



# **Customer Satisfaction Survey**

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## **FINAL REPORT**

**Prepared by SBO Research  
2014**

**[This report contains findings from the Customer Satisfaction Survey that was conducted in 2014.]**

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## **ABBREVIATIONS**

CA – Communications Authority of Kenya

ATU – African Telecommunications Union

CTO – Commonwealth Telecommunications Organization

ITU – International Telecommunication Union

EACO – East African Communications Organization

PAPU – Pan African Postal Union

GSMA – Groupe Speciale Mobile Association

SPSS – Statistical Package for Social Sciences

ICT – Information and Communication Technology

PWD's –Persons with Disabilities

COFEK – Consumer Federation of Kenya

MDA's – Ministries, Departments and Agencies

CD – Compact Disc

TOR – Terms of Reference

## **EXECUTIVE SUMMARY**

The general purpose of the survey was to establish the extent in which CA customers were satisfied with the services provided by the Authority. The survey targeted both internal and external customers. External customers included Licensees, Suppliers, Consumers, Partners and Affiliates. Internal customers are the Authority's employees. Overall, a sample size of 2,940 was achieved.

**Licensees** – Overall Index for Licensees currently stands at 74.5%. The Authority was fairly rated in regards to its roles and mandate. 69% stated that CA does enforce compliance with license terms while 57% reported that the Authority promotes fair play among industry players.

7 out of 10 Licensees were in agreement that there was efficient flow of information between CA and its stakeholders. Information provided by CA to its stakeholders was also perceived to be clear and easy to understand.

**Internal Staff** – Overall Internal Customer Index stands at 75.3%. 74% cited that they were satisfied with the service that they offered to other departments compared to 62% who reported that they were satisfied with the level of service offered to them by other departments. Teamwork/work relations received the lowest score in comparison to all the other categories assessed.

**Suppliers** - 25% of suppliers reported that the procurement process at CA had improved a lot in the past one year while 38% perceived there to be no change over the same time frame. Another 38% cited that they did not know whether the process had improved or declined. Suppliers Overall Index stands at 75.8%.

**Consumers** - Few consumers reported having interacted with CA staff. They rated CA staff very highly. When asked to rate the performance of CA in executing their role, 39% felt that the Authority had performed well while 45% rated the Authority's performance as average. Overall Index for Consumers stands at 70.5%.

**Partners/Affiliates** - overall satisfaction index for partners and affiliates stands at 69.4%.

## 1.0 CHAPTER ONE: INTRODUCTION

### 1.1 Background of Communications Authority of Kenya

The Communications Authority of Kenya (formerly Communications Commission of Kenya) is the regulator for the Information and Communications Technology (ICT) sector in Kenya. Established in 1999 by the Kenya Information and Communications Act, 1998, the Authority is responsible for facilitating the development of the Information and Communications Technology sector including broadcasting, multimedia, telecommunications, electronic commerce, postal and courier services. This responsibility includes the following:

- Licensing all systems and services in the communications industry, including; telecommunications, postal, courier and broadcasting.
- Managing the country's frequency spectrum and numbering resources.
- Facilitating the development of e-commerce.
- Type approving and accepting communications equipment meant for use in the country.
- Protecting consumer rights within the communications environment.
- Managing competition within the sector to ensure a level playing ground for all players.
- Regulating retail and wholesale tariffs for communications services.
- Managing the universal access fund to facilitate access to communications services by all in Kenya.
- Monitoring the activities of Licensees to enforce compliance with the license terms and conditions as well as the law.



Access to and use of information and communications services by all in Kenya by 2018.



Facilitate the transformation of lives through progressive regulation of the Information and Communication Technology sector.



The Authority's core values are reflected in the services the Authority offers to its customers. Its core values are; ***Integrity, Transparency, Diligence, Result-focus, Accountability and Teamwork.***

## **1.2 Service Delivery Process and Standards**

The Authority, in its regulatory role serves a multi –stakeholder community. These stakeholders include members of the public, investors interested in doing business in the country’s ICT sector, holders of licenses issued by the Authority, the consumers of communications services in the country and the Government of Kenya. The Authority has in place an External and Internal Service Charter that serves as the basis of evaluating and reporting on its service performance and is therefore an important tool in maintaining focus on client service delivery outcomes.

The service charter(s) outlines the service standards that the Authority intends to achieve. The Authority is also committed in ensuring that consumers of ICT services throughout Kenya are provided with high quality services at competitive prices and that their concerns are dealt with in a most satisfactory manner.

It is with this background in mind that the Authority commissioned a Customer Satisfaction Survey. The survey’s main objective was to determine the level of Customer Satisfaction for both internal and external customers.

This report highlights the methodology used for carrying out the research and key findings that emerged from the research.

## **1.3 Scope of Customer Satisfaction Survey**

Customer satisfaction refers to the utility derived by the customers of the product or service as attested to by the independent opinion of the consumer of the product or services. The customer satisfaction survey consisted of the components shown below:-

	<b>Component</b>
1	External Customer Satisfaction Survey
2	Internal Customer Satisfaction Survey

### **i. EXTERNAL CUSTOMER SATISFACTION SURVEY**

The external customer satisfaction survey covered the entire country with sensitivity to the spread of the telecommunications, radio-communications, broadcasting, E-commerce and postal/courier services in the counties.



The survey aimed to determine customer satisfaction levels based on the categorization of the Authority's external customers. External customers included Licensees, consumers, suppliers, and partners/affiliates.

## **ii. INTERNAL CUSTOMER SATISFACTION SURVEY**

The internal customer satisfaction survey measured employee's satisfaction regarding various processes and services as provided for in the Authority's internal service charter. The main objective was to survey determine the extent to which employees were satisfied with the services offered by other departments as provided for in the internal service charter.

### **1.4 Specific Terms of Reference**

- a) To review all relevant documents related to Authority's mandate including;
  - a) Kenya Information and Communication Act, CAP 411A
  - b) The Authority's Strategic Plan 2013 – 2018
  - c) The External and Internal Service Charter
  - d) Previous Customer Satisfaction Surveys.
2. To determine and provide the Customer Satisfaction Indices for both the External and Internal customers and also provide separate Customers Satisfaction ratings as per customer categorization and by county.
3. To design appropriate data collection and analysis tools that will accurately measure the levels of internal and external customer satisfaction.
4. To develop a tool that will enable the Authority track the implementation of customers' satisfaction recommendation on a quarterly basis.
5. Collect data using the approved research instruments/tools.
6. To develop a knowledge transfer component for key staff that will monitor customer satisfaction through training and capacity building.
7. Prepare there (3) templates/formats for progress report and final reports for each of the survey's i.e. Internal and External Customer Satisfaction Surveys.
8. Establish the External Customer Satisfaction index and Internal Satisfaction Index.

## **1.5 Research Objectives**

### **1.5.1 Specific Objectives of the External Customer Satisfaction Survey**

- i. To determine overall customer satisfaction levels with respect to the following service attributes;
  - Speed and quality of service/product
  - Affordability
  - Courteousness
  - Information on services/product
  - Adherence to the commitments set out in the service charters
  - Competence of its workforce
  - Physical attributes (ambience etc.)
  - Accessibility of the Authority's services through telephone, information dissemination and physical premises
  - Responsiveness to customers feedback
  - Any other relevant dimension of service as perceived by the Authority's customers
- ii. To identify critical gaps in the service delivery system and recommend interventions.
- iii. Satisfaction with adherence to the Commitments set out in the external service charter.
- iv. To determine the level of satisfaction with respect to Authority's Complaints Management System.
- v. To determine the effectiveness of customer feedback mechanisms.
- vi. To determine the adequacy, relevance and access to information provided by the Authority through website, telephone and Emails.
- vii. To determine an overall external customer satisfaction index.

### **1.5.2 Specific Objectives of Internal Customer Satisfaction Survey**

- i. To determine overall customer satisfaction levels with respect to the following service attributes;
  - Accessibility
  - Timelines in service delivery
  - Courteousness
  - Professionalism
  - Mutual Respect

- Teamwork
- Duty of care
- ii. Confidentiality Satisfaction with adherence to the Commitment set out in the internal service charter;
- iii. To identify specific service gaps that require improvement recommend measures to enhance Internal Customer Satisfaction;
- iv. To measure the level of satisfaction based on targets stipulated in the internal service charter;
- v. To determine the overall Internal Customer Satisfaction index

## 2.0 CHAPTER TWO: METHODOLOGY

### 2.1 Target Population

The survey targeted a multi-stakeholder community who included the following:

- a) Licensees** who were broken down by type of service, size and age of the organization, geographical location and customers served. The Authority provided a sample frame from which Licensees were sampled from. They included the following categories:

i.	National Network Facilities Providers	✓ Tier 1 ✓ Tier 2 ✓ Tier 3
ii.	International Network Facilities Providers	✓ Submarine Cable Landing License ✓ International Gateway License
iii.	Non-Infrastructure Based Providers	✓ Application Service Providers ✓ Content Service Providers
iv.	Terminal equipment providers	✓ Telephone Terminal equipment providers ✓ Telephone Technical Personnel
v.	Private Very Small Aperture Terminals (V-Sat	✓ Vsat Operated Through Foreign Hub Operators ✓ Vsat Operated Through Local Hub Operators
vi.	Onetime Authorization	✓ GMPCS Landing Rights Authorization ✓ Business Processes Outsourcing
vii.	Postal/Courier Operators	Public postal licensee  ✓ International operators ✓ International inbound operators ✓ Regional operators ✓ Intra-country operators ✓ Intra-city operators ✓ Document exchange operators
viii.	Broadcasters	✓ TV ✓ Radio
ix.	Frequency Licensees	

**b) Suppliers**

CA suppliers were categorized as per the services that the Authority provides. The sample targeted all prequalified suppliers who have transacted with the Authority over the last twelve months. A sample frame for suppliers was also provided by the Authority.

**c) Consumers**

Consumers included those served directly by the Licensees. They were broken down by sex status and demographics as follows:

- a. Age
- b. Gender
- c. Social class (Living Standard Measurement/Income)
- d. Geographic location

**d) Partners & Affiliates**

Included the following;

- a. Ministries, Departments, Agencies (MDAs)
- b. Non-Governmental organizations
- c. Consumer organizations e.g. COFEK
- d. Academia
- e. International Partners who have a close working relationship with CA e.g. ATU
- f. Others – Media Owners Association, Mobile Networks Organization Association, GSMA and the Civil Society.

**e) Internal customers**

All CA employees were targeted to participate in the study.

**2.2 Data Collection Method**

Given the objectives of this study both qualitative and quantitative approaches were used. Qualitative approach was in the form of in depth interviews and focus group discussions while quantitative approach was in the form of semi-structured questionnaires.

**a) Qualitative Approach**

In-depth interviews were used to get qualitative information from our target audience which mainly comprised of Licensees. Focus groups discussions on the other hand were used as value addition and were held with consumers of communication services.

**b) Quantitative Approach**

The quantitative phase aimed at quantifying the qualitative data on satisfaction. Quantitative data was gathered **through face-to-face interviews** using **semi-structured questionnaires**.

The objective here was to quantify the responses and confirm the extent to which respondents held various perceptions and to establish the various indices. Internal customer satisfaction data was gathered through a self-completion **online questionnaire** that was sent to all staff through an online link. The data has been analyzed to answer issues raised from the research objectives.

## **2.3 Sampling**

**Qualitative:**

A qualitative sample of 30 in-depth interviews distributed across Licensees was conducted. 6 Focus Group Discussions with consumers of communication services were held in Nairobi, Kisumu, Mombasa, Isiolo, Samburu and Narok. Respondents for both in-depth interviews and focus group discussions were selected through purposive sampling method in order to ensure representativeness of the target population.

**Quantitative:**

Generally, a sample size is a compromise between two management responsibilities, risk/uncertainty management and budget control / allocation. Overall, large samples provide more precise answers at a higher cost while small sample provide less precise answers at a lower cost. Whereas sampling always yields an approximate answer, the degree of approximation is measured by "confidence interval". The sample size is therefore determined by the degree of precision required of the research findings. Normally a margin of error of  $\pm 5$  at 95% confidence level is acceptable based on industry standards.

For each respondent category, the rating of each variable was computed by grouping together the number of respondents who answered a specific statement under the variables measured. Assessment was based on a 5 point scale where 1 was Strong Disagree, 2 was Disagree, 3 was neither agree nor disagree, 4 was Agree and 5 was Agree Strongly. These assessments were then given weights of 5, 4, 3,

2 and 1 respectively. The number of respondents was then multiplied by weights to obtain the total score for each statement. The scores were then summed up and divided by the maximum possible Score multiplied by five (5). The formula is shown below;

$$\frac{\sum_{j=1}^5 (R_j * W_j)}{\sum R_j * 5} * 100$$

$\sum_{j=1}^5 (R_j * W_j)$  = Overall score for a statement **j=1**

$\sum R_j * 5$  = Maximum possible score for a statement

To obtain the rating level (score) for a variable, the scores of the statements under it were summed up and averaged. The formula is as follows:

$$\text{Variable Rating Level (VRL}_i\text{)} = \frac{\sum_{i=1}^n (SS_i)}{n}$$

Where

$\sum_{i=1}^n (SS_i)$  = Sum of scores of all statements under a variable  
**i=1**  
 n= Number of statements under the variable

Scores were given to a wide range of statements.

Quantitative sample breakdown has been shown by table 1 below.

	Contact Sample	Effective Sample	Response Rate
Licensees	310*	154	76%
Suppliers	50	50	100%
Consumers	2,650	2,684	101%
Internal customers	190	52	27%
Partners/Affiliates	50	18	36%
<b>Total</b>	<b>3,250</b>	<b>2,958</b>	<b>91%</b>

Table 1: Quantitative - Sample Breakdown

\*Licensees – A sample size of 310 is the ideal contact sample. Given the tight deadlines, we endeavored to achieve a sample size that was greater than 65% of the contact sample.

## 2.4 Limitations of the survey

The following are limitations that were experienced during the survey period;

### a) Missing Information

In the employee satisfaction questionnaire, employees were required to complete all sections of the instrument as applicable to them. However, there were instances where no information was filled at all.

### b) Target Respondents

A detailed list of partners/affiliates was not available. Out of an expected sample of 50, only 18 were achieved.

c) **Survey Fatigue** – there were a number of surveys that were ongoing during the same time period which caused survey fatigue among employees.

### Geographical Scope

The consumer sample was distributed to cover all counties in Kenya in proportion to population and communication services penetration. Nairobi, Mombasa and Kisumu counties have more users of ICT services hence the larger sample.

Please note that Lamu, Mandera, Marsabit and Tana River counties were experiencing security issues at the time of data collection hence they were not captured in the survey. Table 2 below has captured consumer sample across the different counties.



County	Proportion (%)	Contact Sample	Effective Sample
Nairobi	40.0%	1080	1124
Mombasa	7.50%	200	213
Kisumu	7.50%	200	196
Kakamega	1.13%	30	30
Bung'oma	1.13%	30	30
Kiambu	1.13%	30	30
Nakuru	1.13%	30	30
Meru	1.13%	30	30
Kisii	1.13%	30	30
Kilifi	1.13%	30	33
Machakos	1.13%	30	30
Migori	1.13%	30	16
Kitui	1.13%	30	28
Homa Bay	1.13%	30	42
Murang'a	1.13%	30	30
Uasin Gishu	1.13%	30	30
Makueni	1.13%	30	29
Turkana	1.13%	30	28
Narok	1.13%	30	29
Siaya	1.13%	30	30
Trans Nzioa	1.13%	30	30
Kericho	1.13%	30	30
Nandi	1.13%	30	27
Bomet	1.13%	30	14
Nyeri	1.13%	30	30
Kajiado	1.13%	30	29
Kwale	1.13%	30	32
Garissa	1.13%	30	30
Nyamira	1.13%	30	30
Nyandarua	1.13%	30	30
Baringo	1.13%	30	28
Vihiga	1.13%	30	30
Kirinyaga	1.13%	30	27
Embu	1.13%	30	30

West Pokot	1.13%	30	30
Busia	1.13%	30	29
Laikipia	1.13%	30	30
Elgeyo / Marakwet	1.13%	30	28
Tharaka Nithi	1.13%	30	30
Taita Taveta	1.13%	30	30
Samburu	1.13%	30	29
Isiolo	1.13%	30	30
<b>Total</b>		<b>2650</b>	<b>2684</b>

Table 2: Consumer Sample by county

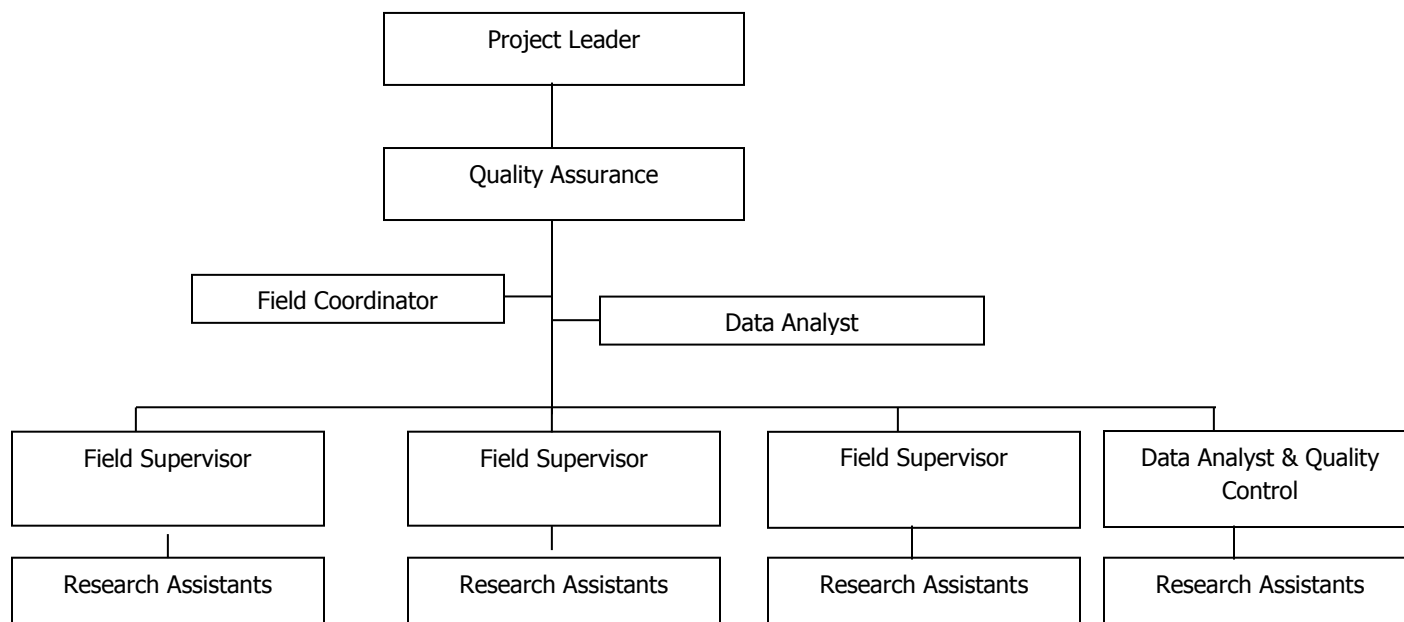
## 2.4 Data collection Approach

### Step 1: Review and Clarification of Scope of the Survey

This involved meeting with the Authority's representatives to review parameters of the survey. The meeting helped clarify the agreed definition of terms and the key observable characteristics that enabled the selection of qualified respondents in a consistent way.

