

# Evidence Based Procurement Reforms Project Survey

## Section 1- Tenure

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

101. Tick your grade:  16  17  18  19  20

102. What was your means of induction into the civil service?

1.  District Selection Committee
2.  Junejo Program
3.  Local Government Board
4.  Punjab Public Service Commission
5.  CSP Examination
6.  PMS Examination
7.  Other. Please specify:

---

103. What is your Department?

---

104. What is your highest *completed* schooling qualification? **(TICK ONE ANSWER ONLY.)**

1.  Matric / O'Level equivalent
2.  F.A. / F.Sc. / A'Level equivalent
3.  Two or three year bachelor's degree (BA, etc.)
4.  Four year bachelor's degree
5.  Masters degree or equivalent
6.  Doctorate or equivalent
7.  Other (please specify)

105. At which institution did you obtain your highest qualification? **(WRITE IN CAPITAL LETTERS).**

---

106. How many years have you been in service?

years and  months

107. How many years have you been at this Department?

years and  months

108. How many years have you been at this Office?

years and  months

109. What most influenced you to take up a career in the service? (TICK THE MOST IMPORTANT ONLY.)

1.  I was interested in the type of work
  2.  The income prospects
  3.  The prestige associated with such a job
  4.  The stable career path that a job in the service affords
  5.  The chance to serve Pakistan
  6.  It was the only employment I could get
  7.  Other (please specify):
- 

110. Did you go to your preferred organization/office/post in your current posting in the service? (TICK ONE **ANSWER ONLY.**)

1.  I went to the organization I wanted to work for
2.  I did not go to the organization I most wanted to work for, but I went to my next preference
3.  I did not go to either of my top two preferences

111. How did you arrive at your current posting? (TICK ALL THAT APPLY.)

1.  My current posting was random
2.  I was selected for transfer by a member of this organization who knew me personally
3.  I was selected for transfer by a member of this organization who did not know me personally
4.  I influenced my transfer to this organization

112. What is the name and designation of your supervisor?

---

113. Where is your supervisor's office located? ( Address and District)

---

114. Which AG Office/DAO do you interact with?

---

## Section 2-Mechanism Questions

201. These are potential reasons for why DDOs don't achieve good value for money. In your experience how important is each of these?

*(Please assign points to each option according to how important it is in your experience (it can be as high as 100, and as low as zero) – the total for all ten options must add up to 100.)*

- a.  points - Only a limited number of vendors are willing to wait for delayed payment
- b.  points - Vendors charge higher prices for delayed payment
- c.  points - DDOs have nothing to gain by improving value for money
- d.  points - DDOs are worried that if they change vendors to achieve better value for money this might raise red flags
- e.  points - Budgets are released late so DDOs cannot plan appropriately
- f.  points - AG/DAO requirements are not clear and they do not clear bills without inside connections or payment of speed money
- g.  points - DDOs do not have enough petty cash to make purchases quickly.
- h.  points - DDOs & office staff do not receive enough training on procurement procedures
- i.  points - Cost centers cannot roll their budget over into the following year
- j.  points – Other. Please specify: \_\_\_\_\_

202. Of all the time you and your staff spend trying to do better procurement, what percentage of your time do you spend on each of the objectives below?

*(Please write what percentage you would spend on that task next to each option (it can be as high as 100, and as low as zero) – the total for all four options must add up to 100.)*

- a.  % time ensuring all documentation was proper and complete
- b.  % time trying to get the lowest-priced deal for the goods we want
- c.  % time trying to ensure we buy good quality goods that are durable and appropriate for the purpose we wish to use them for
- d.  % time finding a reliable vendor who delivers on time and provides after sales service

203. Please rate how damaging each of the following could be for your career prospects.  
*(Please tick one box in each option)*

		Very Damaging	Somewhat Damaging	Not Damaging
a.	If documentation is not proper and complete	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	If the price we procure at is too high	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	If the quality of the goods we buy is not good – i.e. not durable or not fit for purpose	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d.	If the vendor we select is not adequate – either unreliable, or provides poor quality after sales service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e.	Besides those listed above, are there other procurement related issues that could damage your career?			

204. Of all the time you spend trying to reduce the total amount your cost center pays (including hidden costs) for the goods you want, what percentage of your time do you and your staff spend on each of the tasks below?  
*(Please write what percentage you would spend on that task next to each option (it can be as high as 100, and as low as zero) – the total for all five options must add up to 100.)*

- a.  % time surveying the market and/or asking colleagues or other DDOs to get a better idea of the lowest price available for the given good
  - b.  % time negotiating with our regular vendors to lower their price
  - c.  % time negotiating quicker processing of bills at the DAO/AG office
  - d.  % time giving instructions to procurement staff at my office and monitoring them
  - e.  % time doing other things. Please specify:
- 

205. Of all the time you and your staff spend trying to buy good quality, appropriate and durable goods, what percentage of your time do you and your staff spend on each of the tasks below?  
*(Please write what percentage you would spend on that task next to each option (it can be as high as 100, and as low as zero) – the total for all five options must add up to 100.)*

- a.  % time asking inspecting previously procured goods and asking staff/end users if previously procured goods were suitable
  - b.  % time consulting with colleagues about quality
  - c.  % time looking at the office's procurement history and samples from current/potential vendors
  - d.  % time giving instructions to procurement staff at my office and monitoring them
  - e.  % time doing other things. Please specify:
- 

206. Please think about the vendors you currently make contingent purchases from, and the vendors you could potentially make contingent purchases from. Which of the following

characteristics of vendors are important to you in deciding which vendor(s) to buy from. Please assign a total of 100 points to these 10 characteristics.

