2016 ETHIOPIAN CIVIL SERVANTS' SURVEY

Authors: Elsa Araya, Stefan Dercon, Verena Fritz, Kerenssa Kay, Daniel Rogger, and Ravi Somani

FINAL: ENGLISH

Contents

MODULE 0: PRE-INTERVIEW QUESTIONS:

Enumerator note: Ensure this is filled in prior to commencing the interview.

(i)	Tier of government	**[DROP DOWN MENU]** **Federal** **Regional** **Woreda**
(ii)	Sector	**[DROP DOWN MENU]** **Agriculture** **Education** **Health** **Revenue** **Trade**
(iii)	Please tick if the organisation is one of the following (Addis-based offices)	**Addis Ababa City Administration Education Office** **Addis Ababa City Administration Health Office** **Addis Ababa City Administration Revenue Office** **Addis Ababa City Administration Trade Office** **Oromiya Regional Agriculture Bureau** **Oromiya Regional Education Bureau** **Oromiya Regional Health Bureau** **Oromiya Regional Revenue Bureau** **Oromiya Regional Trade Bureau** **Federal Ministry of Agriculture** **Federal Ministry of Education** **Federal Ministry of Health** **Federal Ministry of Revenue** **Federal Ministry of Trade** **None of the above**
(iv)	Name of organisation	
(v)	Respondent ID (ask supervisor):	
(vi)	Interviewer ID(s):	**Three digit code.**
(vii)	Date of interview:	**Write date in the format DD/MM/YY.**
(viii)	Time interview started:	**Write time in 24 hour format.**

MODULE 1: COVER PAGE

TO BE STATED TO ALL RESPONDENTS

MODULE 1	
START TIME:	

- **Introduction**

Enumerator states: Thank you for taking the time to complete this survey. Building a strong service starts with understanding the needs of and challenges faced by our public servants. That is what we hope to achieve through this survey. We will be surveying public servants from across the service. The findings of this study will be used to design and implement measures to make the Civil Service more productive, better managed, and more effective in achieving its goals.

- **TO BE STATED TO ALL RESPONDENTS**
- **Confidentiality Statement**

Enumerator states: Let me begin by assuring you that this survey is being undertaken in the strictest confidence. In particular:

a)   This study is being undertaken by independent researchers who will keep your answers completely secure;
b)   No one outside of the research team will be able to associate the individual answers you provide with you, so please feel free to answer honestly; and,
c)   The answers that you provide will be **completely** anonymous. The researchers are interested only in the truth.

Q1	So let me just confirm that you are happy to take part in the survey? **Select one response only.**	01 = Yes => MODULE 2 02 = No => Q2
Q2	Would you mind telling me why you are declining to participate?	[OPEN ENDED ANSWER – enumerator to record note] => END INTERVIEW

MODULE 2: DEMOGRAPHIC AND WORK HISTORY INFORMATION

TO BE ASKED TO ALL RESPONDENTS

MODULE 2
START TIME:

- **Section 2.1: Basic Demographic Information**

Enumerator states: Firstly, I would like to collect some basic information.

Q1 (a)	Respondent is Head of Organisation	01=Yes; 02=No If Yes =>Q1(e) If No =>Q1(b)
(b)	What is the category of your role from the following options? **Prompt respondent with codes. Select one only.**	01 = Professional service; 02 = Sub-professional; 03 = Administrative; 04 = Other (specify); 900 = Don't know; 998 = Refused to answer
(c)	What is your position?	
(d)	What is your grade?	
(e)	What is your age?	
(f)	How many years have you been in your current position? **Select zero if the response is less than one year**	If response is equal to 0 => (g) If response is greater than 0=>(h)
(g)	How many months have you been in your current position?	
(h)	How many years have you been in your current organization?	
(i)	How many years have you been in the civil service?	Must be greater than or equal to (f)

[PROGRAMMER NOTE: IF (f) > (h), FLAG 'YEARS IN POSITION GREATER THAN YEARS IN ORGANISATION! PLEASE CHECK BOTH AGAIN']

[PROGRAMMER NOTE: IF (h) > (i), FLAG 'YEARS AT ORGANISATION GREATER THAN YEARS IN SERVICE! PLEASE CHECK BOTH AGAIN']

[PROGRAMMER NOTE: enumerators should be able to skip back to past questions here and edit them.]

IF (i) > (h), enumerator asks

(h)	How many organisations have you worked in in the civil service INCLUDING **['Answer to MODULE 0 (i) – Respondent's Organisation']**?	

- **TO BE ASKED TO ALL RESPONDENTS**

- **Section 2.2: Educational Background**

Enumerator states: I would now like to collect information about your educational background.

Q1	What was the highest educational qualification you have attained? **If answer provided does not match response code 01 to 07, probe to confirm prior to identifying the degree as other.**	01 = Grade 8 completion → **Skip to next relevant section** 02 = Grade 10 completion → **Skip to next relevant section** 03 = Grade 12 completion → **Skip to next relevant section** 04 = Diploma / TVET / Other post-high-school certificate; 05 = Undergraduate degree; 06 = Masters degree; 07 = PhD → **Q2** 08 = Other (don't specify) → **Skip to next relevant section** 900 = Don't know; 998 = Refused to answer.

[PROGRAMMER NOTE: response to Q1 indicates which of questions 2 to 4 are asked. Respondents with higher degrees should be asked about all degrees undertaken. Allow for skipping in case a respondent has a non-linear education path e.g. did an undergraduate and a PhD but not a masters.]

		Q2	Q3	Q4	Q5
		Diploma/TVET /Other post-high-school	**Undergraduate degree**	**Masters degree**	**PhD**
(a)	Which year did you earn the respective degree / graduate? **Select one response only. In the Ethiopian Calendar.**				
(b)	What was your degree title/programme of study? **Do not collect information on individual courses, just the programme title.** 900 = Don't know; 998 = Refused to answer.				

MODULE 3: MANAGEMENT PRACTICES

MODULE 3
START TIME:

- **TO BE ASKED TO EMPLOYEES AND DIRECTORS ONLY**
- **Section 3.0: FILTERING QUESTIONS**

(i)	Do you **manage** other civil servants in **['Answer to MODULE 0 (i) – Respondent's Organisation']** as part of your daily tasks? **Select one response only.**	01 = Yes AND A DIRECTOR → SECTION 3.1 02 = Yes AND NOT A DIRECTOR → (ii) 03 = No → (iii)

(ii)	Are you acting in a director position? **Select one response only.**	01 = Yes → SECTION 3.1 02 = No → (iii)

- **TO BE ASKED TO EMPLOYEES AND DIRECTORS WHO DO NOT MANAGE OTHERS ONLY**

(iii)	How many people would you say regularly give you tasks as part of your formal work duties?	**Answer must be numeric.** 900=Don't know, 998=Refused to answer.
(iv)	Can you describe who these people are? Are they… **Prompt respondent with codes. List all relevant responses.**	01= Head of the organisation; 02= Deputy Head of the organisation; 03= Heads or Deputy Heads from outside of the organisation; 04= Directors from the organisation; 05= Directors from outside of the organisation; 06= Team leaders in the organisation; 07= Team leaders outside of the organisation; 08= Junior staff; 09=Clients; 10= Other (don't specify); 900=Don't know, 998=Refused to answer.

- **To be asked to those who answered 2 or more to question (iii). Otherwise, skip these.**

(v)	What percentage of your time is spent working on tasks given to you by your direct superior?	**Answer must lie between 0 and 100%** 900=Don't know, 998=Refused to answer.
(vi)	We would like to understand how your manager(s) use your time? I will read out a number of statements. Please select the one that applies. Do they… **Prompt respondent with codes. Select one response only.**	01= Actively compete for my time; 02= Do not compete but typically do not coordinate on what they ask me to do leading me to being frequently overworked; 03= Do not compete but sometimes ask too much of me because they don't coordinate; 04= Coordinate well, ensuring my time is used effectively and reasonably; 900= Don't know, 998= Refused to answer.

- **TO BE ASKED TO THOSE (ACTING) DIRECTORS WHO MANAGE OTHER STAFF.**

STATE ON TABLET: IF YOU ARE INTERVIEWING AN EMPLOYEE WHO DOES NOT MANAGE OTHER PEOPLE, THIS IS THE INCORRECT TRACK. START AGAIN!

- **Section 3.1: Span of Control**

(i)	How many personnel do you manage?	**Answer must be numeric.** 900=Don't know, 998=Refused to answer.

Enumerator states: Thank you. I'd now like to understand a little bit about how you manage your staff. Let me stress, we are interested in **how things work in practice** in the past year or so, rather than what the formal rules state. There are often differences between the formal rules and what happens on the ground, and it's the latter that we are interested in. Remember that all answers you provide will be treated completely confidentially.

- **Section 3.2: TO BE ASKED TO THOSE (ACTING) DIRECTORS WHO MANAGE OTHER STAFF.**

- **Section 3.2: Targeting**

*Enumerator states***:** I'd like to ask about how your Directorate assigns tasks, responsibilities, and targets.

Enumerator note: Additional codes - 900=Don't know, 998=Refused to answer.

Q1	Does your Directorate have a clear set of targets derived from the organization's goals and objectives? Are they used to determine your work schedule? *Suggested prompts:* - *Does anyone complain the targets are vague or unclear?* - *If I asked a mid-level employee in your Directorate about these targets, what would he or she tell me?*	1 The directorate does not have defined targets.	2 The directorate has loosely defined targets, but there is no real connection between them and the tasks assigned to the staff. Mid-level staff have no real understanding of the targets.	3 Targets are assigned to the directorate, as well as to the manager and employee levels, and these are generally well understood by mid-level staff. However the tasks assigned to staff are not always related to those targets.	4 Targets are clearly defined for the directorate, and manager-level staff, and are well understood by the mid-level staff. Tasks are typically closely related to the targets, although the connection is not always immediately obvious.	5 Targets are clearly defined for the directorate, manager, and employee levels, and are well understood by all staff. All tasks are directly derived from the targets, which are regularly reviewed to ensure they remain on track.
Q2	When you arrive at work each day, do you and your colleagues know what their individual roles and responsibilities are in achieving the organisation's goals? **Suggested prompts:** - **Could everyone in the Directorate say what they are responsible for?** - **Do employees ever wait around with**	1 Staff do not know what their roles and responsibilities are.	2 Some staff have some idea of their roles and responsibilities are, it depends on what's going on in their organisation at that time.	3 Staff have a good idea of their roles and responsibilities but it is not always clear how they contribute to their organisation's goals.	4 Generally, staff have a good understanding of their roles and responsibilities and how these contribute to the goals of their organisation.	5 Staff have a very good understanding of their roles and responsibilities. Their own roles and goals are clearly interconnected to those of their organisation.

		1	2	3	4	5
	no work to do?					
Q3	How are targets and performance measures communicated to staff in your directorate? *Suggested prompts* • *If I asked any staff member about these, would they be able to talk about them?*	1	2	3	4	5
		Neither targets nor performance measures are communicated to staff.	Targets and performance measures are informally communicated to managers and team leaders.	Targets and performance measures are formally communicated to managers and team leaders.	Targets and performance measures are formally communicated to all managers and supervisors, and informally to all other staff.	Targets and performance measures are formally communicated and understood by all staff.

- **Section 3.3: TO BE ASKED TO THOSE (ACTING) DIRECTORS WHO MANAGE OTHER STAFF.**

- **Section 3.3: Incentives/Monitoring: Monitoring**

Enumerator states: Thank you. We would like to discuss how your Directorate monitors progress on its objectives? Again we are interested in what really happens, rather than what the formal rules stipulate.

Enumerator note: Additional codes - 900=Don't know, 998=Refused to answer.

		1	2	3	4	5
Q1	In what kind of ways does your Directorate track how well it is delivering services? Can you give me an example? **Suggested prompts:** • Do you use any indicat ors to track perfor	Directorate does not track performance.	Limited measures are tracked formally, and are seen (not necessarily reviewed) by senior management only.	Directorate tracks a number of performance indicators. These are seen and reviewed by senior management only.	Directorate tracks several indicators formally. These are reviewed by the management team. The results of these reviews will be communicated (formally or informally) to some of the directorate staff.	Full set of indicators are tracked formally and continuously. Reviews are conducted regularly and involve representative of all directorate staff groups. The results of the review are formally communicate to all directorate staff.

	mance ? • Who partici pates in reviewi ng perfor mance ?					
Q 2	Are you involved in performanc e review for your Directorate? If so, how often does this occur? **Select one response only.**	01 = Not involved in performance review; 02 = Annually; 03 = Bi-annually; 04 = Quarterly; 05 = Monthly; 06 = Weekly; 07 = Other (don't specify); 900 = Don't know; 998 = Refused to answer.				

- **Section 3.4: TO BE ASKED TO THOSE (ACTING) DIRECTORS WHO MANAGE OTHER STAFF.**

- **Section 3.4: Autonomy: Roles**

Enumerator states: I would like to ask about the level of discretion you give your staff in undertaking tasks.
Enumerator note: Additional codes - 900=Don't know, 998=Refused to answer.

Q1	When staff in your Directorate are given tasks in their daily work, how much discretion do they have to carry out their assignments? Can you give me an example? *Suggested prompts:* • *If you minuted a task to an employee, how detailed would the instructions be?* • *How much do you let*	1 How officers carry out their assignments is decided by senior managers. Officers have no say.	2 How officers carry out their assignments is decided by senior managers. Officers can make suggestions, although this is not typical.	3 How officers carry out their assignments is jointly decided by the officer and senior managers. Senior managers tend to drive the decisions.	4 Officers have autonomy in deciding how to carry out their tasks, but have to make sure senior managers agree.	5 Officers have complete autonomy in deciding how to carry out their tasks.

		1	2	3	4	5
	employees decide the best way to perform a task?					
Q2	Can most staff in your Directorate make substantive contributions to the policy **formulation and implementation** process? *Suggested prompts:* • *How are employees encouraged to come up with new ideas?* • *Is there a system for employees to identify better ways of doing things?*	Staff do not contribute to policy formulation, nor to decisions about implementation.	Staff contribute to policy formulation, and decisions about implementation in an ad-hoc manner.	Staff can contribute to policy formulation and decisions about implementation, but there is no formal forum through which to do this. Contributions typically only occur when problems arise.	Management encourages staff to contribute to policy formulation and decisions about implementation (formally or informally).	Management expects all staff to contribute to policy formulation and decisions about implementation (formally or informally), and considers this part of their duties.
Q3	Is the workload of achieving your Directorate's targets evenly distributed across its different employees, or do some groups consistently shoulder a greater burden than others? *Suggested prompts:* • *Can some employees not be trusted with important work?*	A small minority of staff undertake the vast majority of work within the directorate.	Some staff groups are more burdened than others depending on the type of work they are responsible for.	The burden of the directorate's work is more or less distributed equally among staff. A small minority get away with working significantly less than others.	The burden of the directorate's work is generally distributed equally among staff.	The burden of the directorate's work is distributed equally among staff. Tasks are assigned in such a way that the amount of time required and the level of difficulty are balanced out so no member of staff finds him/herself overburdened.
Q4	Thinking about all the projects that your Directorate has been involved in since your appointment here, would you say that managers and supervisors try to	Staff are allocated to tasks randomly.	Managers will assign staff to specific tasks only if they have personal knowledge of staff's skills and competencies, and the staff is not otherwise	Managers try to use the right staff for the right job but do not go to great lengths to ensure this, or are met with institutional constraints which may prevent them	Mostly, managers will use the right staff for the right job. Allocation of tasks is based on staffs' skills and competencies, although these are	The right staff are always used for a task. Allocation of tasks is based on staffs' documented skills and competencies.

			engaged.	from doing so.	not always recorded.	
use the right staff for the right job? *Suggested prompts:* • *How do you know which staff are suited for which tasks?* • *If an employee goes for training on a topic, does he or she usually work on that topic when they return?*						

- **Section 3.5: TO BE ASKED TO THOSE (ACTING) DIRECTORS WHO MANAGE OTHER STAFF.**

- **Section 3.5: Autonomy: Flexibility**

***Enumerator states*:** Thank you. Now I'd like to understand how your Directorate responds when you are confronted by new demands or ways of working. Whilst we understand there may be formal rules governing serving different constituencies, we are interested in what really happens on the ground.

Enumerator note: Additional codes – 900 = Don't know, 998 = Refused to answer.

Q1	Does your Directorate	1	2	3	4	5
	make efforts to **adjust** to the specific needs and specific requirements of communities, clients, or other stakeholders? *Suggested prompts:* • *Does this include actual changes to procedures, or just stakeholder consultat*	The directorate uses the same procedures no matter what.	The directorate will adapt the standard procedure in rare instances.	The directorate tailors procedures to the specific needs of its stakeholders, but struggles when those needs are complex.	The directorate tailors procedures to the specific needs of its stakeholders.	The directorate tailors all procedures to the specific needs of its stakeholders. The evolution of those needs results in adaptation to plans, project and policies.