### Step 2: Mobilization of field staff

The data collection team was structured as follows:



### Step 3: Finalizing the survey instruments

Both the survey instrument and the research assistants were pre-tested. Piloting the survey instrument was a crucial quality check and was used to determine;

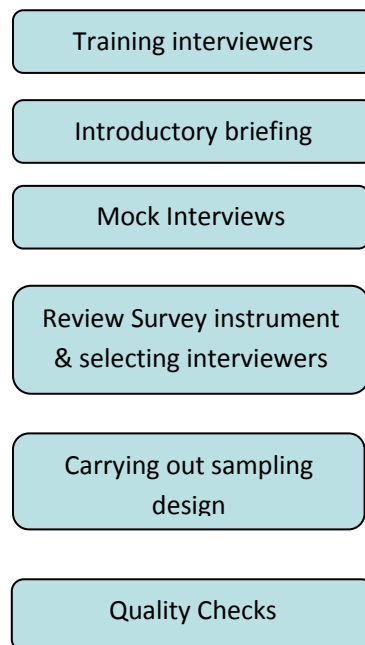
- The respondents ability to understand and respond to the questions
- Flow and internal arrangement of questions
- Questions that maybe viewed as insensitive or unnecessary
- Weaknesses in the interviewer instructions

The survey team was thoroughly informed about the purpose of the project and trained in the respective approach for the survey.

### Step 4: Post Pilot Review

Following the pilot survey, feedback was gathered from the interviewer on the questionnaire. Each question was reviewed to determine whether it needed to be revised, removed or relocated.

The proposed survey process adopted the following approach;



### **Step 5: Training of the Field Team**

The interviewers, team leaders and field supervisors were briefed and trained by the Project Manager. During the training a 'pilot' study was carried out before the project started. The training took two days. Potential interviewers were introduced to the details of the survey and some selected to participate in the actual fieldwork based on demonstrated skills levels. Introductory briefing covered;

- An overview of methodology
- Purpose and their role in the project
- The details of the survey instrument

#### ***Mock Interviews***

After the introductory briefing each potential interviewer completed a mock interview. This helped identify suitable interviewers for the project and further familiarize the investigators with the questionnaire.

#### ***Selecting interviewers for each area and target group***

Key factors that were considered in selecting investigators include: familiarity with the survey area, language capability, ability to relate to target audience and integrity/honesty.

#### ***Additional Training for the selected interviewers***

This was a half-day session that covered the following:

- How to avoid bias
- Sampling design and the agreed process for sample selection
- The enumerators will be reminded that incorrect data will be corrected if:
  - The instrument is not correctly administered
  - The respondents answers are not correctly recorded and
  - If the sampling design is not applied
- Examples of how to deal with respondents who won't understand the questions
- Importance of relationship/rapport building with the respondent

After the formal training, field teams of 5 each with 1 supervisor were formed and given time to discuss daily fieldwork procedures.

## **2.5 Data Analysis**

Data gathered through questionnaires was analyzed through percentages and mean scores using Statistical Package for Social Sciences (SPSS) analysis package. Data has been summarized to provide the scores needed to answer the study objectives. The data has been presented in tables, charts and

narratives. Comparisons have also been made to previous surveys and recommendations derived on the way forward.

## **Data Processing**

The data management has gone through all the stipulated processes of coding & entry. Errors were controlled through set up of the MPA data-entry mask in advance using CSPro. The mask was tested before data-entry begun. Changes were made where possible.

## **2.6 Questionnaire Development**

SBO Research developed a targeted list of research questions to be answered by the different customer groups. The questionnaire was reviewed with CA representatives to ensure all the relevant issues were addressed.

## **2.7 Quality Assurance Measures**

The following quality assurance measures that were used in the study;

- ♦ Piloting of research instruments
- ♦ Thorough training and briefing of the research team
- ♦ Field supervision through accompaniments and back-checking (10%)
- ♦ Questionnaire editing to determine inconsistencies
- ♦ 100% data entry verification
- ♦ Involvement of competent and experienced staff in all assignments
- ♦ Lateral thinking was applied in interpretation and delivery of insights
- ♦ Client involvement at every stage

## **2.8 Quality Control Standards**

The field process was supervised through accompaniments, back checking (20% of the questionnaires done by each interviewer) and questionnaire editing to determine any inconsistencies. Data entry verification was also done for all the questionnaires.

### 3.0 CHAPTER THREE: RESEARCH FINDINGS

#### 3.1 Findings from Licensees

A total of 154 licensees spread across different industries as shown by the figure below were interviewed.

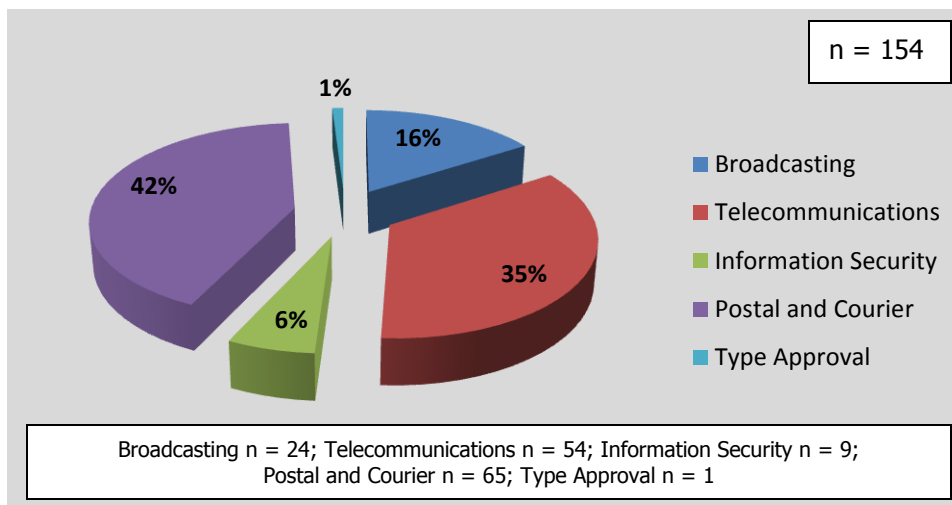


Figure 1: Licensees interviewed by type of industry

##### 3.1.1 Interaction with the Authority

All Licensees interviewed had interacted with the Authority at one point or another. It was important to establish the period of interaction with the Authority since satisfaction levels may vary depending on the length of interaction.

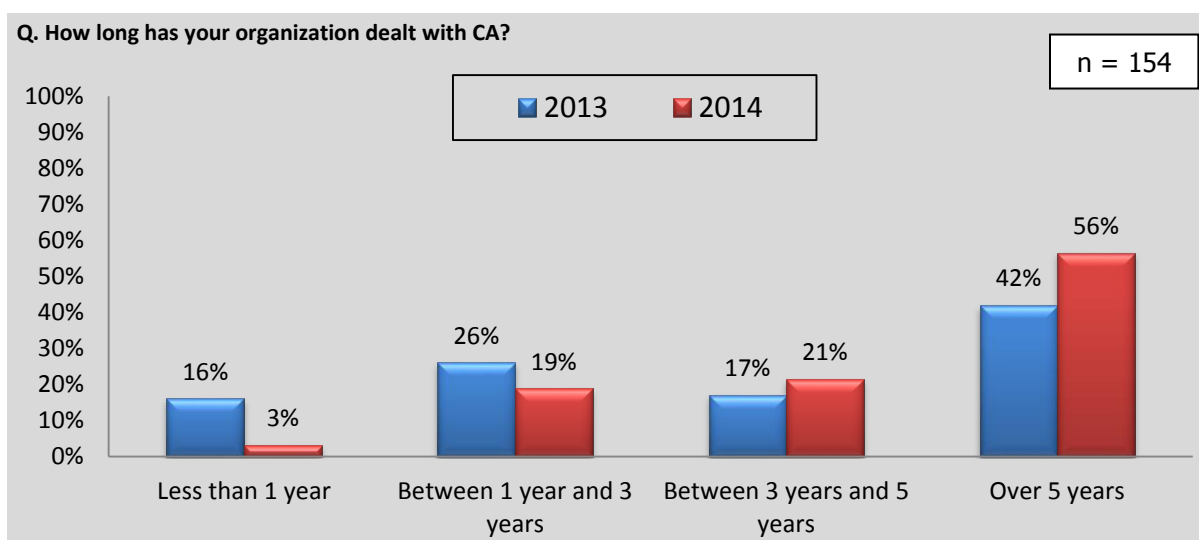


Figure 2: Length of interaction

As shown by figure 2, 56% had interacted with the Authority for over 5 years while only 3% had dealt with CA for less than 1 year. Compared to the year 2013, there has been a 14% increment in the number of Licensees who reported having dealt with the Authority for over 5 years.

In regards to the frequency of interaction, 26% cited that they interact with CA at least once a year while 25% interact with the Authority every 2 to 3 months. This has been shown below.

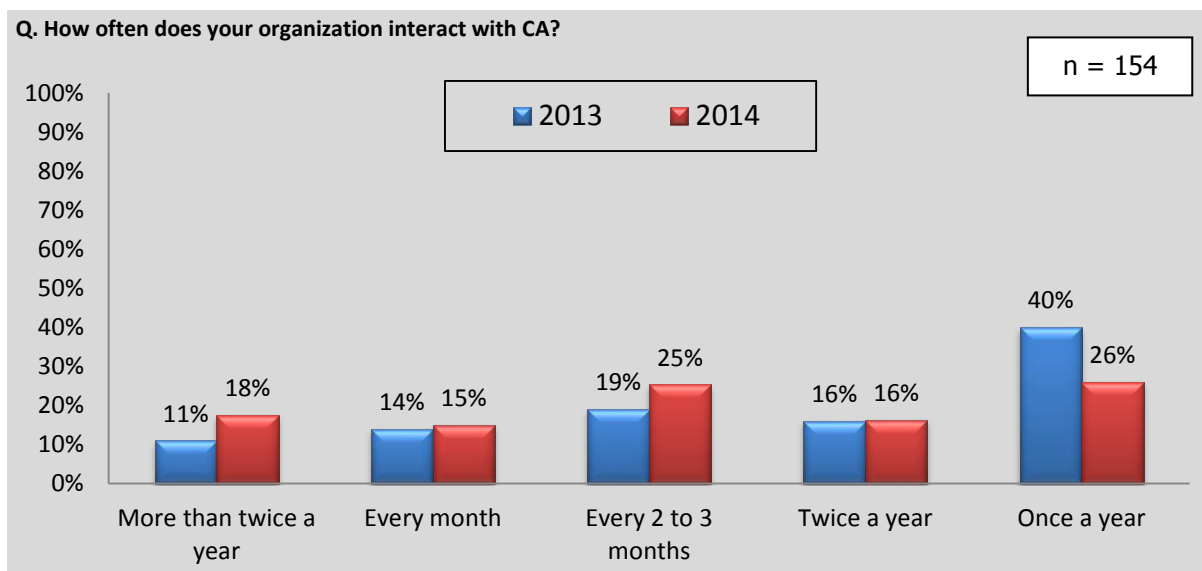


Figure 3: Frequency of interaction

Since most (74%) of Licensees interact with CA at least twice a year or more; their satisfaction levels are based from experience rather than from perceptions.

Further, the study sought to establish what departments Licensees had interacted with. Licensing, Compliance and Standards department was the main department that they interacted with. Other departments have been shown by table 3 below.

Department	%	Department	%
Licensing, Compliance and Standards	85%	Consumer and Public Affairs	6%
Finance and Accounts	10%	Procurement	6%
Information Technology	8%	Competition, Tariffs and Market Analysis	6%
Frequency Spectrum Management	8%	Legal Services	5%
Multimedia Services	7%	Risk Management and Internal Audit	1%

Table 3: Department within CA that Licensees have interacted with

### 3.1.2 The Authority's Performance on its Roles and Mandate

The Authority's mandate was derived from The Telecommunications and Sector Policy 2001; The Kenya Communication's Act 1998 and The Kenya Communications regulations 2001. One of the Authority's main roles includes creation of an enabling regulatory environment that establishes a level playing field for all players; promoting public interest such as fair pricing principles and universal access and one that encourages private sector investment and public participation.

Licensees were asked to rate the Authority's performance in regards to its roles and mandate using a scale of 1 – 5 where 1 was Poor and 5 was Excellent. For ease of reference, low ratings (poor and fair) and high ratings (very good and excellent) have been combined as captured by the figure below.

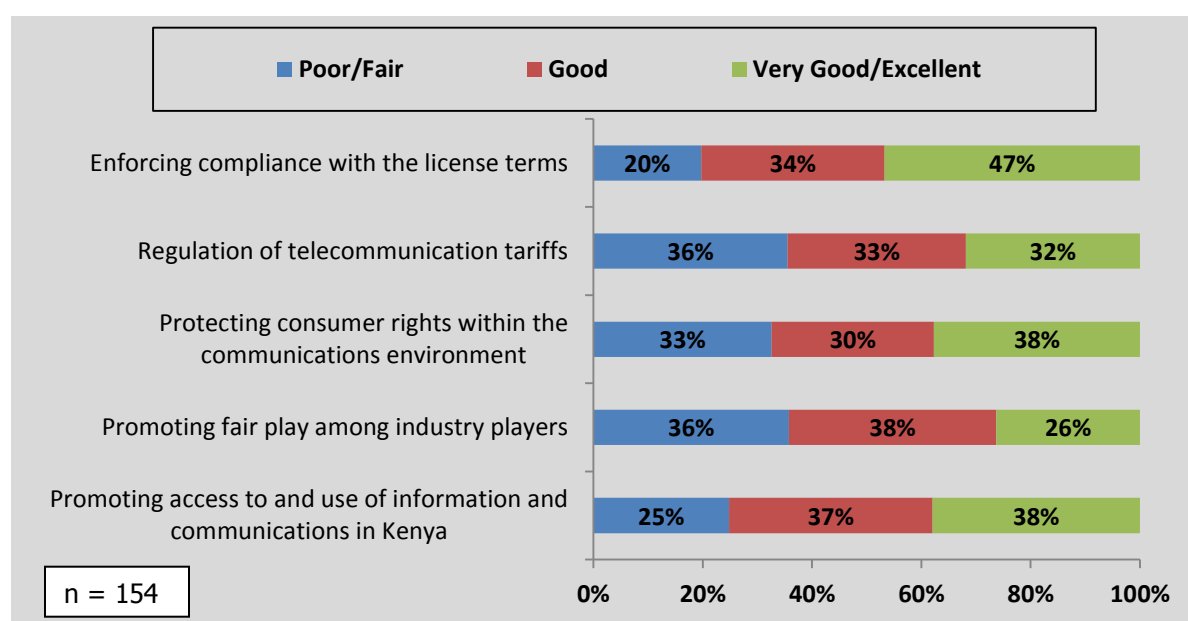


Figure 4: Performance on Roles and Mandate

As captured above, 47% rated the Authority's performance in regards to enforcing compliance with license terms as very good / excellent while only 26% felt its performance in regards to promoting fair play among industry players was very good / excellent.

*"They have done well in promoting access to and use of information and communications in Kenya. For instance, I would say that their website is quite informative." Licensee*

*"CA should control the big players so that the small players can survive." Licensee*



The same scores were also converted into percentages as captured by table 4. In regards to the Authority's overall performance in relations to its roles and mandate, the Authority's average ratings stand at 61.8%.

The Authority should endeavor to improve these ratings to over 70.0%. This can be done through creating more awareness its roles and mandate through posters, social media, website etc. and also communicating any initiatives done in relations to the roles and mandate.

Roles and Mandate	(%)
Enforcing compliance with the license terms	68.5%
Promoting access to and use of information and communications in Kenya	63.4%
Protecting consumer rights within the communications environment	60.7%
Regulation of telecommunication tariffs	59.3%
Promoting fair play among industry players	57.2%
<b>Average Ratings</b>	<b>61.8%</b>

Table 4: Roles and Mandate of CA

### 3.1.3 Customer Service Charter

One of the objectives of this survey was to determine the extent to which CA adheres to the customer service charter. A customer service charter formally defines what an organization and its customers can expect from each other. It is an important tool for both organizations and their customers.

