



S TRENGTHENING **R** WANDAN **A** DMINISTRATIVE **J** USTICE

Public Employment Data Analysis

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A NNEX 1: Quantitative Results

1 General characteristics of the sample

Table 1: Characteristics of our sample

	Characteristics	Frequency	Percentage
DISTRICT	District D	21	21
	District E	24	24
	District F	22	22
	District A	13	13
	District B	20	20
Gender	Male	77	77
	Female	23	23
Marital status	Single	30	30
	Married	70	70
Age	16-25 years	1	1
	26-35 years	61	61
	36-45 years	31	31
	46-55 years	7	7
Highest level of education	Advanced Secondary	5	5
	Vocational	1	1
	University	94	94
Employment category	Politician and senior public servant	25	25
	Professional	50	50
	Technician	15	15
	Supporting staff	10	10
Working Experience	Less than 5 years	58	58
	5-9 years	23	23
	10-14 years	11	11
	15-19 years	7	7
	25 years and above	1	1
Ubudehe category	Category 1	2	2
	Category 2	8	8
	Category 3	85	85
	Category 4	4	4
	Do not know	1	1
Household Income per month	< 30,000 Rwf	1	1
	30,000 -100,000 Rwf	11	11
	100,000-200,000 Rwf	30	30
	Above 200,000 Rwf	52	52
	Do not know	6	6

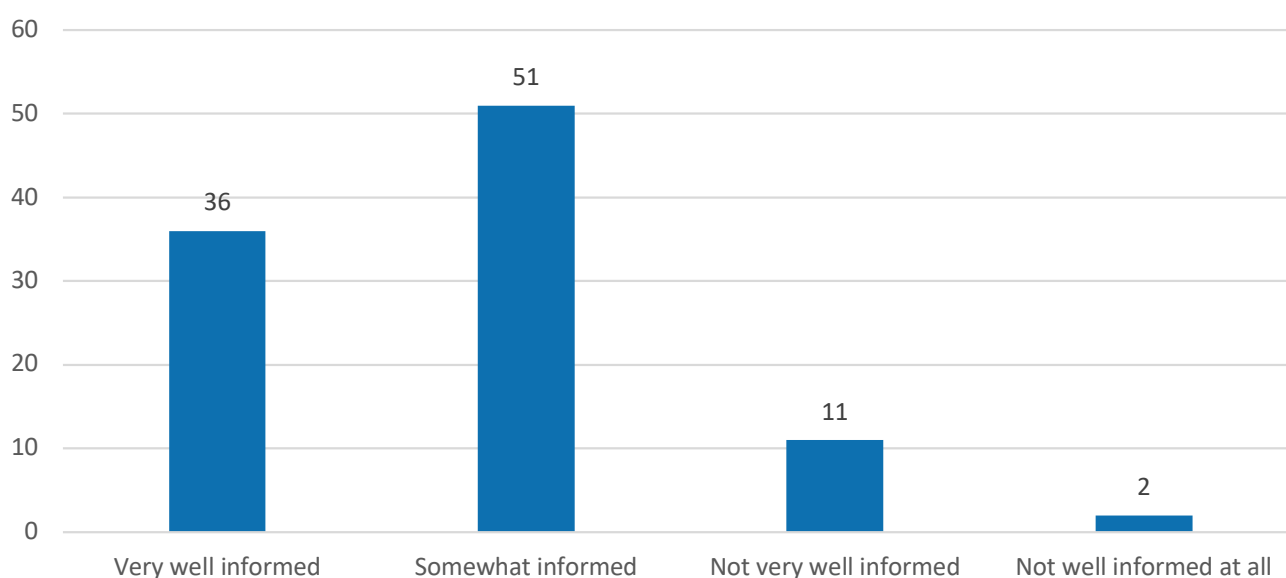
Our sample; based on 100 respondents with a case of public labor related dispute; is mainly composed by married (70%) men (77%) in their mid-twenties – early thirties (61%) with a university education (94%) with a working experience below 15 years (92%) and employed as a professional (50%).

Remark: regarding disabled individuals, the only disabled individual in the sample did not pursue to a second appeal. He also said that he received an equitable treatment when appealing for the first time.

2 Information on public labor rights

2.1 Prior information on labor rights (Descriptive)

Figure 1: Level of awareness on rights in the workplace



In general, complainers involved in a public labor related dispute are aware of their rights at workplace (87%). When disaggregated by characteristics, men are slightly more aware than women (89.7% against 78.2%). Individuals with a university level are more informed (89.3%). Politician and senior public servant (92%) and people with an experience of 25 years and above (100%).

2.2 Level of awareness per respondent's characteristic

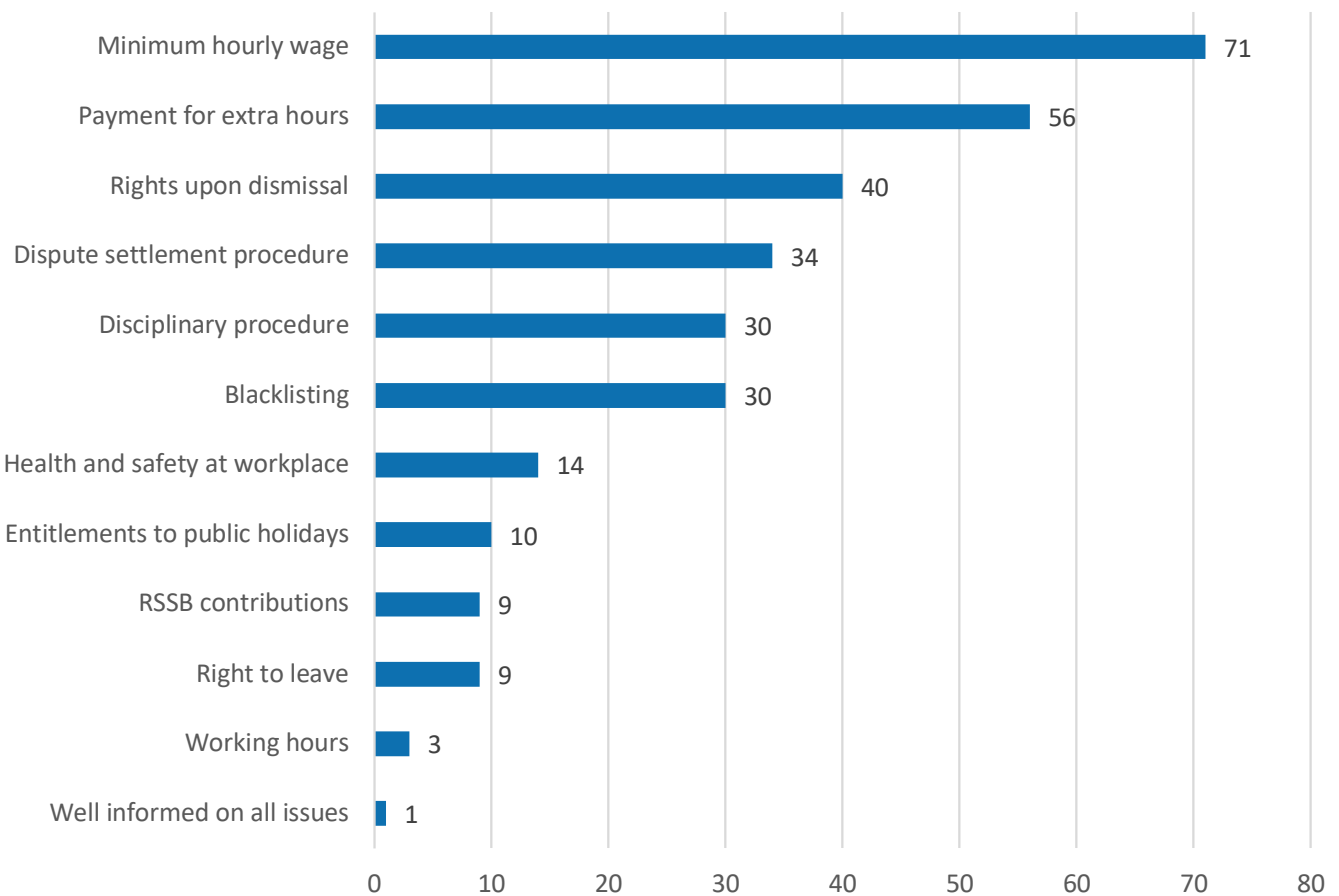
Table 2: Level of awareness on rights in workplace by characteristic

		Very well informed	Somewhat informed	Not very well informed	Not well informed at all
Gender	Male	40.30%	49.40%	10.40%	0.00%
	Female	21.70%	56.50%	13.00%	8.70%
Highest level of education	Advanced Secondary	20.00%	40.00%	40.00%	0.00%
	Vocational	0.00%	0.00%	100.00%	0.00%
	University	37.20%	52.10%	8.50%	2.10%

Employment category	Politician and senior public servant	40.00%	52.00%	8.00%	0.00%
	Professional	36.00%	54.00%	10.00%	0.00%
	Technician	33.30%	53.30%	13.30%	0.00%
	Supporting staff	30.00%	30.00%	20.00%	20.00%
Working Experience	Less than 5 years	32.80%	51.70%	12.10%	3.40%
	5-9 years	30.40%	65.20%	4.30%	0.00%
	10-14 years	54.50%	27.30%	18.20%	0.00%
	15-19 years	42.90%	42.90%	14.30%	0.00%
	25 years and above	100.00%	0.00%	0.00%	0.00%

