

Codebook for Nigeria Civil Servants Survey 2010

Variables presented in the aggregate data

Variable	Description
Organization ID	Unique ID for each organization
Organization name	Name of the organization
State	State of the Organization
ADM1	Code for Nigeria's first order administrative unit
Type of Respondent	Public official or at organizational level
Respondents per organization	Number of respondents interviewed in each organization
Survey question	Question text from the questionnaire. Questions with non-binary categorical options are broken down to their respective options. If the responses of a question are collapsed, it is indicated in the survey question.
Overall	Mean share of respondents choosing the given option of a question
Overall_lower*	Lower boundary of 95% confidence interval for the mean share of respondents choosing the given option of a question. If the lower bound of the confidence interval goes beyond the lowest possible value of the question, it is replaced with the lowest value. For example, for a binary question with 0 and 1 as options, if the lower bound of the confidence interval is below 0, it is replaced with 0.
Overall_upper*	Upper boundary of 95% confidence interval for the mean share of respondents choosing the given option of a question. If the upper bound of the confidence interval goes beyond the highest possible value of the question, it is replaced with the highest value. For example, for a binary question with 0 and 1 as options, if the upper bound of the confidence interval is greater than 1, it is replaced with 1.
Female*	Mean share of female respondents choosing the given option of a question.
Female lower*	Lower boundary of 95% confidence interval for the mean share of female respondents choosing the given option of a question. If the lower bound of the confidence interval goes beyond the lowest possible value of the question, it is replaced with the lowest value. For example, for a binary question with 0 and 1 as options, if the lower bound of the confidence interval is below 0, it is replaced with 0.

Female upper*	Upper boundary of 95% confidence interval for the mean share of female respondents choosing the given option of a question. If the upper bound of the confidence interval goes beyond the highest possible value of the question, it is replaced with the highest value. For example, for a binary question with 0 and 1 as options, if the upper bound of the confidence interval is greater than 1, it is replaced with 1.
Male*	Mean share of male respondents choosing the given option of a question.
Male lower*	Lower boundary of 95% confidence interval for the mean share of male respondents choosing the given option of a question. If the lower bound of the confidence interval goes beyond the lowest possible value of the question, it is replaced with the lowest value. For example, for a binary question with 0 and 1 as options, if the lower bound of the confidence interval is below 0, it is replaced with 0.
Male upper*	Lower boundary of 95% confidence interval for the mean share of male choosing the given option of a question. If the upper bound of the confidence interval goes beyond the highest possible value of the question, it is replaced with the highest value. For example, for a binary question with 0 and 1 as options, if the upper bound of the confidence interval is greater than 1, it is replaced with 1.

*These are only available for questions from the Officials dataset

Questions from the officials dataset:

Number	Question	Response option measured	Response unit
1	Sex	Male	Binary (0/1)
		Female	Binary (0/1)
2	Service Grade level	G1 to G17	
7	What is your highest <i>completed</i> schooling qualification?	Junior Secondary School (JSS)	Binary (0/1)
		Senior Secondary School (SSS)	Binary (0/1)
		First degree or equivalent	Binary (0/1)
		Masters degree or equivalent	Binary (0/1)
		Doctorate or equivalent	Binary (0/1)
		Other (please specify)	Binary (0/1)
9	Do you directly utilise the skills learnt in your highest qualification in your official duties?	Yes	Binary (0/1)
10	If you answered 'yes' to 9, how do you utilise the skills learnt in your highest qualification in your official duties?	A specialised way of thinking, e.g. gender budgeting or cost-benefit analysis	Binary (0/1)
		Specific techniques, e.g. accounting practices or architectural drawing	Binary (0/1)
		Knowledge, e.g. poverty statistics for the local area or drilling depth for a borehole	Binary (0/1)
12	Do you directly utilise the skills learnt in the trainings you've had in your official duties?	Yes	Binary (0/1)
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?	A specialised way of thinking, e.g. gender budgeting or cost-benefit analysis	Binary (0/1)
		Specific techniques, e.g. accounting practices or architectural drawing	Binary (0/1)
		Knowledge, e.g. poverty statistics for the local area or drilling depth for a borehole	Binary (0/1)
14	How many years have you been in service?	N/A	Number of years

