

**Education Manager's Questionnaire – EM**  
(to be obtained from the Manager's records]

Aimak/ city code:

District/ city code:

School Code:

Interview Code: **EM**

School name (please write): \_\_\_\_\_

## Education Manager's Questionnaire

To the regional coordinator: Please ensure that the Enumerator name corresponds to the school code by checking the relevant checklist.

### Questionnaire Identification

	Questions	Codes / Units	Skip	Responses
1	Code of enumerator	Insert your code		<input type="text"/> <input type="text"/>
2	Date of interview	Day / Month /		<input type="text"/> <input type="text"/> / <input type="text"/> <input type="text"/> / <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
3	Starting time of interview	Exact time in 24 hour format. For example: 15:35		<input type="text"/> <input type="text"/> : <input type="text"/> <input type="text"/>

### 1. Respondent Background

	Questions	Codes / Units	Skip	Responses
1	For what grades are you an education manager?	1= primary grades 1-4 2= grade 5-8 or 5-10 3= grades 1-8 4= not an education manager 5=grades 1-10 6=other, grades 8-10, 7-10 or 6,8,10	→ Q3 → Q3 → Q3  → Q3 → Q3	<input type="text"/>  If other, Please specify

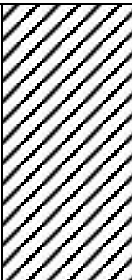
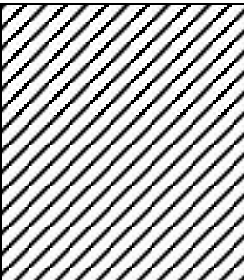
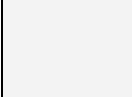

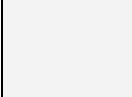


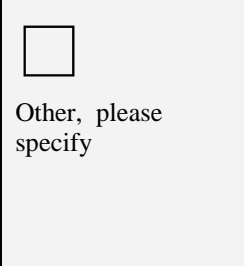
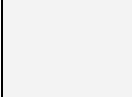
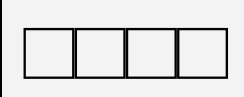
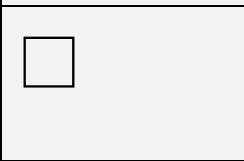
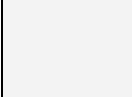
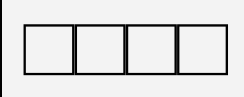
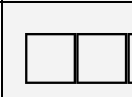
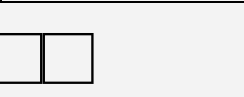
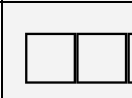
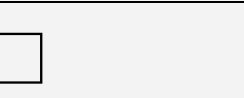
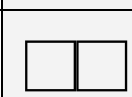

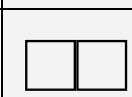

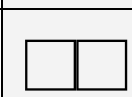

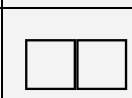

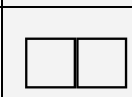

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2	If not an education manager, what do you do?	1= Principal 2= Teacher 3= other, please specify	→ Q1 next section	<input type="checkbox"/>  If other, please specify
3	How many years have you been working as an education manager of this school?	Please insert the number Code 0 if less than 1 year		<input type="text"/> <input type="text"/>

**2. Current School Statistics**

	Questions	Codes / Units	Skip	Responses
1	How many students are currently enrolled in your school (April 2005)?	Please insert number Code XXXX if do not know	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	
2	Of these, how many are girls??	Please insert number Code XXX if do not know	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	
3	Did the number of students in your school change since the beginning of the school year (September 2004)?	1=yes, increased 2=yes, decreased 3=no, the same 4= yes, but the number of those left is the same as the number of new students	→ Q6	<input type="checkbox"/>
4	Why did students move away during the school year? Please list up to 3 main reasons.  To Enumerator: please present the card, and have the interviewee hand over 3 cards. Use Cards in Appendix <b>EMI</b>			
	A. Reason 1	1=Illness 2=Not interested in school 3=Had to help parents at home 4=Was living far away from school 5= Was officially registered in the area that does not belong to our school district and so had to go to another school 6= For reasons related to the college entrance examination 7= Was homesick 8= For poverty-related reasons 9=Other, please specify 10= do not know		<input type="checkbox"/>
	B. Reason 2			<input type="checkbox"/>
	C. Reason 3			<input type="checkbox"/>  Other, please specify

