



## CIVIL SERVANTS SURVEY: OFFICIALS QUESTIONNAIRE

Thank you for taking time to fill in 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. After answering the details here, you will be given an opportunity to voice your hopes and concerns for a better service. We will take your comments seriously.

PLEASE LOOK AT THE QUESTIONNAIRE IN FRONT OF YOU. You will see that it is not numbered, is exactly the same as your neighbours, and thus cannot be distinguished from anyone else's in this room. **Please do not put your name anywhere on the answer sheet.** We want to make this survey totally anonymous so that you can feel free to answer honestly. We guarantee you that **no one will view these answer sheets apart from ourselves** and that **your answers will be kept completely anonymous.** Any characteristic identifiers will only be accessible by our research group and will be completely removed in our report, so no one else will be able to associate your answer sheet and you. This is a completely anonymous process.

There are no wrong or right answers to any of the following questions. All we are interested in is your own opinion. **PLEASE DO NOT CONFER WITH OTHERS. ANSWER EVERY QUESTION TO THE BEST OF YOUR ABILITIES, even if you don't think they are relevant to you. WRITE IN CAPITAL LETTERS.**

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### ABOUT YOU

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In this section, we want to know a little about you, your experience in the service, and how you relate to your colleagues. We want to know this to see how the service is experienced by different sets of officers.

1. Tick your sex:    1. **Male**            2. **Female**
2. Tick your SGL:   **G7, G8, G9, G10, G12, G13, G14, G15, G16, G17**
3. What is your cadre? \_\_\_\_\_
4. What is your Local Government Authority (LGA)? **(WRITE IN CAPITAL LETTERS).**  
\_\_\_\_\_
5. What is your ethnicity? **(WRITE IN CAPITAL LETTERS).**  
\_\_\_\_\_
6. What is your religion? **(WRITE IN CAPITAL LETTERS).**  
\_\_\_\_\_

7. What is your highest *completed* schooling qualification? **(TICK ONE ANSWER ONLY.)**
1. Junior Secondary School (JSS)
  2. Senior Secondary School (SSS)
  3. First degree or equivalent
  4. Masters degree or equivalent
  5. Doctorate or equivalent
  6. Other (please specify) \_\_\_\_\_
8. At which institution did you obtain your highest qualification? **(WRITE IN CAPITAL LETTERS).**
- \_\_\_\_\_
9. Do you directly utilise the skills learnt in your highest qualification in your official duties? **(TICK ONE ANSWER ONLY.)**
1. Yes
  2. No
10. **If you answered 'yes' to 9**, how do you utilise the skills learnt in your *highest qualification* in your official duties? **(TICK THE MOST IMPORTANT ONLY.)**
1. A specialised way of thinking, e.g. gender budgeting or cost-benefit analysis
  2. Specific techniques, e.g. accounting practices or architectural drawing
  3. Knowledge, e.g. poverty statistics for the local area or drilling depth for a borehole
11. If you could choose **ONE [1]** training that would improve how effective you were in your job, what would that training be on? **(WRITE IN CAPITAL LETTERS).**
- \_\_\_\_\_
12. Do you directly utilise the skills learnt in the trainings you've had in your official duties? **(TICK ONE ANSWER ONLY.)**
1. Yes
  2. No
13. **If you answered 'yes' to 12**, How do you utilise the skills learnt in the *on-the-job trainings* you've had in your official duties? **(TICK THE MOST IMPORTANT ONLY.)**
1. A specialised way of thinking e.g. gender budgeting or cost-benefit analysis
  2. Specific techniques e.g. accounting practices or architectural drawing
  3. Knowledge e.g. poverty statistics for the local area or drilling depth for a borehole
14. How many years have you been in service?
- \_\_\_\_\_ years
15. How many years have you been at this organisation?
- \_\_\_\_\_ years