15	How many years have you been at this organization?	N/A	Number of years
16	What most influenced you to take up a career in the service?	I was interested in the type of work	Binary (0/1)
		The income prospects	Binary (0/1)
		The prestige associated with such a job	Binary (0/1)
		The stable career path that a job in the service affords	Binary (0/1)
		The chance to serve Nigeria	Binary (0/1)
		It was the only employment I could get	Binary (0/1)
		Other (please specify)	Binary (0/1)
17	Who most influenced you to take up a career in the service?	My family were the most important influence on my taking up a position in the service	Binary (0/1)
		My community were the most important influence on my taking up a position in the service	Binary (0/1)
		Previous colleagues were the most important influence on my taking up a position in the service	Binary (0/1)
		It was mainly a decision I made for myself, independent of influence by others	Binary (0/1)
20	Are you the first member of your family to enter the [Federal] service?	Yes	Binary (0/1)
21	If you answered 'No' to 20, how many of your family have worked in the [Federal] service?		Integer
22	If you answered 'Yes' to 20, how many of your family entered the [Federal] service after you did?		Integer
23	How are you related to members of the service? (indicate an estimate of the number of members for each option)	Member(s) of my family work(s) in this organisation	Integer
		I have previously worked with member(s) of my family in another tier/organisation of the service	Integer
		Member(s) of my family work(s) in another tier/organisation of the service, but I have never worked with them	Integer
		Members of my family have retired from service	Integer

24	How are you acquainted to members of your current organisation? (indicate an estimate of the number of members for each option)	Members of my community work in this organisation	Integer
		Members of my community work in another tier/organisation and I have worked with them in some other organisation	Integer
		Members of my community work in another tier/organisation but I have never worked with them	Integer
		None of my relatives or members of my community have ever worked in the service	Integer
		I had worked with my current colleague(s) outside of the service before coming to this organisation	Integer
		I had worked with my current colleague(s) in another tier/organisation of government before coming to this organisation	Integer
		We were colleagues in another tier/organisation but did not work together	Integer
		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	Integer
		We knew each other socially before we were in this organisation but had not worked together nor had worked in the same organisation	Integer
		I did not know any of my current colleagues until I came to this organisation	Integer
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?	I had worked with my closest colleague(s) outside of the service before coming to this organization	Integer
		I had worked with my closest colleague(s) in another tier/organisation of government before coming to this organisation	Integer
		We were colleagues in another tier/organisation but did not work together We knew each other from school/university before we were in this organisation but had not worked together nor had worked in the same organization	Integer

26	Think about all of your bosses in your organisation. How did you know your bosses before you came to this organisation?	We knew each other socially before we were in this organization but had not worked together nor had worked in the same organization	Integer
		I did not know any of my current colleagues until I came to this organisation	Integer
		I had worked with some of them in the service before I joined this organisation	Binary (0/1)
		I had worked with some of them outside the service, e.g. in the private sector, before I joined this organisation	Binary (0/1)
		I knew them socially, but we had never worked together	Binary (0/1)
27	Now think about your direct boss. How well (if at all) did you know your boss before you came to this organisation?	I did not know any of my bosses before I joined this organisation	Binary (0/1)
		I had worked with him/her in the service before we joined this organisation	Binary (0/1)
		I had worked with him/her outside the service, e.g. in the private sector, before we joined this organisation	Binary (0/1)
		I knew him/her socially, but we had never worked together	Binary (0/1)
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?	I did not know my boss before I joined this organisation	Binary (0/1)
		Yes	Binary (0/1)
29	How much control did you have over your initial posting in the service?	I chose my initial posting	Binary (0/1)
		I had some influence over my posting	Binary (0/1)
		I did not have influence over my posting	Binary (0/1)
30	Did you go to your preferred organisation in your initial posting in the service?	I went to the organisation I wanted to work for	Binary (0/1)
		I did not go to the organisation I most wanted to work for, but I went to my next preference	Binary (0/1)
		I did not go to either of my top two preferences	Binary (0/1)
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	Total control over his career path in the service	Binary (0/1)
		Some control over his career path in the service	Binary (0/1)

	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?	No control over his career path in the service	Binary (0/1)
32	Given your experience in the service, why might Wole's old boss transfer him to his department?	The boss knows Wole is capable and will get the job done (Wole is the most qualified person)	Binary (0/1)
		Wole has been in the service longest and thus has most experience	Binary (0/1)
		The boss wants to fill a federal character quota	Binary (0/1)
		The boss thinks Wole will fit into the team as it currently is	Binary (0/1)
		The boss can use Wole in a corrupt scheme	Binary (0/1)
		The boss doesn't want Wole to pester him any more	Binary (0/1)
33	Given your experience in the service, how often do such special requests occur	Relatively frequently	Binary (0/1)
		Relatively infrequently	Binary (0/1)
34	How much control do you feel you have over your career path in the service since your initial posting	I have total control over my career path in the service	Binary (0/1)
		I have some control over my career path in the service	Binary (0/1)
		I have no control over my career path in the service	Binary (0/1)
35	How many times have you moved from one organisation to another in the [Federal] service?		Integer
36	Would you have liked to have moved more/the same/fewer times?	More	Binary (0/1)
		The same	Binary (0/1)
		Fewer	Binary (0/1)
37	How much control do you feel you have over the organisation in the service you work for?	I have total control over the organisation that I work for	Binary (0/1)
		I have some control over the organisation that I work for	Binary (0/1)
		I have no control over the organisation that I work for	Binary (0/1)
38	How much control do you feel you have over the department you	I have total control over the department that I work for	Binary (0/1)