- a.  Points - vendor is willing to negotiate on price or provides goods at low prices
- b.  Points - vendor provides high quality goods
- c.  Points - vendor helps me get my bills passed at AG/DAO
- d.  Points - vendor provides me with goods on credit or provides credit for goods
- e.  Points - vendor delivers goods to my office
- f.  Points - I have a personal relationship with the vendor
- g.  Points - vendor provides me with all necessary documents for pre/post audit
- h.  Points - purchasing from the vendor doesn't take up much of my time
- i.  Points - vendor provides goods quickly without delays
- j.  Points – Other. Please specify: \_\_\_\_\_

207. For you and your staff, how many months fall into the following categories in an average year:

*(fill all 3 options, ensure the three responses add up to 12)*

- a.  months are **very busy for procurement** (lots of procurement activity)
- b.  months are **somewhat busy for procurement** (some procurement activity)
- c.  months are **not busy for procurement** (little or no procurement activity)

208. On average, what percentage of your working time do you and your staff devote to procurement in the following months:

*(fill all 3 options, with the percentage of time spent on each)*

- a.  % time is spent on procurement and procurement related tasks in months that are **very busy for procurement**
- b.  % time is spent on procurement and procurement related tasks in months that are **somewhat busy for procurement**
- c.  % time is spent on procurement and procurement related tasks in months that are **not busy for procurement**

209. Do you agree or disagree with the following statements:

	<b>Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Disagree</b>
a. My performance on procurement is recorded in my annual performance review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. My performance on procurement has an impact on the service delivery to the public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. My performance on procurement has an impact on my performance in other things I do, and on the performance of my staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Saving public money gives me a sense of accomplishment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Poor performance on procurement adversely impacts my career	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. My performance on procurement, is important to my immediate supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. My performance on procurement, is important to senior administrators (at the Secretariat, DCO, EDO etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. My performance on procurement, has an impact on my career	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Poor performance on procurement adversely impacts my career because of public complaints to elected officials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Poor performance on procurement adversely impacts my career because of complaints to senior administrators, resulting in formal inquiries or disciplinary proceedings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Section 3 - END LINE SURVEY

Please answer questions in the order in which they are listed – do not flip ahead to later questions or peruse the survey instrument before answering. Before answering, read only the questions on the page you are on.

### Section 3.1: General Questions

301. Were any of the cost centers you are DDO/Staff of part of the Evidence Based Procurement Reforms project? (select one)
- a.  Yes
  - b.  No
  - c.  Don't Know
302. Please select the group your cost center(s) is/are in (select one)
- a.  Incentives (1)
  - b.  Constraints (2)
  - c.  Incentives and Constraints (3)
  - d.  Control (4)
  - e.  Don't know
303. Please write down the name of the intervention/s cost centers in your group are receiving, if any
- 

(turn to next page after filling this page in completely – once this page is complete please give it to the enumerator)

304. Please select the intervention/s that the cost centers in your group were supposed to receive (select all that you think apply)
- a.  Pre-audit checklist
  - b.  Early budget release
  - c.  Imprest money / petty cash
  - d.  Eligibility for performance-based honorarium
  - e.  Punjab Online Procurement System (POPS)
  - f.  Other(specify) \_\_\_\_\_
305. Please select the intervention you think the cost centers in your group (not necessarily your cost center) did receive (select all that you think apply)
- a.  Pre-audit checklist
  - b.  Early budget release
  - c.  Imprest money / petty cash
  - d.  Eligibility for performance-based honorarium
  - e.  Punjab Online Procurement System (POPS)
  - f.  Other(specify) \_\_\_\_\_
306. Please select the interventions your cost center actually did receive (select all that you think apply)
- a.  Pre-audit checklist
  - b.  Early budget release
  - c.  Imprest money / petty cash
  - d.  Eligibility for Performance-based honorarium
  - e.  Punjab Online Procurement System (POPS)
  - f.  Other(specify) \_\_\_\_\_

(turn to next page after filling this page in completely – once this page is complete please give it to the enumerator)

## Section 3.2 – Performance Based Honorarium

307. If your group was in the group for performance based honorarium, why was the honorarium being given? (select only one)
- a.  For taking part in the project
  - b.  For attending training sessions
  - c.  For entering data into POPS
  - d.  For using less than the allocated budget
  - e.  For using all the allocated budget
  - f.  For ensuring all documentation was complete
  - g.  For conducting good procurement
  - h.  For conducting better procurement than others
  - i.  Don't Know
308. How many people were supposed to receive honorarium? (select only one)
- a.  Everyone in the performance based incentives group
  - b.  Everyone who entered data into POPS
  - c.  Some other number: \_\_\_\_\_
  - d.  Don't Know

(turn to next page after filling this page in completely – once this page is complete please give it to the enumerator)

309. Were you awarded a performance honorarium?
- a.  Yes
  - b.  No
  - c.  The previous DDO for this office was awarded performance honorarium

If you selected option "b" or "c" for the question above, please move to Question No. 11

310. Was that honorarium released by your department?
- a.  Yes
  - b.  No
311. Did you know that other DDOs received a performance honorarium?
- a.  Yes
  - b.  No
312. Do you think that the performance honorarium reflected DDOs' performance on procurement?
- a.  Yes
  - b.  No
313. If you selected no, what do you think it reflected? (select one)
- a.  It was random
  - b.  It went to cost centers that entered data into POPS
  - c.  It went to well-connected DDOs
  - d.  It went to DDOs for other reasons: \_\_\_\_\_
314. If you think that the performance honorarium reflected DDOs' performance on procurement, how do you think the performance was measured? (select all that apply)
- a.  Speed of procurement
  - b.  Quality of procured goods
  - c.  Price of procured goods
  - d.  Suitability of goods for the purpose they were intended
  - e.  Value for money achieved in procurement
  - f.  Compliance of the procurement process with all legal procedures
  - g.  Use of NTN/SRTN registered vendors
  - h.  Other \_\_\_\_\_
315. Do you think the honorarium encouraged DDOs to try and improve their performance?
- a.  Yes
  - b.  No

316. If you answered no, why not? (select all that apply)
- a.  Because it was not enough
  - b.  Because DDOs did not believe performance would be measured properly
  - c.  Because there is nothing DDOs can do to improve performance
  - d.  Because DDOs did not know how performance was going to be measured
  - e.  Because DDOs thought the evaluation would be biased to suit well-connected DDOs
  - f.  Because DDOs do not like competing with other
  - g.  Because performance is based on the motivation of staff other than DDOs
  - h.  Other reasons: \_\_\_\_\_
317. Did the prospect of competing for honorarium inspire you to try and conduct better procurement?
- a.  Yes
  - b.  No
318. Do you think your procurement improved?
- a. Much Better
  - b. Somewhat Better
  - c. Neither Better nor Worse
  - d. Much Worse
  - e. Somewhat Worse

(Please turn the page)

### Section 3.3: Pre-audit checklist

319. Did your cost center receive the AG/DAO checklist? (select one)
- a.  Yes
  - b.  No
  - c.  Don't Know

If you selected option "b" or "c" for the question above, please leave rest of this section.

