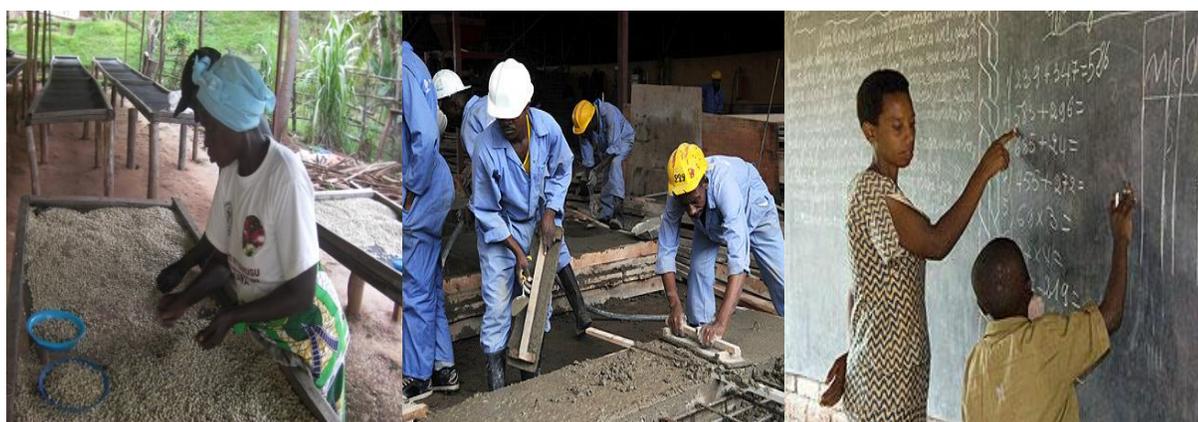


**MINISTRY OF PUBLIC
SERVICE AND LABOR**



National Manpower survey Report

Volume 1



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Foreword

The Manpower Survey project has been initiated by the Ministry of Public Service and Labor (MIFOTRA) following a meeting of Ministers in charge of labor in East Africa Community (EAC) countries that took place in Kampala in 2006. The Manpower Survey has been implemented by the National Institute of Statistics of Rwanda in close collaboration with MIFOTRA. It has been funded by the Government of Rwanda.

The ultimate objective of the Manpower Survey is to establish a better understanding of the labour markets in the member countries of East African Community (EAC) as an essential prerequisite for implementing the Common Market Protocol in a successful and efficient manner.

The questionnaires of the Manpower survey were initially developed by the Regional Technical team composed of labour statisticians/economists from EAC member countries with the technical support of ILO. At National level, the questionnaires were reviewed by a team of national professionals from different organizations so as to introduce additions and or modifications in response to the national needs.

The manpower survey has numerous survey populations including Ministries and government institutions at central and local level, Private companies both formal and informal sectors, Non government organisations and Schools at all levels. For each selected establishments, two kinds of questionnaires were administered: the employer's questionnaire which was responded by the manager of the establishment and employees' questionnaires applied to a sample of employees from that establishment.

NISR is very grateful to all parties contributed to the successful implementation of the Manpower Survey. Special gratitude goes to the survey respondents who spare no efforts to cooperate with our field staff. Last but not least we hope that the survey results would serve their purposes.

Yusuf MURANGWA

**Director General of
National Institute of Statistics of Rwanda (NISR)**

Chapter 1: Background and Objectives of the Manpower Survey

The Manpower Survey project was initiated by the Ministry of Public Service and Labour and the National Institute of Statistics following a meeting of Ministers in charge of labour in East Africa Community (EAC) countries that took place in Kampala in 2006. The objective of this meeting was to prepare a protocol of free labour movement in the region and the establishment of the common market Protocol (CMP). The meeting urged Partner States undertake a Manpower Survey to establish better understanding of their respective labour markets as essential prerequisite for implementing the CMP in a successful and efficient manner. For reasons of comparability it was agreed to conduct these national manpower surveys in a harmonised way in all EAC member states.

The Manpower Survey was to include the 6 following modules:

- Employers module
- Employees module
- Educational institutions modules
- Informal sector modules
- Unemployment for skilled persons module
- Diaspora module.

The objectives of the proposed survey were manyfold:

- (i) To determine the stock, characteristics and distribution of the Rwandan labour market by occupation, skill level, training needs, gender, age, etc;
- (ii) To determine the extent of non- or underutilisation of existing manpower (unemployment, underemployment) and the reasons thereof;
- (iii) To provide better understanding of Labour mobility, productivity, and elasticity aspects of Rwanda Labour Market
- (iv) To estimate the number of vacant posts (by occupation, skills requirements, location) within the different sectors of the economy and the reasons thereof;
- (v) To determine the future prospects for labour demand (by occupation, skills requirements, location) within the different sectors of the economy;

- (vi) To understand the hiring procedures and identify the problems accompanying them;
and
- (vii) To determine the quantity, adequacy and suitability of the current and projected future supply of skilled manpower by public and private institutions;

From 12 October 2011, five modules for the manpower survey were conducted:

1. **The Informal Sector Module:** The definition of Informal Sector in Rwanda was one of the deliverables of the Establishment Census conducted in 2011. Two criteria were then taken into consideration: Registration to Rwanda Revenue Authority and Modified Employment size¹, see Establishment Census Report (NISR, 2011). In the informal sector the establishments with one working person are excluded.
 - 1.1 The first sub-module of the Informal sector module is the **Employer's sub-Module** to collect information on establishments
 - 1.2 The second sub-module is the **Employees' sub-Module** which provides detailed information on employees in the informal sector.

2. **The Formal Sector Module:** is to collect data on employers and employment in public and private establishments of the formal sector. Politicians, military and Police forces were not considered as employees. This module comprises also of two sub-modules:
 - 2.1 **The Employer's sub-module :** To collect information on Establishment characteristics , employment characteristics, total number of posts and number of filled posts, total gross remuneration, number and type of vacant posts and future manpower projections and staff development
 - 2.2 **The Employee sub-module:** To collect information of employees from the sampled public and private establishments in formal sector.

¹ Modified employment size; establishments with the size of 5+ workers PLUS establishments with the size of 1-4 workers under the condition that such small establishments are registered at RRA and maintain regular operational accounts

3. **The Education and training institutions module:** To collect information on labour, current and future enrolment and training output. It covers both Public and Private Institutions in Primary and Secondary Schools; Technical and Vocational Training Schools and Tertiary institutions / Universities.
4. **The Diaspora module:** To collect information on the technical and entrepreneurial skills of Rwandans abroad as well as the likelihood, obstacles and opportunities to harness this potential.

The modules and sub-modules described above were organized into two groups and each group of module/sub-modules was to be conducted separately. Those are:

- (i) Establishment-based Manpower Survey, covering the four modules Employers, Employees, Education and Training, and informal sector modules;
- (ii) Web - based Diaspora Survey.

1.1. Establishment-based Manpower Survey

The establishment based survey took place at the establishments that were pre-selected using sampling techniques. Five distinct sampling frames have been used to select the establishment to be included in the survey.

Those are:

- (i) Civil servant census for Public Sector
- (ii) Establishment census of 2011 for private formal and informal Sector
- (iii) MINEDUC Schools database of Primary and secondary schools.
- (iv) Higher Type of learning institutions database from High Education Council (HEC)
- (v) TVET database from WDA for TVET schools.

1.1.1. Employers (Formal sector) Module

The Employer questionnaire was developed to collect data from public and private establishments in the formal sector. Formality in the private sector is defined, in this context and for this purpose, as establishments that are registered with RRA and have at least 5 workers or establishments with less than 5 workers under condition that they maintain regular accounts.

For private formal establishments a stratified random sampling method has been applied with regard to establishment's size and location (district). Given the small number of large and medium-sized enterprises (30 and above employees), full coverage of these establishments has been made. The sampling rates for small (10-29 employees) and micro establishments (below 10 employees) are 50% and 10% respectively. The respondent for the employer questionnaire was generally the manager of the establishment. In addition to that, Human resource officers/Directors of Finance were appointed by the manager to respond to the specific questions included in the employer questionnaire.

For ministries and affiliated institutions, the respondent to the employer questionnaire was the Director General / Permanent secretary or appropriate staff indicated by him/ her like Human resource officer or one of the directors.

1.1.2. Employees (Formal sector) module

For the employee module a two-stage random stratified sampling approach was adopted, i.e. employees from the sampled establishments were randomly selected.

In selected Cooperative that are formally registered only the employees were interviewed, not members. When the manager of the establishment is at the same time the owner he was not considered as employee.

1.1.2. Education and Training Institutions Module

For this module, an employer questionnaire was developed to collect information on labour, current and future enrolment and training output. It covers both Public and Private Institutions:

- (i) Primary and Secondary Schools;
- (ii) Technical and Vocational Training Schools;
- (iii) Tertiary institutions / Universities.

The respondent to this questionnaire in Primary, secondary and TVET schools was the Head Master. The selected employees responded to the employee questionnaire similar to the one used for formal establishments. With regard to the TVET, only those TVET institutions that are officially recognised by Workforce Development Authority (WDA) were considered.

For higher Type of learning institutions, every faculty was considered as a separate establishment and the dean of the faculty responded to the specific questions related to his faculty while other general questions were responded by the Rector. The employee questionnaires were administered to the selected staff from the faculty. The support staffs of the faculty (who are not considered as faculty staff by the dean) were excluded.

1.2. Rwandans in the Diaspora Module

Due to spatial considerations, the Diaspora questionnaire must be administered as a web based questionnaire. The Diaspora questionnaire was developed to collect information on Rwandans living abroad. The link on questionnaire in three languages (English, French, Kinyarwanda) was posted on the website of Igihe, New times, NISR, MIFOTRA and MINAFFET. The publicity campaign was conducted in collaboration with MINAFFET through all embassies, Diaspora association and social networks (facebook, twitter). Nonetheless, only few responses were received.

Chapter 2: Survey Methodology

This chapter summarises the sampling procedure; Questionnaires design; Questionnaires validation; Recruitment and Training of field staff; Data collection; Coding; Data entry; Data validation and cleaning; Tabulation; and Survey reports.

2.1 Sampling Procedures

2.1.1 Formal Sector

Four distinct universes have been identified: a- Private Business establishments which belong to formal sector; b-Public and private health facilities; c- Non-Governmental organizations; and Public/ governmental institutions. Each universe was considered a major survey stratum from which an independent sample was selected. The same survey Employer and Employee questionnaires were administered to all strata. The sampling plan is detailed in the following:

a- Formal Private Business Establishments

The sample design is composed of two stages; the description of stage samples is given below:

- **First stage:** For formal private establishments, the stratification has been done according to 4 strata: Large establishments (>100 employees); Medium establishments (30-100 employees); small establishments (10-29 employees) and Micro (<10 employees).

The first stage sampling rate is 100% for the first and the second strata, while the third and fourth strata have the sampling rate of 50% and 20% respectively. In addition to stratification by size, the administrative district was introduced as the second explicit stratifying variable where the same sampling rate was applied to all districts. An employer questionnaire was administered to each sample establishment where respondent was the head of such an establishment (the Manager) or any official designated by the manager.

- **Second stage:** The second stage is designed to select the employee sample from the establishments selected in the first stage sample. A question was included on the cover page of Employer questionnaire for the purpose of classifying employees, (in large , medium and small establishments) into three categories namely high skills (ISCO first digit 1 and 2), medium skilled (ISCO first digit 2-6) and low skills (remaining ISCO codes). From each above mentioned sample establishments, an independent employee sample was selected from each category such as 20% of employees were selected in large and medium establishments and 40% in small establishments. All employees of micro establishments were considered for the employee questionnaire.

For all above three size categories of establishments, the above mentioned sampling rates apply to all employee skill categories. If the result was not an integer the common rounding principles apply.

Field supervisors have been adequately trained on the procedure of selecting the simple systematic sample from each employee skill category.

In case of multi-branch enterprises a dummy sampling stage was introduced to select a sample of branches and a sample of employees within such branches. The sampling rates of the dummy stage and the employee stage were determined in such a way that the overall sampling rate (the product of sampling rates of the three stages) is 20%.

b- Public and private health facilities

- **First stage:** A unified frame of health establishments, irrespective of economic sector (private/public) was created from two sources: The Civil servant Census of public Sector, for public health establishments, and the Establishment Census for Private health establishments. A 50% sample was selected with equal probability from such combined frame. The economic sector (Public/private) was considered as explicit stratifying variable. Within each economic sector, the frame was sorted by administrative district so that with the systematic selection the geographic location will implicitly be considered as another stratifying variable.

An employer questionnaire was administered to the head of the health establishment.

- **Second stage:** The same procedure of business formal sector explained above was applied in the case of health establishments.

c- Non-governmental organizations

The 2011 Establishment Census represents the source of sampling frame of NGO's which have been sampled following exactly the same procedure as of the formal sector establishments.

d- Public/governmental Institutions

- **First stage:** The source of frame information is the 2011 Civil Servant Census, where public/governmental institutions were stratified into three strata: 1-Head offices and semi-autonomous organizations, 2- Branches of governmental institutions and 3- Local government authorities (Districts and Sectors). A certainty sample was selected from the first stratum and 50% sample was selected from the second and third strata. The sample selection was made with equal probability method (simple systematic) within each stratum. The frames of the three strata were sorted by district so as to insure the inclusion of implicit stratification of the establishments' geographic location with the systematic random selection. Employer questionnaires were administered to first and third stratum only, as the second stratum is merely branches affiliated to ministries or head offices.

- **Second stage:** The employees of the selected institutions in the first stage sample were stratified according to skill level into high medium and low skilled. A 10% systematic sample was selected from each skill stratum of the first institution stratum and 20% systematic sample was selected from each skill stratum of the second and third institution strata. The employee questionnaire was administered to the selected employee sample.

2.1.2 Informal Sector

The frame information was extracted from the 2011 Establishment Census, where establishments with only one worker were exempted. A 10% systemic sample was selected from each District. Prior to selection, establishments of each district were sorted according to ISIC code so as to include Industry as an implicit stratifying variable. The employer questionnaire of informal sector was administered to the establishment owner/manager. Wherever the manager is not the owner he/she was also eligible to employee questionnaire. Apart from the establishment owner, all workers were eligible to employment questionnaire.

2.1.3 Educational Institution

The educational institutions in Rwanda have been stratified into three main strata:

- a- Primary and Secondary schools
- b- TVET
- c- Tertiary institutions and universities

A different sampling procedure has been applied to each stratum. The following subsections describe the sampling design of educational institutions

a- Primary and Secondary Schools

The sample was selected in two stages, where the headmasters/ directors of the first stage school sample were eligible to employer questionnaire. While the second stage sample was designed for the purpose of selecting a sample of employee (teachers and others) from the selected school in the first stage.

- **First stage:** A 10% sample of primary and secondary schools were selected from the school frame that was stratified by cross-stratifying variables: school level (primary and secondary) and administrative District. Hence a simple stratified sampling technique was applied. Furthermore, the frame of each substratum was sorted by school type (public/private) and size (total number of staff). Thus, with the systematic selection an implicit stratification of those two variables would be introduced.
- **Second stage:** The staff members, of each school selected in the first stage sample, were categorized into three skill categories: high, medium and low, using ISCO codes as

explained above, where a 20% sample was selected from each category. An equal selection probability was applied using a systematic selection method. The employee questionnaire was administered to each person selected in the sample

b- TVET

- **First stage:** A sample of 50% of TVET was selected with equal probability (systematic). Prior to selection the sampling frame was stratified by administrative district. In addition the sampling frame of each district was sorted by school type (Private/Public). Hence with systematic selection this variable will be implicitly considered as an additional stratifying variable. The employer questionnaire was applied to headmasters/directors of such TVET schools.
- **Second stage:** The staff members, of each TVET school selected in the first stage sample, were categorized into three skill categories: high, medium and low, using ISCO codes as explained above, where a 40% sample was selected from each category. An equal selection probability was applied using a systematic selection method. The employee questionnaire was applied to each person selected in the sample

c- Tertiary Education

- **First stage:** All tertiary educational institutions and universities (with each faculty considered as a separate unit) was covered in the first stage, where a single employer questionnaire was completed by the faculty with the assistance of the university administration. As such, the first stage is a certainty sample.
- **Second stage:** The staff members, of each faculty/institute selected in the first stage sample was categorized into three skill categories: high, medium and low, using ISCO codes as explained above, where a 20% sample was selected from each category. An equal selection probability was applied using a systematic selection method. The employee questionnaire was administered to each person selected in the sample.

2.1.4 Weighting and Estimation

a- Weighting

- **Employer Modules:** In order for the sample estimates from the Manpower Survey to be representative of the population of organizations and establishments, it is necessary to multiply the data by a sampling weight, or expansion factor. The basic weight for each sample establishment would be equal to the inverse of its probability of selection. After calculating the weights in a spreadsheet file they have been merged to the data file of respective module. The tabulation programs have weighed the data automatically.

For the establishments/institution in the list frame included in the Manpower Survey sample with certainty, the probability of selection and corresponding basic weight would be equal to 1, since these establishments are self-representing. A stratified one-stage sample design is used for selecting the establishments in any non-certainty strata, so the probability of selection (or sampling rate) is defined as follows:

$$P_h = \frac{n_h}{N_h},$$

Where:

n_h = number of sample establishments/ institutions in the manpower sample of stratum h

N_h = total number of establishments in the frame from which the sample was selected for Stratum h

The basic weight for the sample establishments in each stratum is the inverse of this probability of selection, and can be expressed as follows:

$$W_h = \frac{N_h}{n_h}$$

It is important to adjust the basic weights to take into account the non-response rate within each stratum, including the certainty strata. The weights should be adjusted for non-interviews as follows:

$$W'_h = W_h \times \frac{n'_h}{n''_h}$$

Where:

W'_h = adjusted weight for the establishments in stratum h

n'_h = number of valid sample establishments selected in stratum h

n''_h = number of establishments with completed interviews in stratum h

- **Employee modules:** The employee samples were selected in two stages in all subpopulations of the survey with the exception of informal sector where all employees of the establishments selected in the first stage sample were surveyed (certainty second-stage sample). In some cases of the Formal sector subpopulations, a dummy sampling stage was introduced to select a sample of branches from the multi-branch enterprises. Thus:

The overall selection probability of an employee $p_{ijh} = p_{jh}^1 \cdot p_{jh}^2 \cdot p_{ijh}^3$, where:

p_{ijh} is the probability of selecting the i th employee from the j th establishment in the stratum h .

where h is combination of establishment strata and employee strata

p_{jh}^1 is the probability of selecting the j th establishment from stratum h , where h is the establishment stratum

p_{jh}^2 is the dummy stage of selecting a sample of branches from, the j th enterprise, if applicable

p_{ijh}^3 is the conditional probability of selecting the i th employee given selecting the j th establishment from stratum h

The basic weight for the sample employee in each stratum is the inverse of this probability of selection, and can be expressed as follows:

$$w_{ijh} = 1/p_{ijh}$$

It is important to adjust the basic weights to take into account the non-response rate within each stratum, including the certainty strata. The weights should be adjusted for non-interviews as follows:

$$w'_{ijh} = w_{ijh} \frac{n_{jh}}{n''_{jh}}$$

where:

w'_{ijh} = adjusted weight for the i th employee in j th establishments in stratum h

n'_{jh} = number of valid sample employee in j th establishment in stratum h

n''_{jh} = number of sample employee with completed interviews in stratum h

b- Estimation

- **Types of Survey Estimates**

The most common survey estimates to be calculated from the Manpower Survey are in the form of totals and ratios. The survey estimate of a weighted total can be expressed as follows:

$$\hat{Y} = \sum_h \sum_i \sum_j w_{ijh} \times y_{hij}$$

This weighted total of variable y is summed across the sample establishments in all strata included in the domain of tabulation.

The survey estimate of a ratio is defined as follows:

$$\hat{R} = \frac{\hat{Y}}{\hat{X}},$$

Where \hat{Y} and \hat{X} are estimates of totals for variables y and x , respectively, calculated as specified previously.

The survey estimates of means and proportions are special types of ratios. In the case of the mean, the variable x , in the denominator of the ratio, is defined to equal 1 for each sample establishment so that the denominator is the sum of the weights. In the case of a proportion, the variable x in the denominator is also defined to equal 1 for all elements; the variable y in the numerator is binomial and is defined to equal either 0 or 1, depending on the absence or presence, respectively, of a specified characteristic for each sample establishment/employee.

- **Calculation of Sampling Errors**

In the publication of the results from the Manpower Survey, it is important to include a statement on the accuracy of the sample estimates. In addition to presenting tables with calculated sampling errors for the most important survey estimates (Annex 1), the different sources of non sampling error should be described.

The standard error, or square root of the variance, is used to measure the sampling error, although it may also include a small part of the no sampling error. The variance estimator should take into account the different aspects of the sample design, such as the stratification and clustering. Programs available for calculating the variances for sample estimates from stratified sample designs such as those for the Manpower Survey are the Complex Samples module of SPSS and STATA. These software packages can be used to calculate the variances of totals, means, proportions and other ratios. They produce subpopulation estimates for each category of a classification variable, and these variables can be cross-classified. For each estimate, these software packages

tabulate the standard error, coefficient of variation (CV), 95 percent confidence interval and the design effect (DEFF). Both Stata and the Complex Samples module of SPSS use a linearized Taylor-series variance estimator.

In order to use SPSS and STATA software, each record in the data file should include fields for the stratum and cluster codes, the weight and first-stage sampling rate, in addition to the classification and analysis variables that are required for the particular analysis. The classification variables are used to produce subpopulation estimates for all their respective categories. The analysis variables are generally count variables, which are equal to 1 if the unit has a certain characteristic and 0 otherwise, few analysis variables are continuous.

The formula for the variance of the survey estimate of a total used by SPSS Complex Samples can be expressed as follows:

Variance Estimator of a Total

$$V(\hat{Y}) = \sum_{h=1}^L \left[(1 - f_h) \times \frac{n_h}{n_h - 1} \sum_{j=1}^{n_h} \left(\hat{Y}_{hj} - \frac{\hat{Y}_h}{n_h} \right)^2 \right],$$

Where:

$$\hat{Y}_{hj} = \sum_j \sum_i W_{hij} \times y_{hij} = \text{weighted value of variable } y \text{ for the } i\text{-th sample}$$

Establishment/

Employee in stratum h

$$\hat{Y}_h = \sum_{i=1}^{n_h} \hat{Y}_{hi} = \text{weighted total of variable } y \text{ for stratum } h$$

$$f_h = \frac{n_h}{N_h} = \text{first stage sampling fraction for stratum } h$$

L = number of strata

The expression $(1-f_h)$ is the finite population correction factor based on the sampling rate for stratum h . In the case of the certainty strata, since $n_h = N_h$, the sampling rate f_h is equal to 1, so the corresponding finite population correction factor is equal to zero; as a result the variance component for the certainty strata is correctly calculated as zero. It is important to include the data from the certainty strata in the data file in order to obtain the combined estimates from all strata. The certainty strata generally contribute a large amount to the total estimate but have a zero variance, thus lowering the coefficients of variation for combined estimates from all strata.

The variance estimator of a ratio used by Complex Samples module of SPSS can be expressed as follows:

Variance Estimator of a Ratio

$$V(\hat{R}) = \frac{1}{\hat{X}^2} \left[V(\hat{Y}) + \hat{R}^2 V(\hat{X}) - 2 \hat{R} COV(\hat{X}, \hat{Y}) \right],$$

Where:

$$COV(\hat{X}, \hat{Y}) = \sum_{h=1}^L \left[(1-f_h) \times \frac{n_h}{n_h-1} \sum_{i=1}^{n_h} \left(\hat{X}_{hi} - \frac{\hat{X}_h}{n_h} \right) \left(\hat{Y}_{hi} - \frac{\hat{Y}_h}{n_h} \right) \right]$$

$V(\hat{Y})$ and $V(\hat{X})$ are calculated according to the formula for the variance of a total.

2.2 Response Rates

Table 2.2.1 below shows the response rates for the several modules applied in the Manpower Survey

Table 2.2.1 Response rates

Module	Designed Sample	Eligible cases	Responses	Response rate %
Employer, Formal Sector	2607	1734	1596	92%
Employee, Formal Sector	19052	19052	17345	91%
Employer, Informal Sector	2558	1813	1664	92%
Employee, Informal Sector	4147	4147	4012	97%
Education, Employer	509	509	505	99%
Education, Employees	2983	2983	2863	96%

Clearly the response level of a survey of this nature is very high, it ranges from 91% for Formal sector employee to 99% for Employers in educational organizations.

2.3 Questionnaire design

The questionnaires of Manpower survey were initially developed by the Regional technical working group at EAC level. The Regional technical working group was composed of officials from all countries, members of EAC, and each countries was represented by at least two persons: One from the Statistical Bureau and other from the Ministry that has Labour in its

attribution. During different meetings, participants, with the support of ILO, have agreed on the content of the questionnaire for each module. For the sake of comparability core questionnaires have been agreed upon by all member countries. However each country was allowed to add specific questions according to its specific needs. In the questionnaires, the specific questions to the countries are marked by inscription "Option". See Annex II for Informal sector questionnaires

2.4 Questionnaire validation

At the National level, in addition to core questions agreed on at regional level, some questions suggested by different Ministries and government institutions were added. A three-day meeting for the validation of the questionnaire took place in Musanze from 17th to 19th August 2012. In that meeting the following institutions were represented: National Institute of Statistics of Rwanda (NISR), Ministry of Public Service and Labour (MIFOTRA), Ministry of Commerce and Industry (MINICOM), Ministry of Education (MINEDUC), Private Sector Federation (PSF), Workforce Development Authority (WDA) and Kigali Institute of Education (KIE). During that meeting participants went through all questionnaires checking the formulation of questions and their modalities and they suggested improvements that were introduced in the final version of the questionnaires.

2.5 Recruitment and training of field staff.

The advertisement for the recruitment of Manpower survey fieldworkers was published in the popular newspaper of Rwanda (Imvaho nshya). The number of applicants reached 4636, where 2150 were shortlisted for written exam. The selection for shortlisters was based on a number of criteria like the level of education, and experience in data collection. The shortlisted candidates sat for a written exam and 252 were qualified.

The Training of Trainers (TOT) which preceded interviewers' training took place from 19th to 23rd September 2011. The trainers were selected staff from the National Institute of Statistics of Rwanda (NISR), Ministry of Public Service and Labour, Workforce Development Authority and High Education Council. The training covered the interview techniques, questionnaires

explanation question by question, fieldwork organisation, and sampling techniques to be used for the second stage sample selection.

The training of interviewers took place in the period from 3rd to 11th October. It was attended by 241 participants who were judged qualified in a written recruitment exam. The trainers were selected from the capable employees of (NISR) who had attended the training of trainers program.

During the training workshop, trainees were taught interview techniques and they had the opportunity to practice what they learned through role playing.

Trainees were divided into 8 teams, each team followed up by two supervisors to control their regular attendance and their performance.

Based on an evaluation test given after the training, 215 field workers were recruited. The trainees who obtained higher score were appointed as Team leaders and field editors.

2.6 Pre-test

Following the training of trainers program, the pre-test was undertaken in Kigali from 26th to 27th September. The key objectives of the pre-test were to test the procedures of data collection and completing survey questionnaires. The survey management has received feedbacks from the field teams which have been accounted for in the main field work.

2.7. Data collection

The data collection started on 12/10/2011 with the education module, first in 6 districts and then in 24 remaining district. The data collection of education module ended on 28/10/2011. After the education module is completed, the data collection was extended to the 3 other modules: employers' module, employees' module, and informal sector module. A total of 30 teams of 5 interviewers, 1 field editor, 1 Team Leader and 1 driver were responsible for data collection. The Team Leader responsibility includes organizing team activity and assign the task to every interviewer and field editor on a daily basis and checking some completed questionnaires before sending them to the field supervisor. The field editor checked each and

every questionnaire and edit or correct it if necessary. Uncompleted questionnaires were returned to the interviewer in order to complete them correctly. The field was supervised by 15 field supervisors, each in charge of 2 data collection teams. Field Supervisors were responsible for the second stage sampling and questionnaire cross-checking before leaving the working spots. Data quality have been monitored throughout the data collection period by holding daily meetings by Team Leaders and Supervisors at the evening to review progress, address any emerging problems that would have been faced by any of the team member and prepare the work for the next day. There have been regular telephone communications between field supervisors, team leaders, editors and interviewer on one hand, and between the Supervisors and the Coordination team on the other so as to update on the progress and sort out any emerging problems. The Survey Coordinator followed up the progress of the field work through weekly meeting with assistants coordinator and all supervisors. Coordination team visited regularly teams on the field to monitor the work progress and sort out any technical and administratives problems.

All districts have been covered in the first phase of the field work before 26th of January 2012. However due to the non-response of some establishments for several reasons and of some employees in several establishments another phase of the field work was launched during the period 6th to 17th February in the City of Kigali and from 27th February to 3rd March 2012 in all other districts

2.8 Coding

After data collection is completed, the next stage was coding. In total 36 people were selected and trained for a periode of 8 days to perform that activity.

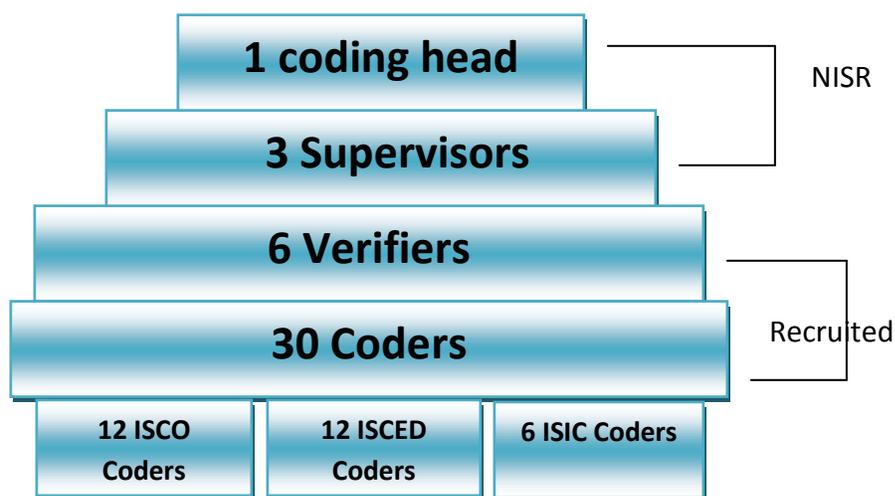
The training included:

1. International Standard Industrial Classification of all economic activity (ISIC-2008)
2. International Standard Classification of Occupations (ISCO-2008)
3. International Standard Classification of Education (ISCED)

The training program was followed by an evaluation test. Trainees who have scored better were appointed as verifiers.

The coding process was organized in teams and each team has 6 persons: 2 coders for ISCO, 2 coders for ISCED, 1 coder for ISIC and 1 verifier. The teams were supervised by 3 staff from NISR who were working closely with verifiers to resolve any technical or others administrative issues.

The figure below show the organization of the coding activity



Around 28,027 questionnaires have been coded. The coding activity has been completed in April 2012.

2.9 Data entry

In total 33 people were selected and trained for more than a week (from 30 December 2011 to 9 January 2012) to perform the data entry activity. The data entry started on 10th January 2012 and continued for about three months.

The data entry program for each module was developed using CsPro. The program includes some key information on establishments like Unique identifier, geographical location, as a lookup file. This helped in controlling data entry errors in key variables.

2.10 Data validation and cleaning

The data cleaning of the Manpower Survey data sets started on 23 March 2012. The initial data cleaning was in most cases about identifying duplications and wrong code in ISCO, ISIC and ISCED. The second phase of data cleaning was done by looking into to each variable and by checking consistency between variables during the tabulation activity.

2.11 Tabulation

Statistical tabulations have been produced for each and every question in survey questionnaires. For the purpose of extracting the tables the data sets have been organized in such a way that :

A set of tables have been produced for Formal Sector employers, including Public/governmental sector, NGO's, and Private and public Health institutions. The classifying variable in most tables is the activity sector(Public, Private enterprises, Health and NGO);

A similar set of tables have been produced for formal sector employees using the same classifying variable as indicated above;

The third set of tables have been produced for Informal sector employers, using province as classifying variable in most cases;

The fourth set of tables have been produced for Informal Sector employees, using province as classifying variable in most cases

The fifth set of tables have been produced for Employers of Educational institutions , using the level of education as classifying variable in most cases (Primary, Secondary, Tertiary and TVT)

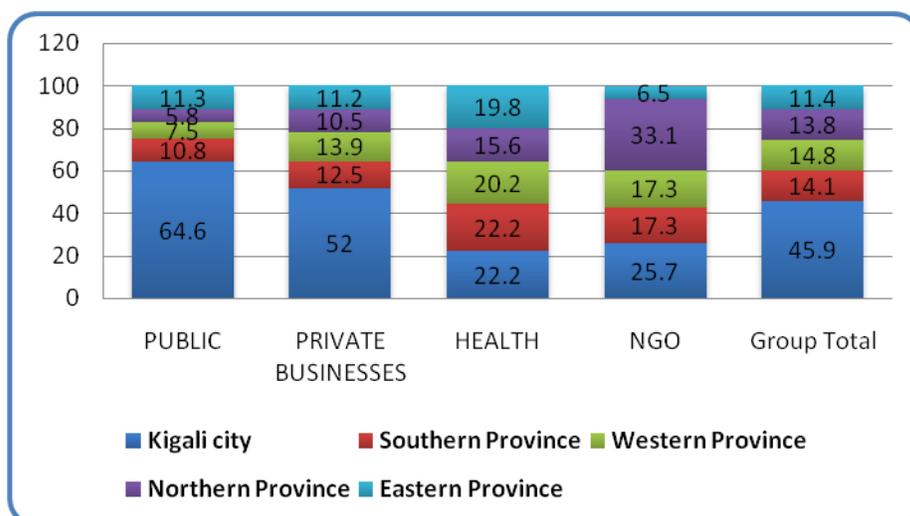
The sixth set of tables have been produced for employees in educational institutions using the level of education as classifying variable.

Chapter 3: Summary results

3.1. Formal Sector Employer

- The summary results elaborate on the most important findings of the survey; a separate section is designated to each survey sub-module. The present section deals with formal sector employer, the next deals with employers of educational and training institutes, section 4.3 handles Informal sector employers, sections from 4.4 to 4.6 deals with employees of above mentioned study populations. Graphs have been included to underscore the important findings dealt with.
- A total estimate of 5757 formal sector organizations/enterprises have been reached, noteworthy is that such organizations/enterprises include four different categories: Governmental/public organizations; Private businesses; Health institutions (private and public) and Non-governmental Organizations (NGO's). The reason for including such distinct activity sectors in one data set is the application of unified employer and employee questionnaires to all of them, although different sampling plans have been adopted as explained before.
- With regard to the provincial distribution of formal sector units it has been found that more than 45 percent of formal sector units are located in Kigali. The provincial distribution of formal sector units varies to large extent according to activity sector: while 64.6 percent of public organizations and 52 percent of private businesses are located in Kigali, only 22.2 percent of health institutions and 25.7 percent of NGO's are located in the said province.

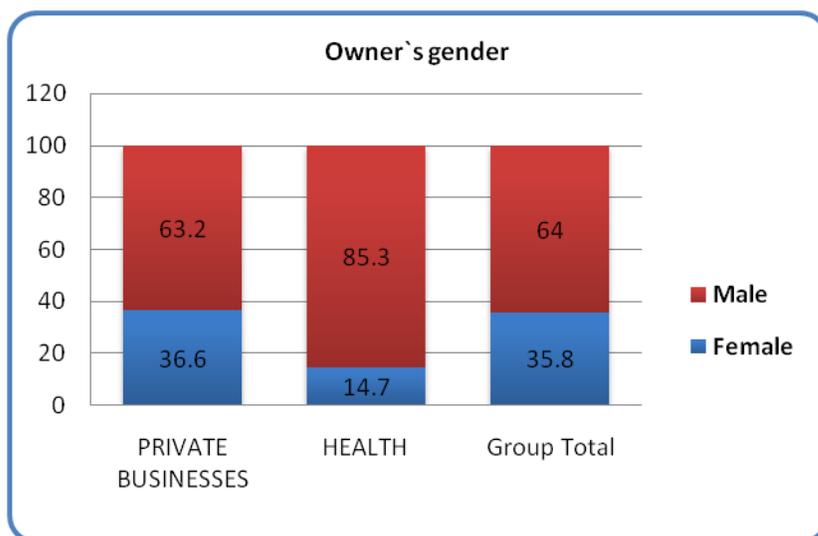
Graph 1. 1: Distribution of establishments by province according to the activity sector



Responding owners (optional questionnaire section)

- Being limited to Private businesses and private health institution, most of responding owners are males (64 percent), with even higher percent in the health sector.

Graph 1. 2: Distribution of responding owners by gender according to activity sector

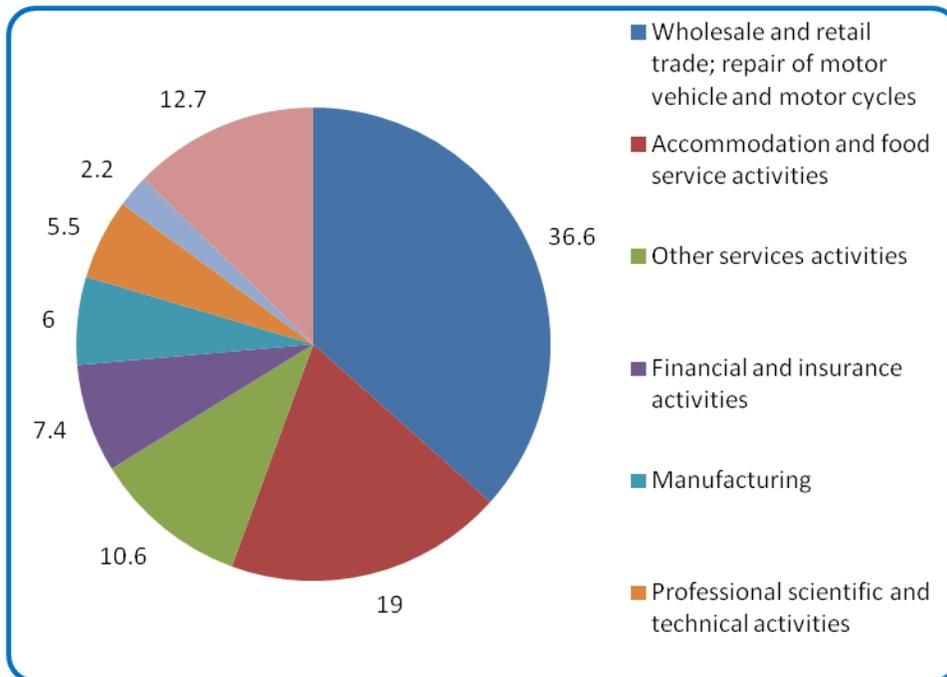


- Most responding owners (72.3 percent) are middle aged (30-49) and of Rwandan nationality (93.6 percent).
- The biggest percentage of responding owners (23.2 percent) are of secondary education – A level, followed by those holding bachelor degree (16.6 percent).

Section A. Establishment characteristics

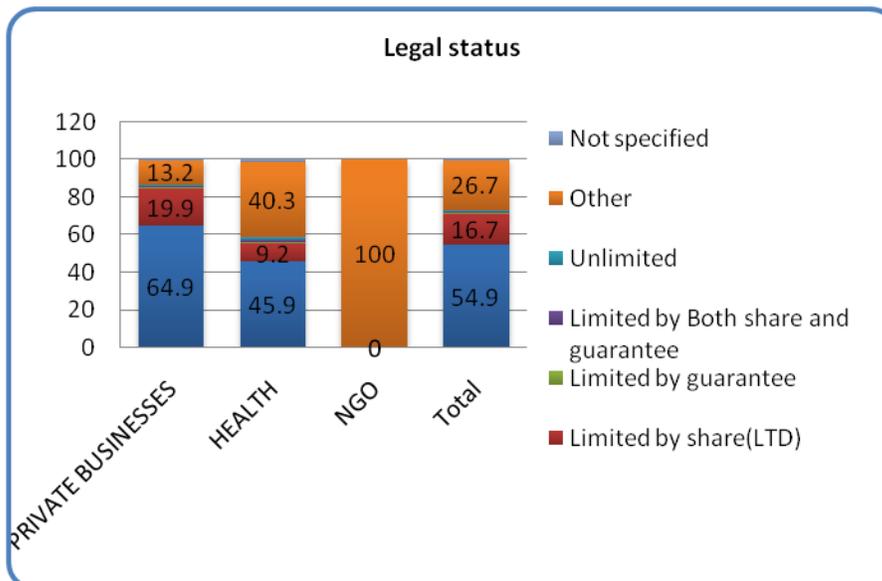
- The vast majority of formal sector businesses (88.7 percent) are in the form of a company.
- Registration is quite common among private businesses, health institutions and NGO's. About 86.1 percent and 63.8 percent of private businesses are registered at RRA and RDB respectively. Whereas Health institutions are mostly registered at RRA (90.1 percent). All enterprises irrespective of activity sector are registered in highest percentage at respective local district authorities.
- The overwhelming majority of registered establishments (78.3 percent) have started registration since 2004 onward.
- The main economic activity of Private businesses is wholesale and retail trade; repair of motor vehicles and motor cycles (36.6 percent) followed by accommodation and food service activities (19 percent).

Graph 1. 3: Distribution of establishments in the formal private businesses by main economic activity



- The legal status of private businesses is mostly sole proprietorship (64.9 percent) followed by limited by share -LTD- (19.9 percent).

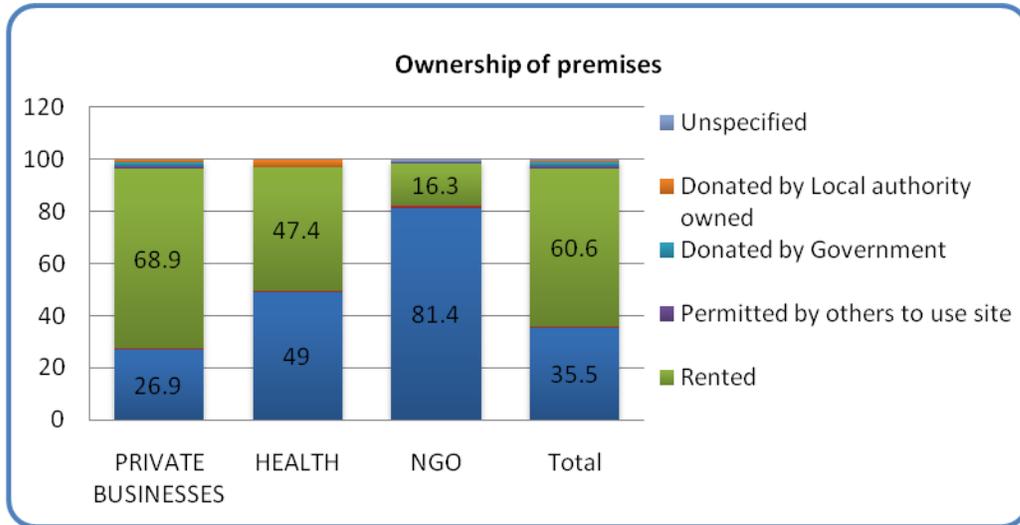
Graph 1. 4: Distribution of establishments by legal status, according to activity sector



- The tenure type of establishment premises is rented in most cases (60.6 percent). The percent of establishments with rented premises varies between 16.3 percent for NGO's

and 68.9 percent for private businesses. Most premises of NGO are fully owned (81.4 percent).

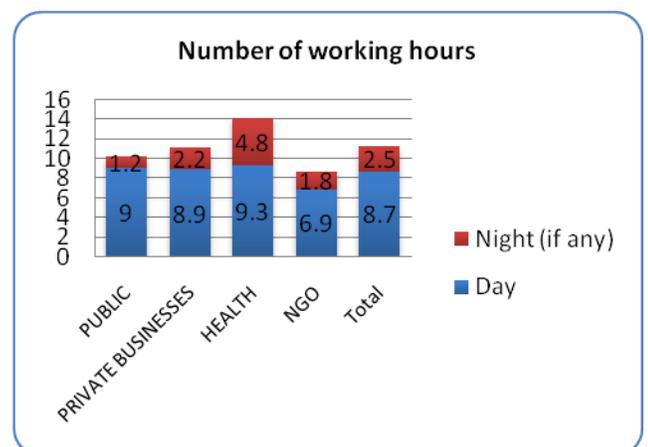
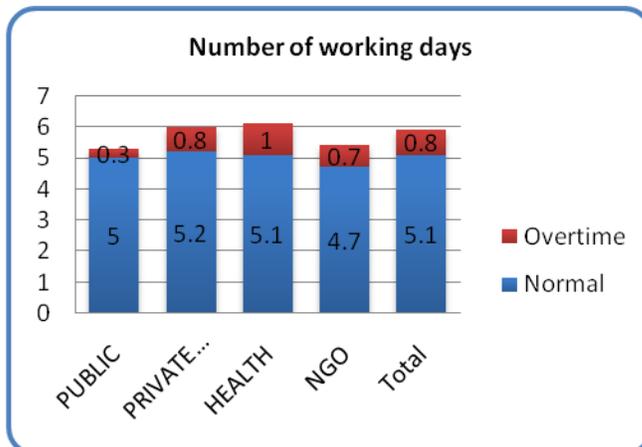
Graph 1. 5: Distribution of establishments by ownership of premises, according to activity sector



Section B. Workload

- The average number of normal working days of an establishment per week is 5.1 days. It varies in a narrow range with activity sector where it increases from 4.7 days for NGO's to 5.2 days for private businesses.
- The average number of working hours per a working day of an establishment is 8.7 hours. It varies in a somewhat wide range with activity sector where it increases from 6.9 hours for NGO's to 9.3 hours for health institutions.
- In average, the number of working nights per establishment is 2.5 nights in a week.

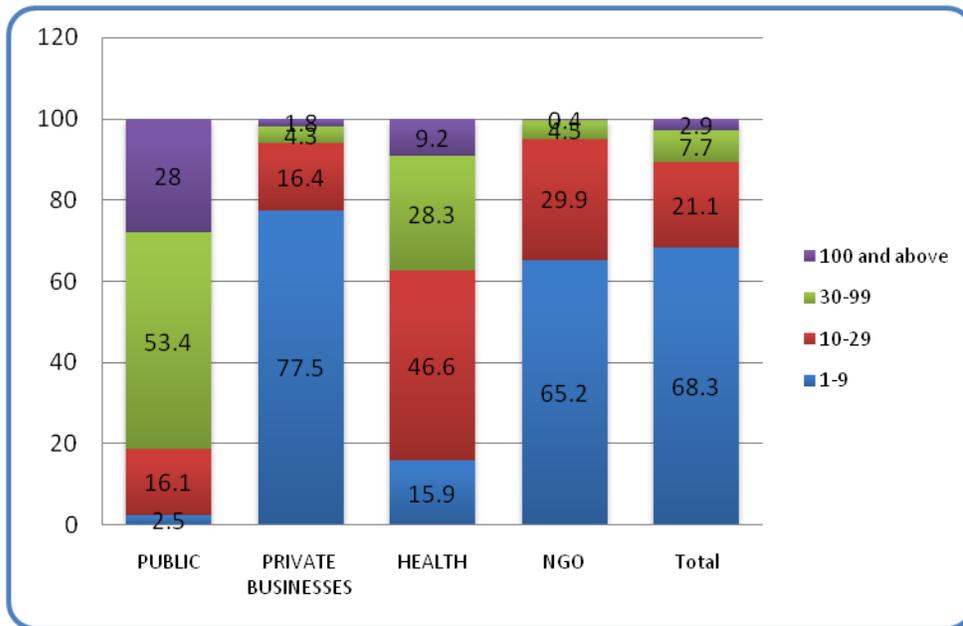
Graph 1. 6: Average number of working hours by day and average number of working days per week



Section C. Employee Characteristics and vacant posts

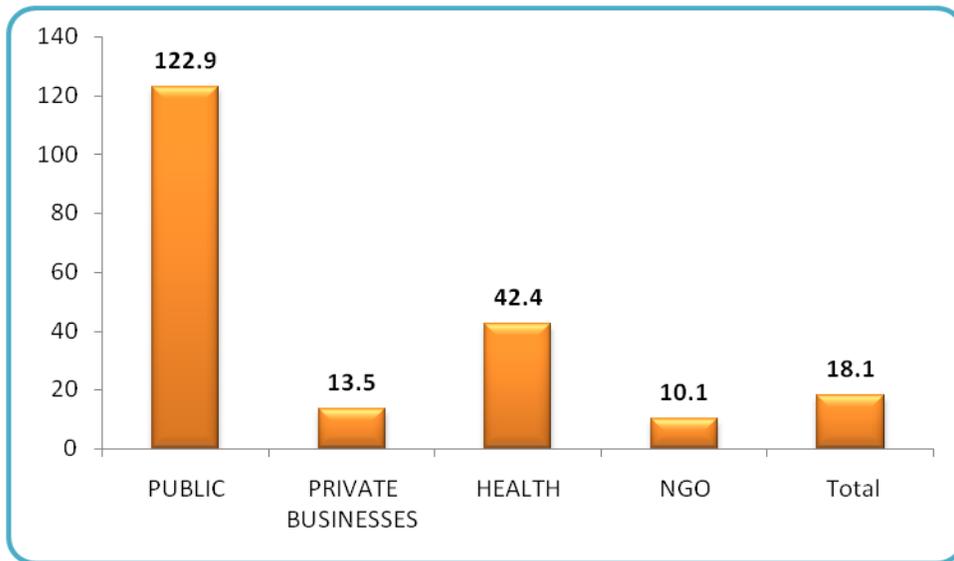
- The distribution of organizations/enterprises by number of employees indicates that about 68.3 percent of the establishments are of less than 10 workers and 21.1 percent are in the group of 10-29 workers. The distribution varies substantially with activity sector: while public organizations and health institutions tend to have much larger number of employees, private businesses and NGO's are inclined to have smaller numbers of workers.

Graph 1. 7: Percentage distribution of establishment by the number of their employee, according to activity sector



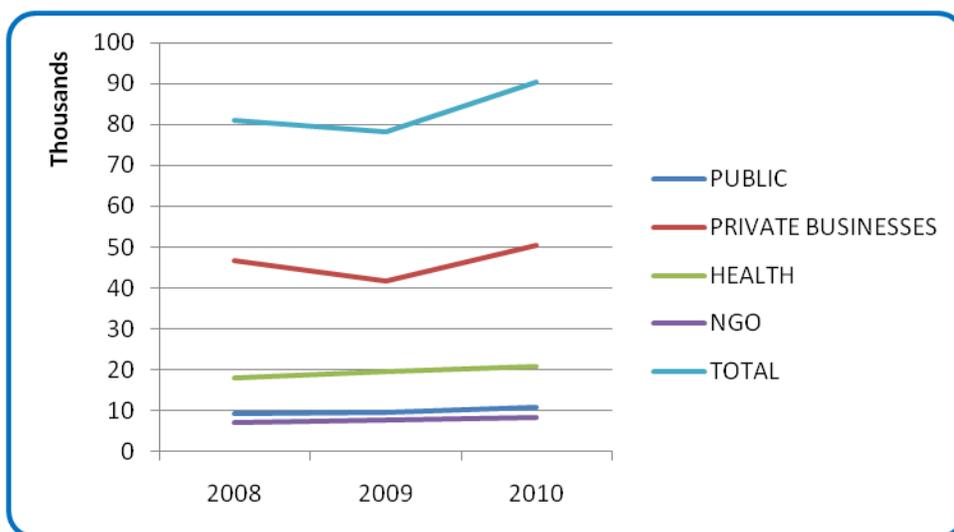
- Consistent with the distribution of organizations/enterprises by employment size, the average number of working persons varies considerably over activity sector categories: while it is as high as 122.9 persons in governmental/public organizations it is as low as 10.1 in NGO's and 13.4 in private businesses. The corresponding figure for health institutions is 42.4. In total, the average size of a formal sector organizations/ enterprise s is 18.1 working persons.

Graph 1. 8: Mean number of working persons per establishment according to activity sector



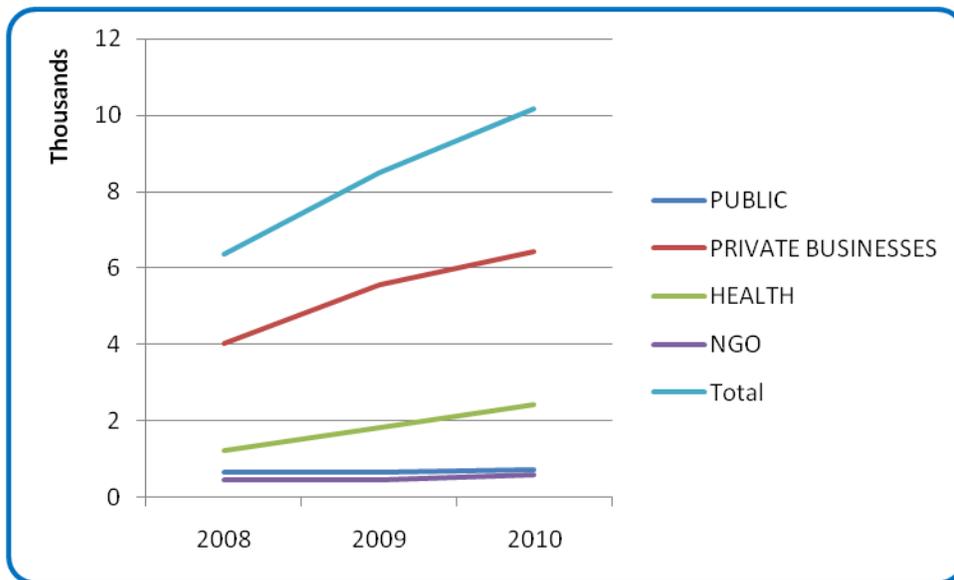
- The estimate of total number of employees in the three years preceding the survey shows an increasing trend in all activity sectors excepting private businesses. Employees in public/governmental organizations increase from about 9200 employees in 2008 to 9500 employees in 2009 and to 10900 in 2010. The corresponding figures for private businesses are about 46800, 41700 and 50400 in 2008, 2009 and 2010 respectively. While for health institutions the estimates are about 18000, 19400 and 20800 and for NGO's the estimates are 7000, 7500 and 8200 in 2008, 2009 and 2010.

Graph 1. 9: Estimation of total number of employed persons in 2008, 2009 and 2010 according to activity sector



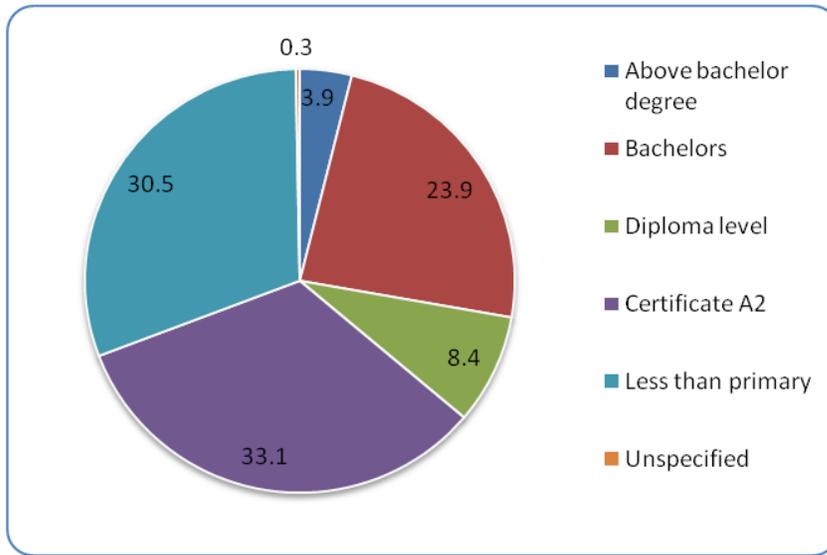
- The estimate of labor turnover in the three years preceding the survey shows an increasing trend over 2008, 2009 and 2010 years irrespective of the type of activity sector. The labor turnover increases from about 6400 in 2008 to 8500 in 2009 and to 10200 in 2010. Notably, the substantial increase in the turnover of private businesses from about 4000 in 2008 to 5600 in 2009 may partially explain the drop in the employee numbers in 2009 of private businesses.

Graph 1. 10: Estimation of total number of employees turnover in 2008, 2009 and 2010 according to activity sector



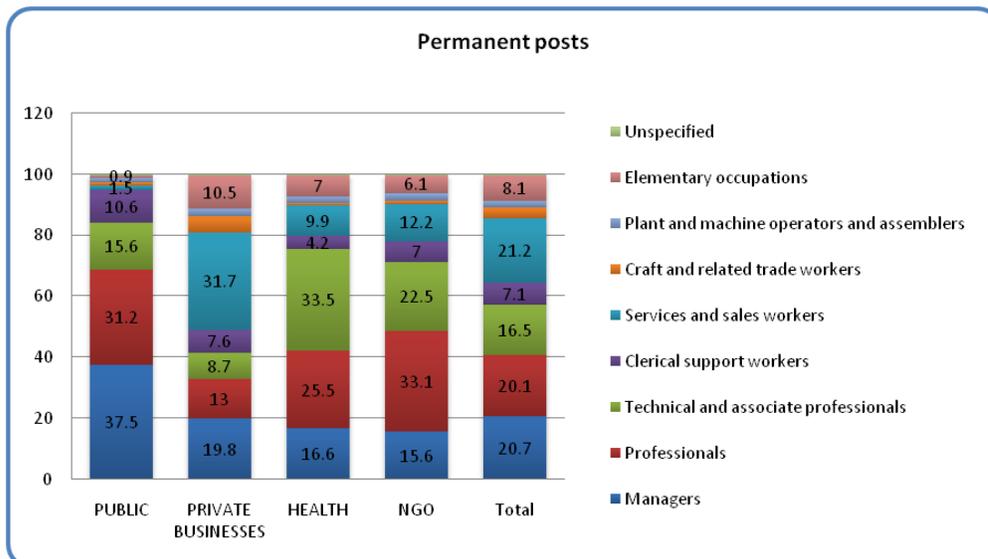
- The total number of permanent posts is estimated at 34600 posts approximately, The distribution of permanent posts according to minimum educational requirements shows that about 3.9 percent of the posts require post graduate diploma or higher. On the other extreme 30.5 percent of the posts require less than primary education. The remaining posts (about 65.3 percent) require minimum educational level ranges from under graduate diploma (8.4 percent) to certificate A2 (33.1 percent).

Graph 1. 11: Percentage distribution of permanent posts according to minimum education requirement



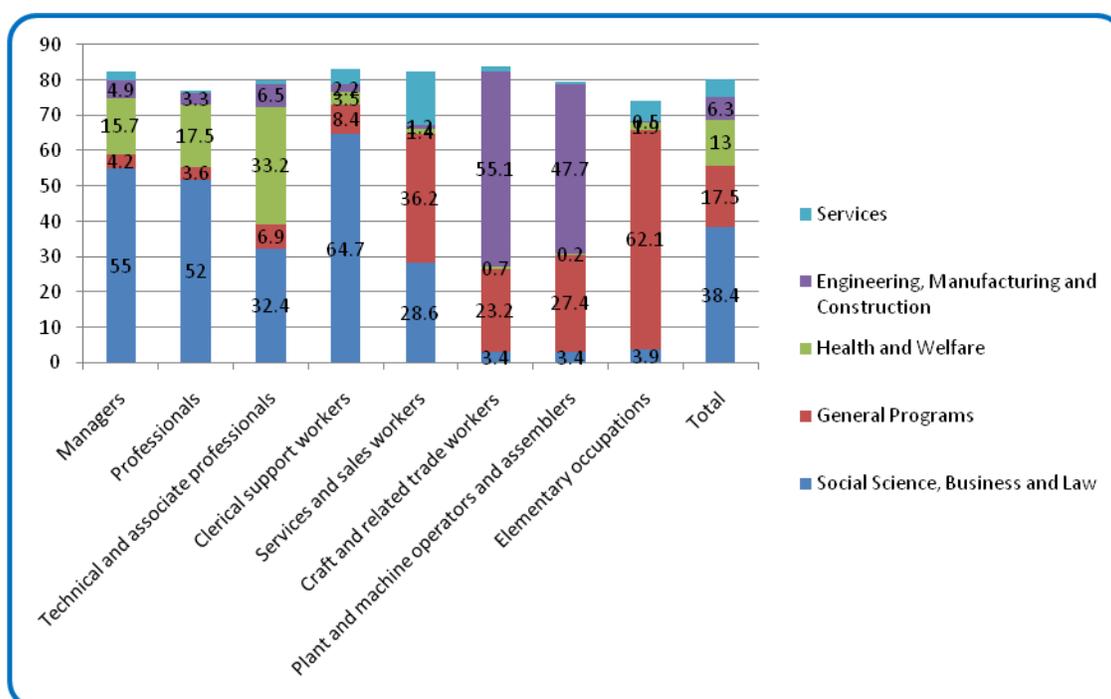
- About 85.6 percent of permanent posts concentrate in the five highest occupation categories: managers (20.7 percent); professionals (20.1 percent); technical and associate professionals (16.5 percent); clerical support workers (7.1 percent); and services and sales workers (21.2 percent). The occupational structure of permanent posts varies to large extent with activity sector, while ‘managers’ is the prime permanent post at public/government organizations (37.5 percent), ‘services and sales workers’ is the prime permanent post at private businesses (31.7 percent); ‘Technical and associate professionals’ is the prime posts at health institutions (33.5 percent); and finally ‘professionals’ is the prime post at NGO’s (33.1 percent).

Graph 1. 12: Percentage distribution of permanent posts according to activity sector



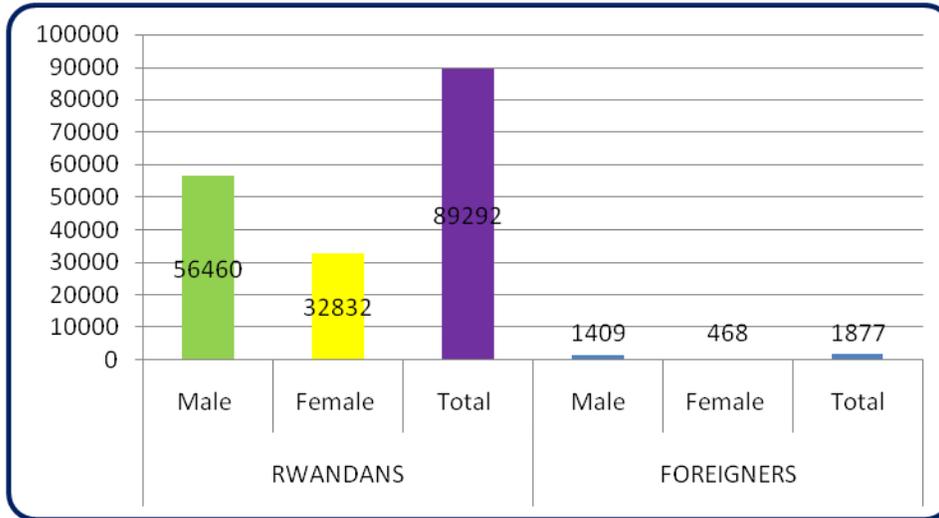
- The predominant field of education required by the highest four occupation categories of permanent posts is ‘Social Science, Business and Law’. The percentage of this educational field ranges from 32.4 percent for technical and associate professionals posts to 64.7 percent for Clerical support workers posts. As far as the lowest five occupational categories of permanent posts are concerned, the major required educational field varies from occupation to another, but in general it suits the nature of the occupation concerned. For example ‘Engineering, Manufacturing and Construction’ is the major field required by Craft and related trade workers posts (55.1 percent) and plant and machine operators and assemblers posts (47.7 percent)

Graph 1. 13: Percentage distribution of permanent posts by the field of education requirement



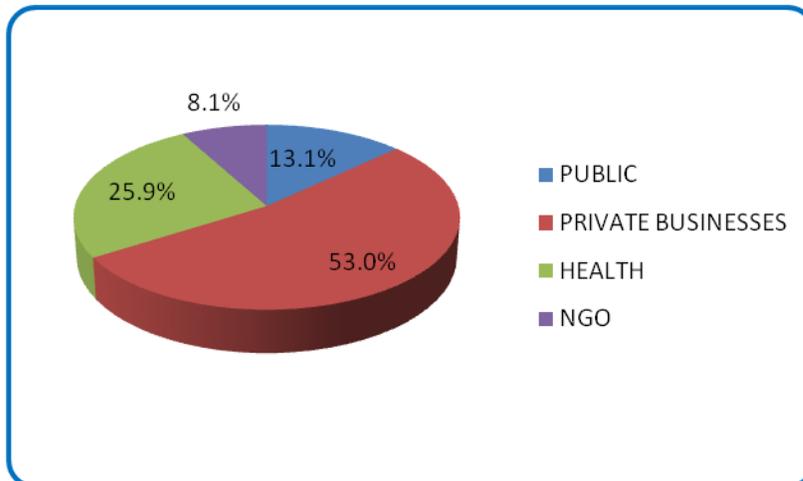
- The total number of permanent employees in the formal sector organizations/establishments is estimated at about 91200 as of the 30 September, 2011. The overwhelming majority of employees are Rwandans (97.9 percent) and males (63.5 percent). The gender structure of Rwandan employees is in favor of males for all occupations with the exception of clerical support workers where females exceed males to some extent.

Graph 1. 14: Estimation of the number of permanent employees by gender, nationality and occupation



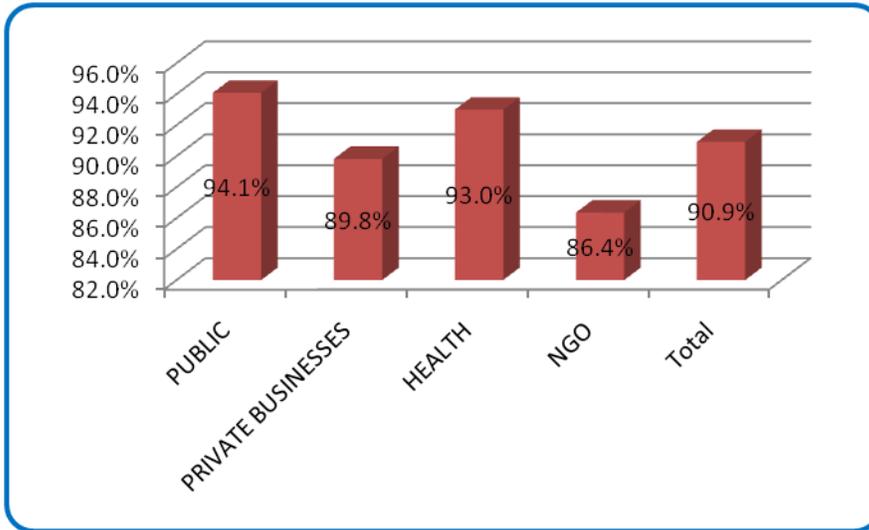
- More than half of the permanent employees (53 percent) work at private business enterprises, and slightly above a quarter of the employees (25.9 percent) work for private and public health institutions. The relative shares of employees working in the government and NGO's are respectively 13.1 percent and 8.1 percent.

Graph 1. 15: Percentage distribution of permanent employees by activity sector



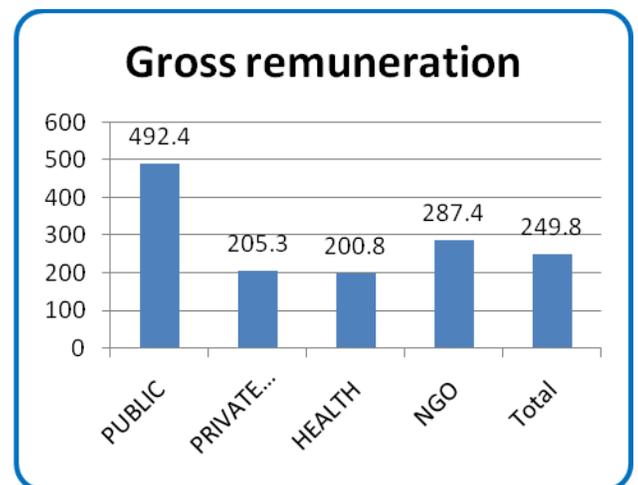
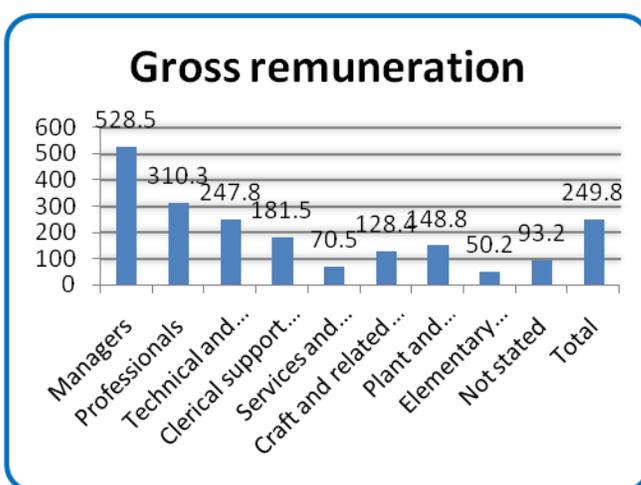
- The prevalence of permanent employees that meet the minimum educational requirement of the post is about 91 percent for all posts combined. This prevalence level varies to some extent with occupation categories where it is lowest for services and sales workers (87.5 percent) and highest for elementary occupations (97 percent). It also fluctuates over the activity sector where it scores the lowest at NGO's (86.4 percent) and highest at the government/public organizations (94.1 percent).

Graph 1. 16: Percent of permanent employees who meet the minimum educational requirement of the post according to activity sector



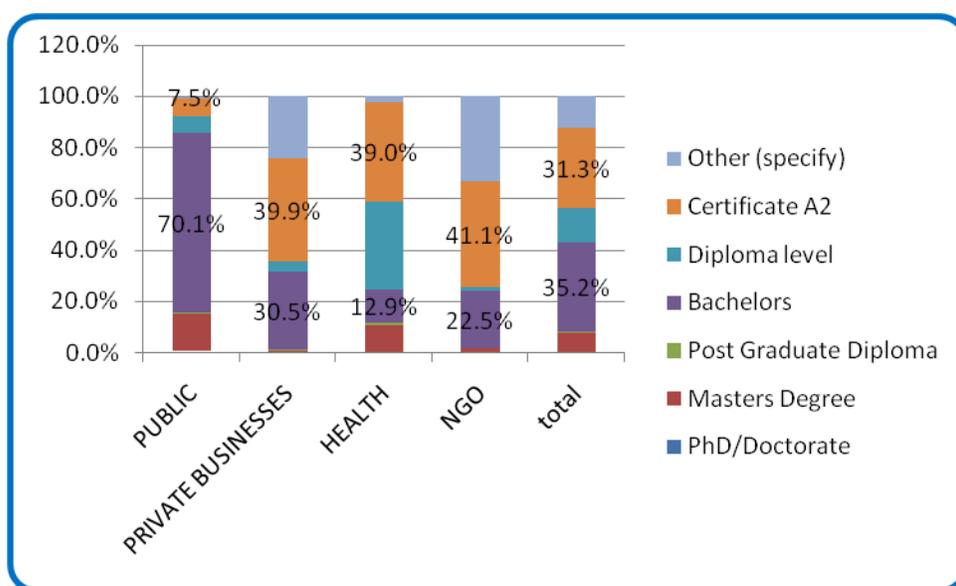
- The gross remuneration of employee in the formal sector organizations/enterprises amounts to about 249.8 thousand FRW per month in average. As expected, remuneration is greater for higher occupation compared with lower occupation categories: It is highest for managers (528.5 thousand FRW) and lowest for elementary occupations (50.2 thousand FRW). Furthermore, while remuneration level is similar for private businesses (205.3 thousand FRW) and health institutions (200.8 thousand FRW), it is slightly higher for NGO's (287.4 thousand FRW) and greatly higher for the government/public organizations (492.4 thousand FRW).

Graph 1. 17: Average monthly gross remuneration (in thousands RWF) for permanent staff by occupation and activity sector.



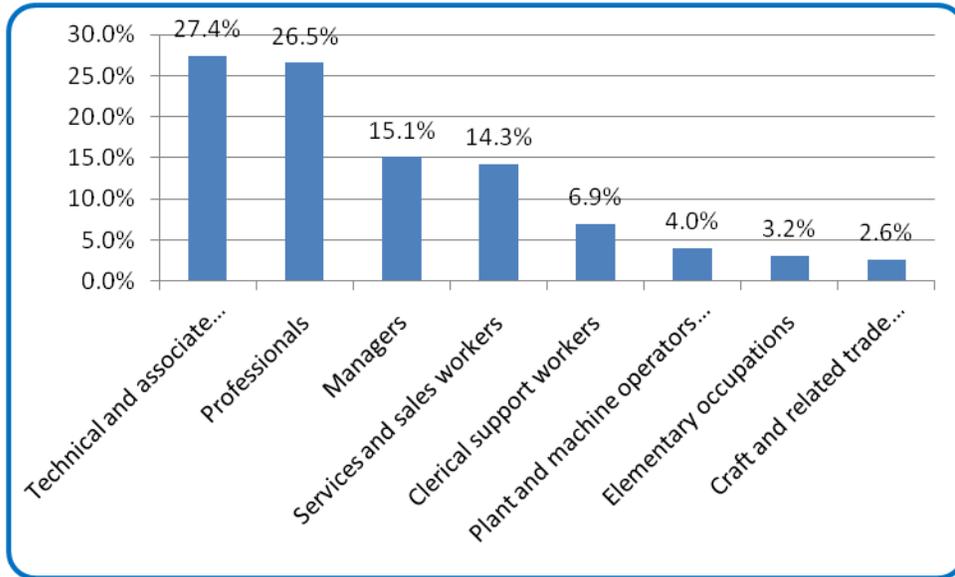
- With reference to the Survey date, the total number of vacant posts is estimated at about 3600 posts. About two-thirds of these posts exist in private businesses (37.6 percent) and health institutions (28.8 percent) altogether. The governmental/public organizations have more than a quarter of total vacant posts (26 percent), while NGO's contain only 7.6 percent of them. The minimum educational requirement of most vacant posts is either bachelor degree (35.2 percent) or certificate A2 (31 percent). Only 8 percent of vacant posts require a post graduate degree. With regard to the field of education required for the vacant posts, about 35.8 percent require the field of Social Science, Business and Law and about 27.9 percent require the fields of Health and Welfare. In general, the required field of education is largely contingent upon the type of activity sector under consideration.

Graph 1. 18: Distribution of vacant posts by minimum education requirement according to activity sector



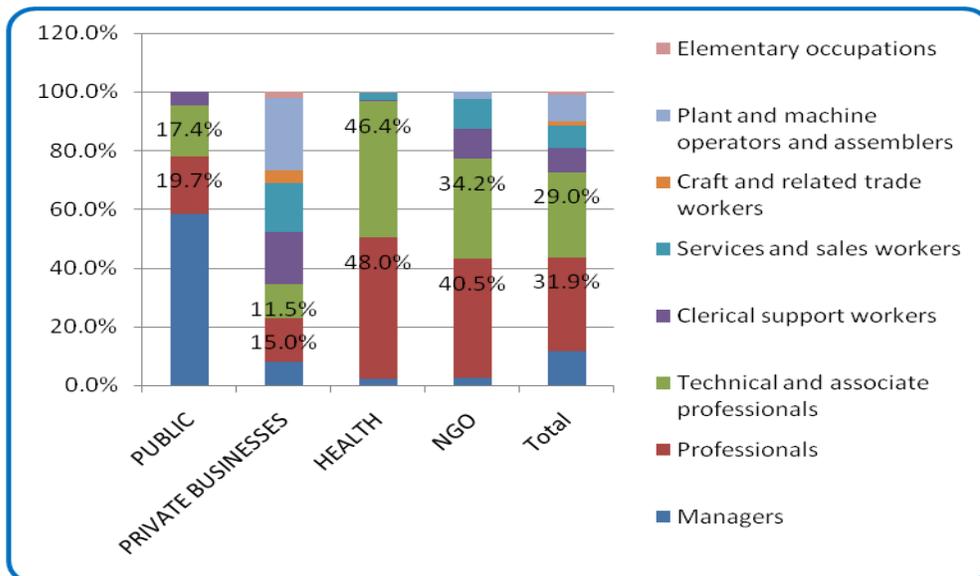
- The presence of vacant posts shows substantial variation over occupation categories: it is highest for technical and associate professionals (27.4 percent) and professionals (26.5 percent); nearly of the same value for managers (15.1 percent) and services and sales workers (14.3 percent); and of a moderate level for clerical and support workers (6.9 percent) and plant and machine operators and assemblers (4 percent). The presence of vacant post in other occupation categories is less than or equal 3 percent. The main cause of vacant posts is 'business growth' (74.6 percent), followed by 'job change' (19.9 percent).

Graph 1. 19: Percentage distribution of vacant post by occupation



- The number of vacancies which remained as such for one year or more is estimated at 1010 posts (more than a quarter of total vacant posts). They are mostly in health institutions (42.9 percent) and private businesses (36.2 percent). They concentrate in professional occupations (31.8 percent), technical and associate professionals (29 percent) and managers (11.8 percent). The main reason why the vacant posts remain vacant for one year or more is budget constraints (44.1 percent) and lack of qualified applicants (20 percent).

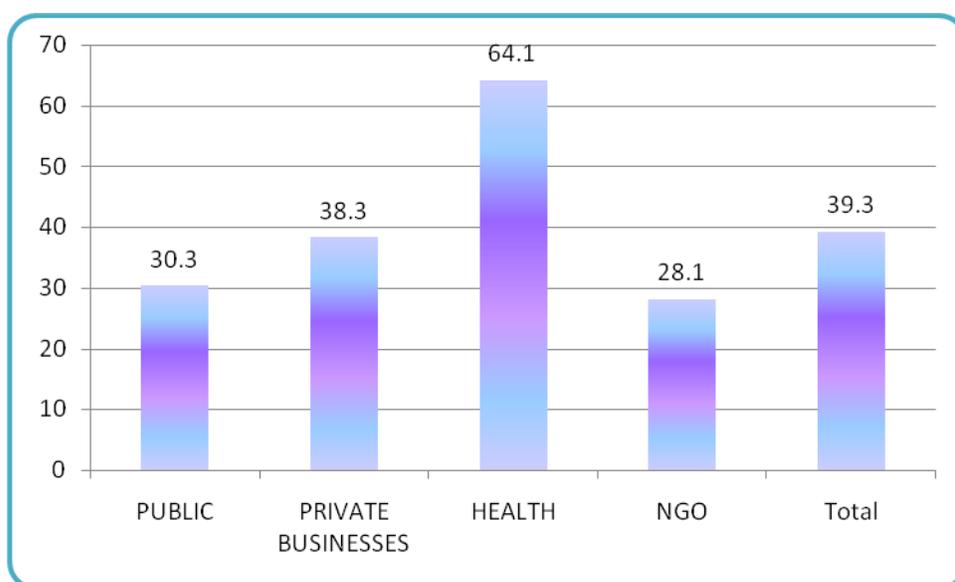
Graph 1. 20: Percentage distribution of post which have been vacant for one year or more by post and activity sector



Section D. Future Manpower Projections

- Employers were asked if they have a plan to increase or decrease the number of employees between 2012 and 2021. About 39.3 percent have answered affirmatively. The percentage with affirmative answers is low for NGO's (28.1 percent) and Public/government (30.3 percent), while it is relatively higher for private businesses (38.3 percent) and substantially higher for health institutions (64.1 percent). The net effect of employment change over the indicated period is a continuous increase in employment size over time.

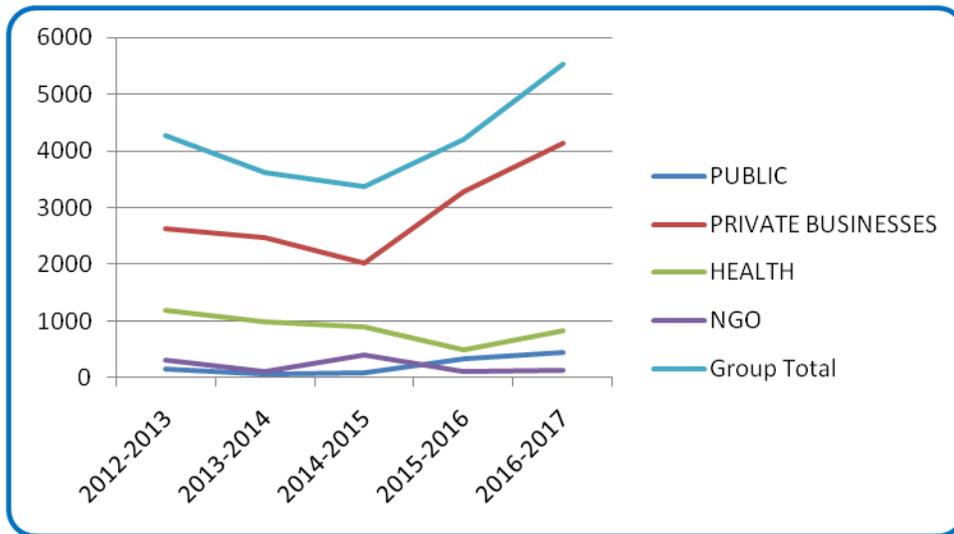
Graph 1. 21: Percentage of establishments which reported that they have a plan to increase the number of employees between 2012 and 2021, according to activity sector



- The increase from 2012 to 2013 is estimated at 4268 workers. Most of them are of lower educational level: about 72.6 percent of the anticipated net increase is having certificate A2 or less. Most employment increase occurs in private businesses (61.9 percent), followed by health institutions (27.7 percent).
- The increase from 2013 to 2014 is estimated at 3628 workers. Most of them are of lower educational level: about 77.9 percent of the anticipated net increase is having certificate A2 or less. Most employment increase occurs in private businesses (68.5 percent), followed by health institutions (27.1 percent).
- The increase from 2014 to 2015 is estimated at 3378 workers. Most of them are of lower educational level: about 62.6 percent of the anticipated net increase is having certificate A2 or less. Most employment increase occurs in private businesses (55.7 percent), followed by health institutions (24.2 percent).

- The increase from 2015 to 2016 is estimated at 4203 workers. Most of them are of lower educational level: about 82.7 percent of the anticipated net increase is having certificate A2 or less. Most employment increase occurs in private businesses (78.0 percent), followed by health institutions (11.6 percent).
- The increase from 2016 to 2017 is estimated at 5538 workers. Most of them are of lower educational level: about 81.7 percent of the anticipated net increase is having certificate A2 or less. Most employment increase occurs in private businesses (74.8 percent), followed by health institutions (14.8 percent)
- The overall increase within the period (2113- 2117) is estimated at 18786 workers. Most of them are of lower educational level: about 78.0 percent of the anticipated net increase is having certificate A2 or less. Most employment increase occurs in private businesses (71.0 percent), followed by health institutions (21.2 percent)

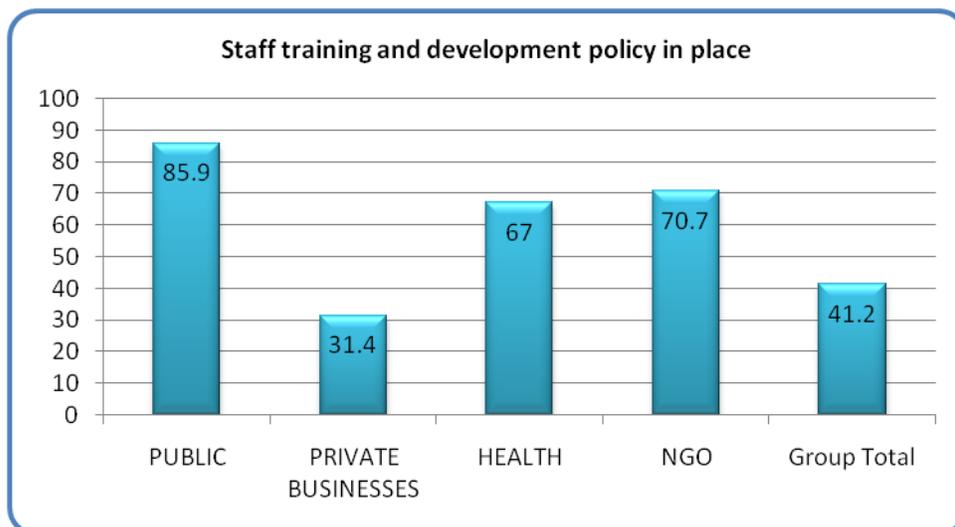
Graph 1. 22: Trend of increased number of employees from 2012 to 2017, according to activity sector



Section E: Staff Development

- In total, only 41.2 percent of all formal sector organizations/enterprises have staff training plan/policy in place. Considerable differential with the activity sector categories is noticed: while the prevalence of staff training plan/policy is as low as 31.4 percent in private businesses it is highest in the governmental/public organizations (85.9 percent). The prevalence level of staff training plan/policy in health institutions (67 percent) is in the same vicinity as of NGO's (70.7 percent).

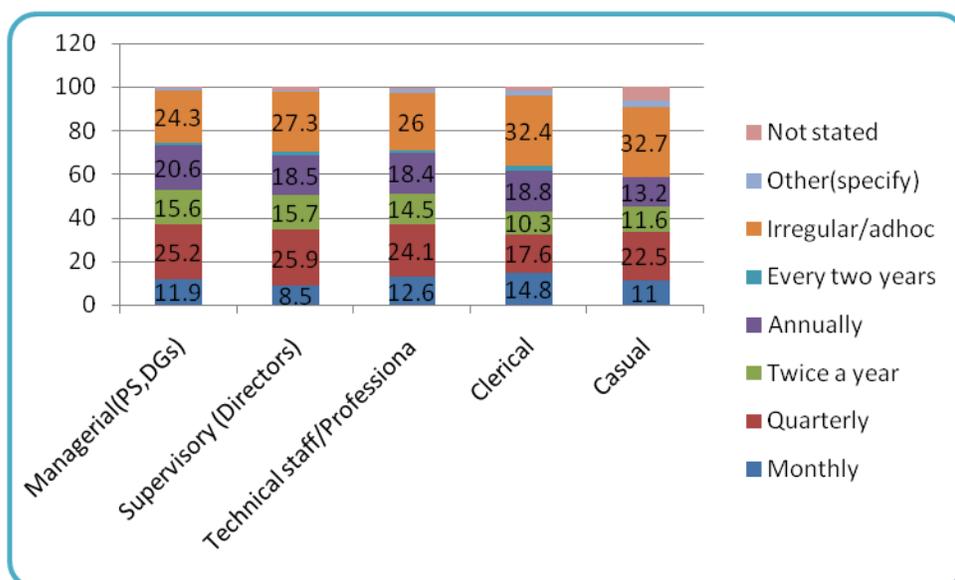
Graph 1. 23: Percentage distribution of establishments which have a staff training policy/plan in place, according to activity sector



- The means of training of managerial staff in all formal sector units combined is basically ‘workshops’ which has been reported by 73.8 percent of units having training plan/policy in place, followed by ‘on the job training’ (64.6 percent) and ‘Apprenticeship’ (60 percent). An Intangible variation in training modes over activity sector categories is noticed, particularly with regard to the indicated most common training modes.
- Similarly, the means of training of professional and technical staff in all formal sector units combined is mainly ‘workshops’ which has been reported by 66.4 percent of units having training plan/policy in place, followed by ‘on the job training’ (62.1 percent) and ‘Apprenticeship’ (56 percent). An Intangible variation in training modes over activity sector categories is noticed, particularly with regard to the indicated most common training modes.
- Following the same pattern as above, but in much lower level, the means of training of clerical and casual staff in all formal sector units combined is mainly ‘workshops’ which has been reported by 31.5 percent of units having training plan/policy in place, followed by ‘on the job training’ (28.1 percent) and ‘Apprenticeship’ (27.7 percent). An insubstantial variation in training modes over activity sector categories is noticed, particularly with regard to the indicated most common training modes.
- In general, the frequency of training at formal sector units which have ever experienced staff training varies according to trainee occupation which starts with the highest managerial positions (PS and DG) and ends with the clerical positions. With regard to

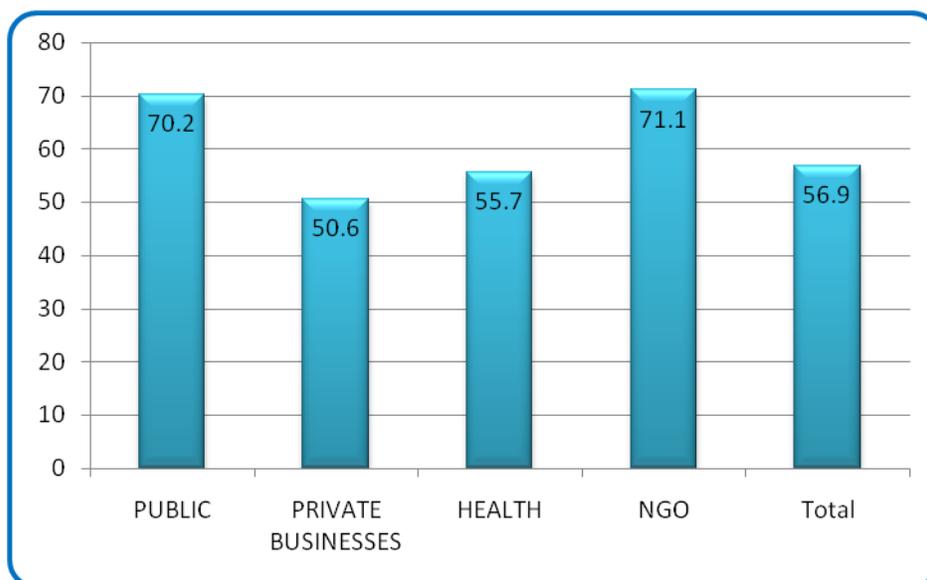
highest managerial positions the frequency of training is, in order of popularity, quarterly (reported by 25.2 percent of units); irregular/adhoc (reported by 24.3 percent of eligible units); annually (reported by 20.6 of eligible units) and Twice a year (reported by 15.6 of eligible units). Whereas for Supervisory (director) positions, the training frequency is, in order of popularity, irregular/adhoc (reported by 27.3 percents of concerned units); quarterly (reported by 25.9 percent of units); annually (reported by 18.5 percent of units) and twice a year (reported by 15.7 percent of units). The training frequency of technical /professional staff is, in order of popularity, irregular/adhoc (reported by 26 percent of eligible units); quarterly (reported by 24.1 percent of units); annually (reported by 18.4 percent of units) and twice a year (reported by 14.5 percent of units). With regard to clerical staff, the training frequency is, in order of popularity, irregular/adhoc (reported by 32.4 percent of units); annually (reported by 18.8 percent of units); quarterly (reported by 17.6 percent of units) and monthly (reported by 14.8 percent of units). The pattern of training frequency for each job level varies to some extent over activity sector categories.

Graph 1. 24: Percentage distribution of establishments which have ever conducted training for their staff by the categories of staff and frequency of training



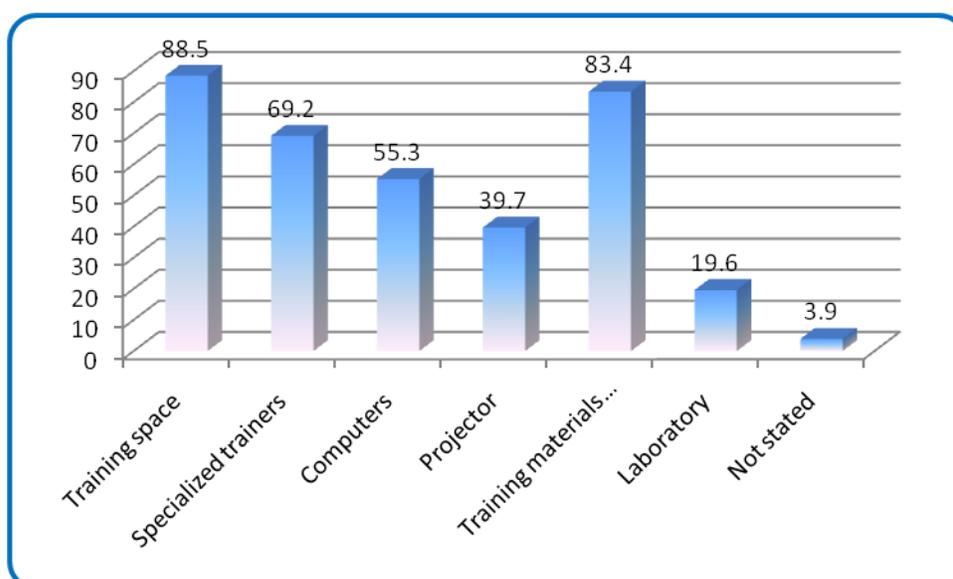
- About 56.9 percent of formal sector units having training plan/policy possess in-house training facilities for their staff. The prevalence of units with training facilities varies over activity sector categories where it ranges from 50.6 percent for private businesses to 71.1 percent for NGO's.