	work for in your current organisation?	I have some control over the department that I work for	Binary (0/1)
		I have no control over the department that I work for	Binary (0/1)
40	How did you arrive at your current posting?	My posting at this organisation was random	Binary (0/1)
		I was selected for transfer by a member of this organisation who knew me personally	Binary (0/1)
		I was selected for transfer by a member of this organisation who did not know me personally	Binary (0/1)
		I influenced my transfer to this organisation	Binary (0/1)
41	How satisfied are you with your current posting	Current job (very or relatively satisfied)	Binary (0/1)
		Current income (very or relatively satisfied)	Binary (0/1)
		Working conditions (very or relatively satisfied)	Binary (0/1)
		Opportunities for self-improvement (very or relatively satisfied)	Binary (0/1)
		Rewards for good performance (very or relatively satisfied)	Binary (0/1)
42	Is your salary (including allowances) sufficient to cover your household's basic needs such as food and housing	My salary is sufficient for all my household's needs, and there is little need for others to work	Binary (0/1)
		My salary is sufficient for my needs, but others have to work to support the household	Binary (0/1)
		My salary is insufficient to cover my needs, which have to be covered in part by others in the household	Binary (0/1)
43	Now think about the job you actually expect to be doing in five [5] years time. Do you expect to be working for	The same organisation as now, and at the same level	Binary (0/1)
		The same organisation as now, but at a higher level	Binary (0/1)
		A different organisation, in the Federal Government	Binary (0/1)
		A different organisation, in some other tier of government	Binary (0/1)
		A private company (local or foreign)	Binary (0/1)

		Yourself; that is, self-employed	Binary (0/1)
		Expect to be retired	Binary (0/1)
44	Which of the following best characterise how you feel about your future career path?	I am satisfied with my likely future career path	Binary (0/1)
		I am unsatisfied, but I don't want to leave the public sector	Binary (0/1)
		I am unsatisfied, but don't feel I can leave the public sector	Binary (0/1)
45	If you answered 'unsatisfied, but don't feel I can leave the public sector', why do you feel this way?	The wage I would receive in the private sector is much lower than in the public sector	Binary (0/1)
		The job security is much lower in the private sector	Binary (0/1)
		The work isn't as interesting	Binary (0/1)
		I don't know anything about how to run or work in a private business	Binary (0/1)
		I wouldn't be able to get a job in the private sector	Binary (0/1)
		Other (please specify)	Binary (0/1)
46	Do you think you get too little/the right amount of/too much supervision at your current organisation?	Too little	Binary (0/1)
		The right amount	Binary (0/1)
		Too much	Binary (0/1)
47	Indicate how you feel about the statements relating to your bosses in the table below.	My boss involves her/his staff in projects s/he works on (agree)	Binary (0/1)
		My boss involves her/his own bosses in the projects s/he works on (agree)	Binary (0/1)
		My boss involves everyone in our department on the projects s/he works on (agree)	Binary (0/1)
		My boss involves other departments on the projects we work on (agree)	Binary (0/1)
		My boss likes to keep projects to her/himself (agree)	Binary (0/1)
		My boss has a set of people s/he trusts to involve in projects and only involves them (agree)	Binary (0/1)
		There is a group of us (including your boss) who always work on projects together (agree)	Proportion agree