2.3 Additional information needed

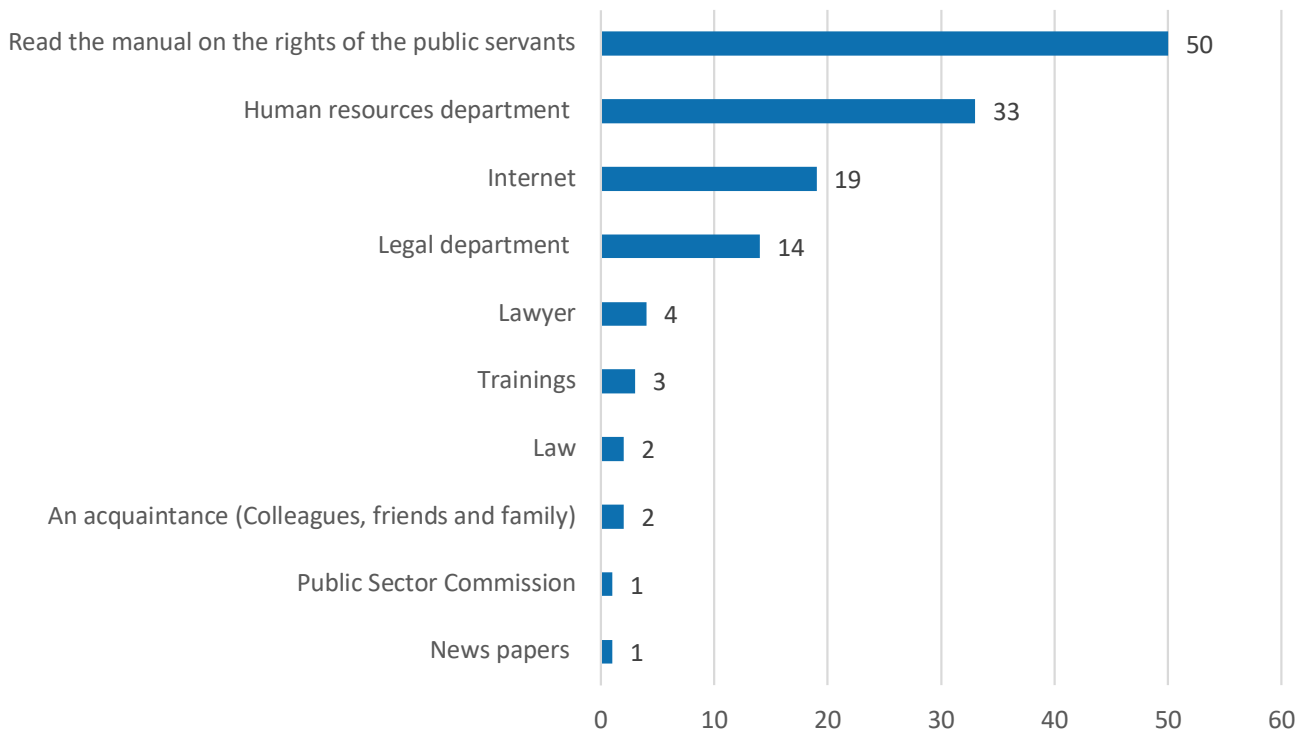
Figure 2: Topic in which additional information is needed (frequency)



Respondents felt that they need more information mainly on minimum hourly wage, payment for extra hours and on their rights upon dismissal.

2.4 Source of information

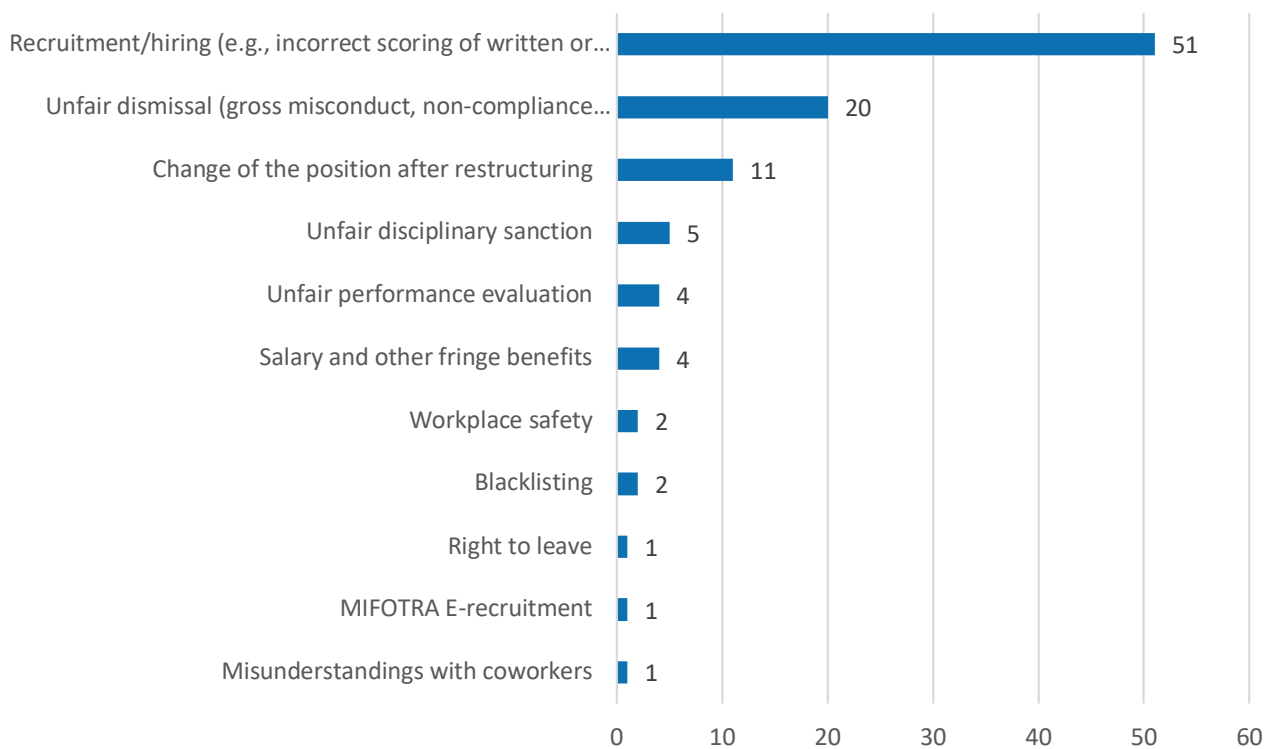
Figure 3: Source of information on rights at workplaces (Frequency)



When needed respondents find information on their rights at workplace reading the manual of the public servants and from the human resources department.

3 Dispute reason

Figure 1: Level of awareness on rights in the workplace

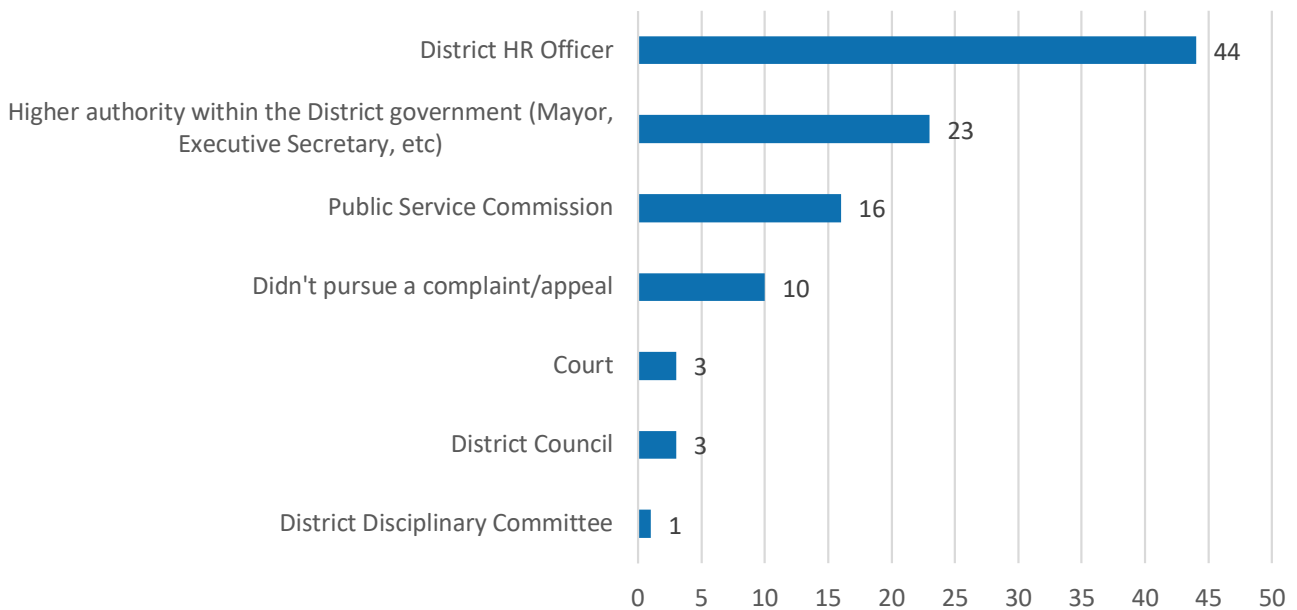


Over the past three years, labor relate dispute arisen mainly because complainers had issues with the recruitment /hiring procedures, had unfair dismissal and because their position was changed after restructuring.

4 First Appeal

4.1 Institution appealed to for the first appeal

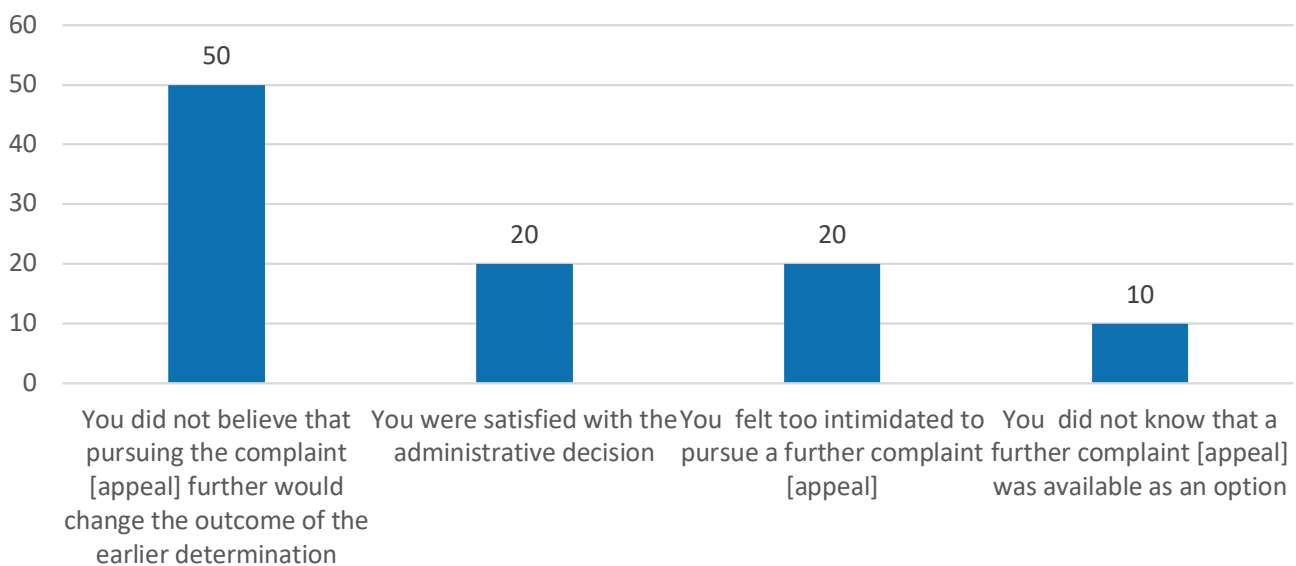
Figure 5: Distribution of institution appealed to for the first appeal (in percentage)



For their first appeal complainers mainly complaint at the district HR officer (44%) and to a higher authority within the district government (23%).

