



**Afghanistan SABER SERVICE DELIVERY
EDUCATION SURVEY
2017**

Module 3 – School Management Questionnaire

CBE Schools



Module 3 – School Management Questionnaire

Instructions: This questionnaire is to be administered to the principal.

Enumerator Read: "It would be useful if you have with you the school budget records and school book records to help answer some of the questions"

Cover Sheet



Enumerator Note: Please write all responses clearly using CAPITAL LETTERS ONLY!

		Name(s)	Code
1.	Enumerator		_ _ _ _
2.	School Name and Survey Code		_ _ _ _ _ _
3.	School EMIS Code/Registration Number	_ _ _ _ _ _ _ _ _ _ _ _ _ _ _	
4.	Teacher Name		
5.	Teacher ID	(Row number from Module 2A)	_ _ _



Supervision			Code	Response	Signature	Date Day/Month/Year (e.g. 15/10/16)
				1.		2.
6.	Questionnaire Verification	a. Enumerator	<u>Survey results codes:</u> Questionnaire completed = 1 Incomplete questionnaire = 2 School closed = 3 Refused = 4	_ _		_ _ _ / _ _ _ / _ _ _
		b. Supervisor		_ _		_ _ _ / _ _ _ / _ _ _
		c. Data Entrant		_ _		_ _ _ / _ _ _ / _ _ _

Module 3: School Management Questionnaire

Enumerator read aloud: We would like to ask you a few questions about your background and experience with the school system. Your responses to the questions in this section and the other sections are confidential. Your supervisor, colleagues and teachers will not see your responses. In fact, the people who will look at your responses will not know your name or have any way to identify you.

Section 3: Career Path				
<i>Enumerator: Let me ask you some questions about your career path</i>				
Question		Unit/Codes	Responses	Skips
4.	Did somebody help you get this job?	1=Yes 2=No	__	If NO→Skip to Q11
5.	Who did help you?  Enumerator Note: Read aloud the options	1= A member of a teachers' union 2=A member of a political party 3=An employee at the Ministry of Education 4=An employee at a district office 5=An employee at the school 99=Other (to specify)	__ _____	
11.	Did you choose to transfer to this school?	1= Yes 2= No	__	If NO→Skip to next section
12.	What was the main reason for the transfer?  Enumerator Note: Read aloud the options if necessary	1= Better salary 2= Safer location 3= Better weather 4= More responsibility 5= More autonomy 99= Other (to specify)	__ _____	

Section 5: Decision-making power				
Questions		Responses		
		A.	B.	C.
		Unit/Code 1= MoES Central level 2= Provincial level 3= District level 4= Principal level 5= SMS (School Management Shura) level 6= Parent Association 7= Teachers 8= NGOs 9= Private sector 10= International organizations 99= Other (specify)	How important is your voice? 1 =None 2 =A little 3 =A Lot	Have you had to deal with a case like this in this school? 1= Yes 2= No
1.	Who has the power to decide on the following? [<i>Instruction to enumerator: the purpose here is not to test whether the respondent knows the rules; the purpose is to find out how things “really happen.”</i>] Make list / card with unit/code for enumerator to use with interviewee			
	Material and Infrastructure			
1a	The purchase of school books	<input type="text"/>	<input type="text"/>	<input type="text"/>
1b	The purchase of equipment and school supplies	<input type="text"/>	<input type="text"/>	<input type="text"/>
1c	Maintenance of school (roof, walls, furniture ...)	<input type="text"/>	<input type="text"/>	<input type="text"/>
	Contract Teachers			
1l	Teacher hiring/firing	<input type="text"/>	<input type="text"/>	<input type="text"/>
1m	Setting Teacher salary	<input type="text"/>	<input type="text"/>	<input type="text"/>
1n	The appointment of a teacher to participate in training	<input type="text"/>	<input type="text"/>	<input type="text"/>
	School Budget			
1o	Prepares your school's operating budget	<input type="text"/>	<input type="text"/>	
1p	Approves of your school's operating budget	<input type="text"/>	<input type="text"/>	
1q	Implements/executes your school's operating budget	<input type="text"/>	<input type="text"/>	
	Non-Core Curricula			
1r	Develops course content for non-core (local specialized) curriculum for your school	<input type="text"/>	<input type="text"/>	<input type="text"/>
1s	Determines which non-core courses are offered at your school	<input type="text"/>	<input type="text"/>	<input type="text"/>

