Ipsos Public Affairs
The Social Research and Corporate Reputation Specialists

INCEPTION REPORT

"CITIZENS PERCEPTIONS SURVEY AROUND CRITICAL PUBLIC SERVICES TO ASSESS THE EFFECTIVENESS OF SERVICE DELIVERY"

United Nations Development Programme

26 May 2017

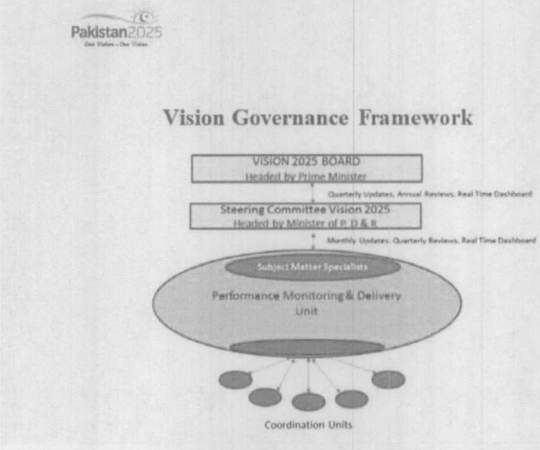
Project Background and Description

Pakistan faces immense social, economic, security and governance challenges. Many nations have faced similar challenges and successfully turned them into opportunities through governance and consistency in policy implementation. Shared visions were likely a critical factor in the process of reforming their public service delivery. For example, 1979 in China, Deng Xiao Peng envisioned that China would be a middle income country by 2049 – it will achieve this much earlier. In Malaysia in 1992, Prime Minister Dr Mahatir presented the Malaysia Vision 2020, with the goal of turning Malaysia into a developed country. In Turkey, Prime Minister Tayep Erdogan presented their Vision 2023.

Following this, Pakistan recently developed a Vision of its own. The **Ministry of Planning, Development and Reform (MoPDR)** of Pakistan has launched its **Vision 2025***, to renew its commitment to the founding vision to address the current challenges and set out realistic and ambitious targets for the future—including ensuring that Pakistan succeeds in achieving the proposed Sustainable Development Goals (SDGs) of zero poverty and hunger, universal access to health services, education, modern energy services, clean water and sanitation, and join the league of Upper Middle Income countries by 2025. The ultimate aspiration is to see Pakistan among the ten largest economies of the world by 2047 – the centennial year of Pakistan's independence.

The Vision 2025 recognizes Democratic Governance, Institutional reforms and Modernization of the public sector as one of the seven pillars of development and growth framework. To achieve this, the Prime Minister of Pakistan has directed the MoPDR to propose and implement a plan for enhancing effectiveness, efficiency, accountability and transparency of the public sector. Consequently, MoPDR, in conjunction with UNDP, is implementing a program for reform and innovation in public service delivery. MoPDR, under this program is rolling out a number of innovative initiatives. As the government aims to move to an open government platform it requires, on the one hand, enforcement of the Right to Information Act, and on the other hand a strong ICT infrastructure that can handle transfer and sharing of exorbitant amounts of data as well as strong cyber-security measures to protect data relating to National Security.

Per the Vision document, the focus of efforts will be on re-orienting and repositioning of institutions to not only reduce the high transaction cost ordinary individuals incur in interacting with such institutions and agencies, but also eliminate the trust deficit and restore their credibility, in the eyes of the people.



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According to Vision 2025, balanced scorecards will be introduced across all ministries and departments of Federal and Provincial Governments. Key Performance Indicators (KPIs) will be aligned with Vision priorities. A tracking system will be put in place to create visibility and highlight red flags. Balanced scorecards will help create a high performance mindset to drive delivery.

One proposed innovation is to measure citizens' satisfaction with public service delivery. Assessing citizens' level of satisfaction with public services is one of the critical tools for determining the outcomes and impacts of improvements in government service delivery and reform efforts.

As part of reform efforts, MoPDR and **United Nations Development Programme (UNDP)** are going to conduct a **citizen satisfaction tracking survey** which is representative of all divisions throughout the country. The survey consists of a baseline and a follow-up survey to assess citizens' satisfaction with approximately 20 public services within Pakistan.

The survey will generate quantitative evidence from ordinary citizens about how they perceive the quality of government services rendered to them. The evidence will be used to provide feedback to the relevant government department for them to learn from and make improvements. The survey aims to recognize improved and high performance divisions, as well as to identify areas where services fall short of expectations.

Key Study Objectives

1. Measure citizens' opinion about, – and levels of satisfaction with - key public services.
2. Recognize improved and high performing Divisions.
3. Identify areas and districts/divisions with poor citizen satisfaction.
4. Provide an online platform for regularly tracking service delivery performance of the government.
5. Provide regular feedback to government agencies in terms of how well they are perceived in the assessment of clients they are serving.
6. Build confidence among citizens that their concerns are heard and possibly reflected in responsive government policies.

To achieve the above mentioned objectives, Ipsos has started working with UNDP to develop a study design, field the survey, and conduct analysis and reporting, including the generation of performance measurement baselines/score cards, identifying drivers of satisfaction, framing action plans to support program improvement, and, building capacity at MoPDR to use this survey to track performance on its own in the future. Ipsos' proposed approach represents a collaborative effort between Ipsos offices in Pakistan and in the United States of America.

Ipsos will develop an appropriate sampling approach. Additionally, Ipsos will offer expertise in the areas of fielding the surveys, collecting and cleaning all data, and analyzing and interpreting results. Ipsos will use this information to drive the production of an actionable report that identifies key satisfaction indicators associated with public service categories, in order to pinpoint opportunities for service improvement within each service provider.

Ipsos in last phase of project will work to transfer key knowledge about survey and sample design, implementation, and data analysis to the relevant Pakistan's service agencies to build their capacity to conduct ongoing research in the area of citizen satisfaction. The reporting stage will conclude with a presentation of best practices and lessons learned for conducting citizen satisfaction research to the relevant government agencies, allowing all parties to contribute to and learn from the review process and the building capacity within them to continue use of this survey without UNDP involvement.

The RFQ has proposed 20 public services and we will shortlist the most important ones out of these and upon these a methodology and assumptions for the survey will be developed. The following agencies represent the general public's main public service agents of the Pakistan Government:

PUBLIC SERVICES AND REGULATIONS PROPOSED TO BE COVERED IN THE SURVEY

• Police	• CNIC issuing agency NADRA
• Health	• Passport and immigration
• Education	• Electricity
• Land related service	• Gas
• Road Networks	• Taxation
• Public buildings	• Transport
• Food Quality	• Water and sanitation
• Price control	• Youth
• Agriculture	• Corruption
• Industry	• Others

Ipsos is well-positioned to deliver this study for UNDP and MoDPR through its Ipsos Public Affairs Division and Ipsos Loyalty Division.

In delivering this study for UNDP, the Ipsos Pakistan team would work in close collaboration with the Ipsos team in the United States, who are global leaders in citizen satisfaction research. Ipsos Pakistan, staffed by local research experts, brings exceptional market knowledge and unparalleled experience designing and executing robust social research nationally within Pakistan. Mr. Abdul Sattar Babar, Project Manager/Country Director at Ipsos' Pakistan office, and Rizwan Mehmood, Project Coordinator, Head of Ipsos' Loyalty and Public Affairs Practice, will ensure that the research design responds to the priorities of MoPDR and the agencies/service providers under examination by co-ordinating all data collection on the ground in Pakistan. Dr. John Vidmar, Chair of Ipsos Public Affairs in the United States, Ipsos' leading expert in citizen satisfaction studies globally, has guided us on sample design and will further guide on the materials and analysis. Ipsos will also be supported by Meghann Jones, Vice President and head of International Research, from Ipsos in Washington DC, who will provide advice and guidance on the day-to-day delivery of robust social research data and analyses. Meghann will travel to Pakistan to assist the team in Pakistan at different stages of the project. Dr. Alan Roshwalb, an expert Statistician, from Ipsos in Washington DC, will support our sample design and advanced analytics.

This document presents agreed approach to develop and implement the citizen satisfaction surveys in Pakistan, as well as the analytical and reporting tools required by this project. Ipsos is very excited about this opportunity, and looks forward to a productive and valuable relationship with UNDP.

