

APPENDICES

APPENDIX I

Date

Code Number.....

Questionnaire for the Non-Officials.

Part-I : Background Information (Non-Officials)

Please note that all information supplied below will be kept strictly confidential.

1. Present age..... 2. Religion..... 3. Caste.....

4. What are your educational qualifications :

Certificate/Degree	Year of Passing	Class
A.....
B.....
C.....

5. Where did you live most of your life ? Village.....

Block/
Sub Div.
Town

District.....

6. How long have you been in this district ?

in this block ?

in this village ?

7. Do any members of your family (Other than your wife and children) presently live in this district ? Yes..... No.....

8. Do any members of your family (other than your wife and children presently live in this block ? Yes..... No.....

9. Do any members of your family (other than your wife & children presently live in this village ? Yes..... No.....

10. What was your age when you first entered politics ?

11. What were the main considerations that led you to join politics ?

A.....

B.....

C.....

12. What posts have you held since joining politics ?

Posts held Location Duration Deptt.

.....
.....
.....

13. To which political party do you belong ?

14. Have you ever changed your affiliation ? Yes..... No.....

If yes, what were your previous affiliations ? (Please list affiliations in chronological order)

Name of party Duration of membership Reasons for change

.....
.....
.....

15. What career would you like your son to follow ?

16. On the whole, how satisfied are you with your present position ?

Very much Somewhat Not at all

17. Do you own any land ? if yes,

Land in Bighas/Acres	Location	Annual Income
.....		
.....		

18. If no, have you ever owned any land ? yes..... No.....

19. What is/was the occupation of your father/mother ?

20. What is/was the average monthly income of your father/
mother ?

21. What is/was the educational level of your father/mother ?

22. What is/was the political affiliation of your father/mother ?

Part-II Questionnaire (Non-Official/Pol.Leader)

1. What are the important problems relating to development and
welfare of the people of this area.

.....
.....
.....

2. Do other political leaders in the District/Block/Village
think these problems important ? yes..... No.....

3. Has the Govt. implemented any programmes to solve these
problems of your area ? yes..... no.....

4. How important for Political-leaders to contact officials for
getting certain things done ?

Very important

Somewhat important

Not important

5. How often do you come to seek official's help ?

frequently..... sometimes.....rarely..... never.....

6. Please indicate mode of communication when you contact officials about a problem.

Usually Sometimes Rarely Never

.....

a. Send a letter

b. Send a messenger

c. Come alone

d. Send a delegate

e. Telephone

f. Other (specify)

7. Which of the methods mentioned above would you say has proved successful in creating influence/in implementing programmes/in achieving results/in bringing about better relations with people ?.....

8. Certain officials say that there are various types of problems which you bring to them. Here is a list of problems. Please express how often do you bring such problems to officials.

	fre- quently	Sometimes	Rarely	Never
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a.Guidance on administrative rules

fre- quently	Sometimes	Rarely	Never
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b. Law & Order problems

c. Questions about technical matters

d. Sanction and approval for loans

e. Problems of administrative delay

f. Issue about conflict between local groups

g. Other (specify)

9. Generally speaking, non-officials/political leaders approach officials for getting certain things done. How often you bring following problems before officials.

frequently	sometimes	rarely	never
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a. Personal problems

b. Problems of relatives/friends

c. Problems of his own caste/group

d. Problems of the people of the area

e. Problems of his own groups or political party

10. Speaking from your experience, how often you ask for special favour from officials ? frequently Sometimes rarely never

11. How do you feel when the administrators/officials are not able to meet your demands or proposals.

11. (a) Do you feel -

Yes	no	Other
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i) that the official is justified in refusing your demands or proposals.

ii) that the cooperation should be stopped with the official.

iii) that the official should be punished somehow.

iv) that their service record be spoiled.

v) that the official would be disturbed by his service condition such as transfer, complain to the higher authorities.

vi) that the official enjoys powerful protection so hardly anything can be done about it.

vii) that the official would be offered financial incentives.

Yes no Other

viii) Any other (Specify)

12. Non-officials sometimes try to persuade officials to do what they want to be done. Here is a list of possible pressures. How often do non-officials use these pressures ?

