Zambia Local Bureaucrats Questionnaire

LN SECTION (LOCATION)

[NOTE: Complete this information before beginning the interview.]

LN01 Respondent code

LN02 Interviewer information		
	First Name	Last Name

LN03 Province location	Province code [TABLE A]

LN04 District council location	Council code [TABLE B]

Good day. My name is _____, and I work as an interviewer for the Zambia Decentralization Survey. This study is being conducted by the University of Zambia (UNZA), in collaboration with the International Food Policy Research Institute (IFPRI). The survey asks questions about local government and the operations of Zambia's councils. The aim is to gain a better understanding of what challenges need to be addressed in order for Zambia to achieve its decentralization objectives.

After selecting 16 councils across Central, Copperbelt, Lusaka, and Southern Provinces, you were selected to be interviewed based on your position in this council. The survey asks questions about your job responsibilities, functions of your department, your personal career aspirations, and relationships with other members of the council and the community. Some of the questions are requesting factual data while others are focused solely on your opinion. This interview is voluntary, and if we continue to do the interview, you are not obligated to answer every question that we ask and you may stop participating at any time. All the answers from you will be used for research only and will be kept confidential. Your responses will be put together with about 160 other civil servants across the 16 councils. Your name will not be recorded in the survey and you will instead be identified by a respondent identification code. Your answers will not be shared with anyone. It will be impossible to pick you out from what you say so please feel free to tell us what you think.

This interview will take about 45 to 60 minutes. We do apologize for taking your time. Based on our knowledge, there is no risk for you to participate in this research. The main benefit of your participation will be to improve the understanding of policymakers and researchers about how to address challenges that may impede Zambia's decentralization goals.

Do you understand the explanation? If yes, shall we continue the interview?

LN05 Does the respondent consent to be interviewed?	1 Yes	2 No → **End**

ID SECTION (GENERAL INFORMATION)

First, we'd like to ask a few questions about your background.

ID01 What is the respondent's gender?	1 Male	2 Female
ID02 In which age group do you belong?	1 18-24	4 45-54
	2 25-34	5 55-64
	3 35-44	6 65 or above
ID03 What is your mother tongue, or language of origin?	1 Bemba	5 Kaonde, Luvale or Lunda
	2 Tonga	95 Other_____
	3 Lozi	
	4 Nyanja	
ID04 What other languages do you speak, if any? [Reference Table E]	0 None	5 Kaonde, Luvale or Lunda
	1 Bemba	95 Other_____
	2 Tonga	
	3 Lozi	
	4 Nyanja	
ID05 What is the highest education level you have completed?	1 Grade 12 certificate	4 Master's level
	2 Craft certificate or diploma	5 PhD
	3 Bachelor's level	95 Other: _____
ID06 In what area of expertise did you obtain your highest qualification?	*[Write out response]*	
ID07 From where did you obtain your highest degree?	*[Write out response]*	
ID08 Are your academic qualifications related to your current job responsibilities?	1 Yes	2 No

EH SECTION (EMPLOYMENT HISTORY and JOB RESPONSIBILITIES)

Next, we'd like to ask you a few questions about your employment history and job responsibilities.

EH01 In which department within this council do you currently work?	1 Town clerk's office	5 Housing and social services →**EH03**
	2 Finance department	6 Planning
	3 Human resources and administration	
	4 Public health services→**EH02**	95 Other_____
EH02 Are you in the waste management/cleansing & sanitation unit?	1 Yes	2 No
EH03 Are you in the markets and bus stations unit?	1 Yes	2 No
EH04 When did you most recently come to this district to live?	Month	Year
EH05 When did you begin working in the local government service?	Month	Year

Please tell me about your 3 most recent jobs, beginning with your current position in this council.

	Job Title	Month in which you began this position	Year in which you began this position	Month in which you ended this position	Year in which you ended this position	Province where this position was located	District where this position was located
	EH06	**EH07**	**EH08**	**EH09**	**EH10**	**EH11**	**EH12**
A							
B						⌊__⌊__⌋ [TABLE C]	⌊__⌊__⌋ [TABLE D]
C						⌊__⌊__⌋ [TABLE C]	⌊__⌊__⌋ [TABLE D]

