## 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 :

$\qquad$ 2. EMPLOYEES SAMPLE

1. PUBLIC
2. PRIVATE FORMAL
3. HEALTH

|  | Damy <br> stage | Second stage |  |  | Total <br> (A+B+C) |
| :--- | :--- | :--- | :--- | :--- | :--- |
|  |  | High <br> skilled(A) | Medium <br> Skilled(B) | Low <br> skilled(C) |  |
| Population size |  |  |  |  |  |
| Sample size |  |  |  |  |  |

3. INTERVIEW RESULTS

| 0050 | A.Visit 1 | B.Visit 2 | C.Visit 3 | D.Reason of non response |
| :---: | :---: | :---: | :---: | :---: |
|  | Date : ........../............... | Date : ................../....... | Date : ......./......../..... |  |
|  | $\left.\begin{array}{l}\text { 1. Fully completed } \\ \text { 2. Partially completed } \\ \text { 3. Non response } \\ \text { 4. Posponed } \\ \text { 5. Other (specify) }\end{array}\right\}$ | $\left.\begin{array}{l}\text { 1. Fully completed } \\ \text { 2. Partially completed } \\ \text { 3. Non response } \\ \text { 4. Posponed } \\ \text { 5. Other (specify) }\end{array}\right\}$ | 1. Fully completed <br> 2. Partially completed <br> 3. Non response $\rightarrow D$ <br> 4. Posponed <br> 5. Other (specify) | 1.Refused <br> 2. No contact <br> 3.Not found (establishment)/ No longer operating 4.Other (Specify) |
|  |  |  |  |  |

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: $\qquad$ | Editing date: $\qquad$ <br> 1 | Date: <br> - <br> 1 $\qquad$ | Coding date: $\qquad$ <br> I_I | Data entry date: $\qquad$ |
| Signature: | Signature: | Signature: | Signature: | Signature: |

## 5. ADDRESS/ LOCATION OF THE ESTABLISHMENT

| 5-1. PROVINCE / KIGALI CITY: ...................................................................................................... |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |
| 5-3. SECTOR... |  |  |  |  |
| 5-4. CELL....................................................................................................... |  |  |  |  |
| 5-5. VILLAGE... |  |  |  |  |
| 5-6. ESTABLISHMENT NAME: ................................................................................ |  |  |  |  |
| 5-7. ESTABLISHMENT PHONE NUMBER/THE MANAGER ................................................ |  |  |  |  |
| 5.8. E- | IL ADDRESS (OFFICE) | .................................... |  |  |
| 0060 (Option) | Respondent Position | 1. Owner/Co-owner ( manager) <br> 2. Manager/Employee <br> 3. Human resource Manager <br> 4. Other (specify) |  | $\text { If } 2,3 \text { or } 4 \text { go }$ $\text { to } \mathrm{A} 010$ |

SECTION O: 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) |  |  |  |
| $\begin{aligned} & \hline \text { M1:0064 } \\ & \text { (option) } \end{aligned}$ | Sex | 1. Female <br> 2. Male | $\square$ |  |
| $\begin{aligned} & \text { M1:0065 } \\ & \text { (option) } \end{aligned}$ (option) | Age in completed years |  |  |  |
| M1:0066 (option) | Marital status | 1.Single/Never married <br> 2. Married <br> 3. Separated <br> 4. Divorced <br> 5. Widowed | $\square$ |  |
| M1:0067 (option) | Nationality | 1. Burundian <br> 2. Kenyan <br> 3. Rwandan <br> 4. Tanzanian <br> 5. Ugandan <br> 6. The rest of Africa (specify) <br> 7. The rest of the world (specify) | $\square$ |  |

NATURE OF CURRENT AND PAST OCCUPATION (only to be filled if interview with OWNER)



