



**FEDERAL OMBUDSMAN OF PAKISTAN**

**CITIZEN REPORT CARD**  
**OF**  
**THE INSTITUTION OF**  
**WAFAQI MOHTASIB (FEDERAL OMBUDSMAN)**  
**OF PAKISTAN**

**AN INDEPENDENT STUDY CONDUCTED**  
**BY**  
**THE WORLD BANK**

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## 1. ACRONYMS

<b>Abbreviation</b>	<b>Description</b>
AIOU	Allama Iqbal Open University
ATI	Accountability, Transparency and Integrity
BISP	Benazir Income Support Program
CDA	Capital Development Authority
CRC	Citizen Report Card
EOBI	Employee Old Age Benefit
FATA	Federally Administrated Tribal Areas
FTO	Federal Tax Ombudsman
IESCO	Islamabad Electric Supply Company Limited
K-Electric	K- Electric Company Limited, Karachi
KPK	Khyber Pakhtunkhwa
LESCO	Lahore Electric Supply Company
NADRA	National Database and Registration Authority
NCBMS	NCBMS Consulting (Private) Limited
PESCO	Peshawar Electric Supply Company
SNGPL	Sui Northern Gas Pipelines Limited
SSGCL	Sui Southern Gas Company Limited
WAPDA	Water and Power Development Authority
WMS	Wafaqi Mohtasib (Ombudsman)'s Secretariat

## **2. ACKNOWLEDGEMENT**

The NCBMS Consulting (Private) Limited (“NCBMS”) team would like to thank the Wafaqi Mohtasib Secretariat (WMS) for their support in making the Citizens Report Card assignment a success. The team would also like to extend its appreciation to the World Bank for their involvement and insight into this survey.

The team appreciatively acknowledges the contribution of the Honorable Wafaqi Mohtasib Mr. M. Salman Faruqi, N.I for taking time out and providing his invaluable insight to the project. Additionally, we would like to thank Mr. Ahsan Mahboob, Secretary and Mr. Shah Mahboob Alam, Advisor and their team in providing their continuous encouragement and guidance during the implementation of this project.

Finally, we would like to extend our gratitude to the Citizens of Pakistan, who participated in this survey and were open and willing to share their experiences with the NCBMS team.

## **EXECUTIVE SUMMARY**

### **3. EXECUTIVE SUMMARY**

#### **BACKGROUND AND SCOPE OF SERVICES**

The Federal Ombudsman (WafaqiMohtasib) was the first Ombudsman Office established by Government of Pakistan in 1983 in accordance with the requirements of the constitution of the country, through the Presidential Order “Establishment of the office of WafaqiMohtasib(Ombudsman) Order, 1983. Globally, the Ombudsmen offices are expected to play a more effective role in assisting governments to improve the governance level of public services to accentuate the democratic principles and responsiveness of the government.

Federal Tax Ombudsman (FTO) Secretariat has received a grant from the World Bank for implementing a project namely 'Ombudsman IDF: Institutional Capacity Building'. The project is designed to improve service delivery of all the Ombudsmen Offices by strengthening their responsiveness and accountability.

WMS has accordingly engaged NCBMS Consulting (Private) Limited (“NCBMS”) to carry out the analytical exercise through Citizens Report Card (“CRC”) to evaluate the performance of WMS in the light of opinion of the complainants who lodged complaints with WMS in last three (3) years.

Terms of reference and scope of services relative to this assignment are:

- The collection of Citizen Feedback on the adequacy and effectiveness of services provided by WMS office through CRC;
- Analysis of efficiency/process of providing services, in accordance with the timeframe specified in respective laws / Acts; and
- Recommendations for improvement in the office of WMS.

The CRC Survey focuses on the complaints lodged for the past three years as per the data provided by the WMS Secretariat. The proposed sample size was 3,000 complainants out of a population of 6,000 with the proposed distribution of sample size among all provinces namely: Punjab 50%, Sindh 25%, KPK 20%, and Baluchistan 5%.

#### **METHODOLOGY**

A preliminary study of approximately 1% of the total sample size of 3,000 respondents was conducted to finalize the survey instrument. Based on the results and the feedback received from complainants, questions of the survey were modified and the final questionnaire was agreed upon with the management of WMS.

The sample size agreed upon was 3,000 complainants. Judgmental sampling for users was completed by using information provided by WMS database of a population of 6,000 complaints from past three years. The sampling strategy for the CRC used was stratification with the sample size of 3,000 registered complaints. Strata were the provinces. 95% of the samples were achieved through telephonic survey and 5% through face to face or physical visit to the complainants with the proposed distribution of sample size among provinces.

With the target to achieve our proposed sample, we approached the total population of 6,000 in order to get their responses. The project investigators made concentrated efforts by calling / visiting them several times. However, we achieved our target sample size with slight variation between the proposed distributed percentages among provinces.

We gathered the information for the achievement of objectives of this survey. The data received/gathered through our survey was then input in an Excel based system to draw out the conclusions regarding each of the question. We analyzed all the information gathered statistically either in isolation or in comparison/relation with other information.

## **SURVEY RESULTS / KEY FINDINGS**

The findings / results of the survey on the following areas are discussed in details in section 8 of this report:

- Source of awareness about the services provided by the WMS office.
- Nature of complaints with respect to the Government agencies that fall under the jurisdiction of WMS.
- Final outcome of the complaint i.e. either matter decided or still pending.
- Rating of complainant's experience of getting their complaint redressed by the WMS Office.
- Factors which made positive impression on complainants of WMS.
- Factors which made negative impression on complainant of WMS.
- Inquiry about undue favor asked by any person.
- Time taken by WMS office to finalize findings.
- Inquiry about complainant's Satisfaction of time taken for disposal of complaint.
- Decision of the complaints either in favor of complainant or department.
- Implementations status of WMS's findings.
- Recommendation of office of WMS to third parties by complainant.
- Areas of the WMS office that need improvement in the complainant's opinion.



Result of this study based on the above mentioned areas provides headway towards the responses from complainants. The survey's results/key findings are briefly described as under:

- Analysis related to the WMS operations shows that most complainants who lodge complaints against a specific Government agency are significantly satisfied with the working and response of the WMS. In summary, 89% of respondents felt satisfied with WMS performance. The WMS decided 90% of the complaints in favor of the complainants. The WMS Office is successfully addressing complainants' grievances and is more effective in solving complaints on a timely basis.
- The CRC survey reveals that The Wafaqi Mohtasib (Federal Ombudsman) offices finalized 100% of its findings in less than 60 days and 86% of the complainants were satisfied about the time taken by the WMS office in order to finalize the findings.
- Analysis shows that 100% of the complaints/matters were decided
- Analytically, data facilitates various dimensions highlighting different aspects of problems. More precisely that out of 11% of the respondents who were dissatisfied / neutral and having negative experience about the overall performance of the WMS's office; 61% are related to inefficiency and 39% to arbitrariness.

Overall, the study indicates WMS is doing a commendable job in fulfilling its duty to the public by providing speedy redress to citizens against all forms of maladministration. It must be noted that WMS has become one of the most efficient and responsive institutions in the country. It's a big achievement for a public sector body to have such a positive feedback from its stakeholders.

## **CONTENTS OF REPORT**

Contents of this Report are divided into 10 Sections (along with Appendix-A & B for questionnaire in English and Urdu language), Section 6 describes the objectives and scope of the organization and assignment, Section 7 contains the purpose and contents of the Citizen Report Card, Section 8 discusses Survey Methodology and Implementation, Section 9 discusses Citizen Report Card Analysis, that gives full detailed key findings, analysis presented in tables and charts and Section 10 contains the recommendations for WMS.

# **INTRODUCTION**

## 4. INTRODUCTION

The Federal Ombudsman (WafaqiMohtasib) was the first Ombudsman Office established by Government of Pakistan in 1983 in accordance with the requirements of the constitution of the country, through the Presidential Order “Establishment of the office of WafaqiMohtasib(Ombudsman) Order, 1983. Globally, the Ombudsmen offices are expected to play a more effective role in assisting governments to improve the governance level of public services to accentuate the democratic principles and responsiveness of the government.

The WafaqiMohtasib Secretariat (“WMS”) headquarters at Islamabad is linked with its nine regional offices at Karachi, Hyderabad, Dera Ismail Khan, Lahore, Quetta, Peshawar, Faisalabad, Sukkur and Multan where complaints could be lodged by the citizens.

The WMS office serves as a speedy and informal forum to serve those who have suffered through maladministration and seek justice. WMS serves the purpose of a key oversight mechanism mandated to fill gaps in the system for protection of individual citizens from injustice emanating from governmental maladministration. Grievance Commissioners are also appointed to specially address complaints pertaining to Pensioners, Children, Overseas Pakistanis and Civic Agencies like CDA. The WMS also take cognizance of the general complaints that come to their notice either directly or through the media.

The WMS can also entertain the complaints of Federally Administrated Tribal Areas (FATA). Now K-Electric Limited is also under the jurisdiction of WafaqiMohtasib. Citizens can also approach WMS by filing their complaints at no cost to them.

In order to ensure expeditious disposal of complaints of the citizens/organizations, streamlining the procedures for filing review petitions against the findings of an Ombudsman and further to make representation against the findings of the ombudsman, and implementation of the orders, the Federal Ombudsmen Institutional Reforms Act, 2013 was approved by the President of Pakistan on March 14, 2013. In terms of Federal Ombudsman Institutional Reforms Act, 2013, the Federal Ombudsman offices are required to resolve complaints within a period of 60 days from registration to final decision.

In efforts to improve outreach of services to beneficiaries and as part of a process to reposition itself as a more client centered institution, the WMS Secretariat requested the implementation of The Citizen Report Card program, as one such initiative. WMS Secretariat has engaged services of NCBMS Consulting (Private) Limited (“NCBMS”) to carry out the analytical exercise to evaluate the performance of WMS in the light of opinion of the complainants logged with WMS in last three (3) years.

