



Perception of Corruption in Georgia Survey of Public Officials

Survey Results
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INTRODUCTION

This report presents the results of one of two surveys conducted as part of the Council of Europe project “Support to the anti-corruption strategy of Georgia” (GEPAC), which aims at strengthening national capacities in support of the implementation of Georgia’s Anti-corruption Strategy and Action Plan, in compliance with European and international standards. GORBI (Georgian Opinion Research Business International-Gallup International) was commissioned to conduct two nationwide representative sample opinion polls amongst the general public and government officials.

The present report, based on a survey of government officials, communicates their views of corruption in Georgia, on budget and budgetary management, procurement management, quality of services delivery to the public, organisational environment, level of information management and communication, as well as an assessment of current perceptions of corruption in Georgia and how their organisations interact with the public. The survey also aimed to measure respondent’s view on staff’s performance vs. their promotion, disciplinary actions and overall participation in various kinds of training.

The survey did not seek to cover all aspects of corruption across all sectors of public life; hence conclusions can be drawn only with regard to the specific questions explicitly addressed by the survey instrument, provided in Annex 1. It is therefore intended to serve as a baseline for future comparisons of trends over time for a select number of issues covered herein.

It should also be kept in mind that perception surveys have their limitations, especially among governmental entities, and the information provided must be considered within the larger political-economic system which, in itself, is an area that requires more in-depth research. There is always the risk that using public officials as the basis of policy recommendations would detract from the validity of the research, and in light of on-going reforms – as these respondents are officials who may not always talk openly about such topics; they may tend to protect the image of their organisations, and to demonstrate to the wider public that the much-touted reforms have been effective in all spheres of Georgian life.

Nonetheless, it is clear from the responses that the perception of petty corruption appears to have diminished compared to research carried out by GORBI prior to 2004. This is often attributed to a change in the government’s anti-corruption policy and, as corruption no longer appears to have a serious impact on the lives of ordinary Georgians; corruption is no longer seen as an issue by a large segment of society. Some officials even shared during the interviews that they, personally, had never encountered corruption in their lives.

RESEARCH METHODOLOGY

GORBI made all effort to obtain the most up-to-date information on the structure of various government institutions in designing the sampling framework.

In order to maximise accuracy of data on public officials GORBI obtained two different data sets. Information on government institution structures after the recent municipal reforms in Georgia was provided by the project office and the separate data set on the state institutions was obtained from the Department of Statistics of Georgia (DSG). Combined data set consisted information on government structure, cumulative number of employees per institution, location, address and contact information on institution. Prior to creating final sampling frame GORBI validated the combined data set by making phone calls to indicated contacts.

During the sampling design, institutions were aggregated into 4 strata – Central government (Ministries, presidential apparatus, parliament, etc); Subordinate agencies of the Central government and the Local government institutions. Institutions were selected randomly within each category and 800 respondents were distributed by institutions proportionally to the size of employees per institution. Total of 141 institutions including their regional representatives were contacting during the fieldwork.

No data was available on workforce profile per institution, e.g. management vs clerical staff, income, number of employees per branch, department, etc. In order to obtain this information and draw final sampling frame that reflects actual picture of workforce at state institutions, GORBI decided to conduct one interview with middle position manager (knowledgeable in HR and budgetary issues) per each selected institution across the country. During this phase of survey in addition to conducting interviews with the actual questionnaires for state officials, following data was obtained for the institution: number of employees, distribution of employees by positions and distribution of employees by salary groups.

After analysing collected data final number of respondents was assigned per institution.

Prior to the fieldwork, GORBI contacted each selected institution by submitting a formal letter and making follow up calls. However, in spite of all effort the following institutions refused to allow access to their staff members without giving any specific reason:

President's Administration
Road Department of Georgia
Ministry of Internal Affairs
Georgian Foreign Intelligence Service
Georgian State Protection Special Service

There are other less serious problems experienced during the actual fieldwork. Various members of a range of opposition parties blocked the roads leading to the Georgian Parliament building for several weeks which effectively prevented governmental institutions from being able to fully function. These included the Georgian Parliament of Georgia, President's administration and Tbilisi city government of Tbilisi. Whereas, these institutions were still able to function but with interruptions, the parliament building was physically surrounded and tents were pitched on the main street and only very limited

number of parliament employees were able access the building, and as result it was not possible to conduct fieldwork amongst members of parliament and their staff members.

While the questionnaire was being finalised, the Tax and Customs department operated as separate entities. These departments have since merged as part of a governmental restructuring programme. However, much of the data presented herein is not joined up, as it would otherwise have been consolidated under the current structure; it is presented as it was collected during the actual fieldwork.

Fieldwork was conducted from the 22nd of June to the 29th of July, 2009.

Eight-hundred government officials were interviewed by thirty-six of GORBI's most experienced field interviewers. Before physically contacting respondents, project supervisors were making phone calls to set up meeting. Interviewers were instructed to make two call backs if the selected respondent was not available. Each respondent received the formal letter with short description of the project, its aims, sponsors and confidentiality statement.

Initially the survey instrument was provided by the GEPAC project and translated into Georgian and Russian by GORBI.

Prior to the fieldwork, a pilot survey was conducted and findings were incorporated into the final survey questionnaires.

Data was processed and analysed at GORBI's headquarters located in Tbilisi, Georgia.

MAIN FINDINGS

The survey of public officials showed marked differences in the number of observed cases of corruption in the last five years. The most important improvement was noted in human resources management: vacancies are now publicly advertised, hiring decisions made more transparently, and policies and procedures have been clarified. The result is that most public officials consider the old ways—including cronyism and bribes—as practices of the past. However, there are exceptions and these may be indicated at times in when respondents failed to provide answers to some of the direct questions that were of a politically sensitive nature or asked questions that would have not reflect well on their organisations or the results of anti-corruption efforts and other on-going reform.

However, the survey of public officials demonstrated marked improvements in the perceptions towards state institutions during the last five years amongst those working in these organisations. It is not totally clear if perspectives or ‘observations’ are the issue that are being noted at times. However, the most marked outward improvement, as shared by the majority of respondents, are the changes the sphere of human resource management.

The top three institutions that public officials trust the most and consider their performance level of proficiency as being of a high standard include the Ministry of Internal Affairs, the Ministry of Energy and the Ministry of Finance. In addition, respondents consider that many of the improvements are associated with greater budgetary resources and there now being a nexus between performance evaluations and the opportunity for career advancement and professional development. .

PROFILE OF RESPONDENTS

The balance of males to females respondents (50.6% and 49.4%), and 67.6% of those polled are less than 40 years of age. One in ten government officials surveyed (10%) hold PhDs and/or equivalent degrees from various universities; many such high level degrees are awarded by prestigious universities, including centres of excellence in the United States and Europe. Amongst those in managerial positions, nearly one in three (33%), supervised an average of 55 employees.

Nearly a third (28%) who are now working in their positions are there as a result of competitive and open hiring practices. Years of professional experience were also considered, and over half of the respondents (53%), were hired based on work history and their length of employment.

The average number of years working on-the-job for those now working totalled 5.9 years, which compares to nearly twice as many year experience (11.5) as the average amongst those now working as Georgian government officials. Public employees have been in their current positions three times longer to their counterparts in the private sector. Respondents had worked in the private sector on average for 1.8 years. For those who hold this government position as their first job had been seeking work for an average of one year.

WORKING CONDITIONS AND BENEFITS

More than half of government officials work 40 hours week, ten percent of whom work overtime with a number of respondents advising that they frequently work 50 hours or more each week.

Just under half of those interviewed (45.4%) believe that their official salary is adequate in meeting their cost of living. Salary issues were openly discussed and only a small percentage, (3%) of respondents refused to talk openly about their salaries. Nonetheless, nearly a third of governmental employees' have taken secondary jobs to supplement their incomes. However, in spite of this claim, only 14% of respondents can personally identify any of their colleagues who, during the past year, earned extra income by having an additional job outside of the public sector.

The same pattern of working and having secondary jobs demonstrated by respondents was the case prior to being current employed. A similar number of respondents worked in their current organisation but in another capacity in comparison to the numbers who worked in other government institution before they took up their current position, 32% and 34% respectively. Less than one in ten, (8%) held employment in the private sector.

PERSONNEL MANAGEMENT

A quarter of respondents (25%) claimed that when they were personally involved in human resource decisions. Just over ten percent of respondents (10.8%) had decision making authority related to the level of employee compensation.

Just over four in five respondents (81%) believe that decisions relating to personnel management are at 'most times' or 'always' well supervised, formally written and effectively communicated within their institutions. Slightly more than eight in ten (82%) considered that decisions, including those involving personal management, are 'always' or 'most always' simple, clear and easy to comprehend. Slightly less, (76%), but still a sufficient majority, believe that human resource decisions are strictly applied, since non-compliance always result in consequences for those not following to instructions. Only one quarter (25%) of state officials believe that personnel management decisions require an excessive number of administrative steps.

The majority of surveyed respondents (74%) claimed that during the last two years human resource decisions were made in accordance with organisational policies and in a transparent manner. Hiring decisions were based on a combination of level of education and professional experience. Jobs are advertised and filled based written job descriptions and that hiring and other human resources management practices are regularly subjected to in-house audits and regular oversight.

Just over two-thirds (68%) of officials state that human resource management decisions are not based on political affiliation, however, every fourth (24%) hesitated to answer this question.

A slightly lower percentage by a difference of three percentage points, (65%) also considers that decision are in no way based upon their connection within the institution.

Over half of the respondents agree, albeit to varying degrees, that working in the public sector is generally better than being employed in the private sector and those with government positions have more job security. Slightly less, (47%) maintain that their salary is “very satisfactory”. Nearly one in four respondents, (24%) considers their earning to be satisfactory. Aside from compensation, two thirds (67% of state employees maintain that they enjoy job security. Furthermore, the majority (61.6%) maintain that there are opportunities for career advancement based on satisfactory job performance. It was considered that various impacts of the global economic crisis were beginning to be felt in Georgia during the period of the fieldwork.

Just under a quarter of respondents named “advertised job postings” as the source of information that motivated them to apply for a government job. Open positions in both the public and private sector are frequently advertised in Georgia. A wide range of job announcements are available in both electronic and printed formats, such as on the official websites of governmental organisations, on specialist “jobs board” web sites, received via e-mail from job list servers, and published in widely-distributed newspapers. Less than one in ten respondents (8.3%) named posters, such as billboards, posters, and internet listings as their source in networking employment opportunities; this has been especially the case in the last five years with government job positions posted on popular Georgian websites such as www.jobs.ge; www.boom.ge, etc. A slightly higher percentage (14.8%) learned about job openings by coincidence, while just over 40% learned about jobs which they had applied for from someone who was already working in the organisation.

Just over half of respondents (51.5%) had been provided with a written job description shortly after commencing work, a third (34.5%) prior to accepting the position, with nearly one in ten (9.8%) advising that they had not been provided with any official written job description before they started work.

Before 2004, arrears and late payments of salaries and pensions was a rather common practice. Salaries were paid in cash at various institutions and payments could be delayed for a number of months. The overall situation has dramatically improved after the changes starting back in late 2003 with the Rose Revolution and the following years. Moreover, salaries have increased significantly compared to previous official salary levels for governmental employees. Now payments are being actually made on time, and automated payments to employees own bank accounts becoming a more common practice.

An absolute majority (99.4%) of respondents said that during the last year their salaries were paid on time. The majority of public servants (52.4%) earn less than 700 GEL per month and salaries are paid on time. Comparing data for 2008 and 2007, salaries have increased by approximately 10 percent across the board increase. Other forms of compensation and benefits have also been increased and this includes annual and monthly bonuses to state employees.

However, in spite of regular payments, nearly two in five (38%) governmental employees thought they would have greater earning potential if they were employed in the private sector. More than one in ten (13%) consider that they would earn about the same, and approximately five percent amongst these respondents believe that they would earn even less outside of the governmental sector. The perceived earning gap with the private is considerably large. Overall, governmental employees think their salaries would be 81 percent greater than what they are currently in the private sector.

Six out of ten public officials (60.4%) said that they participated in at least one job-related training activity in the last two years. On average, respondents took part in nearly four activities (3.7). These activities are held at work and in most instances take several days to complete. There is a range of activities, such as organised workshops. The number of days devoted study tours add up to half as many as are the total days spent involved in other types of training activities.

One third (32.5%) of state employees said that their work performance is never formally evaluated, whereas formal evaluation of work performance at least once a year is a norm for 40% of respondents.

Just over three quarters of respondents agree (77%) that disciplinary actions are impartially applied within their respective institutions. A majority (65%) believe that the disciplinary actions are an effective motivational tool that encourages public officials to appropriately perform their jobs. Fewer than two in ten respondents, (17%) of employees working at state institutions reported that their colleagues had been sanctioned because of poor performance in the last year; and fewer (14%) recalled where some of their co-workers were sanctioned for unprofessional conduct in the same timeframe. It is clear that job performance is an important factor, as four out of five (82%) respondents are fully aware that their respective organisations reward its employees for excellent professional achievements and job related performance

Just over four in ten respondents, (44%) described the tendency of moving from the private sector to the state as very often or constant. One third of state employees, however, believe that the state employees never switch to the private sector, and another fifth (20%) said that the tendency is very often.

When answering whether elected and appointed officials, their designates, or officials of a political party (s) had in some way influenced human resources decisions, or were somehow involved in promotions in the various organisation in the past three years, the survey revealed a 'very limited' to 'non-existent' degree of influence. Furthermore, respondents claim that neither a political party nor elected representatives are involved in these spheres. However, it is significant to note that approximately two in ten respondents (17%) of refused to answer this question. Even in those limited number of instances when institutions are alleged to have been pressured, actual compliance to the request was met with success in only half the alleged cases.

BUDGET MANAGEMENT

The survey revealed that almost one in five of state government employees are involved ("significantly or very significantly") in budget management issues.

Eight in ten (80%) respondents agree that the process of formulating the national budget involves close consultation between the Ministry of Finance and the line ministries in the regions. Seven in ten respondents (70%) concur that the process of formulating the organisational budgets involves close consultation between accounting officers, controlling officers and departmental/divisional managers.

The majority of public officials claims that guidelines and regulations of the administration of the national budget is formally written (65%), strictly applied (56%),

and well supervised (54%). Almost every second public official (48%) believes that written documentations related to such financial issues are simple, clear and easy to understand. However, 27% of respondents said that the documentation always requires an excessive number of administrative steps in dealing with the bureaucracy.

A significant percentage of public officials (67%) said that in the last two years, decisions relating to the budget administration were 'mostly' or 'always' based on a written guideline. Moreover, two-thirds, (63%) explained that decisions were made and implemented in a transparent fashion and how decisions were either 'mostly' or 'always' subject to regular external audits. Moreover, they told that these checks are performed by qualified professional outside auditors. More than half of the respondents explained (54%) that their organisations were also, in addition to outside audits, regularly subjected to internal audits and oversight by responsible control units.

The absolute majority of respondents (99%) shared that decisions related to budget administration are never influenced by illicit payments or the budgetary process was predominately based on political influence. This is rather noteworthy in light of the fact that absolute majority (98%) of respondents said that their organisation was funded from the national budget.

One in twenty, (5%) told that aside from state funding as being the main source of their organisation's income, that additional funding is provided by 'exceptional' budgetary allocations, and fewer, (3%) shared that their institutions were funded in part by collecting special fees. Public officials listed the following as their supplemental budgetary sources: international organisations, governmental reserve funds, various grants and local income generated for the organisation.

One third, (32%) of public officials were not basically aware of the funding mechanism of how various allocations were had been provided in their institutions in recent years, and nearly twice as many (%) did not have access to such kind of information. There is a also a dearth of a information in terms of internal budget receipts and disbursements, and many of the respondents do not know if this year's budget formula was different than last year, and how exactly is the budget formulated fixed. They are also unaware if the money allocated to their organisations are fully spent or not, and whether spending exceeds allocated sums.

More than three out of five (61%) of the surveyed public officials lack knowledge as to whether or not last year's actual spending of their institution differed from the original allocation. However, (2%) said that the budget exceeds the allocation, and (5%) told that the total amount still had not been spent. Nearly one-third of respondents (31%) said that the amount budgeted was "more or less the same" as to what had already been physically actually spent. Of the respondents who said that the budget of their respective institutions exceeded originally planned figure, (11 respondents 1.4% of the sample) recalled that exceeding the budgeted amount did not result in punitive response (penalties or other sanctions).

An additional, one in twenty respondents (5%) said that the allocated budget was not totally spent. Upon follow-up, trying to determine how much was actually overspent, this information could not be obtained, and such findings are difficult to judge or determine just how significant is this overspending.

Nearly every fourth (23%) surveyed respondents were not able to assess the effectiveness of supervision and control over budgetary expenditure at their institution. However, 74% believes that it is either “effective” or “completely effective” and only one respondent considered it as being ineffective.

Overall, less than one in ten state officials attributed the differences between actual spending and budgeted amounts to fraud, embezzlement, inflation, unauthorised transfers, or incompetence or being attributed to a combination thereof, and when associated with shortcomings in the adequacy of existing budget control mechanism that are not related to any criminal activity. The majority (52%) believe that the gap is not due to any of the listed factors. Nonetheless, approximately every third respondent failed to answer this question. Respondents were specifically asked how money was spent over the period of last two years (2007-2008), and to what degree did they note various irregularities in how funding was actually used.

The vast majority (97%) of respondents are unable to note any perceived irregularities, such as misappropriation or any other type of budgetary abuse. Real or perceived violations are noted by only 3% of respondents. Comparatively, nearly two-thirds (65%) said that such kinds of breaches of budgetary regulations and oversight have never been experienced at their institutions. One third, (33%) chose not to answer this question.

PROCUREMENT MANAGEMENT

Procurement guidelines and regulations are followed in the vast majority of instances. Nearly two thirds (63%) of respondents claimed that they are ‘always’ and an additional (8%) consider that such firewalls and mechanisms are either ‘very often’ or ‘quite often’ followed. However, it is still significant that (6%) consider their organisations seldom abide by established procurement management procedures.

Respondents were also requested to describe the degree to which public procurement contracts in their organisation involve some degree of showing gratitude in return for securing a procurement contract. Slightly more than four in ten, (43%) failed to answer to this question. However, more than half of all respondents (54%) denied there being any such occurrences in their respective organisation, and less than (2%) admitted instances of such kinds of illegal behaviour. The limited amount of data does not permit more detailed and revealing analysis. However, there appears to be an overall tendency with some more sensitive questions where respondents opted not to provide answers. It is must be emphasised that only a very limited number of respondents (just seven people) shared with interviewers that a fixed percentages of the value of the contract was actually paid out as gift or some form of gratuity. As an average, 5% of the value of the contract was described as kickback by three respondents, and another, mentioned 20% of the contract total value as the expected amount to be paid. Three other officials indicated payments averaging between 2% and 3% of the total contact’s price.

Even in light of the limited number of respondents, and if such serious claims are true, this is especially disturbing in light of that many respondents failed to answer this as well as other poised questions.

PUBLIC SERVICE DELIVERY

Nine out of ten public officials (90%) said that their organisations directly deal with the public while carrying out their official duties. Various mechanisms exist to assure that customer service is maintained in a highly efficient, professional and friendly manner.

Public officials are generally satisfied with how well they provide public services and the vast majority of respondents (85%) said that the services are either “most of time” or “always” of high quality. Quality control is backstopped with clearly defined mechanisms that consider customer feedback.

Half of respondents told that receipts for various transactions are saved in hard copy for later use as required for internal or external audits in their institutions but still 30% had no information about this, and another 17%, said that they were not utilising such a mechanism.