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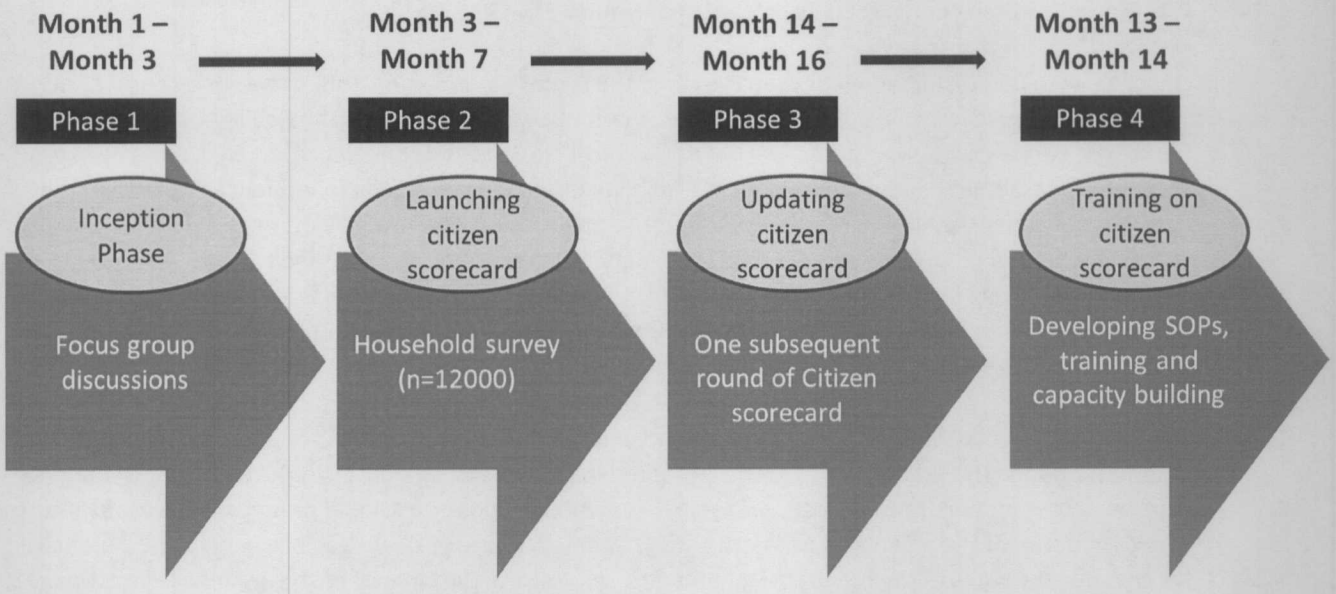
Flow Chart of Study Phases



Methodology - Phase I

Ipsos agrees that consultations with general citizens through qualitative research is critical to the success of the study. It will help the study team to gain insights into how public services are perceived and managed at the national and local level, what the key performance indicators for the various public services are, and the citizen satisfaction-specific indicators that should be included in the baseline survey and tracked over time.

Another advantage of carrying out qualitative research is that it prepares them for the study to take place, reassures them about the objectives and parameters for the study, and gets their "buy-in" to the study findings – without these factors it may not be possible to make changes to public services that will increase citizen satisfaction.

5.1- Global Experience with Report Cards

While citizen report cards are new to most governments and their agencies, these are now being used as one way to assess the performance of public agencies in the delivery of services in Canada, Denmark, Ghana, India, Sweden, Ukraine, the United Kingdom, and the United States. It is instructive to review the institutional arrangements for report cards in these countries in exploring potential options for institutionalizing the Report Card in Pakistan.

The institutional arrangements for the report cards range from independent nongovernment policy research institutions, central statistical agencies of government, government service provider agencies,

and federal coordinating agencies. Three main types (models) of institutional arrangements for the report cards are discussed briefly below and we may choose any one model out of these for our project.

5.2- Model 1. Report Card by Civil Society Organization

Under this model, the initiative for preparation of the report cards comes from a civil society organization - often a policy research and advocacy institute. A primary example of this is the Public Affairs Centre (the Centre) in Bangalore, Karnataka State, India. Aware of the anecdotal evidence on client dissatisfaction with municipal services in Bangalore and the inability of individual citizens to influence the performance of public service providers, the Centre initiated the preparation of a report card on public services "as a means to help civil society address issues of service quality and accountability, with the power of information." The report card was expected to stimulate collective action by citizens on their dissatisfaction with the services provided by public agencies. Also, it was to provide an opportunity for reform minded leaders of public agencies to design corrective actions and bring in strategic reorientation.

The initial report card surveys undertaken by the Centre were funded largely out of grants from local and external sources. The first report card was prepared in 1994 and the results presented to citizens, service providers, city administrators, print and audio-visual media, and professional groups. The response from a large majority of the stakeholders was positive, although a couple of service providers were defensive. Recognizing the value of the feedback from the first report card, the city fathers from Ahmedabad (Gujarat State), Bangalore, and Pune (Maharastra State) commissioned the Centre to undertake/repeat the report card on client satisfaction with municipal services in their cities.

Based on the successful outcomes of these efforts, the Chief Minister of Karnataka State requested the Centre to prepare a report card on essential public services in the state. The Centre undertook the Millennial Survey of Public Services in Karnataka in 2000. The survey had two significant components:

(i) Citizen feedback on the qualitative and quantitative dimensions of the selected public services, and
(ii) Independent assessment of the facilities/services by the survey personnel.

The citizen feedback generated a comprehensive picture on the various dimensions of public service delivery and some broad indicators on fundamental development rights and entitlements. The independent observations were useful for triangulating (user/client, observer/enumerator and service provider) the survey findings. Once again the results were well received by all stakeholders and follow-up actions to improve service delivery are under way with support from the highest levels of government in Karnataka.

The strength of this model is that it is independent of the government/public service providers and interest groups. The organization undertaking the preparation of the report cards is a non-profit and professionally competent organization, which is well recognized both within the country and outside. Its credibility with government and the public is high. The report card findings are taken seriously by all parties, although some public service providers may not act on them. As a result of his remarkable work, the Government of India has asked the Centre to conduct a millennial report card on public services for the entire country.

The limitations of this model relate to the difficulties in replicating the unique situation. Not many civil society organizations are likely to have the technical capacity and willingness to undertake/sustain such an exercise. In the absence of a well-respected champion behind the report card, the government service providers and coordinating agencies may resist the findings and/or undermine them. As the exercise relies on external funding, its long-term sustainability (i.e., repetition of the report card surveys) is uncertain.

5.3 Model 2. Report Card by Government Service Provider Agency

This model is characterized by a government service provider agency initiating the preparation of the report card, with the actual survey and draft report preparation often contracted out to a commercial organization. The draft report is vetted by the agency, finalized and disseminated to the public. The focus of the report card may be confined to a single program (service) or a facet relevant to a program administered by the agency.

Examples of countries using this model include Canada and the United Kingdom (UK). Thus, the Social Research Branch of the Department of Social Security, UK, has been involved in the preparation and dissemination of report cards on different programs administered by the department for more than a decade. In Canada, federal government departments and some provincial government departments have been active in facilitating the preparation and dissemination of report cards on the services they provide. The results of the report card surveys are disseminated to the public and often fed back into the public expenditure allocation processes in the form of either voluntary or mandated reporting requirements to legislatures.

A major strength of this model is the ownership of the exercise by the public agency. Preparation of the report card by a private firm brings some degree of independence to the exercise. The preliminary results are available to the agency and its views and feedback would have been included in the final report. The same factors may become weaknesses in the model when viewed from a different perspective. As the report card preparation is sponsored, and its implementation overseen, by the service provider, the public at large, government coordinating agencies and legislators may question the independence and objectivity of the findings. In addition, the information collected is usually tailored to meet the requirements of the public agency, and is not packaged for the consumption of, and advocacy by, average citizen groups.

5.4 Model 3 Report Card by Government Oversight (Coordinating) Agency

Typical arrangements under this model involve a government coordinating agency engaging an independent civil society organization to undertake the design and preparation of the report card in consultation with (but independent of) the public service provider agencies. The experience in the United States of America is instructive in this context. The Government Performance and Results Act of 1993 requires the executive branch of the federal government to report to Congress (legislative branch) on the performance of various government agencies and the results achieved. To comply with the provisions of the Act, the President of the United States issued an order setting customer service standards and directed that the standard of quality for government services equal that of business. Since then, all federal government agencies have been preparing annual performance plans. The General Accounting Office (GAO), a Congressional watchdog agency of the government, has been reviewing the plans, suggesting improvements and presenting its findings on progress in preparation of the plans to Congress during the

latter's review of federal agency budget submissions. However, an independent monitoring of the results (e.g., improvements in service delivery) on implementation of the plans was missing.

