

MOPS in Pakistan: Implementation and Hurdles

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Follow us on **MOPS PAKISTAN**

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U.S. Census Bureau, Washington



- MOPS: 2014/15 vs. 2017/18
- Sample 2014/15 and Census Update
- Results from Punjab
- Institutional Coordination
- Hurdles
- Next Steps

This is Pakistan



The exercise in Punjab

The exercise in Punjab

MOPS 2014/15

- The 'frame' for 2005/6 came from lists compiled by the directorate of industries (not used for MOPS);
 - The practice evolved in 2010/11 to create registers by pooling data. 2010/11 was done by **mail only**. The returns were not ideal.
 - The sample of MOPS was drawn from 2010/11 registers and we asked questions on 2005/6-based on recall.
 - Face-to-face interviews;
 - The questionnaire was delivered by hand to the establishment;
 - The enumerator sought an interview on the same day or at a later date;
 - The duration of the interview: \approx 30 minute to complete
 - If on their return the enumerator found the questionnaire already filled, they sought to reconfirm a list of questions;
 - Assured confidentiality
-
- Response rate is 53%.

The latest edition of MOPS in PK.

The latest edition of MOPS in PK.

MOPS 2017/18

A census level activity for the manufacturing sector incorporating MOPS

- Business registers are compiled from: FBR, EOBI, SECP, Chambers of Commerce, Provincial Directorate of Industries, Yellow Pages, Provincial Labour Departments and Pakistan Engineering Board.
- Establishments having greater than 10 employees or USD 50000 annual sales;
- The enumerators sweep the country using the initial lists;
- They dropped the questionnaire by-hand to pick up at a later date.
- No face-to-face interviews on this edition; self-Reporting like for the U.S case.
- They update establishments during their sweep.
- Example: they add to the register even if no one opens the door. These units are contacted later officially;
- Mandatory by law: six years in jail, PKR 25,000 per day fine. So far no one I know has been prosecuted!

Pakistan Sample for 2014/15

Table A1: PK-MOPS sample design, by responders and non-responders in CMI

Number of Establishments	Responders in 2010 CMI	Non- Responders in 2010 CMI	Total
<i>MOPS sample</i>			
Total sample from CMI	2471	2100	4571
Non-eligible establishments*	224	441	665
Eligible establishments	2247	1659	3906
<i>MOPS responders</i>			
Total sample from CMI eligible establishments	1506	504	2010
Total response rate	66.4%	30.3%	51.0%
<i>MOPS clean baseline</i>			
Total sample	1491	503	1994
Total sample matched with CMI	1229	115**	1344

Note: (*) Non-eligible establishments include establishments that have closed down, no longer exist, or are not traceable. (**) 115 non-responders in the 2010 CMI had responded to the 2005 CMI and thus had some accounts data available.

Census and MOPS update 2017/18

Table 1: CMI/MOPS Progress (31-10-2017)

Province	Industries in BR List	Weight	Form Delivered	Form Retrieved	Rate of Delivery %	Rate of Retrieval %	Performance
Urban Unit, Punjab	23931	0.67	67047	54316	280	81	227
BOS, Sindh	8503	0.24	5297	1523	62	29	18
BOS, KPK	2303	0.06	3286	3174	143	97	138
Labour Department, Balochistan	504	0.01	341	206	68	60	41
PBS, Islamabad	390	0.01	593	355	152	60	91
Total	35631	1	76564	59574	215	78	167