Graph 1. 25: Percentage of establishments that have in house training facilities for own staff according to activity sector



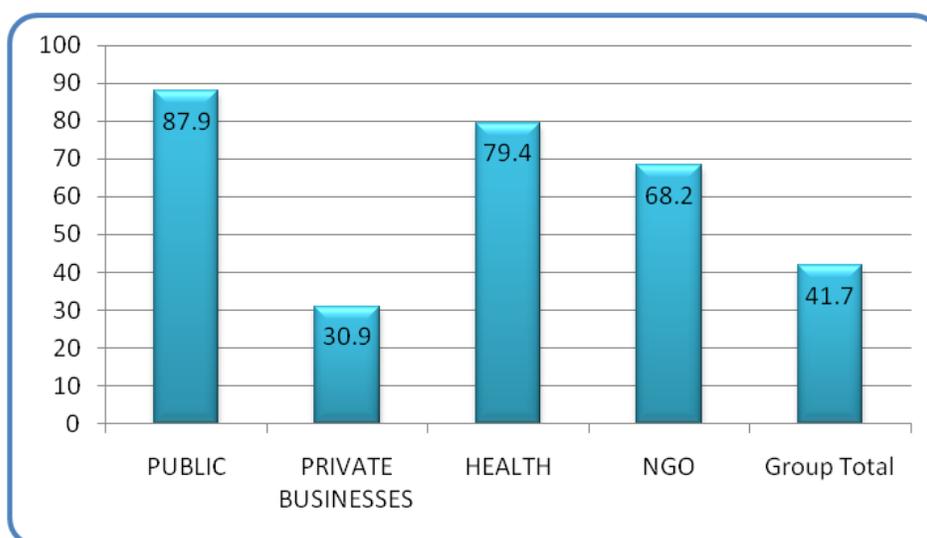
- The most common training facilities reported by formal sector units having any type of training facilities is 'Training space' which has been reported by about 88.5 percent of eligible units , followed by 'Training materials' reported by 83.4 percent of all eligible units. Specialized trainers, Computers and Projectors are other fairly common training facilities reported respectively by 69.2 percent, 55.3 percent and 39.7 percent of all eligible units. No substantial differential pattern over activity sector categories is observed.

Graph 1. 26: Percent of establishments which have in-house training facilities by the type of those facilities



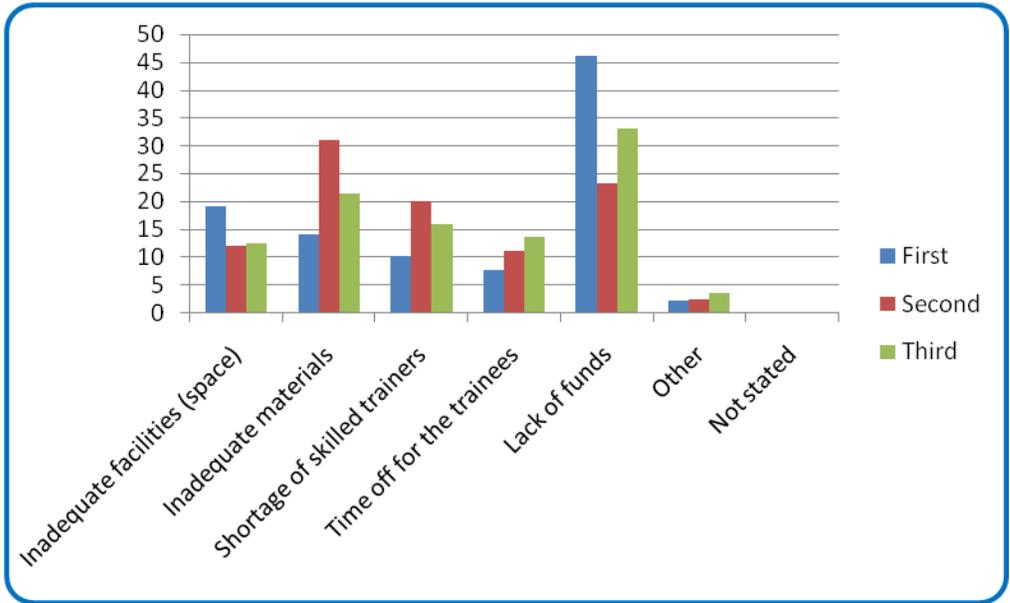
- The reported skills/qualifications which are in general lacking among staff are numerous: the most important of them are language skills (reported by 58.1 percent of units) followed by IT skills (54.8 percent), entrepreneurial skills (47.8 percent) and innovativeness/creativity (47.6 percent). Noteworthy is that IT skills are lacking in higher prevalence among staff of private businesses, Health institutions, and NGO's compared with government/public organizations.
- Less than a half of formal sector units (41.7 percent) have conducted training within the 12 months preceding the survey date. Substantial variation over activity sector categories is observed: While the incidence of training in the public/governmental organizations within the indicated period is as high as 87.9 percent, it is extremely low in private businesses (30.9 percent). Training incidence in Health institutions and NGO's are 79.4 percent and 68.2 percent respectively.

Graph 1. 27: Percentage of establishments which have conducted the training in 12 months before the survey, according to activity sector



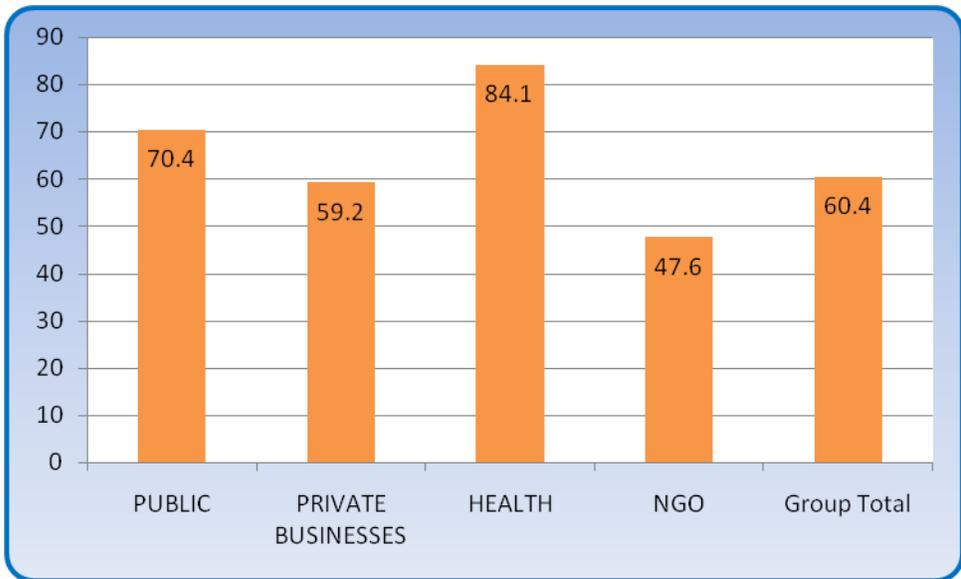
- Approximately two in three formal sector units (67.9 percent) reported facing some challenges that limit staff training. The reported challenges are highest (89.6 percent) for health institutions and lowest (63.5 percent) for private businesses.
- Lack of funds has been reported as the first challenge by 46.1 percent of units, second challenge by 23.3 percent of units reported at least two challenges and 33 percent of units reported three challenges. While inadequate training materials has been reported as the first challenge by 14.2 percent of units, second challenge by 31.1 percent of units reported two challenges at least and by 21.4 percent of units reported three challenges.

Graph 1. 28: Percentage distribution of establishments by the first , second and third challenge that limit the training of their staff



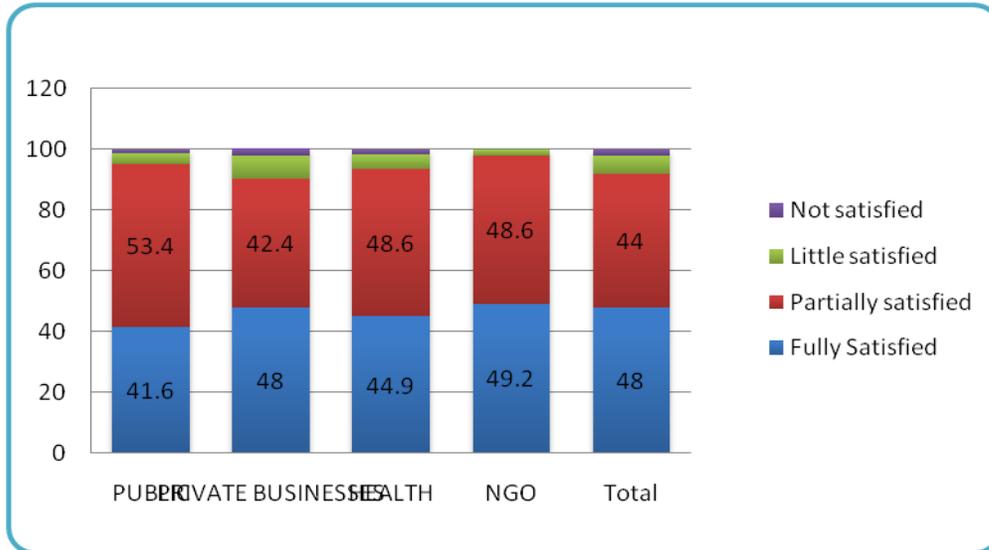
- About 60.4 percent of formal sector units have hired TVET graduates. Most Health institutions recruit such graduates (84.1 percent), followed by government/public organizations (70.4 percent). The prevalence of private businesses and NGO’s which have experienced recruitment of TVET graduates is 59.2 percent and 47.6 percent respectively.

Graph 1. 29: Percentage of establishment which have ever hired graduates from TVET, according to activity sector



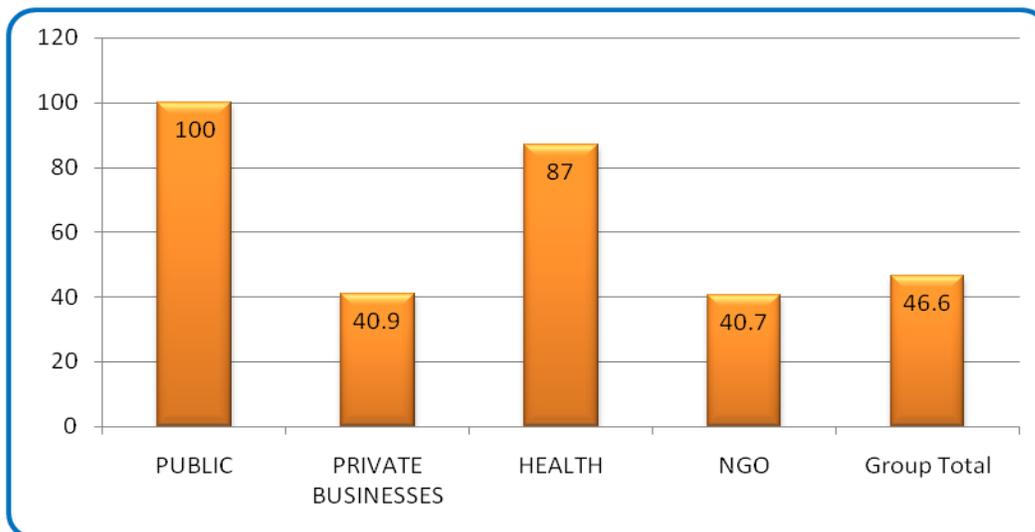
- The perceived satisfaction level of employers concerning TVET graduates is very high: about 48 percent reported 'fully satisfied' and '44 percent' reported 'satisfied'. There exists intangible variability in satisfaction level over activity sector categories.

Graph 1. 30: Percentage distribution of establishments by the perceived performance satisfaction concerning TVET graduate, according to activity sector



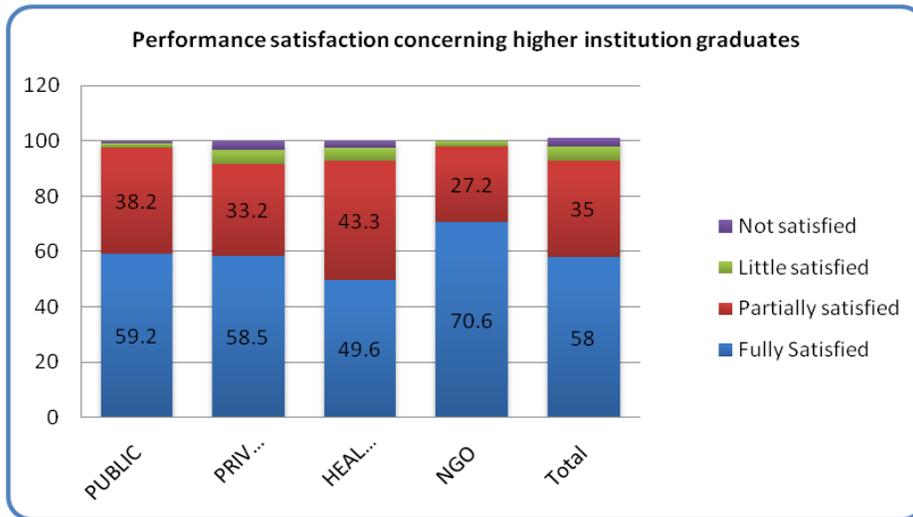
- More than a half (52.4 percent) of formal sector units has hired graduates of tertiary education level. Almost all Government/public organizations recruit such graduates (100.0 percent), followed by health organizations (87.0 percent). The prevalence of private businesses and NGO's which have experienced recruitment of tertiary education graduates is 40.9 percent and 46.6 percent respectively.

Graph 1. 31: Percentage of establishments that have hired graduates of tertiary education



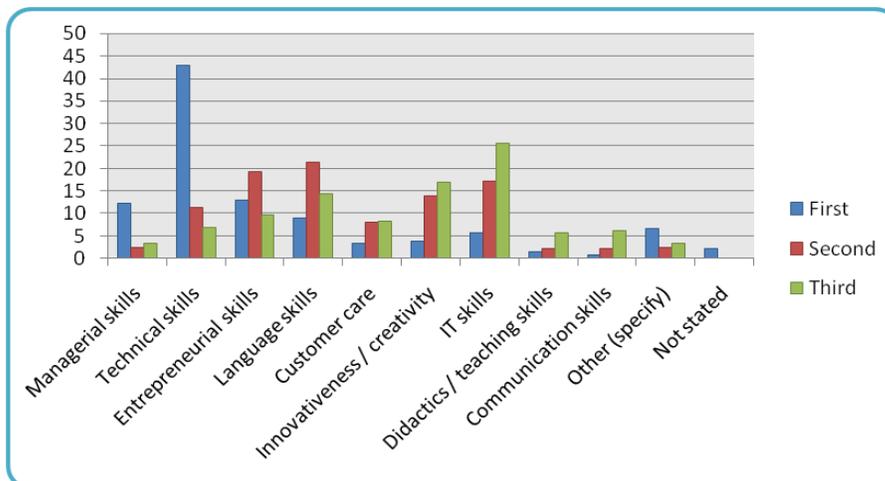
- The perceived satisfaction level of employers concerning graduates of tertiary education is very high: about 58 percent reported 'fully satisfied' and '35 percent' reported 'satisfied'. There exists little variability in satisfaction level over activity sector categories.

Graph 1. 32: Percentage Distribution of establishments by the perceived performance satisfaction concerning higher institution graduate, according to activity sector



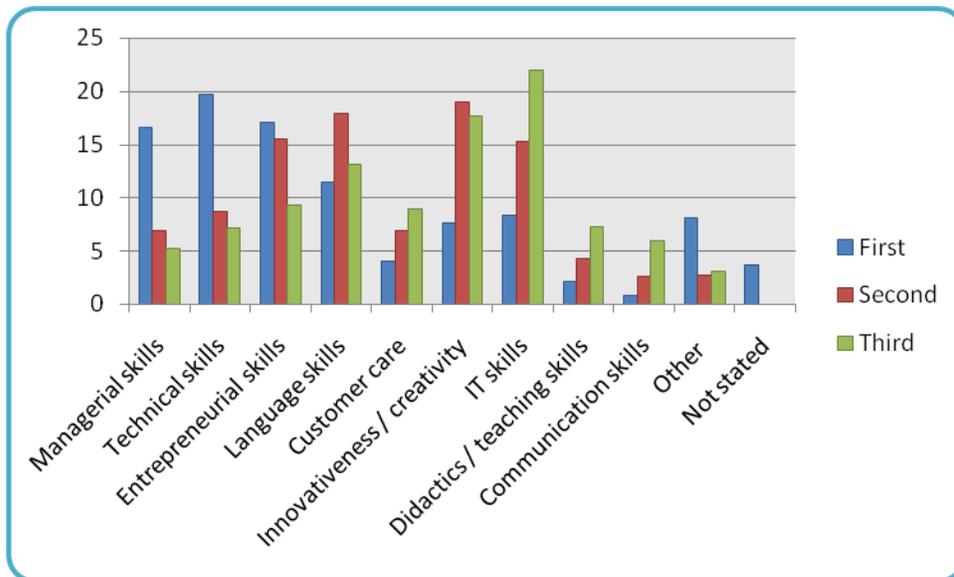
- The suggestions of all employers, regardless of recruiting TVET graduates, concerning ways and methods to improve education/training programs in such schools have been solicited; Improvement of technical skills have been reported as the prime suggestion by the greatest percentage of employers (42.9 percent); the second suggestion for those reported at least two suggestions is improvement language skills (21.4 percent); the third suggestion for those reported three suggestions is improvement of IT skills (25.6 percent).

Graph 1. 33: Distribution of establishments according to the most important, second and third important suggestions to improve education and training in TVET



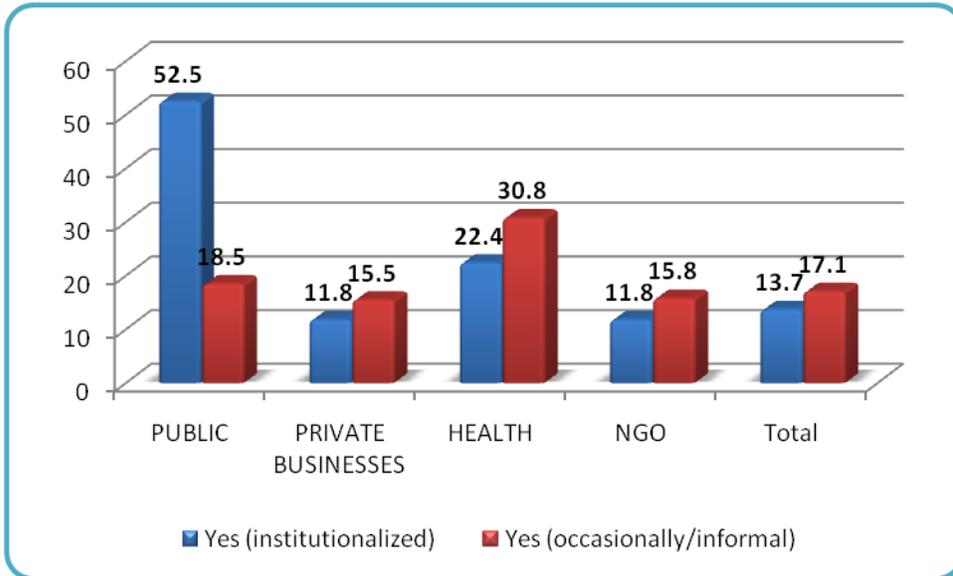
- The suggestions of all employers, regardless of recruiting graduates of tertiary schooling, concerning ways and methods to improve education/training programs in such schools have also been solicited; Improvement of technical skills, improvement of entrepreneurial skills, improvement of managerial skills have been reported as the prime suggestion by 19.7 percent, 17.1 percent and 16.6 percent of employers respectively ; the second suggestion for those reported at least two suggestions is improvement of innovativeness/creativity (19 percent) followed by improvement of language skills(18 percent); the third suggestion for those reported three suggestions is improvement of IT skills (25.5 percent) followed by customer care skills (23.2 percent).

Graph 1. 34: Distribution of establishments according to the most important, second and third suggestions to improve education and training in tertiary education



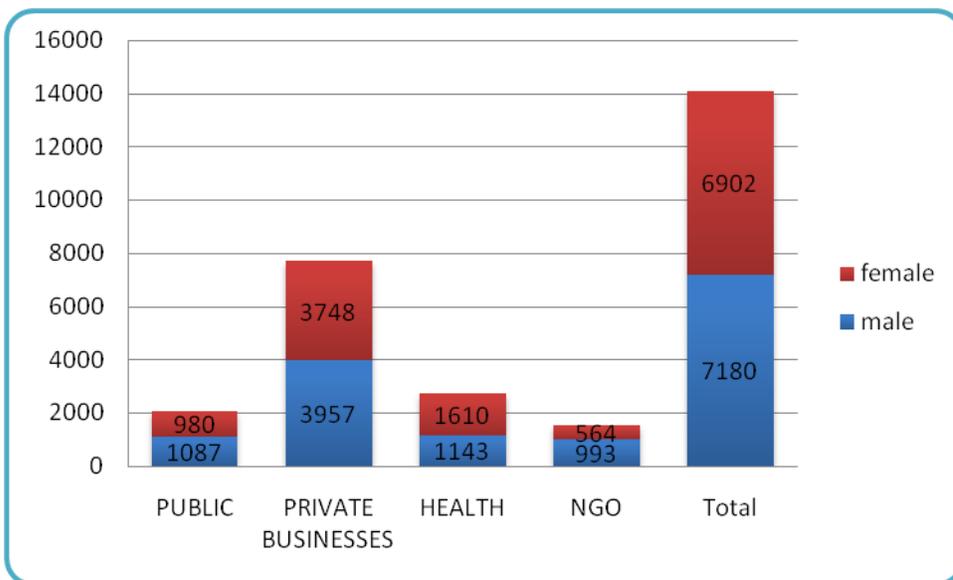
- About 30.8 of formal sector units have an industrial attachment/internship program either institutionalized (13.7 percent) or occasionally/informal (17.1 percent). Internship program is highest in the government/public organizations (71 percent) and lowest in private businesses (27.3 percent) and NGO's (27.6 percent).

Graph 1. 35: Percentage distribution of establishments which have an industrial attachment according to activity sector



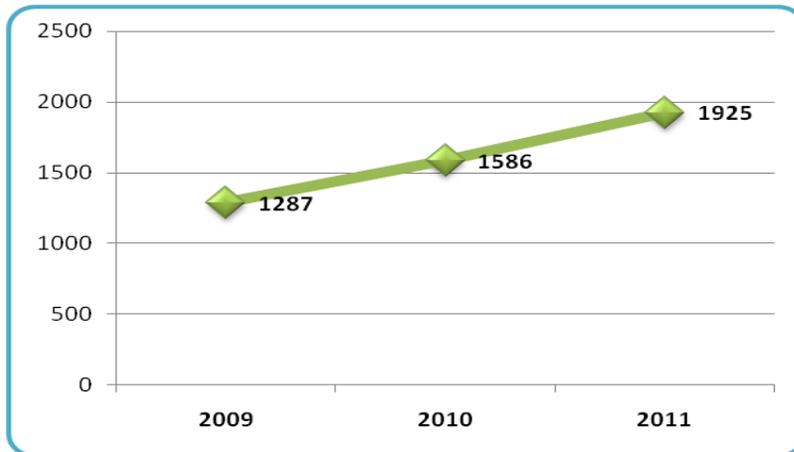
- The total number of interns usually receives practical training at formal sector units have been estimated at about 14100 interns annually, the number of male interns (7200) is slightly higher than that of females (6900). The biggest number of interns (7700) is the share of private businesses.

Graph 1. 36: Estimate of total number of annually interns by gender, according to activity sector



- There exists an increasing trend in the numbers of interns eventually hired by formal sector units over the period 2009-2011. The number of hired interns rises from 1287 in 2009, to 1586 in 2010 and to 1925 in 2011

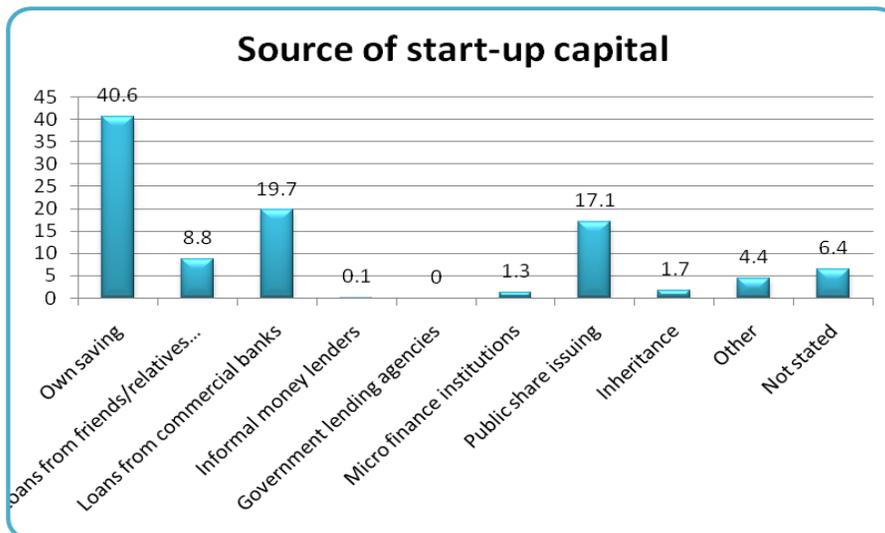
Graph 1. 37: Estimate of total number of hired interns by gender in 2009, 2010 and 2011



Section F. Capital/Expenditures/Revenue

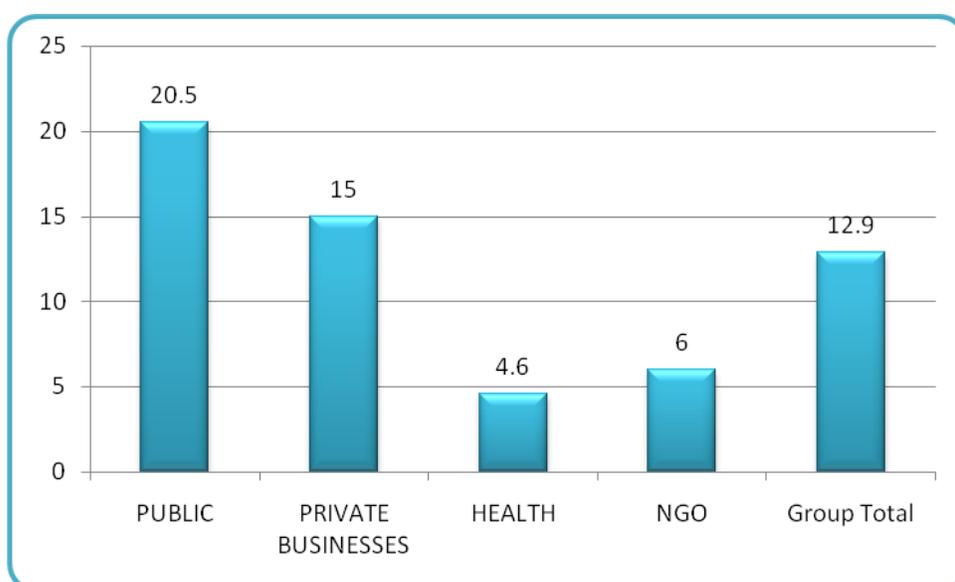
- Employers of private businesses of formal sector, including private health institutions, have been asked about the major source of start-up capital: The key reported source is 'own saving' which has been declared by 40.6 percent of respondents, followed by 'loans from commercial banks' (19.7 percent) and 'public share issuing' (17.1 percent). In general, the source of start-up income is more or less similar in all provinces

Graph 1. 38: Percent distribution of establishments by the major source of their start-up capital



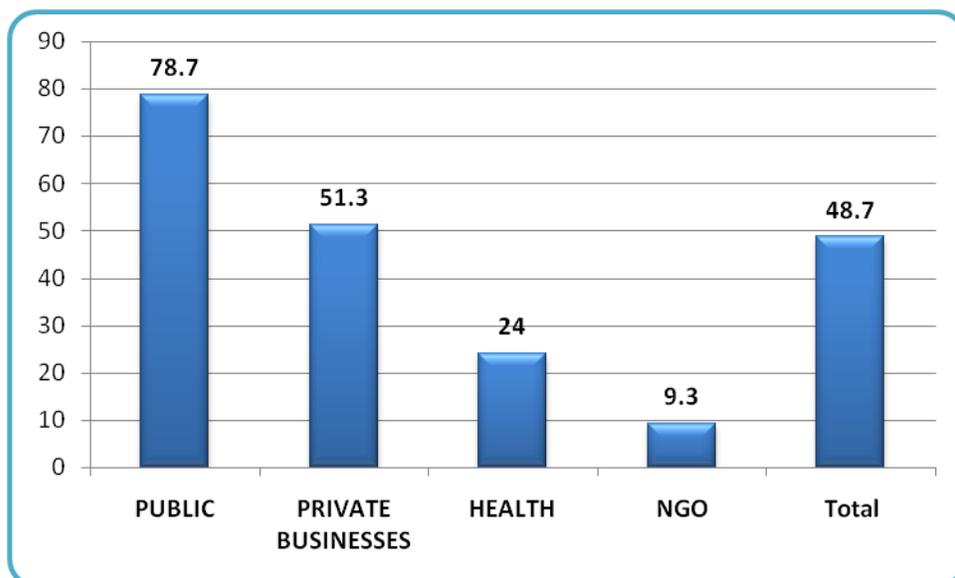
- Total expenditure on permanent labor at formal sector units in September 2011 amounts to 29600 million FRW, the biggest portion of permanent labor expenditure is wages and salaries which reaches 21300 million FRW. Mean establishment expenditure on permanent labor is estimated at 5600 million FRW.
- The percentage of formal sector units which reported that their products of goods or services are exportable is as low as 12.9 percent. The Public/government and private businesses produce exportable products in somewhat higher levels (20.5 percent for the former and 15 percent for the later).

Graph 1. 39: Percentage of establishments whose products are exportable, according to activity sector



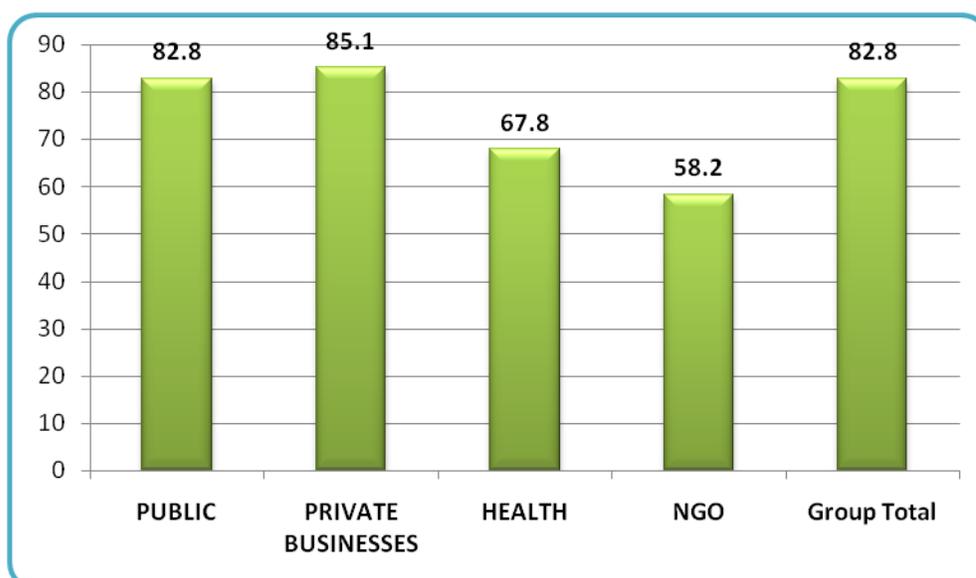
- Formal sector units producing exportable products were asked if they exported any products in 2011: less than half of such units (48.7 percent) have done so. While 78.7 percent of public/governmental units and 51.3 percent of private businesses producing exportable products have experienced exportation in 2011 only 24 percent of health institutions and 9.3 percent of NGO's have experienced the same. The destination markets were basically those of EAC countries (88 percent), followed by other African markets (43 percent) and the rest of the world (41.9 percent). Noteworthy is that a single enterprise may export to multiple locations.

Graph 1. 40: Percentage of establishments whose products are exportable which have exported their products in 2011.



- Plans for future exportation have been inquired about: The percentages of formal sector units producing exportable products having plans for future exportation is as high as 82.8 percent, it is highest (85.1 percent) for private businesses and lowest for NGO's (58.2 percent). The future destination markets are basically EAC markets (92.8 percent), followed by other African markets (65.8 percent) and the rest of the world (46.7 percent).

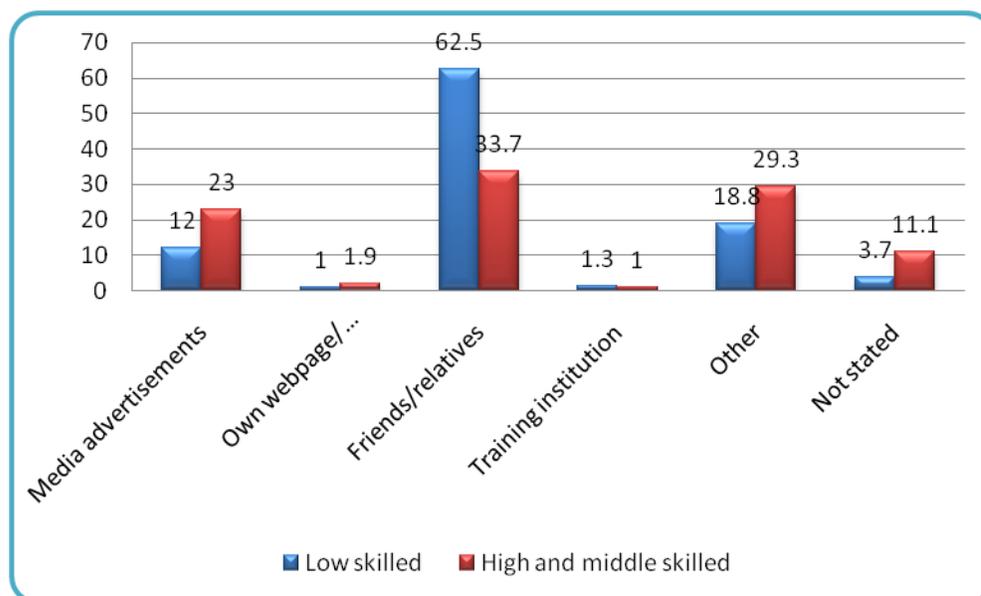
Graph 1. 41: Percentage of establishments whose products are exportable and have a plan to export them in the future, according to activity sector



Section G. Sourcing of required staff

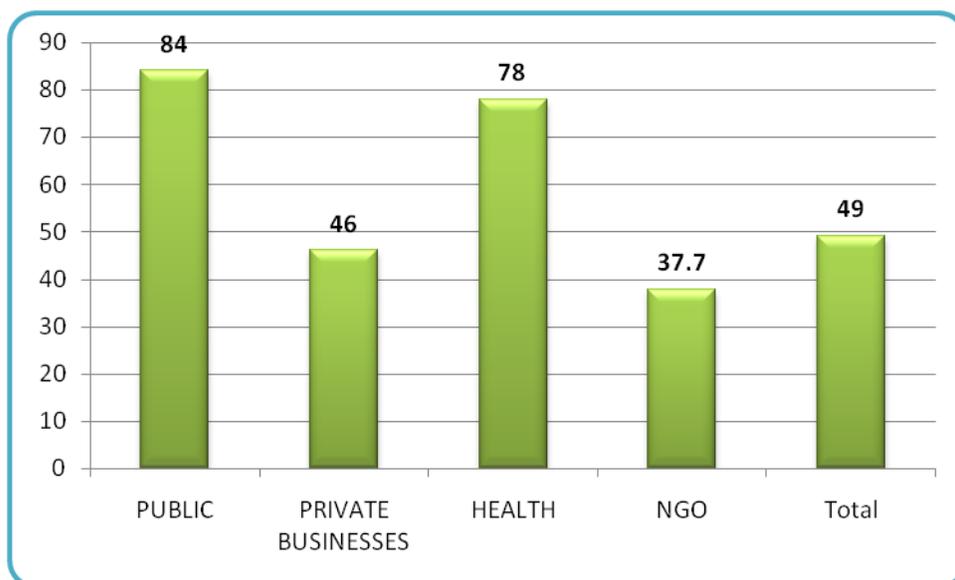
- Generally, friends/relatives are the prime source of recruiting low skilled personnel: this source has been reported by 62.5 percent of respondents, followed by other unspecified sources (18.8 percent) and media (12 percent). Friends/relatives still an important source for recruiting high-and middle skilled personnel but in lower extent: 33.7 percent of respondents reported relying on this source as their first priority. Less than 23 percent of respondents rely on media advertisements for recruiting high and middle-skilled staff as a first priority.

Graph 1. 42: Distribution of establishment by mean of sourcing personnel to fill vacant posts, according to level of skills



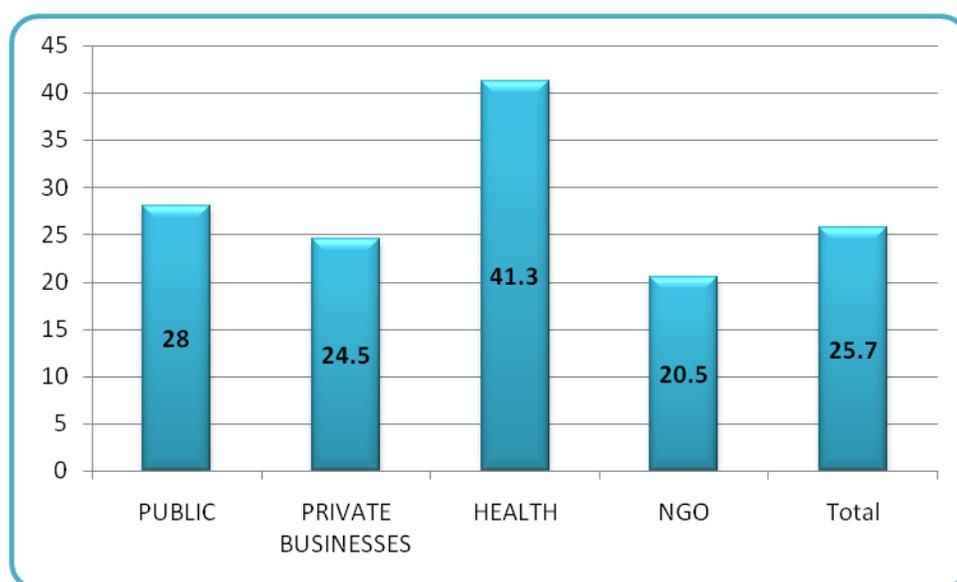
- About 49 percent of formal sector units reported recruiting some staff in the previous year. A substantial variability among activity sector categories exists: while 84 percent of government/public units declared recruiting some staff in the previous year, only 46 private businesses and 37.7 percent of NGO units have done the same.

Graph 1. 43: Percentage of establishments which recruited some in the previous year , according to activity sector



- Government/public organizations were more likely to advertise for some posts in the previous year (72 percent), followed by health institutions (58 percent). Job advertising was very low for private businesses (11 percent) and NGO's (14.7 percent).
- The prevalence of formal sector units which have ever used LMIS is trivial (1.5 percent). The prevalence level is extremely low in private businesses (1 percent) and Health institutions (2 percent); it is nil in NGO's.
- Formal sector units which have never used LMIS have been asked about their awareness of LMIS: only 16.6 percent of respondents have heard about it. Awareness is relatively higher in Government/public (35.3 percent) and Health institutions (28.1 percent) compared with private businesses (14.5 percent) and NGO's (17.9 percent).
- Respondents who have heard about LMIS but never used it have been further questioned about the reason of not using it : The majority reported 'no need' (57 percent) , followed by complicated/cumbersome (18 percent)
- Slightly more than a quarter of formal sector units (25.7 percent) envisage hiring non-nationals in the future. The level is highest in the health institutions (41.3 percent) and lowest in NGO's (20.5 percent). The main reason of hiring non-nationals is 'better qualified' - reported by 44.1 percent of units envisage hiring them, followed by 'more efficient' (21.9 percent)

Graph 1. 44: Percentage of establishments which envisage hiring non-nationals, according to activity sector



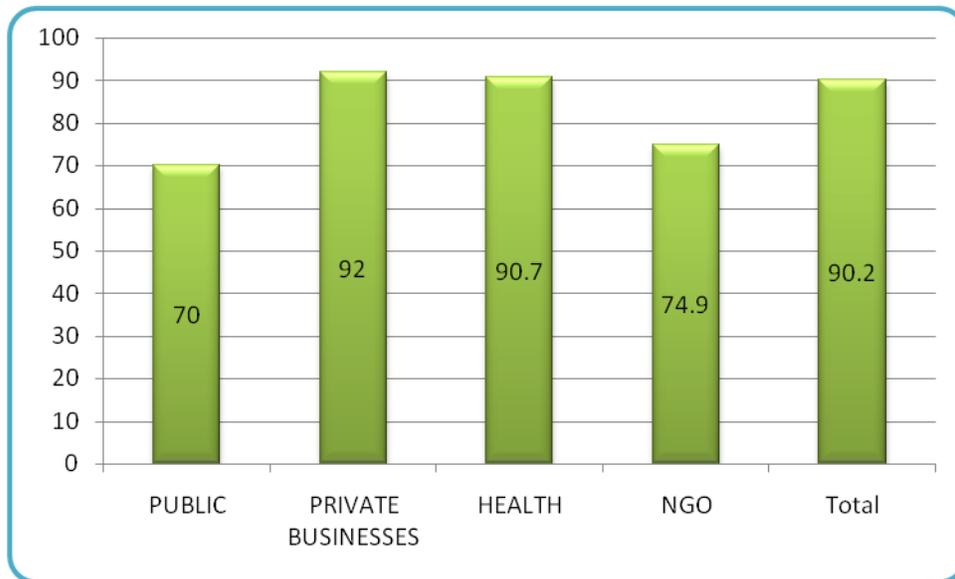
Section H. Membership to employers' organizations

- Slightly more than a fifth (21.3 percent) of formal sector units is members of Employers organization/association. Membership to such organizations varies between 12.9 percent for Health institutions and 28.0 percent for public/government organizations.
- About 22.9 percent of members of above mentioned organizations received, in the year preceding the survey, some assistance or cooperation from these organizations. Recipients of such assistance/ cooperation are as high as 46.1 percent of eligible government/public units and 32.6 percent of eligible NGO's compared with private businesses (20.9 percent) and health institutions (21.8 percent).
- Besides the membership to external organizations, members were further asked whether they are also affiliated to any other organization/association. About 10.5 percent of eligible formal sector units are affiliated to other organization. The affiliation prevalence ranges from 8.3 percent for private businesses to 26.5 percent for NGO's.

Section I. Challenges of Business expansion

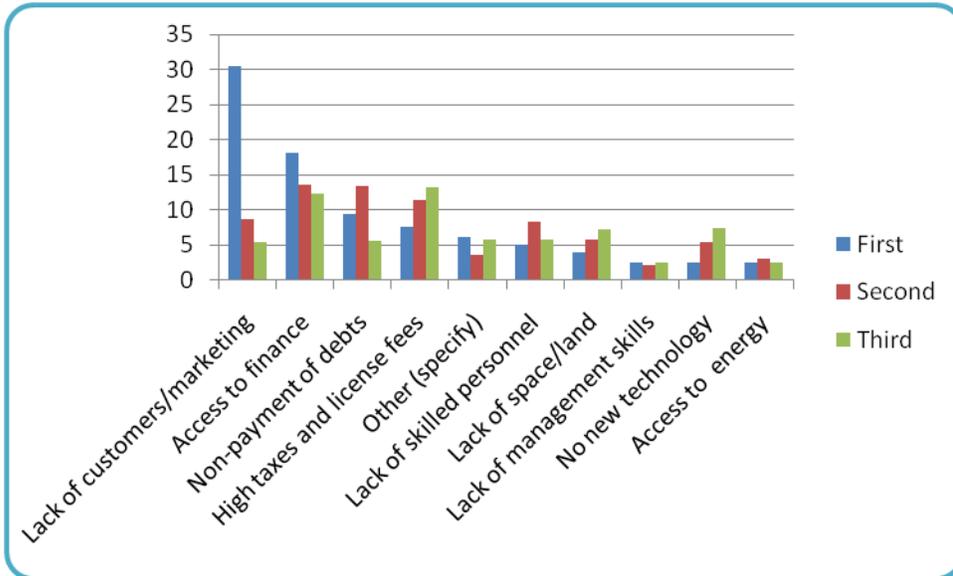
- The overwhelming majority of formal sector units which produce commercial goods or services (90.2 percent) reported facing some difficulties that affect business growth. The prevalence of such units ranges from 70.0 percent for Public/government organizations to 92.0 percent for private businesses.

Graph 1. 45: Percentage of establishments which any have some difficulties affecting their growth/operations , according to activity sector.



- The most important reported challenges is 'lack of customers' declared by 30.5 percent of eligible respondents, followed by "access to finance' declared by 18.1 percent, 'non-payment of debts' declared by 9.5 percent, 'high taxes and license fees' declared by 7.6 percent and 'lack of skilled personnel' declared by 5.0 percent of respondents. The reported challenges next to the most important ones for those reported at least two challenges are 'access to finance' (reported by 13.6 percent of eligible respondents) followed by 'non-payment of debts' (reported by 13.4 percent of eligible respondents', 'high taxes and license fees' (11.4 percent), 'lack of customers/marketing' (8.7 percent), 'lack of skilled personnel' (8.3 percent), 'increased competition' (7.1 percent) and 'lack of raw materials/irregular supply' (7.0 percent). The third important challenges declared by respondents stated three challenges are 'high taxes and license fees' declared by 13.3 percent of eligible respondents followed by 'access to finance' (12.4 percent), 'increased competition' (8.8 percent', 'no new technology' (7.4 percent), 'lack of space/land' (7.3 percent), 'non-payment of debts' (5.7 percent), 'lack of customers/marketing' (5.4 percent), and 'lack of raw materials/irregular supply' (5.3 percent).

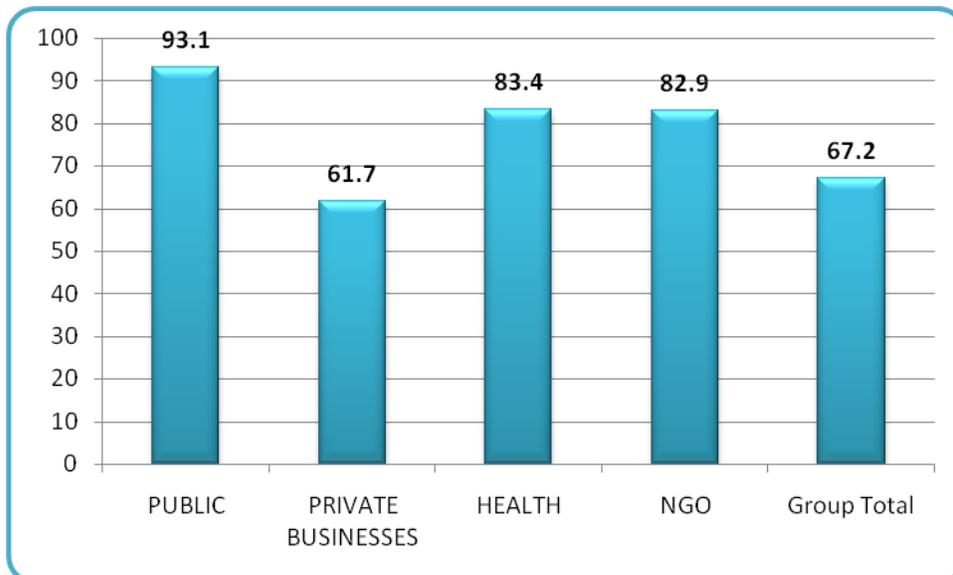
Graph 1. 46: Percent distribution of establishments by the reported most important, second and third challenges affecting their operation/growth, according to activity sector



Section J. Gender

- A little more than two thirds (67.2 percent) of formal sector units has a gender policy in place. The prevalence of formal sector units with a gender policy ranges from 61.7 in private businesses to 93.1 in public/government organizations.

Graph 1. 47: Percentage of establishments which have a gender policy, according to activity sector



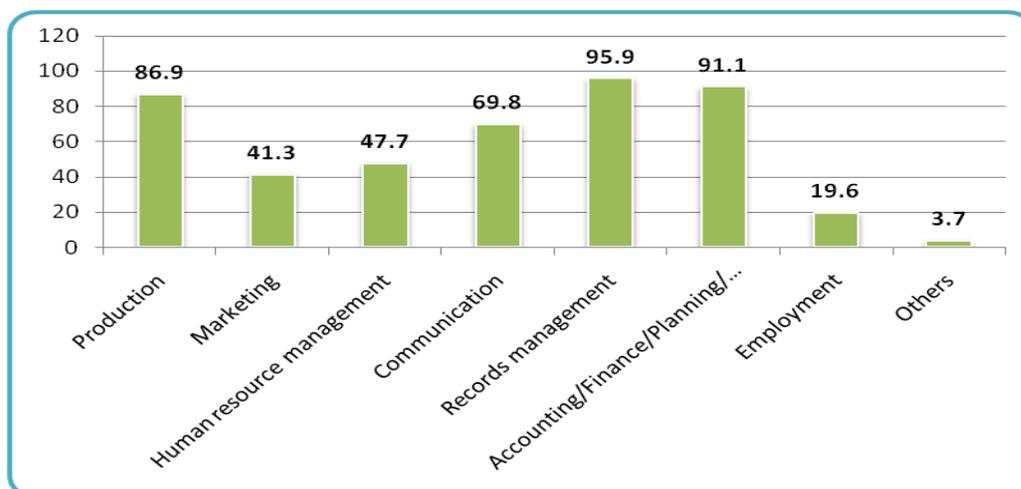
Section K. HIV/AIDS Policy at work place

- In total, about 53.8 percent of formal sector units have HIV/AIDS workplace policy in place. The prevalence of such formal sector units is highest , as expected, in health institutions (93.6 percent) and lowest in private businesses (43.5 percent)
- The most common facilities involved in HIV/AIDS policy for formal sector units adopting such policy are VCT services (reported by 96.3 percent of eligible units) followed by workers rights (76.2 percent) and free condom distribution for workers (32.4 percent). Concerning the variability over activity sector categories with regard to the prevalence of the mentioned important facilities, it is noticed that although insubstantial variability exists for VCT services and workers' rights the free condom distribution has much higher prevalence in both health institutions (78.7 percent) and public /government organizations (71.1 percent)

Section L. Use of ICT

- A little more than a half of formal sector units (51.2 percent) have introduced ICT use, The prevalence of ICT use is universal (100.0 percent) at public/governmental organizations and relatively low at private businesses (45.7 percent) and NGO's (47.5 percent).
- Formal sector units using ICT have been asked about the effects of ICT use with regard to various activities. About 86.1 percent of eligible units have reported that the ICT-use has resulted in an increase/ improvement in Production, marketing, human resource management and communication. Whereas about 94.7 percent of eligible units have declared ICT-use has resulted in increase/ improvement in records management and 90.1 percent has reported improvement in accounting/finance/planning/budgeting.

Graph 1. 48: Percentage of establishments which introduced ICT use by the sector of use

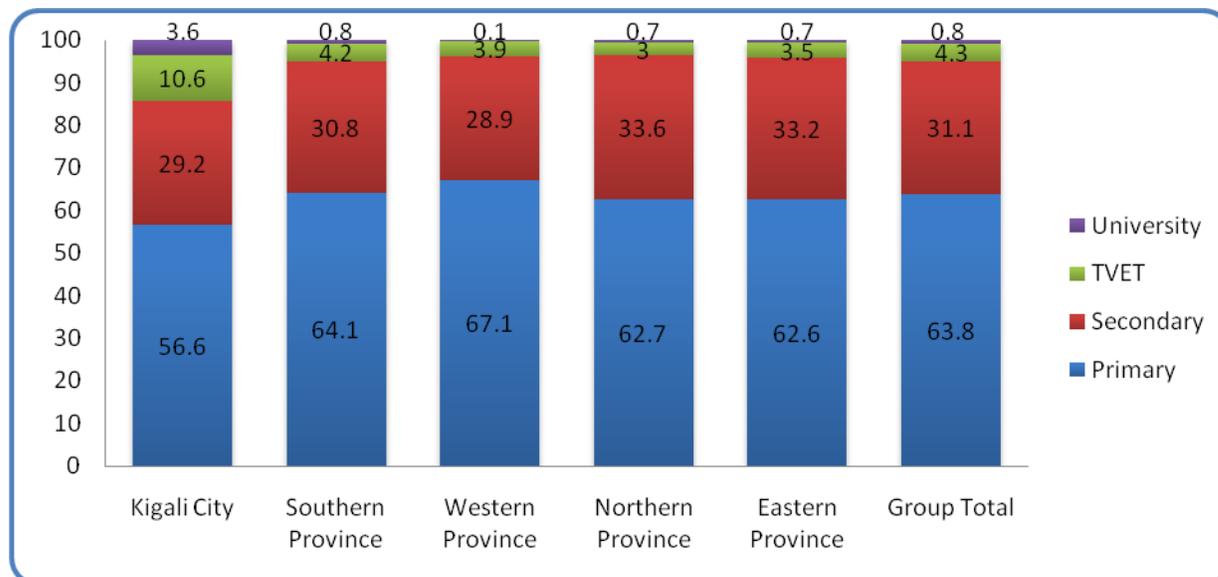


4.2. Education Employer's module

Section A. Learning institutions characteristics

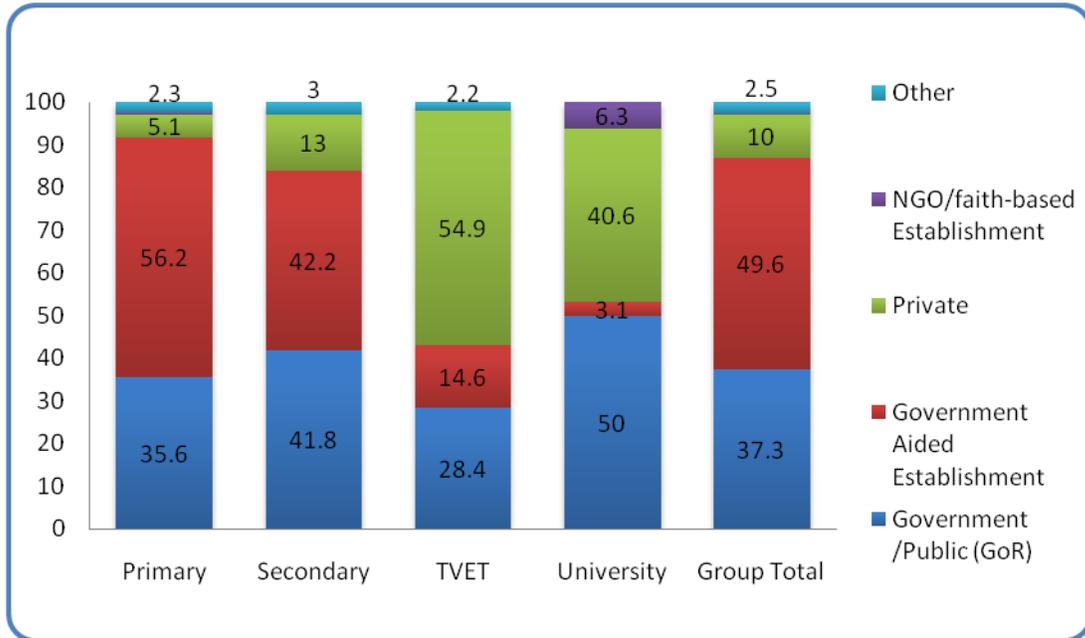
- The present section deals with employers of formal education and training institutions. The total number of learning institutions is estimated in 2011 at 3987 education and training institutions. Noteworthy is that such institutions include four different categories: primary; secondary; TVET, and Universities and high learning institutes. More than 60 percent of the institutions are Primary schools (63.8 percent), 31 percent are Secondary schools, 4 percent are TVET and around 1 percent is Universities and higher learning institutions. The provincial differential in the distribution of educational institutions by type is insubstantial: while the percentage of primary school is 56.6 percent in Kigali, this percentage is almost similar in all provinces with 64.1, 67.1, and 62.6 percents respectively in Southern, Western, Northern; and Eastern Provinces. The percentage of TVET represents respectively, 10.6, 4.2, 3.9, 3.0; and 3.5 percent in Kigali, Southern, Western, Northern; and Eastern Provinces. The same tendency is observed for universities and higher learning institutions where the percent is 3.6 in Kigali against less than 1 percent in all other provinces.

Graph 2. 1: Percentage distribution of learning institutions by type, according to province



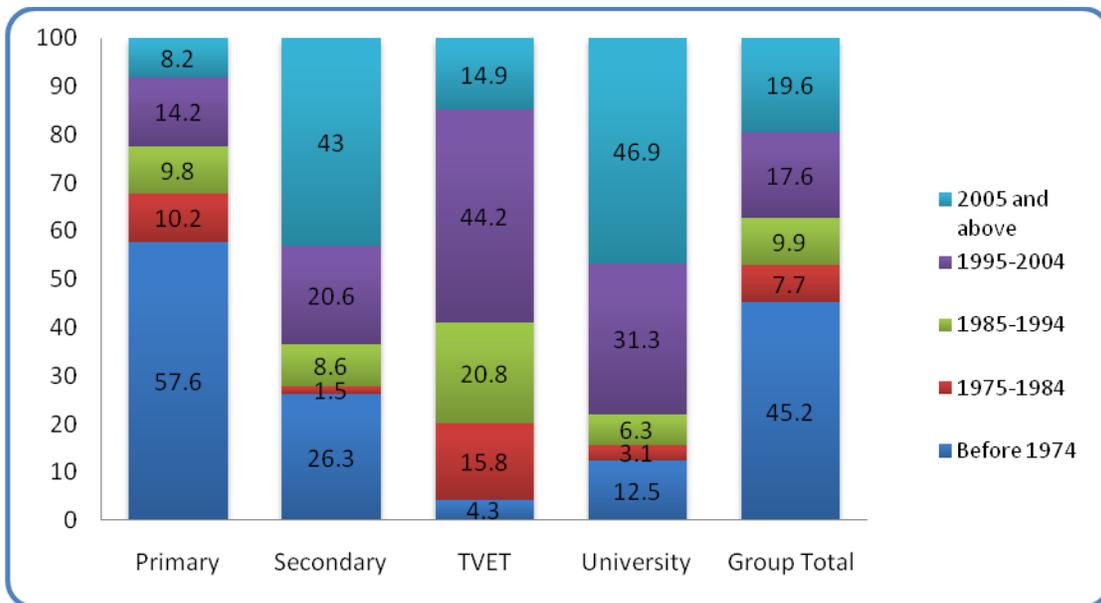
- The vast majority of education and training institutions are either government or government aided schools (86.9 percent): Government/Public (37.3 percent) and Government aided establishment (49.6 percent); while 10 percent are private.

Graph 2. 2: Percentage distribution of learning institutions by ownership, according to type



- More than a third of education and learning institutions (37.2 percent) have started from 1995 onward. While more primary schools have started before 1974 (57.6 percent), a large percentage of secondary schools (43.0 percent) and tertiary institutions (46.9 percent) have started in 2005 and above, whereas 44.2 percent of TVET have been established between 1995-2004.

Graph 2. 3: Percentage distribution of learning institutions by the starting year, according to type

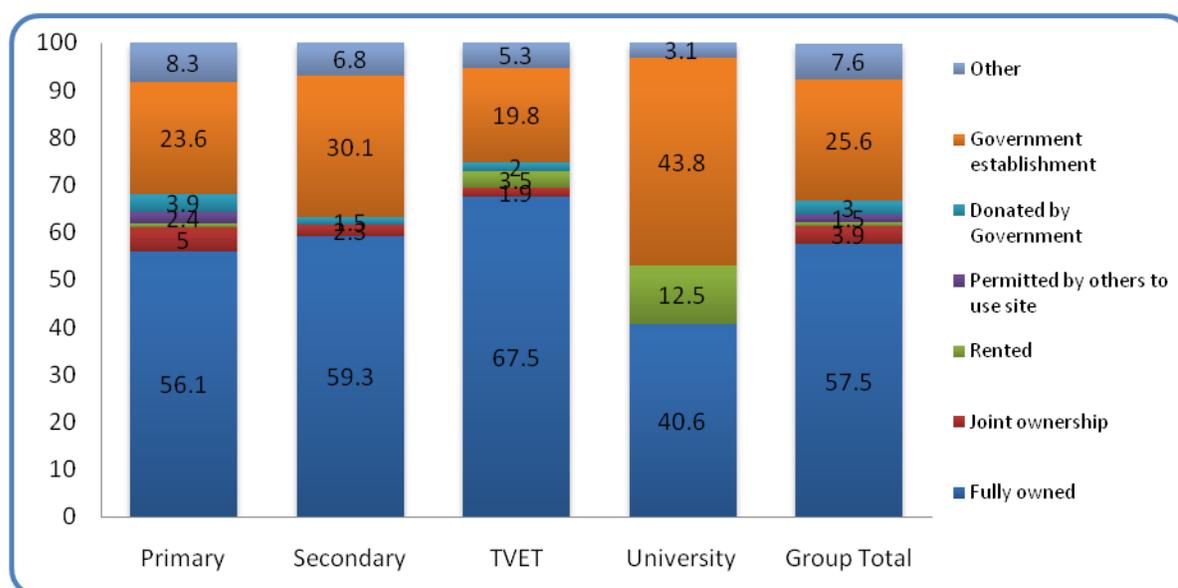


- The tenure type of learning institutions premises is fully owned in most cases (57.5 percent).

About 60 percent in secondary education (59.3 percent) and in TVET (67.5 percent) are fully owned.

In tertiary education and in primary education, fully owned learning institutions premises represent 40.6 percent and 56.1 percent respectively. A large percentage of premises of universities and higher learning institutes (43.8 percent) are government established, while government establishments represent 19.8 percent in TVET, 30.1 percent in secondary education, and 23.6 percent in primary education.

Graph 2. 4: Percentage distribution of learning institutions by ownership of premises, according to type of learning institution

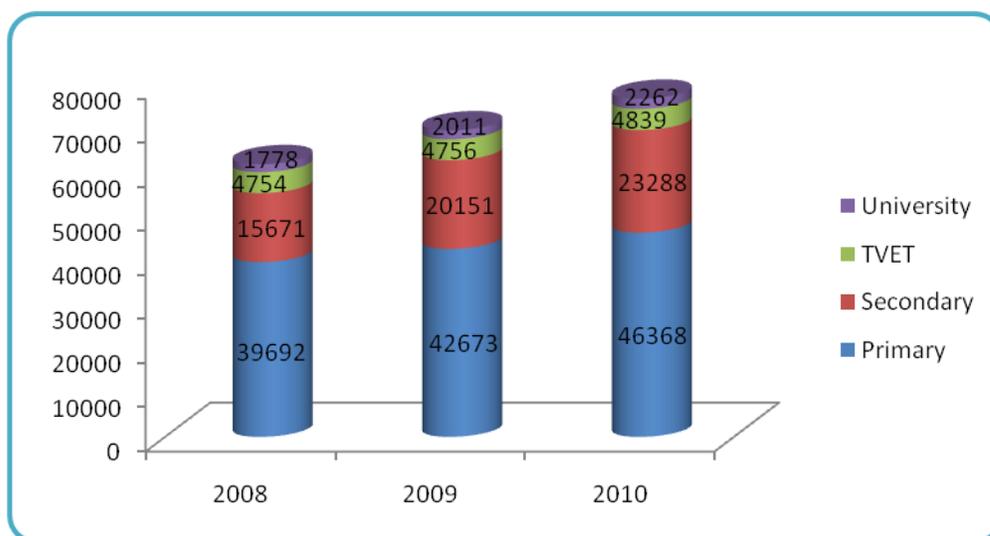


Section B. Staffing profile and labour turnover

- The Estimation of the total number of employees and permanent employees in the end of the three years preceding the survey 2008, 2009 and 2010 shows an increasing trend. The total number of employees increased from 61895 employees in 2008, to 69591 in 2009, and 76756 employees in 2010. The permanent employees increased from 59651 in 2008, to 66492 in 2009, and 73033 employees in 2010. The total employees in primary education increased from about 39692 employees in 2008, to 42673 in 2009 and 46368 employees in

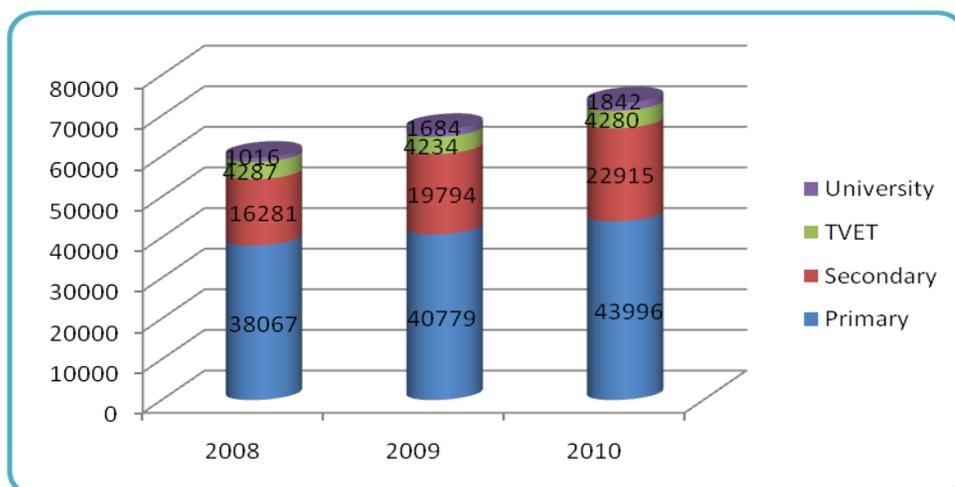
2010. Total employees in secondary education increased from 15761 to 20151 and 23288 employees in 2008, 2009 and 2010 respectively. For TVET, the total employees increased slightly from 4754 to 4756 and 4839 employees in 2008, 2009, and 2010 respectively while for universities and high learning institutes the total employees increased from 1778 to 2262 employees in 2008, 2009 and 2010 respectively.

Graph 2. 5: Estimation of total employees in 2008, 2009 and 2010, according to type of learning institution



- The total number of permanent employees in primary education increased from about 38067 employees in the end of 2008 to 40779 in the end of 2009 and 43996 employees in the end of 2010. The corresponding figures for secondary education are about 16281, 19794 and 22915 employees in 2008, 2009 and 2010 respectively. For TVET the total number of permanent employees changed from 4287 to 4234 and 4280 employees in 2008, 2009, and 2010 respectively, while for universities and higher learning institutions the total number of permanent employees increased from 1016 to 1684 and 1842 employees in 2008, 2009 and 2010 respectively.

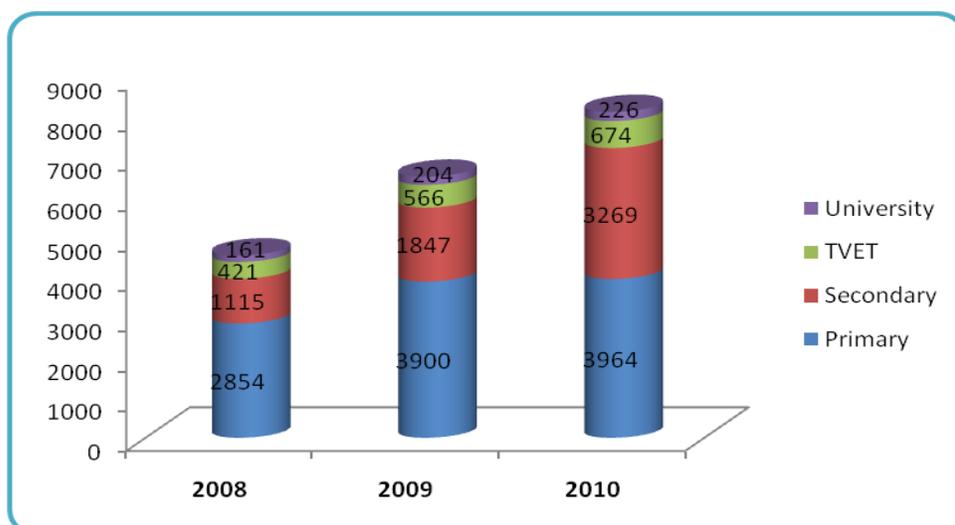
Graph 2. 6: Estimation of total permanent employees in 2008, 2009 and 2010, according to type of learning institution



- The estimate of labor turnover in the three years preceding the survey shows an increasing trend over 2008, 2009 and 2010 irrespective of the type learning institutions. The total number of employee's turnover increased from 4551 employees in 2008 to 6517 and 8133 employees in 2009 and 2010 respectively.

The employees' turnover in primary education increased from 2854 employees in 2008 to 3900 in 2009 and 3964 employees in 2010. The corresponding figures in secondary education are about 1115, 1847 and 3269 employees in 2008, 2009 and 2010 respectively. For TVET, the employee' turnover increased from 421 to 566 and 674 employees in 2008, 2009, and 2010 respectively while in tertiary education the employee' turnover is estimated at 161 , 204 and 226 employees in 2008, 2009 and 2010 respectively.

Graph 2. 7: Estimation of total number of employees' turnover in 2008, 2009 and 2010, according to type of learning institution



- The reason for turnover in 2010 was answered only by institutions experienced staff turnover in the year 2010, otherwise the institution is considered not applicable. The common reasons for turnover of male staff were low pay (reported by 27.7 percent), dismissal (7.4 percent), poor working conditions (5.2 percent), and marital reasons (2.4 percent). The other 'non-specified' reasons expressed by 55.7 percent of respondents. The reasons for male staff turnover vary with the type of learning institutions. Male staff turnover due to low pay is highest in universities and high learning institutions (50%) followed by TVET (39.7 percent), secondary schools (32 percent) and primary schools (23 percent).
- For female staff, the common reasons for turnover were also low pay (21.4 percent) followed by marital reasons (16.5 percent), dismissal (5.1 percent), poor working conditions (5.5 percent), and other non-specified reasons (49.1).

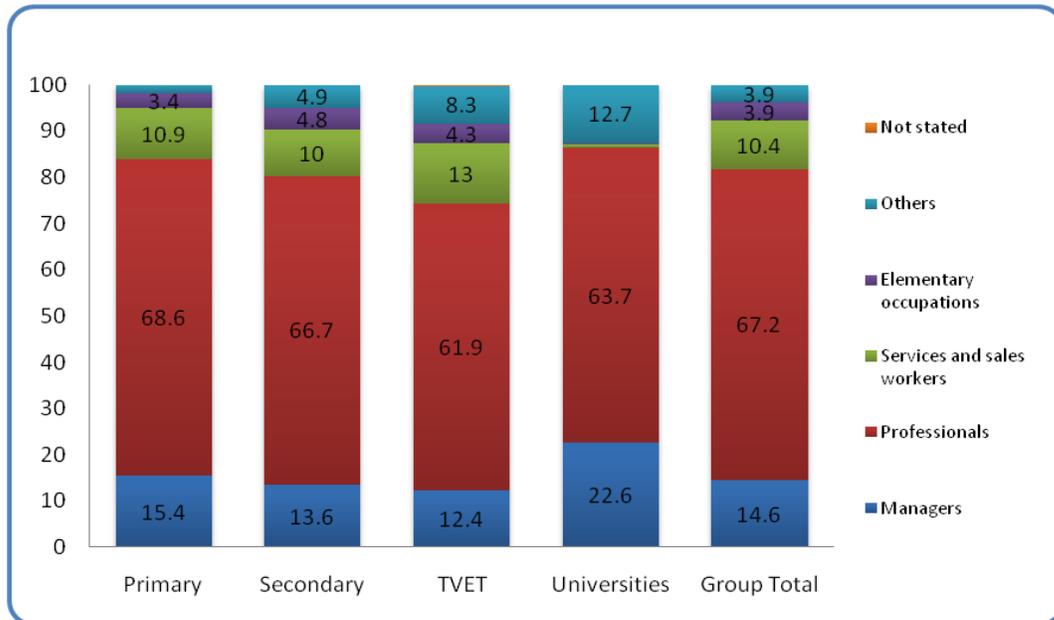
The reasons for female staff turnover vary with the type of learning institutions.

Female staff turnover due to low pay is highest in universities and high learning institutions (60%) followed by TVET (29.9 percent), secondary schools (26.5 percent) and primary schools (17.8 percent).

Section C. Institutional and staffing capacity

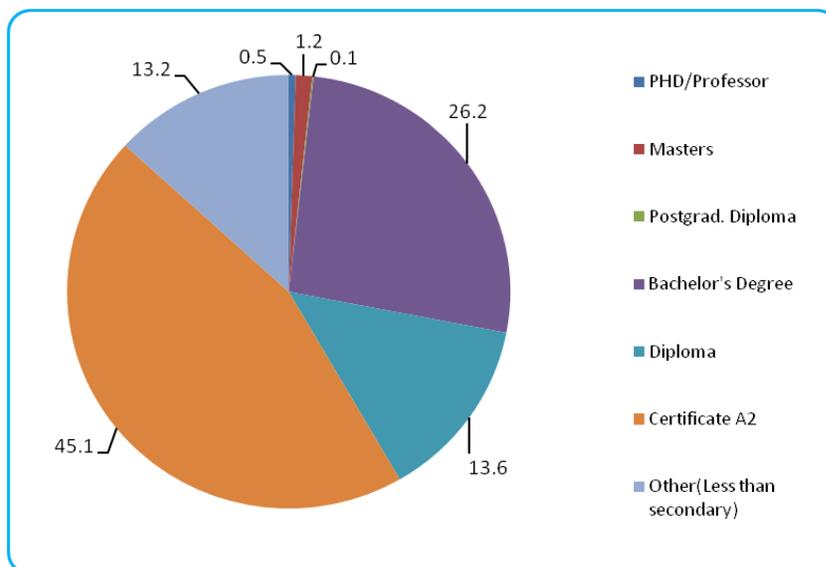
- The total number of permanent posts is estimated in 30/9/2011 as of 38700 posts approximately. The distribution of permanent posts in learning institutions by occupation according to the type of learning institutions indicates that about 67.2 percent of the employees are professionals and 14.6 percent are Managers, 10.4 percent are services and sales workers. The occupational structure of permanent posts is, to somewhat, similar in all types of learning institutions. The occupational structure of permanent posts varies to some extent with type of learning institutions. While 'professionals' are the prime permanent posts in primary education (68.6 percent), they remain the prime permanent posts in secondary establishments (66.7 percent); TVET (61.9 percent); and finally in 'universities and high learning institutions' (63.7 percent)

Graph 2. 8: Percentage distribution of permanent posts by occupation, according to type of learning institution



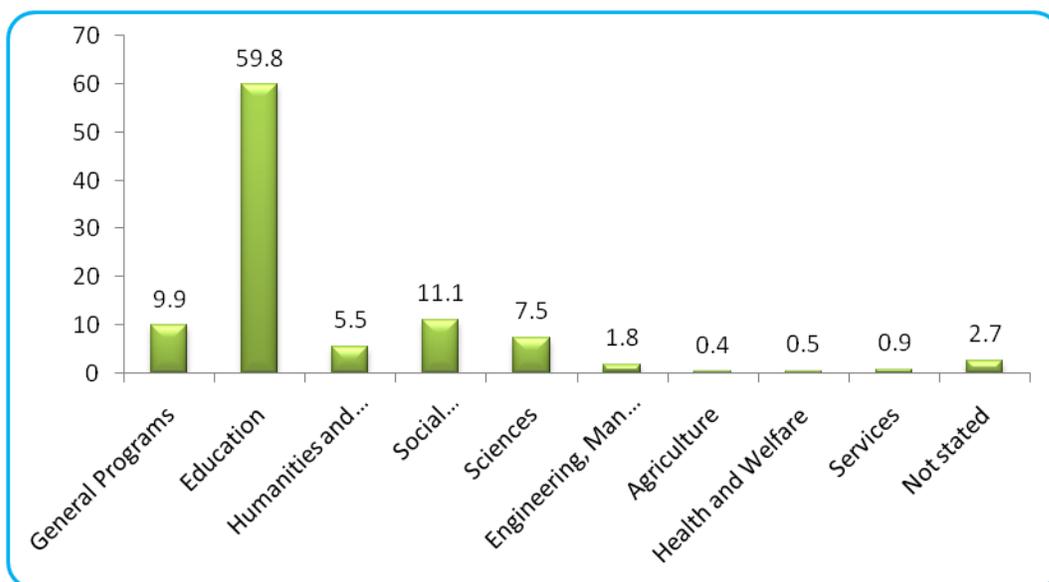
- The distribution of permanent posts according to minimum educational requirements shows that about 1.8 percent of the posts require post graduate diploma or higher. On the other extreme 13.2 percent of the posts require less than secondary education. The remaining posts (about 84.9 percent) require minimum educational level of under graduate diploma (39.9 percent) and certificate, A2 level (45.1 percent).

Graph 2. 9: Percentage distribution of permanent posts by the minimum education requirement



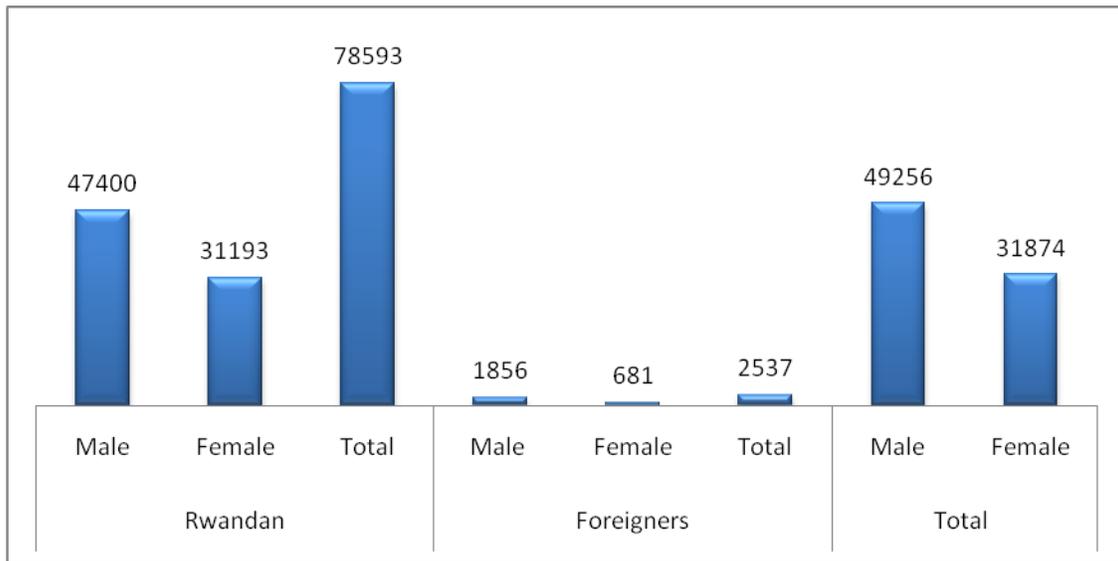
- The distribution of permanent posts according to field of educational requirements shows that about 59.8 percent of the posts require educational training programs, 11.1 percent require social science, business and law; 9.9 percent require general programs, and 7.5 percent of the posts require sciences.

Graph 2. 10: Percentage distribution of permanent posts by the field of education requirement



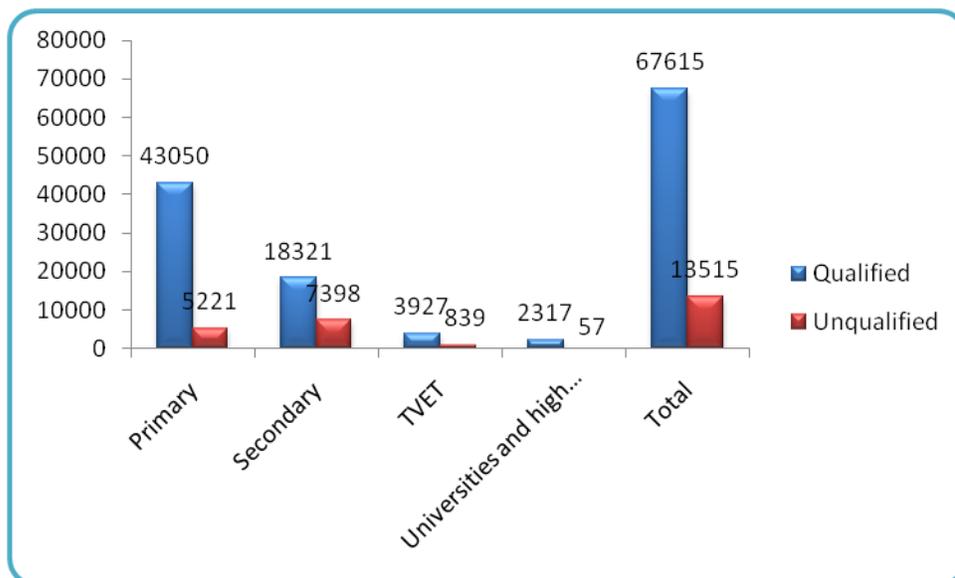
- The predominant field of education required by the highest five occupation categories of permanent posts is 'education' (59.8 percent). The percentage of this educational field varies from 92.3 percent for managers, 66.9 percent for professionals, 1.2 percent for technical and associate professionals posts, 3.8 percent for clerical support workers and 11.4 percent for services and sales workers posts. As far as the lowest remaining occupational categories of permanent posts are concerned, the major required educational field varies from occupation to another, but in general it suits the nature of the occupation concerned. For example 'Engineering, Manufacturing and Construction' is the major field required by plant, machine operators and assemblers (74.6 percent), and Craft and related trade workers posts (53.6 percent).
- The permanent employees were estimated at 81130 of whom 49256 were males and 31874 were females. By nationality, there were 78593 Rwandan nationals and 2537 foreigners.

Graph 2. 11: Estimate of total number of permanent employees by gender and nationality



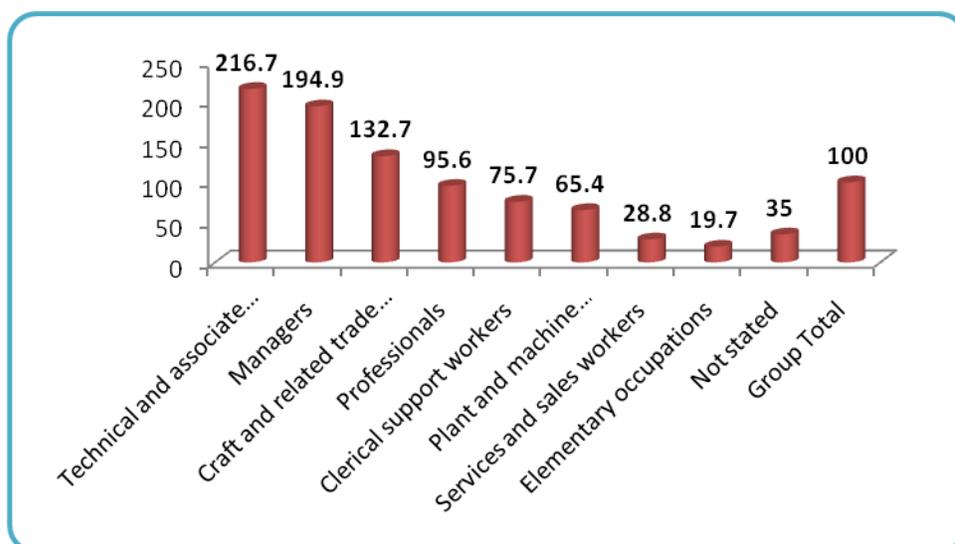
- Permanent employees are distributed among learning institutions such as: 48271 are in Primary education, 25719 in secondary education, 4766 in TVET and 2374 in universities and higher learning institutions.
- The estimation of permanent employees according to whether they are qualified to the post by occupation shows that there are still gaps in qualification of permanent employees. Out of total permanent employees (81130), 67615 are qualified against 13515 are unqualified. The qualification gap is higher among professionals where 50039 permanent employees are qualified against 12306 unqualified employees. The gap is also observed for managers, services and sales workers, and elementary occupations.
- According to the type of learning institutions, the gap between qualified and unqualified permanent employees is highest in secondary education with 18321 qualified against 7398 unqualified, in primary 43050 are qualified against 5221 unqualified, in TVET 3927 are qualified against 839 unqualified, while for universities and higher learning institutions 2317 are qualified against 57 unqualified employees.

Graph 2. 12: Estimate of the total number of permanent employees by qualification, and type of learning institution



- The gross remuneration of employees in learning institutions amounts to about 100 thousand FRW per month in average. The remuneration is highest for technical and associate professionals (216.7) and lowest for elementary occupations (19.7 thousand FRW).

Graph 2. 13: Average monthly total gross remuneration for permanent staff in thousands RWF by occupation

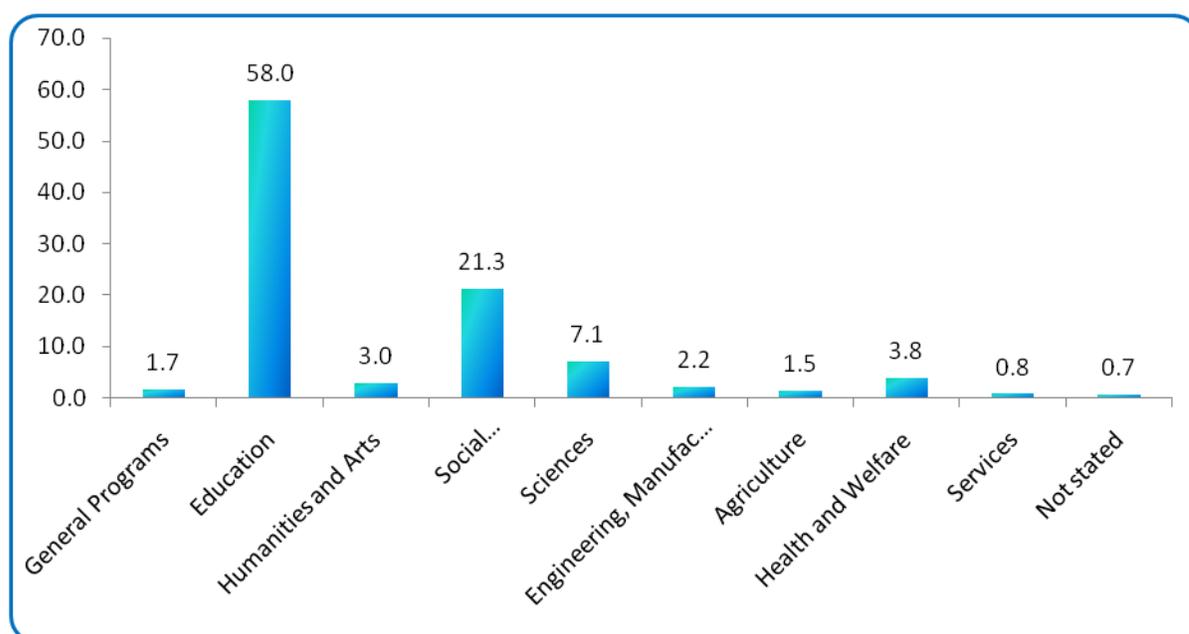


- Furthermore, while remuneration level for primary education is as low as 62.9 thousand FRW it is close to double for secondary education and TVET (respectively 106.9 and 116.0

thousand FRW). Remuneration for universities and high learning institutions is the highest (638.7 thousand FRW).

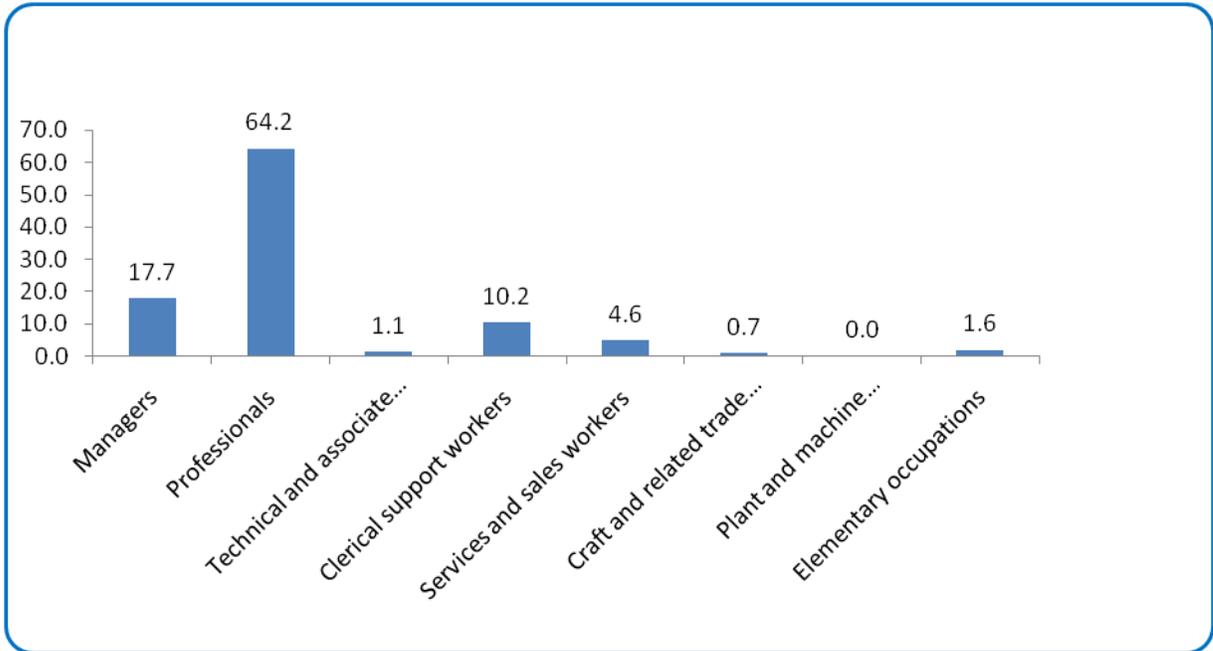
- With reference to the Survey date, the total number of vacant posts is estimated at about 2800 posts. About 35 percent of vacant posts exist in primary and 55 percent in secondary education. The minimum educational requirement of most vacant posts is either bachelor degree (40.5 percent) or certificate A2 (35.8 percent). Only 5.5 percent of vacant posts require a post graduate degree.
- With regard to the field of education required for the vacant posts, about 58 percent require the field of education, 21.3 percent require Social Science, Business and Law, 7.1 percent require sciences, and about 3.8 percent require the fields of Health and Welfare. In general, the required field of education is largely contingent upon the type of learning institution under consideration.