To fill this gap, the General Services Administration (GSA), a government coordination agency, was instructed to devise a mechanism for assessing performance of the federal agencies. The American Customer Satisfaction Index (ACSI) developed jointly by the University of Michigan Business School, American Society for Quality (a professional society), and Arthur Andersen Company (a private consulting firm), was selected by an interagency board as the tool to use for assessing the performance of the federal agencies. Under the sponsorship of the President's Management Council, the GSA engaged the consortium to undertake the 1999 Customer Satisfaction Survey of Federal Agencies in the United States. The survey covered 30 customer segments (identified in consultation with the agencies) of 29 federal agencies, which included most of the high impact agencies that dealt with 90% of the federal government's customers. The results of the survey were presented to Congress. Thus, a link between agency performance, as measured by a report card based on client satisfaction, and the budget allocations to the agencies has been established.

Among the three models discussed above, this third model seems the most comprehensive both in terms of product and process. A mandate, and resources, for undertaking the report card was established through legislation. An independent and credible team of institutions was recruited to prepare the report card. A well-established methodology was used to assess the performance. The consultation process with public service providers is appropriate, but not dominant. Last, but most importantly, the report card findings (results) were fed back not only to the service providing agencies and the public but also into the budget allocation process of the Congress.

Ipsos would work in close consultation with the concerned departments and the designated personnel of both UNDP and MoPDR, to agree on the most apt model, preliminary concept and the framework, in the peculiar socio-political circumstances and available resources in Pakistan.

Research Design-Qualitative

Areas of Investigation
To explore the prevailing perceptions in terms of:

- **Spontaneous reaction** associated with the service providers
- Exploring **thoughts & Images** associated with each service provider
- The **satisfaction areas** associated with the service providers
- The **dissatisfaction areas** associated with the service providers
- Identify factors that makes them **high performing** parameters
- Identify factors that makes them **low performing** parameters

- Rate the **most important areas** related to each service provider
- Rate the **least important areas** related to each service provider
- The **areas of improvement** attached with each service provider

Research Instrument

In qualitative research, focus groups are semi structured discussions. The discussion is geared with an open ended questions' set referred as discussion guide. The discussion guide covers all the core objectives of the study. The research instrument will be duly approved by the client, before its field execution.

Recruitment

The snow balling methodology is used in qualitative research. The recruitment of the participants is done via a screening questionnaire. A team of qualified recruiters will be assigned for the selection of valid and willing participants to join the focus group discussions.

Moderation

The focus group discussions will be moderated by qualified researchers, trained and experienced in qualitative research. The moderator is responsible for covering and probing all the relevant areas of the discussion guide.

Analysis

The focus group discussions are digitally recorded and the audios are transcribed for the analysis. Trained content analysts listen to the recordings and transcribe the interviews. Later the report writer analyzes the data for the purpose of report writing.

Expected Outcome

The qualitative module will be providing a detailed battery of statements covering all the above mentioned area of explorations. The battery of statement covering all the areas that will be then validated in the quantitative phase. Hence the qualitative phase will give in-depth understanding of the prevailing perceptions & key performance indicators that shall be validated in the quantitative module.

5.7- Focus Group Coverage Plan

Group	Date	Day	Location
Group 1	16-Feb-16	Thursday	Jora
Group 2	17-Feb-16	Friday	Lahore
Group 3	20-Feb-16	Monday	Karachi
Group 4	21-Feb-16	Tuesday	Ibrahim Hydri
Group 5	22-Feb-16	Wednesday	Islamabad
Group 6	22-Feb-16	Wednesday	Quetta
Group 7	23-Feb-16	Thursday	Peshawar
Group 8	23-Feb-16	Thursday	Faqir Kalay
Group 9	23-Feb-16	Thursday	Pishin

Workshop in phase I

The 3-4 hour workshop will be designed in a manner to share the findings of the 9 FDGs with key stakeholders selected from the UNDP and MoPDR. The objective of the workshop will be to evolve a consensus on a questionnaire about the service delivery status of different public departments to be put to a sample of 12,000 respondents drawn from all 4 provinces of Pakistan, in the phase 2. A detailed report of the proceedings will be prepared with a final output of a comprehensive document including the scope of the services to be covered during upcoming survey, an agreed formula for constructing the service delivery index and a questionnaire based on this.

Rescheduling of FGDs as dissemination rather than consultation events

It has been decided that FGDs will be conducted in the inception phase to develop relevant vocabulary and valid battery of variables/statements to describe real life actual experiences as well as lay man articulation of prevailing perceptions of masses about various public services. These inputs shall be primarily utilised in the development of questionnaire for subsequent quantitative survey. Ordinary citizens will participate in the groups and their identity shall be kept discrete. The outline of questions and list of participants will be shared with and approved by UNDP / MoPDR prior to rollout.

Ipsos agrees that other key stakeholders such as civil servants, academia, civil society, corporate sector and the media through qualitative research, shall be engaged in the dissemination process about the survey framework, when they shall be invited to the kick-off workshop to be held in Islamabad.

Methodology - Phase II

Development of the Survey Instrument

Using the data collected in Phase 1 of the study regarding the citizen satisfaction, Ipsos will develop a survey instrument to ensure that the data collected is relevant to the agencies' KPIs and that meets UNDP/MoPDR's analytical objectives and will facilitate the development of a score card/index at the reporting stage.

To ensure that the most important service providers are covered, all performance parameters, emerging from phase I exercise, for these important shortlisted public services will be covered in one quantitative survey questionnaire. This is because as this is a perceptual study, to assess satisfaction levels of specific performance indicators of variety of service providers with which everyone interacts with at some point and time and also has same target population/respondents.

We expect the interview length duration to be no longer 35-40 minutes for each respondent. This ensures the quality of responses as surveys longer than this create respondent fatigue possibly causing the quality of responses to suffer.

The questionnaire will have an introductory section containing information such age, gender, education level etc., to be followed by main section and demographic related section.

The questionnaire will initially be developed in English and agreed with UNDP in English. Once the questionnaire has been approved by UNDP, the Ipsos team will translate the questionnaire into Urdu for

administration.

Translation of Research Material

Ipsos uses a parallel translation process, with the parallel translations conducted independently and compared, to evaluate the effectiveness of the translation. This process is used as an alternative to back-translation (where a survey instrument is translated from English into the local language, and then the local language is translated back into English), because it offers better diagnostics on translation problems – discrepancies between the two versions are easily compared and issues about word choice resolved, whereas with a back-translation, the discrepancies deal with the English original and translation, and are often related to choices made during the translation into English, rather than to a fault with the local language translation. All translations will be provided in Microsoft Word format to UNDP for review and approval.

Field Methodology

Interviews will be conducted with citizens face-to-face at their place of residence. The mode of data collection will be through Computer Assisted Personal Interviews (**CAPI**) using Tablets with GPS tagging installed with specially designed application encompassing the whole questionnaire.

Universe and Sample Target Respondent Profile

The universe of this survey consists of all adults 18+ in cities and villages found in the urban and rural areas of all four provinces as determined from the scope of the survey. We have assumed that the targets for the sample will be the general public as per the below criteria:

- Nationality: Pakistani
- Gender: Male (50%); Females (50%)
- Age: 18+
- Profile: All Socio-Economic Classes (SECs)
- Must have personally used at least 1 out of listed 20 public services in last 6 months

Sampling Approach in Phase II

Sample Design

As per agreement, with UNDP and Planning Commission, survey results are required to be analysed at Division level. The sample design is based on the Pakistan's 1998 Census data, hence, it is representative of the actual population at rural and urban level in each division. Ipsos has ensured that the margin of error (MoE) for any division results, shall not exceed 8%. It has also been decided that reporting at national and provincial levels will not be the main focus of the initiative.

