



English

1. Identificação do município e a UBS

NAME OF THE RESEARCHER APPLYING THE QUESTIONNAIRE

[IDENTIFY THE MUNICIPALITY AND THE CLINI]

MUNICIPALITY

SCHOOL

MUNICIPALITY CODE

SCHOOL CODE

[IF YOU HAVE ANY TROUBLE IDENTIFYING THE CLINIC USING THE FIELDS ABOVE, ENTER HERE THE NAME OF THE CLINIC AND IF POSSIBLE THE CNES CODE]

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

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2. Consentimento informado

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

Lack of time

☐

Other (specify):

☐

Mistrust (indicate what type)

☐

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 saúde e na UBS

First I will ask you some basic questions about your experience in the healthcare sector and in this clinic.

What is your position in this clinic?

- ☐ Manager
- ☐ Coordinator
- ☐ Principal nurse
- ☐ Other:

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

In total, how many years of experience do you have as manager in this or other clinic?

In total, how many years of experience do you have as a healthcare professional, in this or other clinics?

Are you also the Secretary of healthcare in this municipality? [DO NOT READ OPTIONS]

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

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

☐ Public civil service exam

Election

☐

☐ Appointment

☐ Selection process

Other

☐

☐ Does not want to report

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

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How many years ago did you pass the civil service exam for manager?

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

☐ Mayor

☐ Secretary of healthcare

☐ City councilor

☐ Technicians from the mayor's office

☐ Technicians from the Secretariat of healthcare

Other actors:

☐

How many years ago were you appointed last?

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

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

☐ Healthcare professionals

Support professionals

☐☐ Patients

Others:

☐

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

Healthcare
professionals
☐Support professionals
☐Patients
☐Others
☐

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

How many years ago were you elected last?

How many hours a week do you work as manager of this clinic?

Do you have any other jobs in healthcare, outside this clinic? [DO NOT READ OPTIONS]

- | | |
|---|---|
| <input type="checkbox"/> Does not have other jobs outside this clinic | <input type="checkbox"/> Healthcare professional at a state healthcare unit |
| <input type="checkbox"/> Manager of another municipal clinic | <input type="checkbox"/> Healthcare professional at a private clinic |
| <input type="checkbox"/> Manager of a state healthcare unit | <input type="checkbox"/> Professor at a college |
| <input type="checkbox"/> Healthcare professional at another clinic | 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

Do you live in this municipality?

- ☐ Yes
- ☐ No

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] |

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

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

How old are you?

[SEX OF THE MANAGER] -- Do not ask

- ☐ Man
- ☐ Woman

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5. Eficácia

[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 healthcare.

	Not at all	A little	Quite	A lot
The community	<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 Secretary of healthcare	<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"/>
Municipal employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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"/>

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[HAND OUT SHEET WITH ACTORS]

How would you rank that same list of stakeholders, according to their responsibility in improving healthcare? Place first the one that has most responsibility, and last the one that has less responsibility, always following your opinion.

The Secretary of healthcare

The Public Prosecutor's Office

The State Audit Court

The City Councilors

The community

Municipal employees

The Mayor

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6. Conexões e percepções dos políticos municipais

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

... healthcare
professionals at your
clinic?

... the municipal
Secretary of
healthcare?

... patients?

... a City Councilor?

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

... the Mayor?

... technicians from the
municipal Secretariat of
healthcare?

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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 municipal
Secretary of
healthcare?

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

... a City Councilor?

... the Mayor?

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[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

"I trust the Secretary of
healthcare"

☐
☐
☐
☐

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

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

	Not at all	A little	Quite	Very
The President of City Council	<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 Secretary of healthcare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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7. Experimento de conjoint

Now I will show you a series of comparisons of two imaginary profiles of municipal clinic managers. Take some time to look at the characteristics of each director for each of the sections. For each comparison of managers, I will ask you a number of questions, in which you will have to choose which one of the two managers is best. You don't need to

tell me why you choose manager A or manager 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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Round 1 of 4

	Manager A	Manager B
Experiencia como gerente	10 anos	3 anos
Desempenho nos indicadores	Metas da UBS foram atingidas	Meta da UBS não foram atingidas
Vinculos politicos	Tem vínculos políticos na prefeitura	Tem vínculos políticos na prefeitura
Selecao	Indicação política	Eleição pela comunidade
Relacao com os profissionais	Boa relação com os profissionais	Boa relação com os profissionais
Formacao	Graduação	Graduação
	Manager A	Manager B

Manager A

Manager B

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

☐☐

Qual destes gerentes você acha que conseguiria uma reforma para a UBS?

☐☐

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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Round 2 of 4**Manager A****Manager B****Experiencia como
gerente**

10 anos

10 anos

**Desempenho nos
indicadores**Metas da UBS foram
atingidasMetas da UBS foram
atingidas**Vinculos politicos**Tem vínculos políticos na
prefeituraTem vínculos políticos na
prefeitura**Selecao**

Concurso

Concurso

**Relacao com os
profissionais**Boa relação com os
profissionaisFraca relação com os
profissionais**Formacao**

Graduação

Graduação

Manager A

Manager 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?

☐☐

Manager A

Manager B

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



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Round 3 of 4

Manager A

Manager B

Experiencia como gerente

10 anos

3 anos

Desempenho nos indicadores

Metas da UBS foram atingidas

Meta da UBS não foram atingidas

Vinculos politicos

Não tem vínculos políticos na prefeitura

Tem vínculos políticos na prefeitura

Selecao

Concurso

Indicação política

Relacao com os profissionais

Fraca relação com os profissionais

Boa relação com os profissionais

Formacao

Graduação

Graduação

Manager A

Manager B

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



Manager A

Manager 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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Round 4 of 4

Manager A

Manager B

Experiencia como

10 anos

3 anos

gerente**Desempenho nos indicadores****Vínculos políticos****Selecao****Relacao com os profissionais****Formacao**

Meta da UBS não foram atingidas

Não tem vínculos políticos na prefeitura

Concurso

Boa relação com os profissionais

Graduação

Meta da UBS não foram atingidas

Não tem vínculos políticos na prefeitura

Concurso

Boa relação com os profissionais

Mestrado

Manager A

Manager 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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8. Esta UBS

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

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

	Not at all	A little	Quite	A lot	Not applicable
Tenured healthcare professionals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contract healthcare professionals	<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"/>

Do you know what the infant mortality rate is in this municipality?

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9. Atividade política

[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 healthcare professionals?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... the selection of tenured healthcare professionals?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... the selection of clinic managers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

☐ Yes

☐ No

☐ I would rather not tell

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

☐ Yes

☐ No

☐ I would rather not tell

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

☐ Yes

☐ No

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

☐ Yes

☐ No

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

10. Integridade e compromisso com o serviço público

[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
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"/>
Serving the well-being of the community is very important for me	<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"/>
I contribute to this municipality without expecting a personal return	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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"/>

	Not at all	A little	Quite	A lot
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"/>
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"/>
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"/>
I consider service to the community to be my civic duty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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11. Conclusão

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

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

[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

☐☐☐☐

WAS THERE ANYBODY ELSE PRESENT DURING THE INTERVIEW?

☐

YES (WHO?)

☐

NO

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

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

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