FORMAL EDUCTION BACKGROUND (only to be filled if interview with OWNER)

| No. | Question | Answers | Code | Go to |
| :---: | :---: | :---: | :---: | :---: |
| $\begin{aligned} & \hline \text { M1:0077 } \\ & \text { (option) } \end{aligned}$ | What is the highest level of formal education you have completed? | 01.PhD/Doctorate 02.Masters Degree <br> 03.Post Graduate Diploma <br> 04.Bachelors <br> 05.Diploma level (A1) <br> 06. Certificate level (TVET) <br> 07.Secondary-A Level <br> 08.Secondary-O Level <br> 09.Primary <br> 10. Other (specify) <br> 11. None |  | $\begin{aligned} & \text { If } 8,9,10,11 \\ & \Rightarrow 0080 \end{aligned}$ |
| $\begin{array}{\|l\|} \hline \text { M1:0078 } \\ \text { (option) } \end{array}$ | Please indicate the field of Specialization |  | ISCED Code-Level 3 for office use |  |
| $\begin{aligned} & \text { M1:0079 } \\ & \text { (option) } \end{aligned}$ | Where have you got your highest level of education? | 1. Rwanda <br> 2. Other EAC countries <br> 3. Rest of Africa <br> 4. Europe <br> 5. Americas <br> 6. Asia <br> 7. Oceania | $\square$ |  |
| $\begin{array}{\|l\|} \hline \text { M1:0080 } \\ \text { (option) } \end{array}$ | Are you currently enrolled in further training? | $\begin{aligned} & \text { 1. Yes } \\ & \text { 2. No } \end{aligned}$ |  | If $2 \rightarrow 0083$ |
| M1:0081 (option) | Please indicate the field/type of training you are enrolled for (formal Education) |  | ISCED Code-Level 3 for office use |  |


| M1:0082 | What kind of degree are you expecting from that training | 01.PhD/Doctorate <br> 02.Masters Degree <br> 03.Post Graduate Diploma <br> 04.Bachelors <br> 05.Diploma level (A1) <br> 06.Certificate level (TVET) <br> 07.Secondary-A Level <br> 10. None <br> 12.Certificate <br> 11. Other (specify) | $\square$ <br> .......................... |
| :---: | :---: | :---: | :---: |

## Disability

| M1:0083 (option) | Do you have any disability? | $\begin{array}{\|l\|} \hline \text { 1. Yes } \\ \text { 2. No } \end{array}$ |  | If $2 \rightarrow$ A010 |
| :---: | :---: | :---: | :---: | :---: |
| M1:0084 (option) | If Yes, what type of disability (Mult. answers,) <br> (Read all and Ask each then respond by $1=$ Yes or 2=No) | 1. Sight (blind/severe visual limitation) <br> 2. Hearing (deaf, hard of hearing) <br> 3. Communicating (speech impairment) <br> 4. Other Physic. desability/physical handic. <br> 5. Intellectual (difficulties in learning) /mental problem <br> 6. Emotional (behavioural, psycholog.) <br> 7. Other (specify) $\qquad$ $1=Y e s \quad 2=\mathrm{NO}$ | 2 3 4 5 6 7 |  |

## SECTION A. ESTABLISHMENT INFORMATION




## SECTION B. WORKLOAD

M1:B010: Please fill in working/operating hours, working days per week and information about shifts number of shifts and their duration by occupation category for this establishement


1. Managers 2.Professionals 3 .Technicians 4. Clerical support 5. Service and support workers Skilled agricultural, forestry and fishery workers 6 . Craft and related trades workers 7.Plant and machine operators, and assemblers 8. Elementary occupations 9. Low occupation

## SECTION C. EMPLOYEE CHARACTERISTICS AND VACANT POSTS



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 Montly
Gross remuneration as of the 30 September 2011




M1:C030: Please indicate by job title, total number of TEMPORARY Posts, Minimum Education Required for the post and the Number of Filled Posts by Sex and Citizenship and Gross remuneration as of the 30 September, 2011




M1:CO40: Please indicate by job title, total number of CASUAL Posts, Minimum Education Required for the post and the Number of Filled Posts by Sex and Citizenship and Gross remuneration as of the 30 September, 2011


|  | м | F | M | F | м | F | m | F | м | F |  | F |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |
| $\cdots \cdots \cdots \cdots \cdots \cdots$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |
| .................. |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |
| $\cdots$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |
| $\cdots$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |
| $\ldots$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |
| $\cdots \cdots \cdots \cdots \cdots \cdots \cdots$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |
| $\cdots \cdots \cdots \cdots \cdots \cdots$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |
| $\cdots$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |
| $\cdots$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |
| $\ldots$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |
| $\ldots$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |
| $\cdots \cdots \cdots \cdots \cdots \cdots$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |
| $\cdots$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |
| $\ldots$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |
| $\ldots \ldots \ldots \ldots$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |
| $\cdots$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |
| ............. |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |
| ................ |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |

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



## 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
$\xrightarrow{ } 2 \rightarrow 010$
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)

| , |  |  | 2012 |  | 2013 |  | 2014 |  | 2015 |  | 2016 |  | 2017_2021 |  | For official use only <br> ISCO Code | For official use only <br> ISCED Code |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Job title/ Category or Job description/ Occupation | Minimum education requirement <br> 1. PHD <br> 2. Masters <br> 3. Postgrad <br> Diploma <br> 4. Bachelor's <br> Degree <br> 5. Diploma <br> 6. Certificate(A2) <br> 7. Other (specify) $\qquad$ <br> c | Field of education required | Nu <br> mb <br> er | Reason <br> 1. <br> Expansion <br> 2. Change <br> in <br> technology <br> 3. Attrition <br> 4. Other <br> (specify) <br> 5. No change <br> e | Nu <br> mb <br> er <br> f | Reason <br> 1. <br> Expansion <br> 2. Change <br> in <br> technology <br> 3. Attrition <br> 4. Other <br> (specify) <br> 5. No change <br> g | Nu <br> mb <br> er <br> h | Reason <br> 1. Expansion <br> 2. Change in technology <br> 3. Attrition <br> 4. Other (specify) 5. No change | Nu <br> mb <br> er | Reason <br> 1. <br> Expansion <br> 2. Change <br> in <br> technology <br> 3. Attrition <br> 4. Other <br> (specify) <br> 5. No change <br> k | Nu <br> m <br> be <br> r <br> I | Reason <br> 1. Expansion <br> 2. Change in technology <br> 3. Attrition <br> 4. Other (specify) 5. No change <br> m | Nu <br> m <br> be <br> r <br> 0 | Reason <br> 1. <br> Expansion <br> 2. Change <br> in <br> technology <br> 3. Attrition <br> 4. Other <br> (specify) <br> 5. No change <br> 00 |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square$ | $\square \square$ |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square$ | $\square \square$ |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square$ | $\square \square$ |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square$ | $\square \square$ |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square \square$ | $\square \square$ |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\square \square \square$ | $\square$ |



SECTION E. STAFF DEVELOPMENT

| No. | Question | Answers | Code | Go to |
| :---: | :---: | :---: | :---: | :---: |
| M1:E010 | Does your establishment have a staff training and development policy or plan in place? | $\begin{aligned} & \text { 1.Yes } \\ & \text { 2. No } \end{aligned}$ |  | $\begin{aligned} & \text { If } 2 \rightarrow \\ & \text { E080 } \end{aligned}$ |
| M1:E020 | How is staff training carried out for managerial employees in your establishment? <br> (Mult. answers,) (Read all and Ask each then respond by $1=$ Yes or $2=$ No) | 1.Apprenticeship <br> 2.On the-job-training <br> 3.Own Training Centre <br> 4.Sponsorship to training instit. (local) <br> 5.Sponsorship to training instit. (abroad) <br> 6.Workshops <br> 8.Other programs (specify) <br> $1=\mathrm{Yes}$ <br> 2=No | $\begin{aligned} & 1 . \\ & 2 . \\ & 3 . \\ & 4 . \\ & 5 . \\ & 6 . \\ & 8 . \end{aligned}$ |  |
| M1: E030 | How is staff training carried out for technical and professional employees in your establishment? <br> (Mult. answers,) <br> (Read all and Ask each then respond by $1=$ Yes or $2=$ No) | 1.Apprenticeship <br> 2.On the-job-training <br> 3.Own Training Centre <br> 4.Sponsorship to training instit. (local) <br> 5.Sponsorship to training instit. (abroad) <br> 6.Workshops <br> 8.Other programs (specify) $1=\text { Yes } \quad 2=\text { No }$ | $\begin{aligned} & 1 . \\ & 2 . \\ & 3 . \\ & 4 . \\ & 5 . \\ & 6 . \\ & 8 . \end{aligned}$ |  |
| M1: E040 | How is staff training and development carried out for clerical staff and casual employees? <br> (Mult. answers,) (Read all and Ask each then respond by $1=Y e s$ or $2=\mathrm{No}$ ) | 1.Apprenticeship <br> 2.On the-job-training <br> 3.Own Training Centre <br> 4.Sponsorship to training instit. (local) <br> 5.Sponsorship to training instit. (abroad) <br> 6.Workshops <br> 8.Other programs (specify) $1=\text { Yes } \quad 2=\text { No }$ | $\begin{aligned} & 1 . \\ & 2 . \\ & 3 . \\ & 4 . \\ & 5 . \\ & 6 . \\ & 8 . \end{aligned}$ |  |
| M1:E050 | Please indicate how often such training exercises take place for each category of staff <br> (Please indicate the code against the appropriate category) | a. Managerial(Mninisters,PS,DGs) <br> b. Supervisory (Directors) <br> c. Technical staff/Professional <br> d. Clerical <br> e. Casual <br> 1. Monthly <br> 2. Quarterly <br> 3. Twice a year <br> 4. Annually <br> 5. Every two years <br> 6. Irregular/adhoc <br> 7.Other(specify) <br> 8.No training <br> 9.Not applicable | a. <br> b. <br> c. <br> d. <br> e. |  |
| M1:E070 | Does your establishment have in-house training facilities for own staff? | $\begin{aligned} & \text { 1.Yes } \\ & \text { 2. No } \end{aligned}$ |  | $\begin{aligned} & \text { If } 2 \rightarrow \\ & \text { E080 } \end{aligned}$ |