**WAFaqI MOHTASIB SECRETARIAT VS. JUDICIAL  
SYSTEM OF PAKISTAN**

## 5. WMS VS. JUDICIAL SYSTEM OF PAKISTAN

WMS is successfully fulfilling its mandate by providing speedy and inexpensive justice to the common man. All complaints are being resolved without any cost to the complainant within 60 days or less. In comparison, the judicial system has failed to provide speedy and affordable justice to the common man in Pakistan. It takes a criminal case years, while a civil case can take decades to finalize. To assess the time frame taken by WMS, we compared its performance with the Federal Tax Ombudsman Secretariat and the judicial system of Pakistan.

### Pendency in Supreme Court of Pakistan

According to the 2015 annual report published by the Supreme Court of Pakistan, number of pending cases has increased from 20,149 to 23,834 over the last year. Based on the current rate of disposals of 15,635 per annum, it will take the Supreme Court of Pakistan approximately 19 months to eliminate the balance of pending cases if no fresh cases are filed. Given this backlog of cases, new cases filed with the Supreme Court will take at least 2-3 years to finalize.

Furthermore, it was noted ratio of petitions/appeals filed with the Supreme Court against decisions of the high court was approximately 8% in 2013 compared to 1% reviews filed against WMS decisions. It is a big achievement for WMS that such a small proportion of its decisions are being challenged through the review process.

### Pendency in High Courts of Pakistan

According to the most recent judicial statistics published by Law and Justice Commission of Pakistan, the number of pending cases at the High Courts are increasing year-over-year. Based on the current disposal rate, it is expected that it will take approximately 18 months for Lahore High Court, 44 months for Sindh High Court, 16 months for Peshawar High court, 15 months for Balochistan High court and 32 Months for Islamabad High court to eliminate the balance of pending cases if no fresh cases are filed during the year. Due to the backlog of cases, it is expected that the new cases filed with the respective high courts can take years to finalize. Refer to table below for number of pending cases by High Court.

**Table 5.1: Pendency in High High Courts**

Name of Court	Pendency on 1.1.2013	Disposals during 2013	Pendency on 12.31.2013	Time for Disposal of Pending Cases*
Lahore High Court	155,827	116,338	173,037	18 Months
High Court of Sindh	54,290	18,145	66,475	44 Months
Peshawar High Court	27,295	20,457	26,716	16 Months
High Court of Balochistan	4,878	3,896	4,923	15 Months
Islamabad High Court	9,166	5,063	13,387	32 Months

\*Assuming no new cases are filed

### **Pendency in District Courts of Pakistan**

According to the most recent judicial statistics published by Law and Justice Commission of Pakistan, there are approximately 1.4 million pending cases in the district courts and the number is increasing every year. Based on the current rate of disposals of 2.3 million cases per annum, it will take the District courts approximately 7 months to eliminate the balance of pending cases if no fresh cases are filed. Keeping in view the current rate of disposals, it will take more than a year to finalize any new cases that are filed. Refer to table below for number of pending cases in the District Courts.

**Table 5.2: Pendency in District Courts**

Name of Court	Pendency on 1.1.2013	Disposals during 2013	Pendency on 12.31.2013	Time for Disposal of Pending Cases*
District Courts	1,286,713	2,337,138	1,403,330	7 Months

\*Assuming no new cases are filed

### **Time taken by FTO**

FTO is required to dispose complaints within 60 days of filing and is among the few institutions of the country that provides speedy justice to the citizens of Pakistan. However, FTO lags behind the disposal rate of WMS as well. For the year 2014, FTO disposed 58% of its complaints within 60 days, while 26% were disposed within 90 days and 16% were disposed in more than 90 days. Whereas, it is heartening to know that WMS was able to dispose 100% of its complaints within 60 days.

We also compared the ratio of review/appeals against FTO and WMS decisions. We noted 15% of FTO's decisions were challenged during 2014, while less than 1% of the decisions of WMS were challenged. The low review ratio reflects the acceptability and credibility of WMS. Additionally, we noted more than 95% of representation made against WMS decisions were upheld by the president, while only 60% representation made against FTO were upheld. High ratio of decisions being upheld by the president reflects that all complaints are thoroughly investigated in a fair and transparent manner by the advisors of WMS.

Based on our findings, WMS is the leader in providing speedy and inexpensive justice when compared to the judicial system or even other leading Ombudsman offices such as the FTO. Due to the efficiency of WMS in dispute resolution, the scope of activities of WMS can easily be broadened to reduce the case load of our judicial system. In addition, WMS is encouraged to work with other Ombudsman offices to help them streamline their investigation process.

## **OBJECTIVES AND SCOPE OF THE ASSIGNMENT**

## **6. OBJECTIVES AND SCOPE OF THE ASSIGNMENT**

### **6.1. OBJECTIVES OF THE ASSIGNMENT**

The Federal Tax Ombudsman Secretariat has received a grant from the World Bank for implementing a project namely 'Ombudsman IDF: Institutional Capacity Building'. The objectives of this project are to strengthen the ombudsman institutions by improving their skill in handling the public complaints, increasing the number of citizens benefiting from their services, and fasten processing of complaints leading to greater citizen satisfaction. Amongst other project objectives, an important goal of the project is to collect systematic feedback from the actual users of the ombudsman services.

In order to achieve the desired objectives, the project management desires to conduct "Citizen Report Card" Study/survey for collecting citizen feedback on the adequacy and effectiveness of the services provided by WMS.

This study therefore seeks to collect, review and, where possible, analyze existing data relevant to the complaints across the country in order to assess WMS's values and what are implications of this research for management.

The basic objective was to develop baseline results for the improvement of the grievance redress mechanisms of WMS. A number of findings were deduced for the following key objectives of CRC survey:

1. To strengthen the WMS for better handling of complaints, increasing the number of citizens benefiting, faster processing, and greater citizen satisfaction.
2. The collection of Citizen Feedback on the adequacy and effectiveness of services provided by WMS office through CRC.
3. Analysis of efficiency/process of providing services, in accordance with the timeframe specified in respective laws / Acts.
4. Recommendations for improvement in office of WMS.

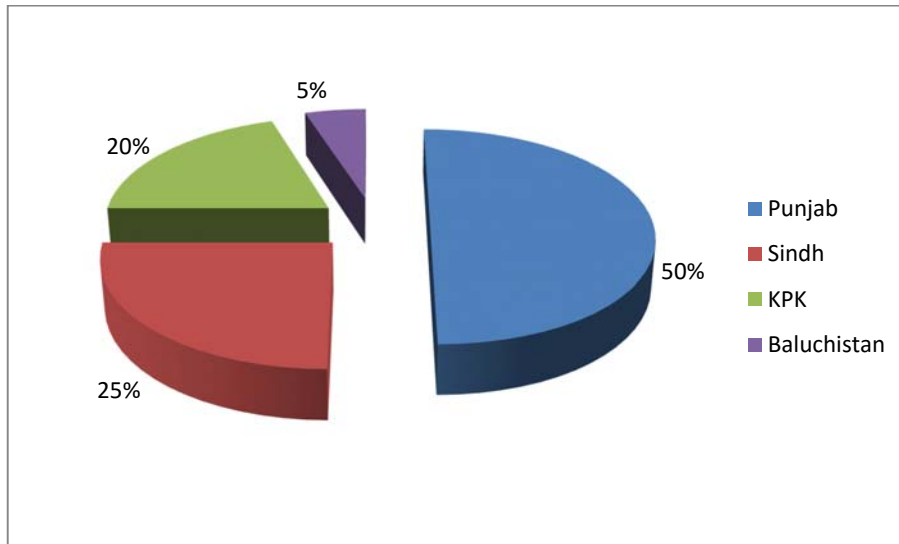


## 6.2. SCOPE OF ASSIGNMENT:

The survey is limited to the actual users of services of the WMS to determine the level of inputs required for improving the services. The sample size and proportionate break – up is as under:

Survey Size	3,000Complainants
Survey Period	Actual complainants during the last three years. (based on data provided by the WMS)
<b>Area Wise Distribution of Sample Size:</b>	
Punjab	50%
Sindh	25%
KPK	20%
Baluchistan	5%

Figure 6.2: Percentage of sample distributed among provinces.



## **CITIZEN REPORT CARD**

## **7. CITIZEN REPORT CARD**

### **7.1. PURPOSE:**

A Citizens Report Card (CRC) is designed to address critical factors specifically in the area of public services, including access to service, quality and reliability, problems encountered by citizens when using the service and responsiveness of public service agency employees in addressing these problems. CRC encourages transparency in service and attempts to increase efficiency while reducing costs for the agencies involved.

CRC is a tool to:

- Collect feedback on public services from actual users of a service (and not opinions from the general public);
- Assess the performance of individual service providers and/or compare performance across service providers and;
- Generate a database of feedback on services that are placed in the public domain;
- Empowering complainants to play a role to improve the grievance redress mechanisms of the WMS;
- Enable the public service offices to plan, streamline, and prioritize change management initiatives; and
- Starting point for reflection & corrective action.

In Reality, “Citizen Report Card (CRC) Study” when done through an independent medium plays the role of a bridge between the service provider and the stakeholders.

### **7.2. CONTENT OF CRC**

The contents of CRC are designed keeping in mind following attributes of performance:

- Availability of service
- Access to the service
- Reliability of the service
- Quality of the service
- Satisfaction with service
- Responsiveness of service provider
- Hiddencosts - corruption & support systems
- Citizen satisfaction with quality of each service
- Comparison of service providers on reliability and user satisfaction
- Responsiveness and quality of problem solving by agencies

# **SURVEY METHODOLOGY AND IMPLEMENTATION**

## 8. SURVEY METHODOLOGY AND IMPLEMENTATION

### 8.1. PILOT TESTING

The pilot survey is conducted for the:

- validation of questionnaires
- determination of applicable statistical techniques
- pre-determined accuracy of the estimation of complainants characteristics

A preliminary study was conducted to finalize the survey instrument. The survey tool used was a questionnaire in Urdu and English.