Graph 2. 14: Percentage distribution of vacant posts by field of education required



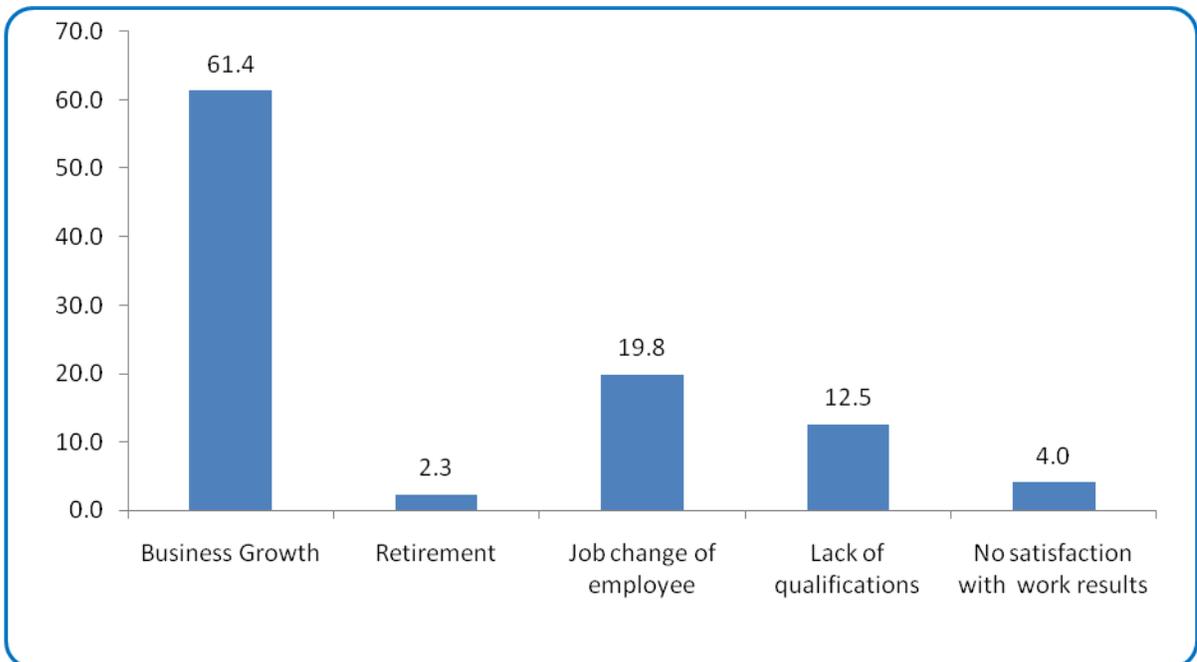
- The presence of vacant posts shows substantial variation over occupation categories: it is highest for professionals (64.2 percent) and managers (17.7 percent); and of a moderate level for clerical, support workers (10.2 percent) and services and sales workers (4.6 percent). The presence of vacant posts in other occupation categories is less than or equal to 1.6 percent.

Graph 2. 15: Percentage distribution of vacant posts by occupation categories



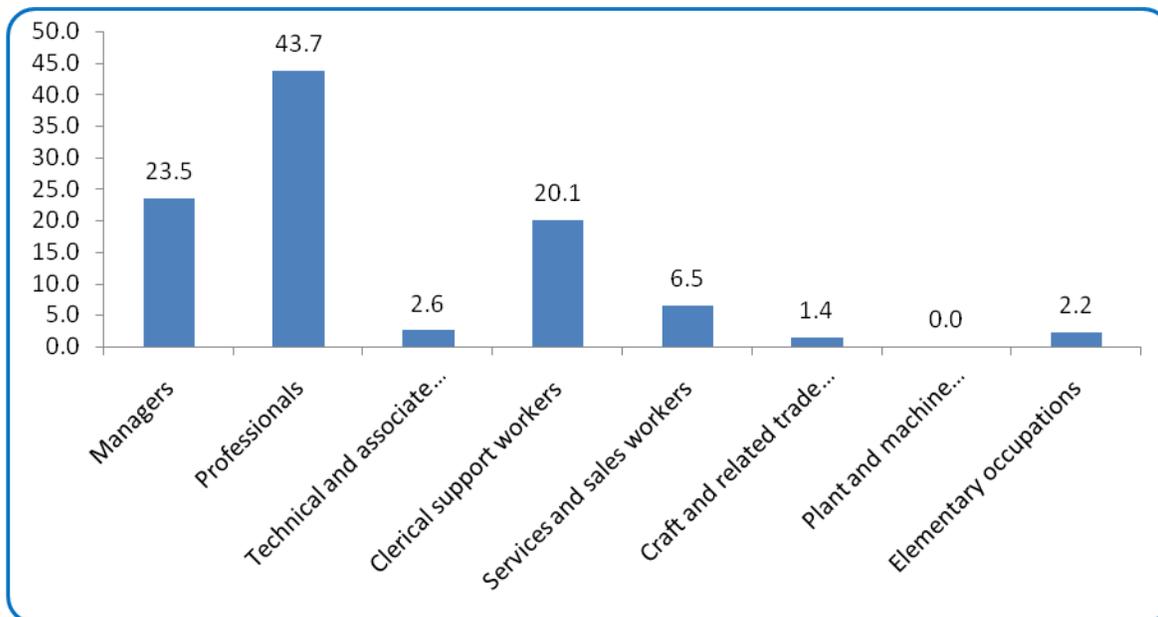
- The main cause of vacant posts is 'business growth' (61.3 percent), followed by 'job change' (19.8 percent) and lack of qualification (12.5 percent).

Graph 2. 16: Percentage distribution of vacant posts by the cause



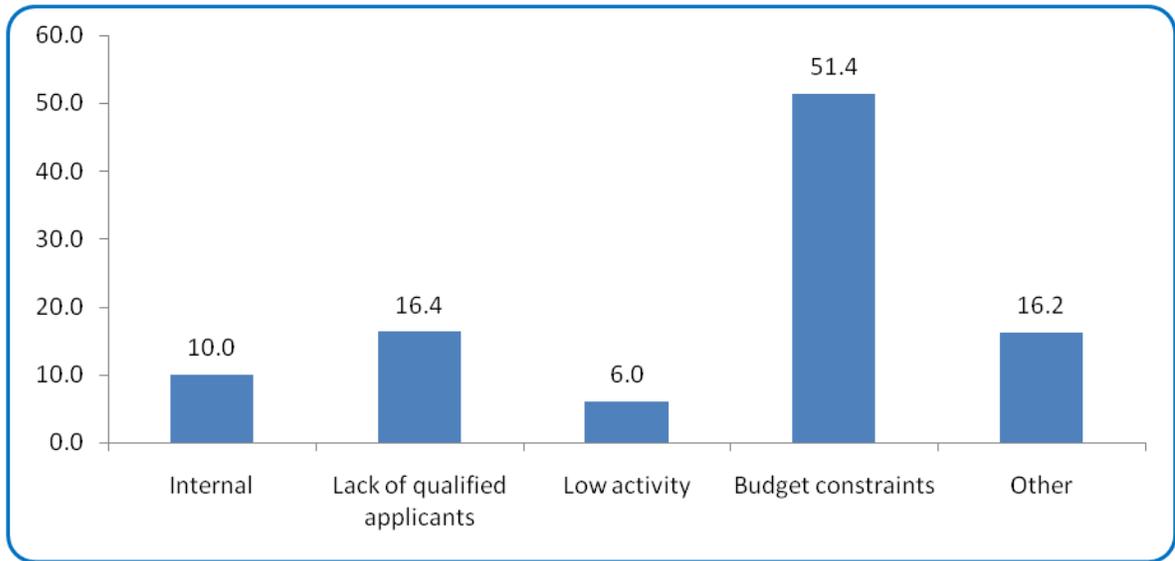
- The number of vacancies which remained as such for one year or more is estimated to about 862 posts (more than a quarter of total vacant posts). They concentrate in professional occupations (43.7 percent), managers (23.5 percent) and clerical support workers (20.1 percent), services and sales workers (6.5 percent), services and sales workers (6.5 percent).

Graph 2. 17: Percentage distribution of post which have been vacant for one year or more according to occupation



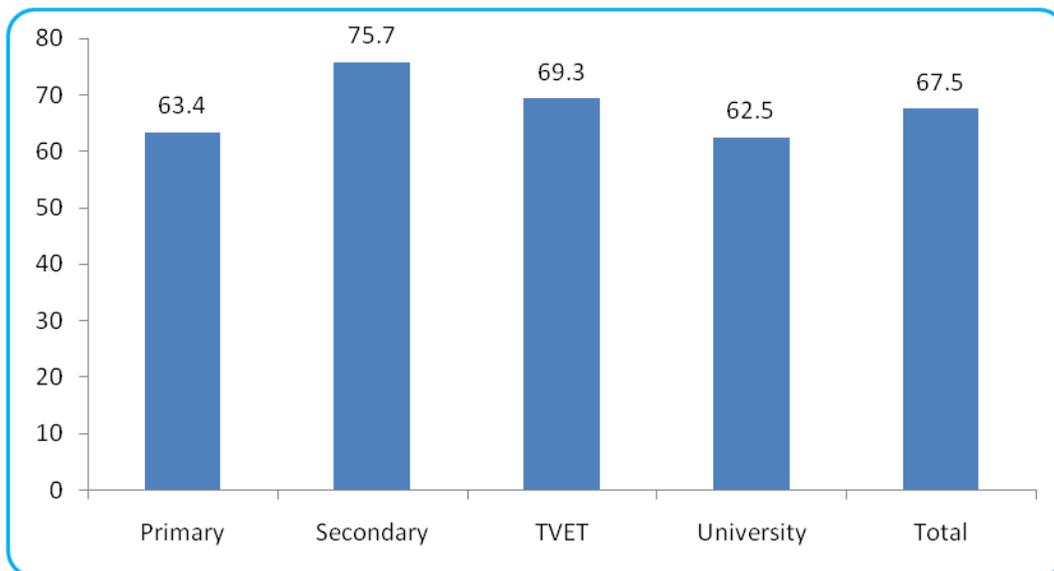
- The main reasons why the vacant posts remain vacant for one year or more is budget constraints (51.4 percent), lack of qualified applicants (16.4 percent), other reasons (16.2 percent), internal (10.0 percent), and low activity (6.0 percent).

Graph 2. 18: Percentage distribution of vacant posts for one year or more by the cause of vacancies



- Employers were asked if they have a plan to increase or decrease the number of employees between 2012 and 2021. About 67.5 percent have answered affirmatively. The percentage with affirmative answers is low for universities and high learning institutions (62.5 percent) and primary education (63.4 percent), while it is relatively higher for TVET (69.3 percent) and substantially higher for Secondary education (75.7 percent). The net effect of employment change over the indicated period is a continuous increase in employment size over time.

Graph 2. 19: Percentage distribution of establishments by whether they have a plan to increase or decrease the number of employees, according to the type of learning institution



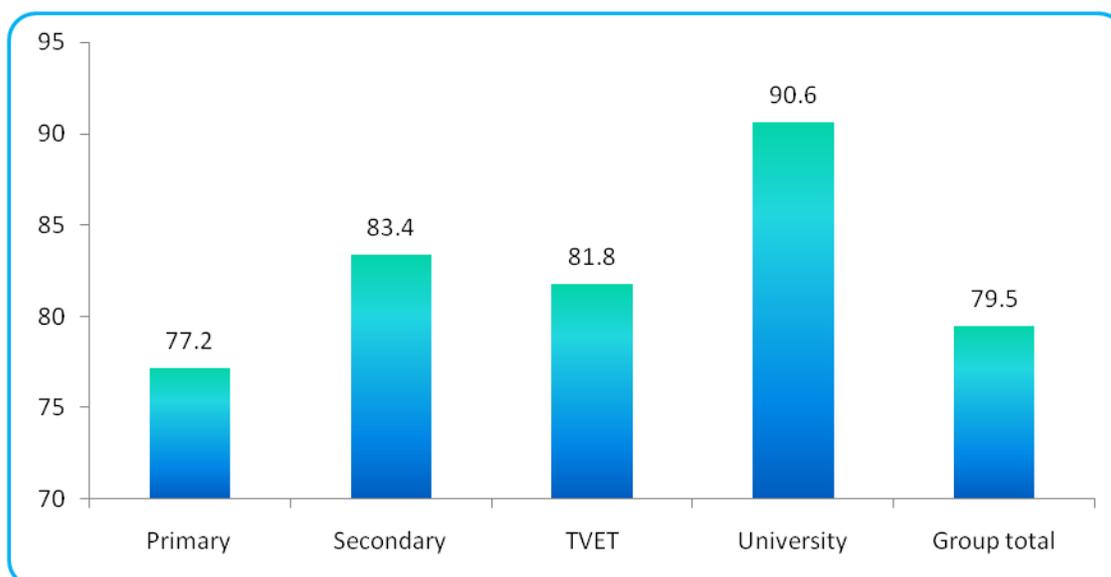
- The increase from 2012 to 2013 is estimated at 8002 workers. About 37.0 percent of the anticipated net increase is having a Bachelor's degree, 34.9 percent having a certificate A2 or less and 20.8 percent with a diploma between a bachelor's degree and a certificate. Most employment increase occurs in secondary education (48.1 percent), followed by primary education (44.4 percent).
- The increase from 2013 to 2014 is estimated at 6448 workers. About 41.3 percent of the anticipated net increase is having Bachelor's degree followed by 34.2 percent having a certificate (A2 level). Most employment increase occurs in secondary education (55.4 percent), followed by primary education (38.8 percent).
- The increase from 2014 to 2015 is estimated at about 5761 workers. Most of them are of certificate (A2 level): about 47.0 percent of the anticipated net increase is having certificate (A2 level) followed by 26.4 percent having Bachelor's degree. Most employment increase occurs in primary education (62.2 percent), followed by secondary education (32.8 percent).
- The increase from 2015 to 2016 is estimated at 3724 workers. Most of them are of certificate (A2 level): about 46.3 percent of the anticipated net increase is having certificate (A2 level) followed by 26.8 percent having Bachelor's degree. Most employment increase occurs in primary education (51.1 percent), followed by secondary education (35.3 percent).
- The increase from 2016 to 2021 is estimated at about 5110 workers. Most of them are of certificate (A2 level): about 40.9 percent of the anticipated net increase is having certificate (A2 level) followed by 31.1 percent having Bachelor's degree. Most employment increase occurs in primary education (57.3 percent), followed by secondary education (36.0 percent).
- The enrollment at TVET and Tertiary learning institutions amounts to 121819, of which 65006 (53.4 percent) enrolled at TVET and 56813(46.6 percent) enrolled at tertiary learning institutions.

Section E: Staff Development

- In total, about 79.5 percent of all learning institutions have staff training plan/policy in place. Considerable differential with the types of learning institutions is noticed: while the prevalence of staff training plan/policy is lowest in primary education (77.2 percent), it is

highest in universities and higher learning institutions (90.6 percent). The prevalence level of staff training plan/policy in the TVET (81.8 percent) is in same vicinity as of secondary education (83.4 percent).

Graph 2. 20: Percentage distribution of establishments by whether they have a staff training policy/plan in place, according to type of learning institution



- The means of training of managerial staff in all education and training institutions is basically ‘workshops’ which has been reported by 83.2 percent of units having training plan/policy in place, followed by ‘on the job training’ (47.7 percent) and ‘Apprenticeship’ (42.3 percent).

A substantial variation in training modes over types of learning institutions is noticed, particularly with regard to the indicated common training modes.

- Similarly, the means of training of professional and technical staff in all educational institutions combined is mainly ‘workshops’ which has been reported by 71.3 percent of units having training plan/policy in place, followed by ‘on the job training’ (48.0 percent) and ‘Apprenticeship’ (33.8 percent). A substantial variation in training modes over types of learning institutions is noticed, particularly with regard to the indicated common training modes.
- Following the same pattern as above, but in much lower level, the means of training of clerical and casual staff in all learning institutions combined is mainly ‘workshops’ which has been reported by 23.0 percent of units having training plan/policy in place, followed

by 'on the job training' (15.4 percent) and 'Apprenticeship' (15.1 percent). A substantial variation in training modes over types of learning institutions is noticed, particularly with regard to the indicated common training modes.

- In general, the frequency of training at learning institutions which have ever experienced staff training varies according to trainee's occupation which starts with the highest managerial positions (Rectors and Headmasters) and ends with the clerical and casual positions.

With regard to highest managerial positions the frequency of training is, in order of popularity, irregular/adhoc (reported by 34.7 percent of eligible units); annually (reported by 30.8 of eligible units); quarterly (reported by 15.6 percent units); and twice a year (reported by 9.9 of eligible units).

- Whereas for Supervisory (directors) positions, the training frequency is, in order of popularity, irregular/adhoc (reported by 32.2 percents of concerned units); annually (reported by 30.3 percent of units); quarterly (reported by 22.5 percent of units); and twice a year (reported by 8.5 percent of units).

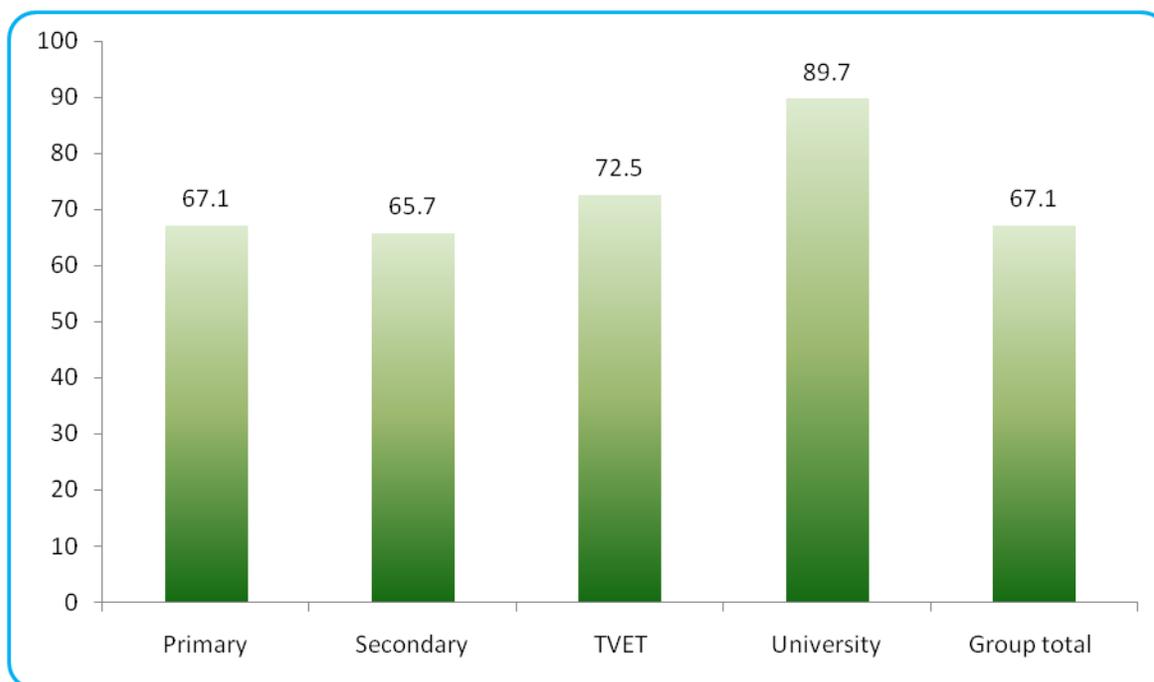
- The training frequency of technical /professional staff is, in order of popularity, annually (reported by 50.2 percent of units), quarterly (reported by 25.2 percent of units); irregular/adhoc (reported by 10.3 percent of eligible units); and twice a year (reported by 7.7 percent of units).

- With regard to clerical staff, the training frequency is, in order of popularity, irregular/adhoc (reported by 41.7 percent of units); annually (reported by 26.4 percent of units); quarterly (reported by 16.3 percent of units) and twice a year (reported by 8.7 percent of units).

The pattern of training frequency for each job level varies to some extent over the type of learning institutions.

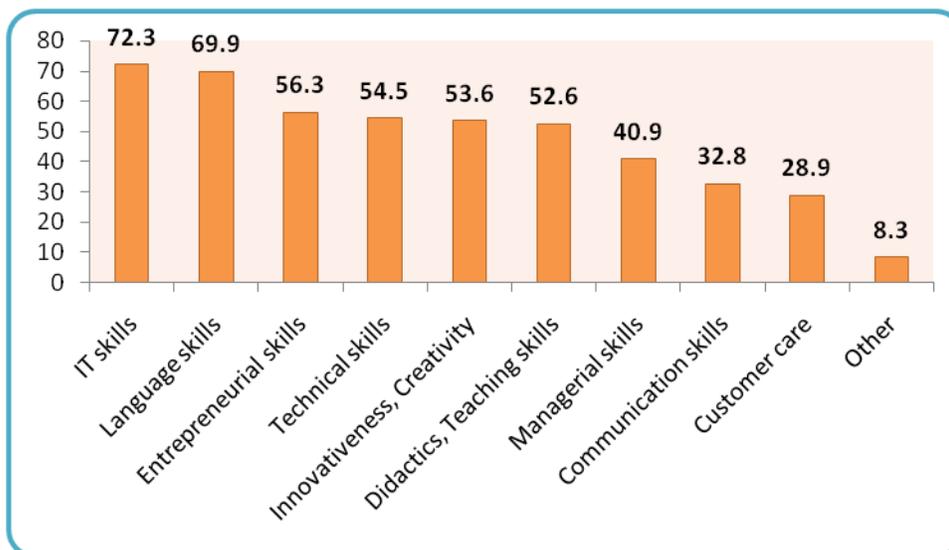
- About 67.1 percent of training and learning institutions having training plan/policy possesses in-house training facilities for their staff. The prevalence of units with training facilities varies over types of training and learning institutions where it changes from 89.7 percent for universities and high learning institutions to 72.5 percent for TVET, 65.7 percent for secondary education, and 67.1 for primary education.

Graph 2. 21: Percentage of establishment having in-house-training facilities for own staff, according to the type of learning institution



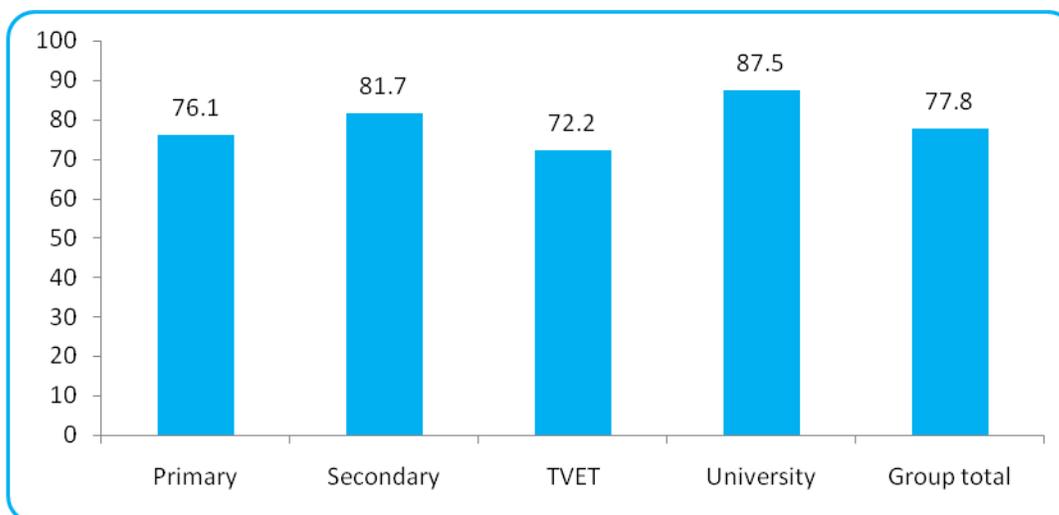
- The most common training facilities reported by learning institutions having any type of training facilities is 'Training materials' which has been reported by about 87.4 percent of eligible units , followed by 'Training space' reported by 81.8 percent of all eligible units. Specialized trainers, Computers, Projectors, and Laboratory are other fairly common training facilities reported respectively by 46.4 percent, 23.1 percent, 11.4 percent and 11.1 percent of all eligible units.
- The reported skills/qualifications which are in general lacking among staff are numerous: the most important of them are IT skills (reported by 72.3 percent of units), followed by language skills (reported by 69.9 percent of units) , entrepreneurial skills (56.3 percent), technical skills (reported by 54.5 percent of units), innovativeness/creativity (53.6 percent), didactic and teaching skills (reported by 52.6 percent of units), managerial skills (reported by 40.9 percent of units) and communication skills (reported by 32.8 percent of units). Noteworthy is that IT skills are lacking in much lower extent among staff of tertiary learning institutions compared with learning institutions.

Graph 2. 22: Percentage of establishments by the kind of skills in general lacking among their staff



- More than three quarters of learning institutions (77.8 percent) have conducted training within the 12 months preceding the survey date. Substantial variation over types of learning institutions is observed: While the incidence of training in the universities and high learning institutions within the indicated period is as high as 87.5 percent, it is low in primary schools (76.1 percent). Training incidence in secondary schools and TVET are 81.7 percent and 72.2 percent respectively.

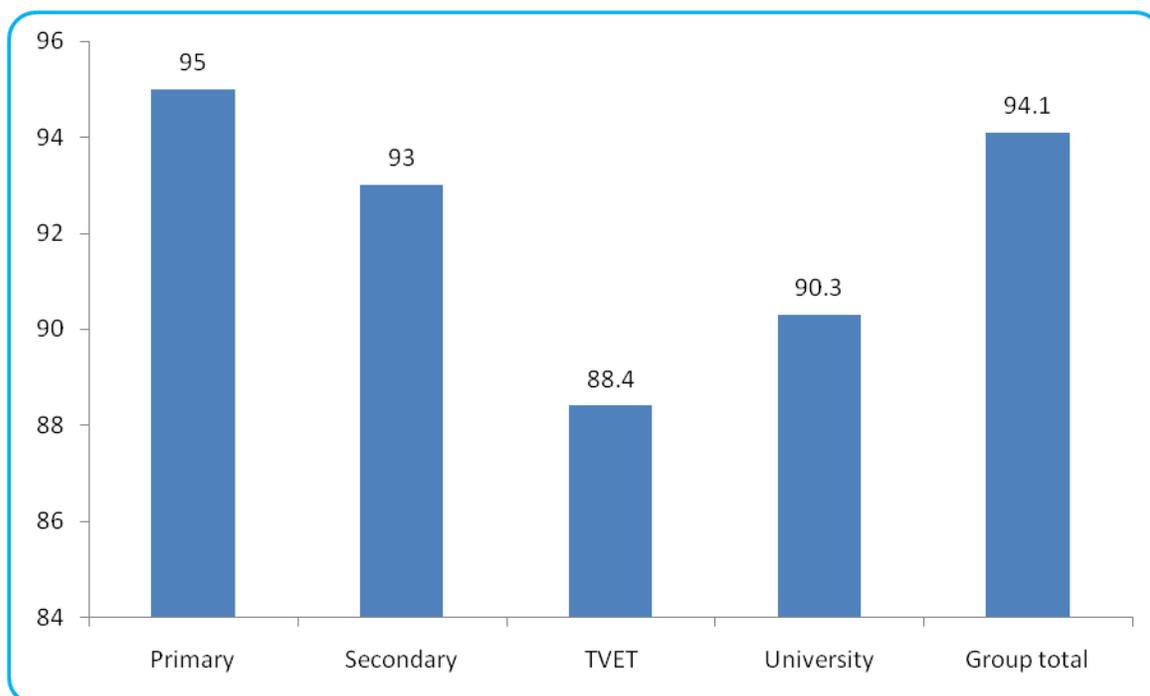
Graph 2. 23: Percentage of learning institutions which conducted staff training in the 12 month months before the survey, according to type of learning institutions



- Approximately 94.1 percent of all learning institutions reported facing some challenges that limit staff training. The reported challenge varies in a narrow range with the type of

learning institutions where it is highest (95.0 percent) for primary education and lowest (88.4 percent) for TVET.

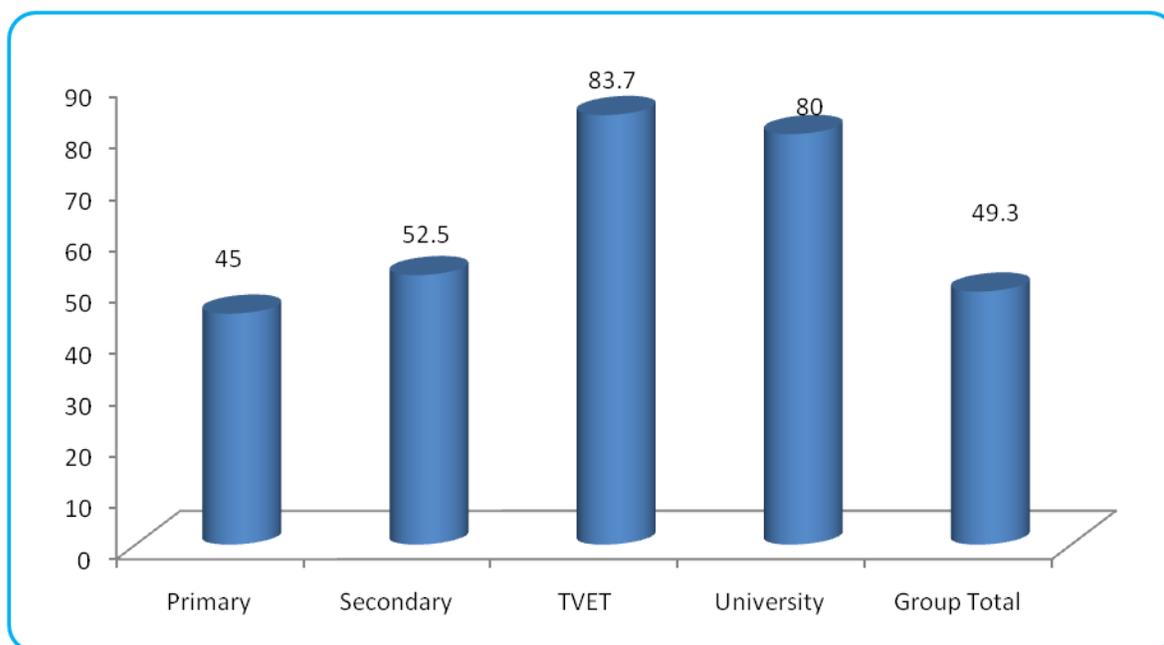
Graph 2. 24: Percentage of learning institutions facing some challenges that limit their staff training , according to type of learning institution



- Lack of funds has been reported as the first challenge by 57.3 percent of units, followed by inadequate materials (reported by 16.0 percent), inadequate facilities/space reported by 11.0 and shortage of skilled trainers reported by 10.1 percent of eligible units.
- As a second challenge, for those reported two challenges at least, inadequate material has been reported by 32.6 percent, while shortage of skilled trainers has been reported by 27.3 percent and lack of funds by 19.3 percent of units.
- Concerning the third challenge, for those reported three challenges, lack of funds has been reported by 29.4 percent,, inadequate materials reported by 25.8 percent and shortage of skilled trainers by 25.6 percent of eligible units.
- About 49.3 percent of leaning institution has hired TVET graduates in the last five years. Most TVET learning institutions recruit own graduates (83.7 percent), followed by universities and high learning institutions (80.0 percent). The prevalence in primary and

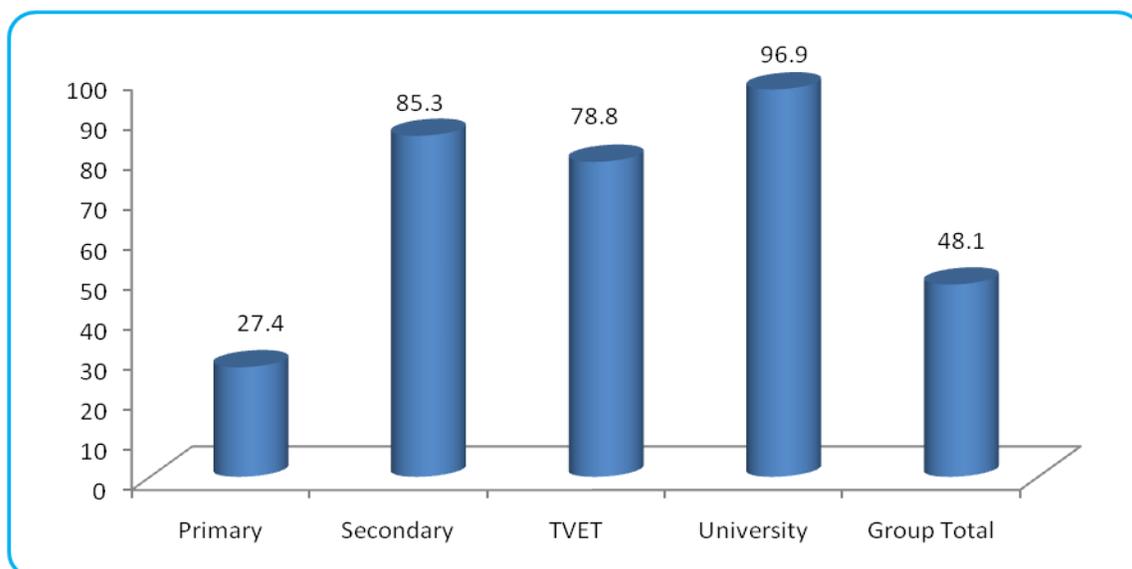
secondary schools which have experienced recruitment of TVET graduates is 45.0 percent and 52.5 percent respectively.

Graph 2. 25: Percentage of learning institutions which have hired TVET graduate in last five years, according to type of learning institution



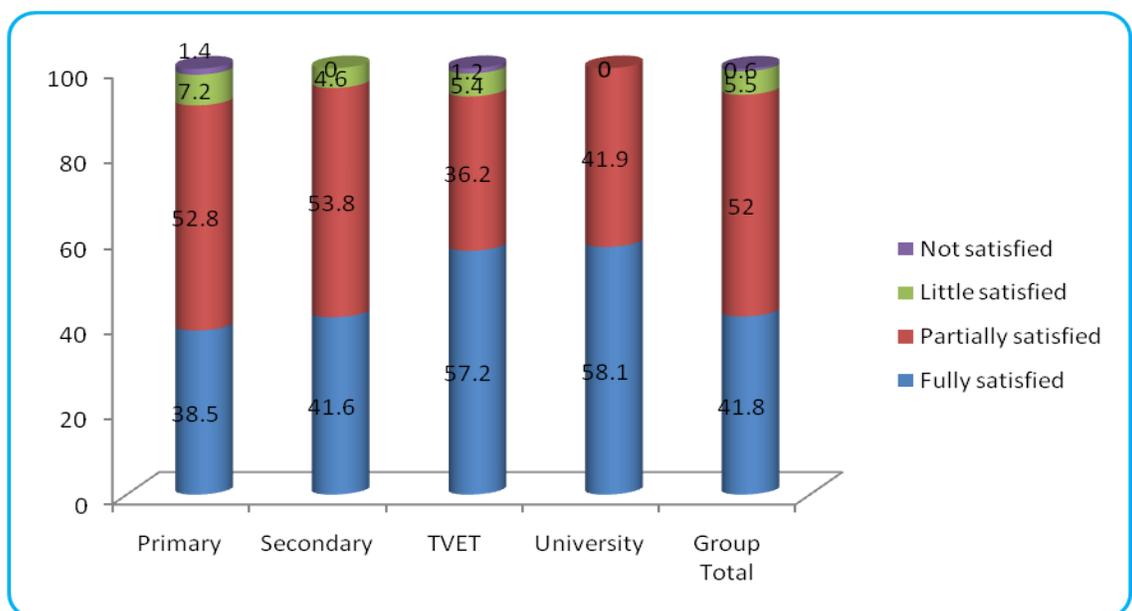
- The perceived satisfaction level of employers with TVET graduates is low: as about 28.6 percent reported 'fully satisfied' and 67.0 percent reported 'partially satisfied'. Apart from TVET, there exists intangible variability in satisfaction level over type of learning institutions. The level of satisfaction of TVET with their own graduates is higher compared with other learning institutions hiring TVET graduates.
- Slightly less than a half (48.1 percent) of education and learning institutions has hired graduates of tertiary education level. Almost all universities and high learning institutions recruit such graduates (around 97.0 percent), followed by secondary schools (85.3 percent), TVET (78.8 percent) and primary schools (27.4 percent).

Graph 2. 26: Percentage of learning institutions which have hired graduates of higher institutions in last five years, according to the type of learning institution



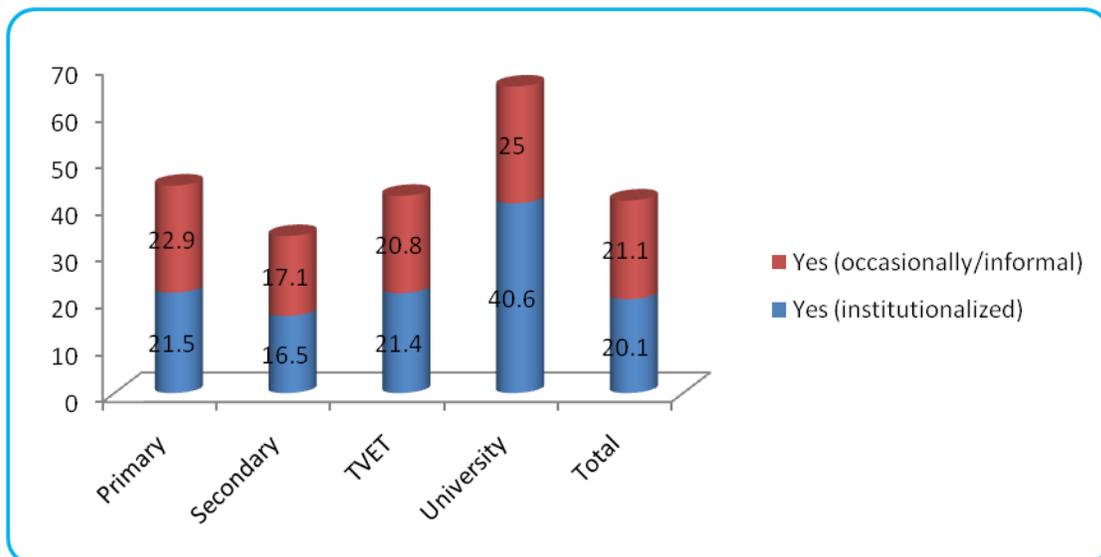
- The perceived satisfaction level of employers concerning graduates of tertiary education is relatively high: about 41.8 percent reported ‘fully satisfied’ and 52.0 percent reported ‘partially satisfied’. There exists little variability in satisfaction level over type of learning institution. The level of satisfaction is high for universities and high learning institutions with 58.1 percent of eligible units are fully satisfied and 41.9 percent are partially satisfied.

Graph 2. 27: Percentage distribution of learning institutions by the perceived level of satisfaction with the performance of higher institution graduates according to type of learning institution



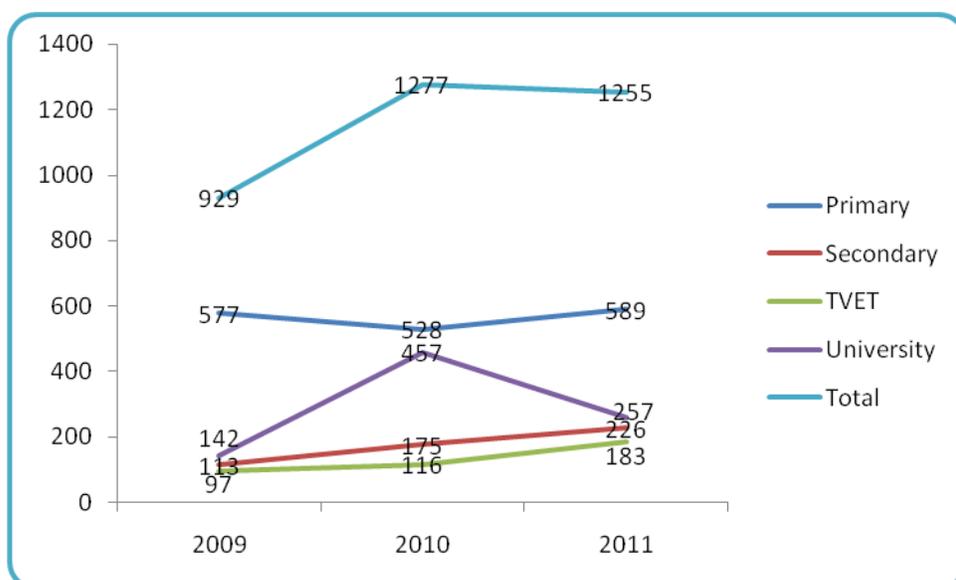
- The suggestions of all employers, irrespective of recruiting TVET graduates, concerning ways and methods to improve education/training programs in such schools have been solicited: improvement of technical skills have been reported as the prime suggestion by the greatest percentage of employers (32.5 percent); the second prime suggestion for those reported at least two suggestions is improvement of language skills (20.2 percent) and the third prime suggestion for those reported three suggestions is improvement of IT skills (26.1 percent).
- The suggestions of all employers, regardless of recruiting graduates of tertiary schooling, concerning ways and methods to improve education/training programs in such schools have also been solicited; improvement of technical skills, improvement of language skills, improvement of didactics/teaching skills, improvement of managerial skills, have been reported as the prime suggestion by 18.5 percent, 15.0 percent, 12.4 percent and 12.0 percent of employers respectively ; the second suggestion for those reported at least two suggestions is improvement of IT skills (17.9 percent) followed by improvement of language skills(16.7 percent); the third suggestion for those reported three suggestions is improvement of IT skills (23.9 percent) followed by didactics/teaching skills (17.3 percent).
- About 41.2 percent of learning institutions have an industrial attachment/internship program either institutionalized (20.1 percent) or occasionally/informal (21.1 percent). The prevalence of such training program is highest in universities and high learning institutes (65.6 percent) and lowest in secondary education (33.6 percent).

Graph 2. 28: Percentage of learning institutions having an industrial attachment/apprenticeship/internship program (whether institutionalized or occasionally) according to the type of learning institution



- The total number of annual interns usually receives practical training at learning institutions have been estimated at about 5522; the number of male interns (3168) is higher than that of females (2354). The biggest number of interns (3291) is the share of primary education while the smallest (460) is the share of TVET.
- There exists an increasing trend in the numbers of interns eventually hired by learning institutions over the period 2009-2011. The number of hired interns rises from 929 in 2009, to 1277 in 2010 and falls slightly to 1255 in 2011.

Graph 2. 29: Estimate of total number of hired interns by gender in 2009, 2010 and 2011; according to the type of learning institution



Section F. Capital/Expenditures/Revenue for private learning institutions

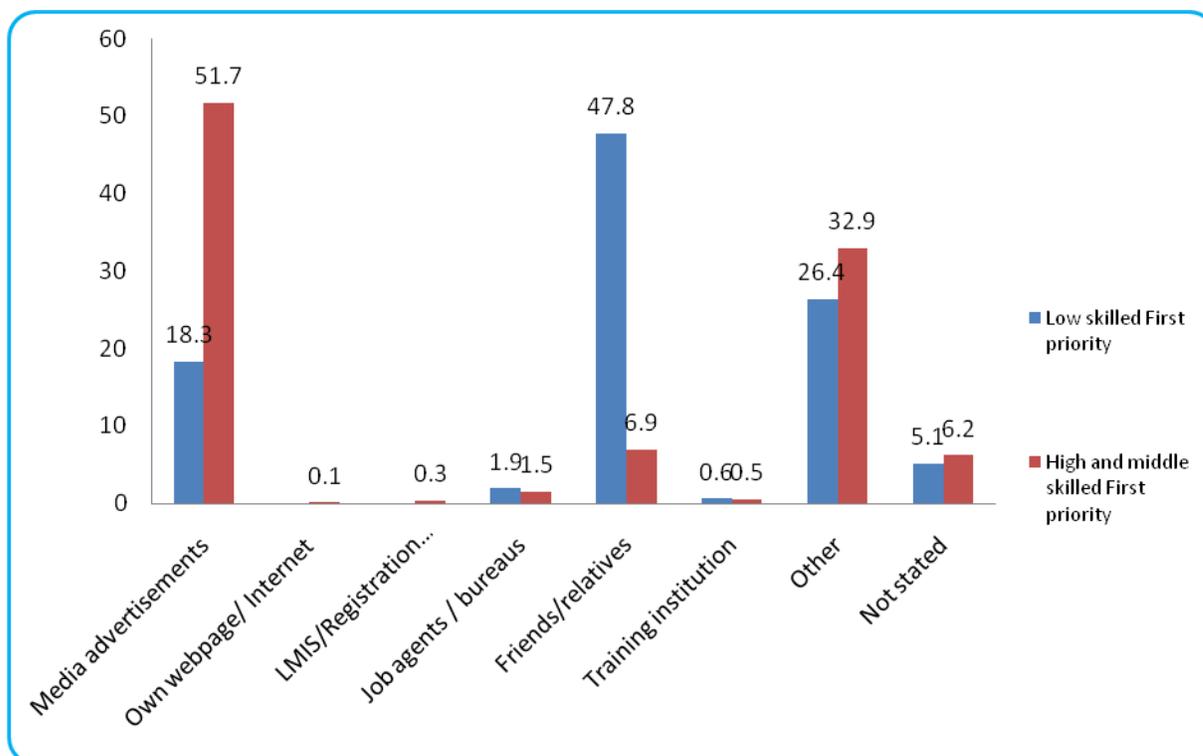
- Employers of private learning institutions of all levels (primary, secondary, TVET and universities), have been asked about the major source of start-up capital: the key reported source is 'public share issuing' which has been declared by 25.6 percent of respondents, followed by 'contribution from others' (10.7 percent) and 'inheritance' (2.1 percent).
- Total expenditure on permanent labor at learning institutions in September 2011 amounts to 8020.5 million FRW, the biggest portion of permanent labor expenditure is wages and salaries which reaches 5294.6 million FRW. The mean expenditure on permanent labor per learning institution is estimated at 2022.9 thousands FRW.

- Total expenditure on temporally employees at learning institutions in September 2011 amounts to 234 million FRW, the biggest portion of temporally labor expenditure is wages and salaries which reaches 210.3 million FRW. The mean expenditure on temporally employees per establishment is estimated at 59.5 thousands FRW.

Section G. Sourcing of required staff

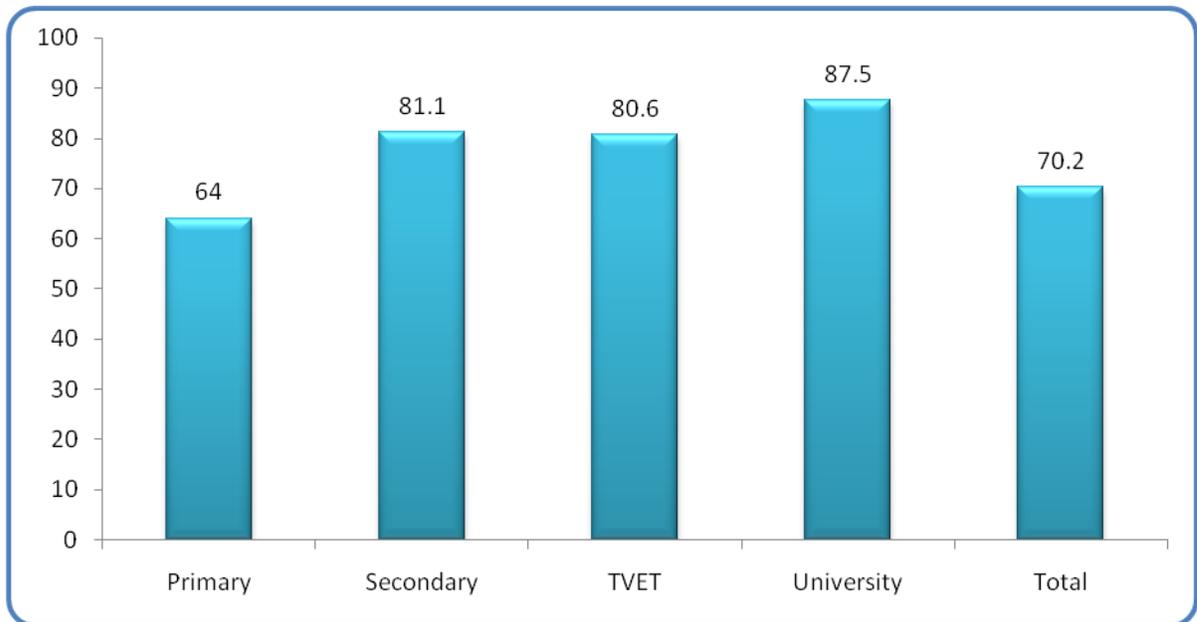
- Generally, friends/relatives are the prime source of recruiting for low skilled personnel: this source has been reported by 47.8 percent of respondents, followed by other unspecified sources (26.4 percent) and media advertisements (18.3 percent). Media advertisements are an important source for recruiting high and middle skilled personnel with 51.7 percent of respondents reported relying on this source as their first priority. About 33 percent of respondents rely on other unspecified means for recruiting high and middle-skilled staff as first priority.

Graph 2. 30: Percentage of learning institutions by means of sourcing personnel to fill vacant posts



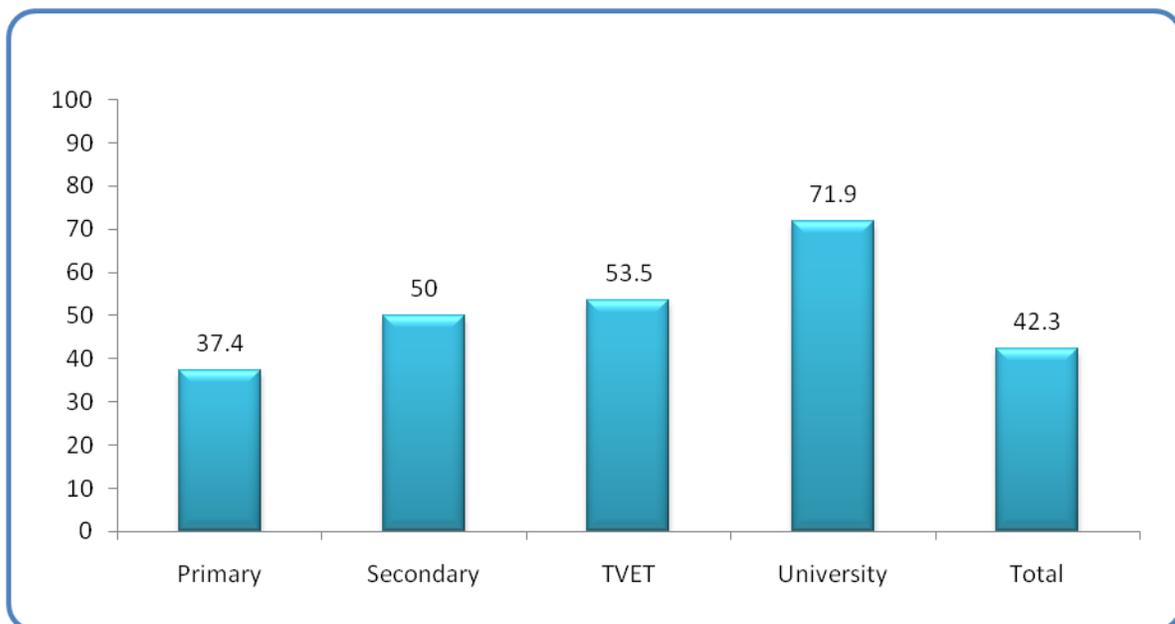
- About 70.2 percent of learning institutions reported recruiting some staff in the previous year. A substantial variability among types of learning institutions exists: while 87.5 percent of university and high learning institutions declared recruiting some staff in the previous year, only 81.1 percent of secondary schools, 80.6 percent of TVET and 64.0 percent of primary school have experienced recruitment in the previous year.

Graph 2. 31: Percentage of learning institutions which have recruited some staff last year, according to the type of learning institution



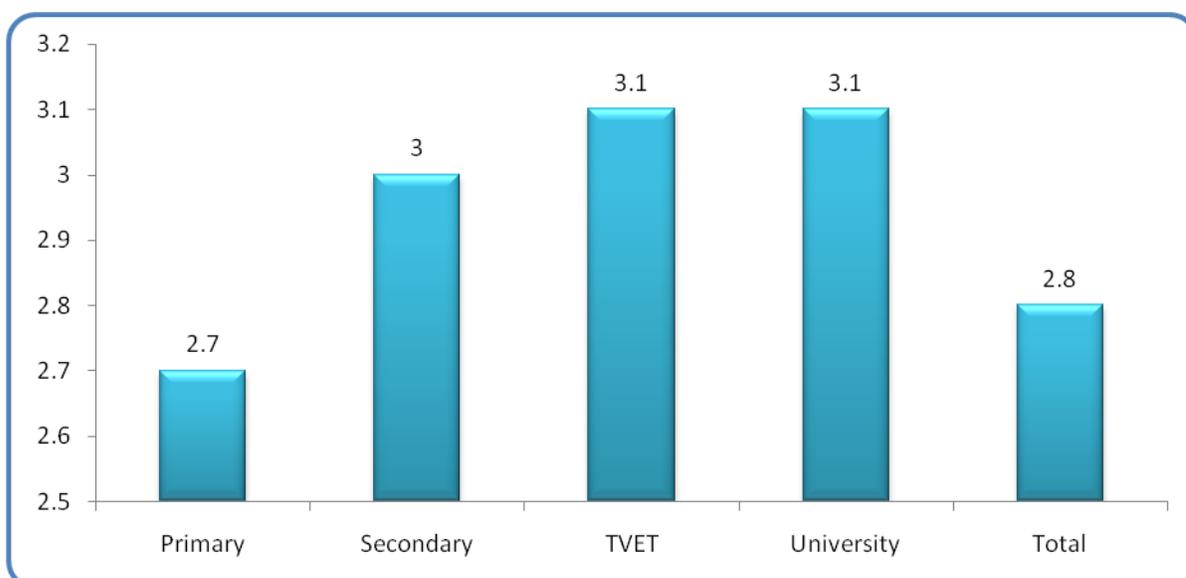
- Universities and high learning institutions were more likely to advertise for some posts in the previous year (71.9 percent), followed by TVET (53.5 percent). Job advertising was low for primary education (37.4 percent).

Graph 2. 32: Percentage of learning institutions which have advertised some posts last year, according to type of learning institution.



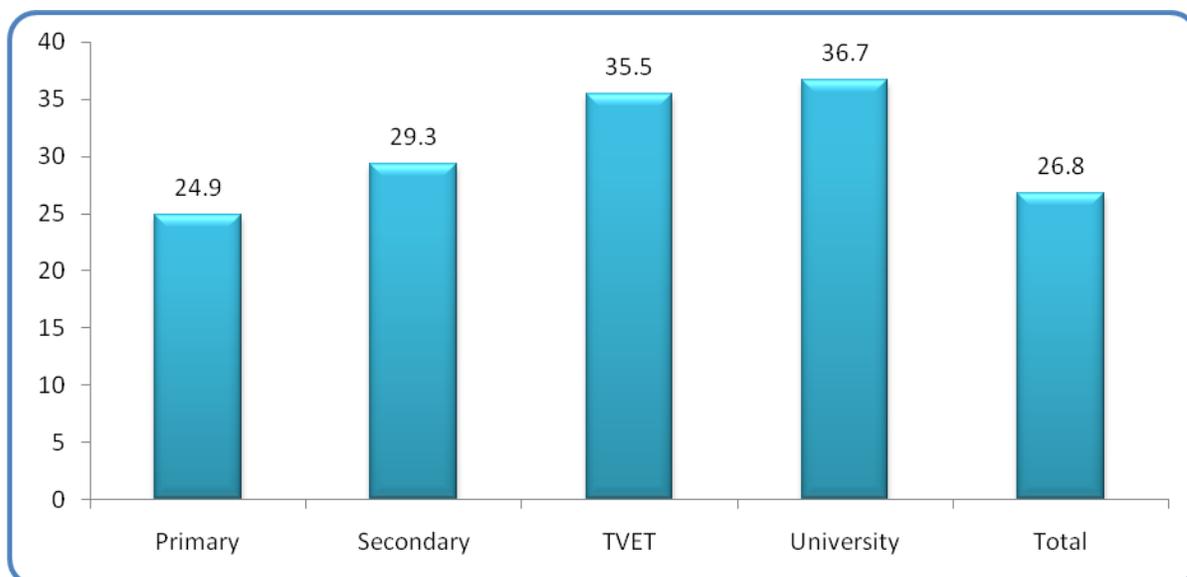
- The prevalence of learning institutions which have ever used LMIS is trivial (2.8 percent). The prevalence level ranges from 2.7 percent in primary schools to 3.1 percent in TVET and higher institutions each.

Graph 2. 33: Percentage of learning institutions which have ever used the LMIS , according to type of learning institution



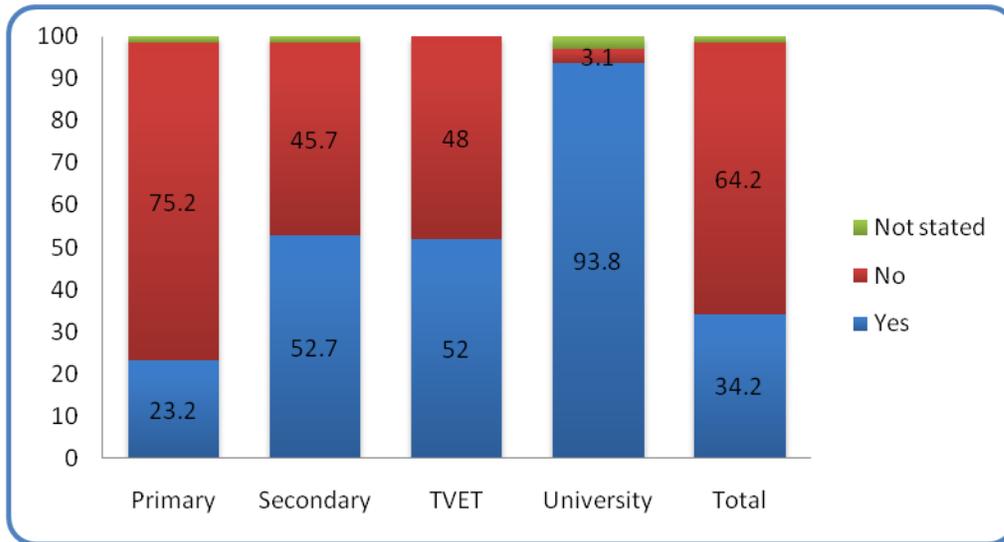
- Learning institutions which have never used LMIS have been asked about their awareness of LMIS: only 26.8 percent of respondents have heard about it. Awareness is relatively higher in universities and high learning institutions (36.7 percent) and TVET (35.5 percent) compared with secondary schools (29.3 percent) and primary schools (24.9 percent).

Graph 2. 34: Percentage of learning institutions which have not used LMIS but heard about it, according to type of learning institution



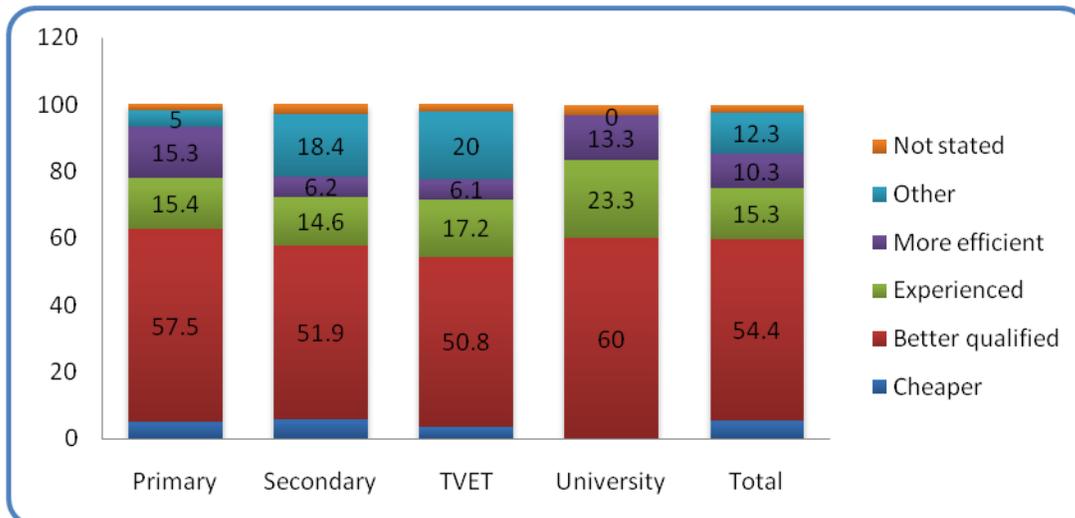
- Respondents who have heard about LMIS but never used it have been further questioned about the reason of not using it: a big portion reported 'no need' (35.3 percent), followed by complicated/cumbersome (29.3 percent) and other 'unspecified reasons' (27.5 percent).
- Slightly more than a third of learning institutions (34.2 percent) envisage hiring non-nationals in the future. The level is greatly higher in the universities and high learning institutions (93.8 percent) and lowest in Primary education (23.2 percent).

Graph 2. 35: Percentage distribution of learning institutions by whether they envisage hiring non-nationals, according to type of learning institution



- The main reason of hiring non-nationals is ‘better qualified’, reported by 54.4 percent of learning institutions which envisage hiring non-nationals, followed by ‘more experienced’ (15.3 percent).

Graph 2. 36: Percentage distribution of learning institutions which envisage hiring non-nationals by the first important reason, according to type of learning institution



Section H. Capacity utilization and relevance of training.

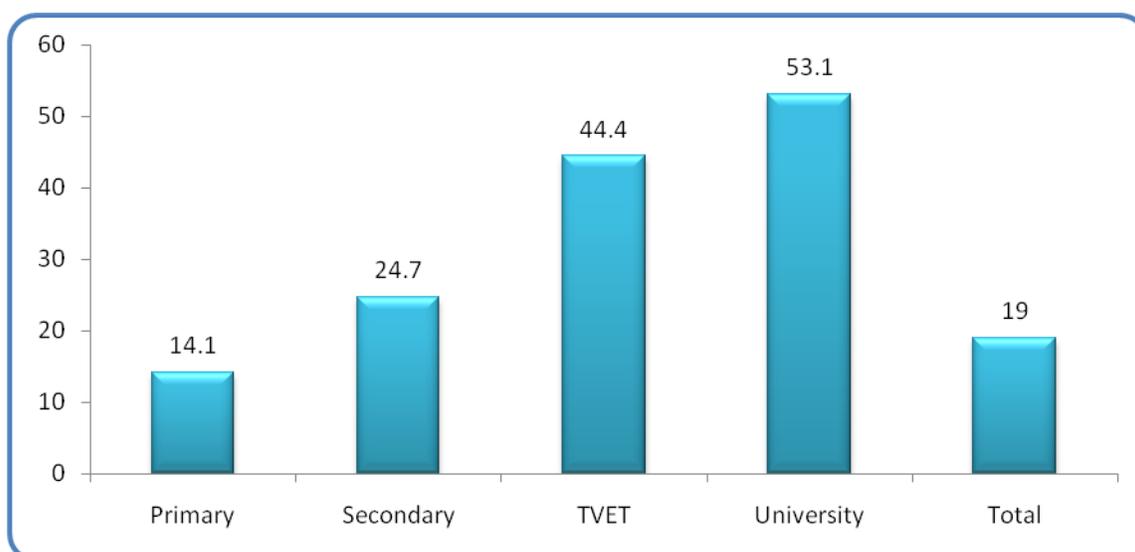
- This section is applicable only to higher learning institutions and TVET delivering A2 or higher certificate. Noteworthy is that few secondary schools (477) includes TVET sections delivering A2 or higher, hence they are applicable to this section too.

- About 14.8 percent of eligible learning institutions have reported that they face obstacles affecting capacity utilization. The obstacles are very wide spread amongst higher learning institutions (84.4 percent), followed by TVET (53.7 percent). The reported obstacles are numerous: the most imported of which is ‘lack of teaching materials’ (35.2 percent), ‘financial/budget constraints’ (26.4 percent) and lack of ‘physical facilities \ (building)’ (22.9 percent). Lack of qualified staff is more profound in higher learning institutions (18.5 percent).
- The question of ‘how do you ensure relevance of your training program to the labor market?’ is meaningfully answered only by universities- as the unknown prevalence is very high for other learning institutions. The measures taken by universities to ensure relevance of training to the labor market are in order of importance: curriculum review with employers (37.5 percent)’ and curriculum review with Council for higher education’ (15.6 percent).

Section I. Membership to employers’ organizations

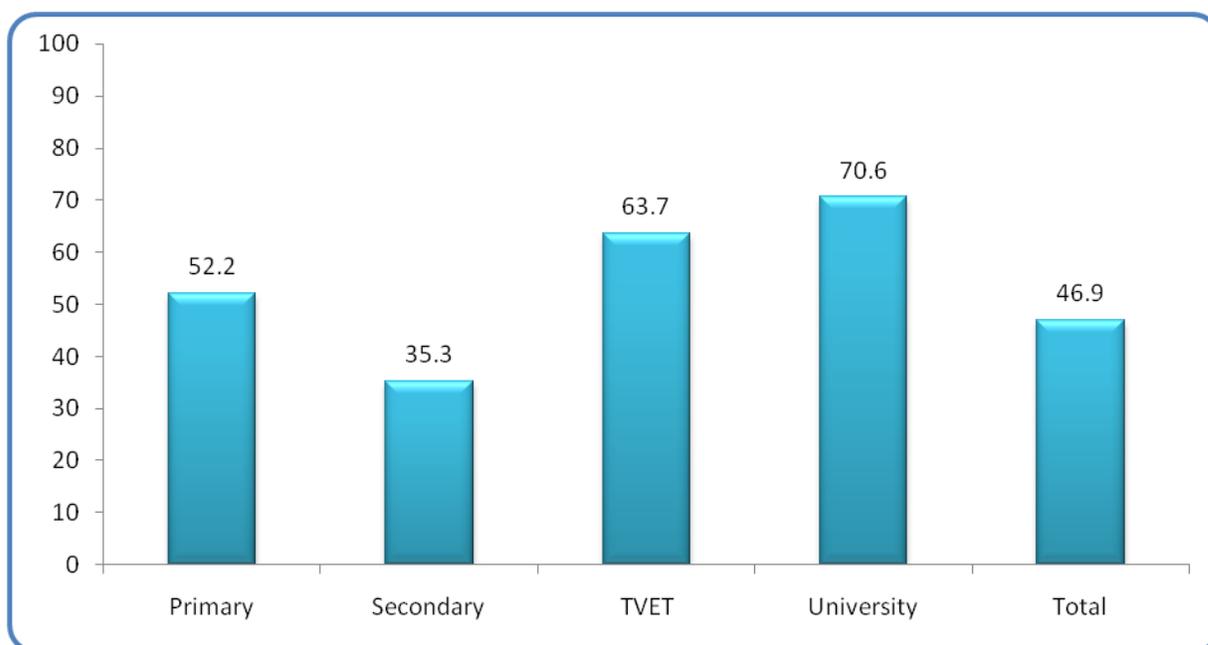
- About 19.0 percent of learning institutions is members of Employers organization/association. Membership to such organizations varies between 53.1 percent for universities and high learning institutions, 44.4 percent for TVET, 24.7 percent for secondary school and 14.1 percent for primary education.

Graph 2. 37: Percentage of learning institutions which are members of some organization or association , according to type of learning institution



- About 46.9 percent of members of above mentioned learning institutions, in the year preceding the survey, received some assistance or cooperation from these organizations. Recipients of such assistance/ cooperation are as high as 70.6 percent of eligible universities and high learning institutions compared with 63.7 percent of TVET, 52.2 percent of primary education and 35.3 percent of secondary education.

Graph 2. 38: Percentage of learning institutions which are members of organizations/associations and received some assistance from such organization/association, according to type of learning institution

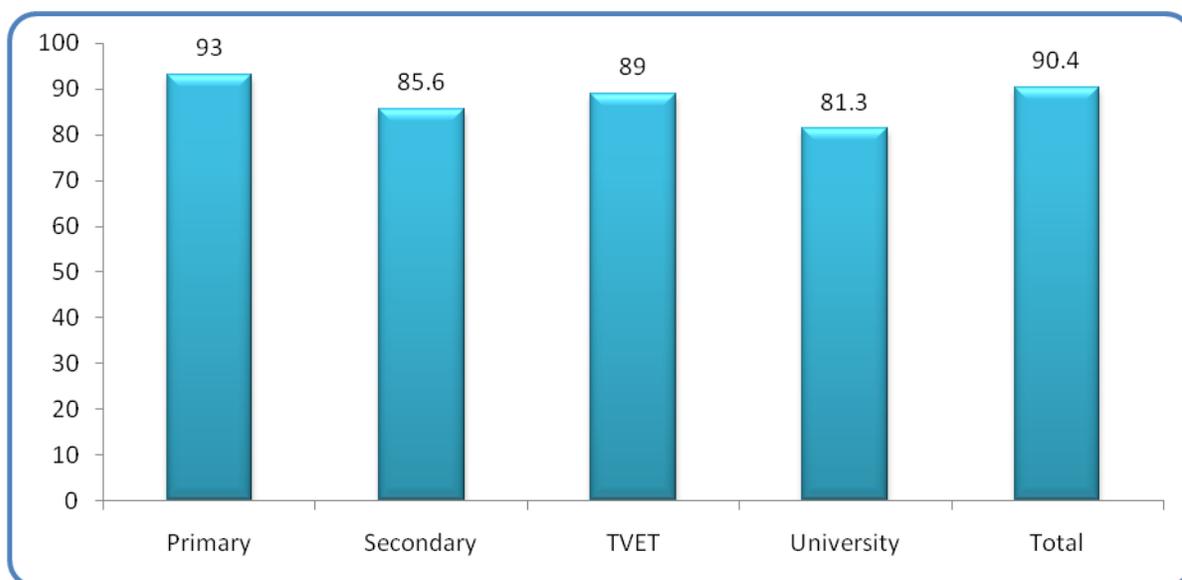


- Besides the membership to external organizations, members were further asked whether they are also affiliated to any other organization/association. About 26.2 percent of eligible education establishments are affiliated to other organization. The affiliation prevalence varies from 29.1 percent for secondary education schools, 28.1 percent for universities and high learning institutions, 25.2 percent for primary education, and 19.2 percent for TVET.

Section J. Gender

- A little more than 90 percent of learning institutions have a gender policy in place. The prevalence of learning institutions with a gender policy varies from 93.0 in primary education, to 89.0 in TVET, 85.6 in secondary education, and 81.3 for universities and high learning institutions.

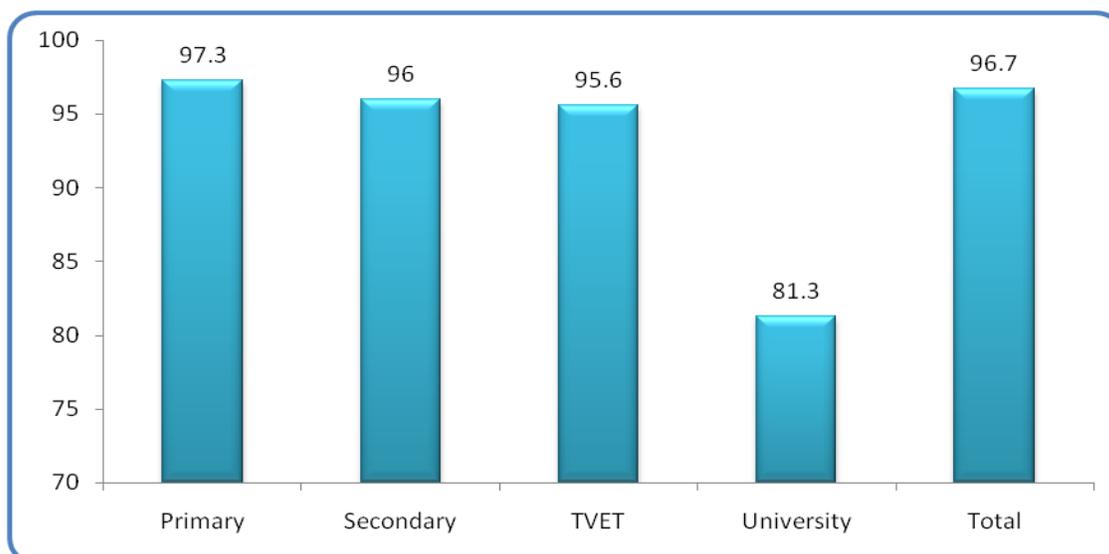
Graph 2. 39: Percentage of learning institutions which have a gender policy, according to type of learning institution



Section K. HIV/AIDS Policy at work place

- In general, about 96.7 percent of learning institutions have HIV/AIDS workplace policy in place. The prevalence of such learning institutions is highest in primary education (97.3 percent) and lowest in universities and high learning institutions (81.3 percent).

Graph 2. 40: Percentage of learning institutions having an HIV and AIDS workplace policy , according to type of learning institution

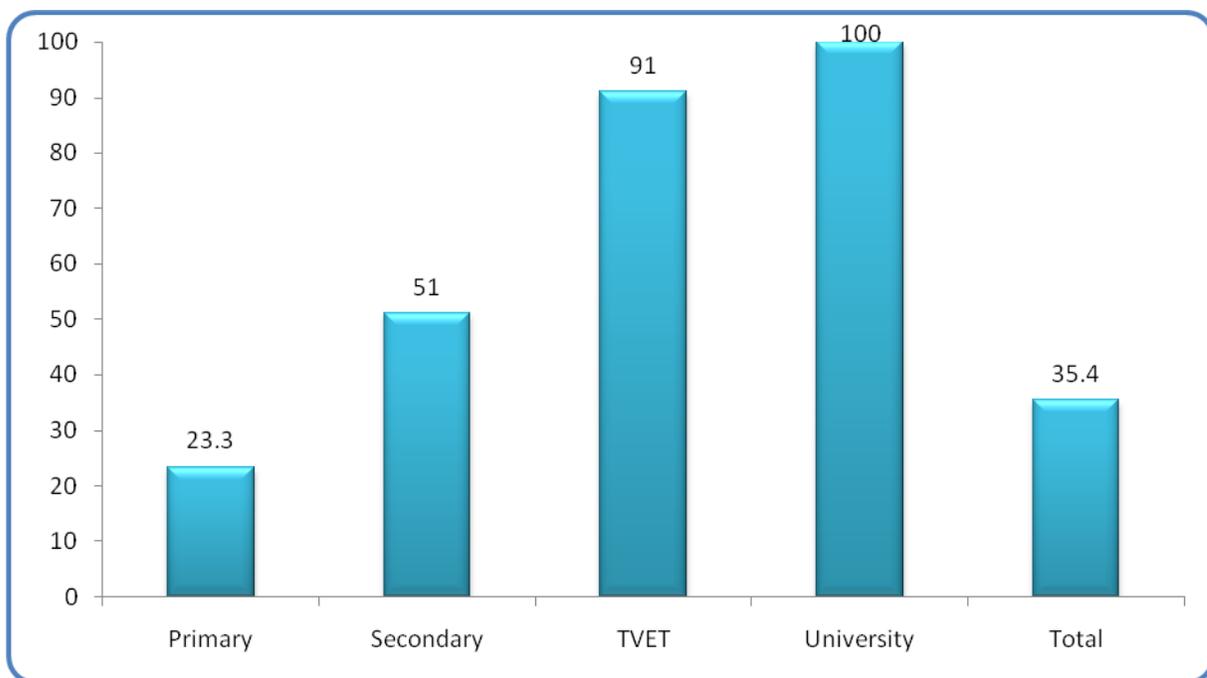


- The most common facilities involved in HIV/AIDS policy for learning institutions adopting such policy are VCT services (reported by 94.5 percent of eligible units) followed by workers rights (76.1 percent).

Section L. Use of ICT

- A little more than a third of learning institutions (35.4 percent) have introduced ICT use. The prevalence of ICT use is universal (100.0 percent) at universities and high learning institutions. The prevalence is relatively low at primary education (23.3 percent) and secondary education (51.0 percent).

Graph 2. 41: Percentage of learning institutions which have introduced the use of ICT , according to type of learning institution



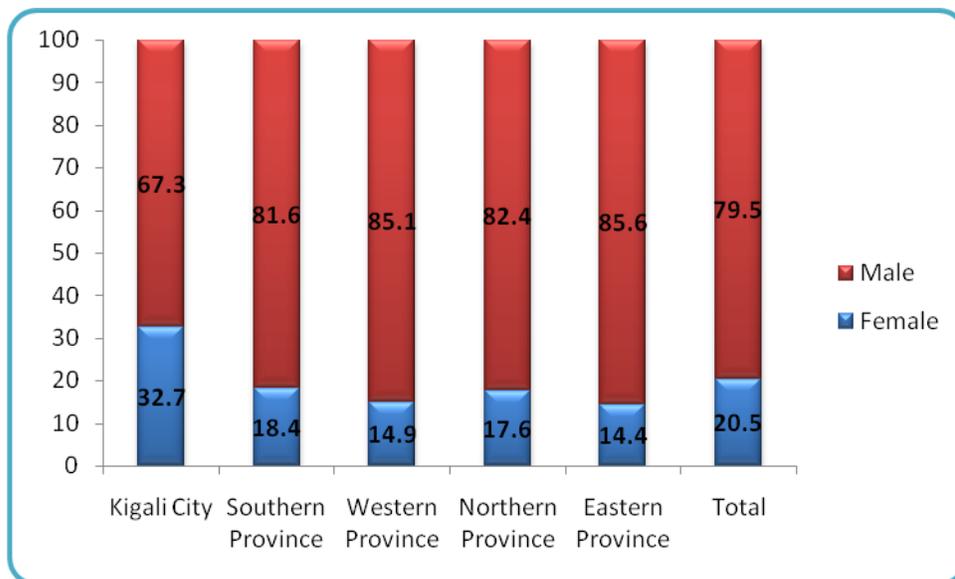
- Learning institutions using ICT have been asked about the effects of ICT use with regard to various activities. About 77.9 percent of eligible units have reported that the ICT-use has resulted in an increase/ improvement in Production or teaching, 91.5 percent in records management, 84.5 in Accounting, 56 percent in communication, 42.8 percent in human resource management, 10 percent in marketing, and 8.4 percent in employment.

3.3 Informal Sector Employer

A. General information on Employer

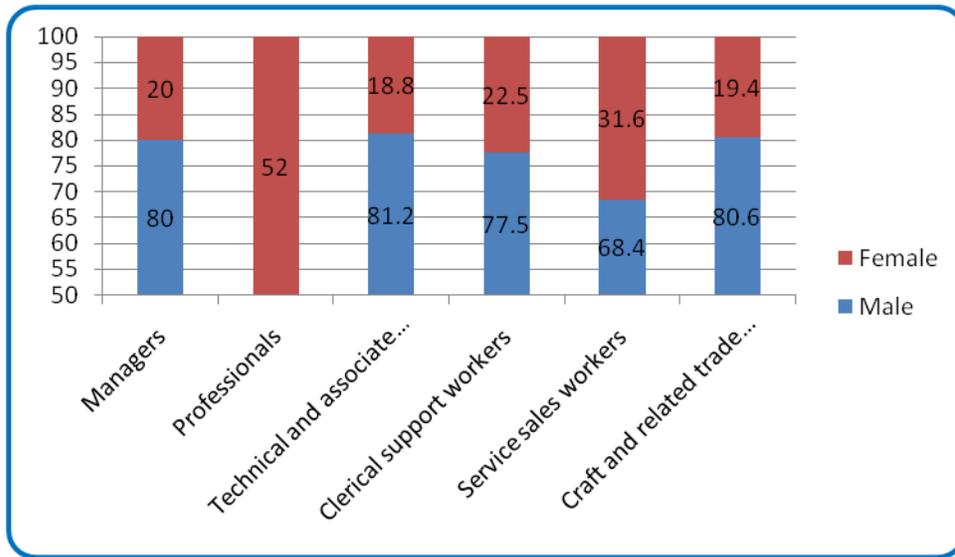
- A total number of 1490 informal sector establishments have been surveyed. With regard to the gender distribution of respondent owners, 79.5 percent are males. Male respondent owners vary over provinces in such a way that about 67.3 percent of respondent owners in Kigali are males; 81.6 percent of respondent owners in Southern Province are males; 85.2 percent of respondent owners in Northern Province are males; 82.3 percent of respondent owners in Western province are males; and 85.7 percent of respondent owners in Eastern province are males.

Graph 3. 1: Percentage Distribution of Respondent Owners by Gender



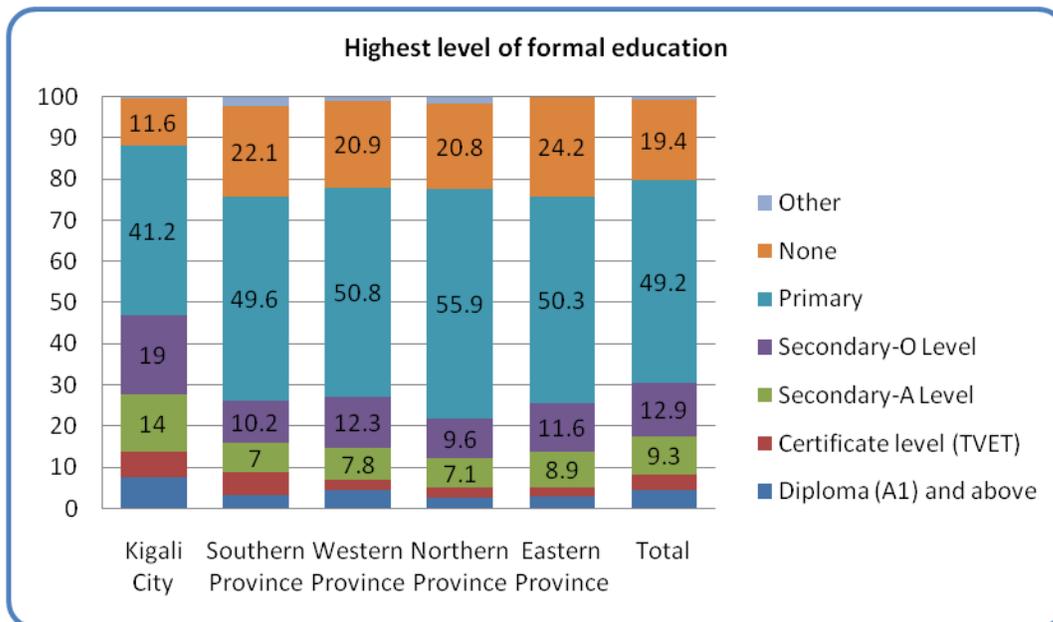
- The majority of respondent owners (83.9 percent) are aged between 30 and 54. While the very young respondent owner represent only 6.3 percent and respondent owners aged 50 and above amount to 9.8 percent of the whole sample. Generally, the sex specific age structure indicates younger male respondent owners population compared to that of females.
- The overwhelming majority (98.4 percent) of employees are of Rwandan nationality irrespective of Province.

Graph 3. 2: Percentage distribution of respondent owners by nationality



- The biggest percentage of responding owners (49.2 percent) are of primary education level, followed by those holding no level of education/ uneducated (19.4 percent) and then those with secondary O-level (12.9 percent).

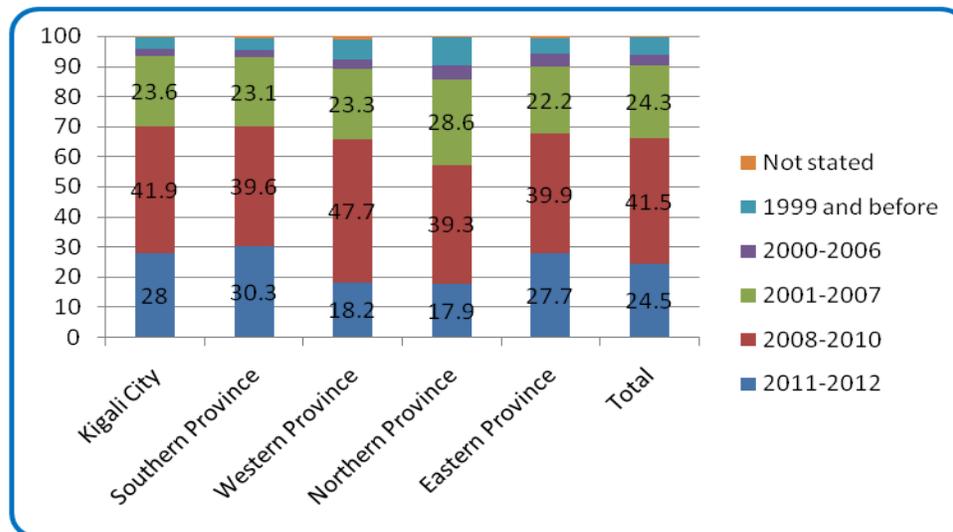
Graph 3. 3: Percent Distribution of Owners by highest level of formal education



B. Establishment Information

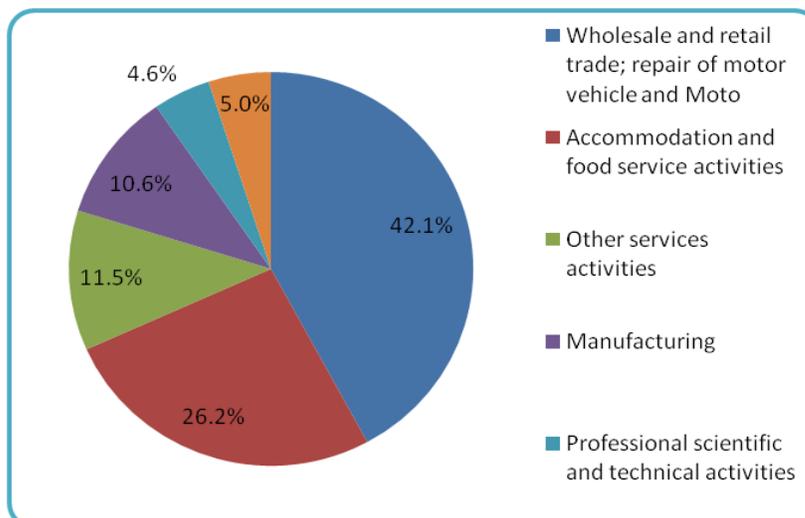
- A big percentage of establishments (41.5 percent) have started their operation between 2008 and 2010. In general about two thirds of all establishments in Rwanda were constructed since 2008. Kigali city and Southern province are the two provinces with the high number of new establishments (around 70 percent in each).

Graph 3. 4: Percentage distribution of establishments by the year of starting operations, according to Province



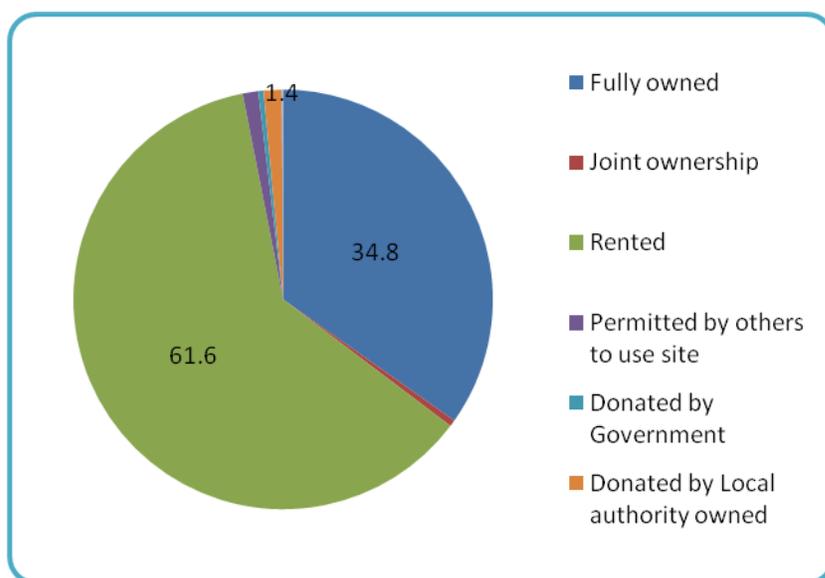
- The main economic activity of informal sector is wholesale and retail trade; repair of motor vehicles and motor cycles (42.1 percent) followed by accommodation and food service activities (26.2 percent).

Graph 3. 5: Percentage distribution of interviewed establishments by main economic activity



- The legal status of private informal businesses is mostly sole proprietorship (92.1 percent) followed, but in a remote distance, by limited by share -LTD- (4.0 percent).
- The tenure type of establishment premises is rented in most cases (61.6 percent); followed by fully owned (34.8 percent). The percent of establishments with rented premises varies between 51.0 percent in Eastern Province to 77.9 in Kigali.

Graph 3. 6: Percentage distribution of establishments by ownership of premises



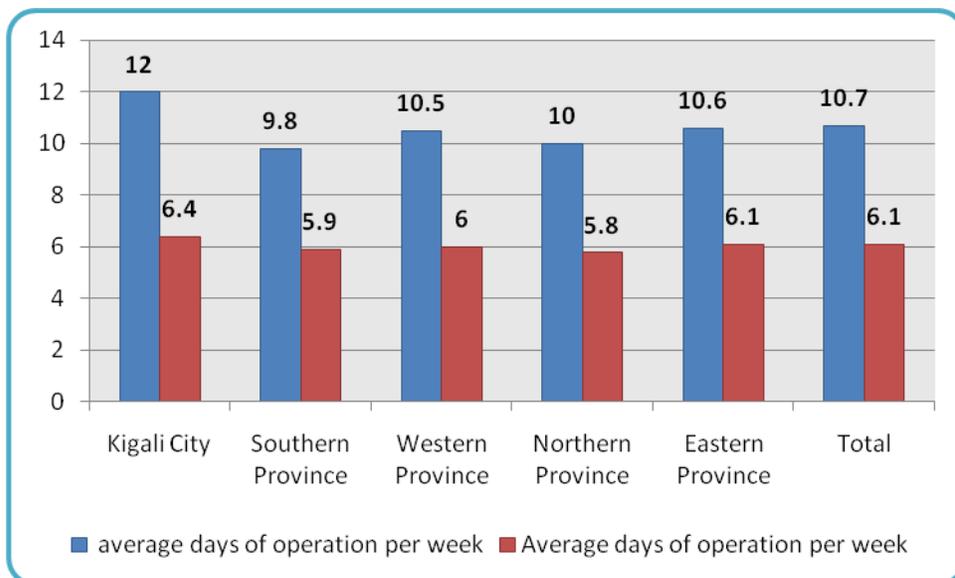
- The managers of establishments have been asked about the type of utilities they have as well as its sources. It has been found that 88.9 percents have toilet, 79.4 percent have waste disposal, 66.5 percent have electricity and 31.3 percent have water. Concerning the source of those utilities it was reported that water and electricity were provided by the government in 78.5 percent and 88.9 percent of establishments respectively. Toilet/Pit latrine and Waste disposal were provided by private sector in 93.4 percent and 88.3 percent of informal sector establishments respectively.

C. Workload

- At provincial level, the average number of normal working days of an establishment per week in Kigali City is 6.4 days. In Southern Province, the average is 5.9 days. In Western province, the average is 6 days. In Northern Province, the average is 5.8 days. In Eastern Province the average is 6.1 days. At national level, the average number of normal working days of an establishment per week is 6.1 days.

