



English

1. Identificação do município e a escola

p1. NAME OF THE RESEARCHER APPLYING THE QUESTIONNAIRE

p2. [IDENTIFY THE MUNICIPALITY AND THE SCHOOL]

MUNICIPALITY

SCHOOL

MUNICIPALITY CODE

SCHOOL CODE

p3. [IF YOU HAVE ANY TROUBLE IDENTIFYING THE SCHOOL USING THE FIELDS ABOVE, ENTER HERE THE NAME OF THE SCHOOL]

p4. [HOW MANY TIMES DID YOU HAVE TO VISIT THIS UNIT IN ORDER TO TALK WITH THE MANAGER?]

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2. Consentimento informado

p6. [HAND OUT INFORMATION SHEET]

Hi, my name is [ENUMERATOR NAME] and I am doing an academic survey for the Massachusetts Institute of Technology (MIT), in the United States. This is my identification [SHOW YOUR ID BADGE]. The goal of this university survey is to understand the challenges for managing schools, basic healthcare units, and social assistance centers in the municipalities in Rio Grande do Norte. Your participation is voluntary. If you decide to participate, it will take approximately between 20 and 30 minutes to complete the questionnaire. You can choose to end your participation at any moment. Your responses will be completely confidential, and stored in secure files. Under no circumstance will any information that could identify you be published. The results of the survey will be published in academic articles and/or books. In the sheet I handed you you can see this information, as well as the contact details of the principal investigator and the ethics committee that authorized the survey. Once again, I would like to emphasize that the survey is purely academic, it is financed by a university, and we are not linked to any government or political party. Do you wish to participate in the survey?

[IF THE MANAGER SAYS NO, TRY TO UNDERSTAND WHY AND REMIND THEM THAT THE SURVEY IS PURELY ACADEMIC AND CONFIDENTIAL, AND WILL TAKE ONLY ABOUT 20 MINUTES.]

- ☐ YES, they wish to participate in the survey
- ☐ NO, they do not wish to participate in the survey

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p8. [WHAT REASONS DO YOU THINK MADE THE MANAGER REFUSE TO PARTICIPATE IN THE SURVEY?]

Lack of time

☐

Other (specify):

☐

Mistrust (indicate what type)

☐

p9. Thank you for your participation. If at any time during the survey anything is not clear, please do not doubt to point it out for me to repeat or clarify.

3. Experiência na educação e na escola

p10. First I will ask you some basic questions about your experience in the education sector and in this school.

p11. What is your position in this school?

- ☐ Director
- ☐ Assistant director or Vice-director
- ☐ Pedagogic coordinator
- ☐ Other:

p12. In total, how many years of experience do you have in that position in this school?

p13. In total, how many years of experience do you have as director in this or other schools?

p14. In total, how many years of experience do you have as an education professional, in this or other schools?

p15. Are you by any chance the Secretary of education in this municipality? [DO NOT READ OPTIONS]

- ☐ Yes
- ☐ No
- ☐ Does not want to report

p16. How did you reach the direction of this school? [DO NOT READ OPTIONS, MARK ALL THOSE THE RESPONDENT MENTIONS]

☐ Public civil service exam

Election

☐

☐ Selection process

Other

☐

☐ Appointment

☐ Does not want to report

p17. [CASO O PESQUISADOR QUISER CLARIFICAR ALGUMA COISA SOBRE A NOMEAÇÃO DO GESTOR, INDIQUE AQUI:]

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p19. How many years ago did you pass the civil service exam for director?

p20. Who appointed you? [DO NOT READ OPTIONS, MARK ALL THOSE MENTIONED BY THE RESPONDENT]

☐ Mayor

☐ Secretary of education

☐ City councilor

☐ Technicians from the mayor's office

☐ Technicians from the Secretariat of education

Other actors:

☐

p21. How many years ago were you appointed last?

p22. What was approximately your percent vote share in the director election? [IF THE PERSON DOES NOT KNOW A PERCENT, ASK FOR AN APPROXIMATE ESTIMATE]

p23. Who was allowed to vote in the election? [DO NOT READ OPTIONS, MARK THOSE THE MANAGER MENTIONS]

☐ Teachers

☐ School staff

Parents

Others:

☐☐

☐ Students

p24. Of those actors who were allowed to vote, which one do you think had the largest influence on the election result?