16. What most influenced you to take up a career in the service? **(TICK THE MOST IMPORTANT ONLY.)**
1. I was interested in the type of work
  2. The income prospects
  3. The prestige associated with such a job
  4. The stable career path that a job in the service affords
  5. The chance to serve Nigeria
  6. It was the only employment I could get
  7. Other (please specify: \_\_\_\_\_)
17. Who most influenced you to take up a career in the service? **(TICK THE MOST IMPORTANT ONLY.)**
1. My family were the most important influence on my taking up a position in the service
  2. My community were the most important influence on my taking up a position in the service
  3. Previous colleagues were the most important influence on my taking up a position in the service
  4. It was mainly a decision I made for myself, independent of influence by others
18. What did you mean by family when you thought about 17? **(WRITE IN CAPITAL LETTERS).**
- \_\_\_\_\_
19. What did you mean by community when you thought about 17? **(WRITE IN CAPITAL LETTERS).**
- \_\_\_\_\_
20. Are you the first member of your family to enter the [Federal] service? **(TICK ONE ANSWER ONLY.)**
1. Yes
  2. No
21. If you answered 'No' to 20, how many of your family have worked in the [Federal] service?
- \_\_\_\_\_
22. If you answered 'Yes' to 20, how many of your family entered the [Federal] service after you did? \_\_\_\_\_
23. How are you related to members of the service? **(TICK ALL THAT APPLY; ESTIMATE HOW MANY.)**
- |   |  | HOW MANY? |
|---|--|-----------|
| 1 | Member(s) of my family work(s) in this organisation  |           |
| 2 | I have previously worked with member(s) of my family in another tier/organisation of the service                 |           |
| 3 | Member(s) of my family work(s) in another tier/organisation of the service, but I have never worked with them    |           |
| 4 | Members of my family have retired from service   |           |
| 5 | Members of my community work in this organisation  |           |
| 6 | Members of my community work in another tier/organisation and I have worked with them in some other organisation |           |
| 7 | Members of my community work in another tier/organisation but I have never worked with them                      |           |
| 8 | None of my relatives or members of my community have ever worked in the service                                  |           |

24. How are you acquainted to members of *your current organisation*? **(TICK ALL THAT APPLY; ESTIMATE HOW MANY.)**

		HOW MANY?
1	I had worked with my current colleague(s) outside of the service before coming to this organisation	
2	I had worked with my current colleague(s) in another tier/organisation of government before coming to this organisation	
3	We were colleagues in another tier/organisation but did not work together	
4	We knew each other from school/university before we were in this organisation but had not worked together nor had worked in the same organisation	
5	We knew each other socially before we were in this organisation but had not worked together nor had worked in the same organisation	
6	I did not know any of my current colleagues until I came to this organisation	

25. Now think about those *FIVE [5] people you work most closely* with on a daily basis (not necessarily within your department). How are you acquainted with these people? **(TICK ALL THAT APPLY; ESTIMATE HOW MANY.)**

		HOW MANY?
1	I had worked with my closest colleague(s) outside of the service before coming to this organisation	
2	I had worked with my closest colleague(s) in another tier/organisation of government before coming to this organisation	
3	We were colleagues in another tier/organisation but did not work together	
4	We knew each other from school/university before we were in this organisation but had not worked together nor had worked in the same organisation	
5	We knew each other socially before we were in this organisation but had not worked together nor had worked in the same organisation	
6	I did not know any of my current colleagues until I came to this organisation	

26. Think about all of your bosses in your organisation. How did you know your bosses before you came to this organisation? **(TICK ALL THAT APPLY.)**

1. I had worked with some of them in the service before I joined this organisation
2. I had worked with some of them outside the service, e.g. in the private sector, before I joined this organisation
3. I knew them socially, but we had never worked together
4. I did not know any of my bosses before I joined this organisation

27. Now think about your direct boss. How well (if at all) did you know your boss before you came to this organisation? **(TICK ALL THAT APPLY.)**

1. I had worked with him/her in the service before we joined this organisation
2. I had worked with him/her outside the service, e.g. in the private sector, before we joined this organisation
3. I knew him/her socially, but we had never worked together
4. I did not know my boss before I joined this organisation