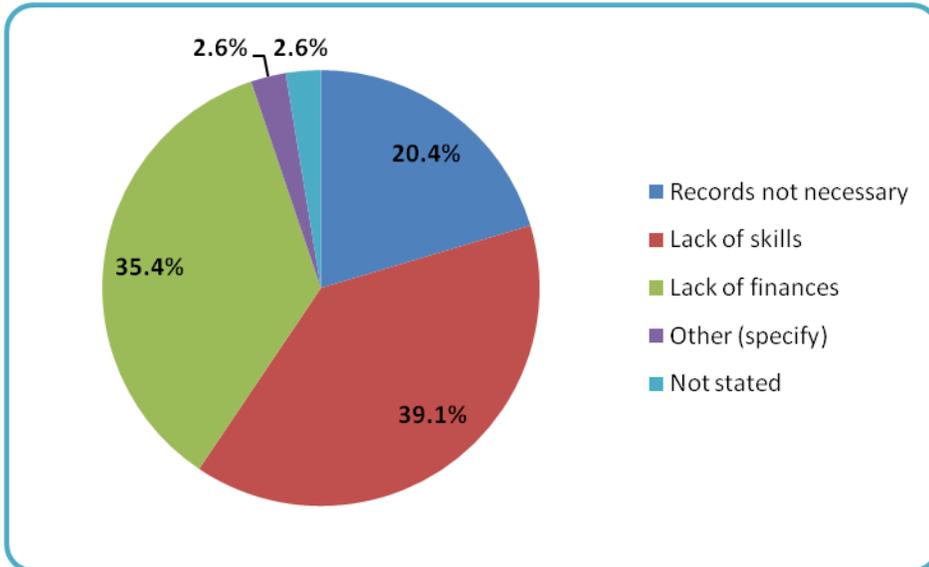
- At provincial level, the average number of normal working hours of an establishment per day in Kigali City is 12 hours. In Southern Province, the average is 9.8 hours. In Western province, the average is 10.5 hours. In Northern Province, the average is 10 hours. In Eastern Province the average is 10.6 hours. At National level, the average number of working hours per a working day of an establishment is 10.7 hours.

Graph 3. 7: Average working days per week and average working hours per day of Informal sector establishments



- Only 5.3 percent of informal sector establishments keep written business record. The percentages of establishments that keep written record vary slightly from one province to another. It varies from 4.1 percent in Northern Province to 6.6 percent in Southern province. For those that don't keep record, a question about the reason they don't do it. It was found that the main cause is the lack of skills (39.1 percent) followed by the lack of finance (35.5 percent), about 20.4 percent responded that records are not necessary.

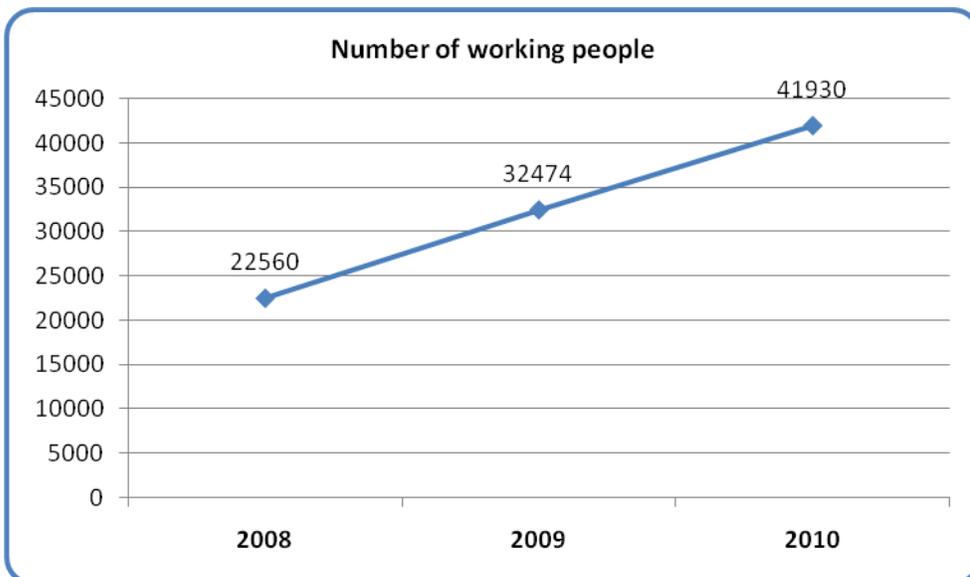
Graph 3. 8: Percentage distribution of Establishments which don't keep regular business records by the reason



D. Employee Characteristics and vacant posts

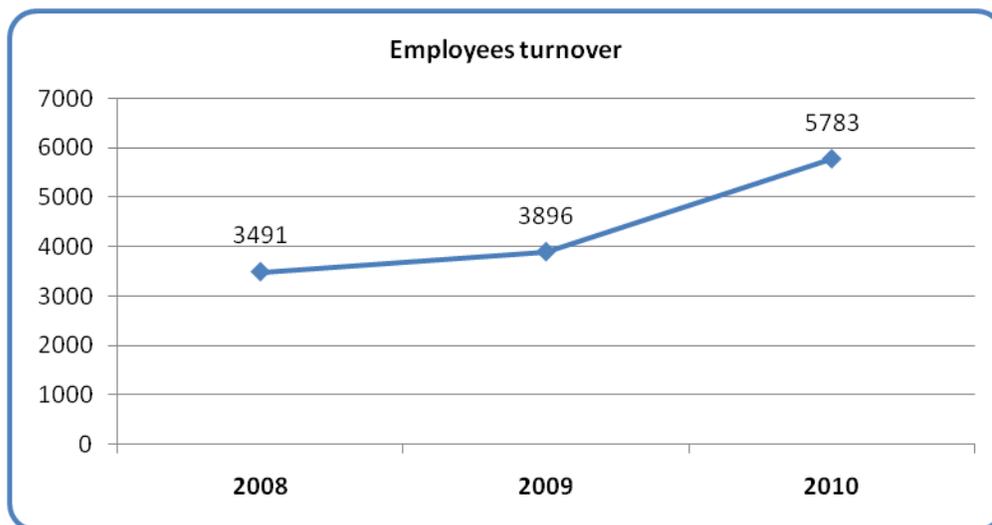
- The estimate of total number of employees in the three years preceding the survey shows an increasing trend. Employees increased from about 22.560 thousand employees in 2008 to 32.474 thousand employees in 2009 and to 41.930 thousand employees in 2010.

Graph 3. 9: Estimation of total number of working people in 2008, 2009 and 2010



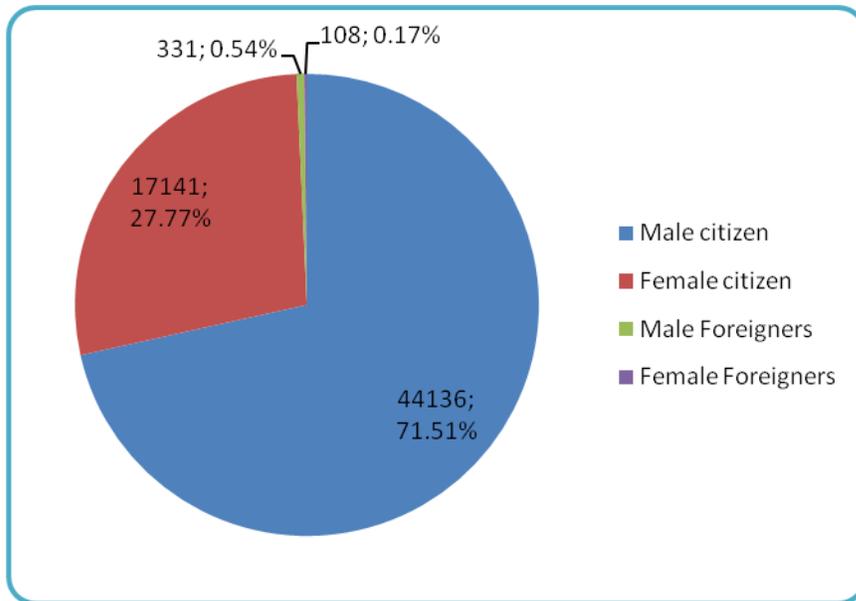
- The estimate of labor turnover in the three years preceding the survey shows an increasing trend over the years of 2008, 2009 and 2010. The labor turnover increased from 3491 in 2008 to 3896 in 2009 and to 5783 in 2010.

Graph 3. 10: Estimation of working person’s turnover in 2008, 2009 and 2010



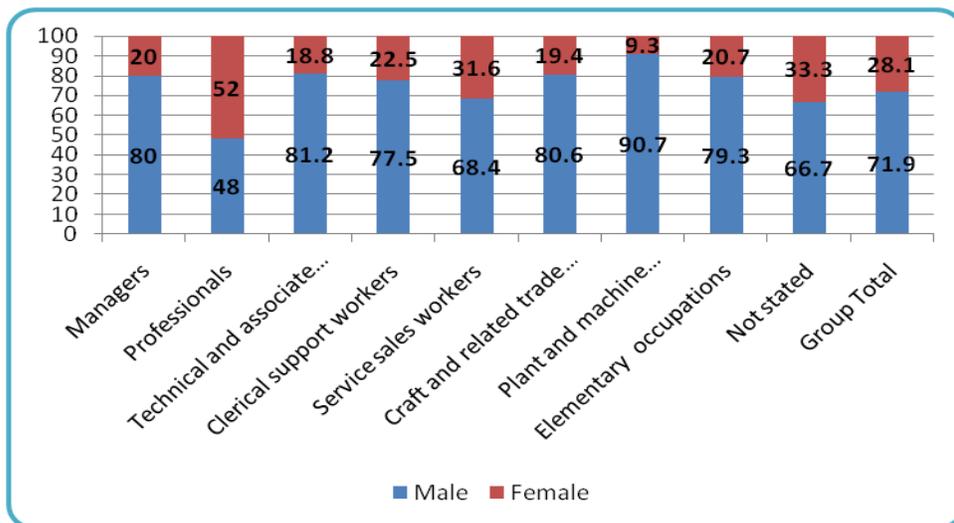
- The total number of posts in informal establishments is estimated at 42856 posts approximately. The distribution of posts according to minimum educational requirements shows that about 1.3 percent of the posts require more than secondary A-level. On the other extreme 82.1 percent of the posts require less than secondary education. The remaining posts (about 16 percent) require secondary certificate A2.
- The predominant fields of education required by different occupation categories of permanent posts are 'general program (51.8 percent), Social sciences business and law (11.6 percent) and service (7.6 percent).
- The total number of employees in the informal sector organizations/establishments is estimated at about 61677 as of the 30 September, 2011. The overwhelming majority of employees are Rwandans (61227 representing 99.27 percent) and males (72.04 percent).

Graph 3. 11: Estimation of the total number of filled posts by nationality and gender



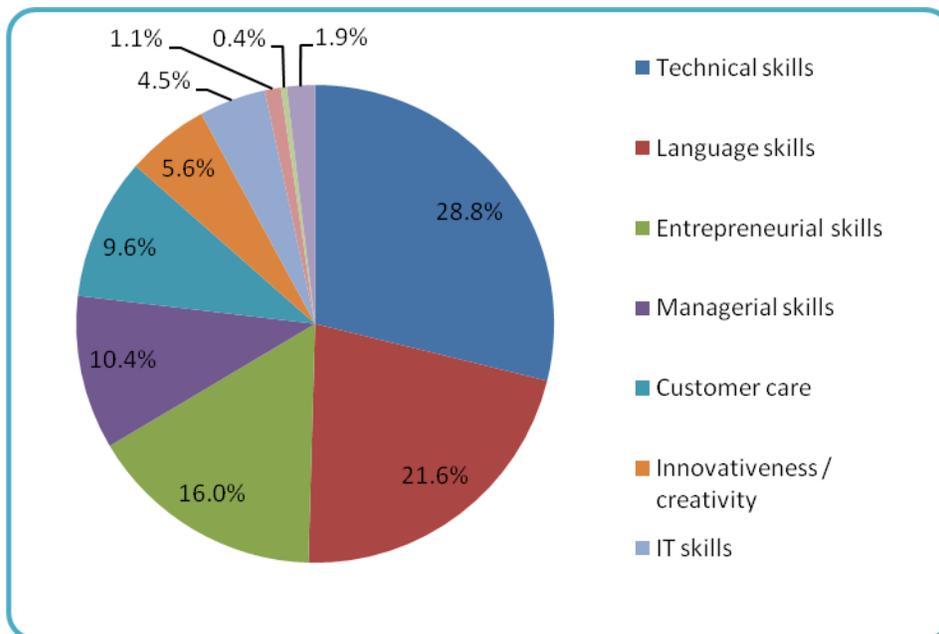
- The number of employees who do not meet the minimum educational requirements (unqualified) is estimated at 14355, equivalent to 23.3 percent of total employees. Most of unqualified employees (76.8 percent) are services and sales workers, followed by craft and related trade workers (11.4 percent) and managers (9.6 percent). With respect to the sex structure of unqualified employees in different posts, it was found that the majority of unqualified employees are males (71.9 percent). The percentage of unqualified males varies substantially with the occupation of occupied posts which it's minimum for professionals (48 percent) and maximum for plant and machine operators and assemblers (90.7 percent).

Graph 3. 12: Percentage distribution of unqualified staff by gender, according to occupation



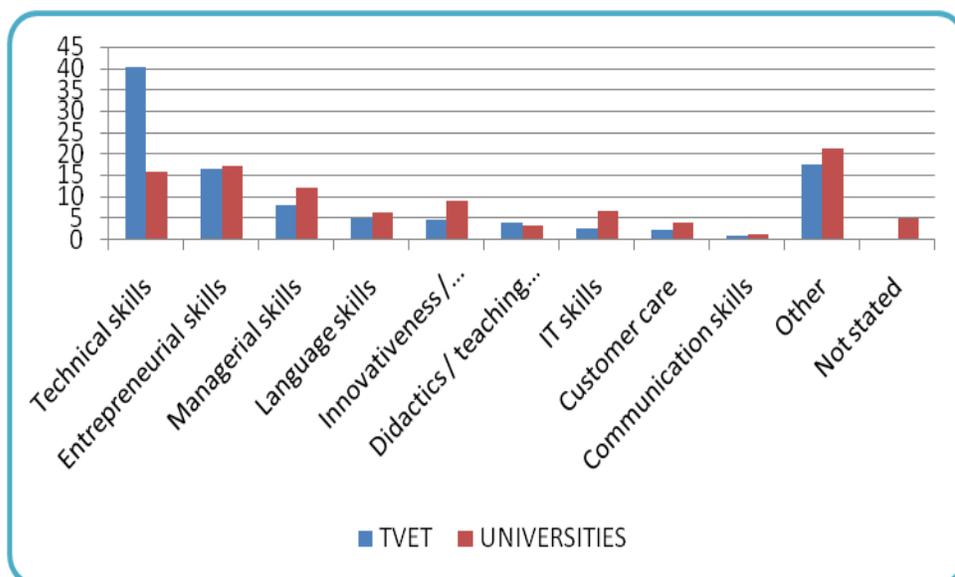
- At National Level, Out of 1664 interviewed respondents, 20.5 percent expressed that their establishments have plans to increase/ decrease the number of employees between 2012 and 2021. There exists substantial variation over provinces with regard to the intended plan to increase/decrease the number of employees: the percentage ranges from 16.9 percent in Kigali to 26.6 percent in Southern Province.
- The total number of vacant posts in informal sector establishments as of the 30th of September 2011 is estimated at 10333 posts. Considering the level of education required for the vacant posts, it is observed that 80.3 percent of the vacant posts require less than secondary education, while 17 percent requires secondary school degrees. Only 0.5 percent of vacant posts require a bachelor degree or above.
- With regard to the field of education required to fill the vacant posts It is found that 'general programs' occupies the highest level (43.3 percent); followed by 'social science, business and law' (14.6 percent); 'services' (12.3 percent) and 'Engineering, Manufacturing and Construction' (10.4 percent). Substantial variation over provinces with regard to the required field of education exists.
- Regardless of the vacant post's occupation, business growth is expressed as the main cause of vacant post existence.
- More than a fifth of respondents (21.1 percent) have expressed lack of skills in their establishments. The lacking skills are mainly in the areas of 'technical skills' (28.8 percent), followed by 'language skills' (21.6 percent), 'entrepreneurial skills' (16 percent), 'managerial skills' (10.4 percent) and 'customer care' (9.6 percent).

Graph 3. 13: Percentage distribution of establishments by reported most lacking skills



- About 73 percent of respondents reported that their establishments face challenges that limit staff training. The first of such challenges is basically 'lack of fund' expressed by 50.7 percent of establishments, followed by 'inadequate facilities/space' (14.3 percent), shortage of skilled trainers' (13 percent) and 'inadequate training materials' (9.8 percent). The second and third challenges for those reported them emphasize, more or less, the same areas of lacking skills mentioned above.
- About 19.7 percent of establishments have hired TVET graduates. The variability over provinces is very large where the percentage of establishments hiring TVET graduates range from 11.1 percent in Northern Province to 25.3 percent in Kigali. The level of satisfaction with the performance of TVET graduates is fairly high since about 43.1 percent of respondents are 'fully satisfied' and 41.5 percent are 'partially satisfied'.
- The prevalence of informal sector establishments hiring university graduates is as low as 3.7 percent. The level of satisfaction with the performance of university graduates is nearly average: about 42.6 percent of respondents reported 'fully satisfied' and 32.6 percent reported 'partially satisfied'.
- Suggestions to improve education and training at TVET and universities have been gauged. With regard to TVET, technical skills is the prime area that needs improvement (expressed by 40.2 percent of respondents), followed by entrepreneurial skills (16.5 percent). Concerning universities suggestions to improve education dealt basically with five areas: entrepreneurial skills (reported by 17.2 percent of respondents), followed by technical skills (15.6 percent), managerial skills (12 percent), innovativeness/creativity (8.8 percent) and language skills (6.1 percent).

Graph 3. 14: Percentage distribution of by the most important suggestion to improve education in higher institutions and TVET

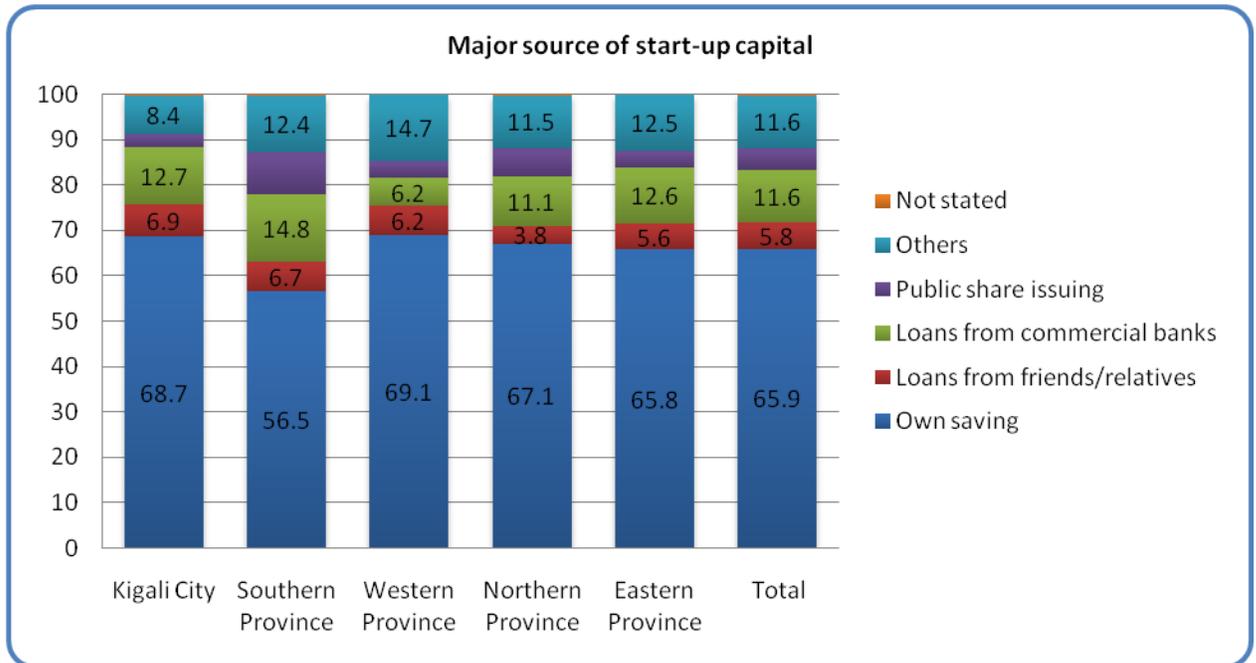


- The magnitude of informal sector establishments having institutionalized industrial attachment/apprenticeship or internship program is as low as 2.5 percent, however an additional 7.9 percent of establishments provide such training facilities in an informal/occasional basis.
- The total number of annual interns is estimated at 7944, the number of male interns (4330) is fairly higher than that of females (3614). The total numbers of hired interns in 2009, 2010 and 2011 are estimated at 786, 851 and 869 respectively. It is noticed that the Southern province hires the least number of interns in all years.

E. Capital/Revenues

- Employers of informal sector businesses have been asked about the major source of start-up capital: The key reported source is 'own saving' which has been declared by 65.9 percent of respondents, followed by loans from commercial banks (11.6 percent). An Insubstantial variability over provinces is observed.

Graph 3. 15: Percentage distribution of establishments by major source of start-up capital



F. Expenditure- Sourcing of required staff/ Hiring of Non-nationals

- The Total expenditure of informal sector establishments for permanent labor in September 2011 is estimated at 1147.3 million, the largest portion of which (93 percent) is directed to wages and salaries (including overtime payment) and the smallest portion (less than .02 percent) is devoted for training. The mean expenditure per establishment for permanent labor amounts to 63.5 thousand FRW, whereas the mean expenditure per permanent worker in the mentioned month is estimated at 80834 FRW. The main expenditure for permanent labor is highest in Kigali (109772) followed by Southern province (104682) and lowest in Eastern province (54518).
- The relative size of informal sector establishments producing exportable goods or services is extremely low (7.5 percent). The prevalence of such establishments ranges from 3.5 percent in Northern Province to 13 percent in Kigali. Only 18.5 percent out of the establishments producing exportable goods have experienced exportation in 2011. The EAC markets are the main exports destination (82.6 percent), followed by other African markets (34.2 percent) and Non-African markets (21.5 percent). Prior to 2011, about 12.1 percent of establishments producing exportable goods have experienced exportation,

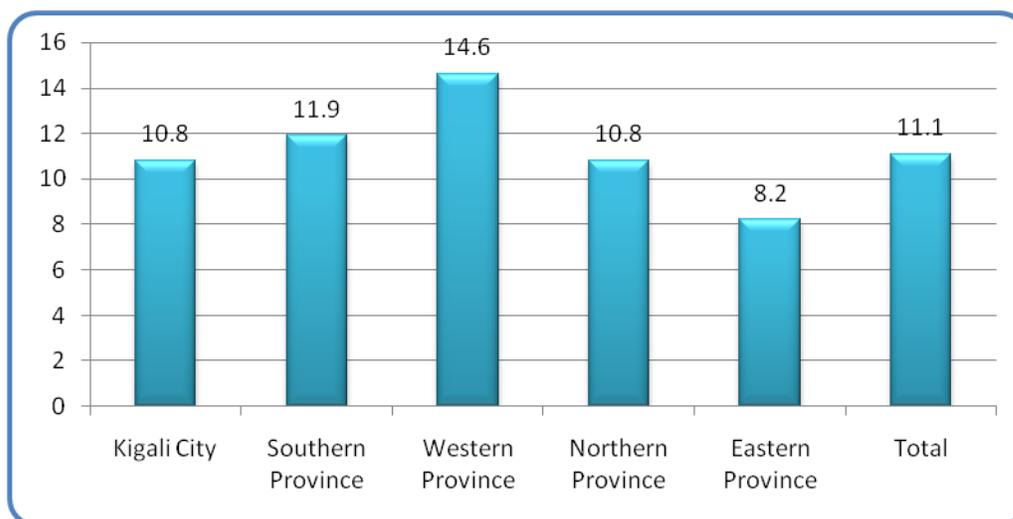
directed mostly to EAC markets (67.4 percent), followed by other African markets (39.4 percent) and non-African markets (33.2 percent). More than two fifths (42.4 percent) of establishments producing exportable products have a plan to export their products in the future.

- Generally, friends/relatives are the prime source of recruiting low skilled personnel: this source has been reported by 76.8 percent of respondents as the first priority, and by 18.4 percent of respondents, reported at least two sources, as the second priority. Similarly, establishments hiring high skilled workers depend mostly on friends/relatives for sourcing indicated staff (91.9 percent) as the first priority, and by 4.9 percent and 1.2 percent as the second and the third sourcing priority respectively.
- The percentage of establishments which envisage hiring non-nationals is as low as 8.7 percent. The prevalence of such establishments fluctuates between 6 percent in Northern Province to 11.8 percent in Kigali City. The key reasons why some establishments accept hiring non-nationals is 'better qualified' reported by 56.7 percent of eligible establishments as the first reason, and by 21.8 percent as the second reason ,for those reported at least two reasons, and by 10.2 percent as the third reason, for those reported three reasons. The second important reason of hiring non-nationals is 'productive' reported by 29.5 percent of eligible establishments as the first reason, and by 66.7 percent as the second reason ,for those reported at least two reasons, and by 10.1 percent as the third reason, for those reported three reasons. The non-national workers are thought to be mainly from EAC or other African countries.

G. Membership to employees' organizations

- The membership of informal sector establishments in employees' organizations is very limited: only 11.1 percent of the said establishments have reported such membership. Yet, only 27.7 percent of the member establishments have received some kind of cooperation from the organization which the establishment is member of.

Graph 3. 16: Percentage of establishments which are members of some organization / association, according to province



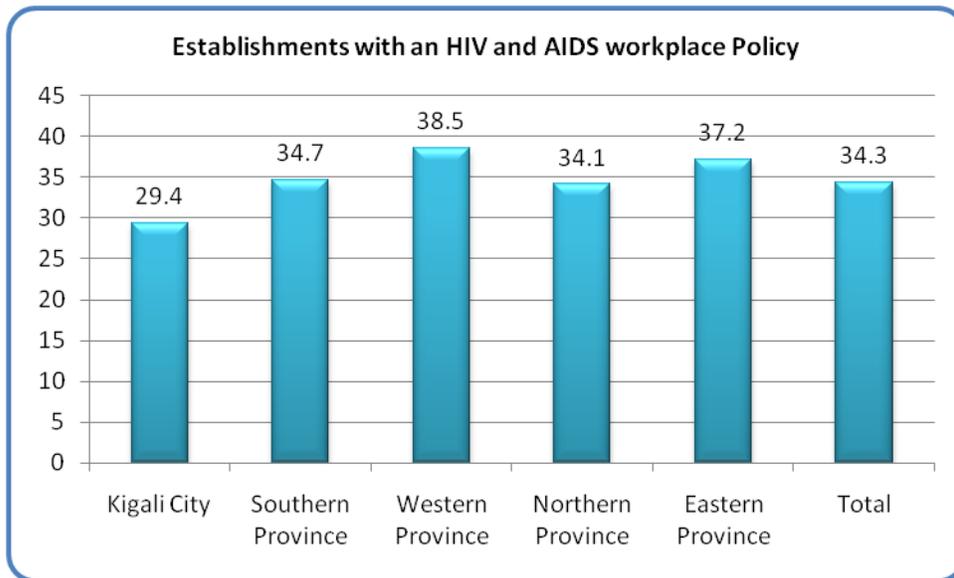
H. Employment Working Condition

- The most common employee contractual mode of informal sector establishments is ‘oral contract’ (reported by 54.3 percent of establishments), followed by ‘no contract’ reported by 33.4 percent of establishments. Variability over provinces is insubstantial.

I. HIV/AIDS Policy at workplace

- At national level, about 34.3 percent of informal sector units have HIV/AIDS workplace policy in place. The prevalence of such informal sector units is highest in Western Province (38.5 percent) followed by the Eastern Province (37.2 Percent). In third place comes the southern province with 34.7 percent, followed by the Northern Province with 34.1. Kigali City has the lowest percentage (29.4 percent)

Graph 3. 17: Percentage of establishments having a HIV/AIDS workplace policy by province

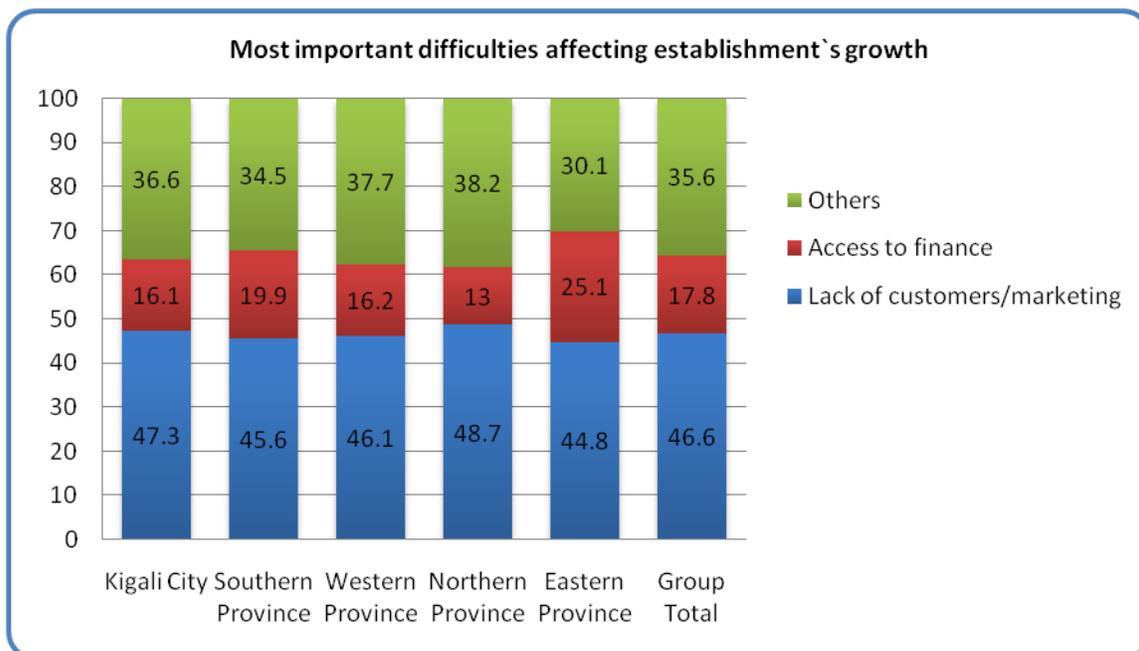


- The most common facilities involved in HIV/AIDS policy for informal sector units adopting such policy are VCT services (reported by 96.7 percent of eligible units) followed by workers rights (52.7 percent) and free condom distribution for workers (12.9 percent). Other facilities are the Free ARVs for workers who are HIV positive (3.6 percent) and Free food rations for workers who are HIV positive (3.1 percent)
- Among the reported difficulties affecting business operations/growth is the lack of customers/ marketing (expressed by 46.6 percent of respondents) followed by the difficulty to access finance (17.8 percent), high taxes and license fees (7.5 percent) and the nonpayment of debts by some customers (7 percent). Other difficulties have also been mentioned namely access to energy (4.8 percent), lack of space/ land (2.5 percent), increased competition (1.6 percent), lack of raw materials (1.5 percent).

J. Challenges of business expansion

- Among the reported difficulties affecting business operations of responding establishments, the lack of customers/ marketing ranks high (46.6 percent) followed by the difficulty to access finance (17.8 percent), high taxes and license fees (7.5 percent) and the non payment of debts by some of their customers (7 percent). Other difficulties have also been mentioned namely access to energy (4.8 percent), lack of space/ land (2.5 percent), increased competition (1.6 percent), lack of raw materials (1.5 percent) etc...

Graph 3. 18: Percent distribution of establishments by the most important difficulty affecting their operations/growth



Chapter 4: Statistical tabulation

4.1. Formal sector employer's module

Section 0. General Personal information

Table 4.1- 1: Percentage distribution of establishments by province according to the activity sector

PROVINCE	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Kigali city	64.6	52.0	22.2	25.7	45.9
Southern Province	10.8	12.5	22.2	17.3	14.1
Western Province	7.5	13.9	20.2	17.3	14.8
Northern Province	5.8	10.5	15.6	33.1	13.8
Eastern Province	11.3	11.2	19.8	6.5	11.4
Total	100.0	100.0	100.0	100.0	100.0
	117	4324	564	752	5757

Table 4.1- 2: Percentage distribution of responding owners by gender according to activity sector

Sex	ACTIVITY SECTOR		Total
	PRIVATE BUSINESSES	HEALTH	
Female	36.6	14.7	35.8
Male	63.2	85.3	64.0
Not stated	0.2		0.2
Total	100.0	100.0	100.0
	2410	90	2500

Table 4.1- 3: Percentage distribution of responding owners by age group according to activity sector

Age group	ACTIVITY SECTOR		Group Total
	PRIVATE BUSINESSES	HEALTH	
20-29	9.8	4.7	9.6
30-39	40.1	20.0	39.3
40-49	32.2	23.7	31.9
50-59	12.2	34.3	13.0
60 and above	4.3	17.3	4.8
Not stated	1.4		1.4
Col %	100.0	100.0	100.0
Count	2410	90	2500

Table 4.1- 4: Percentage distribution of responding owners by marital status according to activity sector

Marital status	ACTIVITY SECTOR		Total
	PRIVATE BUSINESSES	HEALTH	
Single/Never married	13.0	6.9	12.7
Married	82.7	88.3	82.9
Separated	0.6		0.5
Divorced	0.3		0.3
Widowed	3.2	4.8	3.3
Not stated	0.2		0.2
Total	100.0	100.0	100.0
	2410	90	2500

Table 4.1- 5: Percentage distribution of responding owners by nationality according to activity sector

Nationality	ACTIVITY SECTOR		Total
	PRIVATE BUSINESSES	HEALTH	
Burundian	0.3		0.3
Kenyan	1.1	2.6	1.1
Rwandan	93.5	97.4	93.6
Tanzanian	0.0		0.0
Ugandan	0.7		0.7
The rest of Africa	1.0		0.9
The rest of the world	2.9		2.8
Not stated	0.5		0.4
Total	100.0	100.0	100.0
	2410	90	2500

Table 4.1- 6: Percentage distribution of responding owners by main occupation according to activity sector

RESPONDING OWNERS BY OCCUPATION	ACTIVITY SECTOR		Total
	PRIVATE BUSINESSES	HEALTH	
Managers	42.1	68.1	43.0
Professionals	4.1	19.6	4.6
Technical and associate professionals	3.1	12.3	3.5
Clerical support workers	0.2		0.2
Services and sales workers	43.4		41.8
Craft and related trade workers	5.9		5.7
Plant and machine operators and assemblers	0.4		0.4
Elementary occupations	0.6		0.5
Not stated	0.2		0.2
Total	100.0	100.0	100.0
	2410	90	2500

Table 4.1- 7: Percentage distribution of responding owners by the year of starting of operation according to activity sector

Interval	ACTIVITY SECTOR		Total
	PRIVATE BUSINESSES	HEALTH	
2010-2012	27.5	21.3	27.3
2007-2009	41.4	21.8	40.7
2004-2006	14.8	17.5	14.9
2001-2003	4.3	11.9	4.6
1998-2000	5.8	9.4	5.9
Below 1997	5.5	18.1	5.9
Not stated	0.6		0.6
Total	100.0	100.0	100.0
	2410	90	2500

Table 4.1- 8: Percentage distribution of responding owners by whether their current job match their official education or not according to activity sector

Does your current job match your off. Education?	ACTIVITY SECTOR		Total
	PRIVATE BUSINESSES	HEALTH	
Yes	71.9	97.9	72.9
No (other job than qualification.)	17.9	2.1	17.3
No (lower level than qualification.)	2.9		2.8
No (higher level than qualification.)	3.5		3.3
Not applicable (no training)	3.6		3.5
Not stated	0.2		0.2
Total	100.0	100.0	100.0
	2410	90	2500

Table 4.1- 9: Percentage distribution of responding owners by whether they have worked for other establishments before starting their own business or not, according to activity sector

Have ever worked for other establishments before starting your current business?	ACTIVITY SECTOR		Total
	PRIVATE BUSINESSES	HEALTH	
Yes	61.6	92.5	62.7
No	38.4	7.5	37.3
Total	100.0	100.0	100.0
	2410	90	2500

Table 4.1- 10: Percentage distribution of responding owners by employment status in their previous job, according to activity sector

Employment status in previous job	ACTIVITY SECTOR		Group Total
	PRIVATE BUSINESSES	HEALTH	
Own account worker	24.5	10.4	23.7
Employer	4.9	8.1	5.1
Employee	69.7	81.5	70.3
Unpaid family worker	0.6		0.6
Not stated	0.3		0.3
Col %	100.0	100.0	100.0
Count	1484	83	1568

Table 4.1- 11: Percentage distribution of responding owners by the kind of establishment they worked for before starting their own business, according to activity sector

TYPE OF ESTABLISHMENT	ACTIVITY SECTOR		Total
	PRIVATE BUSINESSES	HEALTH	
Ministry and other institutions	30.0	53.6	31.2
Parastatal	1.7	2.7	1.8
Company	59.7	31.5	58.2
Co-operative	2.3		2.1
NGO/CSO/CBO	5.0	10.7	5.3
Other	1.3	1.5	1.3
Total	100.0	100.0	100.0
	1484	83	1568

Table 4.1- 12: Percentage distribution of responding owners by the economic activity of previous establishment they worked for, according to activity sector

ECONOMIC ACTIVITY	ACTIVITY SECTOR		Total
	PRIVATE BUSINESSES	HEALTH	
Agriculture, forestry and fishing	6.4		6.0
Mining and quarrying	0.5		0.5
Manufacturing	5.2		4.9
Electricity, gas, steam and air conditioning supply	0.9		0.8
Water supply, sewage, waste management and remediation activities	1.2		1.1
Construction	6.6		6.2
Wholesale and retail trade; repair of motor vehicle and motor cycles	21.4	10.5	20.8
Transportation and storage	3.3		3.1
Accommodation and food service activities	8.7		8.3
Information and communication	0.4		0.4
Financial and insurance activities	2.0		1.9
Professional scientific and technical activities	7.4		7.0
Administrative and support service activities	0.7		0.6
Public administration defense and compulsory social security	13.5	5.5	13.1
Education	6.1		5.8
Human health and social work activities	7.7	78.9	11.4
Arts, entertainments and recreation	1.7		1.6
Other services activities	3.3	2.3	3.3
Activities of extraterritorial organization and bodies	2.4		2.3
Not stated	0.8	2.7	0.9
Group Total	100.0	100.0	100.0
	1484	83	1568

Table 4.1- 13: Percentage distribution of responding owners by their occupation in previous establishment they worked for, according to activity sector

RESPONDING OWNERS BY THEIR OCCUPATION	ACTIVITY SECTOR		Total
	PRIVATE BUSINESSES	HEALTH	
Managers	17.7	21.1	17.9
Professionals	19.9	45.9	21.3
Technical and associate professionals	10.2	33.1	11.4
Clerical support workers	7.2		6.8
Services and sales workers	21.1		19.9
Skilled agricultural, forestry and fishery workers	4.8		4.5
Craft and related trade workers	8.9		8.4
Plant and machine operators and assemblers	4.0		3.8
Elementary occupations	1.1		1.0
Armed forces occupations	3.3		3.1
Not stated	2.0		1.9
Total	100.0	100.0	100.0
	1484	83	1568

Table 4.1- 14: Average working period (in years) in the previous job by the current activity sector

ACTIVITY SECTOR	AVERAGE WORKING PERIOD IN THE PREVIOUS JOB	
	Mean	Total
PUBLIC	NA	117
PRIVATE BUSINESSES	6.7	4324
HEALTH	6.2	564
NGO	NA	752
Total	6.7	5757

Table 4.1- 15: Percentage distribution of responding owners by their highest level of education, according to activity sector

RESPONDING OWNERS BY THEIR HIGHEST LEVEL OF EDUCATION	ACTIVITY SECTOR		Total
	PRIVATE BUSINESSES	HEALTH	
PhD/Doctorate	0.6	9.8	0.9
Masters Degree	1.9	10.0	2.2
Post Graduate Diploma	1.1	12.0	1.4
Bachelors	16.5	18.2	16.6
Diploma level (A1)	6.4	23.2	7.0
Certificate level (TVET)	7.3	2.6	7.2
Secondary-A Level	23.4	17.1	23.2
Secondary-O Level	14.5	2.5	14.1
Primary	23.7	2.1	22.9
Other	4.2		4.1
None	0.4		0.4
Not stated		2.5	0.1
Total	100.0	100.0	100.0
	2410	90	2500

Table 4.1- 16: Percentage distribution of responding owners by the field of education, according to activity sector

RESPONDING OWNERS BY THE FIELD OF EDUCATION.	ACTIVITY SECTOR		Total
	PRIVATE BUSINESSES	HEALTH	
Education	7.2		6.8
Humanities and Arts	5.0	2.4	4.9
Social Science, Business and Law	46.0	7.4	43.8
Sciences	9.1		8.6
Engineering, Manufacturing and Construction	18.0		17.0
Agriculture	2.8		2.6
Health and Welfare	7.3	87.5	11.9
Services	2.4		2.3
Not known or Not stated	2.1	2.8	2.2
Total	100.0	100.0	100.0
	1379	84	1462

Table 4.1- 17: Percentage distribution of responding owners by the place they got their highest level of education, according to activity sector.

RESPONDING OWNERS BY THE PLACE THEY GOT THEIR HIGHEST LEVEL OF EDUCATION,	ACTIVITY SECTOR		Total
	PRIVATE BUSINESSES	HEALTH	
Rwanda	62.3	45.8	61.4
Other EAC countries	15.7	12.4	15.5
Rest of Africa	10.8	20.3	11.4
Europe	4.5	16.0	5.2
Americas	1.0		0.9
Asia	3.5	2.7	3.5
Not stated	2.1	2.8	2.2
Total	100.0	100.0	100.0
	1379	84	1462

Table 4.1- 18: Percentage distribution of responding owners by whether they are enrolled in further training or not, according to activity sector

RESPONDING OWNERS BY WHETHER THEY ARE ENROLLED IN FURTHER TRAINING OR NOT	ACTIVITY SECTOR		Total
	PRIVATE BUSINESSES	HEALTH	
Yes	12.7	18.9	13.0
No	87.3	81.1	87.0
Total	100.0	100.0	100.0
	2410	90	2500

Table 4.1- 19: Percentage distribution of responding owners who are enrolled in further training by the type of training, according to activity sector

RESPONDING OWNERS WHO ARE ENROLLED IN FURTHER TRAINING BY THE TYPE OF TRAINING	ACTIVITY SECTOR		Total
	PRIVATE BUSINESSES	HEALTH	
Education	2.5		2.3
Humanities and Arts	21.1		20.0
Social Science, Business and Law	49.2	13.2	47.3
Sciences	11.4		10.8
Engineering, Manufacturing and Construction	3.3		3.2
Agriculture	3.2		3.1
Health and Welfare	6.3	86.8	10.5
Services	1.0		1.0
Not known or Not stated	1.9		1.8
Total	100.0	100.0	100.0
	307	17	324

Table 4.1- 20: Percentage distribution of responding owners who are enrolled in further training by the kind of degree they are expecting from it, according to activity sector

RESPONDING OWNERS WHO ARE ENROLLED IN FURTHER TRAINING BY THE KIND OF DEGREE THEY ARE EXPECTING FROM IT	ACTIVITY SECTOR		Total
	PRIVATE BUSINESSES	HEALTH	
PhD/Doctorate	0.7		0.6
Masters Degree	3.5	25.3	4.7
Post Graduate Diploma	7.2		6.8
Bachelors	35.4	38.2	35.5
Diploma level (A1)	4.5		4.2
Secondary-A Level	5.1		4.8
Certificate	36.8	11.2	35.5
Other (specify)	0.4		0.4
None	3.2		3.0
Not stated	3.3	25.2	4.4
Total	100.0 307	100.0 17	100.0 324

Table 4.1- 21: Percentage distribution of responding owners by whether they have any disability or not, according to activity sector

RESPONDING OWNERS BY WHETHER THEY HAVE ANY DISABILITY OR NOT	ACTIVITY SECTOR		Total
	PRIVATE BUSINESSES	HEALTH	
Yes	3.1	2.2	3.1
No	96.9	97.8	96.9
Total	100.0 2410	100.0 90	100.0 2500

A. Establishment Characteristics

Table 4.1- 22: Percentage distribution of establishments by the type of establishment, according to activity sector

TYPE OF ESTABLISHMENT	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Ministry and other institutions	100	0.3	65.5		8.7
Parastatal		0.8	9.5		1.5
Company		88.7	23.3	0.3	69.0
Co-operative		8.8	0.4		6.7
NGO/CSO/CBO			1.3	99.7	13.1
Other		1.3			1.0
Total	100 117	100 4324	100 564	100 752	100 5757

Table 4.1- 23: Percentage distribution of establishments by the type of establishment, according to province

TYPE OF ESTABLISHMENT	PROVINCE / KIGALI CITY					Total
	Kigali city	Southern Province	Western Province	Northern Province	Eastern Province	
Ministry and other institutions	4.2	12.9	10.9	10.1	16.9	8.7
Parastatal	0.4	2.7	2.1	1.8	4.0	1.5
Company	84.3	55.8	60.6	48.6	58.9	69.0
Co-operative	2.6	11.6	8.9	8.3	12.4	6.7
NGO/CSO/CBO	7.3	16.2	15.5	31.2	7.9	13.1
Other	1.2	0.9	2.1			1.0
Total	100 2641	100 810	100 853	100 797	100 656	100 5757

Table 4.1- 24: Percentage distribution of establishments by whether they are legally registered or not, according to activity sector

ACTIVITY SECTOR	Establishment legally registered			Total
	Yes	No	Not stated	
PRIVATE BUSINESSES	100.0			100
HEALTH	100.0			100
NGO	95.8	4.0	0.2	100
Total	99 5226	1 30	0 2	100 5257

Table 4.1- 25: Percent of registered establishment by the type of registration, according to activity sector

LEVEL OF REGISTRATION	ACTIVITY SECTOR			Total
	PRIVATE BUSINESSES	HEALTH	NGO	
Registrar of companies (RDB)	63.8	36.4	21.3	56.7
Rwanda Revenue Authority(RRA)	86.1	90.1	51.0	81.3
Registrar of cooperatives(RCA)	15.5	9.4	3.5	13.6
Private Sector Federation	43.9	32.4	8.0	38.3
District	92.5	90.4	86.4	91.5
Sector	92.1	87.0	86.9	91.1
Social Security Fund(CSR)	51.2	83.7	64.7	54.3
Others	5.0	15.7	20.2	7.5
Total	4311	195	752	5257

Table 4.1- 26: Distribution of establishments by the year of registration at the highest level, according to activity sector

YEAR OF REGISTRATION	ACTIVITY SECTOR			Total
	PRIVATE BUSINESSES	HEALTH	NGO	
2010-2012	43.1	20.2	9.1	37.4
2007-2009	31.8	37.1	13.5	29.4
2004-2006	9.9	15.2	19.3	11.5
2001-2003	2.5	6.7	9.0	3.6
1998-2000	1.3	9.6	8.6	2.7
Below 1997	2.7	5.8	6.0	3.3
Other	8.6	5.4	34.4	12.2
Total	100	100	100	100
	4311	195	752	5257

Table 4.1- 27: Percentage distribution of establishments by whether they are affiliated to an international organisation or not, according to activity sector

ACTIVITY SECTOR	Establishment affiliated to an International. Organization / MNC			Total
	Yes	No	Not stated	
PRIVATE BUSINESSES	5.9	94.0	0.1	100
HEALTH	8.5	91.5		100
NGO	26.9	72.1	1.0	100
Total	9.0	90.8	0.2	100
	473	4772	13	5257

Table 4.1- 28: Percentage distribution of establishments by main economic activity, according to activity sector

MAIN ECONOMIC ACTIVITY	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Agriculture, forestry and fishing		1.5		1.3	1.3
Mining and quarrying		0.4			0.3
Manufacturing		6.0			4.5
Electricity, gas, steam and air conditioning supply	0.9	0.2		0.1	0.2
Water supply, sewage, waste management and remediation activities		0.3			0.2
Construction		1.8		0.3	1.4
Wholesale and retail trade; repair of motor vehicle and motor cycle	1.6	36.6			27.5
Transportation and storage	2.7	2.2			1.7
Accommodation and food service activities		19.0		0.4	14.3
Information and communication	0.9	1.6			1.2
Financial and insurance activities	3.6	7.4		1.3	5.8
Real estate activities		0.2			0.2
Professional scientific and technical activities	0.9	6.0		2.2	4.8
Administrative and support service activities		2.7		0.3	2.0
Public administration defense and compulsory social security	82.3	0.0			1.7
Education		0.2	0.5	2.7	0.6
Human health and social work activities	6.3		97.5	6.4	10.5
Arts, entertainments and recreation	0.9	0.6		1.6	0.7
Other services activities		10.6	0.4	81.3	18.6
Activities of extraterritorial organization and bodies				2.1	0.3
Not stated		2.8	1.6		2.2
Total	100.0	100.0	100.0	100.0	100.0
	117	4324	564	752	5757

Table 4.1- 29: Percentage distribution of establishments by main economic activity, according to province

MAIN ECONOMIC ACTIVITY	PROVINCE					Total
	Kigali city	Southern Province	Western Province	Northern Province	Eastern Province	
Agriculture, forestry and fishing	0.5	3.2	1.5	0.2	3.0	1.3
Mining and quarrying	0.1	0.9	0.1	0.2	0.6	0.3
Manufacturing	5.3	5.0	4.2	3.0	3.0	4.5
Electricity, gas, steam and air conditioning supply	0.4	0.1				0.2
Water supply, sewage, waste management and remediation activities	0.1				1.5	0.2
Construction	2.3	0.7		0.9	1.0	1.4
Wholesale and retail trade; repair of motor vehicle and motor cycles	35.2	23.6	16.4	19.0	26.0	27.5
Transportation and storage	3.0	0.7	0.4	0.7	0.9	1.7
Accommodation and food service activities	13.2	10.2	20.2	13.7	16.8	14.3
Information and communication	1.7		0.7	0.7	2.1	1.2
Financial and insurance activities	3.6	7.5	7.1	7.9	8.2	5.8
Real estate activities	0.3	0.1				0.2
Professional scientific and technical activities	7.0	2.6	4.9	2.4	1.8	4.8
Administrative and support service activities	3.1	2.0	0.7	0.7	1.2	2.0
Public administration defense and compulsory social security	2.3	1.0	1.0	0.9	2.0	1.7
Education	0.3	0.5		1.4	1.5	0.6
Human health and social work activities	5.6	16.6	13.7	11.1	17.9	10.5
Arts, entertainments and recreation	1.1	0.9		0.1		0.7
Other services activities	12.6	22.3	25.1	37.0	7.5	18.6
Activities of extraterritorial organization and bodies	0.2				1.5	0.3
Not stated	2.1	2.0	4.0	0.3	3.3	2.2
Total	100.0	100.0	100.0	100.0	100.0	100.0
	2641	810	853	797	656	5757

Table 4.1- 30: Percentage distribution of establishments by second economic activity, according to activity sector

SECOND ECONOMIC ACTIVITY	ACTIVITY SECTOR			Total
	PRIVATE BUSINESSES	HEALTH	NGO	
Agriculture, forestry and fishing	1.1		6.7	1.3
Mining and quarrying	0.1			0.1
Manufacturing	8.2		2.6	7.6
Electricity, gas, steam and air conditioning supply	0.7			0.6
Water supply, sewage, waste management and remediation activities	0.8		2.4	0.8
Construction	2.2			2.0
Wholesale and retail trade; repair of motor vehicle and moot	27.4	20.6		25.6
Transportation and storage	2.4			2.1
Accommodation and food service activities	25.9			23.5
Information and communication	1.9		8.3	2.2
Financial and insurance activities	8.1		4.6	7.7
Real estate activities	0.4			0.4
Professional scientific and technical activities	5.5	2.4	11.7	5.7
Administrative and support service activities	5.0		1.0	4.6
Education	1.7	4.6	15.1	2.6
Human health and social work activities	0.3	72.4	33.1	4.7
Arts, entertainments and recreation	0.9		0.9	0.8
Other services activities	7.5		13.6	7.5
Total	100.0	100.0	100.0	100.0
	2005	80	120	2205

Table 4.1- 31: Percentage distribution of establishments by second economic activity, according to province

SECOND ECONOMIC ACTIVITY	PROVINCE / KIGALI CITY					Total
	Kigali city	Southern province	Western Province	Northern Province	Eastern Province	
Agriculture, forestry and fishing	1.6	1.5	0.9		2.5	1.3
Mining and quarrying	0.1			0.4		0.1
Manufacturing	6.9	9.8	8.8	7.7	5.0	7.6
Electricity, gas, steam and air conditioning supply	0.8		1.8			0.6
Water supply, sewage, waste management and remediation activities	0.5	0.8			4.7	0.8
Construction	2.7	1.5		2.3	2.5	2.0
Wholesale and retail trade; repair of motor vehicle and motor cycles	28.0	26.7	21.6	24.6	21.3	25.6
Transportation and storage	4.3			1.9		2.1
Accommodation and food service activities	19.3	22.4	31.2	28.7	25.5	23.5
Information and communication	3.2	1.5	1.8	1.9		2.2
Financial and insurance activities	3.8	9.1	10.7	15.1	7.6	7.7
Real estate activities	0.9					0.4
Professional scientific and technical activities	9.0	2.5	5.4	0.7	4.2	5.7
Administrative and support service activities	2.5	4.5	5.9	9.6	5.4	4.6
Education	0.8	2.6	3.8	4.5	5.8	2.6
Human health and social work activities	5.0	7.1	4.0	0.7	5.6	4.7
Arts, entertainments and recreation	1.1	1.5	0.6			0.8
Other services activities	9.6	8.4	3.5	1.9	10.1	7.5
Total	100.0	100.0	100.0	100.0	100.0	100.0
	975	364	337	292	237	2205

Table 4.1- 32: Percentage distribution of establishment by the third economic activity, according to activity sector

THIRD ECONOMIC ACTIVITY	ACTIVITY SECTOR			Total
	PRIVATE BUSINESSES	HEALTH	NGO	
Agriculture, forestry and fishing	0.2		8.6	0.8
Mining and quarrying	0.4			0.4
Manufacturing	7.2		4.0	6.6
Electricity, gas, steam and air conditioning supply	2.1			1.8
Water supply, sewage, waste management and remediation activities	1.0			0.9
Construction	4.3			3.8
Wholesale and retail trade; repair of motor vehicle and motor cycles	29.9	57.8	3.9	28.9
Transportation and storage	2.4			2.1
Accommodation and food service activities	26.6			23.4
Information and communication	0.4			0.4
Financial and insurance activities	1.6			1.4
Real estate activities	1.0			0.9
Professional scientific and technical activities	4.3		3.6	4.1
Administrative and support service activities	4.6			4.1
Education	2.2		27.3	4.0
Human health and social work activities	1.4	42.2		2.9
Arts, entertainments and recreation	3.3			2.9
Other services activities	7.1		18.5	7.7
Activities of extraterritorial organization and bodies			34.2	2.7
Total	100.0	100.0	100.0	100.0
	547	25	49	621

Table 4.1- 33: Percentage distribution of establishments by third economic activity, according to province

THIRD ECONOMIC ACTIVITY	PROVINCE / KIGALI CITY					Total
	Kigali city	Southern Province	Western Province	Northern Province	Eastern Province	
Agriculture, forestry and fishing	0.8			3.1		0.8
Mining and quarrying	0.9					0.4
Manufacturing	8.0	19.2		7.6		6.6
Electricity, gas, steam and air conditioning supply	2.1				7.3	1.8
Water supply, sewage, waste management and remediation activities	2.1					0.9
Construction	5.8			8.8		3.8
Wholesale and retail trade; repair of motor vehicle and motor cycles	18.3	43.0	27.6	33.4	48.0	28.9
Transportation and storage	4.6			1.1		2.1
Accommodation and food service activities	11.9	22.5	43.0	29.4	26.1	23.4
Information and communication	0.8					0.4
Financial and insurance activities	1.3	8.2				1.4
Real estate activities				5.7		0.9
Professional scientific and technical activities	6.8	2.6			7.5	4.1
Administrative and support service activities	6.0		0.9		11.1	4.1
Education	0.4		20.5			4.0
Human health and social work activities	3.9	3.0	1.7	4.0		2.9
Arts, entertainments and recreation	4.7		5.3			2.9
Other services activities	15.4		1.0	6.9		7.7
Activities of extraterritorial organization and bodies	6.0	1.6				2.7
Total	100.0	100.0	100.0	100.0	100.0	100.0
	259	68	117	98	79	621

Table 4.1- 34: Percentage distribution of establishments by their type, according to activity sector

TYPE OF ESTABLISHMENT	ACTIVITY SECTOR			Total
	PRIVATE BUSINESSES	HEALTH	NGO	
Head office	8.4	3.1	18.1	9.6
Stand alone establishment	89.2	95.8	71.2	86.9
Branch of international establishment	2.1		10.2	3.2
Not stated	0.2	1.0	0.5	0.3
Total	100	100	100	100
	4311	195	752	5257

Table 4.1- 35: Mean of number of branches including head office held for a head office, according to activity sector

ACTIVITY SECTOR	Mean of branches
PRIVATE BUSINESSES	5.9
HEALTH	2.0
NGO	9.0
Total	6.7

Table 4.1- 36: Percentage distribution of establishments by whether they are self accounting or not according to activity sector

ACTIVITY SECTOR	self accounting/Financial autonomous			Total
	Yes	No	Not stated	
PRIVATE BUSINESSES	95.4	3.9	0.7	100
HEALTH	94.3	4.4	1.3	100
NGO	79.2	20.3	0.5	100
Total	93.0	6.3	0.7	100
	4892	331	35	5257

Table 4.1- 37: Percentage distribution of establishments by legal status, according to activity sector

LEGAL STATUS	ACTIVITY SECTOR			Total
	PRIVATE BUSINESSES	HEALTH	NGO	
Sole proprietorship	64.9	45.9		54.9
Limited by share(LTD)	19.9	9.2		16.7
Limited by guarantee	0.3	1.0		0.3
Limited by Both share and guarantee	0.8	1.2		0.7
Unlimited	0.8	1.2		0.7
Other	13.2	40.3	100	26.7
Not stated	0.1	1.3		0.2
Total	100	100	100	100
	4311	195	751	5257

Table 4.1- 38: Mean number of shareholders by nationality, according to activity sector

NATIONALITY	ACTIVITY SECTOR		Total
	PRIVATE BUSINESSES	HEALTH	
Rwandese	564.2	3.6	552.0
EAC citizen	2.9	2.0	2.9
Other Africa	2.0	.	2.0
Other from overseas	2.9	.	2.9

Table 4.1- 39: Percentage distribution of establishments by ownership of premises, according to activity sector

Ownership of premises	ACTIVITY SECTOR			Total
	PRIVATE BUSINESSES	HEALTH	NGO	
Fully owned	26.9	49.0	81.4	35.5
Joint ownership	0.4	0.6	0.6	0.4
Rented	68.9	47.4	16.3	60.6
Permitted by others to use site	1.0		0.7	0.9
Donated by Government	1.6			1.3
Donated by Local authority owned	1.2	3.0		1.1
Not applicable	0.0			0.0
Not stated			1.0	0.1
Total	100	100	100	100
	4311	195	752	5257

B. Workload

Table 4.1- 40: Average number of working hours by day and average number of working days per week, according to activity sector

ACTIVITY SECTOR	Mean			
	WORKING HOURS/DAY		WORKING DAYS/WEEK	
	Day	Night (if any)	Normal	Overtime
PUBLIC	9	1.2	5.0	0.3
PRIVATE BUSINESSES	8.9	2.2	5.2	0.8
HEALTH	9.3	4.8	5.1	1.0
NGO	6.9	1.8	4.7	0.7
Total	8.7	2.5	5.1	0.8

C. Employee characteristics and vacant posts

Table 4.1- 41: Percentage distribution of establishment by the number of their employee, according to activity sector

Number of employee	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
1-9	2.5	77.5	15.9	65.2	68.3
10-29	16.1	16.4	46.6	29.9	21.1
30-99	53.4	4.3	28.3	4.5	7.7
100+	25.5	1.3	8.1	0.4	2.4
Not stated	2.5	0.5	1.1		0.5
	100	100	100	100	100
Total	117	4324	564	752	5757

Table 4.1- 42: Mean number of working persons by working status gender and activity sector

WORKING PERSONS	ACTIVITY SECTOR				Group Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Working owners-male	0.0	0.6	0.2	0.2	0.5
Working owners-Female	0.0	0.3	0.1	0.0	0.3
Working owners-total	0.0	0.9	0.3	0.2	0.7
Contributing family workers-Male	0.0	0.1	0.2	0.0	0.1
Contributing family workers-Female	0.0	0.1	0.1	0.0	0.1
Contributing family workers-total	0.0	0.1	0.3	0.1	0.1
Paid employees-Male	77.1	8.1	17.2	6.4	10.2
Paid employees-Female	45.9	4.0	22.9	2.1	6.4
Paid employees-total	122.9	12.1	40.1	8.6	16.6
Unpaid employees out of the family-male	0.0	0.3	0.7	0.9	0.4
Unpaid employees out of the family-female	0.0	0.1	1.0	0.5	0.2
Unpaid employees out of the family-total	0.0	0.4	1.6	1.3	0.6
Total Male	77.1	9.0	18.3	7.5	11.1
Total Female	45.9	4.5	24.1	2.6	7.0
Total	122.9	13.5	42.4	10.1	18.1

Table 4.1- 43: Estimation of total number of employed persons in 2008, 2009 and 2010 (whether working in headquarter/stand alone or branches) according to activity sector

YEAR	establishment	ACTIVITY SECTOR				Total
		PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
2008	Headquarters / Stand alone	6476	42831	17924	5583	72813
	branch offices	2722	3986	33	1438	8178
	Total	9197	46817	17956	7021	80991
2009	Headquarters / Stand alone	6559	37425	19378	5831	69193
	branch offices	2945	4250	46	1710	8951
	Total	9504	41674	19424	7542	78144
2010	Headquarters / Stand alone	7623	45047	20704	6213	79588
	branch offices	3294	5388	105	2014	10801
	Total	10917	50436	20809	8227	90389

Table 4.1- 44: Estimation of total number of employees turnover in 2008, 2009 and 2010 (whether working in headquarter/stand alone or branches) according to activity sector

YEAR	ESTABLISHMENT	ACTIVITY SECTOR				Total
		PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
2008	Headquarters / Stand alone	492	3738	1228	411	5869
	branch offices	169	280	2	44	495
	Total	661	4018	1230	455	6364
2009	Headquarters / Stand alone	428	5345	1780	413	7966
	branch offices	227	225	46	51	549
	Total	654	5570	1826	464	8514
2010	Headquarters / Stand alone	530	5913	2428	556	9428
	branch offices	192	513	3	43	750
	Total	722	6426	2431	599	10178

Table 4.1- 45: Percentage distribution of permanent posts according to minimum education requirement.

Minimum education requirements	PERMANENT POSTS OCCUPATIONS									Total
	Managers	Professionals	Technical and associate professionals	Clerical support workers	Services and sales workers	Craft and related trade workers	Plant and machine operators and assemblers	Elementary occupations	Missing values	
PhD/Doctorate	0.9	0.5			0.1					0.3
Masters Degree	8.1	3.7	1.2	0.5	0.3					2.7
Post Graduate Diploma	2.1	1.2	0.7	0.4	0.3				0.8	0.9
Bachelors	46.7	37.9	23.6	19.7	4.1	6.6	4.0	0.8	2.8	23.9
Diploma level	11.6	12.3	12.2	12.3	1.6	3.5	2.3	0.7	5.5	8.4
Certificate A2	22.3	36.0	45.7	54.4	34.6	37.2	20.4	7.6	22.6	33.1
Less than primary	8.0	8.4	16.6	12.8	58.7	52.6	73.0	90.7	24.5	30.5
Not stated	0.2	0.1	0.0		0.4	0.1	0.4	0.3	43.8	0.3
Total	100	100	100	100	100	100	100	100	100	100
	7159	6949	5695	2462	7332	1179	846	2807	126	34555

Table 4.1- 46: Percentage distribution of permanent posts according to activity sector

PERMANENT POSTS OCCUPATION	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Managers	37.5	19.8	16.6	15.6	20.7
Professionals	31.2	13.0	25.5	33.1	20.1
Technical and associate professionals	15.6	8.7	33.5	22.5	16.5
Clerical support workers	10.6	7.6	4.2	7.0	7.1
Services and sales workers	1.5	31.7	9.9	12.2	21.2
Craft and related trade workers	1.0	5.4	1.0	0.9	3.4
Plant and machine operators and assemblers	1.6	2.7	2.1	2.5	2.4
Elementary occupations	0.9	10.5	7.0	6.1	8.1
Not stated	0.1	0.5	0.2	0.1	0.4
Total	100 4061	100 19113	100 7559	100 3821	100 34555

Table 4.1- 47: Percentage distribution of permanent posts by the field of education requirement

FIELD OF EDUCATION	PERMANENT POST OCCUPATION									Total
	Managers	Professionals	Technical and associate professionals	Clerical support workers	Services and sales workers	Craft and related trade workers	Plant and machine operators and assemblers	Elementary occupations	Missing values	
General Programs	4.2	3.6	6.9	8.4	36.2	23.2	27.4	62.1		17.5
Education	3.0	1.9	1.3	2.0	0.6	2.8	2.9	0.3	0.8	1.7
Humanities and Arts	1.6	11.4	6.7	4.8	1.2	1.5	2.0	0.3	1.7	4.4
Social Science, Business and Law	55.0	52.0	32.4	64.7	28.6	3.4	3.4	3.9	4.4	38.4
Sciences	6.4	3.4	5.8	4.3	0.6	2.2	1.6	0.8		3.6
Engineering, Manufacturing and Construction	4.9	3.3	6.5	2.2	1.2	55.1	47.7	0.5	5.8	6.3
Agriculture	1.9	2.5	1.4	0.8	0.1	1.0	1.0	0.5		1.3
Health and Welfare	15.7	17.5	33.2	3.5	1.4	0.7	0.2	1.9	2.3	13.0
Services	2.7	0.8	1.0	4.3	15.2	1.5	1.0	5.9	0.8	5.0
Not stated	4.6	3.5	4.9	5.1	15.0	8.6	12.9	23.8	84.3	8.9
Total	100 7159	100 6949	100 5695	100 2462	100 7332	100 1179	100 846	100 2807	100 126	100 34555

Table 4.1- 48: Estimation of the number of permanent employees by gender, nationality and occupation

PERMANENT EMPLOYEES	NATIONALITY AND GENDER						TOTAL		
	RWANDANS			FOREIGNERS			male	female	employees
	Male	Female	Total	Male	Female	Total			
Managers	7192	3668	10860	480	121	601	7672	3789	11461
Professionals	9183	6193	15376	381	106	487	9565	6299	15864
Technical and associate professionals	9534	9391	18925	204	91	296	9739	9482	19221
Clerical support workers	2166	2604	4770	12	11	23	2177	2615	4793
Services and sales workers	12058	5655	17713	162	89	251	12220	5744	17964
Craft and related trade workers	4439	803	5243	107	2	109	4547	806	5352
Plant and machine operators and assemblers	3780	235	4015	43	12	55	3823	247	4070
Elementary occupations	8005	4258	12263	15	35	50	8020	4293	12313
Not stated	102	25	127	4	0	4	106	25	131
Total	56460	32832	89292	1409	468	1877	57869	33299	91168

Table 4.1- 49 : Estimation of the number of permanent employees by gender, nationality and activity sector

GENDER AND NATIONALITY	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Male Rwandans	7516	33065	10413	5465	56460
Female Rwandans	4381	14006	12667	1777	32832
Total Rwandan	11896	47072	23081	7243	89292
Male foreigners	20	969	356	64	1409
Female Foreigners	4	276	145	42	468
Total foreigners	24	1245	501	106	1877
Total male	7536	34034	10769	5529	57869
Total female	4385	14282	12813	1819	33299
Total employees	11921	48317	23582	7348	91168

Table 4.1- 50: Estimation of the total number of permanents employees by whether they are qualified for the post requirements or not according to occupation

OCCUPATION	Qualified			Unqualified		
	male	female	Total	male	female	Total
Managers	6865	3365	10230	807	424	1231
Professionals	8675	5786	14461	889	514	1403
Technical and associate professionals	8832	8608	17440	907	874	1781
Clerical support workers	1944	2309	4253	233	306	539
Services and sales workers	10742	4985	15727	1478	759	2237
Craft and related trade workers	4130	753	4883	417	53	469
Plant and machine operators and assemblers	3583	247	3830	240	0	240
Elementary occupations	7740	4206	11946	280	87	368
Not stated	95	25	120	11	0	11
Total	52606	30283	82889	5262	3016	8279

Table 4.1- 51: Estimation of the total number of permanents employees by whether they are qualified for the post requirements or not according to activity sector

POST REQUIREMENTS	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Qualified male	7054	30592	10193	4768	52606
Qualified female	4162	12806	11738	1577	30283
Qualified Total	11215	43398	21930	6346	82889
Unqualified male	482	3442	577	761	5262
Unqualified female	223	1476	1075	242	3016
Total unqualified	705	4919	1652	1003	8279

Table 4.1- 52: Average monthly wage /salary for wage earner, average monthly allowances for those receiving it and average monthly total gross remuneration for permanent staff in thousands RWF by occupation

OCCUPATION	AVERAGE REMUNERATION		gross remuneration
	Wage / Salary	Allowances	
Managers	431.5	97.0	528.5
Professionals	248.3	62.0	310.3
Technical and associate professionals	194.9	52.9	247.8
Clerical support workers	151.4	30.1	181.5
Services and sales workers	62.1	8.4	70.5
Craft and related trade workers	109.9	18.5	128.4
Plant and machine operators and assemblers	124.1	24.7	148.8
Elementary occupations	44.8	5.5	50.2
Not stated	71.4	21.8	93.2
Total	203.4	46.4	249.8

Table 4.1- 53: Average monthly wage /salary for wage earner, average monthly allowances for those receiving it and average monthly total gross remuneration in thousands for permanent staff by activity sector

ACTIVITY SECTOR	average remunerations		gross remuneration
	Wage / Salary	Allowances	
PUBLIC	401.6	90.8	492.4
PRIVATE BUSINESSES	180.3	25.0	205.3
HEALTH	145.9	55.0	200.8
NGO	204.6	82.8	287.4
Total	203.4	46.4	249.8

Table 4.1- 54: Percentage distribution of temporally posts for establishments that have such posts, according to minimum education requirement

EDUCATION REQUIREMENTS	OCCUPATION								Total
	Managers	Professionals	Technical and associate professionals	Clerical support workers	Services and sales workers	Craft and related trade workers	Plant and machine operators and assemblers	Elementary occupations	
PhD/Doctorate	2.6	4.1							0.9
Masters Degree	10.1	7.3	1.8						2.1
Post Graduate Diploma		0.4	0.7						0.2
Bachelors	52.9	53.3	32.2	10.0	1.8				17.8
Diploma level	0.8	4.4	3.7	5.1		0.7			1.7
Certificate A2	10.3	21.9	41.4	53.4	23.5	30.1	19.3	9.8	24.2
Less than secondary	23.3	8.6	20.2	31.5	74.7	67.3	80.7	89.9	52.8
Not stated						2.0		0.2	0.2
Total	100	100	100	100	100	100	100	100	100
	127	303	229	145	369	169	55	424	1822

Table 4.1- 55: Percentage distribution of temporarily posts for establishments which have such posts, according to activity sector

OCCUPATION	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Managers	19.4	5.2	4.2	1.3	7.0
Professionals	29.4	10.2	25.5	34.5	16.7
Technical and associate professionals	17.8	8.2	37.8	12.5	12.6
Clerical support workers	12.5	7.8	4.2	4.9	8.0
Services and sales workers	6.5	24.7	5.3	24.8	20.2
Craft and related trade workers	2.9	12.8	0.7	2.5	9.3
Plant and machine operators and assemblers	1.4	3.5	4.0	1.3	3.0
Elementary occupations	10.1	27.6	18.5	18.1	23.3
Total	100	100	100	100	100
	286	1222	152	162	1822

Table 4.1- 56: Estimation of the number of temporarily employees by gender, nationality and occupation

OCCUPATION BY TEMPORARY EMPLOYEE	TEMPORARY EMPLOYEE								
	RWANDAN			FOREIGNER			Filled post		
	male	female	total	male	female	total	male	female	Total
Managers	142	60	202	5	13	18	148	73	221
Professionals	1330	532	1862	19	8	26	1348	540	1888
Technical and associate professionals	940	321	1261	26	1	27	966	322	1288
Clerical support workers	223	183	406	0	0	0	223	183	406
Services and sales workers	836	324	1160	0	0	0	836	324	1160
Craft and related trade workers	1254	91	1345	9	0	9	1263	91	1354
Plant and machine operators and assemblers	199	7	206	2	0	2	202	7	209
Elementary occupations	3483	1306	4788	2	0	2	3485	1306	4790
Total	8407	2824	11231	63	22	85	8470	2846	11316

Table 4.1- 57: Estimation of the number of temporarily employees by gender, nationality and activity sector

GENDER AND NATIONALITY	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Rwandan male	957	6756	269	425	8407
Rwandan female	467	1687	140	531	2824
Rwandans total	1424	8443	409	956	11231
Foreigner male	6	39	12	6	63
Foreigner female	1	11	2	8	22
Foreigners total	7	50	14	13	85
Filled post male	963	6795	281	431	8470
Filled post female	468	1698	142	538	2846
Total temporarily employee	1431	8493	423	969	11316

Table 4.1- 58: Estimation of the total number of temporarily employees by whether they are qualified on the post requirements or not according to occupation

OCCUPATION	TEMPORALLY EMPLOYEE					
	QUALIFIED			UNQUALIFIED		
	male	female	total	male	female	Total
Managers	137	72	209	11	1	12
Professionals	1333	538	1871	15	2	17
Technical and associate professionals	934	316	1250	32	7	38
Clerical support workers	215	178	393	8	5	13
Services and sales workers	751	307	1058	86	17	102
Craft and related trade workers	1225	91	1316	38	0	38
Plant and machine operators and assemblers	200	7	207	2	0	2
Elementary occupations	3378	1210	4588	106	96	202
Total	8174	2718	10891	297	128	425

Table 4.1- 59: Estimation of the total number of temporarily employees by whether they are qualified on the post requirements or not according to activity sector

TEMPORALLY EMPLOYEE	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Qualified male	938	6534	277	425	8174
Qualified female	464	1578	137	538	2718
Qualified total	1402	8112	414	963	10891
Unqualified male	25	262	4	6	297
Unqualified female	4	120	4	0	128
Unqualified total	29	381	8	6	425

Table 4.1- 60: Average monthly wage /salary for wage earner, average monthly allowances for those receiving it and average monthly total gross remuneration for temporally staff in thousands RWF by occupation

OCCUPATION	AVERAGE REMUNERATION		
	Wage / Salary	Allowances	Total gross salary
Managers	467.9	73.3	541.2
Professionals	372.2	40.3	412.5
Technical and associate professionals	207.0	28.7	235.6
Clerical support workers	95.9	10.8	106.7
Services and sales workers	30.0	4.0	34.0
Craft and related trade workers	63.9	6.0	69.9
Plant and machine operators and assemblers	83.1	6.0	89.1
Elementary occupations	29.4	2.1	31.5
Total	151.1	18.6	169.7

Table 4.1- 61: Average monthly wage /salary for wage earner, average monthly allowances for those receiving it and average monthly total gross remuneration for temporally staff in thousands by activity sector

ACTIVITY SECTOR	AVERAGE REMUNERATION		
	Wage / Salary	Allowances	Total gross salary
PUBLIC	316.2	65.4	381.6
PRIVATE BUSINESSES	99.8	4.7	104.5
HEALTH	209.6	58.4	268.0
NGO	181.6	0.4	182.0
Total	151.1	18.6	169.7

Table 4.1- 62: Percentage distribution of casual posts for the establishments which have such post, according to minimum education requirement

Occupation	Minimum education requirements							Total
	PhD/Doctorate	Masters Degree	Post Graduate Diploma	Bachelors	Diploma level	Certificate A2	Other	
Managers		25.2		12.4				2.5
Professionals	50.0	47.7	100.0	48.6		22.5	1.5	17.4
Technical and associate professionals	50.0	27.1		34.3	89.9	22.9	2.3	15.0
Clerical support workers				2.7	10.1	7.7	1.0	3.1
Services and sales workers						14.7	11.3	9.7
Craft and related trade workers				2.1		23.4	13.6	13.4
Plant and machine operators and assemblers						1.9	4.7	2.9
Elementary occupations						6.9	64.4	35.3
Total	100	100	100	100	100	100	100	100
	4	4	10	156	10	210	430	824

Table 4.1- 63: Percentage distribution of casual posts for establishments which have such posts, according to activity sector

OCCUPATION	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Managers	17.7		4.5	2.9	3
Professionals	32.2	16	19	20.9	19
Technical and associate professionals	26.2	10.8	21.9	21.7	15
Clerical support workers	6.8	1.8	1.9		2
Services and sales workers	3.8	13.4	3.8	6.8	11
Craft and related trade workers	1.3	14.7	14.8	23.6	14
Plant and machine operators and assemblers	5.5	3.4	2.1		3
Elementary occupations	6.5	40	32	24.1	34
Total	100	100	100	100	100
	78	524	100	76	777

Table 4.1- 64: Percentage distribution of casual posts for establishments which have such posts, by the field of education requirement

FIELD OF EDUCATION	OCCUPATION								Total
	Managers	Professionals	Technical and associate professionals	Clerical support workers	Services and sales workers	Craft and related trade workers	Plant and machine operators and assemblers	Elementary occupations	
General Programs		0.7	3.4	16.1	24.5	11.9	21.1	52.9	24.6
Education		2.8			1.3				0.6
Humanities and Arts			4.1					3.4	1.3
Social Science, Business and Law	26.4	67.1	18.3	71.5	9.1			2.9	19.3
Sciences	21.4	1.5	26.5	8.3		0.9		0.7	5.4
Engineering, Manufacturing and Construction		5.4	26.5		9.4	74.2	48.0		17.3
Agriculture		1.3					8.0	1.4	0.9
Health and Welfare	52.2	14.6	20.9					1.9	7.7
Services		4.5	4.5		50.4			1.9	7.2
Not stated		2.1			5.3	13.0	22.9	34.9	15.7
Total	100	100	100	100	100	100	100	100	100
	20	144	124	26	82	111	24	291	821

Table 4.1- 65: Estimation of the number of casual employees by gender, nationality and occupation

OCCUPATION	NATIONALITY & GENDER								Total casual employee
	RWANDAN			FOREIGNER			TOTAL CASUAL		
	male	female	Total	male	female	Total	male	female	
Managers	41	70	111	4	1	5	46	71	117
Professionals	388	234	622	6	0	6	394	234	628
Technical and associate professionals	340	174	514	8	0	8	348	174	522
Clerical support workers	129	112	241	0	0	0	129	112	241
Services and sales workers	302	80	382	0	0	0	302	80	382
Craft and related trade workers	474	144	618	26	0	26	500	144	644
Plant and machine operators and assemblers	93	4	97	0	0	0	93	4	97
Elementary occupations	1449	1053	2501	0	0	0	1449	1053	2501
Total	3217	1870	5087	44	1	45	3262	1871	5133

Table 4.1- 66: Estimation of the number of casual employees by gender, nationality and activity sector

ACTIVITY SECTOR	NATIONALITY&GENDER								
	RWANDAN			FOREIGNER			TOTAL CASUSL		
	male	female	Total	male	female	Total	male	female	Total casual employee
PUBLIC	447	330	777	4	1	5	451	331	783
PRIVATE									
BUSINESSES	2426	1286	3713	38	0	38	2464	1286	3751
HEALTH	139	115	255	2	0	2	141	115	257
NGO	205	138	343	0	0	0	205	138	343
Total	3217	1870	5087	44	1	45	3262	1871	5133

Table 4.1- 67: Estimation of the total number of casual employees by whether they are qualified on the post requirements or not according to occupation

OCCUPATION	POST REQUIREMENTS					
	QUALIFIED			UNQUALIFIED		
	male	female	Total	male	female	Total
Managers	39	71	110	6	0	6
Professionals	392	234	626	2	0	2
Technical and associate professionals	336	172	507	12	2	14
Clerical support workers	47	52	99	82	60	143
Services and sales workers	287	80	367	15	0	15
Craft and related trade workers	445	127	572	55	17	72
Plant and machine operators and assemblers	89	4	93	4	0	4
Elementary occupations	1389	1047	2436	60	6	65
Total	3024	1786	4810	238	85	323

Table 4.1- 68: Estimation of the total number of casual employees by whether they are qualified on the post requirements or not according to activity sector

ACTIVITY ECTOR	POST REQUIREMENTS					
	QUALIFIED			UNQUALIFIED		
	Male	Female	Total	Male	Female	Total
PUBLIC	366	271	637	85	60	146
PRIVATE BUSINESSES	2324	1264	3588	140	23	163
HEALTH	135	113	249	6	2	8
NGO	198	138	336	6	0	6
Total	3024	1786	4810	238	85	323

Table 4.1- 69 : Average monthly wage /salary for wage earner, average monthly allowances for those receiving it and average monthly total gross remuneration for casual staff in thousands RWF by occupation

OCCUPATION	AVERAGE REMUNERATION		Total gross remuneration for casual
	Wage / Salary	Allowances	
Managers	381.6	66.7	448.3
Professionals	182.5	34.1	216.6
Technical and associate professionals	311.8	38.8	350.5
Clerical support workers	104.9	3.4	108.2
Services and sales workers	41.4	1.2	42.6
Craft and related trade workers	97.4	0.2	97.6
Plant and machine operators and assemblers	69.4	3.6	73.0
Elementary occupations	28.1	1.3	29.4
Total	119.2	14.1	133.3

Table 4.1- 70: Average monthly wage /salary for wage earner, of average monthly allowances for those receiving it and mean monthly total gross remuneration for casual staff in thousands RWF by activity sector

ACTIVITY SECTOR	AVERAGE REMUNERATIONS		Total gross remuneration
	Wage / Salary	Allowances	
PUBLIC	268.8	71.7	340.6
PRIVATE BUSINESSES	88.9	5.9	94.8
HEALTH	132.2	21.6	153.8
NGO	180.1	3.1	183.2
Total	119.2	14.1	133.3

Table 4.1- 71: Estimate of total number of vacant posts by minimum education requirement and activity sector

Education requirements	ACTIVITY SECTOR				total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
PhD/Doctorate	3	.	.	.	3
Masters Degree	137	11	109	4	261
Post Graduate Diploma	7	3	13	.	23
Bachelors	665	417	135	62	1280
Diploma level	59	55	358	4	477
Certificate A2	71	546	409	113	1139
Other (specify)	4	336	24	92	457
Total	948	1368	1048	275	3639

Table 4.1- 72: Estimate of total number of vacant posts by field of education required, and activity sector

FIELD OF EDUCATION	ACTIVITY SECTOR				TOTAL
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
General Programs	.	79	8	64	151
Education	89	33	.	18	140
Humanities and Arts	6	1	.	94	102
Social Science, Business and Law	531	638	72	63	1304
Sciences	128	52	35	1	215
Engineering, Manufacturing and Construction	53	178	12	5	249
Agriculture	60	17	2	.	78
Health and Welfare	66	18	911	22	1017
Services	13	181	6	2	202
Not stated	2	172	2	6	182
Total	948	1368	1048	275	3639

Table 4.1- 73: Estimate of total number of vacant posts by occupation and cause of vacancies, according to occupation

OCCUPATION	CAUSE OF VACANCIES					Total Number of vacant posts
	Business Growth	Retirement	Job change	Lack of qualifications	No satisfaction with work results	
Managers	371	9	160	4	4	549
Professionals	724	26	171	27	18	966
Technical and associate professionals	674	6	271	24	21	996
Clerical support workers	210	3	31	0	7	251
Services and sales workers	460	2	30	8	20	520
Craft and related trade workers	92	0	3	0	0	95
Plant and machine operators and assemblers	121	0	18	0	7	147
Elementary occupations	64	0	41	0	11	115
Total	2716	47	725	64	88	3639

Table 4.1- 74: Estimate number of post which have been vacant for one year or more by post and activity sector

OCCUPATION	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Managers	77	29	10	2	119
Professionals	26	55	208	32	322
Technical and associate professionals	23	42	201	27	293
Clerical support workers	6	65	2	8	81
Services and sales workers	0	61	10	8	78
Craft and related trade workers	0	16	0	.	16
Plant and machine operators and assemblers	0	90	0	2	92
Elementary occupations	.	8	2	0	10
Total	132	366	433	79	1010

Table 4.1- 75: Estimate number of post which have been vacant for one year or more by reason and activity sector

REASONS OF VACANT POSTS	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Internal bureaucracy	15	11	26	13	65
Lack of qualified applicants	11	38	146	8	202
Low activity	2	36	6	14	58
Budget constraints	85	159	180	20	445
Other	1	121	68	24	215
Not applicable	0	0	0	0	0
Not stated	19	0	6	0	25
Total	132	366	433	79	1010

D. Future manpower projection

Table 4.1- 76: Distribution of establishments by whether they have a plan to increase or decrease the number of their staff or not, according to activity sector

ACTIVITY SECTOR	Does your establishment have a plan to increase or decrease the number of employees between 2012 and 2021?			Group Total	
	Yes	No	Not stated	Row %	Count
PUBLIC	30.3	68.9	0.9	100.0	117
PRIVATE BUSINESSES	38.3	59.0	2.7	100.0	4324
HEALTH	64.1	33.4	2.4	100.0	564
NGO	28.1	69.1	2.8	100.0	752
Total	39.3	58.0	2.7	100.0	5757

Table 4.1- 77: Estimation number of projected additional employee from 2012 to 2013 by level of study and activity sector

FIELD OF EDUCATION	ACTIVITY SECTOR				Group Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
PhD/Doctorate	3	.	.	.	3
Masters Degree	.	3	20	.	24
Post Graduate Diploma	.	.	16	.	16
Bachelors	119	319	107	140	686
Diploma level	13	46	358	9	426
Certificate A2	5	959	546	50	1560
Other (Less than A2)	.	1315	119	104	1537
Not stated	.	.	16	.	16
Total	140	2642	1183	303	4268

Table 4.1- 78: Estimation number of projected additional employee from 2013 to 2014 by level of study and activity sector

FIELD OF EDUCATION	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
PhD/Doctorate	.	.	2	.	2
Masters Degree	.	3	25	.	28
Post Graduate Diploma	.	7	14	.	20
Bachelors	51	226	113	26	416
Diploma level	5	52	277	.	334
Certificate A2	.	804	421	38	1263
Other (Less than A2)	.	1392	134	38	1565
Total	56	2484	985	103	3628

Table 4.1- 79: Estimation number of projected additional employee from 2014 to 2015 by level of study and activity sector

FIELD OF EDUCATION	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
PhD/Doctorate	.	.	9	.	9
Masters Degree	1	7	18	.	26
Post Graduate Diploma	.	2	16	.	18
Bachelors	75	301	99	96	571
Diploma level	4	39	261	165	470
Certificate A2	.	727	387	54	1168
Other (Less than A2)	3	946	79	78	1105
Not stated	.	.	10	.	10
Total	83	2022	880	393	3378

Table 4.1- 80: Estimation number of projected additional employee from 2015 to 2016 by level of study and activity sector

FIELD OF EDUCATION	ACTIVITY SECTOR				Group Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
PhD/Doctorate	.	.	2	.	2
Masters Degree	1	.	18	6	25
Bachelors	323	125	34	7	489
Diploma level	3	34	155	2	195
Certificate A2	.	501	216	32	748
Other (Less than A2)	.	2620	46	62	2729
Not stated	.	.	16	.	16
Total	328	3280	487	109	4203

Table 4.1- 81: Estimation number of projected additional employee from 2016 to 2017 by level of study and activity sector

FIELD OF EDUCATION	ACTIVITY SECTOR				Group Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
PhD/Doctorate	.	.	16	.	16
Masters Degree	.	3	20	.	23
Bachelors	377	166	93	2	637
Diploma level	17	34	253	.	304
Certificate A2	54	1001	341	94	1490
Other (Less than A2)	.	2937	63	35	3035
Not stated	.	2	32	.	34
Total	448	4142	817	131	5538

Table 4.1- 82: Estimation number of projected additional employee from 2013 to 2017 by level of study and activity sector

FIELD OF EDUCATION	ACTIVITY SECTOR				Group Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
PhD/Doctorate	.	.	29	.	29
Masters Degree	.	16	102	6	123
Post Graduate Diploma	.	9	45	.	54
Bachelors	550	1075	438	124	2187
Diploma level	40	195	1259	176	1671
Certificate A2	59	3570	1657	251	5536
Other (Less than A2)	3	8475	388	244	9110
Not stated	.	2	74	.	76
Total	652	13342	3992	801	18786

E. Staff development

Table 4.1- 83: Percentage distribution of establishments by whether they have a staff training policy/plan in place or not, according to activity sector

ACTIVITY SECTOR	Does your establishment have a staff training and development policy or plan in place?			Total	
	Yes	No	Not stated		
PUBLIC	85.9	14.1		100	117
PRIVATE BUSINESSES	31.4	68.1	0.5	100	4324
HEALTH	67.0	32.6	0.4	100	564
NGO	70.7	29.3		100	752
Total	41.2	58.4	0.4	100	5757

Table 4.1- 84: Percent of establishments who carried out the training for managerial staff by the means used to carry out such training, according to activity sector

MEANS USED TO CARRY OUT TRAINING	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Apprenticeship	77.1	61.4	49.7	60.4	60.0
On the-job-training	65.2	64.5	58.0	69.4	64.6
Own Training Centre	35.3	17.7	17.4	22.7	19.5
Sponsorship to training institution (local)	60.0	23.0	11.2	29.7	24.2
Sponsorship to training institution (abroad)	54.8	13.7	7.6	19.5	15.8
Workshops	88.0	68.1	83.6	78.7	73.8
Not stated	3.2	3.1	2.1		2.3
	101	1360	378	532	2370

Table 4.1- 85: Percent of establishments who carried out the training for professional and technical staff by means used to carry out such training, according to activity sector

MEANS USED TO CARRY OUT THE TRAINING	ACTIVITY SECTOR				Group Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Apprenticeship	70.9	56.6	52.4	54.2	56.0
On the-job-training	64.4	62.1	61.8	62.1	62.1
Own Training Centre	37.3	15.2	17.0	18.9	17.2
Sponsorship to training institution (local)	52.9	22.3	12.4	24.1	22.4
Sponsorship to training institution (abroad)	49.6	9.7	7.0	16.6	12.5
Workshops	83.9	60.7	83.8	65.4	66.4
Other programs (specify)	2.1	3.0	2.1		2.1
Total	101	1360	378	532	2370

Table 4.1- 86: Percent of establishments who carried out the training for clerical and casual staff by mean used to carry out such training, according to activity sector

MEAN USED TO CARRY OUT SUCH TRAINING	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Apprenticeship	37.7	30.9	25.8	18.9	27.7
On the-job-training	39.2	31.0	27.5	18.7	28.1
Own Training Centre	14.6	6.6	5.6	9.9	7.5
Sponsorship to training institution (local)	19.6	8.0	2.7	2.9	6.5
Sponsorship to training institution (abroad)	16.2	2.2	1.5	1.7	2.6
Workshops	39.0	30.2	44.6	24.0	31.5
Not stated	1.1	2.8	2.2	0.8	2.2
Total	101	1360	378	532	2370

Table 4.1- 87: Percentage distribution of establishments which have ever conducted training for their staff by the categories of staff and frequency of training, according to activity sector.