| M1:E071 (option) | What kind of facilities do you have? <br> (Mult. answers,) (Read all and Ask each then respond by $1=$ Yes or $2=$ No) | 1.Training space <br> 2.Specialised trainers <br> 3.Computers <br> 4.Projector <br> 5.Training materials (manuals, books...) <br> 6. Laboratory <br> 7.Other(Specify) $1=\text { Yes } \quad 2=\text { No }$ | 1. <br> 2. <br> 3. <br> 4. <br> 5. <br> 6. <br> 7. $\qquad$ |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| M1:E080 | What skills / qualifications are in general lacking among your staff? <br> (Mult. answers,) (Read all and Ask each then respond by $1=$ Yes or $2=\mathrm{No}$ ) | 1. Managerial skills <br> 2. Technical skills <br> 3. Entrepreneurial skills <br> 4. Language skills <br> 5. Customer care <br> 7. Innovativeness / creativity <br> 8. IT skills <br> 9. Didactics / teaching skills <br> 10. Communication skills <br> 6. Other (specify) <br> 1=Yes 2=No | 1. <br> 2. <br> 3. <br> 4. <br> 5. <br> 7. <br> 8. <br> 9. <br> 10. <br> 06. |  |  |
| M1: E090 | Did you conduct any staff training in the last 12 months? | $\begin{aligned} & \text { 1.Yes } \\ & \text { 2. No } \end{aligned}$ |  | $\square$ | $\begin{aligned} & \text { If } 2 \rightarrow \\ & \text { E120 } \end{aligned}$ |
| M1:E100 | In what kind of area(s)? <br> (Mult. answers,) <br> (Read all and Ask each then respond by $1=$ Yes or $2=\mathrm{No}$ ) | 1. Managerial skills <br> 2. Technical skills <br> 3. Entrepreneurial skills <br> 4. Language skills <br> 5. Customer care <br> 7. Innovativeness / creativity <br> 8. IT skills <br> 9. Didactics / teaching skills <br> 10. Communication skills <br> 6. Other (specify) <br> 1=Yes 2=No | 1. <br> 2. <br> 3. <br> 4. <br> 5. <br> 7. <br> 8. <br> 9. <br> 10. <br> 6. $\qquad$ |  |  |
| M1:E120 | Do you face any challenges that limit your staff training? | $\begin{aligned} & \text { 1.Yes } \\ & \text { 2. No } \end{aligned}$ |  | - | $\begin{aligned} & \text { If } 2 \rightarrow \\ & \text { E131 } \end{aligned}$ |
| M1:E130 | Which challenges limit the training of your staff? <br> (Mult. answers, rank three most important) | 1.Inadequate facilities (space) <br> 2.Inadequate materials <br> 3.Shortage of skilled trainers <br> 4.Time off for the trainees <br> 5.Other (specify) <br> 6. Lack of funds | $\begin{aligned} & \text { 1rst } \\ & 2^{\text {nd }} \\ & 3 \mathrm{rd} \end{aligned}$ | $\square$ |  |
| M1: E131 (option) | If you have hired graduates of TVET and / or higher institutions, how satisfied are you with their performance? | 1. Fully Satisfied <br> 2. Partially satisfied <br> 3. Little satisfied <br> 4. Not satisfied <br> 5. Not applicable (no such graduates hired) |  | Higher inst. |  |