The vast majority, (93%) said that there was a consultation mechanism in existence in dealing with the wider public, which they assessed as either effective (57%) or completely effective (34%).

Approximately half of respondents (51%) said that complaints from the public never resulted in the disciplining of poorly performing staff, and one in ten (9%) said that such actions either happens “quite often” or “very often”.

Just over one third, (35%) of public officials shared that compliments and positive feedback from the public lead to recognition of various staff members either as “never or ‘not often” and 17% said that the frequency was either “very often” or “always”.

INFORMATION MANAGEMENT AND COMMUNICATION

Overall, public officials appear to most satisfy with the quality and level of communication within their organisations and amongst other governmental organisations. Moreover, a vast majority considered that good communications exists among departments within their respective organisation.

A plurality of surveyed respondents disagreed with the statements that people that are affected by broad public sector decisions are among the last to know about them (69%), and an even larger proportion, (79%) disagreed that when managers make decisions that they never take the opinions of their subordinates into consideration. There is widespread consensus over the need for an adequate system for tracking managerial decisions (76%) and that financial requirements of the institution should be taken into consideration when executive decisions are made.

A plurality of respondents, (58%) also agree that people affected by far-reaching public sector decisions are the first to know about them, and even more were of the opinion that the opinions of subordinates should always be taken into consideration when managers make decisions.

The vast majority of respondents (91%) said that their organisation maintain records covering the last five years; 2% said it did not; and 7% were unaware or chose not to share information as to how records are maintained.

Nonetheless, the vast majority (93%) of public sector respondents believe that it “easy” or “extremely easy” for employees to obtain information from such records. Even a higher

percentage of respondents (98%) are confident that record keeping at their intuitional level is “effective” or “completely effective”.

When governmental employees were asked to rate consistency of various policies on a scale from 1 to 5, as were followed in their organisations, slightly more than half (53%) believe that they are consistent and nearly two in five (39%) claim that they are very consistent.

ORGANISATIONAL PURPOSE, PERFORMANCE AND INTEGRITY

Overall, majority of respondents stated that they clearly understand their institution’s objectives, strategies, its defined roles and responsibilities. Moreover, the vast majority (87%) of respondents believe that all those employed by the state institutions have a clear understanding of institutions objectives and policies.

Seven out of ten officials (70%) agree that for all levels of public servants, there are quality incentives schemes in place to improve the quality of services provided. They further claim that these mechanisms in place are actually used there not to be any real or perceived barriers to public access.

Such widely held perceptions are indicated by the consensus that improvements in their organisation’s performance are based on higher salaries, access to greater budgetary resources and there being closer nexus between performance and quality standards. Naturally these do not occur in isolation and officials mention the benefits of having greater managerial autonomy and more staff suffer as also important but to a lesser degree.

Religious entities are considered as the most trusted institutions. The top three most trusted by public officials among governmental institutions include the ministries of internal affairs, energy and finance. The Constitutional Court was assessed most positively when compared with other judicial institutions such as the Georgian Court of Appeals, Regional and City level courts and Magistrates. The institutions with the least level of respect include regional and city level courts. These are assessed less positively than four other listed judicial institutions.

Nonetheless, public news, Georgian Public Broadcasting and other media outlets, including those belonging to political parties, and MPs scored at the bottom amongst all surveyed institutions.

CORRUPTION

Overall, the tendency of responses shows that the perception of corruption in the Georgian government has actually declined in recent years. Nearly Six out of ten (65%) believe that “under table” payments are no longer common. Only four percent still believe that illegal payments are regularly made to public servants by business representative and the public

alike. Such practices are not deemed to that common. Only a very small percentage, not statistically significant, (1%) believe that illegal payments continue as a common practice amongst representatives of the international community.

Overall, a plurality of surveyed public officials considers that illegal payments are now extremely rare in the public sector. The same holds true when questioned on their opinion towards the range of activities of local business leaders and business-to-government interactions, which also includes aspects of foreign investors and dealings amongst international organisations operating in Georgia. Moreover, as an overall tendency, respondents generally perceive there to be very little change between what currently exists and the way things were at the early stages of the post Rose Revolution period in 2004.

In this survey, respondents were asked to evaluate the frequency of corruption based on those actual instances that they knew about. Overall, respondents believe that corruption cases are uncommon at all levels, including household, domestic and among foreign businesses.

Approximately 7 out of 10 of those surveyed stated there are no instances where public officials are accepting illegal payments.

The vast majority of respondents believe that the practice of purchasing jobs in Georgia is now a very rare occurrence. Such an attitude is reflective of the contention by a large majority of government employees who take the position that the practice of making illegal payments to public officials is now uncommon.

Likewise, the same is said to be true of allegations of colleagues having to purchase certificates or academic credentials (degrees) in order to keep their jobs or gain promotions. The vast majority, four out of five respondents (80%) believe that this is not the case where they work. Fewer, (18%) however, did not answer this question.

The majority of respondents (55%) reported that they know what process to follow in reporting a case of corruption.

However, only 4% of respondents admitted having personally observed an act of corruption by a public official within the last 3 years. The vast majority, more than nine in ten, surveyed public officials (93%), said that they had not observed any instance of an illegal payment in their organisation.

As with other instances of illegal acts, these responses were rather limited, and from among the 33 shared cases; nearly half (18 cases) are found amongst those respondents claiming that they had personally observed corrupt acts by public officials in the last three years (a total of 33 respondents). These government officials then follow-up with necessary steps to report such corrupt practices and their actions were based upon standard policies and procedures.

Over half of the public officials surveyed (52%) either “agree” or “completely agree” that the process of reporting an instance of corruption is a very simple process, while one in five (20% figure) disagreed with this statement. Nonetheless, just over six in ten respondents (61%) considered that it was not a threat to report instances of corruption, and the staff member making the allegation is well-protected from potential repercussions. Additionally, only 14% of respondents thought that he/she would be unprotected. An overall large majority (73%) also agreed with the statement that the procedure reporting corruption case is very effective.

The three main factors that discourage reporting instances of corruption are related to the potential for repercussions, such as reprisals, the consequences of making an allegation that cannot be substantiated and the overall hesitancy to report one's friend or work colleague.

A large majority (more than 80%) considers that at both organisational and government levels, there exists the necessary resolve to tackle corruption.

The survey data identifies the three major "important" or "very important" contributing factors to the incidence of corruption in Georgia as being low salaries of public officials (64%), lack of effective corruption reporting system (63%) and lack of transparency and accountability within political processes (60%). Further, in spite of years of judicial reforms, the lack of an independent and effective judiciary is considered as disturbing by (56%) of respondents, and even a higher percentage, (58%) perceive various cultural aspects of the Georgian nation as being a significant driver of corrupt practices.

Slightly more than four in ten, (42%) from amongst those surveyed believe that there are no longer any illicit transactions taking place between officials and the general public. The same propensity also holds true for interactions between officials and the business community. However, over a third of respondents, (36%) failed to answer the question. Among those noted instances where illegal transactions are made, 16% from among them place the responsibility on both public officials and business persons, and explained that both sides know procedures that be followed in making the system of corruption function. Nonetheless, only 5% thought that in making illegal payments, it is the business side that is initiator, and only 1% thought that public officials are the ones those instigate first to make the initial payment. As for the rest of respondents, they consider that illegal payments "never or seldom" occur.

Likewise, the same tendency is demonstrated, as with other questions, which demonstrates a significant (42%) percentage of respondents consider that illicit transactions are not standard practice. being made. However, in those few instances where corrupt practices actually transpire, the transaction itself involves two willing parties in a well-defined process. It comes as no surprise, and considering the limited number of perceived or reported cases, that they has not been more reported cases to the proper authorities by the surveyed respondents.

Overall, less than one in ten respondents thought that unofficial payments are made in gaining access to public officials, securing governmental contracts, to deal with customs, courts or exert influence on financial economic policies. Majority of surveyed respondents (66%) said that these instances are rare and either, they never occur or happening seldom.

Seven out of ten respondents (71%)—from amongst which just over half (53%) responded 'always', and 18% said 'mostly'—that they are confident that if a government official fails to provide a service to which a citizen is entitled, the citizen can usually approach another official, or to his/her superior to obtain the desired result without any fear of reprisal.

RESPONDENT'S VIEW OF PUBLIC SERVICE REFORMS

A vast majority, nearly nine in ten of survey respondents (89%) thought that increasing salaries for public employees would be either ‘quite or ‘very effective’ in ensuring that citizens receive public services without the need to pay money or prove gifts. A slightly higher percentage (91%) thought that the way to resolve the issue would be for there to be better training for public employees in order for them to be provided with necessary knowledge and work skills. A large proportion of respondents (83%) thought that requiring all public employees to sign a ‘code of conduct’ would better ensure that citizens receive services that they are entitled to, and without the need to pay bribes.

Stricter penalties for people who bribe public employees are considered to be the solution amongst 76% of respondents. The same percentage believes that fewer official forms and documents would be an option so to circumvent making avoid illegal payments to public officials and further ensuring an adequate of service delivery to Georgian citizens.

Any suggestion of a staff reduction in the government workforce (even if it would allow for an enable and increase in salaries for those that would keep their jobs) was not well received by the large majority (72%) of public officials who said that that such an action would actually be detrimental and was not justified. However, one in ten (11%), of public officials thought that reduction in the workforce would be “very or quite effective” measure.

Respondents were asked to select from among 10 different options of prospective reforms as possibilities of improving the quality of public service. Increasing salaries for public employees and better training topped the preferred reform measures (43% and 30% respectively).

PERCEPTION OF THE NATIONAL SITUATION

Seven in ten of public officials (70%) thought that the high cost of living, political instability, consumption of drugs, and the prohibited high cost of health and education services top out as being the 5 most serious problems that now face Georgia. Road quality (13% combined “serious or very serious problem”), access to clean water (16%) and the incidence of corruption (23%) were ranked as being the least pressing concerns among the listed problems.

Respondents rated among the top three institutions that as being successful in combating corruption the police, the public prosecutor and the auditor general. Academics and teachers, as well as other kinds of high level professional bodies are rating as being the least helpful from the provided list of 12 state institutions.

RESPONDENT'S PROFILE

Table 1. Demographic information

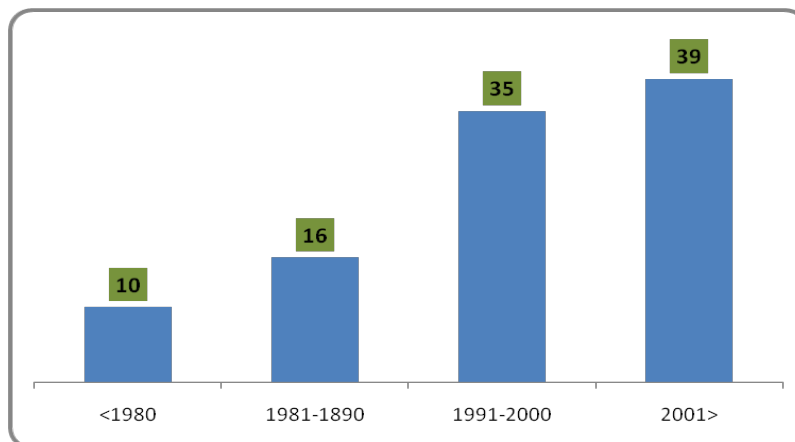
Demographic data	Number of respondents	%
Total:	800	100
Gender:		
Males	405	50.6
Females	395	49.4
Age:		
20 - 30 years	261	32.6
31 - 40 years	280	35.0
41 - 50 years	166	20.8
Over 51 years	93	11.6
Education:		
College (none professional education previously existed in Georgia)	10	1.3
University	709	88.6
Post-graduate studies	80	10.0
Refused to answer	1	.1
Job Position		
Head or deputy head of institution	46	5.8
Head or deputy head of department, administration, office or	174	21.8
Consultant/counsellor/adviser/assistant	94	11.8
Specialist	473	59.1
Supporting/ technical staff	13	1.6
How respondents were appointed		
Political appointment	5	.6
General appointment through examination	225	28.1
Elected	11	1.4
Through personal connections	43	5.4
Appointment due to expertise	421	52.6
Contract services	29	3.6
Refused to answer	10	1.3
Was recruited upon completion of internship	9	1.1
Formally proposed to this post	4	.5
Interview	24	3.0
As a result of reorganisation	12	1.5
Assignment	3	.4
Invitation	4	.5

Half of respondents were females, and 68% less than 40 years old. Every tenth of surveyed government officials hold PHD or equivalent degrees from universities. 28% of respondents were appointed to their positions through examinations and more than half (53%) were appointed based on their experience. Fewer than half of respondents (47%) received their secondary education in the capital city of Tbilisi.

Table 2. Place of receiving secondary education

Tbilisi	47%
Ajara	5%
Apkhazeti	2%
Guria	2%
Imereti	11%
Kakheti	8%
Mtskheta-Mtianeti	2%
Kvemo Kartli	5%
Shida Kartli	6%
Racha-Lechkhumi and	2%
Samegrelo - Zemo Sv	6%
Samtskhe-Javakheti	4%

Figure 1: Year of completing educational institution



Those who are in managerial position (32% amongst surveyed respondents), on average, were supervising 55 persons.

Respondents have an average of 5.9 years worked at their current organisation and 11.5 years is the average experience of current Georgian government officials who are working in the public sector. Average experience of working in the private sector is 1.8 years for respondents, and on average, those who were unemployed have been unemployed for one year.

More than half of respondents (54%) are working 40 hours a week, 10% of respondents said that they are spending 45 hours a week at work and an additional 10% answered 50 hours. 14% of government employees declared that they are spending more than 50 hours a week on work.

45% of respondents believe that their official salary is sufficient for them to live on and another 52% said it is not. 3% of state officials refused to answer this question.

27% of respondents said that public officials are frequently, most of the times or are always engaged in other activities in order to earn extra money.

Table 3. Incidents of engaging in other activities to supplement official earnings

Scale of 1 to 5, where 1 means "never" and 5 means "always".	Mean score	Never	Seldom	Frequently	Most times	Always
How often does a public official, such as yourself, engage in other activities in order to supplement his/her official earnings	1.91	44.5%	28.7%	18.7%	8.0%	0.2%

However, only 14% of those surveyed know of colleagues who, during the past year, earned compensation from working in a secondary job outside of public sector.

A similar number of respondents worked in their current organisation in another capacity than compared the numbers who were working in other government institution before they took up their current position, 32% and 34% respectively. Nearly one in ten (8%) were employed by the private sector; another 8% were students before starting to work in their present position at state institutions and 1% had worked in a political party, and the same number of respondents worked in the media.

PERSONNEL MANAGEMENT

A quarter of respondents (25%) claimed that when they were personally involved in human resource decisions and that they acted in accordance with organisational policies and in a transparent manner. Just over ten percent of respondents (11%) had decision making authority related to the level of employee compensation.

Figure 2: Involvement in personal administration

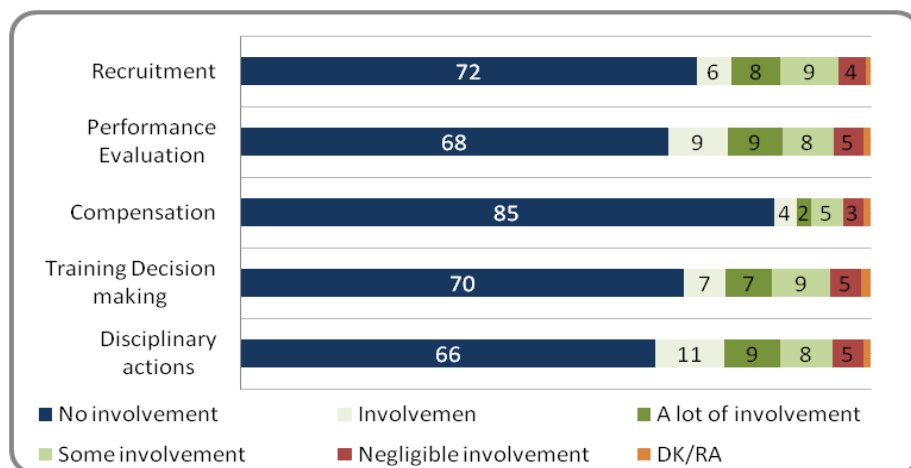


Table 4. Evaluation of human resource managerial aspects

Scale of 1 to 5, where 1 means "never" and 5 that "always".	Mean score	Never	Seldom	Sometimes	Most times	Always	DK
Are well supervised (managers make sure that the rules are followed)	4.63	2	1	4	15	66	12
Are formally written/well communicated	4.60	2	2	4	16	65	11
Are simple, clear, easy to understand	4.58	1	1	5	18	64	11
Are strictly applied (non-compliance always leads to negative consequences for defaulters)	4.56	2	1	5	16	61	15
Require an excessive number of administrative steps	2.64	25	17	17	10	13	18

Just over four in five respondents (81%) believe that decisions relating to personnel management are at ‘most times’ or ‘always’ well supervised, formally written and effectively communicated within their institutions. Slightly more than eight in ten (82%) considered that decisions, including those involving personal management, are ‘always’ or ‘most always’ simple, clear and easy to comprehend. Slightly less, (76%), but still a sufficient majority, believe that human resource decisions are strictly applied, since non-compliance always result in consequences for those not following instructions. One quarter (25%) of state officials consider to following procedures in personnel management decision-making processes require an excessive number of administrative steps."

Table 5. Evaluation of personnel management decisions over the last two years (2007-2008)

Scale of 1 to 5, where 1 means "never" and 5 that "always".	Mean score	Never	Seldom	Sometimes	Most times	Always	DK
Made in a transparent manner (know who were assigned, promoted, transferred, or received wage increase and why),	4.53	2	2	4	14	60	18
Based on level of education	4.48	2	2	5	21	56	14
Based on professional experience/merit/performance	4.41	3	1	5	25	50	16
Useful for the improvement of institutional efficiency	4.37	3	1	7	22	47	20
Based on specific criteria defined in writing	4.11	7	3	7	17	39	27
Position vacancies announced within the institution as well as announced publicly outside the institution (when appropriate)	4.05	9	4	6	19	43	20
Subjected to regular audits by the internal unit of control	4.04	8	2	4	15	36	35
Based on seniority/length of service	3.41	12	10	15	18	24	21
Influenced by business ties/associations	1.82	46	7	11	8	2	26
Subject to a formal procedure of appeal	1.65	47	8	4	2	5	34
Based on quality of relation with supervisors	1.35	64	5	5	3	1	22
Based on family ties or friendship	1.34	61	5	6	2	1	25
Based on connections within the institution	1.27	65	4	3	2	1	25
Based on political ties/political affiliation/political pressure	1.20	68	3	3	1	1	24
Based on gender	1.12	80	2	2	1	0	15
Based on ethnicity	1.06	83	2	1	0	0	14
Influenced by illegal payments (purchase of positions or promotions)	1.03	77	1	1	0	0	21

The majority of surveyed respondents who were assessed in the public official survey claimed that they reached human resource decisions that were based on personnel management level, and these were reached in transparent manner. In addition, they believe that selection of human resources was based on level of education and upon one's professional experience. Moreover, decisions are made based upon specific criteria that is defined in writing, and subjected to regular audits by internal control mechanisms.

Just over two-thirds (68%) of officials state that human resource management decisions are not based on political affiliation, a slightly lower percentage, (65%) also considers that decision are in no way based upon their connection within the institution. It is clear that none of the respondents now consider that illegal payments in anyway influence human resources procedures, and the same can be said of gender issues and ethnicity.