28. Think of all the people you have worked with. Do you find yourself working with the same people as you move through the service? **(TICK ONE ANSWER ONLY.)**
1. Yes
  2. No
29. How much control did you have over your initial posting in the service? **(TICK ONE ANSWER ONLY.)**
1. I chose my initial posting
  2. I had some influence over my posting
  3. I did not have influence over my posting
30. Did you go to your preferred organisation in your initial posting in the service? **(TICK ONE ANSWER ONLY.)**
1. I went to the organisation I wanted to work for
  2. I did not go to the organisation I most wanted to work for, but I went to my next preference
  3. I did not go to either of my top two preferences
31. Imagine this scenario. Wole was initially placed in an agency of government in which he had no interest. He then went to talk to an old boss of his who now worked in another agency. Wole convinced his former boss to transfer Wole to his department. Would you say Wole has total, some, or no control over his career path in the service? **(TICK ONE ANSWER ONLY.)**
1. Total control over his career path in the service
  2. Some control over his career path in the service
  3. No control over his career path in the service
32. Given your experience in the service, why might Wole's old boss transfer him to his department? **(TICK THE REASONS YOU THINK ARE MOST IMPORTANT.)**
1. The boss knows Wole is capable and will get the job done (Wole is the most qualified person)
  2. Wole has been in the service longest and thus has most experience
  3. The boss wants to fill a federal character quota
  4. The boss thinks Wole will fit into the team as it currently is
  5. The boss can use Wole in a corrupt scheme
  6. The boss doesn't want Wole to pester him any more
33. Given your experience in the service, how often do such special requests occur?
1. Relatively frequently
  2. Relatively infrequently
34. How much control do you feel you have over your career path in the service since your initial posting? **(TICK ONE ANSWER ONLY.)**
1. I have total control over my career path in the service
  2. I have some control over my career path in the service
  3. I have no control over my career path in the service
35. How many times have you moved from one organisation to another in the [Federal] service?
- \_\_\_\_\_ times

36. Would you have liked to have moved more/the same/fewer times? **(TICK ONE ANSWER ONLY).**
1. More
  2. The same
  3. Fewer
37. How much control do you feel you have over the *organisation* in the service you work for? **(TICK ONE ANSWER ONLY.)**
1. I have total control over the organisation that I work for
  2. I have some control over the organisation that I work for
  3. I have no control over the organisation that I work for
38. How much control do you feel you have over the *department* you work for in your current organisation? **(TICK ONE ANSWER ONLY.)**
1. I have total control over the department that I work for
  2. I have some control over the department that I work for
  3. I have no control over the department that I work for
39. What were the last TWO [2] organisations you worked for? **(TICK WHETHER IT WAS IN THE PUBLIC OR PRIVATE SECTOR, AND THEN FILL IN THE NAME OF THE ORGANISATION IN CAPITAL LETTERS.)**
- Just before coming to your current organisation*
1. Public sector: \_\_\_\_\_
  2. Private sector (including NGOs): \_\_\_\_\_
- ... and before that ...*
3. Public sector: \_\_\_\_\_
  4. Private sector (including NGOs): \_\_\_\_\_
40. How did you arrive at your current posting? **(TICK ALL THAT APPLY.)**
1. My posting at this organisation was random
  2. I was selected for transfer by a member of this organisation who knew me personally
  3. I was selected for transfer by a member of this organisation who did not know me personally
  4. I influenced my transfer to this organisation

41. How satisfied are you with your current posting? **(TICK ONE NUMBER FOR EACH STATEMENT.)**

		Very satisfied	Relatively satisfied	Relatively dissatisfied	Very dissatisfied
1	Current job	1	2	3	4
2	Current income	1	2	3	4
3	Working conditions	1	2	3	4
4	Opportunities for self-improvement	1	2	3	4
5	Rewards for good performance	1	2	3	4

42. Is your salary (including allowances) sufficient to cover your household's basic needs such as food and housing? **(TICK ONE ANSWER ONLY.)**
1. My salary is sufficient for all my household's needs, and there is little need for others to work
  2. My salary is sufficient for my needs, but others have to work to support the household
  3. My salary is insufficient to cover my needs, which have to be covered in part by others in the household
43. Now think about the job you actually expect to be doing in five [5] years time. Do you expect to be working for: **(TICK ONE ANSWER ONLY)**
1. The same organisation as now, and at the same level
  2. The same organisation as now, but at a higher level
  3. A different organisation, in the Federal Government
  4. A different organisation, in some other tier of government
  5. A private company (local or foreign)
  6. Yourself; that is, self-employed
  7. Expect to be retired
44. Which of the following best characterise how you feel about your future career path? **(TICK ONE ANSWER ONLY.)**
1. I am satisfied with my likely future career path
  2. I am unsatisfied, but I don't want to leave the public sector
  3. I am unsatisfied, but don't feel I can leave the public sector
45. **If you answered 'unsatisfied, but don't feel I can leave the public sector', why do you feel this way? (TICK ONE ANSWER ONLY.)**
1. The wage I would receive in the private sector is much lower than in the public sector
  2. The job security is much lower in the private sector
  3. The work isn't as interesting
  4. I don't know anything about how to run or work in a private business
  5. I wouldn't be able to get a job in the private sector
  6. Other (please specify) \_\_\_\_\_

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## YOUR ENGAGEMENTS

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In this section, we want to know about the people that you engage with whilst going about your daily duties.

