



S TRENGTHENING
R WANDAN
A DMINISTRATIVE
J USTICE

**PRIVATE LABOR
REGULATION**

ANNEX

T able of contents

Annex 1: Quantitative Results	1
1. General characteristics of the sample	1
2. Information on labor regulation	2
2.1 Prior information on labor regulation rights	3
2.2 Distribution of labor regulation awareness per characteristics	4
2.3 Source of information	4
3. Additional information needed	4
4. Dispute	5
5. First Complaint	6
5.1 Distribution of institutions appealed to for the first appeal	6
5.2 Reasons not to appeal	6
5.3 Institution appealed to for the first appeal per respondent's characteristics	8
5.4 Reasons for choosing an institution and timeline to receive feedback for the first appeal	11
5.5 Interaction experience with the institution for the first appeal	14
6. Second Appeal	20
6.1 Institution appealed to for the second appeal	20
6.2 Matrix of the institution chosen for the second and first appeal	21
6.3 Institution appealed to for the second appeal per respondent's characteristics	22
6.4 Reasons not to appeal	23
6.5 Reason for choosing the selected institution and feedback timeline	24
6.6 Interaction experience with the institution	25
7. Third appeal	31
7.1 Institution appealed to for the third appeal	31
7.2 Institution appealed to for the second appeal per respondent's characteristics	32
7.3 Matrix of the institution chosen for the second and third appeal	34
7.4 Reasons not to appeal	35
7.5 Reason for choosing selected institutions and feedback timeline for the third appeal..	36
7.6 Interaction experience with the institution during the third appeal	37
8. Recommendations	42
ANNEX 2: Labor Regulations Survey	43

Consent Statement:	43
Section 1: Demographic Identification	43
Section 2: Labor Regulation-Related Questions	44
ANNEX 3: Questionnaires for In-Depth Inquiries On Labor Regulation (For Citizen and District Official Interviews)	52
1. Employees in private sector employment who have experienced disputes with their employers	52
2. District decision makers responsible for private employment decisions (Principally labor inspectors)	53

T ables of tables

Table 1: Characteristics of our sample	1
Table 2: Level of awareness on rights in the workplace by characteristic	3
Table 3: Reasons not to complain by District	7
Table 4.1.: Selected institution for the first complaint by characteristic	8
Table 4.2.: Disaggregation of chosen institutions by District	10
Table 5.1.: Reasons for choosing an institution and the timeline to receive feedback for the first appeal	11
Table 5.2.: Disaggregation of reasons for choosing the institution by District	13
Table 6.1.: Quality of interaction by institution of the first appeal	14
Table 6.2.: Quality of interaction with different institutions for the first appeal by District	15
Table 6.3.: Quality of support provided by institution for the first appeal	16
Table 6.4.: Quality of support provided by different institutions by District	17
Table 6.5.: Quality of support provided if the complainer had a lawyer	18
Table 7: Comparison of institution chosen for the second and first appeal (Frequency)	21
Table 8: Selected institution for the second appeal by characteristic	22
Table 9: Disaggregation of reasons for choosing an institution and timeline to receive feedback for the second appeal by Districts	24
Table 10.1.: Quality of the interaction by institution for the second appeal	25
Table 10.2.: Quality of the interaction with different institutions for the second appeal by District	26
Table 10.3.: Quality of support provided by institution for the second appeal	27
Table 10.4.: Quality of support provided by different institutions for the second appeal by District.]	29
Table 10.5.: Quality of support provided if the complainer had a lawyer	30
Table 11: Selected institutions for the third appeal by characteristic	32
Table 12: Comparison of institution chosen for the second and third appeal (Frequency)	34
Table 13.1.: Reasons for selecting institutions and feedback timeline for the third appeal	36
Table 13.2.: Disaggregation of reason and feedback timeline by District	37
Table 14.1.: Quality of the interaction by institution for the third appeal	37
Table 14.2.: Quality of support provided by institution for the third appeal	38
Table 14.3.: Quality of support provided by different institutions by District	40
Table 14.4.: Quality of support provided if the complainer had a lawyer	41

T ables of figures

Figure 1: Level of awareness on rights in the workplace	4
Figure 2: Source of information on labor rights	4
Figure 3: Topics in which additional information is needed	4
Figure 4: Reported subjects of labor-related disputes	5
Figure 5: Institutions to which respondents appealed the first time	6
Figure 6: Reasons respondents chose not to complain	6
Figure 7: Distribution of the institutions appealed to for the second appeal	20
Figure 8: Primary reasons respondents did not pursue a second appeal	23
Figure 9: Distribution of institutions appealed to for the third appeal	31
Figure 10: Reasons respondents chose not to pursue a third appeal	35
Figure 11: Recommendations	42

A NNEX 1: Quantitative Results

1 General characteristics of the sample

Table 1: Characteristics of our sample

		Frequency	Percentage
Gender	Male	278	75.34
	Female	91	24.66
Age	16-25 years	11	2.98
	26-35 years	149	40.38
	36-45 years	129	34.96
	46-55 years	64	17.34
	More than 55 years	16	4.34
Marital status	Single	70	18.97
	Married	287	77.78
	Divorced	3	0.81
	Separated	2	0.54
	Widower	7	1.9
Highest level of education	None, never been to school	6	1.63
	Primary	60	16.26
	Junior Secondary	51	13.82
	Advanced Secondary	63	17.07
	Vocational	9	2.44
	University	180	48.78
Working time	Full-time	342	92.68
	Part-time	27	7.32
Type of organization	Government institution (employee under contract)	11	2.98
	Private sector organization (profit making)	303	82.11
	International non-governmental organization (INGO)	11	2.98
	Local non-governmental organization(LNGO)	12	3.25
	Faith based organization(FBO)	29	7.86
	No employment	3	0.81
Form of contract	Fixed term contract	144	39.02
	Open ended contract	225	60.98
Type of worker	Permanent (6 months or longer)	333	90.24
	Temporary/Casual (Less than 6 months/hi	12	3.25
	Daily (worker hired on a daily basis)	24	6.5
Working experience	Less than 5 years	201	54.47
	5-9 years	97	26.29
	10-14 years	46	12.47
	15-19 years	20	5.42
	20-24 years	2	0.54
	25 years and above	3	0.81

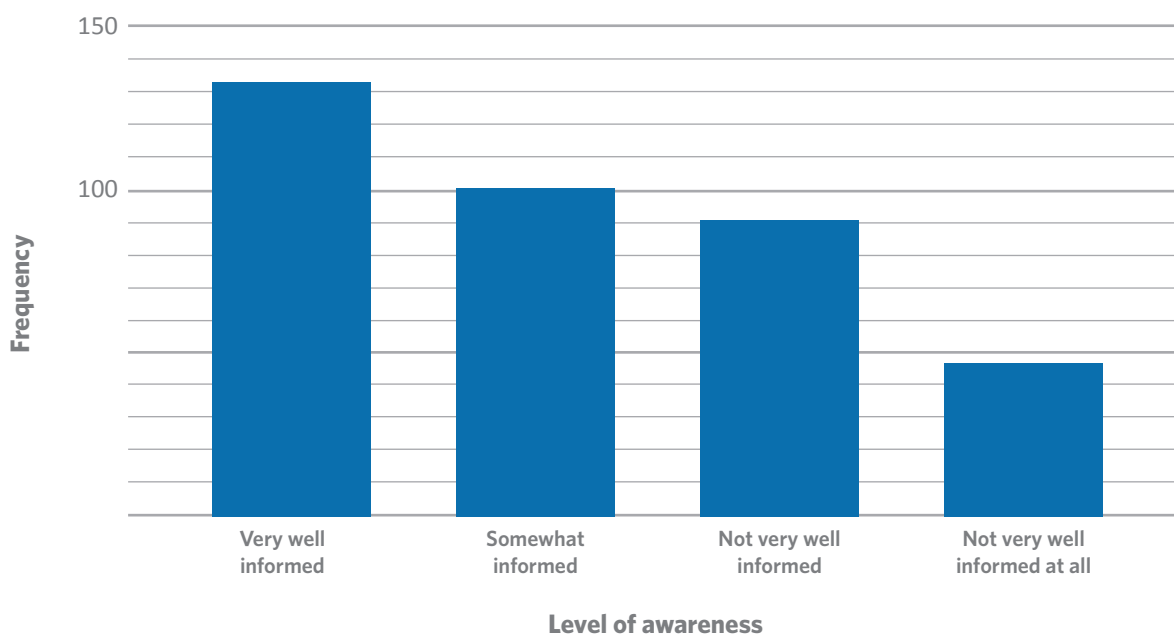
Household income per month	< 30,000 Rwf	36	9.76
	30,000 -100,000 Rwf	119	32.25
	100,000-200,000 Rwf	110	29.81
	Above 200,000 Rwf	94	25.47
	Do not know	10	2.71
Ubudehe category	Category 1	11	2.98
	Category 2	93	25.2
	Category 3	247	66.94
	Category 4	3	0.81
	Do not know	15	4.07
Disabled	Yes	11	2.98
	No	358	97.02
If yes, what kind of disability	Physical disability	8	72.73
	Mental health condition	3	27.27

Our sample is composed of 369 respondents, most of whom are able-bodied (97.02%), male (75.34%), and married (77.78%). The largest age category is 26-35 years, with 40.38% of respondents. Most respondents have also undergone some level of education, with 48.78% having attended university, and the majority are permanent workers and in the private sector, 90.24% and 82.11% respectively.

2 Information on Labor regulation

2.1 Prior information on labor regulation rights

Figure 1: Level of awareness on rights in the workplace



2.2 Distribution of labor regulation awareness per characteristics

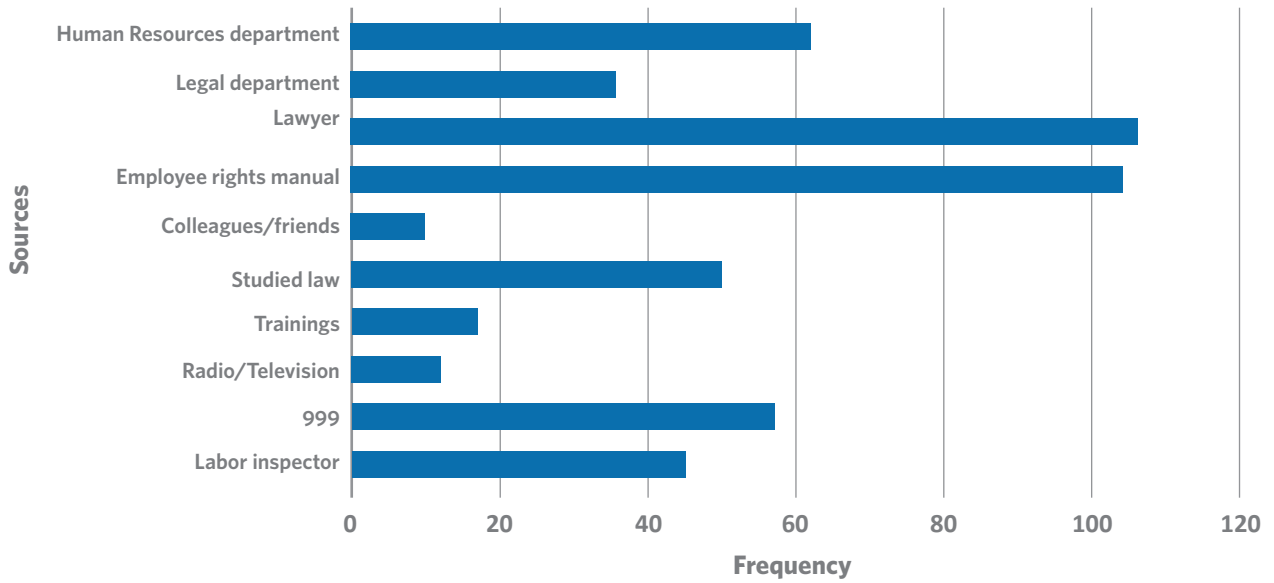
Table 2: Level of awareness on rights in the workplace by characteristic

		All categories (count)	Very well informed	Somewhat informed	Not very well informed	Not well informed at all
Gender	Male	278	37.05%	26.98%	24.10%	11.87%
	Female	91	31.87%	27.47%	25.27%	15.38%
Age	16-25 years	11	9.09%	36.36%	36.36%	18.18%
	26-35 years	149	32.89%	27.52%	25.50%	14.09%
	36-45 years	129	38.76%	28.68%	20.93%	11.63%
	46-55 years	64	43.75%	20.31%	26.56%	9.38%
	More than 55 years	16	25.00%	31.25%	25.00%	18.75%
Highest level of education	None, never been to school	6	0.00%	16.67%	33.33%	50.00%
	Primary	60	15.00%	20.00%	35.00%	30.00%
	Junior Secondary	51	19.61%	29.41%	35.29%	15.69%
	Advanced Secondary	63	25.40%	36.51%	25.40%	12.70%
	Vocational	9	11.11%	22.22%	33.33%	33.33%
	University	180	53.33%	26.11%	16.67%	3.89%
Type of organization	Government institution (employee under contract)	11	18.18%	18.18%	18.18%	45.45%
	Private sector organization (profit making)	303	33.00%	29.37%	25.74%	11.88%
	International non-governmental organization (INGO)	11	72.73%	18.18%	9.09%	0.00%
	Local non-governmental organization(LNGO)	12	16.67%	33.33%	25.00%	25.00%
	Faith based organization(FBO)	29	65.52%	10.34%	17.24%	6.90%
	No employment	3	33.33%	0.00%	33.33%	33.33%

Awareness increases with age until the respondents reach 55 years or above, with 43.75% of those aged 46-55 years reporting that they feel very well informed of their rights. Level of awareness also increases with education (those who attended vocational school being the exception). Only 3.89% of those who attended university feel not well informed at all, compared to 50% of those without an education.

2.3 Source of information

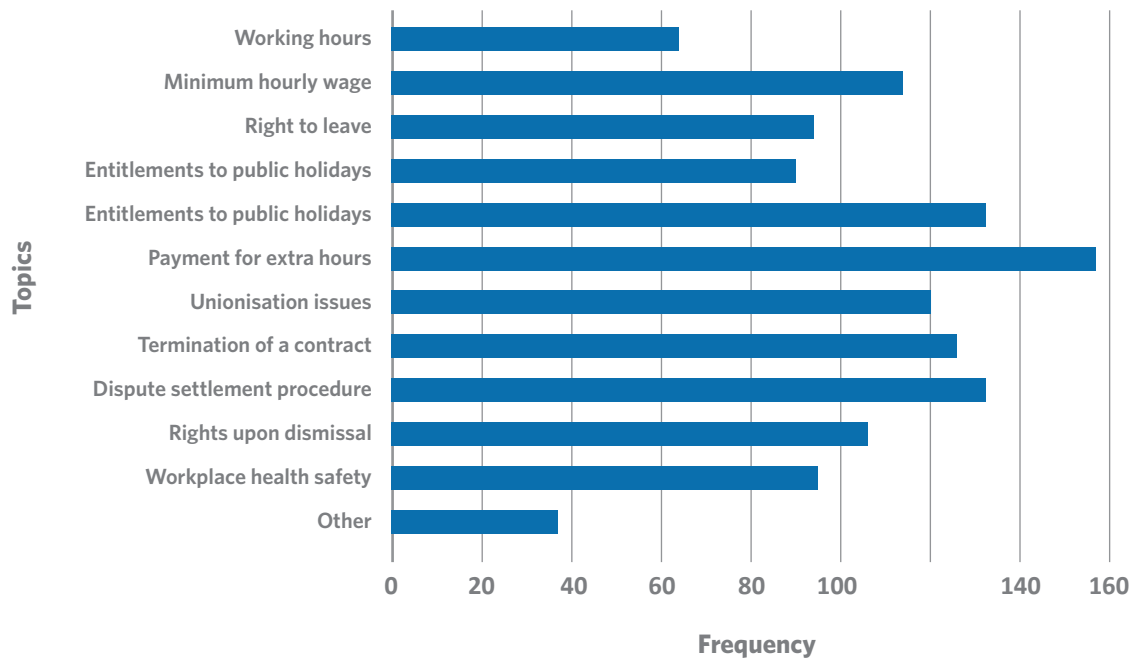
Figure 2: Source of information on labor rights



Respondents mainly receive information from lawyers and employee rights manuals.