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5	Why did students join your school during the school year? Please list up to 3 main reasons. To Enumerator: please present the card, and have the interviewee hand over 3 cards. Use Cards in Appendix <b>EM2</b>	1= our school is in the area which belongs to our school district 2=our school is closer to where the student lives 3=returned from the leave of absence 4=transferred from the non-formal education 5=did not have to work anymore and could come back to school 6=the family got financial help and could sent the child back to school 7=other, please specify 8= do not know		
	Reason 1			
	Reason 2			
	Reason 3			 Other, please specify
6	How many students are there in all grades you are in charge of?	Insert number Code XXXX if do not know		
7	Of all students in grades you are in charge of, are there any students who are absent today?	1=yes 2=no 3= do not know	→ Q10 → Q10	
8	How many students are absent today?	Insert the number Code XXXX if do not know		
9	Of these, how many are girls?	Please insert number Code XXXX if do not know		
10	What is currently (April 2005) the number of teachers in your school?	Insert number Code XXXX if do not know		
	A. Of these: number of teachers with less than 5 years of teaching experience	Insert number Code 00 if none Code XX if do not know		
	B. : number of teachers with 6-10 years of teaching experience	Insert number Code 00 if none Code XX if do not know		
	C. : number of teachers with 11-15 years of teaching experience	Insert number Code 00 if none Code XX if do not know		
	D. : number of teachers with 16-20 years of teaching experience	Insert number Code 00 if none Code XX if do not know		
	E. : number of teachers with 21-25 years of teaching experience	Insert number Code 00 if none Code XX if do not know		

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	F. : number of teachers with more than 25 years of teaching experience	Insert number Code 00 if none Code XX if do not know	<input type="text"/> <input type="text"/>	
11	Of all these teachers in grades you are in charge of are there any teacher absent today?	1= yes 2= no 3= do not know	→Q13 →Q13	<input type="text"/>
12	How many teachers are absent today?	Insert number		<input type="text"/> <input type="text"/>
13	What are the reasons for their absences?			
	A. Family emergency	1= yes 2= no 3= do not know		<input type="text"/>
	B. Unexcused absence	1= yes 2= no 3= do not know		<input type="text"/>
	C. Sick leave	1= yes 2= no 3= do not know		<input type="text"/>
	D. Professional development	1= yes 2= no 3= do not know		<input type="text"/>
	E. Professional travel	1= yes 2= no 3= do not know		<input type="text"/>
	F. Other, please specify:	Please note:		<input type="text"/> If other, please specify
14	How do you deal with teachers who have unexcused absences?			
	A. speak with them	1= yes 2= no		<input type="text"/>
	B. deduct from the base salary	1= yes 2= no		<input type="text"/>
	C. deduct from salary supplement and bonuses	1= yes 2= no		<input type="text"/>
	D. has to do teach the missed classes in some other time	1= yes 2= no		<input type="text"/>
	E. other, please specify	Please note:		<input type="text"/> If other, please specify