46. Do you think you get too little/the right amount of/too much supervision at your current organisation? **(TICK ONE ANSWER ONLY.)**
1. Too little
  2. The right amount
  3. Too much

47. Indicate how you feel about the statements relating to your bosses in the table below. **(TICK THE NUMBER FOR THAT STATEMENT WHICH IS CLOSEST TO YOUR OPINION.)**

		Agree	Disagree
1	My boss involves her/his staff in projects s/he works on	1	2
2	My boss involves her/his own bosses in the projects s/he works on	1	2
3	My boss involves everyone in our department on the projects s/he works on	1	2
4	My boss involves other departments on the projects we work on	1	2
5	My boss likes to keep projects to her/himself	1	2
6	My boss has a set of people s/he trusts to involve in projects and only involves them	1	2
7	There is a group of us (including your boss) who always work on projects together	1	2

48. **If you answered 'boss has a set of people s/he trusts to involve in projects and only involves them', where are these people from? (TICK ALL THAT APPLY.)**

1. S/he selected individuals from within the department only
2. S/he selected individuals from within the organisation
3. S/he selected individuals from within the wider service
4. S/he selected individuals from the private sector

49. When you need something done, how strong would you say your network of contacts in the service is? **(TICK ONE ANSWER ONLY.)**

1. I have sufficient contacts to achieve all I want to in the service
2. I find that sometimes I cannot achieve a task, as I do not know the right people in the service
3. I am highly constrained in my ability to achieve tasks by not knowing the right people

50. How often, if at all, do you *personally* engage with the communities in which your organisation implements its projects? **(TICK ONE ANSWER ONLY.)**

1. On every project I work on, I meet the communities in which the project is being implemented
2. I sometimes meet with the communities of projects I am working on
3. Typically, I do not engage directly with the communities in which we implement our projects



51. Think about recent projects and/or programmes you worked on for this organisation. What proportion of the citizens you've dealt with as part of your official duties..... **(TICK ONE NUMBER ONLY FOR EACH QUESTION.)**

		Never	1-25%	26-50%	51-75%	75-100%
1	Assist you in improving the effectiveness of the project?	1	2	3	4	5
2	Accept your decisions even when they were dissatisfied with them?	1	2	3	4	5
3	Argue with you?	1	2	3	4	5
4	Threaten you with violence?	1	2	3	4	5
5	Appeal against you to your bosses?	1	2	3	4	5
6	Appeal against you to an elected politician?	1	2	3	4	5
7	Approach you through a contact?	1	2	3	4	5
8	Behave in a friendly way, just to get better treatment?	1	2	3	4	5
9	Offer you a small present?	1	2	3	4	5
10	Offer you money or an expensive present?	1	2	3	4	5

52. Think about recent projects and/or programmes you worked on for this organisation. In what proportion of the projects have the following parties intervened in the implementation of a project? **(TICK ONE NUMBER ONLY FOR EACH QUESTION.)**

		Never	1-25%	26-50%	51-75%	75-100%
1	Member(s) of the National Assembly	1	2	3	4	5
2	Member(s) of the relevant central ministry	1	2	3	4	5
3	Member(s) of the state assembly	1	2	3	4	5
4	Governor of the state in which the project is being implemented	1	2	3	4	5
5	State commissioner(s)	1	2	3	4	5
6	Local government chairman/men	1	2	3	4	5
7	Community or religious group(s)	1	2	3	4	5

53. Think about recent projects and/or programmes you worked on for this organisation. How often, if at all, do you *personally* engage with members of the following groups in the work that you do? **(TICK ONE NUMBER ONLY FOR EACH QUESTION.)**

		Never	1-25%	26-50%	51-75%	75-100%
1	Member(s) of the National Assembly	1	2	3	4	5
2	Member(s) of the relevant central ministry	1	2	3	4	5
3	Member(s) of the state assembly	1	2	3	4	5
4	Governor of the state in which the project is being implemented	1	2	3	4	5
5	State commissioner(s)	1	2	3	4	5
6	Local government chairman/men	1	2	3	4	5
7	Community or religious group(s)	1	2	3	4	5