Findings revealed that only 41% were aware about the existence of the service charter.

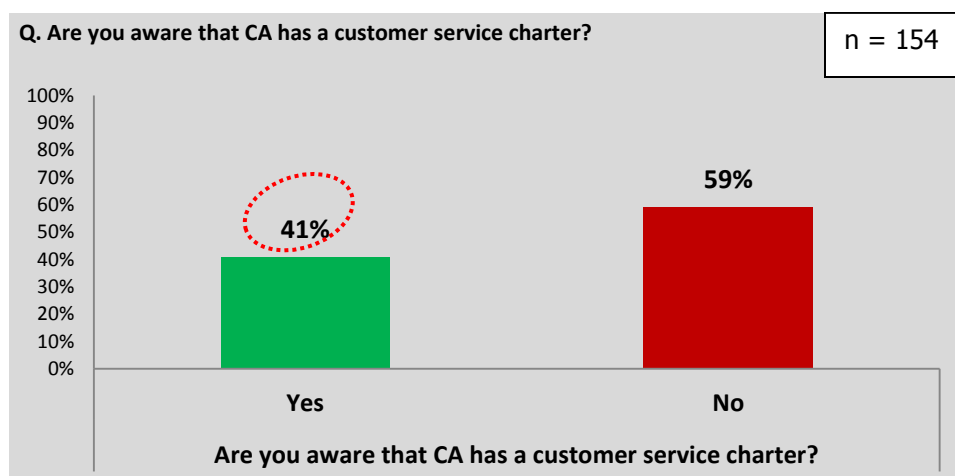


Figure 5: Customer Service Charter Awareness

The main source of awareness regarding the charter was through CA's website. Other sources elicited low awareness as shown by figure 6.

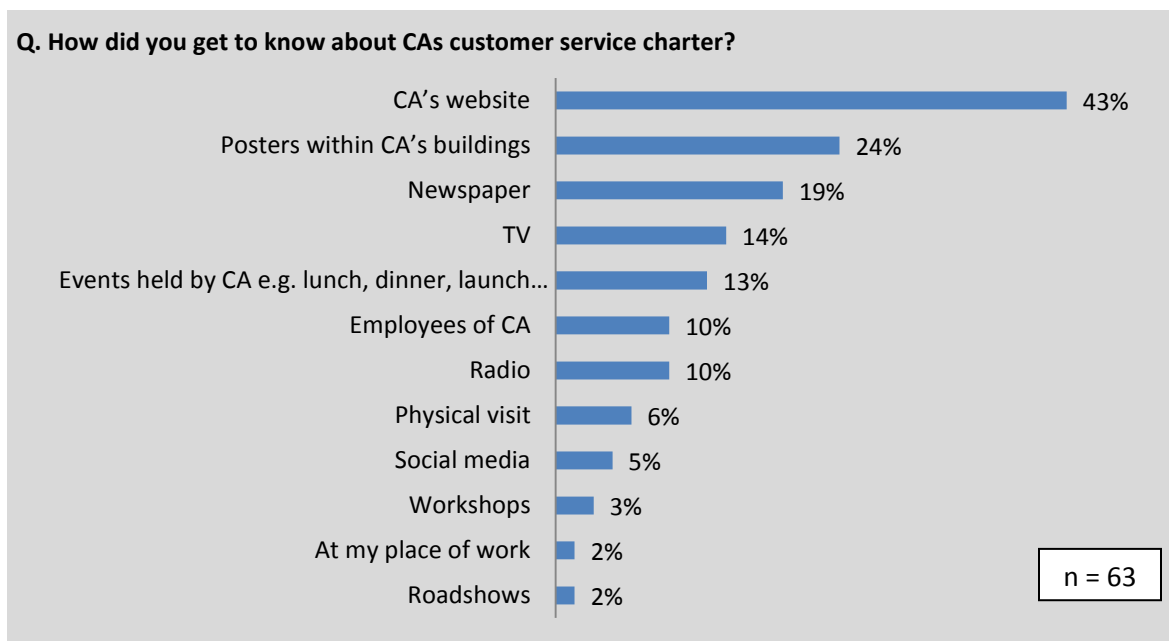


Figure 6: Customer Service Charter - Source of awareness about the Charter

The study also sought to establish the perception that Licensees had towards employees implementing the promises that were laid out in the service charter. As shown by figure 7 below, 27% reported that employees were very effective while 54% felt that they were somewhat effective.

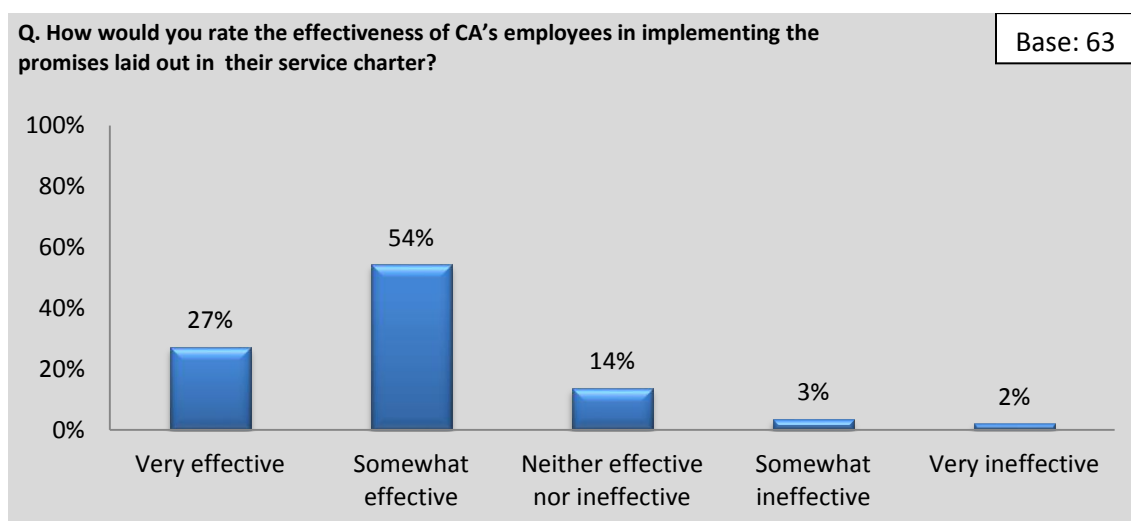


Figure 7: Service Charter Effectiveness

Reasons given for the perceived effectiveness include the following;

- Friendly staff
- Queries were answered on time
- Staff were perceived to offer good customer service

On the other hand, a few felt that employees were not effective in implementing the promises laid out in the charter. Others cited that CA had failed to regulate tariffs in the mobile phone industry.

### **3.1.4 Image and Reputation**

Organizations may have a slightly different reputation with each stakeholder/customer according to their experiences in dealing with the organization or from what they have heard about the organization from others. The Authority was rated very highly in terms of image and reputation as shown by the table below. Its average image and reputation ratings currently stand at 75.1%.

Image and Reputation Attributes	%
An organization that I can trust	79.4%
Professionally discharges its mandate	75.9%
Has a good reputation in Kenya	75.8%
An innovative organization	75.7%
Involved in corporate social responsibility activities	68.8%
<b>Average Image and Reputation Ratings</b>	<b>75.1%</b>

**Table 5: Image and Reputation**

Only 68.8% of Licensees interviewed were aware of CSR activities that were carried out by CA. Active involvement in community activities builds a positive reputation with customers. There is need to create a more awareness whenever the Authority is involved in CSR activities.

### **3.1.5 Provision of Information**

Licensees interact with the Authority through a variety of channels e.g. website, phones, emails etc. In order to meet their high expectations, it is important that the information they receive regardless of the channel be accurate, consistent, easy to understand and timely.

The study therefore sought to establish their perceptions towards the provision of information by the Authority.

Respondents were asked the following question;

*"Please tell me the extent to which you agree or disagree with the following statements about Communications Authority of Kenya. Use a 10 point scale where 10 means STRONGLY AGREE and 1 means STRONGLY DISAGREE."*

The scores were then converted into percentages for ease of reference.

7 out of 10 Licensees were in agreement that the information provided by the Authority was consistent dependable, clear and easy to understand.

69.8% felt that the Authority provided timely information and feedback to its stakeholders. Refer to figure 8 below.

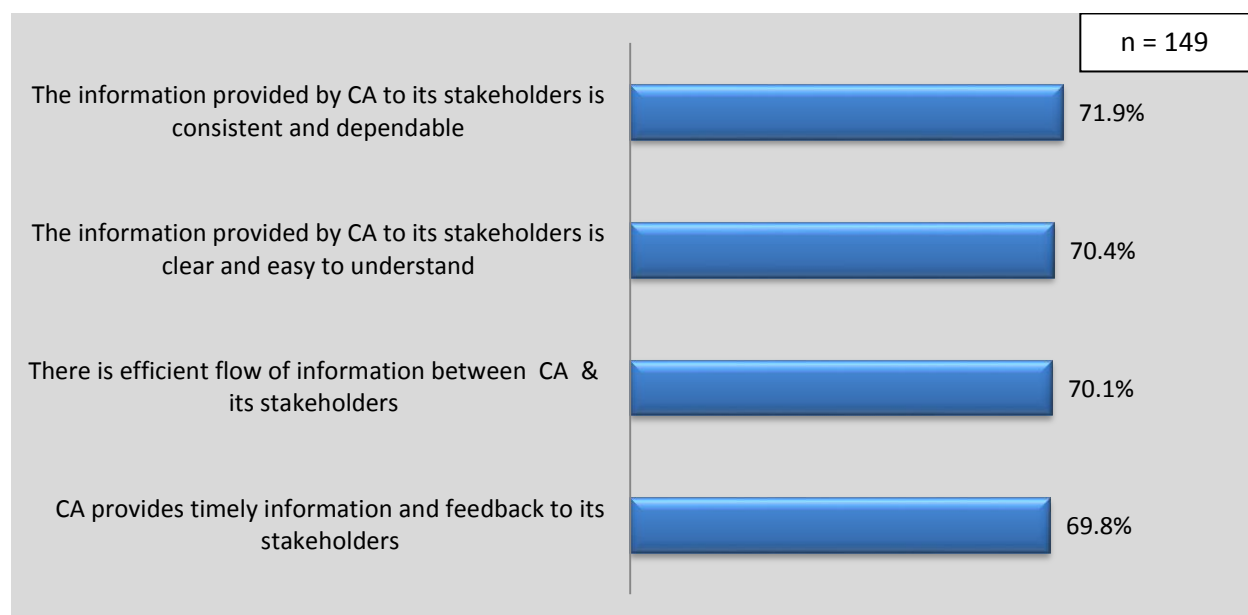


Figure 8: Information and Communication

### 3.1.6 Interaction with staff

It is worth noting that CA staff who interacted with the Licensees were rated very well. 79% reported that CA employees demonstrate high standards of integrity while another 77% cited that CA employees were well trained in their roles and responsibilities.

The average ratings for staff who interacted with Licensees stands at 75.7% which is good performance.

Staff	%
Employees demonstrate high standards of integrity	78.7%
Employees are well trained in their roles/ are knowledgeable about what they do	76.4%
Staff are very helpful	75.3%
Staff are easily accessible	72.3%
<b>Staff Average Ratings</b>	<b>75.7%</b>

Table 6: CA Staff

### 3.1.7 Perception regarding Invoicing

Majority of Licensees were of the opinion that CA was unbiased in handling of invoicing and receipt payment processes. CA was also perceived to respond to invoices promptly.

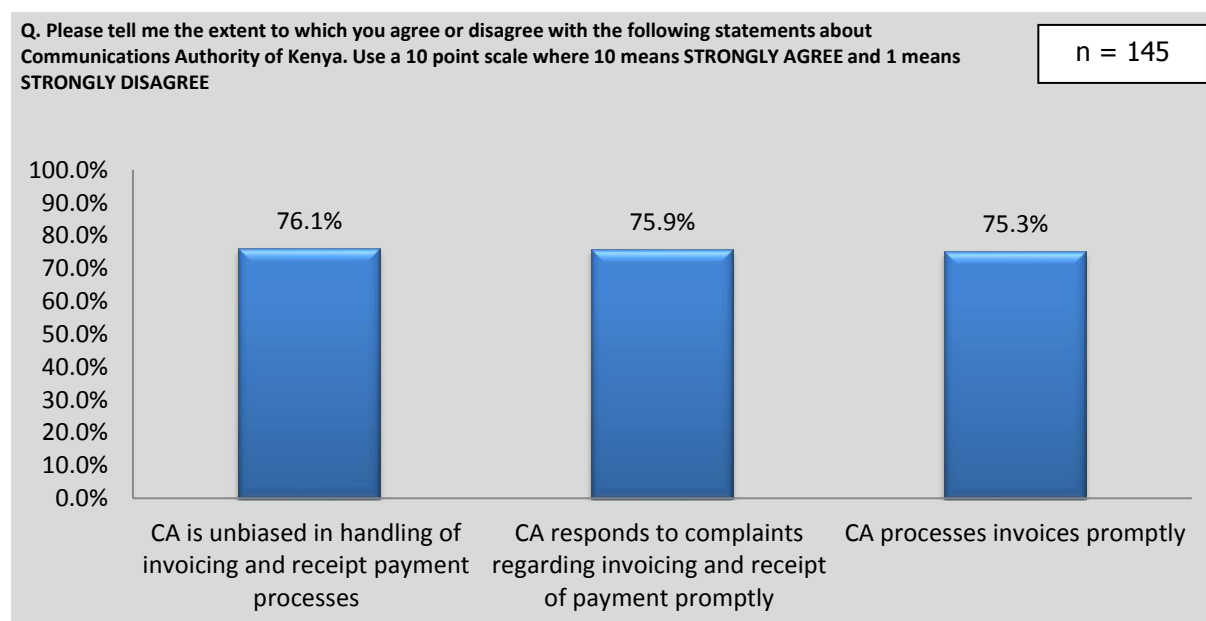


Figure 9: Perception regarding Invoicing and Receipt of Payments

### 3.1.8 Satisfaction with Licensing Process

The study also sought to establish the respondent's satisfaction with the various Licensing processes. As shown by table 7, the Authority was rated above average with an overall score of 75.2%.

About 7 out of 10 of those interviewed reported that only those who met the criteria were awarded with Licensees.

Licensing Process	%
Only those who meet the licensing criteria are awarded licenses	77.3%
The licensing system/process at CA is efficient	74.7%
CA does proper vetting before licensing	74.3%
The vetting process is transparent and fair	74.3%
<b>Licensing Process Overall Index</b>	<b>75.2%</b>

Table 7: Satisfaction with the Licensing Process

### 3.1.9 Satisfaction with the provision of services across the different types of Licensees

This section highlights the satisfaction levels of the various categories of Licensees. These categories include broadcasters, telecommunication licensees, frequency licensees and postal/courier licensees.

- a) Broadcasters** – Overall satisfaction index for broadcasters is 74.5% which is a 5.1% decline from the previous survey of 2013.

	2012	2013	2014	Variance from 2013
Efficiency in renewals of licenses	67%	80.4%	78.0%	-2.40%
Efficiently approving the right equipment to be used by broadcasters	67%	81.7%	77.9%	-3.80%
Adequately embracing modern technology in facilitating the provision of broadcasting services	71%	79.6%	77.3%	-2.30%
Being responsive to the broadcasting needs of the market	67%	79.6%	75.6%	-4.00%
Being efficient in supporting Kenyans by ensuring fairness in the provision of broadcasting services	70%	76.3%	74.9%	-1.40%
Efficiently handling complaints in the broadcasting industry e.g. interference, overlap of frequencies	67%	80.7%	74.6%	-6.10%
Fairness in assigning of frequencies to broadcasters	72%	79.2%	73.4%	-5.80%
Efficiently ensuring adequate delivery of additional frequencies	71%	79.8%	72.8%	-7.00%
Being efficient in frequency allocation	69%	79.8%	71.7%	-8.10%
Efficiently controlling the quality and content of programs aired on TV	67%	79.3%	71.6%	-7.70%
Efficiently controlling the quality/content/language of radio programs	70%	79.3%	71.3%	-8.00%
<b>Overall Satisfaction</b>	<b>68.8%</b>	<b>79.6%</b>	<b>74.5%</b>	<b>-5.10%</b>

Table 8: Overall Satisfaction ratings for Broadcasters

The highest rating in 2014 was in the area of *being efficient in license renewals* with a score of 78.0% while the lowest rated area was in *efficiently controlling the quality/content/language of radio programs*.

Broadcasters' satisfaction ratings in 2014 was impacted by cases that some had at the supreme court in regards to the digital migration.

**b) Telecommunication Service Licensees** – Overall satisfaction index for telecommunication service licensees for the year 2014 stands at 75.1% compared to 77.4% in the previous year.