3 Additional information needed

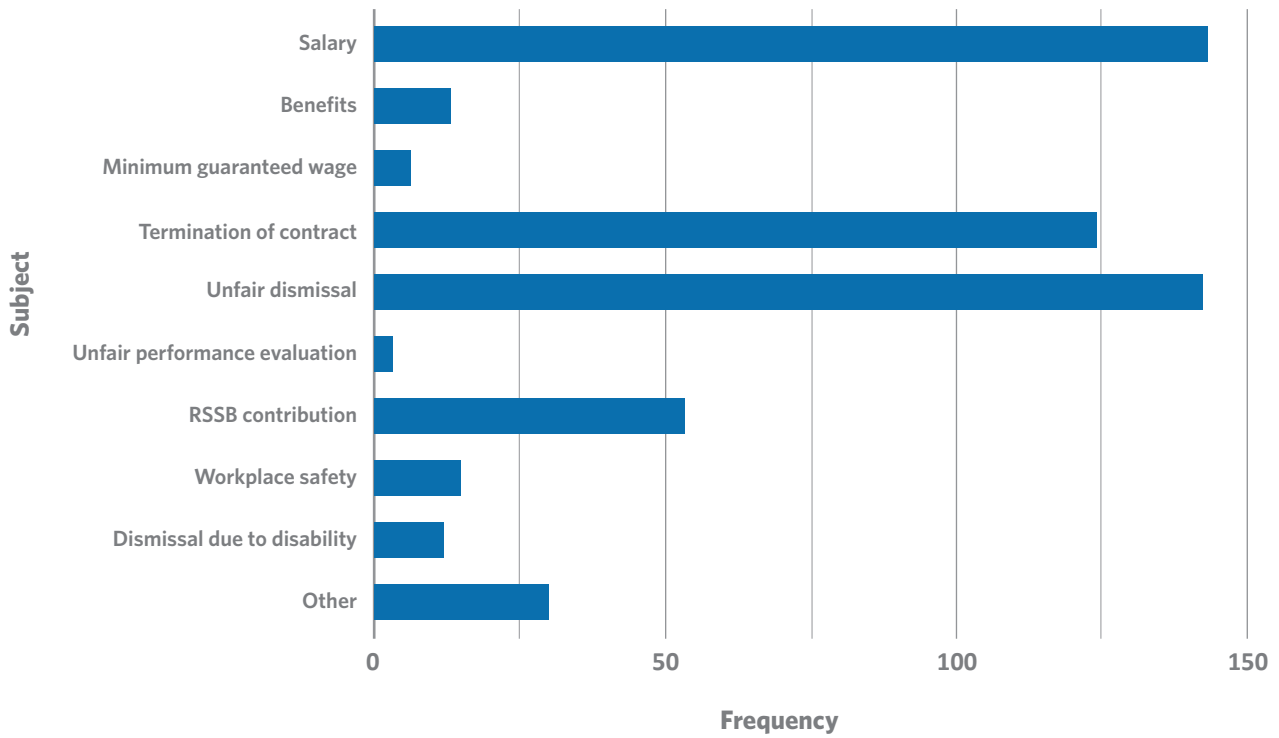
Figure 3: Topics in which additional information is needed



The distribution of responses suggests that respondents felt inadequately informed on a significant number of topics, but the most frequently reported topics were unionization issues, dispute settlement procedures, and payment for extra hours.

4 Dispute

Figure 4: Reported subjects of labor-related disputes

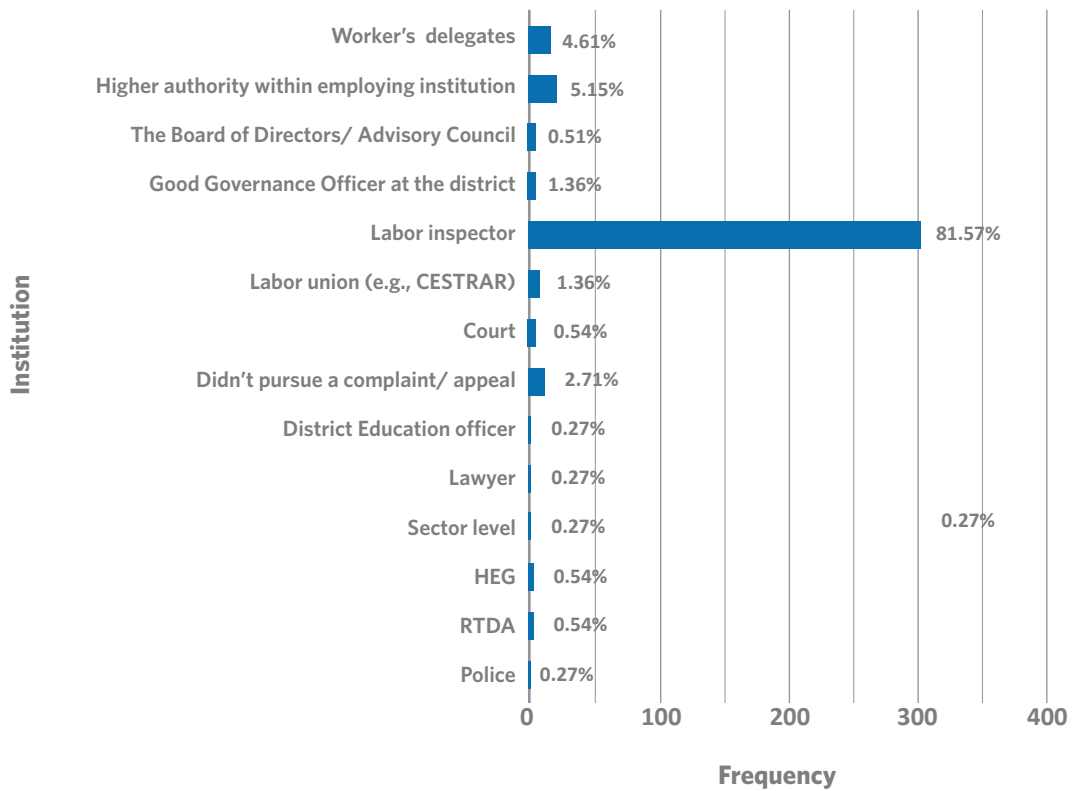


The majority of labor-related disputes pertain to issues of salary, termination of contract, and unfair dismissal

5 First Complaint

5.1 Distribution of institutions appealed to for the first appeal

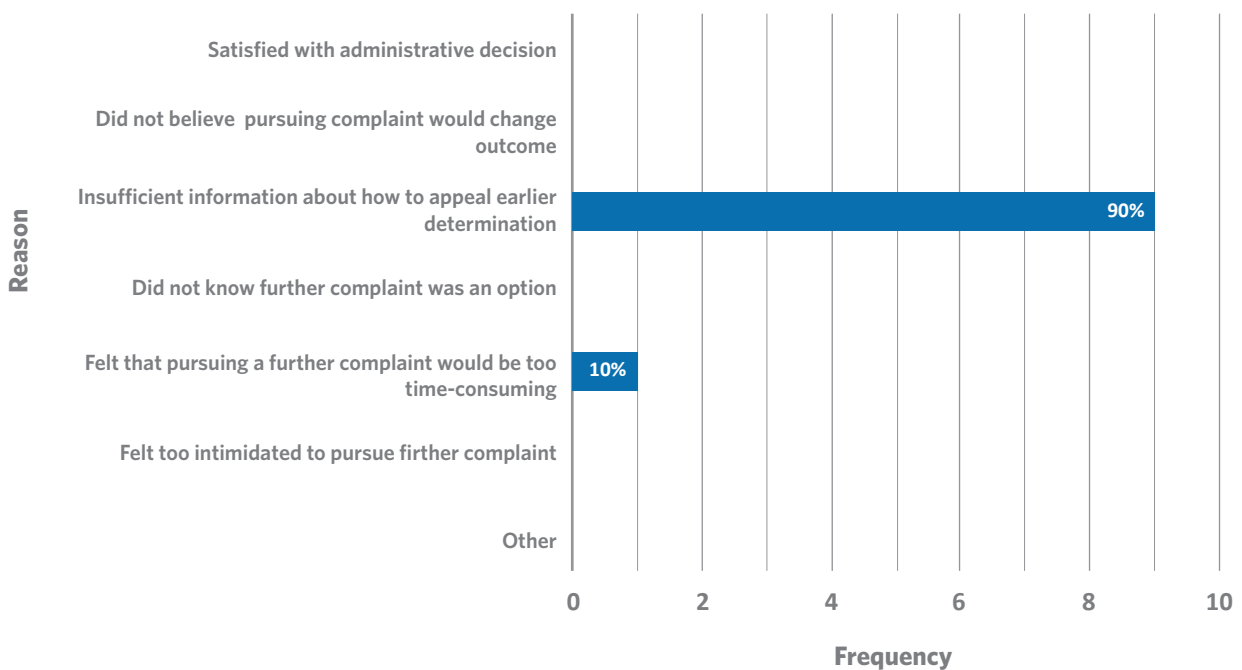
Figure 5: Institutions to which respondents appealed the first time



The vast majority (81.57%) of respondents first complained to the labor inspector, followed by 5.15% complaining to a higher authority within their employing institution and 4.61% complaining to the workers' delegates.

5.2 Reasons not to appeal

Figure 6: Reasons respondents chose not to complain



Among respondents who chose not to complain about the administrative decision, 90% did so because they did not have enough information about how to appeal the determination.

Table 3: Reasons not to complain by District

	Total	District B	District A	District D
You did not have sufficient information about how to appeal the earlier determination	90%	11.11%	0%	88.89%
You felt that pursuing a further complaint would be too time-consuming	10%	0%	100%	0%

5.3 Institution appealed to for the first appeal per respondent's characteristics

Table 4.1.: Selected institution for the first complaint by characteristic

	All categories (count)	Worker's delegates	Higher authority within employing institution	The Board of Directors/ Advisory Council	Good Governance Officer at District level	Labor inspector	Labor union (e.g., CESTRAR)	Court	Did not pursue a complaint/appeal	District Education officer	Lawyer	Sector level	HEG	RTDA	Police
Gender	Male	5.04%	6.12%	0.00%	0.72%	79.86%	1.80%	0.72%	2.88%	0.36%	0.36%	0.36%	0.72%	0.72%	0.36%
	Female	3.30%	2.20%	2.20%	3.30%	86.81%	0.00%	0.00%	2.20%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Age	16-25 years	9.09%	0.00%	0.00%	0.00%	81.82%	0.00%	0.00%	9.09%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	26-35 years	6.04%	4.03%	0.00%	0.00%	83.89%	0.67%	0.00%	2.68%	0.00%	0.67%	0.00%	0.00%	1.34%	0.67%
	36-45 years	3.10%	7.75%	1.55%	3.10%	75.19%	2.33%	1.55%	3.88%	0.78%	0.00%	0.78%	0.00%	0.00%	0.00%
	46-55 years	3.13%	4.69%	0.00%	1.56%	87.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	0.00%
	More than 55 years	6.25%	0.00%	0.00%	0.00%	87.50%	6.25%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Marital status	Single	5.71%	1.43%	0.00%	1.43%	88.57%	0.00%	0.00%	2.86%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Married	4.18%	6.27%	0.70%	1.39%	79.79%	1.74%	0.70%	2.44%	0.35%	0.35%	0.35%	0.70%	0.70%	0.35%
	Divorced	0.00%	0.00%	0.00%	0.00%	66.67%	0.00%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Separated	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Widower	14.29%	0.00%	0.00%	0.00%	85.71%	0.00%	0.00%	0%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Highest level of education	None, never been to school	0.00%	0.00%	0.00%	0.00%	83.33%	0.00%	0.00%	16.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Primary	3.33%	5%	0.00%	0.00%	76.67%	5%	0.00%	6.67%	1.67%	1.67%	0.00%	0.00%	0.00%	0.00%
	Junior Secondary	1.96%	5.88%	0.00%	5.88%	84.31%	0.00%	0.00%	0.00%	0.00%	0.00%	1.96%	0.00%	0.00%	0.00%
	Advanced Secondary	3.17%	7.94%	0.00%	0.00%	84.13%	1.59%	0.00%	3.17%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Vocational	22.22%	22.22%	0.00%	0.00%	44.44%	0.00%	0.00%	11.11%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	University	5.56%	3.33%	1.11%	1.11%	83.33%	0.56%	0.00%	1.11%	0.00%	0.00%	0.00%	1.11%	1.11%	0.56%



Type of organization	Government institution (employee under contract)	11	9.09%	0.00%	0.00%	9.09%	72.73%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
	Private sector organization (profit making)	303	4.62%	5.28%	0.66%	0.99%	82.18%	0.66%	3.30%	0.33%	0.00%	0.33%	0.00%	0.66%	0.33%	0.00%	0.66%	0.33%	
	International non-governmental organization (INGO)	11	0.00%	0.00%	0.00%	9.09%	72.73%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Local non-governmental organization(LNGO)	12	16.67%	0.00%	0.00%	0.00%	75%	0.00%	0.00%	0.00%	8.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Faith based organization (FBO)	29	0.00%	10.34%	0.00%	0.00%	82.76%	6.90%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	No employment	3	0.00%	0.00%	0.00%	0.00%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Less than 5 years	201	4.48%	4.98%	1%	1%	84.08%	0.50%	1.99%	0.00%	0.50%	0.50%	0.00%	1%	0.50%	0.00%	1%	0.00%	0.00%
	5-9 years	97	2.06%	3.09%	0.00%	2.06%	81.44%	3.09%	1.03%	3.09%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.03%
	10-14 years	46	10.87%	8.70%	0.00%	0.00%	71.74%	0.00%	2.17%	6.52%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	15-19 years	20	0.00%	10%	0.00%	5%	85%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	20-24 years	2	50%	0.00%	0.00%	0.00%	50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	25 years and above	3	0.00%	0.00%	0.00%	0.00%	66.67%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Working experience																			