54. Which of the following statements best reflects your experience of the private sector you have dealt with in recent projects and/or programmes you have worked on? **(TICK ONE ANSWER ONLY)**
1. Contractors/suppliers/consultants in the [water] industry are independent of government and competitive
  2. Contractors/suppliers/consultants in the [water] industry are independent of government, but there is little competition between them
  3. Those contractors/suppliers/consultants most successful in securing contracts are aligned with government in some way, and this improves their effectiveness
  4. Those contractors/suppliers/consultants most successful in securing contracts are aligned with government in some way, and this reduces their effectiveness
55. Think about recent projects and/or programmes you worked on for this organisation. In what proportion of projects did the contractors/suppliers/consultants you dealt with as part of your official duties..... **(TICK ONE NUMBER ONLY FOR EACH QUESTION)**

		Never	1-25%	26-50%	51-75%	75-100%
1	Assist you in improving the effectiveness of the project?	1	2	3	4	5
2	Accept your decisions even when they were dissatisfied with them?	1	2	3	4	5
3	Argue with you?	1	2	3	4	5
4	Threaten you with violence?	1	2	3	4	5
5	Appeal against you to your bosses?	1	2	3	4	5
6	Appeal against you to an elected politician?	1	2	3	4	5
7	Approach you through a contact?	1	2	3	4	5
8	Behave in a friendly way, just to get better treatment?	1	2	3	4	5
9	Offer you a small present?	1	2	3	4	5
10	Offer you money or an expensive present?	1	2	3	4	5

56. Indicate how you feel about the statements relating to contractors/suppliers/consultants in the table below. **(TICK ONE NUMBER FOR EACH STATEMENT.)**

		Agree	Disagree
1	Contractors/suppliers/consultants improve the efficiency of government	1	2
2	Contractors/suppliers/consultants are more effective at implementing [basic water projects] than government	1	2
3	Contractors/suppliers/consultants know the communities better than civil servants in ways that matter for implementing [basic water projects]	1	2
4	Contractors/suppliers/consultants have better incentives to implement projects than civil servants	1	2

57. Think about the whole process of delivering services to citizens. Rate the influence you think each of the following type of person has on the success of a typical project implemented by your organisation: **(TICK ONE NUMBER IN EACH COLUMN)**

		Most influence	Significant influence	Some influence	Less influence	Least influence
1	Relevant member(s) of NASS	1	2	3	4	5
2	Members of your organisation	1	2	3	4	5
3	Contractors/suppliers/consultants	1	2	3	4	5
4	Local elite(s)/head(s) of community	1	2	3	4	5
5	Rest of community	1	2	3	4	5

58. Why did you answer as you did in 57? **(WRITE IN CAPITAL LETTERS.)**

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#### SCENARIOS OF SERVICE DELIVERY

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We will now propose a number of scenarios. We will ask you how you think you would respond in such a scenario. Again, this is not an exam but an exercise to get your opinion.

59. Imagine this scenario. Ngozi is a civil servant in a [relevant tier organisation]. Ngozi is awarded [Due Process certification] for a [water project] in a local community that needs [a source of clean water]. Ngozi is directed by her boss to use the funds for three yet-to-be-certified projects in other villages that need the [water projects] more. Ngozi does as she is directed, and pays the contractors/suppliers/consultant his advance payment for the three uncertified projects. However, the contractors/suppliers/consultant does not mobilise to site, and no work is done. Indicate how you feel about the actions taken in the table below. **(TICK ONE NUMBER FOR EACH STATEMENT.)**

		Agree	Disagree
1	Ngozi should have refused to divert the funds and paid the contractors/suppliers/consultant for the certified project	1	2
2	The contractors/suppliers/consultant should not have accepted the funds given that [Due Process] had not been followed	1	2
3	The boss was wrong to direct Ngozi to share the funds of a project with others	1	2
4	Sometimes it is right to go against strict rules, as Ngozi did, so to make things fairer or more efficient	1	2
5	Bureaucrats should be given more space to interpret what the best action to take in a given situation is	1	2
6	This is a typical scenario in government	1	2