320. Did you read the pre-audit checklist? (select one)
- a.  Yes (please continue to question 20)
  - b.  No (please continue to section 4)
321. Did you or your cost center staff find the checklist helpful or useful? (select one)
- a.  Yes (please continue to question 21)
  - b.  No (please continue to question 22)
322. If yes, please specify why: (If you or your cost center staff did find the checklist helpful, why?) (select all that apply)
- a.  because it specified what documents were needed for pre-audit, which I did not know before
  - b.  because it specified what documents were needed for pre-audit, which my staff did not know before
  - c.  because it was an easy and ready reference
  - d.  because my cost center could ensure all required documents were attached to a bill before submitting to the A.G. Office / District Accounts Office (DAO)
  - e.  because the AG/DAO followed the checklist, even before it was issued
  - f.  because the AG/DAO followed the checklist, which they did not do before
  - g.  because it allowed me or my cost center's staff to identify when the AG/DAO was rejecting a bill without valid cause
  - h.  because it allowed me or my cost center's staff to prevent the AG/DAO from rejecting a bill without valid cause
  - i.  because it allowed me to ensure my staff attached all relevant documents to the bills
  - j.  other reasons: \_\_\_\_\_

323. If no, please specify why: (If you or your cost center staff did not find the checklist helpful, why?) (select all that apply)

- a.  because my staff already knew what documents were needed for pre-audit
- b.  because it was difficult to understand
- c.  because we did not always have the documents we were required to attach
- d.  because the AG/DAO did not follow the checklist, even after it was issued
- e.  because even when I or my staff identified that the AG/DAO was rejecting a bill without valid cause, we could not do anything about it
- f.  because even when I or my staff complaint to higher authorities that the AG/DAO was rejecting a bill without valid cause, it had no effect
- g.  because asking the AG/DAO to follow the checklist had no effect
- h.  because my staff did not follow it, and I did not ask them to
- i.  because my staff did not follow it, despite being asked to
- j.  other reasons: \_\_\_\_\_

## Section 3.4 – Imprest Money / Petty Cash

324. If your group was slated to receive Imprest Money, did your cost center submit a bill to the A.G. Office or DAO asking for the money to be released?
- a.  Yes
  - b.  No
  - c.  Don't Know

If you selected option "b" or "c" for the question above, please move to Question No. 30

325. If your cost center submitted a bill to the A.G. Office or DAO asking for imprest, was the bill passed?
- a.  Yes
  - b.  No

326. How many times did you or your staff have to visit the DAO/AG to get the bill passed?
- \_\_\_\_\_ times

327. Did you, your staff, or staff or DDOs from another cost center get asked to pay speed money at AG/DAO to get your imprest bill passed?
- a.  Yes
  - b.  No

328. On what date was your imprest bill passed?
- Format: yyyy/mm/dd \_\_\_\_\_

329. On what date did you receive cash from your imprest cheque?
- Format: yyyy/mm/dd \_\_\_\_\_

330. Did you receive the imprest guide instructing you how to use imprest?
- a.  Yes
  - b.  No
  - c.  Don't Know

If you selected option "b" for the question above, please move to Question No. 32

331. Was it useful?
- a.  Yes
  - b.  No

332. Do you think Imprest Cash could be useful in helping conduct better procurement for procurement valued at less than Rs. 100,000?
- a.  Yes
  - b.  No
333. If your imprest cheque was issued and encashed, did you find it useful in conducting better procurement?
- a.  Yes
  - b.  No
334. If you think Imprest Cash was useful for procurement valued at less than Rs. 100,000, why do you think so? (select all that apply)
- a.  We can choose to procure from a larger selection of vendors if we can pay cash upfront
  - b.  Whether or not we choose the same vendors, they will charge lower prices if they are paid cash up front
  - c.  When we pay cash upfront, there is less need or demand for speed money from A.G/DAO
  - d.  We would no longer need to borrow from vendors or general order suppliers to fund these procurement
  - e.  We would no longer need to spend our own money to fund these procurements
  - f.  We can buy goods quicker
  - g.  We can buy the things we actually need
  - h.  We can buy goods we did not get any budget for
  - i.  We can buy more goods because we received more money
  - j.  Other reasons: \_\_\_\_\_

335. If you think Imprest Cash was not be useful for procurement valued at less than Rs. 100,000, why do you think so? (select all that apply)
- a.  We would still be constrained to buy from the same suppliers because they are NTN/STRN registered
  - b.  We would still buy from the same vendors because they are reliable, and finding new vendors is time consuming and costly
  - c.  We would still buy from the same vendors because they have a good relationship at the A.G./DAO and so their bills pass more easily
  - d.  We would still buy from the same vendors because they are willing to be flexible about their invoices, and a long term relationship allows us to adjust any unexpected or excessive deductions by the AG office /DAO in future bills
  - e.  Vendors would not charge lower prices regardless of whether they are paid up front or after bills are passed, even though bill passing may be delayed
  - f.  It would be troublesome to handle such a large amount of cash at the office because of security issues
  - g.  It would be troublesome to handle such a large amount of cash at the office because office staff may start to borrow from it
  - h.  Imprest can lead to audit objections
  - i.  When we recoup imprest, we get less money than we paid to vendors due to issue in adjustment of Income Tax & GST or other reasons\_\_\_\_\_
  - j.  Other reasons:\_\_\_\_\_

