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Appendix 1: Questionnaire

My name is Emily Man, 23 years old and I am a Master student of International Public Management and Policy at the Erasmus University Rotterdam.

The aim of this research is to get insight in the preparation stage when implementing the strategic framework in controlling and preventing non-communicable diseases.

This questionnaire consists of 7 parts: Objectives, structure, participation, internal communication, coordination, desired outcome and open questions.

There are no wrong or right answers, but please don't leave questions unanswered. Filling in this questionnaire will approximately take **10 – 15 minutes** of your time. All personal information will be held confidentially and will not be published and your answers will be handled carefully.

Do you have any questions at this moment or do you foresee any problems, please email or contact me. My stay in Hong Kong is till 30 July and I am approachable every day for questions.

E-mail: Emilyman@student.eur.nl
Phone: 00852 61794633

Thank you beforehand for your *time* and *cooperation!*

Objectives

A1. Does the Department of Health have precise goals for the implementation?
       1 Not precise at all
       2
       3
       4
       5 Very precize

A2. Did the Department of Health set up proper targets and specific actions in order to implement the framework successful?

       1. Yes
       2. No

A3. How clear were the vision and goal defined in the strategic framework?
       1 Not clear at all
       2
       3
       4
       5 Very clear

A4. Was the vision and goal still clear to you when implementing the framework?
       1 Not clear at all
       2
       3
       4
       5 Very clear

Emily Man

Structure

B1. Can you rate the following elements on a 5-point Likert scale from not very important to very extremely important?

Clarity and coherence of objectives	1 2 3 4 5
Participation (coherence, motivation)	1 2 3 4 5
Internal communication (quality)	1 2 3 4 5
Structure organization (tasks)	1 2 3 4 5
Coordination (carrying out of the key activities)	1 2 3 4 5
Desired outcome	1 2 3 4 5

B2. Did the implementation initiative come from the staff, managers or another actor?
    1 Staff
    2 Manager
    3 Another actor:………………………

B3. Are there enough employees to implement the strategic framework?
    Yes, how many:…………..
    No

B4. Are the department's routines documented in a manual or similar?
    Yes
    No

B5. Were clear rules and regulations that address directly the intend of the policy developed?
    Yes
    No

B6. Are there documents on which employee should do what when implementing the framework?
    Yes
    No

B7. Do you believe you have the right competence to implement a framework?
    Yes
    No

Emily Man

Participation

C1. How involved were you in the development of this framework?

    1   Not involved at all
    2
    3
    4
    5   Involved very much

C2. Indicate your overall level of agreement with this framework.

    1   Strongly disagree
    2
    3
    4
    5   Strongly agree

C3. How well do you understand all the issues related to development of this framework?

    1   No understanding
    2
    3
    4
    5   Fully understanding

C4. In general, is it easy to get support from the colleagues when trying to implement this framework?

    1   Not easy at all
    2
    3
    4
    5   Very easy

C5. Are most of the employees participating actively in implementing the framework?

    1   Not participating actively
    2
    3
    4
    5   Very actively participating

C6. Do members of the Department of Health cooperate with each other when trying to implement the framework?
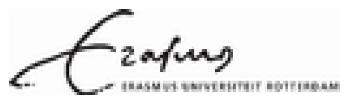
    1   Cooperate not well
    2
    3

4

5   Good cooperation

C7. Did you enforce a vision statement reflecting unique values of the framework?

1   Yes
2   No

Internal Communication

D1: Does the communication mostly come from above or staff?
  1 Above
  2 Staff

D2: How many times do you communicate with people within the organization?
  1 *None*
  2 *1-3 times per month*
  3 *1-3 times per week*
  4 *1-3 times per day*
  5 *4 or more per day*

D3: Was this from someone with a function higher or below you?
  1. Yes
  2. No

D4: What was a more usual medium?
  1 *Face- to-face*
  2 *Documents (memos or reports)*
  3 *Phone*
  4 *Discussions*
  5 *Meetings*

D5. Was the implementation planned in cooperation with the staff? Did the higher level communicated with the lower level?
  1 Yes
  2 No

D6. Did you have adequate resources for the implementation?
  1 No adequate resources
  2
  3
  4
  5 Many adequate resources

Coordination

E1: How much direct influence does each of the people below have on the implementation of the framework?