Section 6: School and Personnel Management			
Identifying school strengths and weaknesses			
Question	Unit/Codes	Responses	Skips
1. In your opinion, what are the three main constraints to improve student learning?  Enumerator Note: Do not read the options out loud. Multiple responses accepted. (3 options)	1=Availability of teaching material 2= Availability of administrative staff 3= Number of teachers 4=Teacher absence 5= Poor school infrastructure 6= Lack of equipment 7= Budget shortfall 8=Delays in teacher payment 9= Lack of autonomy 10= Student absenteeism 11= Lack of parental involvement 12= Accessibility to school 13= Teacher knowledge/pedagogy 14= No constraints 99= Other (specify)	__ __ __ _____	
3. Think about teachers in school who are the best at increasing student learning. What specifically do these teachers do that makes them successful?  Enumerator Note: Do not read the options out loud. Multiple responses accepted. (3 options)	1=Natural ability 2=Hard work 3=Positive thinking/Belief in students 4=High expectations of students 5=Teaching experience 6=Academic background 7=Good classroom management 8=Positive relationship with the students 9=Good curriculum 10=Good pedagogy 11=Good student assessment system (homework, informal quizzes, etc.) 99=Other (to specify)	__ __ __ __ _____	
Teacher Training and Classroom Observation			
8. How are new teachers trained/taught teaching practices in this school?	1=Formal training by outsiders 2=Formal in-house training 3=Informal mentoring 4=Informal discussions 5=No program currently exists 99=Other (specify)	__ __ _____	

10.	<p>What are the factors considered when sending a teacher for training?</p> <p>🔊 Enumerator Note: Do not read aloud options. Multiple responses are possible.</p>	<p>1= Having an individual meeting to discuss their teaching 2 = Student discipline or classroom management 3= Examining the lesson plan 4= Examining the content of a particular lesson during a classroom observation 5= Examining the teaching methods (group work, participatory method, etc.) during a classroom observation 6= Examining interaction with students 7= Examining interaction with other teaching staff 8 = Student assessment results 9= Teacher attendance record 10=Parent assessment of the teacher 11= Age/Seniority 12= Subject of specialization 99=Other (to specify)</p>	<p> _ _ </p> <p> _ _ </p> <p> _ _ </p> <p> _ _ </p> <p> _ _ </p> <p> _ _ </p> <p> _ _ </p>	
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Section 7: Supervision Visits and Evaluation				
School Supervision				
Question		Unit/Codes	Responses	Skips
1.	<p>During the last school year, did your school receive any supervision visits? If yes, how many?</p> <p>Enumerator Note: For Warm Weather school only please read " <u>During this school year</u>, have your school received any supervision visits? If yes, how many?"</p>	<p>Number of visits If zero, enter "0"</p>	<p> _ _ </p>	<p>If Q1 is 0 → skip to next section</p>
Enumerator: Let me ask you about your school's last supervision visit				
2.	What was the nature of supervision visit?	<p>1 = Pedagogical 2 = Administrative 3 = Content knowledge 99 = Other (Specify)</p>	<p> _ _ </p>	
3.	During the visit, what did the assessor(s) do: 🔊 (Enumerator: Read aloud the different items)			
3a	Meet with the Principal	<p>1=Yes 2=No 97 = Not Applicable 98=Don't know</p>	<p> _ _ </p>	
3b	Meet with teachers		<p> _ _ </p>	
3c	Meet with School Management Shura		<p> _ _ </p>	

3d	Meet with the heads of subject departments (committee)		_	
3e	Meet with the parent association		_	
3f	Meet with other (specify)		_	
3g	Observe a class for at least 20 minutes		_	
3h	Check school attendance records		_	
3i	Check school financial records		_	
3j	Check school development plan		_	
3k	Check school facilities		_	
3l	Check school supplies/learning materials		_	
4.	Did the supervision visit result in recommendations? <i>👁 Enumerator Note: If yes, ask to see recommendations (not necessarily a report)</i>	1=Yes (observed report/written feedback) 2=Yes (not observed) 3=No	_	
5.	Have the recommendations been shared and discussed with school staff?	1= No 2= Yes, oral feedback 3=Yes, written feedback 4=Yes, oral and written feedback	_	

Section 8: Community Participation

Question		Unit/Codes	Responses	Skips
1.	Does the school have a School Management Shura (SMC)?	1=Yes 2=No	_	If No→skip to Q6
2.	How often do you meet with the Shura to discuss school matters?	1= Not at all 2=Weekly 3=Monthly 4=Quarterly 5=Half yearly 6=Yearly 7=No prescribed calendar 99=Other (specify)	_	