| 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) | 1. Managerial skills <br> 2. Technical skills <br> 3. Entrepreneurial skills <br> 4. Language skills <br> 5. Customer care <br> 7. Innovativeness / creativity <br> 8. IT skills <br> 9. Didactics / teaching skills <br> 10. Communication skills <br> 11.None <br> 6. Other (specify) | 1rst. $2^{\text {nd }}$ <br> 3rd | TVET | Higher |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| M1:E140 | Do you have an industrial attachment. / apprenticeship / internship program? | 1.Yes (institutionalised) <br> 2.Yes (occasionally/informal) <br> 3. No |  |  |  |  | If $3 \rightarrow$ <br> E155 |
| M1:E150 | If Yes, how many interns do you have on average annually? |  | Male | Female | Total |  |  |
| M1:E151 (option) | How many of them are hired afterwards in 2009, 2010,2011? |  | $\begin{array}{\|l\|} \hline 2009 \\ \hline 2010 \\ \hline 2011 \\ \hline \end{array}$ | Male | Female | Total |  |
| M1:E152 (option) | Do interns take part in specifically designed training? | $\begin{aligned} & \text { 1. Yes } \\ & \text { 2. No } \end{aligned}$ |  |  |  |  |  |
| M1:E153 (option) | How long on average are the apprenticeships / internships? | (Indicate the average duration in months) |  |  |  |  |  |
| M1:E154 (option) | What are the financial agreements? | 1. Interns have to pay money <br> 2. Interns receive money <br> 3. Interns sponsored by other institution <br> 4. No payments |  |  |  |  | $\rightarrow$ F001 |
| M1:E155 (option) | What is the reason for not hosting interns (Multiple answers possible, rank three most important) | 1. No need <br> 2. No capacity / tooo small <br> 3. Too cumbersome <br> 4. No appropriate candidates <br> 5. Candidates want to be paid / paid too much <br> 6. Other (indicate) |  | $\begin{array}{\|l\|} \hline 1 \text { rst } \\ \hline 2^{\text {nd }} \\ \hline \text { 3rd } \\ \hline \end{array}$ |  |  |  |

SECTION F: CAPITAL / EXPENDITURES / REVENUE (for public institutions or ONG $\rightarrow$ F010)
If the answer to $\mathbf{A} 010$ 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? | 01. Own saving <br> 02. Loans from friends/relatives <br> 03. Contributions from others <br> 04. Loans from commercial banks <br> 05. Informal money lenders <br> 06. Government lending agencies <br> 07. Micro finance institutions <br> 08. Public share issuing <br> 09. Inhertance <br> 10. Other (specify) <br> 11. Don't know |  | If $\mathbf{2 - 1 1} \rightarrow$ F003 |



| M1:F010: <br> 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? | $\begin{aligned} & 1=Y E S ; \\ & 2=N O \end{aligned}$ |  | IF 2 go to F060 |
| :---: | :---: | :---: | :---: | :---: |
| $\begin{aligned} & \hline \text { M1:F030 } \\ & \text { (option } \end{aligned}$ | During 2011, have you exported any of your product to EAC or Word market? | 1. YES to EAC market <br> 2. YES to Other African market <br> 3. YES, out side of Africa $\text { 1= Yes } \quad 2=\mathrm{No}$ | $\begin{aligned} & 1 \\ & 2 \\ & 3 \end{aligned}$ |  |
| M1:F040 | Before 2011, have you exported any of your product to EAC or Word market? | 1. YES to EAC market <br> 2. YES to Other African market <br> 3. YES, out side of Africa $1=\mathrm{Yes} \quad 2=\mathrm{No}$ | $\begin{aligned} & 1 \\ & 2 \\ & 3 \end{aligned}$ |  |


| M1:F050 |  |  |  |  |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- |
| (option) | Do you plan to <br> export any of your <br> product to EAC or <br> Word market in the <br> future? | 1. YES to EAC market <br> 2. YES to Other African market <br> 3. YES, out side of Africa |  |  |