EH13 In your view, why were you assigned to this council?	*[Write in response]*	
EH14A If you had a choice, would you have preferred to stay in your previous council posting?	1 Yes	3 Not applicable → **EH15**
	2 No →**EH14C**	
EH14B Why?	*[Write in response]*	
EH14C Why not?	*[Write in response]*	
EH15 Are you given a chance to communicate to the Local Government Service Commission your preference for your next council posting?	1 Yes	95 Other_____
	2 No	
EH16 What do you enjoy **most** about your current position? *[Do not read. Select only one.]*	1 Earning a good salary and benefits	5 Contributing to local government
	2 Security of employment	6 Prestige of the job
	3 Using expertise to design and implement programs	7 Nothing
	4 Mentoring and managing staff	95 Other _____
EH17 Are you the first person in your family to join the public service (either local or national)?	1 Yes →**EH19**	2 No

EH18 If not, how many other members of your family have worked in the civil service (either local or national)?	*[Write in response]*	
EH19 Would you classify yourself as a manager?	1 Yes	2 No →**EH21**
EH20 If so, how many staff in this department do you manage?	*[Write in response]*	
EH21 Have you participated in any training courses or workshops useful to your current position during the past 12 months?	1 Yes	2 No → **EH23**
EH22 In which areas did your skills training focus? *[Please select all that apply]*	1 Account keeping	5 Community development
	2 Personnel management	95 Other: _____
	3 Project planning	
	4 Computing	

Next, we'd like to ask you a few questions about the type of job that you would like to have in the future.

EH23 What type of career position would you like to hold in 5 years? *[Read options. Select only one.]*	1 Continue in current position	7 Career in university
	2 Continue in local government but not in current area of technical expertise	8 Retire from working
	3 Work for provincial government	95 Other: _____
	4 Work for national government agency or ministry	98 Don't know
	5 Career in the private sector	
	6 Career with an NGO or donor	
EH24 What type of career position would you ultimately like to reach within local government service?		*[Write in response]*
EH25A If you work hard, do you think it will be possible to reach your aspired position?		1 Yes →**EH26** / 2 No
EH25B Why not?		*[Write in response]*
EH26 Are you a member of the Zambia United Local Authority Workers' Union?		1 Yes / 2 No
EH27 Are you a member of any other professional associations relevant to your position in this council?		1 Yes / 2 No →**FS01**
EH28 If yes, what is the name of those associations?		*[Write in response]*

FS SECTION (Facilities and Staffing)

Now we will ask questions about the availability of facilities and staff to perform your responsibilities in this council.

FS1 During a typical working day, how many hours is there electricity (from the grid or a generator)?	**Hours**
FS2 During a typical working day, how many hours is your internet access good enough to check e-mail?	**Hours**
FS3 Out of the five working days of the week, how many days do you have access to a working institutional computer (desktop or laptop)?	**Days**
FS4 Out of the five working days of the week, how many days do you have access to a working institutional printer?	**Days**
FS5 Out of the five working days of the week, how many days do you have access to a vehicle (privately owned or otherwise) that can be used for work?	**Days**

FS6 Approximately how many staff in this department are women?	**Number**	
FS7 How many staff positions in your department are currently vacant?	**Number**	
FS8 In your view, has the number of vacancies increased or decreased in this department since you have been in your current position?	1 Increased	3 Stayed the same
	2 Decreased	98 Don't know

FS9 In your view, what is **the main** reason for the vacancies in this department? *[Read options. Select only one.]*	1 Insufficient finances to hire additional staff	4 There are not enough qualified individuals who work in this technical area
	2 Salaries are not high enough to hire additional staff	5 Staff may be asked to move to a different department or council after a short period of time
	3 Benefits (e.g. pensions, leave days) are insufficient to attract more staff	95 Other _____

IM SECTION (Incentives and Monitoring)

This section focuses on your job satisfaction and how your and your colleagues' performance is assessed.

IM01 How satisfied are you with your current job?	1 Very satisfied	3 Dissatisfied
	2 Satisfied	4 Very dissatisfied
IM02 How satisfied are you with your current wage?	1 Very satisfied	3 Dissatisfied
	2 Satisfied	4 Very dissatisfied
IM03 How satisfied are you with other non-wage benefits (e.g. pension, health insurance, educational support, etc.)?	1 Very satisfied	3 Dissatisfied
	2 Satisfied	4 Very dissatisfied
IM04 If there was one area that you would prioritize for training to help you in your current position, what would it be? *(Read options. Select only one.)*	1 Financial management	4 Local government functions and responsibilities
	2 Personnel management	95 Other: _____
	3 Information and communications technology (ICT)	
IM05 Which of the following areas would you prioritize to improve your ability to do your job? *(Read options. Select only one.)*	1 More staff in department	4 More financing for department
	2 More autonomy/independence to make decisions on a day-to-day basis	5 More equipment (e.g. computers, software, cars)
	3 More training opportunities	95 Other: _____
IM06 There may be many criteria for promotion in a job. Which do you feel is most relevant in this council? *(Read options. Select only one.)*	1 Length of time working in the job position	3 Personal connections
	2 Merit/performance	95 Other _____
IM07 Do you have a performance appraisal with your supervisor at least once during the year?	1 Yes	2 No
IM08 If you believed that your colleague/supervisee was performing poorly, who is the first person to whom you report him/her?	1 Direct supervisor	3 Local government services commission
	2 Town clerk	95 Other _____