Frequently Sometimes Rarely Never

a. Promise of better career opportunities.

b. Offer financial incentives.

c. Try to spoil service record.

d. Making intervention from political leaders at higher levels.

e. Persuasion through friends and relatives.

f. Making a public issue by organising agitation and procession etc.

g. Any other (Specify)

13. When faced with pressures from non-officials to do somethings which officials do consider proper they take different courses of action. Would you kindly tell which officials frequently do.

Frequently Sometimes Rarely Never

a. Explain the limitation due to rules.

b. Seek transfer.

c. Refer the matter to the higher authorities.

d. Seek advice from superior officers.

e. Any other (Specify)

14. A list of statements is given below regarding administrative rules and regulations and functions of administration. Please examine each of them and express your opinion whether you Agree, Partly Agree or Disagree ?

Agree Partly agree Disagree Other

a. A political leader should only should only implement the demands and expectations of the people and not act independently.

Agree Partly Disagree Other
 agree

b. A political leader should always support his partymen even if their actions are at times unjustified.

c. If the leader is himself convinced of what is the best use of action he must try to implement even though he has to use some pressure on the people.

d. The most important thing for leader is follow his convictions even if they are different from what the constituency expects.

e. Use of unscrupulous means by a politician may sometimes be forgiven if they lead to the strength of his party.

f. A political leader should refrain from making proposals that may cause division in the party even if these proposals are important for the community.

Agree Partly Disagree Other
 agree

g. Even if it delays development of the country, strict adherence to democratic methods should be insisted on.

h. A Non official/political leader is obliged to follow the wishes of the community even if he thinks the people are mistaken.

i. If some misguided section of the people do not listen to persuasion they should be suppressed in the interest of the country.

15. Four statements regarding the Real Relationship between the Official and the Non-Officials are given below. Please indicate whether you agree or disagree with the statements.

Agree | Disagree

a. While performing his duties an official should have nothing to do with political leaders.

b. Once he has explained Govt. policies & rules to the leaders the official's to them should end.

Agree

Disagree

c. The official should consult and enlist their support and cooperation in his work.

d. The officials should be mainly guided by the advice of political leaders.

16. Here is a list of statement which are considered essential for taking decisions. Please examine each of the following statements and express your opinion about who is primarily responsible for taking decisions.

Primari-ly offi-cials	Primari-ly non-offici-als	BOT	None
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a. Formulation of broad policies.

b. Fixing priorities for programme implementation.

c. Distribution of loans.

d. Selection of sites for new programmes.

e. Recruitment of Village, Block, District staff.

Primari- ly offi- cials	Primari- ly non- offici- als	BOT	None
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f. Arranging staff transfers.

g. Evaluation of work of the officials/staff.

h. Awarding promotion to the staff.

i. Dismissing staff-members.

j. Writing confidential reports of the staff.

k. Any other (Specify)

17. Considering the same issue again, who, in your opinion, should be responsible for them?

P

Primari- ly offi- cials	Primari- ly non- offici- als	BOT	None
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a. Formulation of broad policies.

b. Fixing priorities for programme implementation.

c. Distribution of loans.

Primari- ly offi- cials	Primari- ly non- offici- als	BOT	None
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d. Selection of sites for new programmes.

e. Recruitment of Village, Block, District-Staff.

f. Arranging Staff Transfers.

g. Evaluation of the work of the officials/staff.

h. Awarding promotion to the staff.

i. Dismissing staff-members.

j. Writing confidential reports of the staff-members.

k. Any other (Specify)

13. People often suggest that there are certain things which you must or must not do. Out of the following items, please indicate which you must do and must not do.

Must do		May or May not do		Must not do
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-
- a. Keep a watch on administrative performance.
-
- b. Bring to public notice faults or flaws of administration.
-
- c. Strictly pursue a hands off policy vis-a-vis administration.
-
- d. Advise officials about the best course of action.
-
- e. Cooperate with officials in carrying out Government programmes.
-
- g. Prevent officials from taking improper action by agitation etc.
-
- h. Interference when officials ignore peoples demands.
-
- i. Insist that officials be guided in their action by advice given by politicians.
-
- j. Seek intervention by political leaders at higher levels for correcting administrative ills at the district, block & village levels.
-

Must do	May or May not do	Must not do
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k. Protect officials from public demand unreasonable criticism.

19. Now let us take some statements about officials and non-officials. How much do you agree or disagree with each of the views.