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Sample Size					Number of Cities & Villages			
ICT					ICT			
	URBAN	RURAL	TOTAL	Error Margin		URBAN	RURAL	TOTAL
Islamabad Capital Territory	150	48	198	7.0%	Islamabad Capital Territory	1	4.0	5
KPK					KPK			
	URBAN	RURAL	TOTAL	Error Margin		URBAN	RURAL	TOTAL
Peshawar Division	300	132	432	4.7%	Peshawar Division	2	11.0	13
Malakand Division	130	204	334	5.4%	Malakand Division	2	17.0	19
Hazara Division	130	144	274	5.9%	Hazara Division	2	12.0	14
Mardan Division	130	120	250	6.2%	Mardan Division	2	10.0	12
Bannu Division	70	108	178	7.3%	Bannu Division	1	9.0	10
Kohat Division	100	96	196	7.0%	Kohat Division	2	8.0	10
Dera Ismail Khan Division	70	96	166	7.6%	Dera Ismail Khan Division	1	8.0	9
Grand Total	**930**	**900**	**1830**	2.3%	**Grand Total**	**12**	**75**	**87**
PUNJAB					PUNJAB			
	URBAN	RURAL	TOTAL	Error Margin		URBAN	RURAL	TOTAL
Bahawalpur Division	280	324	604	4.0%	Bahawalpur Division	5	27.0	32
Dera Ghazi Khan Division	50	312	362	5.2%	Dera Ghazi Khan Division	1	26.0	27
Faisalabad Division	440	336	776	3.5%	Faisalabad Division	4	28.0	32
Gujranwala Division	480	336	816	3.4%	Gujranwala Division	5	28.0	33
Lahore Division	650	192	842	3.4%	Lahore Division	3	16.0	19
Multan Division	530	324	854	3.4%	Multan Division	5	27.0	32
Rawalpindi Division	360	252	612	4.0%	Rawalpindi Division	3	21.0	24
Sahiwal Division	200	240	440	4.7%	Sahiwal Division	4	20.0	24
Sargodha Division	220	240	460	4.6%	Sargodha Division	4	20.0	24
Grand Total	**3210**	**2556**	**5766**	1.3%	**Grand Total**	**34**	**213**	**247**
SINDH					SINDH			
	URBAN	RURAL	TOTAL	Error Margin		URBAN	RURAL	TOTAL
Banbhore Division	100	120	220	6.6%	Banbhore Division	2	10.0	12
Hyderabad Division	250	156	406	4.9%	Hyderabad Division	2	13.0	15
Karachi Division	1000	48	1048	3.0%	Karachi Division	1	4.0	5
Larkana Division	260	180	440	4.7%	Larkana Division	4	15.0	19
Mirpur Khas Division	220	180	400	4.9%	Mirpur Khas Division	4	15.0	19
Shaheed Benazir Abad Division	180	108	288	5.8%	Shaheed Benazir Abad Division	3	9.0	12
Sukkur Division	180	132	312	5.5%	Sukkur Division	3	11.0	14
Grand Total	**2190**	**924**	**3114**	1.8%	**Grand Total**	**19**	**77**	**96**

BALUCHISTAN					BALUCHISTAN			
	URBAN	RURAL	TOTAL	Error Margin		URBAN	RURAL	TOTAL
Kalat Division	100	84	184	7.2%	Kalat Division	2	7.0	9
Makran Division	100	72	172	7.5%	Makran Division	2	6.0	8
Nasirabad Division	100	72	172	7.5%	Nasirabad Division	2	6.0	8
Quetta Division	180	72	252	6.2%	Quetta Division	2	6.0	8
Sibi Division	60	96	156	7.8%	Sibi Division	1	4.0	5
Zhob Division	90	72	162	7.7%	Zhob Division	1	6.0	7
Grand Total	**630**	**468**	**1098**	**3.0%**	**Grand Total**	**10**	**35**	**45**
GRAND TOTAL	**7110**	**4896**	**12006**	**0.9%**	**GRAND TOTAL**	**76**	**404**	**480**

- **Use of inter-rater reliability for pre-testing (Guttman split-half reliability coefficient)**

  In the pretesting of the survey instrument, Ipsos will conduct a Guttman split-half reliability analysis. Reliability is usually defined as the internal consistency of items or an instrument. This refers to the degree of correlation of an item or instrument with a hypothetical item or instrument that truly measures the items of interest. The true item or instrument does not exist, so reliability is measured using a Guttman split-half reliability analysis.

  Ipsos will investigate the internal consistency using split-half reliability analysis and the Guttman split-half reliability coefficient. The Guttman split-half reliability coefficient is an adaptation of the Spearman-Brown split half coefficient. Ipsos's investigation will use SPSS to calculate the Guttman split-half coefficient and investigate the internal structure of the instrument. This will include examining the internal structure of the items along with their reliability. Deliverables will consist of a technical memo describing the above process undertaken and the results.

STAGES OF SELECTION OF PSUs

First Stage Selection of PSUs

A multi-stage Stratified Random Sampling scheme is adopted for this survey. Cities / Towns in urban areas and villages in rural areas will be selected at first stage. Cities in the urban domain and mouzas/deh/villages in rural domain will serve as primary sampling units (PSUs). Sampled PSUs from each stratum/sub-stratum are selected using a probability proportional to size (PPS) method of sampling.

Second Stage Selection of SSUs:

In the urban domain, the Secondary Sampling Unit (SSU) will be a charge/circle. A charge/circle consists of 3-4 continuous blocks where each block consists of between 200 and 250 households. A Probability Proportional to Size (PPS) method will be used for the selection of charges/circle. Within each SSU, important landmarks such as shops, schools, parks and mosques will be identified and one will be considered as the central landmark.

In the Rural domain, a village is the smallest unit of rural structure. A central landmark such as a well-known shop, mosque, electric pole etc. will be identified within each village, and the village will be divided into 4 quadrants based on the central landmark. The quadrants will serve as the SSUs in each village.

Third Stage Selection of Households

In both Urban and Rural domains, the third stage of selection is the household. A household consists of a single person living alone or a group of person who normally live and eat together. Eating together implies common cooking arrangements. Households are selected in each SSU using a random route method. Interviewers will be given instructions on how to construct a random progressing from the central landmark through the SSU. This involves direction of movement from the central landmark, moving through blocks or streets. Each interviewer will be given a random start (the number of households to count before beginning the interviewing), and a skip interval to use between one selected household and the next -- five (5) households in the Urban domain and three (3) households in the Rural domain. This defines a systematic random selection of households within each selected SSU. In the Urban domains, 10 households will be selected from each circle and a maximum of one respondent will be selected from multi story building. In the rural domain, 12 households will be selected from the selected SSU.

Respondent Selection

The random selection of the respondent will be conducted via random sampling using KISH grid. The gender of the respondent will be determined via right for males and left for females respectively. Sometimes at the first contact it is likely that the randomly selected respondent will not be available at home. In those cases three call backs would be made to find the required respondent. If it becomes impossible to contact the randomly selected respondents in all three attempts, substitution would be made. While substituting the respondent, his/her age would be kept in mind and the replaced respondent would have to be in the age bracket of +2 years of the randomly selected respondent matching the other features of the profile as much as possible.

Reporting Methodology

Analysis and Reporting at Ipsos

Data quality and robust analytics are crucial to research findings that provide a trustworthy source for evidence-based programming. However, high quality data and robust analytics are not enough. It is essential that the analysis conducted is presented in an understandable way for the target audience(s) and in a way that will facilitate enacting the findings. Ipsos writes thousands of these reports every year. The team proposed for this project has experience writing reports similar reports, as well as large international customer satisfaction reports and performance assessment projects for government clients around the globe.

Our reports begin with a central focus: what problem is our client trying to address. Specifically, in the customer satisfaction and loyalty field, our reports focus on topics such as the relationships between key performance metrics, the drivers of key performance metrics, the importance attributed to key performance metrics by respondents.

This analysis will include identifying key drivers of satisfaction, opportunities for improvement in Pakistan public service delivery, and agency-specific recommendations and lessons learned.

Score Card/Index Design Options

A report card represents an assessment of the public services of the country from the perspective of its citizens. The latter are the users of these services and can provide authentic feedback on the quality, efficiency and adequacy of the services and the problems they face in their interactions with the service providers. They may not be able to comment on the technical features and standards of the services or to evaluate the overall performance of a provider. But they are eminently qualified to say whether the service meets their needs, and whether the agency is responsive, corrupt, reliable, etc. When customers rate an agency on different dimensions of the service, it provides a basis for judging its performance as a service provider. Since citizens are customers of several different services, it is possible to compare ratings of this kind across services. The resultant pattern of ratings (based on public satisfaction) is then converted into a "report card" on the public services. A report card permits the ranking of public agencies both in terms of the overall public satisfaction with services and of their specific dimensions such as quality, corruption, etc.

The concept of the report card and client surveys are quite familiar in private firms, corporate entities operating in a competitive environment who make rich use of this approach in many countries. It is in light of the information gathered through such surveys and analysis that they redesign their products and services and improve staff training and delivery modes. The private sector seeks customer feedback because it provides information and insights that rates of return and other financial measures cannot offer. A monopolist may survive and even earn a high rate of return despite unsatisfactory services because customers have no choice.

Ipsos would discuss the options with UNDP and MoPDR to agree on the framework suited best to Pakistan.

Weighting Data for Analysis

Dr. Alan Roshwalb will serve as a consulting statistician to help direct multivariate analyses and sophisticated weighting schemes, if needed. . The sample design calls for a proportionate sampling, a stratified multistage cluster design, and very often, there are differential rates of response for segments of the population. Each of these affects the probabilities of selection and the distribution of the sample across the population. As a result, the sample distribution may not reflect the actual distribution of the population. Statistical weights are used to account disproportionalities due to the sample design and differing propensities of portions of the population to response. Our statisticians will provide a statistical weighting plan and construct statistical weights to ensure efficient and unbiased estimates.