Outline



MOPS:2014/15 vs. 2017/18



Survey Results



Institutional Coordination



Key Hurdles



Next Steps



Survey Results

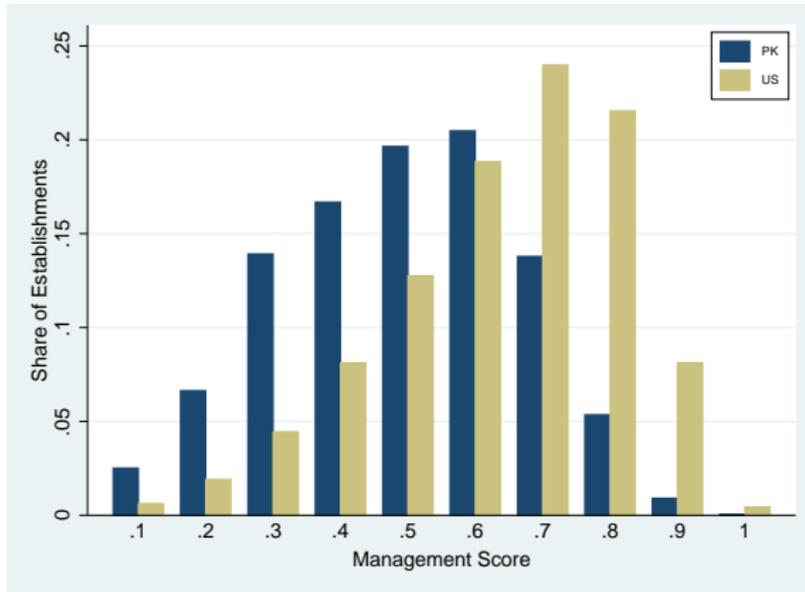
Data Overview

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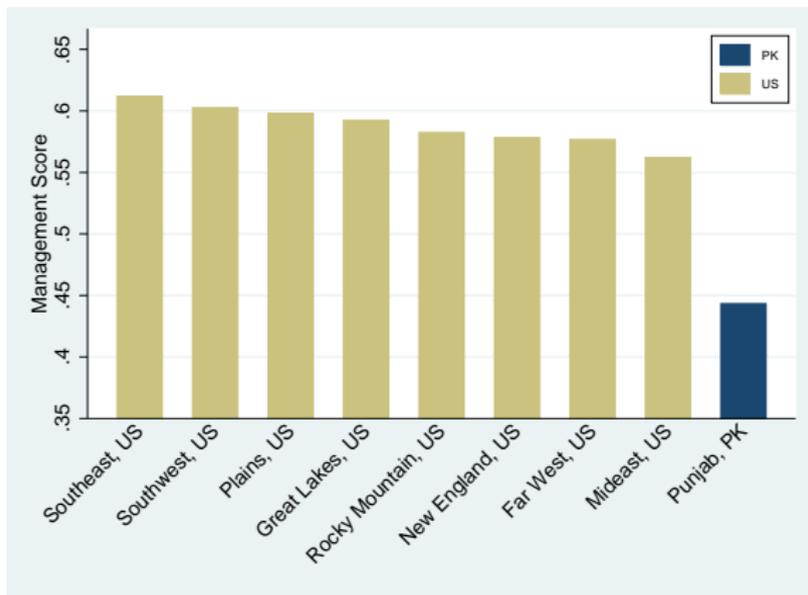
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Large differences in the rate of adoption of structured management practices in Pakistan and the US



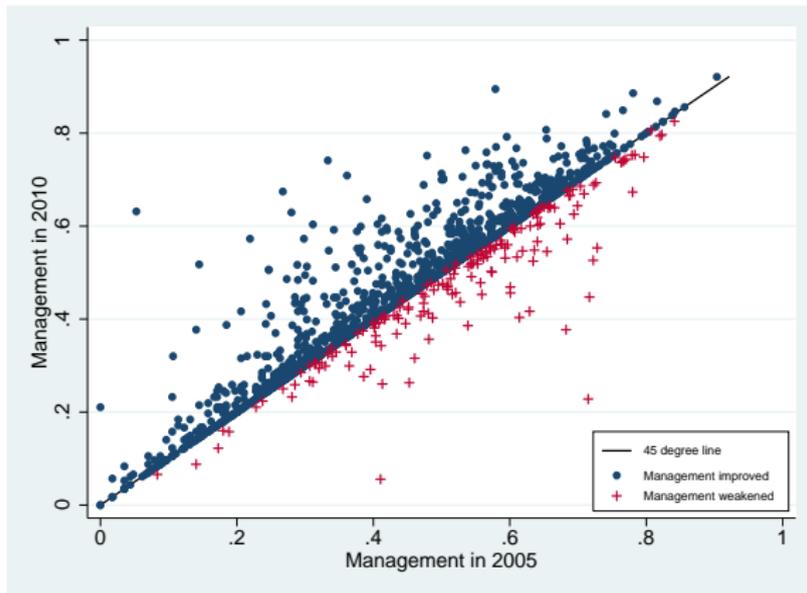
Notes: The Pakistan sample includes all MOPS observations with at least 11 non-missing responses to management questions (3714 observations from 1983 establishments). The share of establishments in the US is constructed from the shares displayed in Figure 2 in Bloom et al (2013). The management score is the unweighted average of the score for each of the 16 questions, where each question is first normalized to be on a 0-1 scale. The ten bars display the share of establishments in bins of 0.10.