CATEGORY OF STAFF	FREQUENCY	ACTIVITY SECTOR				Group Total
		PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Managerial(PS,DGs)	Monthly	6.5	11.4	6.2	17.9	11.9
	Quarterly	11.3	20.0	28.4	36.9	25.2
	Twice a year	20.8	14.4	14.6	17.7	15.6
	Annually	23.8	26.3	16.7	10.4	20.6
	Every two years	1.0	0.9	0.6	1.2	0.9
	Irregular/adhoc	35.5	24.4	33.3	15.9	24.3
	Other(specify)	1.1	1.7			1.0
	Not stated		1.0			0.5
Group Total	Col %	100.0	100.0	100.0	100.0	100.0
	Count	97	1029	319	490	1935
Supervisory (Directors)	Monthly	7.8	6.2	9.2	14.7	8.5
	Quarterly	17.9	23.6	25.6	35.7	25.9
	Twice a year	21.6	15.6	10.2	18.7	15.7
	Annually	18.9	23.2	13.9	8.6	18.5
	Every two years		1.7		3.0	1.6
	Irregular/adhoc	31.6	26.8	37.3	19.4	27.3
	Other(specify)	2.3	1.0	0.9		0.9
	Not stated		1.9	2.9		1.5
Group Total	Col %	100.0	100.0	100.0	100.0	100.0
	Count	92	760	215	265	1333
Technical staff/Professional	Monthly	4.1	11.1	9.8	21.2	12.6
	Quarterly	26.3	19.6	33.9	27.4	24.1
	Twice a year	22.5	13.2	10.8	19.5	14.5
	Annually	21.8	22.5	11.5	12.6	18.4
	Every two years		2.3		1.0	1.5
	Irregular/adhoc	23.2	26.7	33.4	18.3	26.0
	Other(specify)	2.1	3.3	0.5		2.0
	Not stated		1.3			0.7
Group Total	Col %	100.0	100.0	100.0	100.0	100.0
	Count	99	1143	368	420	2029
Clerical	Monthly	2.1	18.3	7.4	16.3	14.8
	Quarterly	29.7	13.8	11.1	33.0	17.6
	Twice a year	10.7	12.1	6.5	9.0	10.3
	Annually	19.5	18.6	27.0	10.3	18.8
	Every two years		2.6	3.8		2.2
	Irregular/adhoc	36.0	28.3	43.2	31.4	32.4
	Other(specify)	2.1	3.4	1.0		2.2
	Not stated		2.9			1.6
Group Total	Col %	100.0	100.0	100.0	100.0	100.0
	Count	52	561	210	190	1013
Casual	Monthly		16.4			11.0
	Quarterly	33.6	16.5	31.5	37.0	22.5
	Twice a year	4.3	13.9		10.9	11.6
	Annually	32.3	11.1		20.3	13.2
	Irregular/adhoc	25.4	30.7	55.9	31.9	32.7
	Other(specify)	4.3	3.6			2.7
	Not stated		7.7	12.6		6.3
Group Total	Col %	100.0	100.0	100.0	100.0	100.0
	Count	24	251	32	66	373

Table 4.1- 88: Percentage distribution of establishments by whether they have in house training facilities for own staff or not, according to activity sector

ACTIVITY SECTOR	Does your establishment have in-house training facilities for own staff?			Total	
	Yes	No	Not stated		
PUBLIC	70.2	29.8		100	101
PRIVATE BUSINESSES	50.6	49.2	0.2	100	1360
HEALTH	55.7	43.8	0.5	100	378
NGO	71.1	28.9		100	532
Total	56.9	43.0	0.2	100	2370

Table 4.1- 89: Percent of establishments which have in-house training facilities by the type of those facilities, according to activity sector.

TYPE OF INHOUSE TRAINING FACILITIES	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Training space	80.5	88.6	88.1	90.0	88.5
Specialized trainers	76.5	72.4	58.5	67.9	69.2
Computers	85.3	58.0	62.4	40.8	55.3
Projector	100.0	36.3	37.9	35.8	39.7
Training materials (manuals, books...)	92.5	79.7	88.9	85.2	83.4
Laboratory	20.9	12.9	66.4	5.5	19.6
Not stated	2.8	5.1	3.6	2.0	3.9
Total	71	688	211	378	1348

Table 4.1- 90: Percent of establishments by the kind of skills in general lacking among their staff, according to activity sector

LACKING SKILLS	ACTIVITY SECTOR				Group Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Managerial skills	35.2	36.0	48.2	51.8	39.3
Technical skills	41.0	41.5	47.9	52.4	43.5
Entrepreneurial skills	43.2	46.7	54.3	50.0	47.8
Language skills	60.9	57.8	61.7	56.3	58.1
Customer care	35.3	31.7	28.2	24.6	30.5
Innovativeness / creativity	48.2	45.6	53.1	54.5	47.6
IT skills	44.0	51.8	69.7	62.3	54.8
Didactics / teaching skills	24.0	30.5	34.8	39.3	31.9
Communication skills	17.4	23.9	23.7	16.8	22.8
Other (specify)	3.6	5.5	4.0	3.0	5.0
Total	117	4324	564	752	5757

Table 4.1- 91: Distribution of establishments by whether they have conducted the training in the last 12 months or not, according to activity sector

ACTIVITY SECTOR	Did you conduct any staff training in the last 12 months?			Total	
	Yes	No	Not stated		
PUBLIC	87.9	12.1		100	117
PRIVATE BUSINESSES	30.9	68.5	0.6	100	4324
HEALTH	79.4	20.6		100	564
NGO	68.2	31.8		100	752
Total	41.7	57.9	0.4	100	5757

Table 4.1- 92: Percent of establishments which conducted training in last 12 months by the kind of training conducted, according to activity sector

TRAININGS CONDUCTED	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Managerial skills	81.0	43.6	30.6	66.2	47.6
Technical skills	73.0	67.2	88.2	50.6	67.8
Entrepreneurial skills	15.2	18.6	3.1	24.1	16.7
Language skills	53.5	19.6	6.4	15.8	17.8
Customer care	54.3	49.1	24.7	35.7	41.9
Innovativeness / creativity	20.2	18.6	4.4	14.9	15.2
IT skills	52.4	21.5	23.1	15.6	21.9
Didactics / teaching skills	21.2	20.6	19.0	52.0	27.0
Communication skills	24.1	27.5	16.7	34.1	26.7
Not stated	10.2	7.0	8.0	12.0	8.4
Total	103	1337	448	513	2401

Table 4.1- 93: Percentage distribution of establishments by whether they face any challenge that limit their staff training or not, according to activity sector

ACTIVITY SECTOR	Do you face any challenges that limit your staff training?			Total	
	Yes	No	Not stated		
PUBLIC	72.3	27.7		100	117
PRIVATE BUSINESSES	63.5	35.4	1.1	100	4324
HEALTH	89.6	10.4		100	564
NGO	76.4	23.6		100	752
Total	67.9	31.3	0.8	100	5757

Table 4.1- 94: Percentage distribution of establishments by the first important challenge that limit the training of their staff, according to activity sector

Which challenges limit the training of your staff?	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Inadequate facilities (space)	13.0	19.8	13.2	21.9	19.1
Inadequate materials	4.9	13.6	14.5	17.7	14.2
Shortage of skilled trainers	3.7	10.8	6.7	11.5	10.2
Time off for the trainees	12.3	8.6	7.4	3.8	7.8
Lack of funds	62.3	43.9	57.0	44.6	46.1
Other	2.5	2.8	1.2	0.6	2.3
Not stated	1.2	0.4			0.3
Total	100	100	100	100	100
	85	2747	506	574	3912

Table 4.1- 95: Percentage distribution of establishments by the second important challenge that limit the training of their staff, according to activity sector

Which challenges limit the training of your staff?	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Inadequate facilities (space)	5.9	12.1	10.9	13.8	12.1
Inadequate materials	20.8	31.1	35.4	27.9	31.1
Shortage of skilled trainers	22.8	18.3	22.6	25.4	20.0
Time off for the trainees	6.5	12.3	8.2	8.4	11.1
Lack of funds	31.2	23.1	22.4	24.4	23.3
Other	12.9	3.1	0.5		2.5
Total	100	100	100	100	100
	49	2105	408	402	2964

Table 4.1- 96: Percentage distribution of establishments by the third important challenge that limit the training of their staff, according to activity sector

Which challenges limit the training of your staff?	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Inadequate facilities (space)		12.5	13.0	13.5	12.6
Inadequate materials	34.4	19.5	27.5	22.0	21.4
Shortage of skilled trainers	13.2	15.9	22.1	9.7	15.9
Time off for the trainees	21.7	14.6	11.6	10.4	13.6
Lack of funds	21.6	34.0	18.8	44.4	33.0
Other	9.1	3.4	7.0		3.6
Total	100	100	100	100	100
	23	1122	263	243	1652

Table 4.1- 97: Percentage Distribution of establishment by whether they have ever hired graduates from TVET or not, according to activity sector

ACTIVITY SECTOR	Have you hired TVET graduates?			Group Total	
	Yes	No	Not stated	Row %	Count
PUBLIC	70.4	26.9	2.7	100.0	117
PRIVATE BUSINESSES	59.2	39.9	0.9	100.0	4324
HEALTH	84.1	15.6	0.4	100.0	564
NGO	47.6	52.4		100.0	752
Group Total	60.4	38.9	0.7	100.0	5757

Table 4.1- 98: Percentage distribution of establishments by the perceived performance satisfaction concerning TVET graduate, according to activity sector

LEVEL OF SATISFACTION	ACTIVITY SECTOR				Group Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Fully Satisfied	41.6	48.0	44.9	49.2	48
Partially satisfied	53.4	42.4	48.6	48.6	44
Little satisfied	3.7	7.4	4.8	2.2	6
Not satisfied	1.3	2.3	1.7		2
Col %	100.0	100.0	100.0	100.0	100
Count	83	2562	474	357	3476

Table 4.1- 99: Percentage distribution of establishment by whether they have ever hired graduates from high institutions or not, according to activity sector

ACTIVITY SECTOR	Have you hired graduates from high institutions?			Group Total	
	Yes	No	Not stated	Row %	Count
PUBLIC	100.0			100.0	117
PRIVATE BUSINESSES	40.9	57.7	1.4	100.0	4324
HEALTH	87.0	13.0		100.0	564
NGO	40.7	59.3		100.0	752
Group Total	46.6	52.4	1.0	100.0	5757

Table 4.1- 100: Percentage Distribution of establishments by the perceived performance satisfaction concerning higher institution graduate, according to activity sector

LEVEL OF SATISFACTION	ACTIVITY SECTOR				Group Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Fully Satisfied	59.2	58.5	49.6	70.6	58
Partially satisfied	38.2	33.2	43.3	27.2	35
Little satisfied	1.8	5.2	4.6	2.2	5
Not satisfied	0.9	3.1	2.5		3
Col %	100.0	100.0	100.0	100.0	100
Count	117	1770	491	306	2684

Table 4.1- 101: Distribution of establishments according to the most important, second and third suggestions to improve education and training in TVET, by activity sector

PRIORITY	SUGGESTIONS	ACTIVITY SECTOR				Group Total	
		PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO		
MOST IMPORTANT	Managerial skills	8.1	11.1	10.8	19.2	12.1	
	Technical skills	54.0	42.1	50.0	40.3	42.9	
	Entrepreneurial skills	2.6	13.9	7.7	12.8	12.9	
	Language skills	13.1	9.0	9.8	6.8	8.9	
	Customer care	0.9	3.6	1.8	2.5	3.2	
	Innovativeness / creativity	4.5	3.9	4.7	1.8	3.7	
	IT skills	3.7	5.0	9.4	7.1	5.7	
	Didactics / teaching skills	2.5	1.2	1.3	1.9	1.3	
	Communication skills	1.7	0.7	0.4		0.6	
	Other (specify)	3.6	7.0	2.7	7.7	6.6	
	Not specified	5.4	2.5	1.4		2.1	
	Col %		100.0	100.0	100.0	100.0	100.0
Count		117	4324	564	752	5757	
SECOND IMPORTANT	Managerial skills	5.7	2.1	4.8	1.9	2.4	
	Technical skills	14.9	9.9	11.7	17.7	11.2	
	Entrepreneurial skills	22.5	20.0	17.1	16.0	19.2	
	Language skills	24.2	21.8	20.3	19.6	21.4	
	Customer care	3.4	8.7	6.0	6.2	8.0	
	Innovativeness / creativity	11.4	14.3	13.6	12.4	13.9	
	IT skills	16.8	16.6	19.4	18.3	17.2	
	Didactics / teaching skills		2.0	2.7	3.3	2.2	
	Communication skills		2.3	1.3	2.3	2.1	
	Other (specify)	1.1	2.2	3.1	2.3	2.3	
	Col %		100.0	100.0	100.0	100.0	100.0
	Count		92	3188	468	566	4313
THIRD IMPORTANT	Managerial skills	1.6	3.1	4.8	4.2	3.4	
	Technical skills	1.6	6.6	6.5	8.9	6.7	
	Entrepreneurial skills	7.7	8.0	15.1	14.7	9.7	
	Language skills	14.6	14.9	12.6	13.4	14.4	
	Customer care	11.1	8.1	10.7	5.4	8.1	
	Innovativeness / creativity	23.4	18.1	8.5	16.2	16.9	
	IT skills	23.9	26.2	26.7	22.0	25.6	
	Didactics / teaching skills	1.6	4.5	5.5	13.1	5.7	
	Communication skills	6.3	7.5	2.7	1.6	6.1	
	Other (specify)	8.1	3.1	7.0	0.5	3.3	
	Col %		100.0	100.0	100.0	100.0	100.0
	Count		65	1877	295	342	2578

Table 4.1- 102: Distribution of establishments according to the most important, second and third suggestions to improve education and training in higher institutions, by activity sector

PRIORITY	SUGGESTIONS	ACTIVITY SECTOR				Group Total	
		PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO		
MOST IMPORTANT	Managerial skills	32.9	15.1	17.5	22.6	16.6	
	Technical skills	26.5	17.9	34.3	18.4	19.7	
	Entrepreneurial skills	5.3	18.6	12.3	13.8	17.1	
	Language skills	11.4	12.5	7.1	8.9	11.5	
	Customer care	1.8	4.5	2.5	3.3	4.1	
	Innovativeness /	9.8	7.8	6.1	8.2	7.7	
	IT skills	6.2	8.1	10.5	9.0	8.4	
	Didactics / teaching skills	1.6	1.9	3.6	2.5	2.1	
	Communication skills		1.0	0.4	0.2	0.8	
	Other	2.7	8.3	3.2	11.6	8.1	
	Not specified	1.8	4.3	2.6	1.5	3.7	
	Col %		100.0	100.0	100.0	100.0	100.0
Count		117	4324	564	752	5757	
SECOND IMPORTANT	Managerial skills	4.0	7.1	6.6	7.0	6.9	
	Technical skills	13.7	7.5	10.1	13.2	8.7	
	Entrepreneurial skills	13.7	15.0	12.8	21.1	15.5	
	Language skills	31.2	18.4	17.3	13.1	18.0	
	Customer care	5.5	7.2	6.6	5.3	6.9	
	Innovativeness /	11.8	20.2	18.1	14.9	19.0	
	IT skills	13.0	15.3	19.0	12.6	15.3	
	Didactics / teaching skills	1.9	3.8	4.0	8.2	4.3	
	Communication skills	4.2	2.8	2.3	1.5	2.6	
	Other	1.1	2.7	3.2	3.0	2.7	
	Col %		100.0	100.0	100.0	100.0	100.0
	Count		98	2882	454	504	3939
THIRD IMPORTANT	Managerial skills	1.6	5.2	7.0	5.3	5.3	
	Technical skills	3.1	7.1	7.2	8.5	7.2	
	Entrepreneurial skills	5.9	9.8	11.0	4.8	9.3	
	Language skills	13.6	12.8	16.4	11.1	13.1	
	Customer care	23.2	6.7	11.0	16.8	9.0	
	Innovativeness /	7.6	20.6	8.6	13.0	17.7	
	IT skills	25.5	21.3	21.6	25.4	22.0	
	Didactics / teaching skills	1.6	6.3	8.7	13.0	7.3	
	Communication skills	9.1	7.4	3.4		6.0	
	Other	8.9	2.7	5.1	2.1	3.1	
	Col %		100.0	100.0	100.0	100.0	100.0
	Count		68	1577	292	266	2203

Table 4.1- 103: Percentage distribution of establishments by whether they have an industrial attachment or not according to activity sector.

ACTIVITY SECTOR	Do you have an industrial attachment/internship program?				Group Total	
	Yes (institutionalized)	Yes (occasionally/informal)	No	Not stated	Row %	Count
PUBLIC	52.5	18.5	27.3	1.7	100.0	117
PRIVATE BUSINESSES	11.8	15.5	71.7	1.0	100.0	4324
HEALTH	22.4	30.8	46.4	0.4	100.0	564
NGO	11.8	15.8	72.0	0.3	100.0	752
Group Total	13.7	17.1	68.3	0.9	100.0	5757

Table 4.1- 104: Estimate of total number of annually interns by gender, according to activity sector

ACTIVITY SECTOR	NUMBER OF INTERNS		Total
	Male	Female	
PUBLIC	1087	980	2067
PRIVATE BUSINESSES	3957	3748	7705
HEALTH	1143	1610	2753
NGO	993	564	1557
Total	7180	6902	14082

Table 4.1- 105: Estimate of total number of hired interns by gender in 2009, 2010 and 2011; according to activity sector.

PERIOD	HIRED INTERNS AFTER INTERNSHIP	ACTIVITY SECTOR				Total
		PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
2009	MALE	19	631	62	53	763
	FEMALE	21	384	86	33	524
	TOTAL	39	1015	148	86	1287
2010	MALE	47	679	93	46	865
	FEMALE	40	501	134	47	721
	TOTAL	86	1180	227	93	1586
2011	MALE	45	866	68	106	1085
	FEMALE	44	571	134	91	840
	TOTAL	89	1437	202	197	1925

Table 4.1- 106: Distribution of establishments by whether the interns take part in specifically designed training or not, according to activity sector

ACTIVITY SECTOR	Do interns take part in specifically designed training?			Total	
	Yes	No	Not stated		
PUBLIC	14.8	85.2		100	83
PRIVATE BUSINESSES	20.1	76.5	3.4	100	1181
HEALTH	16.1	83.9		100	300
NGO	27.9	69.4	2.7	100	208
Total	20.1	77.3	2.6	100	1772

Table 4.1- 107: Percent distribution of establishments by the length of internship according to activity sector

Length of internship	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Less than 1 month		6.0	1.3	3.7	4.7
1-	35.0	26.3	35.1	24.2	27.9
2-	13.8	22.5	22.5	17.5	21.5
3-	11.4	23.5	24.2	25.6	23.3
4-	37.2	16.6	14.8	5.3	15.9
6-	2.5	2.0	2.0	21.1	4.3
Not stated		3.2		2.7	2.4
Total	100 83	100 1181	100 300	100 208	100 1772

Table 4.1- 108: Distribution of establishments which received interns by the financial agreements with interns, according to activity sector

financial agreements	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Interns have to pay money	2.5	6.5	4.8	2.7	5.6
Interns receive money	21.6	15.9	2.7	15.8	13.9
Interns sponsored by other institution	12.3	6.8	1.3	9.5	6.4
No payments	63.5	66.3	91.1	68.3	70.6
Not stated		4.5		3.6	3.4
Total	100 83	100 1181	100 300	100 208	100 1772

Table 4.1- 109: Distribution of establishments that don't host interns by the most important reason why they don't do it, according to activity sector

First reason for not hosting interns	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
No need	16.7	48.3	19.1	39.9	45.0
No capacity / too small	13.0	17.9	30.3	18.3	18.7
Too cumbersome	10.2	7.2	10.7	4.1	7.0
No appropriate candidates	9.9	14.1	15.1	23.3	15.4
Candidates want to be paid / paid too much	12.9	3.0	5.7	5.5	3.6
Other	37.3	9.5	17.5	8.5	10.1
Not stated		0.1	1.7	0.3	0.2
Total	100	100	100	100	100
	31	3075	256	541	3903

Table 4.1- 110: Distribution of establishments that don't host interns by the second important reason why they don't do it, according to activity sector

Second reason for not hosting interns	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
No need	19.8	6.5	3.5	8.4	6.6
No capacity / too small	19.8	30.5	27.2	22.4	29.3
Too cumbersome	31.5	30.8	33.0	31.7	31.0
No appropriate candidates	10.5	16.5	3.6	25.1	16.7
Candidates want to be paid / paid too much	18.4	7.5	11.5	0.5	7.0
Other		8.1	21.3	11.9	9.4
Total	100	100	100	100	100
	10	1350	107	202	1669

Table 4.1- 111: Distribution of establishments that don't host interns by the third important reason why they don't do it, according to activity sector

Third reason for not hosting interns	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
No need		9.1		18.8	9.7
No capacity / too small		6.3		16.2	7.1
Too cumbersome		39.0	63.4	21.2	38.0
No appropriate candidates		23.3	11.9	17.4	22.2
Candidates want to be paid / paid too much		15.1		12.7	14.2
Other	100	7.1	24.7	13.7	8.9
Total	100	100	100	100	100
	2	251	16	44	313

F. Capital / Expenditures / Revenue

Table 4.1- 112: Percent distribution of establishments by the major source of their start-up capital, according to province

Major source of your start- up capital	PROVINCE / KIGALI CITY					Total
	Kigali city	Southern Province	Western Province	Northern Province	Eastern Province	
Own saving	46.5	33.1	36.7	25.0	40.6	40.6
Loans from friends/relatives	4.5	4.2	6.4	6.0	8.7	5.3
Contributions from others	2.0	5.7	4.7	4.9	4.7	3.5
Loans from commercial banks	19.8	21.0	15.4	23.2	19.9	19.7
Informal money lenders	0.2					0.1
Government lending agencies		0.2				0.0
Micro finance institutions	0.4	2.8	1.0	3.3	2.4	1.3
Public share issuing	15.3	18.3	15.6	27.8	16.0	17.1
Inheritance	1.9	2.4	1.9	0.6	0.3	1.7
Other	2.5	6.7	10.8	3.5	3.4	4.4
Not stated	6.9	5.6	7.6	5.6	4.0	6.4
Total	100 2337	100 578	100 628	100 470	100 500	100 4513

Table 4.1- 113: Distribution of establishments which started by owner's saving by the major source of saved capital, according to province

MAJOR SOURCE OF SAVED CAPITAL	PROVINCE / KIGALI CITY					Total
	Kigali city	Southern Province	Western Province	Northern Province	Eastern Province	
Previous employment public sector	15.7	28.0	20.0	17.6	11.7	17.2
Previous employment in private sector	53.8	36.8	42.8	29.8	30.7	46.5
Sale of farm products	17.9	17.7	21.7	26.5	47.8	22.2
Sale of assets (cattle, property)	8.6	3.7	1.8	21.4	9.8	8.2
Other	2.3	5.7	13.1	4.7		3.9
Not stated	1.7	8.1	0.5			1.9
Total	100 1088	100 191	100 230	100 117	100 203	100 1830

Table 4.1- 114: Percentage distribution of establishments by whether they have ever applied for a loan or not, according to province.

PROVINCE / KIGALI CITY	Have you ever applied for a loan from a bank or another financial institution?			Total	
	Yes	No	Not stated		
Kigali city	62.1	37.9	0.1	100	2337
Southern Province	58.1	40.2	1.7	100	578
Western Province	54.7	44.7	0.6	100	630
Northern Province	65.7	33.0	1.3	100	468
Eastern Province	63.3	36.7		100	500
Total	61.0	38.5	0.5	100	4512

Table 4.1- 115: Percentage distribution of establishments which have never applied for a loan according to the reason, by province

REASON FOR NEVER APPLYING FOR A LOAN	PROVINCE / KIGALI CITY					Total
	Kigali city	Southern Province	Western Province	Northern Province	Eastern Province	
No need	48.4	61.9	57.7	78.6	54.3	55.0
No guarantee	28.5	34.0	37.9	10.1	38.1	30.1
Long procedures	24.2	21.1	24.3	12.7	22.8	22.6
High interest rate	21.1	20.2	23.2	8.6	16.4	19.7
Lack of information	6.0	7.6	17.8		15.1	8.6
Fear of risks	17.4	15.9	14.3	10.9	15.1	15.8
Not stated	6.4	7.5	0.7	10.3	7.6	6.1
Total	100	100	100	100	100	100
	885	232	281	155	183	1736

Table 4.1- 116: Percentage distribution of establishments whose owners have applied for the loan by whether they have received the loan or not, according to province

PROVINCE / KIGALI CITY	Have you received a loan from a bank or another financial institution?			Total	
	Yes	No	Not stated		
Kigali city	94.5	5.5		100	1451
Southern Province	91.5	6.8	1.6	100	335
Western Province	92.4	7.6		100	345
Northern Province	94.3	5.7		100	307
Eastern Province	96.3	3.7		100	316
Total	94.1	5.7	0.2	100	2755

Table 4.1- 117: Percent distribution of establishments whose owners have not received the loan they had applied for by reason why they did not receive it, according to province

REASON TO NOT RECEIVING LOAN	PROVINCE / KIGALI CITY					Total
	Kigali city	Southern Province	Western Province	Northern Province	Eastern Province	
Poor/No business plan		8.7	38.5		84.0	13.9
No guarantee/Insufficient guarantee	56.9	48.1	46.0	11.4	16.0	45.7
Lack of startup fund	15.3			31.8		11.2
No feedback from the bank	33.4	8.7	46.0	56.7		32.0
Not stated	8.2	8.6				5.4
Total	100	100	100	100	100	100
	80	23	26	18	12	158

Table 4.1- 118: Estimation of total number of permanent employees per establishment, total expenditure on labour and mean expenditure on permanent employee in September 2011, by type of expenditure

TYPE OF EXPENDITURE	Number of Permanent employees in thousands	Total Expenditure in millions RWF	Mean expenditure in thousands RWF
Wage and salaries including overtime pay	89	21334	4077
Bonus	23	1614	318
Allowances	25	1984	392
Social security contribution	72	3455	674
Training	10	833	167
Other expenditures	14	368	73
Total expenditure	-	29587	5618

Table 4.1- 119: Total expenditures on labour (in millions RFW) for permanent employees as of September 2011 by type of expenditure and economic activity.

ECONOMIC ACTIVITY	Wage and salaries paid to permanents	Bonus paid to permanent	Allowances paid to permanent	Social security contribution paid to permanent	Amount paid for training to Permanent	Amount for other benefit paid to permanent employees	Total expenditure to permanent
Agriculture, forestry and fishing	239.5	4.3	1.9	15.9	0.0	0.3	261.9
Mining and quarrying	74.1	0.1	0.6	4.2	0.3	1.9	81.2
Manufacturing	1596.7	274.3	32.4	515.4	557.8	5.3	2981.7
Electricity, gas, steam and air conditioning supply	19.5	0.0	2.0	1.1	24.0	5.0	51.5
Water supply, sewage, waste management and remediation activities	7.9	0.6	0.3	1.2	0.0	0.0	10.0
Construction	236.3	15.0	23.3	15.4	0.0	4.8	294.8
Wholesale and retail trade; repair of motor vehicle and motor cycles	3844.2	30.9	86.6	93.9	20.2	20.4	4096.2
Transportation and storage	461.5	56.1	26.8	64.7	22.6	7.8	639.6
Accommodation and food service activities	581.5	15.2	32.8	29.2	4.0	6.8	669.5
Information and communication	645.2	26.6	18.1	28.2	0.0	1.5	719.6
Financial and insurance activities	4853.0	131.5	190.0	687.3	19.3	3.3	5884.5
Real estate activities	13.7	0.0	0.8	0.4	0.0	0.0	14.9
Professional scientific and technical activities	443.3	9.8	8.5	28.2	4.4	4.3	498.5
Administrative and support service activities	172.6	16.8	15.6	8.3	0.5	1.6	215.3
Public administration, defense and compulsory social security	3108.2	214.7	173.5	409.9	29.3	82.0	4017.6
Education	50.6	8.7	4.4	5.9	1.2	0.0	70.8
Human health and social work activities	4228.2	762.6	1298.2	1433.2	137.9	76.0	7936.2
Arts, entertainments and recreation	55.1	0.9	0.0	2.5	0.1	0.0	58.6
Other services activities	518.3	23.2	44.5	96.0	5.9	129.9	817.8
Activities of extraterritorial organization and bodies	39.5	0.0	0.0	4.3	0.1	0.0	43.9
Not stated	145.4	22.2	23.5	9.7	5.6	16.9	223.3
TOTAL	21334.4	1613.6	1983.7	3454.6	833.1	367.8	29587.2

Table 4.1- 120: Estimation of total expenditures on labour (in millions RWF) for permanent employees as of September 2011 by type of expenditure and province

TYPE OF EXPENDITURE	PROVINCE / KIGALI CITY					Total
	Kigali city	Southern Province	Western Province	Northern Province	Eastern Province	
Wage and salaries paid to permanents	17437	887	1051	832	1128	21334
Bonus paid to permanent	1122	111	101	71	208	1614
Allowances paid to permanent	1752	46	89	54	43	1984
Social security contribution paid to permanent	1986	64	1155	92	157	3455
Amount paid for training to Permanent	727	34	63	7	2	833
Amount for other benefit paid to permanent employees	287	16	18	10	37	368
Total expenditure to permanent	23310	1159	2476	1067	1575	29587

Table 4.1- 121: Estimation of total number of employees, total expenditure on labour and mean expenditure on temporally/casual employee in September 2011, by type of expenditure

TYPE OF EXPENDITURE	Number of temporally employees in thousands	Total Expenditure in Millions	Mean expenditure in thousands
Wage and salaries including overtime pay	13.8	1005	181
Bonus	2.1	20	4
Allowances	2.7	64	12
Social security contribution	4.0	44	8
Trainings	0.0	0	0
Other expenditures	2.5	4	1
Total expenditures		1138	204

Table 4.1- 122: Total expenditures (In million RWF) on labour for temporarily/casual employees as of September 2011 by type of expenditure and economic activity

ECONOMIC ACTIVITY	Wage and salary paid to temporarily	Bonuses paid to temporarily	Allowances paid to temporarily	Social security contribution paid to temporarily	Amount paid for training to temporarily employee	Amount for other benefits paid to temporarily	Total expenditure for temporarily
Agriculture, forestry and fishing	3.3	0.0	0.0	0.0	0.0	0.0	3.3
Mining and quarrying	111.4	0.1	0.1	0.1	0.0	0.0	111.6
Manufacturing	41.3	0.0	0.8	1.0	0.0	0.1	43.2
Electricity, gas, steam and air conditioning supply	5.8	0.0	1.7	0.0	0.0	0.0	7.5
Water supply, sewage, waste management and remediation activities	0.2	0.0	0.0	0.0	0.0	0.0	0.2
Construction	73.1	0.0	0.0	0.1	0.0	0.0	73.2
Wholesale and retail trade; repair of motor vehicle and motor cycles	52.7	0.0	0.0	0.1	0.0	0.0	52.8
Transportation and storage	7.3	1.5	2.0	0.3	0.0	1.4	12.5
Accommodation and food service activities	131.5	0.0	0.1	0.0	0.0	0.1	131.7
Information and communication	49.1	12.7	9.1	3.1	0.0	0.9	75.0
Financial and insurance activities	60.8	0.0	0.0	2.2	0.0	0.0	63.0
Real estate activities	1.2	0.0	0.0	0.0	0.0	0.0	1.2
Professional scientific and technical activities	91.3	0.0	0.1	2.7	0.0	0.0	94.1
Administrative and support service activities	10.6	0.0	0.0	0.0	0.0	0.0	10.6
Public administration defense and compulsory social security	248.0	2.8	15.1	32.4	0.0	0.3	298.6
Education	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Human health and social work activities	77.6	3.3	33.8	2.3	0.0	1.1	118.1
Arts, entertainments and recreation	3.8	0.0	0.0	0.0	0.0	0.0	3.8
Other services activities	18.1	0.0	0.0	0.0	0.0	0.2	18.4
Activities of extraterritorial organization and bodies	9.1	0.0	0.0	0.0	0.0	0.0	9.1
Not stated	9.1	0.0	1.2	0.0	0.0	0.0	10.3
Total	1005.3	20.4	64.1	44.3	0.0	4.1	1138.2

Table 4.1- 123: Total expenditures on labour for temporarily/casual employees in millions RWF as of September 2011 by type of expenditure and economic activity

TYPE OF EXPENDITURE	PROVINCE / KIGALI CITY					Total
	Kigali city	Southern Province	Western Province	Northern Province	Eastern Province	
Wage and salary paid to temporarily	740	105	37	94	28	1005
Bonuses paid to temporarily	16	1	0	0	4	20
Allowances paid to temporarily	61	0	2	0	1	64
Social security contribution paid to temporarily	42	0	1	1	0	44
Amount paid for training to temporarily employee	0	0	0	0	0	0
Amount for other benefits paid to temporarily	1	1	1	0	2	4
Total expenditure for temporarily	860	107	41	95	34	1138

Table 4.1- 124: Distribution of establishments by whether any of their product can be exported to EAC or world market or not, according to activity sector

ACTIVITY SECTOR	Can any of your products be exported to EAC or World market?			Total	
	Yes	No	Not stated		
PUBLIC	20.5	78.0	1.6	100	117
PRIVATE BUSINESSES	15.0	84.2	0.8	100	4324
HEALTH	4.6	89.7	5.7	100	564
NGO	6.0	90.9	3.1	100	752
Total	12.9	85.5	1.6	100	5757

Table 4.1- 125: Distribution of establishments whose products are exportable which have exported their products in 2011.

ACTIVITY SECTOR	Exportation in 2011			Group Total	
	Yes	No	Not stated	Row %	Count
PUBLIC	78.7	21.3		100.0	24
PRIVATE BUSINESSES	51.3	47.5	1.2	100.0	650
HEALTH	24.0	76.0		100.0	26
NGO	9.3	90.7		100.0	45
Group Total	48.7	50.3	1.0	100.0	745

Table 4.1- 126: Distribution of the establishments which reported that they have exported their products during 2011 by location of the destination market, according to activity sector

MARKET LOCATION	ACTIVITY SECTOR				Group Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
EAC market	84.1	88.5	100.0	48.1	88.0
African market	88.8	40.4	35.7	51.9	43.0
Outside of Africa	72.6	40.8	35.7		41.9
Total	19	334	6	4	363

Table 4.1- 127: Percentage distribution of establishments whose products are exportable which have exported their product before 2011, according to activity sector

ACTIVITY SECTOR	Exportation before 2011			Group Total	
	Yes	No	Not stated	Row %	Count
PUBLIC	78.7	21.3		100.0	24
PRIVATE BUSINESSES	44.9	54.8	0.3	100.0	650
HEALTH	24.0	76.0		100.0	26
NGO	9.3	90.7		100.0	45
Group Total	43.1	56.6	0.3	100.0	745

Table 4.1- 128: Distribution of the establishments which reported that they have exported their products before 2011 by location of the destination market

MARKET LOCATION	ACTIVITY SECTOR				Group Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
EAC market	84.1	75.5	100.0	48.1	76.1
African market	88.8	54.2	35.7	51.9	55.9
Outside of Africa	72.6	48.7	35.7		49.2
Total	19	292	6	4	321

Table 4.1- 129: Percentage distribution of establishments whose products are exportable which have a plan to export their products in the future, according to activity sector

ACTIVITY SECTOR	Exportation in the future			Group Total	
	Yes	No	Not stated	Row %	Count
PUBLIC	82.8	17.2		100.0	24
PRIVATE BUSINESSES	85.1	13.4	1.5	100.0	650
HEALTH	67.8	32.2		100.0	26
NGO	58.2	41.8		100.0	45
Group Total	82.8	15.9	1.3	100.0	745

Table 4.1- 130: Distribution of the establishments which reported that they plan to export their products in the future by location of the destination market

MARKET LOCATION	ACTIVITY SECTOR				Group Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
EAC market	89.9	92.7	100.0	91.7	92.8
African market	95.0	65.0	55.9	66.9	65.8
Outside of Africa	79.6	47.1	12.9	37.4	46.7
Total	20	553	18	26	617

Table 4.1- 131: Distribution of establishments by their major source of funding according to activity sector

major sources of funding	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Government/National budget	85.2	0.9	55.5		7.9
(International.)Donors	1.8	1.5	7.6	16.1	4.0
Shareholders		3.6	0.4		2.8
Financial Institutions		2.7	0.8	0.3	2.1
Faith-based organizations/charities	0.9	0.1	1.2	18.2	2.6
Payments by beneficiaries	4.5	11.3	2.8	37.4	13.8
Selling of output / services	5.2	73.5	24.6	1.8	58.0
Membership contribution fees		3.6		14.7	4.6
Others	0.9	1.7	0.9	7.3	2.4
Not stated	1.6	1.1	6.0	4.2	2.0
Group Total	100	100	100	100	100
	117	4324	564	752	5757

G. Sourcing for required staff

Table 4.1- 132: Distribution of establishment by means of sourcing personnel to fill vacant posts, according to level of skills

Mean of sourcing personnel for vacant posts	Low skilled			High and middle skilled		
	First priority	Second priority	Third priority	First priority	Second priority	Third priority
Media advertisements	12	8.7	11.4	23.0	16.0	6.1
Own webpage/ Internet	0	11.8	7.4	0.9	29.2	5.3
LMIS/Registration systems	0	0.0	4.7	0.1	0.5	10.9
Job agents / bureaus	1	5.0	4.6	0.9	9.1	13.7
Friends/relatives	62.5	35.9	41.1	33.7	18.9	20.4
Training institution	1.3	9.8	4.7	1.0	5.6	20.5
Other	18.8	28.7	26.1	29.3	20.6	23.1
Not stated	3.7	0.0	0.0	11.1	0.0	0.0
Total	100	100	100	100	100	100
	5757	653	70	5757	648	118

Table 4.1- 133: Distribution of establishments by whether they have recruited any person last year or not, according to activity sector

ACTIVITY SECTOR	Recruited any person			Total	
	Yes	No	Not stated		
PUBLIC	84	16.2		100	117
PRIVATE BUSINESSES	46	53.2	0.6	100	4324
HEALTH	78	21.7	0.4	100	564
NGO	37.7	62.3		100	752
Total	49.0	50.5	0.5	100	5757

Table 4.1- 134: Distribution of establishments by whether they have advertised any post last year, according to activity sector

ACTIVITY SECTOR	Advertised any post		Total	
	Yes	No		
PUBLIC	72	28.5	100	117
PRIVATE BUSINESSES	11	89.4	100	4324
HEALTH	58	41.7	100	564
NGO	14.7	85.3	100	752
Total	17.0	83.0	100	5757

Table 4.1- 135: Total estimate of advertised post, number of applicants and number of post filled through the process in 2010 by activity sector and occupation

ACTIVITY SECTOR	OCCUPATION	Number advertised	Number of applicants	Number of post filled through the process
PUBLIC	Managers	490	6911	424
	Professionals	361	10132	339
	Technical and associate professionals	435	7006	406
	Clerical support workers	151	3874	136
	Services and sales workers	52	545	42
	Craft and related trade workers	23	6106	21
	Plant and machine operators and assemblers	17	280	17
	Elementary occupations	1	95	1
	Total	1530	34948	1386
PRIVATE BUSINESSES	Managers	251	2807	242
	Professionals	262	5919	254
	Technical and associate professionals	169	2096	158
	Clerical support workers	120	2176	117
	Services and sales workers	411	4044	386
	Craft and related trade workers	80	504	74
	Plant and machine operators and assemblers	222	615	126
	Elementary occupations	100	919	100
	Total	1615	19081	1457
HEALTH	Managers	59	368	53
	Professionals	297	2512	266
	Technical and associate professionals	1201	5377	1069
	Clerical support workers	18	421	18
	Services and sales workers	61	653	52
	Craft and related trade workers	10	30	8
	Plant and machine operators and assemblers	16	181	16
	Elementary occupations	25	105	23
	Total	1687	9646	1505
NGO	Managers	58	1606	58
	Professionals	100	1399	94
	Technical and associate professionals	109	2222	107
	Clerical support workers	6	78	6
	Services and sales workers	14	203	14
	Plant and machine operators and assemblers	11	156	11
	Elementary occupations	4	97	4
	Total	301	5762	294
	TOTAL	Managers	858	11692
Professionals		1019	19962	953
Technical and associate professionals		1914	16701	1741
Clerical support workers		295	6549	277
Services and sales workers		538	5444	493
Craft and related trade workers		113	6640	103
Plant and machine operators and assemblers		265	1233	170
Elementary occupations		130	1217	129
Group Total		5148	69637	4657

Table 4.1- 136: Percentage distribution of establishment by whether they have ever used the LMIS or not, according to activity sector

ACTIVITY SECTOR	Have you ever used LMIS?			Total	
	Yes	No	Not stated		
PUBLIC	13	85.7	1.7	100	117
PRIVATE BUSINESSES	1	97.9	0.6	100	4324
HEALTH	2	98.2		100	564
NGO		99.7	0.3	100	752
Total	1.5	97.9	0.5	100	5757

Table 4.1- 137: Percentage distribution of establishments which have used LMIS by the level of satisfaction with it, according to activity sector

LEVEL OF SATISFACTION	ACTIVITY SECTOR			Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	
Satisfactory	85.7	25.4	41.4	37.3
Too complicated	7.2	48.7	18.2	38.3
Too few applications	7.2	3.6		3.8
Too many applications		3.4	40.3	7.1
Too many unqualified applications		6.8		4.9
Other		12.1		8.7
Group Total	100	100	100	100
	15	64	10	89

Table 4.1- 138: Percentage distribution of establishments who have not used LMIS by whether they have heard about it or not, according to activity sector

ACTIVITY SECTOR	Have you heard about it			Total	
	Yes	No	Not stated		
PUBLIC	35.3	61.8	3.0	100.0	103
PRIVATE BUSINESSES	14.5	84.9	0.6	100.0	4260
HEALTH	28.1	71.9		100.0	554
NGO	17.9	81.9	0.3	100.0	752
Total	16.6	82.8	0.6	100.0	5668

Table 4.1- 139: Percentage distribution of establishments which have heard about but never used LMIS by reason, according to activity sector

Reasons you did not use LMIS	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
No need	29.7	62.6	41.0	58.8	57
Complicated / cumbersome	35.9	17	27.8	5.7	18
Fear too much applications		3	2.7	1.6	3
Don't want to expose information		1.2			1
Applicants don't match requirements		1.3	1.5		1
Is not properly working	2.8	1.0	1.5	0.8	1.1
Others	28.8	11.0	18.8	24.8	15.0
Not stated	2.8	3.0	6.8	8.3	4.4
Group Total	100	100	100	100	100
	38	617	156	134	945

Table 4.1- 140: Percentage distribution of establishments by whether they envisage hiring non-nationals or not, according to activity sector

ACTIVITY SECTOR	Hiring of non-nationals			Total	
	Yes	No	Not stated		
PUBLIC	28	72		100	117
PRIVATE BUSINESSES	24.5	75	0.7	100	4324
HEALTH	41.3	57.9	0.7	100	564
NGO	20.5	79.2	0.3	100	752
Total	25.7	73.6	0.7	100	5757

Table 4.1- 141: Percentage distribution of establishments which envisage hiring non- nationals by the first important reason, according to activity sector

FIRST PRIORITY REASON OF HIRING NON-NATIONALS	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Cheaper	6.5	6.4	9.9		6.3
Better qualified	54.9	47.4	25.7	46.5	44.1
More Efficient	32.3	18.5	29.2	32.2	21.9
More productive	3.1	17.6	13.4	5.7	15.4
Others	3.2	7.2	19.1	10.3	9.3
Not stated		2.8	2.7	5.2	3.0
Total	100.0	100.0	100.0	100.0	100.0
	33	1061	233	154	1481

Table 4.1- 142: Percentage distribution of establishments which envisage hiring non- nationals by the second important reason, according to activity sector

SECOND PRIORITY REASON OF HIRING NON-NATIONALS	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Cheaper		4.2	5.8		4.0
Better qualified	10.1	20.0	20.9	18.3	19.8
More Efficient	69.8	43.9	27.5	42.5	41.8
More productive	20.1	30.1	37.8	36.5	31.5
Others		1.9	8.0	2.7	2.8
Total	100	100	100	100	100
	21	712	146	75	954

Table 4.1- 143: Percentage distribution of establishments which envisage hiring non- nationals by the third important reason, according to activity sector

THIRD PRIORITY REASON OF HIRING NON-NATIONALS	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Cheaper	10	10.2	5.6		8.2
Better qualified		16.1	22.8	10.1	15.5
More Efficient	10	11.2	15.3	11.0	11.6
More productive	80	53.3	41.6	66.4	54.7
Others		9.2	14.7	12.5	10.0
Total	100	100	100	100	100
	11	300	41	61	413

Table 4.1- 144: Percentage distribution of establishments which envisage hiring non-nationals by the first preferred nationality, according to activity sector

FIRST PRIORITY PREFERRED NATIONALITY	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
EAC	35.3	55.1	37.3	31.0	49.3
Other African		9.9	20.2	15.4	11.9
Europe	13.0	2.5	9.1	1.4	3.7
Americas	3.2	1.2	0.9	7.6	1.9
Asia		1.9	1.9	1.4	1.8
Oceania	3.2				0.1
Any where	32.3	22.8	25.3	42.0	25.4
Not stated	13.0	6.5	5.4	1.2	5.9
Total	100	100	100	100	100
	33	1061	233	154	1481

Table 4.1- 145: Percentage distribution of establishments which envisage hiring non-nationals by the second preferred nationality, according to activity sector

SECOND PRIORITY PREFERRED NATIONALITY	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
EAC	10.1	19.2	10.7	18.0	17.3
Other African	30.7	62.7	63.2	41.7	59.2
Europe	19.0	9.0	7.6	17.1	10.1
Americas	30.2	2.6	18.4	7.6	6.7
Asia	10.1	6.1			4.4
Any where		0.5		15.7	2.3
Total	100	100	100	100	100
	11	233	58	43	344

Table 4.1- 146: Percentage distribution of establishments which envisage hiring non-nationals by the third preferred nationality, according to activity sector

THIRD PRIORITY PREFERRED NATIONALITY	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
EAC	12.6	12.2	6.7		9.3
Other African	25.2	11.3	31.2		16.6
Europe	38.4	15.5	30.0	82.9	28.9
Americas		13.9	6.1	8.5	10.1
Asia	23.8	17.4	6.1	8.5	13.7
Any where		29.6	19.9		21.4
Total	100	100	100	100	100
	8	63	33	13	118

Table 4.1- 147: Percent distribution of establishments which don't envisage hiring non-nationals by the first priority reason, according to activity sector

FIRST PRIORITY REASON OF NOT HIRING NON-NATIONALS	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
No need	48.6	69.1	47.6	66.6	66.6
Regulations	28.0	2.9	6.6	5.3	4.0
Not acquainted with Rwanda	6.1	1.1	4.4	2.0	1.6
Language problems	3.6	4.9	8.0	9.8	5.8
Problems of sourcing / hiring	2.5	6.6	12.4	4.8	6.7
Cultural problems		2.5	0.6		1.9
Too cost	7.4	8.2	14.4	6.8	8.5
Others	3.7	4.5	5.5	4.6	4.6
Not stated		0.3	0.6		0.3
Total	100	100	100	100	100
	85	3231	327	595	4238

Table 4.1- 148: Percent distribution of establishments which don't envisage hiring non-nationals by the second priority reason, according to activity sector

SECOND PRIORITY REASON OF NOT HIRING NON-NATIONALS	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
No need	17.2	7.5	7.1	7.9	7.7
Regulations	23.8	3.9	7.0	9.1	5.3
Not acquainted with Rwanda	5.3	4.6	1.5	3.0	4.1
Language problems		24.3	21.3	30.6	24.5
Problems of sourcing / hiring	23.7	22.8	21.0	10.9	20.9
Cultural problems	2.9	7.4	11.8	8.4	7.9
Too cost	18.0	25.5	24.9	20.9	24.7
Others	9.1	3.8	5.6	9.1	4.9
Total	100	100	100	100	100
	35	1300	143	256	1734

Table 4.1- 149: Percentage distribution of establishments which don't envisage hiring non-nationals by the third priority reason, according to activity sector

THIRD PRIORITY REASON OF NOT HIRINGNON-NATIONALS	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
No need		4.6	6.7		4.2
Regulations	28.3	1.9	7.7		2.7
Not acquainted with Rwanda		2.8	8.2	8.9	3.7
Language problems		9.2	15.7	9.0	9.5
Problems of sourcing / hiring	14.2	9.4	16.2	9.0	10.0
Cultural problems		18.8	20.4	50.1	21.3
Too cost	44.3	43.4	25.1	19.6	39.9
Others	13.2	9.8		3.4	8.6
Total	100	100	100	100	100
	14	556	50	61	682

H. Membership to employers organizations

Table 4.1- 150: Percentage distribution of establishments by whether they are members of any organization or not, according to activity sector

ACTIVITY SECTOR	Are you a member of any organization			Total	
	Yes	No	Not stated		
PUBLIC	28	71.0	0.9	100	117
PRIVATE BUSINESSES	23.0	76.4	0.6	100	4324
HEALTH	12.9	86.7	0.4	100	564
NGO	16.8	83.2		100	752
Total	21.3	78.2	0.5	100	5757

Table 4.1- 151: percentage distribution of establishments which are members of some organization by whether they have received any cooperation or assistance from it or not, according to activity sector

ACTIVITY SECTOR	Have you received any cooperation from the organization?			Total	
	Yes	No	Not stated		
PUBLIC	46	53.9		100	33
PRIVATE BUSINESSES	20.9	78.9	0	100	993
HEALTH	21.8	78.2		100	73
NGO	32.6	67.4		100	126
Total	22.9	77.0	0	100	1225

Table 4.1- 152: Percentage distribution of establishments who are member of some organization by whether they are affiliated to any other organization/ association or not according to activity sector

ACTIVITY SECTOR	Affiliated to another organisation?			Group Total	
	Yes	No	Not stated	Row %	Count
PUBLIC	16.9	83.1		100.0	33
PRIVATE BUSINESSES	8.3	91.6	0.1	100.0	993
HEALTH	10.9	89.1		100.0	73
NGO	26.5	73.5		100.0	126
TOTAL	10.5	89.4	0.1	100.0	1225

I. Challenges of business expansion

Table 4.1- 153: Percent distribution of establishments by whether they have any challenge affecting their growth or not, according to activity sector.

ACTIVITY SECTOR	Do you have any difficulty that affecting the growth of your establishments?			Group Total	
	Yes	No	Not stated		
PUBLIC	70.0	27.3	2.7	100.0	73
PRIVATE BUSINESSES	92.0	8.0	0.0	100.0	4211
HEALTH	90.7	9.3		100.0	555
NGO	74.9	22.2	2.9	100.0	403
Group Total	90.2	9.5	0.3	100.0	5242

Table 4.1- 154: Percent distribution of establishments by the reported most important challenges affecting their operation/growth, according to activity sector

CHALLENGES	ACTIVITY SECTOR				Group Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Lack of customers/marketing	10.1	36.0	5.5	4.7	30.5
Non-payment of debts	5.6	8.6	22.1	0.4	9.5
Access to finance	30.0	15.0	19.7	52.8	18.1
Lack of management skills	4.2	2.6	2.4	2.5	2.6
Lack of capital equipment	2.1	1.7	1.2		1.5
Lack of skilled personnel	13.8	4.2	11.8	3.1	5.0
High taxes and license fees		8.8	3.0	1.8	7.6
Lack of raw materials/irregular supply		1.4	4.0	2.0	1.7
Lack of space/land		3.4	7.3	6.4	4.0
No new technology	4.1	1.7	5.6	8.2	2.6
Difficulties with existing regulations, law ...	2.1	2.4	1.3		2.1
Increased competition		2.8			2.3
Access to energy	3.9	1.8	6.3	5.6	2.6
Cost of energy		0.5		3.8	0.6
Crime/safety		0.4			0.3
Customs and trade regulations		0.7			0.6
Poor transport system		0.6	0.8		0.6
Transport cost		0.4			0.3
Labour regulations	2.1	0.2			0.2
High labour turnover	7.9	0.7	3.6		1.0
HIV/AIDS		0.2		1.9	0.3
Other (specify)	14.1	6.0	5.4	6.8	6.1
Col %	100.0	100.0	100.0	100.0	100.0
Count	51	3873	503	302	4730

Table 4.1- 155: Percent distribution of establishments by the reported second important challenges affecting their operation/growth, according to activity sector

CHALLENGES	ACTIVITY SECTOR				Group Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Lack of customers/marketing		10.1	3.4		8.7
Non-payment of debts	14.8	14.6	6.5	7.8	13.4
Access to finance	7.9	14.3	10.7	10.0	13.6
Lack of management skills		2.3	0.5	3.3	2.2
Lack of capital equipment		3.3	6.4	7.3	3.8
Lack of skilled personnel	23.6	7.3	10.8	16.2	8.3
High taxes and license fees		13.2	3.6	2.4	11.4
Lack of raw materials/irregular supply	20.5	6.1	11.9	8.3	7.0
Lack of space/land		5.4	8.7	7.1	5.8
No new technology	2.6	4.6	6.8	14.5	5.4
Difficulties with existing regulations, law ...		0.8	2.4	3.5	1.2
Increased competition	5.3	8.3	1.6	0.9	7.1
Access to energy		2.1	7.2	8.6	3.0
Cost of energy		0.7	2.0		0.8
Crime/safety		0.6			0.5
Customs and trade regulations		0.7			0.5
Poor transport system	5.0	0.5	3.4	2.5	1.0
Transport cost		1.4	2.4		1.4
Labour regulations		0.1			0.0
High labour turnover		0.6	5.1	3.3	1.2
Corruption	2.6	0.2			0.2
Other (specify)	17.6	3.0	6.7	4.3	3.6
Col %	100.0	100.0	100.0	100.0	100.0
Count	40	3254	416	227	3937

Table 4.1- 156: Percent distribution of establishments by the reported third important challenges affecting their operation/growth, according to activity sector

CHALLENGES	ACTIVITY SECTOR				Group Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Lack of customers/marketing	6.1	6.1	2.2		5.4
Non-payment of debts	12.3	6.4	2.8		5.7
Access to finance	6.5	12.6	13.5	5.6	12.4
Lack of management skills		2.4	1.4	7.3	2.5
Lack of capital equipment		2.9	0.8	5.1	2.8
Lack of skilled personnel		5.4	8.8	5.1	5.8
High taxes and license fees		15.2	3.8	5.1	13.3
Lack of raw materials/irregular supply		4.8	6.1	12.0	5.3
Lack of space/land	6.5	7.4	5.6	10.7	7.3
No new technology	6.5	6.0	12.5	19.9	7.4
Difficulties with existing regulations, law ...		3.0	2.4	5.1	3.0
Increased competition	6.5	10.4	0.8		8.8
Access to energy		1.5	11.6	1.0	2.6
Cost of energy		3.3		5.3	3.0
Crime/safety				2.0	0.1
Customs and trade regulations		1.9			1.6
Poor transport system	11.4	1.3	5.1		1.7
Transport cost		2.1	3.7	5.6	2.4
Labour regulations			0.7		0.1
High labour turnover	13.0	1.4	8.8		2.3
Corruption	6.5	0.8			0.7
HIV/AIDS		0.1			0.1
Other (specify)	24.6	4.9	9.4	10.2	5.8
Col %	100.0	100.0	100.0	100.0	100.0
Count	16	2046	278	108	2448

J. Gender

Table 4.1- 157: Percent distribution of establishments by whether they have a gender policy or not, according to activity sector

ACTIVITY SECTOR	Does your organization have a gender policy?			Total	
	Yes	No	Not stated		
PUBLIC	93.1	6.9		100.0	117
PRIVATE BUSINESSES	61.7	37.7	0.6	100.0	4324
HEALTH	83.4	16.6		100.0	564
NGO	82.9	17.1		100.0	752
Total	67.2	32.3	0.5	100.0	5757

Table 4.1- 158: Percent distribution of establishments by whether they practice preferential treatment due to sex or not, according to activity sector

ACTIVITY SECTOR	PRACTICE OF PREFERENTIAL TREATMENT DUE TO SEX			Total	
	Yes	No	Not stated		
PUBLIC	9	91.1		100	117
PRIVATE BUSINESSES	9.6	89.8	1	100	4324
HEALTH	5.6	94.4		100	564
NGO	7.3	92.7		100	752
Total	8.9	90.7	0	100	5757

Table 4.1- 159: Percent of establishment which have preferential treatment based on sex by the type of treatment, according to the activity sector

TYPE OF TREATMENT	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Quota of management positions for women	50.6	33.0	31.9	39.7	34.0
Overall quota for women	60.7	35.6	58.5	24.9	36.3
Preferential recruitment for women	20.2	23.5	43.5	24.0	24.8
Preferential recruitment for men	10.1	40.3	12.5	25.4	36.4
Maternity leave	89.9	60.6	77.8	86.6	65.0
Differential retirement age	10.1	22.2	26.6	31.6	23.3
Preferential payment		12.3	13.7	11.1	12.0
Others		1.6		13.9	2.7
Total	10	415	32	55	512

K: HIV/AIDS policy at workplace

Table 4.1- 160: Percent distribution of establishments by whether they have an HIV and AIDS workplace policy or not, according to activity sector

ACTIVITY SECTOR	Do you have an HIV and AIDS workplace policy in place?			Total	
	Yes	No	Not stated		
PUBLIC	69.9	29.2	0.9	100	117
PRIVATE BUSINESSES	43.5	55.9	0.6	100	4324
HEALTH	93.6	6.4		100	564
NGO	80.7	19.3		100	752
Total	53.8	45.8	0.5	100	5757

Table 4.1- 161: Percent distribution of establishments which have an HIV and AIDS policy in workplace by type of facilities involved in that policy, according to activity sector

TYPES OF FACILITIES INVOLVED IN HIV AND AIDS POLICY	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
VCT services	98.7	95.1	97.6	98.7	96.3
Free ARVs for workers who are HIV+	20.5	7.0	66.1	19.2	19.8
Free condom distribution for workers	71.1	25.4	78.7	8.5	32.4
Free food rations for workers who are HIV+	5.2	7.9	21.5	27.1	13.9
Workers' rights	88.8	71.0	90.0	78.5	76.2
Others	3.6	3.5	6.4	4.3	4.2
Total	82	1879	528	606	3095

L. Use of ICT

Table 4.1- 162: Percent distribution of establishments by whether they have introduced the use of ICT or not, according to activity sector

ACTIVITY SECTOR	introduction of ICT use		Total	
	Yes	No		
PUBLIC	100		100	117
PRIVATE BUSINESSES	45.7	54.3	100	4324
HEALTH	87.9	12.1	100	564
NGO	47.5	52.5	100	752
Total	51.2	48.8	100	5757

Table 4.1- 163: Percent of establishments which introduced ICT use by the sector of use, according to activity sector

SECTOR OF USE OF ICT	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Production	97.3	87.7	84.2	83.0	86.9
Marketing	49.6	54.0	11.4	10.1	41.3
Human resource management	71.8	46.2	48.5	47.7	47.7
Communication	94.6	68.4	68.3	71.5	69.8
Records management	99.1	95.2	97.0	96.9	95.9
Accounting/Finance/Planning/Budgeting	98.2	89.3	96.3	91.3	91.1
Employment	71.4	15.8	19.6	24.0	19.6
Others	12.5	3.2	3.9	3.9	3.7
Total	117	1977	496	357	2947

Table 4.1- 164: Percent distribution of establishment which introduced the use of ICT by the type of effect of ICT use, according to activity sector

LEVEL OF EFFECT OF ICT		ACTIVITY SECTOR				Total
		PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Production	Increased/improved	98.2	86.3	85.5	82.0	86.1
	Decreased/worsened		0.9		4.8	1.2
	No effect		0.5	0.5		0.4
	Not applicable	1.8	11.6	13.6	11.5	11.5
	Not stated		0.6	0.4	1.6	0.7
Marketing	Increased/improved	98.2	86.3	85.5	82.0	86.1
	Decreased/worsened		0.9		4.8	1.2
	No effect		0.5	0.5		0.4
	Not applicable	1.8	11.6	13.6	11.5	11.5
	Not stated		0.6	0.4	1.6	0.7
Human resource Management	Increased/improved	98.2	86.3	85.5	82.0	86.1
	Decreased/worsened		0.9		4.8	1.2
	No effect		0.5	0.5		0.4
	Not applicable	1.8	11.6	13.6	11.5	11.5
	Not stated		0.6	0.4	1.6	0.7
Communication	Increased/improved	98.2	86.3	85.5	82.0	86.1
	Decreased/worsened		0.9		4.8	1.2
	No effect		0.5	0.5		0.4
	Not applicable	1.8	11.6	13.6	11.5	11.5
	Not stated		0.6	0.4	1.6	0.7
Records Management	Increased/improved	100.0	93.7	97.0	95.3	94.7
	Decreased/worsened		0.3	0.4	1.5	0.4
	No effect		0.6	0.9		0.5
	Not applicable		4.9	1.7	1.5	3.7
	Not stated		0.6		1.6	0.6
Accounting/Finance/ Planning/Budgeting	Increased/improved	99.1	88.5	94.3	89.7	90.1
	Decreased/worsened		0.2	0.4		0.2
	No effect		0.4	1.6		0.6
	Not applicable	0.9	10.0	3.7	8.7	8.4
	Not stated		0.9		1.6	0.8
Employment	Increased/improved	72.2	17.1	20.9	24.9	20.9
	Decreased/worsened	0.9	2.2	1.6	5.5	2.4
	No effect	0.9	1.9	0.8	5.7	2.2
	Not applicable	26.0	77.1	75.7	61.7	73.0
	Not stated		1.7	0.8	2.2	1.5
Others	Increased/improved	12.5	4.3	4.7	2.6	4.5
	Decreased/worsened	4.5	5.3	4.6	7.9	5.5
	No effect	1.8	2.0	1.3	5.1	2.2
	Not applicable	81.2	86.5	89.1	82.2	86.2
	Not stated		1.9	0.4	2.2	1.6
TOTAL		100	100	100	100	100
		117	1977	496	357	2947

Table 4.1- 165: Percent distribution of establishments by the reported first important challenge they faced with regard to the use of ICT, according to activity sector

FIRST PRIORITY CHALLENGE	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Lack of skilled employees	24.3	24.6	41.0	36.2	28.8
Lack of skilled outside IT support	6.9	5.2	6.7	7.0	5.8
Lack of skilled trainers	4.5	3.8	1.2	4.0	3.4
Insufficient / unreliable connectivity	26.8	20.9	16.2	16.2	19.8
Unreliable electricity	1.8	6.5	12.2	7.0	7.4
Costs of equipment	5.4	10.7	4.4	8.3	9.1
Availability of equipment	3.7	4.5	8.3	5.2	5.2
Others		3.3	0.4	0.3	2.3
No challenge	26.6	19.5	8.7	14.2	17.3
Not stated		0.8	0.8	1.5	0.9
Total	100	100	100	100	100
	117	1977	496	357	2947

Table 4.1- 166: Percent distribution of establishments by the reported second important challenge they faced with regard to the use of ICT, according to activity sector

SECOND PRIORITY CHALLENGE	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Lack of skilled employees	11.4	11.5	15.4	3.9	11.4
Lack of skilled outside IT support	8.7	9.1	9.2	18.4	10.3
Lack of skilled trainers	11.8	9.7	12.0	5.6	9.8
Insufficient / unreliable connectivity	28.3	15.1	17.7	23.7	17.2
Unreliable electricity	11.2	8.2	13.6	5.1	9.2
Costs of equipment	10.0	27.6	14.3	24.2	23.6
Availability of equipment	9.8	16.7	16.6	13.1	16.0
Others	3.8	0.6	0.5	3.4	1.0
No challenge	5.1	1.5	0.6	2.5	1.5
Total	100	100	100	100	100
	62	1103	394	221	1780

Table 4.1- 167: Percent distribution of establishments by the reported third important challenge they faced with regard to the use of ICT, according to activity sector

THIRD PRIORITY CHALLENGE	ACTIVITY SECTOR				Total
	PUBLIC	PRIVATE BUSINESSES	HEALTH	NGO	
Lack of skilled employees		9.3	11.9	3.8	9.2
Lack of skilled outside IT support	9.8	10.2	8.4	8.2	9.4
Lack of skilled trainers	25.0	6.1	11.0	13.5	9.0
Insufficient / unreliable connectivity	15.0	14.0	16.6	8.8	14.3
Unreliable electricity	15.4	12.0	8.1	12.8	11.0
Costs of equipment	6.5	25.8	20.0	18.6	22.6
Availability of equipment	8.9	14.8	21.9	30.8	18.3
Others	9.7	2.3	0.7	1.3	2.0
No challenge	9.7	5.5	1.4	2.3	4.1
Total	100	100	100	100	100
	33	518	291	88	930

4.2. Education employer's module

Section A: Learning institution characteristics

Table 4.2- 1: Percentage distribution of learning institution by the starting year, according to type

STARTING YEAR	TYPE OF LEARNING INSTITUTION				Total
	Primary	Secondary	TVET	University	
Before 1974	57.6	26.3	4.3	12.5	45.2
1975-1984	10.2	1.5	15.8	3.1	7.7
1985-1994	9.8	8.6	20.8	6.3	9.9
1995-2004	14.2	20.6	44.2	31.3	17.6
2005 and above	8.2	43.0	14.9	46.9	19.6
Group Total	100	100	100	100	100
	2543	1241	170	32	3987

Table 4.2- 2: Percentage distribution of learning institutions by the ownership, according to type

Ownership of learning institution	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Government /Public (GoR)	35.6	41.8	28.4	50.0	37.3
Government Aided Learning institution	56.2	42.2	14.6	3.1	49.6
Private	5.1	13.0	54.9	40.6	10.0
NGO/faith-based Learning institution	0.8			6.3	0.5
Other	2.3	3.0	2.2		2.5
Group Total	100	100	100	100	100
	2543	1241	170	32	3987

Table 4.2- 3: Percentage distribution of learning institutions by the type, according to province

TYPE OF LEARNING INSTITUTION	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Primary	56.6	64.1	67.1	62.7	62.6	63.8
Secondary	29.2	30.8	28.9	33.6	33.2	31.1
TVET	10.6	4.2	3.9	3.0	3.5	4.3
University	3.6	0.8	0.1	0.7	0.7	0.8
Group Total	100	100	100	100	100	100
	302	1106	1073	676	829	3987

Table 4.2- 4: Percentage distribution of learning institutions by their program, according to type

PROGRAM OF LEARNING INSTITUTION	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Day only	98.8	74.9	23.9	37.5	87.7
Boarding only		10.2	15.2	6.3	3.9
Mixed/Both	1.2	14.9	60.9	56.3	8.4
Group Total	100	100	100	100	100
	2543	1241	170	32	3987

Table 4.2-5: Percentage distribution of learning institutions by whether they are self accounting, according to type

Type of learning institution	SELF ACCOUNTING OR NOT			Group Total	
	Yes	No	Not stated		
Primary	82.9	16.7	0.4	100	2543
Secondary	79.5	20.5		100	1241
TVET	96.6	3.4		100	170
University	90.6	3.1	6.3	100	32
Total	82.5	17.2	0.3	100	3987

Table 4.2-6: Percentage distribution of learning institutions by the legal status, according to type

LEGAL STATUS	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Sole proprietorship	1.6		1.1		1.1
Limited by share(LTD)	2.4	2.3	14.7	9.4	2.9
Limited by guarantee	0.4		3.1		0.4
Both limited by share and guarantee	0.4				0.2
Unlimited	0.4	0.8	3.4		0.7
Other	93.3	96.8	76.6	87.5	93.6
Not stated	1.6		1.0	3.1	1.1
Group Total	100	100	100	100	100
	2543	1241	170	32	3987

Table 4.2-7: Average distribution of shareholders within learning institution, according to type

SHAREHOLDERS WITHIN LEARNING INSTITUTION	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Rwandese Male	4.15	4.56	24.20	1.00	9
Rwandese female	5.40	12.68	10.64	2.50	8
Other EAC Male	0.00	0.00	0.11	0.00	0
Other EAC female	0.00	0.00	0.00	0.00	0
Other African/Male	0.00	10.13	3.71	0.00	3
Other African/Female	0.00	0.00	1.83	0.00	0
Rest of the World Male	0.00	0.00	0.00	0.00	0
Rest of the World female	0.00	0.00	0.00	0.00	0

Table 4.2-8: Percentage distribution of learning institution by the type of ownership of premises, according to type

OWNERSHIP OF PREMISES	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Fully owned	56.1	59.3	67.5	40.6	57.5
Joint ownership	5.0	2.3	1.9		3.9
Rented	0.8		3.5	12.5	0.8
Permitted by others to use site	2.4				1.5
Donated by Government	3.9	1.5	2.0		3.0
Government learning institution	23.6	30.1	19.8	43.8	25.6
Other	8.3	6.8	5.3	3.1	7.6
Group Total	100	100	100	100	100
	2543	1241	170	32	3987

Table 4.2-9: Percentage distribution of learning institutions having access to premises by type

PREMISES	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Postal services	6.7	32.1	81.5	90.6	18.5
Sick bay/ sick room	3.5	5.5	13.3	50.0	4.9
Internet	8.7	19.9	57.9	100.0	15.0
Computer laboratory	5.1	28.4	71.0	100.0	15.9
Science laboratory	1.5	23.3	28.1	62.5	9.9
Electricity	30.7	48.1	84.9	100.0	39.0
Water	43.4	66.2	90.9	100.0	52.9
Group Total	100	100	100	100	100
	2543	1241	170	32	3987

Section B: Staffing profile and labour turnover

Table 4.2-10: Estimation of total number of employees in 2008, 2009 and 2010, according to type of learning institution

Year	Category of employee	Type of learning institution				Total
		Primary	Secondary	TVET	University	
2008	Total employees	39692	15671	4754	1778	61895
	Teaching/Training staff	33262	9216	2823	1277	46579
	Administration	2532	2065	712	332	5641
	Support staff	3897	4390	1219	169	9675
2009	Total employees	42673	20151	4756	2011	69591
	Teaching/Training staff	35431	12069	2744	1495	51739
	Administration	2836	2690	721	365	6613
	Support staff	4406	5392	1290	151	11240
2010	Total employees	46368	23288	4839	2262	76756
	Teaching/Training staff	38211	14525	2665	1753	57154
	Administration	3121	2942	744	358	7164
	Support staff	5036	5821	1431	151	12438

Table 4.2-11: Estimation of total number of permanent employees in 2008, 2009 and 2010, according to type of learning institution

Type of learning institution	Number of Permanent employees		
	Permanent employee in 2008	Permanent employee in 2009	Permanent employee in 2010
Primary	38067	40779	43996
Secondary	16281	19794	22915
TVET	4287	4234	4280
University	1016	1684	1842
Sum	59651	66492	73033

Table 4.2-12: Estimation of total number of employees turnover in 2008, 2009 and 2010, according to type of learning institution

Year	Category of employee	Type of learning institution				Total
		Primary	Secondary	TVET	University	
2008	Total turnover 2008	2854	1115	421	161	4551
	Teaching/Training staff	2593	880	291	122	3886
	Administration	113	117	54	26	310
	Support staff	148	118	76	13	355
2009	Total turnover 2009	3900	1847	566	204	6517
	Teaching/Training staff	3481	1442	395	149	5467
	Administration	240	287	72	42	641
	Support staff	179	118	99	13	409
2010	Total turnover 2010	3964	3269	674	226	8133
	Teaching/Training staff	3350	2371	460	198	6378
	Administration	281	455	87	25	848
	Support staff	333	443	128	3	907

Table 4.2-13: Percentage distribution of common reason for male staff turnover, according to type of learning institution (For learning institutions experienced the turnover)

COMMON REASON FOR MALE STAFF TURNOVER	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Low pay	23.0	32.0	39.7	50.0	27.7
Poor working conditions	4.2	6.8	4.9	3.6	5.2
Late payment			1.2		0.1
Marital	2.1	3.1		3.6	2.4
Dismissal	6.3	7.7	15.3	3.6	7.4
Others	64.4	46.4	38.9	39.3	55.7
Not stated		4.1			1.6
Group Total	100.0	100.0	100.0	100.0	100.0
	1398	985	149	28	2560

Table 4.2-14: Percentage distribution of common reason for female staff turnover, according to type of learning institution (For learning institutions experienced the turnover)

COMMON REASON FOR FEMALE STAFF TURNOVER	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Low pay	17.8	26.5	29.9	60.0	21.4
Poor working conditions	6.7	2.9	6.9		5.5
Lack of amenities for staff				5.0	0.0
Marital	17.7	15.7	7.0	10.0	16.5
Dismissal	3.7	6.4	17.1		5.1
Others	54.1	40.6	39.1	25.0	49.1
Not stated		8.0			2.4
Group Total	100.0	100.0	100.0	100.0	100.0
	1348	627	104	20	2100

Section C: Institutional and staffing capacity

Table 4.2-15: Percentage distribution of permanent posts according to the type of learning institution

PERMANENT OCCUPATION	Type of learning institution				Total
	Primary	Secondary	TVET	Universities and high learning inst.	
Managers	15.4	13.6	12.4	22.6	14.6
Professionals	68.6	66.7	61.9	63.7	67.2
Technical and associate professionals	0.1	0.3	0.8	6.7	0.4
Clerical support workers	1.7	4.2	6.3	4.8	3.2
Services and sales workers	10.9	10.0	13.0	0.9	10.4
Craft and related trade workers			0.5	0.8	0.1
Plant and machine operators and assemblers		0.4	0.7	0.4	0.2
Elementary occupations	3.4	4.8	4.3	0.2	3.9
Not stated			0.1		0.0
Group Total	100 18972	100 15644	100 2993	100 1048	100 38656

Table 4.2- 16: Percentage distribution of permanent posts by the field of education requirement

LEVEL OF STUDY	OCCUPATION									Group Total
	Managers	Professionals	Technical and associate professionals	Clerical support workers	Services and sales workers	Craft and related trade workers	Plant and machine operators and assemblers	Elementary occupations	Not stated	
PHD/Professor	1.4	0.5								0.5
Masters	2.0	1.4	1.9	0.2						1.2
Postgrad. Diploma	0.1	0.1	1.9							0.1
Bachelor's Degree	56.8	25.2	50.4	10.9	4.5	14.1				26.2
Diploma	4.4	18.4	8.9	12.6	1.7	8.7	10.9	0.1		13.6
Certificate A2	35.3	54.1	28.1	73.6	10.3	67.7	16.7	0.7	100.0	45.1
Other(Less than secondary)	0.1	0.4	8.8	2.8	83.5	9.5	72.4	99.3		13.2
Col %	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Count	5660	25972	157	1216	4020	23	82	1524	2	38656

Table 4.2-17: Percentage distribution of permanent posts by the field of education requirement

FIELD OF EDUCATION REQUIREMENT	PERMANENT POSTS OCCUPATION									Total
	Managers	Professionals	Technical and associate professionals	Clerical support workers	Services and sales workers	Craft and related trade workers	Plant and machine operators and assemblers	Elementary occupations	Not stated	
General Programs	0.0	0.2	7.5	1.9	62.5	9.5	6.1	79.9		9.9
Education	92.3	66.9	1.2	3.8	11.4			0.1		59.8
Humanities and Arts	0.5	7.9	3.6	2.0	0.1		10.9			5.5
Social Science, Business and Law	3.7	10.7	33.7	88.5	4.2		2.1		100.0	11.1
Sciences	1.0	10.6	24.1	2.2	0.5	19.5				7.5
Engineering, Manufacturing and Construction	1.4	2.0	8.3	0.1	0.0	53.6	74.6	0.1		1.8
Agriculture	0.2	0.5	0.6	0.1	0.0					0.4
Health and Welfare	0.4	0.5	17.2	0.1	0.1			0.1		0.5
Services	0.1	0.5	2.6	0.1	4.1	8.7	2.0	2.1		0.9
Not stated	0.3	0.2	1.3	1.3	17.0	8.7	4.3	17.7		2.7
Group Total	100 5656	100 25972	100 157	100 1220	100 4020	100 23	100 82	100 1524	100 2	100 38656

Table 4.2-18: Estimation of total number of permanent employees by gender, nationality and occupation

OCCUPATION	Rwandan			Foreigners			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	permanent employees
Managers	4406	1635	6042	113	26	139	4520	1661	6181
Professionals	33514	26526	60039	1737	568	2306	35251	27094	62345
Technical and associate professionals	141	83	224	3	0	3	143	83	226
Clerical support workers	303	988	1292	1	0	1	304	988	1293
Services and sales workers	7192	947	8138	2	67	69	7194	1013	8207
Craft and related trade workers	55	11	65	0	0	0	55	11	65
Plant and machine operators and assemblers	76	9	85	0	0	0	76	9	85
Elementary occupations	1711	995	2706	0	19	19	1711	1014	2725
Not stated	2	0	2	0	0	0	2	0	2
Group Total	47400	31193	78593	1856	681	2537	49256	31874	81130

Table 4.2-19: Estimation of total number of permanent employees by gender, nationality and type of learning institution

GENDER AND NATIONALITY		Type of learning institution				Total
		Primary	Secondary	TVET	Universities and high learning inst.	
Rwandan	Male	25336	17184	3405	1475	47400
	Female	22349	7229	1073	542	31193
	Total	47685	24413	4477	2017	78593
Foreigners	Male	224	1113	240	278	1856
	Female	361	193	48	79	681
	Total	585	1306	288	357	2537
Total	Male	25560	18297	3645	1753	49256
	Female	22710	7422	1121	621	31874
	Permanent employees	48271	25719	4766	2374	81130

Table 4.2-20: Estimation of the total number of permanent employees by whether they are qualified for the post requirements according to occupation

OCCUPATION	Qualified			Unqualified		
	Male	Female	Total	Male	Female	Total
Managers	4172	1533	5705	348	128	476
Professionals	27049	22989	50039	8201	4105	12306
Technical and associate professionals	135	71	206	8	12	20
Clerical support workers	222	807	1029	82	181	263
Services and sales workers	6949	936	7884	245	78	323
Craft and related trade workers	51	7	58	4	4	7
Plant and machine operators and assemblers	74	9	83	2	0	2
Elementary occupations	1645	963	2608	66	51	118
Not stated	2	0	2	0	0	0
Group Total	40300	27315	67615	8956	4559	13515

Table 4.2-21: Estimation of the total number of permanent employees by whether they are qualified for the post requirements according to the type of learning institution

Type of learning institution	Qualified			Unqualified		
	Male	Female	Total	Male	Female	Total
Primary	22637	20413	43050	2923	2298	5221
Secondary	12930	5392	18321	5368	2030	7398
TVET	3018	909	3927	627	212	839
Universities and high learning inst.	1715	602	2317	38	19	57
Group Total	40300	27315	67615	8956	4559	13515

Table 4.2-22: Average monthly wage /salary for wage earner, average monthly allowances for those receiving it and average monthly total gross remuneration for permanent staff in thousands RWF by occupation

OCCUPATION	Salary/wage	Allowances	Gross remuneration
Managers	150.1	50.4	194.9
Professionals	73.5	26.4	95.6
Technical and associate professionals	173.2	80.6	216.7
Clerical support workers	55.8	28.1	75.7
Services and sales workers	23.3	24.1	28.8
Craft and related trade workers	99.1	35.1	132.7
Plant and machine operators and assemblers	51.0	31.3	65.4
Elementary occupations	18.3	11.3	19.7
Not stated	35.0	.	35.0
Group Total	77	31	100

Table 4.2-23: Average monthly wage /salary for wage earner, average monthly allowances for those receiving it and average monthly total gross remuneration for permanent staff in thousands RWF by type of learning institution

Type of learning institution	Salary	Allowances	Total
Primary	50.7	15.6	62.9
Secondary	80.6	36.1	106.9
TVET	85.4	42.0	116.0
Universities and high learning inst.	488.8	237.4	638.7
Group Total	77	31	100

Table 4.2-24: Estimation of total number of vacant posts by minimum education requirement and the type of learning institution

Minimum education requirements	Type of learning institution				Total
	Primary	Secondary	TVET	University and high learning inst.	
PHD	.	.	.	39	39
Masters	47	.	.	69	116
Bachelor's Degree	157	868	78	33	1137
Diploma	90	317	18	9	434
Certificate A2	635	338	28	5	1007
Less than secondary	29	19	26	.	75
Group Total	959	1544	152	155	2810
	35	55	6	4	100

Table 4.2-25: Estimate of total number of vacant posts by field of education required and type of learning institution

FIELD OF EDUCATION REQUIRED	Type of learning institution				Total
	Primary	Secondary	TVET	University and high learning inst.	
General Programs	19	19	8	.	47
Education	656	923	46	5	1630
Humanities and Arts	20	57	4	3	83
Social Science, Business and Law	178	347	29	45	599
Sciences	40	130	17	13	199
Engineering, Manufacturing and Construction	.	10	20	31	61
Agriculture	.	11	.	31	42
Health and Welfare	37	47	.	24	108
Services	10	.	10	3	23
Not stated	.	.	19	.	19
	959	1544	152	155	2810
Group Total	35	55	6	4	100

Table 4.2-26: Estimate of total number of vacant posts by the cause of vacancies, according to occupation

OCCUPATION	CAUSE OF VACANCIES					TOTAL
	Business Growth	Retirement	Job change of employee	Lack of qualifications	No satisfaction with work results	
Managers	260	21	177	39	0	497
Professionals	1038	33	344	290	98	1803
Technical and associate professionals	25	0	1	4	0	30
Clerical support workers	236	0	31	9	10	286
Services and sales workers	115	7	2	0	5	129
Craft and related trade workers	17	0	0	2	0	19
Plant and machine operators and assemblers	0	0	0	0	0	0
Elementary occupations	33	4	0	9	0	46
Group Total	1724	65	556	352	113	2810

Table 4.2-27: Estimate number of post which have been vacant for one year or more by post and type of learning institution

OCCUPATION	Type of learning institution				Total
	Primary	Secondary	TVET	University and high learning inst.	
Managers	30	137	13	23	203
Professionals	150	167	22	38	377
Technical and associate professionals	.	20	.	2	22
Clerical support workers	30	136	5	2	173
Services and sales workers	10	40	6	1	56
Craft and related trade workers	.	10	2	0	12
Plant and machine operators and assemblers	.	.	0	.	0
Elementary occupations	10	9	0	.	19
Group Total	228	520	48	66	862

Table 4.2-28: Estimate number of post which have been vacant for one year or more by reason and type of learning institution

Main reasons For posts which have been vacant for one year or more	Type of learning institution				Total
	Primary	Secondary	TVET	University and high learning inst.	
Internal	30	42	5	9	86
Lack of qualified applicants	50	58	9	24	141
Low activity	20	21	9	3	52
Budget constraints	129	271	17	26	443
Other	.	128	8	4	140
Group Total	228	520	48	66	862

Table 4.2- 29: Percentage distribution of learning institutions by whether they have a plan to increase or decrease the number of employees , according to type

Type of learning institution	Does your learning institution have a plan to increase or decrease the no of employees?			Group Total	
	Yes	No	Not stated	Row %	Count
Primary	63.4	32.7	3.9	100.0	2543
Secondary	75.7	21.2	3.2	100.0	1241
TVET	69.3	29.7	1.0	100.0	170
University	62.5	25.0	12.5	100.0	32
Total	67.5	28.9	3.6	100.0	3987

Table 4.2- 30: Estimation number of projected additional employee from 2012 to 2013 by level of study and type of learning institution

Level of study	Type of learning institution				Group Total
	Primary	Secondary	TVET	University	
PHD	.	.	.	33	33
Masters	10	.	.	143	153
Postgrad. Diploma	.	.	.	1	1
Bachelor's Degree	457	2233	192	80	2961
Diploma	416	1208	27	11	1661
Certificate	2471	241	79	2	2794
Other	204	165	30	.	399
Sum	3557	3847	328	270	8002

Table 4.2- 31: Estimation number of projected additional employee from 2013 to 2014 by level of study and type of learning institution

Level of study	Type of learning institution				Group Total
	Primary	Secondary	TVET	University	
PHD	.	.	.	38	38
Masters	.	.	.	82	82
Postgrad. Diploma	.	.	.	1	1
Bachelor's Degree	281	2249	90	46	2666
Diploma	336	746	29	6	1117
Certificate	1786	360	62	.	2208
Other	97	215	23	.	336
Sum	2500	3571	204	173	6448

Table 4.2- 32: Estimation number of projected additional employee from 2014 to 2015 by level of study type of learning institution

Level of study	Type of learning institution				Group Total
	Primary	Secondary	TVET	University	
PHD	.	.	.	29	29
Masters	20	.	.	79	99
Postgrad. Diploma	.	41	.	1	42
Bachelor's Degree	502	916	58	46	1522
Diploma	441	621	15	5	1081
Certificate	2501	164	43	1	2709
Other	98	150	12	.	260
Missing	20	.	.	.	20
Total	3581	1892	127	161	5761

Table 4.2- 33: Estimation number of projected additional employee from 2015 to 2016 by level of study and type of learning institution

Level of study	Type of learning institution				Group Total
	Primary	Secondary	TVET	University	
PHD	.	.	.	30	30
Masters	.	.	.	64	64
Bachelor's Degree	394	551	23	31	1000
Diploma	196	457	17	5	675
Certificate	1532	168	24	.	1724
Other	80	137	15	.	231
Total	2202	1314	78	130	3724

Table 4.2- 34: Estimation number of projected additional employee from 2016 to 2017 by level of study and type of learning institution

Level of study	Type of learning institution				Group Total
	Primary	Secondary	TVET	University	
PHD	.	.	.	61	61
Masters	.	.	.	105	105
Bachelor's Degree	448	1042	47	51	1589
Diploma	427	515	8	10	960
Certificate	1923	119	43	3	2088
Other	130	162	15	.	306
Sum	2928	1838	114	230	5110

Table 4.2-35: Estimation number of enrolled students by programme, year of study and type of learning institution

Type of learning institution		PROGRAMME										Total
		General Programs	Education	Humanities and Arts	Social Science, Business and Law	Sciences	Engineering, Manufacturing and Construction	Agriculture	Health and Welfare	Services	Not stated	
TVET	1st year	677	0	0	0	0	921	0	.	670	59	2327
	2nd year	1906	0	0	0	0	205	0	.	224	163	2498
	3rd year	2007	0	0	0	0	0	0	.	0	69	2076
	4th year	0	130	0	11603	3815	6488	795	.	823	401	24055
	5th year	0	136	123	7893	3191	4742	694	.	571	385	17733
	6th year	0	112	133	7811	3267	4007	544	.	212	233	16317
University and high learning institution	1st year	.	1847	878	6008	2649	1659	474	2157	65	1694	17431
	2nd year	.	1606	720	4767	1742	1355	940	1627	53	813	13623
	3rd year	.	1041	1132	5967	1116	1041	1090	1464	49	151	13051
	4th year	.	999	975	4995	1032	548	685	709	15	0	9958
	5th year	.	288	22	1287	25	51	247	226	0	42	2188
	6th year	.	0	0	444	0	25	18	75	0	0	562
TVET and Universities	1st year	677	1847	878	6008	2649	2580	474	2157	735	1753	19758
	2nd year	1906	1606	720	4767	1742	1560	940	1627	277	976	16121
	3rd year	2007	1041	1132	5967	1116	1041	1090	1464	49	220	15127
	4th year	0	1129	975	16598	4847	7036	1480	709	838	401	34013
	5th year	0	424	145	9179	3216	4793	941	226	571	427	19921
	6th year	0	112	133	8255	3266	4032	562	75	212	232	16878
TOTAL		4591	6159	3983	50775	16836	21042	5486	6258	2681	4009	121819

Section E: Staff development

Table 4.2-36: Percentage distribution of learning institutions by whether they have a staff training policy/plan in place, according to type

STAFF TRAINING POLICY/PLAN IN PLACE	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Yes	77.2	83.4	81.8	90.6	79.5
No	21.6	16.6	18.2	6.3	19.8
Not stated	1.2			3.1	0.8
Group Total	100	100	100	100	100
	2543	1241	170	32	3987

Table 4.2-37: Percentage of learning institutions who carried out the training for managerial staff by the means used to carry out such training, according to type

MEANS USED TO CARRY OUT TRAINING FOR MANAGERIAL STAFF	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Apprenticeship	41.0	42.9	49.5	72.4	42.3
On the-job-training	44.1	53.1	53.0	75.9	47.7
Own Training Centre	7.6	11.8	18.2	48.3	9.8
Sponsorship to training institution (local)	9.2	13.3	30.2	79.3	12.1
Sponsorship to training institution (abroad)	1.5	2.8	11.5	58.6	2.9
Workshops	82.8	83.7	85.8	82.8	83.2
Other programs	3.6	4.6	5.5	3.4	4.0
TOTAL	249	131	18	4	401

Table 4.2-38: Percentage of learning institutions who carried out the training for professional and technical staff by the means used to carry out such training, according to type

MEANS USED TO CARRY OUT TRAINING FOR PROFESSIONAL AND TECHNICAL STAFF	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Apprenticeship	33.3	30.8	56.1	62.1	33.8
On the-job-training	44.1	52.7	61.6	86.2	48.0
Own Training Centre	4.5	6.9	25.2	31.0	6.4
Sponsorship to training institution (local)	7.1	9.1	27.7	69.0	9.2
Sponsorship to training institution (abroad)	1.5		13.1	48.3	1.9
Workshops	70.7	71.2	79.9	82.8	71.3
Other programs	1.0	4.8	5.5		2.4
TOTAL	249	131	18	4	401

Table 4.2-39: Percentage of learning institutions who carried out the training for clerical and casual staff by the means used to carry out such training, according to type

MEANS USED TO CARRY OUT SUCH TRAINING FOR CLERICAL AND CASUAL STAFF	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Apprenticeship	13.2	16.7	25.6	41.4	15.1
On the-job-training	10.6	22.6	24.1	44.8	15.4
Own Training Centre	1.5	1.9	4.2	13.8	1.9
Sponsorship to training instit. (local)	3.6	4.7	9.6	31.0	4.5
Sponsorship to training instit. (abroad)	1.0	1.0	2.5	3.4	1.1
Workshops	18.7	29.2	30.0	58.6	23.0
Other programs	4.1	6.7	4.1		4.9
TOTAL	249	131	18	4	401

Table 4.2-40: Percent distribution of learning institutions which have ever conducted the training for their staff by the categories of staff and frequency of training , according to type

CATEGORY OF STAFF	FREQUENCY	Type of learning institution				Group Total
		Primary	Secondary	TVET	University	
Managerial(Rectors, Head)	Monthly	6.6	5.2	2.1	3.7	5.8
	Quarterly	11.2	21.9	22.7	11.1	15.6
	Twice a year	7.5	13.3	12.2	11.1	9.9
	Annually	32.7	26.5	36.6	40.7	30.8
	Every two years	1.8	4.5			2.7
	Irregular/adhoc	39.4	28.5	26.3	33.3	34.7
	Other(specify)	0.9				0.5
	TOTAL	100	100	100	100	100
	1062	671	88	27	1847	
Supervisory (Dean)	Monthly	5.4	5.4	3.5		5.2
	Quarterly	20.7	28.7	9.5	11.5	22.5
	Twice a year	9.2	6.1	14.6	11.5	8.5
	Annually	31.8	25.1	42.6	38.5	30.3
	Every two years	1.7		3.3		1.2
	Irregular/adhoc	31.2	34.8	23.3	38.5	32.2
	Not stated			3.2		0.2
	TOTAL	100.0	100.0	100.0	100.0	100.0
	537	314	53	26	930	
Technical staff/Professional	Monthly	6.4	2.6			4.6
	Quarterly	20.9	31.5	24.6	33.3	25.2
	Twice a year	4.4	12.2	11.1	7.4	7.7
	Annually	55.5	43.3	51.1	18.5	50.2
	Every two years	1.8	1.3		3.7	1.6
	Irregular/adhoc	10.1	9.1	13.2	37.0	10.3
	Other(specify)	0.9				0.5
	TOTAL	100.0	100.0	100.0	100.0	100.0
	1090	730	95	27	1941	
Clerical	Monthly	13.1		3.6		5.2
	Quarterly	9.5	21.7	9.9	19.0	16.3
	Twice a year	9.5	8.8	7.9	4.8	8.9
	Annually	19.7	29.3	43.3	23.8	26.4
	Every two years		2.1	3.1		1.3
	Irregular/adhoc	48.1	38.1	28.8	52.4	41.7
	Other(specify)			3.4		0.2
	TOTAL	100.0	100.0	100.0	100.0	100.0
	310	436	49	21	816	
Casual	Monthly	16.9				8.0
	Quarterly	16.8	18.3	26.7	21.4	18.0
	Twice a year	5.5				2.6
	Annually	16.6	23.1	40.8	7.1	20.1
	Irregular/adhoc	44.2	58.6	32.5	71.4	51.2
	TOTAL	100.0	100.0	100.0	100.0	100.0
	178	168	14	14	374	

Table 4.2- 41: Percentage distribution of learning institution by whether they have in-house-training facilities for own staff, according to type

Type of learning institution	Does your learning institution have in-house training facilities for your own staff?		Group Total	
	Yes	No	Row %	Count
Primary	67.1	32.9	100.0	1965
Secondary	65.7	34.3	100.0	1035
TVET	72.5	27.5	100.0	139
University	89.7	10.3	100.0	29
TOTAL	67.1	32.9	100.0	3168

Table 4.2-42: Percentage of learning institutions which have in-house training facilities by the type of those facilities, according to type

TYPE OF INHOUSE TRAINING FACILITIES	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Training space	79.7	84.2	92.4	84.6	81.8
Specialized trainers	45.8	42.8	70.2	76.9	46.4
Computers/Lab	14.9	27.7	79.1	100.0	23.1
Projector	5.3	14.5	46.7	100.0	11.4
Training materials(manual)	89.5	83.0	89.4	88.5	87.4
Laboratory	3.7	17.7	48.9	69.2	11.1
Other	2.2	7.1	1.8	7.7	3.8

Table 4.2-43: Percentage of learning institutions by the kind of skills in general lacking among their staff, according to type

LACKING SKILLS	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Managerial skills	39.6	42.3	49.5	43.8	40.9
Technical skills	50.2	62.8	57.9	50.0	54.5
Entrepreneurial skills	53.3	62.4	59.7	40.6	56.3
Language skills	71.9	66.8	65.2	50.0	69.9
Customer care	28.6	30.1	24.2	40.6	28.9
Innovativeness, Creativity	50.0	60.9	55.5	43.8	53.6
IT skills	73.1	72.5	65.4	37.5	72.3
Didactics, Teaching skills	52.6	54.0	45.8	34.4	52.6
Communication skills	34.4	29.6	32.7	31.3	32.8
Other	5.5	14.0	8.8	3.1	8.3

Table 4.2- 44: Percentage distribution of learning institutions by whether they have conducted the training 12 months before the survey, according to type

Type of learning institution	Did you conduct any staff training in the last 12 months?			Group Total	
	Yes	No	Not stated	Row %	Count
Primary	76.1	23.5	0.4	100.0	2543
Secondary	81.7	18.3		100.0	1241
TVET	72.2	27.8		100.0	170
University	87.5	9.4	3.1	100.0	32
Total	77.8	22.0	0.3	100.0	3987

Table 4.2-45: Percentage of learning institutions which conducted training in last 12 months by the kind of training conducted, according to type

TRAINING CONDUCTED	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Managerial skills	16.9	20.5	41.7	67.9	19.5
Technical skills	44.6	53.2	64.9	71.4	48.4
Entrepreneurial skills	6.9	9.6	14.6	32.1	8.3
Language skills	76.6	75.2	60.1	67.9	75.4
Customer care	6.7	5.9	21.6	39.3	7.3
Innovativeness, Creativity	5.1	11.3	19.6	42.9	8.1
IT skills	10.4	24.3	44.0	67.9	16.8
Teaching skills	55.2	65.8	53.3	71.4	58.8
Communication skills	25.3	22.0	26.5	35.7	24.3
Other	7.2	7.7	10.4		7.4
TOTAL	1935	1014	123	28	3100

Table 4.2-46: Percentage distribution of learning institutions by whether they face any challenge that limit their staff training or not, according to type

Type of learning institution	DO YOU FACE ANY CHALLENGE THAT LIMIT YOUR STAFF TRAINING?		Group Total	
	Yes	No		
Primary	95.0	5.0	100	2543
Secondary	93.0	7.0	100	1241
TVET	88.4	11.6	100	170
University	90.3	9.7	100	31
Total	94.1	5.9	100	3986

Table 4.2-47: Percent distribution of learning institutions by the first priority challenge that limit the training of their staff, according to type

FIRST PRIORITY CHALLENGE THAT LIMIT TRAINING	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Inadequate facilities (space)	12.4	8.4	7.3	21.4	11.0
inadequate materials	14.0	21.1	11.8	3.6	16.0
Shortage of skilled trainers	11.2	7.7	10.7	14.3	10.1
Time off for the trainees	6.2	1.6	10.1	7.1	4.9
Lack of funds	55.5	61.2	58.2	46.4	57.3
Other	0.4			7.1	0.3
Not stated	0.4		2.0		0.4
Group Total	100 2417	100 1155	100 150	100 28	100 3750

Table 4.2-48: Percent distribution of learning institutions by the second priority challenge that limit the training of their staff, according to type

SECOND PRIORITY CHALLENGE THAT LIMIT TRAINING	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Inadequate facilities (space)	6.8	12.0	5.9	4.5	8.3
inadequate materials	35.5	27.0	31.5	18.2	32.6
Shortage of skilled trainers	24.4	33.5	27.1	27.3	27.3
Time off for the trainees	8.8	11.4	9.4	13.6	9.6
Lack of funds	22.1	12.3	26.2	36.4	19.3
Other	2.5	3.9			2.8
Group Total	100 2026	100 968	100 123	100 22	100 3139

Table 4.2-49: Percent distribution of learning institutions by the third priority challenge that limite the training of their staff, according to type

THIRD PRIORITY CHALLENGE THAT LIMIT TRAINING	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Inadequate facilities (space)	7.0	4.6	18.4	18.2	6.7
inadequate materials	22.2	33.6	28.6		25.8
Shortage of skilled trainers	29.3	18.9	21.9		25.6
Time off for the trainees	10.8	6.9	5.8	45.5	9.6
Lack of funds	28.6	31.8	22.9	27.3	29.4
Other	2.1	4.2	2.4	9.1	2.8
Group Total	100 1391	100 676	100 70	100 11	100 2147

Table 4.2- 50: Percentage distribution of learning institutions by whether they have hired TVET graduate in last five years, according to type

Type of learning institution	Have you hired TVET graduate?		Group Total	
	Yes	No	Row %	Count
Primary	45.0	55.0	100.0	2484
Secondary	52.5	47.5	100.0	1222
TVET	83.7	16.3	100.0	170
University	80.0	20.0	100.0	30
Group Total	49.3	50.7	100.0	3906

Table 4.2-51: Percentage distribution of learning institutions by the perceived performance satisfaction concerning TVET graduates , according to type

LEVEL OF SATISFACTION	Type of learning institution				Group Total
	Primary	Secondary	TVET	University	
Fully satisfied	29.5	21.5	51.8	37.5	28.6
Partially satisfied	65.2	75.6	43.3	58.3	67.0
Little satisfied	3.5	1.5	2.6	4.2	2.8
Not satisfied	1.8	1.4	2.3		1.7
Col %	100.0	100.0	100.0	100.0	100.0
Count	1117	641	142	24	1925

Table 4.2- 52: Percentage distribution of learning institutions by whether they have hired higher institutions graduate in last five years, according to type

Type of learning institution	Have you hired university graduates?			Group Total	
	Yes	No	Not stated	Row %	Count
Primary	27.4	71.9	0.8	100.0	2543
Secondary	85.3	14.7		100.0	1241
TVET	78.8	20.1	1.1	100.0	170
University	96.9		3.1	100.0	32
Group Total	48.1	51.3	0.6	100.0	3987

Table 4.2-53: Percentage distribution of learning institutions by the perceived performance satisfaction concerning higher institution graduates, according to type

LEVEL OF SATISFACTION	Type of learning institution				Group Total
	Primary	Secondary	TVET	University	
Fully satisfied	38.5	41.6	57.2	58.1	41.8
Partially satisfied	52.8	53.8	36.2	41.9	52.0
Little satisfied	7.2	4.6	5.4		5.5
Not satisfied	1.4		1.2		0.6
Col %	100.0	100.0	100.0	100.0	100.0
Count	696	1058	134	31	1920

Table 4.2-54: Percentage distribution of learning institutions according to the most important, second and third suggestions to improve education and training in TVET, according to type

SUGGESTIONS TO IMPROVE EDUCATION AND TRAINING		Type of learning institution				Total
		Primary	Secondary	TVET	University	
FIRST SUGGESTION	Managerial skills	9.8	8.5	11.6	9.4	9.4
	Technical skills	32.5	30.0	47.2	50.0	32.5
	Entrepreneurial skills	13.9	13.3	3.4	6.3	13.2
	Language skills	10.9	9.4	9.2	12.5	10.4
	Customer care	0.4	0.7	2.3	3.1	0.6
	Innovativeness / creativity	3.2	2.4	7.0		3.1
	IT skills	5.1	7.2	1.1	3.1	5.5
	Didactics / teaching skills	8.9	4.6	7.5	3.1	7.4
	Communication skills	0.4	2.3		3.1	1.0
	Other	6.8	6.9	6.5	3.1	6.8
	None	3.5	4.1	2.2	3.1	3.7
	Not stated	4.7	10.6	2.1	3.1	6.4
	Group Total	100	100	100	100	100
	2543	1241	170	32	3987	
SECOND SUGGESTION	Managerial skills	1.8	2.3	7.0	7.1	2.3
	Technical skills	11.5	16.3	10.1	7.1	12.8
	Entrepreneurial skills	19.5	11.7	22.8	32.1	17.5
	Language skills	21.0	20.7	7.6	28.6	20.2
	Customer care	5.1	2.5	5.0		4.3
	Innovativeness / creativity	13.3	11.8	14.8	3.6	12.9
	IT skills	15.5	15.7	7.4	17.9	15.1
	Didactics / teaching skills	8.0	12.9	19.0	3.6	10.1
	Communication skills	2.4	2.6	1.4		2.4
	Other	1.8	3.5	4.8		2.5
	Group Total	100	100	100	100	100
	1716	817	145	28	2705	
THIRD SUGGESTION	Managerial skills	7.1	4.9		9.5	6.1
	Technical skills	7.9	9.1	5.9	4.8	8.1
	Entrepreneurial skills	7.8	10.4	11.5	9.5	8.8
	Language skills	15.9	8.7	18.0		13.6
	Customer care	0.8	1.8	2.0	9.5	1.3
	Innovativeness / creativity	14.2	17.4	14.5	28.6	15.4
	IT skills	27.5	24.7	21.9	9.5	26.1
	Didactics / teaching skills	8.7	12.5	13.9	4.8	10.1
	Communication skills	5.4	3.5	4.1	19.0	4.9
	Other	4.5	7.0	8.2	4.8	5.5
	Group Total	100	100	100	100	100
	1117	555	93	21	1786	

Table 4.2-55: Percent distribution of learning institutions according to the most important, second and third suggestions to improve education and training in higher institutions by the area to be improved, according to type.