Household income per month	< 30,000 Rwf	36	5.56%	0.00%	0.00%	0.00%	66.67%	8.33%	2.78%	11.11%	2.78%	2.78%	0.00%	0.00%	0.00%	0.00%
	30,000 -100,000 Rwf	119	3.36%	5.88%	0.00%	2.52%	84.03%	0.84%	0.00%	2.52%	0.00%	0.00%	0.00%	0.00%	0.00%	0.84%
	100,000-200,000 Rwf	110	4.55%	6.36%	0.00%	1.82%	85.45%	0.00%	0.00%	1.82%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Above 200,000 Rwf	94	6.38%	5.32%	2.13%	0.00%	78.72%	1.06%	1.06%	0.00%	0.00%	0.00%	1.06%	2.13%	2.13%	0.00%
	Do not know	10	0.00%	0.00%	0.00%	0.00%	90%	0.00%	0.00%	10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Ubudehe category	Category 1	11	0.00%	0.00%	0.00%	9.09%	81.82%	9.09%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Category 2	93	5.38%	8.60%	0.00%	2.15%	77.42%	2.15%	1.08%	3.23%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Category 3	247	4.05%	4.05%	0.81%	0.81%	83.40%	0.81%	0.40%	2.83%	0.40%	0.00%	0.40%	0.81%	0.81%	0.40%
	Category 4	3	0.00%	33.33%	0.00%	0.00%	66.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Do not know	15	13.33%	0.00%	0.00%	0.00%	80%	0.00%	0.00%	0.00%	0.00%	6.67%	0.00%	0.00%	0.00%	0.00%
Disabled	Yes	11	9.09%	9.09%	0.00%	0.00%	81.82%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	No	358	4.47%	5.03%	0.56%	1.40%	81.56%	1.40%	0.56%	2.79%	0.28%	0.28%	0.28%	0.56%	0.56%	0.28%

Table 4.2.: Disaggregation of chosen institutions by District

District	Worker's delegates	Higher authority within employing institution	The Board of Directors/ Advisory Council	Good Governance Officer at District level	Labor inspector	Labor union (e.g., CESTRAR)	Court	Did not pursue a complaint/ appeal	District Education officer	Lawyer	Sector level	HEG	RTDA	Police
District B	6	12	0	2	57	1	1	1	0	0	0	2	0	0
	7.32%	14.63%	0.00%	2.44%	69.51%	1.22%	1.22%	1.22%	0.00%	0.00%	0.00%	2.44%	0.00%	0.00%
District E	1	0	0	1	40	1	0	0	0	0	0	0	0	0
	2.33%	0.00%	0.00%	2.33%	93.02%	2.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
District A	2	1	0	0	79	0	0	1	0	0	0	0	2	0
	2.35%	1.19%	0.00%	0.00%	92.94%	0.00%	0.00%	1.18%	0.00%	0.00%	0.00%	0.00%	2.35%	0.00%
District C	3	1	2	1	41	2	0	0	1	0	1	0	0	1
	5.66%	1.89%	3.77%	1.89%	77.36%	3.77%	0.00%	0.00%	1.89%	0.00%	1.89%	0.00%	0.00%	1.89%
District D	4	4	0	1	48	1	1	8	0	1	0	0	0	0
	5.88%	5.88%	0.00%	1.47%	70.59%	1.47%	1.47%	11.76%	0.00%	1.47%	0.00%	0.00%	0.00%	0.00%
District F	1	1	0	0	36	0	0	0	0	0	0	0	0	0
	2.63%	2.63%	0.00%	0.00%	94.74%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Respondents appear more likely to appeal/complain as age increases, with 9.09% of 16-25 year-olds choosing not to pursue a complaint compared with 2.68% of 26-35 year-olds, 3.88% of 36-45 year-olds, and nobody aged 46 or higher. Those who attended vocational school appear more likely than other levels of education to appeal to the worker's delegate and a higher authority within the employing institution. Across all groups, labor inspector appears to be the most popular choice. The results are similar across Districts except that those from District B are more likely to appeal to a higher authority within the employing institution.

5.4 Reasons for choosing an institution and timeline to receive feedback for the first appeal

Table 5.1.: Reasons for choosing an institution and the timeline to receive feedback for the first appeal

Reason for choosing institution	All institutions	Worker's delegates	Higher authority within employing institution	The Board of Directors/ Advisory Council	Good Governance Officer at District level	Labor inspector	Labor union (e.g., CESTRAR)	Court	District Education officer	Lawyer	Sector level	HEG	RTDA	Police
You understood this to be required by law	249	12	5	2	3	224	0	1	0	0	0	0	2	0
You felt this institution had the necessary expertise	46	3	3	0	0	37	0	0	0	1	1	0	0	1
You felt this institution would handle your dispute efficiently	12.92%	17.65%	15.79%	0.00%	0	12.33%	0.00%	0.00%	0.00%	100%	100%	0.00%	0.00%	100%
You know people at this institution	53	1	9	0	2	36	1	1	1	0	0	2	0	0
The institution was recommended by a friend	14.89%	5.88%	47.37%	0.00%	40%	12%	33.33%	50%	100%	0.00%	0.00%	100%	0.00%	0.00%
The institution was cost-efficient	3	0	0	0	0	1	2	0	0	0	0	0	0	0
Convenience	0.84%	0.00%	0.00%	0.00%	0.00%	0.33%	66.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	2	0	0	0	0	2	0	0	0	0	0	0	0	0
	0.56%	0.00%	0.00%	0.00%	0.00%	0.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	1	1	0	0	0	0	0	0	0	0	0	0	0	0
	0.28%	5.88%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	2	0	2	0	0	0	0	0	0	0	0	0	0	0
	0.56%	0.00%	10.53%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%



Time to receive feedback	115	10	2	2	3	90	3	0	1	0	1	1	2	0	1
Less than 2 weeks	32.03%	58.82%	10.53%	100%	60%	29.90%	60%	0.00%	100%	0.00%	100%	100%	100%	0.00%	100%
Less than 1 month	61	1	1	0	0	57	0	0	0	0	0	0	0	0	2
1-3 Months	16.99%	5.88%	5.26%	0.00%	0.00%	18.94%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%
4-6 Months	80	4	2	0	2	68	1	2	0	1	0	0	0	0	0
6-12 Months	22.28%	23.53%	10.53%	0.00%	40%	22.59%	20%	100%	0.00%	100%	0.00%	0.00%	0.00%	0.00%	0.00%
More than 12 months	39	0	1	0	0	38	0	0	0	0	0	0	0	0	0
Never received a response	10.86%	0.00%	5.26%	0.00%	0.00%	12.62%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	20	0	4	0	0	16	0	0	0	0	0	0	0	0	0
	5.57%	0.00%	21.05%	0.00%	0.00%	5.32%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	20	0	0	0	0	20	0	0	0	0	0	0	0	0	0
	5.57%	0.00%	0.00%	0.00%	0.00%	6.64%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	24	2	9	0	0	12	1	0	0	0	0	0	0	0	0
	6.69%	11.76%	47.37%	0.00%	0.00%	3.99%	20%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

The majority of respondents (69.94%) chose their selected institution because they understood it to be required by law. Most respondents received their responses within 3 months of complaining.

Table 5.2.: Disaggregation of reasons for choosing the institution by District

	All Districts	District B	District E	District A	District C	District D	District F	
Reason for choosing institution	You understood this to be required by law	249 69.94%	48 60%	33 76.74%	72 85.71%	38 74.51%	22 36.67%	36 94.74%
	You felt this institution had the necessary expertise	46 12.92%	9 11.25%	4 9.30%	3 3.57%	8 15.69%	20 33.33%	2 5.26%
	You felt this institution would handle your dispute efficiently	53 14.89%	21 26.25%	4 9.30%	6 7.14%	4 7.84%	18 30%	0 0.00%
	You know people at this institution	3 0.84%	1 1.25%	2 4.65%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
	The institution was recommended by a friend	2 0.56%	1 1.25%	0 0.00%	1 1.19%	0 0.00%	0 0.00%	0 0.00%
	The institution was cost-efficient	1 0.28%	0 0.00%	0 0.00%	1 1.19%	0 0.00%	0 0.00%	0 0.00%
	Convenience	2 0.56%	0 0.00%	0 0.00%	1 1.19%	1 1.96%	0 0.00%	0 0.00%
	Less than 2 weeks	115 32.03%	25 30.86%	14 32.56%	21 25%	24 45.28%	17 28.33%	14 36.84%
	Less than 1 month	61 16.99%	12 14.81%	8 18.60%	17 20.24%	2 3.77%	14 23.33%	8 21.05%
	1-3 Months	80 22.28%	20 24.69%	6 13.95%	21 25%	6 11.32%	18 30%	9 23.68%
Time to receive feedback	4-6 Months	39 10.86%	3 3.70%	7 16.28%	11 13.10%	11 20.75%	3 5%	4 10.53%
	6-12 Months	20 5.57%	4 4.94%	3 6.98%	6 7.14%	5 9.43%	1 1.67%	1 2.63%
	More than 12 months	20 5.57%	7 8.64%	2 4.65%	5 5.95%	4 7.55%	0 0.00%	2 5.26%
	Never received a response	24 6.69%	10 12.35%	3 6.98%	3 3.57%	1 1.89%	7 11.67%	0 0.00%

5.5 Interaction experience with the institution for the first appeal

Table 6.1.: Quality of interaction by institution of the first appeal

	All institutions	Worker's delegates	Higher authority within employing institution	The Board of Directors/ Advisory Council	Good Governance Officer at District level	Labor inspector	Labor union (e.g., CESTRAR)	Court	District Education officer	Lawyer	Sector level	HEG	RTDA	Police
The representative was	220	4	0	2	5	200	4	1	1	1	0	2	0	0
	61.28%	23.53%	0.00%	100%	100%	66.45%	80%	50%	100%	100%	0.00%	100%	0.00%	0.00%
	55	2	3	0	0	47	0	0	0	0	1	0	2	0
	15.32%	11.76%	15.79%	0.00%	0.00%	15.61%	0.00%	0.00%	0.00%	0.00%	100%	0.00%	100%	0.00%
	26	1	1	0	0	22	0	1	0	0	0	0	0	1
	7.24%	5.88%	5.26%	0.00%	0.00%	7.31%	0.00%	50%	0.00%	0.00%	0.00%	0.00%	0.00%	100%
	47	9	12	0	0	26	0	0	0	0	0	0	0	0
	13.09%	52.94%	63.16%	0.00%	0.00%	8.64%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	11	1	3	0	0	6	1	0	0	0	0	0	0	0
	3.06%	5.88%	15.79%	0.00%	0.00%	1.99%	20%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
How courteous was the institution	199	3	0	2	3	185	3	0	0	0	1	2	0	0
	55.43%	17.65%	0.00%	100%	60%	61.46%	60%	0.00%	0.00%	0.00%	100%	100%	0.00%	0.00%
	78	1	2	0	2	67	1	1	1	1	0	0	2	0
	21.73%	5.88%	10.53%	0.00%	40%	22.26%	20%	50%	100%	100%	0.00%	0.00%	100%	0.00%
	33	2	3	0	0	27	0	1	0	0	0	0	0	0
	9.19%	11.76%	15.79%	0.00%	0.00%	8.97%	0.00%	50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	45	11	11	0	0	22	0	0	0	0	0	0	0	1
	12.53%	64.71%	57.89%	0.00%	0.00%	7.31%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%
	4	0	3	0	0	0	1	0	0	0	0	0	0	0
	1.11%	0.00%	15.79%	0.00%	0.00%	0.00%	20%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Listening	210	4	0	4	0	3	0	0	1	0	2	0	0
Very attentive when listening to the explanation of the case	58.50%	23.53%	0.00%	80%	0.00%	60%	0.00%	0.00%	100%	0.00%	100%	0.00%	0
Somewhat attentive when listening to the explanation of the case	66	1	2	1	1	1	1	0	0	0	0	2	0
Mostly inattentive when listening to the explanation of the case	18.38%	5.88%	100%	20%	50%	20%	50%	0.00%	0.00%	0.00%	0.00%	100%	0.00%
Not at all attentive in listening to the explanation of the case	32	3	0	0	0	0	1	1	0	0	0	0	1
Not applicable	8	1	0	0	0	1	0	0	0	0	0	0	0
	2.23%	5.88%	10.53%	0.00%	20%	1%	0.00%	0.00%	0.00%	100%	0.00%	0.00%	0.00%

Table 6.2.: Quality of interaction with different institutions for the first appeal by District

	All Districts	District B	District E	District A	District C	District D	District F
The representative was	220	31	23	57	38	41	30
Very helpful in providing information	61.28%	38.27%	53.49%	67.86%	71.70%	68.33%	78.95%
Helpful in providing information	55	15	11	12	6	7	4
Unhelpful in providing information	15.32%	18.52%	25.58%	14.29%	11.32%	11.67%	10.53%
Very unhelpful in providing information	26	10	3	6	1	3	3
Not applicable	7.24%	12.35%	6.98%	7.14%	1.89%	5%	7.89%
	47	21	3	8	5	9	1
	13.09%	25.93%	6.98%	9.52%	9.43%	15%	2.63%
	11	4	3	1	3	0	0
	3.06%	4.94%	6.98%	1.19%	5.66%	0.00%	0.00%
How courteous was the institution	199	29	25	53	36	27	29
Very courteous	55.43%	35.80%	58.14%	63.10%	67.92%	45%	76.32%
Courteous	78	17	10	16	8	22	5
Discourteous	21.73%	20.99%	23.26%	19.05%	15.09%	36.67%	13.16%
Very discourteous	33	11	5	7	1	7	2
Not applicable	9.19%	13.58%	11.63%	8.33%	1.89%	11.67%	5.26%
	45	22	3	7	7	4	2
	12.53%	27.16%	6.98%	8.33%	13.21%	6.67%	5.26%
	4	2	0	1	1	0	0
	1.11%	2.47%	0.00%	1.19%	1.89%	0.00%	0.00%

Listening	Very attentive when listening to the explanation of the case	210	31	24	54	33	40	28
	Somewhat attentive when listening to the explanation of the case	58.50%	38.27%	55.81%	64.29%	62.26%	66.67%	73.68%
	Mostly inattentive when listening to the explanation of the case	66	15	9	17	9	11	5
	Not at all attentive in listening to the explanation of the case	18.38%	18.52%	20.93%	20.24%	16.98%	18.33%	13.16%
	Not applicable	32	14	4	5	3	3	3
		8.91%	17.28%	9.30%	5.95%	5.66%	5%	7.89%
		43	18	5	7	5	6	2
		11.98%	22.22%	11.63%	8.33%	9.43%	10%	5.26%
		8	3	1	1	3	0	0
		2.23%	3.70%	2.33%	1.19%	5.66%	0.00%	0.00%