#### PRELIMINARY STUDY

The breakup for the preliminary study was approximately 1% of the total sample size of 3000 respondents. A direct ratio between the number of respondents for the preliminary and final survey was maintained. The exact numbers of complaints surveyed for the preliminary study were:

**Table 8.1: Distribution of Sample size for preliminary Study**

Province	Percentage of total sample	Percentage for preliminary study	No. of Respondents
<b>Punjab</b>	50%	1%	15
<b>Sindh</b>	25%	1%	8
<b>KPK</b>	20%	1%	6
<b>Baluchistan</b>	5%	1%	2
<b>Total</b>			<b>31</b>

Based on the results and the feedback received from citizens, questions of the survey were modified to clarify their meanings and achieve the planned objectives of the CRC survey. The modifications included rewording, merging, and removing questions. A few questions were merged or removed while a few questions were also added and the final questionnaire was agreed upon with the management of WMS.

## 8.2. SURVEY METHODOLOGY

NCBMS focuses in finding and evaluating best practices being adopted to serve the purpose. We adopted renowned six step methodology to conduct market research to collect, analyze and disseminate quantitative and qualitative data. Each of these steps has been developed to guarantee that the entire process from planning the survey to disseminating the findings has been completed as thoroughly as possible. This rigorous methodology was customized for the Citizens Report Card, details of which are below. Each of these steps were individually modified and executed to extract information from the Citizens to provide WMS the most comprehensive results as possible.

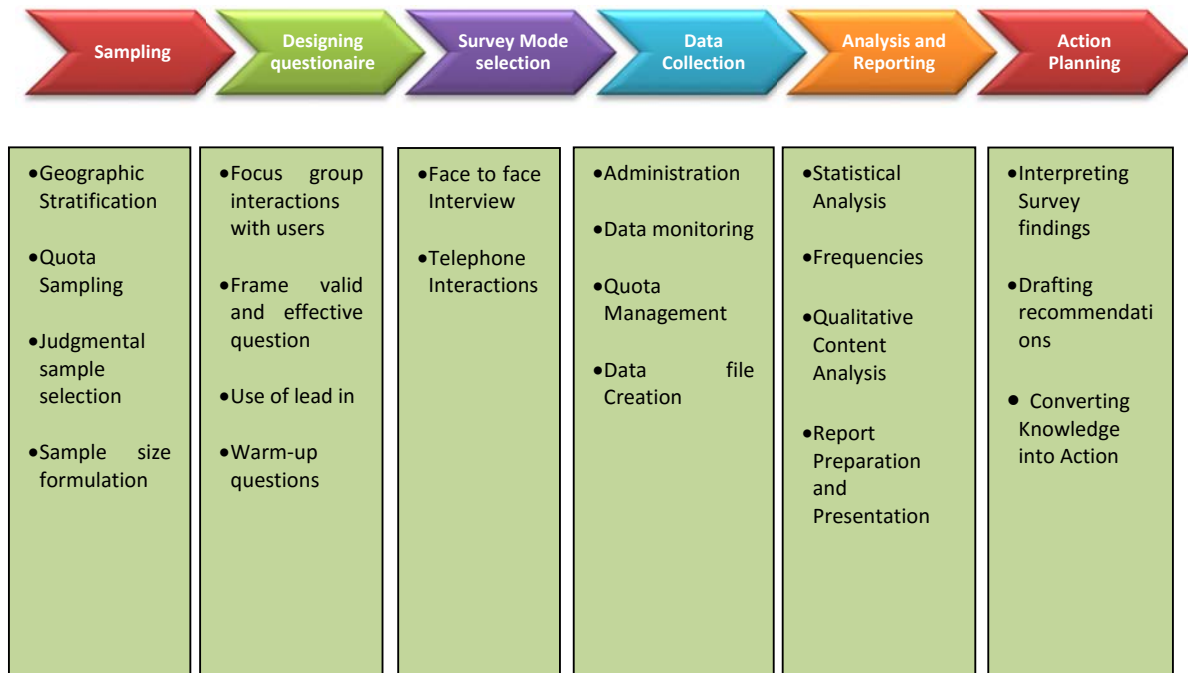


Figure: Our Survey Methodology

## 8.3. SURVEY IMPLEMENTATION

### STEP 1: SAMPLING

The sample size agreed upon is 3,000 complainants. The random/ judgmental selection was done for complainants who lodge complaints with WMS against any Federal Government agency (like: WAPDA/Electricity providers companies, SSGCL/SNGPL, NADRA/Passport office, CDA, AIOU, Railways, State Life Insurance, Pakistan Post, BISP, EOBI and National Bank of Pakistan etc.).

The sampling strategy used for the CRC was stratification with the sample size of 3,000 registered complaints. Strata were the provinces. Judgmental sampling for users was completed by using information provided by WMS database of their existing complaints register. The sample was from a population of 6,000 complaints from past three years.

### Population Breakup –Telephone Interaction

A population breakup based on a quota of regions as planned and achieved is shown in the table 8.3.1 given below:

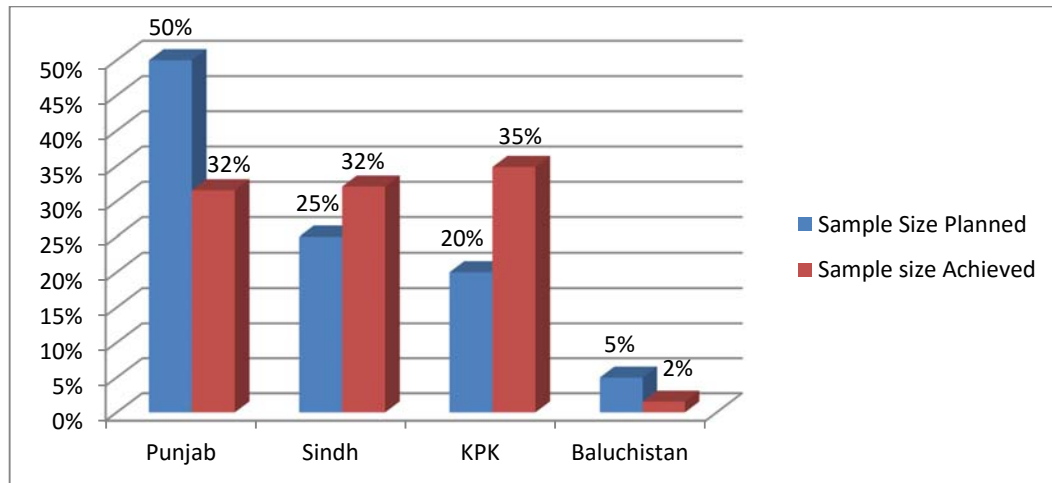
**Table 8.3.1: Ratio of Planned number of samples VS Achieved number of samples**

Province	No. of Samples planned		No. of Samples achieved		Variance	
	Frequency	Percentage (%)	Frequency	Percentage (%)	Frequency	Percentage (%)
<b>Punjab</b>	1425	50%	899	32%	-526	-18%
<b>Sindh</b>	713	25%	914	31%	201	6%
<b>KPK</b>	570	20%	993	35%	423	15%
<b>Baluchistan</b>	142	5%	44	2%	-98	-3%
<b>Total</b>	<b>2850</b>	<b>100%</b>	<b>2850</b>	<b>100%</b>	<b>-</b>	<b>0%</b>

It is to be notified here that with a total given population of 6,000 complainants, the agreed percentage in terms of stratification of total sample size in to provinces was not achievable through such population because of insufficient complainant's data from that respective province. In order to achieve our total target of 2850 telephone responses, we completed the target samples from other provinces.

The graphic comparison of samples planned and achieved in percentages is presented below:

**Figure 8.3.1: Percentage of Planned number of samples VS Achieved number of samples**



### Population Breakup – Personal Visit

A population breakup (5% of the total planned sample size i.e. 3000 complainants) based on a quota of regions as planned and achieved is shown in the table 8.3.2 given below:

**Table 8.3.2: Ratio of Planned number of samples VS Achieved number of samples**

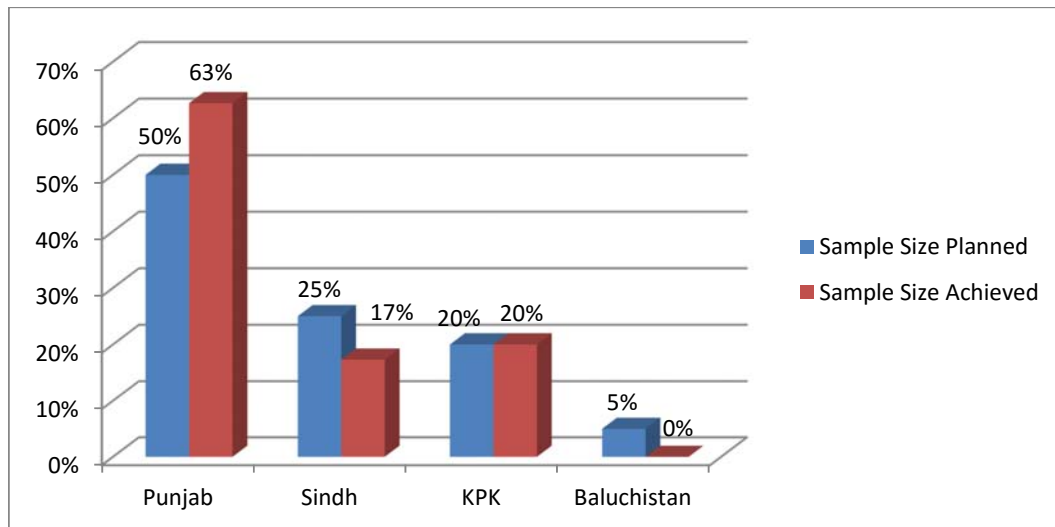
Province	No. of Samples planned		No. of Samples achieved		Variance	
	Frequency	Percentage (%)	Frequency	Percentage (%)	Frequency	Percentage (%)
<b>Punjab</b>	75	50%	94	63%	19	13%
<b>Sindh</b>	38	25%	26	17%	-12	-8%
<b>KPK</b>	30	20%	30	20%	-	0%
<b>Baluchistan</b>	7	5%	-	0%	-7	-5%
<b>Total</b>	<b>150</b>	<b>100%</b>	<b>150</b>	<b>100%</b>	<b>-</b>	<b>0%</b>

With the prevailing security issues in Baluchistan, it was not advisable for our field teams to interview physically over there; further the population was not enough to achieve desired targets. In order to compensate for such limitation, we focused to complete our target from other provinces.



