



**Improving Public Services by  
Improving Staff Allocation**

The allocation of public services is a key governmental function. If a government lacks capacity to administer its resources well, this may lead to an inefficient distribution of goods and services and have a long-lasting impact on national development.

This study focuses on the allocation of public primary school teachers and health workers. Preliminary cross-country evidence in the education sector suggests that access to teachers, measured by the pupil/teacher ratio, differs considerably across different areas of the same country and this difference is more pronounced in low-income countries. The aim of the study is to understand the sources of this difference and measure how much countries can improve educational outcomes by improving teacher allocation. Similarly, it will look at how improvements in health worker allocation can improve health outcomes.

To understand the determinants of the distribution of teachers across schools and health workers across health facilities, this project studies the four main facets of the allocation process—planning, recruitment, deployment, and transfers—in Zambia. The objective is to highlight potential for improvement within these processes. Special emphasis is put on the role of local management. Therefore, a survey will be conducted at all District Education Offices to measure management quality and assess its effects on teacher allocation and educational outcomes.

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**Trust, Spontaneous Clusters, and  
the Growth of Urban Small- and  
Medium-Sized Enterprises**

Between May and September 2016, IPA conducted a thorough, spatially mapped census of economic activities in Lusaka. For each establishment across all industrial sectors, the "Census of Urban Entrepreneurs" included: 1) location geocode, 2) industrial classification, 3) number of employees, and 4) location description (e.g., type of site, electrification). The census covered all 48670 businesses in Lusaka operating from a fixed location. The team also administered a short

survey to all 2236 business owners (or managers) with fewer than 20 employees and in the following industries: manufacturing, mining, and construction. The survey asked about business practices and history, collaborative behavior with other businesses, owners' demographics, and trust level.

The dataset provides unique firsthand evidence on the spatial distribution of businesses in a fast-urbanizing environment and the correlation between urban density, trust, and knowledge-sharing among small and medium urban entrepreneurs. Using GIS techniques, the study team found clustering of firms as early within the city consistent with the common observation of spontaneous clusters of small manufacturing and retailing enterprises engaged in a range of activities within the same industry (for instance, the Nalungwe carpenters). Compared to people in other countries in Africa, or to Zambia as a whole, manufacturers with fewer than 20 employees in the Ghetto had lower average levels of trust.

We found a positive correlation between the density of businesses in the same sector and both trust and knowledge sharing, respectively. Furthermore, regression analysis suggested that the relationship between business density and knowledge sharing is often driven by whether the business belongs to a market, rather than density per se. There were interesting differences depending on the gender of the business owner, as women tended to display lower trust, cooperative behavior and willingness to teach their business to others.

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**Interpersonal Communication to  
Encourage Use of the Maximum Diva  
Woman's Condom**

In March 2016, Society for Family Health (SFH) launched the Maximum Diva Women's Condom, a luxury female condom. In May, SFH began an interpersonal communication (IPC) intervention in Lusaka, Chingwe, Chikanga, and Kafue districts. The IPC is targeted to urban 18- to 24-year-olds to foster peer-to-peer discussions in order to increase knowledge, acceptability, and use of co-receptives, specifically Maximum Diva. IPA monitored the fidelity of the

# Zambia Bulletin Volume 8

IPA Zambia is pleased to share its second quarter bulletin of 2017. This bulletin features updates on our research projects on improving public services by improving staff allocation; trust, spontaneous clusters, and the growth of urban small- and medium-sized enterprises; and interpersonal communication to encourage use of the Maximum Diva Woman's Condom. This bulletin also highlights IPA Zambia's presentation of preliminary results from the Girls Negotiation study in early May.

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