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?	S/he selected individuals from within the department only	Binary (0/1)
		S/he selected individuals from within the organisation	Binary (0/1)
		S/he selected individuals from within the wider service	Binary (0/1)
		S/he selected individuals from the private sector	Binary (0/1)
49	When you need something done, how strong would you say your network of contacts in the service is?	I have sufficient contacts to achieve all I want to in the service	Binary (0/1)
		I find that sometimes I cannot achieve a task, as I do not know the right people in the service	Binary (0/1)
		I am highly constrained in my ability to achieve tasks by not knowing the right people	Binary (0/1)
50	How often, if at all, do you <i>personally</i> engage with the communities in which your organisation implements its projects?	On every project I work on, I meet the communities in which the project is being implemented	Binary (0/1)
		I sometimes meet with the communities of projects I am working on	Binary (0/1)
		Typically, I do not engage directly with the communities in which we implement our projects	Binary (0/1)
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	Assist you in improving the effectiveness of the project? (Greater than 50%)	Binary (0/1)
		Accept your decisions even when they were dissatisfied with them? (Greater than 50%)	Binary (0/1)
		Argue with you? (Greater than 50%)	Binary (0/1)
		Threaten you with violence? (Greater than 50%)	Binary (0/1)
		Appeal against you to your bosses? (Greater than 50%)	Binary (0/1)
		Appeal against you to an elected politician? (Greater than 50%)	Binary (0/1)
		Approach you through a contact? (Greater than 50%)	Binary (0/1)
		Behave in a friendly way, just to get better treatment? (Greater than 50%)	Binary (0/1)
		Offer you a small present? (Greater than 50%)	Binary (0/1)

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?	Offer you money or an expensive present? (Greater than 50%)	Binary (0/1)
		Member(s) of the National Assembly (Greater than 50%)	Binary (0/1)
		Member(s) of the relevant central ministry (Greater than 50%)	Binary (0/1)
		Member(s) of the state assembly (Greater than 50%)	Binary (0/1)
		Governor of the state in which the project is being implemented (Greater than 50%)	Binary (0/1)
		State commissioner(s) (Greater than 50%)	Binary (0/1)
		Local government chairman/men (Greater than 50%)	Binary (0/1)
		Community or religious group(s) (Greater than 50%)	Binary (0/1)
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?	Member(s) of the National Assembly (Greater than 50%)	Binary (0/1)
		Member(s) of the relevant central ministry (Greater than 50%)	Binary (0/1)
		Member(s) of the state assembly (Greater than 50%)	Binary (0/1)
		Governor of the state in which the project is being implemented (Greater than 50%)	Binary (0/1)
		State commissioner(s) (Greater than 50%)	Binary (0/1)
		Local government chairman/men (Greater than 50%)	Binary (0/1)
		Community or religious group(s) (Greater than 50%)	Binary (0/1)
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?	Contractors/suppliers/consultants in the [water] industry are independent of government and competitive	Binary (0/1)
		Contractors/suppliers/consultants in the [water] industry are independent of government, but there is little competition between them	Binary (0/1)

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	Those contractors/suppliers/consultants most successful in securing contracts are aligned with government in some way, and this improves their effectiveness	Binary (0/1)
		Those contractors/suppliers/consultants most successful in securing contracts are aligned with government in some way, and this reduces their effectiveness	Binary (0/1)
		Assist you in improving the effectiveness of the project? (Greater than 50%)	Binary (0/1)
		Accept your decisions even when they were dissatisfied with them? (Greater than 50%)	Binary (0/1)
		Argue with you? (Greater than 50%)	Binary (0/1)
		Threaten you with violence? (Greater than 50%)	Binary (0/1)
		Appeal against you to your bosses? (Greater than 50%)	Binary (0/1)
		Appeal against you to an elected politician? (Greater than 50%)	Binary (0/1)
		Approach you through a contact? (Greater than 50%)	Binary (0/1)
		Behave in a friendly way, just to get better treatment? (Greater than 50%)	Binary (0/1)
		Offer you a small present? (Greater than 50%)	Binary (0/1)
		Offer you money or an expensive present? (Greater than 50%)	Binary (0/1)
56	Indicate how you feel about the statements relating to contractors/suppliers/consultants in the table below.	Contractors/suppliers/consultants improve the efficiency of government (agree)	Binary (0/1)
		Contractors/suppliers/consultants are more effective at implementing [basic water projects] than government (agree)	Binary (0/1)
		Contractors/suppliers/consultants know the communities better than civil servants in ways that matter for implementing [basic water projects] (agree)	Binary (0/1)
		Contractors/suppliers/consultants have better incentives to implement projects than civil servants (agree)	Binary (0/1)

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	Relevant member(s) of NASS (most-some influence)	Binary (0/1)
		Members of your organisation (most-some influence)	Binary (0/1)
		Contractors/suppliers/consultants (most-some influence)	Binary (0/1)
		Local elite(s)/head(s) of community (most-some influence)	Binary (0/1)
		Rest of community (most-some influence)	Binary (0/1)
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	Ngozi should have refused to divert the funds and paid the contractors/suppliers/consultant for the certified project (agree)	Binary (0/1)
		The contractors/suppliers/consultant should not have accepted the funds given that [Due Process] had not been followed (agree)	Binary (0/1)
		The boss was wrong to direct Ngozi to share the funds of a project with others (agree)	Binary (0/1)
		Sometimes it is right to go against strict rules, as Ngozi did, so to make things fairer or more efficient (agree)	Binary (0/1)
		Bureaucrats should be given more space to interpret what the best action to take in a given situation is (agree)	Binary (0/1)
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	This is a typical scenario in government (agree)	Binary (0/1)
		Usman should organise his work better and get done the work he is responsible for (agree)	Binary (0/1)
		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 (agree)	Binary (0/1)
		Usman should delegate some of his work to others (agree)	Binary (0/1)
		Usman's boss should have taken responsibility for getting the work done (agree)	Binary (0/1)
		This is a typical scenario in government (agree)	Binary (0/1)

	how you feel about the actions taken in the table below.		
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 watersupply]. What would you do?	Proceed with the implementation in the designated community despite knowing it is not right	Binary (0/1)
		Go back to the National Assembly and ask them to choose a new community	Binary (0/1)
		Use data collected by government to choose another community to implement in	Binary (0/1)
		Discuss with others in your department which community is the most deserving in terms of [water scarcity], and implement there	Binary (0/1)
		Discuss in which community the project is most feasible, and implement there	Binary (0/1)
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?	Do not implement the water project in any community	Binary (0/1)
		Yes. I will typically respond positively to a member of a community that lobbies for his village (agree)	Binary (0/1)
		No. I often have too many other concerns for a community's campaigns to affect my decisions (agree)	Binary (0/1)
		No. In my experience, only communities of greatest need are served (agree)	Binary (0/1)
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	This is a typical scenario in government (agree)	Binary (0/1)
		Yes. I typically respond positively to a member of the National Assembly that campaigns for a village (agree)	Binary (0/1)
		No. I often have too many other concerns for a member of the National Assembly's campaigns to affect my decisions (agree)	Binary (0/1)
		No. In my experience, only communities of greatest need are served (agree)	Binary (0/1)
64	Instead, suppose that your boss's friend comes to the department and says he awarded the contract for the [water supply]. Your boss	This is a typical scenario in government (agree)	Binary (0/1)
		Yes. My department works as a team on all such things (agree)	Binary (0/1)
		No. I would never know about such agreements (agree)	Binary (0/1)

	agrees. Do you think inform you about what is happening?	My boss works with a small group of colleagues on such matters (agree)	Binary (0/1)
		This is a typical scenario in government (agree)	Binary (0/1)
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?	My department shares such benefits equally (agree)	Binary (0/1)
		My department is hierarchical in the sharing of such benefits (agree)	Binary (0/1)
		I would not expect to receive any part of such a benefit (agree)	Binary (0/1)
		This is a typical scenario in government (agree)	Binary (0/1)
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?	I have sufficient connections to achieve all I want to in the service	Binary (0/1)
		I find that sometimes I cannot achieve a task as I do not know the right people in the service	Binary (0/1)
		I am highly constrained in my ability to achieve tasks by not knowing the right people	Binary (0/1)
		This is a typical scenario in government	Binary (0/1)
67	If you feel you do have some connections, how did you get these connections?	From working with them in this organisation only	Binary (0/1)
		From working with them in other public sector organisations	Binary (0/1)
		From working with them in other private organisations	Binary (0/1)
		I only knew them socially before coming to this organisation	Binary (0/1)
		I didn't know them from before I came to this organisation, but they are from my community	Binary (0/1)
		I have no connections	Binary (0/1)
68	In your experience, what are the main reasons public projects fail to be implemented?	The projects are technically too difficult	Binary (0/1)
		The community does not accept the project	Binary (0/1)
		Local leaders misappropriate the project or funds	Binary (0/1)
		There isn't enough engagement between the community and the officials/contractors/suppliers/consultants implementing the project	Binary (0/1)
		Mainly it is because of corruption in the private sector	Binary (0/1)

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?	Mainly it is because of corruption in the civil service	Binary (0/1)
		There were not enough funds for all projects, so you had to manage them with less funding than required (Greater than 50%)	Binary (0/1)
		No contractors/suppliers/consultants of the requisite quality tendered for the project (Greater than 50%)	Binary (0/1)
		I had to go around some of the stricter rules in the service to get my work done (Greater than 50%)	Binary (0/1)
		I observed others breaking service rules for their own benefit (Greater than 50%)	Binary (0/1)
		I was put under pressure to change the project location (Greater than 50%)	Binary (0/1)
		I was put under pressure to change the project specifications (Greater than 50%)	Binary (0/1)
		I was put under pressure to help select particular contractors/suppliers/consultants (Greater than 50%)	Binary (0/1)
		I was put under pressure to divert some of the funds (Greater than 50%)	Binary (0/1)
70	Do you expect to be held accountable for breaking the Public Service Rules in any of the ways mentioned above?	I had to use some of my own funds to ensure the project was implemented (Greater than 50%)	Binary (0/1)
		Yes. Every infringement of the Public Services Rules is identified and punished.	Binary (0/1)
		Frequently. Most infringements are detected and punished.	Binary (0/1)
		Rarely. I wouldn't expect to be found out.	Binary (0/1)
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	Never. Infringements always go unpunished.	Binary (0/1)
		Additional funds for capital projects to be run by organisations in your sector.	Integer
		Constituency projects in your sector chosen to meet the constituency needs of National Assembly members.	Integer

72	What proportion of the questions in this survey fulfilled the following criteria?	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.	A new specialised programme in your sector run separately from any existing organisation. Examples of such programmes include the Universal Basic Education Commission and the National Health Insurance Scheme.	Integer
			Increased allocation to states and local governments through the Conditional Grants Scheme (CGS) to implement projects in your sector. Note, the CGS has the highest project completion rate of all debt relief funded projects.	Integer
			Other (please specify)	Integer
			Questions were clear (Greater than 50%)	Binary (0/1)
			I could express my opinion (Greater than 50%)	Binary (0/1)
			I answered questions truthfully (Greater than 50%)	Binary (0/1)
			I think my colleagues will never answer truthfully (Greater than 50%)	Binary (0/1)

Questions from the organizational dataset:

Number	Question	Response option measured	Response unit
1	What is the intended coverage of your organization?	National	Binary (0/1)
		Zonal	Binary (0/1)
		River basin	Binary (0/1)
		State	Binary (0/1)
		Other (please specify)	Binary (0/1)
2	Is there anything particularly unusual about this organisation when compared with other government organisations?	Yes	Binary (0/1)
5	Has the way the organisation implements projects changed significantly since 2007?	Yes	Binary (0/1)
7	How have political events of the last year affected this organisation?	Little effect	Binary (0/1)
		Changes in the way we work with others, but not really in our external processes	Binary (0/1)
		Significantly changed the way we work	Binary (0/1)
9	How important has the SERVICOM charter been to the everyday work of this organisation?	It has significantly changed the way we serve citizens and/or implement projects	Binary (0/1)
		It has changed the way we serve, but not significantly	Binary (0/1)
		It hasn't had any real impact	Binary (0/1)
11	What impact has the Public Service Reform programme had on the everyday work of this organisation?	It has significantly changed the way we serve citizens and/or implement projects	Binary (0/1)
		It has changed the way we serve, but not significantly	Binary (0/1)
		It hasn't had any real impact	Binary (0/1)
13	What impact has the spending of debt relief had on the everyday work of this organisation?	It has significantly changed the way we serve	Binary (0/1)

		citizens and/or implement projects	
		It has changed the way we serve, but not significantly	Binary (0/1)
		It hasn't had any real impact	Binary (0/1)
15	Now think about the entire staff of your organisation since the inception of the current administration. Would you say the staff of your organisation today is representative of the staff in 2007?	Yes	Binary (0/1)
16	What proportion of the staff who were in this organisation in 2007 are still here?		Proportion
17	During a typical working day (8 hours from 8am to 4pm), how many hours is there electricity (PHCN or generator)?		Number of hours
18	Out of the five [5] working days, how many days is the network (GSM) coverage working for 50% of calls or more?		Number of days
19	Out of the five [5] working days, how many hours is their internet access good enough to check e-mail?		Number of hours
20	Out of every ten [10] officers above SGL 7, how many have access to a computer (desktop or laptop)?		Integer
21	Out of every ten [10] officers above SGL 7, how many can use a computer to write a memo?		Integer
22	Out of every ten [10] officers above SGL 7, how many can use a computer to create a PowerPoint presentation?		Integer
23	Out of every ten [10] officers above SGL 7, how many can use a computer to create an Excel spreadsheet?		Integer
24	Out of every ten [10] officers above SGL 7, how many have access to a vehicle (privately owned or otherwise) that can be used for work?		Integer
	Staffing		
26	How do you feel the number of staff in your organisation relates to the activities undertaken there?	We have too few staff to achieve the tasks we are responsible for	Binary (0/1)
		We have about the right number	Binary (0/1)
		We have too many staff	Binary (0/1)

31	What percentage of staff is doing most of the work at your organisation?	5% of the staff does more than 50% of the work	Binary (0/1)
		10% of the staff does more than 50% of the work	Binary (0/1)
		25% of the staff does more than 50% of the work	Binary (0/1)
		50% of the staff do 50% of the work (everyone contributes the same)	Binary (0/1)
32	Do you think the most senior staff of your organisation talk about attracting and developing talented people?	Yes	Binary (0/1)
33	Do you think the most senior staff of your organisation then actually goes about attracting and developing talented people?	Yes	Binary (0/1)
35	If two people both joined your organisation five years ago and one was much better at their work than the other, would he/she be promoted through the service faster?	Yes	Binary (0/1)
36	Given past experience, if there is a 'top performing' civil servant, does your organisation do their best to keep him/her?	Yes	Binary (0/1)
38	Given past experience, how would under-performance be tolerated?	It would be tolerated	Binary (0/1)
39	Given past experience, what happens if there is a part of your organisation that isn't achieving agreed results?	The relevant body is restructured	Binary (0/1)
		There is a change in staffing	Binary (0/1)
		Nothing	Binary (0/1)
40	Given past experience, are members of this organisation disciplined for breaking the Public Service Rules?	Yes, through formal channels	Binary (0/1)
		Yes, through informal channels	Binary (0/1)
		No	Binary (0/1)
42	Given past experience, what would most likely happen to a person in this organisation who accepted money or a present from someone who came to them with a problem?	Nothing	Binary (0/1)
		Dealt with by direct superior	Binary (0/1)
		Internal disciplinary board	Binary (0/1)
		Involvement of external body, such as EFCC	Binary (0/1)

43	Thinking about all the projects that your organisation has been involved in since your appointment here, would you say that senior staff try to use the right staff for the right job?	The right staff are always used for each job	Binary (0/1)
		Most jobs have the right staff on them	Binary (0/1)
		Often jobs are not staffed by the appropriate staff	Binary (0/1)
44	How effectively would you say your organisation is in making the bulk of its staff feel valued?	Almost all members of the organisation feel individually valued	Binary (0/1)
		Most people, if asked, would say that they feel valued	Binary (0/1)
		Most people, if asked, would say that they are not valued by the organisation	Binary (0/1)
	Management relationships		
45	Does your organisation have a clear set of targets derived from its mission and goals	Yes, the organisation has a clear set of targets derived from its mission and goals	Binary (0/1)
		The organisation has some targets, but these are not clearly derived from its mission and goals	Binary (0/1)
		No, the organisation does not really have any targets	Binary (0/1)
46	If 'Yes': How tough are the targets?	Very tough, and difficult to accomplish	Binary (0/1)
		Tough but achievable	Binary (0/1)
		Not tough at all, and provide no push to the organization	Binary (0/1)
47	If tough: Do you think your organization has an adequate plan to achieve them?	Yes	Binary (0/1)
48	How often does your organisation meet its targets for performance?	More than 80% of the time as scheduled	Binary (0/1)
		More than 80% of the time but late	Binary (0/1)
		Between 40 and 80% of the time as scheduled	Binary (0/1)
		Between 40 and 80% but late	Binary (0/1)

		Less than 40% of the time	Binary (0/1)
		Often does not achieve them	Binary (0/1)
49	In general, do you and your colleagues know what your organisation is trying to achieve?	Yes	Binary (0/1)
50	When you arrive at work each day, do you and your colleagues know what your organisation is trying to achieve on that particular day?	Yes	Binary (0/1)
51	In what kind of ways does your organisation track how well it is delivering services?	We have key performance indicators which we review on a regular basis	Binary (0/1)
		We have inclusive staff meetings where we discuss how we are doing as an organisation	Binary (0/1)
		Typically the head of the organisation keeps track of performance with inputs from department directors	Binary (0/1)
52	If 'we have key performance indicators', how frequently are these indicators collected?	Yearly	Binary (0/1)
		Quarterly	Binary (0/1)
		Monthly	Binary (0/1)
		Weekly	Binary (0/1)
		Daily	Binary (0/1)
		Hourly or more frequently	Binary (0/1)
		Never	Binary (0/1)
53	If 'we have key performance indicators', how frequently were these indicators reviewed by the Minister or Permanent Secretary?	Yearly	Binary (0/1)
		Quarterly	Binary (0/1)
		Monthly	Binary (0/1)
		Weekly	Binary (0/1)
		Daily	Binary (0/1)