4.2 Main reasons for not appealing

Figure 6: Reasons for not complaining (In percentage)



From the sample 10 persons did not pursue any appeal. Primarily because they did not believe that pursuing the complaint further would change the outcome (50%). While, (20%) were satisfied with the administrative decision.

4.3 Institution appealed to per respondent's characteristics

Table 3: Selected Institution per respondent's characteristics

Characteristics	All categories	District HR Officer	District Disciplinary Committee	Higher authority within the District government	District Council	Public Service Commission	Court	Didn't pursue a complaint/ Appeal
Gender	Male	44.20%	1.30%	20.80%	3.90%	16.90%	3.90%	9.10%
	Female	43.50%	0.00%	30.40%	0.00%	13.00%	0.00%	13.00%
DISTRICT	District D	33.30%	0.00%	19.00%	0.00%	33.30%	0.00%	14.30%
	District E	50.00%	0.00%	25.00%	8.30%	4.20%	4.20%	8.30%
	District F	31.80%	0.00%	40.90%	0.00%	13.60%	9.10%	4.50%
	District A	61.50%	0.00%	23.10%	7.70%	0.00%	0.00%	7.70%
	District B	50.00%	5.00%	5.00%	0.00%	25.00%	0.00%	15.00%
	District C	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
Age	16-25 years	47.50%	0.00%	14.80%	3.30%	19.70%	1.60%	13.10%
	26-35 years	41.90%	3.20%	38.70%	0.00%	9.70%	0.00%	6.50%
	36-45 years	28.60%	0.00%	14.30%	14.30%	14.30%	28.60%	0.00%
	46-55 years	20.00%	0.00%	40.00%	20.00%	20.00%	0.00%	0.00%
Highest level of education	Advanced Secondary	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%
	Vocational	45.70%	1.10%	22.30%	2.10%	14.90%	3.20%	10.60%
Employment category	University	44.00%	4.00%	36.00%	4.00%	4.00%	4.00%	4.00%
	Politician and senior public servant	44.00%	0.00%	24.00%	2.00%	20.00%	4.00%	6.00%
	Professional	40.00%	0.00%	6.70%	6.70%	26.70%	0.00%	20.00%
	Technician	50.00%	0.00%	10.00%	0.00%	10.00%	0.00%	30.00%

Working Experience	Less than 5 years	58	55.20%	0.00%	13.80%	0.00%	17.20%	1.70%	12.10%
	5-9 years	23	39.10%	0.00%	26.10%	8.70%	13.00%	0.00%	13.00%
	10-14 years	11	18.20%	0.00%	54.50%	9.10%	9.10%	9.10%	0.00%
	15-19 years	7	14.30%	14.30%	42.90%	0.00%	28.60%	0.00%	0.00%
	25 years and above	1	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%

The distribution by characteristics follow the general trend in terms of chosen institution to appeal to for the first appeal.

4.4 Reasons for choosing the institution and feedback timeline

Table 4.1: Reasons for choosing an institution and the timeline to receive a feedback (In percentage)

	All institutions	District HR Officer	District Disciplinary Committee	Higher authority within the District government	District Council	Public Service Commission	Court
Reason the institution was chosen							
You understood this to be required by law	73.30%	81.80%	100.00%	82.60%	66.70%	50.00%	0.00%
You felt this institution/unit had the necessary expertise	12.20%	6.80%	0.00%	0.00%	33.30%	31.20%	66.70%
You felt this institution/unit would handle your dispute efficiently	12.20%	9.10%	0.00%	13.00%	0.00%	18.80%	33.30%
You know people at this institution/unit who could help you	2.20%	2.30%	0.00%	4.30%	0.00%	0.00%	0.00%
Less than 2 weeks	53.30%	54.50%	0.00%	43.50%	33.30%	62.50%	100.00%
Less than 1 month	13.30%	9.10%	0.00%	17.40%	0.00%	25.00%	0.00%
1-3 Months	13.30%	9.10%	0.00%	17.40%	66.70%	12.50%	0.00%
More than 12 months	2.20%	4.50%	0.00%	0.00%	0.00%	0.00%	0.00%
Never received a response	17.80%	22.70%	100.00%	21.70%	0.00%	0.00%	0.00%

Complainers mainly choose the institution to complain to because they understood it to be required by the law (73.3%), the trend goes for all the institution expect for when it comes to appeal at court level where complainers appeal there either because they felt that the court had the necessary expertise (66.7%) or would handle the case more efficiently (33.3%). Moreover, regardless of where they appealed to; complainers would receive feedback in less than 2 weeks (53.3%).

Table 4.2.: Reasons for choosing an institution and the timeline to receive a feedback per district

	All Districts	District D	District E	District F	District A	District B	
Reason the institution was chosen	You understood this to be required by law	66 73.33%	12 66.67%	20 90.91%	13 61.90%	7 58.33%	14 82.35%
	You felt this institution/unit had the necessary expertise	11 12.22%	3 16.67%	1 4.55%	5 23.81%	1 8.33%	1 5.88%
	You felt this institution/unit would handle your dispute efficiently	11 12.22%	2 11.11%	1 4.55%	3 14.29%	3 25.00%	2 11.76%
	You know people at this institution/unit who could help you	2 2.22%	1 5.56%	0 0.00%	0 0.00%	1 8.33%	0 0.00%
Time to receive feedback	Less than 2 weeks	48 53.30%	10 55.56%	13 59.09%	9 42.86%	2 16.67%	14 82.35%
	Less than 1 month	12 13.30%	2 11.11%	4 18.18%	6 28.57%	0 0.00%	0 0.00%
	1-3 Months	12 13.30%	3 16.67%	1 4.55%	3 14.29%	5 41.67%	0 0.00%
	More than 12 months	2 2.20%	1 5.56%	0 0.00%	0 0.00%	1 8.33%	0 0.00%
	Never received a response	16 17.80%	2 11.11%	4 18.18%	3 14.29%	4 33.33%	3 17.65%

4.5 Interaction experience with institutions

Table 5.1 Quality of the interaction by institution (In percentage)

	All institutions	District HR Officer	District Disciplinary Committee	Higher authority within the District government	District Council	Public Service Commission	Court
The information provided was	Very helpful in providing the information relevant to your case	31.80%	0.00%	34.80%	66.70%	37.50%	66.70%
	Helpful in providing the information relevant to your case	29.50%	0.00%	17.40%	0.00%	25.00%	0.00%
	Unhelpful in providing the information relevant to your case	11.40%	0.00%	17.40%	0.00%	25.00%	0.00%
How courteous was the institution?	Very unhelpful in providing the information relevant to your case	27.30%	100.00%	30.40%	33.30%	12.50%	33.30%
	Very courteous	15.90%	0.00%	26.10%	33.30%	25.00%	66.70%
	Courteous	50.00%	0.00%	43.50%	33.30%	68.80%	33.30%
	Discourteous	22.70%	0.00%	13.00%	33.30%	6.20%	0.00%
	Very discourteous	6.80%	100.00%	17.40%	0.00%	0.00%	0.00%
Listening	Not applicable	4.50%	0.00%	0.00%	0.00%	0.00%	0.00%
	Was very attentive when listening to your explanation of the case	31.80%	0.00%	26.10%	33.30%	43.80%	100.00%
	Was somewhat attentive in listening to your explanation of the case	27.30%	0.00%	39.10%	33.30%	37.50%	0.00%
	Was mostly inattentive in listening to your explanation of the case	20.50%	0.00%	8.70%	0.00%	6.20%	0.00%
	Was not at all attentive in listening to your explanation of the case	11.40%	100.00%	26.10%	0.00%	6.20%	0.00%
	Not applicable	9.10%	0.00%	0.00%	33.30%	6.20%	0.00%

During the complainer's interaction with institutions, institutions are courteous with complainers (72.2%) and are attentive when listening to complainers' explanation of their cases (65.5%). The information provided by these institutions are qualified as helpful in terms of relevance to complainers' cases (58.9%).