	2012	2013	2014	Variance from 2013
Ensuring good quality and variety of telecommunication services	72%	82.4%	78.9%	-3.50%
Efficiently preparing procedures and regulations on licensing of operators i.e. Network Facility Operators, Application Service Providers, and Content Service Providers	75%	80.7%	78.5%	-2.20%
Efficiently enforcing all license conditions and regulations	74%	78.8%	77.9%	-0.90%
Adequately encourages private investment in the telecommunications sector	73%	76.6%	76.4%	-0.20%
Ensuring that operators agree on favorable interconnection terms	70%	74.9%	75.9%	1.00%
Promptly processing application for number assignments	72%	77.2%	75.0%	-2.20%
Efficiently reviews the sector on a continuous basis to ensure that competition is fostered	73%	76.6%	75.0%	-1.60%
Efficiently manages the demand for numbering resources by development of comprehensive national numbering plans	73%	76.5%	74.7%	-1.80%
Effectively maintains and promotes competition between persons engaged in commercial activities connected with telecommunication services in Kenya	72%	79.3%	74.7%	-4.60%
Developed adequate pricing guidelines to ensure services are priced competitively and are affordable	70%	74.5%	74.1%	-0.40%
Developed adequate mechanisms to ensure availability of telecommunications services to all citizens throughout the country	73%	76.6%	73.1%	-3.50%
Efficiently managing the assignment of numbering resources	72%	76.0%	72.8%	-3.20%
Efficiently handling complaints in the telecommunications industry e.g. interference etc.	75%	79.5%	72.7%	-6.80%
Ensuring that there is no discrimination in interconnection rates and services offered	70%	74.5%	71.6%	-2.90%
<b>Overall Satisfaction</b>	<b>72.4%</b>	<b>77.4%</b>	<b>75.1%</b>	<b>-2.30%</b>

Table 9: Overall Satisfaction Ratings for Telecommunication Service Licensees

The largest variance from 2013 was in the *area of effectively handling complaints and maintaining and promoting competition among players* in the industry.

**c) Postal and Courier Licensees** – Overall index stands at 73.2% which is a 0.6% increment compared to the previous survey of 2014.

	2012	2013	2014
Adequately promoting development of postal systems and services in accordance with recognized international standards, practices and public demand	76%	73.3%	76.1%
Efficiently ensuring that there are good and sufficient postal and courier services throughout Kenya	75%	73.3%	75.2%
Efficiently managing postal services rates that ensures efficient and continuous service and financing viability of the provider	75%	70.6%	71.9%
Efficiently regulating the fixing of rates of postage and other fees or sums to be charged in respect of postal services	75%	73.2%	71.7%
<b>Overall Satisfaction</b>	<b>75.3%</b>	<b>72.6%</b>	<b>73.2%</b>

Table 10: Overall Satisfaction for Postal and Courier Licensees

The highest rating in 2014 was in the *promoting development of postal systems and services in accordance with recognized international standards, practices and public demand* while the lowest rating was in *regulating the fixing of rates of postage and other fees or sums to be charged in respect of postal services*.

**d) Frequency Licensees** – Overall Index for this category of licensees stands at 76.7%.

	2012	2013	2014
Effectively coordinating international and regional frequency to avoid harmful interference of frequency users in different administrations	74%	80.2%	76.9%
Ensuring efficient utilization of the spectrum resource through frequency allocation, planning, monitoring and inspections	74%	78.8%	79.4%
Consistently carrying out spectrum utilization audit to establish the allocations and the use of the resource	73%	77.7%	75.7%
Efficiently carrying out national coordination to ensure harmonious sharing of frequencies by various users and services	74%	76.2%	75.1%
Continuously revising the frequency allocation table and avails the schedule for public scrutiny	71%	75.7%	72.8%
<b>Overall Satisfaction</b>	<b>73.1%</b>	<b>77.7%</b>	<b>76.7%</b>

Table 11: Overall Satisfaction for Frequency Licensees



The highest rating in 2014 was in regards to *effectively co-coordinating international and regional frequency to avoid harmful interference of frequency users in different administrations.*

### 3.1.10 Complaint Handling by the Authority

Handling customer complaints correctly is an incredibly important part of the overall customer service experience.

This section sought to determine whether Licensees had ever experienced any problems with CA in the last one year and how fast their problems were resolved.

#### ***Whether Licensees had made any complaints to the Authority in the past one year***

As shown by figure 10, only 14% had made any form of formal complaints on behalf of their organizations in the past one year.



Figure 10: Have you made any form of complaint to CA in the last 1 year?

The nature of their complaints ranged from taking too long to renew licenses and double invoicing. Others have been captured by table 12 below.

Type of complaint	Frequency
Delay in issuing licenses	7
Signal interference	5
Billing issues	5
Complaint regarding unlicensed operators who are operating in the industry	3
Type approval complaints	1

Table 12: Nature of the complaint made

### ***Time taken to resolve their complaints***

19% of those who had made a formal complaint to CA had their complaints resolved in less than 24 hours while 56% had their problems resolved within a week.

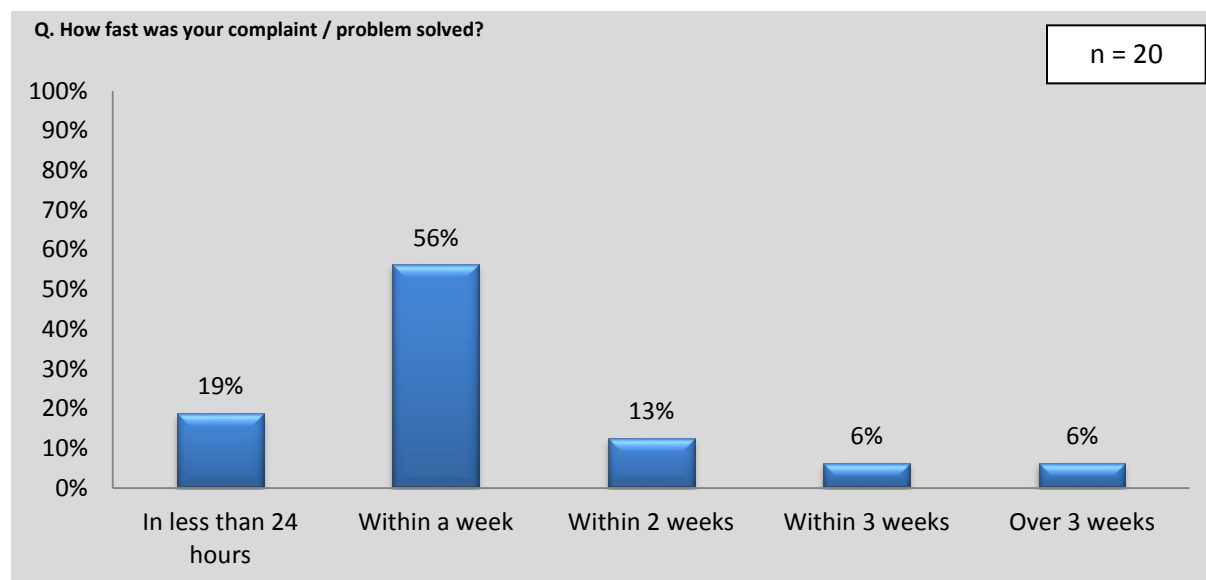


Figure 11: How fast was your problem/complaint solved?

### ***Satisfaction with the way their complaints were resolved***

Only 15% were extremely satisfied with the way their complaint was resolved while 40% were satisfied.

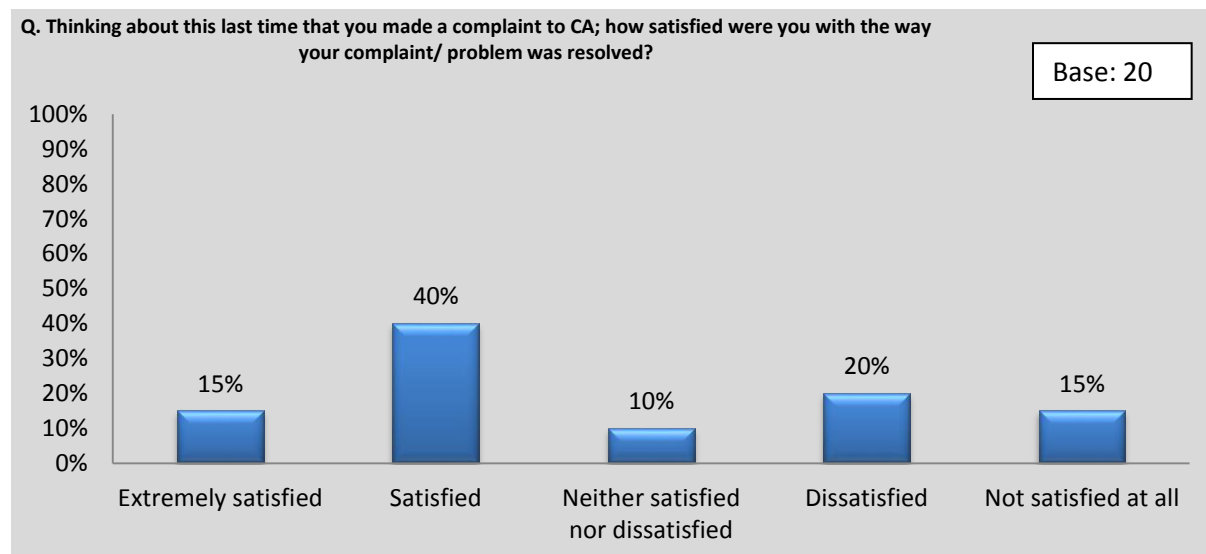


Figure 12: Satisfaction with complaint handling

Satisfaction was driven by CA staff being able to resolve their problems in a timely manner and the friendly nature of staff. On the other hand, dissatisfaction was driven by lack of feedback and taking too long to resolve problems.

### **3.1.12 Overall Satisfaction (Licensees)**

Overall Index for Licensees stands at 74.5% for the year 2014 compared to 76.0% in 2013.

Areas Assessed	2013	2014
Image and Reputation	-	75.1%
Roles and Mandate of CA	70.9%	61.8%
Information Flow and Communication	70.1%	70.5%
CA Employees	76.9%	75.6%
Invoicing and Receipt of Payments	72.6%	75.8%
Licensing Process	-	75.2%
Broadcasters	79.6%	74.5%
Telecommunications	77.4%	75.1%
Frequency Licensees	77.7%	76.7%
Postal and Courier Licensees	72.6%	73.2%
<b>Overall Index</b>	<b>76.0%</b>	<b>74.5%</b>

Table 13: Overall Satisfaction Indices for Licensees

### 3.2 Findings from Internal Staff

The internal customer questionnaire targeted all employees of the Authority. The survey sought to measure the level of service that departments/employees offer to each other based on the commitments made in the service charter.

An email was circulated to employees on July 23<sup>rd</sup> whereby all employees were required to complete the survey via an online link. Several reminders were sent to employees who had not completed the survey; however only 52 out of the targeted 190 managed to complete the questionnaire. Generally, a sample size of 30 is considered normal distribution and is reliable for analysis.

The following are some challenges that were experienced in administering the survey for internal customers:

- Survey Fatigue – there were a number of surveys that were ongoing during the same time period which caused survey fatigue among employees.
- Incomplete surveys – Several employees logged into the survey but did not complete any questions hence leaving a lot of incomplete surveys.
- Lack of response from job grade A and B.

#### 3.2.1 Demographic Profile

- By age, gender and years of service**

35% of employees were between the ages of 25 – 34 while 38% were between the ages of 45 – 55. Slightly more than half were male while 42% were female. Only 4% have worked at CA for less than one year.

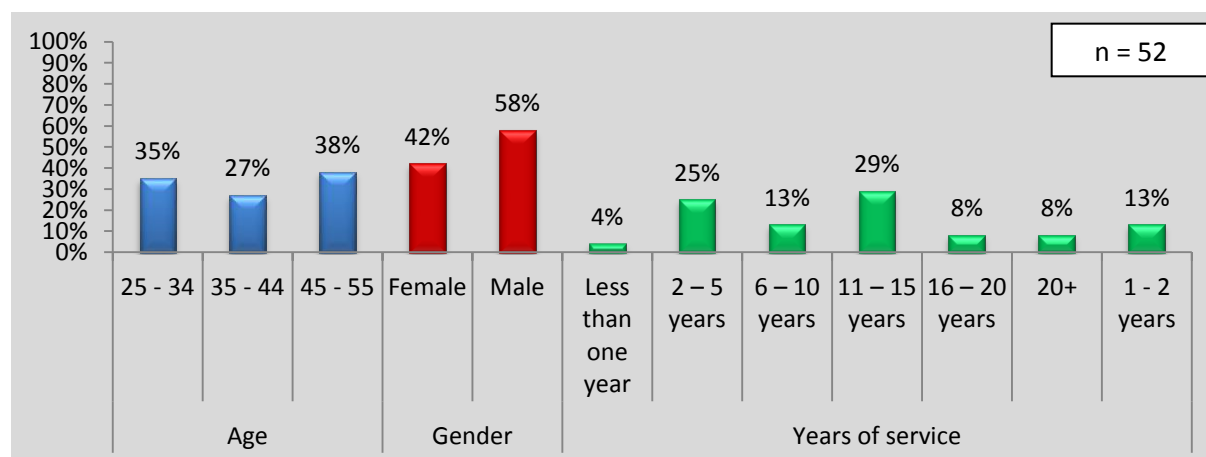


Figure 13: Profile of internal staff by Age, Gender and Years of Service

- **By job grade**

Figure 14 below shows the profile of employees who completed the questionnaire by job grade. There was no representation from levels A and B (Directors and Management) while 35% were from level G.

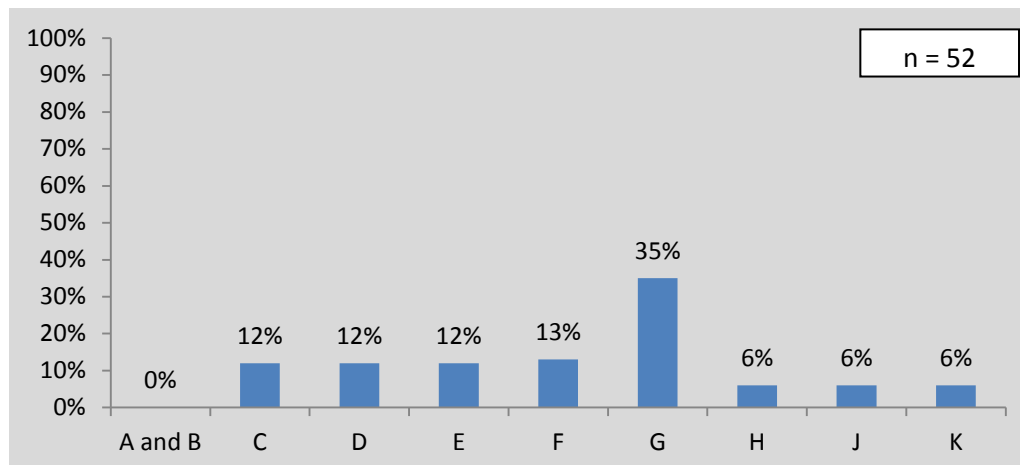


Figure 14: Profile of internal staff by job grade

- **By department**

Table 14 below shows the number of employees who responded to the survey by departments.

Department	#
Licensing, Compliance and Standards	10
Information Technology	4
Frequency Spectrum Management	8
Multi Media Services	4
Human Capital and Administration	3
Procurement	3
Consumer and Public Affairs	7
Competition, Tariffs and Market Analysis	5
Finance and Accounts	2
Risk Management and Internal Audit	2
Legal Services	2
DG's Office	1
Did not specify	1
<b>Total</b>	<b>52</b>

Table 14: Profile of employees by department

### 3.2.2 Internal Customer Service Charter

The Authority has an Internal Service Charter (ISC) which outlines the service standards that internal customers should expect as they work together towards serving the external customer. The ISC is intended to ensure that the External Customer Charter promise is fully realized.

This Charter has been put in place as a means of improving the Authority's service delivery to its clients and in order to improve its compliance with the commitments made in the Customer Service Charter of March, 2011, ISO requirements, the Kenya Information and Communications regulations of 2010 as well as the Kenya Information and Communications Act, Cap 411A.

The survey therefore sought to establish how familiar employees were with the internal service charter and the level of service offered to each other.

### 3.2.3 Familiarity with the Internal Customer Service Charter

Out of the 52 employees who responded to the survey, 6% reported that they were extremely familiar with the charter while only 4% reported that they were not too familiar with it. Familiarity was much higher among employees who have worked for the Authority for a longer period of time.

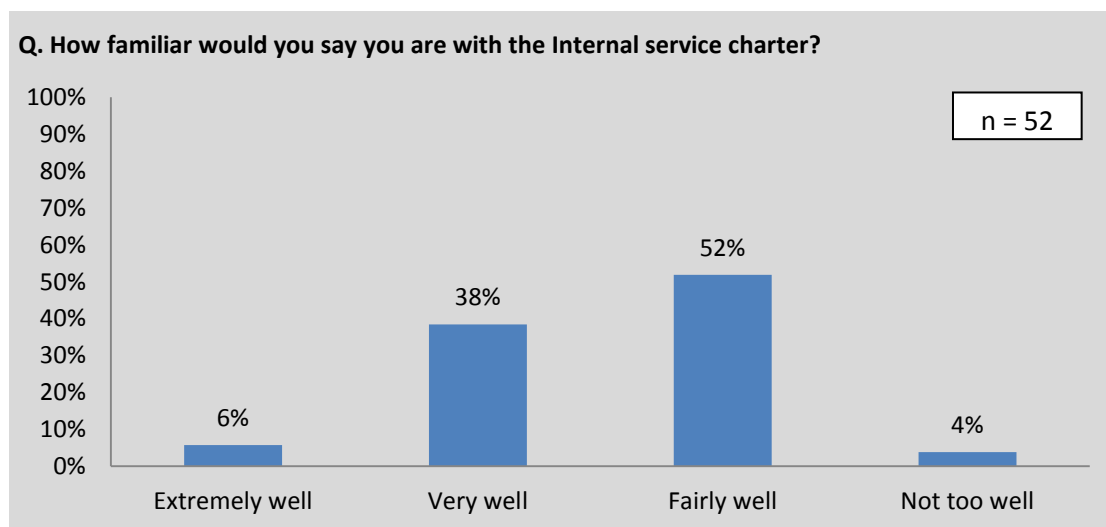


Figure 15: Familiarity with the Internal Customer Service Charter

### 3.2.3 Level of Service to each other

This section sought to evaluate the level of service given to each other. \* Scores for the negatively worded statements have been inverted. Various categories were assessed in regards to the level of service offered to each other. This has been captured by the following table.