Teachers

Parents

Students

School staff

Others

p25. How many candidates were there in the election in which you were elected?

p26. How many years ago were you elected last?

p27. How many hours a week do you work as director of this school?

p28. Do you have any other jobs in education, outside this school? [DO NOT READ OPTIONS]

- | | |
|---|---|
| <input type="checkbox"/> Does not have other jobs outside this school | <input type="checkbox"/> Teacher at another state school |
| <input type="checkbox"/> Manager of another municipal school | <input type="checkbox"/> Teacher at a private school |
| <input type="checkbox"/> Manager of another state school | <input type="checkbox"/> Teacher at a college |
| <input type="checkbox"/> Teacher of another municipal school | Other type of job: |
| <input type="checkbox"/> | <input type="checkbox"/> <div style="border: 1px solid black; height: 40px; width: 400px;"></div> |

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4. Caraterísticas pessoais

p30. Do you live in this municipality?

- ☐ Yes
- ☐ No

p31. What is your schooling level? [DO NOT READ OPTIONS, MARK THE HIGHEST SCHOOLING LEVEL ACHIEVED BY THE MANAGER]

- | | |
|--|--|
| <input type="radio"/> None | <input type="radio"/> Complete community college |
| <input type="radio"/> Incomplete basic education | <input type="radio"/> Incomplete bachelors degree |
| <input type="radio"/> Complete basic education | <input type="radio"/> Complete bachelors degree |
| <input type="radio"/> Incomplete high school | <input type="radio"/> Graduate - Specialization [complete or incomplete] |
| <input type="radio"/> Complete high school | <input type="radio"/> Graduate - Masters [complete or incomplete] |
| <input type="radio"/> Incomplete community college | <input type="radio"/> Graduate - PhD [complete or incomplete] |

p32. What is your area of training? [DO NOT READ OPTIONS]

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Education | <input type="checkbox"/> Administration |
| <input type="checkbox"/> Pedagogy | <input type="checkbox"/> Other (specify): |
| <input type="checkbox"/> | <input type="text"/> |

p33. How old are you?

p34. [SEX OF THE MANAGER] -- Do not ask

- ☐ Man

☐ Woman

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5. Eficácia

p36. [HAND OUT SHEET WITH OPTIONS "NOT AT ALL - A LITTLE - QUITE - A LOT"]

In this sheet you can see four response options: not at all, a little, quite, and a lot. I am going to read a number of stakeholders, and I would like you to tell me how much do you think each of them is responsible for improving education.

	Not at all	A little	Quite	A lot
The Public Prosecutor's Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The State Audit Court	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Secretary of education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Citizens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Municipal employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The mayor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The City Councilors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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p38. [HAND OUT SHEET WITH ACTORS] How would you rank that same list of stakeholders, according to their responsibility in improving education? Place first the one that has most responsibility, and last the one that has less responsibility, always following your opinion.

The City Councilors

The Public Prosecutor's Office

Municipal employees

Citizens

The Secretary of education

The State Audit Court

The Mayor

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6. Conexões e percepções dos políticos municipais

p40. Thinking about the last 3 months, how many times approximately did you meet with each of these actors? [READ ONE BY ONE]

Number of meetings in the last 3 months

... a City Councilor?

... technicians from the
municipal Secretariat of
education?

... parents of students?

... teachers at your
school?

... the Mayor?

... the municipal
Secretary of education?

... a Prosecutor from the
Public Prosecutors'
Office?

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p42. And again thinking of the last 3 months, how many times approximately were you contacted (e.g. by email, telephone or Whatsapp) by each of the following actors

actors? [READ ONE BY ONE]

Number of contacts received in the last 3 months

... the Mayor?

... a City Councilor?

... a Prosecutor from the
Public Prosecutor's
Office?

... the municipal
Secretary of education?

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p44. [HAND OUT SHEET WITH OPTIONS "NOT AT ALL - A LITTLE - QUITE - A LOT"]

Now I will read a number of statements and I would like you to tell me how much you agree with each of them.

	Not at all	A little	Quite	A lot
"The state's audit court has had a positive influence on municipal education"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"City councilors know the reality of the schools"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Not at all	A little	Quite	A lot
"City councilors work to improve education for all"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"I trust the Secretary of education"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"The Secretariat of education holds this school accountable for its results"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"The secretariat of education helps us improve the school's performance"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"I trust the mayor"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"The mayor is concerned with improving the quality of schools"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"The mayor and education professionals have the same priorities for schools"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"The Public Prosecutor's Office has had a positive influence on municipal education"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"The Secretary of education knows the reality of this school"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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p46. How close do you feel to each of the following actors?

	Not at all	A little	Quite	Very
The Secretary of Education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Prosecutor from the Public Prosecutor's Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Mayor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The President of City Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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7. Experimento de conjoint

p48. Now I will show you a series of comparisons of two imaginary profiles of municipal school directors. Take some time to look at the characteristics of each director for each of the sections. For each comparison of directors, I will ask you a number of questions, in which you will have to choose which one of the two directors is best. You don't need to tell me why you choose director A or director B, and your choice can vary from one question to the next.