3.	In the last meeting, what were the two main agenda items discussed?	1=Student performance 2=Student attendance 3=Teacher attendance 4 =Teacher performance 5=Grant utilization 6=School infrastructure 7=Dropouts 8= Security and safety against threats and attacks 99=Other (specify)	_ _ _____	
4.	Is there a system of how to follow up on decisions made at the meeting?	1=Yes 2=No	_	
5.	How useful do you feel these meetings are?	1=Useful 2=Not useful	_	
6.	Does the school have a Parent Teacher Association (PTA)?	1=Yes 2=No	_	If 2=No→ Skip to Section 9
7.	How often do you meet with the PTA to discuss school matters?	1= Not at all 2=Weekly 3=Monthly 4=Quarterly 5=Half yearly 6=Yearly 7=No prescribed calendar 99=Other (specify)	_ _____	
8.	In the last meeting, what were the two main agenda items discussed?	1=Student performance 2=Student attendance 3=Teacher attendance 4 =Teacher performance 5=Grant utilization 6=School infrastructure 7=Dropouts 8= Security and safety against threats and attacks 99=Other (specify)	_ _ _____	
9.	Is there a system of how to follow up on decisions made at the meeting?	1=Yes 2=No	_	
10.	How useful do you feel these meetings are?	1=Useful 2=Not useful	_	

Section 9: School Financing				
Question	Unit/Codes	Responses	Skips	
1.	What was the total annual planned budget for the last school year?	Number (in AFN) 97=Not applicable	_ _ _ _ _ _ _ _ _ _ _ _ _ _ AFN	
5.	From which of the following governmental and non-governmental sources did this school receive financial support (in cash) in the last/this school year? Please provide the exact amounts, or provide an estimate of the amount if exact figures are not available. Do include any program-specific funds (e.g., Vulnerable Children grant) or unanticipated funds. Please do not include MoE grants.			
	#	a. Did this school receive any financial support in the last/this school year? 1 = Yes 2 = No -> move to next source 98= Don't Know -> next source	Amount (AFN)	c. Were these funds earmarked for particular purposes? 1 = Yes 2 = No 98= Don't Know
	Government Sources			
	1	Local government/municipalities	_ _ _ _ _ _ _ _ _ _ _ _ _ _	_ _ _ _ _ _ _ _ _ _ _ _ _ _
	2	Other government sources (specify)	_ _ _ _ _ _ _ _ _ _ _ _ _ _	_ _ _ _ _ _ _ _ _ _ _ _ _ _
	Non-Government Sources			
	3	Non-governmental organization	_ _ _ _ _ _ _ _ _ _ _ _ _ _	_ _ _ _ _ _ _ _ _ _ _ _ _ _
	4	Private businesses	_ _ _ _ _ _ _ _ _ _ _ _ _ _	_ _ _ _ _ _ _ _ _ _ _ _ _ _
	5	Parent(s)/community members	_ _ _ _ _ _ _ _ _ _ _ _ _ _	_ _ _ _ _ _ _ _ _ _ _ _ _ _
	6	International organization (e.g. UN)	_ _ _ _ _ _ _ _ _ _ _ _ _ _	_ _ _ _ _ _ _ _ _ _ _ _ _ _
7	Faith-based charity/organization	_ _ _ _ _ _ _ _ _ _ _ _ _ _	_ _ _ _ _ _ _ _ _ _ _ _ _ _	
8	Other (specify)	_ _ _ _ _ _ _ _ _ _ _ _ _ _	_ _ _ _ _ _ _ _ _ _ _ _ _ _	
6.	In-kind/ Non-cash donations: For each item listed below, please indicate whether and from whom the school received these items in the past 12 months:			
	#	a. Did you receive this item from any source in the past 12 months? 1 = Yes 2 = No -> move to next item	b. If so, what source(s) (please list up to 3) 1 = MoE 2 = Local government 3 = Other Government sources 4 = NGO	c. Quantity received (number)

		98 = Don't know-> move to next item	5 = Private businesses 6 = Parent(s)/community (Shura) members 7 = International org. 8 = Faith based charity/org. 9 = Other (specify)		
1) Desks	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
2) Books	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
3) Paper/notebooks	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
4) Pencils/pens/writing implements	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
5) Chalk	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
6) Sponges	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
7) Black/chalk boards	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
8) Electronic equipment/ICT	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
9) Sports equipment	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
10) Maps/posters/instructional materials for the walls	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
11) Uniforms	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
12) School lunches	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
13) Take home lunches	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
14) Sanitary pads	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
15) Other (specify)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
School Fees and Expenses					
7.	Does the school have a bank account?	1=Yes 2=No	<input type="text"/>		

Module 3 Comments: