

### 1.1.2. Leadership

RRA well-stated policy and verifiable objectives provided resources and established an environment for Quality. RRA established vision, mission and shared values also set challenging targets and goals and implementation strategies to achieve them, the human resource empowerment and facilities provided imperative considerations for certification.

### 4.2.3. Involvement of people

RRA establishes competence levels, trained and qualified personnel, provides clear authority and responsibility. RRA creates personal ownership of organizational targets and goals, by using its people's knowledge and experience, and through training, attains individual involvement in operational decisions and process improvement.

### 1.1.3. Process approach

RRA establishes controls and maintains documented processes. It explicitly identifies internal/external customers and suppliers of processes, focuses on the use of resources in process activities, leading to effective use of people, methods and materials.

### 4.2.5 Systematic approach to management

RRA establishes and maintain a suitable and effective documented Quality System. RRA identifies a set of processes in a system, understands their interdependencies, aligns

the processes with the organization goals and targets, and measures results against key objectives.

### 4.2.6. Continual improvement

Through management review, internal/external audits and corrective and preventive actions, RRA continually improves the effectiveness of the Quality System. RRA sets realistic and challenging improvement goals, provides resources and gives people the tools, opportunities and encouragement to contribute to the continual improvement of processes.

### 4.2.7. Factual approach to decision making

RRA Management decisions and actions are based on the analysis of data and information to maximize productivity and minimize wastes and rework. Effort is placed on minimizing costs, improving performance and market share through the use of suitable management tools and technology.

### 4.2.8. Mutually beneficial supplier relationship

RRA establishes strategic alliances or partnerships, ensuring early involvement and participation in defining requirements for joint development and improvement of services; develops mutual trust, respect and commitment to customer satisfaction and continual improvement.

### Conclusion

It is crucial to note the importance of this system. Many people wrongly emphasize motivational and attitude factors. The assumption is that, quality can only be treated if workers are motivated and have the right attitude. Unless you institutionalize the right attitude by supporting it with the right policies, procedures records, technologies, resources and structures, you will never achieve the standards of quality that other organizations seem to be able to achieve.

To maintain the organization's Quality Management system, the role of everyone is needed. We urge all our esteemed Taxpayers, stakeholders and RRA staff to work hand in hand in order to accomplish our mission of collecting revenues on behalf of the Government of Rwanda while meeting international standards of an organization's Quality System.

In addition, RRA requires having all services ISO certified. It is in this regard that the activities of Customs Services Department within Kigali will be the next target for certification.

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**RWANDA REVENUE  
AUTHORITY**

**RRA**  
**Recognised as a Quality  
System Organisation**



## 1. BACKGROUND

Since December 2005, RRA initiated Quality Management System Manual (QMS) that is recognized by International Organization Standards (ISO 9001:2008). In October 2009, the Institution was certified with ISO 9001:2008 (Domestic Tax Department and Support Departments).

The main purpose of certification scheme relating to ISO 9001 standards is to provide an internationally recognized means of establishing and recording the status of Quality Management System (QMS) in Organizations across a wide range of business.

## 2. Meaning of ISO

ISO is the International Organization for Standardization. It is a worldwide federation of national standards bodies (ISO member bodies) based in Geneva Switzerland. It aims at developing common international standards in many areas. Its purpose is to facilitate International trade by providing a single set of standards that people would recognize and respect.

It specifies the requirements for a Quality Management System (QMS) where an organization needs to demonstrate its ability to consistency and aims to enhance customer satisfaction through effective application of Quality systems.

## 3. Understanding ISO 9001-2008

ISO 9001:2008 is the Quality Management System (QMS) Standard set by International Organization for Standardization, called Quality Management System.

ISO 9001-2008 is the internationally recognized standard for an organization's internal Quality Management System.

An organization's Quality Management System refers to an organization's actions to ensure that its products or services satisfy its customers' quality requirements and complies with any regulations applicable to those products or services

It was initiated in 1987, and has been revised three times since its establishment. The latest version is ISO 9001-2008 which was effected on November 15<sup>th</sup> 2008, proceeding the previous version 9001-2000 that was launched in Dec 2000.

ISO 9001:2008 specifies requirements for a quality management system where an organization needs to demonstrate its ability to consistently provide products that meet customer and applicable statutory and regulatory requirements, and aims to enhance customer satisfaction through the effective application of the system, including processes for continual improvement of the system and the assurance of conformity to customer and applicable statutory and regulatory requirements.

## 4.0. RRA basis to be ISO 9001: 2008 certified

The basis for RRA to be ISO 9001: 2008 certified is its Quality objectives that resulted from the Quality Policies which are also supported by its Vision, Mission and Core Strategic Values.

RRA particularly has been audited by a URS body which is a member of registrar of ISO standards.

### 4.1.0 ISO General requirements

All requirements of ISO 9001:2008 are generic and are intended to be applicable to all organizations, regardless of type, size and product provided. Such requirements may include; Vision, Mission, Organizational chart, core strategic values, Quality policy, quality plans, clear job description, SMART objectives, Process and Procedures and codes of ethics.

Other requirements based on management responsibility include; Commitment to the Quality, assignment of responsibilities, quality data information, and management review of records, infrastructure, work environment, quality communication, quality management representatives, continuous improvement and management style, Customer satisfaction, monitoring and measurement.

RRA being an organization that has effective quality Management System was considered for the certification due to the above mentioned requirements among which are listed below:

### 4.1.1 RRA VISION

“To become a world-class efficient and modern revenue agency, fully financing national needs”.

### 4.1.2 MISSION

“To mobilize revenue for economic development through efficient and equitable services that promotes business growth”.

### 4.1.3 RRA CORE STRATEGIC VALUES ARE:

- Integrity
- Customer focus
- Transparency
- Professional Service delivery
- Teamwork

### 4.2.0 Implementation of the 8 principles of the Quality Management System (QMS)

RRA implemented the 8 Quality Management Principles thus meeting the QMS standards within the ISO 9001-2008. Such principles include:

#### 4.2.1. Customer Focused Organization

RRA conforms to defined customer requirements, understands current and future customer needs and expectations, and measures customer Satisfaction and acts accordingly.