SUGGESTIONS TO IMPROVE EDUCATION AND TRAINING IN HIGHER INSTITUTIONS		Type of learning institution				Total
		Primary	Secondary	TVET	University	
FIRST SUGGESTION	Managerial skills	12.8	10.3	12.6	9.4	12.0
	Technical skills	18.1	17.9	28.9	25.0	18.5
	Entrepreneurial skills	10.9	12.3	8.9	25.0	11.4
	Language skills	13.8	18.1	10.1	15.6	15.0
	Customer care	1.5		2.4		1.1
	Innovativeness / creativity	7.8	4.7	7.8		6.8
	IT skills	11.0	4.8	3.3	9.4	8.7
	Didactics / teaching skills	7.6	22.5	11.3	3.1	12.4
	Communication skills	1.9	0.8	1.2	6.3	1.6
	Other	9.2	3.7	4.5		7.2
	None	0.7		1.0	3.1	0.5
	Not stated	4.7	4.9	8.0	3.1	4.9
	Group Total	100	100	100	100	100
	2543	1241	170	32	3987	
SECOND SUGGESTION	Managerial skills	5.0	3.0	8.4		4.5
	Technical skills	9.3	13.3	7.0	7.1	10.5
	Entrepreneurial skills	16.8	10.3	16.3	3.6	14.5
	Language skills	13.2	23.4	15.8	14.3	16.7
	Customer care	3.4	1.1		10.7	2.6
	Innovativeness / creativity	13.4	14.3	12.5	32.1	13.8
	IT skills	17.8	18.8	12.5	14.3	17.9
	Didactics / teaching skills	15.4	13.7	24.7	7.1	15.2
	Communication skills	2.3	1.1	1.4	7.1	1.9
	Other	3.4	1.0	1.3	3.6	2.5
	Group Total	100	100	100	100	100
		1786	941	130	28	2884
	THIRD SUGGESTION	Managerial skills	7.0	1.5	2.2	20.8
Technical skills		8.7	6.1	5.0	4.2	7.6
Entrepreneurial skills		9.3	9.0	8.6	20.8	9.3
Language skills		15.6	14.9	17.5	4.2	15.3
Customer care		4.3	1.8	2.3	4.2	3.3
Innovativeness / creativity		7.0	12.6	17.2	8.3	9.3
IT skills		24.0	25.3	18.5	4.2	23.9
Didactics / teaching skills		16.4	19.3	14.7	16.7	17.3
Communication skills		5.2	4.6	2.7	8.3	4.9
Other		2.6	5.1	11.4	8.3	3.9
Group Total		100	100	100	100	100
		1150	620	81	24	1875

Table 4.2-56: Percentage distribution of learning institutions by whether they have an industrial attachment according to type

DO YOU HAVE INDUSTRIAL ATTACHMENT?	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Yes (institutionalized)	21.5	16.5	21.4	40.6	20.1
Yes (occasionally/informal)	22.9	17.1	20.8	25.0	21.1
No	55.2	66.4	57.8	31.3	58.6
Not stated	0.4			3.1	0.3
Group Total	100 2543	100 1241	100 170	100 32	100 3987

Table 4.2-57: Estimate of total number of annually interns by gender, according to type

Type of learning institution	Male	Female	Total
Primary	1812	1479	3291
Secondary	716	508	1224
TVET	277	183	460
University	363	184	547
Group Total	3168	2354	5522

Table 4.2-58: Estimate of total number of hired interns by gender in 2009, 2010 and 2011; according to type

HIRED INTERNS BY GENDER	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Male in 2009	359	103	61	116	639
Female in 2009	218	10	36	26	290
Total in 2009	577	113	97	142	929
Male in 2010	369	147	83	345	944
Female in 2010	159	28	33	112	332
Total in 2010	528	175	116	457	1277
Male in 2011	381	147	137	184	849
Female in 2011	208	79	46	73	406
Total in 2011	589	226	183	257	1255

Table 4.2-59: Percentage distribution of learning institutions by whether the interns take part in specifically designed training, according to type

Type of learning institution	Do interns take part in specifically designed training		Group Total	
	Yes	No		
Primary	11.5	88.5	100	1130
Secondary	18.2	81.8	100	418
TVET	26.9	73.1	100	72
University	42.9	57.1	100	21
Total	14.3	85.7	100	1641

Table 4.2-60: Percentage distribution of learning institutions by the length of internship (in months) according to type

DURATION OF TRAINING IN MONTHS	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Less than 1 month	6.9	4.4	2.5	4.8	6.1
1 month	71.1	46.9	25.8	14.3	62.2
2 months	8.8	20.7	34.1	47.6	13.4
3 months	9.7	18.3	34.8	19.0	13.1
4 months	2.6				1.8
6 months	0.9	7.3	2.8	14.3	2.7
Not stated		2.4			0.6
Group Total	100 1130	100 418	100 72	100 21	100 1641

Table 4.2-61: Percentage distribution of learning institutions which received interns by the financial agreements with interns, according to type

FINANCIAL AGREEMENTS WITH INTERNS	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Interns have to pay money			7.9		0.3
Interns receive money	2.6	2.3	8.3	19.0	3.0
Interns sponsored by other institution	0.9		2.8		0.8
Interns sponsored by other institution	94.7	97.7	81.0	81.0	94.7
Not stated	1.8				1.2
Group Total	100 1130	100 418	100 72	100 21	100 1641

Table 4.2-62: Percentage distribution of learning institutions that don't host interns by the most important reason why they don't do it, according to type

MOST REASON TO NOT HOST INTERNS	Type of learning institution				Total
	Primary	Secondary	TVET	University	
No need	27.4	23.6	13.1	10.0	25.4
No capacity / too small	12.7	17.6	34.4	20.0	15.4
Too cumbersome	6.4	13.7	8.7		9.0
No appropriate candidates	31.4	28.8	17.0	20.0	29.8
Candidates want to be paid / paid too much	6.4	6.8	6.0		6.5
Other	15.7	9.5	20.9	50.0	13.9
Group Total	100 1403	100 824	100 98	100 10	100 2335

Table 4.2-63: Percentage distribution of learning institutions that don't host interns by the second important reason why they don't do it, according to type

SECOND REASON TO NOT HOST INTERNS	Type of learning institution				Total
	Primary	Secondary	TVET	University	
No need	7.8	10.8	8.3		9.1
No capacity / too small	33.3	17.0	10.8		25.7
Too cumbersome	12.9	25.3	32.9	100.0	18.8
No appropriate candidates	20.8	17.1	27.8		19.6
Candidates want to be paid / paid too much	12.7	14.7	12.5		13.5
Other	12.5	15.0	7.6		13.3
Group Total	100 622	100 458	100 48	100 1	100 1129

Table 4.2-64: Percentage distribution of learning institutions that don't host interns by the third important reason why they don't do it, according to type

THIRD REASON OF NOT HOST INTERNS	Type of learning institution				Total
	Primary	Secondary	TVET	University	
No need	10.8	17.2	10.2	100.0	13.3
No capacity / too small		9.6	10.2		4.0
Too cumbersome	23.0	9.4	22.1		18.1
No appropriate candidates	33.2	34.9	12.3		32.5
Candidates want to be paid / paid too much	27.6	10.0	22.7		21.0
Other	5.4	19.0	22.5		11.2
Group Total	100 177	100 107	100 16	100 1	100 302

Section F: Capital, Expenditure and Revenue for private education institutions

Table 4.2-65: Percentage distribution of learning institutions by the major source of their start-up capital, according to type

MAJOR SOURCE OF START-UP CAPITAL	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Own saving	0.6		4.7	14.3	0.7
Loans from	0.7			7.1	0.5
Contributions from others	12.0	8.5	7.7	7.1	10.7
Loans from commercial banks		2.9	6.4		1.2
Government lending agencies		3.0			0.9
Micro finance institutions	0.7				0.4
Public share issuing	24.1	25.1	46.6	28.6	25.6
Inheritance	2.0	2.8		7.1	2.1
Other	43.4	46.2	26.9	28.6	43.3
Not stated	16.5	11.5	7.8	7.1	14.6
Group Total	100	100	100	100	100
	1559	685	118	14	2376

Table 4.2-66: Percentage distribution of learning institutions which started by owner's saving by the major source of saved capital, according to type

MAJOR SOURCE OF SAVED CAPITAL	Type of learning institution			Total
	Primary	TVET	University	
Previous employment public	100.0	36.4	50.0	74.1
Previous employment in private		33.3		10.5
Sale of farm products			50.0	5.8
Sale of assets (cattle, property)		30.4		9.6
Group Total	100	100	100	100
	10	6	2	17

Table 4.2-67: Percentage distribution of learning institutions which has applied loan or not from any financial institution, according to type

Type of learning institution	HAVE YOU APPLIED FOR A LOAN OR NOT FROM ANY FINANCIAL INSTITUTION?			Group Total	
	Yes	No	Not stated		
Primary	20.9	77.2	2	100	1559
Secondary	28.9	69.8	1.3	100	685
TVET	54	46		100	118
University	64.3	21.4	14.3	100	14
Total	25.1	73.2	1.7	100	2376

Table 4.2-68: Percentage distribution of learning institutions whose owners have not received the loan they had applied for by reason why they did not receive it, according to type

REASON OF NOT RECEIVE LOAN	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Reason of No need	55.6	57.8	79.1	66.7	56.9
No guarantee	30.8	22.9	13.1		28.0
Long procedures	31.6	28.8	10.1		30.1
High interest rate	23.3	20.4	13.6		22.2
Lack of information	4.2	8.0	3.4		5.2
Fear of risks	14.0	10.0	14.2		12.9
Other	16.8	22.9	3.7	33.3	18.1
Group Total	100	100	100	100	100
	1203	458	54	3	1719

Table 4.2-69: Percentage distribution of learning institutions whose owners have applied for the loan by whether they have received the loan, according to type

Type of learning institution	HAVE YOU RECEIVED A LOAN		Group Total	
	Yes	No		
Primary	90.9	9.1	100	326
Secondary	95.1	4.9	100	198
TVET	93.7	6.3	100	64
University	88.9	11.1	100	9
Total	92.6	7.4	100	596

Table 4.2-70: Percent distribution of learning institutions whose owner have not received the loan applied for by the reason why they did not receive it, according to type

REASON WHY THEY DID NOT RECEIVE THE LOAN APPLIED FOR	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Poor/No business plan	31.0	100.0	100.0		51.7
No guarantee/Insufficient	100.0		50.0	100.0	73.5
Other				100.0	2.3
Group Total	100 4	100 1	100 1	100 0	100 6

Table 4.2-71: Estimation of total number of permanent employee, total expenditure on labour and mean expenditure on permanent employee per learning institution in September 2011, by type of expenditure

TYPE OF EXPENDITURE	Number of Permanent employees in ,000 RWF	Total expenditure in ,000000 RWF	Mean expenditure per establishment in ,000 RWF
Wages and salaries/over time	76.9	5294.6	1342.6
Bonus	37.7	551.3	139.4
Allowances	58.7	1389.0	350.3
Social security	66.9	572.7	144.8
Training	6.4	49.2	12.4
Other benefits	21.7	163.7	41.3
Total expenditure to permanent	-	8020.5	2022.9

Table 4.2-72: Total expenditures (in millions) on labour for permanent employees as of September 2011 by type of expenditure and type of learning institution

TYPE OF EXPENDITURE	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Wages and salaries/over time	2245.0	1668.0	424.0	957.6	5294.6
Bonus	346.4	135.4	41.5	28.0	551.3
Allowances	750.1	388.6	81.8	168.5	1389.0
Social security	207.5	177.6	35.7	151.8	572.7
Training	27.4	9.3	8.3	4.2	49.2
Other benefits	67.2	59.0	15.2	22.3	163.7
Total expenditure to permanent	3644	2438	606	1332	8020

Table 4.2-73: Estimation of total number of temporarily employee, total expenditure on labour and mean expenditure on temporarily employee in September 2011, by type of expenditure

TYPE OF EXPENDITURE	Number of temporarily employees in ,000 RWF	Total expenditure in ,000000 RWF	Mean expenditure per learning institution in ,000 RWF
Wages and salaries/over time	5.2	210.3	53.9
Bonus	0.6	5.0	1.3
Allowances	0.5	3.2	0.8
Social security	2.4	9.3	2.4
Training	0.5	4.2	1.1
Other benefits	0.4	2.1	0.5
Total expenditure to temporarily	-	234.0	59.5

Table 4.2-74: Total expenditures (in millions) on labour for temporarily employees as of September 2011 by type of expenditure and type of learning institution

TYPE OF EXPENDITURE	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Wages and salaries/over time	40.0	47.2	36.9	86.3	210.3
Bonus	0.5	0.9	0.6	3.0	5.0
Allowances	0.2	1.6	0.3	1.1	3.2
Social security	3.0	1.6	0.2	4.6	9.3
Training	4.1	0.1	0.0	0.0	4.2
Other benefits	0.8	0.4	0.9	0.0	2.1
Total expenditure to temporarily	48	52	39	95	234

Table 4.2-75: Percentage distribution of learning institutions by their major source of funding, according to type

MAJOR SOURCE OF FUNDING	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Government	91.8	77.9	17.7	41.9	83.9
International Donors	0.8		4.4	3.2	0.7
Shareholders	0.4	0.8	4.6		0.7
Faith-based organizations	0.4				0.2
Payments by beneficiaries	5.4	16.3	59.1	35.5	11.4
Selling of output / services	0.8	1.7	8.7	6.5	1.4
Others	0.4	1.5	4.2		0.9
Not stated		1.8	1.3	12.9	0.7
Group Total	100	100	100	100	100
	322	157	22	4	505

Section G: Sourcing for required staff

Table 4.2-76: Percentage distribution of learning institution by means of sourcing personnel to fill vacant posts, according to level of skills

MEAN OF SOURCING PERSONNEL TO FILL VACANT POSTS	Low skilled			High and middle skilled		
	First priority	Second priority	Third priority	First priority	Second priority	Third priority
Media advertisements	18.3	15.6	25.1	51.7	21.9	18.7
Own webpage/ Internet		0.7	0.8	0.1	21.2	2.1
LMIS/Registration systems		1.4		0.3	1.3	
Job agents / bureaus	1.9	6.2	2.9	1.5	8.1	25.0
Friends/relatives	47.8	45.0	19.9	6.9	27.3	9.7
Training institution	0.6	0.6		0.5	3.2	12.3
Other	26.4	30.4	51.2	32.9	17.0	32.2
Not stated	5.1			6.2		
Group Total	100	100	100	100	100	100
	505	89	16	505	105	21

Table 4.2-77: Percentage distribution of learning institutions by whether they have recruited any person last year, according to type

Type of learning institution	HAVE RECRUITED ANY PERSON LAST YEAR			Group Total	
	Yes	No	Not stated		
Primary	64.0	36.0		100	2543
Secondary	81.1	18.9		100	1241
TVET	80.6	18.1	1.3	100	170
University	87.5	9.4	3.1	100	32
Total	70.2	29.7	0.1	100	3987

Table 4.2-78: Percentage distribution of learning institutions by whether they have advertised any post last year, according to type.

Type of learning institution	HAVE ADVERTISED ANY POST LAST YEAR			Group Total	
	Yes	No	Not stated		
Primary	37.4	62.6		100	2543
Secondary	50.0	50.0		100	1241
TVET	53.5	46.5		100	170
University	71.9	25.0	3.1	100	32
Total	42.3	57.7	0.0	100	3987

Table 4.2-79: Total estimation of advertised post, number of applicants and number of post filled through the process in 2010 by type of learning institution and occupation

Type of learning institution	OCCUPATION	Number advertised	Number of applicants	Number of post filled through the process
Primary	Managers	68	408	58
	Professionals	2047	8234	2007
	Services and sales workers	179	648	179
	Elementary occupations	50	150	50
	Group Total	2344	9440	2294
Secondary	Managers	179	2514	142
	Professionals	1868	7358	1869
	Services and sales workers	169	571	169
	Elementary occupations	49	109	49
	Group Total	2265	10552	2229
TVET	Managers	26	73	24
	Professionals	259	1009	259
	Technical and associate professionals	4	12	4
	Clerical support workers	9	100	9
	Services and sales workers	45	99	43
	Elementary occupations	7	9	7
	Group Total	349	1302	346
University	Managers	20	227	17
	Professionals	193	874	160
	Technical and associate professionals	29	425	26
	Clerical support workers	16	227	13
	Services and sales workers	3	83	2
	Craft and related trade workers	2	8	2
	Elementary occupations	3	18	3
	Group Total	266	1862	223
TOTAL	Managers	293	3222	241
	Professionals	4366	17475	4295
	Technical and associate professionals	33	437	30
	Clerical support workers	25	326	22
	Services and sales workers	396	1401	394
	Craft and related trade workers	2	8	2
	Elementary occupations	110	286	110
	Group Total	5224	23156	5092

Table 4.2-80: Percentage distribution of learning institution by whether they have ever used the LMIS , according to type

Have you ever used LMIS	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Yes	2.7	3.0	3.1	3.1	2.8
No	96.5	96.2	96.9	93.8	96.4
Not stated	0.8	0.8		3.1	0.8
Group Total	100	100	100	100	100
	2543	1241	170	32	3987

Table 4.2-81: Percentage distribution of learning institutions which have used LMIS by the level of satisfaction with it, according to type

LEVEL OF SATISFACTION		Type of learning institution				Total
		Primary	Secondary	TVET	University	
First experience	Satisfactory	85.2		100.0	100.0	57.9
	Too few applications		45.5			15.0
	Too many applications	14.8	27.3			18.1
	Other		27.3			9.0
	Group Total	100	100	100	100	100
		70	37	5	1	113
Second experience	Too complicated	67.5	45.5	64.2		59.3
	Too many applications	32.5	27.3	35.8		30.8
	Too many unqualified applications		27.3			9.9
	Group Total	100	100	100		100
		60	37	5		103
Third experience	Satisfactory		62.5			28.8
	Too few applications	67.5				34.7
	Too many applications	32.5				16.7
	Too many unqualified applications		37.5			17.3
	Too few applicants registered			100.0		2.5
Group Total	100	100	100		100	
		30	27	2		59

Table 4.2-82: Percentage distribution of learning institutions who have not used LMIS by whether they have heard about, according to type

Type of learning institution	Have you heard about LMIS		Group Total	
	Yes	No		
Primary	24.9	75.1	100	2454
Secondary	29.3	70.7	100	1194
TVET	35.5	64.5	100	165
University	36.7	63.3	100	30
Total	26.8	73.2	100	3842

Table 4.2-83: Percentage distribution of learning institutions which have heard about but never used LMIS by reason, according to type

REASON OF NEVER USEING LMIS	Type of learning institution				Total
	Primary	Secondary	TVET	University	
No need	39.5	23.0	61.5	54.5	35.3
Complicated / cumbersome	27.8	32.1	32.3	9.1	29.3
Fear too much applications		5.8		9.1	2.1
Applicants don't match requirements			3.4		0.2
Is not properly working	3.3				2.0
Other	26.2	34.0	2.9	27.3	27.5
Not stated	3.2	5.1			3.7
Group Total	100	100	100	100	100
	611	350	59	11	1030

Table 4.2-84: Percentage distribution of learning institutions by whether they envisage hiring non-nationals, according to type

Do you currently envisage hiring non-nationals?	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Yes	23.2	52.7	52.0	93.8	34.2
No	75.2	45.7	48.0	3.1	64.2
Not stated	1.6	1.6		3.1	1.5
Group Total	100	100	100	100	100
	2543	1241	170	32	3987

Table 4.2-85: Percentage distribution of learning institutions which envisage hiring non- nationals by the first important reason, according to type

FIRST IMPORTANT REASON OF HIRING NON- NATIONALS	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Cheaper	5.2	5.9	3.7		5.3
Better qualified	57.5	51.9	50.8	60.0	54.4
Experienced	15.4	14.6	17.2	23.3	15.3
More efficient	15.3	6.2	6.1	13.3	10.3
Other	5.0	18.4	20.0		12.3
Not stated	1.6	3.0	2.3	3.3	2.3
Group Total	100	100	100	100	100
	591	655	89	30	1364

Table 4.2-86: Percentage distribution of learning institutions which envisage hiring non- nationals by the second important reason, according to type

SECOND IMPORTANT REASON OF HIRING NON- NATIONALS	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Cheaper	2.8		10.4	4.3	2.0
Better qualified	21.6	18.4	13.1	21.7	19.6
Experienced	37.8	23.9	42.6	52.2	32.2
More efficient	32.3	52.4	29.9	17.4	40.9
Other	5.5	5.3	4.0	4.3	5.3
Group Total	100	100	100	100	100
	371	370	50	23	814

Table 4.2-87: Percentage distribution of learning institutions which envisage hiring non- nationals by third important reason, according to type

THIRD IMPORTANT REASON OF HIRING NON- NATIONALS	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Cheaper			6.8		0.7
Better qualified		28.1	13.5	10.0	17.1
Experienced	12.6	7.3	22.3	20.0	11.0
More efficient	62.5	50.2	57.4	50.0	54.8
Other	24.9	14.4		20.0	16.4
Group Total	100	100	100	100	100

Table 4.2-88: Percentage distribution of learning institutions which envisage hiring non-nationals by first priority preferred nationality, according to type

FIRST PRIORITY PREFERRED NATIONALITY	Type of learning institution				Total
	Primary	Secondary	TVET	University	
EAC	91.3	84.2	92.4	56.7	87.2
Other African	3.5	4.3	1.9	10.0	3.9
Europe	3.4	5.7			4.3
Americas	1.7	4.4	1.9	3.3	3.1
Asia			3.9	3.3	0.3
Oceania				3.3	0.1
Not stated		1.4		23.3	1.2
Group Total	100	100	100	100	100
	582	664	89	30	1365

Table 4.2-89: Percentage distribution of learning institutions which envisage hiring non-nationals by second priority preferred nationality, according to type

SECOND PRIORITY PREFERRED NATIONALITY	Type of learning institution				Total
	Primary	Secondary	TVET	University	
EAC	11.7	8.8		16.7	9.2
Other African	69.7	53.9	59.2	27.8	59.2
Europe	7.6	18.9	25.0	22.2	15.7
Americas	7.2	18.3	10.5	16.7	13.8
Asia			5.3	11.1	0.7
Oceania	3.7			5.6	1.4
Group Total	100	100	100	100	100
	33	53	9	2	98

Table 4.2-90: Percentage distribution of learning institutions which envisage hiring non-nationals by third priority preferred nationality, according to type

THIRD PRIORITY PREFERRED NATIONALITY	Type of learning institution				Total
	Primary	Secondary	TVET	University	
EAC		4.7		14.3	3.0
Other African	8.6	14.4	6.8		11.6
Europe	49.3	37.3	34.0	28.6	40.9
Americas	42.1	33.8	46.0	28.6	37.4
Asia		9.8	13.1	28.6	7.1
Group Total	100	100	100	100	100
	15	26	3	1	46

Table 4.2-91: Percentage distribution of learning institutions which don't envisage hiring non-nationals by the first important reason, according to type

FIRST PRIORITY REASON OF NOT HIRING NON-NATIONALS	Type of learning institution				Total
	Primary	Secondary	TVET	University	
No need	53.8	43.5	39.0		51.0
Regulations	4.2	1.8	2.3	100.0	3.7
Not acquainted with Rwanda	3.1	1.8			2.7
Language problems	1.1		4.7		0.9
Problems of sourcing / hiring	12.5	24.0	9.0		15.0
Cultural problems	1.6	3.6	2.5		2.1
Other	13.5	13.8	35.2		14.2
Expensive	10.2	11.6	7.4		10.4
Group Total	100	100	100	100	100
	1902	577	82	1	2562

Table 4.2-92: Percentage distribution of learning institutions which don't envisage hiring non-nationals by the second important reason, according to type

SECOND PRIORITY REASON OF NOT HIRING NON-NATIONALS	Type of learning institution				Total
	Primary	Secondary	TVET	University	
No need	5.4	9.8	2.9		6.4
Regulations	4.6		11.5		3.8
Not acquainted with Rwanda	3.8	2.6			3.4
Language problems	14.5	4.6	11.3		12.0
Problems of sourcing / hiring	14.5	16.0	10.5		14.7
Cultural problems	3.7	6.7	13.3		4.8
Other	27.4	39.4	21.7		30.0
Expensive	6.1	7.0	8.6		6.4
Not stated	19.8	13.9	20.2		18.4
Group Total	100	100	100		100
	1290	427	70		1787

Table 4.2-93: Percentage distribution of learning institutions which don't envisage hiring non-nationals by the third important reason, according to type

THIRD PRIORITY REASON OF NOT HIRING NON-NATIONALS	Type of learning institution				Total
	Primary	Secondary	TVET	University	
No need	3.6	7.6	7.3		4.6
Regulations	2.3		4.0		1.9
Not acquainted with Rwanda		4.1	7.7		1.2
Language problems	3.4	4.0			3.4
Problems of sourcing / hiring	10.4	11.8	23.0		11.3
Cultural problems	5.8	11.7	4.0		7.0
Other	17.4	18.2	11.0		17.3
Expensive	4.8	11.6	3.7		6.2
Not stated	52.3	31.1	39.4		47.0
Group Total	100	100	100		100
	853	257	50		1161

Section H: Capacity utilisation and relevancy of training

Table 4.2- 94: Percentage distribution of learning institutions by whether they have some obstacles that affect their capacity utilization

Type of learning institution	Do you have any obstacles that affect your capacity utilization?		Group Total	
	Yes	No	Row %	Count
Secondary	6.3	93.7	100.0	477
TVET	53.7	46.3	100.0	47
University	84.4	15.6	100.0	32
Total	14.8	85.2	100.0	557

Table 4.2-95: Percentage distribution of learning institutions by the first important obstacles affecting their capacity utilization, according to type

FIRST PRIORITY OBSTACLES	Type of learning institution			Total
	Secondary	TVET	University	
Lack of teaching materials	35.3	56.7	14.8	35.2
Physical facilities (building)	32.3	20.4	14.8	22.9
Lack of qualified staff			18.5	6.1
Financial/Budget constraints	32.4	15.8	29.6	26.4
Lack of clients/students			3.7	1.2
Lack of power/energy			3.7	1.2
Other		7.2	14.8	7.1
Group Total	100.0	100.0	100.0	100.0
	30	25	27	83

Table 4.2-96: Percentage distribution of learning institutions by the second important obstacles affecting their capacity utilization, according to type

SECOND PRIORITY OBSTACLES	Type of learning institution			Total
	Secondary	TVET	University	
Lack of teaching materials		7.0	15.0	7.3
Physical facilities (building)		8.4	40.0	15.6
Lack of qualified staff		15.2	20.0	11.9
Financial/Budget constraints	47.7	52.4	15.0	39.3
Lack of clients/students			5.0	1.6
Lack of power/energy	52.3		5.0	18.2
Other		16.9		6.2
Group Total	100.0	100.0	100.0	100.0
	20	24	20	64

Table 4.2-97: Percentage distribution of learning institutions by the third important obstacles affecting their capacity utilization, according to type

THIRD PRIORITY OBSTACLES	Type of learning institution			Total
	Secondary	TVET	University	
Lack of teaching materials	100.0		25.0	6.4
Physical facilities (building)		13.8		39.6
Lack of qualified staff		44.8	12.5	21.3
Financial/Budget constraints		13.8	37.5	15.2
Lack of clients/students		14.4		5.8
Lack of power/energy		13.2		5.3
Other				25.0
Group Total	100.0 11	100.0 13	100.0 8	100.0 31

Table 4.2- 98: Percentage distribution of learning institutions by whether they have some needs to improve their service delivery.

Type of learning institution	Do you have any need to improve your service delivery?		Group Total	
	Yes	No	Row %	Count
Secondary	8.2	91.8	100.0	477
TVET	59.7	40.3	100.0	47
University	93.8	6.3	100.0	32
Total	17.5	82.5	100.0	557

Table 4.2-99: Percentage distribution of learning institutions by the first priority needs to improve service delivered, according to type

FIRST PRIORITY NEED TO IMPROVE SERVICE DELIVERED	Type			Total
	Secondary	TVET	University	
New equipment	100.0	56.8	30.0	65.9
Facilities		25.9	30.0	16.8
Qualified teachers		3.5	16.7	6.2
Expert instructors/teachers		6.6	13.3	6.0
Subsidies for students			3.3	1.0
Deregulation			3.3	1.0
Other		7.1	3.3	3.1
Group Total	100.0 39	100.0 28	100.0 30	100.0 97

Table 4.2-100: Percentage distribution of learning institutions by the second priority needs to improve service delivered, according to type

SECOND PRIORITY NEED TO IMPROVE SERVICE DELIVERED	Type of learning institution			Total
	Secondary	TVET	University	
New equipment	100.0	19.6	14.3	10.0
Facilities		37.5	28.6	60.6
Qualified teachers		13.7	17.9	9.3
Expert instructors/teachers		6.2	21.4	8.1
Subsidies for students		23.1	7.1	8.9
Other		10.7	3.1	
Group Total		100 39	100 28	100 28

Table 4.2-101: Percentage distribution of learning institutions by the third priority needs to improve service delivered, according to type

THIRD PRIORITY NEED TO IMPROVE SERVICE DELIVERED	Type of learning institution			Total
	Secondary	TVET	University	
New equipment	100.0	13.6	21.4	10.5
Facilities		7.1	1.8	
Qualified teachers		24.8	35.7	18.4
Expert instructors/teachers		8.0	14.3	6.6
Subsidies for students		35.0	14.3	53.8
Deregulation		7.1	1.8	
Nothing		9.6	3.6	
Other		8.9	3.4	
Group Total		100 20	100 21	100 14

Table 4.2-102: percentage distribution of learning institutions by whether they conduct tracer studies or not, according to type

Type of learning institution	Do you conduct tracer studies?		Total	
	Yes	No	Row %	Count
Secondary		100.0	100.0	477
TVET	28.2	71.8	100.0	47
University	56.3	43.8	100.0	32
Total	5.6	94.4	100.0	557

Table 4.2-103: Percentage distribution of learning institutions by the duration it takes their graduates to get employment, according to type

DURATION DOES IT TAKE TO GET EMPLOYMENT	Type of learning institution			Total
	Secondary	TVET	University	
Less than 7 months	2.1		40.6	4.1
7 - 12 months		31.5	18.8	3.8
More than 12 months		7.8	3.1	0.8
Unknown	97.9	60.7	37.5	91.3
Group Total	100 477	100 47	100 32	100 557

Table 4.2-104: Percentage distribution of learning institutions by how they ensure relevant of trainings to the labour market, according to type

HOW TO ENSURE RELEVANCY OF TRAININGS TO THE LABOUR MARKET	Type of learning institution			Total
	Secondary	TVET	University	
Curriculum review with employers		17.9	37.5	3.7
C. review with national agency	3.9	7.6	9.4	4.6
C. council for higher education		16.3	15.6	2.3
Tracer Studies			9.4	0.5
Industrial attachment	2.1	4.2	6.3	2.5
Labour market studies			3.1	0.2
Experience in profession		6.3	6.3	0.9
Not stated	94.0	47.7	12.5	85.4
Group Total	100 477	100 47	100 32	100 557

Table 4.2-105: Percentage distribution of learning institutions by whether they offer long distance training, according to type

Do you offer long distance learning	Type of learning institution			Total
	Secondary	TVET	University	
Yes			28.1	1.6
No	6.0	52.3	68.8	13.5
Not stated	94.0	47.7	3.1	84.9
Group Total	100 477	100 47	100 32	100 557

Table 4.2-106: Percentage distribution of learning institutions by weather they offer part time studies, according to type

Do you offer part time studies	Type of learning institution			Total
	Secondary	TVET	University	
Yes		20.0	68.8	5.7
No	6.0	32.3	28.1	9.5
Not stated	94.0	47.7	3.1	84.9
Group Total	100	100	100	100
	477	47	32	557

Section I: Membership to organizations/associations

Table 4.2-107: Percentage distribution of learning institutions by weather the institution is a member of any organization or association or not, according to type

Are you a member of any organization	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Yes	14.1	24.7	44.4	53.1	19.0
No	82.8	74.5	55.6	43.8	78.7
Not stated	3.1	0.8		3.1	2.3
Group Total	100	100	100	100	100
	2543	1241	170	32	3987

Table 4.2-108: Percentage distribution of learning institutions by weather they received any assistance from the organization/association or not, according to type

Type of learning institution	ASSISTANCE FROM THE ORGANAZATION RECEIVED		Group Total	
	Yes	No		
Primary	52.2	47.8	100	358
Secondary	35.3	64.7	100	307
TVET	63.7	36.3	100	76
University	70.6	29.4	100	17
Total	46.9	53.1	100	757

Table 4.2-109: Percentage distribution of learning institutions by whether they are affiliated to another organization/association according to type

ARE YOU AFFILIATED TO OTHER ORGANIZATION	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Yes	25.2	29.1	19.2	28.1	26.2
No	72.1	70.1	80.8	65.6	71.8
Not stated	2.7	0.8		6.3	2.0
Group Total	100	100	100	100	100
	2543	1241	170	32	3987

Section J: Gender

Table 4.2- 110: Percent distribution of learning institutions by whether they have a gender policy , according to type

DO YOU HAVE A GENDER POLICY	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Yes	93.0	85.6	89.0	81.3	90.4
No	5.9	13.6	11.0	18.8	8.6
Not stated	1.1	0.8			1.0
Group Total	100 2543	100 1241	100 170	100 32	100 3987

Table 4.2-111: Percent distribution of learning institutions by whether they practice preferential treatment due to sex , according to type

DO YOU PRACTICE PREFERENTIAL TREATMENT DUE TO SEX	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Yes	7.9	13.7	8.9	21.9	9.9
No	90.1	83.8	91.1	78.1	88.1
Not stated	1.9	2.5			2.0
Group Total	100 2543	100 1241	100 170	100 32	100 3987

Table 4.2-112: Percent distribution of learning institution which have preferential treatment due to sex by the type of treatment, according to type

TYPE OF TREATMENT	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Quota of management positions for women	35.6	35.0	26.5	28.6	34.9
Overall quota for women	50.3	28.3	41.0	28.6	40.1
Preferential recruitment for women	29.6	46.9	39.7	14.3	37.2
Preferential recruitment for men		12.0	13.2		5.7
Maternity leave	94.9	93.8	100.0	57.1	94.0
Differential retirement age	24.7	34.5	51.4	42.9	30.3
Preferential payment	9.9	5.5	11.6		7.9
Other	5.1				2.6
Group Total	100 202	100 170	100 15	100 7	100 394

Section K : HIV/AIDS policy at workplace

Table 4.2-113: Percentage distribution of learning institutions by whether they have an HIV and AIDS workplace policy or not, according to type

DO YOU HAVE AN HIV AND AIDS WORKPLACE POLICY	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Yes	97.3	96.0	95.6	81.3	96.7
No	2.3	3.2	4.4	18.8	2.8
Not stated	0.4	0.8			0.5
TOTAL	100 2543	100 1241	100 170	100 32	100 3987

Table 4.2-114: Percentage of learning institutions which have an HIV and AIDS policy in workplace by type of facilities involved in that policy, according to type.

TYPE OF FACILITIES INVOLVED IN POLICY	Type of learning institution				Total
	Primary	Secondary	TVET	University	
HIV AIDS VCT services VCT services	94.1	94.9	100.0	80.8	94.5
ARVs for workers who are HIV+	4.0	6.6	3.5	7.7	4.8
Free condom distribution for workers	5.1	7.3	4.2	46.2	6.1
Free food rations for workers who are HIV+	2.0	4.1	11.4	15.4	3.1
Workers' rights	75.5	77.2	76.8	76.9	76.1
Others	21.6	22.2	20.0	19.2	21.7
TOTAL	2474	1191	163	26	3853

Section L: Use of ICT

Table 4.2-115: Percentage distribution of learning institutions by whether they have introduced the use of ICT, according to type

HAVE YOU INTRODUCED THE USE OF ICT	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Yes	23.3	51.0	91.0	100.0	35.4
No	75.9	49.0	9.0		64.0
Not stated	0.8				0.5
TOTAL	100 2543	100 1241	100 170	100 32	100 3987

Table 4.2-116: Percentage of learning institutions which use ICT by the sector of utilization, according to type

Sector of ICT utilization	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Used for Production/Teaching	73.2	79.1	94.0	100.0	78.7
Used for Marketing	5.2	6.0	22.1	62.5	8.7
Used for Human resource management	42.5	41.8	49.3	53.1	43.2
Used for Communication	45.6	57.3	74.3	84.4	54.8
Used for Records management	89.6	95.3	92.3	100.0	92.7
Used for Accounting/Finance/Planning/Budgeting	76.8	92.1	94.1	96.9	86.0
Used for Employment	6.9	9.2	11.6	59.4	9.6
Used for any Other	1.6	4.5	9.0	3.1	3.7
TOTAL	593	633	155	32	1413

Table 4.2-117: Percentage distribution of learning institutions which introduced the use of ICT by the level of effect of ICT use, according to type

LEVEL OF EFFECT OF ICT		Type of learning institution				Total
		Primary	Secondary	TVET	University	
Production/Teaching	Increased	71.5	79.1	92.8	100.0	77.9
	Decreased	4.9	1.5	1.1		2.9
	No effect	3.5	1.7	1.1		2.3
	Not applicable	20.1	17.7	5.0		16.9
Marketing	Increased	6.9	7.5	22.0	59.4	10.0
	Decreased	5.1	6.3	8.9		5.9
	No effect	5.2	1.5	3.3	3.1	3.3
	Not applicable	82.8	84.7	65.7	37.5	80.8
Human resource manage	Increased	42.5	40.2	51.6	56.3	42.8
	Decreased	5.1	1.6	1.9		3.1
	No effect	8.5	3.1	1.1		5.1
	Not applicable	44.0	55.1	45.3	43.8	49.1
Communication	Increased	45.6	60.6	70.7	87.5	56.0
	Decreased	6.7	1.6	6.6		4.3
	No effect	8.5		1.1		3.7
	Not applicable	39.2	37.8	21.5	12.5	36.1
Records management	Increased	89.5	93.5	88.9	100.0	91.5
	Decreased	1.7	1.6	3.6		1.8
	No effect	5.2		3.3		2.5
	Not applicable	3.6	4.8	4.2		4.2
Accounting	Increased	81.7	85.7	87.9	96.9	84.5
	Decreased	1.7	1.6	5.1		2.0
	No effect	1.7	3.1	3.3		2.5
	Not applicable	14.9	9.6	3.7	3.1	11.0
Employment	Increased	3.4	9.2	13.9	59.4	8.4
	Decreased	6.8	4.7	9.1		6.0
	No effect	10.3	1.4	3.5		5.3
	Not applicable	79.5	84.7	73.5	40.6	80.3
Other	Increased	5.0	2.8	10.1	6.3	4.6
	Decreased	8.5	6.4	11.4	9.4	7.9
	No effect	5.2	1.4	2.5		3.1
	Not applicable	81.3	89.4	76.0	84.4	84.4
Group Total		100	100	100	100	100
		593	633	155	32	1413

Table 4.2-118: Percentage distribution of learning institutions by the reported first important challenge they faced with regard to the use of ICT, according to type

FIRST IMPORTANT CHALLENGE FACED TO THE USE OF ICT	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Lack of skilled employees	41.0	28.3	25.7	12.5	33.0
Lack of skilled outside IT support	5.0	7.8	12.4		7.0
Lack of skilled trainers	3.5	6.6	7.7	3.1	5.3
Insufficient / unreliable connectivity	6.6	7.5	10.3	34.4	8.1
Unreliable electricity	11.9	14.2	9.5	6.3	12.5
Costs of equipment	10.0	17.0	15.8	18.8	14.0
Availability of equipment	18.7	17.0	11.4	15.6	17.0
Other	1.6	1.6	3.7		1.8
No challenge	1.7		3.5	9.4	1.3
Group Total	100	100	100	100	100
	593	633	155	32	1413

Table 4.2-119: Percentage distribution of learning institutions by the reported second important challenge they faced with regard to the use of ICT, according to type

SECOND IMPORTANT CHALLENGE FACED TO THE USE OF ICT	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Lack of skilled employees	16.2	11.8	7.7	15.0	13.2
Lack of skilled outside IT support	22.0	6.9	17.4	15.0	14.6
Lack of skilled trainers	9.3	6.6	6.8	5.0	7.7
Insufficient / unreliable connectivity	15.9	23.4	15.4	20.0	19.3
Unreliable electricity	3.7	12.0	2.3	5.0	7.3
Costs of equipment	14.6	13.9	31.1	20.0	16.3
Availability of equipment	12.9	23.5	16.4	15.0	18.1
Other			1.3	5.0	0.2
No challenge	5.4	1.9	1.8		3.3
Group Total	100	100	100	100	100
	552	583	147	20	1303

Table 4.2-120: Percent distribution of learning institutions by the reported third important challenge they faced with regard to the use of ICT, according to type

THIRD IMPORTANT CHALLENGE FACED TO THE USE OF ICT	Type of learning institution				Total
	Primary	Secondary	TVET	University	
Lack of skilled employees	11.0	8.1	13.1	7.1	9.8
Lack of skilled outside IT support	8.2	11.7	3.6	14.3	9.4
Lack of skilled trainers	8.1	4.1	15.4	14.3	7.1
Insufficient / unreliable connectivity	6.4	16.5	5.3	7.1	10.9
Unreliable electricity	4.2	4.3		7.1	3.9
Costs of equipment	21.2	18.3	16.2	35.7	19.6
Availability of equipment	19.2	20.6	21.9	7.1	19.9
Other	4.3		3.6	7.1	2.3
No challenge	17.5	16.4	20.9		17.1
Group Total	100	100	100	100	100
	473	487	102	14	1076

4.3 Informal sector employers' Module

Section A. General Information on the Employer

Table 4.3- 1: Percentage Distribution of Respondent Owners by Gender

PROVINCE	Sex		Total	
	Female	Male	Row %	Count
Kigali City	32.7	67.3	100.0	379
Southern Province	18.4	81.6	100.0	245
Western Province	14.9	85.1	100.0	244
Northern Province	17.6	82.4	100.0	321
Eastern Province	14.4	85.6	100.0	301
Total	20.5	79.5	100.0	1490

Table 4.3- 2: Percentage distribution of respondent owners by age group and province according to gender

PROVINCE	Age groups	Sex		Total
		Female	Male	
Kigali City	Less than 25	4.8	6.3	5.8
	25-29	18.4	20.9	20.1
	30-34	16.8	24.4	21.9
	35-39	14.4	16.5	15.8
	40-44	16.0	15.7	15.8
	45-49	11.2	7.1	8.4
	50-54	10.4	4.7	6.6
	55+	8.0	3.9	5.3
	Not stated	0.0	0.4	0.3
		100.0	100.0	100.0
		125	254	379
Southern	Less than 25	6.7	4.5	4.9
	25-29	20.0	23.6	23.0
	30-34	26.7	24.6	25.0
	35-39	11.1	18.1	16.8
	40-44	13.3	13.1	13.1
	45-49	11.1	9.0	9.4
	50-54	2.2	5.0	4.5
	55+	6.7	1.5	2.5
	Not stated	2.2	0.5	0.8
		100.0	100.0	100.0
		45	199	244
Western Province	Less than 25	13.5	9.1	9.8
	25-29	16.2	20.6	19.9
	30-34	18.9	22.5	22.0
	35-39	13.5	14.4	14.2
	40-44	13.5	11.0	11.4
	45-49	10.8	12.0	11.8
	50-54	8.1	6.7	6.9
	55+	5.4	2.9	3.3
	Not stated	0.0	1.0	0.8
		100.0	100.0	100.0
		37	209	246
Northern Province	Less than 25	0.0	5.7	4.7
	25-29	25.0	16.6	18.1
	30-34	25.0	19.2	20.2
	35-39	23.2	20.4	20.9
	40-44	8.9	16.2	15.0
	45-49	5.4	9.8	9.0
	50-54	3.6	7.9	7.2
	55+	5.4	3.0	3.4
	Not stated	3.6	1.1	1.6
		100.0	100.0	100.0
		56	265	321
Eastern Province	Less than 25	8.9	6.2	6.6
	25-29	11.1	19.8	18.5
	30-34	15.6	25.7	24.2
	35-39	22.2	19.8	20.2
	40-44	8.9	13.2	12.6
	45-49	17.8	7.0	8.6
	50-54	6.7	5.4	5.6
	55+	8.9	1.6	2.6
	Not stated	0.0	1.2	1.0
		100.0	100.0	100.0
		45	257	302
Rwanda	Less than 25	5.9	6.4	6.3
	25-29	18.6	20.1	19.8
	30-34	19.9	23.3	22.6
	35-39	16.3	18.0	17.7
	40-44	13.1	13.9	13.7
	45-49	10.8	8.9	9.2
	50-54	7.2	6.0	6.2
	55+	7.2	2.6	3.6
	Not stated	1.0	0.8	0.9
		100.0	100.0	100.0
		306	1186	1492

Table 4.3- 3: Percentage distribution of respondent owners by marital status according to province

PROVINCE	Marital status					Group Total	
	Single/Never married	Married	Separated	Divorced	Widowed	Row %	Count
Kigali City	19.9	74.4	1.4	0.6	3.7	100.0	379
Southern Province	11.9	86.5			1.6	100.0	245
Western Province	15.5	82.0			2.5	100.0	244
Northern Province	8.1	90.1	0.3		1.5	100.0	321
Eastern Province	9.9	87.5	0.3	0.6	1.6	100.0	301
Total	13.3	83.7	0.5	0.3	2.3	100.0	1490

Table 4.3- 4: Percentage distribution of respondent owners by nationality

PROVINCE	Nationality						Group Total	
	Burundian	Kenyan	Rwandan	Tanzanian	Ugandan	The rest of Africa (specify)	Row %	Count
Kigali City	0.3		98.5	0.6	0.3	0.3	100.0	379
Southern Province		1.6	98.4				100.0	245
Western Province		1.2	98.4		0.4		100.0	244
Northern Province	0.3	0.6	98.5			0.6	100.0	321
Eastern Province		1.3	98.1	0.3	0.3		100.0	301
Total	0.1	0.9	98.4	0.2	0.2	0.2	100.0	1490

Table 4.3- 5: Percentage distribution of respondent owners by highest level of formal education

EDUCATION LEVEL	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
PhD/Doctorate	0.3	0.0	0.0	0.0	0.0	0.1
Masters Degree	0.3	0.0	0.0	0.0	0.0	0.1
Post Graduate Diploma	0.3	0.0	0.0	0.0	0.0	0.1
Bachelors	4.2	2.0	1.2	2.2	1.7	2.4
Diploma level (A1)	2.4	1.2	3.3	0.3	1.3	1.7
Certificate level (TVET)	6.3	5.7	2.5	2.5	2.0	3.9
Secondary-A Level	14.0	7.0	7.8	7.1	8.9	9.3
Secondary-O Level	19.0	10.2	12.3	9.6	11.6	12.9
Primary	41.2	49.6	50.8	55.9	50.3	49.2
None	11.6	22.1	20.9	20.8	24.2	19.4
Other	0.5	2.0	1.2	1.6	0.0	1.0
TOTAL	100.0	100.0	100.0	100.0	100.0	100.0
	379	44	244	322	302	1491

Table 4.3- 6: Percentage distribution of respondent owners with at least secondary A- level education by field of education

SECONDARY EDUCATION AND ABOVE	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Education	12.4	12.8	22.2	20.0	20.9	16.3
Humanities and arts	3.8	5.1	5.6	2.5	0.0	3.4
Social sciences, business and law	43.8	20.5	27.8	25.0	34.9	33.8
Sciences	9.5	15.4	8.3	20.0	11.6	12.2
Engineering manufacturing and construction	21.9	33.3	25.0	12.5	20.9	22.4
Agriculture	1.9	2.6	2.8	2.5	9.3	3.4
Health and well fare	2.9	7.7	2.8	10.0	0.0	4.2
Services	3.8	2.6	2.8	7.5	2.3	3.8
Not stated	0.0	0.0	2.8	0.0	0.0	0.4
Total	100.0	100.0	100.0	100.0	100.0	100.0
	105	39	36	40	43	263

Table 4.3- 7: Percentage distribution of respondent owners by place where they got the highest level of education

EDUCATION PLACE	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Rwanda	81.9	89.7	75.0	94.7	83.3	84.2
Other EAC countries	12.4	2.6	8.3	0.0	14.3	8.8
Rest of Africa	1.9	7.7	16.7	5.3	2.4	5.4
Europe	2.9	0.0	0.0	0.0	0.0	1.2
America	1.0	0.0	0.0	0.0	0.0	0.4
Total	100.0	100.0	100.0	100.0	100.0	100.0
	105	39	36	38	42	260

Table 4.3- 8: Percentage distribution of respondent owners by whether they are currently enrolled in further training

PROVINCE	Are you currently enrolled in further training?		Group Total	
	Yes	No	Row %	Count
Kigali City	9.6	90.4	100.0	379
Southern Province	4.9	95.1	100.0	245
Western Province	5.8	94.2	100.0	244
Northern Province	3.3	96.7	100.0	321
Eastern Province	6.7	93.3	100.0	301
TOTAL	6.2	93.8	100.0	1490

Table 4.3- 9: Percentage distribution of respondent owners who are currently enrolled in further training by the type of training

TRAINING AREA	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
General programs	0.0	8.3	0.0	9.1	0.0	2.1
Education	0.0	0.0	7.1	9.1	9.5	4.3
Humanities and arts	38.9	8.3	21.4	27.3	28.6	28.7
Social sciences, business and low	36.1	50.0	28.6	0.0	23.8	29.8
Sciences	5.6	0.0	0.0	9.1	4.8	4.3
Engineering manufacturing and construction	13.9	8.3	14.3	9.1	14.3	12.8
Agriculture	0.0	0.0	7.1	9.1	4.8	3.2
Health and well fare	5.6	16.7	0.0	27.3	4.8	8.5
Services	0.0	0.0	14.3	0.0	4.8	3.2
Not stated	0.0	8.3	7.1	0.0	4.8	3.2
Total	100.0	100.0	100.0	100.0	100.0	100.0
	36	12	14	11	21	94

Table 4.3- 10: Percentage distribution of owners who are currently enrolled in further training by the kind of expected degree:

EXPECTED DEGREE	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Masters Degree	0.0	0.0	0.0	0.0	4.8	1.1
Bachelors	25.0	33.3	21.4	18.2	33.3	26.6
Diploma level (A1)	2.8	0.0	14.3	18.2	9.5	7.4
Certificate level (TVET)	2.8	0.0	0.0	0.0	0.0	1.1
Secondary-A Level	0.0	0.0	7.1	9.1	0.0	2.1
None	11.1	16.7	21.4	9.1	19.0	14.9
Other (specify)	5.6	8.3	7.1	9.1	4.8	6.4
Certificate	52.8	41.7	28.6	36.4	28.6	40.4
Total	100.0	100.0	100.0	100.0	100.0	100.0
	36	12	14	11	21	94

Table 4.3- 11: Percentage distribution of respondent owners by occupation

OCCUPATION	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Managers	20.6	20.8	24.9	14.6	16.6	19.2
Professionals	0.8	1.2	2.9	2.2	0.7	1.5
Technical and associate professionals	2.1	1.2	0.4	0.6	2.0	1.3
Clerical support workers	1.1	0.8	0.0	0.3	0.3	0.5
Services and sales workers	70.7	64.9	61.2	71.7	72.2	68.7
Skilled agricultural, forestry and fishery workers	0.0	0.0	0.0	0.0	0.3	0.1
Craft and related trade workers	3.7	4.9	4.9	7.8	5.0	5.2
Plant and machine operators and assemblers	0.5	3.3	1.2	1.2	1.7	1.5
Elementary occupations	0.0	2.4	0.4	0.3	0.3	0.6
Not stated	0.5	0.4	4.1	1.2	1.0	1.3
Total	100.0	100.0	100.0	100.0	100.0	100.0
	379	245	245	322	302	1493

Table 4.3- 12: Percent distribution of respondent owners by whether the reported occupation is main or secondary

PROVINCE	Is this your main or secondary occupation / job?		Group Total	
	Main	Secondary	Row %	Count
Kigali City	87.7	12.3	100.0	379
Southern Province	78.7	21.3	100.0	245
Western Province	81.3	18.7	100.0	244
Northern Province	86.0	14.0	100.0	321
Eastern Province	77.0	23.0	100.0	301
TOTAL	82.6	17.4	100.0	1490

Table 4.3- 13: Percentage distribution of respondent owners who declared that the reported occupation is their secondary one by type of the main occupation

OCCUPATION	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Managers	10.9	1.9	8.7	4.3	7.0	6.5
Professionals	13.0	9.6	15.2	15.2	14.1	13.4
Technical and associate professionals	8.7	5.8	2.2	6.5	2.8	5.0
Clerical support workers	0.0	1.9	4.3	0.0	0.0	1.1
Services and sales workers	26.1	26.9	8.7	10.9	11.3	16.5
Skilled agricultural, forestry and fishery workers	10.9	30.8	41.3	43.5	50.7	36.8
Craft and related trade workers	10.9	5.8	6.5	6.5	4.2	6.5
Plant and machine operators and assemblers	13.0	13.5	6.5	6.5	7.0	9.2
Elementary occupations	6.5	3.8	0.0	2.2	0.0	2.3
Not stated	0.0	0.0	6.5	4.3	2.8	2.7
Total	100.0	100.0	100.0	100.0	100.0	100.0
	46	52	46	46	71	261

Table 4.3- 14: Percentage distribution of respondent owners by whether their current occupation matches their education

Does your current job match your education?	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Yes	67.0	49.2	53.7	49.1	53.5	55.3
No (other job than qualification.)	16.4	16.3	16.4	22.7	14.0	17.2
No (lower level than qualification.)	7.1	9.8	11.9	9.6	12.3	9.9
No (higher level than qualification.)	1.3	1.6	1.2	2.8	0.7	1.5
Not applicable (no training)	8.2	23.2	16.8	15.8	19.3	16.0
Not stated	0.0	0.0	0.0	0.0	0.3	0.1
Total	100.0	100.0	100.0	100.0	100.0	100.0
	379	246	244	322	301	1492

Table 4.3- 15: Percentage distribution of respondent owners by whether they are in their first employment after reaching 15 year old

PROVINCE	Is this your first employment in Rwanda after reaching 15 years old?		Group Total	
	Yes	No	Row %	Count
Kigali City	44.1	55.9	100.0	379
Southern Province	50.0	50.0	100.0	245
Western Province	50.5	49.5	100.0	244
Northern Province	58.9	41.1	100.0	321
Eastern Province	55.4	44.6	100.0	301
TOTAL	51.6	48.4	100.0	1490

Table 4.3- 16: Percentage distribution of respondent owners who worked in other establishment before by the type of previous establishment they worked for

TYPE OF PREVIOUS ESTABLISHMENT	PROVINCE					
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Ministry and Other institutions	16.1	13.9	15.7	27.3	26.7	19.7
Parastatal	0.5	0.0	1.7	0.8	0.0	0.6
Company	78.2	75.4	71.1	62.9	67.4	71.7
Co-operative / SACCO	0.9	2.5	2.5	2.3	1.5	1.8
NGO/CSO/CBO	2.4	0.0	1.7	2.3	3.0	1.9
Other	1.9	7.4	7.4	4.5	1.5	4.2
Not stated	0.0	0.8	0.0	0.0	0.0	0.1
Total	100.0	100.0	100.0	100.0	100.0	100.0
	211	122	121	132	135	721

Table 4.3- 17: Percentage distribution of respondent owners who worked in other establishment before by their employment status in previous occupation

PROVINCE	What was your employment status?					Group Total	
	Own account worker	Employer	Employee	Unpaid family worker	Not stated	Row %	Count
Kigali City	36.8	3.0	59.3		1.0	100.0	212
Southern Province	49.1	4.1	43.6	1.6	1.6	100.0	122
Western Province	49.0	1.7	49.3			100.0	121
Northern Province	46.9	0.7	50.3	2.2		100.0	132
Eastern Province	50.9	1.5	47.6			100.0	134
TOTAL	45.4	2.3	51.1	0.7	0.6	100.0	721

Table 4.3- 18: Percentage distribution of respondent owners who worked in other establishment before by the economic activity of the previous establishment they worked for

ECONOMIC ACTIVITY	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Agriculture, forestry and fishing	3.9	13.7	12.3	23.4	15.7	12.7
Mining and quarrying	1.0			2.9		0.8
Manufacturing	10.6	9.0	10.7	11.0	7.9	9.9
Electricity, gas, steam and air conditioning supply	0.5	0.8			1.4	0.5
Water supply, sewage, waste management and remediation activity			1.6		0.7	0.4
Construction	8.3	5.0	4.1	2.9	5.0	5.4
Wholesale and retail trade; repair of motor vehicle and motor cycle	32.3	31.9	26.2	20.5	23.0	27.3
Transportation and storage	6.3	5.7	4.1	2.9	7.1	5.4
Accommodation and food service activities	6.6	6.6	9.0	2.2	8.7	6.6
Information and communication	0.5		0.8	0.7	0.7	0.5
Financial and insurance activities				1.5		0.3
Professional scientific and technical activities	4.7	3.3	6.6	3.7	0.7	3.9
Administrative and support service activities		1.7		0.8		0.4
Public administration defense and compulsory social security	5.8	6.6	7.4	9.5	11.6	8.0
Education	6.4	5.7	7.3	12.3	8.0	7.8
Human health and social work activities	6.0	1.6	0.9	2.9	1.4	3.0
Other services activities	4.6	5.1	7.4	1.4	4.3	4.5
Activities of households as employers; undifferentiated good	1.0	2.4			2.2	1.1
Activities of extraterritorial organisation and bodies	1.0				1.5	0.6
Not stated	0.5	0.8	1.6	1.4		0.8
Col %	100.0	100.0	100.0	100.0	100.0	100.0
Count	212	122	121	132	134	721

Table 4.3- 19: Percentage distribution of respondent owners who worked in other establishment before by their occupation in the previous establishment

OCCUPATION	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Managers	6.5	2.5	7.4	5.1	2.9	5.0
Professionals	11.7	8.2	12.2	14.5	11.6	11.7
Technical and associate professionals	5.1	4.9	3.3	4.4	5.7	4.8
Clerical support workers	2.5	2.5		1.5		1.4
Services and sales workers	36.7	44.4	36.1	22.0	31.7	34.3
Skilled agricultural, forestry and fishery workers	3.9	11.2	10.6	20.5	13.6	11.1
Craft and related trade workers	15.6	12.4	17.2	16.2	12.8	14.9
Plant and machine operators and assemblers	7.4	4.1	4.1	2.1	5.0	4.9
Elementary occupations	4.4	4.9	3.3	5.8	6.5	5.0
Armed forces occupations	4.2	4.1	4.1	5.8	10.1	5.6
Not started	2.0	0.8	1.6	2.1		1.4
Col %	100.0	100.0	100.0	100.0	100.0	100.0
Count	212	122	121	132	134	721

Table 4.3- 20 : Percentage distribution of respondent owners who worked in other establishment before by the number of years they worked in the previous establishment

Worked year intervals	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Less than 2 years	11.4	18.8	18.1	7.1	13.1	13.3
2-4 years	38.4	31.2	23.8	27.9	34.4	32.1
5-7 years	19.4	20.5	23.8	21.1	22.3	21.2
8-10 years	13.5	14.9	14.6	16.1	13.7	14.4
11-13 years	5.9	4.8	5.8	5.1	5.7	5.5
14+	11.5	9.8	14.0	22.6	10.8	13.5
Col %	100.0	100.0	100.0	100.0	100.0	100.0
Count	212	122	121	132	134	721

Table 4.3- 21: Percent distribution of respondent owners who worked in other establishment before by whether their previous occupation matched their education

PROVINCE	Was the job marched your education?			Group Total	
	Yes Matched	Not matched	Not stated	Row %	Count
Kigali City	69.9	28.6	1.5	100.0	212
Southern Province	62.4	36.8	0.8	100.0	122
Western Province	58.2	41.8		100.0	121
Northern Province	52.0	48.0		100.0	132
Eastern Province	56.1	43.9		100.0	134
Total	60.8	38.6	0.6	100.0	721

Table 4.3- 22: Average working years of respondent owners who worked in other establishment before by province and type of establishment

Mean	TYPE OF ESTABLISHMENT						Total
	Ministry and other institutions	Para-statal	Private Company	Co-operative	NGO/CSO/CBO	Other	
PROVINCE							
Kigali City	1.6	0.0	10.0	0.2	0.3	0.2	12.3
Southern Province	1.3	0.0	7.4	0.3	0.1	0.7	9.7
Western Province	1.8	0.2	8.6	0.1	0.2	0.6	11.6
Northern Province	2.5	0.1	10.3	0.3	0.1	0.4	13.8
Eastern Province	2.1	0.0	7.3	0.0	0.1	0.0	9.6
Total	1.8	0.1	8.9	0.2	0.2	0.3	11.5

Table 4.3- 23: Percentage distribution of respondent owners by the highest level of education they had when they first enter the labour market (after reaching 15 years old)

Highest level of education when you first enter the labour market	PROVINCE					Group Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
No education	11.7	24.1	23.1	21.2	23.9	20.1
Primary	47.8	49.6	54.8	59.9	54.0	53.1
Secondary	23.1	12.0	11.3	12.0	13.4	15.0
TVET	13.7	12.7	8.8	6.0	6.7	9.7
Tertiary	3.4	1.2	1.6	0.6	1.6	1.8
Missing Value	0.3	0.4	0.4	0.3	0.3	0.3
Col %	100.0	100.0	100.0	100.0	100.0	100.0
Count	379	245	244	321	301	1490

Table 4.3- 24: Percentage distribution of responding owners with at least post primary education by the year of graduation before entering the labour market.

YEAR OF GRADUATION	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
2007-2011	19.2	20.2	14.6	16.1	18.9	18.2
2002-2006	19.5	15.5	23.5	18.9	20.2	19.4
1997-2001	11.7	17.4	12.7	17.5	17.6	14.6
1992-1996	12.7	17.4	16.3	12.8	11.5	13.8
1987-1991	15.3	15.6	9.4	12.7	14.5	14.0
1982-1986	7.6	1.5	12.8	9.5	10.2	8.0
1977-1981	6.8	4.5		4.7		4.1
1972-1976	2.8	3.2	7.2		1.4	2.8
Below 1972	2.1	1.6		3.2	2.9	2.0
Not stated	2.3	3.1	3.6	4.7	2.9	3.1
Total	100.0	100.0	100.0	100.0	100.0	100.0
	153	64	54	61	66	399

Table 4.3- 25: Percentage distribution of responding owners with at least post primary education by the time (in months) it took to find the first waged job

PROVINCE	Interval in months					Group Total	
	0-6	7-18	19-24	25+	Not stated	Row %	Count
Kigali City	46.8	12.6	8.3	30.7	1.5	100.0	153
Southern Province	50.2	14.0	6.2	28.0	1.5	100.0	64
Western Province	49.6	16.2	5.5	25.2	3.6	100.0	54
Northern Province	44.5	22.3	9.4	19.1	4.7	100.0	61
Eastern Province	40.6	23.4	8.6	25.9	1.5	100.0	66
Total	46.4	16.6	7.8	27.0	2.3	100.0	399

Table 4.3- 26: Percentage distribution of responding owners by whether they have disability or not

PROVINCE	Do you have any disability?			Total
	Yes	No	Not stated	
Kigali City	3.5	96.5		100.0 379
Southern Province	3.3	96.7		100.0 245
Western Province	4.5	95.1	0.4	100.0 244
Northern Province	3.9	95.5	0.6	100.0 321
Eastern Province	2.2	97.8		100.0 301
Total	3.4	96.4	0.2	100.0 1490

Table 4.3- 27: Percentage distribution of responding owners who have disabilities by type of disability

TYPE OF DISABILITY	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Other Physical. disability	100.0	62.8	82.1	92.5	85.6	86.7
Intellectual / mental problem		24.6			14.4	5.7
Emotional (behavioral, psychological.)		12.6	8.9			3.9
Other (specify)			9.0	7.5		3.7
Total	100.0	100.0	100.0	100.0	100.0	100.0
	13	8	11	12	7	51

Section B. Establishment characteristics**Table 4.3- 28: Percentage distribution of establishment by the year of starting operations, according to Province**

Year of starting	PROVINCE					Group Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
2011-2012	28.0	30.3	18.2	17.9	27.7	24.5
2008-2010	41.9	39.6	47.7	39.3	39.9	41.5
2001-2007	23.6	23.1	23.3	28.6	22.2	24.3
2000-2006	2.4	2.2	3.2	4.6	4.4	3.4
1999 and before	3.9	4.1	6.5	9.4	5.1	5.8
Not stated	0.3	0.7	1.1	0.3	0.6	0.5
Col %	100.0	100.0	100.0	100.0	100.0	100.0
Count	438	270	272	358	326	1664

Table 4.3- 29: Percentage distribution of interviewed establishments by main economic activity

ECONOMIC ACTIVITY	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Agriculture, forestry and fishing		0.4	1.1	0.3	0.3	0.4
Mining and quarrying			0.4			0.1
Manufacturing	6.3	17.0	13.5	12.1	7.1	10.6
Electricity, gas, steam and air conditioning supply	0.2					0.1
Water supply, sewage, waste management and remediation activity	0.2	0.3				0.1
Wholesale and retail trade; repair of motor vehicle and Moto	51.8	39.3	35.5	37.2	42.5	42.1
Transportation and storage	0.5	0.7	1.4	0.8		0.6
Accommodation and food service activities	18.0	23.7	25.8	35.3	29.6	26.2
Information and communication	1.2		1.1			0.5
Financial and insurance activities		0.4				0.1
Professional scientific and technical activities	3.9	2.2	5.1	5.7	6.2	4.6
Administrative and support service activities	0.7	1.2	1.5	0.8	0.9	1.0
Education		0.4	0.8	0.3	0.3	0.3
Human health and social work activities			0.7		0.3	0.2
Other services activities	15.2	12.6	11.6	5.9	11.9	11.5
Activities of households as employers; undifferentiated good	0.2	0.4			0.3	0.2
Activities of extraterritorial organization and bodies	0.2					0.1
Not stated	1.6	1.5	1.4	1.6	0.6	1.3
TOTAL	100.0 438	100.0 270	100.0 272	100.0 358	100.0 326	100.0 1664

Table 4.3- 30: Percentage distribution of interviewed establishment by second economic activity

ECONOMIC ACTIVITY	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Agriculture, forestry and fishing		1.4		1.4		0.6
Manufacturing	13.6	7.7	9.7	9.6	10.9	10.5
Electricity, gas, steam and air conditioning supply	1.4					0.4
Construction					1.6	0.3
Wholesale and retail trade; repair of motor vehicle and Moto	37.4	44.3	31.3	31.7	35.8	36.3
Transportation and storage		3.0				0.6
Accommodation and food service activities	28.3	16.6	27.4	34.0	25.0	26.4
Information and communication		1.4	2.0			0.6
Financial and insurance activities	1.2	1.5		1.3		0.9
Professional scientific and technical activities	3.6	4.5	10.0	2.7	6.2	5.0
Administrative and support service activities	6.0	1.5		4.2	4.8	3.6
Education	1.4	1.5	4.0	6.9	1.6	3.0
Human health and social work activities			1.9	1.4		0.6
Other services activities	7.3	16.6	13.7	6.9	14.1	11.2
Total	100.0	100.0	100.0	100.0	100.0	100.0
	86	66	51	71	62	335

Table 4.3- 31: Percentage distribution of interviewed establishments by legal status

LEGAL STATUS	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Sole proprietorship	94.3	87.4	91.5	91.6	94.2	92.1
Limited by share(LTD)	2.5	5.2	4.0	4.5	4.3	4.0
Limited by guarantee	0.0	0.4	0.0	0.0	0.6	0.2
Limited by Both share and guarantee	0.0	0.0	0.0	0.3	0.6	0.2
Unlimited	0.0	1.1	0.0	0.3	0.3	0.3
Other	3.2	5.9	4.4	3.1	0.0	3.2
Not stated	0.0	0.0	0.0	0.3	0.0	0.1
Total	100.0	100.0	100.0	100.0	100.0	100.0
	438	270	272	358	326	1664

Table 4.3- 32: Average number of shareholders by nationality

PROVINCE	Rwanda	EAC	Rest of Africa	Rest of the world
Kigali City	11.5	0.0	0.0	0.0
Southern Province	37.3	0.2	0.0	0.3
Western Province	46.8	0.0	0.0	0.3
Northern Province	28.1	0.0	0.0	0.0
Eastern Province	45.2	0.0	0.0	0.0
Total	35.3	0.0	0.0	0.1

Table 4.3- 33 Percentage distribution of interviewed establishments by working place

Working place	PROVINCE					Group Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Workspace in/attached to home	13.7	17.4	12.7	14.8	25.5	16.7
Independent from home	81.1	76.7	76.8	80.6	73.1	78.0
Home or workplace of client	0.3	0.4	0.4		0.3	0.2
Employer's home		0.8	0.7	0.3	0.3	0.4
Construction site		0.4				0.1
Market stall	3.7	3.3	6.9	4.0	0.9	3.7
No specified place		0.7	1.5	0.3		0.4
Others	1.3	0.4	1.1			0.6
Col %	100.0	100.0	100.0	100.0	100.0	100.0
Count	438	270	272	358	326	1664

Table 4.3- 34 Percentage distribution of establishments by the ownership of premises

Ownership of premises	PROVINCE					Group Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Fully owned	18.0	36.8	34.2	43.8	46.4	34.8
Joint ownership	1.0		0.7	0.5		0.5
Rented	77.9	61.8	60.0	52.2	51.0	61.6
Permitted by others to use site	0.3		2.5	1.9	1.8	1.2
Donated by Government	0.5	0.4	0.4	0.5	0.3	0.4
Donated by Local authority owned	2.2	1.1	1.8	1.1	0.6	1.4
Other (specify)	0.2		0.4			0.1
Col %	100.0	100.0	100.0	100.0	100.0	100.0
Count	438	270	272	358	326	1664

Table 4.3- 35 Percentage distribution of interviewed establishments by registration status with RDB

REGISTRATION STATUS	PROVINCE					Group Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Already registered	12.8	4.9	5.4	4.3	4.7	6.9
Already in the process	8.6	8.7	13.7	9.1	7.1	9.3
Yes, in the near future	14.4	15.6	13.9	14.7	12.7	14.3
No plans	55.3	61.1	55.0	67.6	67.2	61.2
Not sure	8.9	9.7	12.0	3.8	7.9	8.2
Not stated				0.5	0.3	0.2
Group Total	100.0	100.0	100.0	100.0	100.0	100.0
	438	270	272	358	326	1664

Table 4.3- 36 Percentage distribution of interviewed establishments by registration status with RRA

REGISTRATION STATUS TO RRA	PROVINCE					Group Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Already registered	23.2	14.3	15.2	8.0	9.4	14.5
Already in the process	12.7	12.2	17.7	10.8	10.6	12.6
Yes, in the near future	14.4	17.4	14.3	17.6	13.3	15.4
No plans	44.3	48.7	43.7	60.1	59.8	51.4
Not sure	4.8	7.5	9.1	3.5	6.8	6.1
Not stated	0.5					0.1
Group Total	100.0	100.0	100.0	100.0	100.0	100.0
	438	270	272	358	326	1664

Table 4.3- 37 Percentage distribution of interviewed establishments by whether they have any license to operate

PROVINCE	Does the enterprise have any license to operate?			Group Total	
	Yes	No	Not stated	Row %	Count
Kigali City	96.6	2.9	0.5	100.0	438
Southern Province	93.0	7.0		100.0	270
Western Province	93.1	6.9		100.0	272
Northern Province	93.8	6.2		100.0	358
Eastern Province	92.9	7.1		100.0	326
Total	94.2	5.7	0.1	100.0	1664

Table 4.3- 38 Percentage distribution of interviewed establishments by the type of operating license

PROVINCE	Under what license does the business operate?				Group Total	
	Trade License	Patente	Provisional authorization	Other	Row %	Count
Kigali City	10.9	87.8	0.5	0.8	100.0	423
Southern Province	5.6	89.4	1.7	3.3	100.0	251
Western Province	5.7	90.7	2.0	1.6	100.0	253
Northern Province	5.1	93.5	0.6	0.9	100.0	336
Eastern Province	5.7	92.1	2.2		100.0	303
Total	7.0	90.6	1.3	1.2	100.0	1567

Table 4.3- 39 Percentage of interviewed establishments by type of utilities

PROVINCE	Type of utilities						Total
	Water	Electricity	Toilet / pit latrine	Waste disposal	Other	Not stated	
Kigali City	44.6	94.5	87.9	74.3	0.3	0.3	438
Southern Province	19.4	54.6	90.2	80.2	0.7		270
Western Province	25.5	71.8	85.2	79.6	0.7		272
Northern Province	27.3	52.9	86.6	79.6	0.5	0.3	358
Eastern Province	32.3	49.3	94.7	85.0	0.3		326
Total	31.3	66.5	88.9	79.4	0.5	0.1	1664

Table 4.3- 40 Percentage distribution of establishments with specified utilities by their source

UTILITIES	SOURCE	PROVINCE					Group Total
		Kigali City	Southern	Western	Northern	Eastern	
Water	Public/Gvnt	79.5	67.2	76.1	75.8	86.1	78.5
	Private	20.0	32.8	23.9	24.2	13.9	21.3
	Not stated	0.5					0.2
Group Total		100	100	100	100	100	100
Electricity	Public/Gvnt	89.1	84.8	89.2	89.8	90.5	88.9
	Private	10.9	15.2	10.8	10.2	9.5	11.1
	Group Total	100	100	100	100	100	100
Toilet / pit latrine	Public/Gvnt	6.7	5.3	9.6	7.0	2.0	6.0
	Private	93.0	94.7	90.4	93.0	98.0	93.9
	Not stated	0.3					0.1
Group Total		100	100	100	100	100	100
Waste disposal	Public/Gvnt	13.7	13.3	14.7	9.9	6.7	11.5
	Private	85.7	86.7	85.3	90.1	93.3	88.3
	Not stated	0.6					0.2
Group Total		100	100	100	100	100	100
Group Total		438	270	272	358	326	1664

Table 4.3- 41 Percentage distribution of establishments by the share of the government in providing different utilities

PROVINCE	Does the government provide these utilities?				Total	
	Yes all	Yes partly	None	Not stated	Row %	Count
Kigali City	8.5	78.2	13.0	0.3	100.0	438
Southern Province	5.6	48.1	46.3		100.0	270
Western Province	6.5	63.8	29.7		100.0	272
Northern Province	3.6	55.4	40.8	0.3	100.0	358
Eastern Province	1.8	56.4	41.8		100.0	326
TOTAL	5.3	61.8	32.8	0.1	100.0	1664

Table 4.3- 42 Percentage of establishments which have access to specified services

SERVICES	PROVINCE					Group Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Postal Services	3.1		1.5	1.3	0.3	1.4
Banking	70.0	69.8	56.5	64.2	65.1	65.5
Telephone	29.1	29.7	18.7	36.2	15.6	26.4
Internet	4.1	1.9	1.8	2.4	1.2	2.4
Transport (Own car)	4.8	3.7	1.5	1.6	3.3	3.1
Other	1.0	2.3		0.8	4.2	1.6
TOTAL	438	270	272	358	326	1664

Section C. Workload/Business Operations

Table 4.3- 43: Average working days and hours of business and managers

PROVINCE	On average how many hours does your business operate per day?	How many days per week does your business normally operate?	How many days do you usually work per week?
Kigali City	12	6.4	5.9
Southern Province	9.8	5.9	5.4
Western Province	10.5	6	5.3
Northern Province	10	5.8	5.3
Eastern Province	10.6	6.1	5.5
Total	10.7	6.1	5.5

Table 4.3- 44 : Percentage distribution of Establishments by whether they keep regular business records

PROVINCE	Do you keep written records/business records?		Total	
	Yes	No		
Kigali City	5.2	94.8	100.0	438
Southern Province	6.6	93.4	100.0	270
Western Province	5.6	94.4	100.0	272
Northern Province	4.1	95.9	100.0	358
Eastern Province	5.4	94.6	100.0	326
Total	5.3	94.7	100.0	1664

Table 4.3- 45: Percentage distribution of Establishments which don't keep regular business records by the reason

REASON	PROVINCE					Total
	Kigali City	Southern	Western	Northern	Eastern	
Records not necessary	22.0	21.6	12.7	21.0	23.1	20.4
Lack of skills	29.1	28.6	48.7	49.4	41.5	39.1
Lack of finances	41.8	43.5	32.1	25.8	33.5	35.4
Other (specify)	3.0	2.8	3.8	1.9	1.6	2.6
Not stated	4.1	3.5	2.7	2.0	0.3	2.6
Total	100	100	100	100	100	100
	415	252	257	344	309	1576

Section D. Employees' Characteristics and Vacant Posts

Table 4.3- 46: Percentage distribution of establishments by number of employees

NUMBER OF EMPLOYEES	PROVINCE					
	Kigali City	Southern	Western	Northern	Eastern	Total
1	2.6	8.6	6.7	5.9	1.7	4.8
2	48.3	52.5	48.5	51.8	58.8	51.8
3	25.1	14.9	23.0	20.7	20.4	21.2
4	8.8	9.6	11.3	9.4	8.4	9.4
5	7.1	4.1	4.0	4.9	3.8	5.0
6	2.2	2.2	2.9	2.1	2.4	2.3
7+	5.9	8.1	3.7	5.2	4.4	5.4
Group Total	100	100	100	100	100	100
	438	269	271	358	326	1664

Table 4.3- 47: Average number of working persons per establishment by working status and gender

WORKING STATUS & GENDER	PROVINCE				
	Kigali City	Southern	Western	Northern	Eastern
Working owners-Male	0.6	1.0	0.7	1.0	0.8
Working owners-Female	0.5	0.4	0.3	0.4	0.3
Working owners-Total	1.1	1.4	1.1	1.3	1.2
Contributing family workers-Male	0.1	0.0	0.1	0.1	0.1
Contributing family workers-Female	0.1	0.2	0.2	0.1	0.2
Contributing family workers-Total	0.2	0.2	0.3	0.2	0.3
Paid employees-Male	1.3	2.4	1.5	1.4	1.0
Paid employees-Female	0.5	0.3	0.3	0.3	0.4
Paid employees-Total	1.7	2.7	1.8	1.7	1.4
Unpaid employees out of the family-male	0.1	0.1	0.0	0.0	0.0
Unpaid employees out of the family-female	0.1	0.0	0.0	0.0	0.0
Unpaid employees out of the family-Total	0.2	0.1	0.0	0.0	0.0
Total male	2.1	3.5	2.4	2.4	1.9
Total female	1.2	1.0	0.8	0.9	1.0
Total	3.2	4.5	3.2	3.2	2.9

Table 4.3- 48: Estimation of total number of working people in 2008, 2009 and 2010

PROVINCE	YEARS					
	2008		2009		2010	
	TOTAL NUMBER	%	TOTAL NUMBER	%	TOTAL NUMBER	%
Kigali City	5565	25	6956	21	8656	20,6
Southern	3201	14	6917	21	9273	22,1
Western	3706	16	5680	17	7100	16,9
Northern	6498	29	8299	26	10179	24,3
Eastern	3591	16	4621	14	6721	16,0
Total	22560	100	32474	100	41930	100

Table 4.3- 49: Estimation of working person's turnover in 2008, 2009 and 2010

PROVINCE	YEARS					
	2008		2009		2010	
	TOTAL NUMBER	%	TOTAL NUMBER	%	TOTAL NUMBER	%
Kigali City	1020	29.2	1169	30.0	1588	27.5
Southern	310	8.9	442	11.3	815	14.1
Western	650	18.6	758	19.5	1032	17.8
Northern	837	24.0	793	20.4	1182	20.4
Eastern	674	19.3	734	18.8	1166	20.2
Total	3491	100	3896	100	5783	100

Table 4.3- 50: Percentage distribution of posts by minimum education requirement

POSTS BY OCCUPATION	Minimum education requirements							Group Total	
	Masters Degree	Post Graduate Diploma	Bachelors	Diploma level	Certificate A2	Below secondary	Not stated		
Managers		0.4	1.3	1.1	27.2	69.4	0.5	100	5038
Professionals	1.1		4.5	4.6	50.8	37.9	1.2	100	968
Technical and associate professionals			2.3		37.0	60.7		100	572
Clerical support workers					59.2	40.8		100	602
Service sales workers		0.0	0.3	0.6	14.3	84.6	0.2	100	28279
Skilled agricultural, forestry and fishery workers						100.0		100	11
Craft and related trade workers			0.3		11.0	88.2	0.4	100	3092
Plant and machine operators and assemblers					5.0	95.0		100	917
Elementary occupations			0.3		0.7	98.9		100	3084
Not stated					11.2	45.6	43.2	100	293
Total	0.0	0.1	0.6	0.6	16.1	82.1	0.5	100	42856

Table 4.3- 51: Percentage distribution of posts by the field of education required

POSTS BY OCCUPATION	FIELD OF EDUCATION										Group Total	
	General program	Education	Humanities and arts	Social sciences business and arts	Sciences	Engineering, Manufacturing and Construction	Agriculture	Health and welfare	Services	Not stated		
Managers	42.7	0.9	0.5	20.0	2.4	9.2	0.6	0.4	8.3	14.9	100	5038
Professionals	25.0		2.5	45.2	2.3	7.0	5.6	2.2	3.5	6.7	100	968
Technical and associate professionals	32.9	1.8	8.2	10.5	13.7	13.4	5.6	3.8	1.8	8.2	100	572
Clerical support workers	33.4			46.5	11.0	1.8			1.7	5.6	100	602
Service sales workers	57.0	0.2	0.4	10.9	0.6	2.2	0.3	0.2	8.1	20.1	100	28279
Skilled agricultural, forestry and fishery workers	100.0										100	11
Craft and related trade workers	31.4	1.0	0.4	2.6	1.1	40.8	0.3		6.4	16.0	100	3092
Plant and machine operators and assemblers	55.4			1.2	1.2	12.0			5.2	25.0	100	917
Elementary occupations	56.6		0.4		0.7	0.4			8.2	33.6	100	3084
Not stated	15.8					3.6				80.6	100	293
Total	51.8	0.4	0.5	11.6	1.2	6.1	0.5	0.3	7.6	20.0	100	42856

Table 4.3- 52: Estimation of the total number of filled posts by occupation, nationality and gender and percentage distribution of filled post by occupation according to gender and nationality

FILLED POSTS BY OCCUPATION	NATIONALITY AND GENDER											
	Male citizen		Female citizen		Total citizen		Male Foreigners		Female Foreigners		Total Foreigners	
	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%
Managers	4215	9.6	1116	6.5	5331	8.7	45	13.7	42	39.2	88	20.0
Professionals	677	1.5	491	2.9	1168	1.9	0	0.0	0	0.0	0	0.0
Technical and associate professionals	679	1.5	142	0.8	820	1.3	0	0.0	0	0.0	0	0.0
Clerical support workers	459	1.0	246	1.4	705	1.1	0	0.0	11	10.2	11	2.5
Service sales workers	25097	56.9	11725	68.4	36822	60.1	207	62.6	55	50.6	262	59.7
Skilled agricultural, forestry and fishery workers	0	0.0	11	0.1	11	0.0	0	0.0	0	0.0	0	0.0
Craft and related trade workers	6899	15.6	2234	13.0	9132	14.9	79	23.7	0	0.0	79	17.9
Plant and machine operators and assemblers	1696	3.8	99	0.6	1795	2.9	0	0.0	0	0.0	0	0.0
Elementary occupations	4009	9.1	1010	5.9	5019	8.2	0	0.0	0	0.0	0	0.0
Not stated	406	0.9	68	0.4	473	0.8	0	0.0	0	0.0	0	0.0
Total	44136	100	17141	100	61277	100	331	100	108	100	440	100

Table 4.3- 53: Estimation of total unqualified staff by gender and percentage distribution of unqualified staff by gender according to occupation

POSTS HAVING UNQUALIFIED STAFF	Male		Female		Group Total	
	Total	%	Total	%		
Managers	1110	80.0	273	20.0	1383	100
Professionals	112	48.0	121	52.0	233	100
Technical and associate professionals	132	81.2	23	18.8	155	100
Clerical support workers	221	77.5	55	22.5	276	100
Service sales workers	7545	68.4	2186	31.6	9731	100
Craft and related trade workers	1367	80.6	262	19.4	1630	100
Plant and machine operators and assemblers	211	90.7	21	9.3	232	100
Elementary occupations	511	79.3	127	20.7	638	100
Not stated	66	66.7	11	33.3	77	100
Group Total	11275	71.9	3080	28.1	14355	100

Table 4.3- 54 Mean of average monthly remuneration by occupation

OCCUPATION	Average wage/salary	Average allowances	Total gross remuneration
Managers	48353	18503	49830
Professionals	43173	26337	45306
Technical and associate professionals	45830	15070	47451
Clerical support workers	33839	19018	39081
Service sales workers	23312	15216	24310
Craft and related trade workers	35800	19096	37555
Plant and machine operators and assemblers	33962	7129	34623
Elementary occupations	15959	17711	17016
Not stated	28098	15114	28257
Total	27239	16851	28543

Table 4.3- 55 Distribution of establishments by whether they have plan to increase the number of employee in the future or not according to province

PROVINCE	Does your establishment have a plan to increase or decrease the number of employees?			Group Total	
	Yes	No	Not stated	Row %	Count
Kigali City	16.9	83.1		100.0	438
Southern Province	26.6	73.4		100.0	270
Western Province	21.2	78.8		100.0	272
Northern Province	19.5	80.2	0.3	100.0	358
Eastern Province	20.8	79.2		100.0	326
Total	20.5	79.4	0.1	100.0	1664

Table 4.3- 56: Estimate of total number of vacant posts by occupation and minimum education required, and percent distribution of vacant posts by minimum education required according to occupation

VACANT POSTS BY OCCUPATION	Minimum Education Requirements												Group Total	
	Post Graduate Diploma		Bachelors		Diploma level		Certificate A2		Less than secondary		Not stated			
	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%		
Managers	130	43.4	170	56.6	.	.	300	100
Professionals	12	2.2	22	4.0	.	.	441	81.8	65	12.0	.	.	540	100
Technical and associate professionals	37	31.3	81	68.7	.	.	118	100
Clerical support workers	147	73.0	54	27.0	.	.	201	100
Services and sales workers	22	0.5	680	14.1	4118	85.4	.	.	4820	100
Craft and related trade workers	284	10.7	2171	81.5	210	7.9	2665	100
Plant and machine operators and assemblers	.	.	22	5.3	.	.	11	2.5	388	92.2	.	.	421	100
Elementary occupations	11	1.0	1136	99.0	.	.	1147	100
Not stated	12	9.7	110	90.3	.	.	122	100
	12	0.1	44	0.4	22	0.2	1753	17.0	8293	80.3	210	2.0	10333	100

Table 4.3- 57 Estimate of total number of vacant posts by field of education required, and percent distribution of vacant posts by field of education requirements according to province

FIELD OF EDUCATION REQUIRED		PROVINCE					Total
		Kigali	Southern Province	Western Province	Northern Province	Eastern Province	
General Programs	Total	1180	1150	406	1139	772	4647
	%	38.2	52.4	30.1	50.6	46.9	43.3
Education	Total	13	127		129	136	405
	%	0.9	0.9	1.0	5.1	1.7	1.8
Humanities and Arts	Total	26	105	22	86	21	260
	%	0.9	3.9	0.9	2.1	0.9	1.7
Social Science, Business and Law	Total	377	166	112	130	171	956
	%	22.8	14.0	9.5	12.4	12.3	14.6
Sciences	Total	57	45	65		22	189
	%	4.0	2.9	1.9		1.8	2.2
Engineering, Manufacturing and Construction	Total	252	132	411	163	203	1161
	%	8.1	8.3	20.9	9.3	6.2	10.4
Agriculture	Total		11			11	22
	%		0.9			1.8	0.5
Health and Welfare	Total					21	21
	%					1.7	0.3
Services	Total	593	184	253	193	150	1374
	%	19.3	7.3	15.0	8.2	9.7	12.3
Not known or Not stated	Total	182	191	352	269	303	1298
	%	5.8	9.5	20.7	12.3	17.0	12.8
Sum	Total	2681	2111	1620	2110	1811	10333
Col %	%	100.0	100.0	100.0	100.0	100.0	100.0

Table 4.3- 58: Estimate of total number of vacant posts by occupation and cause of vacancies, and percent distribution of vacant posts by causes according to occupation

VACANT POSTS BY OCCUPATION	Causes of vacant jobs												Group Total	
	Business growth		Retirement		Employment left		Lack of qualification		Job termination		Not stated			
	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%		
Managers	276	92.1	24	7.9	.	.	0	0.0	300	100
Professionals	528	97.8	12	2.2	.	.	0	0.0	540	100
Technical and associate professionals	118	100.0	118	100
Clerical support workers	190	94.4	11	5.6	201	100
Services and sales workers	4400	91.3	120	2.5	34	0.7	90	1.9	175	3.6	0	0.0	4820	100
Craft and related trade workers	2496	93.7	.	.	86	3.2	48	1.8	35	1.3	.	.	2665	100
Plant and machine operators and assemblers	421	100.0	0	0.0	421	100
Elementary occupations	1058	92.2	.	.	45	3.9	12	1.0	22	1.9	11	1.0	1148	100
Not stated	122	100.0	122	100
Total	9609	93.0	131	1.3	164	1.6	185	1.8	233	2.3	0	11.0	10333	100

Table 4.3- 59: Percentage distribution of establishments by the major reason that influences the number of person working in it according to province.