Table 6.3.: Quality of support provided by institution for the first appeal

	All institutions	Worker's delegates	Higher authority within employing institution	The Board of Directors/ Advisory Council	Good Governance Officer at the District	Labor inspector	Labor union (e.g., CESTRAR)	Court	District Education officer	Lawyer	Sector level	HEG	RTDA	Police
Written or verbal information was provided about how the appeals process operated	Yes	262	6	5	4	237	3	2	0	0	2	0	0	1
	No	72.98%	35.29%	26.32%	100%	78.74%	60%	100%	0.00%	0.00%	100%	100%	0.00%	100%
You were given an opportunity to make your views known and offer any evidence supporting your case verbally or in writing	Yes	97	11	14	1	64	2	0	1	1	0	0	2	0
	No	27.02%	64.71%	73.68%	0.00%	21.26%	40%	0.00%	100%	100%	100%	0.00%	100%	0.00%
At the conclusion of the process, you were provided with a written decision	Yes	278	5	6	4	251	4	2	0	1	0	2	0	1
	No	77.44%	29.41%	31.58%	100%	83.39%	80%	100%	0.00%	100%	0.00%	100%	0.00%	100%
The written decision was accompanied by an explanation with reasons for the decision	Yes	81	12	13	1	50	1	0	1	0	1	0	2	0
	No	22.56%	70.59%	68.42%	0.00%	16.61%	20%	0.00%	100%	0.00%	100%	0.00%	100%	0.00%
The written decision was accompanied by an explanation with reasons for the decision	Yes	246	7	3	4	224	2	2	0	0	0	2	0	0
	No	68.52%	41.18%	15.79%	100%	74.42%	40%	100%	0.00%	0.00%	0.00%	100%	0.00%	0.00%
The written decision was accompanied by an explanation with reasons for the decision	Yes	113	10	16	1	77	3	0	1	1	1	0	2	1
	No	31.48%	58.82%	84.21%	0.00%	25.58%	60%	0.00%	100%	100%	100%	0.00%	100%	100%
The written decision was accompanied by an explanation with reasons for the decision	Yes	240	7	3	4	217	2	2	1	0	0	2	0	0
	No	66.85%	41.18%	15.79%	100%	72.09%	40%	100%	100%	0.00%	0.00%	100%	0.00%	0.00%
The written decision was accompanied by an explanation with reasons for the decision	Yes	119	10	16	1	84	3	0	0	1	1	0	2	1
	No	33.15%	58.82%	84.21%	0.00%	27.91%	60%	0.00%	0.00%	100%	100%	0.00%	100%	100%

	Yes	2	0	2	3	206	3	2	1	0	0	2	0	0
You were provided with information about how and where to further appeal the case if dissatisfied with decision in this institution	Yes	221	0	2	3	206	3	2	1	0	0	2	0	0
	No	138	15	0	2	95	2	0	0	1	1	0	2	1
You had help from a lawyer in presenting your complaint/appeal to this institution	Yes	80	2	2	0	68	2	2	0	1	0	2	0	0
	No	279	15	0	5	233	3	0	1	0	1	0	2	1
If you are a person with a disability, you felt you were treated equitably	Yes	6	1	0	0	5	0	0	0	0	0	0	0	0
	No	5	0	1	0	4	0	0	0	0	0	0	0	0
		45.45%	0.00%	100%	0.00%	4.44%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Respondents were generally provided with written or verbal information as well as the opportunity to provide evidence and make their views known. Respondents were also usually provided with a written decision and explanation, and information about any further appeals. Most respondents, however, did not have help from a lawyer in presenting their cases.

Table 6.4.: Quality of support provided by different institutions by District

	All Districts	District B	District E	District A	District C	District D	District F
Written or verbal information was provided about how the appeals process operated	Yes	262	49	29	66	40	45
	No	97	32	14	18	13	15
You were given an opportunity to make your views known and offer any evidence supporting your case verbally or in writing	Yes	278	53	32	73	41	46
	No	81	28	11	11	12	14
At the conclusion of the process, you were provided with a written decision	Yes	246	42	26	65	35	44
	No	113	39	17	19	18	16
	31.48%	48.15%	39.53%	22.62%	33.96%	26.67%	10.53%

The written decision was accompanied by an explanation with reasons for the decision	Yes	240	39	26	64	36	43	32
	No	119	42	17	20	17	17	6
You were provided with information about how and where to further appeal the case if dissatisfied with a decision in this institution	Yes	221	32	26	62	35	35	31
	No	138	49	17	22	18	25	7
You had help from a lawyer in presenting your complaint/appeal to this institution	Yes	80	12	3	19	3	34	9
	No	279	69	40	65	50	26	29
If you are a person with a disability, you felt you were treated equitably	Yes	6	2	0	3	0	0	1
	No	5	3	1	0	0	0	1
		45.45%	60%	100%	0.00%	0.00%	0.00%	50%

Table 6.5.: Quality of support provided if the complainant had a lawyer

	Total	Had help from a lawyer	Did not have help from a lawyer
The representative was	220	54	166
Very helpful in providing information	61.28%	67.50%	59.50%
Helpful in providing information	55	14	41
Unhelpful in providing information	15.32%	17.50%	14.70%
Very unhelpful in providing information	26	6	20
Not applicable	7.24%	7.50%	7.17%
	47	6	41
	13.09%	7.50%	14.70%
	11	0	11
	3.06%	0.00%	3.94%

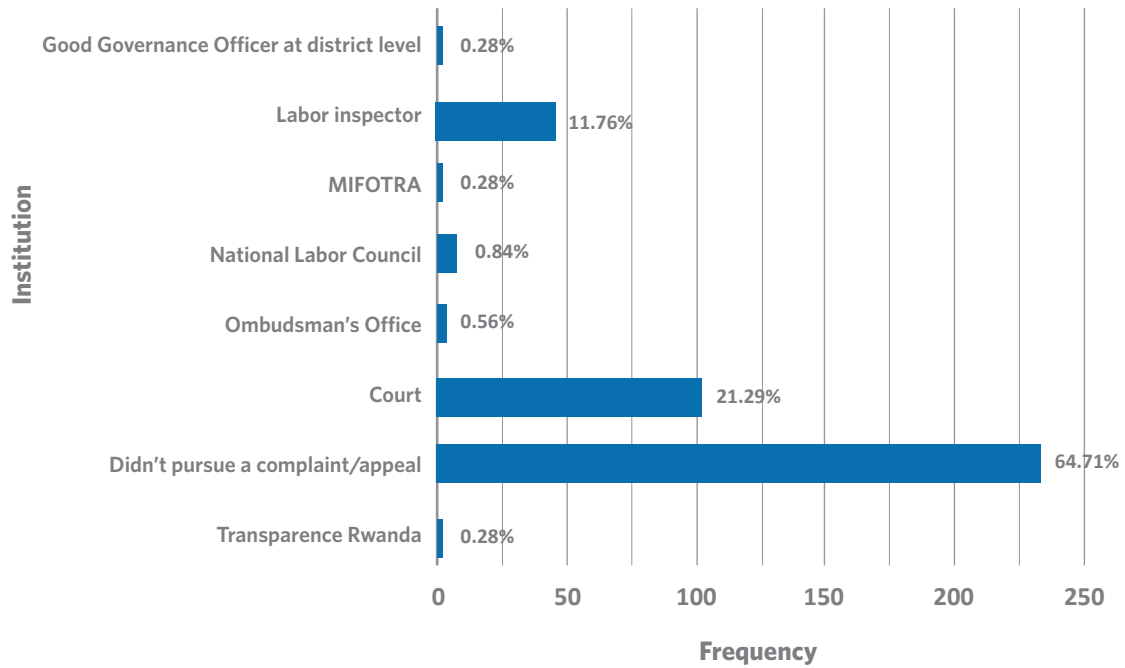
How courteous was the institution	Very courteous	199	45	154
		55.43%	56.25%	55.20%
	Courteous	78	21	57
		21.73%	26.25%	20.43%
	Discourteous	33	11	22
		9.19%	13.75%	7.89%
Listening	Very discourteous	45	3	42
		12.53%	3.75%	15.05%
	Not applicable	4	0	4
		1.11%	0.00%	1.43%
	Very attentive when listening to the explanation of the case	210	50	160
		58.50%	62.50%	57.35%
Respondents who had help from a lawyer appeared to have found their representatives slightly more helpful in providing information and more attentive when listening to the explanation of their case.	Somewhat attentive when listening to the explanation of the case	66	18	48
		18.38%	22.50%	17.20%
	Mostly inattentive when listening to the explanation of the case	32	9	23
		8.91%	11.25%	8.24%
	Not at all attentive in listening to the explanation of the case	43	3	40
		11.98%	3.75%	14.34%
Not applicable		8	0	8
		2.23%	0.00%	2.87%

Respondents who had help from a lawyer appeared to have found their representatives slightly more helpful in providing information and more attentive when listening to the explanation of their case.

6 Second Appeal

6.1 Institution appealed to for the second appeal

Figure 7: Distribution of the institutions appealed to for the second appeal



Most respondents (64.71%) chose not to pursue a complaint/appeal, but of those who did, the most popular selected institution was court, with (21.29%) of respondents.

6.2 Matrix of the institution chosen for the second and first appeal

Table 7: Comparison of institution chosen for the second and first appeal (Frequency)

	Second appeal										Total
	Count Good Governance Officer at District level	Labor inspector	MIFOTRA	National Labor Council	Ombudsman's office	Court	Did not pursue a complaint/appeal	Transparency Rwanda			
Worker's delegates	0	11	0	0	0	0	5	0		16	
Higher authority within employing institution	0	16	0	0	0	1	2	0		19	
The Board of Directors/Advisory Council	0	2	0	0	0	0	0	0		2	
Good Governance Officer at District level	0	1	0	0	0	0	4	0		5	
Labor inspector	1	4	1	3	2	74	215	0		300	
Labor union (e.g., CESTRAR)	0	3	0	0	0	0	2	0		5	
Court	0	0	0	0	0	1	1	0		2	
District Education officer	0	0	0	0	0	0	1	0		1	
Lawyer	0	0	0	0	0	0	1	0		1	
Sector level	0	1	0	0	0	0	0	0		1	
HEG	0	2	0	0	0	0	0	0		2	
RTDA	0	2	0	0	0	0	0	0		2	
Police	0	0	0	0	0	0	0	1		1	
Total	1	42	1	3	2	76	231	1		357	

Only four of those who initially complained to the labor inspector returned to the labor inspector, and one person who initially complained at court returned to court. The remaining respondents either chose not to pursue a complaint or complained at a different institution.

6.3 Institution appealed to for the second appeal per respondent's characteristics

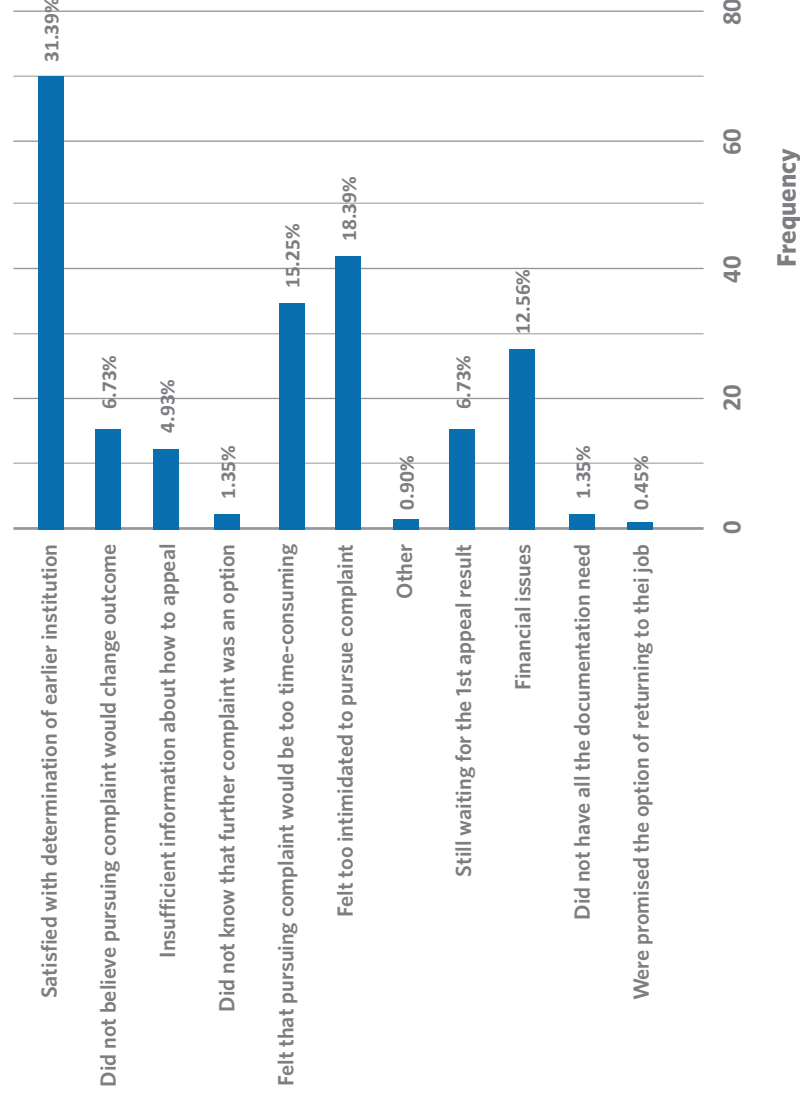
Table 8: Selected institution for the second appeal by characteristic

	All categories (count)	Good Governance Officer at District level	Labor inspector	MIFOTRA	National Labor Council	Ombudsman's office	Court	Did not pursue a complaint/appeal	Transparency Rwanda
Gender									
	Male	0.37%	0.37%	0.37%	1.12%	0.37%	20.90%	63.43%	0.37%
	Female	0.00%	0.00%	0.00%	0.00%	1.12%	22.47%	68.54%	0.00%
Age									
	16-25 years	0.00%	0.00%	0.00%	0.00%	0.00%	20.00%	70.00%	0.00%
	26-35 years	0.70%	0.70%	0.70%	1.40%	0.70%	23.08%	61.54%	0.70%
	36-45 years	0.00%	0.00%	0.00%	0.00%	0.00%	17.74%	68.55%	0.00%
	46-55 years	0.00%	0.00%	0.00%	0.00%	1.56%	25.00%	62.50%	0.00%
	More than 55 years	0.00%	0.00%	0.00%	6.25%	0.00%	18.75%	68.75%	0.00%
Highest level of education									
	None, never been to school	0.00%	0.00%	0.00%	0.00%	0.00%	40.00%	60.00%	0.00%
	Primary	0.00%	0.00%	1.82%	0.00%	3.64%	18.18%	65.45%	0.00%
	Junior Secondary	0.00%	0.00%	0.00%	0.00%	0.00%	17.65%	70.59%	0.00%
	Advanced Secondary	0.00%	0.00%	0.00%	1.64%	0.00%	18.03%	65.57%	0.00%
	Vocational	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	62.50%	0.00%
	University	0.56%	0.56%	0.00%	1.13%	0.00%	24.86%	62.71%	0.56%
Type of organization									
	Government institution	0.00%	0.00%	0.00%	0.00%	0.00%	18.18%	63.64%	0.00%
	Private sector organization	0.34%	0.34%	0.34%	1.03%	0.68%	21.92%	64.73%	0.34%
	International NGO	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	81.82%	0.00%
	Local NGO	0.00%	0.00%	0.00%	0.00%	0.00%	18.18%	63.64%	0.00%
	Faith based organization	0.00%	0.00%	0.00%	0.00%	0.00%	17.24%	65.52%	0.00%
	No employment	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%