Table 5.2: Quality of the interaction by different institutions per district

	All districts	District D	District E	District F	District A	District B
The information provided was:	Very helpful in providing the information relevant to your case	6	11	6	5	4
	Helpful in providing the information relevant to your case	33.33%	50.00%	28.70%	41.67%	23.53%
	Unhelpful in providing the information relevant to your case	3	3	5	3	7
How courteous	Very helpful in providing the information relevant to your case	16.67%	13.64%	23.81%	25.00%	41.18%
	Unhelpful in providing the information relevant to your case	3	1	4	1	4
	Very unhelpful in providing the information relevant to your case	14.44%	4.55%	19.05%	8.33%	23.53%
Was the institution?	Very courteous	6	7	6	3	2
	Courteous	33.33%	31.82%	28.57%	25.00%	11.76%
	Discourteous	20	4	3	4	3
Listening	Very courteous	33.33%	0.18.8	14.29%	33.33%	17.65%
	Courteous	8	10	14	4	9
	Discourteous	50.00%	44.44%	66.67%	33.33%	52.94%
Listening	Very discourteous	2	5	1	4	3
	Not applicable	16.67%	11.11%	4.76%	33.33%	17.65%
	Very discourteous	8	2	3	0	1
Listening	Not applicable	8.89%	11.11%	14.29%	0.00%	5.88%
	Was very attentive when listening to your explanation of the case	2	1	0	0	1
	Was somewhat attentive in listening to your explanation of the case	2.22%	4.55%	0.00%	0.00%	5.88%
Listening	Was mostly inattentive in listening to your explanation of the case	31	10	5	6	4
	Was not at all attentive in listening to your explanation of the case	34.44%	33.33%	23.81%	50.00%	23.53%
	Not applicable	28	8	9	2	6
Listening	Was very attentive when listening to your explanation of the case	31.11%	44.44%	42.86%	16.67%	35.29%
	Was mostly inattentive in listening to your explanation of the case	12	3	1	2	1
	Was not at all attentive in listening to your explanation of the case	13.33%	16.67%	4.76%	16.67%	5.88%
Listening	Not applicable	13	3	5	2	2
	Was very attentive when listening to your explanation of the case	14.44%	5.56%	23.81%	16.67%	11.76%
	Was mostly inattentive in listening to your explanation of the case	6	0	1	0	4
Listening	Was not at all attentive in listening to your explanation of the case	6.67%	0.00%	4.76%	0.00%	23.53%
	Not applicable					

Table 5.3: Quality of support provided by institution (in percentage)

	All institutions	District HR Officer	District Disciplinary Committee	Higher authority within the District government	District Council	Public Service Commission	Court
Information was provided verbally or in writing about how the complaint/appeal process operated	Yes	70.50%	100.00%	65.20%	33.30%	87.50%	66.70%
	No	29.50%		34.80%	66.70%	12.50%	33.30%
You were given an opportunity to make your views known and to offer any evidence supporting my case verbally or in writing	Yes	54.50%		52.20%	66.70%	75.00%	100.00%
	No	45.50%	100.00%	47.80%	33.30%	25.00%	
At the conclusion of the process, you were provided with a written decision	Yes	63.60%	100.00%	69.60%	100.00%	87.50%	100.00%
	No	36.40%		30.40%		12.50%	
The written decision was accompanied by an explanation with reasons for the decision	Yes	61.40%	100.00%	52.20%	66.70%	81.20%	100.00%
	No	38.60%		47.80%	33.30%	18.80%	
You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	Yes	56.80%	100.00%	34.80%	66.70%	43.80%	100.00%
	No	43.20%		65.20%	33.30%	56.20%	
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	Yes	6.80%		13.00%			100.00%
	No	93.20%	100.00%	87.00%	100.00%	100.00%	

When interacting with institutions they appealed to for the first time, complainants were provided with a verbal or written information about how the complaint/appeal process operated (71.1%), had an opportunity to make their views known and to offer any evidence supporting their case verbally or in writing (58.9%). At the conclusion of the process, complainants were provided with a written decision (72.2%) and the decision was accompanied by an explanation with reasons for the decision (64.4%). When the decision was not satisfying for them, they were provided with information about how and where to further appeal their cases (63.2%). Moreover, at this stage of appealing they were not represented by a lawyer (90%).

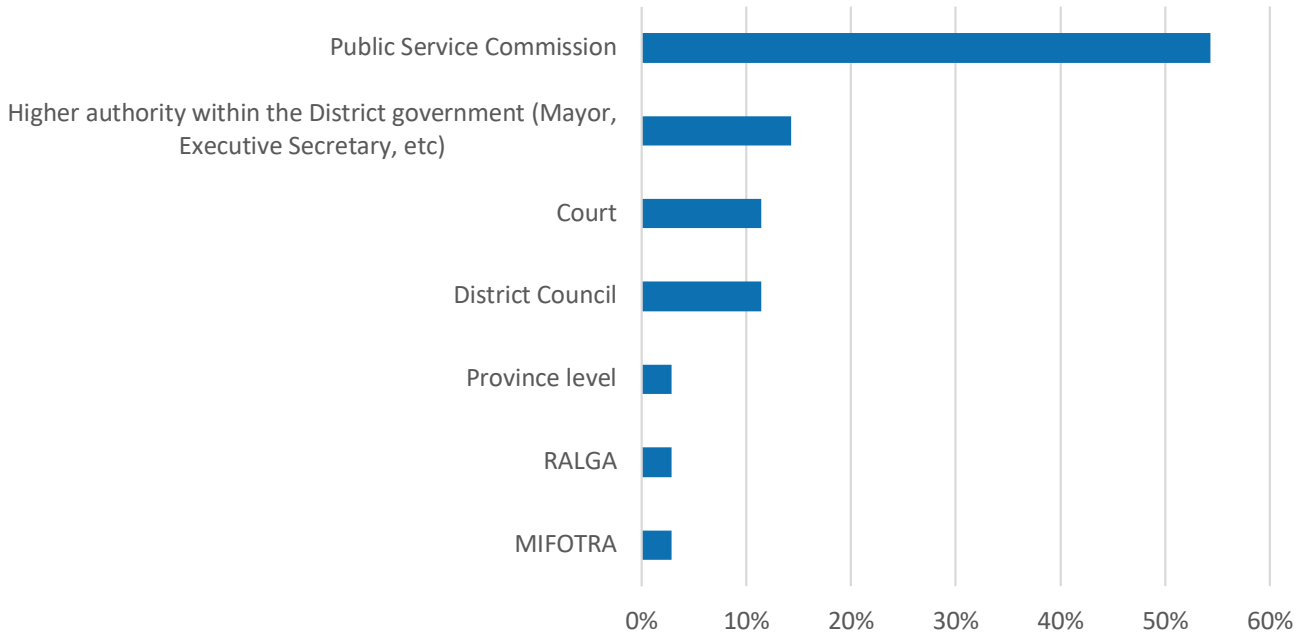
Table 5.4: Quality of support provided by different institutions per district

	Total	District D	District E	District F	District A	District B
Information was provided verbally or in writing about how the complaint/appeal process operated	Yes	16	14	14	6	14
		71.11%	88.89%	63.64%	50.00%	82.35%
You were given an opportunity to make your views known and to offer any evidence supporting my case verbally or in writing	No	2	8	7	6	3
		28.89%	11.11%	36.36%	50.00%	17.65%
At the conclusion of the process, you were provided with a written decision	Yes	10	15	12	7	9
		58.89%	55.56%	68.18%	58.33%	52.94%
The written decision was accompanied by an explanation with reasons for the decision	No	8	7	9	5	8
		41.11%	44.44%	31.82%	41.67%	47.06%
You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	Yes	13	15	17	7	13
		72.22%	72.22%	80.95%	58.33%	76.47%
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	No	5	7	4	5	4
		27.78%	27.78%	19.05%	41.67%	23.53%
You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	Yes	12	12	14	6	14
		64.44%	66.67%	54.55%	50.00%	82.35%
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	No	6	10	7	6	3
		35.56%	33.33%	45.45%	50.00%	17.65%
You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	Yes	6	12	12	7	9
		51.11%	33.33%	54.55%	58.33%	52.94%
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	No	12	10	9	5	8
		48.89%	66.67%	45.45%	41.67%	47.06%
You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	Yes	0	3	4	2	0
		10.00%	0.00%	13.64%	16.67%	0.00%
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	No	18	19	17	10	17
		90.00%	10.00%	86.36%	83.33%	10.00%

5 Second Appeal

5.1 Institution appealed to for the second complaint:

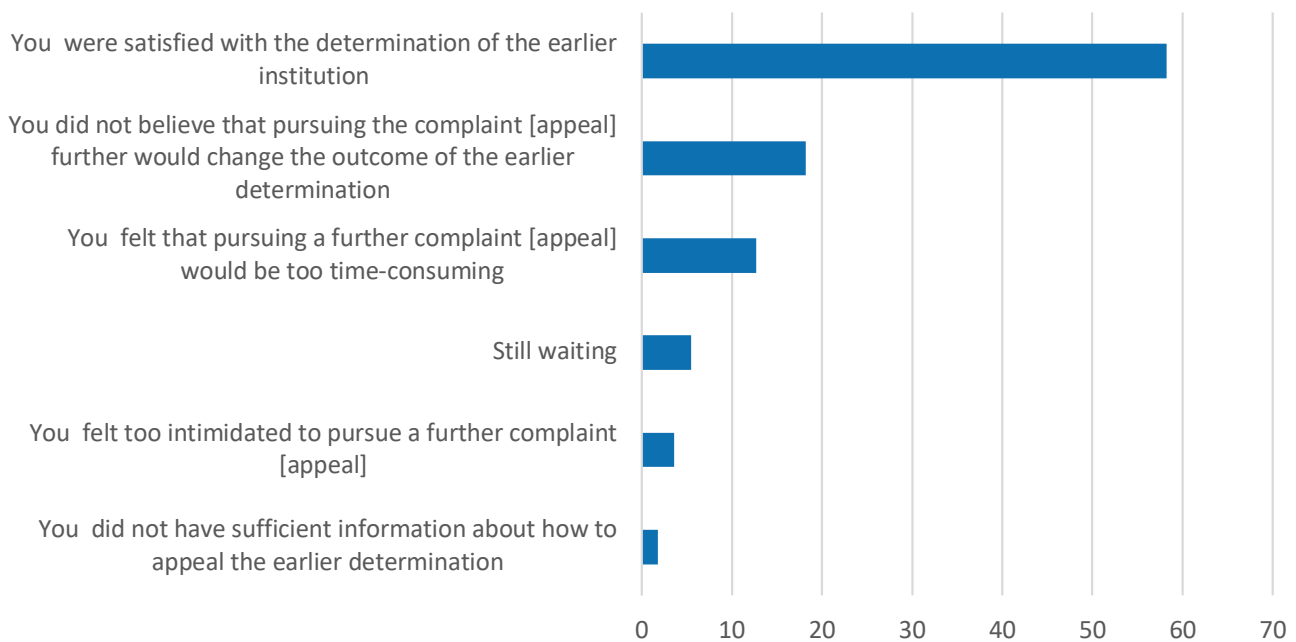
Figure 7: Distribution of institution appealed to for the second time (in percentage)



For their second appeal, complainers appealed mainly to the public service commission (54%) and to a higher authority within the district government (14%).