Table 6. Assessment of job-related statements

Scale of 1 to 5, where 1 means "completely disagree" and 5 that "completely agree".	Mean score	Completely disagree	Disagree	Indifferent	Agree	Completely agree	NA/DK
Working in the public sector is generally better than working in the private sector	3.57	4	11	24	31	20	10
My salary is very satisfactory	2.78	12	35	21	23	8	1
My other benefits (pension, health, etc.) are very satisfactory	2.74	3	6	2	4	1	84
My job and position are secure	3.80	3	10	15	42	25	5

More than half of surveyed respondents (51%), "agreed" or "completely agree" that working in the public sector is generally better compared to the private sector. Fewer (47%) believe that the salary is "very satisfactory". However, 24% are satisfied with their earnings. A large majority (67%) of state employees are confident in their job security.

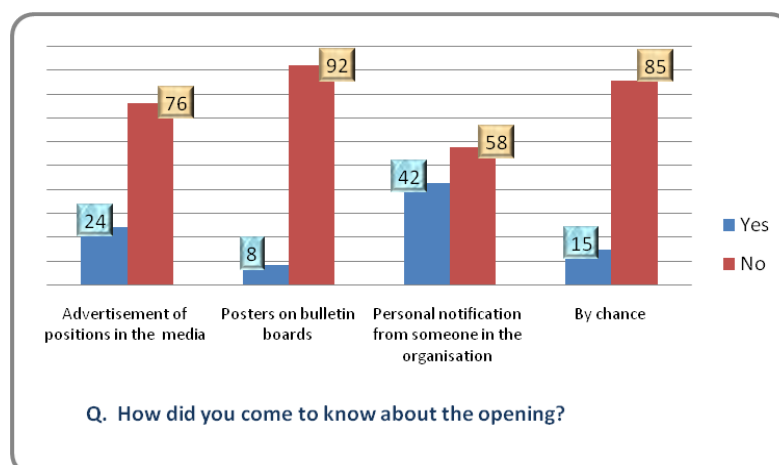
62% of respondents are confident that they will keep their position and get promoted if they perform their job well.

RECRUITMENT

Just under a quarter of respondents (24%) named “advertised job postings” as the source of information that motivated them to apply for a government job. Open positions in both the public and private sector are frequently advertised in Georgia. A wide range of job announcements are available in both electronic and printed formats, such as on the official websites of governmental organisations, on specialist “jobs board” web sites, received via e-mail from job list servers, and published in widely-distributed newspapers. Less than one in ten respondents named various means, such as electronic, websites etc., as how they go about networking employment opportunities. A slightly higher percentage learned about job openings by coincidence, while just over (42%) learned about jobs which they had applied for from someone who was already working in the organisation.

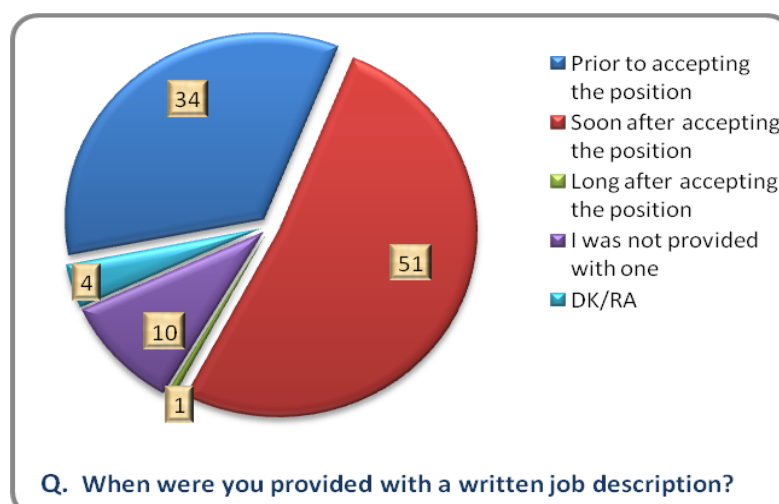
Advertisement of the position in the media was named by every fourth (24%) of state employees as the source of information for learning about job opening. Nowadays in Georgia, job alerts are available in both electronic and print media, such as the website of the state institution and newspapers, etc. Less than one in ten (8%) named posters, as a source of information, and a higher percentage of respondents 15% , heard about job opening by happenstance, while 42% heard about it from someone working in the organisation

Figure 3: Ways of receiving information on job opening



Every second (51%) respondent had received a written job description soon after accepting the position, and just over a third (34%) before, and one in ten (10%) told that they never provided with any official written job description.

Figure 4: Provision of job description



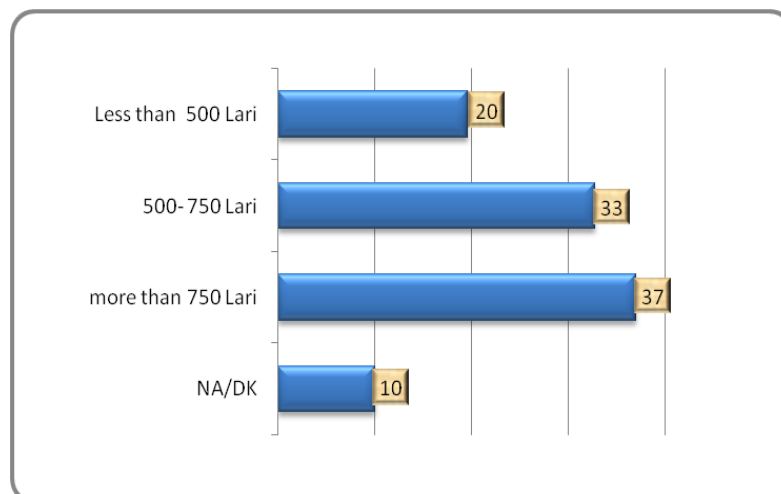
COMPENSATION

Before 2004, late payments of salaries and pensions in arrears were the norm. Cash payments for salaries were not paid in majority of arrear cases, and this would exist for for several months at a time. However, the overall situation has dramatically improved after 2004, salaries have been significantly increased compared to previous official salaries, and actual payments are delivered on time by bank transfers to employee bank accounts, so they now know the exact date when they can withdraw money from the nearest ATM.

Absolute majority (99%) of respondents in this survey said that during the last year there salaries were paid on time.

A fifth (20%) of respondents are earning less than 500 Lari a month, one third (33%) earns from 500 to 700 Lari a month, almost two in five (37%) earns more than 750 Lari per month.

Figure 5: Size of wages of state employees



NB. During the fieldwork \$100 was approximately equal to 167 Georgian Lari (GEL). In addition, during the field work minimum subsistence basket was 125 GEL, equivalent to 75 USD.

Overall, in comparison to 2007, state employees were earning higher basic salaries in 2008 (a 9% increase in the less than 500 Lari category and an 11% increase in the 500-700 Lari category), and the size of other types of allowances have also been increased.

Table 7. Dynamics of wages and allowances over the past two years

	Less than 500 Lari	500- 750 Lari	More than 750 Lari	NA/DK
What is your basic monthly salary, excluding allowances, for the year 2008 in the current organisation?	20%	33%	37%	10%
What is your total monthly salary (including all allowances) in 2008 in the current organisation?	15%	29%	45%	11%
What was your basic monthly salary, excluding allowances, for the year 2007 in the current organisation?	29%	22%	23%	26%
What was your total monthly salary (including all allowances) in 2007 in the current organisation?	23%	23%	28%	26%

38% of state employees believe that they could have earned more if they were employed in the private sector, 13% thought that they would earn about the same, and 5% believed that they would earn less in the private sector.

Those who said that they could have earned more in a private sector were of the opinion that they could have earned approximately 81% more in the private sector.

TRAINING

60% of public officials said that during the past two years they have participated in at least one training activity. On average, during the last two years respondents have participated some form of training 3.71 times.

On average, more days are spent on in-house training than with workshops and residential training. Days spent on study tours are two times less than days spent on other types of training activities.

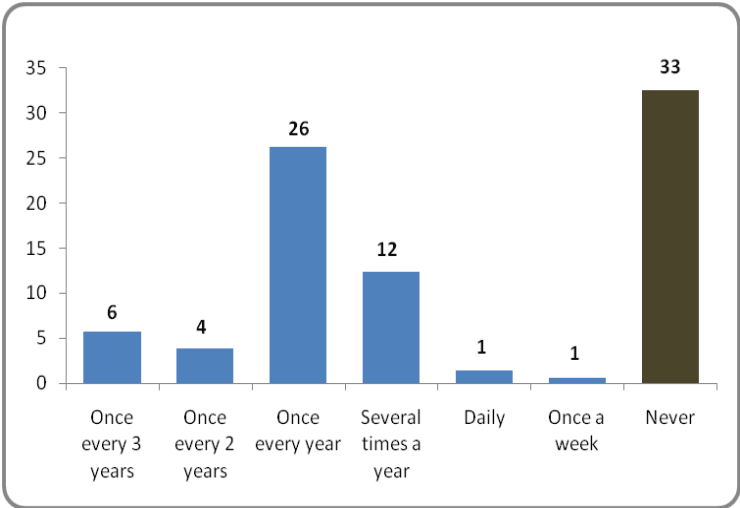
Table 8. Length of training

Average number of days spent on:	Mean score (days)
In house training	15.80
Residential training	11.09
Training workshops	12.92
Study tours	7.70

PERFORMANCE EVALUATION AND PROMOTION

One third of state employees said that their work performance is never formally evaluated, whereas formal evaluation of work performance at least once a year is a norm for 40% of respondents.

Figure 6: Frequency of formal performance evaluation



39% of respondents claimed that there was a written description of the performance evaluation criteria that their last evaluation was based, and a slightly higher percentage, 42 %, could not recall having been subjected to official evaluations.

DISCIPLINARY ACTIONS

A large majority of respondents, 77% either ‘agree’ or ‘completely agree’ that disciplinary actions have been impartially applied within their respective institutions. Whereas, 65% of surveyed respondents believe that the disciplinary actions have been an effective tool in motivating public officials to perform their duties appropriately.

Table 9. Assessment of disciplinary actions implemented at institutions

Scale of 1 to 5, where 1 means “completely disagree” and 5 that “completely agree”.	Mean score	Completely disagree	Disagree	Indifferent	Agree	Completely agree	NA/DK
Disciplinary actions have been impartially applied	4.23	2	4	6	38	39	12
Disciplinary actions have been an effective tool for motivating public officials to perform well	3.76	5	11	13	38	27	6

17% of employees working at state institutions reported that their colleagues had been sanctioned for poor performance in the last year, and fewer, 14% could recall any of their co-workers having been sanctioned for unprofessional conduct in the same timeframe.

Table 10. Sanction incidents for poor performance and unprofessional conduct

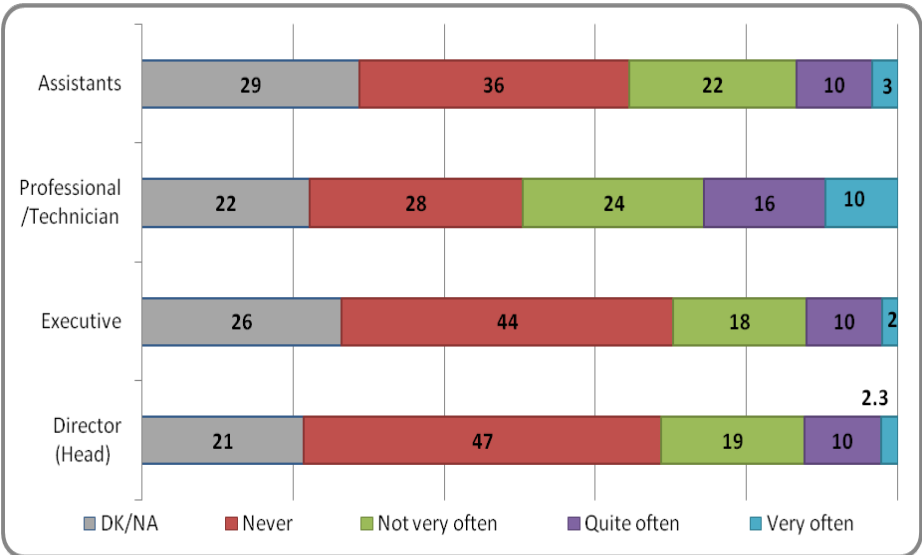
	Yes	No	DK/NA
Poor performance	17	57	26
Unprofessional conduct	14	60	26

Four out of five (82%) respondents declared that their respective organisations reward employees for excellent professional achievements.

MICRO MANAGEMENT

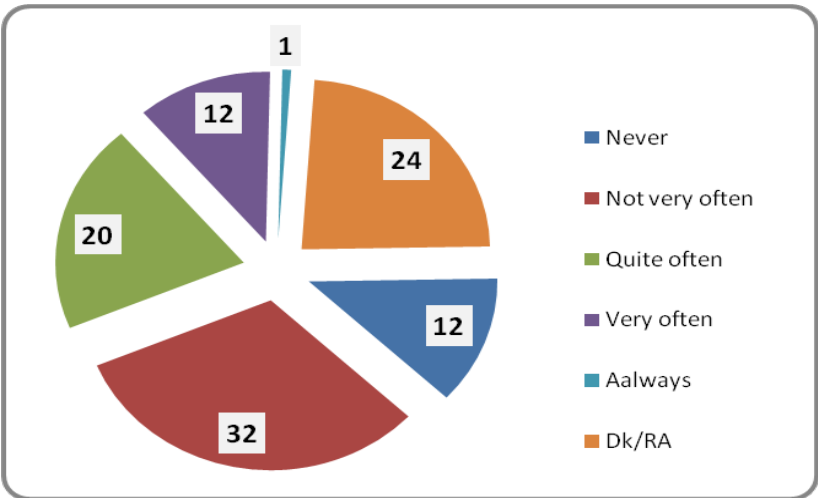
The higher the level of the position in the state sector reflects a lower tendency to change employment from the public to the state sector. Those employed as assistants and technicians are more inclined to move from the state to the private sector.

Figure 7. Tendencies of immigration of labour force from the public to the private sector.



44% of respondents acknowledge the tendency of moving from the private sector to the state, as they described it as a very often or constant occasion. One third of state employees, however, believe that the state employees never switch to the private sector, and another fifth (20%) said that the tendency is rather frequent.

Figure 8. Frequency of changing jobs from private to public sector

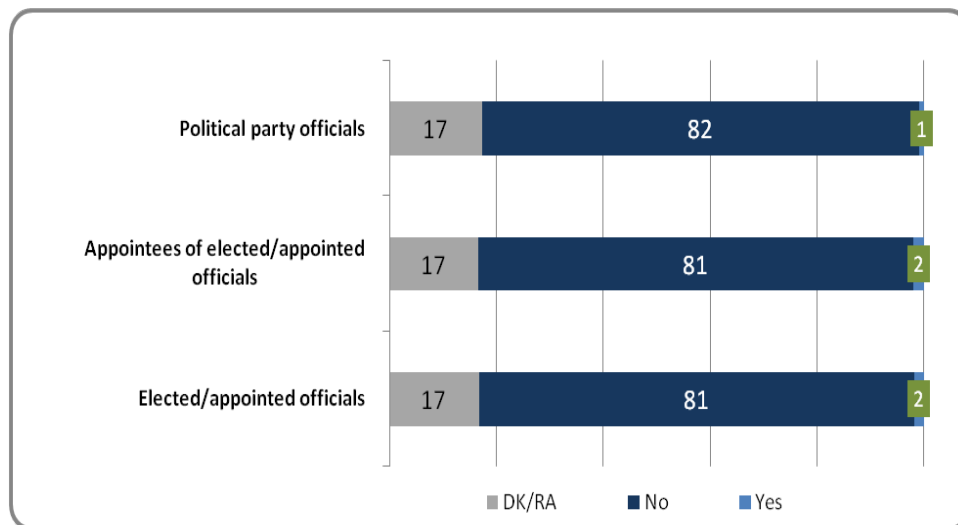


When answering whether elected/appointed officials, their appointees, or political party officials had influenced any hiring decisions or promotions in the respondent's

organisation during the past three years the survey revealed a very weak, if any, existing influence brought upon hiring decisions or promotions amongst respondent's institutions that resulted from political party officials, either by elected or appointed officials, applying pressure. However, 17% of respondents refused to answer this question. In those limited instances when institutions are alleged to have come under internal pressure, only half of the claimed instances resulted in complying with demands as requested.

NB. Due to the small number of reported cases (less than 20 cases), the sample size can only be used to observe the existence of such a tendency of internal pressure being applied within various institutions.

Figure 9. Frequency of influence in human resource decisions



BUDGET MANAGEMENT

The survey revealed that almost one in five of state government employees are somewhat (significantly or very significantly) involved in budget management issues.

Table 11. Personal involvement in budget management

Scale of 1 to 5, where 1 means “no involvement” and 5 that “very significant involvement”.	Mean score	No involvement	Insignificant involvement	Fairly significant involvement	Significant involvement	Very significant involvement	DK/RA
Budget preparation	1.72	73	6	4	8	8	1
Budget Implementation	1.69	75	5	3	7	9	1
budget Evaluation	1.73	72	6	5	8	8	1

80% of surveyed respondents agree that the process of formulating the national budget involves close consultation between the Ministry of Finance and the line ministries/provinces. Whereas, 70% agreed that the process of formulating the organisational budgets involves close consultation between the accounting officers, controlling officers and departmental/divisional managers.

Table 12. Institutional involvement in budget management

Scale of 1 to 5, where 1 means “completely disagree” and 5 that “completely agree”.	Mean score	Completely disagree	Disagree	Indifferent	Agree	Completely agree	DK/RA
The process of formulating the national budget involves close consultation between the Ministry of Finance and the line ministries/provinces	4.34	1	1	3	44	36	15
The process of formulating the organisational budgets involves close consultation between the accounting officers, controlling officers and department/division managers	4.14	1	5	7	39	31	17

The majority of public officials claims that guidelines and regulations of the administration units under the national budget is formally written (65%), strictly applied (56%), and well supervised (54%). Almost every second public official (48%) believes that written documentations are simple, clear and easy to understand. However, 27% of respondents said that the documentation always requires an excessive number of administrative steps in dealing with the bureaucracy.

Table 13. Assessment of policies and regulation of the administration of national budget

Scale of 1 to 5, where 1 means "Never" and 5 that "always".	Mean score	Never	Seldom	Sometimes	Most times	Always	DK/RA
Formally written	4.77	1	0	2	11	65	21
Strictly applied	4.66	1	0	4	14	56	25
Well supervised (managers make sure that the rules are followed)	4.61	1	1	4	15	54	25
Simple, clear, easy to understand	4.45	1	2	7	18	48	24
Do not require an excessive number of administrative steps.	3.55	12	5	11	11	27	34

A significant majority of public officials, two-thirds (67%) said that, during the last two years, decisions relating to the budget administration were mostly or always based on a specific criteria as defined in writing. Just under two thirds, (63%) said that these decisions were carried out in a transparent fashion; that they were mostly or always subject to regular external audits performed by qualified professionals who were experienced in conducting such audits (57%). In addition, more than half (54%), of respondents said that they were subjected to regular audits by internal control units. Meanwhile, an insignificant number of respondents (1%) admitted that decisions related to budget administration were always influenced by illicit payments or based on political pressure.

