ubwo ako kagari kaba ari aka nyir'iduka.

Nyamara, kenshi na kenshi abacuruzi

benshi ntacyo bakubaza kubera ko baba bafite ubwishingizi bw'ibicuruzwa byabo, ku buryo biyambaza ikigo cy'ubwishingizi iyo hagize ibicuruzwa bimeneka cyangwa byangirika. Ariko ubu ntibikunze kubaho iyo abo bacuruzi ari abacuruzi bato akenshi baba badafite ubwishingizi.

Iyo bimeze bityo, uburyo bwiza ni ukugerageza kumvikana no korohera umucuruzi kugira ngo mwirinde andi mahane n'impaka. Mbere yo kwishyura fagitire y'ibicuruzwa byamenetse, byaba byiza musabye kubonana n'Umuyobozi Mukuru w'iduka kugira ngo mumenyeshe ko hari ibicuruzwa byamenetse cyangwa byangiritse, noneho afate icyemezo cy'uko ibyo bintu bigomba kwishyurwa. Baza neza niba iryo duka rifite ubwishingizi kugira ngo batakurihisha, niba ikigo cy'ubwishingizi cyabiriha. Amaduka akunze kugira ubwishingizi bw'impanuka nk'izo. Ibi bivuga ko nyir'iduka ari we ugomba kwishyura ibyamenetse, binyuze mu bwishingizi bwe.

Abantu bireba

Mugomba kwishyura ibyamenetse cyangwa ibyangiritse, niba ari mwe nyirabayazana y'impanuka.

Na none kandi, mugomba kwishyura niba impanuka yatewe na:

- Umwana wanyu ukiri muto ;
- Itungo ryanyu mushinzwe gucunga;
- Cyangwa akagari gasunikwa cyangwa agatebo muhahiramo.

Icyitonderwa: Abacuruzi benshi ntacyo bakubaza, kubera ko baba bafite ubwishingizi, ku buryo basaba ikigo cy'ubwishingizi kuriha ibyamenetse cyangwa ibyangiritse.

Remaining Healthy at Work on your Computer

By Dr. Rachna Pande



PHOTO: GEW - Rwanda

He was a young executive barely 30 years old and had developed a problem of stiffness in his hands every morning, along with pain that worsened with every movement. He was extremely worried, wondering how he could carry on working with so much pain and stiffness in his hands. After a thorough medical check-up, he was told by his doctor that his illness was due to working on computers constantly for long hours.

Today, the usefulness and advantage of computers are undisputed. The use of computers has increased progressively in all fields including work and entertainment. Nonetheless, many health-related problems have also emerged with the use of computers.

Working on computers entails sitting for long hours while typing on the keyboard and constantly looking at a screen. The health problems are directly related to the lengthy hours one

“ A FIVE MINUTES PAUSE EVERY HOUR ON A COMPUTER IS GOOD TO KEEP AWAY THE PHYSICAL PROBLEMS OCCURRING DUE TO ITS USE. ”

spends on a computer.

After continuous work on a computer, the eyes get strained and this is manifested in the form of eye pain, headache, itching and redness of the eyes. Many young children wear thick eye glasses due to weakening of the eyesight, induced by computers.

To avoid this, one should ensure that there is adequate light falling on the computer screen and keyboard while they are being used. There should be no glare coming from electric lights or sunlight reflected on the screen. If one's eyes are strained or quite simply, ache, he or she should close the eyes for a few minutes with hands placed on them to deepen their relaxation and then resume work. Washing eyes with cold water two or three times daily helps to keep them clean and relaxed. Doing exercise of the eye muscles regularly is also beneficial for keeping them healthy.

Some people suffer from cramps and joint pains in the hands after using computers. Arthritis is also aggravated by computers. This can be avoided by putting the key board within comfortable distance from the hands. Hot compression of hands and fingers helps in averting this problem. Regular exercise of hands maintains their flexibility. As a result, the problem does not usually appear even after working on computers for long hours.

Backache is yet another problem which occurs after using computers for long periods. This occurs due to sitting in the same position for a long time. In this situation, the force of gravity tends to pull the backbone down, which produces stress on the backbone and attached muscles. Once backache starts, it increases progressively. To avoid this while working, one should sit straight with adequate support behind the back. This is most feasible with straight-backed chairs which should not have heavily cushioned seats and back support.