IM09 Please look at the options below. Please tell us how many of these actions would cause a public servant in this council to be transferred to another council? Don't tell me which ones, but just please indicate how many of them are likely reasons. *[Show the respondent the options and then record the number]*	**Control**	**Number**
	1 Individual preference to live in a different council	[0 to 3]
	2 Skills needed in another council	
	3 Bad relationship with elected officials	
	Treatment	**Number**
	1 Individual preference to live in a different council	[0 to 4]
	2 Skills needed in another council	
	3 Exposed misconduct by colleague or supervisor	
	4 Bad relationship with the town clerk	
IM10 When senior staff in your department are given tasks in their daily work, how much independence do they have to carry out their assignments?		1 A lot
		2 A little
		3 None →**IM12**
IM11 Please give an example of the type of independence staff have to carry out their assignments.		*[Write in response]*
IM12 <u>During the last 12 months,</u> do you have any experience with elected officials, their appointees, or political party officials trying to influence any hiring decisions and/or promotions in your department/council?		1 Yes / 2 No →**IM14**
IM13 If yes, please describe which actions elected or party officials have tried to influence? *[Do not read options; More than one option can be selected]*		1 Hiring / 5 Salary raise
		2 Promoting / 95 Other_____
		3 Firing/Termination / 99 Refused to answer
		4 Transfer
IM14 <u>In your entire time</u> as a local government civil servant, do you have any experience with elected officials, their appointees, or political party officials trying to influence any hiring decisions and/or promotions in your department/council?		1 Yes / 2 No →**IM16**
IM15 If yes, please describe which actions elected or party officials have tried to influence? *[Do not read options; More than one option can be selected]*		1 Hiring / 5 Salary raise
		2 Promoting / 95 Other_____
		3 Firing/Termination / 99 Refused to answer
		4 Transfer

Next, we would like to talk a bit more about your attitudes to your current job. Please let us know the extent to which you agree with the following statements:

IM16 I put forth my best effort to get my job done regardless of the difficulties I may face.	1 Strongly agree	3 Disagree
	2 Agree	4 Strongly disagree

IM17 My immediate supervisor properly instructs me regarding how to do my job.	1 Almost always	3 Sometimes
	2 Often	4 Almost never
IM18 My supervisor clearly expresses work expectations to me.	1 Almost always	3 Sometimes
	2 Often	4 Almost never
IM19 Jobs like mine are quite demanding day after day	1 Strongly agree	3 Disagree
	2 Agree	4 Strongly disagree
IM20 I feel that my work is important.	1 Strongly agree	3 Disagree
	2 Agree	4 Strongly disagree
IM21 I work on tasks that seem useless or unnecessary.	1 Almost always	3 Sometimes
	2 Often	4 Almost never
IM22 I am confident that I can successfully perform any tasks assigned to me on my current job	1 Strongly agree	3 Disagree
	2 Agree	4 Strongly disagree
IM23 Working hard is recognized by upper management.	1 Strongly agree	3 Disagree
	2 Agree	4 Strongly disagree
IM24 Fulfilling all my job responsibilities does little to improve my chances for a promotion.	1 Strongly agree	3 Disagree
	2 Agree	4 Strongly disagree
IM25 I have seen good job performance rewarded in my department.	1 Almost always	3 Sometimes
	2 Often	4 Almost never

CA (Council Affairs)

Next, we would like to know a little bit more about how the district council and local government functions, as well as the engagement of the council with the local community.