Strong regional differences in adoption of structured management across regions



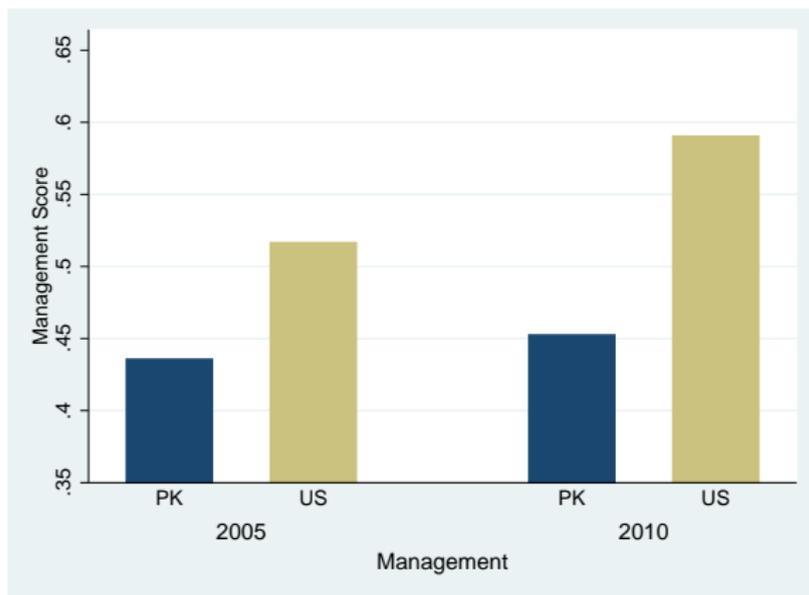
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Management in 2010 is strongly linked with management in 2005 in Pakistan



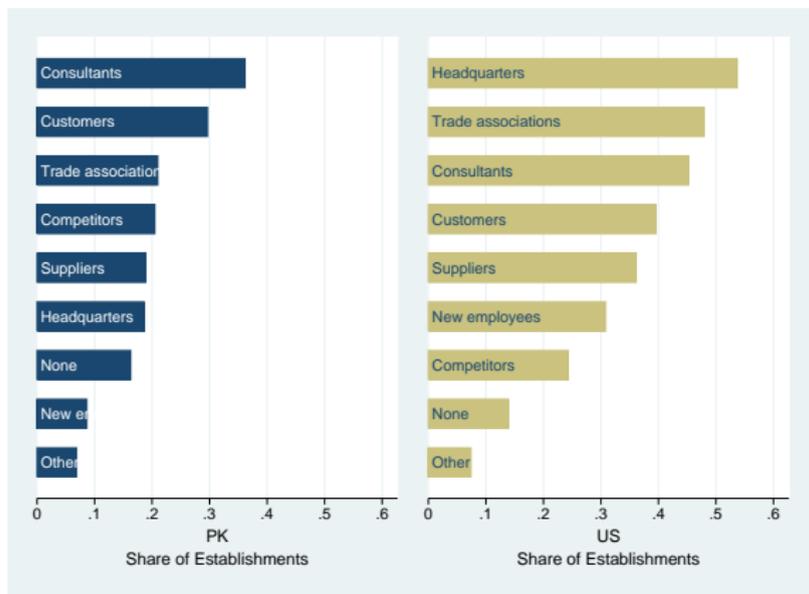
Notes: The management score is the unweighted average of the score for each of the 16 questions, where each question is first normalized to be on a 0-1 scale. The sample includes all MOPS observations with at least 11 non-missing responses to management questions and with observations in both 2005 and 2010 (1731 establishments). 965 (55.7%) establishments report no change in management practices, 598 (34.5%) establishments report positive change in management practices, and 168 (9.7%) establishments report negative change in management practices.