Q		1	2	3	4	5
	ion? • *How successful is this?*					
Q2	How flexible would you say your Directorate is in terms of responding to new and improved work practices or reforms? *Suggested prompts:* • *How quickly do they influence the way you work across the Director ate?* • *How does the Director ate encourage the adoption of new work practices?*	1 New practices are not adopted/ integrated in the directorate.	2 New ideas or practices are sometimes adopted in an ad hoc manner.	3 New ideas or practices are adopted, but in an informal and/ or isolated manner. The directorate encourages the adoption of new practices, however it is slow to integrate them into its operations (more than a year).	4 New ideas or practices are adopted formally and within 6 months, but may be limited to some staff groups. The directorate actively encourages their adoption, ORNew ideas or practices are adopted formally and implemented across all staff groups. Although the directorate actively encourages their adoption, the integration of these practices into the operations of the directorate may take between 6 months to a year.	5 The adoption of new ideas and practices is an integral part of the directorate's work. New practices are regularly reviewed and considered, and once adopted and integrated across the directorate within 6 months.

- **Section 3.6: TO BE ASKED TO THOSE (ACTING) DIRECTORS WHO MANAGE OTHER STAFF.**

- **Section 3.6: Staff involvement/ contribution**

Enumerator states: Thank you. Now I'd like to talk a little bit about how staff become involved in the day-to-day activities of the directorate.

Enumerator note: Additional codes - 900=Don't know, 998=Refused to answer.

Q	How do	1	2	3	4	5

1	problems in your directorate get exposed and fixed? *Suggested prompts:* • *How can staff suggest improvements?*	Ad-hoc, no set process for improvement Deal with problems as they arise without following an established procedureOnce fixed, no further action taken No suggestions from staff	Some process when something goes wrong No formal system, may have some guidelines depending on the problem Focus on fixing, rather than improving Suggestions from staff on an ad-hoc basis	Existing process to deal with problems Improvements made through meetings Focus on finding solutions, not prevention of future problems Suggestions from staff involved through meetings (formal or informal)	Continuous process focusing on prevention, not just dealing with problems Continuous improvement Organisation encourages staff to make suggestions (may or may not be rewarded/ recognised)	Exposing problems and suggesting solutions and improvements is part of all staffs' daily duty. Continuous improvement is part of the culture of the organisation.
Q2	What kind of feedback do you get in staff meetings? *Suggested prompts:* • *What kind of action results from this feedback?* • *How are outcomes of the meeting communicated to staff?*	1 No feedback from staff.	2 Ad-hoc feedback from staff. No real action taken.	3 Staff provide feedback in meetings but in an unstructured manner. Focus on bad performance.	4 Staff provide feedback in meetings (formal or informal), and this is used to inform action. Details of the meetings are recorded and communicated to all staff.	5 Staff provide the feedback on which action plans will be based. Focus on both good and bad performance. Details of the meetings are recorded and communicated to all staff.
Q3	Let's say you've agreed to a follow up plan at one of your meetings, what would happen if the plan wasn't enacted? *Suggested*	11 No action taken. No changes made in the operations process.	2 Failure to achieve objective would only be found at the deadline, but some effort is made to make up for it as much as possible.	3 Failure can be found in regular meetings (weekly, even monthly for long-term plans) or at standard points before the deadline. Plans can be altered in order to achieve expected results on time.	4 Managers will check plans according to agreed timeline (at standard points before the deadline). Moving resources around according to progress of the plan.	5 In addition to 4, tools can be checked up and reported to the manager in charge. Meetings (formal/ informal) are held to look into the root causes of problems and preventive actions are taken for future similar task.

		1	2	3	4	5
	prompts: • *What types of actions would you take to rectify the situation?*					

- **Section 3.7: TO BE ASKED TO THOSE (ACTING) DIRECTORS WHO MANAGE OTHER STAFF.**

- **Section 3.7: Incentives/Monitoring: Performance Incentives**

Enumerator states: Thank you. It's sometimes necessary to reward or discipline employees that you manage. I'd like to ask you about how you have faced those issues. Please remember that we are interested in practices within your Directorate rather than the organisation as a whole.

Enumerator note: Additional codes - 900=Don't know, 998=Refused to answer.

Q1		1	2	3	4	5
	How would under-performance be tolerated in your Directorate? Can you give me an example of how such a case would be dealt with? *Suggested prompts:* • *Can you give me an example of how such a case was dealt with?*	Poor performers stay in their positions (no consequences).	Poor performance is addressed inconsistently and on an ad-hoc basis.	Poor performance is identified through evaluation and is addressed through concrete action. Although this applies to most staff, some individuals/ staff groups get away with it.	Poor performance is identified through regular reviews and is addressed through concrete action. This applies to all staff.	Poor performers are identified through regular reviews and are put on a formal performance improvement plan immediately. This applies to all staff.

		1	2	3	4	5
	• *What about inform al means of dealing with poor perfor mance ?*					
Q 2	Given past experience , have members of *[respondent's organisation]* been disciplined for breaking the rules of the civil service? *Suggested prompts:* • *Are sanctio ns consist ently applie d?* • *How are the underl ying drivers of the proble m addres sed?*	1 There are no consequences for bad behaviour/ breaking the rules.	2 Bad behaviour/ breaking the rules is addressed inconsistently and on an ad-hoc basis.	3 Bad behaviour is addressed through concrete action, but the underlying issues are not addressed.	4 Bad behaviour/ breaking the rules is addressed through concrete action. Effort is made to identify the underlying issues causing recurrent bad behaviour.	5 Bad behaviour/ breaking the rules is addressed through concrete action. If any employee breaks the rules, the underlying issues will be identified and rectified. This applies to all employees.

		1	2	3	4	5
Q3	Does your Directorate use performance , targets, or indicators for tracking and rewarding	Staff are rewarded equally (or not rewarded) irrespective of performance. Individual performance is	Performance may be evaluated informally, but only some staff groups are rewarded. There is no system.	There is a formal staff evaluation system in place and performance is rewarded (financially or non-financially). However, there are no clear system or criteria	There is a formal staff evaluation system and performance is rewarded (financially or non-financially). Rewards are given as a consequence of well-	There is a formal staff evaluation system and performance is rewarded (financially or non-financially). Rewards are given as a consequence of well-defined and

		not tracked formally.		for rewarding staff.	defined and monitored individual achievements, but does not apply to all staff groups.	monitored individual achievements. This applied to all staff.
	(financially or non-financially) the performance of its employees? *Suggested prompts:* • *Are the criteria for rewards clear?* • *How the rewards linked to performance?*					

- **Section 3.8: TO BE ASKED TO THOSE (ACTING) DIRECTORS WHO MANAGE OTHER STAFF.**

- **Section 3.8: Staffing**

Enumerator states: Thank you. Now let's discuss staffing **of your Directorate**. Remember, we are interested in how things work in practice rather than the formal rules that govern staffing.

Enumerator note: Additional codes - 900=Don't know, 998=Refused to answer.

Q1	Do you think the management of your Directorate think about attracting talented people to your Directorate and then doing their best to keep them? For example, by ensuring they are happy and engaged with their work.	1	2	3	4	5
		Directorate does not put emphasis on talent	Senior management understands that it is important, but there is no process or formal communication about it.	Senior management believes that attracting and developing talent is important, but there is no clear system for identifying, attracting or retaining such talent.	Senior management believes that attracting and developing talent is important. There is a clear system for identifying and attracting talent.	Senior management believes that attracting and developing talent is important. There is a clear system for identifying and attracting talent, developing and retaining talent.

		1	2	3	4	5
	Suggested prompts: • *What would happen if a top employee wanted to leave?* • *Does this Directorate consciously try to develop younger employees' capacity?*					
Q2	If two senior level staff joined your Directorate five years ago and one was much better at their work than the other, would he/she be promoted through the service faster? *Suggested prompts:* • *Do poor performers get promoted slower?* • *Do high performers get put in positions with more responsib*	No promotion system (no one in the organisation has been promoted for years) The promotion system is based on tenure	The promotion system is based on performance AND tenure The promotion system is based on performance but no-one has been promoted in years (3 years and above)	The promotion system is based on performance. Organisation may have internal limitations (e.g. few position openings), but do everything to get around them (e.g. extra training).	Promotion system is based on performance identified through a system of appraisal. Extra training is provided to improve the potential of key workers. Real promotion opportunities. This applies to all employee.	Promotion system is based on performance. Organisation actively identifies, develops and promotes top performers. Regular assessments, clear set of indicators and personalised career plans for individuals (regularly revised).

	ility?					

- **Section 3.9: TO BE ASKED TO THOSE (ACTING) DIRECTORS WHO MANAGE OTHER STAFF.**

- **Section 3.9: Facilities**

Q1	During a typical working day (8 hours from 9am to 5pm), how many hours is there electricity (grid or generator)?_____ hours	**Answer must lie between 0 and 8** 900=Don't know, 998=Refused to answer.
Q2	Out of the five [5] working days, how many days is the phone network working for 50% of calls or more?_____ days	**Answer must lie between 0 and 5** 900=Don't know, 998=Refused to answer.
Q3	Out of the five [5] working days, how many days is their internet access good enough to check e-mail?_____ days	**Answer must lie between 0 and 5** 900=Don't know, 998=Refused to answer.
Q4	Out of every ten [10] experts, how many have access to a computer (desktop or laptop)?	**Answer must lie between 0 and 10** 900=Don't know, 998=Refused to answer.
Q5	Out of every ten [10] experts, how many can use a computer to write a memo?	**Answer must lie between 0 and 10** 900=Don't know, 998=Refused to answer.
Q6	Out of every ten [10] experts, how many can use a computer to create a PowerPoint presentation?	**Answer must lie between 0 and 10** 900=Don't know, 998=Refused to answer.
Q7	Out of every ten [10] experts, how many can use a computer to create an Excel spreadsheet?	**Answer must lie between 0 and 10** 900=Don't know, 998=Refused to answer.
Q8	Out of every ten [10] experts, how many have access to a vehicle (privately owned or otherwise) that can be used for work?	**Answer must lie between 0 and 10** 900=Don't know, 998=Refused to answer.

- **Section 3.10: TO BE ASKED TO THOSE (ACTING) DIRECTORS WHO MANAGE OTHER STAFF.**

- **Section 3.10: Records of work flows**

Q1	Do you measure any data on workflows and case volumes?	01=Yes; 02=No; 900=Don't Know; 998=Refused to answer If Yes =>Q2 If No=>Section 3.11
Q2	What data on workflows and case volumes do you routinely measure?	[Open ended]
Q3	Do you record these?	01=Yes; 02=No; 900=Don't know; 998=Refused to answer. If Yes => Q3 If No => Q4
Q4	Where is it recorded?	[Open ended]
Q5	Do you use this information to assess the individual productivity of	01=Yes; 02=No; 900=Don't know; 998=Refused

	employees?	to answer.

- **Section 3.11: TO BE ASKED TO THOSE (ACTING) DIRECTORS WHO MANAGE OTHER STAFF.**

- **Section 3.11: Professional networks and events**

Q1	Which professional networks or events do you usually reference?	[Open ended]
Q2	Which professional networks or events do you play an active role in?	[Open ended]
Q3	What proportion of your staff is involved in professional networks or attend professional events?	**Answer must lie between 0 and 100%** 900=Don't know, 998=Refused to answer.

- **Section 3.12: TO BE ASKED TO THOSE (ACTING) DIRECTORS WHO MANAGE OTHER STAFF.**

- **Section 3.12: Change in management**

Q1	Compared with three years ago, which of the following statements would you say applies to your Directorate's management practices? **Prompt respondent with codes. Select one response only.**	01 = Management practice has stayed substantively the same; 02 = Directorate management practice has changed slowly, with only ad hoc changes or those isolated to some issues; 03 = The Directorate's management practices have been transformed; 900 = Don't know; 998 = Refused to answer.

MODULE 4: TURNOVER

- **DIRECTOR ONLY.**

MODULE 4	
START TIME:	

Q1	How many individuals voluntarily left your directorate in the last year to work elsewhere? **If this seems unclear, provide them a nudge to approximate, such as half the office, a quarter, a few, only one or two.**	
Q2	What position level of staff do you feel experience the most voluntary turnover? **Select one response only. Prompt respondent with codes.**	01 = Management; 02 = Professional; 03 = Sub Professional; 04 = Administrative; 05 = Clerical/Fiscal; 06 = Maintenance; 07 = Support staff; 08 = Other; 900 = Don't know; 998 = Refused to answer.
Q3	What do you think are the greatest drivers of turnover? **Show Showcard 1. List all relevant responses.**	01 = Poor pay and benefits; 02 = Relationships with other colleagues are not conducive; 03 = A desire for new challenges; 04 = Opportunities for training; 05 = Opportunities to travel; 06 = The working environment (technical equipment, PC, office) is not appealing; 07 = Opportunities for promotion; 08 = The workload is too much; 09 =

		Working hours are not conducive; 10 = The working climate is not appealing (non-meritocratic practices); 11 = Problem with the manager; 12 = Maternity leave leading to leaving position; 13=Other (please specify); 900 = Don't know; 998 = Refused to answer.

MODULE 5: RECRUITMENT AND SELECTION

- **Section 5.1: EMPLOYEES ONLY.**
- **_Enumerator states_:** Thank you. I'd like to ask about recruitment and selection in your directorate.
- **Section 5.1: Recruitment and Selection**

	MODULE 5
	START TIME:

Q1	How did you hear about your current job? **Prompt respondent with codes. Select one option only.**	01 = Advert – job board; 02 = Advert – internet; 03 = Advert – Newspaper; 04 = Advert – TV; 05 = Advert – Radio; 06 = Advert – Other; 07 = Informal invite; 08 = Transfer; 09 = Internal communication; 900 = Don't know; 998 = Refused to answer.
Q2	Which of the following methods were used in the selection process for your current position? **Prompt respondent with codes. List all responses that apply.**	01 = No formal selection process was undertaken; 02 = Interview; 03 = Written examination; 04 = Other (don't specify); 900 = Don't know; 998 = Refused to answer.
Q3	What attracted you to this job? **Show Showcard 2. Select one option only.**	01 = Security; 02 = Salary; 03 = Public service; 04 = Friends; 05 = Status; 06 = Future career ambitions; 07 = Location; 08 = Fits my educational background/Challenges me; 09 = Working conditions; 10 = Further training; 11= Travel opportunities; 12 = Other; 900 = Don't know; 998 = Refused to answer.
Q4	We would like to know how important the following criteria are in determining how specific staff are treated, including who gets hired, the best rewards, the best training opportunities, and so on. Twelve different criteria are set out in the table below. Please review them and <u>rank the top three</u> in order of importance, with 1 being the most important. **Show Showcard 3. Select three options only.**	**Respondent should <u>rank the top three</u> criteria in order of importance, with 1 being the most important.** 900 = Don't know; 998 = Refused to answer.
(a)	Merit/performance	
(b)	Length of service in this organisation	
(c)	Length of service in the public sector	
(d)	Quality of relationship with supervisors	
(e)	Political connections	
(f)	Family connections	

(g)	Education connections	
(h)	Other connections	
(i)	Gender	
(j)	Ethnicity	
(k)	Providing gifts or unofficial payments	
(l)	Office conduct/behaviour	

MODULE 6: ATTITUDE

- **TO BE ASKED TO EMPLOYEES ONLY**
- **Section 6.1: Direct Elicitation**

MODULE 6	
START TIME:	

Q1	To what extent would you say you are satisfied with your experience of the civil service?	01 = Very dissatisfied; 02 = Dissatisfied; 03 = Satisfied; 04 = Very satisfied; 900 = Don't know; 998 = Refused to answer.
Q2	What is the best thing about working in the civil service?	[OPEN ENDED]
Q3	Does anything pain you about working in the civil service?	01=Yes; 02=No; 900=Don't know; 998= Refused to answer If Yes => Q3 If No => Q5
Q3	What pains you most about working in the civil service?	[OPEN ENDED]
Q4	What would you do to improve this?	[OPEN ENDED]
Q5	What most influenced you to take up a career in the service? **Show Showcard 4. Tick the most important only.**	01 = I was interested in the type of work; 02 = The income prospects; 03 = The prestige associated with such a job; 04 = Job security; 05 = The chance to serve Ethiopia; 06 = It was the only employment I could get; 07 = Other (please specify); 900 = Don't know; 998 = Refused to answer.
Q6	Imagine that when you started your motivation was 100. What number would you say your motivation was now relative to that? **If respondent is more motivated now than when they entered the service they can say a number over 100.**	If Q6 >100 → Q7 If Q6 <100 → Q8 If Q6=100 => QX
Q7	What is the reason that you are more motivated than when you first entered the service?	[OPEN ENDED]
Q8	What is the reason that you are less motivated than when you first entered the service?	[OPEN ENDED]

RANDOMIZATION OF QX: RANDOMISE THIS QUESTION TO BE AT THE END OF ONE OF THE SECTIONS IN MODULE 6.

QX	If 100 represents you being on track with your career goals, and 0 is completely off track, what number would you say are you at now? **If respondent has over achieved their career goals they can say a number over 100.**	**Enter number above or including 0.** 900 = Don't know; 998 = Refused to answer.