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 <br> 2.Own webpage/ Internet <br> 3. LMIS/Registration systems <br> 4. Job agents / bureaus <br> 5. Friends/relatives <br> 6. Training institution <br> 7. Other(specify) |  <br> 1 $^{\text {st }}$ <br> $2^{\text {nd }}$ <br> $3^{\text {rd }}$ | Low skilled | High and middle skilled |  |
| M3: G011 option | In the last year, have you recruited any person in your establishment? | $\begin{aligned} & \text { 1.Yes } \\ & \text { 2. No } \end{aligned}$ |  |  |  |  |
| M1:G020 | In the last year, have you advertised any post? | $\begin{aligned} & \text { 1.Yes } \\ & \text { 2. No } \end{aligned}$ |  |  |  | If $2 \rightarrow$ 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 advertise d | Number of applicants | Number of post filled through the process | For official use only ISCO Code |
| :---: | :---: | :---: | :---: | :---: |
|  |  | If no body applied enter 0 | If no post filled enter 0 |  |
|  |  |  |  | $\square \square \square \square$ |
|  |  |  |  | $\square \square \square \square$ |
|  |  |  |  | $\square \square \square \square$ |
|  |  |  |  | $\square \square \square \square$ |
|  |  |  |  | $\square \square \square \square$ |
|  |  |  |  | $\square \square \square \square$ |
|  |  |  |  | $\square \square$ |
|  |  |  |  | $\square$ |
|  |  |  |  | $\square \square$ |
|  |  |  |  | $\square \square \square \square$ |



| M1:G040 (option) | Have you ever used LMIS? | $\begin{aligned} & \text { 1.Yes } \\ & \text { 2. No } \end{aligned}$ |  | If $\mathbf{2} \boldsymbol{\rightarrow} \mathbf{G} \mathbf{} \mathbf{4 2}$ |
| :---: | :---: | :---: | :---: | :---: |
| M1:G041 (option) | Please indicate your experience with LMIS <br> (Multiple answers possible, rank three most important) | 1. Satisfactory <br> 2. Too complicated <br> 3. Too few applications <br> 4. Too many applications <br> 5. Too many unqualified applications <br> 6. Too few applicants registered <br> 7. Other problems (indicate) | 1 rst  <br> $2^{\text {nd }}$  <br> 3 rd  | $\rightarrow$ G050 |
| M1:G042 (option) | As you did not use LMIS, have you heard about it? | $\begin{aligned} & \text { 1.Yes } \\ & \text { 2. No } \end{aligned}$ |  | If $2 \rightarrow$ G050 |
| M1:G043 (option) | Since you have heard about LMIS but have not used it, please indicate why <br> (Mult. answers, rank three most important) | 1. No need <br> 2. Complicated / cumbersome <br> 3. Fear too much applications <br> 4. Don't want to expose information <br> 5. Applicants don't match requirements <br> 6. Is not properly working <br> 7. Other ( specify) | 1rst  <br> $2^{\text {nd }}$  <br> 3 rd  |  |
| M1:G050 (option) | Do you currently envisage hiring nonnationals? | $\begin{aligned} & \text { 1.Yes } \\ & \text { 2. No } \\ & \hline \end{aligned}$ |  | If $\mathbf{2} \boldsymbol{\rightarrow} \boldsymbol{\mathrm { G } 0 5 3}$ |
| M1:G051 (option) | If Yes, Why? <br> (Multiple answers possible, rank) | 1.Cheaper <br> 2.Better qualified <br> 3. More Efficient <br> 4.More productive <br> 5.Other (specify) | 1rst  <br> $2^{\text {nd }}$  <br> 3rd  |  |
| M1:G052 (option) | From which countries / regions? <br> ( rank three most important) | 1. EAC <br> 2. Other African <br> 3. Europe <br> 4. Americas <br> 5. Asia <br> 6.Oceania <br> 7.Any where | 1rst  <br> 2nd  <br> 3rd  | $\Rightarrow \mathrm{HO10}$ |