Table 14. Evaluating decisions related to the budget administration

Scale of 1 to 5, where 1 means "Never" and 5 that "always".	Mean score	Never	Seldom	Sometimes	Most times	Always	DK/RA
Based on specific criteria defined in writing	4.68	1	1	3	12	45	38
Done transparently (we know who received what and why)	4.67	1	2	4	11	52	30
Subject to regular external audits performed by professionals qualified and experienced in conducting audits	4.67	1	1	4	13	44	38
Subjected to regular audits by the internal control unit	4.53	4	1	2	12	42	39
Announced/open to public knowledge through various legal means	4.48	3	2	4	15	42	34
Planned with consideration given to institutional fulfilment	4.21	8	2	3	12	40	35
Influenced by regional ties	3.54	12	1	4	7	16	60
Based on influential connections within the institutions	1.36	58	2	1.5	1	1.5	36
Based on political pressure	1.31	58	3	1	1	1	36
Influenced by illegal payments	1.25	63	1	0	1	1	34

ACTUAL BUDGET MANAGEMENT

The vast majority, 98% of respondents said that their organisation was funded from the national budget. Only 5% said that in addition to the state funding, their institutions were funded by extra budgetary allocations, and 3% told how their institutions were funded in part by special fees. Another 6% of surveyed public officials named the following sources for budget funding: donors and international organisations, governmental reserve funds, grants and local income.

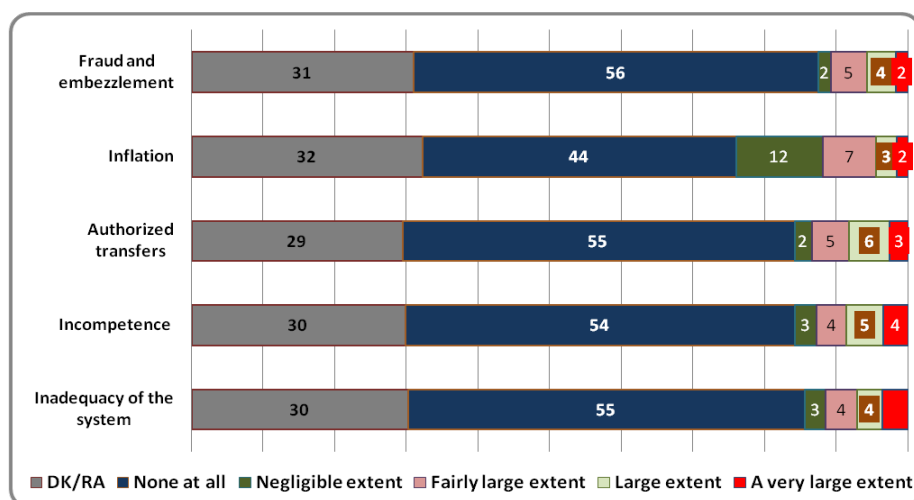
32% of public officials did not know generally how funding was budgeted in their institutions in 2008 and twice as many, (60%) have no information as to the amount provided in their total budgets.

More than three out of five (61%), these being public officials, have no knowledge as to whether or not last year's actual spending differed from the original amount of money allocated. However, 2% (12 respondents) said that the budget had exceeded the allocated amount, and 5% said that it was not totally spent. One third of respondents (31%) said that the amount budgeted was "more or less the same". Nonetheless, of these same respondents who said that the budget of their respected institutions exceeded originally planned figure, 11 recalled that over spending did not result in any penalties incurred on their institutions.

23% of surveyed respondents were not able to assess the effectiveness of supervision and control over budgetary expenditure at their institution. However, 74% believes that it is either "effective" or "completely effective" and none considered it as being ineffective.

Less than 10% of state officials noted differences between actual spending and budgeted amounts on instances of fraud, embezzlement, inflation, authorised transfers, or incompetence and a combination of the inadequacy of the existing control system. However, the overall majority believed that the gap is not due to such listed factors. Every third respondent did not provide an answer to this question.

Figure 10. Reasons for differences between actual expenditures and budgeted amounts

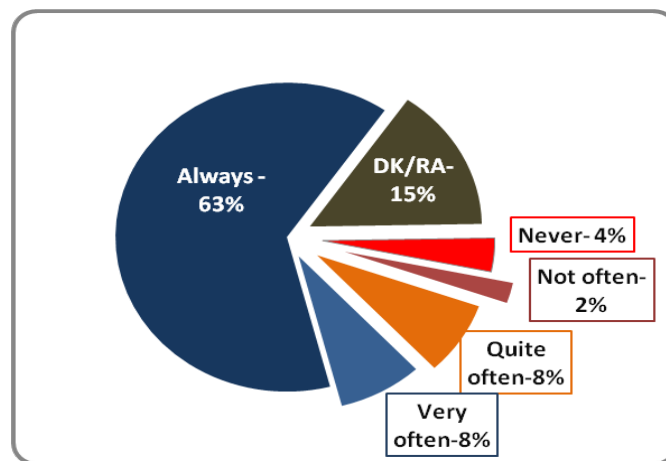


Evidences of irregularities such as misappropriation or any other type of abuse of budget resources were only recalled by 3% of public officials surveyed. However, 65% said that these instances have never been experience at their institutions and the half as many, one in three (32%) did not provide an answer to this question.

PROCUREMENT MANAGEMENT

The public official survey revealed that in most instances the guidelines, policies and regulations of procurement management are followed: 63% of the respondents claimed that they are always followed, 8% believed that they are ‘very often’ or ‘quite often’ followed. However, 6% consider that in their own organisation how procurement management procedures are not being followed.

Figure 11: Frequency of adherence to procurement management procedures



Respondents were also asked as to how often public procurement contracts in their organisation involve showing additional gratitude in order to win a procurement contract. 43% provided no answer to this question, while majority (54%) denied any such occurrences at their organisation, and less than 2% admitted instances of such behaviour in securing a contract. As the case for several questions, this limited data does not permit sufficient analysis to be performed as only a very few respondents (n=7) noted percentages of the value of the contract that is be paid as sign of appreciation. In total, 5% was named by three respondents, and 20% of the contract value by one respondent. Three other officials indicated a payment of 2% and 3% of the total contact.

PUBLIC SERVICE DELIVERY

Nine out of ten public officials said that the staff members belonging to their organisation are in direct contact with the public in the performance of their official duties.

State officials are generally satisfied with the services that their institutions provide to the public. The majority of respondents said that the offered services they provide are “most of times” or “always” of high quality (85%), and how the expenditures fall well within the effective budgeted amount for the given institution (77%), and how such services are accessible by the poor (64%) and fully satisfactory to the user (55%). However, only one third (33%) of respondents said that the offered services are provided at relatively low prices.

Table 15. Assessment of services offered by state institutions

Scale of 1 to 5, where 1 means “Never” and 5 that “always”.	Mean score	Never	Seldom	Sometimes	Most times	Always	DK/RA
High quality	4.67	1	0	3	22	63	12
Effective given the budget of your organisation	4.62	1	0	3	22	55	20
Accessible by the poor	4.53	1	1	6	21	43	29
Fully satisfactory to the user	4.46	2	2	3	10	44	40
Offered at relatively low cost	4.24	4	1	2	8	25	60

Clearly defined mechanisms which take into consideration the feedback and needs of the users are believed to be used by the majority of respondents (14% thinking they exist most of the time, and 50% said always. However, every fifth respondent (21%) could not recall using such mechanisms and the same number of respondents believe that in their public institution, clearly defined mechanisms that channel complaints of users, as well as their preferences, exist.

50% of surveyed respondents said that, receipts for various transactions are saved in hard copy for later use during internal or external audits in their institutions but still 30% had no information about this, and another 17%, said that they were not utilising such a mechanism.

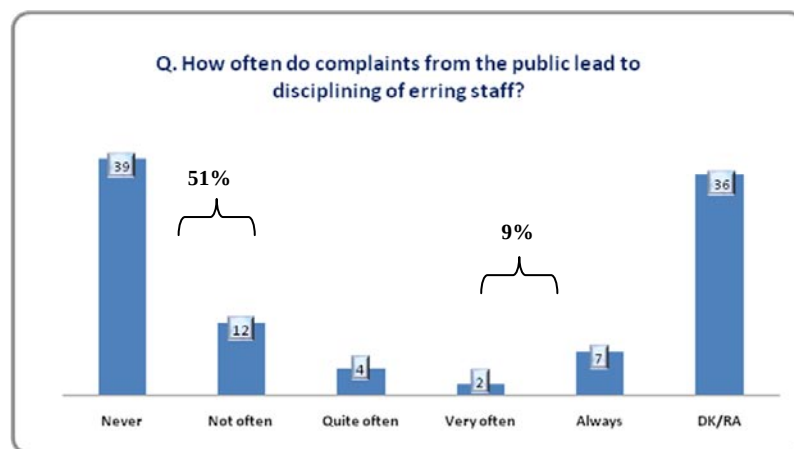
Table 16. Degree of existence of implementation system at public institutions

Scale of 1 to 5, where 1 means "Never" and 5 that "always".	Mean score	Never	Seldom	Sometimes	Most times	Always	There is no such mechanism	DK/RA
Clearly defined mechanisms that take into consideration the feedback and needs of the users	4.64	1	1	3	14	50	21	12
Clearly defined mechanisms that channel user's complaints as well as their preferences	4.66	1	0	3	13	49	21	13
Receipts for the different transactions saved in hard copy for use during internal or external audits	4.90	1	0	0	2	50	17	30

Interestingly, 93% of those who said that there was a consultation mechanism, assess the mechanism either effective (57%) or completely effective (34%).

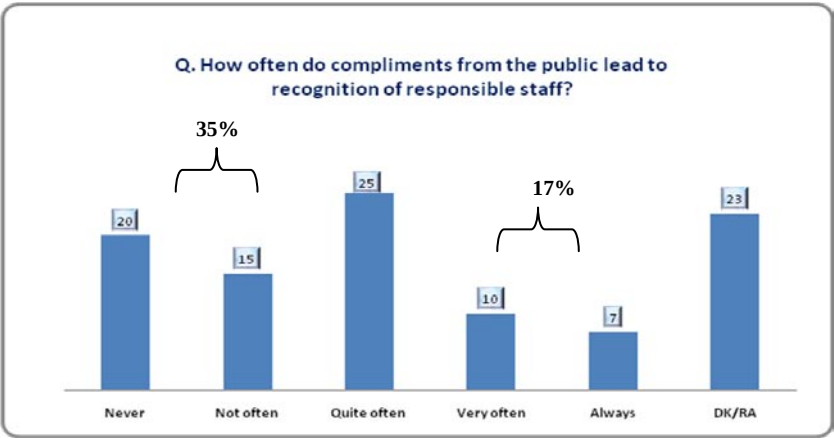
Half of those surveyed (51%) said that complaints from the public never resulted in the disciplining of erring staff, and 9% said that it happens "quite often" or "very often".

Figure 12. Frequency of disciplinary actions based on public complaints



35% of public officials said that compliments from the public lead to recognition of responsible staff either as "never or 'not often'" – and 17% said that case was either "very often" or "always"

Figure 13. Frequency of staff recognition based on public compliments



INFORMATION MANAGEMENT AND COMMUNICATION

Respondents seemed to be fully satisfied with the quality of communication at both internal and external levels. Amongst organisations in the government, there exists good communication – 88% of state employees agreed to such a statement and even a higher number 95%, could agreed that among departments within their organisation, there exists good communications.

Table 17. Degree of delivery implementation at institutional level

Scale of 1 to 5, where 1 means "completely disagree" and 5 that "completely agree".	Mean score	Completely disagree	Disagree	Indifferent	Agree	Completely agree	DK/RA
Amongst organisations in the government, there exists good communication.	4,25	0	4	7	48	40	1
Among departments within your organisation, there exists good communications.	4,61	0	1	1	35	63	0

A plurality of surveyed respondents disagreed with the statements that people that are affected by broad public sector decisions are the last to know about them (69%). And when managers make decisions, they never take into consideration the opinions of their subordinates (79%). How the institution does not have an adequate system for recording managerial decisions (76%) and executive decisions do not take into consideration the financial requirements of the institution (69%).

However, the plurality of respondents also agree that those people affected by broad public sector decisions are the first to know about them (58%); and when managers make decisions, they always take into consideration the opinions of their subordinates (71%); the institution does have an adequate system for recording managerial decisions (75%), and executive decisions take into consideration the financial requirements of the institution (70%).

Table 18. Degree of agreement towards different types of decisions

Scale of 1 to 5, where 1 means "completely disagree" and 5 that "completely agree".	Mean score	Completely disagree	Disagree	Indifferent	Agree	Completely agree	DK/RA
People that are affected by broad public sector decisions are the last to know about them	2,55	29	40	16	7	1	7
When managers make decisions, they never take into consideration the opinions of their subordinates	2,27	29	50	13	3	0	5
The institution does not have an adequate system for recording managerial decisions.	2,69	29	47	8	3	1	12
Executive decisions do not take into consideration the financial requirements of the institution.	3,15	27	42	9	3	1	18
People affected by broad public sector decisions are the first to know about them	4,13	2	7	25	37	21	7
When managers make decisions, they always take into consideration the opinions of their subordinates	4,21	1	2	20	51	20	6
The institution does have an adequate system for recording managerial decisions	4,71	1	2	9	51	24	13
Executive decisions do take into consideration the financial requirements of the institution.	4,89	1	2	10	47	23	17

Based on this survey results, the vast majority of respondents (91%) said that their organisation has records covering the last five years; 2% said it did not, and 7% shared no knowledge about the records maintained.

Absolute majority (93%) of public sector respondents believe that it "easy" or "extremely easy" for employees to obtain information from such records. Even a higher percentage of respondents (98%) are confident that record keeping at their intuitional level is "effective" or "completely effective".

WORKING ENVIRONMENT – POLICIES AND RESOURCES

State employees interviewed were asked to rate on a scale from 1 to 5, how consistent with each other are various policies that their organisations are asked to implement. More than half (53%) interviewed believe that they are consistent and another 39% said that they are very consistent.

Nine out of ten respondents told that there were properly qualified personnel at their institutions most of the time or always, and they fulfill their and the needs of their colleagues in performing their duties and carrying out various activities. A large majority (84%) highly appreciates the use of office equipment. An overall 77% of respondents are satisfied with the office space provided, and another 64% believes that amount of budgetary resources are sufficient to successfully carry out their responsibilities.

Table 19. Satisfaction with existing resources and infrastructure

Scale of 1 to 5, where 1 means "never" and 5 that "always".	Mean score	Never	Seldom	Sometimes	Most of the time	Always	DK/RA
Properly qualified personnel	4.50	0	2	6	33	58	2
Office equipment/computers	4.38	1	4	10	27	57	1
Space/Offices	4.25	3	7	10	25	55	1
Amount of budgetary resources	3.89	2	9	20	31	33	6

ORGANISATIONAL PURPOSE, PERFORMANCE AND INTEGRITY

Overall, majority of respondents stated in their answers that they clearly understand their institution's objectives and strategies and roles and responsibilities. Moreover, 88% of respondents believe that all those employed by the state institutions are involved with the institutions objectives and strategies.

Seven out of ten officials agree that for all levels of public servants, there are incentives to improve the quality of services rendered.

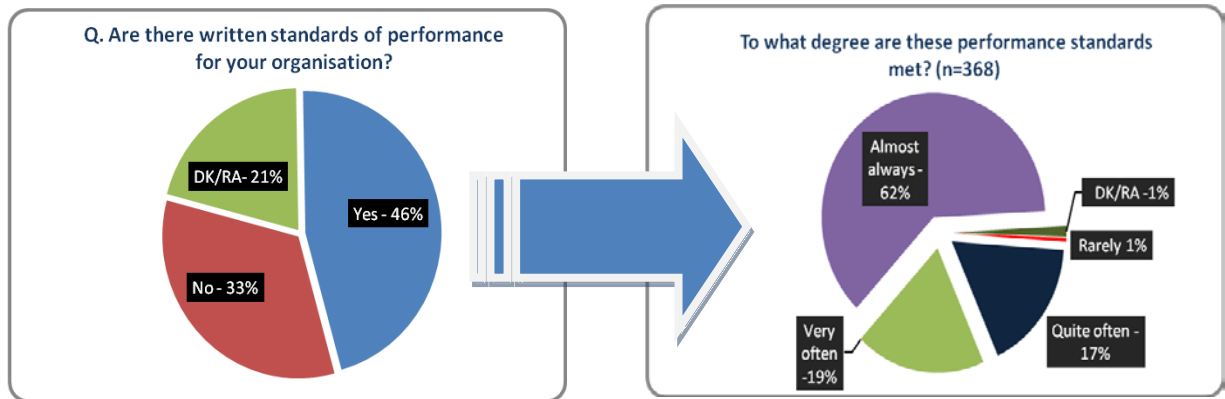
Nine out of ten state officials also believe that their colleagues at all levels have no discriminating attitudes towards the range of users of public services.

Table 20. Evaluation of public servants and the extent of their responsibilities

Scale of 1 to 5, where 1 means "completely disagree" and 5 that "completely agree".	Mean score	Completely disagree	Disagree	Indifferent	Agree	Completely agree	DK/RA
All levels of public servants have a clear understanding of the institution's objectives and strategies	4.30	0	5	6	42	46	1
All levels of public servants consider the citizens and users of public services, without discrimination, as our clients	4.43	0	1	5	41	49	4
All levels of public servants identify with and are involved with the institutions' objectives and strategies	4.30	0	4	8	41	46	1
For all levels of public servants, there are incentives to improve the quality of services rendered	3.95	2	9	15	37	33	5
I clearly understand my institutional roles and responsibilities and what duties comprise each role	4.71	0	0	1	27	72	1
The budget is an effective tool for planning and executing the plans and strategies of the institution	4.51	0	0	3	39	53	4

Almost half of respondents admitted having performance standard instructions at respective public institutions, every third said no and 21% had no information in this regard. An absolute majority (98%) of those who recalled having performance standard instruction, which consists of 46% from the entire sample, and they said that these instructions are fulfilled.

Figure 14. Existence of performance standard and its quality



Higher salaries, more budgetary resources and a tighter connection between performance and discipline are the top three ranked effective measures that surveyed respondents consider as useful for bringing about improvements in their organisation's performance.

However, on another hand, reduction of operational mandate, greater managerial autonomy and adding more staff were considered as being the least effective measure amongst those completing this survey.

Table 21. Assessment of measure for improving organisational performance

Scale of 1 to 5, where 1 means "completely ineffective" and 5 that "completely effective".	Mean score	Completely ineffective	Ineffective	Moderately ineffective	Effective	Completely effective	DK/RA
Higher salary	4.63	0	1	3	27	68	1
More budgetary resources	4.45	0	1	3	43	50	3
Tighter connection between performance and reward/discipline	4.31	1	2	9	41	45	3
More and better equipment	4.22	1	4	11	38	44	2
Better trained competent staff	4.14	1	5	10	43	39	2
Better communication with other organisations	4.03	3	9	9	40	38	1
Better legal framework	4.02	3	8	11	36	37	5
Better communication within your organisation	3.95	3	10	13	35	37	2
Better capacity to detect and punish corruption	3.71	6	10	16	30	28	10
Immunity from political influence	3.65	9	13	12	23	33	10
Greater managerial autonomy	3.42	7	17	21	25	22	8
More staff	3.32	5	20	27	29	16	3
Reduced operational mandate	2.46	21	30	16	9	9	15

The church and religious bodies were considered as the most trustful organisations. However, among the surveyed state institutions, the top three institutions that the public

officials have trust and assess their performance highly are ministry of internal affairs, ministry of energy and ministry of finance. Public news and media, as well as members of political parties and parliament scored very low compared to all surveyed institutions.