Working on computers also tends to cause and aggravate neck pain due to the strain on the neck. Middle aged individuals may suffer from cervical spondylosis, (degenerative condition of the spine in neck) which is aggravated by computer use. This can be avoided by using a straight backed chair with adequate support for the neck. Thick pillows should be totally avoided. In short, to avoid joints and neck pain while working with computers, the individual, chair, computer and keyboard should be aligned to each other in a straight line for a comfortable position.

Working for long hours with computers tends to produce fatigue. This happens because the body does not get adequate

oxygen while sitting for a long time in the same position. Deep breathing for a few minutes in between work supplies adequate oxygen to the body tissues and also provides relaxation.

A five minutes pause every hour on a computer is good to keep away the physical problems occurring due to its use. During the pause, a person should take deep breaths; relax his or her eyes, mind and body.

Continuous computer use also brings about the risk of obesity as does any other sedentary work. This is again due to sitting continuously for long hours. Regular physical exercise and avoiding obesity-inducing junk food can prevent it.

A balanced, nutritious diet is very useful in keeping the body healthy. This reduces the risk of health related problems due to computers. One's diet should include plenty of fresh green vegetables, fruits, nuts, whole grain, cereals, milk, milk products and fish.

Regular physical exercise is equally beneficial in keeping the body healthy and joints supple. It is imperative for any individual who has to use computers on a daily basis to give due attention to a balanced diet and regular physical exercise, as well as a correct working posture. This will ensure that he or she does not suffer from any health related problem due to computers. **TSM**

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KUKI ISUKU N'ISUKURA ARI NGOMBWA?

Byanditswe na HealthStore Holding LLC Rwanda



serivisi zifasha mu kwikiza imyanda y'abantu. Isukura ridakora neza ni zimwe mu mpamvu zitera indwara ku isi hose; isukura rikora neza rirengera ubuzima haba mu ngo ndetse n'ahandi hose mu gihugu. Ijambo isukura risobanura na none kubungabunga isuku hakoreshejwe za serivisi zo kumena imyanda no kwikiza amazi yanduye”

Impamvu isuku n'isukura ari ingenzi ni uko bifasha mu kwirinda indwara zitandukanye zaba izo mu gifu, ku ruhu, mu maso n'ahandi.

Kutagira isuku cyangwa kugira isukura ridakora neza ni bimwe mu bitera indwara zo mu nda zikwirakwizwa mu bantu kandi zikanduzwa n'umwanda abantu, abantu bandura biciye mu kanwa.

Impiswi, Macinya, Inzoka Zo Mu Nda, Umwijima, Tifoyide Na Kolera

Izo ndwara tuvuze haruguru cyangwa indiririzi zandura mu buryo bumwe butaziguye. Aha urugero twafata ni urw'abana, ariko tugomba kumenya ko n'abantu bakuru bishobora kubagendekera nk'uko bigenda ku bana, igihe bitwaye nka bo!

“Twigisha abana ko bagomba kugira isuku ariko abana nyine ni abana. Niba umwana arwaye inzoka zo mu nda akibagirwa koga intoki yandura vuba cyane kuko udutoki twe twanduye tuba turiho utugi dota tw'inzoka tutagaragarira amaso. Iyo asangiye na mugenzi we igisuguti ahita

amugezaho utugi twinshi cyane tw'inzoka zo mu nda, nyuma y'igihe gito ugasanga ka gacuti ke kazahajwe n'inzoka.”

Ikibabaje ni uko iyo ndwara yandura vuba cyane. Niba ufite amatungo imuhira (cyangwa nusura ahorererwa amatungo) nk'imbwa, injangwe, inkoko, ingurube, ihene, ugomba kumenya ko ari amatungo yanduza abantu indwara ku buryo bworoshye. Hari ibyo ugomba kumenya bikurikira:

1. Iyo umuntu wanduye akoresheje ubwihereho bwegerereye aho abantu batuye.
2. Iyo itungo rikandagira mu mwanda kandi rikawuhumekeramo
3. Iyo itungo ritaha mu nzu
4. Iyo umwana w'igitambambuga akinnye n'iryo tungo rigakoza umunwa waryo mu maso ye
5. Iyo hashize akanya nyina agafata umwana mu ntoki akamwiyegereza hanyuma akamusomagura
6. Iyo igihe cyo gufungura kigeze umubyeyi agatangira guteka ariko ntiyibuke koga intoki (kuko atigeze aya ku musarani!)