The graphic comparison of samples planned and achieved, through face to face interview, in percentages is presented below:

**Figure 8.3.2: Percentage of Planned number of samples VS Achieved number of samples**



Unsystematic and inadequate sampling procedures could have resulted in low response rates and over representation/under representation of respondent segments leading to biased survey results. Keeping this in mind, the quotas of the provinces was agreed upon on the overall population of the provinces and maintaining relative ratios to an extent as possible.

## **STEP 2: DESIGNING QUESTIONNAIRE**

The questionnaire employed for Citizens Report Card was an English based survey. The instrument was translated into Urdu language to facilitate the complainants.

The instrument contained 13 user friendly questions gathering useful information in order to assess performance of WMS. The questionnaire was analyzed to skip patterns, interpretation of questions, redundancies, and adequacy of response options. The questions were pilot tested, shared, refined and agreed upon with the management to cater maximum information.

### **STEP 3: SURVEY MODE SELECTION**

The survey was conducted by implementing a mixed mode communications strategy to maximize the response rate. The questionnaire is completed by using face to face interview technique from the complainants at their respective locations.

If respondents were not willing to provide information on spot, contact information was obtained and survey staff conducted the interview at the respondent's convenient time and location.

While contacting on telephone, special consideration was given in terms of suitability of time, duration of interview, convenience of interviewee and entertainment of cross questions.

### **STEP 4: DATA COLLECTION**

The data collection step included: conducting a pre-test to ensure the data questionnaire was an effective measurement tool for WMS stakeholders. For statistical accuracy and implementation efficiency, NCBMS incorporates modern technological support in data analysis; the collected data is analyzed and after data refinement, basic statistical techniques were employed including cross Tabulation, Graphs, and Reliability of Data.

Following measures were taken to assure consistency, reliability, and validity of data collected through the whole process:

#### **Training of Interviewers**

All the resources possess previous experience of surveys. However, extensive training for filling the questionnaires was imparted to the interviewers. The training of interviewers was conducted in the following manner:

- Broadly define the survey process and the role of the interviewers;
- Familiarize interviewers with the survey design and content;
- Review each question in the survey;
- Discuss what information is being elicited by each question, when to probe for answers and when not to probe;
- Discuss how to approach persons in the household and gain their confidence and consent to participate in the survey and what to do in case of refusal to participate; and
- Discuss good interviewing skills.

#### **Quality Management**

NCBMS Team leads were made responsible for quality assurance and provision of completely filled questionnaires in order to gather maximum information from the whole exercise. Enumerators were assigned a team leader whose responsibility was to

keep track on daily basis of their progress regarding the number of surveys conducted and verified. Contingency plans were implemented as and when necessary to meet the targets before the allocated time for each province was completed, thus constantly improving the process for the Citizens Report Card survey.

These contingency plans consisted of adjusting the number of surveys conducted on a daily basis by increasing the planned number of surveys for the upcoming days or to train additional interviewers where required.

#### **STEP 5: ANALYSIS AND REPORTING**

Data entry, analysis, and reporting were perhaps the most important step because the usefulness of the data collection efforts was totally dependent on the quality of data and analysis. Data was interpreted in the context of WMS survey objectives and defined the level of detail and statistical sophistication/precision of the analytic tools based on the WMS needs. This report is designed to convey key patterns and messages to the WMS decision-makers. A Secondary Database was modeled exactly after the Primary Database. All data from the questionnaires was re-entered at this stage for the purposes of assessing the integrity of the information in the Primary Database.

The Primary and Secondary Database were compared through the use of spreadsheets. In the event that a contradiction occurred for any one response the hardcopy of the survey was referred and updated accordingly. To further gauge the integrity of data, averages and total number of responses were calculated for each question and used to ascertain if there was an error in data entry. If these figures appeared incorrect, then all the data for that specific question was revisited.

The validated primary database was used for analyzing the data collected from the Citizens Report Card surveys to generate the results presented in this report. Once all data had been entered, checked, and rechecked; frequencies, means, mode, and cross tabulation methods were used. Using statistical analysis of all the data, the information has been presented graphically. Based on the type of data being presented, both pie charts and bar charts (regular, stacked) have been used.

#### **STEP 6: STRATEGY AND ACTION PLANNING**

The last section of this report presents finding of all bifurcated items into specific recommendations. All findings have been directly tied in with the questions from the Citizens Report Card. The results have been presented in the findings.

Technical knowledge, sophisticated technology (including cutting-edge survey design and analysis software) and disciplined research methodologies were combined to produce accurate, actionable results. Fact-driven recommendations have been formulated that will simplify action planning and solution implementation for WMS.

## **CITIZEN REPORT CARD ANALYSIS / KEY FINDINGS**

## 9. CITIZEN REPORT CARD ANALYSIS

There are thirteen (13) sub-sections in this chapter that provide the analysis for all the items asked from the complainants/respondents as per the designed and duly approved questionnaire. (Please refer Appendix – A and B for questionnaire). This chapter mainly aims to provide management and users of this report with the overall understanding of different aspects and trends being presented in isolation and in comparison as well.

### 9.1. AWARENESS ABOUT WMS

In order to gain maximum benefit from an institution, it's necessary that general public is aware of existence and functions of such institution. To increase awareness, WMS uses different mediums of communication/advertisement.

#### KEY FINDINGS

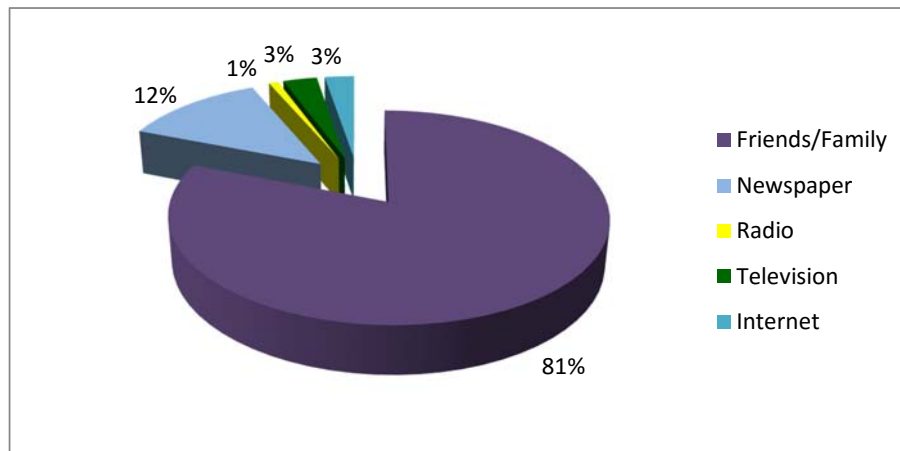
Awareness of the citizens was assessed in respect to various mediums of communication. The majority of the respondents i.e. 81% respondents came to know about the existence and operations of WMS from friends and family, 12 % through Newspapers, and other mediums (i.e. television, internet and radio) contributed about 7%.

The percentages and frequency function for the source of awareness about WMS are given in Table 9.1 below:

**Table 9.1: Source of awareness about WMS**

Source of awareness	Frequency	Percentage (%)
<b>Friends/Family</b>	2416	81%
<b>Newspapers</b>	374	12%
<b>Television</b>	107	3%
<b>Website/Internet</b>	78	3%
<b>Radio</b>	25	1%
<b>Total</b>	<b>3000</b>	<b>100%</b>

**Figure 9.1: Percentage of source of awareness about WMS**



## 9.2. FREQUENCY OF COMPLAINTS AGAINST FEDERAL AGENCY

With a few exceptions, all government agencies fall under the umbrella of WMS. We gathered information from respondents that against which government agency (s) most complaints were lodged.

### KEY FINDINGS

We assessed against which government agency most complaints were lodged in order to assess comparative performances. The below table depicts that 52% of complaints were lodged against WAPDA/Electricity providers, 18% were against NADRA/Passport Offices, 4% each against SSGC/SNGPL and AIOU. With major numbers of complaints being pointed separately, a minor number of complaints were registered relating to various agencies like Benevolent Fund and Group Insurance, Estate Office Management, Federal Directorate of Education – Islamabad etc. being combined under ‘Others’ collectively making 11% of total complaints .