Management also improves over time in Pakistan and the US



Notes: The sample includes all MOPS observations with at least 11 non-missing responses to management questions and with observations in both 2005 and 2010 (1731 establishments). The management score is the unweighted average of the score for each of the 16 questions, where each question is first normalized to be on a 0 - 1 scale. The management scores in both years in the US is constructed based on the bar graphs displayed in Figure 5 in Bloom et al (2013). As noted by the authors, the US sample includes all MOPS observations with at least 11 non-missing responses to the management questions and with observations in both 2005 and 2010 (US data has been weighted using ASM 2010 weights).

Where do managers learn about management practices?



Notes: The sample includes all MOPS observations with at least 11 non-missing responses to management questions and with some accounts data (2101 observations from 1514 establishments). The establishment management score is the unweighted average of the score for each of the 16 questions, where each question is first normalized to be on a 0-1 scale, and averaged across establishments in bins of 0.05. Log of establishment employees is the number of employees reported in the MOPS. The following three measures are extracted from the CMI survey: log of capital per employee is the stock of capital reported in the beginning of the period, log of value added per employee is calculated as $((\text{total sales} - \text{total materials}) / \text{total employment})$ and log of profits per employee is calculated as $((\text{total value added} - \text{total wages}) / \text{total employment})$.

Institutional Coordination

How we did it in Pakistan?

- Increasing motivation by government to investigate management practices in the economy
- Partnership with the Pakistan Bureau of Statistic and the State Bank of Pakistan



Left to Right: Arif Cheema (SBP), Asif Bajwa (Chief Statistician, PBS), Saeed Ahmed (Deputy Governor, SBP), Arif Cheema (PBS). On the occasion of MOPS launch. Date: 4th December 2014. Venue: State Bank of Pakistan, Karachi.

Overcoming institutional constraints

- Getting attention at PBS, central bank filter was important;
- The quality Punjab report was an important in convincing stakeholder to continue working on this;
- The entrepreneurs also reacted positively and found MOPS easy to fill for Punjab;
- This built trust between two federal bodies and donors;
- There is constant coordination going to ground between the researchers, SBP and PBS;
- Agreeing to conduct at the Census level using bridge financing from the the Central Bank proved critical;
- Day-to-day management/monitoring of the project itself.

Census Administration

- Questionnaire delivered (and being collected) by-hand to addresses for concerns over low response rate.
- We added a small section to get key financial data for 2010 so we can validate our previous exercise.
- PBS is using the urban unit of Punjab, provincial bureau of statistics and industry directorate, and labour department to collect data
- PBS travels extensively to convince its partners for successful completion of the census.

Obstacles

- Punjab (not really part of the funding) and KPK are a success. Sindh and Baluchistan are a different story;
- PBS overburdened as it is also involved in population census after a gap of 15 years or so;
- Questionnaire recovery is tough there are differences in management skills!
- Bureaucratic issues in payments to enumerators;
- Constant turnover of bureaucrats;
- The constant need to be engaged and synergize takes a toll;
- Must stay focused while engaging with the top management and academics;

Outline



MOPS:2014/15 vs. 2017/18



Survey Results



Institutional Coordination



Key Hurdles



Next Steps



Next Steps

Next steps

Continued effort in...

- collecting data by early 2018 as it was extended by six months;
- Not clear how good the return on MOPS has been as data is being entered;
- cleaning and mapping data set with CMI by March 2018;
- Contribution to the investigation of what drives management around the world especially in emerging market economies;

Outline



MOPS:2014/15 vs. 2017/18



Survey Results



Institutional Coordination



Key Hurdles



Next Steps



Thank you.