People in line management:
1 *None*
2 *A little*
3 *Some*
4 *Quite a bit*
5 *Very much*

Yourself (which position)……………………………………….
1 *None*
2 *A little*
3 *Some*
4 *Quite a bit*
5 *Very much*

Other people (professionals, stakeholders):
1 *None*
2 *A little*
3 *Some*
4 *Quite a bit*
5 *Very much*

E2: To obtain the materials, clients, or information needed to do your job, how much do you rely on other people?
1 *None*
2 *A little*
3 *Some*
4 *Quite a bit*
5 *Very much*

E3: To fulfill your work responsibilities, how much do you depend on other people?
1 *None*
2 *A little*
3 *Some*
4 *Quite a bit*
5 *Very much*

If so, can you name some of the people you rely and depend on? ……………………………………………

E4: How much authority do you have to make decisions?
     1 *None*
     2 *A little*
     3 *Some*
     4 *Quite a bit*
     5 *Very much*

E5: Are orders sent from a higher level (director)?
     1 Yes
     2 No

E6. Did leadership play a role in the implementation of the strategic framework?

     1 No role
     2
     3
     4
     5 Very important role

E7. Did you have the flexibility to carry out the key activities?
     1 No flexibility
     2
     3
     4
     5 Very much flexibility

E8. What does the institutional context look like?
     Formal decision-making procedures
     Communication rules
     Informal relations between the several actors involved

E9. Were appropriate accountability procedures instituted in the organization?
     1 No appropriate procedures
     2
     3
     4
     5 Many appropriate procedures

Desired outcome

F1: Did the initiated activities as described in the strategic framework occur?

    1 *None occur*
    2 *A little occur*
    3 *Some activities occur*
    4 *Quite a bit occur*
    5 *All occur*

Which activities did not occur, and give me an explanation why?

F2. Does the Department of Health periodically evaluate whether the initiated actions are accomplished?
        Yes
        No

Demographic data ** not obligated
Name:--
Age: ---
Function: ---

Open Questions:
1. **During the decision-making process, did you find yourself dependent on others for information?**
2. **What were your impressions of the information you received?**
3. **During the implementation, did you find a lack of information existed between your and other actors?**
4. **Are there things you were uncertain about and that will affect your activities regarding this project?**
5. **Were there anything you needed during the first stages of implementation and where you did not have access to?**
6. **Could you describe the most important instruments and whether they were useful to carry out the implementation?**
7. **Determine how success of implementation will be judged and measured?**
8. **Identify what steps are required to achieve the success of it?**

Emily Man

Appendix 2: Quantitative Data

Table 9: Descriptive statistics per item: construct Structure

Structure	N	Minimum	Maximum	Mean	Std. Deviation
Importance factors	15	2	5	4.22	0.79
Initiative	15	1	3	2.87	0.63
Employees	15	1	2	1.53	0.67
Routines	15	1	2	1.78	0.67
Clear rules/regulations	15	1	2	1.84	0.53
Instructions	15	1	2	1.55	0.64
Competence	15	1	2	1.64	0.75

Table 10 Descriptive statistics per item: construct Participation

Participation	N	Minimum	Maximum	Mean	Std. Deviation
Involvement	15	2	5	3.33	0.83
Level of agreement	15	4	5	4.50	0.74
Apprehension	15	3	5	2.83	0.92
Support	15	2	5	4.24	0.52
Participation	15	2	5	3.53	0.76
Cooperation	15	3	5	3.08	0.87
Reflection	15	1	2	1.98	0.79

Emily Man

Table 11: Descriptive statistics per item: construct Communication

Communication	N	Minimum	Maximum	Mean	Std. Deviation
Hierarchy communication	15	1	2	1.93	0.71
Frequency	15	2	5	3.12	0.55
Rank	15	1	2	1.22	0.44
Communication medium	15	1	5	4.54	0.70
Planned communication	15	1	2	1.93	0.41
Resources	15	1	5	4.51	0.55

Table 12: Descriptive statistics per item: construct Coordination

Coordination	N	Minimum	Maximum	Mean	Std. Deviation
Influence	15	1	5	4.13	0.73
Reliability	15	2	4	3.22	0.60
Dependence on others	15	2	4	3.30	0.76
Authority	15	2	5	3.26	0.54
Orders	15	1	2	1.88	0.60
Leadership	15	3	5	3.93	0.45
Flexibility	15	3	5	3.69	0.63
Institutional context	15	1	3	2.91	0.52
Procedures	15	1	3	3.00	0.51

Table 13: Descriptive statistics per item: construct Desired outcome

Desired outcome	N	Minimum	Maximum	Mean	Std. Deviation
Key activities	15	3	5	3.17	0.58
Evaluation	15	1	2	1.89	0.76