5.2 Reasons to not appeal

Figure 8: Reasons for not complaining for the second time (Frequency)



Among individuals who complained for the first time 61% did not pursue their complaints. Among which 58.2% it was because they were satisfied with the determination of the earlier institution and 18.2% because they did not believe that pursuing the complaint further would change the outcome of the first appeal.

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

Table 6: Selected Institution for the second appeal per characteristic

	All categories	Higher authority within the District government	District Council	Public Service Commission	MIFOTRA	Court	Didn't pursue a complaint/appeal	RALGA	Province level
DISTRICT	District D	5.60%		22.20%			66.70%	5.60%	
	District E		4.50%	31.80%			63.60%		
	District F	9.50%	4.80%	23.80%	4.80%	9.50%	47.60%		
	District A		16.70%	8.30%		16.70%	50.00%		8.30%
	District B	11.80%		11.80%			76.50%		
Gender	Male	7.10%	5.70%	22.90%		5.70%	55.70%	1.40%	1.40%
	Female			15.00%	5.00%		80.00%		
Age	16-25 years						100.00%		
	26-35 years	5.70%	5.70%	20.80%	1.90%		66.00%		
	36-45 years	6.90%	3.40%	27.60%		13.80%	41.40%	3.40%	3.40%
	46-55 years						100.00%		
Highest level of education	Advanced Secondary			60.00%			40.00%		
	Vocational						100.00%		
	University	6.00%	4.80%	19.00%	1.20%	4.80%	61.90%	1.20%	1.20%
Employment category	Politician and senior public servant	8.30%	12.50%	20.80%		8.30%	41.70%	4.20%	4.20%
	Professional	6.40%		21.30%	2.10%	4.30%	66.00%		
	Technician			25.00%			75.00%		
	Supporting staff		14.30%	14.30%			71.40%		
Working Experience	Less than 5 years	5.90%	2.00%	15.70%		2.00%	72.50%		2.00%
	5-9 years	10.00%	5.00%	25.00%		5.00%	50.00%	5.00%	
	10-14 years		9.10%	27.30%	9.10%	9.10%	45.50%		
	15-19 years		14.30%	42.90%		14.30%	28.60%		
	25 years and above						100.00%		

The distribution by characteristics follow the general trend in terms of chosen institution to appeal to for the second appeal.

5.4 Reason for choosing the institution and feedback timeline

Table 7.1.: Reasons for choosing an institution and the timeline to receive a feedback for the second appeal (In percentage)

	All institutions	Higher authority within the District government	District Council	Public Service Commission	MIFOTRA	Court	RALGA	Province level
Reason the institution was chosen	You understood this to be required by law	40.00%	75.00%	63.20%	100.00%	75.00%	0.00%	0.00%
	You felt this institution/unit had the necessary expertise	8.60%	0.00%	5.30%	0.00%	0.00%	0.00%	0.00%
	You felt this institution/unit would handle your dispute efficiently	31.40%	20.00%	25.00%	0.00%	25.00%	100.00%	100.00%
Time to receive feedback	Less than 2 weeks	20.00%	25.00%	0.00%	0.00%	0.00%	100.00%	100.00%
	Less than 1 month	8.60%	0.00%	10.50%	0.00%	0.00%	0.00%	0.00%
	1-3 Months	45.70%	0.00%	73.70%	0.00%	50.00%	0.00%	0.00%
	4-6 Months	8.60%	20.00%	10.50%	0.00%	0.00%	0.00%	0.00%
	6-12 Months	2.90%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%
	More than 12 months	2.90%	0.00%	0.00%	0.00%	25.00%	0.00%	0.00%
	Never received a response	11.40%	50.00%	5.30%	0.00%	25.00%	0.00%	0.00%

Overall the main reason driving the choice of an institution to appeal to for the second complaint is because complainers understood it to be required by the law (60%). When disaggregated by institution the trend still applies except for choosing the Rwandan Association of Local Government Authorities (RALGA) or an institution at province level where the main reason is that complainers felt the institution would handle the dispute efficiently.

The time to receive a feedback varies depending on the institution; it can take less than 2 weeks (i.e. for a complaint to a higher authority within the district government, to RALGA or to an institution at province level) to between 4 to 6 months for a complaint at MIFOTRA. Although some cases never even received a response (11.4%). However, the general trend remains around a feedback in between 1 to 3 months (45.7%).

Table 7.2: Reasons for choosing an institution and the timeline to receive a feedback for the second appeal per district

	All districts	District D	District E	District F	District A	District B
Reason the institution was chosen	21	3	6	6	3	3
	60.00%	50.00%	75.00%	54.55%	50.00%	75.00%
	3	0	0	2	1	0
	8.57%	0.00%	0.00%	18.18%	16.67%	0.00%
You felt this institution/unit had the necessary expertise	11	3	2	3	2	1
	31.43%	50.00%	25.00%	27.27%	33.33%	25.00%
	7	2	0	1	2	2
	20.00%	33.33%	0.00%	9.09%	33.33%	50.00%
Time to receive feedback	3	0	2	0	0	1
	8.57%	0.00%	25.00%	0.00%	0.00%	25.00%
	16	2	5	6	2	1
	45.71%	33.33%	62.50%	54.55%	33.33%	25.00%
Less than 1 month	3	2	0	1	0	0
	8.57%	33.33%	0.00%	9.09%	0.00%	0.00%
	1	0	0	1	0	0
	2.86%	0.00%	0.00%	9.09%	0.00%	0.00%
1-3 Months	1	0	0	1	0	0
	2.86%	0.00%	0.00%	9.09%	0.00%	0.00%
	1	0	0	1	0	0
	2.86%	0.00%	0.00%	9.09%	0.00%	0.00%
4-6 Months	4	0	1	1	2	0
	11.43%	0.00%	12.50%	9.09%	33.33%	0.00%
	1	0	0	1	0	0
	2.86%	0.00%	0.00%	9.09%	0.00%	0.00%
6-12 Months	1	0	0	1	0	0
	2.86%	0.00%	0.00%	9.09%	0.00%	0.00%
	1	0	0	1	0	0
	2.86%	0.00%	0.00%	9.09%	0.00%	0.00%
More than 12 months	4	0	1	1	2	0
	11.43%	0.00%	12.50%	9.09%	33.33%	0.00%
	1	0	0	1	0	0
	2.86%	0.00%	0.00%	9.09%	0.00%	0.00%
Never received a response	4	0	1	1	2	0
	11.43%	0.00%	12.50%	9.09%	33.33%	0.00%
	1	0	0	1	0	0
	2.86%	0.00%	0.00%	9.09%	0.00%	0.00%

5.5 Interaction experience with the institution

Table 8.1.: Quality of the interaction with complainers by institution for the second appeal (In percentage)

	All institutions	Higher authority within the District government	District Council	Public Service Commission	MIFOTRA	Court	RALGA	Province level
The information provided was:	Very helpful in providing the information relevant to your case	60.00%	25.00%	42.10%	0.00%	75.00%	0.00%	100.00%
	Helpful in providing the information relevant to your case	0.00%	0.00%	42.10%	0.00%	0.00%	0.00%	0.00%
	Unhelpful in providing the information relevant to your case	20.00%	0.00%	5.30%	0.00%	0.00%	100.00%	0.00%
	Very unhelpful in providing the information relevant to your case	20.00%	75.00%	5.30%	100.00%	25.00%	0.00%	0.00%
How courteous was the institution?	Not applicable	0.00%	0.00%	5.30%	0.00%	0.00%	0.00%	0.00%
	Very courteous	37.10%	25.00%	31.60%	0.00%	50.00%	0.00%	100.00%
	Courteous	42.90%	0.00%	52.60%	0.00%	50.00%	100.00%	0.00%
	Discourteous	20.00%	75.00%	15.80%	100.00%	0.00%	0.00%	0.00%
Listening	Very discourteous	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Was very attentive when listening to your explanation of the case	42.90%	25.00%	36.80%	0.00%	50.00%	0.00%	100.00%
	Was somewhat attentive in listening to your explanation of the case	31.40%	0.00%	42.10%	0.00%	25.00%	100.00%	0.00%
	Was mostly inattentive in listening to your explanation of the case	8.60%	0.00%	10.50%	0.00%	0.00%	0.00%	0.00%
	Was not at all attentive in listening to your explanation of the case	11.40%	25.00%	5.30%	100.00%	25.00%	0.00%	0.00%
	Not applicable	5.70%	25.00%	5.30%	0.00%	0.00%	0.00%	0.00%

In general, during their interaction with institutions for their second appeal, complainers receive helpful information relevant to their cases (68.6%), are received with courtesy (80%) and institutions were attentive to their cases' explanation (74.3%).