“ IYO UMUNTU WANDUYE

AKORESHEJE UBWIHERERO BWEGEREYE AHO ABANTU BATUYE. ”

Reka dutangire dutanga inyito z'aya magambo;

ISUKU: “Bisobanura ibyangombwa byose n'imigirire ifasha mu kubungabunga ubuzima no gukumira ikwirakwizwa ry'indwara. Isuku mu bijyanye n'ubuvuzi ikomatanya ibikorwa bijyanye no kubungabunga ubuzima, aha twavugaga nko gusukura ahakikije ivuriro, guteka ibikoresho byo kwa muganga ngo bivemo mikorobi, kugirira isuku intoki, amazi n'isukura ndetse no kwikiza mu buryo butangiza ibikoresho byo kwa muganga byakoreshejwe.”

ISUKURA: “Bisobanura uburyo bwo kubona ibikoresho no gushyiraho za

7. Ubwo abo mu muryango bagahabwa ifunguro.
8. Iyo hashize umwanya abagize wa muryango batangira guhitwa no kuribwa n'inzoka zo mu nda!

Biroroshye cyane kwandura vuba! Ushobora kurinda abantu kwanduza abandi wubahiriza amategeko asanzwe y'isuku.

- Jya wituma mu musarani. Niba wasohotse uri mu gisambu ugomba kujya kure y'aho abantu batuye
- Ujye urinda amatungo kwinjira mu nzu
- Ujye urinda umwana gukina n'amatungo mu byondo
- Ujye ukaraba mbere y'uko utegura amafunguro

Uko Ugomba Kugira Isuku

Buri muni dukora utuntu dutandukanye ariko tutabitekerejeho cg tutabishatse bikajya byizana, ibyo ni byo twita gukora ikintu nk'imashini.

Ababyeyi bacu batwigishije amategeko y'ibanze agomba kubahirizwa mu kubungabunga isuku kandi tugomba kwibuka ko ayo mategeko atatworohera kuyakurikiza, ugasanga twijujuta, tuyarwanya ndetse tuyinubira kuko tuba tudashaka gukora ibitegetswe buri muni!

Ku Bantu Bakuru

Ntimukarambirwe kwigisha abana kugira isuku
Ntukarambirwe gusubiramo ayo mategeko agomba kubahirizwa igihe cyose bibaye ngombwa.

Ntugahutaze abana ariko ntugasubire inyuma mu kubigisha (kabone nubwo haba harimo ingorane zimeze gute!).

1. **Ugomba Koga Intoki** nibura mu gihe cy'amasegonda 30 igihe cyose woga cyangwa ukaraba umubiri wose
 - Iyo uvuye ku musarane
 - Mbere yo gufata cyangwa gutegura

“ NYUMA YO KUZANA IBYUYA (IGIHE UKORESHEJE INGUFU ZITUMA UZANA IBYUYA!) ”

- amafunguro
- Mbere yo kujya kuryama

2. Gukaraba Umubiri Wose

- Nibura incuro imwe ku muni (abana bagombye koga umubiri wose ku mugoroba naho abantu bakuru bagombye koga kabiri ku muni, mu gitondo no ku mugoroba).
- Nyuma yo kuzana ibyuya (igihe ukoresheje ingufu zituma uzana ibyuya!)
- Ni byiza kuryama wisize amavuta. Bifasha mu kwirinda indwara z'uruho no kumva utameze neza mu mubiri.

3. Kwambara Inkweto

Uretse igihe uba uri ku nkombe, ntukajye ugenda utambaye inkweto! Ibi bigufasha kwirinda inzoka zo mu nda (zinjira mu nsi y'ikirenge kandi zituma umuntu adashyira uturaso ku mubiri.)

