Burde, D., J. Middleton, and C. Samii. 2017. *Assessment of Learning Outcomes and Social Effects of Community-Based Education: A Randomized Field Experiment in Afghanistan*. NYU ALSE Community Development Council Management Survey. New York: Steinhardt School, New York University.

NYU ALSE COMMUNITY DEVELOPMENT COUNCIL MANAGEMENT SURVEY				
Section 1: Management				
M1. Village Name:				
M2. District Name:				
M3. Province Name:				
M4. Date:				
M5. Interview Began:				
M6. Interview Ended:				
M7. Interview conducted with CDC or another shura? (Check one) ☐CDC ☐Another shura				
M8. Members Interviewed:	Village Leader?	ES Member?	SMS Member?	M.9 Completed the focus group?
M8.1	8.1.1 ☐ Yes ☐ No	8.1.2 ☐ Yes ☐ No	8.1.3 ☐ Yes ☐ No	M9.1 ☐ Yes ☐ No
M8.2	8.2.1 ☐ Yes ☐ No	8.2.2 ☐ Yes ☐ No	8.2.3 ☐ Yes ☐ No	M9.2 ☐ Yes ☐ No
M8.3	8.3.1 ☐ Yes ☐ No	8.3.2 ☐ Yes ☐ No	8.3.3 ☐ Yes ☐ No	M9.3 ☐ Yes ☐ No
M8.4	8.4.1 ☐ Yes ☐ No	8.4.2 ☐ Yes ☐ No	8.4.3 ☐ Yes ☐ No	M9.4 ☐ Yes ☐ No
M8.5	8.5.1 ☐ Yes ☐ No	8.5.2 ☐ Yes ☐ No	8.5.3 ☐ Yes ☐ No	M9.5 ☐ Yes ☐ No
M.10 Did the community members elect the CDC or shura?				
☐ Yes ☐ No (Skip to M12)				
M.11 When was the CDC (or shura) election held? Date:				
M.12 Has there been a period of time when the CDC (or shura) has been inactive? By inactive, we mean that the CDC (or shura) did not hold meetings or do any activities more than two months? ☐ Yes ☐ No (Skip to M14)				

M.13 When was the CDC (or shura) remobilized?   Date:_____
M14.1 Interviewer's Name
M14.2 Interviewer's Name
M.15 Monitor's Name

Section 2: Consent

Notes to interviewer: (1) Read the script below word by word. (2) Do not read the instructions inside the parentheses.

Assalam o Alakum, my name is (interviewer 1) _____ (and this is) (interviewer 2) _____ and this is (observer)_____. We work for an independent institution and the Ministry of Education.

We are studying community-based education classes in your village. We understand that an NGO called [CARE/CRS] has established a class in your village. We do not work for [CARE/CRS], but do some work in partnership with them.

INTERVIEWER'S NOTE: If speaking with CDC, read paragraph **1** and **2** below. If speaking with another shura read only paragraph **2** below.
1: We were told that you are members of Community Development Council (CDC) that was formed under the National Solidarity Program.
2: We would like to conduct a survey with you to learn more about the CDC, education and how it is managed in this village. We would like to speak with you now, and we may return to speak with you again next year. Please understand that your responses to this survey will have no effect on access to education in your village.

We very much appreciate your participation. Your participation is purely voluntary; you are being very generous with your time.

Are you willing to let me talk to you?

M.C1 First Member's Consent

☐ The member was available and willing to be interviewed. ☐ The member refused to be interviewed. (Say thank you and end the interview)

M.C2 Second Member's Consent

☐ The member was available and willing to be interviewed.
☐ The member refused to be interviewed. (Say thank you and end the interview)

M.C3Third Member's Consent

☐ The member was available and willing to be interviewed.
☐ The member refused to be interviewed. (Say thank you and end the interview)

M.C4 Fourth Member's Consent

☐ The member was available and willing to be interviewed.
☐ The member refused to be interviewed. (Say thank you and end the interview)

M.C5Member's Consent

☐ The member was available and willing to be interviewed.
☐ The member refused to be interviewed. (Say thank you and end the interview)

Section 3. Previous Capacity Building of CDCs (Shuras)

Q1. I am going to read to you a list of topics that you may have been trained on. You may have been trained about these topics as part of a training covering other topics. These training may also have occurred on consecutive days—for example during the same week—or they may have occurred at different times—for example, during different weeks. Have you participated in training on (training title) and can you please provide supporting documents? (E.g. training certificate, attendance list, etc.) Check one box.