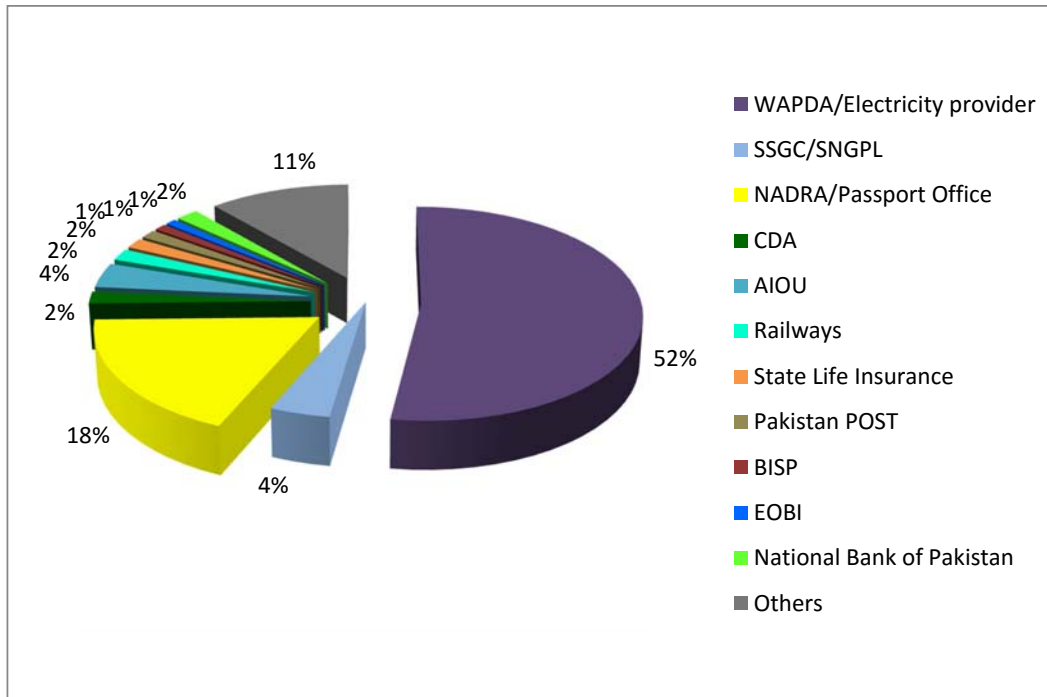
The percentages and frequency function for the name of agency (s) against which complaints were lodged is given in Table 9.2 below:

**Table 9.2: Complaints against Federal Agency**

Federal Agencies	Frequency	Percentage (%)
<b>WAPDA/Electricity provider</b>	1552	52%
<b>NADRA/Passport Office</b>	577	18%
<b>Others</b>	338	11%
<b>SSGC/SNGPL</b>	120	4%

<b>AIOU</b>	111	4%
<b>CDA</b>	54	2%
<b>Railways</b>	53	2%
<b>State Life Insurance</b>	46	2%
<b>National Bank of Pakistan</b>	54	2%
<b>Pakistan POST</b>	39	1%
<b>BISP</b>	29	1%
<b>EOBI</b>	27	1%
<b>Total</b>	<b>3000</b>	<b>100%</b>

**Figure 9.2: Percentage of complaints against Federal Agency**



### 9.3. COMPLAINT STATUS

All respondents were asked about the final outcome of their respective complaints that the matters are decided/resolved, still pending or any other comments thereon by the respondents.

### KEY FINDINGS

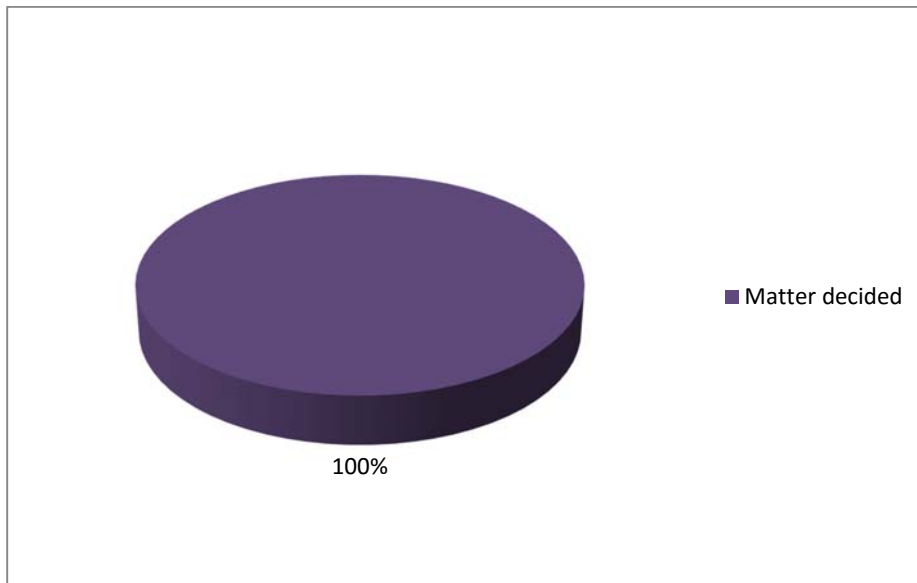
We found that 100% of complaints were decided and judgments were pronounced. It's a big accomplishment that currently there are no backlog of complaints.

The percentages and frequency function for the final outcome (i.e. matter resolved or still pending) of complaints is given in Table 9.3 below:

**Table 9.3: Outcome of complaints**

Complaint Status	Frequency	Percentage (%)
Matter Decided	3000	100%
<b>Total</b>	<b>3000</b>	<b>100%</b>

**Figure 9.3: Percentage of final outcome of complaints**



## 9.4. RATING OF COMPLAINANT'S EXPERIENCE ABOUT WM'S OFFICE

All respondents were asked to rate their satisfaction with the behavior of the staff of WM'S office. The behavior of staff included, but not limited to attitude, promptness in responding, helpfulness, and / or general satisfaction with staff manners.

### KEY FINDINGS

In our survey, it is gathered that 42% of users rated WM'Soffice services as very good, 41 % rate as 'good', 6% rated as fair, and about 11% rated negatively.

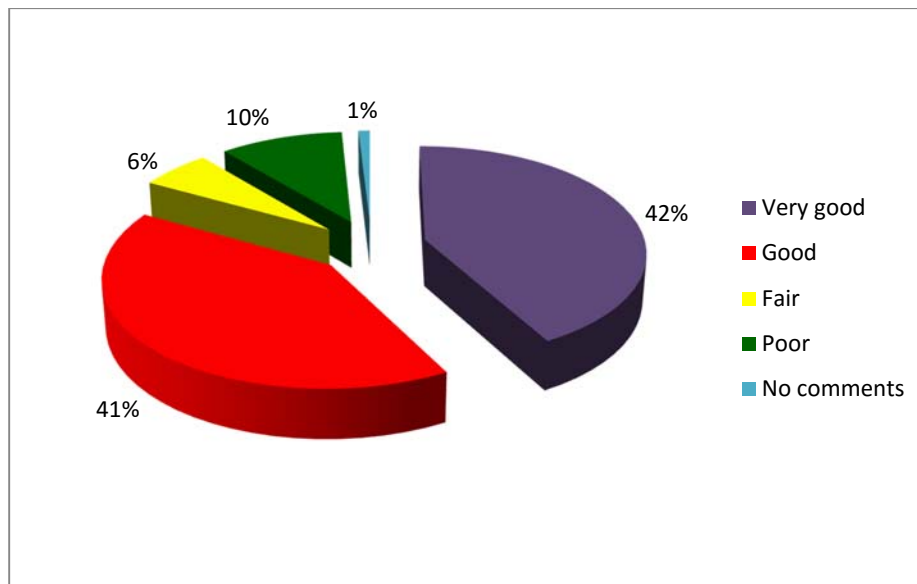


The percentages and frequency function about the complainant's experience of getting their complaints redressed by the WM's office is given in Table 9.4 below:

**Table 9.4: Rating of complainant's experience about WM's office**

Complainant's Rating	Frequency	Percentage (%)
<b>Very Good</b>	1263	42%
<b>Good</b>	1229	41%
<b>Fair</b>	176	6%
<b>Poor</b>	304	10%
<b>No Comments</b>	28	1%
<b>Total</b>	<b>3000</b>	<b>100%</b>

**Figure 9.4: Percentage of rating of WM's office**



## 9.5. REASON BEHIND POSITIVE EXPERIENCE

All respondents were asked to rate their experience with the disposal of their complaints, staff attitude like; availability of the staff of WM's office, helpfulness of the staff reach to senior staff; simplicity of procedure being followed and any other comments.

### KEY FINDINGS

As depicted in the table in sub-section 9.4, about 89% of the respondents were satisfied about the overall performance (as very good, good and fair)of the WM's office. As mentioned in the below table, 12% of the complainants were impressed about the staff

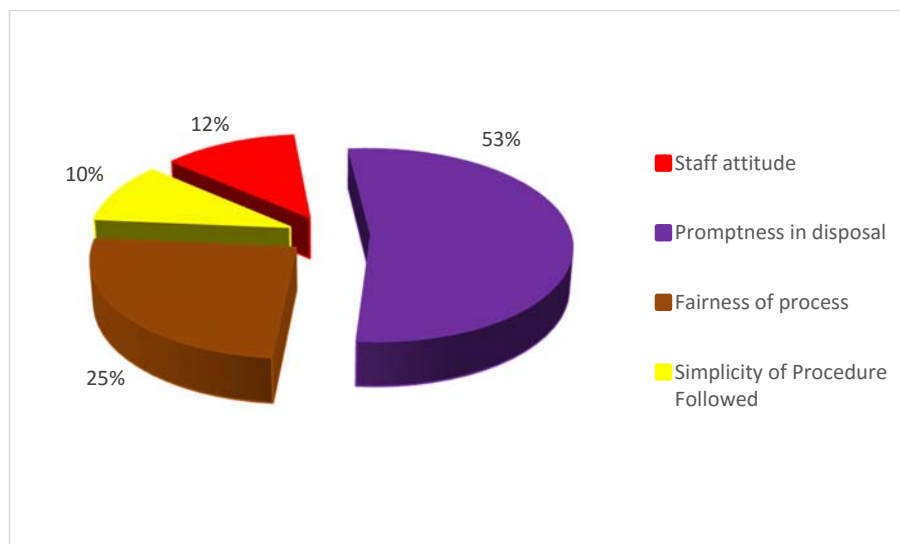
attitude, 53% were satisfied on prompt disposals of their complaints, 25% were pleased with the fairness of the process and 10% were happy about the convenience and simplicity of the procedures being followed.