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**3. Quality of School**

Note for Enumerator: Please leave blank the section(s) that does not apply

	Questions	Codes / Units	Skip	Responses
1	What is the total number of 4 <sup>th</sup> grade students that took the test in math last year?	Insert number Code XXX if do not know Leave blank if doesn't apply	→ Q2 → Q2	<input type="text"/> <input type="text"/> <input type="text"/>
	A. Number that received an "A"	Insert number Code XXX if do not know		<input type="text"/> <input type="text"/> <input type="text"/>
	B. Number that received a "B"	Insert number Code XXX if do not know		<input type="text"/> <input type="text"/> <input type="text"/>
	C. Number that received a "C"	Insert number Code XXX if do not know		<input type="text"/> <input type="text"/> <input type="text"/>
	D. Number that received a "D"	Insert number Code XXX if do not know		<input type="text"/> <input type="text"/> <input type="text"/>
	E. Number that received an "F" (failed)	Insert number Code XXX if do not know		<input type="text"/> <input type="text"/> <input type="text"/>
2	What is the total number of 4 <sup>th</sup> grade students that took the test in Mongolian language last year?	Insert number Code XXX if do not know Leave blank if does not apply	→ Q3 → Q3	<input type="text"/> <input type="text"/> <input type="text"/>
	A. Number that received an "A"	Insert number Code XXX if do not know		<input type="text"/> <input type="text"/> <input type="text"/>
	B. Number that received a "B"	Insert number Code XXX if do not know		<input type="text"/> <input type="text"/> <input type="text"/>
	C. Number that received a "C"	Insert number Code XXX if do not know		<input type="text"/> <input type="text"/> <input type="text"/>
	D. Number that received a "D"	Insert number Code XXX if do not know		<input type="text"/> <input type="text"/> <input type="text"/>
	E. Number that received an "F" (failed)	Insert number Code XXX if do not know		<input type="text"/> <input type="text"/> <input type="text"/>
3	What is the total number of 8 <sup>th</sup> grade students that took the test in math last year?	Insert number Code XXX if do not know Leave blank if doesn't apply	→ Q4 → Q4	<input type="text"/> <input type="text"/> <input type="text"/>
	A. Number that received an "A"	Insert number Code XXX if do not know		<input type="text"/> <input type="text"/> <input type="text"/>
	B. Number that received a "B"	Insert number Code XXX if do not know		<input type="text"/> <input type="text"/> <input type="text"/>

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	C. Number that received a "C"	Insert number Code XXX if do not know		<input type="text"/> <input type="text"/> <input type="text"/>
	D. Number that received a "D"	Insert number Code XXX if do not know		<input type="text"/> <input type="text"/> <input type="text"/>
	E. Number that received an "F" (failed)	Insert number Code XXX if do not know		<input type="text"/> <input type="text"/> <input type="text"/>
4	What is the total number of 8 <sup>th</sup> grade students that took the test in Mongolian language last year?	Insert number Code XXX if do not know  Leave blank if does not apply	→ Q1 next section → Q1 nest section	<input type="text"/> <input type="text"/> <input type="text"/>
	A. Number that received an "A"	Insert number Code XXX if do not know		<input type="text"/> <input type="text"/> <input type="text"/>
	B. Number that received a "B"	Insert number Code XXX if do not know		<input type="text"/> <input type="text"/> <input type="text"/>
	C. Number that received a "C"	Insert number Code XXX if do not know		<input type="text"/> <input type="text"/> <input type="text"/>
	D. Number that received a "D"	Insert number Code XXX if do not know		<input type="text"/> <input type="text"/> <input type="text"/>
	E. Number that received an "F" (failed)	Insert number Code XXX if do not know		<input type="text"/> <input type="text"/> <input type="text"/>

**4. Teacher Salary and Bonus Deductions**

	Questions	Codes / Units	Skip	Responses
1	<b>Collect the forms, and include it in the booklet</b> In this study, we also compare salary bonuses and deductions in 120 schools of Mongolia. Could you please fill in the information in this form for 5 teachers in your school. Please do not note their names. For reasons of comparability, we ask you to select the 5 teachers that are listed first in the alphabet. Use the calculations for the month of February and March 2005 <b>To enumerator: Please hand over the following forms:</b> <b>Salary Disbursement Table February 2005 and March 2005 (Appendix EM3)</b>			
2	When you think of the range of salary supplements given to regular teachers, what was the amount of the highest teacher supplement given last month (March 2005)?	Insert amount in tugrik Code 000 000 if none Code xxx xxx if do not know		<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> T
3	What is the highest amount of one-time bonus given to one teacher last two months (February and March 2005)?	Insert amount in tugrik Code 000 000 if none Code xxx xxx if do not know		<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> T
4	Please name up to 3 most common reasons for salary supplements and bonuses. <b>To enumerator: Please use Cards in Appendix EM4</b>	1= Outstanding class management (no absence and tardiness of students, regular participation of students in after-school activities, etc)		