Table 22: Assessment of public organisations based on performance and trustworthiness

Public organisations	Performance Scale of 1 to 5, where 1 means “very inefficient” and 5 that “very efficient”.		Trustworthiness Scale of 1 to 5, where 1 means “very dishonest” and 5 that “very honest”.	
	Mean score	DK/NA %	Mean score	DK/NA %
Church and Religious Bodies	4.70	4	4.67	4
Patrol Police	4.41	4	4.30	4
Ministry of Energy	4.33	6	4.22	6
Ministry of Internal Affairs	4.26	8	4.14	8
Police, excluding Patrol Police	4.23	6	4.10	6
Ministry of Finance	4.17	9	4.13	9
Ministry of Justice (excluding Prosecutor’s office)	4.13	9	4.08	8
Armed Forces/Military	4.12	11	4.10	11
Ministry of Culture, Monument Protection, and Sport	4.05	10	4.02	10
Taxes Department	4.03	15	3.94	14
Cabinet of Ministers	4.03	6	4.00	6
Ministry of Foreign Affairs of Georgia	4.02	10	4.00	10
Chamber of Control	4.02	15	3.98	14
Ministry of Defence	4.01	9	3.98	9
Agency for Public Procurement	3.99	26	3.94	25
Customs Department	3.94	25	3.84	22
Office of the State Minister for European and Euro-Atlantic Integration	3.93	25	3.91	23
Public Defender	3.92	9	3.92	8
Ministry of Regional Development and Infrastructure	3.90	23	3.87	23
Prosecutor’s Office	3.89	14	3.82	13
Ministry of Education and Science	3.86	7	3.86	7
Ministry for Economic Development	3.85	8	3.82	7
Ministry of Corrections, Probation and Legal Aid	3.85	20	3.79	20
Ministry for Refugees and Resettlement	3.85	11	3.80	10
Ministry for Env. Protection and Natural Resources	3.81	9	3.78	9
Ministry of Health, Labour and Social Protection	3.75	9	3.78	9
Courts	3.74	12	3.70	11
Ministry of Agriculture	3.62	19	3.64	17
Office of the State Minister on Diaspora	3.61	29	3.69	27
Office of the State Minister for Reintegration Issues	3.59	26	3.62	24
NGOs	3.55	11	3.53	11
Public News and Media	3.54	5	3.45	6
Members of Parliament	3.47	8	3.45	8
Political Parties	2.80	16	2.79	15

Amongst all branches of judicial institutions, constitutional court was assessed positively highly compared with other judicial institutions and the regional/city level courts were assessed less positively than compared to four other listed judicial institutions.

Table 23: Assessment of judicial institutions by their performance and trustworthiness

Judicial Institutions	Performance Scale of 1 to 5, where 1 means "very inefficient" and 5 that "very efficient".		Trustworthiness Scale of 1 to 5, where 1 means "very dishonest" and 5 that "very honest".	
	Mean score	DK/NA %	Mean score	DK/NA %
Constitutional Court	3.97	19	3.97	18
Supreme Court	3.92	17	3.90	17
Court of appeal Court	3.90	19	3.88	18
Magistrates	3.89	38	3.87	37
Regional (city) courts	3.77	20	3.74	19

Among the legislative institutions, Chairman of the Georgian Parliament's performance and his trust was more positively assessed.

Table 24: Assessment of public organisations under the legislative arm of government, in terms of performance and trustworthiness

Public Organisations	Performance Scale of 1 to 5, where 1 means "very inefficient" and 5 that "very efficient".		Trustworthiness Scale of 1 to 5, where 1 means "very dishonest" and 5 that "very honest".	
	Mean score	DK/NA %	Mean score	DK/NA %
Chairman of the Parliament	4.04	8	4.04	8
Parliamentary Committees	3.66	12	3.65	12
Members of Parliament	3.49	10	3.50	10
Political party (parliamentary)	3.47	12	3.45	12

CORRUPTION

Based on this survey data, state employees believed that the distribution of corruption in the Georgian government has actually declined over years. At present, 71% of respondents consider that the corruption that exists in government is either “non-existent” or “negligible”. This is a marked improvement over just two years ago when 62% held the same opinion. Over the period of five years, however, there has been a fourfold improvement in perception from a low of 22% to the current 71% level.

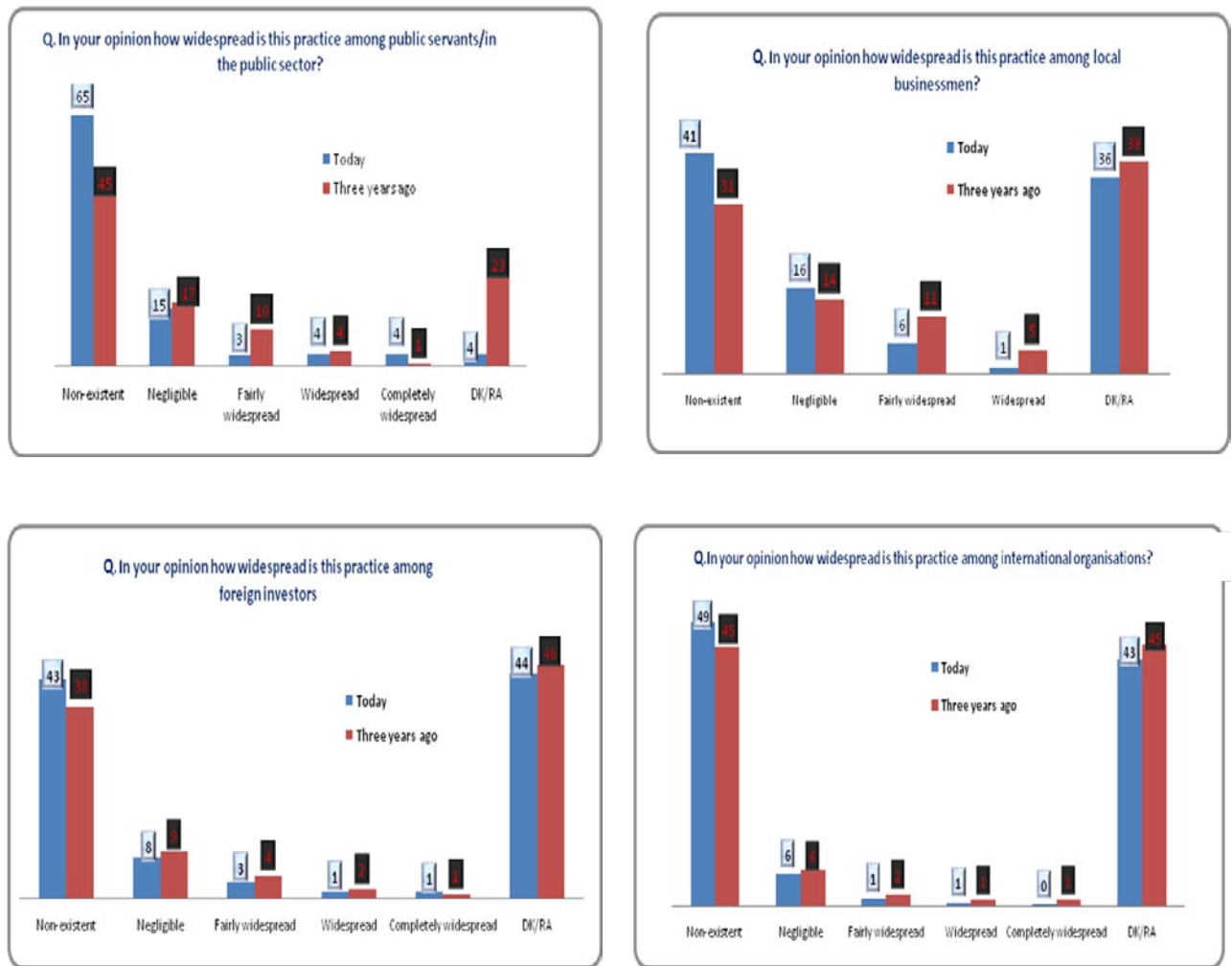
Table 25: Assessment of the distribution of corruption among Government agencies

Scale of 1 to 5, where 1 means “nonexistent” and 5 that “completely widespread”.	Mean score	Non-existent	Negligible	Fairly widespread	Wide spread	Completely widespread	DK/RA
Now in Georgian Government	1,66	43	29	7	3	1	17
2 Years ago in Georgian Government	2,00	30	31	16	5	1	17
5 Years ago in Georgian Government	3,35	8	14	18	27	17	16

Overall, a plurality of surveyed public officials believe that illegal payments are most rare in the public sector, and the same tendency amongst local business leaders, foreign investors and international organisations. Moreover, respondents in general see very little change between existing situation and one that was in existence 3-years ago in Georgia.

65-percent of respondents believe that “under table” payments are nonexistent in the public sector, and 4% admitted practices when companies and people from the community pay illegal payments to public servants are “completely widespread”. Number of those respondents who believe that illegal payments are widespread in business, international community of foreign investors is about 1% from the total sample.

Figure 15. Distribution of corruption practice among various sectors.



In this survey, respondents evaluated the frequency of corruption based on those actual instances that they knew about. Overall, respondents believe that corruption cases are uncommon at all levels, including household, domestic and among foreign businesses.

Table 26. Nature and frequency of corruption at the household level

Scale of 1 to 5, where 1 means "never" and 5 that "Always".	Mean score	Never	Seldom	Sometimes	Most times	Always	DK/RA
The public official would demand that a bribe must be paid	1.17	73	9	2	1	0	16
The public official would request that a bribe must be paid	1.22	69	12	2	1	0	16
The public official would insinuate that a bribe must be paid	1.39	59	17	5	1		18
The local firm offers the bribe	1.99	35	20	15	7	1	21
Normally, the groups know how the process works and how much money they need to pay	1.71	41	12	8	6	1	33

Table 27. Nature and frequency of corruption among domestic firms

Scale of 1 to 5, where 1 means "never" and 5 that "Always".	Mean score	Never	Seldom	Sometimes	Most times	Always	DK/RA
The public official would demand that a bribe must be paid	1,17	65	9	2	0	0	24
The public official would request that a bribe must be paid	1,22	62	11	2	0	0	25
The public official would insinuate that a bribe must be paid	1,38	54	16	4	1	0	25
The local firm offers the bribe	1,74	38	17	12	4	0	29
Normally, the groups know how the process works and how much money they need to pay	1,68	39	12	7	4	1	36

Table 28. Nature and frequency of corruption among foreign firms

Scale of 1 to 5, where 1 means "never" and 5 that "Always".	Mean score	Never	Seldom	Sometimes	Most times	Always	DK/RA
The public official would demand that a bribe must be paid	1,09	49	6	2	2	1	40
The public official would request that a bribe must be paid	1,11	50	8	3	1	0	38
The public official would insinuate that a bribe must be paid	1,17	58	7	2	0	0	33
The local firm offers the bribe	1,29	62	5	1	0	0	32
Normally, the groups know how the process works and how much money they need to pay	1,29	63	4	1	0	0	32

Approximately 7 out of 10 surveyed respondents told there are no instances where public officials are accepting illegal payments. However, from those who said that bribes actual transpired (just over 10% of respondents) claimed that the effect is insignificant.

Table 29: Relative comparison of bribes to total income

Scale of 1 to 5, where 1 means "completely insignificant" and 6 that "there are no such cases".	Mean score	Completely insignificant	Insignificant	Fairly insignificant	Significant	Very Significant	There are no such cases	DK/RA
Your colleagues superiors (people at a higher level than you not including your superiors)	5.18	12	1	1	0	0	66	20
Co-workers (people at the same level as your, without including yourself)	5.08	13	1	1	0	0	66	19
Subordinates of your colleagues (people at a lower level than you, not including your subordinates)	5.07	14	1	1	0	0	66	18

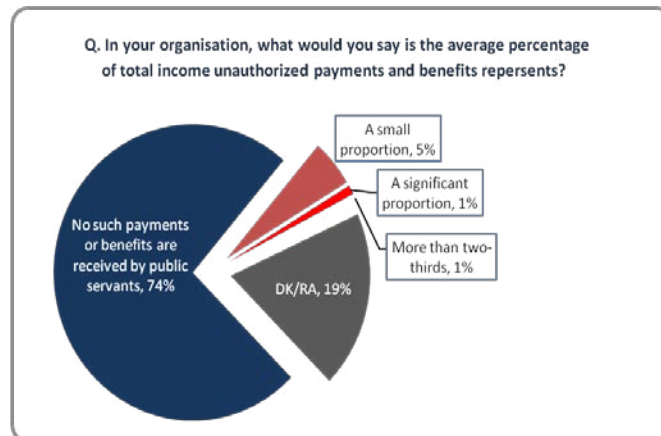
The vast majority (approximately 90% of respondents) believe that buying jobs in Georgia rarely occurs.

Table 30. Instances of jobs being purchased

Scale of 1 to 5, where 1 means "completely uncommon" and 5 that "very common".	Mean score	Completely uncommon	Uncommon	Fairly Common	Common	Very Common	DK/RA
Your colleagues superiors (people at a higher level than you not including your superiors)	1.15	76	8	1	1	0	14
Co-workers (people at the same level as your, without including yourself)	1.13	76	9	1	0	0	14
Subordinates of your colleagues (people at a lower level than you, not including your subordinates)	1.12	77	9	1	0	0	13

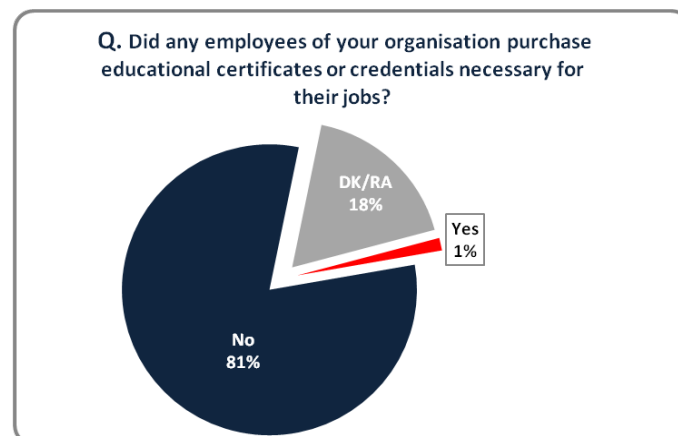
A large majority of (74%), respondents contend that unauthorised payments and benefits to public officials is not a common practice. Similarly, respondents claimed that such instances represents but a very small percentage.

Figure 16. Percentage of unauthorised payments and benefits



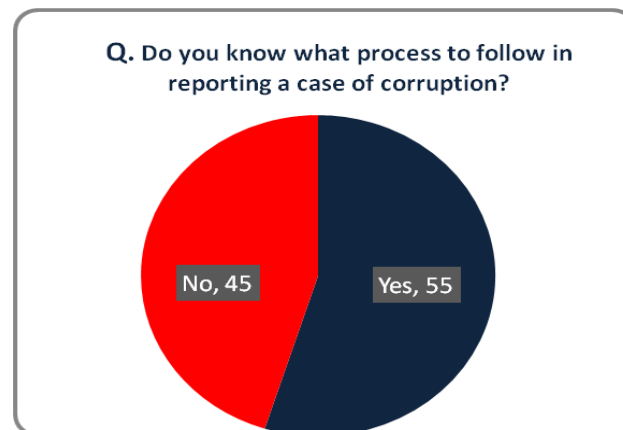
Only 1% of surveyed respondents said that they colleagues are purchasing certificates or credentials necessary for their job, four out of five (81%) believes that this is not the case at their work, and 18% did not provide an answer.

Figure 17. Incidents of educational certificates purchased for job purposes



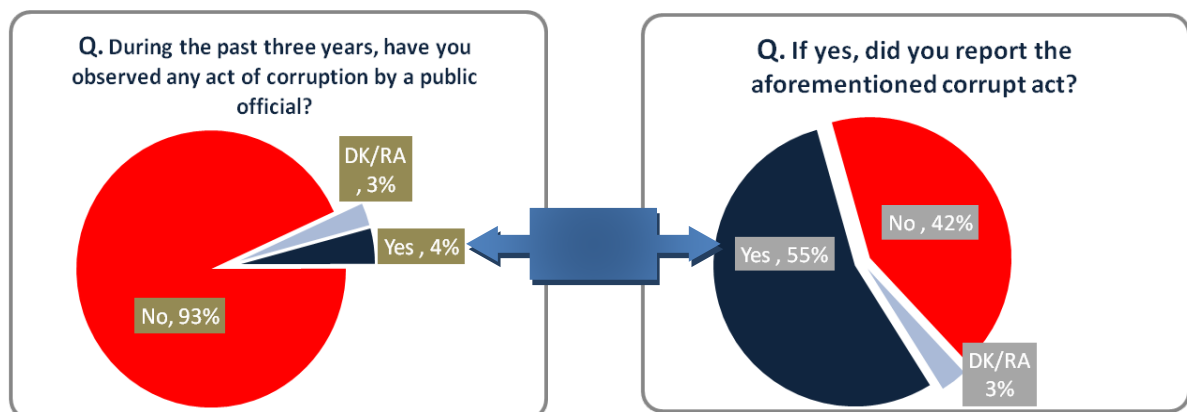
Majority of respondents (55%) reported that they know what process to follow in reporting a case of corruption.

Figure 18. Knowledge of reporting procedures for corruption



However, only 4% of those surveyed admitted having observed an act of corruption by a public official in the last 3 years, and the vast majority of surveyed public officials (93%, said that they did not observed any case of an illegal payment.

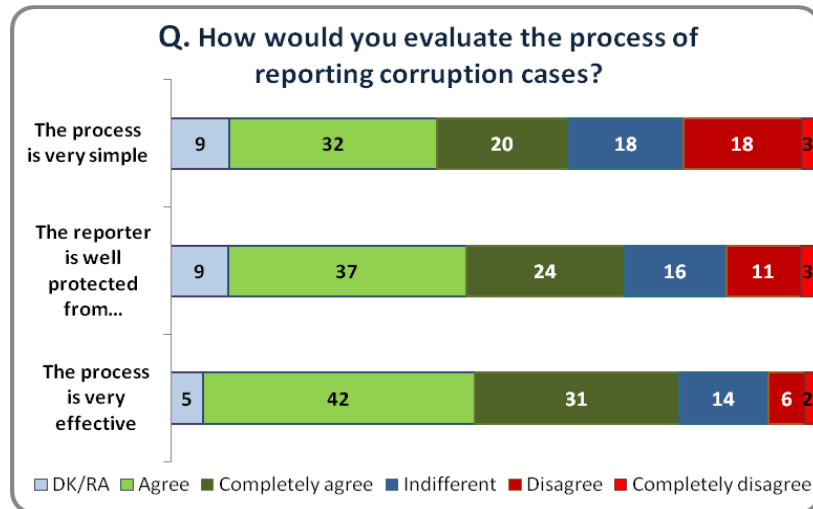
Figure 19. Observed acts of corruption by public officials



Half of them (18 cases) are from amongst those who said that they have observed a fact of corruption by a public officials during the last three years (33 respondents), and claimed that they had reported acts if corruption.

Over half, 52% of public officials surveyed either “agree” or “completely agree” that the process of reporting corruption cases is very simple and round one in five has disagreed with this statement. Nonetheless, 61% thought that those who report instances of corruption are well-protected from potential harassment. Additionally, 14% thought that he/she would not be protected. A large majority (73%) also agreed with the statement that the process of reporting corruption case is very effective.

Figure 20. Evaluation of the process of reporting corruption cases



The three main factors that discourages reporting instances of corruption are concerned about potential to be harass and face reprisal, reported cases not being proved, and hesitancy to report one's colleague.

Table 31. Ranking various factors as why people fail to report corruption

Scale of 1 to 5, where 1 means "very unimportant" and 5 that "very important".	Mean score	Very unimportant	Unimportant	Fairly important	Important	Very important	DK/RA
Concerned about potential harassment and reprisal	3.10	13	17	17	29	12	12
Cases not being proved	2.98	14	21	17	30	8	10
Don't want to betray my colleague	2.94	15	17	20	25	8	15
The process is too complex and long	2.81	14	21	20	23	5	16
Investigation would not be made about the report	2.42	27	25	14	16	6	12
Not knowing where to report	2.39	28	27	14	20	4	7
No enforcement even if the decision to investigate is made	2.36	29	24	13	17	4	13
Corruption is a custom	2.31	23	32	16	13	3	13
Corruption can be justified under the current economic situation	2.17	29	32	13	11	2	13

A large majority (more than 80%) considers that at both organisational and government levels, there exists resolve to fight corruption.