Agree	Partly Agree	Disagree	Others
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a. Officials distrust political leaders.

b. Officials guarantee fair and just treatment for all.

c. Officials are concerned mainly with improving their own prospects.

d. Officials work in the interest of ruling groups.

e. Officials work ignoring the advice of others and only do whatever they like.

	Agree	Partly agree	Disagree	Others
f. Officials are indifferent to peoples difficulties.				
g. Leaders do not know how to manage public affairs.				
h. Leaders are not aware of administrative rules.				
i. Leaders are not sufficiently educated to run the govt. well.				
j. Leaders create troubles for officials.				
k. Leaders are generally cooperative with officials.				
l. Politicians care for the people's welfare.				
m. Officials are helpful to the people in redressing their problems.				
n. Officials do not appreciate the difficulties of politicians.				
o. Leaders work in their self interest.				

Agree	Partly agree	Disagree	Others
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p. Politicians are concerned mainly with furthering the interest of their own relatives and friends.

q. Leaders are so much involved in the political power struggle that they have little time to attend to actual problems.

r. Leaders cannot act in a decisive manner because of various conflicting pressures on them.

s. Leaders do not trust officials.

20. Some Indian Officials say that they feel cut off or isolated from common man, Do you agree that such isolation is generally true ?

Yes No

21. Do you feel cut off from common man too ?

.....

22. In general how would you describe the attitude of officials in this area towards you ?

Helpful Indifferent Unhelpful.....

Other

(Specify)

23. Do you think that Panchayati Raj should continue or it should be abolished or it does not make any difference whether it is abolished or it continues ?

CONTINUE _____

ABOLISH _____

NO DIFFERENCE _____

Thank you very much for your cooperation.

APPENDIX II

Date _____

Code Number _____

Questionnaire for Officials

Part-I, Background Information

Please note that all information supplied below will be kept strictly confidential.

- 1. Present age.....; 2. Religion.....; 3. Caste.....
- 4. What are your educational qualifications ?

Certificate/Degree	Year of passing	Class
.....
.....
.....

- 5. Where have you spent most of your life ?
 Village.....; Block/Sub div. Town.....; Distt. Town.....

- 6. How long have you been in this district.....
 in this block
 in this village

- 7. Do any members of your family (other than your wife and children) presently live in this district ?
Yes..... No.....
- 8. Do any members of your family (other than your wife and children) presently live in this block ?
Yes..... No.....
- 9. Do any members of your family (other than your wife and children) presently live in this village ?
Yes..... No.....
- 10. What was your age when you first joined Govt. Service ?
- 11. Have you undergone some sort of training for performing this job ?
Yes..... No.....
- 12. What post have you held since joining Government Service ?

Post held	Location	Duration	Department

- 13. What was the grade and monthly salary of your first position?
Grade..... Salary.....
- 14. What is your present grade and monthly salary ?
Grade..... Salary.....
- 15. What career would you like your son to follow ?
.....

16. On the whole how satisfied are you with your present position ?

Very much..... Somewhat..... Not at all.....

17. Do you own any land ? Yes..... No.....

If yes, Land in Bighas/Acres Location Annual Income

18. If no, have you ever own any land ? Yes..... No.....

19. As a citizen and a voter do you have sympathy with any political party ? Yes..... No.....

If yes, (Name the political party)

20. Is any relative of your active in politics ? (specify relations only)

Relation	Position

21. Is any relative yours in Govt. Service ? (specify relation only)

Relation	Position

22. What is/was the occupation of your father/mother ?

- 23. What is/was the average monthly income of your father/mother ?
- 24. What is/was educational level of your father/mother ?
- 25. What is/was the political affiliation of your father/mother ?

Part-II

- 1. What are the important problems relating to development and welfare of the people of this area.
.....
.....
.....
- 2. Do other officials with whom you are concerned with development of this area also consider that these problems are important ?
Yes..... No.....
- 3. Has the Govt. implemented any programmes to solve these problems of your area ?
Yes..... No.....
- 4. How important would you say it is for officials to consult political leaders in discharging their duties ?
Very important..... Somewhat important.....
Not important.....
- 5. How frequently do you consult with the non-officials ?
Often.....; Sometimes.....; Rarely.....; Never.....

6. How often do non-officials come to seek your help ?
Frequently.....; Sometimes.....; Rarely.....; Never.....
7. Please indicate the mode of communication when non-officials contact you.