**Education Manager's Questionnaire – EM**  
(to be obtained from the Manager's records)

	A. Reason 1	2= Outstanding lesson planning (high quality/ quantity of lesson plans, curriculum and syllabus development, etc) 3= Constant teacher attention to student development (attention to individual students and regular communication with parents, etc) 4= Excellent organization of official documents (regular daily journal keeping; filling out non-centralized forms on student population, compilation of other data requested by the school and other educational levels) 5= Excellent personal organization and responsibility (no tardiness and absence of teacher, outstanding completion of tasks in a timely manner, etc ) 6= Excellent teacher morality, self-discipline and communication/ behavior (excellent behavior/ communication with students and parents, no drinking and other problems) 7= Excellent maintenance of property and good attention to classroom cleaning (no damage or loss of school equipment, furniture and regular attention to classroom cleaning) 8= Teacher won an Olympiad/ competition 9=Students of a teacher won an Olympiad/ competition 10= Other (Please specify) 11= do not know		<input type="text"/>
	B. Reason 2			<input type="text"/>
	C. Reason 3			<input type="text"/> If other, please specify:
5	When you think of the range of deductions made from a salary or a bonus, what was the amount of the highest deduction last month?	Insert amount in tugriks Code 000 000 if none Code xxx xxx if do not know	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> T	

**Education Manager's Questionnaire – EM**  
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6	What were the 3 most common reasons for salary or bonus deductions last month? <b>To Enumerator: Please use Cards in Appendix <i>EM5</i> and ask the respondent to choose the three of them. Then note down the responses.</b>	1= Poor class management (tardiness of students, absence of students at regular and after-school activities, etc) 2= Poor lesson planning (poor completion of lesson plans, curriculum and syllabus development, etc) 3= Poor teacher attention to student development (lack of attention to individual students and regular communication with parents, etc)		
	A. Reason 1			<input type="checkbox"/>
	B. Reason 2	4= Poor organization of official documents (problem with keeping daily journal keeping; filling out non-centralized forms on student population, compilation of other data requested by the school and other educational levels) 5= Poor Personal Organization and Responsibility (tardiness and absence of teacher, poor completion of tasks in a timely manner ,etc ) 6= Poor teacher morality, self-discipline and communication/ behavior (improper behavior/ communication with students and parents, drinking and other problems) 7= Poor maintenance of property and lack of attention to classroom cleaning (damage or loss of school equipment, furniture and lack of attention to classroom cleaning) 8= Other (Please specify 9= do not know		<input type="checkbox"/>
	C. Reason 3			<input type="checkbox"/> If other, please specify:
7	Who are the most important persons when determining teacher bonus or salary/bonus deductions?			
	A. Principal	1=yes 2=no 3= do not know		<input type="checkbox"/>
	B. School accountant	1=yes 2=no 3= do not know		<input type="checkbox"/>
	C. Education manager	1=yes 2=no 3= do not know		<input type="checkbox"/>
	D. Leader of methodology unit	1=yes 2=no 3= do not know		<input type="checkbox"/>



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	E. Social worker	1=yes 2=no 3= do not know		<input type="checkbox"/>
	F. School doctor	1=yes 2=no 3= do not know		<input type="checkbox"/>
	G. Other, please specify			
8	Who is responsible for explaining to the teachers the reasons for the bonus deductions?			
	A. Principal	1=yes 2=no 3= do not know		<input type="checkbox"/>
	B. School accountant	1=yes 2=no 3= do not know		<input type="checkbox"/>
	C. Education manager	1=yes 2=no 3= do not know		<input type="checkbox"/>
	D. Leader of methodology unit	1=yes 2=no 3= do not know		<input type="checkbox"/>
	E. Social worker	1=yes 2=no 3= do not know		<input type="checkbox"/>
	F. School doctor	1=yes 2=no 3= do not know		<input type="checkbox"/>
	G. Other, please specify			
9	Has your school introduced student benchmarks and teacher scorecards?	1= yes 2= no 3= maybe, not sure	➔ next section Q1 ➔ next section Q1	<input type="checkbox"/>
10	Has your school introduced performance-based salary bonuses based on these student benchmarks and teacher scorecards?	1=yes 2=no 3= do not know	➔ next section Q1 ➔ next section Q1	<input type="checkbox"/>
11	If yes, what percentage of the salary has the highest performing teacher in your school received last month?	Insert percentage Code XX is do not know		<input type="text"/> <input type="text"/> %