Table 32. Assessment of willingness to fight corruption at organisational and governmental levels

Scale of 1 to 5, where 1 means "completely disagree" and 5 that "completely agree".	Mean score	Completely disagree	Disagree	Indifferent	Agree	Completely agree	DK/RA
In your organisation there exist a genuine and sincere will to fight against corruption at this time	4.57	0	1	2	33	59	5
In the government there exist a genuine and sincere will to fight against corruption at this time	4.46	1	2	5	32	53	7

How important are the following as causes of corruption in Georgia? Please answer on a scale ranking from 1 to 5, where 1 corresponds to "very unimportant" and 5 corresponds to "very important cause".

Based on public official survey data, three major "important" or "very important" contributing factors to the incidents of corruption in Georgia are low salaries of public officials (64%), lack of effective corruption reporting system (63%) and lack of transparent and accountable political process (60%). Still quite significant is the lack of an independent and effective Judiciary (56%), and even a higher number of respondents (58%) considers cultural aspects to be a significant driver of corruption.

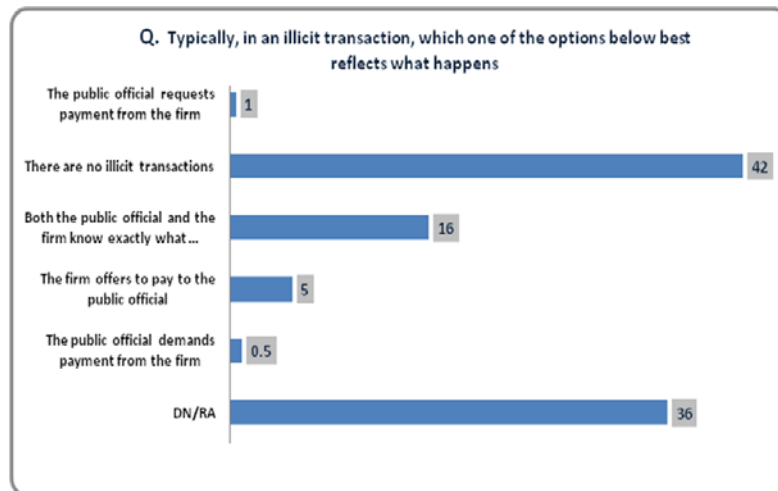
Table 33. Ranking of causes of corruption in Georgia

Scale of 1 to 5, where 1 means "very unimportant" and 5 that "very important".	Mean score	Very unimportant	Unimportant	Fairly important	Important	Very important	DK/RA
Low salary of public officials	3.73	6	13	12	35	29	5
Lack of effective corruption reporting system	3.66	8	10	12	39	24	7
Lack of transparent and accountable political process	3.57	8	11	14	40	20	7
Lack of independent and effective Judiciary	3.49	9	12	15	38	18	8
Cultural reasons, i.e., bribes have been a custom for a long time	3.47	8	12	15	44	14	7
Lack of independent and effective media	3.43	8	13	19	36	17	7
Economic policy	3.36	9	16	14	40	13	8
Lack of effective incentive mechanism for public officials, such as lack of meritocracy	3.34	8	18	15	38	14	7

42% of surveyed respondents believe that there are no illicit transactions between public officials, the public and the business community, and an additional 36% did not provide an answer to this question. However, for instances of illegal transactions, 16% of respondents blamed both public officials and businesspersons, and said that they both know well as what to do. A mere 5% thought that the in case of illegal payments business is an initiator, and only 1% thought that public officials are those who request the initial payment.

Likewise, the same tendency, as with other questions, the data demonstrated that a significant (42%) number of respondents consider that illicit transactions do not occur. However, in those instances where they do transpire, the transaction itself involves both parties in a well-understood process.

Figure 21. Describing most likely scenario incident of an illicit transaction



Generally speaking, amongst those surveyed public officials, there have been few incidents reported about incidents of corruption among various state institutions. Overall, less than one in ten thought that unofficial payments are made access public officials, to gain government contracts, to deal with customs , courts or exert influence on financial economic policies. Majority of surveyed respondents said that these instances are rare and either, they never occur or happening seldom.

Table 34. Current occurrence of unofficial payments to public officials

	Never	Seldom	Sometimes	Most times	Always	DK/RA
To get connected to public services (Electricity, gas, water)	64	14	5	1	0	16
To get licences and permits	52	16	7	1	0	24
To deal with taxes and tax collection	54	14	7	2	0	23
To gain government contracts	50	12	7	3	0	28
When dealing with customs / imports	42	16	11	3	0	28
When dealing with courts	52	14	6	2	0	26
To influence the content of new laws	58	9	3	1	0	29
To influence the content of new decrees	59	8	4	1	0	28
To influence the content of new regulations	60	8	4	1	0	27
To influence financial-economic policies	57	7	4	1	0	30
To influence policies/laws/regulations through political party financing	49	9	6	3	0	32

Seven (71% from amongst which just over half, 53% said always, and 18% said mostly) out of ten respondents are confident that if a government official fails to provide a service to which a citizen is entitled, the citizen can usually go to another official, or to his/her superior to obtain the correct treatment without fear of punishment.

RESPONDENT'S VIEW OF PUBLIC SERVICE REFORMS

Survey respondents (89%), thought that increasing salaries for public employees would be quite or very effective in ensuring that citizens receive the public services without the need to pay money or make gifts. A slightly higher number (91%) thought that the way to solve the issue would be better training for public employees to give them the necessary knowledge and skills. A larger group of respondents (83%) thought that making every single public employee sign a 'code of conduct' would ensure that citizens are receiving services that they are entitled to, and without reverting to illegal payments.

Likewise, that there would be stricter penalties for people who bribe public employees and which is considered to be the solution amongst 76% of respondents. The same portion (76%), believed that fewer official forms and documents would be a way to avoid illegal payments to public officials and ensuring adequate service delivery to citizens.

However, reduction in government workforce, if it allows an increase in salary and benefits for remaining government workers was not meet with much enthusiasm by public officials, a large majority (72%) said that this would be harmful and would not be necessary.

Table 35. Suggestion to reducing or eliminating act of corruption

Scale of 1 to 5, where 1 means "very effective" and 5 that "actually harmful".	Mean score	Very effective	Quite effective	Useful though not very effective	Not necessary	Actually harmful	DK/RA
Increasing salaries for public employees	1.55	56	33	8	2	0	1
Better training for public employees to give them the necessary knowledge and skills	1.56	53	38	6	2	0	1
Make all public employees sign a 'code of conduct', setting out how they should behave towards citizens	1.77	42	41	12	3	0	2
Stricter penalties for people who bribe public employees	1.87	41	35	12	8	0	3
Fewer official forms and documents	1.97	33	43	11	8	1	4
Display the rights of citizens on notices in all offices	2.01	33	39	17	9		2
Better appeal and complaints procedures for citizens	2.21	22	39	18	12	0	9
Functioning procedures for appeal to courts against acts by public employees	2.22	20	41	20	10	0	9
Stricter controls and penalties for public employees	2.38	27	30	18	21	1	3
Reduction in government workforce, if it allows an increase in salary and benefits for remaining government workers	3.82	3	8	13	52	20	4

Respondents had to choose from among 10 different options of prospective reforms. Increasing salaries for public employees and better training topped the preferred reform measure in improving quality of public service, with 43% and 30% respectively.

Table 36. Ranking of preferred reforms

	%
Increasing salaries for public employees	43
Better training for public employees to give them the necessary knowledge and skills	30
Stricter controls and penalties for public employees	7
Stricter penalties for people who bribe public employees	7
Fewer official forms and documents	5
Make all public employees sign a 'code of conduct', setting out how they should behave towards citizens	2
Functioning procedures for appeals to courts	1
Displaying rights of citizens	1
Reduction in government workforce combined with salary increase	0
Better appeal and complaints procedures	0

PERCEPTION OF THE NATIONAL SITUATION

More than seven in ten of public officials (+70%) thought that cost of living, political instability, consumption of drugs, cost of health services and the cost for education are the top 5 serious problems facing Georgia today.

Poor quality of roads, access to clean water and corruption came in as being the least pressing problems in minds of public officials.

Table 37. Seriousness of various problems in Georgia

Scale of 1 to 5, where 1 means "very effective" and 5 that "actually harmful".	Not a problem	Negligibly serious	Fairly serious	Serious	Extremely Serious	DK/RA
Cost of Living	0	2	15	43	39	1
Political instability	1	5	11	40	42	1
Consumption of Drugs	1	3	9	38	48	1
Cost of health services	1	3	14	37	44	1
Cost of education	1	5	20	35	37	2
Delinquency	1	12	32	35	18	2
Unemployment	0	0	3	34	62	1
Low quality of education	4	14	25	34	22	1
Low quality of health care	3	15	28	32	21	1
Lack of housing	3	14	35	32	14	2
Drug Trafficking	1	3	8	31	56	2
Inflation	2	12	33	30	20	3
Food availability	10	23	33	24	9	1
Bad leadership	16	25	24	19	12	4
Poor sanitation	10	29	33	18	9	1
Public Services (cost, quality, availability)	10	26	39	16	6	3
Lack of leaders	31	25	17	15	8	4
Safety concerns / crime	7	36	33	14	9	1
Corruption	14	33	26	13	10	4
Access to clean water	17	37	29	12	4	1
Poor quality of roads	13	39	34	10	3	1

Among the top three institutions that respondents rated as successful in combating corruption are police, public prosecutor and auditor general. Academics and teachers, as well as professional associations came in rating as being the least helpful from a provided list of 12 state institutions.

Table 38. Rating of contributions of institutions in combating corruption

Scale of 1 to 5, where 1 means "not helped at all" and 5 that "helped tremendously".	Mean score	Not helped at all	Helped a little	Helped to some extent	Helped a lot	Helped tremendously	DK/RA
Police	4,15	1	2	14	41	36	6
Director of Public Prosecutions	3,87	3	4	20	31	27	15
Auditor General	3,79	4	5	20	33	23	15
Anti-Corruption Commission	3,69	4	7	19	31	21	19
Churches/Religious bodies	3,63	9	6	19	20	29	17
Media (Press and TV)	3,58	3	8	29	37	15	8
Parliament	3,57	4	8	27	36	16	9
Courts	3,56	5	8	26	31	19	11
Non-Government Organisations	3,26	5	13	32	28	9	13
Armed Forces/military	2,78	21	13	20	18	10	20
Professional Associations (accountants, lawyers)	2,78	14	17	24	18	5	22
Academics and teachers	2,66	16	20	29	14	5	16

A n n e x 1

COUNCIL
OF EUROPE CONSEIL
DE L'EUROPE**Questionnaire for Survey on Corruption and the Quality of Public Services in Georgia for Public Officials****Pre-Interview Information***This part should be filled out by the surveyor before the interview.*

Survey of: respondent status

- 1 Senior Budget Manager
- 2 General Official

Organisation Name: _____

Organisation Code Number _____

Branch:

1= Executive; 2= Legislature; 3= Judiciary;

4 = Local Council ;

.

5 = Other (Specify) _____

Date of Survey: Month: _____ Day: _____

Start Time: _____:_____

Interviewer's name _____

Interviewer's ID: _____

Type of Area: 1= Urban, 2= Rural

Location of organisation:

Region _____

Town/village _____

Survey of Public Officials

Introduction for Respondents

Good morning/afternoon.

I am, working with _____ GORBI-GALLUP International research centre.

We are conducting a survey on behalf of Council of Europe, within GEPAC project. You have been selected and I would like to ask if you would work with us by answering a few questions. The purpose of this study is to identify different practices used in public sector organisations related to personnel management, financial management and the delivery of public services. All information, which you offer, will be kept strictly confidential. It is extremely important for us to maintain the confidentiality of your answers. If you do not feel comfortable answering any of the questions, we would prefer that you not respond. Let me assure you again that your participation will not be revealed under any circumstances, nor will your name be printed or used in any documents.

The results from the data, which will be processed by GORBI-GALLUP International research centre, will be used by Government for the updating of a national strategy to fight corruption and improve the quality of government and public services. We encourage you to be as candid as possible and to freely express your sincere opinions in answering the questions. There are no right or wrong answers. All we are interested in is your own opinion.

In the survey, many times we will ask you to answer using a scale from 1 to 5. The interpretation of the points on this scale will vary from question to question. One example is the following:

- 1 corresponds to “extremely unimportant”;
- 2 corresponds to “somewhat unimportant”;
- 3 corresponds to “indifferent
- 4 corresponds to “somewhat important”; and
- 5 corresponds to “extremely important”.

When we provide the meaning only to the end points, 1 and 5 please assume that 2, 3, and 4 have corresponding meanings as indicated above.

Profile of Respondent

Q1. Age (record full age of respondent in years): _____

- Under 20 years
- 20 – 30 years
- 31 – 40 years
- 41 – 50 years
- Over 51 years

Interviewer: just record the gender without asking it.

Q2. Gender :

- 1 Male**
- 2 Female**

Q3. Where specifically did you receive the secondary education?

- 1. Tbilisi
- 2. Ajara
- 3. Apkhazeti
- 4. Guria
- 5. Imereti
- 6. Kakheti
- 7. Mtskheta-Mtianeti
- 8. Kvemo Kartli
- 9. Shida Kartli
- 10. Racha-Lechkhumi and Kvemo Svaneti
- 11. Samegrelo - Zemo Svaneti
- 12. Samtskhe-Javakheti
- 13. Other (specify)

Education / Training

Q4. Which is the highest level of education you completed?

- 1. Secondary
- 2. College
- 3. University
- 4. Post-graduate studies
- 9. Refuse to answer

Q5. In what year did you finish the education indicated above? _____ (year)

99. Refuse to answer

Q6. What is your current position?

- 1. Head or deputy head of organisation
- 2. Head or deputy head of department, administration, office or team
- 3. Consultant/counsellor/adviser/assistant
- 4. Specialist
- 5. Supporting/ technical staff

Other; specify: _____

Q7. How were you appointed to your current position?

1. Political appointment
2. General appointment through examination
3. Elected
4. Through personal connections
5. Appointment due to expertise
6. Contract services
- Other; please specify _____
9. Refuse to answer

QQ8. How many persons do you supervise, if any?

_____ (record the number of persons) DK/RA **999**

QQ9. How many years have you:

1. worked in the current organisation? _____ years 99. DK/RA
2. worked in public sector? _____ years 99. DK/RA
3. worked in the private sector (any non-government job)? _____ years 99. DK/RA
4. been unemployed? _____ years 99. DK/RA

QQ10. Typically how many hours do you work on your current main job a week?

_____ hours a week DK/RA **999**

Q11. Is your official salary sufficient for you to live on?

- 1 Yes
- 2 No
- 9 DK/RA

Q12. On a scale from 1 to 5, where 1 means never and 5 means always, how often does a public official, such as yourself, engage in other activities in order to supplement his/her official earnings?

Show card Q12

1	2	3	4	5	9
Never	Seldom	Frequently	Most times	Always	DK/NS

Q13. Do you know any of your colleagues who, during the past twelve months, have received compensation from working in a secondary job outside the public sector?

1. Yes
2. No
9. DK/RA

Q14. What did you do before you began in your current position?

1. worked in this organisation, but in another capacity.
2. worked in other organisations of the government
3. worked in political party
4. worked in educational or medical institution
5. worked in state-owned enterprises
6. worked in private business
7. worked in mass media
8. worked in agriculture
9. worked in NGO
10. was a student
11. was unemployed
99. Refuse to answer

Personnel Management

Overall

QQ15. How directly are you involved in the following issues of personnel administration?

Please answer on a scale of 1 to 5, where 1 means 'no involvement'; 2 'negligible involvement'; 3 'some involvement' 4 'involvement'; 5 'a lot of involvement';

Surveyor read out the issues:	no involvement	negligible involvement	some involvement	involvement	a lot of involvement	DK/RA
1. Recruitment	1	2	3	4	5	9
2. Performance Evaluation	1	2	3	4	5	9
3. Compensation	1	2	3	4	5	9
4. Training Decision making	1	2	3	4	5	9
5. Disciplinary actions	1	2	3	4	5	9

Q16. Please, on a scale from 1 to 5, where 1 means never and 5 means always, evaluate the extent to which the decisions of your institution relating to administration /policies /regulations of personnel management:

Show card Q12	Never	Seldom	Sometimes	Most times	Always	DK
1. Are formally written/well communicated	1	2	3	4	5	9
2. Are simple, clear, easy to understand	1	2	3	4	5	9
3. Require an excessive number of administrative steps	1	2	3	4	5	9
4. Are well supervised (managers make sure that the rules are followed)	1	2	3	4	5	9
5. Are strictly applied (non-compliance always leads to negative consequences for defaulters)	1	2	3	4	5	9

Q17. On a scale from 1 to 5, where 1 means never and 5 means always, please evaluate to what extent during the last two years (2007-2008) personnel management decisions (hiring, assignments, changes, promotions, salary increases) were

Show card Q12	Never	Seldom	Sometimes	Most times	Always	DK
1. Made in a transparent manner (know who were assigned, promoted, transferred, or received wage increase and why),	1	2	3	4	5	9
2. Position vacancies announced within the institution as well as announced publicly outside the institution (when appropriate)	1	2	3	4	5	9
3. Useful for the improvement of institutional efficiency	1	2	3	4	5	9
4. Subjected to regular audits by the internal unit of control	1	2	3	4	5	9
5. Subject to a formal procedure of appeal	1	2	3	4	5	9
6. Based on specific criteria defined in writing	1	2	3	4	5	9
7. Based on professional experience/merit/performance	1	2	3	4	5	9
8. . Based on level of education	1	2	3	4	5	9
9. Based on seniority/length of service	1	2	3	4	5	9
10. Based on family ties or friendship	1	2	3	4	5	9
11. Influenced by business ties/associations	1	2	3	4	5	9
12. Based on political ties/political affiliation/political pressure	1	2	3	4	5	9
13. Based on connections within the institution	1	2	3	4	5	9
14. Influenced by illegal payments (purchase of positions or promotions)	1	2	3	4	5	9
15. Based on quality of relation with supervisors	1	2	3	4	5	9
16. Based on gender	1	2	3	4	5	9
17. Based on ethnicity	1	2	3	4	5	9

Q18. Please indicate the extent to which you agree or disagree with the statements I shall now read out. Answer on a scale 1 to 5, where 1 corresponds to ‘completely disagree’; 2 ‘disagree’; 3 ‘indifferent’; 4 ‘agree’; 5 corresponds to ‘completely agree’;

	Show card Q18	Completely disagree’	Disagree	Indifferent	Agree	Completely agree	Not applicable	DK/RA
1	Working in the public sector is generally better than working in the private sector	1	2	3	4	5		9
2	My salary is very satisfactory	1	2	3	4	5		9
3	My other benefits	1	2	3	4	5	8	9

	(pension, health, etc.) are very satisfactory							
4	My job and position are secure	1	2	3	4	5		9

Q19. To what extent are you confident that you will keep your position and get promoted when you perform your job well? Please use a scale from 1 to 5 to answer, where 1 means 'not confident at all'; 2 'confident a bit'; 3 'fairly confident'; 4 'confident'; 5 'extremely confident';
Show card Q19

Not confident at all	Confident a bit	Fairly confident	Confident	Extremely confident	DK
1	2	3	4	5	9

Recruitment

Q20. The following questions refer to your current position in public sector.

Q20A. How did you come to know about the opening?