- **Section 6.2: Value Markers**

[PROGRAMMERS NOTE: RANDOMISE ORDERING OF OPTIONS IN Q1 BELOW]
[PROGRAMMER NOTE: The below question 2 is conditional on the answer to Q1 being 'Very important'. Otherwise, skip to the next sub-question.]

	Q1 How important are the following for telling you how well you are doing as a civil servant? **Show Showcard 5.**	01 = Very important; 02 = Quite important; 03 = Not at all; 900 = Don't know; 998 = Refused to answer.	**Q2** If 'Very important', ask 'How well do you feel you are doing in [INSERT OPTION TEXT FOR WHICH 'VERY IMPORTANT' WAS CHOSEN]?' 01= Very badly; 02= Badly; 03= Average; 04= Well; 05= Very well; 900= Don't know; 998= Refused to answer.
(a)	Feedback from colleagues		
(b)	Feedback from supervisors		
(c)	Feedback from the BSC appraisal process		
(d)	Feedback from the Ministry of Public Service and Human Resource Development		
(e)	Feedback from the Regional Bureau of Public Service and Human Resource Development		
(f)	Feedback from the Woreda Office of Public Service and Human Resource Development		
(g)	Feedback from the Federal **[Insert Sector]** Ministry		
(h)	Feedback from the Regional **[Insert Sector]** Bureau		
(i)	Feedback from citizens/clients/others outside government		
(j)	Feedback from your close family and friends		
(k)	The development of your capacity e.g. through training/on-the-job learning		
(l)	A pre-existing ideal of how to behave		
(m)	Your formal position in the hierarchy		

- **Section 6.3: Current Position and the Intended Arc of Career**

Enumerator states: I would now like to ask you some questions regarding your career path through the service and its rewards.

Q1	On a scale of 1 to 5, how confident are you that you will get promoted if you perform your job well? 1 is very unconfident and 5 is very confident. **Select one response only.**	01 = Very unconfident; 02 = Somewhat unconfident; 03 = Neither unconfident nor confident; 04 = Somewhat confident; 05 = Very confident; 900 = Don't know; 998 = Refused to answer.
Q2	Rank the 3 most important criteria for promotions in your organisation. **Show Showcard 6. Select three options only.**	01 = Merit/performance/education; 02 = Length of service in this organisation; 03 = Length of service in the public sector; 04 = Quality of relationship with supervisors; 05 = Political connections; 06 = Family connections; 07 = Education connections; 08 = Other connections; 09 = Gender; 10 = Ethnicity; 11 = Providing gifts or unofficial payments; 12 = Office conduct / behaviour; 13 = Friendliness towards clients; 14 = Other (please specify); 900 = Don't know; 998 = Refused to answer.
Q3	How well do you feel you are doing in each of the determinants of promotion?	01= Very badly; 02= Badly; 03= Average; 04= Well; 05= Very well; 900= Don't know; 998= Refused to answer.
(a)	**[Q2 option marked '1']**	
(b)	**[Q2 option marked '2']**	
(c)	**[Q2 option marked '3']**	
Q4	How long ago was your most recent promotion (Months)?	[Months]
Q5	In how long do you expect to be promoted again (Months)?	[Months]

Q6	To what extent would you say you are on track with your career goals in terms of the following areas?	01= Completely off track; 02= Relatively off track; 03= On track; 04= Slightly exceeding goals; 05= Strongly exceeding goals; 900= Don't know; 998= Refused to answer.
(a)	Conditions of service including wage	
(b)	How interesting your work is	
(c)	Your skill set (including in-service training and learning)	
(d)	Your position in the hierarchy	
(e)	The responsibilities you have	

(f)	Opportunity to have impact	
Q7	In the next two years, would you want to change your job? **Select one response only.**	01 = Yes → Q8 02 = No → Q9 900 = Don't know; 998 = Refused to answer.
Q8	Which of the following issues are reasons you want to change jobs? Is it because of the… **Show Showcard 7. List all relevant responses**	01 = Wage; 02 = Conditions of service apart from wage (e.g. holiday allowance or leave, health insurance provision, or transportation allowance) 03 = Culture; 04 = Office space/working environment; 05 = Work is not interesting; 06 = Role does not match skillset; 07 = Poor training and development opportunities; 08 = Limited promotion opportunities; 09 = Limited responsibility; 10 = Limited opportunity to have impact; 11 = Other (don't specify); 900 = Don't know; 998 = Refused to answer.
Q9	Overall, do you think working in the public sector is better than working in the private sector?	If Yes → Q10 If No → Q11
Q10	What would you say are the advantages of working in the public sector rather than the private sector?	01 = Salary; 02 = Other benefits; 03= Better career opportunities; 04 = Opportunities for learning/ development; 05= More reasonable workload; 06= Better working hours; 07= Prestige/ social status; 08= More interesting work/ challenges; 09=Job security; 10= Other (don't specify); 900= Don't know; 998= Refused to answer.
Q11	What would you say are the advantages of working in the private sector rather than the public sector?	01 = Salary; 02 = Other benefits; 03= Better career opportunities; 04 = Opportunities for learning/ development; 05= More reasonable workload; 06= Better working hours; 07= Prestige/ social status; 08= More interesting work/ challenges; 09=Job security; 10= Other; 900= Don't know; 998= Refused to answer.

- **Section 6.4: Monetary and Non-monetary**

Q1	To what extent would you say you are satisfied with your salary?	01 = Very dissatisfied; 02 = Dissatisfied; 03 = Satisfied; 04 = Very satisfied; 900 = Don't know; 998 = Refused to answer.

Q2	To what extent would you say you are satisfied with your other benefits (housing, allowances, pension, health, etc.)?	01 = Very dissatisfied; 02 = Dissatisfied; 03 = Satisfied; 04 = Very satisfied; 900 = Don't know; 998 = Refused to answer.

[PROGRAMMER NOTE: The below question 4 is conditional on the answer to Q3 being 'Received reward'. Otherwise, skip to the next sub-question.]

Q3	I would like to know whether, in the past year, you have received any of the following rewards from your Directorate/Organisation? I will read a list of rewards out. For each type of reward, please indicate whether you have received it or not. **Select one response only.**	01 = Have not received reward; 02 = Promised reward but did not receive it; 03 = Received reward; 900 = Don't know; 998 = Refused to answer.	**Q4** If 'Received reward', ask 'Was the reward received for performance or as a service benefit?' 01 = Based on performance; 02 = Not based on performance; 900 = Don't know; 998 = Refused to answer.
(a)	Informal feedback from your manager that you have done a good job		
(b)	Commendation in your file/letter of commendation		
(c)	Salary increase		
(d)	Ad hoc financial reward		
(e)	Non-financial material reward (reward in-kind including training)		
(f)	Promotion		
(g)	Certificate or public announcement in recognition of your service to citizens		

- **TO BE ASKED TO EMPLOYEES ONLY**
- **Section 6.5: The Environment, Social Norms and the Narrative**

Q1	I'd like you to think about how you see your mission in the civil service. Which of these statements most closely characterises your mission? **Show Showcard 8. Select one response only.**	01 = Following civil service rules; 02 = Being a good colleague in any situation; 03 = Providing a public service to my close community; 04 = Providing a public service to the nation as a whole; 05 = Supporting my close family and friends; 06 = Making the government work better; 07 = Other (please specify); 900= Don't know; 998= Refused to answer.
Q2	To what extent do you believe that your directorate's mission is aligned to your own mission?	01 = Strongly misaligned; 02 = Relatively misaligned; 03= Neither aligned nor misaligned; 04= Relatively aligned; 05 = Strongly aligned; 900= Don't know; 998= Refused to answer
Q3	To what extent do you believe that the **['Answer to MODULE 0 (i) – Respondent's Organisation']**'s mission is aligned to your own mission?	01 = Strongly misaligned; 02 = Relatively misaligned; 03= Neither aligned nor misaligned; 04= Relatively aligned; 05 = Strongly aligned; 900= Don't know;

		998= Refused to answer
Q4	How consistent with your mission are the various tasks and activities assigned to you on a day-to-day basis?	01 = My daily tasks do not contribute to my mission at all; 02 = My tasks align with my mission in an ad hoc way; 03 = I regularly work on tasks that align with my mission; 04 = I am contributing to fulfilling that mission on an everyday basis; 900= Don't know; 998= Refused to answer.
Q5	To what extent do your efforts in the service *actually* contribute towards the achievement of your mission?	01 = Not at all; 02 = Not much; 03 = Somewhat; 04 = Very much; 900= Don't know; 998= Refused to answer.
Q6	On what percentage of tasks/projects does your directorate fulfil its mission?	**Answer must lie between 0 and 100%** 900=Don't know, 998=Refused to answer.
Q7	On what percentage of tasks/projects does **['Answer to to MODULE 0 (i) – Organisation name']** fulfil its mission?	**Answer must lie between 0 and 100%** 900=Don't know, 998=Refused to answer.
Q8	To what extent do you think the civil service is performing well in terms of the mission you see for it?	01= Very badly; 02= Badly; 03= Average; 04= Well; 05= Very well; 900= Don't know; 998= Refused to answer.
Q9	Generally speaking, how much would you say that most people can be trusted?	1 = Not at all; 2 = Just a little; 3=I trust them somewhat; 4 = I trust them a lot; 900 = Don't know; 998 = Refused to answer.
Q10	On a scale of 1 to 4, how much do you trust each of the following types of people? **Randomize ordering.**	1 = Not at all; 2 = Just a little; 3=I trust them somewhat; 4 = I trust them a lot; 900 = Don't know; 998 = Refused to answer.
(a)	Employees in your case team?	
(b)	Employees in your directorate?	
(c)	Employees from different directorates in your organization?	
(d)	Employees from other organisation?	
(e)	Citizens you work with?	
Q11	How could the service improve its performance?	[OPEN ENDED]

MODULE 7: TIME USE AND BOTTLENECKS

- **TO BE ASKED TO EMPLOYEES AND DIRECTORS ONLY**

MODULE 7	
START TIME:	

- **Section 7.1: ONE RANDOMLY CHOSEN TIME USE MODULE TO BE ASKED TO EMPLOYEES ONLY. ADDIS-BASED RESPONDENTS TO BE PROVIDED WITH BELOW TEMPLATE FOR TIME USE DIARY.**

Enumerator states: I would like to ask you some questions about your day-to-day activities and how you allocate your time at the workplace.

- **Section 7.1: Time Use**

[PROGRAMMER NOTE: enumerators should be able to skip back to Q1 after answering Q2 and edit it.]

Q1	What is the actual number of hours you work in the civil service in a typical week? **If the respondent requires help, ask the actual number of hours worked in a typical day, and confirm, 'so this would mean x hours per week?'**	**Answer must lie between 0 and 80** 900=Don't know, 998=Refused to answer. If answer is between 0 and 10 or above 50 → Q2
Q2	Can I just confirm, that would mean you work **['Answer to 4.1Q1/5']** hours a day. Is that correct?	01 = Yes → Q3 02 = No → Q1

OPTION 1: Direct questioning (short; week)

Q3.1	Out of those <answer from Q1> hours in a week, how many hours do you spend on the following activities:	**Number of hours spent on activity**
(a)	Meetings within the service	
(b)	Working alone/on administration	
(c)	Interfacing with people outside of the civil service (e.g. clients)	
(d)	Travelling for work	
(e)	Interacting with frontline workers	
(f)	Without work to do/waiting for others to input	

OPTION 2: Direct questioning (long; week)

Q3.2	Out of those <answer from Q1> hours, how many hours do you spend on the following activities:	**Number of hours spent on activity**
(a)	Meetings with your direct supervisor	
(b)	Meetings with case team members and change army team members	
(c)	Organisation level meetings (with all staff)	
(d)	Awareness raising meetings on policies, strategies, and others	
(e)	Other meetings	
(f)	Interacting with clients outside of government (e.g. users)	
(g)	Activities and meetings outside of your mission	
(h)	Sending and responding to emails or making phone calls	
(i)	Travelling for work/field visits	
(j)	Personal time (Breaks, down time, coffee, rests, internet browsing)	
(k)	Administrative duties (e.g. preparing a budget)	
(l)	Preparing work plans / planning / capacity building	
(m)	Evaluations or appraisals (staff or activities)	
(n)	Without any work to do/waiting for others to input	

OPTION 3: Direct questioning (short; month)

Q3.3	Of the roughly <[answer from Q1*4.38(number of weeks in a month)] rounded to nearest 10 hours> in a typical month, what proportion of time do you spend on the following activities:	**Proportion of hours spent on activity**
(a)	Meetings within the service	
(b)	Working alone/on administration	
(c)	Interfacing with people outside of the civil service	
(d)	Travelling for work	
(e)	Without work to do/waiting for others to input	

OPTION 4: Graphical method

NOTE TO ENUMERATOR: Provide respondent with 'Your Work Week' form and read the following: "In the following exercise, we want to understand how you use your time in a typical week. **Please draw in lines to represent the proportion of time you spend on the following activities**: (a) Meetings within the service; (b) Working alone/on administration; (c) Interfacing with people outside of the civil service; (d) Travelling for work; (e) Without work to do/waiting for others to input"

An example

(a)
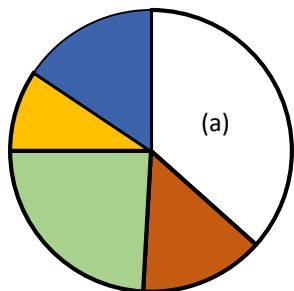
YOUR WORK WEEK
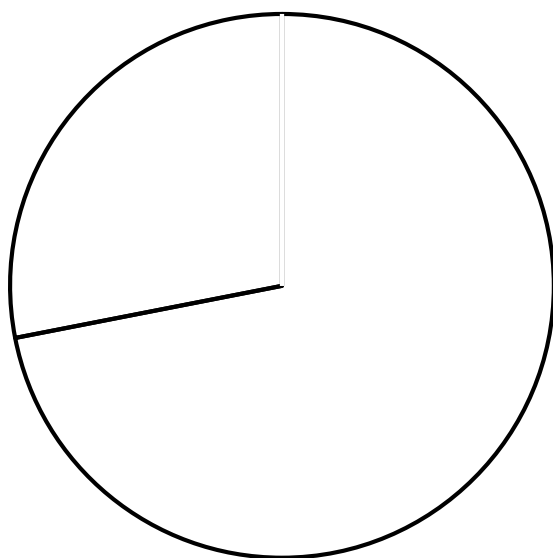
OPTION X: TIME USE DIARY

IF MODULE 0 (iii) HAS A TICK, FLAG ENUMERATOR TO LEAVE THE TIME-USE DIARY TEMPLATE WITH THE RESPONDENT, REQUEST THAT THE RESPONDENT FILLS IN THE TEMPLATE AND THAT IT WILL BE COLLECTED AFTER ONE WEEK.

[FOR ADDIS-BASED RESPONDENTS, THE ENUMERATOR SHOULD BE FLAGGED TO LEAVE THE BELOW TEMPLATE WITH THE RESPONDENT, REQUEST THAT IT IS FILLED IN, AND STATE THAT IT WILL BE COLLECTED AFTER ONE WEEK.]

2016 ETHIOPIA CIVIL SERVANTS' SURVEY – TIME USE DIARY

INTRODUCTION

This part of the survey will be self-administered over the next five working days. The goal of these questions is to understand how you use your time over a typical work week.

Once again, we would like to remind you that this survey is being undertaken in the strictest confidence. In particular:

a) This study is being undertaken by independent researchers who will keep your answers completely secure; and,

b) No one outside of the research team will be able to associate the individual answers you provide with you, so please feel free to answer honestly.

UNDERSTANDING YOUR TIME USE

In the following exercise, we want to understand how you use your time over a typical week. You will see five types of activity. **For the next <u>five working days</u>, we would like you to estimate the number of hours you spend on each of the five activities per day.** In one week, an enumerator will come to your office to collect your completed form.

| WORKING DAY 1		
	TODAY, how many hours did you spend on the following activities:	**Number of hours spent on activity**
(a)	Meetings within the service	
(b)	Working alone/on administration	
(c)	Interfacing with people outside of the civil service	
(d)	Travelling for work	
(e)	Without work to do	

WORKING DAY 2		
	TODAY, how many hours did you spend on the following activities:	**Number of hours spent on activity**
(a)	Meetings within the service	
(b)	Working alone/on administration	
(c)	Interfacing with people outside of the civil service	
(d)	Travelling for work	
(e)	Without work to do	

WORKING DAY 3		
	TODAY, how many hours did you spend on the following activities:	**Number of hours**

		spent on activity
(a)	Meetings within the service	
(b)	Working alone/on administration	
(c)	Interfacing with people outside of the civil service	
(d)	Travelling for work	
(e)	Without work to do	

WORKING DAY 4		
	TODAY, how many hours did you spend on the following activities:	Number of hours spent on activity
(a)	Meetings within the service	
(b)	Working alone/on administration	
(c)	Interfacing with people outside of the civil service	
(d)	Travelling for work	
(e)	Without work to do	

WORKING DAY 5		
	TODAY, how many hours did you spend on the following activities:	Number of hours spent on activity
(a)	Meetings within the service	
(b)	Working alone/on administration	
(c)	Interfacing with people outside of the civil service	
(d)	Travelling for work	
(e)	Without work to do	

FOR ENUMERATOR TO FILL IN:

(i)	Ministry or agency name:	
(ii)	Respondent ID (ask supervisor):	
(iii)	Interviewer ID:	
(iv)	Date of interview:	**Write date in the format DD/MM/YY.**
(v)	Time interview started:	**Write time in 24 hour format.**

- **Section 7.2: EMPLOYEES only.**
- **Section 7.2: Meetings**

Q1	In what proportion of the meetings you attend would you say the following are true?	**Answer must lie between 0 and 100%** 900=Don't know, 998=Refused to answer.
(a)	The meeting sticks to the agreed agenda	
(b)	An accurate record of the meeting is subsequently prepared	
(c)	The meeting achieves its goals in the minimum amount of time	
(d)	The meeting is of substantive use to your daily tasks	

- **Section 7.3: EMPLOYEES AND DIRECTORS ONLY.**

Enumerator states: Thank you. I'll now ask you a few more questions on obstacles you face in your work.