Scoring Grid

Score 0	Score 1	Score 1.5	Score 2
No, CDC (or shura) did not participate in this training.	Yes. CDC (or shura), however, CANNOT provide supporting documentation.	Yes, but participation is difficult to verify from documentation provided by the CDC (or shura)	Yes. CDC (or shura) can provide supporting documentation.

1.1. Basic Project Management Guidelines

Score: ☐ 0   ☐ 1   ☐ 1.5   ☐ 2

1.2. Flexible Response Fund (FRF)

Score: ☐ 0   ☐ 1   ☐ 1.5   ☐ 2

1.3. Procurement

Score: ☐ 0   ☐ 1   ☐ 1.5   ☐ 2

1.4. CDC by-law

Score: ☐ 0   ☐ 1   ☐ 1.5   ☐ 2

1.5. Community Participatory Monitoring (CPM)
Score: ☐ 0   ☐ 1   ☐ 1.5   ☐ 2
1.6. Safeguards – this is a training on the actions you should take to make sure that your project does not hurt society or the environment
Score: ☐ 0   ☐ 1   ☐ 1.5   ☐ 2
1.7. Conflict resolution
Score: ☐ 0   ☐ 1   ☐ 1.5   ☐ 2
1.8. Community Development Preparation – this is a training that teaches you how to set priorities for improving the social, economic, and overall situation in your community
Score: ☐ 0   ☐ 1   ☐ 1.5   ☐ 2
1.9 NSP General Principles
Score: ☐ 0   ☐ 1   ☐ 1.5   ☐ 2
1.10 In-kind contribution checklist
Score: ☐ 0   ☐ 1   ☐ 1.5   ☐ 2

Section 4. CDC (Shura) Functionality

Q2. What is the role of CDC (or shura)? *Check one box.*

Notes:

Score: ☐ 0   ☐ 1   ☐ 2

Scoring Grid

Score 0	Score 1	Score 2
The members could not articulate the role of CDC (or shura) or incorrectly responded. For example, the members explain that the CDC (or shura) was created by the district governor to monitor the security situation in the village.	The members had partial/incomplete understanding of the CDC's (or shura's) role. For example, members explain the CDC (or shura) is a village-level institution that coordinated NSP projects.	The members had a comprehensive understanding of CDC's (or shura's) role. They mentioned the following: - CDCs (or shura) are government institutions at the village level- CDCs (shuras) mobilize the community to identify, prioritize and execute development projects (e.g. small infrastructure projects, etc.)

Q3. Have the members of the CDC (or shura) had an official meeting in the last two

years? *Check one box.*
☐ Yes   ☐ No (skip to Section 5)
Q4. How many meetings did CDC (or shura) hold in the past two years? *Check one box.*
☐ 0   ☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5   ☐ 6   ☐ More than 6 (Specify: ____)
Q5. Did CDC (or shura) members record the minutes of the meeting(s)? If yes, could CDC (or shura) members provide supporting documentation for at least some meetings? *Check one box.*
Score: ☐ 0   ☐ 1   ☐ 2   ☐ 3   Notes:

Scoring Grid	
Score 0	Score 1
No, CDC (or shura) members did not record meeting minutes.	Yes, CDC (or shura) recorded meeting minutes, however, they could not provide them.
Score 2	Score 3
Yes, CDC (or shura) recorded meeting minutes, however, they could provide them for only some meetings.	Yes. CDC (or shura) recorded meeting minutes and could provide them for ALL meetings.

Q6. Typically, how many CDC (or shura) members have participated in the meetings? *Check one box.*
Score: ☐ 0   ☐ 1   ☐ 2   Notes:

Scoring Grid		
Score 0	Score 1	Score 2
Less than 25% of members.	25%-50% of members.	More than 50% of members.

Q7. What are the issues discussed in the meetings? *Check one box.*
Notes:

Score: ☐ 0   ☐ 1   ☐ 2

Scoring Grid		
Score 0	Score 1	Score 2
Discussions were about topics not relevant to the CDC, such as personal issues pertaining to 1 or 2 members.	Discussions are/were only about NSP project(s).	Discussions involve a wide range of issues, including NSP projects and other community issues/initiatives.