**5. Involvement in Budget Development**

Questions	Codes / Units	Skip	Responses
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**Education Manager's Questionnaire – EM**  
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1	Are you involved in developing the school budget proposal?	1=yes, always 2=only sometimes 3=no, never		<input type="checkbox"/>
2	Are you informed about the school budget?	1= yes, always 2= only sometimes 3 = no, never		<input type="checkbox"/>

**6. Student Textbook Provision**

	Questions	Codes / Units	Skip	Responses
1	How does the school acquire textbooks?	1=order based on the student number 2= don't order (receive what was sent) 3= do not know		<input type="checkbox"/>
2	Where do you get your textbooks from?	1=from the Ministry of Education 2=from the aimak/ city ECD 3=directly from the publisher 4=through the local (aimak/ city or soum/district) library network 5= other, please specify 6= do not know		<input type="checkbox"/> If other, please specify
3	Who is responsible for (pays for) delivering textbooks for schools?	1=school 2=soum/ district Governor's office 3=aimak/ city Governor's office 4=aimak/ city ECD 5=MOECS 6= do not know		
4	Were you able to receive all textbooks in numbers you were planning to receive this school year (2004-2005)?	1= yes, even more than requested 2= yes, received the same amount as requested 3= no, received less than requested 4= no, did not receive any textbooks this year		<input type="checkbox"/>

**7. For the Enumerator**

	Questions	Codes / Units	Skip	Responses
1	How would you rate the interview with the respondent?	1=Cooperative 2=Neutral 3=Difficult		<input type="checkbox"/>
2	Were you able to speak with the education manager himself/herself?	1=Yes 2=No	→Q4	<input type="checkbox"/>
3	If no, please explain why the education manager was not available for the interview	Please note:		<input type="checkbox"/> Please specify

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4	Were you able to speak alone with the education manager for the entire interview?	1=Yes 2=No	→Q6	<input type="checkbox"/>
5	If no, please write down the time the other person was present in minutes.			
	A. Principal	Minutes		<input type="text"/> <input type="text"/> <input type="text"/> min
	B. School accountant	Minutes		<input type="text"/> <input type="text"/> <input type="text"/> min
	C. A teacher	Minutes		<input type="text"/> <input type="text"/> <input type="text"/> min
	D. Soum/ district official	Minutes		<input type="text"/> <input type="text"/> <input type="text"/> min
	E. Aimag/ city official	Minutes		<input type="text"/> <input type="text"/> <input type="text"/> min
	F. Bank accountant	Minutes		<input type="text"/> <input type="text"/> <input type="text"/> min
	G.Social worker	Minutes		<input type="text"/> <input type="text"/> <input type="text"/> min
	H. Other (Please specify)			
6	Were there any other special conditions that may have affected the interview?	1=Yes (Please specify) 2=No		<input type="checkbox"/> Please specify
7	How long did the interview take?	Please insert total time in minutes		<input type="text"/> <input type="text"/> минут

Appendix *EMI*

Education Manager's questionnaire

Section 3 Question 4

**\*\*Cards\*\***

QUESTION 4: Why did students move away during the school year? Please list up to 3 main reasons.

Instructions: Please hand the cards out to the respondent and remind that multiple responses are accepted.

<b>Illness</b>	<b>Not interested in school</b>
<b>Had to help parents at home</b>	<b>Was living far away from school</b>
<b>Was officially registered in the area that does not belong to our school district and so had to go to another school</b>	<b>For reasons related to the college entrance examination</b>
<b>Was homesick</b>	<b>For poverty-related reasons</b>
<b>Other, please specify:</b>	

## Education Manager's Questionnaire – Appendices

### Appendix *EM2*

#### Education Manager's questionnaire

#### Section 3 Question 5

**\*\*Cards\*\***

**QUESTION 5: Why did students join your school during the school year? Please list up to 3 main reasons.**

Instructions: Please hand the cards out to the respondent and remind that multiple responses are accepted.