(please turn to the next page)

## Section 3.5: Early budget release

336. What do you need in order to be able to spend your budget? (select all that apply)
- a.  Cost center should receive a letter from the Administrative Department notifying release of budget
  - b.  AG/DAO should receive a letter from the Administrative Department notifying release of budget
  - c.  Administrative Department should release budget online
  - d.  Other \_\_\_\_\_
337. Think about previous years, before the fiscal year 2015-16. Was your budget ever delayed? (beyond the start of the quarter if released quarterly, beyond the start of the fiscal year if released annually) (select one)
- a.  Yes, always
  - b.  Often
  - c.  Occasionally
  - d.  Seldom
  - e.  Never
338. Think about the last fiscal year, 2015-16. Was your budget delayed? (beyond the start of the quarter if released quarterly, beyond the start of the fiscal year if released annually) (select one, if released annually, select a or e)
- a.  Yes, always
  - b.  Often
  - c.  Occasionally
  - d.  Seldom
  - e.  Never

## Section 3.5.a: Previous fiscal years (2010-2015, before 2015-16)

Please fill in section 5.a (this section) if your budget was ever delayed in the either of the five fiscal years between 2010-2015, before 2015-16

339. Did your cost center usually receive budget for the whole year, or semi-annually, or by quarter? (select most common)
- a.  whole year
  - b.  quarterly
  - c.  semi-annual
340. Did your cost center usually receive budget on time?
- a.  Yes, always
  - b.  Often
  - c.  Occasionally
  - d.  Seldom
  - e.  Never
341. What was usually delayed? (select all that apply)
- a.  letter from the Administrative Department to cost center notifying release of budget
  - b.  letter from the Administrative Department to AG/DAO notifying release of budget
  - c.  Administrative Department's online release of budget
  - d.  Other \_\_\_\_\_

## Section 3.5.b: Last fiscal year (2015-16) – Quarter 1

Please fill in section 5.b (this section) if your budget is released annually and was delayed during 2015-16, or if your budget is released quarterly and delayed in Q1, 2015-16)

342. Did your cost center receive budget for the whole year, or semi-annually, or by quarter?
- a.  whole year
  - b.  quarterly
  - c.  semi-annual

343. Did your cost center receive budget on time in the quarter (or, if released annually, for the whole year?)
- a.  yes
  - b.  no

344. When did your cost center receive budget for the quarter (or, if released annually, for the whole year?)  
(if you do not recall the day, leave it empty and fill in only month and year)

Date (DD/MM/YYYY):   /   /

345. What was delayed? (select all that apply)
- a.  letter from the Administrative Department to cost center notifying release of budget
  - b.  letter from the Administrative Department to AG/DAO notifying release of budget
  - c.  Administrative Department's online release of budget
  - d.  Other \_\_\_\_\_

## Section 3.5.c: Last fiscal year (2015-16) – Quarter 2

346. Did your cost center receive budget for the whole year, or semi-annually, or by quarter?
- a.  whole year
  - b.  quarterly
  - c.  semi-annual

347. Did your cost center receive budget on time in the quarter (or, if released annually, for the whole year?)
- a.  yes
  - b.  no

348. When did your cost center receive budget for the quarter (or, if released annually, for the whole year?)  
(if you do not recall the day, leave it empty and fill in only month and year)

Date (DD/MM/YYYY): //

349. What was delayed? (select all that apply)
- a.  letter from the Administrative Department to cost center notifying release of budget
  - b.  letter from the Administrative Department to AG/DAO notifying release of budget
  - c.  Administrative Department's online release of budget
  - d.  Other \_\_\_\_\_

## Section 3.5.d: Last fiscal year (2015-16) – Quarter 3

350. Did your cost center receive budget for the whole year, or semi-annually, or by quarter?
- a.  whole year
  - b.  quarterly
  - c.  semi-annual

351. Did your cost center receive budget on time in the quarter (or, if released annually, for the whole year?)
- a.  yes
  - b.  no

352. When did your cost center receive budget for the quarter (or, if released annually, for the whole year?)  
(if you do not recall the day, leave it empty and fill in only month and year)

Date (DD/MM/YYYY):   /   /

353. What was delayed? (select all that apply)
- a.  letter from the Administrative Department to cost center notifying release of budget
  - b.  letter from the Administrative Department to AG/DAO notifying release of budget
  - c.  Administrative Department's online release of budget
  - d.  Other \_\_\_\_\_

## Section 3.5.e: Last fiscal year (2015-16) – Quarter 4

354. Did your cost center receive budget for the whole year, or semi-annually, or by quarter?
- a.  whole year
  - b.  quarterly
  - c.  semi-annual

355. Did your cost center receive budget on time in the quarter (or, if released annually, for the whole year?)
- a.  yes
  - b.  no

356. When did your cost center receive budget for the quarter (or, if released annually, for the whole year?)  
(if you do not recall the day, leave it empty and fill in only month and year)

Date (DD/MM/YYYY): //

357. What was delayed? (select all that apply)
- a.  letter from the Administrative Department to cost center notifying release of budget
  - b.  letter from the Administrative Department to AG/DAO notifying release of budget
  - c.  Administrative Department's online release of budget
  - d.  Other \_\_\_\_\_