MAJOR REASON INFLUENCING THE NUMBER OF PERSON ENGAGED IN ESTABLISHMENTS	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Increased or decreased demand	82.3	65.6	75.9	88.5	78.7	79.2
Apprenticeships	1.0	0.7	0.7	0.5	0.6	0.7
Location (move to other site, space)	2.1	3.3	2.9		1.5	1.9
Access to external financial support	4.5	6.0	4.0	1.9	3.9	4.0
Introduction of new products / services	7.4	13.1	10.3	3.8	12.1	8.9
Introduction of new technology	0.2	1.5	0.4	0.5		0.5
Other1 (specify)	2.2	9.0	5.4	4.8	3.2	4.6
Not stated	0.3	0.8	0.4			0.3
Group Total	100	100	100	100	100	100
	438	270	272	358	326	1664

Table 4.3- 60: Percentage distribution of establishments by whether their staff has some lacking skills or not, according to province

PROVINCE	Lacking skills or not			Group Total	
	Yes	No	Not stated	Row %	Count
Kigali City	74.0	25.7	0.3	100.0	438
Southern Province	79.1	20.9		100.0	270
Western Province	85.3	13.9	0.7	100.0	272
Northern Province	81.7	18.3		100.0	358
Eastern Province	75.0	24.1	0.9	100.0	326
TOTAL	78.5	21.1	0.4	100.0	1664

Table 4.3- 61: Percentage distribution of establishments by reported most lacking skills according to province

LACKING SKILLS	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Managerial skills	10.4	10.3	14.3	11.8	5.2	10.4
Technical skills	25.4	28.9	28.3	27.1	35.9	28.8
Entrepreneurial skills	14.2	17.5	16.6	15.0	17.9	16.0
Language skills	29.5	21.2	20.9	18.2	16.3	21.6
Customer care	8.8	8.9	10.7	9.8	10.2	9.6
Innovativeness / creativity	5.0	6.1	2.9	8.3	5.1	5.6
IT skills	3.9	4.1	4.6	5.3	4.7	4.5
Didactics / teaching skills		0.4		0.7	0.8	0.4
Communication skills	1.0	1.5	0.4	1.3	1.5	1.1
Other (specify)	1.9	0.9	1.3	2.6	2.4	1.9
TOTAL	100.0	100.0	100.0	100.0	100.0	100.0
	324	213	232	293	245	1307

Table 4.3- 62: Percentage distribution of establishment by reported second lacking skills according to province

SECOND LACKING SKILLS	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Managerial skills	2.0	3.8	4.0	2.2	1.4	3
Technical skills	8.5	5.7	11.3	13.4	13.6	11
Entrepreneurial skills	15.7	17.0	14.3	17.2	14.4	16
Language skills	27.0	25.2	25.3	19.7	28.6	25
Customer care	12.2	10.8	9.0	10.0	16.8	12
Innovativeness / creativity	16.0	19.1	21.7	17.9	13.6	17
IT skills	12.7	10.8	8.4	11.5	4.7	10
Didactics / teaching skills	0.8	1.3	1.5	1.3	2.3	1
Communication skills	4.3	3.1	2.5	2.6	3.7	3
Other	0.8	3.2	1.9	4.3	0.9	2
Total	100	100	100	100	100	100
	252	158	199	221	207	1037

Table 4.3- 63: Percentage distribution of establishments by reported third lacking skills according to province

THIRD LACKING SKILLS	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Managerial skills	2.0	6.4	2.4	3.7	3.2	3.4
Technical skills	6.8	6.3	6.5	5.3	5.4	6.0
Entrepreneurial skills	11.6	7.5	12.1	11.9	13.3	11.5
Language skills	17.5	15.2	17.7	9.7	11.7	14.2
Customer care	7.5	6.2	9.8	7.4	9.4	8.2
Innovativeness / creativity	21.2	22.3	18.7	23.8	26.0	22.5
IT skills	19.9	26.1	22.5	11.3	16.8	18.7
Didactics / teaching skills	3.9	3.7		1.5	3.2	2.3
Communication skills	9.6	4.9	4.0	5.2	7.1	6.2
Other (specify)		1.3	6.4	20.2	3.9	7.1
Total	100	100	100	100	100	100
	110	79	122	130	123	564

Table 4.3- 64: Percentage distribution of establishments by whether they face some challenges that limit their staff training, according to province

PROVINCE	Have challenge or not			Group Total	
	Yes	No	Not stated	Row %	Count
Kigali City	68.6	30.7	0.8	100.0	438
Southern Province	67.8	32.2		100.0	270
Western Province	79.8	19.1	1.1	100.0	272
Northern Province	77.6	21.9	0.5	100.0	358
Eastern Province	72.3	27.1	0.6	100.0	326
Group Total	73.0	26.4	0.6	100.0	1664

Table 4.3- 65: Percent distribution of establishments by reported first faced challenge that limit the training of staff according to province

MOST IMPORTANT CHALLENGES	PROVINCE					Group Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Inadequate facilities (space)	14.3	13.4	19.9	13.2	11.1	14.3
Inadequate materials	8.6	7.5	11.0	6.9	15.3	9.8
Shortage of skilled trainers	9.2	11.6	9.2	17.3	17.7	13.0
Time off for the trainees	12.0	5.9	8.8	4.5	6.1	7.7
Lack of fund	52.4	57.1	46.6	51.4	46.6	50.7
Other (specify)	3.5	4.5	4.5	6.7	3.3	4.5
Col %	100.0	100.0	100.0	100.0	100.0	100.0
Count	300	183	217	278	236	1214

Table 4.3- 66: Percentage distribution of establishments by reported second faced challenge that limit the training of staff according to province

SECOND IMPORTANT CHALLENGES	PROVINCE					Group Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Inadequate facilities (space)	13.9	18.0	11.6	16.5	5.9	13.0
Inadequate materials	31.8	24.0	29.4	27.4	30.2	28.9
Shortage of skilled trainers	13.7	25.0	20.3	23.6	21.7	20.6
Time off for the trainees	8.2	6.3	10.5	10.0	8.4	8.9
Lack of fund	30.5	24.8	24.0	21.4	33.2	26.8
Other (specify)	2.0	1.8	4.2	1.1	0.6	1.9
Col %	100.0	100.0	100.0	100.0	100.0	100.0
Count	172	110	161	176	161	779

Table 4.3- 67: Percentage distribution of establishments by reported third faced challenge that limit the training of staff according to province

THIRD IMPORTANT CHALLENGES	PROVINCE					Group Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Inadequate facilities (space)	12.5	16.3	16.0	17.0	11.8	14.8
Inadequate materials	26.7	26.9	19.5	26.3	13.1	22.3
Shortage of skilled trainers	15.5	23.1	19.4	19.4	24.9	20.2
Time off for the trainees	4.3	8.1	8.6	3.4	11.6	7.1
Lack of fund	39.4	23.9	33.3	32.8	37.3	33.7
Other (specify)	1.5	1.7	3.2	1.1	1.3	1.8
Col %	100.0	100.0	100.0	100.0	100.0	100.0
Count	76	60	91	85	73	386

Table 4.3- 68: Percentage distribution of establishments by whether they have hired TVET graduates or not, according to province

PROVINCE	Have you hired TVET graduate?			Group Total	
	Yes	No	Not stated	Row %	Count
Kigali City	25.3	73.7	1.0	100.0	438
Southern Province	17.2	82.8		100.0	270
Western Province	24.2	75.4	0.4	100.0	272
Northern Province	11.1	88.6	0.3	100.0	358
Eastern Province	19.9	80.1		100.0	326
Group Total	19.7	79.9	0.4	100.0	1664

Table 4.3- 69: percentage distribution of establishments which have ever hired TVET graduates by the perceived performance satisfaction concerning TVET graduates according to province

PROVINCE / KIGALI CITY	PERFORMANCE SATISFACTION CONCERNING TVET GRADUATES					Group Total
	Fully Satisfied	Partially satisfied	Little satisfied	Not satisfied	Not stated	
Kigali City	43.1	40.2	10.2	2.6	3.9	100
Southern	50.2	39.6	10.2			100
Western	41.1	36.9	17.6	3.0	1.4	100
Northern	52.7	40.1	4.8		2.4	100
Eastern	34.1	50.7	15.2			100
Total	43.1	41.5	12.0	1.5	1.9	100

Table 4.3- 70: Percentage distribution of establishments by whether they have hired university graduates or not, according to province

PROVINCE	Have you hired University graduates?			Group Total	
	Yes	No	Not stated	Row %	Count
Kigali City	5.5	93.2	1.3	100.0	438
Southern Province	1.9	98.1		100.0	270
Western Province	4.3	94.6	1.1	100.0	272
Northern Province	2.4	97.3	0.3	100.0	358
Eastern Province	3.6	96.4		100.0	326
Group Total	3.7	95.7	0.6	100.0	1664

Table 4.3- 71: Percentage distribution of establishments which have ever hired university graduates by the perceived performance satisfaction concerning higher institutions graduates

PROVINCE / KIGALI CITY	PERFORMANCE SATISFACTION CONCERNING HIGHER INSTITUTIONS GRADUATES					Total
	Fully Satisfied	Partially satisfied	Little satisfied	Not satisfied	Not stated	
Kigali City	45.4	25.2	3.6	6.8	19.0	100 30
Southern	60.0	40.0				100 5
Western	20.2	39.8	13.2	6.5	20.3	100 15
Northern	80.4	9.6			10.0	100 10
Eastern	25.0	58.3	16.7			100 12
Total	42.6	32.6	7.0	4.2	13.6	100 71

Table 4.3- 72: Percentage distribution of establishments by the most important suggestion to improve education and training in TVET

THE MOST IMPORTANT SUGGESTION TO IMPROVE EDUCATION AND TRAINING IN TVET	In your view, what has to be improved in the training and education in TVET					
	PROVINCE / KIGALI CITY					Total
	Kigali City	Southern	Western	Northern	Eastern	
Managerial skills	9.7	11.0	7.2	5.1	5.6	7.7
Technical skills	41.9	33.6	37.0	43.8	42.3	40.2
Entrepreneurial skills	17.6	17.4	15.2	16.9	14.9	16.5
Language skills	6.8	6.0	1.4	4.1	4.1	4.7
Customer care	2.4	1.1	2.2	1.6	3.6	2.2
Innovativeness / creativity	2.7	5.6	7.9	4.3	4.1	4.6
IT skills	2.7	1.8	3.0	2.2	2.4	2.4
Didactics / teaching skills	3.2	1.9	5.1	4.9	2.9	3.6
Communication skills		1.1	0.8	0.3	1.5	0.7
Other	13.0	20.5	20.2	17.0	18.5	17.3
Total	100	100	100	100	100	100
	438	270	272	358	326	1664

Table 4.3- 73: Percentage distribution of establishments by the second important suggestion to improve education and training in TVET

THE SECOND IMPORTANT SUGGESTION TO IMPROVE EDUCATION AND TRAINING IN TVET	PROVINCE / KIGALI CITY					Total
	Kigali City	Southern	Western	Northern	Eastern	
Managerial skills	4.0	2.4	4.1	5.9	1.5	3.7
Technical skills	8.5	13.2	12.4	6.8	11.2	10.0
Entrepreneurial skills	28.8	27.6	26.1	27.3	23.7	26.9
Language skills	19.6	16.4	14.9	11.3	18.2	16.4
Customer care	9.7	11.4	2.4	7.4	10.2	8.4
Innovativeness / creativity	13.8	12.2	23.1	16.8	24.5	17.7
IT skills	10.9	13.7	8.2	15.1	7.7	11.2
Didactics / teaching skills	1.8	1.3	2.9	1.4	1.5	1.8
Communication skills	2.9	0.6	2.9		1.0	1.6
Other		1.2	2.9	8.0	0.5	2.4
Total	100	100	100	100	100	100
	289	166	167	213	191	1025

Table 4.3- 74: Percentage distribution of establishments according by the third important suggestion to improve education and training in TVET

THE THIRD IMPORTANT SUGGESTION TO IMPROVE EDUCATION AND TRAINING IN TVET	PROVINCE / KIGALI CITY					Total
	Kigali City	Southern	Western	Northern	Eastern	
Managerial skills	2.2	7.6	3.0	2.5	4.6	3.7
Technical skills	6.9	5.4	4.9	4.3	2.8	5.0
Entrepreneurial skills	13.2	17.0	14.9	12.7	7.5	13.0
Language skills	13.6	9.8	14.8	14.3	19.7	14.5
Customer care	9.9	10.5	7.0	6.8	18.6	10.5
Innovativeness / creativity	19.7	19.3	18.0	14.4	13.2	17.1
IT skills	21.0	15.4	25.6	18.5	24.3	21.0
Didactics / teaching skills	5.0	6.5	1.9	3.4	3.7	4.1
Communication skills	6.3	8.5	4.0	6.8	5.6	6.2
Other	2.1		5.8	16.4		4.9
Total	100	100	100	100	100	100
	153	92	100	115	103	563

Table 4.3- 75: Percentage distribution of by the most important suggestion to improve education in higher institutions

THE MOST IMPORTANT SUGGESTION TO IMPROVE EDUCATION IN HIGHER INSTITUTIONS	PROVINCE / KIGALI CITY					Total
	Kigali City	Southern	Western	Northern	Eastern	
Managerial skills	11.6	10.0	15.6	12.6	10.7	12.0
Technical skills	15.5	15.7	9.1	13.5	23.4	15.6
Entrepreneurial skills	20.5	16.8	19.0	15.5	13.7	17.2
Language skills	5.4	5.5	9.8	4.0	6.8	6.1
Customer care	3.4	3.6	2.2	4.8	4.2	3.7
Innovativeness / creativity	12.4	7.9	8.7	6.3	7.7	8.8
IT skills	7.3	6.2	4.4	8.4	4.7	6.4
Didactics / teaching skills	2.6	4.1	0.7	5.1	2.0	3.0
Communication skills	1.4	0.4	0.4	2.1	0.6	1.1
Other	15.6	23.7	25.0	22.3	22.0	21.1
Not stated	4.3	6.0	5.1	5.4	4.1	4.9
Total	100	100	100	100	100	100
	43874	270	272	358	326	1664

Table 4.3- 76 : Percentage distribution of establishments by the second important suggestion to improve education in higher institutions

THE SECOND IMPORTANT SUGGESTION TO IMPROVE EDUCATION IN HIGHER INSTITUTIONS	PROVINCE / KIGALI CITY					Total
	Kigali City	Sothern	Western	Northern	Eastern	
Managerial skills	3.6	8.0	7.0	6.9	4.9	5.8
Technical skills	6.1	4.6	11.7	5.9	12.5	7.9
Entrepreneurial skills	18.8	20.2	16.6	16.0	16.3	17.6
Language skills	16.7	16.0	13.2	13.4	18.4	15.7
Customer care	14.4	11.6	2.8	11.3	9.8	10.6
Innovativeness / creativity	13.4	20.2	24.1	10.7	16.6	16.3
IT skills	15.5	11.3	11.7	17.0	13.7	14.2
Didactics / teaching skills	7.0	4.7	6.2	6.4	5.5	6.1
Communication skills	4.1	2.0	2.1	1.1	1.1	2.3
Other	0.4	1.3	4.7	11.4	1.1	3.6
Total	100	100	100	100	100	100
	263	149	143	182	177	915

Table 4.3- 77: Percentage distribution of establishments by the third important suggestion to improve education in higher institutions

THE THIRD IMPORTANT SUGGESTION TO IMPROVE EDUCATION IN HIGHER INSTITUTIONS	PROVINCE / KIGALI CITY					Total
	Kigali City	Southern	Western	Northern	Eastern	
Managerial skills	1.6	8.0	3.9	3.8	3.2	3.7
Technical skills	9.8	3.9	7.7	6.7	6.5	7.3
Entrepreneurial skills	10.7	4.0	7.8	12.5	12.1	9.8
Language skills	13.2	9.3	10.2	12.4	17.4	12.7
Customer care	13.1	6.5	2.5	7.6	6.5	8.0
Innovativeness / creativity	15.4	19.0	24.5	13.3	18.9	17.6
IT skills	20.2	25.2	25.5	14.4	18.7	20.3
Didactics / teaching skills	6.8	14.9	7.7	6.7	8.9	8.6
Communication skills	7.6	7.8	2.7	3.9	7.7	6.1
Other	1.5	1.4	7.6	18.5		5.8
Total	100	100	100	100	100	100
	140	75	77	101	87	480

Table 4.3- 78: Percentage distribution of establishments by whether they have an industrial attachment/apprenticeship program

PROVINCE	Yes	Yes	No	Total	
	(institutionalized)	(occasionally/informal)			
Kigali City	2.4	8.3	89.3	100	438
Southern	2.2	8.0	89.8	100	270
Western	2.6	4.4	93.1	100	272
Northern	4.0	7.4	88.6	100	358
Eastern	1.2	10.6	88.2	100	326
Total	2.5	7.9	89.6	100	1664

Table 4.3- 79: Estimate of total number of annually interns by gender, according to province.

PROVINCE	TOTAL NUMBER OF ANNUALLY INTERNS BY GENDER		
	Male	Female	Total
Kigali City	675	592	1267
Southern	1112	775	1887
Western	610	453	1063
Northern	996	1044	2040
Eastern	937	750	1688
Total	4330	3614	7944

Table 4.3- 80: Estimate of total number of hired interns by gender in 2009

PROVINCE	TOTAL NUMBER OF HIRED BY GENDER IN 2009		Total
	Male	Female	
Kigali City	93	34	127
Southern	87	0	87
Western	141	34	175
Northern	172	43	215
Eastern	138	43	181
Total	632	154	786

Table 4.3- 81 Estimate of total number of hired interns by gender in 2010.

PROVINCE	TOTAL NUMBER OF HIRED BY GENDER IN 2010		Total
	Male	Female	
Kigali City	146	45	191
Southern	74	22	97
Western	131	44	175
Northern	153	54	206
Eastern	138	43	182
Total	642	210	851

Table 4.3- 82 Estimate of total number of hired interns by gender in 2011

PROVINCE	TOTAL NUMBER OF HIRED BY GENDER IN 2011		Total
	Male	Female	
Kigali City	93	137	230
Southern	76	0	76
Western	35	22	57
Northern	131	54	185
Eastern	278	43	321
Total	612	257	869

Table 4.3- 83: Percentage distribution of establishments by the length of internship, according to province

LENGTH OF INTERNSHIP	PROVINCE / KIGALI CITY					Total
	Kigali City	Southern	Western	Northern	Eastern	
Less than a month	2.2	10.9		4.8	7.5	5.1
1-	13.6	17.2	5.6	16.7	7.7	12.7
2-	13.6	17.2	26.5	14.3	10.0	14.9
3-	15.5	18.2	31.6	9.6	25.0	18.4
4-	9.1	11.0			12.5	7.0
6+	22.3	10.9	31.4	50.1	32.5	30.3
Not stated	23.7	14.6	5.0	4.6	4.9	11.5
Total	100	100	100	100	100	100
	47	27	19	41	38	172

Table 4.3- 84: Percentage distribution of establishments that don't host interns by the most reason they don't do it, according to province

THE MOST REASON THEY DON'T HOST INTERNS	PROVINCE / KIGALI CITY					Total
	Kigali City	Southern	Western	Northern	Eastern	
No need	60.5	65.9	48.1	60.1	57.2	58.6
No capacities	16.1	10.7	24.5	13.1	21.2	17.0
Too cumbersome	4.2	3.7	3.5	2.4	7.4	4.2
No appropriate candidates	16.1	17.2	18.4	20.4	12.9	17.0
Candidates want to be paid	0.6		0.4	0.9		0.4
Too small	2.2	1.7	4.3	2.1	1.4	2.3
Not stated	0.3	0.8	0.8	0.9		0.5
Total	100	100	100	100	100	100
	391	242	253	318	288	1492

Table 4.3- 85: Percentage distribution of establishments that don't host interns by the second reason they don't do it, according to province.

THE SECOND REASON THEY DON'T HOST INTERNS	PROVINCE / KIGALI CITY					Total
	Kigali City	Southern	Western	Northern	Eastern	
No need	11.9	17.8	9.4	16.8	7.2	12.3
No capacities	26.7	32.2	38.7	25.5	31.9	30.9
Too cumbersome	26.2	17.5	18.8	28.2	30.5	24.6
No appropriate candidates	30.1	30.4	16.0	9.9	24.8	21.6
Candidates want to be paid	1.5	1.0	4.0	0.7		1.5
Too small	3.6	1.1	13.2	18.9	5.7	9.1
Total	100	100	100	100	100	100
	144	97	148	144	136	669

Table 4.3- 86 Percentage distribution of establishments that don't host interns by the third reason they don't do it, according to province

THE THIRD REASON THEY DON'T HOST INTERNS	PROVINCE / KIGALI CITY					Total
	Kigali City	Southern	Western	Northern	Eastern	
No need	19.2		7.6		14.5	6.9
No capacities	17.8	13.3	4.7	15.8	14.1	12.4
Too cumbersome	14.9	29.5	23.3	12.0	21.3	19.2
No appropriate candidates	41.1	47.2	26.2	17.2	40.6	30.3
Candidates want to be paid	7.1	6.6	9.4	6.5	2.4	6.7
Too small		3.4	28.9	48.4	7.0	24.5
Total	100	100	100	100	100	100
	29	30	64	73	40	236

Section E. Capital/Revenues

Table 4.3- 87: Percentage distribution of establishments by major source of start-up capital

MAJOR SOURCE OF START-UP CAPITAL FOR A BUSINESS	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Own saving	68.7	56.5	69.1	67.1	65.8	65.9
Loans from friends/relatives	6.9	6.7	6.2	3.8	5.6	5.8
Contributions from others	0.7	3.0	0.7	1.6	2.4	1.6
Loans from commercial banks	12.7	14.8	6.2	11.1	12.6	11.6
Informal money lenders	0.2		0.7			0.2
Government lending agencies	0.5	1.1	0.3	0.5	0.6	0.6
Micro finance institutions	1.0	2.3	1.8	2.4	4.7	2.4
Public share issuing	2.9	9.2	3.7	6.2	3.5	4.9
Inheritance	2.1	1.1	5.8	2.7	1.5	2.5
Other (specify)	2.7	2.6	4.3	3.5	2.4	3.1
Don't know	1.2	2.3	1.1	0.8	0.9	1.2
Not stated	0.3	0.4		0.3		0.2
Group Total	100	100	100	100	100	100
	438	270	272	358	326	1664

Table 4.3- 88: Percentage distribution of establishments which started with owners' savings - by source of saved capital

OWNER'S SAVING BY THE MAJOR SOURCE OF SAVED CAPITAL	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Previous employment public sector	9.3	7.1	6.9	8.7	7.2	8.0
Previous employment in private sector	48.5	22.4	30.7	18.2	19.3	29.4
Sale of farm products	29.9	60.0	49.3	65.2	65.4	52.1
Sale of assets (cattle, property)	9.9	7.8	11.0	6.0	5.0	8.0
Other (specify)	1.7	2.0	2.2	2.0	3.2	2.2
Not stated	0.8	0.7				0.3
Group Total	100	100	100	100	100	100
	301	152	188	241	215	1096

Table 4.3- 89 Percentage distribution of establishments by whether the owners have applied for a loan or not

PROVINCE	Have you ever applied for a loan from a bank or another financial institution?			Group Total	
	Yes	No	Not stated		
Kigali City	47.7	51.5	0.7	100	438
Southern Province	50.1	49.9		100	270
Western Province	43.0	57.0		100	272
Northern Province	44.7	55.3		100	358
Eastern Province	52.4	47.6		100	326
Total	47.6	52.2	0.2	100	1664

Table 4.3- 90 Percentage of establishments which have never applied for a loan by the reason

REASON FOR NOT APPLYING FOR A LOAN	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
No need	45.2	34.3	40.4	47.8	51.0	44.2
No guarantee	43.5	39.2	54.6	34.2	36.6	41.5
Long procedures	31.8	46.9	47.9	31.7	40.3	38.5
High interest rate	32.0	29.0	31.3	26.4	33.5	30.4
Lack of information	10.6	11.7	22.2	11.6	26.1	15.9
Fear of risks	31.8	33.7	42.1	40.1	42.8	37.8
Other(specify)	2.0	1.5	3.1	1.0	3.8	2.2
Total	226	135	155	198	155	869

Table 4.3- 91: Percentage distribution of establishments whose owners applied for a loan by whether they received it or not

PROVINCE	Have you received a loan from a bank or		Group Total	
	Yes	No		
Kigali City	89.0	11.0	100	212
Southern Province	85.3	14.7	100	135
Western Province	86.4	13.6	100	117
Northern Province	89.1	10.9	100	160
Eastern Province	86.9	13.1	100	171
Total	87.5	12.5	100	795

Table 4.3- 92 Percentage distribution of establishments whose owners did not receive the loan they had applied for, by reason

REASON FOR NOT RECEIVING THE LOAN APPLIED FOR	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Poor/No business plan	8.6	9.9	6.2	16.3	21.8	12.8
No guarantee/Insufficient guarantee	13.9	24.9	31.2	22.4	8.9	19.2
Lack of start-up fund	8.9	5.1	6.1		4.2	5.0
No feedback from the bank	50.8	29.6	43.9	44.7	51.9	44.6
Other	17.7	15.4	12.6	16.7	13.2	15.2
Not stated		15.2				3.0
Group Total	100	100	100	100	100	100
	23	20	16	17	22	99

Table 4.3- 93: Percentage distribution of establishments by annual gross income in 2010

ANNUALLY GROSS INCOME IN 2010	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Less than 100000	4.7	7.1	11.5	8.4	10.3	8.1
100000-	27.6	43.7	43.9	45.0	44.4	39.9
600000-	17.6	5.6	14.3	15.4	12.7	13.7
1100000-	6.4	2.3	4.0	5.7	1.2	4.2
1600000-	4.6	1.9	0.4	2.7	2.4	2.6
2100000-	1.2	1.1	1.4	0.5	0.6	1.0
2600000-	0.9	2.6	1.1	0.8	0.6	1.1
3100000-	0.2			0.8		0.2
3600000-	1.2	0.4	0.4		0.3	0.5
4100000-	0.2		0.7			0.2
4600000+	4.8	1.9	1.1	2.4	0.9	2.4
Not stated	30.6	33.4	21.1	18.4	26.6	26.1
Group Total	100	100	100	100	100	100
	438	270	272	358	326	1664

Table 4.3- 94 Average annual gross income (in 000) in 2010 by economic activity

ECONOMIC ACTIVITY	ANNUAL GROSS INCOME (in 000) BY PROVINCE					Group Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Agriculture, forestry and fishing		1805	8232	50		5327
Mining and quarrying			1356			1356
Manufacturing	1166	1221	1141	983	394	1018
Electricity, gas, steam and air conditioning supply						
Water supply, sewage, waste management and remediation activities		40				40
Wholesale and retail trade; repair of motor vehicle and Moto	1547	671	630	883	591	984
Transportation and storage	659	131	514	140		396
Accommodation and food service activities	1742	758	483	629	547	754
Information and communication	3087		1200			2722
Financial and insurance activities		360				360
Professional scientific and technical activities	918	295	529	635	281	553
Administrative and support service activities	885	2500	762	649	1047	987
Education		500	500	200	500	430
Human health and social work activities			60		3000	1526
Other services activities	652	332	358	534	426	486
Activities of households as employers; undifferentiated good					366	366
Activities of extraterritorial organization and bodies						
Not stated	269	1036	990	224	30	495
Total	1389	749	748	750	532	865

Section F. Expenditure – Sourcing of required staff / Hiring of Non-Nationals

Table 4.3- 95 : Estimation of total number of employees, total and mean expenditure in September 2011, by type of expenditure

TYPE OF EXPENDITURE	Number of Permanent employees in thousands	Total Expenditure in millions	Mean expenditure per establishment in thousands
Wage and salaries including overtime pay	42.4	1067.0	61.1
Bonus	3.5	14.2	0.8
Allowances	4.2	29.9	1.7
Social security contribution	2.7	6.0	0.3
Training	2.1	0.2	0.0
Other expenditures	4.2	30.0	1.7
Total	-	1147.3	63.5

Table 4.3- 96: Mean expenditure on labour for permanent employees in September 2011, by type of expenditure

TYPE OF EXPENDITURE	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Wages and salaries	82136	72906	52860	53552	38573	61076
Amount paid of bonus	330	2047	964	90	1133	819
Amount paid of allowances	2778	647	2033	1780	980	1727
Amount paid of social security contribution	876	297	371	2	84	349
Amount paid for training contribution	0	0	0	26	15	9
Amount paid for other	2794	1908	731	897	1885	1730
Total Expenditure on Permanents employees	109772	104682	67969	64236	54518	80834

Table 4.3- 97: Mean expenditure on labour for permanent employees in September 2011, by type economic activity

ECONOMIC ACTIVITY	EXPENDITURES ON LABOUR FOR PERMENENT EMPLOYEEES						Total Expenditure to Permanents
	Wages and salaries	Bonus	allowances	social security contribution	Training	other benefits	
Agriculture, forestry and fishing	41314	584	23464	0	0	4169	78384
Mining and quarrying	1175000	0	0	0	0	0	1175000
Manufacturing	109141	2242	2251	479	0	1521	120966
Electricity, gas, steam and air conditioning supply	50000	0	0	0	0	0	50000
Water supply, sewage, waste management and remediation activities	93213	0	0	0	0	0	93213
Wholesale and retail trade; repair of motor vehicle and Moto	38880	267	1101	65	14	2267	61453
Transportation and storage	58798	0	0	0	0	0	73232
Accommodation and food service activities	39758	358	1906	898	12	1016	51789
Information and communication	65267	0	0	0	0	0	74961
Financial and insurance activities	35000	0	0	0	0	6000	41000
Professional scientific and technical activities	88599	3740	1790	0	0	3913	109315
Administrative and support service activities	509941	11418	15799	530	0	0	537689
Education	219664	0	0	0	0	0	219664
Human health and social work activities	66355	0	0	0	0	0	66355
Other services activities	82773	675	958	0	0	1274	89393
Activities of households as employers; undifferentiated good	8724	0	0	0	0	0	26000
Activities of extraterritorial organization and bodies	8000	0	133200	0	0	0	141200
Not stated	45656	0	460	2346	0	196	66801
Total	61076	819	1727	349	9	1730	80834

Table 4.3- 98: Mean expenditure on labour for temporary/casual employees in September 2011 by type of expenditure

EXPENDITURES ON LABOUR FOR TEMPORALLY/CASUAL EMPLOYEES	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Wages and salaries	1197	7883	4743	3270	1430	3365
Bonus	0	0	349	0	2	57
allowances	0	83	0	157	0	48
social security contribution	0	0	0	0	0	0
training	0	0	0	0	0	0
other benefits	0	0	58	1122	1	257
Labor expenditure on temporally	1194	7966	5131	4540	1429	3717

Table 4.3- 99: Establishment mean expenditures on labour for temporary/casual employees as of September 2011 by type of expenditure and economic activity

ECONOMIC ACTIVITY	EXPENDITURES ON LABOUR FOR TEMPORALLY/CASUAL EMPLOYEES						
	Wage and salaries	Bonus	allowances	Social security contribution	Training	Other benefits	Labor expenditure on temporary employees
Agriculture, forestry and fishing	8272	0	0	0	0	0	8272
Mining and quarrying	0	0	0	0	0	0	0
Manufacturing	13288	469	127	0	0	231	16168
Electricity, gas, steam and air conditioning supply	0	0	0	0	0	0	0
Water supply, sewage, waste management and	71103	0	0	0	0	0	71103
Wholesale and retail trade; repair of motor vehicle	1862	0	0	0	0	0	1854
Transportation and storage	0	0	0	0	0	0	0
Accommodation and food service activities	2137	26	0	0	0	36	2199
Information and communication	0	0	0	0	0	0	0
Financial and insurance activities	12000	0	0	0	0	0	12000
Professional scientific and technical activities	2940	0	0	0	0	0	2898
Administrative and support service activities	12057	0	3743	0	0	0	15799
Education	0	0	0	0	0	0	0
Human health and social work activities	0	0	0	0	0	0	0
Other services activities	1621	0	0	0	0	0	1621
Activities of households as employers;	0	0	0	0	0	0	0
Activities of extraterritorial organization and	0	0	0	0	0	0	0
Not stated	2789	0	0	0	0	0	2789
Total	3365	57	48	0	0	257	3717

Table 4.3- 100: Percentage distribution of establishment by whether any of their products can be exported to EAC or the World Market

PROVINCE	Can any of your products (good or service) be exported to EAC or Word market?			Group Total	
	Yes	No	Not stated		
Kigali City	13.0	87.0	0.5	100	438
Southern Province	10.0	90.0		100	270
Western Province	4.8	95.2		100	272
Northern Province	3.5	96.5		100	358
Eastern Province	4.4	95.6		100	326
Total	7.5	92.5	0.1	100	1664

Table 4.3- 101: Percentage distribution of establishments whose products are exportable and which have exported them during 2011.

PROVINCE	Exportation in 2011		Group Total	
	Yes	No	Row %	Count
Kigali City	12.6	87.4	100.0	57
Southern Province	14.4	85.6	100.0	27
Western Province	38.2	61.8	100.0	13
Northern Province	23.2	76.8	100.0	13
Eastern Province	26.8	73.2	100.0	14
Group Total	18.4	81.6	100.0	124

Table 4.3- 102 : Percentage of establishments which reported that they have exported their products during 2011 by the location of the destination market, according to Province

Location of the market	PROVINCE / KIGALI CITY					Group Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
YES to EAC market	100.0	100.0	39.8	66.7	100.0	82.6
YES to Other African market	14.1	74.0	39.8	33.7	24.6	34.2
YES, outside of Africa	14.1	23.5	20.4	67.0		21.5
Total	7	4	5	3	4	23

Table 4.3- 103: Percentage distribution of establishments whose products are exportable and which have exported them before 2011

PROVINCE	Exportation before 2011		Group Total	
	Yes	No	Row %	Count
Kigali City	7.4	92.6	100.0	57
Southern Province	3.7	96.3	100.0	27
Western Province	38.1	61.9	100.0	13
Northern Province	15.5	84.5	100.0	13
Eastern Province	20.0	80.0	100.0	14
Group Total	12.1	87.9	100.0	124

Table 4.3- 104: Percentage of establishments which reported that they have exported their products before 2011 by the location of the destination market, according to Province

Location of the market	PROVINCE / KIGALI CITY					Group Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
YES to EAC market	100.0	100.0	39.6	50.3	67.7	67.4
YES to Other African market	24.1	100.0	39.9	50.3	32.3	39.4
YES, outside of Africa	24.1		40.5	100.0		33.2
Total	4	1	5	2	3	15

Table 4.3- 105: Percentage distribution of establishments whose products are exportable and which have a plan to export them in the future.

PROVINCE	Exportation in the future		Group Total	
	Yes	No	Row %	Count
Kigali City	35.1	64.9	100.0	57
Southern Province	40.7	59.3	100.0	27
Western Province	61.5	38.5	100.0	13
Northern Province	61.4	38.6	100.0	13
Eastern Province	40.4	59.6	100.0	14
Group Total	42.4	57.6	100.0	124

Table 4.3- 106: Percentage of establishments which reported that they have a plan to export their products in the future by the location of the destination market, according to Province

Location of the market	PROVINCE / KIGALI CITY					Group Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
YES to EAC market	100.0	100.0	62.6	87.3	100.0	92.4
YES to Other African market	41.8	44.3	24.7	50.7	66.6	43.8
YES, outside of Africa	26.1	25.8	25.1	50.7	50.0	32.2
Total	20	11	8	8	6	52

Table 4.3- 107: Percentage distribution of establishments by their major source of funding

MAJOR SOURCE OF FUNDING	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
(International.)Donors	0.7	0.8	0.8	0.5	0.3	1
Shareholders	0.2	0.8	0.4		0.6	0
Financial Institutions	1.3	2.2	2.6	2.4	2.1	2
Faith-based organizations/charities	0.2	0.7	0.4		0.3	0
Payments by beneficiaries	5.9	4.9	10.5	14.6	3.8	8
Selling of output / services	89.7	88.0	83.5	81.1	91.7	87
Membership contribution fees	0.7	2.3		0.8	0.3	1
Others (specify)	0.5		1.5	0.5	0.9	1
Not stated	0.8	0.4	0.3			0
Group Total	100	100	100	100	100	100
	438	270	272	358	326	1664

Table 4.3- 108: Percentage distribution of establishments by the means of sourcing personnel for vacant posts according to the category of staff (For establishments hiring indicated staff category)

Means of sourcing personnel for vacant posts	Staff category					
	Low skilled			High and middle skilled		
	First priority	Second priority	Third priority	First priority	Second priority	Third priority
Media advertisements	0.7	0.9		0.6	1.2	
Own webpage/ Internet	0.2			0.1		
Job agents / bureaus	0.3			0.1		
Friends/relatives	76.8	18.4		0.1	4.9	1.2
Training institution	0.6	4.3		13.6	2.3	1.4
Other(specify)	19.5	76.4	70.0	0.4	91.6	97.4
Not stated	1.9					
Total	100	100	100	100	100	100
	1664	115	70	246	86	76

Table 4.3- 109: Percentage distribution of establishments by whether they envisage hiring non-nationals or not

PROVINCE	Do you currently envisage hiring non-nationals?			Group Total	
	Yes	No	Not stated		
Kigali City	11.8	86.9	1.2	100	438
Southern Province	9.3	89.9	0.8	100	270
Western Province	7.6	92.0	0.4	100	272
Northern Province	6.0	93.5	0.5	100	358
Eastern Province	7.8	91.9	0.3	100	326
Total	8.7	90.6	0.7	100	1664

Table 4.3- 110: Percentage distribution of establishments which envisage hiring non-national by the reason

REASON OF HIRING NON-NATIONALS	FIRST PRIORITY	SECOND PRIORITY	THIRD PRIORITY
Cheaper	6.9	3.8	32.0
Better qualified	56.7	21.8	10.2
Productive	29.5	66.7	10.1
Other	5.6	7.7	47.7
Not stated	1.4		
Total	100	100	100
	144	78	10

Table 4.3- 111: Percentage distribution of establishments which envisage hiring non-national by their nationality, according to the first, second and third important preferred nationality

NATIONALITY	FIRST IMORTANT	SECOND IMPORTANT	THIRD IMPORTANT
EAC	67.1	18.5	
Other African	16.5	65.9	
Europe	1.3	6.8	20.6
Americas	0.7	4.3	39.7
Asia	0.7		
Any where	10.8	4.6	39.7
Not stated	2.8		
Total	100	100	100
	144	44	5

Table 4.3- 112: Percentage distribution of establishment which do not envisage to hire non-nationals by the first important reason

FIRST PRIORITY REASON FOR NOT HIRING NON-NATIONALS	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
No need	64.9	71.3	59.8	61.0	64.5	64
Regulations	0.5	1.9	1.4	1.6	0.9	1
Not acquainted with Rwanda	3.1	2.5	2.5	4.1	5.1	4
Language problems	8.9	5.5	8.0	12.2	9.1	9
Problems of sourcing / hiring	2.5	2.2	7.2	2.2	2.1	3
Cultural problems	1.3	0.7	0.4	2.2	1.8	1
Other (specify)	6.6	6.7	13.8	11.9	8.2	9
Not stated	12.1	9.3	6.9	4.9	8.3	9
Group Total	100	100	100	100	100	100
	438	270	272	358	326	1664

Table 4.3- 113: Percentage distribution of establishment which do not envisage to hire non-nationals by the second important reason

SECOND PRIORITY REASON FOR NOT HIRING NON-NATIONALS	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
No need	1.0	5.7	4.1	2.8	7.8	4.1
Regulations	1.9	9.6	4.1		0.8	2.6
Not acquainted with Rwanda	18.7	9.6	11.4	19.9	14.9	15.5
Language problems	31.7	27.9	25.7	24.6	33.0	28.5
Problems of sourcing / hiring	10.2	5.5	8.2	4.3	10.1	7.8
Cultural problems	24.6	12.5	11.5	17.0	20.2	17.5
Other (specify)	11.9	29.3	35.0	31.5	13.2	24.0
Group Total	100	100	100	100	100	100
	118	71	120	137	124	570

Table 4.3- 114: Percentage distribution of establishment which do not envisage to hire non-nationals by the third important reason

THIRD PRIORITY REASON FOR NOT HIRING NON-NATIONALS	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
No need	12.1		5.0	3.9	9.4	5.7
Regulations		5.1	1.6	1.4		1.4
Not acquainted with Rwanda	11.5	24.3	5.0	8.1	11.9	9.8
Language problems	10.4	35.1	11.9	9.4	19.1	14.4
Problems of sourcing / hiring	5.2	10.3	6.6	5.4	2.4	5.6
Cultural problems	55.4	20.1	20.4	17.6	38.3	26.1
Other (specify)	5.5	5.1	49.5	54.1	18.9	37.0
Group Total	100	100	100	100	100	100
	19	20	59	72	41	211

Section G. Membership to Employees Organizations

Table 4.3- 115: Percentage distribution of establishments by whether they are member of any organisation / association

PROVINCE	Is your institution a member of any organization/association?		Group Total	
	Yes	No	Total	
Kigali City	10.8	89.2	100.0	438
Southern Province	11.9	88.1	100.0	270
Western Province	14.6	85.4	100.0	272
Northern Province	10.8	89.2	100.0	358
Eastern Province	8.2	91.8	100.0	326
Total	11.1	88.9	100.0	1664

Table 4.3- 116: Percentage distribution of establishments which are member of some organizations by whether they have received any cooperation or assistance from them

PROVINCE	Have you Received any cooperation from the organization?			Group Total	
	Yes	No	Not stated		
Kigali City	31.0	69.0		100	47
Southern Province	25.2	74.8		100	32
Western Province	30.1	69.9		100	40
Northern Province	20.0	75.1	4.8	100	39
Eastern Province	32.2	67.8		100	27
Total	27.7	71.3	1.0	100	185

Section H. Employment Working Conditions

Table 4.3- 117: Percentage distribution of establishments by the type of contract with their employees

PROVINCE	TYPE OF CONTRACT WITH EMPLOYEES					Group Total	
	Written	Oral	No contract	Not Applicable	Not stated		
Kigali City	5.9	62.8	29.4	1.9		100	438
Southern Province	9.0	46.2	37.7	7.1		100	270
Western Province	13.3	43.9	33.3	9.1	0.4	100	272
Northern Province	9.2	58.9	30.5	1.3		100	358
Eastern Province	7.7	53.1	38.3	0.9		100	326
Total	8.7	54.3	33.4	3.6	0.1	100	1664

Table 4.3- 118: Percentage of establishments by benefits provided to employees

BENEFIT PROVIDED TO EMPLOYEES	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Sick leave	80.8	72.9	79.3	77.5	80.4	78.5
Paid annually leave	29.5	20.7	23.9	22.0	21.6	24.0
Maternity leave	36.7	44.5	42.5	42.9	44.7	41.8
Paternity leave	25.4	27.9	34.6	23.7	24.6	26.8
Social security	3.4	1.5	3.7	0.6	2.4	2.3
Dismissal payments	4.4	4.4	4.4	2.9	3.5	3.9
Total	438	270	272	358	326	1664

Section I. HIV/AIDS Policy at Workplace

Table 4.3- 119: Percentage distribution of establishments by whether they have a HIV/AIDS workplace policy

PROVINCE	Do you have an HIV and AIDS workplace Policy in place?		Group Total	
	Yes	No		
Kigali City	29.4	70.6	100	438
Southern Province	34.7	65.3	100	270
Western Province	38.5	61.5	100	272
Northern Province	34.1	65.9	100	358
Eastern Province	37.2	62.8	100	326
Total	34.3	65.7	100	1664

Table 4.3- 120: Percentage of establishment which have an HIV/AIDS workplace policy by the content of the policy

CONTENT OF HIV/AIDS WORKPLACE POLICY	PROVINCE / KIGALI CITY					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
VCT services	97.5	93.8	96.2	97.7	97.6	96.7
Free ARVs for workers who are HIV+	1.6	4.3	2.9	3.9	5.5	3.6
Free condom distribution for workers	9.6	17.1	17.1	11.9	10.4	12.9
Free food rations for workers who are HIV+	0.8	5.4	1.0	3.2	5.5	3.1
Workers' rights	52.0	57.1	47.3	62.8	44.7	52.7
Total	129	93	104	122	121	570

Section J. Challenges of Business Expansion

Table 4.3- 121: Percentage distribution of establishments by whether they have some challenges that affect their operations/growth or not, according to province

PROVINCE	Do you have any challenge that affects the operations of your establishment?		Group Total	
	Yes	No	Row %	Count
Kigali City	94.4	5.6	100.0	438
Southern Province	94.0	6.0	100.0	270
Western Province	97.8	2.2	100.0	272
Northern Province	98.4	1.6	100.0	358
Eastern Province	97.1	2.9	100.0	326
Group Total	96.3	3.7	100.0	1664

Table 4.3- 122 Percentage distribution of establishments by the reported most important difficulty affecting their operations/growth

MOST IMPORTANT DIFFICULTY AFFECTING OPERATIONS	PROVINCE					Group Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Lack of customers/marketing	47.3	45.6	46.1	48.7	44.8	46.6
Non-payment of debts	6.2	6.0	10.5	6.5	6.7	7.0
Access to finance	16.1	19.9	16.2	13.0	25.1	17.8
Lack of management skills	1.0	1.6	1.8	1.1	1.2	1.3
Lack of capital equipment	1.8	3.5	1.5	2.2	1.8	2.1
Lack of skilled personnel	1.5	0.8	0.8	1.9	0.6	1.2
High taxes and license fees	11.3	7.6	7.1	6.8	3.7	7.5
Lack of raw materials/irregular supply	2.1	1.2	1.1	1.4	1.2	1.5
Lack of space/land	4.2	1.5	2.6	1.7	1.8	2.5
No new technology		0.4	0.4	0.8		0.3
Difficulties with existing regulations, law ...	0.2	0.4	0.8	2.5	2.8	1.3
Increased competition	1.8	1.6	2.6	1.4	0.6	1.6
Access to energy	1.3	6.3	3.3	8.4	5.2	4.8
Cost of energy	0.5	0.4		0.3	1.2	0.5
Crime/safety	0.2		0.7	0.3	0.3	0.3
Customs and trade regulations		0.4	0.4		0.3	0.2
Poor transport system	0.5		0.7	1.3	0.3	0.6
Transport cost	1.1	0.4	1.5	0.8	1.2	1.0
High labour turnover	0.3				0.3	0.1
Corruption			0.4			0.1
Other (specify)	2.6	2.4	1.5	0.8	0.9	1.7
Col %	100.0	100.0	100.0	100.0	100.0	100.0
Count	414	253	266	352	316	1602

Table 4.3- 123 Percentage distribution of establishments by the reported second important difficulty affecting their operations/growth

SECOND PRIORITY DIFFICULTIES AFFECTING OPERATION/GROWH	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Lack of customers/marketing	13.1	11.4	11.5	13.4	12.3	12.5
Non-payment of debts	16.6	19.6	17.1	24.7	21.7	20.0
Access to finance	17.9	19.6	11.9	13.7	17.4	16.1
Lack of management skills	1.8	2.2	3.4	2.7	3.4	2.7
Lack of capital equipment	5.7	9.0	5.9	4.0	7.7	6.3
Lack of skilled personnel	1.2	2.3	2.1	1.2	2.7	1.8
High taxes and license fees	15.8	9.7	15.3	12.4	10.0	12.8
Lack of raw materials/irregular supply	1.7	3.1	1.6	5.2	2.0	2.8
Lack of space/land	7.1	6.3	5.0	2.4	2.3	4.6
No new technology	1.9	1.4	1.2	2.1	1.3	1.6
Difficulties with existing regulations, law	3.0		1.7	1.5	0.6	1.5
Increased competition	6.0	3.2	5.0	1.8	1.7	3.6
Access to energy	1.1	7.7	5.9	7.8	11.1	6.5
Cost of energy	0.3		0.4	0.6	1.0	0.5
Crime/safety	0.6			0.6	1.0	0.5
Customs and trade regulations	0.3	0.4		0.3		0.2
Poor transport system	0.6	1.9	2.1	2.1	0.7	1.4
Transport cost	1.2	1.3	2.9	0.3	2.0	1.5
High labor turnover	0.8		0.4	0.6		0.4
Corruption			0.4			0.1
Other (specify)	3.3	0.9	6.0	2.4	1.0	2.7
Group Total	100	100	100	100	100	100
	357	221	233	319	289	1419

Table 4.3- 124 Percentage distribution of establishments by the reported third important difficulty affecting their operations/growth

THIRD PRIORITY DIFFICULTIES AFFECTING OPERATION/GROWTH	PROVINCE					Total
	Kigali City	Southern Province	Western Province	Northern Province	Eastern Province	
Lack of customers/marketing	5.9	6.5	4.0	10.1	5.3	6.4
Non-payment of debts	5.4	7.8	6.7	9.1	3.4	6.3
Access to finance	13.1	14.7	10.1	14.0	17.0	13.9
Lack of management skills	2.4	3.6	4.7	4.3	5.4	4.0
Lack of capital equipment	4.8	5.8	8.1	2.2	5.9	5.2
Lack of skilled personnel	2.9	4.3	4.1	2.7	5.9	4.0
High taxes and license fees	23.7	11.4	14.2	20.9	11.6	16.9
Lack of raw materials/irregular supply	3.5	1.4	4.7	3.8	4.8	3.7
Lack of space/land	7.4	6.4	6.0	3.7	5.9	5.9
No new technology	3.1	2.7	0.7	5.3	2.0	2.8
Difficulties with existing regulations, law ...	4.8	2.2	3.4	4.8	2.9	3.7
Increased competition	8.2	10.6	11.6	3.7	5.3	7.6
Access to energy	2.9	11.2	4.7	5.9	11.2	7.0
Cost of energy	1.5	0.7	0.7	1.1	1.0	1.0
Crime/safety	0.5	1.5	0.7	1.6		0.8
Customs and trade regulations	0.5	0.7	1.3	0.5		0.6
Poor transport system	2.0	0.7	3.3	1.1	1.5	1.7
Transport cost	2.4	1.4	3.4	1.6	3.4	2.5
Labor regulations	0.5		0.7			0.2
High labor turnover	1.4	0.7		1.1	1.0	0.9
Corruption		0.7	0.7	0.5		0.3
Other (specify)	3.0	5.0	6.2	2.2	6.4	4.4
Group Total	100	100	100	100	100	100
	218	141	146	181	198	883

Annexes

Annex 1: Precision estimates

5.1: Formal employer

Table 5.1- 1: Percentage distribution of total posts by minimum education requirement

Minimum education requirements	Estimate	Standard Error	95% Confidence Interval		Coefficient of Variation	Design Effect
			Lower	Upper		
PhD/Doctorate	0.3	0.04	0.2	0.4	0.12	1.24
Masters Degree	2.7	0.14	2.4	3.0	0.05	2.11
Post Graduate Diploma	0.9	0.09	0.7	1.1	0.09	2.17
Bachelors	23.9	0.49	22.9	24.8	0.02	3.49
Diploma level	8.4	0.29	7.8	8.9	0.04	2.99
Certificate A2	33.1	0.59	31.9	34.2	0.02	4.12
Other (specify)	30.5	0.60	29.3	31.7	0.02	4.59

Table 5.1- 2: Percentage distribution of total post by occupation

Occupation	Estimate	Standard Error	95% Confidence Interval		Coefficient of Variation	Design Effect
			Lower	Upper		
Managers	20.7	0.32	20.1	21.4	0.02	1.66
Professionals	20.1	0.35	19.4	20.8	0.02	2.07
Technical and associate professionals	16.5	0.32	15.9	17.1	0.02	1.93
Clerical support workers	7.1	0.22	6.7	7.6	0.03	1.98
Services and sales workers	21.2	0.49	20.3	22.2	0.02	3.80
Craft and related trade workers	3.4	0.24	3.0	3.9	0.07	4.49
Plant and machine operators and assemblers	2.4	0.11	2.2	2.7	0.04	1.34
Elementary occupations	8.1	0.28	7.6	8.7	0.03	2.72

Table 5.1- 3: Estimate of total number of employees in permanent posts by occupation

Occupation	Estimate	Standard Error	95% Confidence Interval		Coefficient of Variation	Design Effect
			Lower	Upper		
Managers	11461	225	11020	11901	0.02	0.18
Professionals	15864	981	13939	17788	0.06	1.28
Technical and associate professionals	19221	843	17566	20875	0.04	1.17
Clerical support workers	4793	140	4518	5067	0.03	0.15
Services and sales workers	17964	539	16908	19021	0.03	0.25
Craft and related trade workers	5352	300	4763	5941	0.06	0.21
Plant and machine operators and assemblers	4070	218	3641	4498	0.05	0.20
Elementary occupations	12313	277	11770	12856	0.02	0.02
Total permanent employee	91168	1905	87431	94905	0.02	0.44

Table 5.1- 4: Estimate of total number of employees in permanent posts by activity sector

ACTIVITY SECTOR	Estimate	Standard Error	95% Confidence Interval		Coefficient of Variation	Design Effect
			Lower	Upper		
PUBLIC	11921	0	11921	11921	0.00	0.00
PRIVATE BUSINESSES	48317	893	46565	50069	0.02	0.12
HEALTH	23582	1647	20352	26812	0.07	2.46
NGO	7348	608	6156	8541	0.08	5.70
Total employees	91168	1905	87431	94905	0.02	0.44

Table 5.1- 5: Estimate of total number of vacant post by minimum education requirement

Minimum education requirements	Estimate	Standard Error	95% Confidence Interval		Coefficient of Variation	Design Effect
			Lower	Upper		
PhD/Doctorate	3	0	3	3	0.00	0.00
Masters Degree	261	66	132	391	0.25	0.87
Post Graduate Diploma	23	9	6	41	0.38	1.49
Bachelors	1280	61	1160	1400	0.05	0.11
Diploma level	477	69	341	612	0.14	1.18
Certificate A2	1139	61	1019	1258	0.05	0.39
Other (specify)	457	41	376	537	0.09	0.36
Sum	3639	140	3365	3914	0.04	0.38

Table 5.1- 6: Estimate of total number of vacant post by occupation

Occupation	Estimate	Standard Error	95% Confidence Interval		Coefficient of Variation	Design Effect
			Lower	Upper		
Managers	549	29	491	606	0.05	0.14
Professionals	966	88	793	1139	0.09	1.15
Technical and associate professionals	996	82	836	1157	0.08	1.18
Clerical support workers	251	30	193	310	0.12	1.29
Services and sales workers	520	46	430	610	0.09	0.08
Craft and related trade workers	95	12	71	119	0.13	0.05
Plant and machine operators and assemblers	147	14	118	175	0.10	0.03
Elementary occupations	115	19	77	153	0.17	0.29
Total	3639	140	3365	3914	0.04	0.38

5.2: Education employers

Table 5.2- 1: Percentage distribution of permanent posts by minimum education requirement

Minimum education requirements	Estimate	Standard Error	95% Confidence Interval		Coefficient of Variation	Design Effect
			Lower	Upper		
PHD/Professor	0.5	0.03	0.5	0.6	0.05	0.10
Masters	1.2	0.04	1.2	1.3	0.03	0.09
Postgrad. Diploma	0.1	0.03	0.0	0.2	0.30	0.57
Bachelor's Degree	26.2	1.25	23.9	28.8	0.05	5.88
Diploma	13.6	1.18	11.5	16.1	0.09	8.58
Certificate A2	45.1	1.07	43.0	47.2	0.02	3.36
Other(Less than secondary)	13.2	0.44	12.3	14.1	0.03	1.22

Table 5.2- 2: Estimate of total number of employees in permanent posts by occupation

OCCUPATION	Estimate	Standard Error	95% Confidence Interval		Coefficient of Variation	Design Effect
			Lower	Upper		
Managers	14.6	0.3	14.1	15.2	0.02	0.50
Professionals	67.2	0.6	65.9	68.4	0.01	1.39
Technical and associate professionals	0.4	0.1	0.3	0.6	0.21	1.34
Clerical support workers	3.1	0.2	2.7	3.6	0.07	1.13
Services and sales workers	10.4	0.4	9.7	11.1	0.04	1.04
Craft and related trade workers	0.1	0.0	0.0	0.1	0.17	0.12
Plant and machine operators and assemblers	0.2	0.1	0.1	0.4	0.27	1.11
Elementary occupations	3.9	0.3	3.5	4.5	0.07	1.32

Table 5.2- 3: Estimate of total number of employees in permanent posts by type of learning institution

Type of learning institution	Estimate	Standard Error	95% Confidence Interval		Coefficient of Variation	Design Effect
			Lower	Upper		
Primary	48271	1293	45729	50812	0.03	1.54
Secondary	25719	1153	23453	27985	0.04	2.61
TVET	4766	216	4340	5191	0.05	0.52
Universities and high learning inst.	2374	0	2374	2374	0.00	0.00
Total permanent employees	81130	1746	77698	84561	0.02	2.16

Table 5.2- 4: Estimate of total number of vacant post by minimum education requirement

Minimum education requirements	Estimate	Standard Error	95% Confidence Interval		Coefficient of Variation	Design Effect
			Lower	Upper		
PHD	39	0	39	39	0.00	0.00
Masters	116	36	45	187	0.31	1.64
Bachelor's Degree	1137	160	821	1454	0.14	3.36
Diploma	434	91	255	614	0.21	3.83
Certificate A2	1008	93	824	1192	0.09	2.26
Less than secondary	75	23	29	121	0.31	0.79
Sum	2810	189	2437	3183	0.07	4.98

Table 5.2- 5: Estimate of total number of vacant post by occupation

Occupation	Estimate	Standard Error	95% Confidence Interval		Coefficient of Variation	Design Effect
			Lower	Upper		
Managers	497	63	373	621	0.13	0.81
Professionals	1803	171	1464	2142	0.10	3.75
Technical and associate professionals	30	13	4	56	0.44	0.99
Clerical support workers	286	47	193	379	0.16	1.63
Services and sales workers	129	34	61	197	0.27	1.13
Craft and related trade workers	19	10	0	38	0.51	0.83
Plant and machine operators and assemblers	0	0	0	0		
Elementary occupations	46	19	9	83	0.41	1.06
Total vacant posts	2810	189	2437	3183	0.07	4.98

5.3: Informal employer

Table 5.3- 1: Percentage distribution of permanent posts by minimum education requirement

Minimum education required	Estimate	Standard Error	95% Confidence Interval		Coefficient of Variation	Design Effect
			Lower	Upper		
Masters Degree	0.0	0.02	0.0	0.2	0.95	0.96
Post Graduate Diploma	0.1	0.04	0.0	0.2	0.55	0.96
Bachelors	0.6	0.13	0.3	0.9	0.24	1.34
Diploma level	0.6	0.14	0.4	1.0	0.24	1.45
Certificate A2	16.1	0.70	14.8	17.6	0.04	1.52
Below secondary	82.1	0.74	80.6	83.5	0.01	1.58
Not stated	0.5	0.14	0.3	0.9	0.27	1.65

Table 5.3- 2: Percentage distribution of permanent posts by occupation

Occupation	Estimate	Standard Error	95% Confidence Interval		Coefficient of Variation	Design Effect
			Lower	Upper		
Managers	11.8	0.44	10.9	12.7	0.04	0.80
Professionals	2.3	0.24	1.8	2.8	0.11	1.11
Technical and associate professionals	1.3	0.20	1.0	1.8	0.15	1.23
Clerical support workers	1.4	0.20	1.1	1.9	0.15	1.27
Service sales workers	66.0	0.91	64.2	67.7	0.01	1.56
Skilled agricultural, forestry and fishery workers	0.0	0.02	0.0	0.2	0.95	0.98
Craft and related trade workers	7.2	0.49	6.3	8.2	0.07	1.53
Plant and machine operators and assemblers	2.1	0.27	1.7	2.7	0.12	1.44
Elementary occupations	7.2	0.41	6.4	8.0	0.06	1.07
Not stated	0.7	0.17	0.4	1.1	0.25	1.87

Table 5.3- 3: Estimate of total number of employees by minimum education required

Minimum education required	Estimate	Standard Error	95% Confidence Interval		Coefficient of Variation	Design Effect
			Lower	Upper		
Masters Degree	11	10	-9	31	0.95	0.96
Post Graduate Diploma	32	18	-2	67	0.55	0.96
Bachelors	237	56	126	348	0.24	1.34
Diploma level	271	64	145	397	0.24	1.40
Certificate A2	8050	557	6958	9142	0.07	1.59
Below secondary	52944	2880	47295	58594	0.05	1.15
Missing value	172	61	53	291	0.35	1.49
Total	61716	2924	55981	67451	0.05	1.19

Table 5.3- 4: Estimate of total number of employees in permanent posts by Province

Province	Estimate	Standard Error	95% Confidence Interval		Coefficient of Variation	Design Effect
			Lower	Upper		
Kigali city	15594	670	14281	16908	0.04	0.89
Southern province	13460	2593	8374	18547	0.19	1.07
Western province	9461	737	8016	10906	0.08	1.10
Northern Province	12858	859	11173	14542	0.07	1.52
Eastern province	10343	308	9739	10948	0.03	0.61
Total	61716	2924	55981	67451	0.05	1.19

Table 5.3- 5: Estimate of total number of vacant post by minimum education requirement

Minimum education requirements	Estimate	Standard Error	95% Confidence Interval		Coefficient of Variation	Design Effect
			Lower	Upper		
Post Graduate Diploma	12	11	-10	34	0.95	1.06
Bachelors	44	21	3	85	0.48	0.99
Diploma level	22	15	-7	51	0.67	0.97
Certificate A2	1753	196	1368	2139	0.11	1.39
Less than secondary	8293	499	7311	9274	0.06	1.08
Not stated	210	199	-182	601	0.95	0.98
Sum	10333	525	9301	11366	0.05	1.15

Table 5.3- 6: Estimate of total number of vacant post by occupation

Occupation	Estimate	Standard Error	95% Confidence Interval		Coefficient of Variation	Design Effect
			Lower	Upper		
Managers	300	129	46	553	0.43	0.96
Professionals	540	84	374	706	0.16	0.99
Technical and associate professionals	118	45	29	207	0.38	1.07
Clerical support workers	201	57	88	314	0.29	1.15
Services and sales workers	4820	319	4192	5447	0.07	1.22
Craft and related trade workers	2665	431	1817	3513	0.16	1.06
Plant and machine operators and assemblers	421	221	-14	855	0.53	1.03
Elementary occupations	1148	170	814	1482	0.15	1.17
Not stated	122	87	-49	293	0.71	1.83
Total	10333	525	9301	11366	0.05	1.15

Annex 2: Questionnaires

REPUBLIC OF RWANDA



SAMPLE CODE:

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NATIONAL INSTITUTE OF STATISTICS OF RWANDA
MINISTRY OF PUBLIC SERVICE AND LABOUR

RWANDA NATIONAL MANPOWER SURVEY

EMPLOYERS MODULE (formal)

Zone number.....

Confidentiality Note
The Information you give in this questionnaire will only be used for statistical purposes. According to the Statistical law individual data are kept confidential and will not be disclosed for any reason what so ever.

1. SAMPLE SPECIFICATION : /___/ 2. EMPLOYEES SAMPLE

- 1. PUBLIC
- 2. PRIVATE FORMAL
- 3. HEALTH

	Damy stage	Second stage			Total (A+B+C)
		High skilled(A)	Medium Skilled(B)	Low skilled(C)	
Population size					
Sample size					

3. INTERVIEW RESULTS

	A.Visit 1	B.Visit 2	C.Visit 3	D.Reason of non response
	Date :/...../.....	Date :/...../.....	Date :/...../.....	
0050	1. Fully completed 2. Partially completed 3. Non response 4. Posponed 5. Other (specify)	1. Fully completed 2. Partially completed 3. Non response 4. Posponed 5. Other (specify)	1. Fully completed 2. Partially completed 3. Non response 4. Posponed 5. Other (specify)	1.Refused 2.No contact 3.Not found (establishment)/ No longer operating 4.Other (Specify)
	<input style="width: 40px; height: 20px;" type="text"/>			

4.NAMES AND SIGNATURE OF SURVEYS STAFFS

Name of the interviewer:	Name of the Field Editor:	Name of the Team Leader	Name of coder:	Name of the Data entry clerk:
Date of the interview: / /	Editing date: / /	Date: / /	Coding date: / /	Data entry date: / /
Signature:	Signature:	Signature:	Signature:	Signature:

5. ADDRESS/ LOCATION OF THE ESTABLISHMENT

5-1. PROVINCE / KIGALI CITY:

5-2. DISTRICT.....

5-3. SECTOR.....

5-4. CELL.....

5-5. VILLAGE.....

5-6. ESTABLISHMENT NAME:

5-7. ESTABLISHMENT PHONE NUMBER/THE MANAGER

5.8. E_MAIL ADDRESS (OFFICE).....

0060 (Option)	Respondent Position	1. Owner/Co-owner (manager) 2. Manager/Employee 3. Human resource Manager 4. Other (specify)	<input type="text"/>	If 2 , 3 or 4 go to A010
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SECTION 0: GENERAL PERSONAL INFORMATION ON EMPLOYER (ONLY TO BE FILLED IF THE RESPONDENT IS OWNER)

No.	Question	Answers	Code	Go to
M1:0061	Name of the owner		
M1:0062 (option)	Owner phone number		
M1:0063 (option)	Email adress (respondent)		
M1:0064 (option)	Sex	1. Female 2. Male	<input type="text"/>	
M1:0065 (option)	Age in completed years		<input type="text"/> <input type="text"/>	
M1:0066 (option)	Marital status	1. Single/Never married 2. Married 3. Separated 4. Divorced 5. Widowed	<input type="text"/>	
M1:0067 (option)	Nationality	1. Burundian 2. Kenyan 3. Rwandan 4. Tanzanian 5. Ugandan 6. The rest of Africa (specify) 7. The rest of the world (specify)	<input type="text"/>	

NATURE OF CURRENT AND PAST OCCUPATION (only to be filled if interview with OWNER)

No.	Question	Answers	Code	Go to
M1:0068 (option)	What is your current main occupation / job title?	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> ISCO (2008)-Level 4 for office use	
M1:0069 (option)	When did you start this establishment?	(yyyy)	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	
M1:0070 (option)	Does your current job match your official education / training (certificate / degree)?	1. Yes 2. No (other job than qualific.) 3. No (lower level than qualific.) 4. No (higher level than qualific.) 5. Not applicable (no training)	<input type="text"/>	

M1:0071 (option)	Have ever worked for other establishments before starting your current business?	1. Yes 2. No	<input type="text"/>	If 2 → 0077
M1:0072 (option)	What kind of establishment did you work for before joining your current employer?	1=Ministry and other government institutions 2 =Parastatal 3=Company/firm 4=Co-operative / SACCO 5=NGO/CSO/CBO 6=Other (specify)	<input type="text"/>	
M1:0073 (option)	What was your employment status?	1. Own account worker 2. Employer 3 Employee 4 Unpaid family worker	<input type="text"/>	
M1:0074 (option)	What was the establishment's main economic activity?	<input type="text"/> ISIC for office use	
M1:0075 (option)	What was your occupation?	<input type="text"/> ISCO-Level 4 for office use	
M1:0076 (option)	How long did you work in the previous job?	(If less than one year enter 00	<input type="text"/> Years <input type="text"/>	

FORMAL EDUCATION BACKGROUND (only to be filled if interview with OWNER)

No.	Question	Answers	Code	Go to
M1:0077 (option)	What is the highest level of formal education you have completed?	01.PhD/Doctorate 02.Masters Degree 03.Post Graduate Diploma 04.Bachelors 05.Diploma level (A1) 06.Certificate level (TVET) 07.Secondary-A Level 08.Secondary-O Level 09.Primary 10. Other (<i>specify</i>) 11. None	<input type="text"/>	If 8,9,10,11 → 0080
M1:0078 (option)	Please indicate the field of Specialization	<input type="text"/> ISCED Code-Level 3 for office use	
M1:0079 (option)	Where have you got your highest level of education?	1. Rwanda 2. Other EAC countries 3. Rest of Africa 4. Europe 5. Americas 6. Asia 7. Oceania	<input type="text"/>	
M1:0080 (option)	Are you currently enrolled in further training?	1. Yes 2. No	<input type="text"/>	If 2 → 0083
M1:0081 (option)	Please indicate the field/type of training you are enrolled for (formal Education)	<input type="text"/> ISCED Code-Level 3 for office use	

M1:0082	What kind of degree are you expecting from that training	01.PhD/Doctorate 02.Masters Degree 03.Post Graduate Diploma 04.Bachelors 05.Diploma level (A1) 06.Certificate level (TVET) 07.Secondary-A Level 10. None 12.Certificate 11. Other (<i>specify</i>)	<input type="checkbox"/>	
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Disability

M1:0083 (option)	Do you have any disability?	1. Yes 2. No	<input type="checkbox"/>	If 2 → A010
M1:0084 (option)	If Yes, what type of disability (Mult. answers.) (Read all and Ask each then respond by 1=Yes or 2=No)	1. Sight (blind/severe visual limitation) 2. Hearing (deaf, hard of hearing) 3. Communicating (speech impairment) 4. Other Physic. disability/physical handic. 5. Intellectual (difficulties in learning) /mental problem 6. Emotional (behavioural, psycholog.) 7. Other (<i>specify</i>)..... 1=Yes 2= NO	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/>	

SECTION A. ESTABLISHMENT INFORMATION

No.	Question	Answers	Code	Go to
M1:A010	Please indicate the type of establishment.	1= Ministry and Other Gvt institutions 2= Parastatal 3= Company 4= Co-operative 5= NGO/CSO/CBO 6= Other (<i>specify</i>)	<input type="checkbox"/>	If 1 → A070 and then skip to B010
M1:A020	Is your establishment legally registered?	1. Yes 2. No	<input type="checkbox"/>	If 2 → A060
M1:A030	Under which authority (highest) is the establishment registered? (Mult. answers.) (Read all and Ask each then respond by 1=Yes or 2=No)	1. Registrar of companies (RDB) 2. Rwanda Revenue Authority(RRA) 3. Registrar of cooperatives(RCA) 4. Private Sector Federation 5. District 6. Sector 7. Social Security Fund(CSR) 8. Others (<i>specify</i>) 1=YES 2= NO	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/>	
M1:A040	Please record the year of registration at highest level		<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	
M1:A050	Please record Registration Number		<input type="text"/>	
M1:A060	Is the establishment affiliated to an	1. Yes 2. No	<input type="checkbox"/>	

	International. Organisation / MNC?																											
M1:A070	What are the goods and services produced or activities performed in your establishment? <i>If more than one activity please start with the main activity in column one</i>	Main activity 1	<input type="text"/>	ISIC codes for office use.																								
		Main Activity 2	<input type="text"/>																									
		Main Activity 3	<input type="text"/>																									
M1:A080	What is the type of your establishment?	1. Head office 2. Stand alone establishment 4. Branch of international establishment	<input type="text"/>	If 2,4 go to A100																								
M1:A090	How many branches do you have, including the main office		<input type="text"/>																									
M1:A100	Are you self accounting/Financial autonomous?	1. Yes 2. No	<input type="text"/>																									
M1:A101 (option)	What is the the legal status of your establishment	1. Sole proprietorship 2. Limited by share(LTD) 3. Limited by guarantee 4. Limited by Both share and guarantee 5. Unlimited 6. Other(specify)	<input type="text"/>	If 1, 6 → A103																								
M1:A102 (option)	Please record the number shareholders by nationality and sex		<table border="1"> <thead> <tr> <th></th> <th>Male</th> <th>Female</th> <th>TOT</th> </tr> </thead> <tbody> <tr> <td>RWANDESE</td> <td></td> <td></td> <td></td> </tr> <tr> <td>EAC Citizens</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Other africa</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Other foreigners/Overseas</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Male	Female	TOT	RWANDESE				EAC Citizens				Other africa				Other foreigners/Overseas				Total				
	Male	Female	TOT																									
RWANDESE																												
EAC Citizens																												
Other africa																												
Other foreigners/Overseas																												
Total																												
M1:A103 (option)	Ownership of premises	1. Fully owned 2. Joint ownership 3. Rented 4. Permitted by others to use site 5. Donated by Government 6. Donated by Local authority owned 7. Not applicable 8. Other (specify)	<input type="text"/>																									

SECTION C. EMPLOYEE CHARACTERISTICS AND VACANT POSTS

No.	Question	Answers		Code		Go to																									
M1:C001 (option)	How many persons are currently engaged in this establishment?			<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> </tr> </table>																											
M1:C002 (option)	How many of the persons engaged in this establishment fall under the following categories:	1. Working owners 2. Contributing family workers 3. Paid employees 4. Unpaid employees out of the family		<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px;"></td> <td style="width: 40px;">Male</td> <td style="width: 40px;">Female</td> <td style="width: 40px;">Total</td> </tr> <tr> <td>1.</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2.</td> <td></td> <td></td> <td></td> </tr> <tr> <td>3.</td> <td></td> <td></td> <td></td> </tr> <tr> <td>4.</td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td colspan="2" style="text-align: center;">TOTAL</td> <td></td> </tr> </table>			Male	Female	Total	1.				2.				3.				4.					TOTAL				
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M1:C010	Please indicate the total number of employees and the labour turnover for the following period as at the 31 st december of each of the following years	2008 (a) Number of employees	2008 (aa) Labour turnover (employees left)	2009 (b) Number of employees	2009 (bb) Labour turnover (employees left)	2010 (c) Number of employees	2010 (cc) Labour turnover (employees left)																								
	1. Number of employees in Headquarters / Stand alone establishment	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>				<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>				<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>				<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>				<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>				<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>									
	2. Number of employees in branch offices (If applicable)	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>				<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>				<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>				<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>				<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>				<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>									
	3. Total	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>				<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>				<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>				<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>				<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>				<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>									

M1:C020. Please indicate by job title, total number of PERMANENT Posts, Minimum Education Required for the post and the Number of Filled Posts by Sex and Citizenship and Monthly Gross remuneration as of the 30 September 2011

Job title / Description a	Minimum education requirements 1. PHD 2. Masters 3. Postgrad. Diploma 4. Bachelor's Degree 5. Diploma 6. Certificate(A2) 7. Other (specify) C	Field(s) of education requirements Q	Filled Posts										How many do not have re-quired quali-fica-tion? m mm	Total Monthly gross remuneration		For official use only ISCO Code p	For official use only ISCED Code r	
			Citizens only		Non-citizens only						Total filled posts			Average Wage / Salary n	Average Allow-ances o			
			d	e	f	g	h	i	hh	ii	j	k						m
M	F	M	F	M	F	M	F	M	F	M	F	M	F	n	o	p	r	
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M1:C050: Please indicate by job title, total number of PERMANENT Vacant Posts, Minimum Education Required and the number by whether the post is available due to Growth or Replacement and Reasons why the post is vacant as of 30 September, 2011

Job title / Description	Total number of vacant posts	Minimum education requirement 1. PHD 2. Masters 3. Postgrad. Diploma 4. Bachelor's Degree 5. Diploma 6. Certificate(A2) 7. Other (specify)	Field of Education required	Number and reason for recruitment					No of post which have been vacant for one year or more	For posts which have been vacant for one year or more give main reasons why. 1.Internal bureaucracy 2.Lack of qualif. applicants 3.Low activity 4. Budget constraints 5.Other (specify) 6. Not applicable	For official use only	For official use only
				Business Growth (i.e. additional posts)	Replacement						ISCO Code	ISCED Code
					Retirement	Job change of employee	Lack of qualifications	No satisfaction with work results				
a	b	c	q	d	e1	e2	e3	e4	f	g	h	r
										<input type="text"/>	<input type="text"/>
										<input type="text"/>	<input type="text"/>
										<input type="text"/>	<input type="text"/>
										<input type="text"/>	<input type="text"/>
										<input type="text"/>	<input type="text"/>
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										<input type="text"/>	<input type="text"/>
										<input type="text"/>	<input type="text"/>
										<input type="text"/>	<input type="text"/>
										<input type="text"/>	<input type="text"/>

SECTION D. FUTURE MANPOWER PROJECTIONS

M1:D001: Does your establishment have a plan to increase or decrease the number of employees between 2012 and 2021? 1: Yes 2: No If 2 → E010

M1:D010: Indicate the Number of Staff and Skills Required for Future Employment (human resource forecast). Give reasons for future numbers (*indicate different fields of teaching separately*)

Job title/ Category or Job description/ Occupation	Minimum education requirement	Field of education required	2012		2013		2014		2015		2016		2017 2021		For official use only ISCO Code	For official use only ISCED Code
			Number	Reason	Number	Reason										
A	c	q	d	e	f	g	h	i	j	k	l	m	n	o	n	R
				1. Expansion 2. Change in technology 3. Attrition 4. Other (specify) 5. No change		1. Expansion 2. Change in technology 3. Attrition 4. Other (specify) 5. No change		1. Expansion 2. Change in technology 3. Attrition 4. Other (specify) 5. No change		1. Expansion 2. Change in technology 3. Attrition 4. Other (specify) 5. No change		1. Expansion 2. Change in technology 3. Attrition 4. Other (specify) 5. No change		1. Expansion 2. Change in technology 3. Attrition 4. Other (specify) 5. No change	<input type="text"/>	<input type="text"/>
															<input type="text"/>	<input type="text"/>
															<input type="text"/>	<input type="text"/>
															<input type="text"/>	<input type="text"/>
															<input type="text"/>	<input type="text"/>
															<input type="text"/>	<input type="text"/>
															<input type="text"/>	<input type="text"/>
															<input type="text"/>	<input type="text"/>
															<input type="text"/>	<input type="text"/>

SECTION E. STAFF DEVELOPMENT

No.	Question	Answers	Code	Go to
M1:E010	<p>Does your establishment have a staff training and development policy or plan in place?</p>	<p>1. Yes 2. No</p>	<p style="text-align: center;"><input type="checkbox"/></p>	<p>If 2 → E080</p>
M1:E020	<p>How is staff training carried out for managerial employees in your establishment?</p> <p>(Mult. answers,) (Read all and Ask each then respond by 1=Yes or 2=No)</p>	<p>1.Apprenticeship 2.On the-job-training 3.Own Training Centre 4.Sponsorship to training instit. (local) 5.Sponsorship to training instit. (abroad) 6.Workshops 8.Other programs (specify)</p> <p>1=Yes 2=No</p> <p>.....</p>	<p>1. <input type="checkbox"/></p> <p>2. <input type="checkbox"/></p> <p>3. <input type="checkbox"/></p> <p>4. <input type="checkbox"/></p> <p>.....</p>	
M1: E030	<p>How is staff training carried out for technical and professional employees in your establishment?</p> <p>(Mult. answers,) (Read all and Ask each then respond by 1=Yes or 2=No)</p>	<p>1.Apprenticeship 2.On the-job-training 3.Own Training Centre 4.Sponsorship to training instit. (local) 5.Sponsorship to training instit. (abroad) 6.Workshops 8.Other programs (specify)</p> <p>1=Yes 2=No</p> <p>.....</p>	<p>1. <input type="checkbox"/></p> <p>2. <input type="checkbox"/></p> <p>3. <input type="checkbox"/></p> <p>4. <input type="checkbox"/></p> <p>.....</p>	
M1: E040	<p>How is staff training and development carried out for clerical staff and casual employees?</p> <p>(Mult. answers,) (Read all and Ask each then respond by 1=Yes or 2=No)</p>	<p>1.Apprenticeship 2.On the-job-training 3.Own Training Centre 4.Sponsorship to training instit. (local) 5.Sponsorship to training instit. (abroad) 6.Workshops 8.Other programs (specify)</p> <p>1=Yes 2=No</p> <p>.....</p>	<p>1. <input type="checkbox"/></p> <p>2. <input type="checkbox"/></p> <p>3. <input type="checkbox"/></p> <p>4. <input type="checkbox"/></p> <p>.....</p>	
M1:E050	<p>Please indicate how often such training exercises take place for each category of staff</p> <p>(Please indicate the code against the appropriate category)</p>	<p>a. Managerial(Mnisters,PS,DGs) b. Supervisory (Directors) c. Technical staff/Professional d. Clerical e. Casual</p> <p>1. Monthly 2. Quarterly 3. Twice a year 4. Annually 5. Every two years 6. Irregular/adhoc 7.Other(specify) 8.No training 9.Not applicable</p> <p>.....</p>	<p>a. <input type="checkbox"/></p> <p>b. <input type="checkbox"/></p> <p>c. <input type="checkbox"/></p> <p>.....</p>	
M1:E070	<p>Does your establishment have in-house training facilities for own staff?</p>	<p>1. Yes 2. No</p>	<p style="text-align: center;"><input type="checkbox"/></p>	<p>If 2 → E080</p>

M1:E071 (option)	What kind of facilities do you have? (Mult. answers,) (Read all and Ask each then respond by 1=Yes or 2=No)	1.Training space 2.Specialised trainers 3.Computers 4.Projector 5.Training materials (manuals, books...) 6. Laboratory 7.Other(Specify) 1=Yes 2=No	1. <input type="checkbox"/> <input type="checkbox"/> 2. <input type="checkbox"/> <input type="checkbox"/> 3. <input type="checkbox"/> <input type="checkbox"/> 4. <input type="checkbox"/> <input type="checkbox"/>					
M1:E080	What skills / qualifications are in general lacking among your staff? (Mult. answers,) (Read all and Ask each then respond by 1=Yes or 2=No)	1. Managerial skills 2. Technical skills 3. Entrepreneurial skills 4. Language skills 5. Customer care 7. Innovativeness / creativity 8. IT skills 9. Didactics / teaching skills 10. Communication skills 6. Other (specify) 1=Yes 2=No	1. <input type="checkbox"/> <input type="checkbox"/> 2. <input type="checkbox"/> <input type="checkbox"/> 3. <input type="checkbox"/> <input type="checkbox"/> 4. <input type="checkbox"/> <input type="checkbox"/> 5. <input type="checkbox"/> <input type="checkbox"/>					
M1: E090	Did you conduct any staff training in the last 12 months?	1.Yes 2. No	<input type="checkbox"/>	If 2 → E120				
M1:E100	In what kind of area(s)? (Mult. answers,) (Read all and Ask each then respond by 1=Yes or 2=No)	1. Managerial skills 2. Technical skills 3. Entrepreneurial skills 4. Language skills 5. Customer care 7. Innovativeness / creativity 8. IT skills 9. Didactics / teaching skills 10. Communication skills 6. Other (specify) 1=Yes 2=No	1. <input type="checkbox"/> <input type="checkbox"/> 2. <input type="checkbox"/> <input type="checkbox"/> 3. <input type="checkbox"/> <input type="checkbox"/> 4. <input type="checkbox"/> <input type="checkbox"/> 5. <input type="checkbox"/> <input type="checkbox"/> 7. <input type="checkbox"/>					
M1:E120	Do you face any challenges that limit your staff training?	1.Yes 2. No	<input type="checkbox"/>	If 2 → E131				
M1:E130	Which challenges limit the training of your staff? (Mult. answers, rank three most important)	1.Inadequate facilities (space) 2.Inadequate materials 3.Shortage of skilled trainers 4.Time off for the trainees 5.Other (specify) 6. Lack of funds	1rst . <input type="checkbox"/> <input type="checkbox"/> 2 nd <input type="checkbox"/> <input type="checkbox"/>					
M1: E131 (option)	If you have hired graduates of TVET and / or higher institutions, how satisfied are you with their performance?	1. Fully Satisfied 2. Partially satisfied 3. Little satisfied 4. Not satisfied 5. Not applicable (no such graduates hired)	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">TVET</td> <td style="width: 50%;">Higher inst.</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	TVET	Higher inst.	<input type="checkbox"/>	<input type="checkbox"/>	
TVET	Higher inst.							
<input type="checkbox"/>	<input type="checkbox"/>							

M1:E132 (option)	In your view, what has to be improved in the training and education in TVET and higher institutions? (Multiple answers possible, rank three most important)	<ol style="list-style-type: none"> 1. Managerial skills 2. Technical skills 3. Entrepreneurial skills 4. Language skills 5. Customer care 7. Innovativeness / creativity 8. IT skills 9. Didactics / teaching skills 10. Communication skills 11. None 6. Other (specify) 	<table border="1"> <tr> <td></td> <td>TVET</td> <td>Higher Inst.</td> <td></td> </tr> <tr> <td>1st .</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2nd</td> <td></td> <td></td> <td></td> </tr> <tr> <td>3rd</td> <td></td> <td></td> <td></td> </tr> </table> <p>.....</p>		TVET	Higher Inst.		1st .				2 nd				3rd				
	TVET	Higher Inst.																		
1st .																				
2 nd																				
3rd																				
M1:E140	Do you have an industrial attachment. / apprenticeship / internship program?	<ol style="list-style-type: none"> 1. Yes (institutionalised) 2. Yes (occasionally/informal) 3. No 	<input type="checkbox"/>	If 3 → E155																
M1:E150	If Yes, how many interns do you have on average annually?		<table border="1"> <tr> <td>Male</td> <td>Female</td> <td>Total</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </table>	Male	Female	Total														
Male	Female	Total																		
M1:E151 (option)	How many of them are hired afterwards in 2009, 2010,2011?		<table border="1"> <tr> <td></td> <td>Male</td> <td>Female</td> <td>Total</td> </tr> <tr> <td>2009</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2010</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2011</td> <td></td> <td></td> <td></td> </tr> </table>		Male	Female	Total	2009				2010				2011				
	Male	Female	Total																	
2009																				
2010																				
2011																				
M1:E152 (option)	Do interns take part in specifically designed training?	<ol style="list-style-type: none"> 1. Yes 2. No 	<input type="checkbox"/>																	
M1:E153 (option)	How long on average are the apprenticeships / internships?	<i>(Indicate the average duration in months)</i>	<input type="text"/>																	
M1:E154 (option)	What are the financial agreements?	<ol style="list-style-type: none"> 1. Interns have to pay money 2. Interns receive money 3. Interns sponsored by other institution 4. No payments 	<input type="checkbox"/>	→ F001																
M1:E155 (option)	What is the reason for not hosting interns (Multiple answers possible, rank three most important)	<ol style="list-style-type: none"> 1. No need 2. No capacity / too small 3. Too cumbersome 4. No appropriate candidates 5. Candidates want to be paid / paid too much 6. Other (indicate) 	<table border="1"> <tr> <td>1st .</td> <td></td> </tr> <tr> <td>2nd</td> <td></td> </tr> <tr> <td>3rd</td> <td></td> </tr> </table> <p>.....</p>	1st .		2 nd		3rd												
1st .																				
2 nd																				
3rd																				

SECTION F: CAPITAL / EXPENDITURES / REVENUE (for public institutions or ONG → F010)

If the answer to A010 is 2, 3,4, Complete this section.