<b>DIRECTORS GENERAL OFFICE</b>		<b>%</b>
The Directors General Office is efficient at its work		89.60%
I am satisfied with the time taken to deliver hard copy letters which require the Directors Generals signature after printing		87.70%
The Directors General Office respond to requests via email within the stipulated time		83.50%
The Directors General Office is always updated on all matters		80.80%
	<b>Average</b>	<b>85.40%</b>
<b>TEAMWORK/WORK RELATIONS</b>		<b>%</b>
I am interested in what other departments do		90.00%
I feel part of a team working towards shared goal		80.80%
Employees at CA work as a team to resolve problems at work		76.20%
I am aware of important things going on in other departments		68.10%
Whenever I need assistance from another department, I usually receive it in a timely manner		62.30%
*Working with someone from another department is like working with someone from a different organization.		45.80%
*The people I work with place more value in individual success than teamwork		40.40%
	<b>Average</b>	<b>66.23%</b>
<b>RELATION WITH COLLEAGUES</b>		<b>%</b>
Employees at CA treat each other with respect		74.60%
Employees at CA are friendly and courteous to each other		74.60%
There is good cooperation between employees at CA		71.20%
	<b>Average</b>	<b>73.47%</b>
<b>COMMUNICATION</b>		<b>%</b>
There is adequate communication within CA		69.20%
	<b>Average</b>	<b>69.20%</b>
<b>PROFESSIONALISM</b>		<b>%</b>
Employees at CA work in a professional manner		81.50%
	<b>Average</b>	<b>81.50%</b>

CONTRIBUTION OF OTHERS	%
Employees at CA respect each other's opinions regardless of gender	76.50%
Employees at CA value the contribution of others	75.40%
<b>Average</b>	<b>75.95%</b>

Table 15: Level of Service to each other

Teamwork/work relations received the lowest score in comparison to all the other categories assessed. There is need to strengthen interdepartmental relations and also emphasize on the common goal of the Authority Vis a Vis individual goals.

### 3.2.4 Satisfaction with service offered by departments

When asked to rate satisfaction offered to other departments, 71% of employees cited that they were satisfied with the service that they offered to other departments compared to 44% who reported that they were satisfied with the level of service offered to them by other departments. This has been captured by figures 16 and 17.

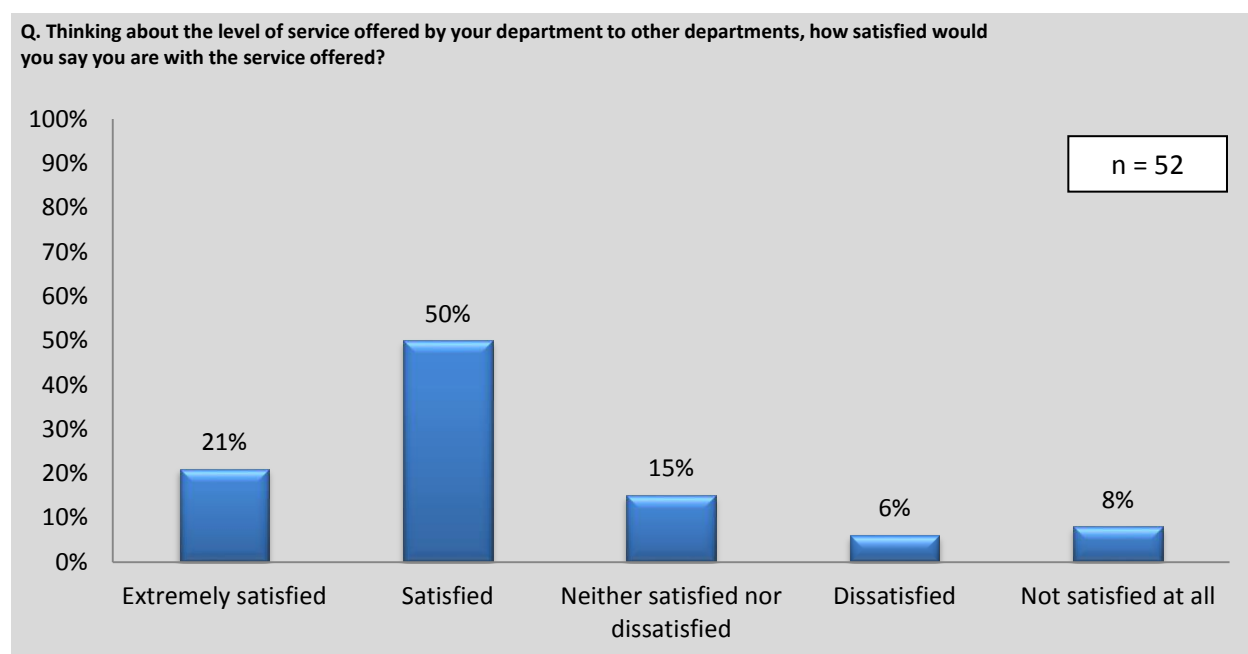


Figure 16: Level of service offered by your department to other departments



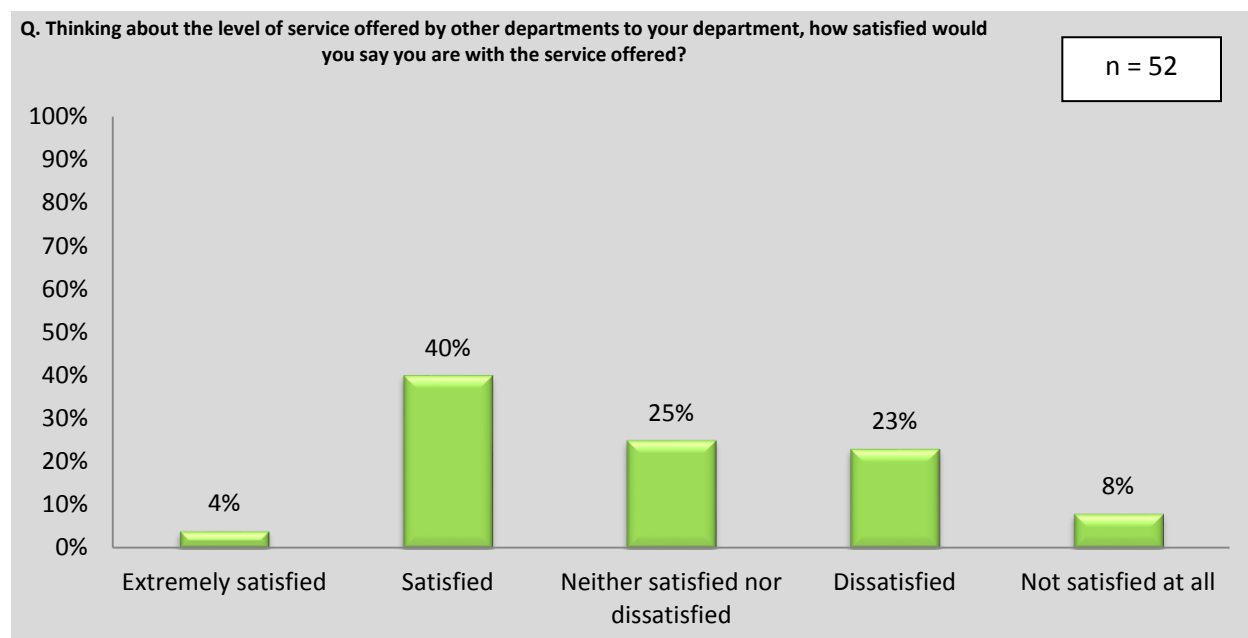


Figure 17: Level of service offered by other departments to your department

Reasons given for the satisfaction and dissatisfaction have been listed below;

<b><i>Reasons for the satisfaction</i></b>	<b><i>Reasons for the dissatisfaction</i></b>
<i>"Communication is clear most of the time"</i>	<i>"Sometimes the responses to and from the department may take longer than expected to respond to queries"</i>
<i>"Because feedback is generated within stipulated time"</i>	<i>"Some departments i.e. HCA and Legal rarely respond"</i>
<i>"I am satisfied because departments work towards meeting the Authority's targets"</i>	<i>"Sometimes the response to request take too long when you follow the procedure but faster when based on relationships"</i>
<i>"Issues raised with other departments do not pend for long before a resolution is given "</i>	<i>"Not everyone has internalized the fact that customer satisfaction is a must and that in the absence of customer (external and internal) we incur loses"</i>
	<i>"There is no consistency in service delivery"</i>
	<i>"Some departments can keep some letters for more than a week which need their approval for no reason"</i>
	<i>"While we try to address any issue sent to us by other departments in a timely manner, they seem not to accord us the same"</i>
	<i>"Sometimes it takes too long to respond due to the processes involved"</i>
	<i>"Responses to memos take long"</i>

### 3.2.5 Overall Satisfaction (Internal Customers)

Overall Internal Index for Internal customers stands at 75.3%. This was a baseline survey hence there is no past surveys that is comparable.

	Indices
Teamwork/Work Relations	66.2%
Relations with colleagues	73.5%
Communication	69.2%
Professionalism	81.5%
Contribution of Others	76.0%
Directors General's Office	85.4%
<b>Overall Index</b>	<b>75.3%</b>

Table 16: Overall Index for Internal Customers

### 3.2.6 Suggestions for Improvement

Employees had suggestions on how CA could improve the level of service offered to each other. These suggestions have been captured below;

*"The above efforts will be greatly enhanced by the support of management"*

*"There is too much unhealthy competition in CA such that team work is not usually taken into consideration"*

*"There should be a mechanism whereby one is able to assess Individuals compliance to service charter and holding the violators accountable to their actions"*

*"We should all work as a team by supporting each department and respecting each other."*

*There needs to be better communication within the organization"*

*"Senior management should be encouraged to work as a team so as to lead the way"*

*"We need to break the belief that other people/dept. are greater than others"*

*"The service charter seems to have been overtaken by ISO which everybody is aware about. There is need for re branding the charter and creating awareness to staff"*

### 3.3 Findings from Suppliers

A total of 50 suppliers were interviewed which represents a response rate of 100%. A sample frame was provided by the Authority from which respondents were sampled from. Table 17 below has captured the categories of the suppliers who were interviewed.

Category of Suppliers	Frequency
Design & print services	10
Office stationaries	9
IT products	6
Advertising	4
Repair & maintenance	4
Furniture	2
Flowers	2
Licensing	2
Events & Catering	2
Multi-media	1
Uniform	1
Tires	1
Calendar's & Dairies	1
Rescue supplies	1
Civil services	1
Vehicle parts e.g. Speed governors	1
Public relations	1
Tents	1
<b>Total</b>	<b>50</b>

Table 17: Category of suppliers interviewed

#### 3.3.1 Interaction with CA

All suppliers interviewed have interacted with CA over the last 12 months.

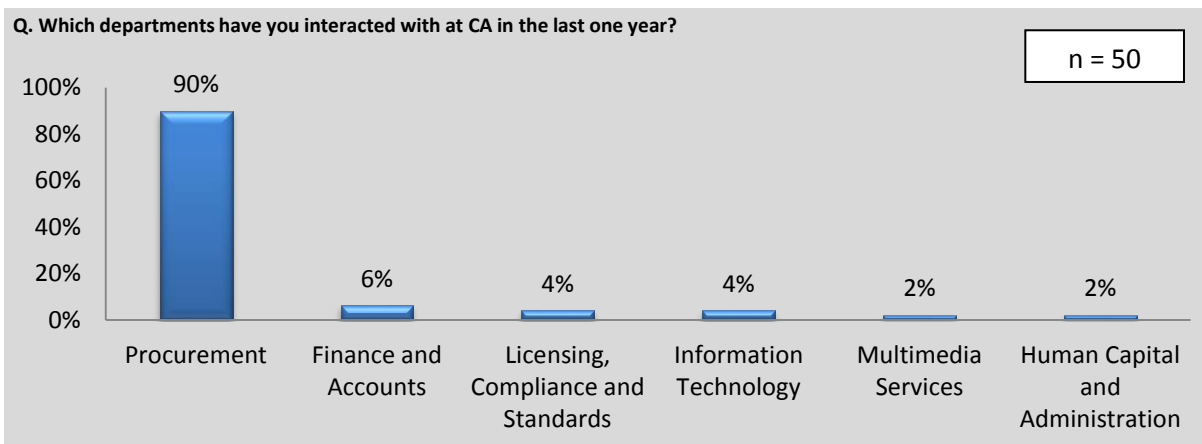


Figure 18: Departments within CA that suppliers have interacted with

Majority (90%) interacted with procurement department while the other 10% interacted with Finance/Accounts, Licensing Compliance and Standards, Information Technology, Multimedia Services and Human Capital and Administration.

Mode of communication used to contact the Authority was mainly through physical visits which have been reflected by the 58% who indicated so. Other modes of contact include telephone (26%), Email (14%) and Postal Mail/Letter (2%).

### 3.3.2 Customer Service Charter

Only 14% of suppliers were aware that CA has a customer service charter.

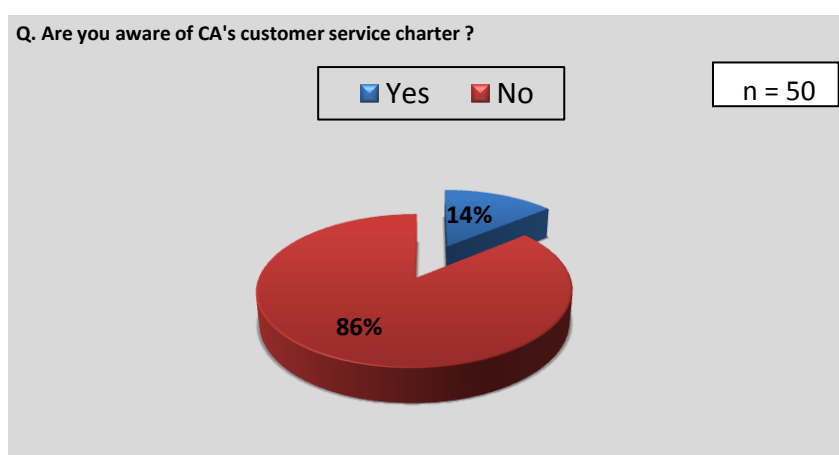


Figure 19: Awareness of Service Charter

Source of awareness was mainly through radio and posters at CA offices. CA's website elicited very low awareness regarding the service charter.

Source of Awareness	%
Radio	29%
Physical visit i.e. Posters at CA's offices	29%
Trade fair/Exhibition/Open days	14%
Website	14%
Word of mouth from CA staff	14%
<b>BASE: 7</b>	

Table 18: Source of awareness regarding the charter

More should be done to direct more traffic from suppliers to the website since the government recently launched an online system for submission and evaluation of procurement applications as part of a move to enhance efficiency and decrease corruption.

### 3.3.3 Perception regarding the Procurement Process

25% of suppliers reported that the procurement process at CA had improved a lot in the past one year while 38% perceived there to be no change over the same time frame. Another 38% cited that they did not know whether the process had improved or declined.

On the other hand, majority (80%) reported that the advertising process of tenders in print media and at CA's website was clear. All clarifications were perceived to be addressed in a satisfactory manner in the pre-bid conference by 77% of suppliers interviewed. Evaluation of tenders was also perceived to be carried out in a transparent way. Refer to table 19 for further information.

The advertising process of tenders in the print media and at CA's website is clear	80.41%
All clarifications are addressed satisfactorily in the pre-bid conference	76.73%
The evaluation of tenders is clearly explained to all bidders	75.60%
Procurements at CA are sourced from approved suppliers only	75.20%
The evaluation of bids is done in a transparent way	74.00%
The procurement of goods and services at CA is done in a fair and transparent manner	72.80%
There is prompt communication about the outcome of tenders	72.80%
<b>Procurement Process Overall Index</b>	<b>75.36%</b>

Table 19: Procurement Process

Nevertheless, it was encouraging to note that none of the suppliers reported that the procurement process had become worse in the last one year.

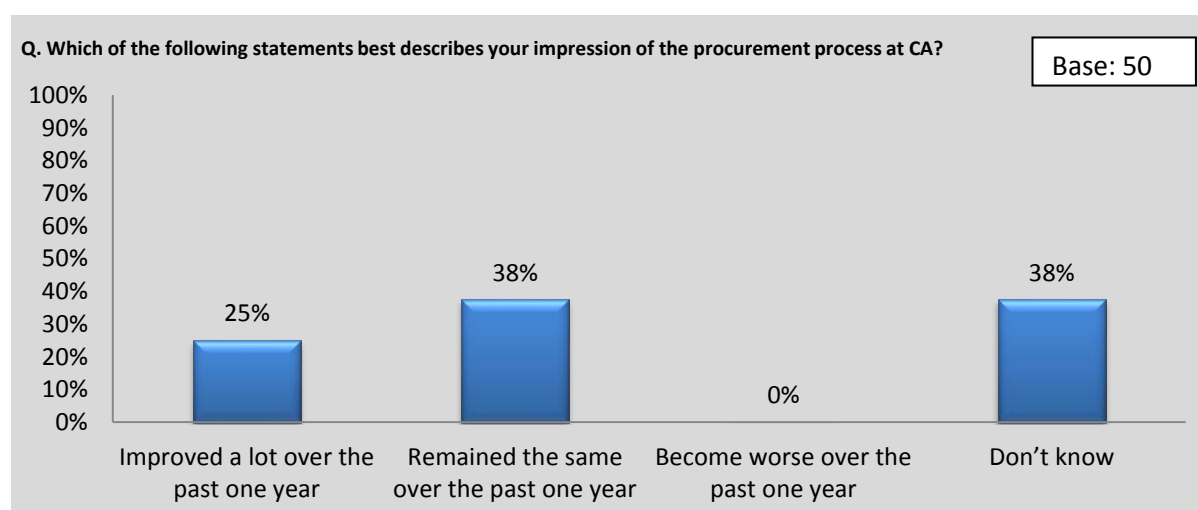


Figure 20: Perception regarding the procurement process

25% were of the opinion that it had improved a lot while 38% reported that there had seen no change at all in that the process remained the same. Another 38% said that they did not know whether the process had improved or deteriorated.