Q8. Did CDC (or shura) members share the information and decisions of the meetings with the rest of the community members? If yes, then how did they share this information? *Check one box.*

Notes:

Score: ☐ 0   ☐ 1   ☐ 2

Scoring Grid		
Score 0	Score 1	Score 2
CDC (or shura) members did not share the information/decisions with other community members.	CDC (or shura) members shared the information/decisions with the community members informally.	CDC (or shura) members shared the information/decisions with the community members through formal means (e.g. CDC (or shura) convenes special meetings to which all community members are invited).

Section 5. Participation and Decision Making related to NSP Projects

Q9. Did CDC (or shura) develop a community development plan (CDP)? If yes, can CDC (or shura) members show the CDP? *Check one box.*

Score: ☐ 0 (Skip to Q13)   ☐ 1   ☐ 2

Notes:

Scoring Grid		
Score 0	Score 1	Score 2
CDC (or shura) did not develop the CDP.	CDC (or shura) developed the CDP but cannot provide the documentation.	CDC (or shura) developed and showed the interviewer the CDP.

Q10. Did the CDC (or shura) prepare the CDP in consultation with other community members? *Check one box.*

☐ Yes   ☐ No (Skip to Q12)

Q11. If yes to Q10, was the CDP prepared with male members, female members, or both? *Check one box.*

☐ Male members only   ☐ Female members only   ☐ Both male and female members

Q12. Did the CDC (or shura) consider the priorities, needs and problems of BOTH male and female community members in the CDP preparation? *Check one box.*

☐ Yes   ☐ No

Q13. Who is involved in the CDC (or shura) decision-making process? Is it the head of CDC (or shura), all CDC (or shura) members, or CDC (or shura) members in consultation with the community members? *Check one box.*

☐ Head of CDC (or shura)   ☐ All CDC (or shura) members   ☐ CDC (or shura) members in consultation with the community members

Section 6: NSP Projects Experience

Q14. Has the CDC (or shura) undertaken any projects in the past five years?
☐ Yes   No ☐ (Skip to Section 7)

Q15. Please tell me about these projects. *(Interviewer's note: Ask for up to three projects.)*

15.1	a. Can you briefly describe the project? *(Write a brief description)*	
	b. What type of a project was it? *(Check all that apply)*	☐ Infrastructure ☐ Agriculture ☐ Education ☐ Health ☐ Other (Specify:_____)
	c. Was it a NSP project? *(Check one box)*	☐ Yes ☐ No
	d. Year Started *(Write the year using Gregorian calendar)*	Year: _____
	e. Did it receive funding from government? *(Check one box)*	☐ Yes ☐ No
	f. Did it receive funding from NGO? *(Check one box)*	☐ Yes ☐ No
	g. Did it receive funding from community? *(Check one box)*	☐ Yes ☐ No
	h. Did the community provide in kind support? *(Check one box)*	☐ Yes ☐ No

	i. Is the projection functioning currently? *(Check one box)*	☐ Yes ☐ No
	j. How satisfied is the community with the project? *(Check one box)*	☐ Very satisfied ☐ Somewhat satisfied ☐ Not very satisfied ☐ Not satisfied at all
	k. Has the community provided funding to maintain the project since external funding (e.g. NSP) ended? *(Check one box)*	☐ Yes ☐ No
2	a. Can you briefly describe the project? *(Write a brief description)*	
	b. What type of a project was it? *(Check all that apply)*	☐ Infrastructure ☐ Agriculture ☐ Education ☐ Health ☐ Other (Specify:_____)
	c. Was it a NSP project? *(Check one box)*	☐ Yes ☐ No
	d. Year Started *(Write the year using Gregorian calendar)*	Year: _____
	e. Did it receive funding from government? *(Check one box)*	☐ Yes ☐ No
	f. Did it receive funding from NGO? *(Check one box)*	☐ Yes ☐ No

	g. Did it receive funding from community? *(Check one box)*	☐ Yes ☐ No
	h. Did the community provide in kind support? *(Check one box)*	☐ Yes ☐ No
	i. Is the projection functioning currently? *(Check one box)*	☐ Yes ☐ No
	j. How satisfied is the community with the project? *(Check one box)*	☐ Very satisfied ☐ Somewhat satisfied ☐ Not very satisfied ☐ Not satisfied at all
	k. Has the community provided funding to maintain the project since external funding (e.g. NSP) ended? *(Check one box)*	☐ Yes ☐ No
3	a. Can you briefly describe the project? *(Write a brief description)*	
	b. What type of a project was it? *(Check all that apply)*	☐ Infrastructure ☐ Agriculture ☐ Education ☐ Health ☐ Other (Specify:_____)
	c. Was it a NSP project? *(Check one box)*	☐ Yes ☐ No