Ubudehe category	Category 1	11	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	27.27%	72.73%	0.00%
	Category 2	90	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.11%	21.11%	60.00%	0.00%
	Category 3	239	0.00%	0.00%	0.42%	1.26%	0.42%	0.00%	0.00%	0.42%	21.34%	66.11%	0.42%
	Category 4	3	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	66.67%	0.00%
	Do not know	14	7.14%	7.14%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	21.43%	64.29%	0.00%

6.4 Reasons not to appeal

Figure 8: Primary reasons respondents did not pursue a second appeal



Many of the respondents were satisfied with the determination of the earlier institution but a number also refrained from pursuing a complaint because they felt too intimidated to pursue the complaint (18.39%), felt that the process would be too time-consuming (15.25%), or were inhibited by financial reasons (12.56%)

6.5 Reason for choosing the selected institution and feedback timeline

Table 9: Disaggregation of reasons for choosing an institution and timeline to receive feedback for the second appeal by Districts

	All Districts	District B	District E	District A	District C	District D	District F	
Reason for choosing institution	You understood this to be required by law	86	24	10	23	12	7	10
		68.80%	75.00%	90.91%	76.67%	75.00%	29.17%	83.33%
	You felt this institution had the necessary expertise	17	2	0	5	2	6	2
		13.60%	6.25%	0.00%	16.67%	12.50%	25.00%	16.67%
	You felt this institution would handle your dispute efficiently	20	5	1	1	2	11	0
		16.00%	15.63%	9.09%	3.33%	12.50%	45.83%	0.00%
	The institution was recommended by a friend	1	1	0	0	0	0	0
		0.80%	3.13%	0.00%	0.00%	0.00%	0.00%	0.00%
	Respondent was the accused	1	0	0	1	0	0	0
		0.80%	0.00%	0.00%	3.33%	0.00%	0.00%	0.00%
Time to receive feedback	Less than 2 weeks	26	6	1	6	12	0	1
		20.00%	16.67%	9.09%	19.35%	75.00%	0.00%	8.33%
	Less than 1 month	10	2	2	2	0	2	2
		7.69%	5.56%	18.18%	6.45%	0.00%	8.33%	16.67%
	1-3 Months	28	8	3	8	0	5	4
		21.54%	22.22%	27.27%	25.81%	0.00%	20.83%	33.33%
	4-6 Months	11	4	1	4	1	0	1
		8.46%	11.11%	9.09%	12.90%	6.25%	0.00%	8.33%
	6-12 Months	11	2	0	4	1	4	0
		8.46%	5.56%	0.00%	12.90%	6.25%	16.67%	0.00%
More than 12 months	6	2	2	0	1	0	1	
	4.62%	5.56%	18.18%	0.00%	6.25%	0.00%	8.33%	
Never received a response	38	12	2	7	1	13	3	
	29.23%	33.33%	18.18%	22.58%	6.25%	54.17%	25.00%	

6.6 Interaction experience with the institution

Table 9: Disaggregation of reasons for choosing an institution and timeline to receive feedback for the second appeal by Districts

	Total	Good Governance Officer at District level	Labor inspector	MIFOTRA	National Labor Council	Ombudsman's office	Court	Did not pursue a complaint/appeal	Transparency Rwanda
The representative was	79	0	27	0	2	1	48	0	1
	61.72%	0.00%	64.29%	0.00%	66.67%	50.00%	63.16%	0.00%	100.00%
	22	0	8	1	1	1	11	0	0
	17.19%	0.00%	19.05%	100.00%	33.33%	50.00%	14.47%	0.00%	0.00%
	6	0	4	0	0	0	2	0	0
	4.69%	0.00%	9.52%	0.00%	0.00%	0.00%	2.63%	0.00%	0.00%
	5	1	2	0	0	0	1	1	0
	3.91%	100.00%	4.76%	0.00%	0.00%	0.00%	1.32%	50.00%	0.00%
	16	0	1	0	0	0	14	1	0
	12.50%	0.00%	2.38%	0.00%	0.00%	0.00%	18.42%	50.00%	0.00%
How courteous was the institution	71	0	25	0	2	2	42	0	0
	55.47%	0.00%	59.52%	0.00%	66.67%	100.00%	55.26%	0.00%	0.00%
	31	0	10	1	1	0	18	0	1
	24.22%	0.00%	23.81%	100.00%	33.33%	0.00%	23.68%	0.00%	100.00%
	5	0	4	0	0	0	1	0	0
	3.91%	0.00%	9.52%	0.00%	0.00%	0.00%	1.32%	0.00%	0.00%
	6	1	3	0	0	0	1	1	0
	4.69%	100.00%	7.14%	0.00%	0.00%	0.00%	1.32%	50.00%	0.00%
	15	0	0	0	0	0	14	1	0
	11.72%	0.00%	0.00%	0.00%	0.00%	0.00%	18.42%	50.00%	0.00%



Listening	81	0	30	0	2	47	0	0
Very attentive when listening to the explanation of the case	63.28%	0.00%	71.43%	0.00%	66.67%	100.00%	61.84%	0.00%
Somewhat attentive when listening to the explanation of the case	23	0	8	1	1	12	0	1
Mostly inattentive when listening to the explanation of the case	17.97%	0.00%	19.05%	100.00%	33.33%	15.79%	0.00%	100.00%
Not at all attentive in listening to the explanation of the case	3	0	1	0	0	2	0	0
Not applicable	2.34%	0.00%	2.38%	0.00%	0.00%	2.63%	0.00%	0.00%
	6	1	3	0	0	1	1	0
	4.69%	100.00%	7.14%	0.00%	0.00%	1.32%	50.00%	0.00%
	15	0	0	0	0	14	1	0
	11.72%	0.00%	0.00%	0.00%	0.00%	18.42%	50.00%	0.00%

For the second appeal, most respondents found their selected institutions very helpful in providing information (61.72%), very courteous (55.47%), and very attentive (63.28%). Reviews of the court and the labor inspectors show the most variance, though they also have the most respondents.

Table 10.2.: Quality of the interaction with different institutions for the second appeal by District

	All Districts	District B	District E	District A	District C	District D	District F
Very helpful in providing information	79	15	7	24	12	12	9
	60.77%	41.67%	63.64%	77.42%	75.00%	50.00%	75.00%
Helpful in providing information	22	7	2	2	4	5	2
	16.92%	19.44%	18.18%	6.45%	25.00%	20.83%	16.67%
Unhelpful in providing information	6	3	1	1	0	1	0
	4.62%	8.33%	9.09%	3.23%	0.00%	4.17%	0.00%
Very unhelpful in providing information	5	4	1	0	0	0	0
	3.85%	11.11%	9.09%	0.00%	0.00%	0.00%	0.00%
Not applicable	18	7	0	4	0	6	1
	13.85%	19.44%	0.00%	12.90%	0.00%	25.00%	8.33%

	71	15	6	22	12	7	9
Very courteous	54.62%	41.67%	54.55%	70.97%	75.00%	29.17%	75.00%
Courteous	31	7	3	5	4	10	2
Discourteous	23.85%	19.44%	27.27%	16.13%	25.00%	41.67%	16.67%
Very discourteous	5	3	1	0	0	1	0
Not applicable	3.85%	8.33%	9.09%	0.00%	0.00%	4.17%	0.00%
Very attentive when listening to the explanation of the case	6	5	1	0	0	0	0
Somewhat attentive when listening to the explanation of the case	4.62%	13.89%	9.09%	0.00%	0.00%	0.00%	0.00%
Mostly inattentive when listening to the explanation of the case	17	6	0	4	0	6	1
Not at all attentive in listening to the explanation of the case	13.08%	16.67%	0.00%	12.90%	0.00%	25.00%	8.33%
Not applicable	81	18	5	22	13	13	10
Very attentive when listening to the explanation of the case	62.31%	50.00%	45.45%	70.97%	81.25%	54.17%	83.33%
Somewhat attentive when listening to the explanation of the case	23	6	3	5	3	5	1
Mostly inattentive when listening to the explanation of the case	17.69%	16.67%	27.27%	16.13%	18.75%	20.83%	8.33%
Not at all attentive in listening to the explanation of the case	3	1	2	0	0	0	0
Not applicable	2.31%	2.78%	18.18%	0.00%	0.00%	0.00%	0.00%
Written or verbal information was provided about how the appeals process operated	6	5	1	0	0	0	0
Yes	4.62%	13.89%	9.09%	0.00%	0.00%	0.00%	0.00%
No	17	6	0	4	0	6	1
Total	13.08%	16.67%	0.00%	12.90%	0.00%	25.00%	8.33%

The feedback is similar across Districts, with most respondents reporting that their selected institutions were helpful, courteous, and attentive.

Table 10.3.: Quality of support provided by institution for the second appeal

	Total	Good Governance Officer at the District	Labor inspector	MIFOTRA	National Labor Council	Ombudsman's office	Court	Did not pursue a complaint/appeal	Transparency Rwanda
Written or verbal information was provided about how the appeals process operated	Yes	89	31	1	2	2	53	0	0
	No	39	11	0	1	0	23	2	1
		69.53%	73.81%	100.00%	66.67%	100.00%	69.74%	0.00%	0.00%
		30.47%	26.19%	0.00%	33.33%	0.00%	30.26%	100.00%	100.00%

You were given an opportunity to make your views known and offer any evidence supporting your case verbally or in writing	Yes	94	0	34	1	3	2	54	0	0
	No	34	1	8	0	0	0	22	2	1
At the conclusion of the process, you were provided with a written decision	Yes	77	0	33	0	2	1	41	0	0
	No	51	1	9	1	1	1	35	2	1
The written decision was accompanied by an explanation with reasons for the decision	Yes	68	0	29	0	2	1	36	0	0
	No	60	1	13	1	1	1	40	2	1
You were provided with information about how and where to further appeal the case if dissatisfied with a decision in this institution	Yes	81	0	28	1	2	1	49	0	0
	No	47	1	14	0	1	1	27	2	1
You had help from a lawyer in presenting your complaint/appeal to this institution	Yes	72	0	10	1	3	2	56	0	0
	No	56	1	32	0	0	0	20	2	1
If you are a person with a disability, you felt you were treated equitably	Yes	6	0	0	0	0	1	5	0	0
	No	2	0	0	0	0	0	2	0	0
		25%	0.00%	0.00%	0.00%	0.00%	0.00%	25%	0.00%	0.00%

Most respondents were provided with written or verbal information about how the appeals process operated (69.53%), were given an opportunity to express their views and provide any relevant evidence (73.44%), and were provided with a written decision at the conclusion of the appeals process (60.16%). However, many respondents were not given a written explanation for the decision (46.88%). Most respondents were provided information about how to further appeal (63.28%) and many were assisted by a lawyer (56.25%).

Table 10.4.: Quality of support provided by different institutions for the second appeal by District

	All Districts	District B	District E	District A	District C	District D	District F
Written or verbal information was provided about how the appeals process operated	Yes	20	5	24	15	14	11
	No	16	6	7	1	10	1
You were given an opportunity to make your views known and offer any evidence supporting your case verbally or in writing	Yes	22	5	25	15	16	11
	No	14	6	6	1	8	1
At the conclusion of the process, you were provided with a written decision	Yes	18	4	23	14	9	9
	No	18	7	8	2	15	3
The written decision was accompanied by an explanation with reasons for the decision	Yes	14	4	22	13	8	7
	No	22	7	9	3	16	5
You were provided with information about how and where to further appeal the case if dissatisfied with the decision in this institution	Yes	18	5	23	14	12	9
	No	18	6	8	2	12	3
You had help from a lawyer in presenting your complaint/appeal to this institution	Yes	12	7	22	8	13	10
	No	24	4	9	8	11	2
If you are a person with a disability, you felt you were treated equitably	Yes	1	0	3	0	0	2
	No	2	0	0	0	0	0
	25.00%	66.67%	0.00%	0.00%	0.00%	0.00%	0.00%

Table 10.5.: Quality of support provided if the complainer had a lawyer

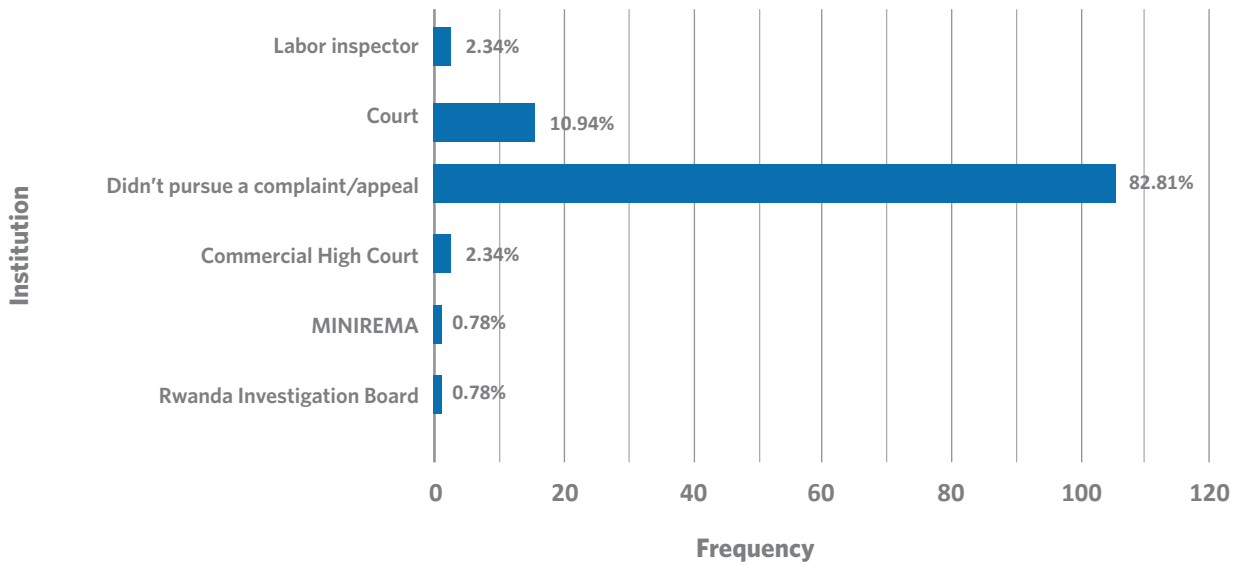
	Total	Had help from a lawyer	Did not have help from a lawyer	
The representative was	Very helpful in providing information	79 60.77%	50 69.44%	29 50.00%
	Helpful in providing information	22 16.92%	15 20.83%	7 12.07%
	Unhelpful in providing information	6 4.62%	2 2.78%	4 6.90%
	Very unhelpful in providing information	5 3.85%	1 1.39%	4 6.90%
	Not applicable	18 13.85%	4 5.56%	14 24.14%
		71 54.62%	45 62.50%	26 44.83%
How courteous was the institution	Courteous	31 23.85%	22 30.56%	9 15.52%
	Discourteous	5 3.85%	0 0.00%	5 8.62%
	Very discourteous	6 4.62%	1 1.39%	5 8.62%
	Not applicable	17 13.08%	4 5.56%	13 22.41%
		81 62.31%	51 70.83%	30 51.72%
		23 17.69%	15 20.83%	8 13.79%
Listening	Very attentive when listening to the explanation of the case	3 2.31%	1 1.39%	2 3.45%
	Somewhat attentive when listening to the explanation of the case	6 4.62%	1 1.39%	5 8.62%
	Mostly inattentive when listening to the explanation of the case	17 13.08%	4 5.56%	13 22.41%
	Not at all attentive in listening to the explanation of the case	17 13.08%	4 5.56%	13 22.41%
		17 13.08%	4 5.56%	13 22.41%
		17 13.08%	4 5.56%	13 22.41%

Respondents who were assisted by a lawyer were more likely to find their selected institutions helpful, courteous, and attentive.