### 3.3.4 Perception regarding Payment

All attributes assessed under payment terms received above average ratings as shown by the table below.

Payment terms are fair	75.42%
Pricing of tender documents is fair	74.47%
Keeping agreed promises / pays according to agreements	72.77%
Paying its suppliers within reasonable time after delivery and acceptance of goods	71.67%
Providing clear information on all pending payments	69.39%
<b>Payment - Overall Index</b>	<b>72.74%</b>

Table 20: Perception regarding Payment

### 3.3.5 Perception regarding CA staff

The survey also sought to establish the perception that suppliers have towards CA staff/officials with whom they have had contact with. A number of questions were asked regarding staff attitude and competence. Assessment was based on a 5 point scale where 5 is strongly agree and 1 is strongly disagree.

#### a) Staff attitude

86% rated CA staff as courteous while 82% agreed that CA staff were well trained in their roles. Another 82% reported that CA staffs treat them with respect. Other ratings have been shown by the figure below.

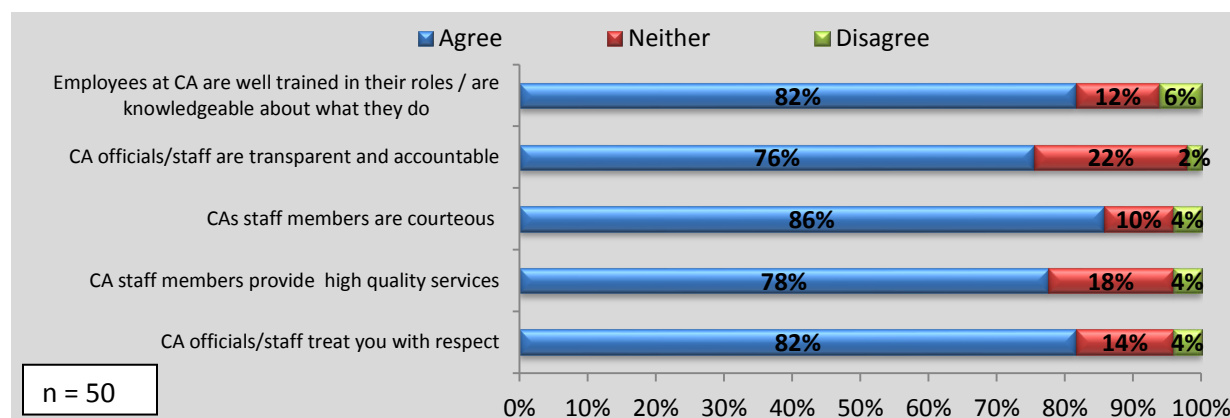


Figure 21: Staff attitude

### b) Staff competence

CA staff have been rated fairly well in terms of being competent and knowledgeable in their work. This has been reflected by the high number of suppliers who reported that CA staff were knowledgeable in their line of duty.

About 7 out of 10 suppliers also reported that CA staff uphold integrity and fairness in their dealings with them. Areas that received average ratings include communication and promptness in dealing with their issues and queries. Refer to figure 21.

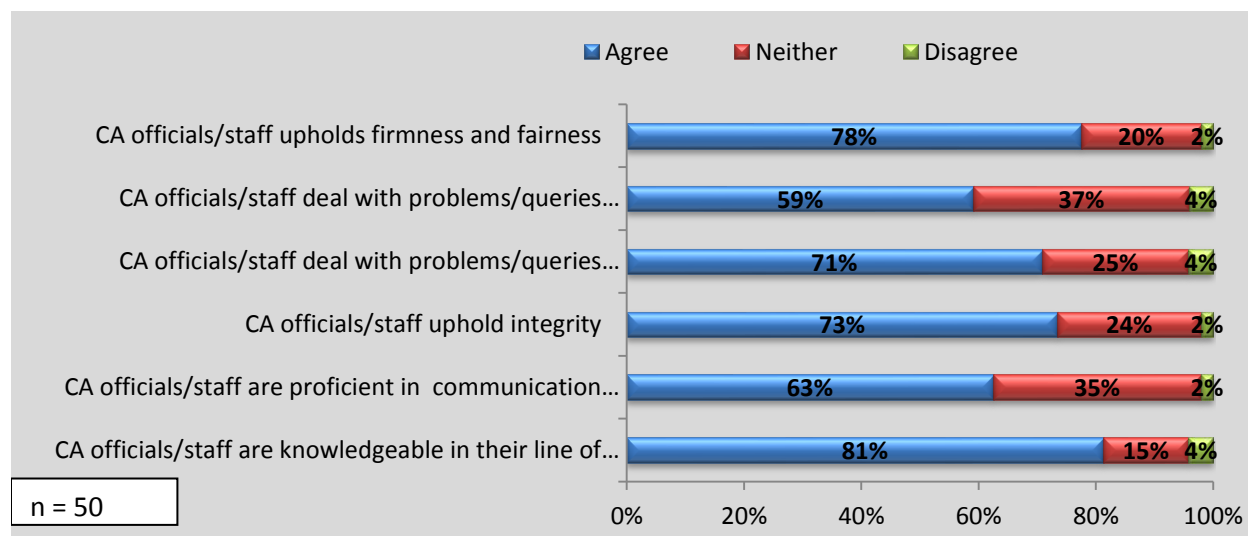


Figure 22: Staff competence

### 3.3.6 Perception regarding Document Management

Record keeping and CA processes were rated above average with scores that were over 65%. Majority of the suppliers said that receiving process was simple while 69.3% were of the opinion that CA keeps automated records.

Document Management	%
Keeping comprehensive records	72.44%
Keeping updated records	70.22%
Keeping automated records	69.33%
Keeping easily accessible records	68.44%
<b>Overall Index</b>	<b>70.11%</b>

<b>LPO's and Contract</b>	<b>%</b>
Issuing LPOs without delay	80.10%
Issuing clear and simple contracts	76.90%
Written agreements cover all needed issues	76.25%
Receiving process is simple	82.20%
<b>Overall Index</b>	<b>78.86%</b>

Table 21: Perception regarding record keeping and CA processes

### 3.3.7 Overall Index for Suppliers

Overall index for suppliers currently stands at 75.8% compared to 76.3% in the year 2013.

	<b>2014</b>
Staff attitude	82.0%
Staff competence	77.9%
Procurement process	75.4%
Payment	72.7%
Communication	71.0%
Record Keeping	70.1%
Processes	78.9%
<b>Overall Index</b>	<b>75.8%</b>

Table 22: Overall Indices for Suppliers



## 3.4 Findings from Consumers

### 3.4.1 Demographic Profile

A total of 2,684 consumers were interviewed across the country. The consumer sample was distributed to cover all counties in Kenya in proportion to population and communication services penetration. Nairobi, Mombasa and Kisumu counties have more users of ICT services hence the larger sample.

#### *a) Profile by region*

Please note that Lamu, Mandera, Marsabit and Tana River counties were experiencing security issues at the time of data collection hence they were not captured in the survey.

Table 23, shows the sample breakdown per counties covered in relations to the proposed sample sizes.

County	Proportion (%)	Proposed Sample Size	Achieved Sample Size
Nairobi	40.0%	1080	1124
Mombasa	7.50%	200	213
Kisumu	7.50%	200	196
Kakamega	1.13%	30	30
Bung'oma	1.13%	30	30
Kiambu	1.13%	30	30
Nakuru	1.13%	30	30
Meru	1.13%	30	30
Kisii	1.13%	30	30
Kilifi	1.13%	30	33
Machakos	1.13%	30	30
Migori	1.13%	30	16
Kitui	1.13%	30	28
Homa Bay	1.13%	30	42
Murang'a	1.13%	30	30
Uasin Gishu	1.13%	30	30
Makueni	1.13%	30	29
Turkana	1.13%	30	28
Narok	1.13%	30	29

County	Proportion (%)	Proposed Sample Size	Achieved Sample Size
Siaya	1.13%	30	30
Trans Nzioa	1.13%	30	30
Kericho	1.13%	30	30
Nandi	1.13%	30	27
Bomet	1.13%	30	14
Nyeri	1.13%	30	30
Kajiado	1.13%	30	29
Kwale	1.13%	30	32
Garissa	1.13%	30	30
Nyamira	1.13%	30	30
Nyandarua	1.13%	30	30
Baringo	1.13%	30	28
Vihiga	1.13%	30	30
Kirinyaga	1.13%	30	27
Embu	1.13%	30	30
West Pokot	1.13%	30	30
Busia	1.13%	30	29
Laikipia	1.13%	30	30
Elgeyo / Marakwet	1.13%	30	28
Tharaka Nithi	1.13%	30	30
Taita Taveta	1.13%	30	30
Samburu	1.13%	30	29
Isiolo	1.13%	30	30
<b>Total</b>		<b>2650</b>	<b>2684</b>

Table 23: Proposed sample vs. achieved sample

**b) Profile by age, gender and social class**

Figure 23 below shows the profile of consumers by age, gender and social class. 49% were between the ages of 25 - 34 while only 5% were above 45 years of age. In terms of social class, most were in the C1 social.

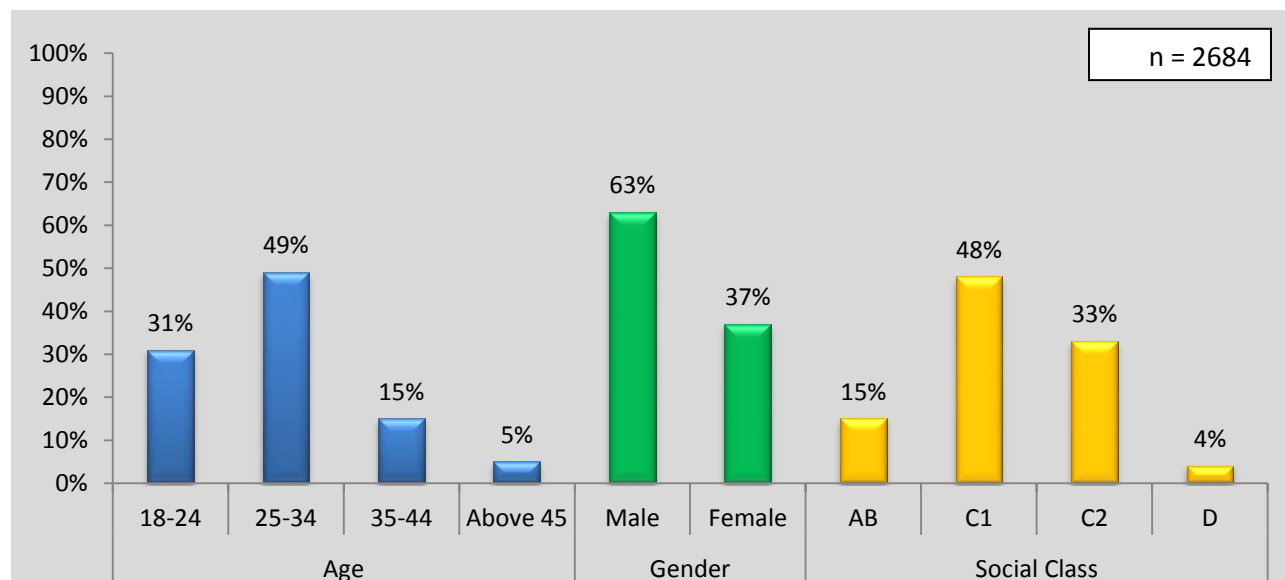


Figure 23: Consumers profile

All consumers interviewed use mobile telephone while only 6% use fixed line telephone. See the figure below.

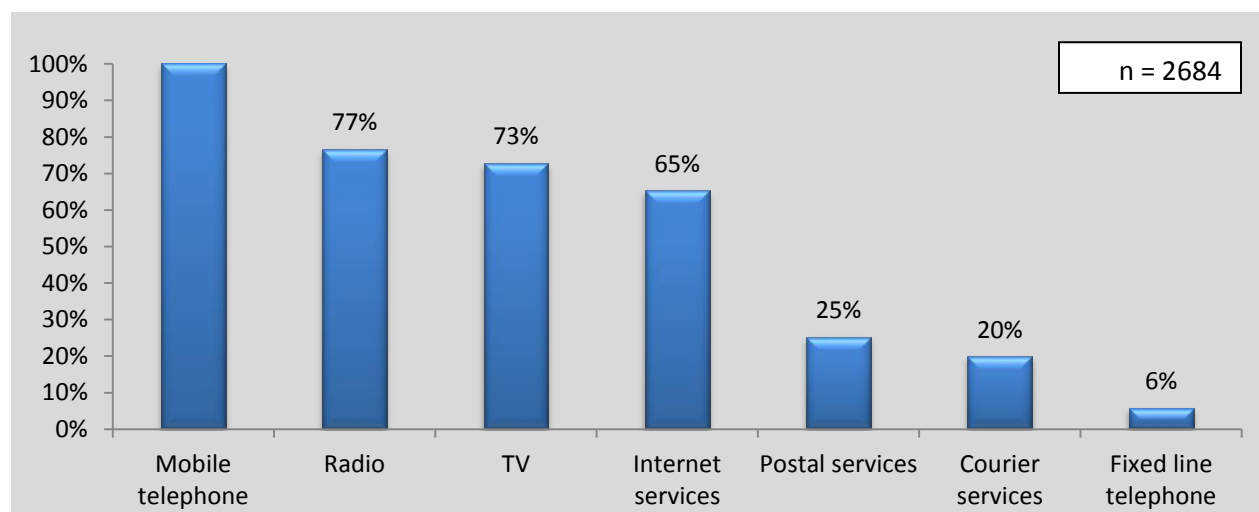


Figure 24: Profile by type of service used

### 3.4.2 Awareness of Roles and Mandate of the Authority

The study sought to establish whether consumers were aware of the roles and function of CA. 65% reported that they were aware of the functions and roles of the Authority while 38% were not aware.

More than half of the respondents cited regulating the functions, tariffs and contents of media and mobile service providers as one of the key roles of CA.

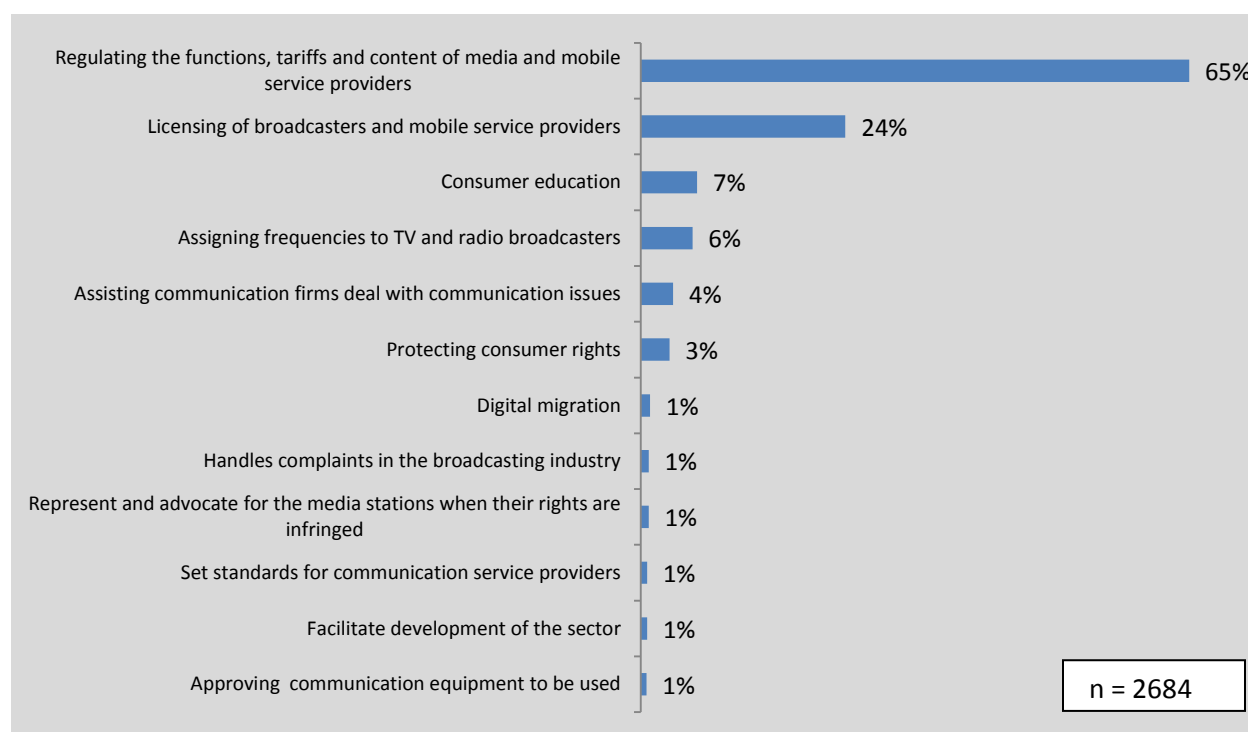


Figure 25: Roles and Mandate of CA

We also sought to establish what consumers from the focus group discussions perceived to be roles and mandate of the Authority. The focus group discussions were conducted with consumers of communication services who were based in Nairobi, Kisumu, Mombasa, Isiolo, Narok and Samburu.

The next page captured responses from consumers in regards to what they perceived to be the Authority's roles and mandate of the Authority.