	Usually	Sometimes	Rarely	Never
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- a. Send a letter.
-
- b. Send messenger.
-
- c. Political leaders come alone.
-
- d. Send a delegate.
-
- e. Telephone.
-
- f. Other (Specify)
-

8. Which of the methods mentioned above would you set has proved successful in creating influence/in implementing programme/in achieving results/in bringing about better relations with people.
9. Certain officials say that there are various types of problems which the politicians bring to them. Here is a list of problems. Please express how often do politicians bring such problems to you.

Often	Sometimes	Rarely	Never
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a. Guidance on administrative rules.

b. Law & order problems.

c. Questions about technical matters.

d. Sanction & approval for loans.

e. Problems of administrative delay.

f. Issues about conflict between groups.

g. Other (Specify)

10. Generally speaking, non-officials often approach officials for getting certain things done. How often politicians bring following problems before you.

Frequently	Sometimes	Rarely	Never
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a. Personal problems.

b. Problems of relatives/ friends.

c. Problems of his own caste group.

Frequently | Sometimes | Rarely | Never

d. Problems of his own groups or political party.

e. Problems of the people of the area.

11. Speaking from your experience, how often do non-officials/ political leaders ask for special favour from officials ?
Frequently..... Sometimes..... Rarely..... Never.....

12. How do you feel when you are not able to meet the demands of non-officials/politicians ?

12. (a) Do you feel,

Yes | No | Other

i) The non-official/political leaders will understand the official's difficulties.

ii) The non-officials/political leaders will cease to cooperate with you.

iii) The non-officials/political leaders will try to spoil your service record.

iv) The non-officials/political leaders will disturb your service-condition such as transfer, complain to the higher authorities.

	Yes	No	Other
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v) The non-officials/political leaders can hardly do the official any harm.

vi) The non-official/political leaders will try to offer financial rewards.

vii) The non-officials/political leaders will try to punish the official somehow.

viii) The non-officials/political leaders will organise agitation and demonstration against the officials.

ix) Any other (Specify)

13. Non-officials sometimes try to persuade and even force officials to do what they want to be done. Here is a list of possible pressures. Drawing on your own experiences, how often these pressures are applied by non-officials

	Frequently	Sometimes	Rarely	Never
--	------------	-----------	--------	-------

a. Promise of better career opportunities

b. Offer financial incentives.

c. Try to spoil service record.

Frequently	Sometimes	Rarely	Never
------------	-----------	--------	-------

d. Making intervention from political leaders at higher levels.

e. Persuasion through friends and relatives.

f. Making a public issue by organising agitation and procession etc.

g. Any other (Specify)

14. When faced with pressures from non-officials, political leaders to do something you do not consider proper.

People say that the officials when faced with pressures from non-officials to do something try to follow certain courses action. Would you kindly tell which of these you would follow frequently, sometimes, rarely and never.

Frequently	Sometimes	Rarely	Never
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a. Explain the limitation due to rules.

b. Seek transfer.

c. Refer the matter to the higher authorities.

	Frequently	Sometimes	Rarely	Never
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d. Seek advice from superior officials.

e. Any other (Specify)

15. There are statements made by the people regarding the relationship between the officials and the non-officials. Please read each of them carefully and express your agreement or disagreement.

Agree | Disagree

a) While performing his duties an official should have nothing to do with political leaders.

b) Once he has explained Govt. policies and rules to the leaders the official's responsibility to them should end.

c) The official should consult local leaders and enlist their support and cooperation in his work.

d) The officials should be mainly guided by the advice of political leaders.

16. A list of statements is given below. Please express your opinion how much you agree or disagree with it.

	Strongly agree	Agree	Dis- agree	Strongly disagree
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a. Observance of all rules amount to a lot of paper work but very little concrete work.

b. Administrative procedures offer enough scope for officials to exercise his personal initiative.

c. If an official can solve problems by ignoring the rules he should not hesitate to ignore them.

d. Rules should be strictly observed even if they delay the implementation of development programmes.

17. People often say that there are certain things which officials should do and other things which they should not do. Out of the following items, which you must do and must not do.

	Must do	May or May not do	Must not do
--	------------	-------------------------	----------------

a. Carry out decisions made by the non-officials at the three levels.