## Section 3.5.f: Better procurement

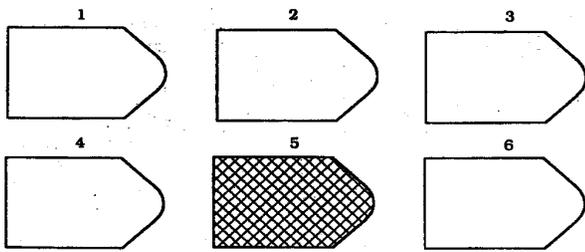
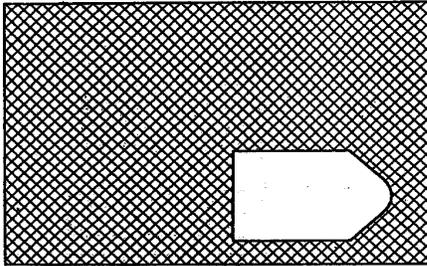
358. If you received timely budget release, did it help make procurement easier?
- Yes
  - No
359. If you received timely budget release, did it improve procurement outcomes?
- Yes
  - No
360. If timely budget release helped improve procurement outcomes, which ones improved? (select all that apply)
- Value for money – I was able to buy the same thing for a lower price than I would have if budget was released later
  - Initiating procurement – I was able to start the procurement process quicker than I would have if budget was released later
  - Speed of procurement – I was able to buy things quicker once the process was started than I would have if budget was released later
  - Timing of procurement – I was able to buy things when they were needed, which I could not have if budget was released later
  - Quality of procurement – I was able to buy better quality things
  - Legal compliance – I was able to ensure all rules were followed and all documentation was complete
361. For the procurement outcomes you selected as being improved by timely budget release, why did they improve? (select all options that apply)
- I was able to pick different vendors than those I usually pick
  - Even if we used the same vendors, we had more options, which made a difference
  - I was able to pay vendors on time
  - I had time to carefully consider what I wanted to buy
  - I did not have to spend time running after budget releases
  - I did not have to borrow money to procure
  - Other \_\_\_\_\_

362. If timely budget release helped improve procurement outcomes, which one improved the most? (select one)
- a.  Value for money – I was able to buy the same thing for a lower per unit cost than I would have if budget was released later
  - b.  Initiating procurement – I was able to start the procurement process quicker than I would have if budget was released later
  - c.  Speed of procurement – I was able to buy things quicker once the process was started than I would have if budget was released later
  - d.  Timing of procurement – I was able to buy things when they were needed, which I could not have if budget was released later
  - e.  Effect on non-procurement outcomes – earlier release of budget influenced other outcomes that my cost center strives for
  - f.  Quality of procurement – I was able to buy better quality things
  - g.  Legal compliance – I was able to ensure all rules were followed and all documentation was complete

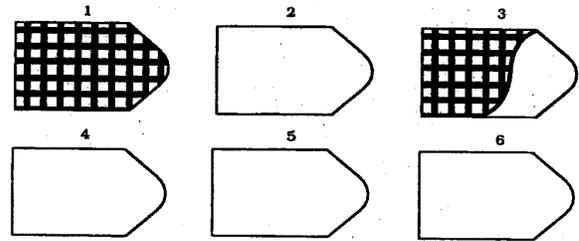
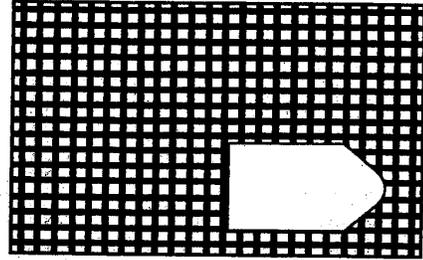
(please turn to the next page)

# Section 4 - RAVEN PROGRESSIVE MATRICES

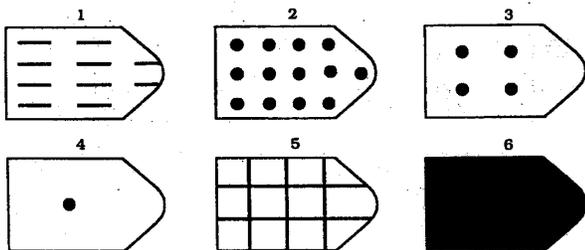
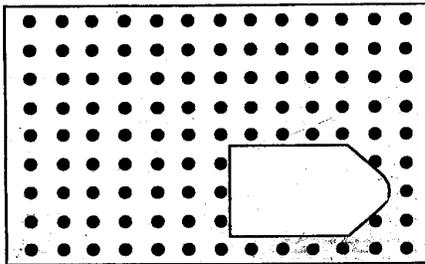
A2



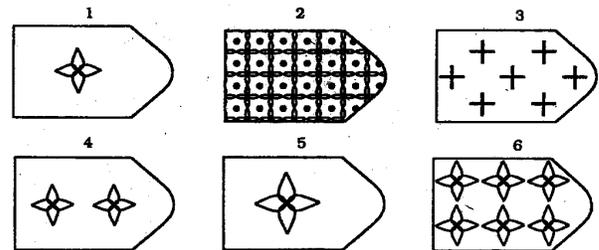
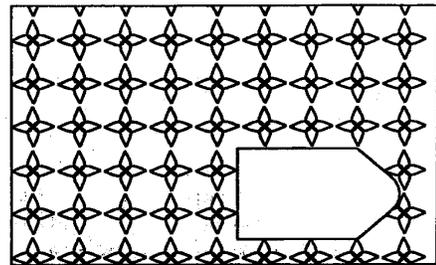
A3



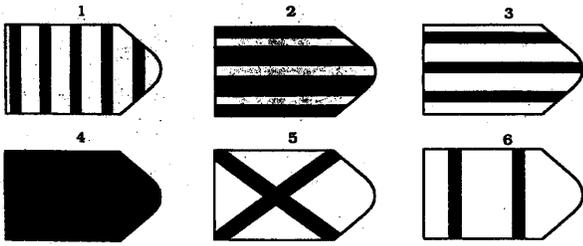
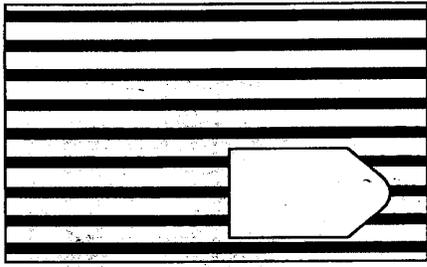
A4