- **Section 7.3: General Bottlenecks**

Q1	What are the biggest challenges to you being able to complete your most important tasks effectively? **Please rank the top three obstacles in order of importance, where 1=most important/most frequent constraint; 2=second-most important/second-most frequent constraint; 3=third-most important/third-most frequent constraint.** **Show Showcard 9. Select three options only.**	01 = My roles and responsibilities are not really clear; 02 = Last-minute requests stop me from performing my main tasks; 03 = My work suffers from a lack of organisation (no schedule or calendar); 04 = There is inadequate leadership in the organisation; 05 = My tasks do not have deadlines so I am unclear about when I am supposed to do what; 06 = My team does not work well together/communicates poorly, so we waste time; 07 = I do not have the right skills to be productive in this role; 08 = I am not motivated sufficiently to undertake my job; 09 = There is inadequate resources/IT/transport to do my work; 10 = There is inadequate guidelines/rules/proclamations to guide my work; 11 = Corruption in my organisation stops me from working productively; 12 = Turnover of staff in my directorate/organisation has limited productivity; 13 = I don't get required inputs from others in a timely manner; 14= Other (please specify); 900 = Don't know; 998 = Refused to answer.
Q2	What percentage of your time is used for ad hoc tasks that are not part of your main job?	**Answer must lie between 0 and 100%** 900=Don't know, 998=Refused to answer.
Q3	Please indicate the extent to which you agree with the following statements:	01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree, 04 = Slightly Agree; 05 = Strongly Agree; 06 = Not Applicable; 900 = Don't know; 998 = Refused to answer.
(a)	I have sufficient knowledge to effectively perform my tasks	
(b)	I was provided an induction at the start of my role to ensure that I was adequately aware of the responsibilities and requirements of my specific job	
(c)	I have detailed guidance on the rules and regulations of the agency	
(d)	New rules and regulations are promptly disseminated	
(e)	The rules and regulations are too complex	
(f)	A civil servant is able to interpret the rules and regulations in his or her own way	
(g)	I am afraid of making a decision	

(h)	My training was sufficiently strong on theoretical aspects	**If answer is 01 or 02, Show Q4** **If 03, 04, or 05, Then skip Q4**
(i)	My training was sufficiently strong on practical aspects	**If answer is 01 or 02, Show Q5** **If 03, 04, or 05, Then skip Q5**
Q4	What theoretical aspects, specifically, would you like to receive further training on?	[OPEN-ENDED]
Q5	What practical aspects, specifically, would you like to receive further training on?	[OPEN-ENDED]
Q6	Please indicate the extent to which you agree with the following statements:	01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree, 04 = Slightly Agree; 05 = Strongly Agree; 06 = Not Applicable; 900 = Don't know; 998 = Refused to answer.
(a)	The Balanced Scorecard reform has improved the way that **['Answer to MODULE 0 (i) – Respondent's Organisation']** prioritises activities	
(b)	The Balanced Scorecard reform has led me to being better trained	
(c)	The Balanced Scorecard reform increased the efficiency of the directorate	

MODULE 8: INFORMATION

MODULE 8	
START TIME:	

- **Section 8.0: TO BE ASKED OF ALL ORGANISATIONS.**
- **Section 8.0: TO BE ASKED TO EMPLOYEES AND DIRECTORS ONLY.**

Q1	Did you see the information booklet containing administrative data for the purpose of this survey prior to the interview?	01=Yes; 02=No; 900=Don't know; 998=Refused to answer

- **Section 8.1: TO BE ASKED OF ALL ORGANISATIONS.**
- **Section 8.1: TO BE ASKED TO EMPLOYEES AND DIRECTORS ONLY.**
- **Section 8.1: Civil Service Proclamation**

	Civil Service Proclamation	
Q1	What is the amount of regular working hours for a civil servants according to the Civil Service Proclamation? (Paragraph 32)	**Answer must be numeric.**
Q2	What is the allowed amount of annual leave in the first year of service according to the Civil Service Proclamation? (Paragraph 37, Item 1) **Answer in days**	**Answer must be numeric.**

Q3	What is the maximum amount of annual leave for a civil servant who has served for more than one year according to the Civil Service Proclamation? (Paragraph 37, Item 2) **Answer in days**	**Answer must be numeric.**
Q4	What is the allowed amount of maternity leave according to the Civil Service Proclamation? (Paragraph 41, Item 2) **Answer in days**	**Answer must be numeric.**
Q5	What are the types of different disciplinary actions that a civil servant can face for the breach of discipline according to the Civil Service Proclamation? (Paragraph 67) (i) [**Note to enumerator: The following are the disciplinary actions as per the Civil Service Proclamation:** **"Oral warning; Written warning; Fine up to 1 month's salary; Fine up to 3 month's salary; Down grading up to the period of 2 years; Dismissal"**]	01 = The respondent could not state any actions correctly; 02=The respondent could state 1 action correctly; 03=The respondent could state 2 actions correctly; 04=The respondent could state 3 actions correctly; 05=The respondent could state 4 actions correctly; 06=The respondent could state 5 actions correctly; 07=The respondent could state 6 actions correctly; 998=Refused to answer.
Q6	What is the notice time required before resigning according to the Civil Service Proclamation? (Paragraph 78, Item 1) **Answer in days**	**Answer must be numeric.**

- **Section 8.2: Knowledge of jurisdictions**
- **TO BE ASKED OF FEDERAL ORGANISATIONS ONLY.**

Q1	Which region, out of the following options, do you work on most / think that you know best / feel most comfortable answering questions about? **Please choose one of the following options only.**	[DROP DOWN MENU OF REGIONS] Afar Amhara Benishangul Gumuz Gambella Oromiya SNNPR Somali Tigray

- **TO BE ASKED OF FEDERAL AND REGIONAL ORGANISATIONS ONLY.**

Q2	What do you think is recorded as the population of **[INSERT 75 PC WOREDA]** according to official administrative data in the Census of 2007 Gregorian Calendaar (1999/2000 Ethiopian Calendar)? If region = "Afar", WOREDA = "ELIDAR" If region = "Amhara", WOREDA = "GIDAN"	

	If region = "Benishangul Gumuz" = "MAOKOMO" If region = "Gambella", WOREDA = "JIKAWO" If region = "Oromiya", WOREDA = "MEISO" If region = "SNNPR", WOREDA = "MISHA" If region = "Somali", WOREDA = "GELADIN" If region = "Tigray", WOREDA = "SEHARTI SAMRE"	
Q3	What do you think is recorded as the population of **[INSERT 25 PC WOREDA]** according to official administrative data in the Census of 2007 Gregorian Calendar (1999/2000 Ethiopian Calendar)? If region = "Afar", WOREDA = "SEMUROBINA GELALO" If region = "Amhara", WOREDA = "DEBERE ELIAS" If region = "Benishangul Gumuz" = "HOMOSHA" If region = "Gambella", WOREDA = "ABOBO" If region = "Oromiya", WOREDA = "YAYA GULELE" If region = "SNNPR", WOREDA = "UBA DEBRETSEHAY" If region = "Somali", WOREDA = "MIRAB IMI" If region = "Tigray", WOREDA = "TAHITAY QORARO"	
Q4	What do you think is recorded as the population of **[INSERT 50 PC WOREDA]** according to official administrative data ? If region = "Afar", WOREDA = "ABALA" If region = "Amhara", WOREDA = "MIRAB ESTE" If region = "Benishangul Gumuz" = "MANDURA" If region = "Gambella", WOREDA = "WANTAWO" If region = "Oromiya", WOREDA = "GORO" If region = "SNNPR", WOREDA = "KOKIR GEDEBANO" If region = "Somali", WOREDA = "BABILE" If region = "Tigray", WOREDA = "KLITE AWLALO"	
Q5	What do you think is recorded as the unemployment rate of **[INSERT 75 PC WOREDA]** according to official administrative data in the Census of 2007 Gregorian Calendar (1999/2000 Ethiopian Calendar)? If region = "Afar", WOREDA = "GOLINA" If region = "Amhara", WOREDA = "DENGILA" If region = "Benishangul Gumuz" = "DANGUR" If region = "Gambella", WOREDA = "WANTAWO" If region = "Oromiya", WOREDA = "ADEA BERGA" If region = "SNNPR", WOREDA = "DOYO GENA" If region = "Somali", WOREDA = "DOLOBAY" If region = "Tigray", WOREDA = "KOREM TOWN"	**Answer must lie between 0 and 100%**
Q6	What do you think is recorded as the unemployment rate of **[INSERT 25 PC WOREDA]** according to official administrative data in the Census of 2007 Gregorian Calendar (1999/2000 Ethiopian Calendar)? If region = "Afar", WOREDA = "AFDERA" If region = "Amhara", WOREDA = "ANKOBER" If region = "Benishangul Gumuz" = "HOMOSHA" If region = "Gambella", WOREDA = "JORE" If region = "Oromiya", WOREDA = "METAROBI" If region = "SNNPR", WOREDA = "HAMER" If region = "Somali", WOREDA = "SELEHAD" If region = "Tigray", WOREDA = "NADER ADET"	**Answer must lie between 0 and 100%**
Q7	What do you think is recorded as the unemployment rate of **[INSERT 50 PC WOREDA]** according to official administrative data in the Census of 2007 Gregorian Calendar (1999/2000 Ethiopian Calendar)? If region = "Afar", WOREDA = "ASAYTA" If region = "Amhara", WOREDA = "TEGEDE" If region = "Benishangul Gumuz" = "BULEN" If region = "Gambella", WOREDA = "LARE" If region = "Oromiya", WOREDA = "GUBA QORICHA" If region = "SNNPR", WOREDA = "SILITE"	**Answer must lie between 0 and 100%**

	If region = "Somali", WOREDA = "CHERATI" If region = "Tigray", WOREDA = "AMBALAGE"	
Q8	What do you think is recorded as the percentage of rural inhabitants of [**INSERT 75 PC WOREDA]** according to official administrative data in the Census of 2007 Gregorian Calendar (1999/2000 Ethiopian Calendar)? If region = "Afar", WOREDA = "EREBTI" If region = "Amhara", WOREDA = "HAGERE MARIAM" If region = "Benishangul Gumuz" = "MAOKOMO" If region = "Gambella", WOREDA = "JIKAWO" If region = "Oromiya", WOREDA = "ABE DENGORO" If region = "SNNPR", WOREDA = "DITA" If region = "Somali", WOREDA = "GUNAGADO" If region = "Tigray", WOREDA = "DEGUA TEMBEN"	**Answer must lie between 0 and 100%**
Q9	What do you think is recorded as the percentage of rural inhabitants of [**INSERT 25 PC WOREDA]** according to official administrative data in the Census of 2007 Gregorian Calendar (1999/2000 Ethiopian Calendar)? If region = "Afar", WOREDA = "ARGOBA LIYU" If region = "Amhara", WOREDA = "ENEMAY" If region = "Benishangul Gumuz" = "BAMBASI" If region = "Gambella", WOREDA = "LARE" If region = "Oromiya", WOREDA = "ADEA BERGA" If region = "SNNPR", WOREDA = "ANDERACHA" If region = "Somali", WOREDA = "MIRAB IMI" If region = "Tigray", WOREDA = "SEMENE MEKELE"	**Answer must lie between 0 and 100%**
Q10	What do you think is recorded as the percentage of rural inhabitants of [**INSERT 50 PC WOREDA]** according to official administrative data in the Census of 2007 Gregorian Calendar (1999/2000 Ethiopian Calendar)? If region = "Afar", WOREDA = "DULECHA" If region = "Amhara", WOREDA = "DERA" If region = "Benishangul Gumuz" = "BLO JIGANIFADO" If region = "Gambella", WOREDA = "GODERE" If region = "Oromiya", WOREDA = "GOLE ODA" If region = "SNNPR", WOREDA = "SELAMAGO" If region = "Somali", WOREDA = "UDET" If region = "Tigray", WOREDA = "HAWZEN"	**Answer must lie between 0 and 100%**

- **TO BE ASKED OF WOREDA-LEVEL ORGANISATION ONLY.**

Q1	What do you think is recorded as the population of this woreda according to official administrative data in the Census of 2007 Gregorian Calendar (1999/2000 Ethiopian Calendar)?	
Q2	What do you think is recorded as the population of the median woreda in this region according to official administrative data in the Census of 2007 Gregorian Calendar (1999/2000 Ethiopian Calendar)?	
Q3	What do you think is recorded as the unemployment rate of this woreda according to official administrative data in the Census of 2007 Gregorian Calendar (1999/2000 Ethiopian Calendar)?	**Answer must lie between 0 and 100%**
Q4	What do you think is recorded as the unemployment rate of the median woreda in this region according to official administrative data in the Census of 2007 Gregorian Calendar (1999/2000 Ethiopian Calendar)?	**Answer must lie between 0 and 100%**
Q5	What do you think is recorded as the percentage of rural inhabitants of this woreda according to official administrative data in the Census of 2007 Gregorian Calendar (1999/2000 Ethiopian Calendar)?	**Answer must lie between 0 and 100%**
Q6	What do you think is recorded as the percentage of rural inhabitants of the median woreda in this region according to official administrative data in the Census of 2007 Gregorian Calendar (1999/2000 Ethiopian Calendar)?	**Answer must lie between 0 and 100%**

- **Section 8.3: Education**
- **TO BE ASKED OF EDUCATION SECTOR FEDERAL AND REGIONAL ORGANISATIONS ONLY.**

Q1	What do you think the primary (grades 1-8) enrolment numbers are for **[INSERT 75 PC WOREDA]** according to official administrative data? If region = "Afar", WOREDA = "DUBTI" If region = "Amhara", WOREDA = "BASO LIBEN" If region = "Benishangul Gumuz" = "WENBERA" If region = "Gambella", WOREDA = "ETANG SPECIAL" If region = "Oromiya", WOREDA = "WOLISO" If region = "SNNPR", WOREDA = "MISHA" If region = "Somali", WOREDA = "DENBEL" If region = "Tigray", WOREDA = "TSEGEDE"	
Q2	What do you think the primary (grades 1-8) enrolment numbers are for **[INSERT 25 PC WOREDA]** according to official administrative data? If region = "Afar", WOREDA = "GOLINA" If region = "Amhara", WOREDA = "ANTSOKIYA GEMZA" If region = "Benishangul Gumuz" = "SHERKOLE" If region = "Gambella", WOREDA = "GOG" If region = "Oromiya", WOREDA = "SEDEN SODO" If region = "SNNPR", WOREDA = "ZALA" If region = "Somali", WOREDA = "SELEHAD" If region = "Tigray", WOREDA = "ADIGRAT TOWN"	
Q3	What do you think the primary (grades 1-8) enrolment numbers are for **[INSERT 50 PC WOREDA]** according to official administrative data? If region = "Afar", WOREDA = "MILE" If region = "Amhara", WOREDA = "DEJEN" If region = "Benishangul Gumuz" = "ODA GODERE" If region = "Gambella", WOREDA = "MENGESH" If region = "Oromiya", WOREDA = "AMIGNA" If region = "SNNPR", WOREDA = "GENABOSA" If region = "Somali", WOREDA = "GODEY COUNCIL" If region = "Tigray", WOREDA = "HAWZEN"	
Q4	What do you think the primary (grades 1-8) pupil-teacher ratio is for [**INSERT 75 PC WOREDA**] according to official administrative data? If region = "Afar", WOREDA = "AFAMBO" If region = "Amhara", WOREDA = "FINOTE SELAM TOWN" If region = "Benishangul Gumuz" = "KEMASHI" If region = "Gambella", WOREDA = "AKOBO" If region = "Oromiya", WOREDA = "MEYU" If region = "SNNPR", WOREDA = "GETA" If region = "Somali", WOREDA = "FILTU" If region = "Tigray", WOREDA = "ATSBI WONBERTA"	
Q5	What do you think the primary (grades 1-8) pupil-teacher ratio is for [**INSERT 25 PC WOREDA**] according to official administrative data? If region = "Afar", WOREDA = "AWURA" If region = "Amhara", WOREDA = "YILMA NA DENSA" If region = "Benishangul Gumuz" = "GUBA" If region = "Gambella", WOREDA = "MENGESH" If region = "Oromiya", WOREDA = "SERU" If region = "SNNPR", WOREDA = "EZHA" If region = "Somali", WOREDA = "GASHAMO" If region = "Tigray", WOREDA = "SHERE ENDASILASIE TOWN"	
Q6	What do you think the primary (grades 1-8) pupil-teacher ratio is for [**INSERT 50**	