Adjustment due to the sample design is evident if we sample more from one city or region than another, but less obvious is the need for statistical weights to adjust for potential response biases. A response bias is often found in public sector studies dealing with evaluation of services. For example, in evaluating transit systems, we find that people who use public transportation more are also more likely to respond to surveys. This leads to a bias that has to be taken into account to ensure that the overall results properly represent all parts of the population. Adjustments made because of response bias require a sophisticated

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understanding of what drives cooperation in surveys: people who use a service more, who are more dependent on that service, and for whom that service has more personal meaning, are more likely to respond to customer satisfaction surveys on that particular service. In most of these cases, it is necessary to ask the respondent a few basic questions that are then used to adjust the data and account for response bias. This information is combined with general trends present throughout the data to develop an analysis of the degree of response bias present and the proper weighting scheme to mitigate this.

Report Development and Presentation

Our reporting is audience-specific. We design reports that make sense for clients and those that will use the results. Our primary goal is to find the story that the data is telling us, and to develop a strong narrative for our report that will engage the audience. This "storytelling" approach makes outputs appealing to the audience, and it facilitates the development of solutions, as it enables the audience to engage more deeply with the analysis. Equally important is the use of visual aids for presenting data and ideas in reporting, particularly through the use of "infographics".

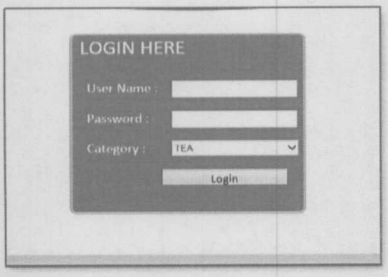
Typically our report-writing process begins with a brainstorming session amongst the team to come up with the story or narrative for the analysis. We welcome the involvement of stakeholders in this process, as this helps to ensure that the report speaks directly to the informational needs of the target audience. Following this, the Ipsos team will produce an initial draft of the report, drawing on best practices from prior citizen satisfaction work both in PAKISTAN and the wider Middle East, which will then be reviewed by the client before a final draft of the report is developed. For this project, Ipsos anticipates discussing results with stakeholders highlighting key themes, areas for improvement, and lessons learned. These deliverables will be produced in PowerPoint or Word form.

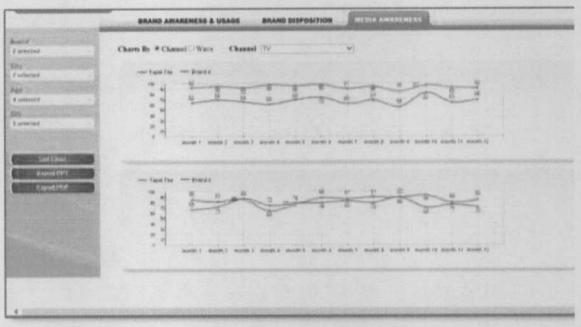
Communication and Dissemination of Results

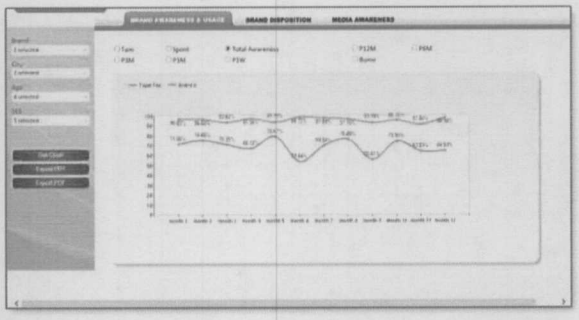
While the data will be formally present the baseline survey results in the Launch Event and update the data in 3 subsequent waves, Ipsos also has a plan for disseminating the results on social media. Ipsos will develop publishable quality report and 'Executive Dynamic Dashboards' of indices available on digital web-based interface. The dashboard will have cross-tabbing facility to cut and dice the data by province or by gender i.e. male/female or urban/rural.

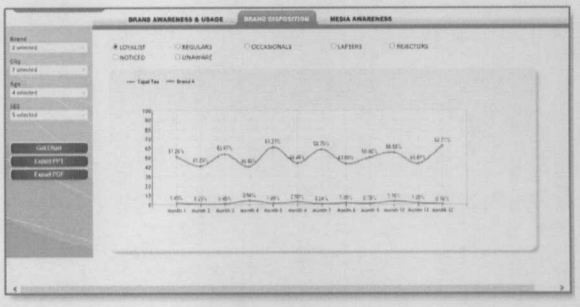
Salient features of above mentioned dashboard are listed below;

- 24 x 7 access
- Unlimited users
- Secured and safe (password protected)
- Customized as per your needs and requirements
- Parameters of your choice can be reported
- Friendly user interface – easy to use interface with drop-down menus, filters, buttons and tabs
- No software installations required – can be viewed in any normal Internet browser
- Option to Export the selected data/ chart to PowerPoint and Excel









An Android and IOS App linked with web-based interface will also be developed to disseminate the results. A professional digital media communication firm will be hired to facilitate the social media dissemination.

Mobile Devices Application (APP) Development

A user friendly app will be developed for the smartphones on Android and iOS platforms. It will serve as a handy interface to access the official portal of the project with tailored options to sift through the collated data on the service delivery index without any hassle. This app will be updated with the follow-up survey.

Launch Event in phase II

The 2-3 hour launch event will be attended by the UNDP, MoPDR, Ministry of Information PM Secretariat. A senior government functionary (e.g. a minister) will be the chief guest to take the ownership of the project. Meghan, Ipsos Consultant will present the finding to the audience.

Methodology-Phase III

During the baseline survey, the interviewers would collect the telephone numbers of the respondents as well as **thrice as many** more individuals living in the **SAME** neighbourhoods so that they can follow up with them in Phase III. For the follow-up waves, the questionnaire length will be much shorter (max. 15-20 minutes) as is necessary for telephone interviews.

Recommendations Related to Survey in Phase II and III

Stemming out of universally acknowledged phenomenon that masses' perceptions about public institutions and their opinion towards quality of services delivered by such institutions, generally do not change very quickly; Ipsos had proposed to replace the quarterly trackers as follow up of baseline survey, with one end line survey to gauge the change. After the baseline survey, a follow-up survey will be conducted with the same sample & methodology as the baseline by using CATI (Computer assisted telephonic interviews). UNDP and Planning Commission have kindly extended their endorsement on this fundamental change in the research design in comparison to original RFP brief.

Sample Selection Protocol

In Phase III, the respondents will be randomly selected from the list of phone numbers captured during the baseline.

Methodology-Phase-IV Institutionalization of Citizen Score Card/Service Delivery Index

Ipsos will develop detailed Standard Operating Procedure (SOP) documents/manuals with the aim of transferring knowledge and building capacity of teams at MoPDR. The detailed documents/TOR will be a guiding tool for MoPDR to manage independently such rounds in future. The detailed TOR will cover all major research phases needed to conduct such research study in future.

Ipsos will also set-up 3-4 full-day training sessions/workshops at MoPDR for relevant people, nominated by MoPDR/UNDP, with the goal of building reasonable capacity to manage the future rounds in future. Several SOP documents will be developed on each major study phase covering topics such as sample design, field preparation requirements and data analysis etc. The documents will be designed for people with non-research background who could understand easily and digests the information.

Some of the topics covered for the detailed training will be:

-**Project design:** Rationale for Qualitative and Quantitative phase and its utility for this project, etc
-**Questionnaire design**- Flow of the questionnaire, purpose, scales used, etc.
-**Fieldwork process**- Administration of field, selection of respondents, screening details, Field quality assurance standards etc.
-**Sample design**: Sample strategy includes all details on sample selection method at the national down to

respondent selection.

-Data Processing protocols: Details on data processing, data entry software, and logical checks and quality Assurance etc.

-Reporting and Analysis: Details on how to read study specific data tables and how the data is converted into charts and score cards and its interpretation etc.

Technical Quality Assurance Review and Mechanism:

Fieldwork Approach and Quality Assurance Measures

Ipsos adheres to the highest possible standards for market research set by ESOMAR and has been awarded numerous certifications for quality in market research, ensuring data security, confidentiality, and participant safety, including the ISO 20252. Our team members are active members of ESOMAR, The World Association for Public Opinion Research (WAPOR), and numerous other professional organizations. Our project work plans include a "risk register", overseen by a senior Corporate Monitor, that incorporates professional and research quality standards, ensuring that these principles are monitored during each phase of a study, and where appropriate built into the design of the study itself. The risk register for this project is included in this document.