## SECTION G. MEMBERSHIP TO EMPLOYERS ORGANIZATIONS

| No. | Question | Answers | Code | Go to |
| :---: | :---: | :---: | :---: | :---: |
| M1:H010 | Is your institution a member of any organization/association? | $\begin{aligned} & \text { 1.Yes } \\ & \text { 2. No } \end{aligned}$ |  | If $\mathbf{2 ~} \boldsymbol{\rightarrow}$ 1010 |
| M1:H020 | Name that organisation/association |  |  |  |
| M1:H030 | In the past year have you received any cooperation or assistance from the organization/association? | $\begin{aligned} & \text { 1.Yes } \\ & \text { 2. No } \end{aligned}$ |  |  |
| M1:H060 | Is your organization affiliated to an other organisation/associaton? | $\begin{aligned} & \text { 1.Yes } \\ & \text { 2. No } \end{aligned}$ |  |  |

SECTION I. CHALLENGES OF BUSINESS EXPANSION (Only applicable for private companies and public institutions which offer commercial services)

| $\mathrm{N}^{\circ}$ | Question | Answers | Code | Go to |
| :---: | :---: | :---: | :---: | :---: |
| M1:1010 | What are the difficulties affecting the operation / growth of your establishment / enterprise / organization. <br> (Multiple answers possible, rank three most important) | 1. Lack of customers/marketing <br> 2. Non-payment of debts <br> 3. Access to finance <br> 4. Lack of management skills <br> 5. Lack of capital equipment <br> 6. Lack of skilled personnel <br> 7. High taxes and license fees <br> 8. Lack of raw materials/irregular supply <br> 9. Lack of space/land <br> 10. No new technology <br> 11. Difficulties with existing regulations, law ... <br> 12 Increased competition <br> 13 Access to energy <br> 14. Cost of energy <br> 15. Crime/safety <br> 16. Customs and trade regulations <br> 17. Poor transport system <br> 18. Transport cost <br> 19. Labour regulations <br> 20. High labour turnover <br> 21. Corruption <br> 22. HIVIAIDS <br> 23. Other (specify) <br> 24. No difficulties | 1rst  <br> $2^{\text {nd }}$  <br> 3rd  |  |

SECTION J. GENDER

| No. | Question | Answers | Code | Goto |
| :---: | :---: | :---: | :---: | :---: |
| M1: J010 | Does your organization have a gender policy? | $\begin{aligned} & \text { 1.Yes } \\ & \text { 2. No } \end{aligned}$ |  |  |
| M1: J020 | Does your organisation practice preferential treatment due to sex? | $\begin{aligned} & \text { 1.Yes } \\ & \text { 2. No } \end{aligned}$ |  | If $2 \rightarrow \mathrm{~K} 010$ |
| M1: J030 | Does this practice involve the following policy? <br> (Mult. answers,) <br> (Read all and Ask each then respond by $1=$ Yes or $2=$ No) | 1. Quota of management positions for women <br> 2. Overall quota for women <br> 3. Preferential recruitment for women <br> 4. Preferential recruitment for men <br> 5. Maternity leave <br> 6. Differential retirement age <br> 7. Preferential payment <br> 8. Others (specify) 1= Yes 2= No | 1. <br> 2. <br> 3. <br> 4. <br> 5. <br> 6. <br> 7. <br> 8. |  |

## SECTION K. HIVIAIDS POLICY AT WORKPLACE

| No. | Question | Answers | Code | Go to |
| :---: | :---: | :---: | :---: | :---: |
| M1: K010 | Do you have an HIV and AIDS workplace policy in place? | $\begin{aligned} & \text { 1. Yes } \\ & \text { 2. No } \end{aligned}$ |  | If $2 \rightarrow$ L010 |
| M1: K020 | Does the HIV and AIDS work-place policy entail/contain the following <br> (Mult. answers,) <br> (Ask for each modality and respond by 1=Yes or $2=\mathrm{No}$ ) | 1.VCT services <br> 2.Free ARVs for workers who are HIV+ <br> 3.Free condom distribution for workers <br> 4.Free food rations for workers who are <br> HIV+ <br> 5.Workers' rights <br> 6.Others (specify) $1=\text { Yes } \quad 2=\text { No }$ | $\begin{aligned} & 1 . \\ & 2 . \\ & 3 . \\ & 4 . \\ & 5 . \\ & 6 . \end{aligned}$ |  |