	Yes	No
1. Advertisement of positions in the media	1	2
2. Posters on bulletin boards	1	2
3. Personal notification from someone in the organisation	1	2
4. By chance	1	2
5. other (please specify)	1	2

Q20B. When were you provided with a written job description?

Prior to accepting the position	1
Soon after accepting the position	2
Long after accepting the position	3
I was not provided with one	4
DK/RA	5

Compensation

Concerning late payment of salaries:

Q21. During the last twelve months, was your salary ever paid later than due date?

1 Yes

2 No ⇒ skip to Q24A

9 Refuse to answer ⇒ skip to Q24A

Q22. Approximately how many times did you receive your salary late?

_____times

DK/RA **99**

Q23. When payment of salary was delayed in your organisation, what was the average number of days of the delay?

_____ days

DK/RA **99**

We now ask you some basic questions about your own salary.

Q24A. What is your basic monthly salary, excluding allowances, for the year 2008 in the current organisation?

1 Less than 500 Lari

2 500– 750 Lari

3 more than 750 Lari

8 N/A

9 DK/RA

Q24B. What is your total monthly salary (including all allowances) in 2008 in the current organisation?

1 Less than 500 Lari

2 500– 750 Lari

3 more than 750 Lari

8 N/A

9 DK/RA

Q24C. What was your basic monthly salary, excluding allowances, for the year 2007 in the current organisation?

1 Less than 500 Lari

2 500– 750 Lari

3 more than 750 Lari

8 N/A

9 DK/RA

Q24D. What was your total monthly salary (including all allowances) in 2007 in the current organisation?

- 1 Less than 500 Lari
- 2 500– 750 Lari
- 3 more than 750 Lari
- 8 N/A
- 9 DK/RA

Q24E. If you were working in the private sector, how much do you think you would earn compared to your current total remuneration?

- 1. I would earn more in the private sector by approximately (in percentage) _____%
- 2. I would earn around the same
- 3. I would earn less in the private sector by approximately (in percentage) _____%
- 4. There are no comparable jobs in the private sector
- 9. DK

Training

Q25A. During the past two years how many times did you participate in any training activities (in house training, residential training, training workshops, study tours, etc.)?

_____ times DK/RA 99
(if haven't participated, record 0 and skip to Q 26 a)

Q25B. Approximately how many days were spent on:

1. In house training? _____ days DK/RA 99

2. Residential training? _____ days DK/RA 99

3. Training workshops? _____ days DK/RA 99

4. Study tours _____ days DK/RA 99

5. Other types of training? (specify) _____ days DK/RA 99

Performance evaluation and promotion

Q26A. How frequently is your performance formally evaluated?

1. Never
2. Once every 3 years
3. Once every 2 years
4. Once every year
5. Other (specify) _____
9. DK/RA

Q26B. Was there a written description of the criteria on which your last performance evaluation was based?

- 1 Yes
- 2 No
- 8 N/A
- 9 DK

Disciplinary actions

Q27. To what extent do you agree with the following statements about disciplinary actions within your organisation? Answer on a scale 1 to 5, where 1 corresponds to 'completely disagree'; 2 'disagree'; 3 'indifferent'; 4 'agree'; and 5 corresponds to 'completely agree.'

Show card Q27	Completely disagree	Disagree	Indifferent	Agree	Completely agree	DK
1. Disciplinary actions have been impartially applied	1	2	3	4	5	9
2. Disciplinary actions have been an effective tool for motivating public officials to perform well	1	2	3	4	5	9

Q28. In the past year, has anyone in your organisation been sanctioned for:

		Yes	No	DK
A	poor performance?	1	2	9
B	unprofessional conduct?	1	2	9

Q29. To what extent does your organisation reward excellent professional achievement? Please answer on a scale from 1 to 5, where 1 corresponds to “not at all”; 2 ‘negligible extent’; 3 ‘fairly large extent’; 4 ‘large extent’; and 5 corresponds to “fully”. **Show card Q29**

1	2	3	4	5	9
Not at all	Negligible extent	Fairly large extent	Large extent	Fully	DK

Micro-management

Q30A. How often do public officials in your institution change jobs from the public to the private sector?. Please use a scale from 1 to 5, where 1 means never and 5 means always:

Show card Q30A	Never	Not very often	Quite often	Very often	Always	DK
1. Director (Head)	1	2	3	4	5	9
2. Executive	1	2	3	4	5	9
3. Professional/Technician	1	2	3	4	5	9
4. Assistants	1	2	3	4	5	9

Q30B. What is a frequency of changing jobs from private to public sector?

Show card Q30A

- 1 Never
- 2 Not very often
- 3 Quite often
- 4 Very often
- 5 Always
- 9 DK/RA

Q31A. In the past three years, have elected/appointed officials, their appointees, or political party officials influenced any hiring decisions or promotions in your organisation?

		Yes	No	DK/RA
1	Elected/appointed officials	1	2	9
2	Appointees of elected/appointed officials	1	2	9
3	Political party officials	1	2	9

If all the answers are “no” skip to Q. 32, if there is answer “yes” any of the options, ask Q 31B about that option.

Q31B. In general, how did your organisation respond to this influence?

		Complied	Challenged	Ignored	DK/RA
1	Elected/appointed officials	1	2	3	9
2	Appointees of elected/appointed officials	1	2	3	9
3	Political party officials	1	2	3	9

budget management

Q32. How directly are you involved in issues of budget management? Please answer on a scale of 1 to 5, where 1 means ‘no involvement’, and 5 means ‘very significant involvement’.

Levels of direct involvement:	No involvement	Insignificant involvement	Fairly significant involvement	Significant involvement	Very significant involvement	DK/RA
Show card Q32						
1. Budget Preparation	1	2	3	4	5	9
2. Budget Implementation	1	2	3	4	5	9
3. Budget Evaluation	1	2	3	4	5	9

Q33. To what extent do you agree with the following statements about budget management? 1=completely disagree; 2= disagree; 3= indifferent.; 4=agree; 5=completely agree.

Show card Q33	Completely disagree	Disagree	Indifferent	Agree	Completely agree	DK/RA
1. The process of formulating the national budget involves close consultation between the Ministry of Finance & National Planning and the line ministries/provinces	1	2	3	4	5	9
2. The process of formulating the organisational budgets involves close consultation between the accounting officers, controlling officers and department/division managers	1	2	3	4	5	9

Q34. Please evaluate policies/guidelines and regulations of the administration of the national budget:

Show card Q34

The budget administration decisions are:	Never	Seldom	Sometimes	Most times	Always	DK/DA
1. Formally written	1	2	3	4	5	9
2. Simple, clear, easy to understand	1	2	3	4	5	9
3. Do not require an excessive number of administrative steps.	1	2	3	4	5	9
4. Well supervised (managers make sure that the rules are followed)	1	2	3	4	5	9
5. Strictly applied	1	2	3	4	5	9

Q35. During the last two years, to what extent would you agree that decisions relating to the budget administration (amounts assigned to the budget, services, programmes which were carried out, groups that received budget allocations) were: *(read out from the list)*

Show card Q35

	Never	Seldom	Sometimes	Most times	Always	DK/DA
1. Done transparently (we know who received what and why)	1	2	3	4	5	9
2. Announced/open to public knowledge through various legal means	1	2	3	4	5	9
3. Subjected to regular audits by the internal control unit	1	2	3	4	5	9
4. Subject to regular external audits performed by professionals qualified and experienced in conducting audits	1	2	3	4	5	9
5. Based on specific criteria defined in writing	1	2	3	4	5	9
6. Influenced by regional ties	1	2	3	4	5	9
7. Based on political pressure	1	2	3	4	5	9
8. Based on influential connections within the institutions	1	2	3	4	5	9
9. Influenced by illegal payments	1	2	3	4	5	9
10. Planned with consideration given to institutional fulfilment	1	2	3	4	5	9

Actual budget management

Q36. How is your organisation funded?

	Yes	No	DK/RA
A. National budget	1	2	9
B. Extra-budgetary funds	1	2	9
C. Special fees	1	2	9
D. Other (specify) _____ _____	1	2	9

Q37. Do you know how much was budgeted funding of your organisation in 2008?

1. Yes ⇒ How much was it? _____ Lari

2. No

9. Refuse to answer

“Budgeted funds” implies the funds stated in the budget initially approved by Parliament.

Q38. For the last year that you know about, did your Ministry’s or agency’s expenditure differ from its total budget, planned and approved by Parliament?

1. Yes, it exceeded
2. Yes, it under-spent ⇒ **skip to Q40**
3. No, it was more or less the same ⇒ **skip to Q40**
9. I don’t know ⇒ **skip to Q40**

Q39. For this over-spending has your organisation incurred any penalties?

1. Yes
2. No
9. **DK/RA**

Q40. In your organisation, how effective is supervision and control of budget expenditure? Please answer on a scale from 1 to 5 where 1 corresponds to “Completely ineffective”; 2 “ineffective”; 3 “moderately ineffective”; 4 “effective”; 5 “completely effective”. **Show card Q40**

1	2	3	4	5	9
Completely ineffective	Ineffective	Moderately ineffective	Effective	Completely effective	DK/RA

Q41. To what extent, if any, are the following responsible for the difference between actual spending and budgeted spending? Please answer on a scale from 1 to 5 where 1 corresponds to “none at all”; 2 “negligible extent”; 3 “fairly large extent”; 4 “large extent”; 5 corresponds to “a very large extent”.

Show card Q41	None at all	Negligible extent	Fairly large extent	Large extent	A very large extent	DK/RA
1. Fraud and embezzlement	1	2	3	4	5	9
2. Inflation	1	2	3	4	5	9
3. Authorized transfers	1	2	3	4	5	9
4. Incompetence	1	2	3	4	5	9
5. Inadequacy of the system	1	2	3	4	5	9
6. Other abuses (please specify)_____	1	2	3	4	5	9

Q42. During the last two years (2007-2008) in the use of budget funds in your institution, how frequently were there irregularities such as misappropriation or any other type of abuse of budget resources?

Show card Q42

1	2	3	4	5	9
Never	Seldom	Sometimes	Most times	Always	DK/RA

Part 4. Procurement management

Q43. In your organisation, to what extent are guidelines/policies/regulations of procurement management followed? (Procurement here refers to, for example, procuring textbooks, public goods and services, medicines, agricultural inputs, and office supplies).

Show card Q43

1. Never
2. Not often
3. Quite often **QQQQ**
4. Very often
5. Always
9. DK/RA

Q44A. In many countries, it is common for enterprises to provide additional gratification (unauthorized payments or benefits) in order to win a procurement contract. How often do public procurement contracts in your organisation involve any such additional payments or benefits?

Show card Q43

1. Never ⇒ **skip to Q45A**
2. Not often ⇒ **skip to Q44B**
3. Quite often ⇒ **skip to Q44B**
4. Very often ⇒ **skip to Q44B**
5. Always ⇒ **skip to Q44B**
9. DK/RA ⇒ **skip to Q44B**

Q44B. When additional payments or benefits are provided for a procurement contract of your organisation, typically what percentage of the value of the contract has to be paid in order to win the procurement contract?

_____ % of the value of contract **999.** DK/RA

Part 5. Public service delivery

Q45A. Do the staff of your organisation have direct contacts with the public in the course of performing their official duties?

- 1 Yes
- 2 No
- 9 DK/RA

Q45B. Using a scale from 1 to 5 where 1 means never and 5 means always, to what extent are the services offered by your institution...

Show card Q45B	Never	Seldom	Sometimes	Most times	Always	DK/RA
Read out						
1. High quality?	1	2	3	4	5	9
2. Effective given the budget of your organisation?	1	2	3	4	5	9
3. Offered at relatively low cost?	1	2	3	4	5	9
4. Fully satisfactory to the user?	1	2	3	4	5	9
5. Accessible by the poor?	1	2	3	4	5	9

Q45C. In relation to the implementation of the activities/delivery of services, to what extent at the institution where you work there exist...

Show card Q45B	Never	Seldom	Sometimes	Most times	Always	There is no such mechanism	DK/RA
Read out							
1. Clearly defined mechanisms that take into consideration the feedback and needs of the users?	1	2	3	4	5	8	9
2. Clearly defined mechanisms that channel user's complaints as well as their preferences?	1	2	3	4	5	8	9
3. Receipts for the different transactions saved in hard copy for use during internal or external audits?	1	2	3	4	5	8	9

(If in Q 45 c 1,2 and 3=8 skip to Q 47. If not so ask Q 46)

Q46. On a scale from 1 to 5, where 1 means “completely ineffective”, 2 “ineffective” 3 “moderately ineffective”; 4 “effective”; 5 “completely effective”, how effective is this consultation mechanism?

Show card Q46

1	2	3	4	5	9
Completely ineffective	Ineffective	Moderately ineffective	Effective	Completely effective	DK/RA

Q47. How often do complaints from the public lead to disciplining of erring staff?

1. Never
2. Not often
3. Quite often
4. Very often
5. Always
9. DK/RA

Q48. How often do compliments from the public lead to recognition of responsible staff?

1. Never
2. Not often
3. Quite often
4. Very often
5. Always
9. DK/RA

Part 6. Information management and communication

Q49A. How would you rate the following statements:

Among organisations in the government, there exists good communication.

Please answer on a scale from 1 to 5 where 1 corresponds to “completely disagree”; 2 “disagree”; 3 “indifferent”; 4 “agree”; 5 “completely agree”.

Show card Q49A

	2	3	4	5	9
Completely disagree	Disagree	Indifferent	Agree	Completely agree	DK/RA

Q49B. Among departments within your organisation, there exists good communications.

Please answer on a scale from 1 to 5 where 1 corresponds to “completely disagree”; 2 “disagree”; 3 “indifferent”; 4 “agree”; 5 “completely agree”.

Show card Q49A

	2	3	4	5	9
Completely disagree	Disagree	Indifferent	Agree	Completely agree	DK/RA

Q49C. On a scale from 1 to 5, how far are you in agreement with the following expressions?

Expressions:	Completely disagree	Disagree	Indifferent	Agree	Completely agree	DK/RA
Show card Q49C						
1. People that are affected by broad public sector decisions are the last to know about them	1	2	3	4	5	9
2. When managers make decisions, they never take into consideration the opinions of their subordinates	1	2	3	4	5	9
3. The institution does not have an adequate system for recording managerial decisions.	1	2	3	4	5	9
4. Executive decisions do not take into consideration the financial requirements of the institution.	1	2	3	4	5	9
5. People affected by broad public sector decisions are the first to know about them	1	2	3	4	5	9
6. When managers make decisions, they always take into consideration the opinions of their subordinates	1	2	3	4	5	9
7. The institution does have an adequate system for recording managerial decisions	1	2	3	4	5	9
8. Executive decisions do take into consideration the financial requirements of the institution.	1	2	3	4	5	9

Q50A. Does your organisation have records for the last five years?

- 1 Yes
- 2 No ⇒ skip to Q51
- 9 DK/RA ⇒ skip to Q51

Q50B. On a scale from 1 to 5, please evaluate how difficult it is for employees to obtain information from those records. 1 means “extremely difficult”; 2 “difficult”; 3 “fairly easy”, 4 “easy”; 5 “extremely easy”.

1	2	3	4	5	9
Extremely difficult	Difficult	Fairly easy	Easy	Extremely easy	DK/RA

Q50C. On a scale from 1 to 5, please evaluate how effective record keeping at your organisation is. 1 means “completely ineffective”; 2 “ineffective”; 3 “moderately ineffective”; 4 “effective”; 5 “completely effective”.

Show card Q50C

1	2	3	4	5	9
Completely ineffective	Ineffective	Moderately ineffective	Effective	Completely effective	DK/RA

PART 7. Working environment – policies and Resources

Q51. On a scale from 1 to 5, how consistent with each other are policies that your organisation is asked to implement? 1=Very inconsistent; 2= Inconsistent; 3= Fairly consistent; 4= Consistent; 5=Very consistent.

Show card Q51

1	2	3	4	5	9
Very inconsistent	Inconsistent	Fairly consistent	Consistent	Very consistent	DK/RA

Q52. To what extent do the following resources fulfil your needs as well as the needs of your colleagues in carrying out your activities? Please answer on a scale of 1 to 5 where 1 means “never” and 5 means “always”.

Resources:	Never	Seldom	Sometimes	Most of the time	Always	DK/RA
Show card Q52						
1. Amount of budgetary resources	1	2	3	4	5	9
2. Properly qualified personnel	1	2	3	4	5	9
3. Office equipment/computers	1	2	3	4	5	9
4. Space/Offices	1	2	3	4	5	9

PART 8. Organisational Purpose, Performance and integrity

Q53. Please indicate the extent to which you and your colleagues would be in agreement with the following expressions: Use the scale from 1 to 5, where 1 indicates that you completely disagree; 2 you disagree; 3 you are indifferent; 4 you agree and 5 means that you completely agree. **Show card Q53**

In the Institution where I work:	Completely disagree	Disagree	Indifferent	Agree	Completely agree	DK/RA
1. All levels of public servants have a clear understanding of the Institution’s objectives and strategies	1	2	3	4	5	9
2. All levels of public servants consider the citizens and users of public services, without discrimination, as our clients	1	2	3	4	5	9
3. All levels of public servants identify with and are involved with the institutions’ objectives and strategies	1	2	3	4	5	9
4. For all levels of public servants, there are incentives to improve the quality of services rendered	1	2	3	4	5	9
5. I clearly understand my institutional roles and responsibilities and what duties comprise each role	1	2	3	4	5	9
6. The budget is an effective tool for planning and executing the plans and strategies of the institution	1	2	3	4	5	9

Q54A. In many countries, public organisations are evaluated based on criteria of success, known as performance standards. An example of a performance standard for the Police might be ‘responding to 80 percent of all emergency telephone calls within 15 minutes’. Are there written standards of performance for your organisation?

- 1 Yes
- 2 No ⇒ skip to Q54C
- 9 DK/RA ⇒ skip to Q54C

Q54B. If yes, roughly to what degree are these performance standards met?

- 1 Never
- 2 Rarely
- 3 Not very often
- 4 Quite often
- 5 Very often
- 6 Almost always
- 7 DK/RA

Q54C. On a scale from 1 to 5, where 1 means “completely ineffective”; 2 “ineffective”; 3 “moderately ineffective”; 4 “effective”; 5 “completely effective”, how effective do you consider the following measures for improving your organisation’s performance?

Show card Q54C

Measures:	Completely ineffective	Ineffective	Moderately ineffective	Effective	Completely effective	DK/RA
1. More budgetary resources	1	2	3	4	5	9
2. More staff	1	2	3	4	5	9
3. Better trained competent staff	1	2	3	4	5	9
4. Higher salary	1	2	3	4	5	9
5. Greater managerial autonomy	1	2	3	4	5	9
6. Immunity from political influence	1	2	3	4	5	9
7. Tighter connection between performance and reward/discipline	1	2	3	4	5	9
8. More and better equipment	1	2	3	4	5	9
9. Better communication within your organisation	1	2	3	4	5	9
10. Better communication with other organisations	1	2	3	4	5	9
11. Better legal framework	1	2	3	4	5	9
12. Reduced operational mandate	1	2	3	4	5	9
13. Better capacity to detect and punish corruption	1	2	3	4	5	9
14. Other; specify _____	1	2	3	4	5	9

Q55. The following is the list of public organisations. Please evaluate: a) Their performance; b) Their trustworthiness.