7 Third appeal

7.1 Institution appealed to for the third appeal

Figure 9: Distribution of institutions appealed to for the third appeal



The vast majority of respondents (82.81%) chose not to pursue a third appeal, but of the respondents who did pursue a third appeal, the court was the most popular option (10.94%).



7.2 Institution appealed to for the second appeal per respondent's characteristics

Table 11: Selected institutions for the third appeal by characteristic

	Total (count)	Labor inspector	Court	Did not pursue a complaint/appeal	Commercial High Court	MINIRENA	Rwanda Investigation Board
Gender	Male	2.02%	11.11%	81.82%	3.03%	1.01%	1.01%
	Female	3.45%	10.34%	86.21%	0.00%	0.00%	0.00%
Age	16-25 years	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
	26-35 years	1.79%	7.14%	83.93%	5.36%	0.00%	1.79%
	36-45 years	0.00%	20.51%	76.92%	0.00%	2.56%	0.00%
	46-55 years	8.00%	4.00%	88.00%	0.00%	0.00%	0.00%
	More than 55 years	0.00%	20.00%	80.00%	0.00%	0.00%	0.00%
Marital status	Single	0.00%	6.90%	93.10%	0.00%	0.00%	0.00%
	Married	3.23%	12.90%	78.49%	3.23%	1.08%	1.08%
	Divorced	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
Highest level of education	Separated	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
	Widower	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
	None, never been to school	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
	Primary	5.00%	5.00%	85.00%	0.00%	0.00%	5.00%
	Junior Secondary	0.00%	0.00%	92.86%	0.00%	7.14%	0.00%
	Advanced Secondary	0.00%	9.09%	90.91%	0.00%	0.00%	0.00%
	Vocational	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
University	66	3.03%	16.67%	75.76%	4.55%	0.00%	0.00%

Type of organization	5	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
Government institution (employee under contract)								
Private sector organization	104	1.92%	13.46%	79.81%	2.88%	0.96%	0.96%	0.00%
International non-governmental organization (INGO)	2	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
Local non-governmental organization (LNGO)	4	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
Faith based organization	10	10.00%	0.00%	90.00%	0.00%	0.00%	0.00%	0.00%
No employment	3	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
Ubudehe category								
Category 1	3	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
Category 2	36	2.78%	2.78%	94.44%	0.00%	0.00%	0.00%	0.00%
Category 3	83	2.41%	14.46%	77.11%	3.61%	1.20%	1.20%	1.20%
Category 4	1	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Do not know	5	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%



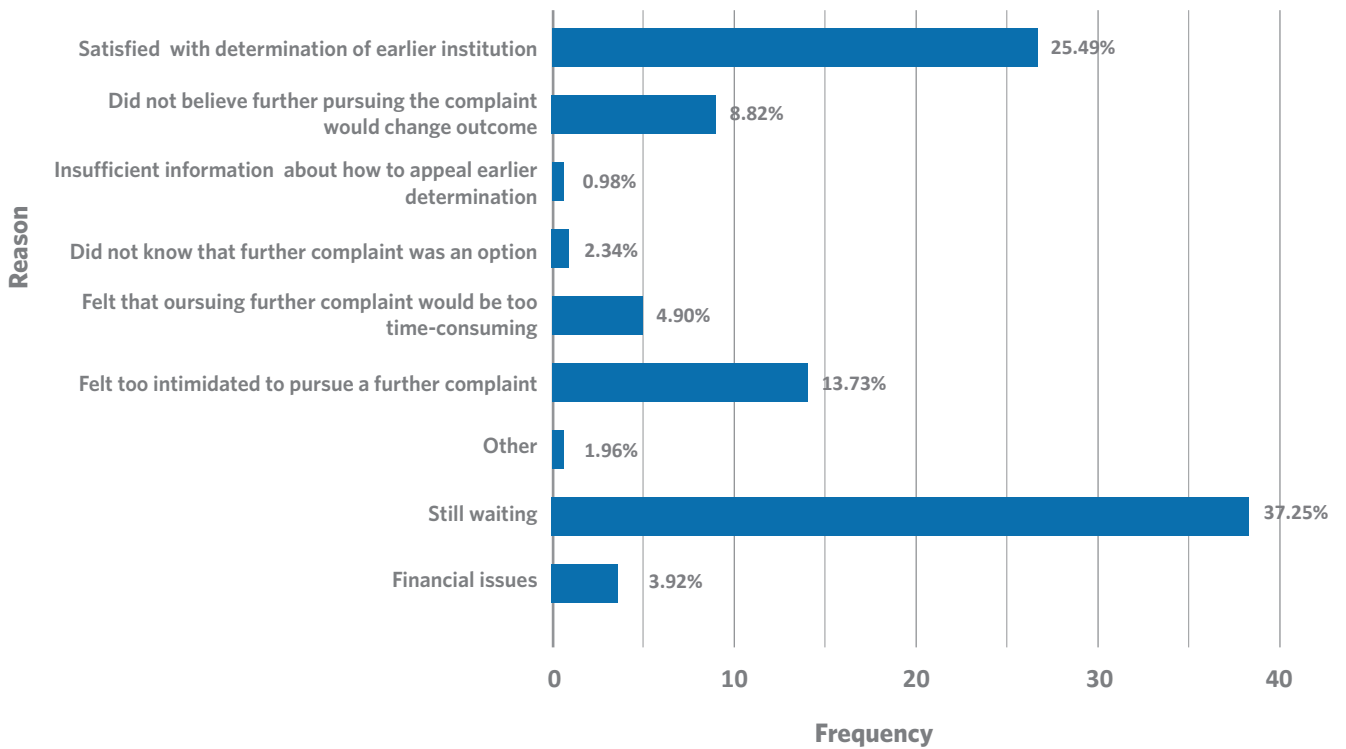
7.3 Matrix of the institution chosen for the second and third appeal

Table 12: Comparison of institution chosen for the second and third appeal (Frequency)

	Third appeal							Total
	Labor inspector	Court	Did not pursue a complaint/appeal	Commercial High Court	MINIRENA	Rwanda Investigation Board	Total	
Second appeal	0	0	1	0	0	0	1	
Good Governance Officer at the District level								
Labor inspector	1	7	31	2	1	0	42	
MIFOTRA	0	0	0	0	0	1	1	
National Labor Council	0	0	3	0	0	0	3	
Ombudsman's office	0	0	2	0	0	0	2	
Court	1	7	66	1	0	0	75	
Did not pursue a complaint/appeal	0	0	2	0	0	0	2	
Transparence Rwanda	1	0	0	0	0	0	1	
Total	3	14	105	3	1	1	127	

7.4 Reasons not to appeal

Figure 10: Reasons respondents chose not to pursue a third appeal



Most respondents who chose not to pursue third appeals were still waiting for the decision from their second appeals (37.25%). Many respondents (25.49%) were satisfied with the determination of their second appeal, and some were too intimidated to pursue a second appeal (13.73%).

7.5 Reason for choosing selected institutions and feedback timeline for the third appeal

Table 13.1.: Reasons for selecting institutions and feedback timeline for the third appeal

	All institutions	Labor inspector	Court	Did not pursue a complaint/appeal	Commercial High Court	MINIRENA	Rwanda Investigation Board
Reason for choosing institution	You understood this to be required by law	2	10	1	2	0	0
	You felt this institution had the necessary expertise	66.67%	71.43%	100.00%	66.67%	0.00%	0.00%
	You felt this institution would handle your dispute efficiently	0	2	0	0	0	1
	The institution was recommended by a friend	0.00%	14.29%	0.00%	0.00%	0.00%	100.00%
	Less than 2 weeks	4	0	2	0	1	0
	Less than 1 month	17.39%	0.00%	14.29%	0.00%	33.33%	0.00%
	1-3 Months	1	1	0	0	0	0
Time to receive feedback	6-12 Months	4.35%	0.00%	0.00%	0.00%	0.00%	0.00%
	Never received a response	4	1	0	0	1	1
		17.39%	33.33%	7.14%	0.00%	0.00%	100.00%
		2	1	1	0	0	0
		8.70%	33.33%	7.14%	0.00%	0.00%	0.00%
		6	0	4	0	2	0
	26.09%	0.00%	28.57%	0.00%	66.67%	0.00%	
	5	0	5	0	0	0	
	21.74%	0.00%	35.71%	0.00%	0.00%	0.00%	
	6	1	3	1	1	0	
	26.09%	33.33%	21.43%	100.00%	33.33%	0.00%	

Most respondents (65.22%) chose their selected institutions because they felt this choice to be required by law.

Table 13.2.: Disaggregation of reason and feedback timeline by District

	All Districts	District B	District A	District C	District D
	15	7	4	3	1
	65.22%	87.50%	100.00%	60.00%	16.67%
You understood this to be required by law	3	0	0	1	2
You felt this institution had the necessary expertise	4	0	0	1	3
You felt this institution would handle your dispute efficiently	1	1	0	0	0
The institution was recommended by a friend	4.35%	12.50%	0.00%	0.00%	0.00%
Less than 2 weeks	4	1	0	3	0
Less than 1 month	16.00%	10.00%	0.00%	60.00%	0.00%
1-3 Months	2	1	0	0	1
6-12 Months	8.00%	10.00%	0.00%	0.00%	16.67%
Never received a response	6	2	2	2	0
	24.00%	20.00%	50.00%	40.00%	0.00%
	5	1	2	0	2
	20.00%	10.00%	50.00%	0.00%	33.33%
	8	5	0	0	3
	32.00%	50.00%	0.00%	0.00%	50.00%

7.6 Interaction experience with the institution during the third appeal

Table 14.1.: Quality of the interaction by institution for the third appeal

	All institutions	Labor inspector	Court	Did not pursue a complaint/appeal	Commercial High Court	MINIRENA	Rwanda Investigation Board
The representative was	7	0	5	0	2	0	0
Very helpful in providing information	30.43%	0.00%	35.71%	0.00%	66.67%	0.00%	0.00%
Helpful in providing information	4	0	2	0	0	1	1
Unhelpful in providing information	17.39%	0.00%	14.29%	0.00%	0.00%	100.00%	100.00%
Very unhelpful in providing information	3	1	2	0	0	0	0
Not applicable	13.04%	33.33%	14.29%	0.00%	0.00%	0.00%	0.00%
	5	2	3	0	0	0	0
	21.74%	66.67%	21.43%	0.00%	0.00%	0.00%	0.00%
	4	0	2	1	1	0	0
	17.39%	0.00%	14.29%	100.00%	33.33%	0.00%	0.00%

How courteous was the institution	Very courteous	7	0	5	0	2	0	0	0.00%
		30.43%	0.00%	35.71%	0.00%	66.67%	0.00%	0.00%	0.00%
	Courteous	6	1	3	0	0	1	1	100.00%
		26.09%	33.33%	21.43%	0.00%	0.00%	100.00%	100.00%	100.00%
	Discourteous	2	1	1	0	0	0	0	0.00%
		8.70%	33.33%	7.14%	0.00%	0.00%	0.00%	0.00%	0.00%
	Very discourteous	4	1	3	0	0	0	0	0.00%
		17.39%	33.33%	21.43%	0.00%	0.00%	0.00%	0.00%	0.00%
	Not applicable	4	0	2	1	1	33.33%	0	0.00%
		17.39%	0.00%	14.29%	100.00%	0.00%	0.00%	0.00%	0.00%
Listening	Very attentive when listening to the explanation of the case	8	0	6	0	2	0	0	0.00%
		34.78%	0.00%	42.86%	0.00%	66.67%	0.00%	0.00%	0.00%
	Somewhat attentive when listening to the explanation of the case	3	0	1	0	0	1	1	100.00%
		13.04%	0.00%	7.14%	0.00%	0.00%	100.00%	100.00%	100.00%
	Mostly inattentive when listening to the explanation of the case	3	2	1	0	0	0	0	0.00%
		13.04%	66.67%	7.14%	0.00%	0.00%	0.00%	0.00%	0.00%
	Not at all attentive in listening to the explanation of the case	5	1	4	0	0	0	0	0.00%
		21.74%	33.33%	28.57%	0.00%	0.00%	0.00%	0.00%	0.00%
	Not applicable	4	0	2	1	1	1	0	0.00%
		17.39%	0.00%	14.29%	100.00%	33.33%	0.00%	0.00%	0.00%

Only 47.82% of respondents found their selected institutions helpful. Slightly over half of respondents (56.52%) found their selected institutions courteous, and just under half (47.82%) found the institutions attentive when listening to their cases.

Table 14.2.: Quality of support provided by institution for the third appeal

		All institutions	Labor inspector	Court	Did not pursue a complaint/appeal	Commercial High Court	MINIRENA	Rwanda Investigation Board
Written or verbal information was provided about how the appeals process operated	Yes	10	0	6	0	3	1	0
	No	43.48%	0.00%	42.86%	0.00%	100.00%	100.00%	0.00%
		13	3	8	1	0	0	1
		56.52%	100.00%	57.14%	100.00%	0.00%	0.00%	100.00%

You were given an opportunity to make your views known and offer any evidence supporting your case verbally or in writing	Yes	14	0	10	0	3	1	0
	No	9	3	4	1	0	0	1
At the conclusion of the process, you were provided with a written decision	Yes	8	0	5	0	3	0	0
	No	11	2	6	1	0	1	1
The written decision was accompanied by an explanation with reasons for the decision	Yes	8	0	5	0	3	0	0
	No	11	2	6	1	0	1	1
You were provided with information about how and where to further appeal the case if dissatisfied with the decision in this institution	Yes	7	0	4	0	3	0	0
	No	12	2	7	1	0	1	1
You had help from a lawyer in presenting your complaint/appeal to this institution	Yes	11	1	7	0	3	0	0
	No	8	1	4	1	0	1	1
		60.87%	0.00%	71.43%	0.00%	100.00%	100.00%	0.00%
		39.13%	100.00%	28.57%	100.00%	0.00%	0.00%	100.00%
		42.11%	0.00%	45.45%	0.00%	100.00%	0.00%	0.00%
		57.89%	100.00%	54.55%	100.00%	0.00%	100.00%	100.00%
		42.11%	0.00%	45.45%	0.00%	100.00%	0.00%	0.00%
		57.89%	100.00%	54.55%	100.00%	0.00%	100.00%	100.00%
		36.84%	0.00%	36.36%	0.00%	100.00%	0.00%	0.00%
		63.16%	100.00%	63.64%	100.00%	0.00%	100.00%	100.00%
		57.89%	50.00%	63.64%	0.00%	100.00%	0.00%	0.00%
		42.11%	50.00%	36.36%	100.00%	0.00%	100.00%	100.00%

Less than half (43.48%) of the respondents were provided with written or verbal information about how the appeals process operated. Most of the respondents (60.87%) were given an opportunity to express their views and offer any relevant evidence. Only 42.11% of respondents were provided with a written decision at the end of the appeals process, with 42.11% of respondents reporting that they received an explanation for their decision. Only 36.84% were provided with information about a further appeals process, but many respondents (57.89%) were assisted in presenting their complaint by a lawyer.