*"CA is a body that regulates communications and issues licenses for airwaves."*

**Kisumu**

*"Their role is to sieve/regulate information that reaches the mwananchi."*

**Isiolo**

*"They monitor communication between people for security purposes."*

**Samburu**

*"They relay information to the community."*

**Narok**

*"They set up standards and ensure that consumers get the right information."*

**Nairobi**

*"They regulate radio stations."*

**Kisumu**

*"Their role is to protect consumer rights."*

**Narok**

*"They give licenses to TV and Radio Stations"*

**Nairobi**

*"They regulate the communications industry."*

**Nairobi**

There is need to do more public education in regards to the roles and functions of CA to the consumers.

*"Their presence has not been felt. They have no offices in the counties."*

**Consumer in Nairobi**

**Performance of the Authority in executing their roles and mandate:**

Consumers were further asked to rate the performance of the Authority in executing their role. As captured by figure 26 below, 6% rated the Authority's performance as excellent while 3% rated its performance as very poor. On the other hand, 34% felt that the performance was good and 45% rated the performance as average.

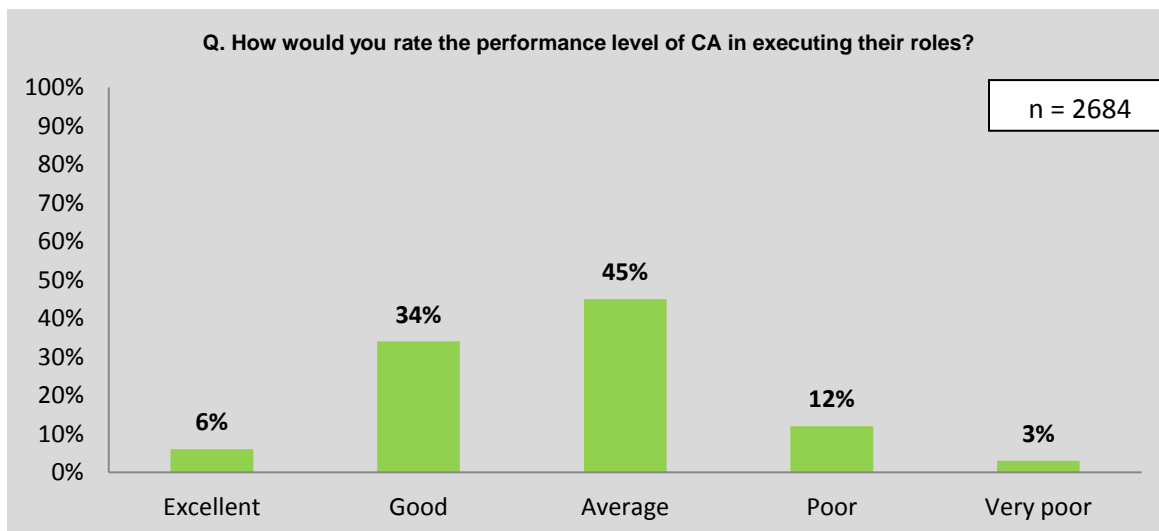


Figure 26: Performance of the Authority in executing their roles and mandate

Some sentiments from consumers in regards to its performance are shown below;

*"They are doing well since I have seen them engaging the public through workshops."* **Nairobi**

*"I would say they is some laxity on their part. For instance, they say that all unregistered sim cards would be switched off or blocked but that has not yet happened. We still have so many unregistered sim cards on the streets."* **Mombasa**

*"They seem to favor some players. How come football is shown by KBC only?"* **Kisumu**

### 3.4.3 Awareness and Interaction with CA

All consumers interviewed reported that they were aware of CA which was formerly CCK. Out of the consumers interviewed, only 11% had interacted with CA in the past.

Services that were being sought by consumers vary from licensing queries to seeking employment. Some of these services have been captured by the table below;

<i>Issue</i>	<i>Frequency</i>
Enquire about licenses	23%
Complain about internet inefficiency	16%
Making a general enquiry on all services provided	16%
To seek mobile tariff/services	8%
Assistance in accessing radio frequencies	7%
Seeking employment	6%
Queries on advertising and multimedia services	3%

Table 24: Reasons why consumers interacted with CA

### 3.4.4 Interaction with CA staff

Only 11% reported having interacted with CA staff. They rated the staff very highly as shown below;

<i>Attitude</i>	<i>%</i>
Officials/staff treat you with respect	72.6%
Staff members provide high quality services	72.8%
Staff members are courteous	72.1%
Officials/staff are transparent and accountable	70.5%
Employees at CA are well trained in their roles / are knowledgeable about what they do	74.9%
<i>Competence</i>	<i>%</i>
Officials/staff are knowledgeable in their line of duty	75.4%
Officials/staff are proficient in their line of duty	71.4%
Officials/staff uphold integrity	71.3%
Officials/staff deal with problems/queries effectively	72.1%
Officials/staff deal with problems/queries promptly	71.5%
Officials/staff upholds firmness and fairness	72.4%

Table 25: Consumers interaction with CA staff

### 3.4.5 Customer Service Charter

Out of all consumers who were interviewed only 12% reported that they were aware of the existence of the service charter.

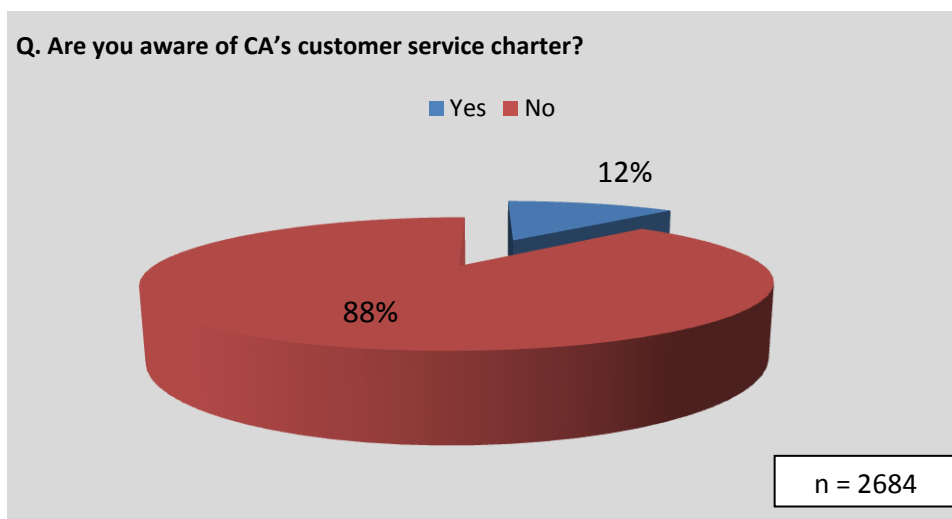


Figure 27: Customer Service Charter Awareness

56% rated employees as effective in regards to delivering the level of promise laid out the service charter while 14% felt that employees were not effective.

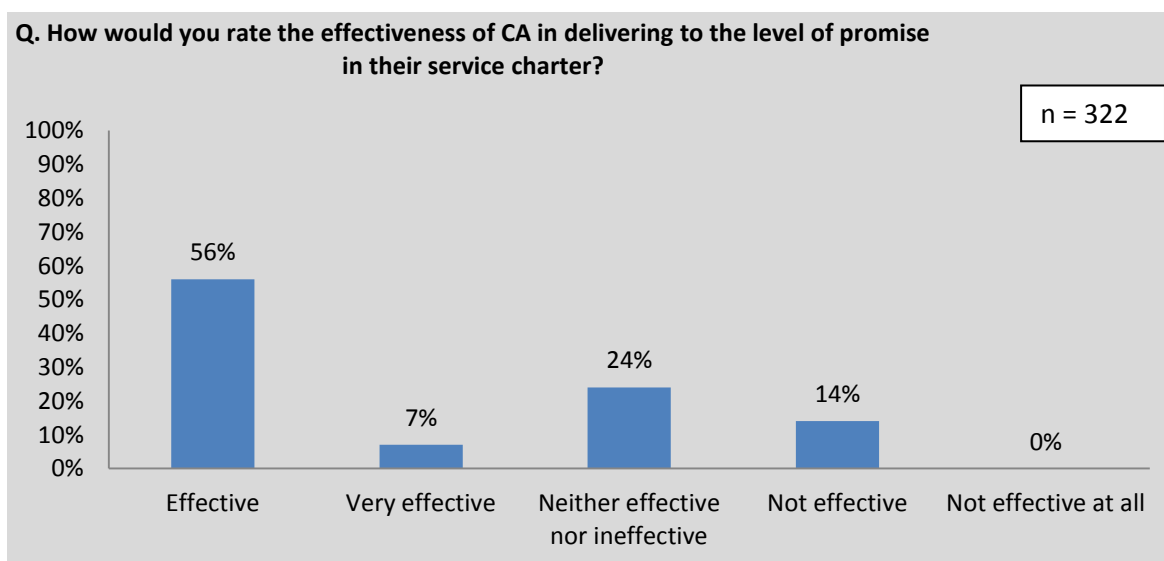


Figure 28: Effectiveness in implementing the charter



### 3.4.5 Satisfaction with the various providers

Since consumer's interaction is mainly through the various providers, the study sought to establish their satisfaction with the services received from the various providers. Figure 29 has captured the satisfaction levels of the providers.

TV service providers recorded the highest satisfaction with a rating of 79.0% followed by radio service providers. Postal service provider had the least satisfaction rating of 68.0%.

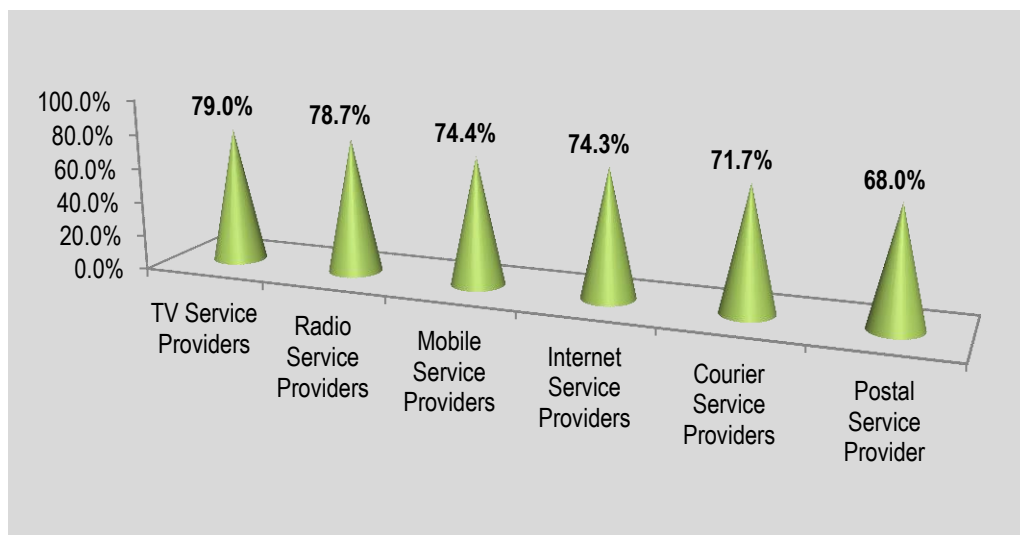




Figure 29: Satisfaction with the various providers

The advantages and disadvantages of the various providers as reported by the consumers have been captured by the table below;

	ADVANTAGES	DISADVANTAGES
<b>TV and RADIO SERVICE PROVIDERS</b>  	<p>"Some have good presenters who connect with people"</p> <p>"Their services are affordable"</p> <p>"They offer great entertainment"</p> <p>"Some have educative programs"</p>	<p>"Not all stations are clear"</p> <p>"Some programs do not have a clear agenda"</p>



<b>MOBILE SERVICE PROVIDERS</b> 	"They offer money transfer services"  "They have credit advance"	"They are expensive"  "They offer poor customer care"
<b>INTERNET SERVICE PROVIDERS</b> 	"One can sell and buy goods online"  "I can also chat with friends via social media"	"The charges are high"  "Internet speeds are sometimes very slow"
<b>COURIER SERVICE PROVIDERS</b> 	"They are faster and cheaper than postal services"  "It is easy to track services"	"They are money oriented e.g. the matatus"  "They are unprofessional"  "They have no service charter"
<b>POSTAL SERVICE PROVIDERS</b> 	"They are available countrywide"  "They have tailor made products"  "They are accurate in their services"  "They notify you when a parcel arrives"	"They are very slow"  "Some of their services are expensive"  "They have rude staff"  "They seem to be analogue"

Table 26: Advantages and Disadvantages of providers

### 3.4.6 Satisfaction with complaint handling provided by the various providers

Several consumers cited having experienced problems that needed the involvement of the various service providers.

The consumers who reported having made complaints to the various providers were asked the following question; *"How satisfied were you with the way the provider handled your problem?"* Assessment was based on a scale of 1 – 5 where 1 was very dissatisfied and 5 was very satisfied.

Figure 30, below has captured their responses in terms of their satisfaction with the way their problem was handled. Satisfaction was much high for postal service providers while it was much lower for courier service providers. This is because courier providers lack a universal customer service charter that outlines what customers should expect from them.

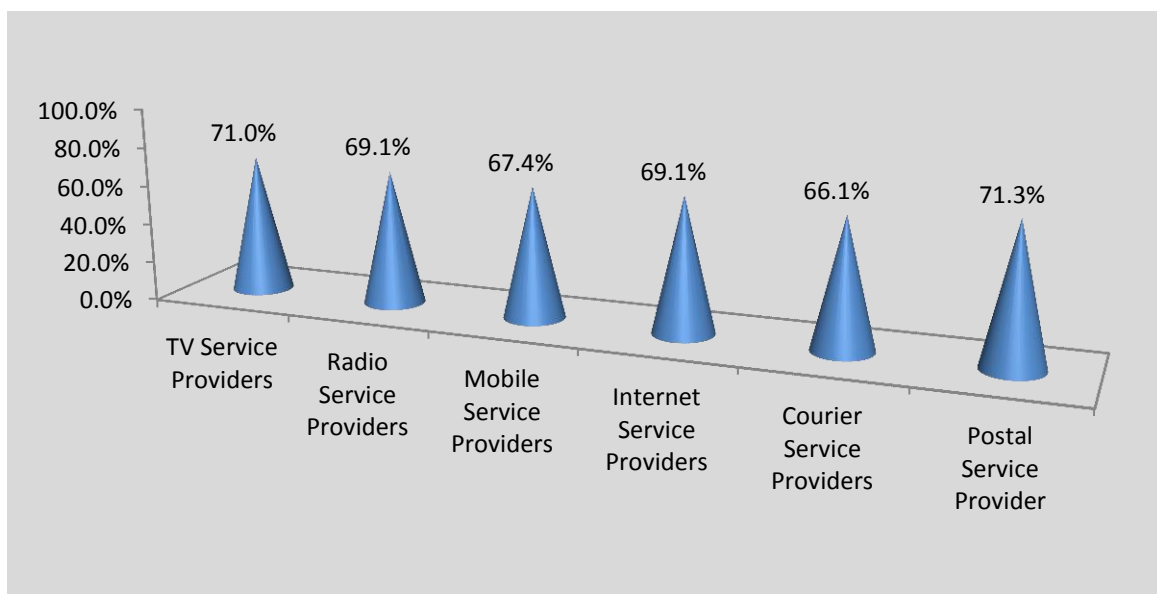


Figure 30: Satisfaction with complaint handling

### 3.4.7 Brand Personification

Brand personification is a Projective Technique that asks people to think about brands as if they were human being. A brand personality is something to which the consumer can relate to. It shifts the frame of reference from the corporate brand to a person in order to assess subconscious information about the brand that cannot be assessed through direct questioning.

Respondents in the focus group discussions were asked to describe the Authority as though it were a human being.

The brand was described as an elderly man who was approaching retirement. It was also perceived to be polygamous and one who favors other wives and children. Please refer to the table on the next page.

ATTRIBUTE	DESCRIPTOR
<b>Sex</b>	Male
<b>Age</b>	50 – 60 years (Pot bellied with white hair)
<b>Marital Status</b>	Married ( <b>Polygamous</b> ) Favors some wives and children
<b>Character Traits</b>	Practices <b>favoritism; unapproachable</b>
<b>Social Economic Status</b>	<b>Rich man</b> ; drives 4 wheel drive ( <b>fuel guzzler</b> ); leaves in the <b>leafy suburbs</b> like muthaiga; <b>IT guru</b> ; <b>well educated</b>
<b>Relationship</b>	<b>Call in advance</b> to book an appointment before visiting; Not someone I would want to be around; Our <b>relationship is out of necessity</b>






This implies that the brand is;

- Well established but;
- Weak on relationship aspects. It is has been perceived as one that does not share success with those around it nor care about their welfare.
- Is difficult to relate with yet one would want to be associated with it because of its status.

### 3.4.7 Overall Satisfaction (Consumers)

Overall index for consumers currently stands at 70.5% compared to 67.6% in the previous year.

Staff attitude	72.6%
Staff competence	72.3%
Satisfaction with mobile providers	74.4%
Satisfaction with internet providers	74.3%
Satisfaction with postal service provider	68.0%
Satisfaction with courier service providers	71.7%
Satisfaction with radio service providers	78.7%
Satisfaction with TV service providers	79.0%
Satisfaction with complaint handling	69.0%
Licensing of the communication service providers	73.5%
Approving and acceptance of the communications equipment meant for use in the country	69.0%
Protecting consumer rights within communication environment in Kenya	65.2%
Regulating telecommunication tariffs	64.5%
Monitoring of activities of licensees to enforce compliance with the license terms and conditions as well as the law	68.4%
Handling complaints in the broadcasting industry effectively	63.6%
Responsiveness to the broadcasting needs of the market	66.6%
Controlling the quality/content/language of radio programs	69.3%
Efficiently controlling the quality and content of programs aired on TV	68.5%
Assigning frequencies to broadcasters fairly	70.5%
Efficiency in supporting Kenyans by ensuring fairness in the provision of broadcasting services	68.9%
<b>Overall Index</b>	<b>70.5%</b>

Table 27: Overall indices for Consumers

### 3.5 Findings from Partners/Affiliates

#### ***Profile by category***

A total of 18 partners and affiliates were interviewed as shown below. A sample frame was provided by CA. 61% of those interviewed were from ministries and government agencies, 28% from consumer organizations, 6% from media and international organizations.