No.	Question	Answers	Code	Go to		
M1:F001 (option)	What was the major source of your start- up capital for your business?	<ol style="list-style-type: none"> 01. Own saving 02. Loans from friends/relatives 03. Contributions from others 04. Loans from commercial banks 05. Informal money lenders 06. Government lending agencies 07. Micro finance institutions 08. Public share issuing 09. Inheritance 10. Other (specify) 11. Don't know 	<table border="1"> <tr> <td></td> <td></td> </tr> </table> <p>.....</p>			If 2 - 11 → F003

M1:F002 (option)	If own saving, what was the major source?	1. Previous employment public sector 2. Previous employment in private sector 3. Sale of farm products 4. Sale of assets (cattle, property) 5. Other (specify)	<input type="text"/>	
M1:F003 (option)	Have you ever applied for a loan from a bank or another financial institution?	1. Yes 2. No	<input type="text"/>	If 1 → F005
M1:F004 (option)	Why didn't you apply? (Mult. answers.) (Read all and Ask each then respond by 1=Yes or 2=No)	1. No need 2. No guarantee 3. Long procedures 4. High interest rate 5. Lack of information 6. Fear of risks 7. Other(specify) 1= Yes 2= No	1 <input type="text"/> 2 <input type="text"/> 3 <input type="text"/> 4 <input type="text"/> 5 <input type="text"/> 6 <input type="text"/> 7 <input type="text"/>	Go to F010
M1:F005 (option)	Have you received a loan from a bank or another financial institution?	1. Yes 2. No		If 1 → F010
M1:F006 (option)	If you applied and did not receive, give reasons (Mult. answers.) (Read all and Ask each then respond by 1=Yes or 2=No)	1.Poor/No business plan 2.No guarantee/Insufficient guarantee 3.Lack of start_up fund 4.No feedback from the bank 5.Other (specify) 1= Yes 2= No	1. <input type="text"/> 2. <input type="text"/> 3. <input type="text"/>	

M1:F010: Indicate your establishment's expenditures on labour in September 2011 (in FRW)	Permanent		Temporary/casual	
	Number of employees as of 30th September 2011	Amount Paid for the month of September 2011(in FRW)	Number of employees as at 30 September 2011	Amount Paid for the month of September 2011(in FRW)
Wages and salaries including overtime pay				
Bonuses				
Allowances				
Social security Contribution				
Training				
Other not else where classified				

M1:F20 (option)	Can any of your product (good or service) be exported to EAC or Word market?	1= YES; 2= NO	<input type="text"/>	IF 2 go to F060
M1:F030 (option)	During 2011, have you exported any of your product to EAC or Word market?	1. YES to EAC market 2. YES to Other African market 3. YES, out side of Africa 1= Yes 2= No	1 <input type="text"/> 2 <input type="text"/> 3 <input type="text"/>	
M1:F040	Before 2011, have you exported any of your product to EAC or Word market?	1. YES to EAC market 2. YES to Other African market 3. YES, out side of Africa 1= Yes 2= No	1 <input type="text"/> 2 <input type="text"/> 3 <input type="text"/>	

M1:F050 (option)	Do you plan to export any of your product to EAC or Word market in the future?	1. YES to EAC market 2. YES to Other African market 3. YES, out side of Africa 1= Yes 2= No	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/>	
M1:F060 (option)	What are the major sources of funding for this institution?	1. Government/National budget 2. (International.)Donors 3. Shareholders 4. Financial Institutions 5. Faith-based organizations/charities 6. Payments by beneficiaries 7. Selling of output / services 8. Membership contribution fees 9. Others (specify)	<input type="checkbox"/>	

SECTION G. SOURCING FOR REQUIRED STAFF

No.	Question	Answers	Code	Go to												
M1:G010	How do you source personnel to fill vacant posts? (Multiple answers possible, rank three most important for skilled / low-skilled)	1. Media advertisements 2. Own webpage/ Internet 3. LMIS/Registration systems 4. Job agents / bureaux 5. Friends/relatives 6. Training institution 7. Other(specify)	<table border="1"> <thead> <tr> <th></th> <th>Low skilled</th> <th>High and middle skilled</th> </tr> </thead> <tbody> <tr> <td>1st</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>2nd</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>3rd</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table>		Low skilled	High and middle skilled	1 st	<input type="checkbox"/>	<input type="checkbox"/>	2 nd	<input type="checkbox"/>	<input type="checkbox"/>	3 rd	<input type="checkbox"/>	<input type="checkbox"/>	
	Low skilled	High and middle skilled														
1 st	<input type="checkbox"/>	<input type="checkbox"/>														
2 nd	<input type="checkbox"/>	<input type="checkbox"/>														
3 rd	<input type="checkbox"/>	<input type="checkbox"/>														
M3: G011 option	In the last year, have you recruited any person in your establishment ?	1. Yes 2. No	<input type="checkbox"/>													
M1:G020	In the last year, have you advertised any post?	1. Yes 2. No	<input type="checkbox"/>	If 2 → G040												

M1:G030 Please indicate the type of jobs, number advertised in the past year, number of applicants and the number filled through the process of advertising

Occupation / Job description	Number advertised	Number of applicants	Number of post filled through the process	For official use only ISCO Code
		<i>If no body applied enter 0</i>	<i>If no post filled enter 0</i>	
				<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
				<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
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				<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

M1:G053 (option)	If No, Why? (Multiple answers possible, rank three most important)	1. No need 2. Regulations 3. Not acquainted with Rwanda 4. Language problems 5. Problems of sourcing / hiring 6. Cultural problems 7. Too cost 8. Other (specify)	<table border="1"> <tr><td>1rst</td><td></td></tr> <tr><td>2nd</td><td></td></tr> <tr><td>3rd</td><td></td></tr> </table>	1rst		2nd		3rd		
			1rst							
2nd										
3rd										
.....										

SECTION G. MEMBERSHIP TO EMPLOYERS ORGANIZATIONS

No.	Question	Answers	Code	Go to
M1:H010	Is your institution a member of any organization/association?	1. Yes 2. No	<input type="checkbox"/>	If 2 → I010
M1:H020	Name that organisation/association		
M1:H030	In the past year have you received any cooperation or assistance from the organization/association?	1. Yes 2. No	<input type="checkbox"/>	
M1:H060	Is your organization affiliated to an other organisation/associaton?	1. Yes 2. No	<input type="checkbox"/>	

SECTION I. CHALLENGES OF BUSINESS EXPANSION (Only applicable for private companies and public institutions which offer commercial services)

N°	Question	Answers	Code	Go to						
M1:I010	What are the difficulties affecting the operation / growth of your establishment / enterprise / organization. (Multiple answers possible, rank three most important)	1. Lack of customers/marketing 2. Non-payment of debts 3. Access to finance 4. Lack of management skills 5. Lack of capital equipment 6. Lack of skilled personnel 7. High taxes and license fees 8. Lack of raw materials/irregular supply 9. Lack of space/land 10. No new technology 11. Difficulties with existing regulations, law ... 12. Increased competition 13. Access to energy 14. Cost of energy 15. Crime/safety 16. Customs and trade regulations 17. Poor transport system 18. Transport cost 19. Labour regulations 20. High labour turnover 21. Corruption 22. HIV/AIDS 23. Other (specify) 24. No difficulties	<table border="1"> <tr><td>1rst</td><td></td></tr> <tr><td>2nd</td><td></td></tr> <tr><td>3rd</td><td></td></tr> </table>	1rst		2nd		3rd		
1rst										
2nd										
3rd										
.....										

SECTION J. GENDER

No.	Question	Answers	Code	Go to
M1: J010	Does your organization have a gender policy?	1. Yes 2. No	<input type="checkbox"/>	
M1: J020	Does your organisation practice preferential treatment due to sex?	1. Yes 2. No	<input type="checkbox"/>	If 2 → K010
M1: J030	Does this practice involve the following policy? (Mult. answers.) (Read all and Ask each then respond by 1=Yes or 2=No)	1. Quota of management positions for women 2. Overall quota for women 3. Preferential recruitment for women 4. Preferential recruitment for men 5. Maternity leave 6. Differential retirement age 7. Preferential payment 8. Others (specify) 1= Yes 2= No	1. <input type="checkbox"/> 2. <input type="checkbox"/> 3. <input type="checkbox"/> 4. <input type="checkbox"/> 	

SECTION K. HIV/AIDS POLICY AT WORKPLACE

No.	Question	Answers	Code	Go to
M1: K010	Do you have an HIV and AIDS workplace policy in place?	1. Yes 2. No	<input type="checkbox"/>	If 2 → L010
M1: K020	Does the HIV and AIDS work-place policy entail/contain the following (Mult. answers.) (Ask for each modality and respond by 1=Yes or 2=No)	1.VCT services 2.Free ARVs for workers who are HIV+ 3.Free condom distribution for workers 4.Free food rations for workers who are HIV+ 5.Workers' rights 6.Others (specify) 1= Yes 2= No	1. <input type="checkbox"/> 2. <input type="checkbox"/> 3. <input type="checkbox"/> 	

SECTION L. USE OF ICT

No.	Question	Answers	Code	Go to
M1: L010	Has your institution introduced ICT use?	1. Yes 2. No	<input type="checkbox"/>	If 2 → T010
M1: L020	Please indicate what for it is being used (Mult. answers.) (Read all and Ask each then respond by 1=Yes or 2=No)	1. Production 2. Marketing 3. Human resource management 4. Communication 5. Records management 6. Accounting/Finance/Planning/Budgeting 8. Employment 7. Others (specify) 1= Yes 2= No	1. <input type="checkbox"/> 2. <input type="checkbox"/> 3. <input type="checkbox"/> 4. <input type="checkbox"/> 5. <input type="checkbox"/> 6. <input type="checkbox"/> 8. <input type="checkbox"/> 7. <input type="checkbox"/> 	

M1: L030	According to your opinion how has the use of ICT affected the following? (read all) 1 = Increased/improved 2 = Decreased/worsened 3 = No effect 0 = Not applicable	1. Production 2. Marketing 3. Human resource management 4. Communication 5. Records management 6. Accounting/Finance/Planning/Budgeting 8. Employment 7. Others (specify)	1. <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td style="width: 40px; height: 15px;"></td></tr></table> 2. <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td style="width: 40px; height: 15px;"></td></tr></table> 3. <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td style="width: 40px; height: 15px;"></td></tr></table> 4. <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td style="width: 40px; height: 15px;"></td></tr></table>							
M1: L040 (option)	What are the most important challenges with regard to the use of ICT? (multiple answers possible, list three most important by rank)	1. Lack of skilled employees 2. Lack of skilled outside IT support 3. Lack of skilled trainers 4. Insufficient / unreliable connectivity 5. Unreliable electricity 6. Costs of equipment 7. Availability of equipment 8. Others (specify) 9. No challenge	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td style="width: 40px; height: 15px;">1rst</td><td style="width: 40px; height: 15px;"></td></tr> <tr><td style="width: 40px; height: 15px;">2nd</td><td style="width: 40px; height: 15px;"></td></tr> <tr><td style="width: 40px; height: 15px;">3rd</td><td style="width: 40px; height: 15px;"></td></tr> </table>	1rst		2nd		3rd		
1rst										
2nd										
3rd										

REPUBLIC OF RWANDA



SAMPLE CODE:

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NATIONAL INSTITUTE OF STATISTICS OF RWANDA
MINISTRY OF PUBLIC SERVICE AND LABOUR

RWANDA NATIONAL MANPOWER SURVEY

EDUCATION MODULE

Zone Number.....

Confidentiality Note

The Information you give in this questionnaire will only be used for statistical purposes. According to the Statistical law individual data are kept confidential and will not be disclosed for any reason what so ever.

2. EMPLOYEES SAMPLE

3.	Second stage			Total (A+B+C)	D.Reason of non response
	High Position (A)	Medium Position (B)	Low Position (C)		
0050	2. If already completed 3. Non response 4. Posponed 5. Other (specify)	2. If already completed 3. Non response 4. Posponed 5. Other (specify)	2. If already completed 3. Non response 4. Posponed 5. Other (specify)	2. If already completed 3. Non response 4. Posponed 5. Other (specify)	1.Refused 2.No contact 3.No longer operating 4.Other (Specify)
	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

4.NAMES AND SIGNATURE OF SURVEYS STAFFS

Name of the interviewer:	Name of the Field Editor:	Name of the Team Leader	Name of coder:	Name of the Data entry clerk:
Date of the interview: / /	Editing date: / /	Date: / /	Coding date: / /	Data entry date: / /
Signature:	Signature:	Signature:	Signature:	Signature:

5. ADDRESS/ LOCATION OF THE ESTABLISHMENT

5-1. PROVINCE / KIGALI CITY:

5-2. DISTRICT.....

5-3. SECTOR.....

5-4. CELL.....

5-5. VILLAGE.....

5-6. ESTABLISHMENT NAME:

5-7. ESTABLISHMENT PHONE NUMBER/THE MANAGER

5.8. E_MAIL ADDRESS (OFFICE).....

0. GENERAL PERSONAL INFORMATION OF THE RESPONDENT

No.	Question	Answers	Code	Go to
O060 (option)	Name of respondent		
O061 (option)	Phone number		
O062 (option)	Email address		

SECTION A. ESTABLISHMENT INFORMATION

No.	Question	Answers	Code	Go to
M3:A010	When was the institution established?	(yyyy)	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	
M3:A020	Please indicate the ownership of establishment	1=Government /Public (GoR) 3.Government Aided Establishment 4=Private 6=NGO/faith-based Establishment 7=Other (Specify)	<input type="text"/>	
M3:A030	What type of training institution is this?	01. Pre primary/Nursery 02. Primary Education 14. 9 YBE(9 years basic education) 03. Secondary 04. Village/Community Polytechnic 05. Vocational Training 06. Teacher training Colleges (TTC) 07. Technical Training institutes(TTI) 08. Gov. Training Institutes (GTIs) 09. Commercial Colleges 10. Health institutes 11. National polytechnics 12. University and higher learning institutions 13. Other (specify)	<input type="text"/> <input type="text"/>	
M3:A040	Does this establishment offer only day, only boarding or both service?	1. Day only 2. Boarding only 3. Mixed/Both	<input type="text"/>	
M3:A050	Does this establishment cater for?	1. Male only 2. Female only 3. Mixed/Both	<input type="text"/>	
M3:A100	Are you self accounting?	1. Yes 2. No	<input type="text"/>	

M3:A101 (option)	What is the the legal status of your establishment	7. Sole proprietorship 8. Limited by share(LTD) 9. Limited by guarantee 10. Both limited by share and guarantee 11. Unlimited 12. Other(specify)	<input type="text"/>	If 1 or 6 →A 103																								
M3:A102 (option)	Please record the number of shareholders according to Nationality and sex	<table border="1"> <thead> <tr> <th></th> <th>Male</th> <th>Female</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Rwandese</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Other EAC</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Other African</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Rest of the World</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>			Male	Female	Total	Rwandese				Other EAC				Other African				Rest of the World				Total				
	Male	Female	Total																									
Rwandese																												
Other EAC																												
Other African																												
Rest of the World																												
Total																												
M3:A103 (option)	Ownership of premises	1. Fully owned 2. Joint ownership 3. Rented 4. Permitted by others to use site 5. Donated by Government 6. Government establishment 7. Other (specify)	<input type="text"/>																									
M3:A104 (option)	Does your institution have access to the following services within the premises? (Read all and Ask each then respond by 1=Yes or 2=No)	1. Postal services 2. Sick bay/ sick room 3. Internet 4. Computer laboratory 5. Science laboratory 6. Electricity 7. Water 1= Yes 2= No	<table border="1"> <tbody> <tr><td>1.</td><td></td></tr> <tr><td>2.</td><td></td></tr> <tr><td>3.</td><td></td></tr> <tr><td>4.</td><td></td></tr> <tr><td>5.</td><td></td></tr> <tr><td>6.</td><td></td></tr> <tr><td>7.</td><td></td></tr> </tbody> </table>	1.		2.		3.		4.		5.		6.		7.												
1.																												
2.																												
3.																												
4.																												
5.																												
6.																												
7.																												

SECTION B. STAFFING PROFILE AND LABOUR TURNOVER

No.	Question	Answers		
M3:B010	Indicate the total number of employees for the following period as at the 31st December of each of the years indicated	2008 (a)	2009 (b)	2010 (c)
	3. Total			
	4. Teaching/Training			
	5. Administration			
	6. Support staff			
M3:B011	How many of them are permanent?			
M3:B020	Indicate the total number of employees turnover for the following period as at the 31st December of each of the years indicated (For permanent staff only)	2008 (a)	2009 (b)	2010 (c)
	3. Total			
	4. Teaching/Training			
	5. Administration			
	6. Support staff			

M3:B030	In the last year (2010) what was the most common reason for staff turn over among male employees	1.Low pay 2.Poor working conditions 3.Late payment 4.Lack of amenities for staff 5.Marital 6.Dismissal 8.Not applicable 7.Others (specify)	<div style="text-align: center;"><input type="text"/></div>	
M3:B040	In the last year (2010) what was the most common reason for staff turn over among female employees	1.Low pay 2.Poor working conditions 3.Late payment 4.Lack of amenities for staff 5.Marital 6.Dismissal 8.Not applicable 7.Others (specify)	<div style="text-align: center;"><input type="text"/></div>	

SECTION C. Institutional Staffing Capacity

M3:C010 : Please indicate by job title, total number of PERMANENT Posts, Minimum Education Required for the post and the Number of Filled Posts by Sex and Citizenship and Gross remuneration as of the 30th September 2011 (please indicate different fields of teaching separately)

Job title / Description A	Minimum education requirements 1. PHD 2. Masters 3. Postgrad. Diploma 4. Bachelor's Degree 5. Diploma 6. Certificate 7. Other (specify) c	Field(s) of education requirements q	Filled Posts									How many do not have required qualification? l m	Total gross remuneration		For official use only ISCO Code p	For official use only ISCED Code r	
			Citizens only		Non-citizens only						Total filled posts		Average Wage / Salary n	Average Allowances o			
			d	e	East African only f g		Other African h i		Other (over-seas) Hh ii		j						k
M	F	M	F	M	F	M	F	M	F	M	F						
																<input type="text"/>	<input type="text"/>
																<input type="text"/>	<input type="text"/>
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																<input type="text"/>	<input type="text"/>
																<input type="text"/>	<input type="text"/>

M3:C020. Please indicate by job title, total number of PERMANENT Vacant Posts, Minimum Education Required and the number and Reasons why the post is vacant as of 30th September 2011 (please indicate different fields of teaching separately)

Job title / Description A	Total number of vacant posts b	Minimum education requirement 1. PHD 2. Masters 3. Postgrad. Diploma 4. Bachelor's Degree 5. Diploma 6. Certificate 7. Other (specify) c	Field(s) of education requirements q	Number and reason for recruitment				No of post which have been vacant for one year or more f	For posts which have been vacant for one year or more give main reasons why. 1.Internal bureaucracy 2.Lack of qualif. applicants 3.Low activity 4. Budget constraints 5.Other (specify) 6. Not applicable g	For official use only ISCO Code h	For official use only ISCED Code r
				Business Growth (i.e. additional posts) d	Replacement						
					Retirement e1	Job change of employee e2	Lack of qualifications e3				

M3:C030 . Indicate the Number of Staff and Skills Required for Future Employment (human resource forecast). Give reasons for future numbers (indicate different fields of teaching separately)

Does your establishment have a plan to increase or decrease the number of employees between 2012 and 2021? 1: Yes 2: No If 2 → C031

Job title/ Category or Job description/ Occupation	Minimum education requirement 1. PHD 2. Masters 3. Postgrad Diploma 4. Bachelor's Degree 5. Diploma 6. Certificate 7. Other (specify)	Field of education required	2012		2013		2014		2015		2016		2017_2021		For official use only ISCO Code	For official use only ISCED Code
			Number	Reason 1. Expansion 2. Change in technology 3. Attrition 4. Other (specify)	Number	Reason 1. Expansion 2. Change in technology 3. Attrition 4. Other (specify) 5. No change	Number	Reason 1. Expansion 2. Change in technology 3. Attrition 4. Other (specify)	Number	Reason 1. Expansion 2. Change in technology 3. Attrition 4. Other (specify)	Number	Reason 1. Expansion 2. Change in technology 3. Attrition 4. Other (specify)	Number	Reason 1. Expansion 2. Change in technology 3. Attrition 4. Other (specify)		
a	c	q	d	e	f	G	h	i	j	k	L	m	jj	kk	n	r
															<input type="text"/>	<input type="text"/>
															<input type="text"/>	<input type="text"/>
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															<input type="text"/>	<input type="text"/>
															<input type="text"/>	<input type="text"/>
															<input type="text"/>	<input type="text"/>

M3:C031(option) Enrollement by programme (Only for TVET and Higher Institutions)

Programme	Number of enrolled students by programme and by year							For official use only ISCED Code
	1st year	2 nd year	3 rd year	4 th year	5 th year	6 th year	7 th year	
								□□□□
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		1.=YES 2.= NO													
M3 :E080	What skills / qualifications are in general lacking among your staff? (Read all and Ask each then respond by 1=Yes or 2=No)	01. Managerial skills 02. Technical skills 03. Entrepreneurial skills 04. Language skills 05. Customer care 07. Innovativeness / creativity 08. IT skills 09. Didactics / teaching skills 10. Communication skills 06. Other (specify) 1.=YES 2.= NON	1 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 2 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 4 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>													
M3 :E090	Did you conduct any staff training in the last 12 months?	1.Yes 2. No	<input type="checkbox"/>	If 2 → E120												
M3 :E100	In what kind of area(s)? (Read all and Ask each then respond by 1=Yes or 2=No)	1. Managerial skills 2. Technical skills 3. Entrepreneurial skills 4. Language skills 5. Customer care 7. Innovativeness / creativity 8. IT skills 9. Didactics / teaching skills 10. Communication skills 6. Other (specify) 1.=YES 2.= NON	1 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 2 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 4 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>													
M3 :E120	Do you face any challenges that limit your staff training?	1.Yes 2. No	<input type="checkbox"/>	If 2 → E131												
M3 :E130	Which challenges limit the training of your staff? (Mult. answers, rank three most important)	1.Inadequate facilities (space) 2.Inadequate materials 3.Shortage of skilled trainers 4.Time off for the trainees 5.Other (specify) 6. Lack of funds	1 st <input type="checkbox"/> <input type="checkbox"/> 2 nd <input type="checkbox"/> <input type="checkbox"/>													
M3 :E131 (option)	If in the last 5 years you have hired graduates of TVET and / or higher institutions, how satisfied are you with their performance?	6. Fully satisfied 7. Partially satisfied 8. Little satisfied 9. Not satisfied 10. Not applicable (no such graduates hired)	<table border="1"> <tr> <td>TVET</td> <td>Higher inst.</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	TVET	Higher inst.	<input type="checkbox"/>	<input type="checkbox"/>									
TVET	Higher inst.															
<input type="checkbox"/>	<input type="checkbox"/>															
M3 :E132 (option)	In your view, what has to be improved in the training and education in TVET and higher institutions? (Multiple answers possible, rank three most important)	01. Managerial skills 02. Technical skills 03. Entrepreneurial skills 04. Language skills 05. Customer care 07. Innovativeness / creativity 08. IT skills 09. Didactics / teaching skills 10. Communication skills 11.None 06. Other (specify)	<table border="1"> <tr> <td></td> <td>TVET</td> <td>Higher Inst.</td> </tr> <tr> <td>1st</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>2nd</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>3rd</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>		TVET	Higher Inst.	1 st	<input type="checkbox"/>	<input type="checkbox"/>	2 nd	<input type="checkbox"/>	<input type="checkbox"/>	3 rd	<input type="checkbox"/>	<input type="checkbox"/>	
	TVET	Higher Inst.														
1 st	<input type="checkbox"/>	<input type="checkbox"/>														
2 nd	<input type="checkbox"/>	<input type="checkbox"/>														
3 rd	<input type="checkbox"/>	<input type="checkbox"/>														

M3 :E140	Do you have an industrial attachment./ apprenticeship / internship program?	1. Yes (institutionalised) 2. Yes (occasionally/informal) 3. No	<input type="text"/>	If 3 → E155																
M3 :E150	If Yes, how many interns do you have on average annually?		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">Male</th> <th style="width: 33%;">Female</th> <th style="width: 33%;">Total</th> </tr> </thead> <tbody> <tr> <td style="height: 20px;"></td> <td></td> <td></td> </tr> </tbody> </table>	Male	Female	Total														
Male	Female	Total																		
M3 :E151 (option)	How many of them are hired afterwards in 2009, 2010,2011?		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;"></th> <th style="width: 25%;">Male</th> <th style="width: 25%;">Female</th> <th style="width: 25%;">Total</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2010</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2011</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Male	Female	Total	2009				2010				2011				
	Male	Female	Total																	
2009																				
2010																				
2011																				
M3 :E152 (option)	Do interns take part in specifically designed training for them?	1. Yes 2. No	<input type="text"/>																	
M3 :E153 (option)	How long on average are the apprenticeships / internships?	<i>(Indicate the average duration in months)</i>	<input style="width: 100px;" type="text"/>																	
M3 :E154 (option)	What are the financial agreements?	1. Interns have to pay money 2. Interns receive money 3. Interns sponsored by other institution 4. No payments	<input type="text"/>	→ F001																
M3 :E155 (option)	What is the reason for not hosting interns (Multiple answers possible, rank three most important)	7. No need 8. No capacity / too small 9. Too cumbersome 10. No appropriate candidates 11. Candidates want to be paid / paid too much 12. Other (indicate)	1 st <input style="width: 40px; height: 20px;" type="text"/> 2 nd <input style="width: 40px; height: 20px;" type="text"/> 																	

SECTION F: CAPITAL / EXPENDITURES / REVENUE (option) (FOR PRIVATE EDUCATIONAL INSTITUTIONS ONLY) IF PUBLIC INSTITUTIONAL SCHOOL and NGO School → F010)

If the response to A020 is 3 or 4 fill this section

No.	Question	Answers	Code	Go to
M3:F001 (option)	What was the major source of your start-up capital for your business?	01. Own saving 02. Loans from friends/relatives/foreigners 03. Contributions from others 04. Loans from commercial banks 05. Informal money lenders 06. Government lending agencies 07. Micro finance institutions 08. Public share issuing 09. Inheritance 10. Other (specify) 11. Don't know	<input type="text"/> <input type="text"/>	If 2 – 11 → F003
M3:F002 (option)	If own saving, what was the major source?	1. Previous employment public sector 2. Previous employment in private sector 3. Sale of farm products 4. Sale of assets (cattle, property) 5. Other (specify)	<input type="text"/>	
M3:F003 (option)	Have you ever applied for a loan from a bank or another financial institution?	1. Yes 2. No	<input type="text"/>	If 1 → F005
M3:F004 (option)	Why didn't you apply? (Mult. answers.) (Read all and Ask each then respond by 1=Yes or 2=No)	8. No need 9. No guarantee 10. Long procedures 11. High interest rate 12. Lack of information 13. Fear of risks 14. Other(specify) 1= Yes 2= No	1 <input type="text"/> 2 <input type="text"/> 3 <input type="text"/> 4 <input type="text"/>	Go to F010
M3:F005 (option)	Have you received a loan from a bank or another financial institution?	1. Yes 2. No	<input type="text"/>	If 1 → F010
M3:F006 (option)	If you applied and did not receive, give reasons (Mult. answers.) (Read all and Ask each then respond by 1=Yes or 2=No)	1.Poor/No business plan 2.No guarantee/Insufficient guarantee 3.Lack of start_up fund 4.No feedback from the bank 5.Other (specify) 1= Yes 2= No	1 <input type="text"/> 2 <input type="text"/> 3 <input type="text"/>	

M3:F010: Indicate your establishment's expenditures on labour as of 30 September 2011 (in FRW)	Permanent		Temporary/casual	
	Number of employees as of 30 September 2011	Amount Paid for the month of September 2011	Number of employees as at 30 September 2011	Amount Paid for the month of September 2011
Wages and salaries including overtime pay				
Bonuses				
Allowances				
Social security Contribution				
Training				
Other not else where classified				

M3:G043 (option)	Since you have heard about LMIS but have not used it, please indicate why (Mult. answers, rank three most important)	1. No need 2. Complicated / cumbersome 3. Fear too much applications 4. Don't want to expose information 5. Applicants don't match requirements 6. Is not properly working 7. Other (please specify)	1 st <input type="text"/> 2 nd <input type="text"/>	
M3:G050 (option)	Do you currently envisage hiring non-nationals?	1. Yes 2. No	<input type="text"/>	If 2 → G053
M3:G051 (option)	If Yes, Why? (Multiple answers possible, rank)	1. Cheaper 2. Better qualified 3. Experienced 4. More efficient 5. Other (specify)	1 st <input type="text"/> 2 nd <input type="text"/> 3 rd <input type="text"/>	
M3:G052 (option)	From which countries / regions? (rank three most important)	1. EAC 2. Other African 3. Europe 4. Americas 5. Asia 6. Oceania	1 st <input type="text"/> 2 nd <input type="text"/>	→ H040
M3:G053 (option)	Why don't you envisage hiring non-national? (Multiple answers possible, rank three most important)	1. No need 2. Regulations 3. Not acquainted with Rwanda 4. Language problems 5. Problems of sourcing / hiring 6. Cultural problems 7. Other (specify) 8. Expensive	1 st <input type="text"/> 2 nd <input type="text"/>	

SECTION H. CAPACITY UTILIZATION AND RELEVANCE OF TRAINING (APPLICABLE FOR HIGHER INSTITUTIONS AND TVET Delivering A2 or higher certificate only)

N°	Question	Answers	Code	Go to
M3:H040	Please indicate any obstacles that negatively affect the capacity utilization in your institution? (Multiple answers possible, rank three most important)	1. Lack of teaching materials 2. Physical facilities (building) etc 3. Lack of qualified staff 4. Financial/Budget constraints 5. Lack of clients/students 6. Lack of power/energy 8. No obstacle 7. Other (specify)	1 st <input type="text"/> 2 nd <input type="text"/>	
M3:H041 (option)	What would you need to improve your services? (Multiple answers possible, rank three most important)	1. New equipment 2. Facilities 3. Qualified teachers 4. Expert instructors/teachers 5. Subsidies for students 6. Deregulation 7. Nothing 8. Other (specify)	1 st <input type="text"/> 2 nd <input type="text"/>	
M3:H050	Do you conduct Tracer studies?	1. Yes 2. No	<input type="text"/>	
M3:H060	How long does it take for a former student to get employment?	1. Less than 7 months 2. 7 – 12 months 3. More than 12 month 4. Don't know	<input type="text"/>	
M3:H070	How do you ensure	1. Curriculum review with employers		

	relevance of your training Programmes to the labour market? (Multiple answers possible, rank three most important)	2. C. review with national agency 3. C.council for higher education 4. Tracer Studies 5. Industrial attachment 6. Labour market studies 7. Experience in profession 8. Other (Specify)	<table border="1"> <tr><td>1rst.</td><td></td></tr> <tr><td>2nd.</td><td></td></tr> <tr><td>3rd</td><td></td></tr> </table>	1rst.		2nd.		3rd		
1rst.										
2nd.										
3rd										
M3:H080	Does your institution offer long distance learning?	1.Yes 2. No	<input type="checkbox"/>							
M3:H090	Does your institution offer part time studies?	1.Yes 2. No	<input type="checkbox"/>							

SECTION I. MEMBERSHIP TO ORGANIZATIONS/ ASSOCIATIONS

No.	Question	Answers	Code	Go to
M3 :I020	Is your institution a member of any organization/association?	1.Yes 2. No	<input type="checkbox"/>	If 2 → I060
M3 I030	Name one of the organization		
M3 :I040	In the past year have you received any cooperation or assistance from the organization/association?	1.Yes 2. No	<input type="checkbox"/>	
M3 :I060	Is your institution affiliated to another organisations/association?	1.Yes 2. No	<input type="checkbox"/>	

SECTION J. GENDER

No.	Question	Answers	Code	Go to
M3:J010	Does your organization have a gender policy?	1.Yes 2. No	<input type="checkbox"/>	
M3:J020	Does your organisation practice preferential treatment due to sex?	1.Yes 2. No	<input type="checkbox"/>	If 2 → K010
M3:J030	Does this practice involve the following policy? (Read all and Ask each then respond by 1=Yes or 2=No)	1. Quota of management positions for women 2. Overall quota for women 3. Preferential recruitment for women 4. Preferential recruitment for men 5. Maternity leave 6. Differential retirement age 7. Preferential payment 8. Others (specify) 1=Yes 2=No	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/>	

SECTION K. HIV/AIDS POLICY AT WORKPLACE

No.	Question	Answers	Code	Go to
M3 :K010	Do you have an HIV and AIDS in your workplace ?	1. Yes 2. No	<input type="checkbox"/>	If 2 → L010
M3:K020	Does the HIV and AIDS policy work-place policy entail/contain the following (Read all and Ask each then respond by 1=Yes or 2=No)	1.VCT services 2.Free ARVs for workers who are HIV+ 3.Free condom distribution for workers 4.Free food rations for workers who are HIV+ 5.Workers' rights 6.Others (specify) 1=Yes 2=No	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/>	

SECTION L. USE OF ICT

No.	Question	Answers	Code	Go to
M3:L010	Has your institution introduced ICT use?	1. Yes 2. No	<input type="text"/>	If 2 → end
M3:L020	Please indicate what for it is being used (Ask for each option and respond by 1=Yes or 2=No)	1. Production/Teaching 2. Marketing 3. Human resource management 4. Communication 5. Records management 6. Accounting/Finance/Planning/Budgeting 8. Employment 7. Others (specify) 1=Yes 2=No	1 <input type="text"/> 2 <input type="text"/> 3 <input type="text"/> 4 <input type="text"/> 	
M3:L030	According to your opinion how has the use of ICT affected the following? (read all) 1 = Increased 2 = Decreased 3 = No effect 0 = Not applicable	1. Production/Teaching 2. Marketing 3. Human resource management 4. Communication 5. Records management 6. Accounting 8. Employment 7. Others (specify)	1 <input type="text"/> 2 <input type="text"/> 3 <input type="text"/> 4 <input type="text"/> - <input type="text"/> 	
M3:L040 (option)	What are the most important challenges with regard to the use of ICT? (multiple answers possible, list three most important by rank)	1. Lack of skilled employees 2. Lack of skilled outside IT support 3. Lack of skilled trainers 4. Insufficient / unreliable connectivity 5. Unreliable electricity 6. Costs of equipment 7. Availability of equipment 8. Others (specify) 9. No challenge	1 st <input type="text"/> 2 nd <input type="text"/> 	End of interview

End of interview

Thank you

REPUBLIC OF RWANDA



SAMPLE CODE:

NATIONAL INSTITUTE OF STATISTICS OF RWANDA
MINISTRY OF PUBLIC SERVICE AND LABOUR

RWANDA NATIONAL MANPOWER SURVEY

EMPLOYERS MODULE (Informal)

Confidentiality Note
The Information you give in this questionnaire will only be used for statistical purposes. According to the Statistical law individual data are kept confidential and will not be disclosed for any reason what so ever.

3. INTERVIEW RESULTS

O050	A Visit 1	B Visit 2	C Visit 3	D Reason for not responding
	Date :/...../.....	Date :/...../.....	Date :/...../.....	
	1. Fully completed 2. Partially completed 3. Not answered 4. Posponed 5. Other (specify)	1. Fully completed 2. Partially completed 3. Not answered 4. Posponed 5. Other (specify)	1. Fully completed 2. Partially completed 3. Not answered 4. Posponed 5. Other (specify)	1. Refused 2. Not found (owner) 3. Not found (establishment)/ No longer operating 4. Other (specify)
	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

4. NAMES AND SIGNATURE OF SURVEYS STAFFS

Name of the interviewer:	Name of the Field Editor:	Name of the Team Leader	Name of coder:	Name of the Data entry clerk:
Date of the interview: / / /	Editing date: / / /	Date: / / /	Coding date: / / /	Data entry date: / / /
Signature:	Signature:	Signature:	Signature:	Signature:

5. ADDRESS/ LOCATION OF THE ESTABLISHMENT

5-1. PROVINCE / KIGALI CITY:

5-2. DISTRICT.....

5-3. SECTOR.....

5-4. CELL.....

5-5. VILLAGE.....

5-6. ESTABLISHMENT NAME:

5-7. ESTABLISHMENT PHONE NUMBER/THE MANAGER

5.8. E_ MAIL ADDRESS (OFFICE).....

0040 (option)	Are you registred in RRA?	1. Yes 2. No	<input type="checkbox"/>	If 2 → 0050
0041 (option)	How many working persons do you have ?	1. Less than 5 2. More than 5	<input type="checkbox"/>	If 2 → Fill Formal Questionnaire
0042 (option)	Do you keep regular account books?	1. Yes 2. No	<input type="checkbox"/>	If 1 → Fill Formal Questionnaire
0050 (option)	Position of respondent	1. Owner/Co-owner (manager) 2. Manager 3. Human resource Manager 4. Other (specify)	<input type="checkbox"/>	If 2 , 3 or 4 go to M51: B010

SECTION A. GENERAL PERSONAL INFORMATION ON EMPLOYER (only to be filled if interview with OWNER)

No.	Question	Options	Code	Go to
M51:A010	Name of the respondent		
M51:A011 (option)	Owner phone number		
M51:A012	Email adress (respondent)		
M51:A020	Sex	1. Female 2. Male	<input type="checkbox"/>	
M51:A030	Age in completed years		<input type="text"/>	
M51:A040	Marital status	11.Single/Never married 2. Married 3. Separated 4. Divorced 5. Widowed	<input type="checkbox"/>	
M51:A050	Nationality	1. Burundian 2. Kenyan 3. Rwandan 4. Tanzanian 5. Ugandan 6. The rest of Africa (specify) 7. The rest of the world (specify)	<input type="checkbox"/>	
M51:A060	What is the highest level of formal education you have completed?	01.PhD/Doctorate 02.Masters Degree 03.Post Graduate Diploma 04.Bachelors 05.Diploma level (A1) 06.Certificate level (TVET) 07.Secondary-A Level 08.Secondary-O Level 09.Primary 11. Other (specify) 10. None	<input type="text"/>	If 8,9,10,11 → A072
M51:A070	Please indicate the field of		<input type="text"/>	

	Specialization	ISCED Code-Level 3 for office use	
M51:A071 (option)	Where did you get your highest level of education?	1. Rwanda 2. Other EAC countries 3. Rest of Africa 4. Europe 5. Americas 6. Asia 7. Oceania	<input type="text"/>	
M51:A072 (option)	Are you currently enrolled in further training?	1. Yes 2. No	<input type="text"/>	If 2 → A110
M51:A073 (option)	Please indicate the field/type of training you are enrolled for	<input type="text"/> <input type="text"/> <input type="text"/> ISCED Code-Level 3 for office use	
M51:A074 (option)	What kind of degree are you expecting from that training?	01. PhD/Doctorate 02. Masters Degree 03. Post Graduate Diploma 04. Bachelors 05. Diploma level (A1) 06. Certificate level (TVET) 07. Secondary-A Level 10. None 12. Certificate 11. Other (specify)	<input type="text"/> <input type="text"/>	
M51:A110	What is your current main occupation / job title?	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> ISCO-Level 4 for office use	
M51:A120	Is this your main or secondary occupation / job?	1. Main 2. Secondary	<input type="text"/>	If 1 → A140
M51:A130	What is the other occupation?	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> ISCO-Level 4 for office use	
M51:A140 (option)	Does your current occupation match your official education / training (certificate / degree)?	5. Yes 6. No (other job than qualific.) 7. No (lower level than qualific.) 8. No (higher level than qualific.) 5. Not applicable (no training)	<input type="text"/>	
M51:A150 (option)	Is this your first employment in Rwanda after reaching 15 years old?	1. Yes 2. No	<input type="text"/>	If 1 → A158
M51:A151 (option)	What kind of establishment did you work for before joining your current employer?	1=Ministry and Other institutions 2= Parastatal 3=Company 4=Co-operative / SACCO 5=NGO/CSO/CBO 6=Other (specify)	<input type="text"/>	
M51:A152 (option)	What was your employment status?	3. Owner account worker 4. Employer 3 Employee 4 Unpaid family worker	<input type="text"/>	
M51:A153 (option)	What was the establishment's main economic activity?	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> ISIC-Level 4 for office use	
M51:	What was your	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	

A154 (option)	occupation?		ISCO-Level 4 for office use	
M51:A155 (option)	How long did you work for the previous employer?	(If less than one year enter 00)	years [][]	
M51:A156 (option)	Was the job matched your education?	1. Yes matched 2. No	[]	
M51:A157 (option)	How long have you worked in each sector? (after reaching 15 year of age)	1=Ministry and other institutions 2=Parastatal 3=Company 4=Co-operative / SACCO 5=NGO/CSO/CBO 6=Other (specify)	years 1 [][] 2 [][] 3 [][] 4 [][] 5 [][] 6 [][]	
M51:A158 (option)	What was your highest level of education when you first enter the labour market?(after reaching 15 year of age)	1. No education 2. Primary 3. Secondary 4. TVET 5. Tertiary	[]	If 1 and 2 go to A161
M51:A159 (option)	Indicate the year of your graduation before entering the labour market for the first time.		[][][][]	
M51:A160 (option)	How long did it take you to find your first job?		Years [][] Months [][]	
M51:161 (option)	Do you have any disability?	1. Yes 2. No	[]	If 2 → B010
M51:A162 (option)	If Yes, what type of disability	1. Sight (blind/severe visual limitation) 2. Hearing (deaf, hard of hearing) 3. Communicating (speech impairment) 4. Other Physic. disability/physical handic. 5. Intellectual (difficulties in learning)/ mental problem 6. Emotional (behavioural, psycholog.) 7. Other (specify)	[]	

SECTION B. ESTABLISHMENT INFORMATION

No.	Question	Options	Code	Go to
M51:B010	When did you start this establishment?	(yyyy)	[][][][]	
M51:B020	What are the goods and services produced or activities performed in your establishment? <i>If more than one activity please start with the main activity in column one</i>	Main activity 1	[][][][][] ISIC code for office use	
		Main activity 2	[][][][][] ISIC code for office use	
		Main activity 3	[][][][][] ISIC code for office use	
M51:B030	What is the the legal status	1.Sole proprietorship		If 1, 6 →

	of your establishment	2.Limited by share(LTD) 3.Limited by guarantee 4 Limited by both share and guarantee 5.Unlimited 6.Other(specify)	<input type="checkbox"/>	B040																								
M51:B031 (option)	Please record the number shareholders by nationality and sex		<table border="1"> <thead> <tr> <th></th> <th>Male</th> <th>Female</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Rwandese</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Other EAC</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Other African</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Rest of the World</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Male	Female	Total	Rwandese				Other EAC				Other African				Rest of the World				Total				
	Male	Female	Total																									
Rwandese																												
Other EAC																												
Other African																												
Rest of the World																												
Total																												
M51:B040	Where do you mainly undertake your business?	01. Workspace in/attached to home 02. Factory, office, workshop, kiosk 03. Independent from home 05. Home or workplace of client 06. Employer's home 07. Construction site 08. Market stall 09.No specified place 10. Other (specify)	<input type="checkbox"/> <input type="checkbox"/>																									
M51:B050	Ownership of premises	1. Fully owned 2. Joint ownership 3. Permitted by others to use site 4. Rented 5. Donated by the Government 6. Donated by Local authority 7. Not Applicable 8. Other (specify)	<input type="checkbox"/>																									
M51:B060	Are there plans to register your enterprise with the Registrar of Companies(RDB)?	1. Already registered 2. Already in the process 3. Yes, in the near future 4. No plans 5. Not sure	<input type="checkbox"/>																									
M51:B061 (option)	Are there plans to register your enterprise at RRA	1. Already registered 2. Already in the process 3. Yes, in the near future 4. No plans 5. Not sure	<input type="checkbox"/>																									
M51:B070	Does the enterprise have any license to operate?	1. Yes 2. No	<input type="checkbox"/>	If 2 → B090																								
M51:B080	Under what license does the business operate?	1.Trade License 3.Patente 4.Provisional authorization 5. Other (specify)	<input type="checkbox"/>																									
M51:B090	What types of utilities are available to your business? Multiple responses are possible Read each modality and respond by 1 = YES or 2= NO)	1. Water 2. Electricity 3. Toilet / pit latrine 4. Waste disposal 5. Other (specify)..... 1 = YES 2= NO	<table border="1"> <tbody> <tr><td>1</td><td><input type="checkbox"/></td></tr> <tr><td>2</td><td><input type="checkbox"/></td></tr> <tr><td>3</td><td><input type="checkbox"/></td></tr> <tr><td>4</td><td><input type="checkbox"/></td></tr> <tr><td>5</td><td><input type="checkbox"/></td></tr> </tbody> </table>	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>															
1	<input type="checkbox"/>																											
2	<input type="checkbox"/>																											
3	<input type="checkbox"/>																											
4	<input type="checkbox"/>																											
5	<input type="checkbox"/>																											
M51:B091 (Option)	Which is the source of these above utilities? (Multiple responses are possible Read each modality and respond by 1=Public/Gvnt	1.Water 2. Electricity 3. Toilet / pit latrine 4. Waste disposal 5. Other (specify) 1. Public/Gvnt 2. Private	<table border="1"> <tbody> <tr><td>1</td><td><input type="checkbox"/></td></tr> <tr><td>2</td><td><input type="checkbox"/></td></tr> <tr><td>3</td><td><input type="checkbox"/></td></tr> <tr><td>4</td><td><input type="checkbox"/></td></tr> <tr><td>5</td><td><input type="checkbox"/></td></tr> </tbody> </table>	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>															
1	<input type="checkbox"/>																											
2	<input type="checkbox"/>																											
3	<input type="checkbox"/>																											
4	<input type="checkbox"/>																											
5	<input type="checkbox"/>																											

	2=Private or 3=Not applicable)	3. Not applicable		
M51:B100	Does the government provide these utilities? Look at Question B091 and respond to B0100	1. Yes all 2. Yes partly 3. None	<input type="text"/>	Don't ask
M51:B110	Does your business have access to the following services? (Multiple answers are possible) Read all and respond by 1= YES or 2= NO	1. Postal Services 2. Banking 4. Telephone 5. Internet 6. Transport (Own car) 8. Other (specify)	1 <input type="text"/> 2 <input type="text"/> 4 <input type="text"/> 5 <input type="text"/> 6 <input type="text"/> 8 <input type="text"/>	
		1= YES 2= NO		

SECTION C. WORKLOAD / BUSINESS OPERATIONS

No.	Question	Options	Code	Go to
M51:C010	On average how many hours does your business operate per day?		<input type="text"/>	
M51:C020	How many days per week does your business normally operate?		<input type="text"/>	
M51:C030	How many days do you usually work per week?		<input type="text"/>	
M51:C040	Do you keep written records/business records?	1. Yes 2. No	<input type="text"/>	If 1 → D010
M51:B050	Why don't you keep records?	1. Records not necessary 2. Lack of skills 3. Lack of finances 4. Other (specify)	<input type="text"/>	

SECTION D. EMPLOYEE CHARACTERISTICS AND VACANT POSTS

No.	Question	Options	Code	Go to																								
M51 :D010	How many persons are currently engaged in this establishment?																										
M51 :D020	How many of the persons engaged in this establishment fall under the following categories:	1.Working owners 2.Contributing family workers 3.Paid employees 4.Unpaid employees out of the family	<table border="1"> <thead> <tr> <th></th> <th>Male</th> <th>Female</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td><input type="text"/></td> <td><input type="text"/></td> <td><input type="text"/></td> </tr> <tr> <td>2.</td> <td><input type="text"/></td> <td><input type="text"/></td> <td><input type="text"/></td> </tr> <tr> <td>3.</td> <td><input type="text"/></td> <td><input type="text"/></td> <td><input type="text"/></td> </tr> <tr> <td>4.</td> <td><input type="text"/></td> <td><input type="text"/></td> <td><input type="text"/></td> </tr> <tr> <td colspan="3" style="text-align: right;">TOTAL</td> <td><input type="text"/></td> </tr> </tbody> </table>		Male	Female	Total	1.	<input type="text"/>	<input type="text"/>	<input type="text"/>	2.	<input type="text"/>	<input type="text"/>	<input type="text"/>	3.	<input type="text"/>	<input type="text"/>	<input type="text"/>	4.	<input type="text"/>	<input type="text"/>	<input type="text"/>	TOTAL			<input type="text"/>	
	Male	Female	Total																									
1.	<input type="text"/>	<input type="text"/>	<input type="text"/>																									
2.	<input type="text"/>	<input type="text"/>	<input type="text"/>																									
3.	<input type="text"/>	<input type="text"/>	<input type="text"/>																									
4.	<input type="text"/>	<input type="text"/>	<input type="text"/>																									
TOTAL			<input type="text"/>																									
M51 :D021 (option)	Please indicate the total number of employees for the following period as at the 31 st December of each of the indicated years (If not applicable, write 999)		2008 (a)	2009 (b)	2010 (c)																							
	3. Total	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>																							
M51 :D022 (option)	Please indicate labour turnover for the following period as at the 31 st december of each of the following (If not applicable, write 999)		2008 (aa)	2009 (bb)	2010 (cc)																							
	Total	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>																							

M51 :D040	What is the major factor that influences the number of persons engaged in your establishment?	<ol style="list-style-type: none"> 1. Increased or decreased demand 2. Apprenticeships 3. Location (move to other site, space) 4. Access to external financial support 6. Introduction of new products / services 7. Introduction of new technology 5. Other (specify) 	<div style="border: 1px solid black; width: 40px; height: 15px; margin: 0 auto;"></div> <p>.....</p>										
M51 :D060	What skills / qualifications are in general lacking among your staff? (Multiple answers possible, rank three most important)	<ol style="list-style-type: none"> 1. Managerial skills 2. Technical skills 3. Entrepreneurial skills 4. Language skills 6. Customer care 7. Innovativeness / creativity 8. IT skills 9. Didactics / teaching skills 10. Communication skills 11. None 5. Other (specify) 	<table border="1" style="margin: 0 auto;"> <tr><td style="padding: 2px;">1st</td><td style="width: 30px;"></td></tr> <tr><td style="padding: 2px;">2nd</td><td></td></tr> <tr><td style="padding: 2px;">3rd</td><td></td></tr> </table> <p>.....</p>	1 st		2 nd		3 rd					
1 st													
2 nd													
3 rd													
M51 :D071 (option)	Which challenges do you face that limits training of your staff? (Multiple answers possible, rank three most important)	<ol style="list-style-type: none"> 1. Inadequate facilities (space) 2. Inadequate materials 3. Shortage of skilled trainers 4. Time off for the trainees 6. Lack of fund 5. Other (specify) 7. No challenge 	<table border="1" style="margin: 0 auto;"> <tr><td style="padding: 2px;">1st</td><td style="width: 30px;"></td></tr> <tr><td style="padding: 2px;">2nd</td><td></td></tr> <tr><td style="padding: 2px;">3rd</td><td></td></tr> </table> <p>.....</p>	1 st		2 nd		3 rd					
1 st													
2 nd													
3 rd													
M51 :D072 (option)	If you have hired graduates of TVET and / or higher institutions, how satisfied are you with their performance?	<ol style="list-style-type: none"> 11. Satisfied 12. Partially satisfied 13. Little satisfied 14. Not satisfied 15. Not applicable (no such graduates hired) 	<table border="1" style="margin: 0 auto;"> <tr> <td style="padding: 2px;">TVET</td> <td style="padding: 2px;">Higher inst.</td> </tr> <tr> <td style="width: 30px;"></td> <td></td> </tr> </table>	TVET	Higher inst.								
TVET	Higher inst.												
M51 :D073 (option)	In your view, what has to be improved in the training and education in TVET and higher institutions? (Multiple answers possible, rank three most important)	<ol style="list-style-type: none"> 1. Managerial skills 2. Technical skills 3. Entrepreneurial skills 4. Language skills 5. Customer care 7. Innovativeness / creativity 8. IT skills 9. Didactics / teaching skills 10. Communication skills 06. Other (specify) 	<table border="1" style="margin: 0 auto;"> <tr><td style="padding: 2px;">1st</td><td style="width: 30px;"></td><td style="width: 30px;"></td></tr> <tr><td style="padding: 2px;">2nd</td><td></td><td></td></tr> <tr><td style="padding: 2px;">3rd</td><td></td><td></td></tr> </table> <p>.....</p>	1 st			2 nd			3 rd			
1 st													
2 nd													
3 rd													
M51:D080	Does your establishment have an industrial att. / apprenticeship / internship progr.?	<ol style="list-style-type: none"> 1. Yes (institutionalised) 2. Yes (occasionally/informal) 3. No 	<div style="border: 1px solid black; width: 40px; height: 15px; margin: 0 auto;"></div>	If 3 → D130									
M51:D090	If Yes, how many interns do you have annually?		<table border="1" style="margin: 0 auto;"> <tr> <td style="padding: 2px;">Male</td> <td style="padding: 2px;">Female</td> <td style="padding: 2px;">Total</td> </tr> <tr> <td style="width: 30px;"></td> <td></td> <td></td> </tr> </table>	Male	Female	Total							
Male	Female	Total											

M51 :D100 (option)	How many of them are hired afterwards in 2009, 2010,2011?		<table border="1"> <tr> <td></td> <td>Male</td> <td>Fem ale</td> <td>Tota l</td> </tr> <tr> <td>2009</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2010</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2011</td> <td></td> <td></td> <td></td> </tr> </table>		Male	Fem ale	Tota l	2009				2010				2011				
	Male	Fem ale	Tota l																	
2009																				
2010																				
2011																				
M51 :D110 (option)	How long are the apprenticeships / attachments / internships on average?	<i>(Indicate the average duration in months)</i>	<table border="1"> <tr> <td></td> <td></td> </tr> </table>																	
M51 :D120 (option)	What are the financial agreements?	1. Interns have to pay money 2. Interns receive money 3. Interns sponsored by other institution 4. No payments	<table border="1"> <tr> <td></td> </tr> </table>		→ E010															
M51 :D130 (option)	What is the reason for not hosting interns (Multiple answers possible, rank three most important)	13. No need 14. No capacities 15. Too cumbersome 16. No appropriate candidates 17. Candidates want to be paid 18. Too small 19. Other (indicate)	<table border="1"> <tr> <td>1st</td> <td></td> </tr> <tr> <td>2nd</td> <td></td> </tr> <tr> <td>3rd</td> <td></td> </tr> </table> <p>.....</p>	1 st		2 nd		3 rd												
1 st																				
2 nd																				
3 rd																				

SECTION E: CAPITAL / REVENUE (Look Employer formal)

No.	Question	Options	Code	Go to										
M51 :E010	What was the major source of your start-up capital for your business?	1. Own saving 2. Loans from friends/relatives 3. Contributions from others 4. Loans from commercial banks 5. Informal money lenders 6. Government lending agencies 7. Micro finance institutions 8. Public share issuing 9. Inheritance 10. Other (specify) 11. Don't know	<table border="1"> <tr> <td></td> <td></td> </tr> </table> <p>.....</p>			If 2 - 11 → E030								
M51 :E020	If own saving, what was the major source?	1. Previous employment public sector 2. Previous employment in private sector 3. Sale of farm products 4. Sale of assets (cattle, property) 5. Other (<i>specify</i>)	<table border="1"> <tr> <td></td> </tr> </table> <p>.....</p>											
M51 :E030	Have you ever applied for a loan from a bank or another financial institution?	1. Yes 2. No	<table border="1"> <tr> <td></td> </tr> </table>		If 1 → E032									
M51 :E031	Why didn't you apply? (Mult. answers,)	15. No need 16. No guarantee 17. Long procedures 18. High interest rate 19. Lack of information 20. Fear of risks	<table border="1"> <tr> <td>1.</td> <td></td> </tr> <tr> <td>2.</td> <td></td> </tr> <tr> <td>3.</td> <td></td> </tr> <tr> <td>4.</td> <td></td> </tr> <tr> <td>5.</td> <td></td> </tr> </table>	1.		2.		3.		4.		5.		Go to E040
1.														
2.														
3.														
4.														
5.														

	(Read all and Ask each then respond by 1=Yes or 2=No)	21. Other(specify) 1=Yes 2=No	6. <input type="text"/> 7. <input type="text"/> 	
M51 :E032	Have you received a loan from a bank or another financial institution?	1. Yes 2. No	<input type="text"/>	If 1 → E040
M51 :E033	Why didn't you receive the loan you applied for?	1.Poor/No business plan 2.No guarantee/insufficient guarantee 3.Lack of start_up fund 4.No feedback from the bank 5.Other (specify)	<input type="text"/>	
M51 :E040	What is the average annually gross income that you are receiving from your establishm in 2010?		<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	

SECTION F: EXPENDITURE (Look Employer formal)

M51 : F010 (option) Please indicate your establishment's expenditures on labour as of 30 September 2011 (in FRW)	Permanent		Temporary/casual	
	Number of employees as at 30 september 2011 A.	Amount Paid for the month of 30 september 2011 (in Rwf) B	Number of employees as at 30 september 2011 C	Amount Paid for the month of september 2011(in Rwf) D.
Wages and salaries including overtime pay				
Bonuses				
Allowances				
Social security Contribution				
Training				
Other not else where classified				

M51 :F020 (option)	Can any of your product (good or service) be exported to EAC or Word market?	1= YES; 2= NO	<input type="text"/>	IF 2 go to F060
M51 :F030 (option)	During 2011, have you exported any of your product to EAC or Word market? (Mult. answers.) (Read all and Ask each then respond	1. YES to EAC market 2. YES to Other African market 3. YES, out side of Africa 1 = YES 2= NO	1 <input type="text"/> 2 <input type="text"/> 3 <input type="text"/>	

	by 1=Yes or 2=No)			
M51 :F040 (option)	Before 2011, have you exported any of your product to EAC or Word market? (Mult. answers.) (Read all and Ask each then respond by 1=Yes or 2=No)	4. YES to EAC market 5. YES to Other African market 6. YES, out side of Africa 1 = YES 2= NO	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/>	
M51 :F050 (option)	Do you plan to export any of your product to EAC or Word market in the future? (Mult. answers.) (Read all and Ask each then respond by 1=Yes or 2=No)	4. YES to EAC market 5. YES to Other African market 6. YES, out side of Africa 1 = YES 2= NO	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/>	
M51 :F060 (option)	What are the major sources of funding for this institution?	1. Government/National budget 2. (International)Donors 3. Shareholders 4. Financial Institutions 5. Faith-based organizations/charties 6. Payments by beneficiaries 7. Selling of output / services 8. Membership contribution fees 9. Others (specify)	<input type="checkbox"/>	

SECTION FF. SOURCING FOR REQUIRED STAFF

No.	Question	Options	Code	Go to												
M51 :FF010 (option)	How do you source personnel to fill vacant posts? (Multiple answers possible, rank three most important for skilled / low-skilled)	1. Media advertisements 2. Own webpage/ Internet 3. LMIS/Registration systems 4. Job agents / bureaus 5. Friends/relatives 6. Training institution 7. Other specify	<table border="1"> <thead> <tr> <th>Rank</th> <th>Low skilled</th> <th>High and middle skilled</th> </tr> </thead> <tbody> <tr> <td>1st</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>2nd</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>3rd</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table>	Rank	Low skilled	High and middle skilled	1st	<input type="checkbox"/>	<input type="checkbox"/>	2nd	<input type="checkbox"/>	<input type="checkbox"/>	3rd	<input type="checkbox"/>	<input type="checkbox"/>	
Rank	Low skilled	High and middle skilled														
1st	<input type="checkbox"/>	<input type="checkbox"/>														
2nd	<input type="checkbox"/>	<input type="checkbox"/>														
3rd	<input type="checkbox"/>	<input type="checkbox"/>														
M51 :FF020 (option)	Do you envisage hiring non-nationals in the near future?	1. Yes 2. No	<input type="checkbox"/>	If 2 → FF050												
M51 :FF030 (option)	If Yes, Why? (rank)	1. Cheaper 2. Better qualified 3. Other (specify)	<table border="1"> <tbody> <tr> <td>1st</td> <td><input type="checkbox"/></td> </tr> <tr> <td>2nd</td> <td><input type="checkbox"/></td> </tr> <tr> <td>3rd</td> <td><input type="checkbox"/></td> </tr> </tbody> </table>	1st	<input type="checkbox"/>	2nd	<input type="checkbox"/>	3rd	<input type="checkbox"/>							
1st	<input type="checkbox"/>															
2nd	<input type="checkbox"/>															
3rd	<input type="checkbox"/>															
M51 :FF040 (option)	From which countries / regions? (Multiple answers possible, rank three most important)	1. EAC 2. Other African 3. Europe 4. Americas 5. Asia 6. Oceania 7. Any where	<table border="1"> <tbody> <tr> <td>1st</td> <td><input type="checkbox"/></td> </tr> <tr> <td>2nd</td> <td><input type="checkbox"/></td> </tr> <tr> <td>3rd</td> <td><input type="checkbox"/></td> </tr> </tbody> </table>	1st	<input type="checkbox"/>	2nd	<input type="checkbox"/>	3rd	<input type="checkbox"/>	→ G010						
1st	<input type="checkbox"/>															
2nd	<input type="checkbox"/>															
3rd	<input type="checkbox"/>															
M51 :FF050	If No, Why?	1. No need														

(option)	(Multiple answers possible, rank three most important)	2. Regulations 3. Not acquainted with Rwanda 4. Language problems 5. Problems of sourcing / hiring 6. Cultural problems 7. Other (specify)	1 st			
			2 nd			
			3 rd			

SECTION G. MEMBERSHIP TO EMPLOYEES ORGANIZATIONS

No.	Question	Options	Code	Go to
M51 :G010	Is your institution a member of any organization/assoc.?	1.Yes 2. No	<input type="checkbox"/>	If 2 → H010
M51 G020	Name that organisation/association		
M51 :G030	In the past year have you received any assistance from these institutions?	1.Yes 2. No	<input type="checkbox"/>	

SECTION H. EMPLOYMENT WORKING CONDITIONS

No.	Question	Options	Code	Go to
M51 :H010	What type of employment contract do you have with your employees? <i>(Indicate the most common)</i>	1. Written 2. Oral 3. No contract 4. Not applicable	<input type="checkbox"/>	
M51 :H020	Which of the following benefits are provided for your employees? <i>(read all and respond by 1=Yes or 2=Yes)</i>	1. Sick leave 2. Paid annually leave 3. Maternity leave 4. Paternity leave 5. Social security 6. Dismissal payments 7. Any other (specify) 1= YES 2= NO	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/>	

SECTION I. HIV/AIDS POLICY AT WORKPLACE

No.	Question	Options	Code	Go to
M51 :I010	Do you have an HIV / AIDS workplace policy in place?	1. Yes 2. No	<input type="checkbox"/>	If 2 → J010

M51 :I020	<p>Does the HIV / AIDS work-place policy entail/contain the following</p> <p>(read all and tick if appropriate)</p>	<p>1.VCT services 2.Free ARVs for workers who are HIV+ 3.Free condom distribution for workers 4.Free food rations for workers who are HIV+ 5.Workers' rights 6.Others (specify).....</p> <p>1= YES 2= NO</p>	<p>1 <input type="checkbox"/></p> <p>2 <input type="checkbox"/></p> <p>3 <input type="checkbox"/></p> <p>4 <input type="checkbox"/></p> <p>5 <input type="checkbox"/></p> <p>6 <input type="checkbox"/></p>	
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SECTION J. CHALLENGES OF BUSINESS EXPANSION

N°	Question	Options	Code	Go to
M1:J010	<p>What are the difficulties affecting the operation / growth of your establishment / enterprise / organization.</p> <p>(Multiple answers possible, rank three most important)</p>	<p>1. Lack of customers/marketing 2. Non-payment of debts 3. Access to finance 4. Lack of management skills 5. Lack of capital equipment 6. Lack of skilled personnel 7. High taxes and license fees 8. Lack of raw materials/irregular supply 9. Lack of space/land 10. No new technology 11. Difficulties with existing regulations, law 12 Increased competition 13 Access to energy 14. Cost of energy 15. Crime/safety 16. Customs and trade regulations 17. Poor transport system 18. Transport cost 19. Labour regulations 20. High labour turnover 21. Corruption 22. HIV/AIDS 23. Other (specify) 24. No difficulties/No challenge</p>	<p>1st <input type="checkbox"/> <input type="checkbox"/></p> <p>2nd <input type="checkbox"/> <input type="checkbox"/></p> <p>3rd <input type="checkbox"/> <input type="checkbox"/></p> <p>.....</p>	

REPUBLIC OF RWANDA



SAMPLE CODE

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FICHE NUMBER:

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NATIONAL INSTITUTE OF STATISTICS OF RWANDA
MINISTRY OF PUBLIC SERVICE AND LABOUR

RWANDA NATIONAL MANPOWER SURVEY

EMPLOYEES MODULE (Informal)

Zone Number

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Confidentiality Note

The Information you give in this questionnaire will only be used for statistical purposes. According to the Statistical law individual data are kept confidential and will not be disclosed for any reason what so ever.

2. OCCUPATION LEVEL:

1. High 2. Medium 3. Low 4. Unspecified

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3. INTERVIEW RESULTS

	A.Visit 1	B.Visit 2	C.Visit 3	D.Reason of non response
	Date :/...../.....	Date :/...../.....	Date :/...../.....	
O050	1. Fully completed 2. Partially completed 3. Non response 4. Posponed 5. Other (specify)	1. Fully completed 2. Partially completed 3. Non response 4. Posponed 5. Other (specify)	1. Fully completed 2. Partially completed 3. Non response 4. Posponed 5. Other (specify)	1.Refused 2.No contact 3.Not eligible 4.Other (Specify)
	<table border="1" style="width: 40px; height: 20px;"></table>	<table border="1" style="width: 40px; height: 20px;"></table>	<table border="1" style="width: 40px; height: 20px;"></table>	<table border="1" style="width: 40px; height: 20px;"></table>

4.NAMES AND SIGNATURE OF SURVEYS STAFFS

Name of the interviewer:	Name of the Field Editor:	Name of the Team Leader	Name of coder:	Name of the Data entry clerk:
Date of the interview: / /	Editing date: / /	Date: / /	Coding date: / /	Data entry date: / /
Signature:	Signature:	Signature:	Signature:	Signature:

5. ADDRESS/LOCATION OF THE ESTABLISHMENT

5-1. PROVINCE / KIGALI CITY:

5-2. DISTRICT.....

5-3. SECTOR.....

5-4. CELL.....

5-5. VILLAGE.....

5-6. ESTABLISHMENT NAME:

5-7. ESTABLISHMENT PHONE NUMBER/THE MANAGER

5.8. E-MAIL ADDRESS (OFFICE).....

SECTION A . GENERAL PERSONAL INFORMATION

No.	Question	Answers	Code	Go to
M52:A010	Name of respondent		
M52:A11 (option)	Phone number		
M52:A12 (option)	Email address		
M52:A020	Sex	1. Female 2. Male	<input type="checkbox"/>	
M52:A030	Age in completed years		<input type="text"/>	
M52:A040 (option)	Marital status	1. Single/Never married 2. Married 3. Separated 4. Divorced 5. Widowed	<input type="checkbox"/>	
M52:A050	Nationality	1. Burundian 2. Kenyan 3. Rwandan 4. Tanzanian 5. Ugandan 6. The rest of Africa (specify) 7. The rest of the world (specify)	<input type="checkbox"/>	
M52:A060	Do you have any disability?	1. Yes 2. No	<input type="checkbox"/>	If 2 → B010
M52:A070	If Yes, what type of disability?	8. Sight (blind/severe visual limitation) 9. Hearing (deaf, hard of hearing) 10. Communicating (speech impairment) 11. Other Physic. disability/physical handic. 12. Intellectual (difficulties in learning) /mental problem 13. Emotional (behavioural, psycholog.) 14. Other (specify)	<input type="checkbox"/>	

SECTION B. NATURE OF CURRENT EMPLOYMENT

No.	Question	Answers	Code	Go to				
M52:B010	What is your current main occupation / job title?	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> ISCO (2008)-Level 4 for office use					
M52:B020	What is the nature of your employment contract?	1. Permanent worker 2. Temporary worker(possibility of renewal) 3. Casual worker 4. Seasonal worker 5. Daily worker 6. Other (specify)	<input type="text"/>					
M52:B030	What is the type of contract of your main employment?	1. Written contract 2. Oral contract 3. No contract 4. Do not know / not sure 5. Other (specify)	<input type="text"/>					
M52:B040	When did you start working for this organization?	(yyyy)	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>					
M52:B041 (option)	Does your current job match your official education / training (certificate / degree)?	9. Yes 10. No (other job than qualific.) 11. No (lower level than qualific.) 12. No (higher level than qualific.) 5. Not applicable (no training)	<input type="text"/>					
M52:B050	Is this your first employment in Rwanda (since reaching 15 years)?	1. Yes 2. No	<input type="text"/>	If 1 → B110				
M52:B060	What kind of establishment did you work for before joining your current employer?	1=Ministry and other institutions 2= Parastatal 3= Company 4= Co-operative 5= NGO/CSO/CBO 6= Other (specify)	<input type="text"/>					
M52:B061 (option)	What was your employment status?	5. Own account worker 6. Employer 3 Employee 4 Unpaid family worker	<input type="text"/>					
M52:B070	What was the institution's / establishment's main economic activity?	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> ISIC-Level 4 for office use					
M52:B080	What was your occupation?	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> ISCO-Level 4 for office use					
M52:B090	How long did you work in the previous job?	Write 00 if less than 1 year	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td colspan="2" style="text-align: center;">Years</td></tr> <tr><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td></tr> </table>	Years				
Years								

M52:B100	What was the main reason you left your previous job?	1. Under payment 2. Late payment 3. Physical/social harassment 4. Poor working conditions 5. Marital/family commitments 6. Going back to school/training 7. Restructuring 8. Others (specify)	<input type="text"/>															
M52:B101 (option)	How long have you worked in each of the indicated sector? (after reaching 15 years old or above)	1=Ministry and other institutions 2= Parastatal 3= Company 4= Co-operative 5= NGO/CSO/CBO 6= Other (specify)	<table border="1"> <thead> <tr> <th colspan="2">Years</th> </tr> </thead> <tbody> <tr><td>1.</td><td><input type="text"/></td></tr> <tr><td>2.</td><td><input type="text"/></td></tr> <tr><td>3.</td><td><input type="text"/></td></tr> <tr><td>4.</td><td><input type="text"/></td></tr> <tr><td>5.</td><td><input type="text"/></td></tr> <tr><td>6.</td><td><input type="text"/></td></tr> </tbody> </table>	Years		1.	<input type="text"/>	2.	<input type="text"/>	3.	<input type="text"/>	4.	<input type="text"/>	5.	<input type="text"/>	6.	<input type="text"/>	
Years																		
1.	<input type="text"/>																	
2.	<input type="text"/>																	
3.	<input type="text"/>																	
4.	<input type="text"/>																	
5.	<input type="text"/>																	
6.	<input type="text"/>																	
M52:B102 (option)	Did your first job match your education?	1. Yes 2. No	<input type="text"/>															
M52:B110	What was your highest level of education when you first entered the labour market? (after reaching 15 years old or above)	6. No education 7. Primary 8. Middle secondart (O Level, A3, VTC) 9. Secondary 10. Tertiary	<input type="text"/>	If 1 or 2 → B140														
M52:B120 (option)	Indicate the year of your graduation before entering the labour market for the first time.		<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>															
M52:B140 (option)	How long did it take you to find your first job since turning 15?	Write 00 in months if less than 1 year	<table border="1"> <thead> <tr> <th colspan="2">Years</th> <th colspan="2">Months</th> </tr> </thead> <tbody> <tr> <td><input type="text"/></td><td><input type="text"/></td><td><input type="text"/></td><td><input type="text"/></td> </tr> </tbody> </table>	Years		Months		<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>							
Years		Months																
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>															

SECTION C. FORMAL EDUCATION BACKGROUND

No.	Question	Answers	Code	Go to
M52:C010	What is the highest level of formal education you have completed?	01.PhD/Doctorate 02.Masters Degree 03.Post Graduate Diploma 04.Bachelors 05.Diploma level (A1) 06.Certificate level (TVET) 07. Secondary-A Level 08. Secondary-O Level 09.Primary 11. Other (specify) 10. None	<input type="text"/> <input type="text"/>	If 8,9,10,11 → C030
M52:C020	Please indicate the field of Specialization	<input type="text"/> <input type="text"/> <input type="text"/> ISCED Code for office use	

M52:C021 (option)	Where did you got your highest level of education?	1. Rwanda 2. Other EAC countries 3. Rest of Africa 4. Europe 5. Americas 6. Asia 7. Oceania	<input type="text"/>	
M52:C030	Are you currently enrolled for further training?	1. Yes 2. No	<input type="text"/>	If 2 → D010
M52:C040	Please indicate the field/type of training you are enrolled for.	<input type="text"/> <input type="text"/> <input type="text"/> ISCED Code for office use	
M52:C041 (Option)	What is the anticipated qualification you are expecting after finishing the training?	01.PhD/Doctorate 02.Masters Degree 03.Post Graduate Diploma 04.Bachelors 05.Diploma level (A1) 06.Certificate level (TVET) 07. Secondary-A Level 10. None 12.Certificate 11. Other (specify)	<input type="text"/> <input type="text"/>	

SECTION D. VOCATIONAL TRAINING / OTHER TRAINING / TYPE OF TRAINING

No.	Question	Answers	Code	Go to
M52:D010	Have you received any kind of training since you joined your current employer?	1. Yes 2. No	<input type="text"/>	If 1 → D012
M52:D011 (option)	If you did not take part in any training, please indicate why.	1. No training policy 2. No training for my job profile 3. Not offered to me personally 4. Offered to me, but refused 5. No need 6. Other (specify)	<input type="text"/>	→D060
M52:D012 (option)	Year of Training		<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	
M52:D020	What was the mean of training?	1. Apprenticeship 2. Formal institution 3. On the Job 4. Other (specify)	<input type="text"/>	
M52:D030	Duration in months		<input type="text"/> <input type="text"/>	
M52:D040	What is your qualification from the additional training?	01.PhD/Doctorate 02.Masters Degree 03.Post Graduate Diploma 04.Bachelors 05.Diploma level (A1) 06.Certificate level (TVET) 07. Secondary-A Level 10. None 12.Certificate	<input type="text"/> <input type="text"/>	

		11. Other (specify)		
M52:D041 (option)	In which field of training?	<input type="text"/> <input type="text"/> <input type="text"/> ISCED Code for office use	
M52:D050	Where were you trained?	1. Rwanda 2. Other EAC countries 3. Rest of Africa 4. Europe 5. Americas 6. Asia 7. Oceania	<input type="text"/>	
M52:D051 (option)	Did that training improve your performance?	1. Yes 2. No	<input type="text"/>	
M52:D052 (option)	Are employees involved in designing training plans?	1. Yes 2. No	<input type="text"/>	
M52:D060	Do you need any specific skills to improve your performance at your current job?	1. Yes 2. No	<input type="text"/>	If 2 → D100
M52:D070	In which area do you need specific skills?	<input type="text"/> <input type="text"/> <input type="text"/> ISCED Code for office use	
M52:D100 (option)	Indicate languages you can speak and write 1=Proficient 2=Good 3=Basic 4=None	1. English 2. French 3. Kinyarwanda 4. Kiswahili 5. Other languages(specify)	Speak Write 1. <input type="text"/> <input type="text"/> 2. <input type="text"/> <input type="text"/> 3. <input type="text"/> <input type="text"/> 4. <input type="text"/> <input type="text"/> 5. <input type="text"/> <input type="text"/>	

SECTION E. WORKING TERMS AND CONDITIONS

No.	Question	Answers	Code	Go to
M52:E010	How many hours do you usually (on average) work in a week?		<input type="text"/> <input type="text"/>	
M52:E020	Are you entitled to annual leave days?	1. Yes 2. No	<input type="text"/>	If 2 → E031
M52:E030	How many calendar days per year?		Calendar days <input type="text"/> <input type="text"/> Working days <input type="text"/> <input type="text"/>	
M52:E031 (option)	How long does it take you to reach your workplace?	1. Less than 10 minutes 2. 10 – 20 minutes 3. 21 – 30 minutes 4. More than 30 minutes	<input type="text"/>	
M52:E040	What is the main mode of transport you use to reach your workplace?	1. Public transport (taxi, bus) 2. Office transport 3. On foot 4. Own transport 5. Hired (Car, Motor cycle, bicycle) 6. Other (specify)	<input type="text"/>	
M52:E041 (option)	Are you entitled to medical care assistance from your employer?	1. Yes 2. No	<input type="text"/>	If 2 → E050

M52:E042	To what extent does it cover your medical expenses?	1. Partially 2. Totally	<input type="checkbox"/>	
M52:E043	Does the assistance extend to your family?	1. Yes 2. No	<input type="checkbox"/>	
M52:E050	Does any of your activities expose you to any of the following? (Mult. answers.) (Read all and Ask each then respond by 1=Yes or 2=No)	1. Extreme Dust, toxic gases 2. Extreme Noise 3. Extreme temperat. / humidity 4. Dangerous tools/animals 5. Work underground 6. Other (specify) 1=Yes 2=No	1. <input type="checkbox"/> 2. <input type="checkbox"/> 3. <input type="checkbox"/> 4. <input type="checkbox"/> 5. <input type="checkbox"/> 6. <input type="checkbox"/>	
M52:E060	Do you get the following benefits from your employer? (Mult. answers.) (Read all and Ask each then respond by 1=Yes all, 2=Yes partially or 3=No)	01. Clothing/Uniform 02. Protective gear 03. Accommodation 04. Transport 05. Pay to and from annual leave 06. Food 07. Free education for dependants 08. Maternal leave 09. Safety 10. Terminal benefits 11. Any other (specify) 1=Yes all, 2=Yes partially 3=No	01. <input type="checkbox"/> 02. <input type="checkbox"/> 03. <input type="checkbox"/> 04. <input type="checkbox"/> 05. <input type="checkbox"/> 06. <input type="checkbox"/> 07. <input type="checkbox"/> 08. <input type="checkbox"/> 09. <input type="checkbox"/> 10. <input type="checkbox"/> 11. <input type="checkbox"/>	
M52:E090 (option)	How often does your salary get increased?	1. Every year 2. Once every three years 3. Once over three years 4. No increase 5. Does n't know	<input type="checkbox"/>	If 4 or 5; go to F010
M52:E091 (option)	Is your salary annually adjusted for inflation?	1. Yes, always 2. Yes, sometimes 3. No 4. Don't know	<input type="checkbox"/>	

SECTION F. LABOUR RIGHTS AND REALTED ISSUES

No.	Question	Answers	Code	Go to
M52:F010	Are you a member of any trade union or any other collective bargaining association?	1. Yes 2. No	<input type="checkbox"/>	If 1 → F030
M52:F020	If No, why ?	1. Employer does not allow 2. I do not know any union 3. Unions do not help 4. Other (specify)	<input type="checkbox"/>	→ F031
M52:F030	In which kind of organisation are you a member (multiple answers possible)	1. Welfare 2. Professional 3. Cooperative 4. Others (specify) 5. None	1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input type="checkbox"/>	
M52:F031	Is your employer contributing regularly to the social security fund for you?	1. Yes 2. Non 3. Don't know	<input type="checkbox"/>	

SECTION G. CHALLENGES AT WORKPLACE

N°	Question	Answers	Code	Go to
M52:G010	<p>Do you face any of the following challenges at work?</p> <p>(Mult. answers,)</p> <p>(Read all and Ask each then respond by 1=Yes or 2=No)</p>	<p>01. Verbal abuse 02. Physical abuse 03. Sexual harassment 04. Neglect 05. Non payment of salary 06. Non payment of other benefits 07. Delayed payments of salary 08. Delayed payments of benefits 09. Underpayment of salary 10. Fatigue 11. Excess workload/hours 12. Dependants 13. Discrimination (specify) 14. Other (specify)</p> <p>1=Yes 2=No</p>	<p>1. <input type="text"/> 2. <input type="text"/> 3. <input type="text"/> 4. <input type="text"/> 5. <input type="text"/> 6. <input type="text"/> 7. <input type="text"/> 8. <input type="text"/> 9. <input type="text"/> 10. <input type="text"/> 11. <input type="text"/> 12. <input type="text"/> 13. <input type="text"/> 14. <input type="text"/> 15. <input type="text"/></p> <p>.....</p>	<p>If 2 to all ➔ H010</p>
M52:G020	<p>How do you react to such challenges / problems?</p> <p>(multiple answers possible, rank three most important)</p>	<p>01. Inform HR management 02. Take painkillers 03. Talk to family members 04. Talk to supervisor 05. Inform police/lawyers 06. Inform manager/directors 07. Talk to friend 08. Ignore them 09. Ombudsman 12. Other (specify)</p>	<p>1rst <input type="text"/> 2nd. <input type="text"/> 3rd. <input type="text"/></p> <p>.....</p>	

SECTION H. GENDER

No.	Question	Answers	Code	Go to
M52:H010	<p>Does your organization have a gender policy?</p>	<p>1.Yes 2. No 3 .Don't know</p>	<p><input type="text"/></p>	
M52:H020	<p>Does your organisation practice any form of preferential treatment due to sex?</p>	<p>1.Yes 2. No 3 .Don't know</p>	<p><input type="text"/></p>	<p>If 2 or 3 ➔ H040</p>
M52:H030	<p>Does this practice involve the following policy?</p> <p>(Mult. answers,)</p> <p>(Read all and Ask each then respond by 1=Yes 2=No or 3=Don't know)</p>	<p>1. Quota for women (managm.) 2. Overall quota for women 3. Pref. recruitment for women 4. Pref. recruitment for men 5. Maternity leave / parternity 6. Differential retirement age 7. Preferential payment 8. Others (specify)</p> <p>1=Yes 2=No 3=Don't know</p>	<p>1. <input type="text"/> 2. <input type="text"/> 3. <input type="text"/> 4. <input type="text"/> 5. <input type="text"/> 6. <input type="text"/> 7. <input type="text"/> 8. <input type="text"/></p> <p>.....</p>	

M52:H040	<p>In your opinion should any/your establishment have the following policy?</p> <p>(Mult. answers,)</p> <p>(Read all and Ask each then respond by 1=Yes or 2=No)</p>	<ol style="list-style-type: none"> 1. Quota for women (managm.) 2. Overall quota for women 3. Pref. recruitment for women 4. Pref. recruitment for men 5. Maternity leave / parternity 6. Differential retirement age 7. Preferential payment 8. Others (specify) <p>1=Yes or 2=No</p>	<ol style="list-style-type: none"> 1. <input type="text"/> 2. <input type="text"/> 3. <input type="text"/> 4. <input type="text"/> 5. <input type="text"/> 6. <input type="text"/> 7. <input type="text"/> 8. <input type="text"/> 	
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SECTION I. USE OF ICT

No.	Question	Answers	Code	Go to
M52:I010	<p>Has your organization introduced the use of ICT?</p>	<ol style="list-style-type: none"> 1. Yes 2. No 	<input type="text"/>	If 2 → J010
M52:I020	<p>Please indicate where it is being used for the following activities.</p> <p>(Mult. answers,)</p> <p>(Read all and Ask each then respond by 1=Yes or 2=No)</p>	<ol style="list-style-type: none"> 1. Production 2. Marketing 3. Human resource management 4. Communication 5. Records management 6. Accounting/Finance/Budgeting 8. Recruitment 7. Others (specify) <p>1=Yes 2=No</p>	<ol style="list-style-type: none"> 1. <input type="text"/> 2. <input type="text"/> 3. <input type="text"/> 4. <input type="text"/> 5. <input type="text"/> 6. <input type="text"/> 8. <input type="text"/> 7. <input type="text"/> 	
M52:I030	<p>In your opinion how has the use of modern technology and ICT affected the following?</p> <p>1=Increased/improved 2=Decreased 3=No effect 0=Don't know 4=Not applicable</p>	<ol style="list-style-type: none"> 1. Production 2. Marketing 3. Human resource management 4. Communication 5. Records management 6. Accounting/Finance/Budgeting 8. Recruitment 7. Others (specify) <p>.....</p>	<ol style="list-style-type: none"> 1. <input type="text"/> 2. <input type="text"/> 3. <input type="text"/> 4. <input type="text"/> 5. <input type="text"/> 6. <input type="text"/> 8. <input type="text"/> 7. <input type="text"/> 	
M52:I040	<p>In your establishment do you personally have access to the following?</p> <p>(Mult. answers,)</p> <p>(Read all and Ask each then respond by 1=Yes or 2=No)</p>	<ol style="list-style-type: none"> 1. Individual Computer 2. Shared computer 3. Private access to email 4. Common access to email 5. Access to internet 6. Others (specify) <p>1=Yes 2=No</p>	<ol style="list-style-type: none"> 1. <input type="text"/> 2. <input type="text"/> 3. <input type="text"/> 4. <input type="text"/> 5. <input type="text"/> 6. <input type="text"/> 	
M52:I050	<p>In your day to day work do you need the following to perform your duties?</p> <p>(Mult. answers,)</p> <p>(Read all and Ask each then respond by 1=Yes or 2=No)</p>	<ol style="list-style-type: none"> 1. Individual Computer 2. Shared computer 3. Private access to email 4. Common access to email 5. Access to internet 6. Others (specify) <p>1=Yes 2=No</p>	<ol style="list-style-type: none"> 1. <input type="text"/> 2. <input type="text"/> 3. <input type="text"/> 4. <input type="text"/> 5. <input type="text"/> 6. <input type="text"/> 	If 2 to all → J010

M52:I060 (option)	Do you feel properly equipped to make full use of the potential of ICT?	1. Yes 2. No, lack of skills 3. No, lack of enough equipment 4. No, lack of skills and equipment	<input type="checkbox"/>	
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SECTION J. EARNINGS

No.	Question	Answers	Code	Go to
M52:J010	What is your monthly gross earnings including allowances?	(Please record "0" if you don't get any payment). Record in FRW)	<input type="text"/>	If 0 → J030
M52:J011 (option)	What is your monthly net earnings?		<input type="text"/>	
M52:J020	What is the mode of your monthly salary payment?	1. Paid to me directly/my bank 2. Paid to my spouse 3. Paid to my relatives 4. Paid to employment agent 5. Paid to school/TVET institute 6. Others (specify)	<input type="checkbox"/>	
M52:J030	Do you have another occupation / job?	1. No 2. Yes, another employment 3. Yes, another business (self-empl.) 4. Yes, farming	<input type="checkbox"/>	If 2 → K010
M52:J040	If yes, what kind of occupation / job	<input type="text"/> ISCO Code for Office use	
M52:J050 (option)	What is your average annual gross income from all additional job(s)?	(Record in FRW)	<input type="text"/>	

SECTION K. HIV/AIDS AT WORKPLACE

No.	Question	Answers	Code	Go to
M52:K010	Do you have an HIV / AIDS policy at your workplace?	1. Yes 2. No 3. Don't know	<input type="checkbox"/>	If 2 or 3 → N020
M52:K010	Does the HIV and AIDS work-place policy entail/contain..... (Mult. answers,) (Read all and Ask each then respond by 1=Yes 2=No or 3=Don't know)	1.VCT services 2.Free ARVs for HIV+ workers 3.Free condom distribution 4.Free food for HIV+ workers 6.Others (specify) 1=Yes 2=No	1. <input type="text"/> 2. <input type="text"/> 3. <input type="text"/> 4. <input type="text"/> 5. <input type="text"/> 6. <input type="text"/>	

SECTION N. JOB SEARCH AND CANDIDATE PREFERENCES (option)

No.	Question	Answers	Code	Go to
M52:N020	Are you currently looking for a different job?	1. Yes 2. No	<input type="checkbox"/>	If 2 → N050
M52:N030	If Yes, which occupations are you targeting? (Multiple answers possible, list up to two)	1. 2.	1. <input type="text"/> 2. <input type="text"/> ISCO Codes for office use	

M52:N040	How do you search for jobs? (Multiple answers possible ,rank 3 most important)	1. Word of mouth/family/friends 2. Unsolicited / passing-by 3. Internet, media 4. LMIS 5. Job agents / bureaus 6. Training institutions 7. Other (specify)	1. <input type="text"/> 2. <input type="text"/> 3. <input type="text"/> 4. <input type="text"/> 5. <input type="text"/> 6. <input type="text"/> 7. <input type="text"/>	
M52:N050	Are you willing to move away from your current place of residence for a different job ?	1. Yes 2. No	<input type="text"/>	If,2→ N080
M52:N060	Why are you willing to move?	1. Better salary/ rel benefits 2. Better working conditions 3. Exposure 4. Security 5. Other(specify)	<input type="text"/>	
M52:N070	Where do you want to move to?	1. within Rwanda 2. Other EAC countries 3. Other African counties/Rest of Africa 4. Out of Africa 5. Anywhere	<input type="text"/>	If 1 or 2 to M2:N081 If 3, 4 and 5→ End
M52:N080	If you are not willing to move, please indicate why (Mult. answers,) (Read all and Rank 3 most important)	1. Family / dependents / friends 2. Different culture 3. Too risky 4. Language problems 5. Lack skills / competence 6. Lack certificate / authorisation 7. Other (specify)	1. <input type="text"/> 2. <input type="text"/> 3. <input type="text"/>	End of interview
M52:N081	If you only want to move within Rwanda or only within EAC, please indicate why (Mult. answers,) (Read all and Rank 3 most important)	1. Family / dependents / friends 2. Different culture 3. Too risky 4. Language problems 5. Lack skills / competence 6. Lack certificate / authorisation 7. Other (specify)	1. <input type="text"/> 2. <input type="text"/> 3. <input type="text"/>	

END OF INTERVIEW

THANK YOU