Table 14.3.: Quality of support provided by different institutions by District

	All Districts	District B	District A	District C	District D	
Written or verbal information was provided about how the appeals process operated	Yes	10	2	4	3	1
		40.00%	20.00%	100.00%	60.00%	16.67%
You were given an opportunity to make your views known and offer any evidence supporting your case verbally or in writing	No	15	8	0	2	5
		60.00%	80.00%	0.00%	40.00%	83.33%
At the conclusion of the process, you were provided with a written decision	Yes	14	4	4	3	3
		56.00%	40.00%	100.00%	60.00%	50.00%
The written decision was accompanied by an explanation with reasons for the decision	No	11	6	0	2	3
		44.00%	60.00%	0.00%	40.00%	50.00%
You were provided with information about how and where to further appeal the case if dissatisfied with the decision in this institution	Yes	8	2	4	0	2
		38.10%	33.33%	100.00%	0.00%	33.33%
You had help from a lawyer in presenting your complaint/appeal to this institution	No	13	4	0	5	4
		61.90%	66.67%	0.00%	100.00%	66.67%
You were provided with information about how and where to further appeal the case if dissatisfied with the decision in this institution	Yes	8	2	4	0	2
		38.10%	33.33%	100.00%	0.00%	33.33%
You had help from a lawyer in presenting your complaint/appeal to this institution	No	13	4	0	5	4
		61.90%	66.67%	0.00%	100.00%	66.67%
You were provided with information about how and where to further appeal the case if dissatisfied with the decision in this institution	Yes	7	2	4	0	1
		33.33%	33.33%	100.00%	0.00%	16.67%
You had help from a lawyer in presenting your complaint/appeal to this institution	No	14	4	0	5	5
		66.67%	66.67%	0.00%	100.00%	83.33%
You had help from a lawyer in presenting your complaint/appeal to this institution	Yes	11	3	4	2	2
		52.38%	50.00%	100.00%	40.00%	33.33%
You had help from a lawyer in presenting your complaint/appeal to this institution	No	10	3	0	3	4
		47.62%	50.00%	0.00%	60.00%	66.67%

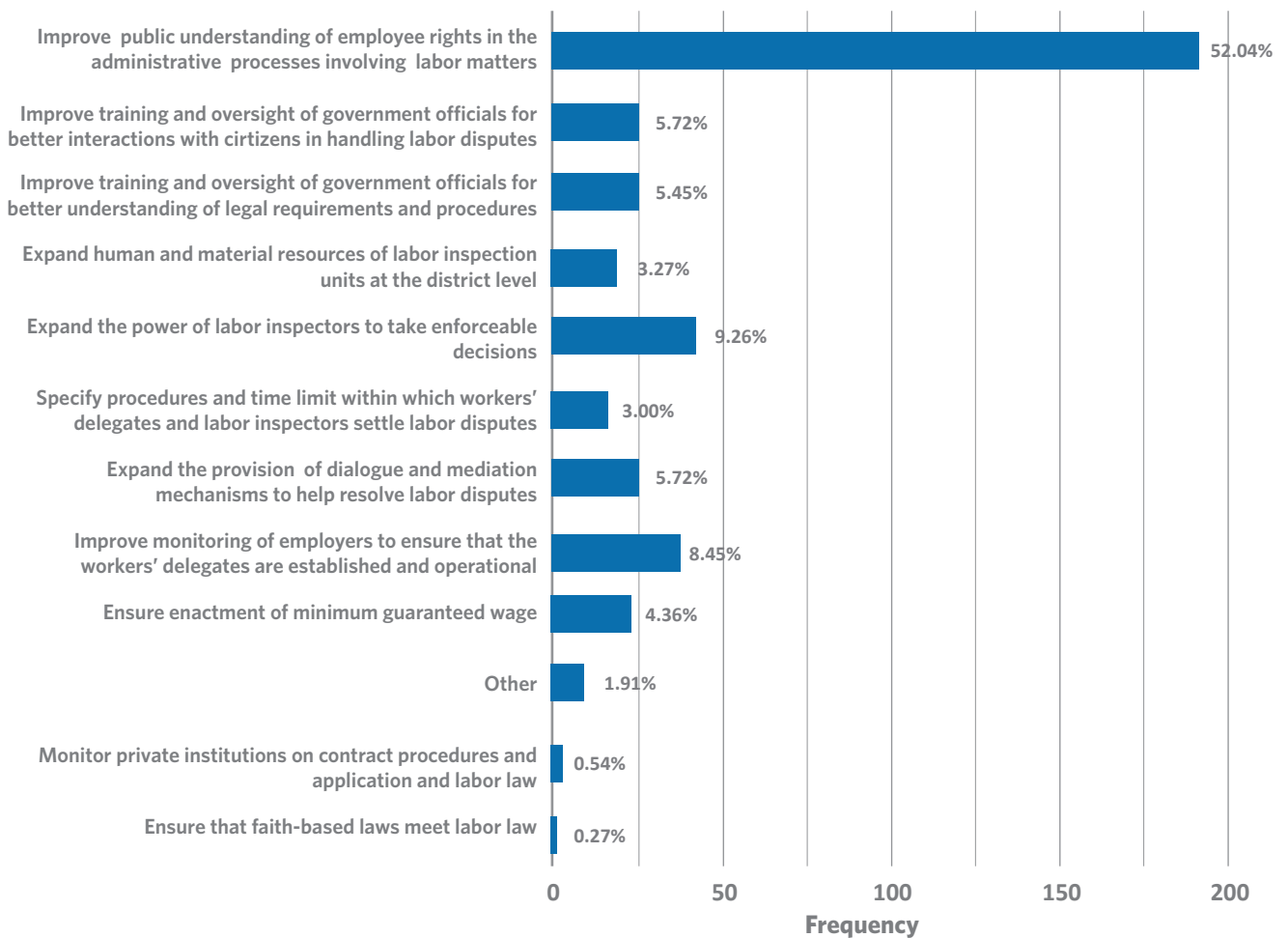
Table 14.4.: Quality of support provided if the complainer had a lawyer

	Total	Had help from a lawyer	Did not have help from a lawyer
The representative was	7	7	0
	33.33%	63.64%	0.00%
	3	1	2
	14.29%	9.09%	20.00%
	2	1	1
	9.52%	9.09%	10.00%
How courteous was the institution	3	1	2
	14.29%	9.09%	20.00%
	6	1	5
	28.57%	9.09%	50.00%
	7	7	0
	33.33%	63.64%	0.00%
Listening	3	1	2
	14.29%	9.09%	20.00%
	1	1	0
	4.76%	9.09%	0.00%
	4	1	3
	19.05%	9.09%	30.00%
6	1	5	
28.57%	9.09%	50.00%	
8	8	0	
38.10%	72.73%	0.00%	
2	0	2	
9.52%	0.00%	20.00%	
1	1	0	
4.76%	9.09%	0.00%	
4	1	3	
19.05%	9.09%	30.00%	
6	1	5	
28.57%	9.09%	50.00%	

Respondents who were assisted by a lawyer were more likely to find their chosen institutions helpful, courteous, and attentive.

8 Recommendations

Figure 11: Recommendations



Most respondents (52.04%) felt that the most important improvement to be made regarding administrative justice in labor disputes are to improve public understanding of employee rights in the administrative process. 9.26% of respondents also recommended expanding the powers of labor inspectors to take enforceable decisions, and 8.45% suggested improving the monitoring of employees to ensure that the workers' delegates are established and operational.

ANNEX 2: Labor Regulations Survey

Consent Statement: Your decision to participate in this research is entirely voluntary. You may choose not to participate or you may withdraw from the study for any reason without penalty of any kind. Do we have your consent to proceed?

1. Yes
2. No

Section 1: Demographic Identification

Q 1.1. Gender	<ol style="list-style-type: none"> 1. Male 2. Female
Q 1.2. Marital status	<ol style="list-style-type: none"> 1. Single 2. Married 3. Divorced 4. Separated 5. Widow(er)
Q 1.3. Age	Indicate years _____
Q 1.4. Highest level of education	<ol style="list-style-type: none"> 1. None, never been to school 6. Primary 2. Junior Secondary 7. Advanced Secondary 8. Vocational 9. University
Q 1.5. Are you a person with a disability	<ol style="list-style-type: none"> 3. Yes 1. No
Q 1.5.1. If yes, Q.1.5 what kind of disability?	<ol style="list-style-type: none"> 1. Physical disability 2. Vision impairment 3. Deaf and dumb 4. Mental health condition 5. Other (Specify)
Q 1.6. Working time	<ol style="list-style-type: none"> 1. Full- time 2. Part-time
Q 1.7. Type of organization	<ol style="list-style-type: none"> 1. Government institution (employee under contract) 2. Private sector organization (profit making) 3. International non- governmental organization (INGO) 4. Local non - governmental organization(LNGO) 5. Faith based organization(FBO) 6. Other (Specify)
Q 1.8. Form of contract	<ol style="list-style-type: none"> 1. Fixed term contract 2. Open ended contract
Q 1.9. Type of worker	<ol style="list-style-type: none"> 1. Permanent (6 months or longer) 2. Temporary/Casual: hired for a limited period of time for a specific task) 3. Daily (worker hired on daily basis)
Q 1.10. Working Experience	<ol style="list-style-type: none"> 1. Less than 5 years 2. 5-9 years 3. 10-14 years 4. 15-19 years 5. 20-24 years 6. 25 years and above

Q 1.11. Ubudehe category	<ol style="list-style-type: none"> 1. Category 1 2. Category 2 3. Category 3 4. Category 4 5. Do not know
Q 1.12. Household Income per month	<ol style="list-style-type: none"> 1. < 30,000 2. 30,000-100,000 3. 100,000-200,000 4. Above 200,000 6. Do not know

Section 2: Labor Regulation-Related Questions

Q 2.1. To what extent would you say that you're informed about your rights in the workplace?

1. Very well informed
2. Well informed
3. Not very well informed
4. Not well informed at all

Q 2.2. About which of the following topics do you feel you need more information? (Please check all that apply)

1. Working hours
2. Minimum hourly wage
3. Right to leave
4. Entitlements to public holidays
5. Payment for extra hours
6. Unionization issues
7. RSSB contributions
8. Termination of a contract
9. Dispute settlement procedure
10. Rights upon dismissal
11. Health and safety at workplace
12. Other (Specify)

Q 2.3. How do you find out information about your rights at work if you needed to? (Please check all that apply)

1. Human Resources department
2. Legal department
3. Lawyer
4. Read the employee rights Manual
5. Other (Specify)

Q 2.4. According to the information we have, you've had at least one labor-related dispute related to an administrative decision at the district level during the past three years. What was the dispute about? (Please check all that apply) [IF THE INDIVIDUAL HAD MORE THAN ONE LABOR-RELATED DISPUTE, REQUEST THAT THE RESPONDENT ADDRESS THE MOST RECENT DISPUTE WITHIN THE PAST THREE YEARS].

1. Salary
2. Benefits
3. Minimum guaranteed wage
4. Termination of contract (incl. non-compliance with notice period, technical and/or economic reasons, restructuring)
5. Unfair dismissal (gross negligence, non-compliance with applicable procedure)
6. Unfair performance evaluation
7. RSSB contributions
8. Workplace safety
9. Dismissal due to disability
10. Other (Specify).....

Q 2.5. For this dispute, where did you go initially to complain/appeal?

1. Worker's delegates
2. A higher authority within the employing institution
3. The Board of Directors/Advisory Council
4. Good Governance Officer at the district level
5. Labor inspector
6. Labor union (e.g., CESTRAR)
7. MIFOTRA
8. National Labor Council
9. Ombudsman's Office
10. Court
11. Did not pursue a complaint/appeal
12. Other(specify)

Q 2.6. Why did you choose to go to this institution first?

1. You understood this to be required by law
2. You felt this institution/unit had the necessary expertise
3. You felt this institution/unit would handle my dispute efficiently
4. It is convenient to where I live
5. You know people at this institution/unit who could help me
6. Other (specify)

Q 2.7. If you decided not to pursue a complaint/appeal of some kind, what was the most important reason for not doing so?

1. You were satisfied with the administrative decision
2. You did not believe that pursuing a complaint/appeal would change the outcome of the decision
3. You did not have sufficient information about how to pursue a complaint/appeal
4. You did not know that a complaint/appeal was available as an option
5. You felt that pursuing a complaint/appeal would be too time-consuming
6. You felt too intimidated to pursue a complaint/appeal
7. Other (Specify)

Q 2.8. After complaining/appealing to the individual or institution/unit identified in Q 2.5, how long did it take to receive some response about the substance of your complaint/appeal?

1. Less than 2 Weeks
2. Less than 1 Month
3. 1-3 Months
4. 4-6 Months
5. 6-12 Months
6. More than 12 Months
7. Never received a response

Q 2.9. When you think about your experience with the institution or individual identified in Q 2.5, would you say that

- a. The representative(s) I interacted with were:
 1. Very helpful in providing information relevant to your case
 2. Helpful in providing information relevant to your case
 3. Unhelpful in providing information relevant to your case
 4. Very unhelpful in providing information relevant to your case
 5. Not applicable
- b. The representative(s) I interacted with were

1. Very courteous
2. Courteous
3. Discourteous
4. Very discourteous
5. Not applicable

c. The representative(s) I interacted with:

1. Was very attentive when listening to my explanation of the case
2. Was generally attentive in listening to my explanation of the case
3. Was generally inattentive in listening to my explanation of the case
4. Was very inattentive in listening to my explanation of the case
5. Not applicable

Q 2.10. When you think about your experience with the institution identified in Q 2.5, would you say that:

1. Information was provided verbally or in writing about how the complaint/appeal process operated.
 1. Yes
 2. No
2. You were given an opportunity to make my views known and to offer any evidence supporting my case verbally or in writing
 1. Yes
 2. No
3. At the conclusion of the process, I was provided with a written decision.
 1. Yes
 2. No
4. The written decision was accompanied by an explanation with reasons for the decision
 1. Yes
 2. No
5. You were provided with information about how and where to further appeal my case if I was dissatisfied with the decision in this institution/unit
 1. Yes
 2. No
6. You had help from a lawyer in presenting my complaint/appeal to this institution/unit
 1. Yes
 2. No
7. You would have used a free lawyer/Paralegal if I could have had one
 1. Yes
 2. No

Q 2.11. If you are a person with disability, when you think about your experience with the institution identified in Q 2.5, would you say that: the representatives of the institution you interacted with gave you an equitable treatment?

1. Yes
2. No

Q 2.11.1. If not Q 2.11, what was the problem?