CA01 Does this council have a strategic plan that elaborates on vision and goals?	1 Yes	98 Don't know→**CA05**
	2 No →**CA05**	
CA02 Are citizens consulted in the preparation of the council's strategy plan?	1 Yes	98 Don't know→**CA04**
	2 No →**CA04**	
CA03 If yes, what is the way in which that consultation occurs?	*[Write in response]*	
CA04 Is there a budget tied to this strategic plan?	1 Yes →**CA07**	98 Don't know → **CA05**
	2 No → **CA05**	
CA05 If there is no strategic plan, or if you are not aware that one exists, then how are resource allocation decisions made?	*[Write in response]*	
CA06 If there is no strategic plan, or if you are not aware that one exists, then how is progress in meeting key goals measured?	*[Write in response]*	

CA07 How does your department track how well it is delivering services? Can you please give me an example?	*[Write in response]*	
CA08 How often does the department track how well it is delivering services?	Number of times	Time frame
		1 Day
		2 Week
		3 Month
		4 Year
		95 Other _____
CA09 In a month, approximately how many times do you interact with the Town Clerk for reasons related to your job?	Number of times	
CA10 In a month, approximately how many times do you interact with the Mayor for reasons related to your job?	Number of times	
CA11 In a month, approximately how many times do you interact with an elected ward councilor for reasons related to your job?	Number of times	
CA12 In a month, how often do you engage with citizens in the community regarding the services provided by this department/council?	Number of times	
CA13 Which citizens in the community do you interact with the most regarding the services provided by this department/council?	1 Church leaders	4 Marketeers
	2 Traditional leaders (e.g. chiefs)	5 Neighborhood associations
	3 Business community	95 Other- _____
CA14 If you were given ZMK 500,000 to spend on a project in this district, how would you spend the money **and** why?		
CA15 If you could consult only one person or only one group of people when deciding how to spend the ZMK 500,000, who would you consult **and** why?		
CA16 Please tell us if you agree with the following statement: I feel that I am up-to-date on the most recent decentralization and local government laws and policies.	1 Strongly agree	3 Disagree
	2 Agree	4 Strongly disagree

FK (Financial Knowledge)

This section is intended for those council staff who work in the Finance Department and deals with budgets, revenues, and expenditures.

FK01 At what point in the year are the district budgets prepared for the following year?	**Month**
FK02 At what point in the year are the district's expenditures reconciled?	**Month**

FK03 What type of IT software do you use for keeping track of financial records?	*[Write in response]*	
FK04 For the fiscal year that most recently ended, what were the budgeted expenditures for this council?	**Amount**	
	_____ZMK	
FK05 For the fiscal year that most recently ended, what were the actual expenditures for this council?	**Amount**	
	_____ZMK	
FK06 On average, how much of the council's total revenue is allocated to personnel expenditures (i.e. salaries and benefits) per year?	**Percentage**	
	_____%	
FK07 On average, how much of the council's total revenue is allocated to goods and services per year?	**Percentage**	
	_____%	
FK08 On average, how much of the council's total revenue is allocated to capital expenditures (e.g. infrastructure) per year?	**Percentage**	
	_____%	
FK09 On average, how much of the council's revenue is from own-source financing (e.g. fees, levies, taxes) in this council? *[Respondent can either provide as a % of the total council budget or in total ZMK]*	**Total or percentage**	
	_____% _____ZMK	
FK10 On average, how much of the council's revenue is from transfers from the central government in this council? *[Respondent can either provide as a % of the total council budget or in total ZMK]*	**Total or percentage**	
	_____% _____ZMK	
FK11 Do you use double entry accounting for managing the finances of this council?	1 Yes	98 Don't know what that means
	2 No	
FK12 How often are the council's accounts audited?	**Number of times**	**Time frame**
		1 Year
		2 Every 2 years
		3 Every 3 years
		95 Other_____
		98 Don't know
FK13 By whom are the accounts audited?	*[Write in response]*	
FK14 How often do you assess existing taxes and service fees to consider revisions to their level?	**Number of times**	**Time frame (e.g. every year, every two years, etc.)**
		1 Every 6 months
		2 Year
		95 Other_____
		98 Don't know

FK15 Does the public have access to information about the council's budget?	1 Yes	98 Don't know
	2 No	
FK16 Are citizens consulted in the preparation of the council's budget?	1 Yes	2 No → **FI01**
FK17 If yes, can you please explain the way in which they are consulted and how often?	*[Write in response]*	

This concludes our survey. Thank you very much for your participation. Your answers have been very helpful.

Please complete the following section based on your own observations IMMEDIATELY AFTER CONCLUDING THE INTERVIEW.

FI (FINAL SECTION)

FI01 Where was the interview conducted?	1 Respondent's office	95 Other: _____
FI02 Were there any specific questions that made the respondent uncomfortable or embarrassed?	1 Yes	2 No → **FI04**
FI03 Please list the question number(s) which made the respondent uncomfortable or embarrassed:		
FI04 Do you have any comments on the interview? For example, did anything significant happen during the interview?		