	Q55A. Performance Show card Q55A	Q55B. Trustworthiness Show card Q55B
	1= "very inefficient" 2= "quite inefficient" 3= "fairly efficient" 4= "efficient" 5= "very efficient" 9= DK/RA	1= "very dishonest" 2= "quite dishonest" 3= "fairly honest" 4= "honest" 5= "very honest" 9= DK/RA
1. Cabinet of Ministers	1 2 3 4 5 9	1 2 3 4 5 9
2. Political Parties	1 2 3 4 5 9	1 2 3 4 5 9
3. Members of Parliament	1 2 3 4 5 9	1 2 3 4 5 9
4. Customs Department	1 2 3 4 5 9	1 2 3 4 5 9
5. Taxes Department	1 2 3 4 5 9	1 2 3 4 5 9
6. Chamber of Control	1 2 3 4 5 9	1 2 3 4 5 9
7. Ministry of Finance	1 2 3 4 5 9	1 2 3 4 5 9
8. Ministry of Agriculture	1 2 3 4 5 9	1 2 3 4 5 9
9. Ministry of Education and Science	1 2 3 4 5 9	1 2 3 4 5 9
10. Ministry of Health, Labour and Social Protection	1 2 3 4 5 9	1 2 3 4 5 9
11. Police, excluding Patrol Police	1 2 3 4 5 9	1 2 3 4 5 9
12. Patrol Police	1 2 3 4 5 9	1 2 3 4 5 9
13. Office of the State Minister for European and Euro-Atlantic Integration	1 2 3 4 5 9	1 2 3 4 5 9
14. Office of the State Minister for Regional Development	1 2 3 4 5 9	1 2 3 4 5 9
15. Office of the State Minister on Diaspora	1 2 3 4 5 9	1 2 3 4 5 9
16. Office of the State Minister for Reintegration Issues	1 2 3 4 5 9	1 2 3 4 5 9
17. Ministry for Env. Protection and Natural Resources	1 2 3 4 5 9	1 2 3 4 5 9
18. Ministry for Economic Development	1 2 3 4 5 9	1 2 3 4 5 9
19. Ministry of Energy	1 2 3 4 5 9	1 2 3 4 5 9
20. Ministry of Defence	1 2 3 4 5 9	1 2 3 4 5 9
21. Ministry of Justice (excluding Prosecutor's office)	1 2 3 4 5 9	1 2 3 4 5 9
22. Ministry of Culture, Monument Protection, and Sport	1 2 3 4 5 9	1 2 3 4 5 9
23. Ministry for Refugees and Resettlement	1 2 3 4 5 9	1 2 3 4 5 9
24. Ministry of Foreign Affairs of Georgia	1 2 3 4 5 9	1 2 3 4 5 9
25. Ministry of Internal Affairs	1 2 3 4 5 9	1 2 3 4 5 9
26. Courts	1 2 3 4 5 9	1 2 3 4 5 9
27. Prosecutor's Office	1 2 3 4 5 9	1 2 3 4 5 9
28. Armed Forces/Military	1 2 3 4 5 9	1 2 3 4 5 9
29. Public Defender	1 2 3 4 5 9	1 2 3 4 5 9

30. Public News and Media	1	2	3	4	5	9	1	2	3	4	5	9
31. NGOs	1	2	3	4	5	9	1	2	3	4	5	9
32. Church and Religious Bodies	1	2	3	4	5	9	1	2	3	4	5	9
33. Ministry of Corrections, Probation and Legal Aid	1	2	3	4	5	9	1	2	3	4	5	9
34. Agency for Public Procurement	1	2	3	4	5	9	1	2	3	4	5	9

Q56. The following is a list of judicial institutions. Please evaluate: a) Their performance; b) Their trustworthiness.

	Q56A. Performance Show card Q56A	Q56B. Trustworthiness Show card Q56B
	1="very inefficient" 2= "modestly inefficient" 3= "fairly efficient" 4= "efficient" 5="very efficient" 9= DK/RA	1="very dishonest" 2= "quite dishonest" 3= "fairly honest" 4= "honest" 5="very honest" 9= DK/RA
1. Supreme Court	1 2 3 4 5 9	1 2 3 4 5 9
2. Constitutional Court	1 2 3 4 5 9	1 2 3 4 5 9
3. Court of appeal Court	1 2 3 4 5 9	1 2 3 4 5 9
4. Regional (city) courts	1 2 3 4 5 9	1 2 3 4 5 9
5. Magistrates	1 2 3 4 5 9	1 2 3 4 5 9

Q57. The following is the list of public organisations under the legislative arm of government. Please evaluate: a) Their performance; b) Their trustworthiness (honesty).

	Q57A. Performance Show card Q57A	Q57B. Trustworthiness Show card Q57B
	1="very inefficient" 2= "modestly inefficient" 3= "fairly efficient" 4= "efficient" 5="very efficient" 9= DK/RA	1="very dishonest" 2= "quite dishonest" 3= "fairly honest" 4= "honest" 5="very honest" 9= DK/RA
1. Political party (parliamentary)	1 2 3 4 5 9	1 2 3 4 5 9
2. Members of Parliament	1 2 3 4 5 9	1 2 3 4 5 9
3. Parliamentary Committees	1 2 3 4 5 9	1 2 3 4 5 9
4. Chairman	1 2 3 4 5 9	1 2 3 4 5 9

PART 9. CORRUPTION

Q58. Please evaluate the pervasiveness of corruption in the Georgian government during the following periods. Please answer on a scale from 1 to 5, where 1 corresponds to “nonexistent”; 2 “negligible”; 3. “fairly widespread”; 4 “widespread”; 5 “completely widespread”.

	Non-existent	Negligible	Fairly widespread	Widespread	Completely widespread	DK/RA
Now in Georgian Government	1	2	3	4	5	9
2 Years ago in Georgian Government	1	2	3	4	5	9
5 Years ago in Georgian Government	1	2	3	4	5	9

I want to ask you about companies and people from the community paying bribes or making payments “under the table” to public servants.

Q59A. In your opinion how widespread is this practice among public servants/in the public sector?

Public Sector	Non-existent	Negligible	Fairly widespread	Widespread	Completely widespread	DK/RA
1. Today	1	2	3	4	5	9
2. Three years ago	1	2	3	4	5	9

Q59B. In your opinion how widespread is this practice among local businessmen?

Local Businessmen	Non-existent	Negligible	Fairly widespread	Widespread	Completely widespread	DK/RA
1. Today	1	2	3	4	5	9
2. Three years ago	1	2	3	4	5	9

Q59C. In your opinion how widespread is this practice among foreign investors?

Foreign investors	Non-existent	Negligible	Fairly widespread	Widespread	Completely widespread	DK/RA
1. Today	1	2	3	4	5	9
2. Three years ago	1	2	3	4	5	9

Q59D. In your opinion how widespread is this practice among international organisations?

Local Businessmen	Non-existent	Negligible	Fairly widespread	Widespread	Completely widespread	DK/RA
1. Today	1	2	3	4	5	9
2. Three years ago	1	2	3	4	5	9

Q60. From the corruption cases that you have knowledge of either directly or indirectly, evaluate how frequently these practices occur. Please use a scale from 1 to 5, where 1 means “never”; 2 “seldom”; 3 “sometimes”; 4 “most times”; and 5 means “always”.

Q60A. With an Household ...

Show card Q60	Never	Seldom	Sometimes	Most times	Always	DK/RA
1. The public official would demand that a bribe must be paid	1	2	3	4	5	9
2. The public official would request that a bribe must be paid	1	2	3	4	5	9
3. The public official would insinuate that a bribe must be paid	1	2	3	4	5	9
4. The user offers the bribe	1	2	3	4	5	9
5. Normally, the groups know how the process works and how much money they need to pay	1	2	3	4	5	9

Q60B. With a domestic firm ...

Show card Q60	never	seldom	sometimes	most times	always	DK/RA
1. The public official would demand that a bribe must be paid	1	2	3	4	5	9
2. The public official would request that a bribe must be paid	1	2	3	4	5	9
3. The public official would insinuate that a bribe must be paid	1	2	3	4	5	9
4. The local firm offers the bribe	1	2	3	4	5	9
5. Normally, the groups know how the process works and how much money they need to pay	1	2	3	4	5	9

Q60C. With a foreign firm...

Show card Q60	never	seldom	sometimes	most times	always	DK/RA
1. The public official would demand that a bribe must be paid	1	2	3	4	5	9
2. The public official would request that a bribe must be paid	1	2	3	4	5	9
3. The public official would insinuate that a bribe must be paid	1	2	3	4	5	9
4. The foreign firm offers the bribe	1	2	3	4	5	9
5. Normally, the groups know how the process works and how much money they need to pay	1	2	3	4	5	9

Q61. How significant is the amount of income received from bribes when compared to total income for:

Show card Q61	Completely insignificant	Insignificant	Fairly insignificant	Significant	Very Significant	There are no such cases	N/A	DK/RA
1. Your colleagues superiors (people at a higher level than you not including your superiors)	1	2	3	4	5	6	8	9
2. Co-workers (people at the same level as your, without including yourself)	1	2	3	4	5	6		9
3. Subordinates of your colleagues (people at a lower level than you, not including your subordinates)	1	2	3	4	5	6		9

Q62. We know that in many countries, public officials “buy” positions in the public sector. Based on your direct or indirect experience, how common is the practice of “purchasing jobs” in Georgia....

Among:	Completely uncommon	Uncommon	Fairly Common	Common	Very Common	DK/RA
Show card Q62						
1. Your colleagues superiors (people at a higher level than you not including your superiors)	1	2	3	4	5	9
2. Co-workers (people at your same level not including yourself)	1	2	3	4	5	9
3. Subordinates of your colleagues (people at a lower level than you, not including your subordinates)	1	2	3	4	5	9

Q63. In many countries of the world it is known that some civil servants supplement their official salaries with additional unauthorized payments or benefits that they receive during the course of performing their duties. In your organisation, what would you say is the average percentage of total income these payments and benefits represent?

1. No such payments or benefits are received by public servants
2. A small proportion
3. A significant proportion
4. More than half
5. More than two-thirds
9. **DK/RA**

Q64A. Did any employees of your organisation purchase educational certificates or credentials necessary for their jobs?

- 1 **Yes**
- 2 **No** ⇒ **skip to Q65**
- 9 **DK/RA** ⇒ **skip to Q65**

Q64B. If yes, what proportion of the employees was involved in purchasing of educational certificates or credentials necessary for their jobs?

1. Almost none
2. Less than half
3. More than half
4. Most employees
5. All employees
9. **DK/RA**

Q65. Do you know what process to follow in reporting a case of corruption?

- 1 **Yes**
- 2 **No**

Q66A. During the past three years, have you observed any act of corruption by a public official?

- 1 **Yes**
- 2 **No**
- 9 **DK/Ra**

Q66B. If yes, did you report the aforementioned corrupt act?

- 1 **Yes**
- 2 **No**
- 9 **RA**

Q66C. How would you evaluate the process of reporting corruption cases? Please answer on a scale of 1 to 5, where 1 corresponds to “completely disagree”; 2 “disagree”; 3 “indifferent”; 4 “agree”; 5 “completely agree”.

	Show card Q66C	Completely disagree	Disagree	Indifferent	Agree	Completely agree	DK/RA
1	The process is very effective	1	2	3	4	5	9
2	The reporter is well protected from potential harassment	1	2	3	4	5	9
3	The process is very simple	1	2	3	4	5	9

Q67. On a scale from 1 to 5, where 1 means “very unimportant”; 2 “unimportant”; 3 “fairly important”; 4 “important”; and 5 “very important”; how important are the following factors in explaining why people do not report corruption cases?

	Show card Q67	Very unimportant	Unimportant	Fairly important	Important	Very important	DK/RA
1.	Not knowing where to report	1	2	3	4	5	9
2.	Cases not being proved	1	2	3	4	5	9
3.	The process is too complex and long	1	2	3	4	5	9
4.	Corruption is a custom	1	2	3	4	5	9
5.	Corruption can be justified under the current economic situation	1	2	3	4	5	9
6.	Investigation would not be made about the report	1	2	3	4	5	9
7.	No enforcement even if the decision to investigate is made	1	2	3	4	5	9
8.	Concerned about potential harassment and reprisal	1	2	3	4	5	9
9.	Don't want to betray my colleague	1	2	3	4	5	9

Q68. Please indicate the extent to which you agree to the following statement on a scale from 1 to 5, where 1 corresponds to “completely disagree”; 2 “disagree”; 3 “indifferent”; 4 “agree”; 5 “completely agree”.

	Show card Q68	Completely disagree	Disagree	Indifferent	Agree	Completely agree	DK/RA
A	In your organisation there exist a genuine and sincere will to fight against corruption at this time	1	2	3	4	5	9
B	In the government there exist a genuine and sincere will to fight against corruption at this time	1	2	3	4	5	9

Q69. How important are the following as causes of corruption in Georgia? Please answer on a scale from 1 to 5, where 1 corresponds to “very unimportant” and 5 corresponds to “very important cause”.

	Show card Q69	Very unimportant	Unimportant	Fairly important	Important	Very important	DK/RA
1	Cultural reasons, i.e., bribes have been a custom for a long time	1	2	3	4	5	9
2	Lack of effective incentive mechanism for public officials, such as lack of meritocracy	1	2	3	4	5	9
3	Economic policy	1	2	3	4	5	9
4	Low salary of public officials	1	2	3	4	5	9
5	Lack of transparent and accountable political process	1	2	3	4	5	9
6	Lack of independent and effective Judiciary	1	2	3	4	5	9
7	Lack of independent and effective media	1	2	3	4	5	9
8	Lack of effective corruption reporting system	1	2	3	4	5	9

Q70. Typically, in an illicit transaction, which one of the options below best reflects what happens (choose one only):

1. The public official requests payment from the firm
2. The public official demands payment from the firm
3. The firm offers to pay to the public official
4. Both the public official and the firm know exactly what needs to be done
8. There are no illicit transactions
9. DK/RA

Q71. How often nowadays are unofficial payments received by public officials for any of the following:

Read out	Never	Seldom	Sometimes	Most times	Always	DK/RA
Show card Q71						
1. To get connected to public services (Electricity, gas, water)	1	2	3	4	5	9
2. To get licenses and permits	1	2	3	4	5	9
3. To deal with taxes and tax collection	1	2	3	4	5	9
4. To gain government contracts	1	2	3	4	5	9
5. When dealing with customs / imports	1	2	3	4	5	9
6. When dealing with courts	1	2	3	4	5	9
7. To influence the content of new laws	1	2	3	4	5	9
8. To influence the content of new decrees	1	2	3	4	5	9
9. To influence the content of new regulations	1	2	3	4	5	9
10. To influence financial-economic policies	1	2	3	4	5	9
11. To influence policies/laws/regulations through political party financing	1	2	3	4	5	9

Q72. How often is the following statement true? “If a government official fails to provide a service to which a citizen is entitled the citizen can usually go to another official or to his/her superior and get the correct treatment without fear of punishment”.

Show card Q72

Always	1
Mostly	2
Sometimes	3
Seldom	4
Never	5
DK/RA	9

Part 10. Respondent's View of public serVICE Reforms

Q73A. Here are some suggestions for ensuring that citizens receive the public services to which they are entitled without having to give money or presents. For each one, how effective do you think it would be for improving the situation in Georgia Please answer on a scale of 1 to 5, where 1 corresponds to “very effective”; 2 “quite effective”; 3 “useful though not very effective”; 4 “not necessary”; 5 “actually harmful”.

Show card Q73A	Very effective	Quite effective	Useful though not very effective	Not necessary	Actually harmful	DK/RA
1. Increasing salaries for public employees	1	2	3	4	5	9
2. Better training for public employees to give them the necessary knowledge and skills	1	2	3	4	5	9
3. Reduction in government workforce, if it allows an increase in salary and benefits for remaining government workers	1	2	3	4	5	9
4. Better appeal and complaints procedures for citizens	1	2	3	4	5	9
5. Functioning procedures for appeal to courts against acts by public employees	1	2	3	4	5	9
6. Fewer official forms and documents	1	2	3	4	5	9
7. Display the rights of citizens on notices in all offices	1	2	3	4	5	9
8. Make all public employees sign a ‘code of conduct’, setting out how they should behave towards citizens	1	2	3	4	5	9
9. Stricter controls and penalties for public employees	1	2	3	4	5	9
10. Stricter penalties for people who bribe public employees	1	2	3	4	5	9

Q73B. Among the 10 reform measures above, which one would you prefer above others?

Show card Q73B

- 1 Increasing salaries for public employees
- 2 Better training for public employees to give them the necessary knowledge and skills
- 3 Reduction in government workforce combined with salary increase
- 4 Better appeal and complaints procedures
- 5 Functioning procedures for appeals to courts
- 6 Fewer official forms and documents
- 7 Displaying rights of citizens
- 8 Make all public employees sign a ‘code of conduct’, setting out how they should behave towards citizens
- 9 Stricter controls and penalties for public employees
- 10 Stricter penalties for people who bribe public employees
- 99 DK/RA

PART 11: perception of the national situation

Q74A. How serious would you say each of the following problems is in Georgia? **(READ ONE PROBLEM AT A TIME AND ASK THE INTERVIEWEE TO RATE THE SERIOUSNESS OF EACH)**

Show card Q74A	Not a problem	Negligibly serious	Fairly serious	Serious	Extremely Serious	DK/RA
1. Cost of Living	1	2	3	4	5	99
2. Unemployment	1	2	3	4	5	99
3. Inflation	1	2	3	4	5	99
4. Safety concerns / crime	1	2	3	4	5	99
5. Consumption of Drugs	1	2	3	4	5	99
6. Drug Trafficking	1	2	3	4	5	99
7. Political instability	1	2	3	4	5	99
8. Bad leadership	1	2	3	4	5	99
9. Corruption	1	2	3	4	5	99
10. Low quality of education	1	2	3	4	5	99
11. Low quality of health care	1	2	3	4	5	99
12. Cost of education	1	2	3	4	5	99
13. Cost of health services	1	2	3	4	5	99
14. Lack of housing	1	2	3	4	5	99
15. Access to clean water	1	2	3	4	5	99
16. Poor sanitation	1	2	3	4	5	99
17. Food availability	1	2	3	4	5	99
18. Delinquency	1	2	3	4	5	99
19. Public Services (cost, quality, availability)	1	2	3	4	5	99
20. Poor quality of roads	1	2	3	4	5	99
21. Lack of leaders	1	2	3	4	5	99

Q74B. Rate the contributions of the following institutions in combating corruption. Rate as follows:

1 “not helped at all”; 2 “helped a little”; 3 “helped to some extent”; 4 “helped a lot”; 5 “helped tremendously”.

Show card Q74B

INSTITUTIONS:	Not helped at all	Helped a little	Helped to some extent	Helped a lot	Helped tremendously	DK/RA
1. Courts	1	2	3	4	5	9
2. Parliament	1	2	3	4	5	9
3. Anti-Corruption Commission	1	2	3	4	5	9
4. Police	1	2	3	4	5	9
5. Armed Forces/military	1	2	3	4	5	9
6. Media (Press and TV)	1	2	3	4	5	9
7. Non-Government Organisations	1	2	3	4	5	9

8. Academics and teachers	1	2	3	4	5	9
9. Churches/Religious bodies	1	2	3	4	5	9
10. Professional Associations (accountants, lawyers)	1	2	3	4	5	9
11. Director of Public Prosecutions	1	2	3	4	5	9
12. Auditor General	1	2	3	4	5	9

Q75. Do you have any additional comments on this survey?

THANK YOU FOR YOUR PARTICIPATION IN THIS SURVEY.

Post-Interview Information

This part should be filled out by the surveyor after the interview.

Finish Time : _____:

Number of people present at the interview including interviewer and respondent:

F1. Overall, how was the respondent's reaction to the interview?

1= very negative

5= very positive

1	2	3	4	5
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F2. Overall, how sincere did the respondent seem to be in his/her answers?

1= very insincere

5= very sincere

1	2	3	4	5
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