- 1) I could not read the documents presented
- 2) I could not hear what they were saying
- 3) I could not reach their offices (Stairs)
- 4) I could not communicate verbally
- 5) Other (Specify)

Q 2.12. If you pursued your complaint further, to what institution did you take such complaint/appeal?

1. A higher authority within the employing institution

2. The Board of Directors/ Advisory Council
3. Good Governance Officer at the district level
4. Labor inspector
5. Labor union (e.g., CESTRAR)
6. MIFOTRA
7. National Labor Council
8. Ombudsman's Office
9. Court
10. Did not further pursue a complaint/appeal
11. Other(specify) _____

Q 2.13. What is the main reason that you went to this institution or individual next?

1. You understood this to be required by law
2. You felt this institution/unit had the necessary expertise
3. You felt this institution/unit would handle my dispute efficiently
4. It is convenient to where I live
5. You know people at this institution/unit who could help me
6. Other (specify)

Q 2.14. If you decided not to pursue a complaint/appeal of some kind, what was the most important reason for not doing so?

1. You were satisfied with the administrative decision
2. You did not believe that pursuing a complaint/appeal would change the outcome of the decision
3. You did not have sufficient information about how to pursue a complaint/appeal
4. You did not know that a complaint/appeal was available as an option
5. You felt that pursuing a complaint/appeal would be too time-consuming
6. You felt too intimidated to pursue a complaint/appeal
7. Other (Specify)

Q 2.15. If you pursued a complaint/appeal to the institution identified in Q 2.12, how long did it take to receive some response about the substance of your complaint/appeal?

1. Less than 2 Weeks
2. Less than 1 Month
3. 1-3 Months
4. 4-6 Months
5. 6-12 Months
6. More than 12 Months
7. Never received a response

Q 2.16. When you think about your experience with the institution or individual identified in Q 2. 12, would you say that:

- a. The representative(s) I interacted with were:
 1. Very helpful in providing information relevant to your case
 2. Helpful in providing information relevant to your case
 3. Unhelpful in providing information relevant to your case
 4. Very unhelpful in providing information relevant to your case
 5. Not applicable
- b. The representative(s) I interacted with were:
 1. Very courteous
 2. Courteous
 3. Discourteous
 4. Very discourteous
 5. Not applicable
- c. The representative(s) I interacted with:
 1. Was very attentive when listening to my explanation of the case
 2. Was generally attentive in listening to my explanation of the case
 3. Was generally inattentive in listening to my explanation of the case
 4. Was very inattentive in listening to my explanation of the case

5. Not applicable

Q 2.17. When you think about your experience with the institution identified in Q 2.12, would you say that:

1. Information was provided verbally or in writing about how the complaint/appeal process operated.
 1. Yes
 2. No
2. You were given an opportunity to make my views known and to offer any evidence supporting my case verbally or in writing
 1. Yes
 2. No
3. At the conclusion of the process, I was provided with a written decision
 1. Yes
 2. No
4. The written decision was accompanied by an explanation with reasons for the decision.
 1. Yes
 2. No
5. You were provided with information about how and where to further appeal my case if I was dissatisfied with the decision in this institution/unit
 1. Yes
 2. No
6. You had help from a lawyer in presenting my complaint/appeal to this institution/unit
 1. Yes
 2. No
7. You would have used a free lawyer/Paralegal if I could have had one
 1. Yes
 2. No

Q 2.18. If you are a person with disability, when you think about your experience with the institution identified in Q 2.12., would you say that: the representatives of the institution you interacted with gave you an equitable treatment?

- 1) Yes
- 2) No

Q 18.1. If not Q 2.18, what was the problem?

- 1) I could not read the documents presented
- 2) I could not hear what they were saying
- 3) I could not reach their offices (Stairs)
- 4) I could not communicate verbally
- 5) Other (Specify)

THIRD APPEAL

Q 2.19. If you pursued your complaint further, to what institution did you take such complaint [appeal]?

1. A higher authority within the employing institution
2. The Board of Directors/Advisory Council
3. Good Governance Officer at the district level
4. Labor inspector
5. Labor union (e.g., CESTRAR)
6. MIFOTRA
7. National Labor Council
8. Ombudsman's Office
9. Court
10. Did not pursue a complaint/appeal
11. Other(specify)_____

Q 2.20. What is the main reason that you went to this institution or individual next?

1. You understood this to be required by law

2. You felt this institution/unit had the necessary expertise
3. You felt this institution/unit would handle my dispute efficiently
4. It is convenient to where I live
5. You know people at this institution/unit who could help me
6. Other (specify)

Q 2.21. If you decided not to pursue a complaint/appeal of some kind, what was the most important reason for not doing so?

1. You were satisfied with the administrative decision
2. You did not believe that pursuing a complaint/appeal would change the outcome of the decision
3. You did not have sufficient information about how to pursue a complaint/appeal
4. You did not know that a complaint/appeal was available as an option
5. You felt that pursuing a complaint/appeal would be too time-consuming
6. You felt too intimidated to pursue a complaint/appeal
7. Other (Specify)

Q 2.22. If you pursued a complaint/appeal further to the institution identified in Q 2.19, how long did it take to receive some response about the substance of this complaint/appeal?

1. Less than 2 Weeks
2. Less than 1 Month
3. 1-3 Months
4. 4-6 Months
5. 6-12 Months
6. More than 12 Months
7. Never received a response

Q 2.23. When you think about your experience with the institution or individual identified in Q 2.19, would you say that:

- a. The representative(s) I interacted with were:
 1. Very helpful in providing information relevant to your case
 2. Helpful in providing information relevant to your case
 3. Unhelpful in providing information relevant to your case
 4. Very unhelpful in providing information relevant to your case
 5. Not applicable
- b. The representative(s) I interacted with were:
 1. Very courteous
 2. Courteous
 3. Discourteous
 4. Very discourteous
 5. Not applicable
- c. The representative(s) I interacted with:
 1. Was very attentive when listening to my explanation of the case
 2. Was generally attentive in listening to my explanation of the case
 3. Was generally inattentive in listening to my explanation of the case
 4. Was very inattentive in listening to my explanation of the case
 5. Not applicable

Q 2.24. When you think about your experience with the institution identified in Q 2.19, would you say that:

1. Information was provided verbally or in writing about how the complaint/appeal process operated.
 1. Yes
 2. No
2. You were given an opportunity to make my views known and to offer any evidence supporting my case verbally or in writing
 1. Yes
 2. No
3. At the conclusion of the process, I was provided with a written decision.
 1. Yes
 2. No

4. The written decision was accompanied by an explanation with reasons for the decision
 1. Yes
 2. No
5. You were provided with information about how and where to further appeal my case if I was dissatisfied with the decision in this institution/unit
 1. Yes
 2. No
6. You had help from a lawyer in presenting my complaint/appeal to this institution/unit
 1. Yes
 2. No
7. You would have used a free lawyer/Paralegal if I could have had one
 1. Yes
 2. No

Q 25. If you are a person with disability, when you think about your experience with the institution identified in Q 2.19., would you say that: the representatives of the institution you interacted with gave you an equitable treatment?

- 1) Yes
- 2) No

Q 25.1. If not Q 2.25., what was the problem?

- 1) I could not read the documents presented
- 2) I could not hear what they were saying
- 3) I could not reach their offices (Stairs)
- 4) I could not communicate verbally
- 5) Other (Specify)

Q 2.26.1. We are interested in soliciting your suggestions or recommendations on how best to improve administrative justice in labor disputes. Please select what you believe is the most important suggestion.

1. Improve public understanding of employee rights in the administrative processes involving labor matters
2. Improve training and oversight of government officials to ensure better interactions with citizens in the handling of labor disputes
3. Improve training and oversight of government officials to ensure better understanding of legal requirements and procedures
4. Expand human and material resources of labor inspection units at the district level
5. Expand the power of labor inspectors to take enforceable decisions
6. Specify the procedures and time limit within which individual labor disputes have to be settled by workers' delegates and labor inspectors, respectively.
7. Expand provision of dialogue and mediation mechanisms to help resolve labor disputes
8. Improve monitoring of employers to ensure that that workers' delegates are established and operational.
9. Ensure enactment of the minimum guaranteed wage.
10. Other (Specify) _____

Q 2.26.2. We are interested in soliciting your suggestions or recommendations on how best to improve administrative justice in labor disputes. Please select what you believe is the second most important suggestion.

1. Improve public understanding of employee rights in the administrative processes involving labor matters
2. Improve training and oversight of government officials to ensure better interactions with citizens in the handling of labor disputes

3. Improve training and oversight of government officials to ensure better understanding of legal requirements and procedures
4. Expand human and material resources of labor inspection units at the district level
5. Expand the power of labor inspectors to take enforceable decisions
6. Specify the procedures and time limit within which individual labor disputes have to be settled by workers' delegates and labor inspectors, respectively.
7. Expand provision of dialogue and mediation mechanisms to help resolve labor disputes
8. Improve monitoring of employers to ensure that that workers' delegates are established and operational.
9. Ensure enactment of the minimum guaranteed wage.
10. Other (Specify) _____

ANNEX 3: Qualitative guidelines

1. Employees in private sector employment who have experienced disputes with their employers

1. What kinds of labor disputes have you been involved in at the district level over the past three years? [Probe: salary, leave related benefits, termination of contract (non-compliance with notice period, for gross misconduct, technical and/or economic reasons), unfair dismissal, RSSB contributions, etc.]
2. How well did you understand the administrative procedures that were involved in this/these dispute(s)? How well prepared did you feel in challenging the decision against you? Did you have any apprehension about proceeding to challenge this decision? If so, why? If not, why not?
3. Where did you go to dispute this decision, and why? [Probe: procedural issues and also if there were multiple disputes, where and why disputes were taken along certain pathways]
4. How long did it take to receive a decision from this individual/institution? If this determination went against you, did you appeal your case further? [Probe: where did you go, and why?]
5. How would you describe the kind of treatment you received from _____ [Probe: different institutions]? Their level of courtesy? Opportunities to provide evidence? Provision of information? Taking a decision within a reasonable time? Clear written explanation for decisions?) [Fine to repeat many such questions in the survey so as to gain more texture and nuance]
6. If you had the occasion to interact with one or more labor inspectors, how would you characterize their knowledge and skills level? [Probe also: their level of courtesy? Opportunities to provide evidence? Provision of information? Specialized knowledge? Clear written explanation for decisions? Effectiveness?] [Could implicate their lack of enforcement power].
7. Did you seek legal help when you sought to challenge/dispute an employment decision? Where did you seek such help? If you didn't seek such help, why? [Probe: cost, accessibility, fears]
8. What would you say was the biggest problem with the labor dispute process that you encountered? [Probe: lack of information/clarity of the process; slowness of the process; lack of responsiveness/lack of knowledge or expertise of the labor inspector, etc.].
9. Were you aware of company internal rules and regulations that addressed hiring, promotion, discipline, and occupational safety? Were they disseminated to you and other employees or were they otherwise available to read? Did the company make an effort to explain them or offer training on them, particularly for employees who may have had difficulties with reading or writing?
10. How would you assess the availability and quality of assistance provided by mediation/conciliation committees (workers' delegates) at places you have worked in the past three years? Were you aware of the existence of any defined procedure for disciplinary hearings in the place(s) you worked during the past three years? If this procedure existed, was it generally used/respected?
11. In general, do you believe that the existing labor dispute resolution organs (particularly mediation committees at work and labor inspectors) are provided with the powers and resources to protect the rights of workers? If not, why not?
12. What generally would you say were the biggest challenges you faced in trying to challenge the

- administrative decision(s) against you? Based on what you may know of others with labor disputes, what are the biggest challenges for citizens generally in challenging such administrative decisions? [Probe: Lack of awareness of workers' rights and labor dispute procedure, ineffectiveness of worker's delegate system, lack of specialization among labor inspectors, lack of enforcement power, etc.]
13. What recommendations would you make for the improvement of the labor disputes process? [Probe: Increase awareness of employees' rights and procedures for seeking redress; enactment of the legal instrument on minimum guaranteed wage; reinforcing the capacity of the labor inspector (staffing capacity, training, resources, etc.); increasing the power of the labor inspector (esp. power to take enforceable decisions); specification of procedures and time limit within which individual labor disputes have to be settled by workers' delegates and labor inspectors, etc.)

2. District decision makers responsible for private employment decisions (Principally labor inspectors)


1. How well do you think private employment disputes are handled at the district level? What about the process works well, and what doesn't, and why? What seem to be the biggest challenges for labor inspectors and the dispute resolution process generally? What are the major challenges that you personally face in handling private labor disputes? [Probe: lack of resources, lack of power to take binding decisions, staffing capacity, lack of specialization, etc.]
2. How effectively do you or any district colleagues respond to the complaints related to private employment laws and regulations raised by employees? What kinds of cases are particularly challenging? [Probe: Time limit for responding to complaints; resources/staffing; conciliation mechanisms/avenues to reduce recourse to court, etc.]
3. What steps do you take to ensure that employees' or employer's rights are properly respected within the administrative process overseen by the Labor Inspection Unit? [Probe: extent to which facts and legal issues are examined and documentation/evidence solicited; whether additional information-gathering is undertaken; whether any burdens of proof are adhered to, however informally; what kind of information is provided to the citizen to inform him/her of his/her rights; what other recourse/appeals channels are available; whether time frames for resolution are communicated, etc.]
4. How do you interact with the Legal Adviser and/or the company legal advisors in handling labor disputes? What kind of challenges have you faced in coordinating your work with the Legal Adviser? [Probe: extent to which there is coordination/consultation on matters of policy or legal interpretation, etc.]
5. What kind of professional training have you received? In what areas do you or others have particular training needs that are not being sufficiently addressed? What areas for future training should be prioritized? How would those areas help improve your job effectiveness and performance?
6. Overall, what would you recommend for addressing the challenges facing government officials seeking to resolve labor disputes or related administrative decisions at the district level? [Probe: revision of the laws and procedures to improve certain aspects of dispute resolution or to eliminate ambiguities or contradictions in the law; greater enforcement powers for labor inspectors; increasing staffing levels for inspectors; creating a special labor chamber within the courts, and encouraging judicial specialization, etc.].
7. How do you interact with the labor administration department at the Ministry of Public service and

labor? Do you sometimes challenge its decisions?

8. Are you familiar with the national labor council, the decision it makes and how it operates?
9. In the actual sense, how independent are you from the respective governance organs (the mayor, the vice mayors, the district executive secretary) at the district and how do you cope with the sometimes contradicting decisions that they can make or tell you to make?
10. Do you have an opinion as to whether labor inspectors have too many masters to serve (the mayor, the vice mayors, the District Executive Secretary and the Labor Administration)? Does this state of affairs interfere with their proper functioning?



The Institute of Policy Analysis and Research (IPAR-Rwanda)

 Kimihurura, KG 627 St, Building No.4

 P.O Box 6005 Kigali-Rwanda

 Tel: (+250) 789099704

 E-mail: info@ipar-rwanda.org |  Website: www.ipar-rwanda.org

Find us on Social Media

 Facebook: IPAR Rwanda |  Twitter: @iparrwanda



USAID
FROM THE AMERICAN PEOPLE



Institute of Policy Analysis
and Research - Rwanda