Pre-Field Quality Assurance

Pre-Testing of Survey Instrument

- To check the appropriateness of methodology, flow and language of questions, range/nature of responses, skipping instructions, incidence rate of qualified respondents against various criteria, pre-testing is done for survey instruments. It helps to finalize the optimum methodology and questionnaire for final briefing sessions.

Selection of interviewers

- Interviewers are selected as per the survey nature/ requirement. Normally Intermediate level interviewers are selected for household studies however graduate and post graduate interviewers also participate in HH, commercial route and Executive surveys.

Training of interviewers

- Before the this training, a conference call is held by the Project In-charge involving all the concerned Field Executives to describe the Survey Objectives, Methodology, Questionnaire and other prerequisites required and to make them understand about the entire survey and timelines. Normally a half to one day training session one day training session is conducted for every survey. The Project In-charge and Field Executives at their respective base stations conduct the trainings. If required, more than one day training sessions are also held.

Mock Sessions

- Once the Questionnaire orientation training is done, Mock Sessions are conducted by applying Robin Round or Paired Mock Techniques. In Robin Round, executive/ supervisor plays

Respondent's Role and all interviewers ask questions one by one and note the responses. In Paired Mock, interviewers conduct interviews with each other. At the end, general feedback is taken from Mock Sessions and corrective feedback is given to all interviewers. In case that feedback warrants any modifications in the questionnaire and/or methodology, client servicing colleagues are notified to make the final call on this account.

During and After Field Quality Controls

Field Accompaniments

- 10% Accompaniments are done by Project in-charges/ executive/ supervisors with each enumerator in the beginning of the survey to give him/her corrective feedback. Once the supervisor/ Executive feels that his/her enumerator is perfect with methodology and handling queries from respondents and questionnaire reading, the supervisor gives more sample to interviewers and then starts Back Checking. In product testing the same percentage of accompaniment is repeated at each recall wave

Back Checking

- Back Checking is being done through Telephone and going personally in the field to revisit the respondent. Around 20% back checking is done in all surveys to assure the quality of interviews. While 5% is back checked by senior team. All screening questions are asked from respondents to check the eligibility criterion, time of interview, enumerator's presentation and reading of questions is also being confirmed from respondents. All such interviews are discarded if the interview was found not to be conducted as per methodology or the respondent was not properly screened out. In product testing the same percentage of back checking is repeated at each recall wave.

Client Participation

Training Session

- Ipsos Pakistan offers clients to participate in training sessions of interviewers to gain confidence about the quality and experience of interviewers.

Field Accompaniment

- Ipsos Pakistan offers clients to accompany our interviewers during field work as silent observers to gain confidence about interviewing quality and get a better understanding by observing the consumers/respondents.

Data Processing Quality Control Tools

Data Entry DE Software Built –In Controls:

- All the Questionnaire logic is built into the DE software that includes Questionnaire checks and logical checks

Daily Log of Issues for Communication with Field & CSS:

- A very strict supervisory standard is maintained to catch any kind of Field or Logical issues early on and to address them, after consultation with Field and CSS.

Review of DP Internal and External Deliverables:

- For each Project the Data Entry Program, Coding Lists , Interim Data & Tabulations are reviewed on a regular basis to ensure the accuracy & speed of work

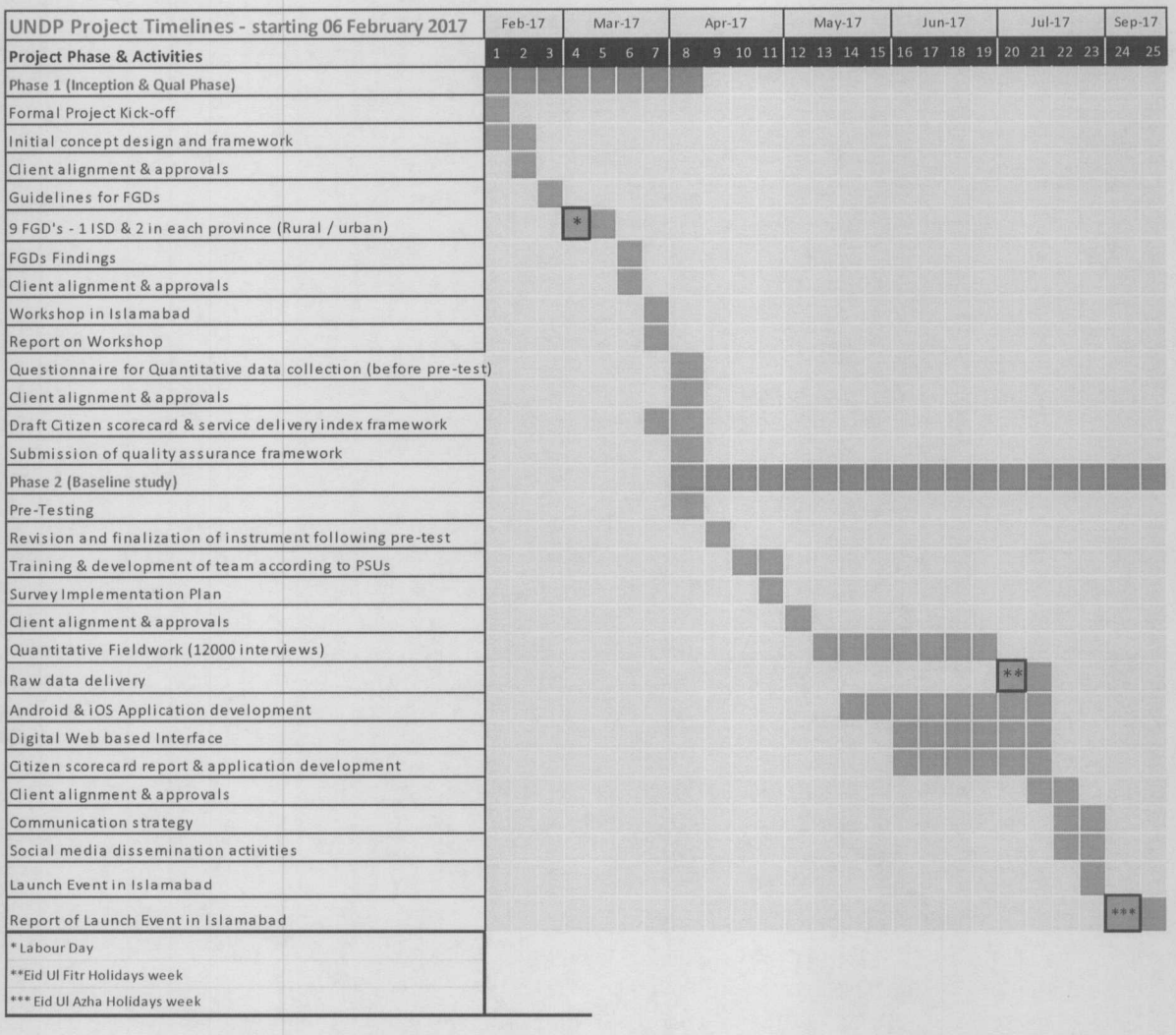
10% QA Back Checking:

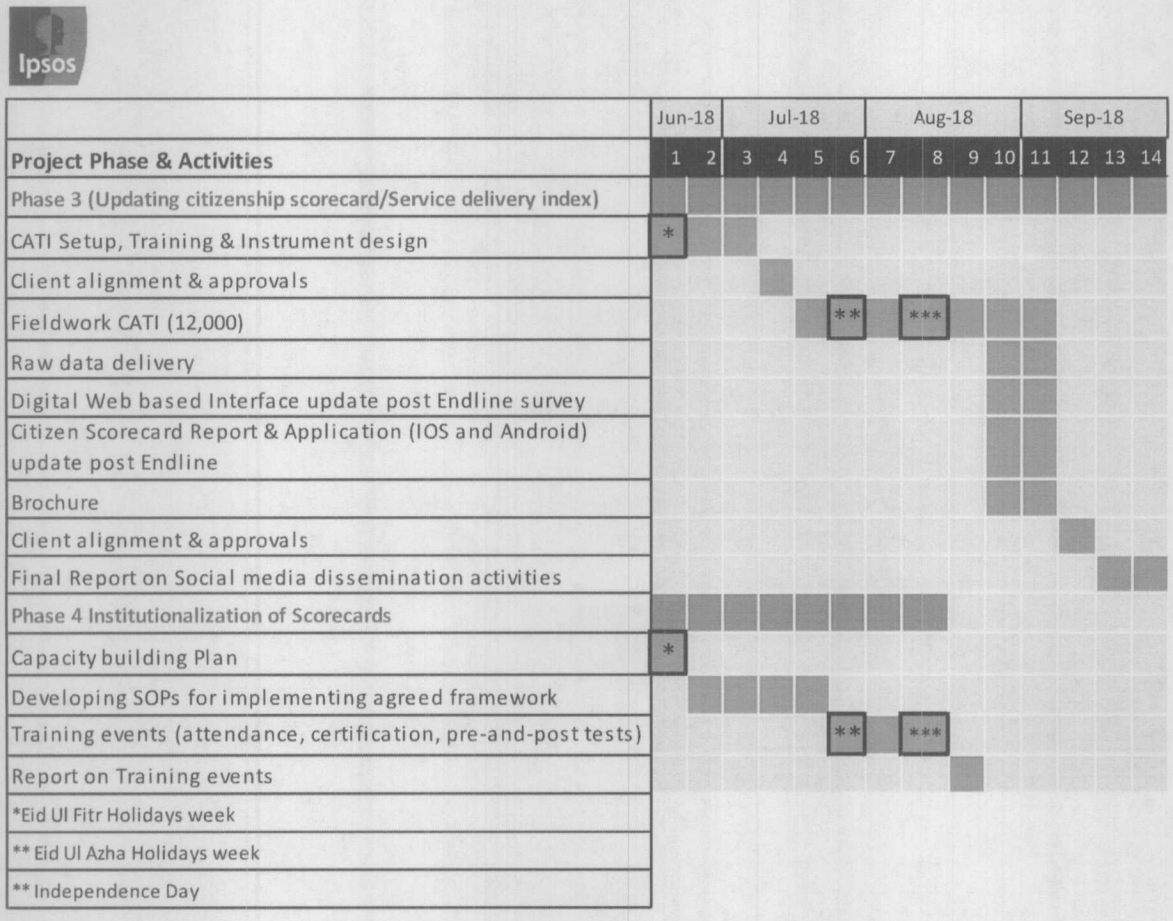
- 10 % work of each Coder and KPO is checked to keep a check on accuracy

Data Cleaning:

- For every project, a customized Validation Program is built to scrutinize and clean the data further.
- The same Questionnaire logic is also built into the tabulation code to double check and ensure the integrity of data

10- Implementation Timelines





12- Risks/Mitigation Measures

Research Challenges and Risk Mitigation

With any project there is a certain level of risk. The key to successful project management lies in how those risks are managed. Risk management is a key part of regular project management discussions among our team. Ipsos has a formal risk management process, which assesses any risks involved, and ensures that contingencies and appropriate resources are in place to ensure delivery on time to the required standard. We believe it is important to acknowledge risks to the project and mitigate them to the best of our ability. However, given the complexity of the project, some project risks will remain, even with extensive risk management.

Project risks are considered at two distinct levels:

- The likelihood of different "risk events" occurring; and
- The impact of a "risk event" if it does occur.

Consequently, all risk management activity and discussions focus on these two levels:

- Managing the risks themselves: managing the project so that any "risk events" are kept to a minimum, so that they have as little chance as possible to affect the outcomes of the project;
- Managing the impacts of the risks: if a "risk event" did take place during the project, ensuring

that its consequences were kept to a minimum.

This approach to risk management has informed our analysis of the critical risks to the current study. The table lists potential risks, their level of likelihood and impact, and the measures we will take to mitigate their impact:

Risk Register			
Risk description	**Likelihood**	**Impact**	**Countermeasure**
Project management			
Changes in project staff (e.g., through ill-health)	Low	Medium	All team members will have close involvement and share knowledge via meetings/shared files. The project plan includes sufficiently high ranked corporate officers to ensure that the project receives the attention it warrants. All key personnel have signed letters indicating their availability throughout the course of the study. Ipsos has the resources to ensure that additional staff with relevant expertise identified who could step in if required.
Difficulty coordinating the work of the different teams	Low	Medium	Daily communication within Ipsos' team in Pakistan will ensure information sharing and smooth execution of project activities. The proposed Project Manager has extensive experience in project management for international policy studies, and will coordinate communications Ipsos Public Affairs teams in DC and Pakistan. By working with other Ipsos offices, we also draw upon structures of accountability that allow issues to be resolved quickly and to the advantage of all parties.
Research delivery			
Refusal of respondents to take part / high non-response rate	Low	High	All interviewers will be fully briefed on how to deal with refusal. They will be trained to reassure the respondent that all information provided is confidential, as well as to emphasize the short length of the survey and the importance of the topics it covers. The interviewer training will stress the importance of confidentiality, safety and ethical aspects of the survey. Reasons for refusal will be recorded so any potential issues can be flagged up early and resolved.

Risk Register			
Risk description	**Likelihood**	**Impact**	**Countermeasure**
Data are lost or deemed unusable	Low	High	While rare, data can be lost, destroyed, or deemed unusable. Ipsos will reduce this chance by adopting diligent system that backs up work in an ongoing way. Strong training and quality control will assure overall quality of the data. Using known and trusted data collection team will greatly reduce the risk of fraud and data falsification. If an occurrence of data loss is detected, Ipsos will contact UNDP as soon as the full scope is understood. Ipsos will work with them to develop a plan to re-collect the data if necessary.
Procedures, protocols, and guides are not properly followed	Low	High	Standard procedures, and research protocols offer no benefit if they are not followed. To ensure that this pitfall is avoided, Ipsos conducts thorough general training of its research staff. In this instance, the Ipsos Pakistan project director will provide a thorough training to all in-country interviewers and researchers, who will then train additional staff in administering the study as needed. We also employ monitoring procedures (when these can be unobtrusive – a difficulty for this project) and validation of interviews/sessions to verify results.
Analysis and Reporting			
Ensuring research materials are correctly translated	Low	High	We are confident that we will be able to translate the questionnaires into local languages, and thoroughly check them, within the suggested timescale. We have a team of in-house translators and a network of researchers who will be able to translate and quality check the questionnaires quickly and efficiently. We understand the importance of conveying the sensitivities and nuances of language and concepts in the translated questionnaires. Hence, we have a rigorous system of translation and quality checking in place.
Results are presented in such a way so that stakeholders are not able to use data for their intended strategic purposes	Low	High	Ipsos is highly cognizant of the importance of understanding how results are going to be used and the different audiences that will consume the final product of the research. Ipsos will discuss the analyses in detail with stakeholders to explain how they will achieve the research goals. Ipsos will also institute a thorough review process and provide each agency with a draft version of our report for feedback to ensure the report meets the research needs and communicates findings effectively. As previously stated, a key goal for Ipsos is a transfer of knowledge stakeholders involved in the project so as to build capacity locally to continue to conduct citizen satisfaction work. Therefore, Ipsos is prepared to work with government counterparts to develop final deliverables that are easy to understand while still presenting a sophisticated analysis of important issues at play.

Risk Register			
Risk description	**Likelihood**	**Impact**	**Countermeasure**
Information/data security			
Risks relating to IT security/ problems	Low	Medium	We are proud of the reliability and security of the Ipsos data storage systems, at the forefront of best practice in information security. Ipsos has a comprehensive backup system to ensure that we are able to retrieve data files from that day or, if necessary, even months beforehand. This system consists of incremental, daily, weekly, and monthly full system backups. All emails, files, and internet content are swept regularly for viruses, and our servers have protection software.

Staff Time Allocation

Name of Staff	Role	Major Activities	Activity Time allocation %	Total time %
Mr. Abdul Sattar Babar	Project Lead	Act as technical lead on all aspects of the project	30	100
		Coordinate and supervise the activities of the entire team	30	
		Responsible for submission of final deliverables according to agreed timelines	20	
		Oversee quality assurance of deliverables	10	
		Act as spokesperson for the study at key forums and events	10	
Rizwan Mehmood	Project Manager	Coordinate with internal teams to ensure timely implementation	70	100
		Facilitate the development of instruments	20	
		Ensure implementation of the deliverables	10	
Ms. Maimuna Shafaat	Qualitative Research Lead	Manage all aspects of Qualitative research deliverables	60	100
		Development of the discussion guide	30	
		Ensure high quality outputs for transcripts and final reports	10	
Saqib Hussain	Statistical analyst and team	Draw sample under the guidance of Statistical expert	40	100
		Select town/city utilizing sound statistical procedures	30	
		Guide the field teams on selecting respondents scientifically in rural and urban	30	
Aftab Ahmed	Field management	Ensure timely implementation of the fieldwork	70	100
		Ensure quality assurance at every level of the Field	30	
Asif Khan	Data Management Specialist	Ensure timely implementation of the Data processing protocols	30	100
		Data entry DE programming and logic checking management	20	
		Supervise DE in consultation with statistical expert	20	
		Oversee dashboard development	30	
Dr. John Vidmar	Citizen Satisfaction Expert	Act as guiding light/advisor related to Citizen satisfaction studies	60	100
		Share best practice with the team in Pakistan	40	
Meghann Jones	Lead Consultant	Act as consultant on questionnaire designing, report writing and final deliverables	80	100
		Attend events in Pakistan and share global learnings with such studies both to internal as well as external audiences	20	
Dr. Alan Roshwalb	Statistical Expert	Guide and supervise application of relevant statistical tools to draw sample	40	100
		Guide Pakistan team for using right sampling procedures	30	
		Guide the team in Pakistan on developing score cards/index	30	