60. Imagine this scenario. Usman is a civil servant in a [relevant tier organisation]. His department is in charge of putting a [community water system] into a local community. Having gained [Due Process certification] early in the year, Usman has too much work to manage and by the time he gets round to organising the contractors/suppliers/consultants to mobilise to site, it is rainy season, and no work can be done. Once the rainy season has ended, Usman is once again too busy with his other work and the project is abandoned. Indicate how you feel about the actions taken in the table below. **(TICK ONE NUMBER FOR EACH STATEMENT.)**

		Agree	Disagree
1	Usman should organise his work better and get done the work he is responsible for	1	2
2	The contractors/suppliers/consultant has been contracted to do the work. They should have pushed Usman to provide them with the necessary funds to mobilise to site sooner	1	2
3	Usman should delegate some of his work to others	1	2
4	Usman's boss should have taken responsibility for getting the work done	1	2
5	This is a typical scenario in government	1	2

61. Imagine this scenario, and then tick how you think you would respond. Your department has been delegated to organise a [community water system] is put into a local community. In a discussion, everyone felt that it is not the right community because it already has a [good water supply]. What would you do? **(TICK THE MOST IMPORTANT ONLY.)**

1. Proceed with the implementation in the designated community despite knowing it is not right
2. Go back to the National Assembly and ask them to choose a new community
3. Use data collected by government to choose another community to implement in
4. Discuss with others in your department which community is the most deserving in terms of [water scarcity], and implement there
5. Discuss in which community the project is most feasible, and implement there
6. Do not implement the water project in any community

62. From the above scenario, now suppose an individual has been coming to the office and telling you that all his community deserves is a [water system] for a number of years. There are communities where the people are in [greater need of water]. Will his lobbying affect your decisions? **(TICK ONE NUMBER FOR EACH STATEMENT.)**

		Agree	Disagree
1	Yes. I will typically respond positively to a member of a community that lobbies for his village	1	2
2	No. I often have too many other concerns for a community's campaigns to affect my decisions	1	2
3	No. In my experience, only communities of greatest need are served	1	2
4	This is a typical scenario in government	1	2

63. Now suppose that your direct boss tells you that it is not his place to change your minds. Rather, you will implement the project in that community that has [least access to water]. However, you receive a visitor representing the constituency in the National Assembly saying that he wants you to put the [water system] in a village of his choosing. Do you act on this request? **(TICK ONE NUMBER FOR EACH STATEMENT.)**

		Agree	Disagree
1	Yes. I typically respond positively to a member of the National Assembly that campaigns for a village	1	2
2	No. I often have too many other concerns for a member of the National Assembly's campaigns to affect my decisions	1	2
3	No. In my experience, only communities of greatest need are served	1	2
4	This is a typical scenario in government	1	2

64. Instead, suppose that your boss's friend comes to the department and says he would like to be awarded the contract for the [water supply]. Your boss agrees. Do you think your boss would inform you about what is happening? **(TICK ONE NUMBER FOR EACH STATEMENT.)**

		Agree	Disagree
1	Yes. My department works as a team on all such things	1	2
2	No. I would never know about such agreements	1	2
3	My boss works with a small group of colleagues on such matters	1	2
4	This is a typical scenario in government	1	2

65. The contract is awarded and your boss receives some benefit. Would you expect to receive a part of this benefit, even though you had nothing to do with the arrangement? **(TICK ONE NUMBER FOR EACH STATEMENT.)**

		Agree	Disagree
1	My department shares such benefits equally	1	2
2	My department is hierarchical in the sharing of such benefits	1	2
3	I would not expect to receive any part of such a benefit	1	2
4	This is a typical scenario in government	1	2

66. Imagine you had to assist your boss in awarding the contract. Do you think you have enough connections to make sure that your boss's friend is awarded the contract? **(TICK ONE NUMBER FOR EACH STATEMENT.)**

		Agree	Disagree
1	I have sufficient connections to achieve all I want to in the service	1	2
2	I find that sometimes I cannot achieve a task as I do not know the right people in the service	1	2
3	I am highly constrained in my ability to achieve tasks by not knowing the right people	1	2
4	This is a typical scenario in government	1	2

67. **If you feel you do have some connections, how did you get these connections? (TICK ONE ANSWER ONLY.)**

1. From working with them in this organisation only
2. From working with them in other public sector organisations
3. From working with them in other private organisations
4. I only knew them socially before coming to this organisation
5. I didn't know them from before I came to this organisation, but they are from my community
6. I have no connections