	PC WOREDA] according to official administrative data?	
	If region = "Afar", WOREDA = "BERAHILE" If region = "Amhara", WOREDA = "DEMBECHA" If region = "Benishangul Gumuz" = "DIBATE" If region = "Gambella", WOREDA = "JOR" If region = "Oromiya", WOREDA = "WERE JARSO" If region = "SNNPR", WOREDA = "MISRAK BADAWACHO" If region = "Somali", WOREDA = "MIESO" If region = "Tigray", WOREDA = "ALAMATA"	
Q7	What do you think the primary (grades 1-8) pupil-section ratio is for **[INSERT 75 PC WOREDA]** according to official administrative data? If region = "Afar", WOREDA = "TELALAK" If region = "Amhara", WOREDA = "MIDA MOREMO" If region = "Benishangul Gumuz" = "BULEN" If region = "Gambella", WOREDA = "JIKAWO" If region = "Oromiya", WOREDA = "CHEWAKA" If region = "SNNPR", WOREDA = "DAMOT SORE" If region = "Somali", WOREDA = "QABRIDAHAR COUNCIL" If region = "Tigray", WOREDA = "SEHARTI SAMRE"	
Q8	What do you think the primary (grades 1-8) pupil-section ratio is for **[INSERT 25 PC WOREDA]** according to official administrative data? If region = "Afar", WOREDA = "AWURA" If region = "Amhara", WOREDA = "ANGOLALA TERA" If region = "Benishangul Gumuz" = "DANGUR" If region = "Gambella", WOREDA = "ABOBO" If region = "Oromiya", WOREDA = "YUBDO" If region = "SNNPR", WOREDA = "TOCHA" If region = "Somali", WOREDA = "JIJIGA" If region = "Tigray", WOREDA = "LAELAY MAYCHEW"	
Q9	What do you think the primary (grades 1-8) pupil-section ratio is for **[INSERT 50 PC WOREDA]** according to official administrative data? If region = "Afar", WOREDA = "BURE MUDAYITU" If region = "Amhara", WOREDA = "WERE ILU" If region = "Benishangul Gumuz" = "YASO" If region = "Gambella", WOREDA = "ETANG SPECIAL" If region = "Oromiya", WOREDA = "MENESIBU" If region = "SNNPR", WOREDA = "LEMO" If region = "Somali", WOREDA = "CEEL KARRE" If region = "Tigray", WOREDA = "TAHTAY MAYCHEW"	
Q10	What do you think the primary (grades 1-8) pupils-per-school ratio is for **[INSERT 75 PC WOREDA]** according to official administrative data? If region = "Afar", WOREDA = "KONABA" If region = "Amhara", WOREDA = "MISRAK BELESA" If region = "Benishangul Gumuz" = "DIBATE" If region = "Gambella", WOREDA = "JIKAWO" If region = "Oromiya", WOREDA = "DENBI DOLOOW TOWN" If region = "SNNPR", WOREDA = "MALGA" If region = "Somali", WOREDA = "GURADAMOLE" If region = "Tigray", WOREDA = "SAESI TSADAMBA"	
Q11	What do you think the primary (grades 1-8) pupils-per-school ratio is for **[INSERT 25 PC WOREDA]** according to official administrative data? If region = "Afar", WOREDA = "DAWE" If region = "Amhara", WOREDA = "SIMADA" If region = "Benishangul Gumuz" = "MANDURA" If region = "Gambella", WOREDA = "ABOBO" If region = "Oromiya", WOREDA = "NENSEBO"	

	If region = "SNNPR", WOREDA = "MEINIT GOLDEYA" If region = "Somali", WOREDA = "AFDEM" If region = "Tigray", WOREDA = "OLFA"	
Q12	What do you think the primary (grades 1-8) pupils-per-school ratio is for **[INSERT 50 PC WOREDA]** according to official administrative data? If region = "Afar", WOREDA = "TERU" If region = "Amhara", WOREDA = "DEBARK ZURIA" If region = "Benishangul Gumuz" = "BAMBASI" If region = "Gambella", WOREDA = "ETANG SPECIAL" If region = "Oromiya", WOREDA = "YAYU" If region = "SNNPR", WOREDA = "AMARO" If region = "Somali", WOREDA = "FIK" If region = "Tigray", WOREDA = "WELKAYIT"	

- **TO BE ASKED OF EDUCATION SECTOR WOREDA-LEVEL ORGANISATIONS ONLY.**

Q1	What do you think the primary (grades 1-8) enrolment numbers are for this woreda according to official administrative data?	
Q2	What do you think the primary (grades 1-8) enrolment numbers are for the median woreda in this region according to official administrative data?	
Q3	What do you think the primary (grades 1-8) pupil-teacher ratio is for this woreda according to official administrative data?	
Q4	What do you think the primary (grades 1-8) pupil-teacher ratio is for the median woreda in this region according to official administrative data?	
Q5	What do you think the primary (grades 1-8) pupil-section ratio is for this woreda according to official administrative data?	
Q6	What do you think the primary (grades 1-8) pupil-section ratio is for the median woreda in this region according to official administrative data?	
Q7	What do you think the primary (grades 1-8) pupils-per-school ratio is for this woreda according to official administrative data?	
Q8	What do you think the primary (grades 1-8) pupils-per-school ratio is for the median woreda n this region according to official administrative data?	

- **Section 8.4: Healthcare**
- **TO BE ASKED OF HEALTH SECTOR FEDERAL AND REGIONAL ORGANISATIONS ONLY.**

Q1	What do you think the Proportion of pregnant women who attended ANC4+ during the current pregnancy is for **[INSERT 75 PC WOREDA]** according to official administrative data (the baseline of the 2007 Core Plan)? If region = "Afar", WOREDA = "DULECHA" If region = "Amhara", WOREDA = "AWABEL" If region = "Benishangul Gumuz" = "ASOSSA" If region = "Gambella", WOREDA = "GODARE" If region = "Oromiya", WOREDA = "GINIR" If region = "SNNPR", WOREDA = "BOLOSO SORE" If region = "Somali", WOREDA = "MIRAB IMI" If region = "Tigray", WOREDA = "MAYCHEW TOWN"	
Q2	What do you think the Proportion of pregnant women who attended ANC4+ during the current pregnancy is for **[INSERT 25 PC WOREDA]** according to official administrative data (the baseline of the 2007 Core Plan)? If region = "Afar", WOREDA = "AFDERA" If region = "Amhara", WOREDA = "ANKASHA GUAGUSA" If region = "Benishangul Gumuz" = "AGELO METI"	

	If region = "Gambella", WOREDA = "GOG" If region = "Oromiya", WOREDA = "WAYU TUKA" If region = "SNNPR", WOREDA = "BENA TSEMAY" If region = "Somali", WOREDA = "KERSA DULA" If region = "Tigray", WOREDA = "KILTE AWLALO"	
Q3	What do you think the Proportion of pregnant women who attended ANC4+ during the current pregnancy is for **[INSERT 50 PC WOREDA]** according to official administrative data (the baseline of the 2007 Core Plan)? If region = "Afar", WOREDA = "ELIDAR" If region = "Amhara", WOREDA = "ALBUKO" If region = "Benishangul Gumuz" = "BELOJEGONFOY" If region = "Gambella", WOREDA = "ETANG SPECIAL" If region = "Oromiya", WOREDA = "HARENA BULUK" If region = "SNNPR", WOREDA = "GOMIBORA" If region = "Somali", WOREDA = "BABILE" If region = "Tigray", WOREDA = "DEGUA TEMBEN"	
Q4	What do you think the Contraceptive Acceptance Rate is for **[INSERT 75 PC WOREDA]** according to official administrative data (the baseline of the 2007 Core Plan)? If region = "Afar", WOREDA = "DULECHA" If region = "Amhara", WOREDA = "AMBASEL" If region = "Benishangul Gumuz" = "DANGUR" If region = "Gambella", WOREDA = "DIMA" If region = "Oromiya", WOREDA = "CHIRO TOWN" If region = "SNNPR", WOREDA = "DAMOT GALE" If region = "Somali", WOREDA = "BOH" If region = "Tigray", WOREDA = "ADWA"	
Q5	What do you think the Contraceptive Acceptance Rate is for **[INSERT 25 PC WOREDA]** according to official administrative data (the baseline of the 2007 Core Plan)? If region = "Afar", WOREDA = "BERAHILE" If region = "Amhara", WOREDA = "DEBUB ACHEFER" If region = "Benishangul Gumuz" = "MAO KOMO" If region = "Gambella", WOREDA = "WANTAWO" If region = "Oromiya", WOREDA = "DEBRE LIBANOS" If region = "SNNPR", WOREDA = "BULE" If region = "Somali", WOREDA = "HARSHIN" If region = "Tigray", WOREDA = "MEREB LEHE"	
Q6	What do you think the Contraceptive Acceptance Rate is for **[INSERT 50 PC WOREDA]** according to official administrative data (the baseline of the 2007 Core Plan)? If region = "Afar", WOREDA = "CHIFRA" If region = "Amhara", WOREDA = "JANAMORA" If region = "Benishangul Gumuz" = "ODABULDI GULI" If region = "Gambella", WOREDA = "JIKAWO" If region = "Oromiya", WOREDA = "GOBA" If region = "SNNPR", WOREDA = "AMARO" If region = "Somali", WOREDA = "MUSTAHIL" If region = "Tigray", WOREDA = "MEDEBAY ZANA"	

Q7	What do you think the Rate of Births Attended by Skilled Health Personnel is for **[INSERT 75 PC WOREDA]** woreda according to official administrative data (the baseline of the 2007 Core Plan)? If region = "Afar", WOREDA = "ABALA" If region = "Amhara", WOREDA = "ARGOBA" If region = "Benishangul Gumuz" = "DANGUR" If region = "Gambella", WOREDA = "ETANG SPECIAL" If region = "Oromiya", WOREDA = "ASEKO" If region = "SNNPR", WOREDA = "DAMOT PULASA" If region = "Somali", WOREDA = "DANAN" If region = "Tigray", WOREDA = "ABI ADI TOWN"	
Q8	What do you think the Rate of Births Attended by Skilled Health Personnel is for **[INSERT 25 PC WOREDA]** woreda according to official administrative data (the baseline of the 2007 Core Plan)? If region = "Afar", WOREDA = "AFDERA" If region = "Amhara", WOREDA = "BEYEDA" If region = "Benishangul Gumuz" = "BULEN" If region = "Gambella", WOREDA = "GODARE" If region = "Oromiya", WOREDA = "ABAYA" If region = "SNNPR", WOREDA = "ARORESA" If region = "Somali", WOREDA = "DEBEWOIN" If region = "Tigray", WOREDA = "WERE LEHE"	
Q9	What do you think the Rate of Births Attended by Skilled Health Personnel is for **[INSERT 50 PC WOREDA]** woreda according to official administrative data (the baseline of the 2007 Core Plan)? If region = "Afar", WOREDA = "MEGALE" If region = "Amhara", WOREDA = "ANGOLALA TERA" If region = "Benishangul Gumuz" = "DIBATE" If region = "Gambella", WOREDA = "LARE" If region = "Oromiya", WOREDA = "ALELTU" If region = "SNNPR", WOREDA = "MIZAN AMAN" If region = "Somali", WOREDA = "AWUBERE" If region = "Tigray", WOREDA = "LAELAY MAYCHEW"	
Q10	What do you think the Proportion of infants fully immunized is for **[INSERT 75 PC WOREDA]** according to official administrative data (the baseline of the 2007 Core Plan)? If region = "Afar", WOREDA = "ELIDAR" If region = "Amhara", WOREDA = "ARTUMA FURSI" If region = "Benishangul Gumuz" = "MANDURA" If region = "Gambella", WOREDA = "ABOBO" If region = "Oromiya", WOREDA = "ASEKO" If region = "SNNPR", WOREDA = "ALABA" If region = "Somali", WOREDA = "BABILE" If region = "Tigray", WOREDA = "SEHARTI SAMRE"	
Q11	What do you think the Proportion of infants fully immunized is for **[INSERT 25 PC WOREDA]** according to official administrative data (the baseline of the 2007 Core Plan)? If region = "Afar", WOREDA = "TERU" If region = "Amhara", WOREDA = "ASAGIRT" If region = "Benishangul Gumuz" = "BAMBASI"	

	If region = "Gambella", WOREDA = "GAMBELLA ZURIYA" If region = "Oromiya", WOREDA = "AKAKI" If region = "SNNPR", WOREDA = "CHERE" If region = "Somali", WOREDA = "DEBEWOIN" If region = "Tigray", WOREDA = "MAYCHEW TOWN"	
Q12	What do you think the Proportion of infants fully immunized is for **[INSERT 50 PC WOREDA]** according to official administrative data (the baseline of the 2007 Core Plan)? If region = "Afar", WOREDA = "DALOL" If region = "Amhara", WOREDA = "ENARJ ENAWGA" If region = "Benishangul Gumuz" = "AGELO METI" If region = "Gambella", WOREDA = "GODARE" If region = "Oromiya", WOREDA = "ABEY CHOMEN" If region = "SNNPR", WOREDA = "BENSA" If region = "Somali", WOREDA = "DENBEL" If region = "Tigray", WOREDA = "ADIGRAT TOWN"	

- **TO BE ASKED OF WOREDA-LEVEL HEALTHCARE SECTOR ORGANISATIONS ONLY.**

Q1	What do you think the Proportion of pregnant women who attended ANC4+ during the current pregnancy is for this woreda according to official administrative data (the baseline of the 2007 Core Plan)?	
Q2	What do you think the Proportion of pregnant women who attended ANC4+ during the current pregnancy is for the median woreda in this region according to official administrative data (the baseline of the 2007 Core Plan)?	
Q3	What do you think the Contraceptive Acceptance Rate is for this woreda according to official administrative data (the baseline of the 2007 Core Plan)?	
Q4	What do you think the Contraceptive Acceptance Rate is for the median woreda in this region according to official administrative data (the baseline of the 2007 Core Plan)?	
Q5	What do you think the Rate of Births Attended by Skilled Health Personnel is for this woreda according to official administrative data (the baseline of the 2007 Core Plan)?	
Q6	What do you think the Rate of Births Attended by Skilled Health Personnel is for the median woreda in this region according to official administrative data (the baseline of the 2007 Core Plan)?	
Q7	What do you think the Proportion of infants fully immunized is for this woreda according to official administrative data (the baseline of the 2007 Core Plan)?	
Q8	What do you think the Proportion of infants fully immunized is for the median woreda in this region according to official administrative data (the baseline of the 2007 Core Plan)?	