Table 8.2.: Quality of the interaction with complainers by different institutions for the second appeal per district

	Total	District D	District E	District F	District A	District B
The information provided was:	16	1	3	4	4	4
	45.71%	16.67%	37.50%	36.36%	66.67%	10.00%
	8	1	3	3	1	0
	22.86%	16.67%	37.50%	27.27%	16.67%	0.00%
	3	3	0	0	0	0
	8.57%	50.00%	0.00%	0.00%	0.00%	0.00%
	7	1	1	4	1	0
20.00%	16.67%	12.50%	36.36%	16.67%	0.00%	
1	0	1	0	0	0	
2.86%	0.00%	12.50%	0.00%	0.00%	0.00%	
13	1	1	3	5	3	
37.14%	16.67%	12.50%	27.27%	83.33%	75.00%	
15	3	5	6	0	1	
42.86%	50.00%	62.50%	54.55%	0.00%	25.00%	
7	2	2	2	1	0	
20.00%	33.33%	25.00%	18.18%	16.67%	0.00%	
Very helpful in providing the information relevant to your case						
Helpful in providing the information relevant to your case						
Unhelpful in providing the information relevant to your case						
Very unhelpful in providing the information relevant to your case						
Not applicable						
Very courteous						
Courteous						
Discourteous						

Listening	1					2					3					4					
	15	16.67%	25.00%	27.27%	83.33%	10.00%	11	3	3	5	0	0	31.43%	50.00%	37.50%	45.45%	0.00%	0	0	0	0.00%
Was very attentive when listening to your explanation of the case	42.86%	16.67%	25.00%	27.27%	83.33%	10.00%	11	3	3	5	0	0	31.43%	50.00%	37.50%	45.45%	0.00%	0	0	0	0.00%
Was somewhat attentive in listening to your explanation of the case	3	1	2	0	0	0	3	1	2	0	0	3	1	2	0	0	0	0	0	0	0.00%
Was mostly inattentive in listening to your explanation of the case	8.57%	16.67%	25.00%	0.00%	0.00%	0.00%	4	1	0	2	1	0	8.57%	16.67%	25.00%	0.00%	0.00%	2	1	0	0.00%
Was not at all attentive in listening to your explanation of the case	11.43%	16.67%	0.00%	18.18%	16.67%	0.00%	2	0	1	1	0	2	11.43%	16.67%	0.00%	18.18%	16.67%	1	0	0	0.00%
Not applicable	5.71%	0.00%	12.50%	9.09%	0.00%	0.00%	2	0	1	1	0	2	5.71%	0.00%	12.50%	9.09%	0.00%	1	0	0	0.00%

Table 8.3.: Quality of support provided by institution for the second appeal (In percentage)

	All institutions		Higher authority within the District government		District Council		Public Service Commission		MIFOTRA		Court		RALGA		Province level	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Information was provided verbally or in writing about how the complaint process operated.	77.10%	40.00%	77.10%	40.00%	50.00%	50.00%	84.20%	84.20%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	22.90%	60.00%	22.90%	60.00%	50.00%	50.00%	15.80%	15.80%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
You were given an opportunity to make your views known and to offer any evidence supporting my case verbally or in writing	68.40%	80.00%	68.40%	80.00%	25.00%	25.00%	84.20%	84.20%	0.00%	0.00%	50.00%	50.00%	0.00%	0.00%	100.00%	100.00%
	31.40%	20.00%	31.40%	20.00%	75.00%	75.00%	15.80%	15.80%	100.00%	100.00%	50.00%	50.00%	100.00%	100.00%	0.00%	0.00%
At the conclusion of the process, you were provided with a written decision	74.30%	60.00%	74.30%	60.00%	50.00%	50.00%	84.20%	84.20%	100.00%	100.00%	75.00%	75.00%	0.00%	0.00%	100.00%	100.00%
	25.70%	40.00%	25.70%	40.00%	50.00%	50.00%	15.80%	15.80%	0.00%	0.00%	25.00%	25.00%	100.00%	100.00%	0.00%	0.00%
The written decision was accompanied by an explanation with reasons for the decision	68.60%	40.00%	68.60%	40.00%	25.00%	25.00%	89.50%	89.50%	100.00%	100.00%	50.00%	50.00%	0.00%	0.00%	100.00%	100.00%
	31.40%	60.00%	31.40%	60.00%	75.00%	75.00%	10.50%	10.50%	0.00%	0.00%	50.00%	50.00%	100.00%	100.00%	0.00%	0.00%

You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	Yes	48.60%	40.00%	25.00%	52.60%	0.00%	75.00%	0.00%	100.00%
	No	51.40%	60.00%	75.00%	47.40%	100.00%	25.00%	100.00%	0.00%
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	Yes	17.10%	0.00%	0.00%	15.80%	0.00%	50.00%	0.00%	100.00%
	No	82.90%	100.00%	100.00%	84.20%	100.00%	50.00%	100.00%	0.00%

When interacting with institutions they appealed to for the second time, complainants were provided with a verbal or written information about how the complaint/appeal process operated (77.1%), had an opportunity to make their views known and to offer any evidence supporting their case verbally or in writing (68.4%). At the conclusion of the process, complainants were provided with a written decision (74.3%), and the decision was accompanied by an explanation with reasons for the decision (68.6%). When the decision was not satisfying for them, they were not provided with information about how and where to further appeal their cases (51.4%). Moreover, at this stage of appealing they were represented by a lawyer (82.9%).

Table 8.4.: Quality of support provided by different institutions for the second appeal per district

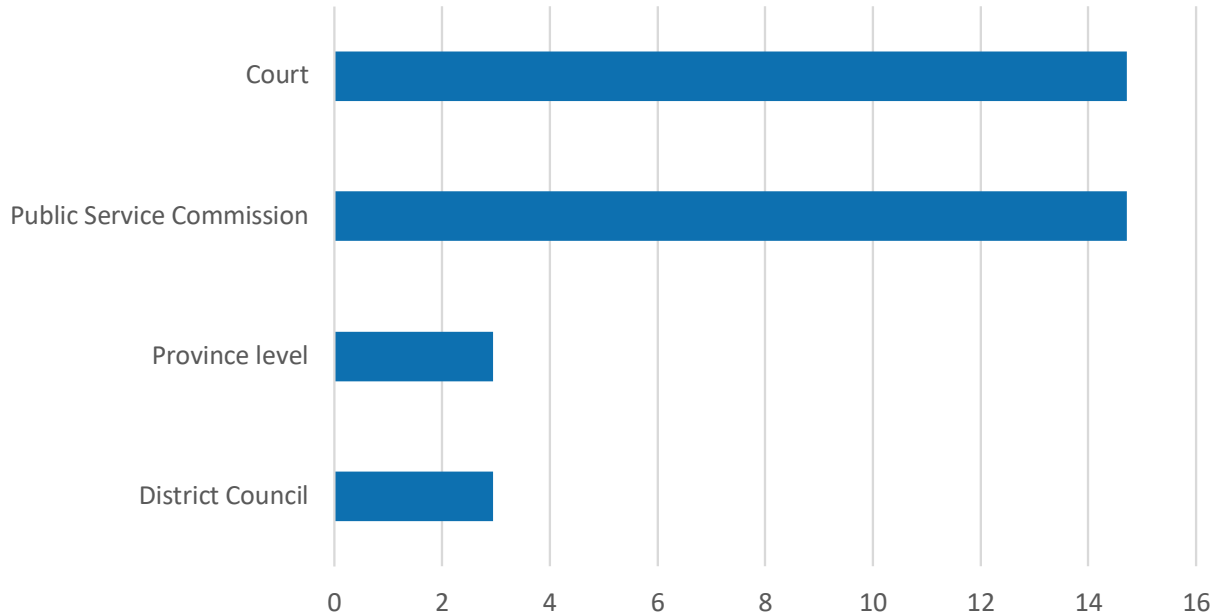
	All districts	District D	District E	District F	District A	District B
Information was provided verbally or in writing about how the complaint process operated.	27	5	6	8	5	3
	Yes	77.14%	83.33%	75.00%	72.73%	83.33%
You were given an opportunity to make your views known and to offer any evidence supporting my case verbally or in writing	8	1	2	3	1	1
	No	22.86%	16.67%	25.00%	27.27%	16.67%
At the conclusion of the process, you were provided with a written decision	24	4	5	7	4	4
	Yes	68.57%	66.67%	62.50%	63.64%	66.67%
The written decision was accompanied by an explanation with reasons for the decision	11	2	3	4	2	0
	No	31.43%	33.33%	37.50%	36.36%	33.33%
At the conclusion of the process, you were provided with a written decision	26	3	7	8	4	4
	Yes	74.29%	50.00%	87.50%	72.73%	66.67%
The written decision was accompanied by an explanation with reasons for the decision	9	3	1	3	2	0
	No	25.71%	50.00%	12.50%	27.27%	33.33%
At the conclusion of the process, you were provided with a written decision	24	4	5	8	4	3
	Yes	68.57%	66.67%	62.50%	72.73%	66.67%
The written decision was accompanied by an explanation with reasons for the decision	11	2	3	3	2	1
	No	31.43%	33.33%	37.50%	27.27%	33.33%

	17	1	5	4	5	2
You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	Yes	48.57%	16.67%	36.36%	83.33%	50.00%
		18	5	7	1	2
	No	51.43%	83.33%	63.64%	16.67%	50.00%
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	Yes	6	0	0	3	0
		17.14%	0.00%	0.00%	50.00%	0.00%
	No	29	6	11	3	4
	82.86%	10.00%	62.50%	10.00%	50.00%	10.00%