	d. Year Started (Write the year using Gregorian calendar)	Year: _____
	e. Did it receive funding from government? (Check one box)	☐ Yes ☐ No
	f. Did it receive funding from NGO? (Check one box)	☐ Yes ☐ No
	g. Did it receive funding from community? (Check one box)	☐ Yes ☐ No
	h. Did the community provide in kind support? (Check one box)	☐ Yes ☐ No
	i. Is the projection functioning currently? (Check one box)	☐ Yes ☐ No
	j. How satisfied is the community with the project? (Check one box)	☐ Very satisfied ☐ Somewhat satisfied ☐ Not very satisfied ☐ Not satisfied at all
	k. Has the community provided funding to maintain the project since external funding (e.g. NSP) ended? (Check one box)	☐ Yes ☐ No

Section 7: Transparency and Accountability During NSP		
Q16. Were procurement documents related to the NSP project available to the community? *(Check one box)*		
☐ Yes No ☐		
Q17. Did the community have access to a notice board that displayed the NSP projects' expenses? If yes, can you please let us know where it was posted? *(Check one box)*		
Score: ☐ 0 ☐ 1 ☐ 2		

Scoring Grid		
Score 0	Score 1	Score 2
No, there was no notice board.	Yes, but the CDC (or shura) members could not explain where they had posted it.	Yes and the CDC (or shura) members explained where it was located.

Q18. Were social audits held by the community? *(Check one box)*
☐ Yes   No ☐
Q19. Did CDC (or shura) members participate in the social audits held by the community?   *(Check one box)*
☐ Yes   No ☐

Section 8: Linkages
Q20. Did the CDC (or shura) members visit district governors or district departments? *(Check one box)*
☐ Yes   No ☐ (Skip to Q23)
Q21. How many times did the CDC (or shura) members visit district governors or district departments in the past two years? *(Check one box)*
☐ 0   ☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5   ☐ 6   ☐ More than 6 (Specify: ____)

Q22. Were the CDC (or shura) members able to attract any government resources to the community as a result of links with district authorities? *(Check one box)*
☐ Yes   No ☐
Q23. Did the CDC (or shura) members visit provincial governors or provincial departments? *(Check one box)*
☐ Yes   No ☐ (Skip to Q26)
Q24. How many times did the CDC (or shura) visit provincial governors or provincial departments in the past two years? *(Check one box)*
☐ 0   ☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5   ☐ 6   ☐ More than 6 (Specify: ____)
Q25. Were the CDC (or shura) members able to attract any government resources to the community as a result of links with provincial authorities? *(Check one box)*
☐ Yes   No ☐
Q26. Did the CDC (or shura) members visit any philanthropic organizations (e.g. foundation, NGO)? *(Check one box)*
☐ Yes   ☐ No (Skip to Q29)
Q27. How many times did the CDC (or shura) visit philanthropic organization in the past two years? *(Check one box)*
☐ 0   ☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5   ☐ 6   ☐ More than 6 (Specify: ____)
Q28. Were the CDC (or shura) members able to attract any resources to the community as a result of these visits? *(Check one box)*
☐ Yes   ☐ No
Q29. Did the CDC (or shura) members seek financial support from any other individual or organization (*marja)* for a community development project? *(Check one box)*
☐ Yes (Specify:_____) (Go to Q30)   ☐ No (Skip to the next section)
Q30. How many times did the CDC (or shura) meet with this individual/organization? *(Check one box)*
☐ 0   ☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5   ☐ 6   ☐ More than 6 (Specify: ____)
Q31. Were the CDC (or shura) members are able to attract any resources to the community as a result of these visits? *(Check one box)*

☐ Yes   ☐ No

Section 9: MANAGEMENT CAPACITY ASSESSMENT

Q32. Performance Tracking and Measurement

a) Does the CDC (or shura) document what is happening in the projects it authorizes?
b) Does the CDC (or shura) set specific criteria or benchmarks to track whether a project is progressing as planned?
c) What are examples of these criteria or benchmarks?
d) How frequently does the CDC (or shura) check progress on these criteria or benchmarks?
e) Who is informed of the project's results?