- **Section 8.5: Agriculture**
- **TO BE ASKED OF AGRICULTURE SECTOR FEDERAL AND REGIONAL ORGANISATIONS ONLY.**

Q1	How much land do you think is used for agricultural purposes for **[INSERT 75 PC WOREDA]** woreda according to data from the WCBS? If region = "Afar", WOREDA = "GOLINA" If region = "Amhara", WOREDA = "CHILGA" If region = "Benishangul Gumuz" = "YASO" If region = "Gambella", WOREDA = "JOR" If region = "Oromiya", WOREDA = "BEDENO" If region = "SNNPR", WOREDA = "YIRGACHEFE"	[Hectares]

	If region = "Somali", WOREDA = "HARSHIN" If region = "Tigray", WOREDA = "HINTALO WAJIRAT"	
Q2	How much land do you think is used for agricultural purposes for **[INSERT 25 PC WOREDA]** woreda according to data from the WCBS? If region = "Afar", WOREDA = "DAWE" If region = "Amhara", WOREDA = "KEWET" If region = "Benishangul Gumuz" = "MAO KOMO" If region = "Gambella", WOREDA = "GAMBELLA ZURIYA" If region = "Oromiya", WOREDA = "MIDGA TOLA" If region = "SNNPR", WOREDA = "MALGA" If region = "Somali", WOREDA = "AYISHA" If region = "Tigray", WOREDA = "TAHTAY KORARO"	[Hectares]
Q3	How much land do you think is used for agricultural purposes for **[INSERT 50 PC WOREDA]** woreda according to data from the WCBS? If region = "Afar", WOREDA = "CHIFRA" If region = "Amhara", WOREDA = "ALEFA" If region = "Benishangul Gumuz" = "SHERKOLE" If region = "Gambella", WOREDA = "WANTAWO" If region = "Oromiya", WOREDA = "BICHO" If region = "SNNPR", WOREDA = "MERAB ABAYA" If region = "Somali", WOREDA = "ERER" If region = "Tigray", WOREDA = "ENDERTA"	[Hectares]
Q4	How much land do you think is used for pastoral purposes for **[INSERT 75 PC WOREDA]** according to data from the WCBS? If region = "Afar", WOREDA = "ASAYITA" If region = "Amhara", WOREDA = "JABI TEHNAN" If region = "Benishangul Gumuz" = "ASOSSA" If region = "Gambella", WOREDA = "JOR" If region = "Oromiya", WOREDA = "TIKUR ENCHINI" If region = "SNNPR", WOREDA = "KOKIR GEDABANO" If region = "Somali", WOREDA = "JIJIGA" If region = "Tigray", WOREDA = "MEDEBAY ZANA"	[Hectares]
Q5	How much land do you think is used for pastoral purposes for **[INSERT 25 PC WOREDA]** according to data from the WCBS? If region = "Afar", WOREDA = "TERU" If region = "Amhara", WOREDA = "ASAGIRT" If region = "Benishangul Gumuz" = "MAO KOMO" If region = "Gambella", WOREDA = "GAMBELLA ZURIYA" If region = "Oromiya", WOREDA = "NENSEBO" If region = "SNNPR", WOREDA = "ANALIMO" If region = "Somali", WOREDA = "SHINILE" If region = "Tigray", WOREDA = "HINTALO WAJIRA"	[Hectares]
Q6	How much land do you think is used for pastoral purposes for **[INSERT 50 PC WOREDA]** according to data from the WCBS? If region = "Afar", WOREDA = "CHIFRA" If region = "Amhara", WOREDA = "FARTA" If region = "Benishangul Gumuz" = "YASO" If region = "Gambella", WOREDA = "WANTAWO" If region = "Oromiya", WOREDA = "MELKA BELO" If region = "SNNPR", WOREDA = "SHEKO" If region = "Somali", WOREDA = "KEBRI BEYAH"	[Hectares]

	If region = "Tigray", WOREDA = "EROB"	
Q7	What do you think is the agricultural income per household per year in **[INSERT 75 PC WOREDA]** according to data from the WCBS? If region = "Afar", WOREDA = "CHIFRA" If region = "Amhara", WOREDA = "KEWET" If region = "Benishangul Gumuz" = "DIBATE" If region = "Gambella", WOREDA = "WANTAWO" If region = "Oromiya", WOREDA = "KOFELE" If region = "SNNPR", WOREDA = "BITA" If region = "Somali", WOREDA = "ERER" If region = "Tigray", WOREDA = "TAHTAY KORARO"	**[Birr]**
Q8	What do you think is the agricultural income per household per year in **[INSERT 25 PC WOREDA]** according to data from the WCBS? If region = "Afar", WOREDA = "TERU" If region = "Amhara", WOREDA = "ENARJ ENAWGA" If region = "Benishangul Gumuz" = "MAO KOMO" If region = "Gambella", WOREDA = "GAMBELLA ZURIYA" If region = "Oromiya", WOREDA = "BOJI DIRMEJI" If region = "SNNPR", WOREDA = "DASENECH" If region = "Somali", WOREDA = "GURSUM" If region = "Tigray", WOREDA = "EROB"	**[Birr]**
Q9	What do you think is the agricultural income per household per year in **[INSERT 50 PC WOREDA]** according to data from the WCBS? If region = "Afar", WOREDA = "YALO" If region = "Amhara", WOREDA = "LASTA" If region = "Benishangul Gumuz" = "KURMUK" If region = "Gambella", WOREDA = "JOR" If region = "Oromiya", WOREDA = "BEGI" If region = "SNNPR", WOREDA = "DARA" If region = "Somali", WOREDA = "AWUBERE" If region = "Tigray", WOREDA = "KOLA TEMBEN"	**[Birr]**
Q10	What do you think is the share of households dependent on subsistence agriculture in **[INSERT 75 PC WOREDA]** according to data from the WCBS? If region = "Afar", WOREDA = "TERU" If region = "Amhara", WOREDA = "MEHAL SAYNT" If region = "Benishangul Gumuz" = "ASOSSA" If region = "Gambella", WOREDA = "WANTAWO" If region = "Oromiya", WOREDA = "JARDEGA JARTE" If region = "SNNPR", WOREDA = "ANALIMO" If region = "Somali", WOREDA = "MULO" If region = "Tigray", WOREDA = "HINTALO"	**Answer must lie between 0 and 100%**
Q11	What do you think is the share of households dependent on subsistence agriculture in **[INSERT 25 PC WOREDA]** according to data from the WCBS? If region = "Afar", WOREDA = "ASAYITA" If region = "Amhara", WOREDA = "LASTA" If region = "Benishangul Gumuz" = "YASO" If region = "Gambella", WOREDA = "GAMBELLA ZURIYA" If region = "Oromiya", WOREDA = "META ROBI" If region = "SNNPR", WOREDA = "KEBENA" If region = "Somali", WOREDA = "HARSHIN" If region = "Tigray", WOREDA = "KILTE AWLALO"	**Answer must lie between 0 and 100%**

Q12	What do you think is the share of households dependent on subsistence agriculture in **[INSERT 50 PC WOREDA]** according to data from the WCBS? If region = "Afar", WOREDA = "DAWE" If region = "Amhara", WOREDA = "DEBRESINA" If region = "Benishangul Gumuz" = "DIBATE" If region = "Gambella", WOREDA = "JOR" If region = "Oromiya", WOREDA = "DIGLUNA TIJO" If region = "SNNPR", WOREDA = "AMARO" If region = "Somali", WOREDA = "GURSUM" If region = "Tigray", WOREDA = "KOLA TEMBEN"	**Answer must lie between 0 and 100%**

- **TO BE ASKED OF WOREDA-LEVEL AGRICULTURE SECTOR ORGANISATIONS ONLY.**

Q1	How much land do you think is used for agricultural purposes for this woreda according to data from the WCBS?	[Hectares]
Q2	How much land do you think is used for agricultural purposes for the median woreda in this region according to data from the WCBS?	[Hectares]
Q3	How much land do you think is used for pastoral purposes for this woreda according to data from the WCBS?	[Hectares]
Q4	How much land do you think is used for pastoral purposes for the median woreda in this region according to data from the WCBS?	[Hectares]
Q5	What do you think is the share of households dependent on subsistence agriculture in this woreda according to data from the WCBS?	**Answer must lie between 0 and 100%**
Q6	What do you think is the share of households dependent on subsistence agriculture in the median woreda in this region according to data from the WCBS?	**Answer must lie between 0 and 100%**
Q7	What do you think is the agricultural income per household per year in this woreda according to data from the WCBS?	[Birr]
Q8	What do you think is the agricultural income per household per year in the median woreda in this region according to data from the WCBS?	[Birr]

- **Section 8.6: Revenue**
- **TO BE ASKED OF REVENUE SECTOR FEDERAL AND REGIONAL ORGANISATIONS ONLY.**

Q1	How many tax identification numbers do you think were issued in the last financial year according to data from the WCBS for **[INSERT 75 PC WOREDA]**? If region = "Afar", WOREDA = "MILE" If region = "Amhara", WOREDA = "EBINAT" If region = "Benishangul Gumuz" = "ASOSSA" If region = "Gambella", WOREDA = "NOT APPLICABLE – LEAVE BLANK AND SKIP TO NEXT QUESTION" If region = "Oromiya", WOREDA = "SHALA" If region = "SNNPR", WOREDA = "KOKIR" If region = "Somali", WOREDA = "NOT APPLICABLE – LEAVE BLANK AND SKIP TO NEXT QUESTION" If region = "Tigray", WOREDA = "KOLA TEMBEN"	
Q2	How many tax identification numbers do you think were issued in the last financial year according to data from the WCBS for **[INSERT 25 PC WOREDA]**? If region = "Afar", WOREDA = "TELALAK" If region = "Amhara", WOREDA = "DEBRESINA" If region = "Benishangul Gumuz" = "MAO KOMO" If region = "Gambella", WOREDA = "NOT APPLICABLE – LEAVE BLANK AND SKIP TO NEXT QUESTION"	

	If region = "Oromiya", WOREDA = "HARO MAYA" If region = "SNNPR", WOREDA = "DUNA" If region = "Somali", WOREDA = "NOT APPLICABLE – LEAVE BLANK AND SKIP TO NEXT QUESTION" If region = "Tigray", WOREDA = "WERE LEHE"	
Q3	How many tax identification numbers do you think were issued in the last financial year according to data from the WCBS for **[INSERT 50 PC WOREDA]**? If region = "Afar", WOREDA = "GOLINA" If region = "Amhara", WOREDA = "KOBO" If region = "Benishangul Gumuz" = "DIBATE" If region = "Gambella", WOREDA = "NOT APPLICABLE – LEAVE BLANK AND SKIP TO NEXT QUESTION" If region = "Oromiya", WOREDA = "BEDENO" If region = "SNNPR", WOREDA = "KEDIDA GAMELA" If region = "Somali", WOREDA = "NOT APPLICABLE – LEAVE BLANK AND SKIP TO NEXT QUESTION" If region = "Tigray", WOREDA = "ENDERTA"	
Q4	What proportion of income for this woreda do you think is received from regional recurrent block grants according to data from the WCBS for **[INSERT 75 PC WOREDA]**? If region = "Afar", WOREDA = "EREBTI" If region = "Amhara", WOREDA = "ALEFA" If region = "Benishangul Gumuz" = "YASO" If region = "Gambella", WOREDA = "GAMBELLA ZURIYA" If region = "Oromiya", WOREDA = "ARSI NEGELE" If region = "SNNPR", WOREDA = "GETA" If region = "Somali", WOREDA = "KEBRI BEYAH" If region = "Tigray", WOREDA = "HINTALO WAJIRAT"	**Answer must lie between 0 and 100%**
Q5	What proportion of income for this woreda do you think is received from regional recurrent block grants according to data from the WCBS for **[INSERT 25 PC WOREDA]**? If region = "Afar", WOREDA = "KORI" If region = "Amhara", WOREDA = "AWABEL" If region = "Benishangul Gumuz" = "SHERKOLE" If region = "Gambella", WOREDA = "WANTAWO" If region = "Oromiya", WOREDA = "DAWO" If region = "SNNPR", WOREDA = "LANFURO" If region = "Somali", WOREDA = "JIJIGA" If region = "Tigray", WOREDA = "ENDERTA"	**Answer must lie between 0 and 100%**
Q6	What proportion of income for this woreda do you think is received from regional recurrent block grants according to data from the WCBS for **[INSERT 50 PC WOREDA]**? If region = "Afar", WOREDA = "CHIFRA" If region = "Amhara", WOREDA = "ANTSOKIYA GEMZA" If region = "Benishangul Gumuz" = "KURMUK" If region = "Gambella", WOREDA = "JOR" If region = "Oromiya", WOREDA = "DABO HANA" If region = "SNNPR", WOREDA = "DALE" If region = "Somali", WOREDA = "ERER" If region = "Tigray", WOREDA = "ATSBI WONBERTA"	**Answer must lie between 0 and 100%**
Q7	What proportion of income for this woreda do you think is received from own sources according to data from the WCBS for **[INSERT 75 PC WOREDA]**?	**Answer must lie between 0 and**

		100%
	If region = "Afar", WOREDA = "DAWE" If region = "Amhara", WOREDA = "AWABEL" If region = "Benishangul Gumuz" = "ASOSSA" If region = "Gambella", WOREDA = "GAMBELLA ZURIYA" If region = "Oromiya", WOREDA = "ABICHUNA GNAA" If region = "SNNPR", WOREDA = "UBA DEBRE TSEHAY" If region = "Somali", WOREDA = "AYISHA" If region = "Tigray", WOREDA = "ENDERTA"	
Q8	What proportion of income for this woreda do you think is received from own sources according to data from the WCBS for **[INSERT 25 PC WOREDA]**? If region = "Afar", WOREDA = "EREBTI" If region = "Amhara", WOREDA = "MERAB BELSA" If region = "Benishangul Gumuz" = "MAO KOMO" If region = "Gambella", WOREDA = "JOR" If region = "Oromiya", WOREDA = "SERU" If region = "SNNPR", WOREDA = "SHEBEDINO" If region = "Somali", WOREDA = "AFDEM" If region = "Tigray", WOREDA = "EROB"	**Answer must lie between 0 and 100%**
Q9	What proportion of income for this woreda do you think is received from own sources according to data from the WCBS for **[INSERT 50 PC WOREDA]**? If region = "Afar", WOREDA = "GOLINA" If region = "Amhara", WOREDA = "SIMADA" If region = "Benishangul Gumuz" = "YASO" If region = "Gambella", WOREDA = "WANTAWO" If region = "Oromiya", WOREDA = "ANFILO" If region = "SNNPR", WOREDA = "KEDIDA GAMELA" If region = "Somali", WOREDA = "SHINILE" If region = "Tigray", WOREDA = "GULO MEHEDA"	**Answer must lie between 0 and 100%**

- **TO BE ASKED OF WOREDA-LEVEL ORGANISATION ONLY.**

Q1	How many tax identification numbers do you think were issued in the last financial year according to data from the WCBS for this woreda?	
Q2	How many tax identification numbers do you think were issued in the last financial year according to data from the WCBS for the median woreda in this region?	
Q3	What proportion of income for this woreda do you think is received from regional recurrent block grants according to data from the WCBS for this woreda?	**Answer must lie between 0 and 100%**
Q4	What proportion of income for this woreda do you think is received from regional recurrent block grants according to data from the WCBS for the median woreda in this region?	**Answer must lie between 0 and 100%**
Q5	What proportion of income for this woreda do you think is received from own sources according to data from the WCBS for this woreda?	**Answer must lie between 0 and 100%**
Q6	What proportion of income for this woreda do you think is received from own sources according to data from the WCBS for the median woreda in this region?	**Answer must lie between 0 and 100%**

- **Section 8.7: Trade**

- **TO BE ASKED OF REVENUE SECTOR FEDERAL AND REGIONAL ORGANISATIONS ONLY.**

Q1	How many business licenses do you think were issued in the last financial year according to data from the WCBS for **[INSERT 75 PC WOREDA]**?	

	If region = "Afar", WOREDA = "ASAYITA" If region = "Amhara", WOREDA = "JABI TEHNAN" If region = "Benishangul Gumuz" = "YASO" If region = "Gambella", WOREDA = "WANTAWO" If region = "Oromiya", WOREDA = "WOLMERA" If region = "SNNPR", WOREDA = "YIRGACHEFE" If region = "Somali", WOREDA = "NOT APPLICABLE – LEAVE BLANK AND SKIP TO NEXT QUESTION" If region = "Tigray", WOREDA = "ATSBI WONBERTA"	
Q2	How many business licenses do you think were issued in the last financial year according to data from the WCBS for **[INSERT 25 PC WOREDA]**? If region = "Afar", WOREDA = "TELALAK" If region = "Amhara", WOREDA = "YILMA NA DENSA" If region = "Benishangul Gumuz" = "MAO KOMO" If region = "Gambella", WOREDA = "GAMBELLA ZURIYA" If region = "Oromiya", WOREDA = "SIRARO" If region = "SNNPR", WOREDA = "MALGA" If region = "Somali", WOREDA = "NOT APPLICABLE – LEAVE BLANK AND SKIP TO NEXT QUESTION" If region = "Tigray", WOREDA = "KOLA TEMBEN"	
Q3	How many business licenses do you think were issued in the last financial year according to data from the WCBS for **[INSERT 50 PC WOREDA]**? If region = "Afar", WOREDA = "CHIFRA" If region = "Amhara", WOREDA = "DEBRESINA" If region = "Benishangul Gumuz" = "DIBATE" If region = "Gambella", WOREDA = "JOR" If region = "Oromiya", WOREDA = "DARIMU" If region = "SNNPR", WOREDA = "KOKIR GEDABANO" If region = "Somali", WOREDA = "NOT APPLICABLE – LEAVE BLANK AND SKIP TO NEXT QUESTION" If region = "Tigray", WOREDA = "ENDERTA"	
Q4	What do you think is the total revenue collected from issuing and renewing business licenses according to data from the WCBS for **[INSERT 75 PC WOREDA]**? If region = "Afar", WOREDA = "CHIFRA" If region = "Amhara", WOREDA = "MISRAK ESTE" If region = "Benishangul Gumuz" = "SHERKOLE" If region = "Gambella", WOREDA = "GODARE" If region = "Oromiya", WOREDA = "BORA" If region = "SNNPR", WOREDA = "BASKETO" If region = "Somali", WOREDA = "NOT APPLICABLE – LEAVE BLANK AND SKIP TO NEXT QUESTION" If region = "Tigray", WOREDA = "HINTALO WAJIRAT"	
Q5	What do you think is the total revenue collected from issuing and renewing business licenses according to data from the WCBS for **[INSERT 25 PC WOREDA]**? If region = "Afar", WOREDA = "TELALAK" If region = "Amhara", WOREDA = "YILMA NA DENSA" If region = "Benishangul Gumuz" = "MAO KOMO" If region = "Gambella", WOREDA = "WANTAWO" If region = "Oromiya", WOREDA = "SINANA" If region = "SNNPR", WOREDA = "KUCHA" If region = "Somali", WOREDA = "NOT APPLICABLE – LEAVE BLANK	

	AND SKIP TO NEXT QUESTION" If region = "Tigray", WOREDA = "KAFTA HUMERA"	
Q6	What do you think is the total revenue collected from issuing and renewing business licenses according to data from the WCBS for **[INSERT 50 PC WOREDA]**? If region = "Afar", WOREDA = "ASAYITA" If region = "Amhara", WOREDA = "HABRU" If region = "Benishangul Gumuz" = "DIBATE" If region = "Gambella", WOREDA = "JOR" If region = "Oromiya", WOREDA = "CHELIYA" If region = "SNNPR", WOREDA = "LANFURO" If region = "Somali", WOREDA = "NOT APPLICABLE – LEAVE BLANK AND SKIP TO NEXT QUESTION" If region = "Tigray", WOREDA = "GULO MEHEDA"	

- **TO BE ASKED OF WOREDA-LEVEL ORGANISATION ONLY.**

Q1	How many business licenses do you think were issued in the last financial year according to data from the WCBS for this woreda?	
Q2	How many business licenses do you think were issued in the last financial year according to data from the WCBS for the median woreda in this region?	
Q3	What do you think is the total revenue collected from issuing and renewing business licenses according to data from the WCBS for this woreda?	
Q4	What do you think is the total revenue collected from issuing and renewing business licenses according to data from the WCBS for the median woreda in this region?	