Population (Censes Report of Pakistan-1998)						Number of Cities & Villages			
ICT						ICT			
	URBAN	RURAL	TOTAL				URBAN	RURAL	TOTAL
Islamabad Capital Territory	529,180	276,055	**805,235**			Islamabad Capital Territory	**1**	120	**121**
KPK						KPK			
	URBAN	RURAL	TOTAL				URBAN	RURAL	TOTAL
Peshawar Division	2520891	1402697	3923588			Peshawar Division	12	586	598
Malakand Division	3947795	314905	4262700			Malakand Division	5	2605	2610
Hazara Division	3203566	302015	3505581			Hazara Division	7	2560	2567
Mardan Division	2012562	474342	2486904			Mardan Division	7	315	322
Bannu Division	1071138	94554	1165692			Bannu Division	3	382	385
Kohat Division	1063946	244023	1307969			Kohat Division	7	304	311
Dera Ismail Khan Division	929663	161548	1091211			Dera Ismail Khan Division	4	421	425
Grand Total	**14749561**	**2994084**	**17743645**			**Grand Total**	**45**	**7173**	**7218**
PUNJAB						PUNJAB			
	URBAN	RURAL	TOTAL				URBAN	RURAL	TOTAL
Bahawalpur Division	5960904	1674687	7635591			Bahawalpur Division	23	3290	3313
Dera Ghazi Khan Division	5629048	874542	6503590			Dera Ghazi Khan Division	20	2912	2932
Faisalabad Division	6598851	3286834	9885685			Faisalabad Division	21	1903	1924
Gujranwala Division	7872597	3558461	11431058			Gujranwala Division	45	5282	5327
Lahore Division	2943141	5751479	8694620			Lahore Division	12	884	896
Multan Division	6263028	2184529	8447557			Multan Division	23	2388	2411
Rawalpindi Division	4485196	2979567	7464763			Rawalpindi Division	25	2967	2992
Sahiwal Division	4363261	999605	5362866			Sahiwal Division	13	2000	2013
Sargodha Division	4312081	1367685	5679766			Sargodha Division	34	1924	1958
Sheikhupura Division	2450213	870816	3321029			Sheikhupura Division	15	1018	1033
Grand Total	**50878320**	**23548205**	**74426525**			**Grand Total**	**231**	**24568**	**24799**
SINDH						SINDH			
	URBAN	RURAL	TOTAL				URBAN	RURAL	TOTAL
Banbhore Division	1938011	311227	2249238			Banbhore Division	19	1110	1129
Hyderabad Division	2750436	1829863	4580299			Hyderabad Division	26	918	944
Karachi Division	517295	9339023	9856318			Karachi Division	1	75	76
Larkana Division	3116694	1116382	4233076			Larkana Division	28	1064	1092
Mirpur Khas Division	3153567	782782	3936349			Mirpur Khas Division	32	1175	1207
Shaheed Benazir Abad Division	1684341	474763	2159104			Shaheed Benazir Abad Division	17	536	553
Sukkur Division	2439687	985822	3425509			Sukkur Division	27	902	929
Grand Total	**15600031**	**14839862**	**30439893**			**Grand Total**	**150**	**5780**	**5930**
BALUCHISTAN						BALUCHISTAN			
	URBAN	RURAL	TOTAL				URBAN	RURAL	TOTAL
Kalat Division	1138319	319,403	1457722			Kalat Division	12	2643	2655
Makran Division	642701	190,052	832753			Makran Division	6	422	428
Nasirabad Division	905170	171,538	1076708			Nasirabad Division	8	909	917
Quetta Division	1019177	680,780	1699957			Quetta Division	5	572	577

Sibi Division	411,272	83,622	494894			Sibi Division	5	568	573
Zhob Division	880466	123,385	1003851			Zhob Division	7	900	907
Grand Total	**4997105**	**1568780**	**6565885**			**Grand Total**	**43**	**6014**	**6057**
GRAND TOTAL	**86,754,197**	**43,226,986**	**129,981,183**			**GRAND TOTAL**	**470**	**43655**	**44125**

Sample Size						Number of Cities & Villages			
ICT						ICT			
	URBAN	RURAL	TOTAL	Error Margin			URBAN	RURAL	TOTAL
Islamabad Capital Territory	150	48	198	7.0%		Islamabad Capital Territory	1	4.0	5
KPK						KPK			
	URBAN	RURAL	TOTAL	Error Margin			URBAN	RURAL	TOTAL
Peshawar Division	300	132	432	4.7%		Peshawar Division	2	11.0	13
Malakand Division	130	204	334	5.4%		Malakand Division	2	17.0	19
Hazara Division	130	144	274	5.9%		Hazara Division	2	12.0	14
Mardan Division	130	120	250	6.2%		Mardan Division	2	10.0	12
Bannu Division	70	108	178	7.3%		Bannu Division	1	9.0	10
Kohat Division	100	96	196	7.0%		Kohat Division	2	8.0	10
Dera Ismail Khan Division	70	96	166	7.6%		Dera Ismail Khan Division	1	8.0	9
Grand Total	**930**	**900**	**1830**	2.3%		**Grand Total**	**12**	**75**	**87**
PUNJAB						PUNJAB			
	URBAN	RURAL	TOTAL	Error Margin			URBAN	RURAL	TOTAL
Bahawalpur Division	280	324	604	4.0%		Bahawalpur Division	5	27.0	32
Dera Ghazi Khan Division	50	312	362	5.2%		Dera Ghazi Khan Division	1	26.0	27
Faisalabad Division	440	336	776	3.5%		Faisalabad Division	4	28.0	32
Gujranwala Division	480	336	816	3.4%		Gujranwala Division	5	28.0	33
Lahore Division	650	192	842	3.4%		Lahore Division	3	16.0	19
Multan Division	530	324	854	3.4%		Multan Division	5	27.0	32
Rawalpindi Division	360	252	612	4.0%		Rawalpindi Division	3	21.0	24
Sahiwal Division	200	240	440	4.7%		Sahiwal Division	4	20.0	24
Sargodha Division	220	240	460	4.6%		Sargodha Division	4	20.0	24
Grand Total	**3210**	**2556**	**5766**	1.3%		**Grand Total**	**34**	**213**	**247**
SINDH						SINDH			
	URBAN	RURAL	TOTAL	Error Margin			URBAN	RURAL	TOTAL
Banbhore Division	100	120	220	6.6%		Banbhore Division	2	10.0	12
Hyderabad Division	250	156	406	4.9%		Hyderabad Division	2	13.0	15
Karachi Division	1000	48	1048	3.0%		Karachi Division	1	4.0	5
Larkana Division	260	180	440	4.7%		Larkana Division	4	15.0	19
Mirpur Khas Division	220	180	400	4.9%		Mirpur Khas Division	4	15.0	19
Shaheed Benazir Abad Division	180	108	288	5.8%		Shaheed Benazir Abad Division	3	9.0	12
Sukkur Division	180	132	312	5.5%		Sukkur Division	3	11.0	14
Grand Total	**2190**	**924**	**3114**	1.8%		**Grand Total**	**19**	**77**	**96**
BALUCHISTAN						BALUCHISTAN			
	URBAN	RURAL	TOTAL	Error Margin			URBAN	RURAL	TOTAL
Kalat Division	100	84	184	7.2%		Kalat Division	2	7.0	9

Makran Division	100	72	172	7.5%		Makran Division	2	6.0	8
Nasirabad Division	100	72	172	7.5%		Nasirabad Division	2	6.0	8
Quetta Division	180	72	252	6.2%		Quetta Division	2	6.0	8
Sibi Division	60	96	156	7.8%		Sibi Division	1	4.0	5
Zhob Division	90	72	162	7.7%		Zhob Division	1	6.0	7
Grand Total	**630**	**468**	**1098**	3.0%		**Grand Total**	**10**	**35**	**45**
GRAND TOTAL	**7110**	**4896**	**12006**	0.9%		**GRAND TOTAL**	**76**	**404**	**480**