4. Koza Amenyo

- Ujye wibuka koza amenyo nibura mu gihe cy'iminota 3 kandi ntiwibagirwe gusukura ururimi rwawe no mu maraka (cyangwa mu rusenge rw'akanwa) !
- Nyuma ya buri funguro cyane nyuma yo kurya ibintu byuzuyemo amasukari (kabone n'iyobyaba bigoranye gute!)
- Mbere yo kuryama
- Igihe ubyutse mu gitondo
- GIRA ISUKU KU MUBIRI WAVE KANDI UBUNGABUNGE UBUZIMA BWAVE BIZAKUGIRIRA AKAMARO MU BUZIMA BWAVE BWOSE! **TSM**

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the incredible giant city of west Africa.

By Sandra Idossou

The expression I often read on people's faces when I proudly tell them that I lived in Nigeria for eighteen months and loved it. Some are like, "What? Really? No Way!!!" Their shock is a result of the many negative stereotypes they have on Nigeria.

Many today still think that all Nigerians are fraudsters, loud, aggressive and religious extremists.

It is true that Nigeria is a controversial country because of its history, its population (the biggest in Africa); its oil and the vibrant economy with the biggest number of richest men in Africa. Nigeria also boasts of a booming movie industry thanks to... Nollywood' and a growing music industry with many great musicians. It is also known for having some of the most intelligent and well educated Africans.

Discovering the Vibrant city of Lagos

When Rwandair started its commercial flight to Lagos in December, my friend Eva and I were in a hurry to join the first-time passengers for a weekend in Lagos. From the airport, we made a stopover at the Southern Sun Hotel in Ikoyi for a welcome drink then continued to Banana Island, home to some of the finest Nigeria real estates.

The first impression we got from the airport to the Victoria Island was the cleanliness on the streets. Of course this cannot be compared to Kigali but if you knew Lagos years ago, you will appreciate the great work the present city authorities have done. As it was during the festive season, the streets were beautifully decorated. Getting to the Island, most visitors are surprised by the Third Mainland Bridge, the longest bridge in a city in Africa that measures almost 12km.

Lagos, the city of all possibilities.

Lagos is booming, vibrant, full of people, cars, shops, hawkers... well, it is simply not a place for a quiet holiday, sightseeing and safari game hunting. Lagos State is the financial and economic capital of Nigeria with over 20 million of population (the second largest in Africa after Cairo).

Although it is the smallest state among the 36 in Nigeria, its population is the highest. The UN estimates that at its present growth rate, Lagos state will be third largest mega city in the world by 2015 after Tokyo in Japan and Bombay in India.

Entertainment in Lagos

Lagos is full of exciting activities, traffic jams, restaurants, bars and nightclubs. Because of the noise, it seems there is either a night club or a church at every corner of the city. A good way to start the



02



03



04

weekend is to watch a live band perform in many of the bars of the city.

We went to the terrace of The Blue Radisson Hotel overlooking the Lagoon. Service isn't great even with the number of waiters running around but the ambiance is warm.

Victoria Island is also home to many commercial malls. On Saturday, we visited the Palms Shopping Mall located in Lekki. If you decide to take a break from the noisy and busy part of the city, you could take a tour to the Lekki conservation park.

It is a real adventure as you could see all sorts of wild animals. Apart from the park, it is interesting to go to the beach. My favorite is the Elebo Beach, around the Victoria Island. It is an hour drive from the city. It is peaceful and you can eat in some of the restaurants or finish with a coconut drink

Hotel accommodation in Lagos

The penthouse of the luxurious waterfront apartments in Banana Island was squarely my best, but unfortunately these are not hotels even though they offer the most ultra recreational facilities. In Ikoyi, I would recommend The Moorhouse, the

former Sofitel, an exclusive boutique hotel. Staying there is like stepping away from the madness of Lagos into a cocoon of serenity and luxury. The staff is simply amazing. But if you like big hotels, you might want to stay at the Southern Sun, Eko Hotel or the Radisson Blue.

Lagos, the capital of culture

The Nigerian culture is well demonstrated through art, dance, literature, folklore and music. Lagos is definitely the center of arts by excellence counting the many galleries in the city. One cannot visit Lagos without visiting one of the many colourful markets, full of colors and anything you might think of. My friend Eva had the experience of her lifetime visiting the bustling Yaba Market also known as Tejuosho.