<b>our school is in the area which belongs to our school district</b>	<b>our school is closer to where the student lives</b>
<b>returned from the leave of absence</b>	<b>transferred from the non-formal education</b>
<b>did not have to work anymore and could come back to school</b>	<b>the family got a financial help and could sent the child back to school</b>
<b>other, please specify</b>	

## Education Manager's Questionnaire – Appendices

Appendix *EM3*

### Education Manager's questionnaire Section 5 Question 1

#### \*\*Salary Disbursement Sheet\*\*

Instructions: Please hand over the following forms: Salary Disbursement Table February 2005 and March 2005 (Appendix 2)

Salary Disbursement Table February

Name	Base salary	Days actually worked	Extra teaching hours	Class teacher	Notebook checking	Rank supplement	Cabinet	Leader of the Methodology Unit	Skills supplement	Bonus	Transportation compensation	Examination	Salary increase by the Government	Other	Total disbursement due	Social security tax	Income tax	Trade Union fee	Advance money	Total deductions	Actual disbursement
No1																					
No2																					
No3																					
No4																					
No5																					

## Education Manager's Questionnaire – Appendices

Salary disbursement Table March 2005

Name	Base salary	Days actually worked	Extra teaching hours	Class teacher	Notebook checking	Rank supplement	Cabinet	Leader of the Methodology Unit	Skills supplement	Bonus	Transportation compensation	Examination	Salary increase by the Government	Other	Total disbursement due	Social security tax	Income tax	Trade Union fee	Advance money	Total deductions	Actual disbursement
№1																					
№2																					
№3																					
№4																					
№5																					

## Education Manager's Questionnaire – Appendices

### Appendix *EM4*

Education Manager's questionnaire

Section 5 Question 4

**\*\*Cards\*\***

**QUESTION 4:** Please name up to 3 most common reasons for salary supplements and bonuses.

Instructions: Please hand the cards out to the respondent and remind that multiple responses are accepted.

Outstanding class management (no absence and tardiness of students, regular participation of students in after-school activities, etc)	Outstanding lesson planning (high quality/ quantity of lesson plans, curriculum and syllabus development, etc)
Constant teacher attention to student development (attention to individual students and regular communication with parents, etc)	Excellent organization of official documents (regular daily journal keeping; filling out non-centralized forms on student population, compilation of other data requested by the school and other educational levels)
Excellent personal organization and responsibility (no tardiness and absence of teacher, outstanding completion of tasks in a timely manner, etc)	Excellent teacher morality, self-discipline and communication/ behavior (excellent behavior/ communication with students and parents, no drinking and other problems)
Excellent maintenance of property and good attention to classroom cleaning (no damage or loss of school equipment, furniture and regular attention to classroom cleaning)	Teacher won an Olympiad/ competition
Students of a teacher won an Olympiad/ competition	Other (Please specify)



## Education Manager's Questionnaire – Appendices

Appendix *EM5*

Education Manager's questionnaire Section 5

Question 6

**\*\*Cards\*\***

**QUESTION 6:** What were the 3 most common reasons for salary or bonus deductions last month?

Instructions: Please hand the cards out to the respondent and remind that multiple responses are accepted.

<u>Poor class management (tardiness of students, absence of students at regular and after-school activities, etc)</u>	<u>Poor lesson planning (poor completion of lesson plans, curriculum and syllabus development, etc)</u>
<u>Poor teacher attention to student development (lack of attention to individual students and regular communication with parents, etc)</u>	<u>Poor organization of official documents (problem with keeping daily journal keeping; filling out non-centralized forms on student population, compilation of other data requested by the school and other educational levels)</u>
<u>Poor Personal Organization and Responsibility (tardiness and absence of teacher, poor completion of tasks in a timely manner ,etc )</u>	<u>Poor teacher morality, self-discipline and communication/ behavior (improper behavior/ communication with students and parents, drinking and other problems)</u>
<u>Poor maintenance of property and lack of attention to classroom cleaning (damage or loss of school equipment, furniture and lack of attention to classroom cleaning)</u>	<u>Other (Please specify</u>