[MAKE SURE THE MANAGER UNDERSTANDS HOW THE CONJOINT WORKS. IN EACH ROUND, REVIEW OUT LOUD WITH THEM THE CHARACTERISTICS OF THE TWO PROFILES BEFORE ASKING

THE QUESTIONS. ALLOW THE MANAGER TO OBSERVE THE PROFILES ON THE TABLET WHILE YOU ASK THE QUESTIONS. WRITE DOWN THEIR ANSWERS ON THE CONJOINT SHEET IN ORDER TO COPY THEM ONTO THE TABLET AT THE END OF EACH ROUND.]

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p50.

Round 1 of 4

	Director A	Director B
Selecao	Indicação política	Concurso
Formacao	Licenciatura	Mestrado
Relacao com os professores	Relação boa com os professores	Relação fraca com os professores
Experiencia como diretor	3 anos	10 anos
Desempenho no IDEB	Meta da escola não foi atingida	Meta da escola não foi atingida
Vinculos politicos	Tem vínculos políticos na prefeitura	Não tem vínculos políticos na prefeitura
	Director A	Director B
Which one of these directors do you thin could keep a better team of teachers in the school?	<input type="radio"/>	<input type="radio"/>

Director A

Director B

Which one of these directors do you think would obtain a reform for the school?

☐☐

Which one of these directors do you think would achieve better student learning rates?

☐☐

Which one of these directors do you think would have more chances to stay in their post in 2 years?

☐☐

Which of these directors do you think would have more chances of implementing changes requested by the city government?

☐☐

Which of these directors do you think would have a better communication with the Secretariat of education?

☐☐

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p52.

Round 2 of 4

Director A**Director B**

Selecao	Eleição pela comunidade	Indicação política
Formacao	Mestrado	Licenciatura
Relacao com os professores	Relação fraca com os professores	Relação boa com os professores
Experiencia como diretor	10 anos	10 anos
Desempenho no IDEB	Meta da escola foi atingida	Meta da escola foi atingida
Vinculos politicos	Não tem vínculos políticos na prefeitura	Não tem vínculos políticos na prefeitura

Director A

Director B

Which one of these directors do you thin could keep a better team of teachers in the school?

☐
☐

Which one of these directors do you think would obtain a reform for the school?

☐
☐

Which one of these directors do you think would achieve better student learning rates?

☐
☐

Which one of these directors do you think would have more chances to stay in their post in 2 years?

☐
☐

Which of these directors do you think would have more chances of implementing changes requested by the city government?

☐
☐

Which of these directors do you think would have a better communication with the Secretariat of education?

☐
☐

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p54.

Round 3 of 4

	Director A	Director B
Selecao	Concurso	Eleição pela comunidade
Formacao	Mestrado	Mestrado
Relacao com os professores	Relação boa com os professores	Relação boa com os professores
Experiencia como diretor	10 anos	3 anos
Desempenho no IDEB	Meta da escola não foi atingida	Meta da escola foi atingida
Vinculos politicos	Não tem vínculos políticos na prefeitura	Não tem vínculos políticos na prefeitura
	Director A	Director B
Which one of these directors do you thin could keep a better team of teachers in the school?	<input type="radio"/>	<input type="radio"/>
Which one of these directors do you think would obtain a reform for the school?	<input type="radio"/>	<input type="radio"/>
Which one of these directors do you think would achieve better student learning rates?	<input type="radio"/>	<input type="radio"/>

Director A

Director B

Which one of these directors do you think would have more chances to stay in their post in 2 years?

☐☐

Which of these directors do you think would have more chances of implementing changes requested by the city government?

☐☐

Which of these directors do you think would have a better communication with the Secretariat of education?

☐☐

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p56.

Round 4 of 4

Director A

Director B

Selecao

Indicação política

Eleição pela comunidade

Formacao

Licenciatura

Licenciatura

Relacao com os professores

Relação boa com os professores

Relação boa com os professores

Experiencia como diretor

10 anos

10 anos

Desempenho no IDEB

Meta da escola foi atingida

Meta da escola foi atingida

Vínculos políticosTem vínculos políticos na
prefeituraTem vínculos políticos na
prefeitura

Director A

Director B

Which one of these
directors do you thin
could keep a better
team of teachers in the
school?

☐☐

Which one of these
directors do you think
would obtain a reform
for the school?

☐☐

Which one of these
directors do you think
would achieve better
student learning rates?

☐☐

Which one of these
directors do you think
would have more
chances to stay in their
post in 2 years?

☐☐

Which of these directors
do you think would have
more chances of
implementing changes
requested by the city
government?

☐☐

Which of these directors
do you think would have
a better communication
with the Secretariat of
education?

☐☐**These page timer metrics will not be displayed to the recipient.**

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8. Esta escola

p58. What education levels are offered at this school?