MODULE 9: INFORMATION TECHNOLOGY

MODULE 9	
START TIME:	

- **TO BE ASKED TO EMPLOYEES AND DIRECTORS ONLY.**

Section 9.1: Information and Management Information System (MIS)

Enumerator states: I would like to collect some details about information and the Management Information System (MIS) in your organization.

Q1	Do you currently have a Management Information System (MIS) programme in place and functioning?	01 = Yes AND A DIRECTOR → Q2 02 = Yes AND NOT A DIRECTOR → Q4 02 = No AND A DIRECTOR → MODULE 10 04= No and NOT A DIRECTOR →SECTION 9.2
Q2	Were you in the organisation when it was introduced?	01 = Yes → **Q3** 02 = No → **Q4** 900 = Don't know; 998 = Refused to answer.

TO BE ASKED TO DIRECTORS ONLY.

Q3	To what extent do you agree with the following statements?	01 = Strongly disagree; 02 = Slightly disagree; 03 = Neither agree or disagree; 04 = Slightly agree; 05 = Strongly agree; 900 = Don't know; 998 = Refused to answer.
(a)	The introduction of the MIS increased the information that I had access to regarding the state of service delivery in the jurisdiction	
(b)	I learnt new things about the jurisdiction that I never knew before because of the MIS	
(c)	The information provided / generated by the MIS feeds into the performance review process or another accountability mechanism	
(d)	The MIS has made individuals work harder because they had more information about what works	
(e)	The introduction of the MIS led to individuals working harder because they were being monitored more	
(f)	The information from this system is integrated into the Balanced Scorecard planning and evaluation process	
(g)	The automation of the Balanced Scorecard is complete	

TO BE ASKED TO EMPLOYEES ONLY.

- **Section 9.2: Access to information**

Q4	If you needed to request statistical data from the MIS (Management Information System) Directorate, how long do you expect it would take to get (assuming the data exists)?	**Enter number of days.** 900 = Don't know; 998 = Refused to answer.
Q5	Would the Directorate assist you to analyze or utilize this data, if necessary?	01 = Yes; 02 = Maybe; 03 = No; 04 = Not sure. 900 = Don't know; 998 = Refused to answer.
Q6	What would be the main challenges to getting the data? **Prompt respondent with codes. List all relevant responses.**	01 = Non-cooperation from manager of the Directorate responsible; 02 = Non-cooperation from staff of the Directorate responsible; 03 = My manager would not allow me to request it; 04 = MIS (Management Information System) Directorate does not have any useful data; 05 = Network problems; 06 = Other (don't specify). 900 = Don't know; 998 = Refused to answer.

- **TO BE ASKED TO EMPLOYEES ONLY**
- **Sources of information**

Q7	What are the **three** most important sources of information you use to find out about the state of service delivery in your jurisdiction. **Please rank the top three in order of importance, where 1=most important; 3=least important.** **Show Showcard 10**	01 = Informal interactions e.g. through co-workers; 02 = MIS; 03 = Formal field visits; 04 = Reports from the frontline; 05 = Information from higher tiers; 06 = Formal interactions with lower-tier institutions; 07 = Formal citizen / user interactions; 08 = Media sources; 09 = Other (don't specify); 900 = Don't know; 998 = Refused to answer.
Q8	To what extent do you agree with the following statements?	01 = Strongly disagree; 02 = Slightly disagree; 03 = Neither agree or disagree; 04 = Slightly agree; 05 = Strongly agree; 900 = Don't know; 998 = Refused to answer.
(a)	The maintenance, updating, and management of technology is sufficient in this organisation	
(b)	I possess the necessary skills to make best use of the technology that is available to me	
(c)	Network interruptions are not a challenge towards me being able to complete my tasks	
(d)	There is the necessary software and applications to use to complete my tasks	

- **TO BE ASKED TO WOREDA-LEVEL ORGANISATIONS ONLY**
- **TO BE ASKED TO HEAD OF ORGANISATIONS ONLY**
- **Section 9.3: Access to and use of WoredaNET**

Q9	Do you have access to the WoredaNET in this organisation	01=Yes; 02=No; 900=Don't Know; 998=Refused to answer 01 = Yes → **Q10** 02 = No → **Section 9.4**
Q10	How frequently do you use WoredaNET	01=Never; 02 = Annually; 03 = Bi-annually; 04 = Quarterly; 05 = Monthly; 06 = Weekly; 07 = Other (don't specify); 900 = Don't know; 998 = Refused to answer

- **Section 9.4: TO BE ASKED TO EMPLOYEES ONLY.**

Enumerator states: Thank you. Now I'd like to ask you some questions on information and communication bottlenecks more specifically.

- **Section 9.4: Information and Communication Bottlenecks**

Q11	In what proportion of projects/programmes that you work on would you say that the following statements were true:	**Answer must lie between 0 and 100%** 900=Don't know, 998=Refused to answer.
(a)	I have necessary information regarding the current state of service delivery in my jurisdiction/my area of work	
(b)	I have necessary information regarding other conditions in the jurisdiction/my area of work, such as the level of poverty, the level of education/literacy, the demographics, etc	
(c)	Information regarding the state of operations and services in the jurisdiction makes it easier for me to know where to allocate my effort/time	
(d)	Information is gathered and aggregated in an accessible way	
(e)	Information flows effectively between individuals in the same organisation	
(f)	Information flows effectively between organisations	
(g)	The BSC reform improved the flow of information between the management and staff	
(h)	The change army reform improved the flow of communication among staff	
(i)	The citizens charter reform improved the flow of information between the civil servants and the citizens	

MODULE 10: STAKEHOLDER ENGAGEMENT

MODULE 10
START TIME:

- **Section 10.1: ALL RESPONDENTS.**
- **Section 10.1: Interface**

Enumerator states: I am keen to understand how you interact with people outside of your directorate. When answering the following questions, I would like you to consider key projects or tasks you have worked on the last year. Let me remind you that your responses are being taken in complete confidence and the process is completely confidential.

		Type of stakeholder								
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)
		Federal ministers or members of parliament	Regional ministers or members of parliament	Woreda council members	Private Sector	Traditional authorities	Citizen representative groups / Civil Society Organisations	Media	Kebele representatives	Other (specify)

Q1	Which of the following stakeholders have you engaged with personally on projects and tasks?									
Q2	On what percentage of individual tasks or activities have you engaged with [*type of stakeholder*] personally? 900 = Don't know; 998 = Refused to answer. **Prompt respondent with codes. Write one response only.**									
Q3	Which of these stakeholders have the biggest influence on the success of your projects or tasks? Please **rank the top three**, with 1 being the most important: 900 = Don't know; 998 = Refused to answer.									
Q4	Which of these stakeholders is most likely to: **Mark one column per row.** 900 = Don't know; 998 = Refused to answer.									
(a)	Appeal against you to your managers?									
(b)	Approach you about a task or project?									
(c)	Behave in a friendly way, just to get better treatment?									
(d)	Offer you a small present or refreshments?									

- **Section 10.2: TO BE ASKED TO HEAD OF ORGANISATION ONLY.**
- **Section 10.2: Organisation autonomy and features**

Q1	Do other organisations or any other individuals from outside of this organisation ever intervene in the decisions that you make?	If Yes => Q2 If No => Q3
Q2	Which organisations or individuals?	[OPEN ENDED]
Q3	In what percentage of projects that you work on do you need to go through the Regional government to coordinate or agree on activities?	**Answer must lie between 0 and 100%** 900=Don't know, 998=Refused to answer.

Q4	In what percentage of the projects that you work on do you need to engage with the Federal government?	**Answer must lie between 0 and 100%** 900=Don't know, 998=Refused to answer.
Q5	Is there a regular reallocation of workers between different directorates?	If Yes => Q6 If No => Q7
Q6	How often does this occur?	[Months]
Q7	Is there a regular reallocation of workers between different sectors?	If Yes => Q8 If No => Q9
Q8	How often does this occur?	[Months]
Q9	What is the probation period for new employees?	[Months]

MODULE 11: REFORMS

- **TO BE ASKED TO ALL RESPONDENTS**

MODULE 11	
START TIME:	

- **Section 11.1: TO BE ASKED TO ALL RESPONDENTS.**
- **Section 11.1: General Reform**

Q1	In the time that you have been in this organisation, which reform tools developed by the Ministry of Public Service and Human Resource Development (formerly the Ministry of Civil Service and the Ministry of Capacity Building) have you implemented?	01=BSC; 02=Change army / development army; 03=Citizens charter; 04=Others
Q2	Is there any one reform that you think has been especially successful, useful, or beneficial? Which?	
Q3	Is there any one reform that you think has been especially unsuccessful, or detrimental? Which?	
Q4	Are you a member of the Change Army case team?	01=Yes; 02=No; 900=Don't Know; 998=Refused to answer
Q5	What tools are there around to prevent and limit rent-seeking? **Show Showcard 11 Select all that apply.**	01 = Monitoring by managers; 02 = Monitoring by peers; 03 = Complaints from service users; 04 = Internal audits; 05 = Ethics training; 06 = Redress mechanism; 07 = FEACC/REACC investigations; 08 = Eliminating red-tape; 09 = Transparency of service requirements; 10 = Increasing or decreasing internal controls; 11 = Public wing; 12=Change army (1:5 specifically); 900 = Don't know; 998 = Refused to answer.
Q6	Which of these tools do you think are most effective at limiting rent-seeking? **Show Showcard 11.**	01 = Monitoring by managers; 02 = Monitoring by peers; 03 = Complaints from service users; 04 = Internal audits; 05 =

	Please rank the top three in order of importance, where 1=most important; 2=second-most important; 3=third-most important.	Ethics training; 06 = Redress mechanism; 07 = FEACC/REACC investigations; 08 = Eliminating red-tape; 09 = Transparency of service requirements; 10 = Increasing or decreasing internal controls; 11 = Public wing; 12=Change army (1:5 specifically); 900 = Don't know; 998 = Refused to answer.
Q7	What is stopping you from further reducing rent-seeking in your organisation or directorate?	[OPEN ENDED]

Q8	What percentage of your activities in the civil service has been substantially affected, both positively and negatively, by the following reforms?	**Answer must lie between 0 and 100%** 900=Don't know, 998=Refused to answer.
RANDOMISE THE ORDERING OF THE BELOW OPTIONS:		
(a)	BSC	
(b)	Change army	
(c)	Citizens charter	
Q9	Please indicate the extent to which you agree with the following statements:	01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree, 04 = Slightly Agree; 05 = Strongly Agree; 06 = Not Applicable; 900 = Don't know; 998 = Refused to answer.
RANDOMISE THE ORDERING OF THE BELOW OPTIONS:		
(a)	In general the reforms are appropriately planned before their implementation	
(b)	There is an appropriate level of training and induction associated with the reforms to give them a chance to succeed	
(c)	The reforms are appropriately tailored to work in the respective organisation, sector, and location	
(d)	Reforms are generally well followed-up and have long-term effects rather than short term impacts	
(e)	There are too many reform programmes, making it difficult for each to function effectively	
(f)	The subjective component of the BSC is unfairly biased by the personal preferences of the supervisor	
(g)	Performance reviews are significantly influenced by connections and non-meritocratic concerns	

- **Section 11.2: HEAD OF ORGANISATION only.**

Enumerator states: We are now going to ask you a series of questions relating to the status of reform efforts in the civil service. If you are ever unclear whether we are asking about your directorate or the whole organisation, please ask us to confirm.

- **Section 11.2: BPR**

Q1	Where were you working when the BPR was implemented?	01 = In this organisation, 02 = In the public service elsewhere, 03 = In the private sector, 04 = None of the above 900=Don't know, 998=Refused to answer.
Q2	We want to understand the extent to which the Business Processing Reengineering (BPR) was immersed into the organisation. Please indicate the extent to which you agree with the following statements:	01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree, 04 = Slightly Agree; 05 = Strongly Agree; 06 = Not Applicable; 900 = Don't know; 998 = Refused to answer.
(a)	All employees in this organisation are/were fully aware of the BPR goals, objectives, and procedures	
(b)	All employees fully accepted the BPR reform and what it required of them	
Q3	Please think about the organisation in which you currently work. Please indicate the extent to which you agree with the following statements:	01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree, 04 = Slightly Agree; 05 = Strongly Agree; 06 = Not Applicable; 900 = Don't know; 998 = Refused to answer.
(a)	The BPR transformed the overall organisational / hierarchical structure of this organisation	
(b)	The organisational structure introduced by the BPR has improved how teams work towards achieving organisational objectives	
(c)	The BPR was effective at establishing service-delivery standards in this organisation	
(d)	The BPR significantly improved workplace attitudes in this organisation	
(e)	The BPR triggered greater use of information technology programmes in this organisation	
(f)	The BPR significantly reduced the processing time of services provided by this organisation	
(g)	Internal controls were reduced due to BPR efforts	
Q4	Please name some of the behavioural or office/ environment impacts of the BPR reform in this office. **Select all that apply.**	01 = Individuals dismissed; 02= Individuals reallocated to other departments in the same ministry; 03 = Individuals reallocated to another agency; 04 = Training and capacity building; 05 = Reorganisation of offices; 06 = Processes/departments dissolved; 07 = Controls and regulations reduced; 08 = Reorganisation of processes; 900= Don't know; 998= Refused to answer.
Q5	Please name some of the service delivery improvements of the BPR reform in this office. **Select all that apply.**	01= Reduction in process time; 02= Empowerment of frontline staff; 03= Improvements in attitudes towards clients; 04= No noticeable improvement in service delivery; 900= Don't know; 998= Refused

		to answer.
Q6	Please name some of the challenges you faced in terms of successful implementation of the BPR. **Select all that apply.**	01=The planning was incomplete and rushed; 02=The introduction was drawn out; 03=The reform was not interlinked with other reform tools; 04=The training and awareness was insufficient; 05=Monitoring was weak or insufficient; 06=The BPR was not appropriate to this office or sector; 900=Don't know; 998=Refused to answer.
Q7	Please indicate the extent to which you agree with the following statements: **Select all that apply.**	01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree, 04 = Slightly Agree; 05 = Strongly Agree; 06 = Not Applicable; 900 = Don't know; 998 = Refused to answer..
(a)	The changes achieved through the BPR were sustainable and continue to this day	If answered 01, 02, or 03 => Q8 If answered 04 or 05 => Section 11.3
Q8	Why do you not feel that they were sustainable and continue to this day?	[OPEN ENDED]

- **Section 11.3: HEAD OF ORGANISATION only.**
- **Section 11.3: BSC**

Q1	Please indicate the extent to which you agree with the following statements:	01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree, 04 = Slightly Agree; 05 = Strongly Agree; 06 = Not Applicable; 900 = Don't know; 998 = Refused to answer..
(a)	All employees fully accepted the BSC reform and what it required of them	
(b)	There was an appropriate level of training and induction associated with the BSC	
Q2	How is the BSC used as a strategic planning tool?	01= The plan is fully based around the BSC; 02=the BSC feeds very much into the wider planning process; 03=the BSC is used in a limited way in the planning process; 04=the BSC is not used in planning; 900= Don't know; 998= Refused to answer.,
Q3	How often you consult your BSC targets/report?	01 = Never; 02= Less than every year; 03= At least once a year; 04= 6 months; 05=Every month or more.
Q4	Please indicate the extent to which you agree with the following statement Tasks are cascaded from the BSC's corporate-level objectives?	01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree, 04 = Slightly Agree; 05 = Strongly Agree; 06 = Not Applicable; 900 = Don't know; 998 = Refused to answer..