It is sad that Nigeria's positive aspects are often not portrayed in the international media. With RwandAir flying three times direct to Lagos, we can discover many of the rich sides of this country. Lagos is so big it has to be visited over and over again. By the time you discover all the corners of the city and become friends

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Details on the RwandAir Lagos Flights

- Flight from Kigali depart at 08:45 hrs and arrive in Lagos at 11:55hrs
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- 01 Third Mainland Bridge,
- 02 Victoria Island
- 03 Lekki Conservency Centre
- 04 An aerial view of the Lagos coastline

with Nigerians, taste some of the delicious spiced dishes, you will be surprised to hear yourself telling people that you love Lagos... Ooooh! **TSM**

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PHOTO: Google Images

Hôpital Erasme de Bruxelles... le plaisir d'être à l'hôpital

Par Sandra Idossou

Vous êtes probablement entrain de vous dire qu'il y a une erreur dans l'intitulé du titre de cet article parce qu'être à l'hôpital n'a jamais été un plaisir pour personne. Il est vrai qu'aller à l'hôpital s'avère être un calvaire, un vrai exercice psychologique assez épouvantable surtout quand on est habitué aux centres de santé dans la plupart des pays en Afrique.

C'est donc avec une hantise et une appréhension que je me suis présentée il y a quelques mois à l'hôpital Universitaire de Erasme à Bruxelles.

La première étape de cette visite fut le passage à la caisse pour s'enregistrer. Etant en avance de près de 45 minutes sur mon rendez-vous, je suis d'abord allée dans le restaurant de l'hôpital.

Au sein de l'établissement, salon de coiffure, boutiques d'habillement, magasin de fleurs et de vente de journaux, une banque et beaucoup d'autres magasins. On se croirait presque dans un centre commercial,

Charte des droits des patients

A Erasme, je me suis rendue compte que les droits des patients étaient bien présents et qu'ils n'étaient pas que de vains mots. Les patients ont le droit de recevoir des soins attentifs et respectueux, dans un environnement médical, technique et administratif le plus adéquat possible et quel que soit son état de santé ou sa situation émotionnelle, sans discrimination de race, de sexe, de philosophie, de religion, de nationalité ou de situation sociale.

Je sais que nous avons d'excellents médecins en Afrique mais sont-ils vraiment dotés de moyens matériels pour respecter ces droits universels des

patients ? D'ailleurs à voir le nombre d'hommes politiques qui préfèrent se soigner à l'extérieur, on devrait avoir honte. Pourquoi n'investissent pas dans nos soins de santé pour permettre à toute la population de pouvoir bénéficier des soins comme ceux qu'ils reçoivent en Occident ou aux Etats Unis ?

Dans certains hôpitaux en Afrique, c'est presque mal vu quand le patient pose beaucoup de questions ou cherche à avoir des informations complètes et compréhensibles de son état de santé, des examens et du choix des traitements qui lui sont proposés. L'hôpital Erasme, lui, met même à disposition des patients des ... interprètes. Et pour finir, le patient, en cas de mauvais service, peut déposer une réclamation, voir celle-ci examinée et être informé des suites données.

La maison d'accueil des familles et des proches

Récemment, en visite au Centre Universitaire Hubert Maga de Cotonou, le plus grand hôpital universitaire du Bénin, j'ai été frappée par l'état vétuste de tout, y compris les soit disant chambres VIP. La longue traversée du couloir avec la vue des autres malades dans des conditions plus que précaires me hanteront toute la vie.

Dans la majorité des hôpitaux africains, vu la rareté des infirmiers, il est conseillé que le malade soit accompagné d'un membre de sa famille pour s'occuper de lui.

La plupart de ces accompagnants vivant loin de l'hôpital, doivent se débrouiller pour vivre dans les couloirs des hôpitaux pour des séjours de plusieurs semaines, voire années. En fin de journée, ces accompagnateurs dorment à même le sol dans les couloirs.