## SECTION L. USE OF ICT



| M1: L030 | According to your opinion how has the use of ICT affected the following? <br> (read all) <br> 1 = Increased/improved <br> 2 = Decreased/worsened <br> $3=$ No effect <br> 0 = Not applicable | 1. Production <br> 2. Marketing <br> 3. Human resource management <br> 4. Communication <br> 5. Records management <br> 6 . Accounting/Finance/Planning/Budgeting <br> 8. Employment <br> 7. Others (specify) | 1. <br> 2. <br> 3. <br> 4. <br> 5. <br> 6. <br> 8. <br> 7. |  |
| :---: | :---: | :---: | :---: | :---: |
| M1: L040 (option) | What are the most important challenges with regard to the use of ICT? <br> (multiple answers possible, list three most important by rank) | 1. Lack of skilled employees <br> 2. Lack of skilled outside IT support <br> 3. Lack of skilled trainers <br> 4. Insufficient / unreliable connectivity <br> 5. Unreliable electricity <br> 6. Costs of equipment <br> 7. Availability of equipment <br> 8. Others (specify) <br> 9. No challenge |  | $\begin{aligned} & \frac{1 \mathrm{rrt}}{} \\ & \hline 2^{\mathrm{nd}} \\ & \hline 3 \mathrm{rd} \\ & \hline \end{aligned}$ |

$\square$
NAME OF ESTABLISHMENT
DISTRICT
ZONE NUMBER $\square$

## SECTION T: SALE AND PURCHASE VALUES (VALUES IN 2010)

## T10. SALES (VALUES IN 2010)

1. Sales of final goods produced:
2. Sales of semi-final goods produced:
3. Sales of industrial services lent to others:
4. Sales of goods purchased for resale:
5. Sales of produced services:
6. Interest received:
7. Others

T.20. Total sales values in 2010

|  |  |  |  |  |  |  |  |  |  |  |  |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- |

## T.30. INPUTS (VALUES IN 2010)

1. Raw materials:
2. Semi finished goods:
3. Cost of goods purchased for resale
4. Industrial services purchased:
5. Wages and salaries
6. Interest paid:
7. Electricity:
8. Water:
9. Fuels:
10. Insurances:
11. Transport:
12. Rent:
13. Communication fees:
14. Depreciation:
15. Others:


## T.40. Total inputs values in 2010

## T.50. SALES OF THE TOP 10 MAIN FINAL GOODS PRODUCED

1. 
2. 
3. 
4. 
5. 
6. 


7. $\qquad$
8.
9.
10.

|  |  |  |  |  |  |  |  |  |  |  |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- |

## T.60. PURCHASE OF THE TOP 10 MAIN RAW MATERIALS USED

1. 
2. 
3. $\qquad$
4. 
5. 
6. 

.
7.
8.
9.
10.

| $\square$ |  |  |  |  |  |  |  |  |  |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- |
|  |  |  |  |  |  |  |  |  |  |

## T70: INVENTORIES IN 2010

|  | Raw materials | Outstanding <br> products /Work in <br> Progress | Final <br> products /Own <br> production | goods purchased <br> for resale | Total |
| :--- | :--- | :--- | :--- | :--- | :--- |
| Opening stock <br> $1 / 1 / 2010$ |  |  |  |  |  |
| Closing stock <br> $31 / 12 / 2010$ |  |  |  |  |  |

END OF INTERVIEW
THANK YOU

NAMES AND SIGNATURE OF SURVEY STAFFS

| Name of the interviewer: $\qquad$ | Name of the Field Editor: | Name of the Team Leader $\qquad$ | Name of Supervisor: | Name of the Data entry clerk: |
| :---: | :---: | :---: | :---: | :---: |
| Date of the interview: $\qquad$ 1 | Editing date: | $\begin{aligned} & \text { Date: } \\ & 1 \end{aligned}$ | Date: | Data entry date: $\qquad$ |
| Signature: | Signature: | Signature: | Signature: | Signature: |