Q5	Please indicate the extent to which you agree with the following statement Evaluations are conducted based on the BSC indicators and targets?	01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree, 04 = Slightly Agree; 05 = Strongly Agree; 06 = Not Applicable; 900 = Don't know; 998 = Refused to answer.
Q6	Do you have clear guidance on rewards based on the BSC score of an employee?	01=Yes; 02=No; 900=Don't Know; 998=Refused to answer
Q7	What action do you take with an employee who receives a very good BSC score?	01=Financial reward; 02=Travel opportunity; 03=Training opportunity; 04=Other non-financial reward; 05=Nothing; 900=Don't know; 998=Refused to answer.
Q8	What action do you take with an employee who receives a very poor BSC score?	01=Training; 02=Warnings; 03=Dismissal; 04=Reallocation; 05=Nothing, 900=Don't know; 998=Refused to answer.
Q9	What were the main challenges that you faced or observed regarding the implementation and success of the BSC? **Select all that apply.**	01=The planning was incomplete and rushed; 02=The introduction was drawn out; 03=The reform was not interlinked with other reform tools; 04=The training and awareness was insufficient; 05=Monitoring was weak or insufficient; 06=The BSC was not appropriate to this office or sector; 07=Lack of automation; 900=Don't know; 998=Refused to answer.

- **Section 11.4: HEAD OF ORGANISATION only.**
- **Section 11.4: Change Army/ Development Army**

Q1	Are the goals and objectives of the change army clear to you?	01=Yes; 02=No; 900=Don't Know; 998=Refused to answer
Q2	Please indicate the extent to which you agree with the following statements:	01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree, 04 = Slightly Agree; 05 = Strongly Agree; 06 = Not Applicable; 900 = Don't know; 998 = Refused to answer..
(a)	There was sufficient training towards ensuring this reform was a success	
(b)	All employees fully accepted the change army / development army reform and what it required of them	
(c)	Which of the different wings influences your activities the most?	01=State wing; 02=Public wing; 03=Other (specify); 900=Don't know; 998=Refused to answer.
(d)	Which of the different wings do you spend more time on or engaging with?	01=State wing; 02=Public wing; 03= Other (specify); 900=Don't know; 998=Refused to answer.
(e)	Which of the different wings do you believe has the greatest impact on service delivery?	01=State wing; 02=Public wing; 03= Other (specify); 900=Don't know; 998=Refused to answer.
Q3	Please name some of the effects of the change army that you have perceived or observed in the office.	01=Peer to peer learning has increased; 02=Workplace attitudes have improved; 03=Client interaction has improved;

	Select all that apply.	04=Best practices spread more effectively; 05=Efficiency has increased; 06=Service delivery has improved; 900 = Don't know; 998 = Refused to answer..
Q4	Please indicate the extent to which you agree with the following statements: There is an appropriate level of follow-up with respect to the change army to make sure that this reform has lasting impacts	01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree, 04 = Slightly Agree; 05 = Strongly Agree; 06 = Not Applicable; 900 = Don't know; 998 = Refused to answer..
Q5	How often do you meet with members of the change army or for any meeting in relation to the change army?	01=Never; 02 = Annually; 03 = Bi-annually; 04 = Quarterly; 05 = Monthly; 06 = Weekly; 07 = Other (don't specify); 900 = Don't know; 998 = Refused to answer
Q6	How does the daily change army meeting deal with rent-seeking?	01=It does not (we rarely discuss rent-seeking issues); 02=Rent-seeking issues are discussed, but nothing comes of the discussion; 03=Rent-seeking issues are discussed, solutions are identified and there is good follow up; 900=Don't know; 998=Refused to answer
Q7	How regularly are employee satisfaction surveys carried out?	01=Never; 02 = Annually; 03 = Bi-annually; 04 = Quarterly; 05 = Monthly; 06 = Weekly; 07 = Other (don't specify); 900 = Don't know; 998 = Refused to answer
Q8	How regularly are citizen satisfaction surveys carried out?	01=Never; 02 = Annually; 03 = Bi-annually; 04 = Quarterly; 05 = Monthly; 06 = Weekly; 07 = Other (don't specify); 900 = Don't know; 998 = Refused to answer

- **Section 11.5: HEAD OF ORGANISATION only.**
- **Section 11.5: Public Wing**

Q1	Please indicate the extent to which you agree with the following statements:	01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree, 04 = Slightly Agree; 05 = Strongly Agree; 06 = Not Applicable; 900 = Don't know; 998 = Refused to answer..
(a)	The public wing is fully involved in the planning and evaluation of government business	
(b)	The public wing representatives are chosen representatively	
(c)	Minutes from all meetings are recorded	
(d)	The public wing is harmonised with other public-engagement programmes	
(e)	There has been a significant improvement in workplace practices and service delivery because of establishing this mechanism	

- **Section 11.6: HEAD OF ORGANISATION only.**
- **Section 11.6: Citizens Charter**

Q1	Please indicate the extent to which you agree with the following statements:	01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree, 04 = Slightly Agree; 05 = Strongly Agree; 06 = Not Applicable; 900 = Don't know; 998 = Refused to answer..
(a)	There was an appropriate level of training associated with this reform	
(b)	The implementation of the citizens charter is regularly monitored and standards are maintained	
(c)	The citizens charter is appropriately disseminated to stakeholders	
(d)	The citizens charter clearly communicates realistic service standards	
(e)	The is a clear and easily accessible complaint handling system in place	
(f)	There is sufficient accountability and a clear course of action when complaints are received	
(g)	There has been a significant improvement in workplace practices and service delivery because of this reform	

- **Section 11.7: HEAD OF ORGANISATION only.**
- **Section 11.7: Competency Tests**

Q1	Are you aware of any competency testing programmes in this service area, e.g. certificate of competency; licensing/relicensing; professional competency tests?	01=Yes; 02=No; 900=Don't Know; 998=Refused to answer If Yes => Q2 If No => Section 11.8
Q2	Please indicate the extent to which you agree with the following statement: The competency tests evaluate the appropriate components of or skills for the job.	01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree, 04 = Slightly Agree; 05 = Strongly Agree; 06 = Not Applicable; 900 = Don't know; 998 = Refused to answer..
Q3	What are the consequences for failing a competency test?	01=Further training (e.g. summer schools); 02=Affects promotion prospects; 03=Warning / note on the record; 04=Dismissal; 05=Nothing; 900=Don't Know; 998=Refused to answer

- **Section 11.8: HEAD OF ORGANISATION only.**
- **Section 11.8: General Perceptions**

Q1	Please indicate the extent to which you agree with the following statement:	01 = Strongly Disagree; 02 = Slightly Disagree; 03 = Neutral – Neither agree or disagree, 04 = Slightly Agree; 05 = Strongly Agree; 06 = Not Applicable; 900 = Don't know; 998 = Refused to answer.
(a)	Current reform efforts in this organization focus on the right things/on the real problems	

(b)	There is an overload of planning tools, making it hard for each to be effective in its own right	
(c)	The reforms are appropriately tailored to work in the respective organisation, sector, and location	
(d)	Reforms are generally well followed-up and have long-term effects rather than short term impacts	

- **Section 11.9: TO BE ASKED TO ALL RESPONDENTS.**
- **Section 11.9: Any other business**

Q1	This is an opportunity to make any comments or recommendations to the Ministry of Public Service that you have not been able to make until now. Is there anything else you would like them to know?	[OPEN ENDED]

MODULE 12: WOREDA AND CITY BENCHMARKING

- **TO BE ASKED TO WOREDAS ONLY**
- **TO BE ASKED TO HEAD OF ORGANISATION**

MODULE 12	
START TIME:	

- **Section 12.1: TO BE ASKED TO HEAD OF ORGANISATION ONLY.**
- **Section 12.1: WCBS Questions**

Q1	Do you have a multi-year financial outlook based on expenditure and revenue forecasts?	01=Yes; 02=No; 900=Don't Know; 998=Refused to answer
Q2	Do you prepare an annual report on the budget after closing the accounts that is made public to the community and the local council?	01=Yes; 02=No; 900=Don't Know; 998=Refused to answer
Q3	Do you use double-entry accounting?	01=Yes; 02=No; 900=Don't Know; 998=Refused to answer
Q4	Do you prepare regularly standardised internal audit reports?	01=Yes; 02=No; 900=Don't Know; 998=Refused to answer
Q5	Do you have a cadastral system providing information for taxation purposes, i.e. for land tax, lease or building tax?	01=Yes; 02=No; 900=Don't Know; 998=Refused to answer
Q6	Are the following instruments of human resource management available? **Prompt respondent with codes. Select all that apply.**	01= Written guidelines for staff recruiting; 02= Job descriptions for all posts that have been regularly adjusted to the actual structure of the administration; 03= Performance indicators for job descriptions; 04= human resource policy handed out to staff; 05= Regularly individual performance appraisals; 900 = Don't know; 998 = Refused to answer.
Q7	Did you use participatory planning in the last 12 months?	01=Yes; 02=No; 900=Don't Know; 998=Refused to answer
Q8	Are results from community consultations written down and made public?	01=Yes; 02=No; 900=Don't Know; 998=Refused to answer
Q9	Are results from community participations handed over to or reported to council members?	01=Yes; 02=No; 900=Don't Know; 998=Refused to answer
Q10	Are there established Development Planning, and Budget and Finance Committees?	01=Yes; 02=No; 900=Don't Know; 998=Refused to answer
Q11	Do the established Development Planning, and Budget and Finance Committees meet regularly to conduct official business?	01=Yes; 02=No; 900=Don't Know; 998=Refused to answer

FOR DIRECTORS AND EMPLOYEES ONLY.

INTRODUCTION

This part of the survey will be self-administered. The goal of these questions is to understand how you see yourself and how you think.

Once again, we would like to remind you that this survey is being undertaken in the strictest confidence. In particular:

a) This study is being undertaken by independent researchers who will keep your answers completely secure; and,
b) No one outside of the research team will be able to associate the individual answers you provide with you, so please feel free to answer honestly.

FOR ENUMERATOR TO FILL IN:

(i)	Ministry or agency name:		
(ii)	Respondent ID (ask supervisor):		
(iii)	Interviewer ID:		
(iv)	Date of interview:		**Write date in the format DD/MM/YY.**
(v)	Time interview started:		**Write time in 24 hour format.**

UNDERSTANDING YOUR OPINIONS

In the following exercise, we want to understand your opinion on a variety of issues. You will read a number of statements. **For each statement, we would like you to look at the scoring scale below, and select the number that closely represents how you feel**.

Strongly disagree	Disagree	Neutral/Undecided	Agree	Strongly agree
1	2	3	4	5

Q1	Politics is a dirty word.	
Q2	I don't care much for politicians.	
Q3	I am one of those rare people who would risk personal loss to help someone else.	
Q4	The give and take of public policy making doesn't appeal to me.	
Q5	I am often reminded by daily events about how dependent we are on one another.	
Q6	It is hard for me to get intensely interested in what is going on in my community.	
Q7	Meaningful public service is very important to me.	
Q8	I unselfishly contribute to my community.	
Q9	I am prepared to make enormous sacrifices for the good of society.	
Q10	I have little compassion for people in need who are unwilling to take the first step to help themselves.	
Q11	Much of what I do is for a cause bigger than myself.	
Q12	I seldom think about the welfare of people whom I don't know personally.	
Q13	There are few public programs that I wholeheartedly support.	
Q14	Serving citizens would give me a good feeling even if no one paid me for it.	
Q15	I believe in putting duty before self.	
Q16	Doing well financially is definitely more important to me than doing good deeds.	
Q17	I would prefer seeing public officials do what is best for the whole community even if it harmed my interests.	
Q18	I consider public service my civic duty.	
Q19	I am rarely moved by the plight of the underprivileged.	
Q20	Most social programs are too vital to do without.	
Q21	It is difficult for me to contain my feelings when I see people in distress.	
Q22	To me, patriotism includes seeing to the welfare of others.	
Q23	Making a difference in society means more to me than personal achievements.	
Q24	I feel people should give back to society more than they get from it.	

UNDERSTANDING YOUR EXPERIENCE OF THE SERVICE

In this exercise, you will read a number of statements that may or may not apply to you. **For each statement, we would like you to look the scoring scale below, and select the number that closely represents how you feel**.

PLEASE NOTE THAT THE SCORING SCALE BELOW IS DIFFERENT TO THE ONE ABOVE.

Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
1	2	3	4	5	6

Q1	My life in the civil service is determined by my own actions.	
Q2	Formal hierarchies prevent me from forming bonds with my colleagues.	
Q3	It is difficult for officials to have much control over their achievements in office.	
Q4	Whether or not I get a query depends on how well I know the civil service.	
Q5	Whether or not I am promoted depends on whether I am lucky enough to be in the right place at the right time.	
Q6	When I make plans, I am almost certain to make them work.	
Q7	It's chiefly a matter of fate whether or not I form with few or many of my colleagues.	
Q8	With enough effort we can wipe out unwanted political interference in the work we do.	
Q8	Whether or not I get a query depends mostly on how good a civil servant I am.	
Q9	I have often found that what is going to happen will happen.	
Q10	Who gets to be the boss often depends on who was in the right place first.	
Q11	When I get what I want it is usually because I worked hard for it.	
Q12	Whether or not I get a query depends mostly on other civil servants.	
Q13	Getting what I want requires pleasing those people above me.	
Q14	Although I might have good ability, I will not be promoted without appealing to those in positions of power.	
Q15	As far as civil service issues are concerned, most of us are victims of forces we can neither understand, nor control.	
Q16	Whether or not I am promoted depends mostly on my ability.	
Q17	It is not always wise for me to plan too far ahead because many things turn out to be a matter of good or bad fortune.	
Q18	When I get what I want it is usually because I am lucky.	
Q19	If important people were to decide they didn't like me, I probably wouldn't form many bonds with my colleagues.	
Q20	Unfortunately, an individual's worth often passes unrecognised no matter how hard he tries.	
Q21	Whether or not I get a query is mostly a matter of luck.	
Q22	Often there is no chance of protecting my personal interests from bad luck happening.	

Q23	In order to have my plans work, I make sure that they fit in with the desires of people who have power over me.	
Q24	People like myself have very little chance of protecting our personal interests when they conflict with those of strong pressure groups.	
Q25	I can pretty much determine what will happen in my life in the civil service.	
Q26	I am usually able to protect my personal interests.	
Q27	I feel like what happens in my civil service life is mostly determined by powerful people.	
Q29	To a great extent my life in the civil service is controlled by accidental happenings.	
Q30	My life in the civil service is chiefly controlled by powerful others.	
Q31	The bonds I form with my colleagues depend on how nice a person I am.	
Q32	Most civil servants don't realise the extent to which their professional lives are controlled by happenings elsewhere in the service.	

Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
1	2	3	4	5	6

—— END OF SURVEY ——

INTERVIEW REVIEW MODULE

- **TO BE FILLED IN BY ENUMERATOR FOR ALL RESPONDENTS**

Enumerator Note: Enumerator to complete this section at the end of the interview. Respondent does not need to be present.

Q1	**Do not ask:** Note respondent's gender. **Do not ask. Just note the gender.**	01=Male; 02= Female.

- **TO BE FILLED IN FOR ALL RESPONDENTS**
- **Section 14.1: Post-Interview Questions: Interview evaluation**

Q1	Calculate the total duration of the interview.	**Enter the duration in hours and minutes.** ☐ hrs ☐☐ mins
Q2	Where was the interview conducted?	01 = Dedicated survey room; 02 = Interviewee's office; 03 = Other [don't specify]
Q3	Was the interview completely private, or was there somebody else in the room during the interview (aside from members of the survey team)?	01 = Completely private; 02 = Other people in the room; 03 = Sometimes private, sometimes other people
Q4	Did the respondent appear knowledgeable about the work environment, and their organisation as a whole? **Select one response only.**	01 = Some knowledge of their own working environment, but not about the organisation as a whole; 02 = Expert knowledge about their working environment, but not about the organisation as a whole; 03 = Expert knowledge about both their own work and about the organisation as a whole.
Q5	To what extent was the respondent willing to reveal basic and confidential/sensitive information? **Select one response only.**	01 = Very reluctant to provide more than basic information; 02 = Provided all basic information and some confidential/sensitive information; 03 = Willing to provide both basic and confidential/sensitive information.
Q6	During the interview, did the respondent seem patient? **Select one response only.**	01 = Little patience – wanted to run through the interview as quickly as possible; 02 = Some patience – willing to provide richness to answers but also time constrained; 03 = Lots of patience – willing to talk for as long as required.

Q7	How do you think the interview went? **Select one response only.**	01= Very badly → Q6 02 = Somewhat badly → Q6 03 = Somewhat well → Q7 04 = Very well → Q7
Q8	Please provide details as to why the interview did not go well?	
Q9	Note any particular challenge encountered whilst conducting the interview. **Note all relevant responses.**	

- **TO BE FILLED IN FOR HEAD OF ORGANISATION ONLY**
- **Section 14.3: Post-Interview Questions: Interview evaluation**

Q1	Did the organisation provide you with a copy of their Citizen's Charter? **Please request one at an appropriate time in the interview.**	01= Yes; 02 = No
Q2	Did the organisation provide you with a copy of their most recent Business Score Cards for all staff? **Please ensure you gain separate scores for both performance and attitude.** **Refer head of organization to original letter request from Ministry of Public Service and Human Resource Development if necessary.**	01= Yes; 02 = No