- | | |
|---|---|
| <input type="checkbox"/> Pre-school | <input type="checkbox"/> High school |
| <input type="checkbox"/> Primary school | <input type="checkbox"/> Adults education |
| <input type="checkbox"/> Middle school | |

p59. [HAND OUT SHEET WITH OPTIONS "NOT AT ALL - A LITTLE - QUITE - A LOT"]

In general, how much has the team at this school changed over the past two years?

	Not at all	A little	Quite	A lot	Not applicable
Contract teachers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tenured teachers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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p61. Would you be able to tell me what was the grade this school got for primary school IDEB for 2017, which was published in September this year? [IF THEY DO NOT KNOW, ASK IF THEY KNOW AN APPROXIMATE GRADE]

p62. And would you be able to tell me what the target or expected grade was for the primary school IDEB in this school? [IF THEY DO NOT KNOW, ASK IF THEY KNOW AN APPROXIMATE TARGET]

p63. Would you be able to tell me what was the grade this school got for middle school IDEB for 2017, which was published in September this year?
[IF THEY DO NOT KNOW, ASK IF THEY KNOW AN APPROXIMATE TARGET]

p64. And would you be able to tell me what was the target or expected grade in the middle school IDEB for this school?
[IF THEY DO NOT KNOW, ASK IF THEY KNOW AN APPROXIMATE TARGET]

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9. Atividade política

p66. [HAND OUT SHEET WITH OPTIONS "NOT AT ALL - A LITTLE - QUITE - A LOT"]

In general, do you think political connections influence...

	Not at all	A little	Quite	A lot
... the selection of temporary teachers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... the selection of tenured teachers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... the selection of school directors?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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p68. Are you a member of a trade union? [DO NOT READ OPTIONS]

☐ Yes

- ☐ No
- ☐ I would rather not tell

p69. Are you a member of any political party? [DO NOT READ OPTIONS]

- ☐ Yes
- ☐ No
- ☐ I would rather not tell

p70. Have you ever thought of running for city councilor or mayor?

- ☐ Yes
- ☐ No

p71. Have you ever worked for an electoral campaign in this municipality?

- ☐ Yes
- ☐ No

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p73. What is the name of the party that you are a member of?

10. Integridade e compromisso com o serviço público

p74. [HAND OUT SHEET WITH OPTIONS "NOT AT ALL - A LITTLE - QUITE - A LOT"]

And to finalize, how much do you agree with the following statements?

	Not at all	A little	Quite	A lot
I consider service to the community to be my civic duty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People are not guilty of doing something that is technically wrong if everybody around them does the same thing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Serving the well-being of the community is very important for me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People should not suffer the consequences for doing something that a superior authority told them to do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is not a problem to exaggerate one's resumé a little bit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A public employee's duty to serve the community must always come before their loyalty to superiors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Not at all	A little	Quite	A lot
For me it is difficult to be interested in what happens in this municipality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would like politicians to do what is best for the municipality, even if that went against my own interests	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I contribute to this municipality without expecting a personal return	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Taking an object without the owner's permission is OK if you are going to return it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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11. Conclusão

p76. This is the end of the survey. Thank you so much again for your participation, your responses are confidential. Do you have any questions about the survey?

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12. OBSERVAÇÕES

p78. THE FOLLOWING QUESTIONS ARE *NOT* FOR THE MANAGER TO RESPOND, THEY ARE FOR THE INTERVIEWER TO ASSESS HOW THE INTERVIEW WENT.

p79. [HOW MUCH DO YOU AGREE WITH EACH OF THESE STATEMENTS?]

	NOT AT ALL	A LITTLE	QUITE	A LOT
THE MANAGER WAS NICE DURING THE SURVEY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
THE MANAGER PAID ATTENTION DURING THE SURVEY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
THE MANAGER UNDERSTOOD THE CONJOINT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
THE MANAGER REFLECTED BEFORE GIVING THEIR RESPONSES TO THE CONJOINT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
THE MANAGER WAS COMFORTABLE DURING THE INTERVIEW	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

NOT AT ALL

A LITTLE

QUITE

A LOT

O GESTOR INFORMOU O
DESEMPENHO DA
UNIDADE (IDEB /
MORTALIDADE /
BENEFICIARIOS BF) SEM
DUVIDAR

☐☐☐☐

p80. WAS THERE ANYBODY ELSE PRESENT DURING THE INTERVIEW?

☐

YES (WHO?)

☐

NO

p81. IF THERE WAS ANY PROBLEM OR ANY DYNAMIC DURING THE INTERVIEW THAT YOU BELIEVE IS RELEVANT, PLEASE REPORT IT HERE:

p82. IF YOU OBSERVED ANY OTHER FACT THAT YOU THINK WAS INTERESTING, REPORT IT HERE:

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