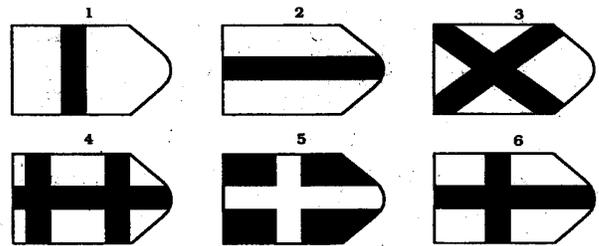
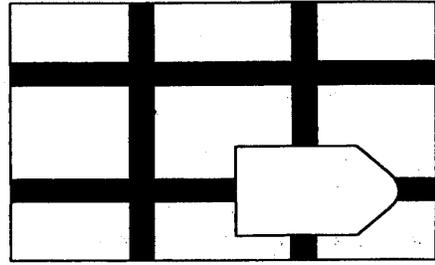
A5



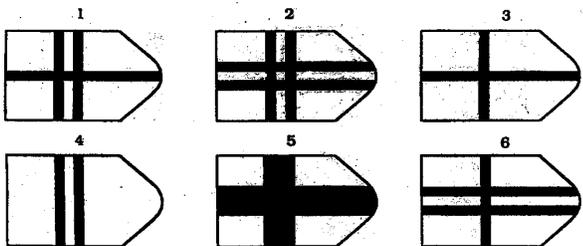
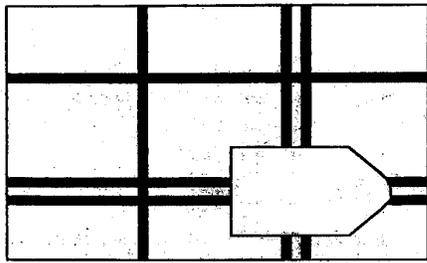
A6



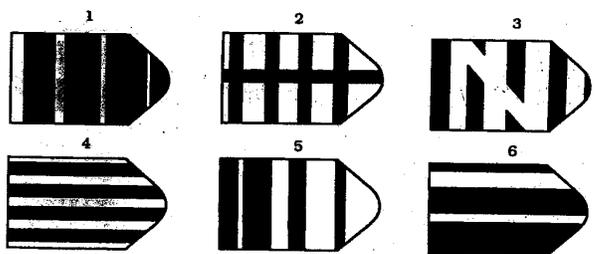
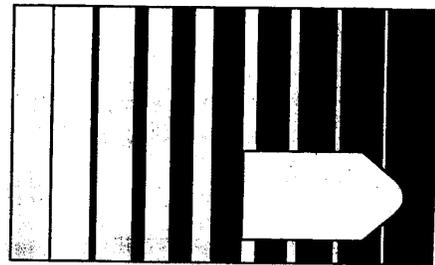
A7



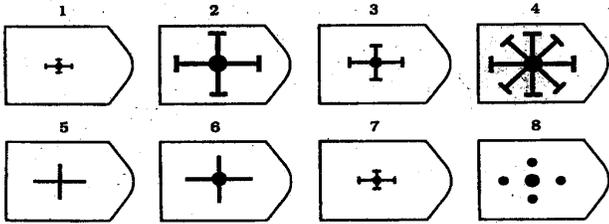
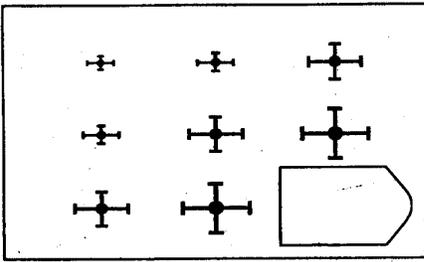
A8



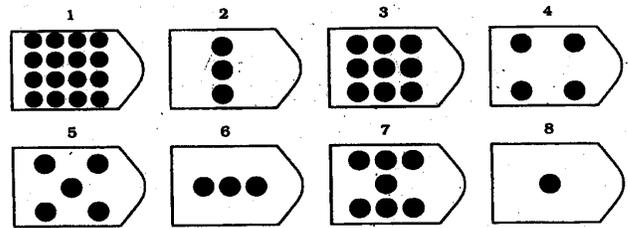
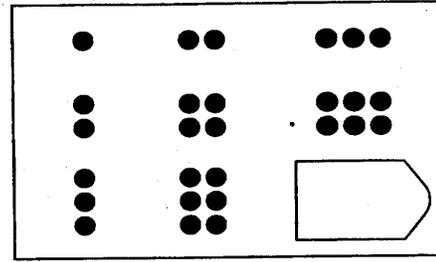
A9



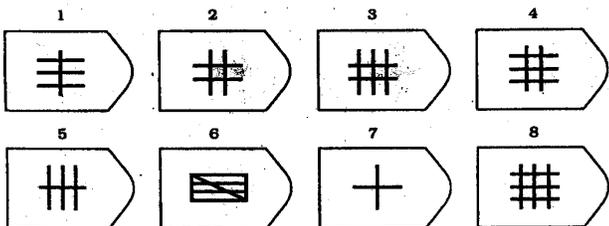
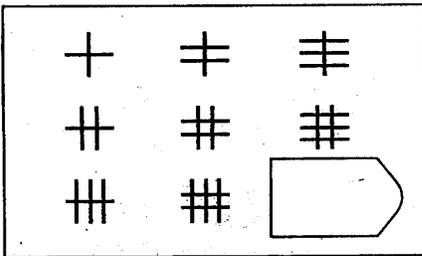
C2



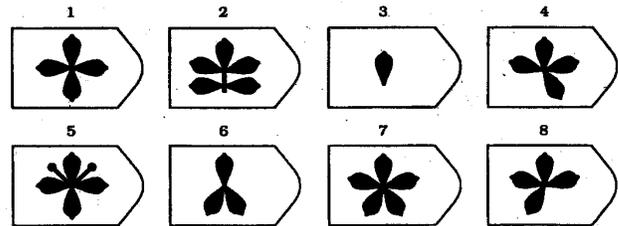
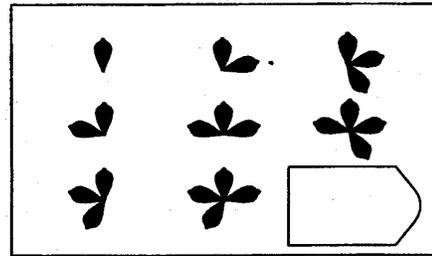
C3



C4

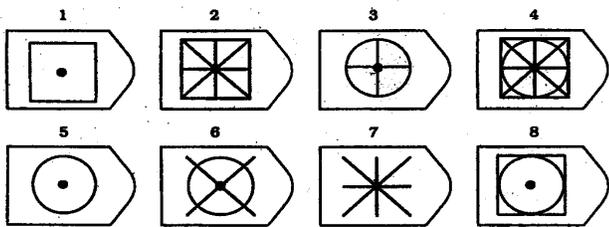
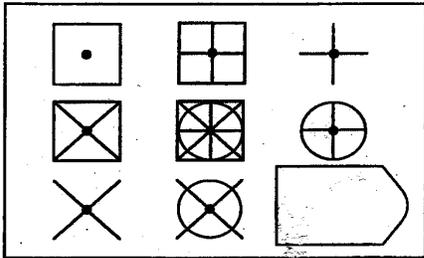


C5



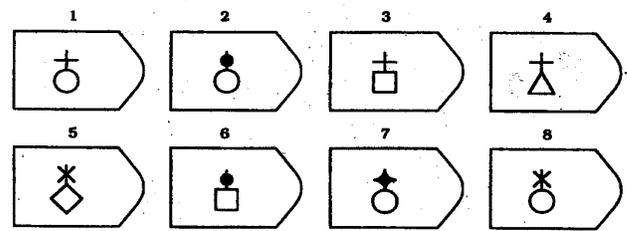
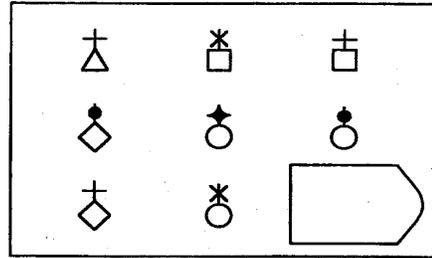
E2

E6

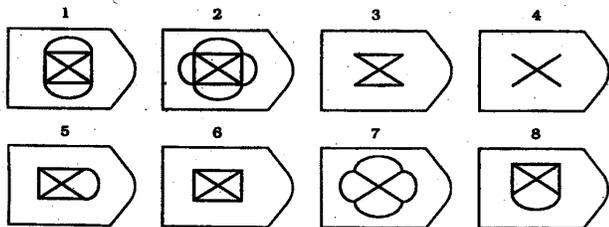
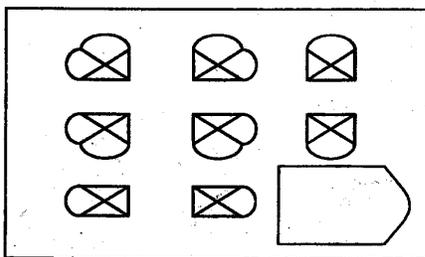


E3

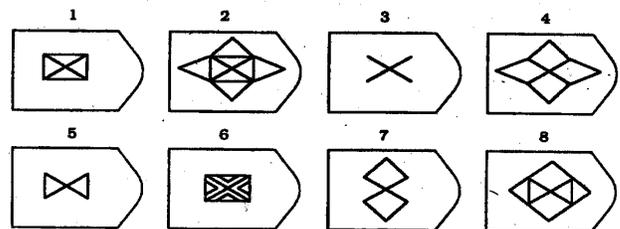
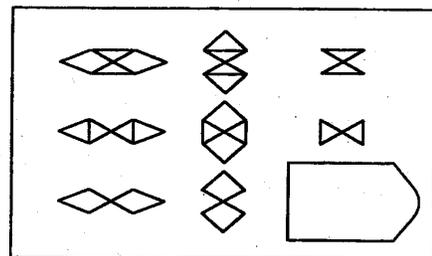
E7



E8

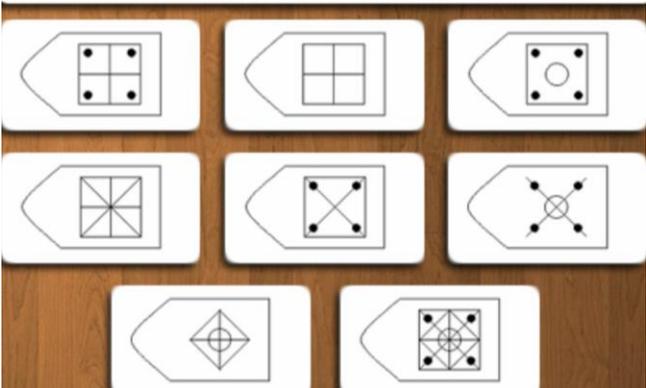
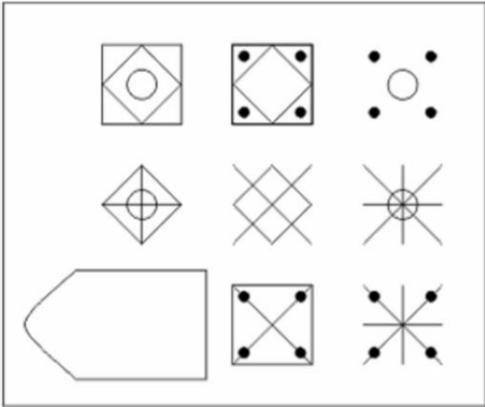


E9

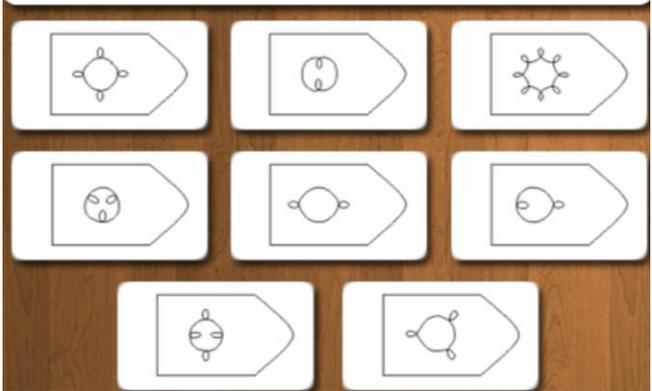
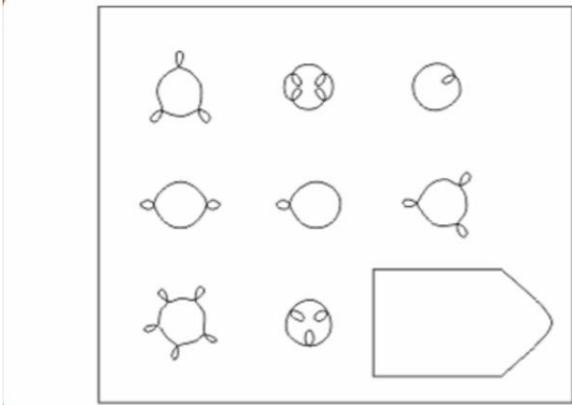