68. In your experience, what are the *main* reasons public projects fail to be implemented? **(TICK THE REASONS YOU THINK ARE MOST IMPORTANT ONLY.)**

1. The projects are technically too difficult
2. The community does not accept the project
3. Local leaders misappropriate the project or funds
4. There isn't enough engagement between the community and the officials/contractors/suppliers/consultants implementing the project
5. Mainly it is because of corruption in the private sector
6. Mainly it is because of corruption in the civil service

69. Think about recent projects and/or programmes you worked on for this organisation. In what proportion of the projects have you had to face the following difficult challenges? **(TICK ONE NUMBER FOR EACH STATEMENT.)**

		Never	1-25%	26-50%	51-75%	75-100%
1	There were not enough funds for all projects, so you had to manage them with less funding than required	1	2	3	4	5
2	No contractors/suppliers/consultants of the requisite quality tendered for the project	1	2	3	4	5
3	I had to go around some of the stricter rules in the service to get my work done	1	2	3	4	5
4	I observed others breaking service rules for their own benefit	1	2	3	4	5
5	I was put under pressure to change the project location	1	2	3	4	5
6	I was put under pressure to change the project specifications	1	2	3	4	5
7	I was put under pressure to help select particular contractors/suppliers/consultants	1	2	3	4	5
8	I was put under pressure to divert some of the funds	1	2	3	4	5
9	I had to use some of my own funds to ensure the project was implemented	1	2	3	4	5

70. Do you expect to be held accountable for breaking the Public Service Rules in any of the ways mentioned above? **(TICK ONE ANSWER ONLY.)**
1. Yes. Every infringement of the Public Services Rules is identified and punished.
  2. Frequently. Most infringements are detected and punished.
  3. Rarely. I wouldn't expect to be found out.
  4. Never. Infringements always go unpunished.

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**YOUR PRIORITIES FOR INVESTMENT**

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71. The following question relates to an actual distributional decision. We have N1,000,000,000 to distribute on social sector projects in the 2011 budget. We would like to collect information from you on what would be your priorities for investment. Below are five methods for expending these funds. Please distribute this N1,000,000,000 in the column below as you suggest we invest it.

	PROJECT	YOUR ALLOCATION
1	<b>Additional funds for capital projects</b> to be run by organisations in your sector.	
2	<b>Constituency projects</b> in your sector chosen to meet the constituency needs of National Assembly members.	
3	<b>A new specialised programme in your sector</b> run separately from any existing organisation. Examples of such programmes include the Universal Basic Education Commission and the National Health Insurance Scheme.	
4	Increased allocation to states and local governments through the <b>Conditional Grants Scheme (CGS)</b> to implement projects in your sector. Note, the CGS has the highest project completion rate of all debt relief funded projects.	
5	<b>Other (please specify)</b>	

72. What proportion of the questions in this survey fulfilled the following criteria? **(TICK ONE NUMBER FOR EACH STATEMENT.)**

		Never	1-25%	26-50%	51-75%	75-100%
1	Questions were clear	1	2	3	4	5
2	I could express my opinion	1	2	3	4	5
3	I answered questions truthfully	1	2	3	4	5
4	I think my colleagues will answer questions truthfully	1	2	3	4	5

73. If there is anything you would like us to know about working in the service that was not yet addressed, you are welcome to write it here:

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- END OF SURVEY -

**Thank you for your time and considerate answers.** We aim for all of the opinions expressed in these surveys to be reported back anonymously to Mr. President and the Head of Service and acted upon as a whole. We will be sending a copy of the report of the entire survey process to your organisation. You will be able to find a copy at the Office of the Head of the Civil Service of the Federation, or you can e-mail [civilservicesurvey@yahoo.com](mailto:civilservicesurvey@yahoo.com) to request a copy. You can also e-mail any other comments you would like to make to this e-mail address. All e-mails will be treated in the strictest confidence.

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#### **NEXT SESSION: DISCUSSION ON CHALLENGES TO SERVICE DELIVERY**

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In the next session, we will now ask you about your experience of trying to implement your duties, and the challenges you confront in doing so. Start thinking about your answers to the below questions. **We will discuss these questions amongst the group once everyone has completed the questionnaires.**

74. What are the most significant barriers to doing your job?
75. Is there anything that could be done about these barriers? If so, what?