6 Third appeal

6.1 Institution appealed to for the third appeal:

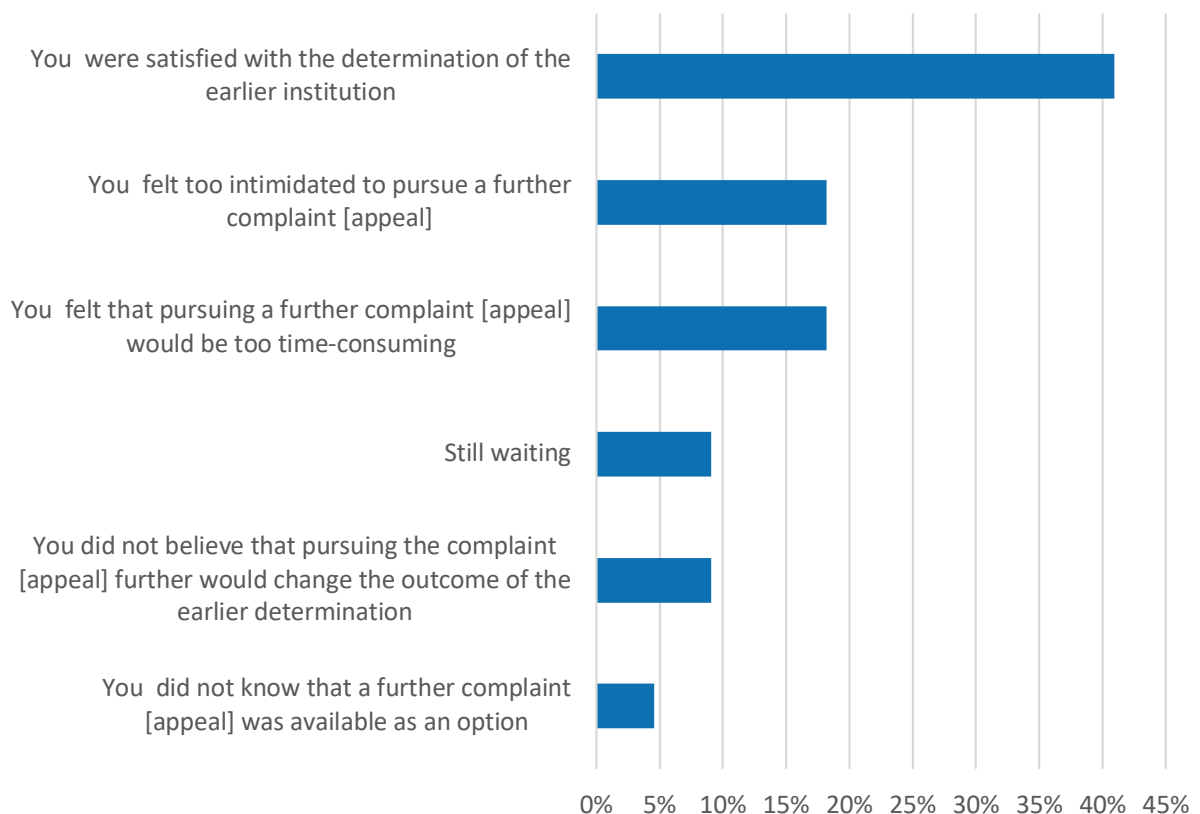
Figure 9: Distribution of institution appealed to for the third time (in percentage)



For their third appeal, complainers complained to the court and to the public service commission both with equal distribution and the rest went complaining to an institution at province level and to the district council.

6.2 Reasons to not appeal for the third appeal

Figure 10: Reasons for not complaining for the third appeal (percentage)





Among individuals that complained for the second time, 65.7% of them did not continue further their complaints mainly because they were satisfied with the determination of the institution they complained to for the second time (41%).

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

Table 9: Selected Institution per characteristic for the third appeal

	All categories	District Council	Public Service Commission	Court	Didn't pursue a complaint/ appeal	Province level
DISTRICT	District D	0.00%	16.70%	0.00%	83.30%	0.00%
	District E	0.00%	25.00%	12.50%	62.50%	0.00%
	District F	9.10%	9.10%	27.30%	54.50%	0.00%
	District A	0.00%	16.70%	0.00%	66.70%	16.70%
	District B	0.00%	0.00%	25.00%	75.00%	0.00%
Gender	Male	0.00%	12.90%	12.90%	71.00%	3.20%
	Female	25.00%	25.00%	25.00%	25.00%	0.00%
Age	26-35 years	5.60%	16.70%	5.60%	66.70%	5.60%
	36-45 years	0.00%	11.80%	23.50%	64.70%	0.00%
	Advanced Secondary	0.00%	0.00%	0.00%	100.00%	0.00%
Education	University	3.10%	15.60%	15.60%	62.50%	3.10%
	Politician and senior public servant	0.00%	14.30%	7.10%	71.40%	7.10%
	Professional	6.20%	12.50%	18.80%	62.50%	0.00%
	Technician	0.00%	0.00%	0.00%	100.00%	0.00%
	Supporting staff	0.00%	50.00%	50.00%	0.00%	0.00%
Working Experience	Less than 5 years	0.00%	14.30%	7.10%	78.60%	0.00%
	5-9 years	0.00%	0.00%	20.00%	70.00%	10.00%
	10-14 years	16.70%	33.30%	0.00%	50.00%	0.00%
	15-19 years	0.00%	20.00%	40.00%	40.00%	0.00%

The distribution by characteristics follow the general trend in terms of chosen institution to appeal to.

6.4 Reasons for choosing the institution and feedback timeline

The choice of the institution to appeal to for the third time was only driven by the fact that it was perceived as required by the law (83.3%) or because the institution was believed to be the most efficient in handling the dispute. Again the time to receive a feedback varies a lot per institution and can take less than 2 weeks if complained at district council level to more than a year if complained at an institution at province level.

Table 10.1: Reasons for choosing an institution and the timeline to receive a feedback for the third appeal (In percentage)

	All institution	District Council	Public Service Commission	Court	Province level
Reason the institution was chosen	You understood this to be required by law	100.00%	80.00%	80.00%	100.00%
	You felt this institution/unit would handle your dispute efficiently	16.7%	20.00%	20.00%	
Time to receive feedback	Less than 2 weeks	100.00%	20.00%		
	Less than 1 month	8.3%	20.00%		
	1-3 Months	25.0%	40.00%	20.00%	
	4-6 Months	8.3%		20.00%	
	6-12 Months	8.3%		20.00%	
	More than 12 months	16.7%		20.00%	100.00%
	Never received a response	16.7%	20.00%	20.00%	

Table 10.2: Reasons for choosing an institution and the timeline to receive a feedback for the third appeal per district

	All districts	District D	District E	District F	District A	District B
Reason the institution was chosen	You understood this to be required by law	10	3	2	1	
	You felt this institution/unit would handle your dispute efficiently	83.33%	10.00%	60.00%	10.00%	10.00%
	2	0	2	0	0	
	16.67%	0.00%	0.00%	0.00%	0.00%	0.00%

Time to receive feedback	Less than 2 weeks		1		0		1		0	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Less than 1 month	1	8.33%	0	0.00%	0	0.00%	1	20.00%	0	0.00%
	2	16.67%	0	0.00%	0	0.00%	1	20.00%	0	0.00%
	3	25.00%	0	0.00%	1	33.33%	1	20.00%	1	50.00%
1-3 Months	1	8.33%	0	0.00%	0	0.00%	1	20.00%	0	0.00%
	2	16.67%	0	0.00%	0	0.00%	0	0.00%	1	10.00%
4-6 Months	1	8.33%	0	0.00%	1	33.33%	0	0.00%	0	0.00%
	2	16.67%	0	0.00%	0	0.00%	0	0.00%	1	10.00%
6-12 Months	1	8.33%	0	0.00%	1	33.33%	0	0.00%	0	0.00%
	2	16.67%	0	0.00%	0	0.00%	0	0.00%	1	10.00%
More than 12 months	1	8.33%	0	0.00%	1	33.33%	0	0.00%	0	0.00%
	2	16.67%	0	0.00%	0	0.00%	0	0.00%	1	10.00%
Never received a response	1	8.33%	0	0.00%	1	33.33%	0	0.00%	0	0.00%
	2	16.67%	0	0.00%	0	0.00%	0	0.00%	1	10.00%

6.5 Interaction experience with the institution

Table 11.1.: Quality of the interaction with complainers by institution for the third appeal (In percentage)

	All institutions	District Council	Public Service Commission	Court	Province level
The information provided was:	33.3%		40.00%	40.00%	
	16.7%			20.00%	100.00%
	16.7%		20.00%	20.00%	
	33.3%	100.00%	40.00%	20.00%	
How courteous was the institution?	16.7%		20.00%	20.00%	
	58.3%		60.00%	60.00%	100.00%
	8.3%		20.00%		
	16.7%	100.00%		20.00%	



Listening	Was very attentive when listening to your explanation of the case	33.3%	40.00%	20.00%	100.00%
	Was somewhat attentive in listening to your explanation of the case	41.7%	40.00%	60.00%	
	Was mostly inattentive in listening to your explanation of the case	8.3%	20.00%		
	Was not at all attentive in listening to your explanation of the case	16.7%	100.00%	20.00%	

Although interactions with institutions complainants are received with courtesy (74.7%) and their explanations observed attentively (75%). There seems to be a controversy around the information they receive from these institutions as 50% of the individuals that made a third appeal said that the information provided to be helpful and the rest argued that it was not helpful. The court and institutions at province level seems to be the institutions that are providing helpful information (respectively at 60% and 100%)

Table 11.2.: Quality of the interaction with complainers by different institutions for the third appeal per district

	All districts	District D	District E	District F	District A	District B
The information provided was:	Very helpful in providing the information relevant to your case	4	0	1	1	1
	Helpful in providing the information relevant to your case	33.33%	0.00%	33.33%	20.00%	50.00%
	Unhelpful in providing the information relevant to your case	2	0	0	1	0
	Very unhelpful in providing the information relevant to your case	16.67%	0.00%	0.00%	20.00%	50.00%
	Very courteous	2	1	0	1	0
How courteous was the institution?	Courteous	4	0	2	2	0
	Discourteous	33.33%	0.00%	66.67%	40.00%	0.00%
	Very courteous	2	0	1	0	0
	Courteous	7	1	1	3	1
	Discourteous	16.67%	0.00%	33.33%	0.00%	50.00%
Very discourteous	Very discourteous	58.33%	10.00%	33.33%	60.00%	50.00%
	Discourteous	1	0	1	0	0
	Very discourteous	8.33%	0.00%	33.33%	0.00%	0.00%
	Discourteous	2	0	0	2	0
	Very discourteous	16.67%	0.00%	0.00%	40.00%	0.00%

Listening	4					1					2					0																			
	Was very attentive when listening to your explanation of the case					33.33%					33.33%					20.00%					10.00%														
Was somewhat attentive in listening to your explanation of the case	5					41.67%					10.00%					33.33%					40.00%					0.00%					10.00%				
	1					8.33%					0.00%					33.33%					0.00%					0.00%					0.00%				
Was mostly inattentive in listening to your explanation of the case	2					16.67%					0.00%					0.00%					40.00%					0.00%					0.00%				
	1					8.33%					0.00%					33.33%					0.00%					0.00%					0.00%				
Was not at all attentive in listening to your explanation of the case	2					16.67%					0.00%					0.00%					40.00%					0.00%					0.00%				
	1					8.33%					0.00%					33.33%					0.00%					0.00%					0.00%				

Table 11.3.: Quality of support provided by different institutions for the third appeal (In percentage)