		Hourly or more frequently	Binary (0/1)
		Never	Binary (0/1)
54	If 'we have key performance indicators', how frequently were these indicators reviewed by non- managerial staff?	Yearly	Binary (0/1)
		Quarterly	Binary (0/1)
		Monthly	Binary (0/1)
		Weekly	Binary (0/1)
		Daily	Binary (0/1)
		Hourly or more frequently	Binary (0/1)
		Never	Binary (0/1)
55	At your organisation, how highly regarded is the collection and use of data in planning and implementing projects?	Data collection and use are of the highest importance	Binary (0/1)
		We collect some data for planning and implementation but not a lot	Binary (0/1)
		Data is hardly utilised in my organisation's work	Binary (0/1)
56	Does the organisation use performance or quality indicators for tracking the performance of its employees?	Yes	Binary (0/1)
		Not really, only in theory	Binary (0/1)
		Not at all	Binary (0/1)
57	If 'Yes', what percentage of workers were rewarded when targets were met	0%	Binary (0/1)
		1-33%	Binary (0/1)
		34-66%	Binary (0/1)
		67-100%	Binary (0/1)
58	If 'Yes', what percentage of managers/directors were rewarded when targets were met?	0%	Binary (0/1)
		1-33%	Binary (0/1)
		34-66%	Binary (0/1)

		67-100%	Binary (0/1)
59	Does your organisation make efforts to redefine its standard procedures in response to the specific needs and peculiarities of a community?	The organisation uses the same procedures in all communities	Binary (0/1)
		We try, but it is complex and we are often unsuccessful	Binary (0/1)
		We always redefine our procedures to respond to the needs of communities	Binary (0/1)
60	How flexible would you say your organisation is in terms of responding to new practices, new techniques, and regulations?	Responds within 3 months	Binary (0/1)
		Responds within 1 year	Binary (0/1)
		Takes multiple years	Binary (0/1)
		We have been using the same methods for many years	Binary (0/1)
61	At your organisation, how efficiently is best practice shared between departments?	An effective innovation is shared immediately amongst all departments	Binary (0/1)
		Innovations are shared amongst departments without significant involvement of the hierarchy	Binary (0/1)
		Innovations in practice do not pass across departments but only through interventions by top management	Binary (0/1)
		Innovations typically do not pass across departments	Binary (0/1)
63	Would you say your organisation has clearly defined roles and responsibilities?	Yes	Binary (0/1)
64	Can most staff above SGL 7 in your organisation make substantive contributions to the policy formulation and implementation process?	Yes	Binary (0/1)
65	Can most staff above SGL 15 in your organisation make substantive contributions to the policy formulation and implementation process?	Yes	Binary (0/1)

66	Would you say your organisation's responsibilities conflict with any other MDAs?	Yes	Binary (0/1)
68	Does your organisation have too many or too few instructions or guidelines about how a civil servant should behave?	Too many	Binary (0/1)
		Just right	Binary (0/1)
		Too few	Binary (0/1)
69	Is the burden of achieving the organisation's targets evenly distributed across its different departments, or do some groups consistently shoulder a greater burden than others?	Evenly distributed	Binary (0/1)
		Some groups consistently shoulder a greater burden than others	Binary (0/1)
70	Given past experience, how effectively would a conflict within your organisation be dealt with?	It would be solved amicably and lessons learned would be used to change relevant structures	Binary (0/1)
		It would be solved amicably but nothing would change	Binary (0/1)
		The conflict would not be solved, and it would continue to exist in some form or another	Binary (0/1)
71	To what extent do the employees in this organisation have the ability to determine how they carry out the assignments in their daily work?	We have no real independence to make decisions over how we work	Binary (0/1)
		We have some independence as to how we work, but strong guidance from above	Binary (0/1)
		We have some independence as to how we work, but strong guidance from rules and regulations	Binary (0/1)
		We have a lot of independence as to how we go about our daily duties	Binary (0/1)
72	To what extent would you say employees of your organisation trust each other?	All employees trust each other to undertake the commitments they make	Binary (0/1)
		Employees trust their close colleagues only	Binary (0/1)

		There is a general culture of mistrust in the organisation	Binary (0/1)
73	If you think about the way that employees of this organisation respond to a standard work challenge, would you say that there is a set of 'shared values' amongst all the staff?	Strong set of shared values amongst all staff	Binary (0/1)
		Set of shared values amongst a core of staff	Binary (0/1)
		Not really	Binary (0/1)
74	Out of every ten [10] officers above SGL 7, how many people from this organisation participate in groups, committees and activities with other people from this organisation outside of the formal structure of government (for example, in community or social organisations?)		Integer
	Training		
75	On which topics have trainings been performed at your organisation in the last five [5] years?	Technical	Binary (0/1)
		Laws and regulations	Binary (0/1)
		The legal rights of the public	Binary (0/1)
		Good relations with the public	Binary (0/1)
		Ethics – how to behave	Binary (0/1)
		What to do with presents	Binary (0/1)
		Others (please specify)	Binary (0/1)
76	Out of every ten [10] officers above SGL 7 at your organisation, how many have had some form of training over the last five [5] years		Integer