Notes:

Score: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

Score 1	Score 3	Score 5
The CDC (or shura) does not monitor projects' performance.	CDC (or shura) tracks key performance benchmarks for <u>most</u> projects. The CDCs (or shuras) have multiple criteria or benchmarks for progress for most projects. They measure these indicators twice a year.	CDC (or shura) tracks key performance benchmarks for <u>all</u> projects. For each project there is a specific set of benchmarks that covers all aspects of the project. The CDC (or shura) members track the indicators on a monthly basis.

Q33. Performance Review

a) How often do CDC (or shura) members meet to discuss the projects' performance?
b) Who is involved in meetings to discuss the project's performance?
c) How are these (performance) meetings structured? Tell me about your most recent meeting.
d) Do you develop plans for following up on project(s) during these meetings? If so, what sort of follow-up plan do CDC (or shura) members leave these meetings with?

Notes:

Score: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

Score 1	Score 3	Score 5
CDC (or shura) members meet infrequently to review their projects' performance or review their progress in a meaningful way (e.g. only success or failure is noted.) A clear agenda is not known and the purpose is not stated explicitly.	CDC (or shura) members meet quarterly to review their projects' performance. Generally, all members attend these meetings. Objectives of the meetings are clear to all participating and a clear agenda is present. Conversations do not, as a matter of course, drive to the root causes of the problem.	CDC (or shura) members meet monthly to review their projects' performance based on indicators tracked. Generally, all members attend these meetings. Results are communicated to all CDC (or shura) members. All members agree that: (1) regular review/performance conversations focus on problem solving and addressing root causes; (2) purpose, agenda, and follow-up steps are clear to all; and (3) meetings are an opportunity for constructive feedback.

Q34. Problem Solving

a) How does the CDC (or shura) identify or learn about the problems that it needs to fix?
b) Do the meetings where you discuss project performance help you solve problems?
c) What steps does the CDC (or shura) take to fix problem(s)?
d) Who is involved in deciding what to do to fix these problem(s)?
e) Can any CDC (or shura) member suggest an improvement plan?

Score 1	Score 3	Score 5
The CDC (or shura) members do not recall ever identifying a problem OR the CDC (or shura) members do recall identifying a problem for which they did not institute an improvement process.	The CDC (or shura) identifies successes and areas for improvement. They institute plans for improve to address problems. However, these do not take the form of a clear follow-up plan; rather, actions are ad-hoc.	Exposing problems in a structured way is integral to all CDC (or shura) members' responsibilities and resolution occurs as a part of normal business processes (e.g. at monthly meetings) rather than by any extraordinary efforts. All CDC members are consulted and involved in coming up with plans for improvement, and these plans are clearly specified.

Q35. Consequence Management

a) Has the CDC (or shura) ever developed and agreed on a plan to address a problem(s) with how a project was progressing, but that plan was not carried out? If so, tell me about what happened? If not, tell me what you think would happen if a plan was not carried out?

b) How much time typically lapses between when a problem is identified to when it is solved? Can you give me a recent example?

c) If a project repeatedly has problems and makes little or no progress, what do you do?

Notes:

Score: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

Score 1	Score 3	Score 5
There are no consequences if CDC (or shura) member(s) fail to implement a follow-up plan.	If a CDC(or shura) member fails to implement a follow-up action plan, then another member is elected to carry it out. The follow up action plan is implemented shortly after it has been designed. The CDC (or shura) members provided a recent example.	The CDC (or shura) members select particular member(s) to implement a follow-up action plan. If they are unable to do it, then alternative individuals are selected. The follow up action plan is implemented shortly after it has been designed. For all problems, the CDC (or shura) members successfully carry out a follow-up plan for and can provide concrete examples.

Q36. Target Balance

a) What are some of CDC (or shura) goals for improving the situation in this village?

b) Which of these goals has the CDC (or shura) decided to try to achieve first? How did the CDC (or shura) decide to focus on those goals?

c) Which members are responsible for taking actions to achieve these goals? Does

anyone make sure that these individuals do what they are supposed to do to achieve these goals?

d) Does the government or anyone outside of the village play a role in setting these goals (e.g. the government, NGOs, etc.)?