	All institutions	District Council	Public Service Commission	Court	Province level				
						Yes	No	Yes	No
Information was provided verbally or in writing about how the complaint process operated.	75.0%		80.00%	80.00%	100.00%				
	25.0%	100.00%	20.00%	20.00%					
You were given an opportunity to make your views known and to offer any evidence supporting my case verbally or in writing	83.3%	100.00%	80.00%	80.00%	100.00%				
	16.7%		20.00%	20.00%					
At the conclusion of the process, you were provided with a written decision	75.0%		100.00%	80.00%					
	25.0%	100.00%		20.00%	100.00%				
The written decision was accompanied by an explanation with reasons for the decision	66.7%	100.00%	60.00%	80.00%					
	33.3%		40.00%	20.00%	100.00%				
You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	58.3%		60.00%	80.00%					
	41.7%	100.00%	40.00%	20.00%	100.00%				
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	41.7%			80.00%	100.00%				
	58.3%	100.00%	100.00%	20.00%					

When interacting with institutions they appealed to for the third time, complainants were provided with a verbal or written information about how the complaint/appeal process operated (75%), had an opportunity to make their views known and to offer any evidence supporting their case verbally or in writing (83.3%). At the conclusion of the process, complainants were provided with a written decision (75%), and the decision was accompanied by an explanation with reasons for the decision (66.7%). When the decision was not satisfying for them, they were not provided with information about how and where to further appeal their cases (58.3%). Moreover, at this stage of appealing they were not represented by a lawyer (58.3%) unless it was at court level and province level where 80% were represented by a lawyer at court and all that complained at province level were represented by a lawyer.

Table 11.4.: Quality of support provided by institution for the third appeal per district

	All Districts	District D	District E	District F	District A	District B
Information was provided verbally or in writing about how the complaint process operated.	Yes	9	1	3	2	1
	No	75.00%	10.00%	10.00%	40.00%	10.00%
You were given an opportunity to make your views known and to offer any evidence supporting my case verbally or in writing	Yes	3	0	0	3	0
	No	25.00%	0.00%	0.00%	60.00%	0.00%
At the conclusion of the process, you were provided with a written decision	Yes	10	1	2	4	2
	No	83.33%	10.00%	66.67%	80.00%	10.00%
The written decision was accompanied by an explanation with reasons for the decision	Yes	2	0	1	1	0
	No	16.67%	0.00%	33.33%	20.00%	0.00%
You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	Yes	9	1	3	3	1
	No	75.00%	10.00%	10.00%	60.00%	50.00%
The written decision was accompanied by an explanation with reasons for the decision	Yes	3	0	0	2	1
	No	25.00%	0.00%	0.00%	40.00%	50.00%
You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	Yes	8	0	2	4	1
	No	66.67%	0.00%	66.67%	80.00%	10.00%
The written decision was accompanied by an explanation with reasons for the decision	Yes	4	1	1	1	0
	No	33.33%	10.00%	33.33%	20.00%	0.00%
You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	Yes	7	1	2	2	1
	No	58.33%	10.00%	66.67%	40.00%	10.00%
The written decision was accompanied by an explanation with reasons for the decision	Yes	5	0	1	3	1
	No	41.67%	0.00%	33.33%	60.00%	0.00%

A NNEX 2: Public Procurement Survey

CONSENT FORM

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

1. Yes
2. No

Section 1: Demographic identification

Q 1.1. Gender	<ol style="list-style-type: none"> 1. Male 2. Female
Q 1.2. Marital	<ol style="list-style-type: none"> 1. Single 2. Married 3. Divorced 4. Separated 5. Widow(er)
Q 1.3. Age	Indicate years _____
Q 1.4. Highest level of education	<ol style="list-style-type: none"> 1. None, never been to school 2. Primary 3. Junior Secondary 4. Advanced Secondary 5. Vocational 6. University
Q 1.5. Are you a person with a disability	<ol style="list-style-type: none"> 1. Yes 2. No
Q 1.5.1. If yes, Q.1.5 what kind of disability?	<ol style="list-style-type: none"> 1. Physical disability 2. Vision impairment 3. Deaf and dumb 4. Mental health condition 5. Other (Specify)
Q 1.6. Employment category	<ol style="list-style-type: none"> 1. Politician and senior public servant 2. Professional 3. Technician 4. Supporting staff
Q 1.7. Working Experience	<ol style="list-style-type: none"> 1. Less than 5 years 2. 5-9 years 3. 10-14 years 4. 15-19 years 5. 20-24 years 6. 25 years and above

Q 1.8. Ubudehe categories	1. Category 1
	2. Category 2
	3. Category 3
	4. Category 4
	5. Do not know

Section 2: Public employment regulation-related questions

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

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

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

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

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

1. Human Resources department
2. Legal department
3. Lawyer
4. Read the manual on the rights of the public servants
5. Other (Specify).....

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

1. Recruitment/hiring (e.g., incorrect scoring of written or oral examination; other irregularity):
2. Salary and other fringe benefits
3. Minimum guaranteed wage

4. Change of the position after restructuring
5. Blacklisting
6. Unfair disciplinary sanctions
7. Unfair dismissal (gross negligence, non-compliance with applicable procedure)
8. Unfair performance evaluation
9. RSSB contributions
10. Workplace safety
11. Other (Specify)

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

1. District HR Officer
2. District Disciplinary Committee
3. Higher authority within the District government (Mayor, Executive Secretary, etc)
4. District Council
5. Public Service Commission
6. Human Rights Commission
7. MIFOTRA
8. Ombudsman's Office
9. Court
10. Didn't pursue a complaint/appeal
11. Other (specify)_____

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

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

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

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

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

1. Less than 2 Weeks

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

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

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

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

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

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

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

- 1) Yes
- 2) No

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

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

SECOND APPEAL

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

1. Higher authority within the District government (Mayor, Executive Secretary, etc)/
2. District Council
3. Public Service Commission
4. Human Rights Commission/
5. MIFOTRA
6. Ombudsman's Office
7. Court
8. Didn't pursue a complaint/appeal
9. Other(specify)_____

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

1. You understood this to be required by law
2. You felt this institution/unit had the necessary expertise
3. You felt this institution/unit would handle my dispute efficiently
4. It is convenient to where I live

5. You know people at this institution/unit who could help me
6. Other (specify)

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

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

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

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

Q 2.16. When you think about your experience with the institution or individual identified in Q 2.12, would you say that:

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

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

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

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

- 1) Yes
- 2) No

Q 2.18.1. If not Q 2.18, what was the problem?

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

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

1. District Council
2. Public Service Commission
3. Human Rights Commission

4. MIFOTRA
5. Ombudsman's Office
6. Court
7. Didn't pursue a complaint/appeal
8. Other(specify)/ _____

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

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

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

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

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

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

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

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

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

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

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

Q 2.25. If you are a person with disability, when you think about your experience with the institution identified in Q 2.17., would you say that: the representatives of the institution you interacted with gave you an equitable treatment?

- 1) Yes
- 2) No

Q 2.25.1. If not Q 2.25., what was the problem?

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

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

1. Improve public understanding of employee rights in the administrative processes involving public service matters
2. Improve training and oversight of government officials to ensure better interactions with citizens in the handling of public employment disputes
3. Improve training and oversight of government officials to ensure better understanding of legal requirements and procedures/
4. Increasing the staffing and financial capacity of the Public Service Commission
1. Enforcing the sanctions against officials who willfully violate the recommendations of the Public Service Commission
5. Encouraging recourse to the Committee in Charge of Out of Court Settlement
6. Building the capacity of members of the internal disciplinary committee in conducting investigations
7. Increasing the protection of members of internal disciplinary committee
8. Ensure enactment of the minimum guaranteed wage
9. Other (Specify) _____

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

1. Improve public understanding of employee rights in the administrative processes involving public service matters
2. Improve training and oversight of government officials to ensure better interactions with citizens in the handling of public employment disputes
3. Improve training and oversight of government officials to ensure better understanding of legal requirements and procedures
4. Increasing the staffing and financial capacity of the Public Service Commission
5. Enforcing the sanctions against officials who willfully violate the recommendations of the Public Service Commission

6. Encouraging recourse to the Committee in Charge of Out of Court Settlement
7. Building the capacity of members of the internal disciplinary committee in conducting investigations
8. Increasing the protection of members of internal disciplinary committee
9. Ensure enactment of the minimum guaranteed wage
10. Other (Specify) _____

A NNEX 3: Qualitative Guidelines

1. Interview guide for public employment regulation - core questions for district decision makers responsible for public employment


1. How is the dispute resolution process structured within the district/government? [Probe: the functioning of disciplinary committees, composition, training for its members, and maintaining proper documentation, its independence, etc?]
2. How effectively do you think you or any district colleagues respond to the complaints related to public employment laws and regulations raised by employees?[Time limit for responding to complaints; provision of relevant information, opportunity to provide supporting evidence, resources/staffing, particularly challenging cases]
3. How do you interact with the District Legal adviser, Public Service Commission and/or Disciplinary committees at district level in handling Public employment disputes? [consultation, cooperation with PSC, etc]
4. What would you say are the biggest challenges facing government officials seeking to resolve public employment disputes or related administrative decisions at the district level? [Probe: Probe: Cooperation, access to information in the administration 's files, compliance with recommendations, consultation, communication, challenges in recruitment, performance evaluation, disciplinary procedure, appeals, etc]
5. What are the weaknesses and strengths of Public employment dispute resolution process? [Probe: Institutional framework and procedure]
6. What would you recommend as the most important actions to be taken to address the challenges encountered by government officials seeking to effectively handle public employment disputes? [Probe: recommendations related to laws, staffing capacity, training, etc.]

2. Questions for group discussion

1. How well did you understand the administrative procedures that were involved in this/these dispute(s)?
2. How would you describe the kind of treatment you received from officials you interacted with?
3. What generally would you say were the biggest challenges you encountered in public employment dispute resolution process? [Legal assistance, access to district records, lack of information on their rights and available remedies, etc.]
4. 4What would you recommend for the improvement of the Public employment dispute resolution process?



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