The percentages and frequency function about the reason of complainants positive experience with WM’s office is given in Table 9.5 below:

**Table 9.5: Reason having positive impression of WM’s office**

Factors of positive experience	Frequency	Percentage (%)
Staff attitude	316	12%
Promptness in disposal	1412	53%
Fairness of process	659	25%
Simplicity of Procedure Followed	281	10%
<b>Total</b>	<b>2668</b>	<b>100%</b>

**Figure 9.5: Percentage of reason having positive experience of WM’s office**



### 9.5.1. COMPLAINANT RATING AND REASON BEHIND POSITIVE EXPERIENCE

As mentioned above in sub-section 9.5, 89 % of the complainants were satisfied about the overall performance of WM’s office. The factors which contributed in developing such satisfaction as mentioned above in sub-section 9.5 are further disaggregated into complainant’s rating to WM’s office as satisfied is given in table 9.5.1 below:

**Table 9.5.1: Factors of positive experience against complainant’s positive rating**

Complainant’s Positive Rating	Factors of positive experience				Total
	Promptness in disposal	Simplicity of Procedure Followed	Staff attitude	Fairness of process	

#### Very Good (1263)

Frequency	673	110	155	325	<b>1263</b>
Percentage	53%	9%	12%	26%	<b>100%</b>

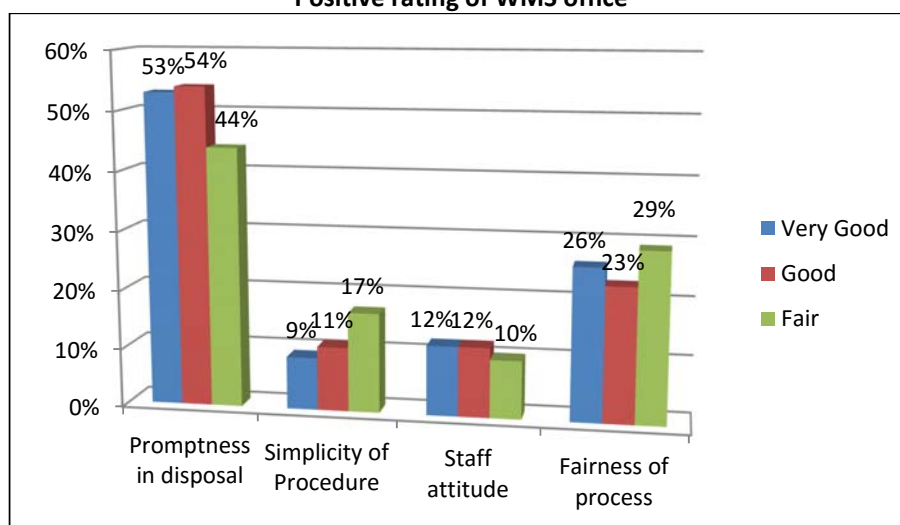
#### Good (1229)

Frequency	661	141	143	284	<b>1229</b>
Percentage	54%	11%	12%	23%	<b>100%</b>

#### Fair (176)

Frequency	78	30	18	50	<b>176</b>
Percentage	44%	17%	10%	29%	<b>100%</b>

**Figure 9.5.1: Percentage of factors of positive experience against Positive rating of WMS office**



## 9.6. REASON BEHIND NEGATIVE EXPERIENCE

In order to gain valuable information, the respondents were asked to point out their nature of grievances and dissatisfactions about WM's office with respect to the inefficiencies, arbitrariness, harassment for corruption motives, etc.

### KEY FINDINGS

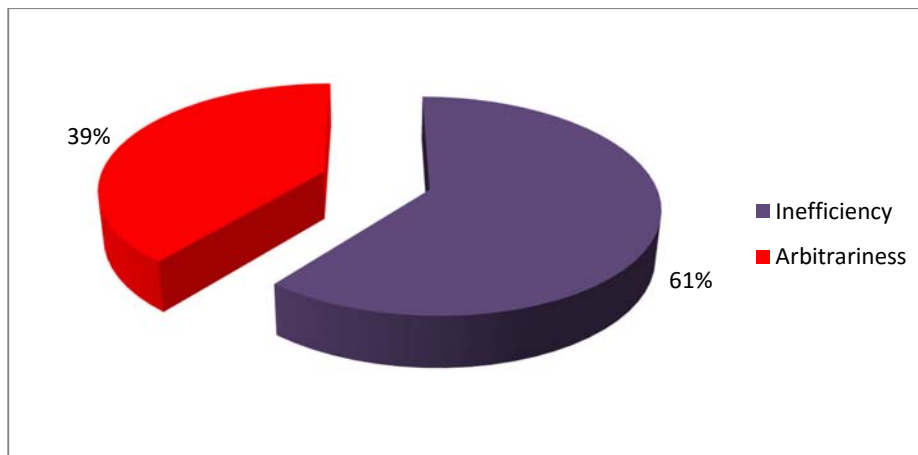
As depicted in the table above in sub-section 9.4, 11% of the respondents were dissatisfied about the overall performance of the WM's office (as poor and no comments). On inquiry about their opinion / recommendations, we found that out of the whole 11% of complainants, 61% pointed inefficiencies and 39% of complainants were concerned about arbitrariness.

The percentages and frequency function about the reason of complainants negative experience with WM's office is given in Table 9.6 below:

**Table 9.6: Reason having negative impression of WM's office**

Factors of Negative Experience	Frequency	Percentage (%)
Inefficiency	202	61%
Arbitrariness	130	39%
Total	332	100%

**Figure 9.6: Percentage of reason having negative experience of WM's office**



### 9.6.1. COMPLAINT RATING AND REASON BEHIND NEGATIVE EXPERIENCE

The complainant’s rating (including ‘poor’ and ‘no comments’) about WM’s office as mentioned in sub-section 9.4 above, is further segregated into factors of negative experience as given in table 9.6.1 below:

**Table 9.6.1: Complainant’s rating VS Factors of negative experience**

Complainant’s Rating	Factors of Negative Experience			Total
	overall no comments	Inefficiency	Arbitrariness	

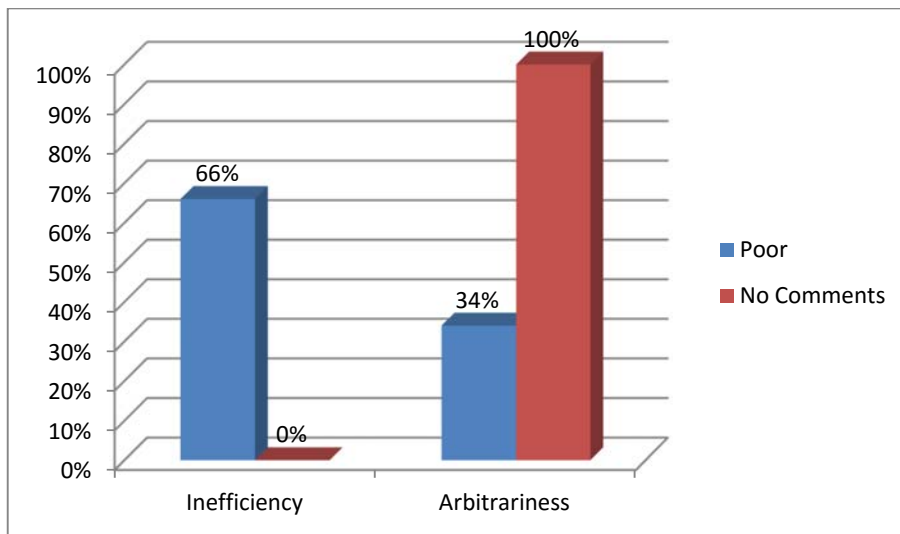
**Poor (334)**

Frequency	-	202	102	<b>304</b>
Percentage	-	66%	34%	<b>100%</b>

**No Comments (28)**

Frequency	-	-	28	<b>28</b>
Percentage	-	-	100%	<b>100%</b>

**Figure 9.6.1: Percentage of Complainant’s rating VS Factors of negative experience About WM’s office**



## 9.7. INQUIRY OF UNDUE FAVOR

In light of current prevailing opinions about our government system and poor performance factors of our institutions, we inquired from complainants whether they were forced / motivated towards bribery, corruption or undue influence.

### KEY FINDINGS

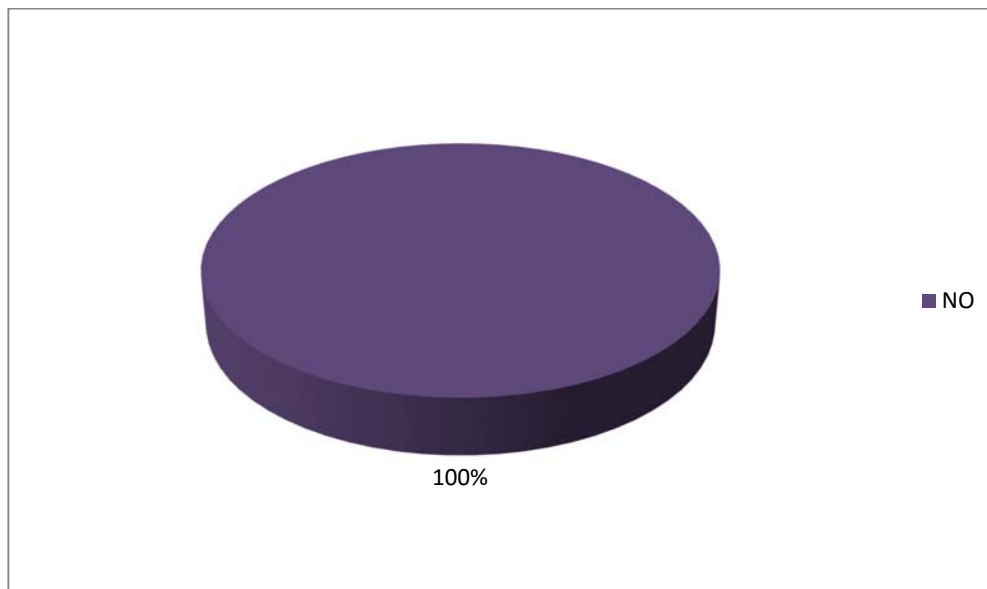
The complainants consider WMS officials have high integrity by not asking for any favor from them. We found that none of the complainants countered any such incident.