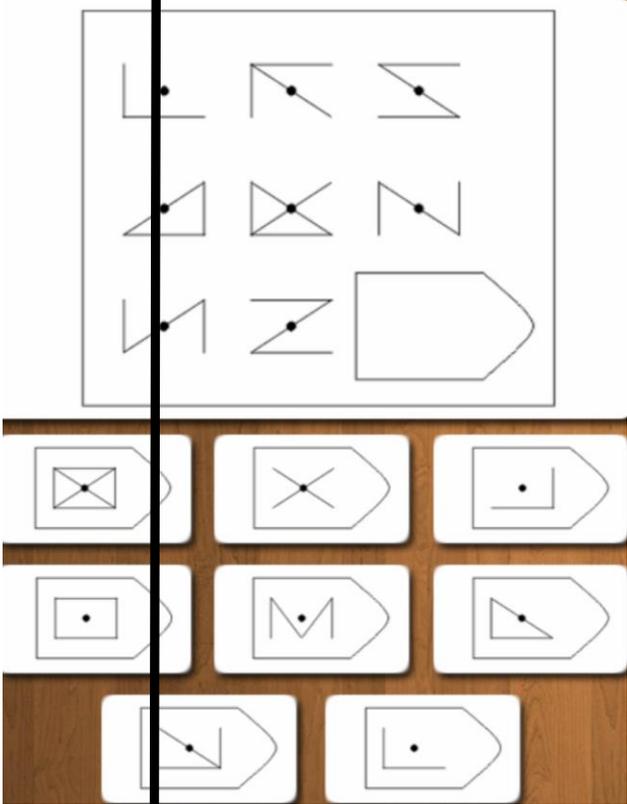
E10



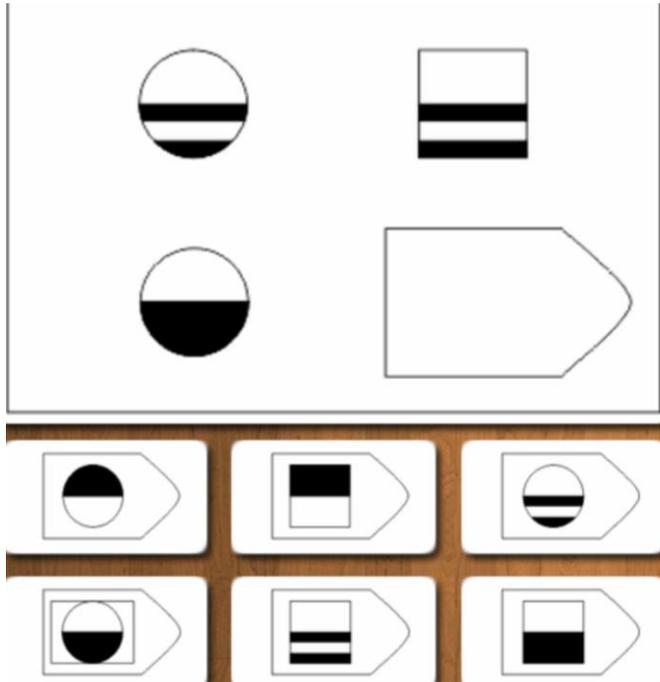
E11



E12



E13



## Section 5 – Dice Game

In this experiment you will roll a die 42 times.

Before each time you roll the die, please choose whether you will report the number on the top of the die, or on the bottom of the die, and remember which side you chose. Do not fill in the sheet yet at this stage. Then, please roll the die. Once the die has stopped rolling, please fill in the sheet by ticking whether you chose the top or the bottom, and putting the corresponding number in the box.

Once this sheet is filled, we'll compare your total score with other DDOs in the hall, top 1/3rd scorers will get LSE mug as prize, next 1/3rd scorer will get LSE pen and last 1/3rd will get nothing.

Roll Number	Side Reported		Roll (from 1-6)	Roll Number	Side Reported		Roll (from 1-6)	Roll Number	Side Reported		Roll (from 1-6)
	Top	Bottom			Top	Bottom			Top	Bottom	
1	Top	Bottom		16	Top	Bottom		31	Top	Bottom	
2	Top	Bottom		17	Top	Bottom		32	Top	Bottom	
3	Top	Bottom		18	Top	Bottom		33	Top	Bottom	
4	Top	Bottom		19	Top	Bottom		34	Top	Bottom	
5	Top	Bottom		20	Top	Bottom		35	Top	Bottom	
6	Top	Bottom		21	Top	Bottom		36	Top	Bottom	
7	Top	Bottom		22	Top	Bottom		37	Top	Bottom	
8	Top	Bottom		23	Top	Bottom		38	Top	Bottom	
9	Top	Bottom		24	Top	Bottom		39	Top	Bottom	
10	Top	Bottom		25	Top	Bottom		40	Top	Bottom	
11	Top	Bottom		26	Top	Bottom		41	Top	Bottom	
12	Top	Bottom		27	Top	Bottom		42	Top	Bottom	
13	Top	Bottom		28	Top	Bottom					
14	Top	Bottom		29	Top	Bottom					
15	Top	Bottom		30	Top	Bottom					
Please do not fill in this section											
Total (A)				Total (B)				Total (C)			
<b>Grand Total</b>											