Notes:

Score: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

Score 1	Score 3	Score 5
CDC (or shura) has only project specific goals that are set by the external actors (e.g. the MoE sets CDCs' (or shuras') education related targets). The individual CDC (or shura) members haphazardly self-select to achieve the goals, however, no members are held accountable if the goals are not achieved.	The CDC (or shura) has goals that are not specifically linked to any one of its projects (e.g. the CDC (or shura) sets a goal to raise funds to refurbish a classroom even though their portfolio of projects did not include education). The CDC (or shura) members internally set some goals. Typically, only the CDC (or shura) member who proposed a goal makes an effort to achieve it.	The CDC (or shura) has goals that are not specifically linked to any one of its projects. The CDC (or shura) internal sets some goals but also accept goals imposed from external actors (e.g. line ministries). All CDC (or shura) members make an effort to achieve the target goals and have identified mechanisms to hold each other accountable.

Q37. Time Horizon of Targets/Goals

a) Does the CDC (or shura) set timelines or deadlines for achieving the goals you've mentioned above?

b) How does the CDC (or shura) decide on the timeline for achieving its goals?

c) Can you give me an example of a goal for which you decided on both short term and long term achievements that would help you reach that goal? By short-term achievements, we mean something that the CDC (or shura) wants to accomplish within next week to six months. By long-term achievements, we mean something that CDC (or shura) wants to accomplish more than six months from now.

Notes:

Score: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

Score 1	Score 3	Score 5
The CDC (or shura) exclusively focuses on short-term goals (e.g. procuring windows for classroom refurbishment). The CDC (or shura), however, does not set a timeline for achieving its goals.	The CDC (or shura) has short and long-term goals for either its projects or the institution. These short-term and long-term goals are not necessarily linked to each other. The CDC (or shura) does not set milestones for its goals. Sometimes, the timeline for these goals is unrealistic.	The CDC (or shura) has specific short-term goals that feed into its long-term goals for both its project and the institution. The CDC (or shura) prioritizes all its goals. The timeline is aggressive but realistic.

Q38. Targets are stretching

a) Does the CDC (or shura) think that the goals that it has set are difficult to achieve? We are asking about goals and NOT activities. Activities describe how CDC (or shura) members spend their time, whereas goals are the results the CDC (or shura) members seek.

b) On average, how often would you say that the CDC (or shura) have achievements that help them meet their goals?

c) Does the CDC (or shura) feel that any of its goals are very easy to accomplish (will always be met) or too difficult to accomplish (will never be met)?

Notes:

Score: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

Score 1	Score 3	Score 5
The goals are either too easy or impossible to achieve. Even if the goals are easy the CDC (or shura) does not always achieve them because no member is held accountable.	For some projects, the CDCs (or shuras) set aggressive goals that are achievable. However, not all CDC (or shura) members are held to the same rigorous standards to meet these goals, thus, not all goals are always achieved.	For all projects, the CDCs (or shuras) set aggressive goals that are achievable. All CDC (or shura) members are held to the same standards to achieve these goals.

Q39. Performance Clarity

a) Is each CDC (or shura) member given a set of activities to carry out in order to achieve the CDC's (or shura's) overall goals)?
b) Have any of the CDC (or shura) members had difficulty understanding what they are supposed to do to help achieve the overall goals?
c) How do CDC (or shura) members assess how well they are carrying out their activities relative to other members of the CDC (or shura)?

Notes:

Score: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

Score 1	Score 3	Score 5
The CDC (or shura) members do not have individual goals. Performance measures are complex and not clearly understood. The CDC (or shura) members do not benchmark their performance to their peers.	Each CDC (or shura) member has individual goals. The measures are well defined and communicated. All members are aware of each other's performance but comparisons are discouraged.	Each CDC (or shura) member has individual goals. Performance measures are well defined, strongly communicated and reinforced at performance review meetings. The individual members' performance discussed during review meetings is designed to induce competition.

Q40. Financial Management

a) Is there a CDC (or shura) member designated to manage the council's budget?
b) Does the budget keeper have financial training (e.g. basic accounting training)?
c) How frequently does the CDC (or shura) review its financial statements?
d) Does the CDC (or shura) have financial management protocols (e.g. expense approval protocol)?

Notes:

Score: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

Score 1	Score 3	Score 5
No individual is designated to maintain the budget. The CDC (or shura) reviews their financials irregularly.	The CDC (or shura) has a designated budget keeper who has received financial training. The CDC (or	The CDC (or shura) has a designated budget keeper. The CDC (or shura) regularly reviews their financials. The CDC (or shura) has standardized financial management protocols and all members review the financials

	shura) regularly reviews their financials, however, there are no standardized financial management protocols.	every month.