The percentages and frequency function of asking any undue favor is given in Table 9.7 below:

**Table 9.7: Whether asked for any undue favor**

Inquiry of Undue Favor	Frequency	Percentage (%)
No	3000	100%
Yes	-	-
<b>Total</b>	<b>3000</b>	<b>100%</b>

**Figure 9.7: Percentage of whether asking any undue favor**



## 9.8. TIME TAKEN BY WMS OFFICE TO FINALIZE FINDINGS

WMS policy states that decisions will be reached in 3 to 6 months. Citizens were asked about the length of time the WMS took to reach their decisions.

### KEY FINDINGS

As mentioned in sub-section 9.3 above, 100 % of complaints were decided/disposed-off. On query about time taken for disposal of complaints, we found that 100% of complaints/issues were finalized in less than 60 days. However, 13% or 395 of the complainants did not remember the time taken for disposal of their complaints. For these complainants, we inspected the records of WMS and noted the complaint was disposed-off in less than 60 days.

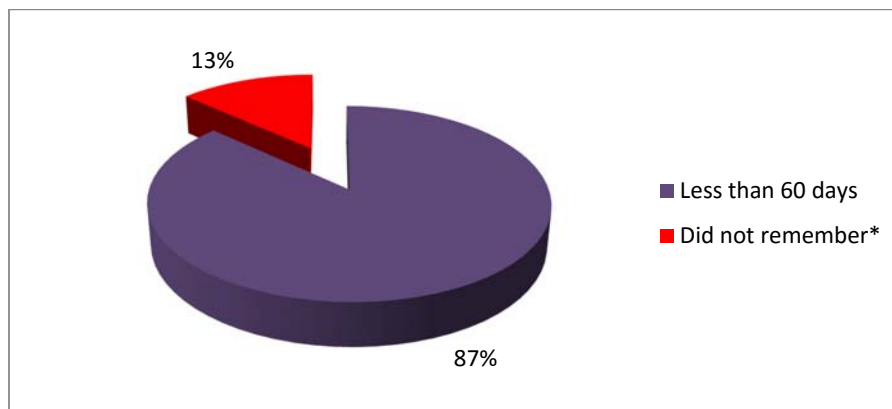
The percentages and frequency function of time taken by the WM’s office in finalizing the findings is given in Table 9.8 below:

**Table 9.8: Time taken for solution**

Time Slot	Frequency	Percentage (%)
Less than 60 days	2605	87%
Did not remember*	395	13%
<b>Total</b>	<b>3000</b>	<b>100%</b>

\*These complaints were disposed in less than 60 days

**Figure 9.8: Percentage of time taken to finalize the issue**



\*These complaints were disposed in less than 60 days

## 9.9. SATISFACTION ABOUT TIMELY DISPOSAL OF COMPLAINTS

Respondents were asked for their satisfaction about timely disposal of complaints.

### KEY FINDINGS

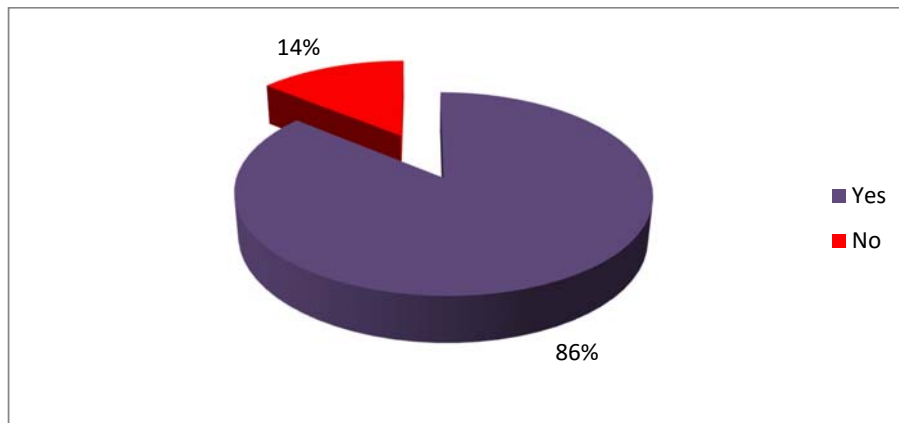
In assessment of complainant's satisfaction in terms of time taken in disposal of complaints, 86% of complainants were satisfied with the process which required WMS to collect all findings, hearing all parties, and decide judicially. Whereas 14% of complainants were of the opinion that complaints should be resolved more quickly.

The percentages and frequency function of complainant's satisfaction about timely disposal of complaints is given in Table 9.9 below:

**Table 9.9: Satisfaction about timely disposal of complaints**

Complainant's Satisfaction of Time taken	Frequency	Percentage (%)
Yes	2582	86%
No	418	14%
<b>Total</b>	<b>3000</b>	<b>100%</b>

**Figure 9.9: Percentage of complainant's satisfaction about time taken for disposal of issue**





## 9.10. FINDINGS AGAINST COMPLAINTS

The findings of the complaints are of two types, the findings are in favor of the complainants or in favor of the department.

### KEY FINDINGS

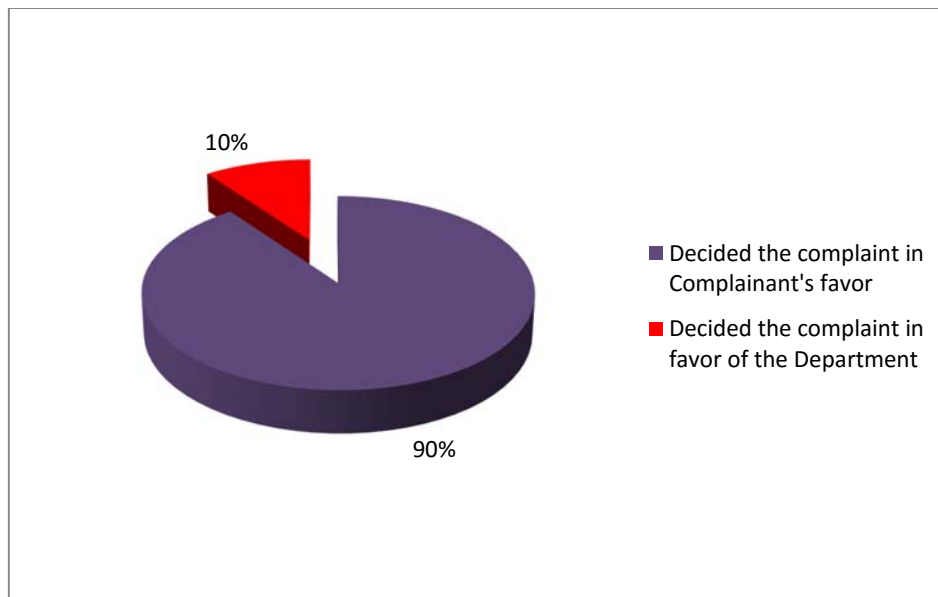
In our survey, we found that 90% of the complaints were decided in complainant's favor and only 10% were decided against the complainant.

The percentages and frequency function of WM's office findings against complaints are given in Table 9.10 below:

**Table 9.10: Final findings to the complaints**

Findings Against Complaints	Frequency	Percentage (%)
Decided the complaint in Complainant's favor	2699	90%
Decided the complaint in favor of the Department	301	10%
<b>Total</b>	<b>3000</b>	<b>100%</b>

**Figure 9.10: Percentage of final findings by WM's office to the respondent complaints**



## 9.11. IMPLEMENTATIONS OF WMS'S FINDINGS

In order to assess the complainant's satisfaction with the findings and to further streamline the process, we assessed complainants and the respective agency's actions after findings.

### KEY FINDINGS

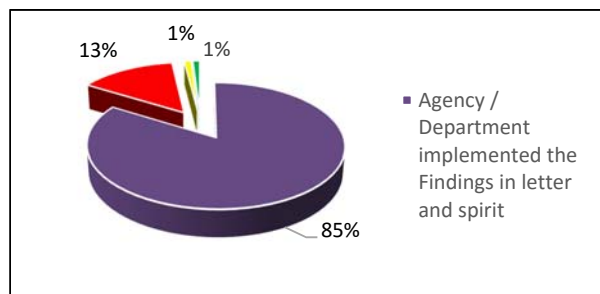
In our survey, we found that 85% decisions were implemented by the department/agency in letter and spirit, in 13% of decisions, agencies are in the process of implementing the findings, in 1% of decisions, the respective agencies filed representations against the findings and in about 1 % of decisions, the complainant decided to file a review petition, .