A Erasme, j'ai visité le centre d'accueil qui héberge les familles des personnes hospitalisées. Pour, à peu près 17 euros la nuitée, ce centre permet aux familles habitant loin de l'hôpital d'être près des patients dans un lieu simple mais chaleureux qui favorise aussi une détente plus que nécessaire.

Une Bibliothèque gratuite pour les patients

Je rêve du jour où l'on aura, en Afrique, des bibliothèques non seulement dans les écoles ou quartiers mais aussi dans les dispensaires. Je me pose d'ailleurs la question : pourquoi est-ce que dans les salles d'attentes de nos centres de santé, on ne pourrait pas, tout au moins, avoir des journaux et des magazines pour atténuer le stress des longues heures d'attente interminable ?

Après avoir visité l'hôtel et pris connaissance de tout ce qui est offert, c'est donc dans un esprit de confiance et d'apaisement que je fûs reçue par le médecin avec lequel j'avais rendez-vous. Bien évidemment, ces préalables sur les offres de services de cet hôpital m'ont calmée et rassurée. C'est donc avec une sérénité reconfortante que j'ai commencé mes soins. **TSM**

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RDB AWARDS 2012

Comme chaque année, la Rwanda Development Board a récompensé les entreprises basées au Rwanda qui ont largement contribué à l'essor économique du pays. Les grands gagnants de cette édition sont, sans aucun doute, les petites et moyennes entreprises.

Un grand bravo à tous ces entrepreneurs plus que méritants.

(Photos: RDB)



BIENVENUE À SOUTH AFRICAN AIRWAYS

Le ciel du Rwanda s'ouvre vers l'infini. L'arrivée très fastueuse de South African Airways ouvre la valse des compagnies aériennes. Une soirée qui restera dans les mémoires de l'aviation rwandaise. (Photos: SAA)



DEUX ANS DÉJÀ ...

"Tchin Tchin" pour The Service Mag qui vient de fêter ses 2 ans et son 8ème numéro dans la joie et la bonne humeur. Pour 2012, encore plus d'articles et de nouveautés en vue! (Photos: Elias)



Ngabo Bongayi Kizito

Air Traffic Controller RCAA

Ngabo Bongayi Kizito, works as the Chief of Air Traffic Control department with the Rwanda Civil Aviation Authority since 2003. He is a man of small beginnings having started out as a cleaner working for GLOBAL, a cleaning company at the Airport. He sat for and passed the Rwanda Civil Aviation Authority exams and was sent to EASA (East African School of Aviation) Nairobi, where he studied Aerodrome, Approach procedural control and Approach radar control, all Air Traffic Service ratings.

He then worked as an Approach Procedural Controller and in 2011 he went to ATNS' Aviation Training Academy (ATA) in Johannesburg in South Africa, where he did Area/Airways control and Area/Airways radar control ratings. After going through several trainings in various places all relating to Air Traffic Services and an Instructors course in Aviation, he trained as a TESTER and RATER by FAA (Federal Aviation Administration) Academy. All these courses developed his skills in the area of Air traffic control.

Ngabo likes the fact that his job calls for responsibility and maturity since it involves quick thinking and decision making. It is a demanding job but he is thrilled by the fact that he is able to ensure the safety of people's lives as they travel.

As with all of life, even a job you enjoy greatly can have some challenges. Ngabo finds managing people with different thinking and the fast changing momentum of the aviation industry-development of new machines and software for the management of air

traffic quite a marathon. That in addition to keeping pace with the day to day office work.

This marathon life demands that Ngabo start his day early. He gets ahead on his office work before he leaves home. He takes his shift at work and when he is not on shift, he has his administrative duties to take care of and that takes up the day. His job does not leave him much of leisure time but Ngabo enjoys reading when he gets a chance.

According to Ngabo, Air Traffic Control is indeed an enjoyable profession. One must think objectively, not emotionally or impulsively. As Ngabo has learned, an Air Traffic Controller cannot afford to be over confident or overly excited when working. Looks like air traffic control calls for a huge presence of mind and a high level of modesty. Its little wonder though since the safety of plane loads of passengers depends on it. Welcome to their world only if you have those qualities. **TSM**

“ It is a demanding job but he is thrilled by the fact that he is able to ensure the safety of people's lives as they travel. ”

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