Must do	May or May not do	Must not do
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b. Carry out decisions made by non-officials which in your opinion may be unsound.

c. Take actions against subordinate officials on the insistence of non-officials.

d. Modify policy decisions on the advice of non-officials.

e. Give some considerations to feelings of local groups in undertaking new programmes.

f. Take definite stand against any unreasonable demand which may come from local leaders.

g. Keep a powerful faction of local leaders satisfied if this action helps implementation of Govt. programmes.

h. Occasionally compromise with local pressure groups.

i. Consider favourably proposals of leaders enjoying public support even if these proposals are not sound.

Must do	May or May not do	Must not do
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j. Turn down the demand of non-officials when it is against the Govt. policy even if it is in the interest of the district.

k. Modify policy in the face of insistant popular demand.

l. Maintain good relation with those local leaders who have backing of the people.

13. How do you think that the above mentioned behaviours are actually practised.

Very much practised	Practised	Not practised
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a. To follow correct procedure even if the development programmes delayed.

b. To criticize the views of superiors if they do not suit the local conditions.

c. To carry out instructions of superiors to the best of one's ability.

d. To keep personal consideration out of official matter.

	Very much practised	Practised	Not practised
e. To maintain personal contact with the public.			
f. To work in the best interest of the department.			
g. To value the opinion of subordinate even if it is at variance with its own.			
h. To make quick decision.			
i. To cooperate with officials of other department.			
j. To protect one's career.			

19. Here is a list of statements which are considered generally for taking decisions. Please examine each of the following statement and express your opinion about who is primarily responsible for taking decisions.

	Primarily Officials	Primarily Non-offi- cials	Both	None
a. Formulation broad policies.				

	Primarily Officials	Primarily non-offi- cials	Both	None
b. Fixing priorities for programme implementation.				
c. Distribution of loans.				
d. Selection of sites for new programmes.				
e. Recruitment of village, block & district staff.				
f. Arranging staff-transfers.				
g. Evaluation of the work of the officials/staff.				
h. Awarding promotion to the staff.				
i. Dismissing staff-members.				
j. Writing confidential reports of staff-members.				
k. Any other (Specify)				

20. Considering the same issues again, who, in your opinion, should be responsible for them.

	Primarily Officials	Primarily Non-offi- cials	Both	None
a. Formulation of broad policies.				
b. Fixing priorities for programme implementation.				
c. Distribution of loan, G.R. Etc.				
d. Selection of sites for new programmes.				
e. Recruitment of village, block & district staff.				
f. Arranging staff-transfers.				
g. Evaluation of the work of the officials/staff.				
h. Awarding promotion to the staff.				
i. Dismissing staff-members.				
j. Writing confidential reports of the staff-members.				
k. Any other (Specify)				

21. Now let us take some statements about officials and non-officials, How much do you agree or disagree with each of the views.

	Agree	Partly agree	Disagree	Others
a. Officials distrust political leaders.				
b. Officials guarantee fair and just treatment for all.				
c. Officials work ignoring the advice of others and do whatever they like.				
d. Officials work in the interest of ruling groups.				
e. Officials are concerned mainly improving their own prospects.				
f. Officials are indifferent to people's difficulties.				
g. Leaders do not know how to manage public affairs.				
h. Leaders are not aware of administrative rules.				
i. Leaders are not sufficiently educated to run the Govt. well.				
j. Leaders create troubles for officials.				

Agree	Partly agree	Disagree	Others
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k. Politicians care for the
people's welfare.

l. Officials are helpful to the
people in redressing their
problems.

m. Officials do not appreciate
the difficulties of politicians.

n. Leaders work in their self
interest.

o. Politicians are concerned
mainly with furthering the
interest of their own relatives
and friends.

p. Leaders are so much involved
in the political power struggle
that they have little time to
attend to actual problems.

q. Leaders can not act in a
decisive manner because of
various conflicting pressures
on them.

Agree	Partly agree	Disagree	Others
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r. Leaders do not trust officials.

s. Leaders are generally cooperative with officials.

22. Some Indian officials say that they feel cut off or isolated from the common man, Do you agree that some isolation is generally true ?

Yes..... No.....

23. In general how would you describe the attitude of politicians in the District/Block/Village towards you ? I mean would you say that they are generally helpful or not.

Helpful..... Indifferent..... Unhelpful.....

Other (specify).....

24. Do you think that Panchayati Raj should continue, or it should be abolished, or it does not make any difference whether it is abolished or it continues ?

Continue..... Abolish..... No difference.....

Thank you very much for your cooperation.