The percentages and frequency function of post finding scenario are given in Table 9.11 below:

**Table 9.11: What happened after receipt of WMS FINDINGS?**

Implementation of Findings	Frequency	Percentage (%)
<b>Agency / Department implemented the Findings in letter and spirit</b>	2539	85%
<b>Agency is in the process of implementing the findings</b>	399	13%
<b>Agency filed Review / Representation against Findings.</b>	37	1%
<b>Complainant decided or thinking to file a Review Petition</b>	25	1%
<b>Total</b>	<b>3000</b>	<b>100%</b>

**Figure 9.11: Percentage of post decisions scenario**



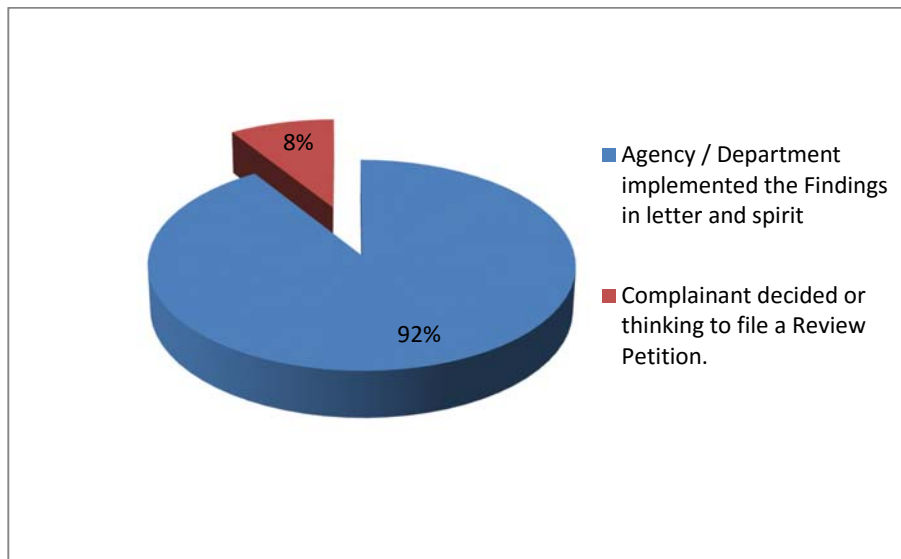
**9.11.1. FINDING AGAINST COMPLAINT AND IMPLEMENTATION**

The findings against complaints as mentioned in sub-section 9.10 above are further statistically disaggregated into the respective post finding scenario as given in table 9.11.1 below:

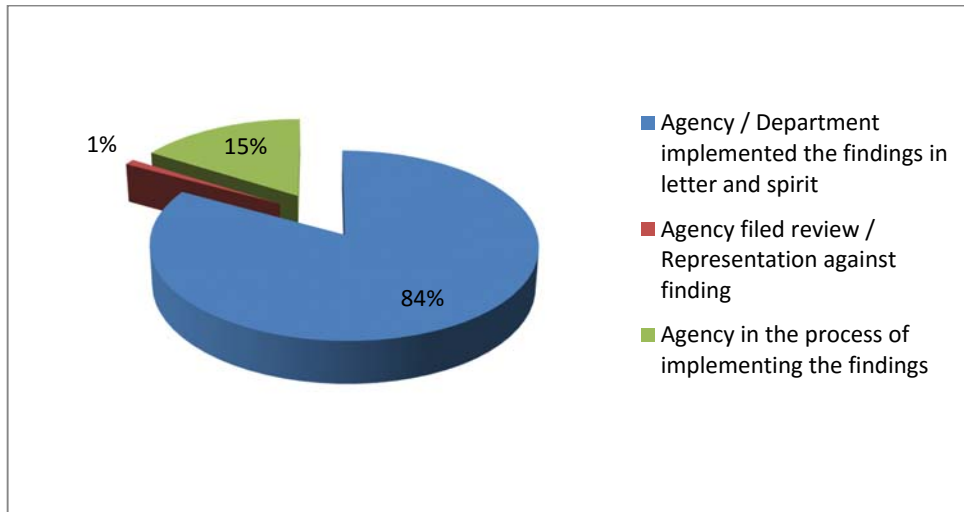
**Table 9.11.1: Finding against complaint VS post decision scenario**

Findings Against Complaints	Implementation of Findings	Frequency	Percentage
Decided the complaint in favor of the Department (301)	Agency / Department implemented the Findings in letter and spirit	276	92%
	Complainant decided or thinking to file a Review Petition.	25	8%
Decided the complaint in Complainant's favor (2699)	Agency / Department implemented the Findings in letter and spirit	2263	84%
	Agency filed Review / Representation against Findings	37	1%
	Agency is in the process of implementing the findings	399	15%

**Figure 9.11.1: Findings in favor of department VS post finding scenarios**



**Figure 9.11.2: Findings in favor of Complainant VS post finding scenario**



## 9.12. COMPLAINANT’S RECOMMENDATION OF WMS TO THIRD PARTIES

One of the foremost indicators of satisfaction when using any public service is the recommendation of service to family, friends, and acquaintances. If a user of a service is dissatisfied with the service there is very little, if any chance that they would recommend the service to anyone. Similarly, any satisfaction with the public service provided would cause people to recommend that service.

### KEY FINDINGS

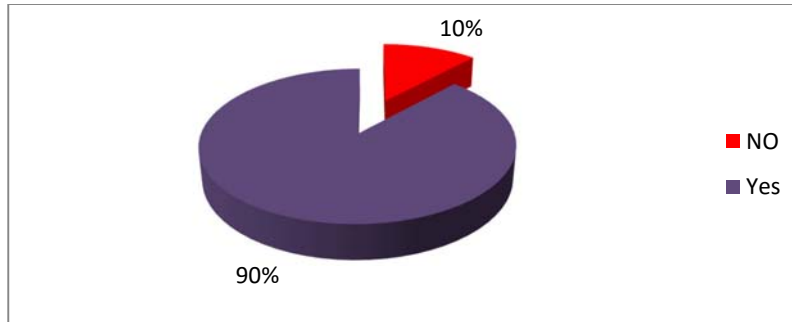
Most of the respondents (90%) were satisfied and felt that they would be willing to recommend using the office of WMS for filing and redress of their complaints. Only 10% had negative views.

The percentages and frequency function of complainant’s recommendation to others are given in Table 9.12 below:

**Table 9.12: Recommendation of WMS office to someone else**

Complainant’s Recommendation	Frequency	Percentage (%)
Yes	2685	90%
No	315	10%
<b>Total</b>	<b>3000</b>	<b>100%</b>

**Figure 9.12: Percentage of WMS office recommendation to others**



### 9.13. AREA OF IMPROVEMENT

Since the general purpose of the whole survey was to point out how to improve performance of WMS, we requested all of the respondents to guide us towards areas where improvement can be made.

#### KEY FINDINGS

We assessed in our survey that 2 % suggested improvements in registration of complaints, only 2% suggested improvements in hearing before advisors, 7 % think that WMS needs more promptness in disposing complaints, 18% pointed deficiencies in implementation process, only 5% suggested that staff behavior and overall performance should be improved further while surprisingly 66% of respondents were fully satisfied with the WMS present policies and procedures.

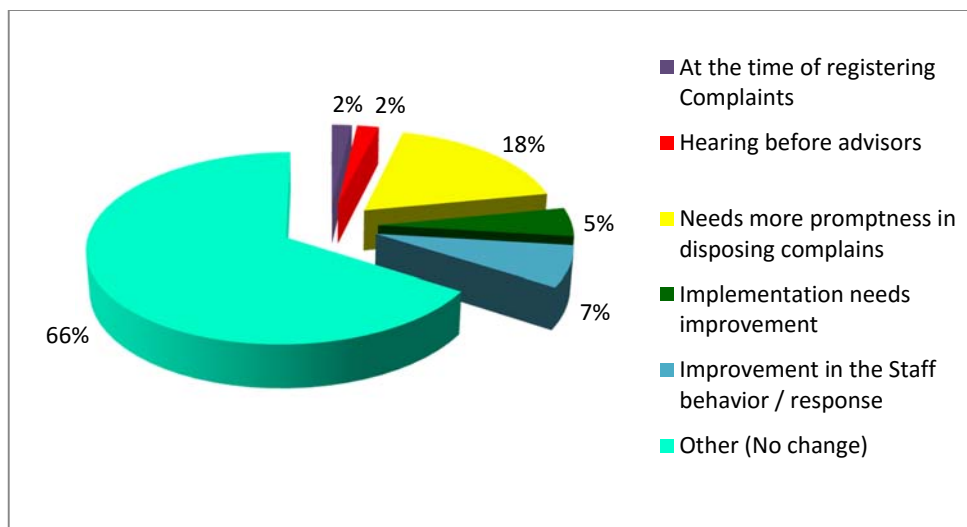
The percentages and frequency function of areas of WM’s office need improvements are given in Table 9.13 below:

**Table 9.13: Area of improvements of WM’s office**

Source of awareness	Frequency	Percentage (%)
At the time of registering Complaints	56	2%
Hearing before advisors*	61	2%
Needs more promptness in disposing complaints	212	7%
Implementation needs improvement	541	18%
Improvement in the Staff behavior / response	149	5%
Other ( No change)	1981	66%
<b>Total</b>	<b>3000</b>	<b>100%</b>

\*Complainants were of the view more locations should be added for hearing

**Figure 9.13: Percentage of areas of WM's office need improvements**



## 10. RECOMMENDATIONS

1. In order to increase awareness about existence of WMS and its complaint handling process, it is suggested that the increased use of print and electronic media be made. For example, commercials can be run on television to increase awareness of WMS and its process. Additionally, information regarding WMS can be included on bills from utility companies.
2. Increase number of branches of WMS offices, especially for hearing.
3. WMS official handling the complaint redress process can be provided further training on customer service through tailor made courses within the organization and/or renowned institutions like LUMS, IBA etc.
4. Online survey form should be formulated and integrated with the current complaint management information system. Once a complaint is closed, link to the survey should be sent to the complainants to obtain real time feedback on the performance of the WMS office. This will provide more accurate and timely feedback to the WMS office.
5. In light of the Supreme Court's order to adopt Urdu language as the official language of Pakistan, it is recommended WMS office issue its decision in both Urdu and English.
6. While the mandate of each of the Ombudsman office varies according to the department or agency they oversee, there are sufficient commonalities to warrant regular exchange of information among Ombudsman offices. Due to the efficiency of WMS in dispute resolution, the WMS office is encouraged to carry out workshops with other Ombudsman offices to improve and streamline their processes.