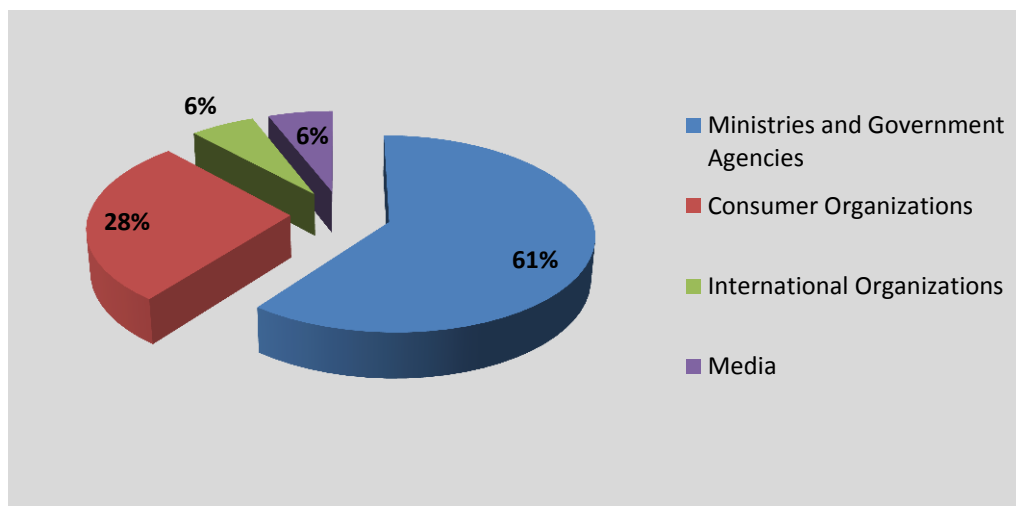


Figure 31: Profile of partners/affiliates

#### ***Profile by period of interaction***

Partners and Affiliates were asked the following question; ***How long has your organization dealt with CA?***

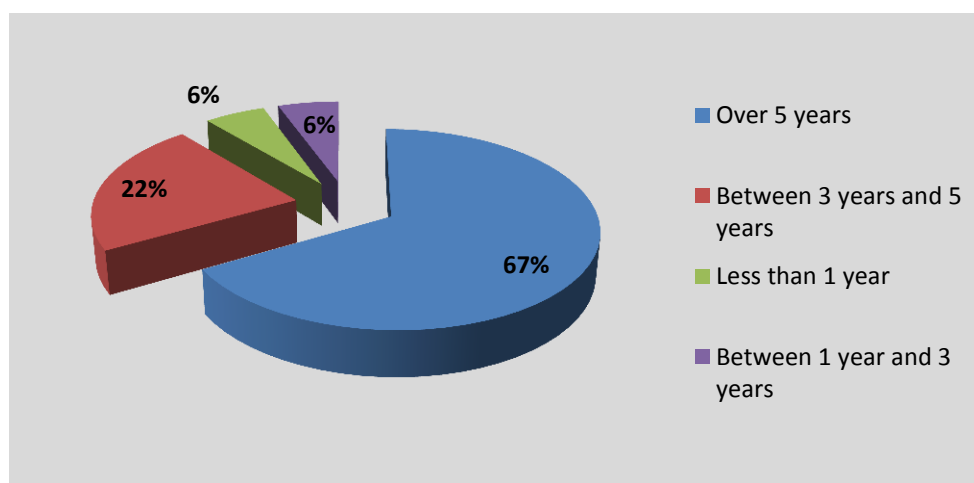


Figure 32: Period of interaction

67% had dealt with the Authority for over 5 years while 6% reported dealing with the Authority for less than 3 years.

### ***Department that thy had interacted with***

Information Technology and Consumer and Public Affairs were the departments that partners/affiliates had interacted with most.

Department	%
Information Technology	56%
Consumer and Public Affairs	56%
Licensing, Compliance and Standards	39%
Competition, Tariffs and Market Analysis	17%
Multimedia Services	11%
Finance and Accounts	11%
Frequency Spectrum Management	6%
Human Capital and Administration	6%
Risk Management and Internal Audit	6%
Legal Affairs	6%

Table 28: Department interacted with

### **3.5.1 Roles and Mandate of CA**

Partners and Affiliates were asked what their perception was in regards to CA's roles and mandate. Assessment was based on a 5 point scale where 5 was strongly agree and 1 was strongly disagree. CA was rated fairly in regards to its roles and mandate as shown by the table below.

	%
Promoting access to and use of information and communications in Kenya	65.4%
Promoting fair play among industry players	60.9%
Protecting consumer rights within the communications environment	59.8%
Regulation of telecommunication tariffs	60.9%
Enforcing compliance with the license terms	60.9%
<b>Average Index</b>	<b>61.6%</b>

Table 29: Roles and Mandate

### 3.5.2 Perceptions regarding CA

About 70% cited that there is efficient flow of information between CA and its stakeholders. In terms to CA's office environment, the Authority received very high scores as shown below.

There is efficient flow of information between CA & its stakeholders	69.8%
The information provided by CA to its stakeholders is clear and easy to understand	73.7%
The information provided by CA to its stakeholders is consistent and dependable	64.8%
CA provides timely information and feedback to its stakeholders	63.2%
CA staff are easily accessible	74.0%
CA staff are very helpful	75.3%
Employees at CA are well trained in their roles / are knowledgeable about what they do	75.9%
Employees at CA demonstrate high standards of integrity	69.0%
CA's offices are clean and tidy	80.9%
There is adequate security within CA's premises	79.6%
CA's offices are easily accessible	79.6%
<b>Average index</b>	<b>73.3%</b>

Table 30: Perceptions regarding CA

### 3.5.3 Overall Satisfaction Index (Partners / Affiliates)

Promoting access to and use of information and communications in Kenya	65.40%
Promoting fair play among industry players	60.90%
Protecting consumer rights within the communications environment	59.80%
Regulation of telecommunication tariffs	60.90%
Enforcing compliance with the license terms	60.90%
There is efficient flow of information between CA & its stakeholders	69.80%
The information provided by CA to its stakeholders is clear and easy to understand	73.70%
The information provided by CA to its stakeholders is consistent and dependable	64.80%
CA provides timely information and feedback to its stakeholders	63.20%
CA staff are easily accessible	74.00%
CA staff are very helpful	75.30%
Employees at CA are well trained in their roles / are knowledgeable about what they do	75.90%
Employees at CA demonstrate high standards of integrity	69.00%
CA's offices are clean and tidy	80.90%
There is adequate security within CA's premises	79.60%
CA's offices are easily accessible	79.60%
<b>Overall Satisfaction Index</b>	<b>69.4%</b>

Table 31: Overall Satisfaction (Partners/Affiliates)



#### 4.0 CHAPTER FOUR: OVERALL CUSTOMER SATISFACTION INDEX

Table 25 shows the overall customer satisfaction index for the year ending in June 2014 which stands at 73.9%. We took into consideration the level of importance that CA has with the various categories of customers. This was determined by the level of interaction between CA and the customers. Licensees were the most important category followed by suppliers, internal staff, consumers then partners and affiliates.

Weighting factors were hence assigned to all the categories depending on their perceived level of interaction and importance with the Authority. The following computation was used to derive the Overall Customer Satisfaction Index;

$$\frac{\sum_{j=1}^5 (R_j * W_j)}{\sum R_j * 5} * 100$$

$\sum_{j=1}^5 (R_j * W_j)$  = Overall score for a statement  $j=1$

$\sum R_j * 5$  = Maximum possible score for a statement

To obtain the rating level (score) for a variable, the scores of the statements under it were summed up and averaged.

	Weight	Weighted Index	Contribution to Overall index
Licensees	0.55	74.5	40.975
Suppliers	0.15	75.8	11.37
Partners	0.1	69.4	6.94
Consumers	0.1	70.5	7.05
Internal	0.1	75.3	7.53
Overall Customer Satisfaction Index			73.9%

Table 32: Overall Customer Satisfaction Index

#### 4.1 Benchmarking with other Regulatory Bodies

SBO has in the past conducted customer satisfaction surveys for other organizations. Figure 33 below shows a comparison of CA's overall satisfaction index with that of regulators from various industries.

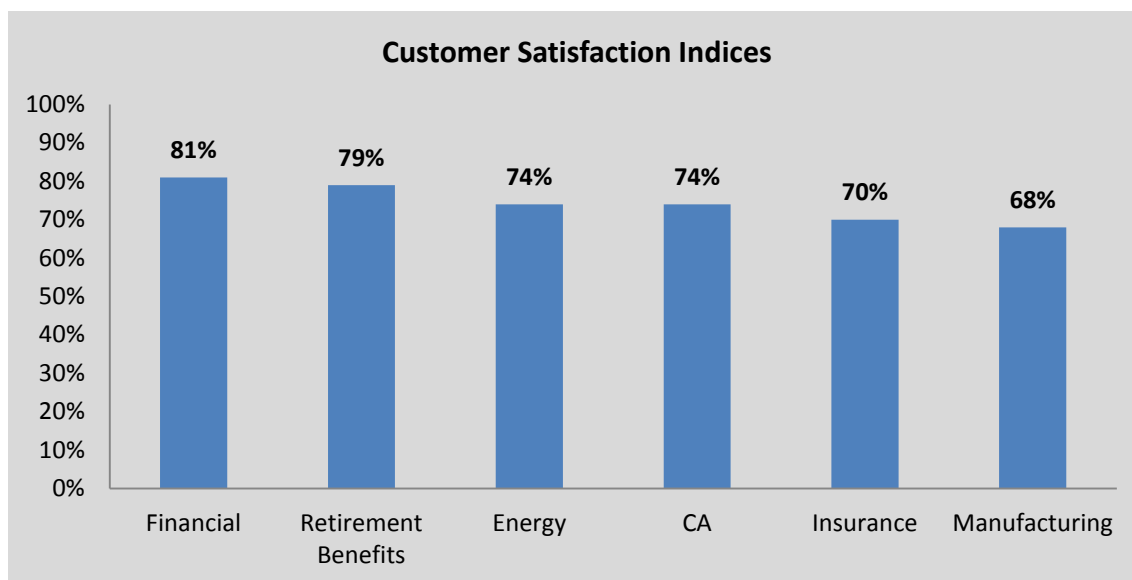


Figure 33: Customer Satisfaction Indices

## 5.0 CHAPTER FIVE: SUMMARY AND CONCLUSIONS

The general purpose of the survey was to establish the extent in which CA customers were satisfied with the services provided by the Authority. The survey targeted both internal and external customers. External customers included Licensees, Suppliers, Consumers, Partners and Affiliates. Internal customers are the Authority's employees. Overall, a sample size of 2,940 was achieved.

**Licensees** – Overall Index for Licensees currently stands at 74.5%. The Authority was fairly rated in regards to its roles and mandate. 69% stated that CA does enforce compliance with license terms while 57% reported that the Authority promotes fair play among industry players.

7 out of 10 Licensees were in agreement that there was efficient flow of information between CA and its stakeholders. Information provided by CA to its stakeholders was also perceived to be clear and easy to understand.

**Internal Staff** – Overall Internal Customer Index stands at 75.3%. 74% cited that they were satisfied with the service that they offered to other departments compared to 62% who reported that they were satisfied with the level of service offered to them by other departments. Teamwork/work relations received the lowest score in comparison to all the other categories assessed.

**Suppliers** - 25% of suppliers reported that the procurement process at CA had improved a lot in the past one year while 38% perceived there to be no change over the same time frame. Another 38% cited that they did not know whether the process had improved or declined. Suppliers Overall Index stands at 75.8%.

**Consumers** - Few consumers reported having interacted with CA staff. They rated CA staff very highly. When asked to rate the performance of CA in executing their role, 39% felt that the Authority had performed well while 45% rated the Authority's performance as average. Overall Index for Consumers stands at 70.5%.

**Partners/Affiliates** - Overall satisfaction index for partners and affiliates stands at 69.4%.

## 6.0 CHAPTER SIX: RECOMMENDATIONS

Low awareness of the service charter across all the customer groups	<ul style="list-style-type: none"> <li>Consider public initiatives to enhance awareness of the charter. This can be done through rebranding of the charter followed by a public launch.</li> <li>Service delivery standards stipulated in the charter should be simple and easy to remember e.g. CFC Bank Hi 5 Standards;               <ul style="list-style-type: none"> <li>Acknowledge and greet</li> <li>Call the customer by name</li> <li>Ask the customer if there is <b>ANYTHING</b> you can help with</li> <li>Ask the customer if there is anything <b>ELSE</b> you can help with?</li> <li><b>Thank</b> the customer for making use of our service and invite the customers to visit again.</li> </ul> </li> <li>Awareness can also be enhanced by putting up more posters in all the offices and ensuring that it is visible on the website.</li> </ul>
Licensees	<ul style="list-style-type: none"> <li>Increase surveillance to crack down on unlicensed operators.</li> <li>Courier providers were perceived to provide poor customer service. There is need to develop initiatives to mainstream services offered by small courier operators.</li> <li>There were low ratings in regards to the Authority's roles and mandate. Organize round tables for each category of Licensees in order to create room for dialogue and improve ratings.</li> </ul>
Internal Customers	<ul style="list-style-type: none"> <li>71% of employees cited that they were satisfied with the service that they offered to other departments compared to 44% who reported that they were satisfied with the level of service offered to them by other departments. There is need to instill a sense of teamwork to all employees at CA. This can be done through team bonding initiatives.</li> <li>Reinforce the importance of working towards one common goal. This can be done through teambuilding activities and more activities that will encourage staff interaction and bonding across departments.</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>Communicate consistently to all suppliers especially in regards to pending payments.</li> </ul>

	<ul style="list-style-type: none"><li>▪ Also ensure that queries from suppliers are dealt with in a timely manner.</li></ul>
<b>Consumers</b>	<ul style="list-style-type: none"><li>▪ Communicate the roles and mandate of CA to consumers countrywide.</li><li>▪ Also create more awareness in terms of consumer programs done by CA. Some consumers associated CA's initiatives and programs e.g. MNP with Safaricom and not CA.</li><li>▪ Make deliberate efforts to engage with consumers especially when opening regional offices.</li><li>▪ Strengthen consumer protection function in order to be felt more by consumers.</li><li>▪ Use communication to portray the brand as open and one that is willing to interact with the public.</li></ul>
<b>Partners and Affiliates</b>	<ul style="list-style-type: none"><li>▪ Develop different engagement forums with Partners and Affiliates that will allow CA to interact more with this group of customers.</li></ul>

## **APPENDICES**

This section contains the instruments that will be used in the survey;

- Appendix I: Consumers Questionnaire
- Appendix II: Licensees Questionnaire
- Appendix III: Suppliers Questionnaire
- Appendix IV: Internal Customers Questionnaire
- Appendix V: Partners and Affiliates Questionnaire
- Appendix VI: In-Depth Interviews Discussion Guide
- Appendix VII: Focus Group Discussion Guide



## Appendix I: Consumers Satisfaction Questionnaire

**INTRODUCTION**

Thank you for participating in this survey that is being conducted by **SBO Research Limited** on behalf of CA. (SBO) is an independent market research company based in Nairobi ([www.sboresearch.co.ke](http://www.sboresearch.co.ke)).

The aim of the survey is to get your opinion on the services offered by CA. We encourage you to provide your honest opinion. The information you provide will remain confidential and the results will be analyzed and reported collectively. As such no findings will be directly attributed to you as an individual. SBO is bound by Marketing & Social Research Association (MSRA) and ESOMAR Code of Conduct in observing respondent confidentiality.

<b>Interviewers Name</b>						<b>Telephone number:</b>	
<b>Respondents Name</b>						<b>Telephone number:</b>	
<b>AGE:</b>		<b>GENDER:</b>		<b>SOCIAL CLASS</b>		<b>HIGHEST LEVEL OF EDUCATION</b>	
18-24	1	Male	1	AB	1	Master's Degree	1
25-34	2	Female	2	C1	2	Bachelor's Degree	2
35-44	3			C2	3	Diploma	3
Above 45	4			D	4	College Certificate	4
						KCSE/ Form four	5
						Other (Specify)	

<b>NAIROBI</b>	01
<b>CENTRAL</b>	
Nyandarua	02
Nyeri	03
Kirinyaga	04
Murang'a	05
Kiambu	06
<b>COAST</b>	
Mombasa	07
Kwale	08
Kilifi	09
Tana River	10
Lamu	11
Taita Taveta	12
<b>EASTERN</b>	
Isiolo	13
Meru	14
Tharaka Nithi	15
Embu	16
Kitui	17
Machakos	18
Makueni	19
<b>NORTH EASTERN</b>	
Garissa	20
Wajir	21
Mandera	22
Marsabit	23
<b>NYANZA</b>	

Siaya	24
Kisumu	25
Homa Bay	26
Migori	27
Kisii	28
Nyamira	29
<b>WESTERN</b>	
Kakamega	30
Vihiga	31
Bungoma	32
Busia	33
<b>RIFT VALLEY</b>	
Turkana	34
West Pokot	35
Samburu	36
Trans Nzoia	37
Uasin Gishu	38
Elgeyo / Marakwet	39
Nandi	40
Baringo	41
Laikipia	42
Nakuru	43
Narok	44
Kajiado	45
Kericho	46
Bomet	47



**Category**

Complainant	01
Enquirer	02
Member of general public/ users of communication services	03

**FOR MEMBERS OF GENERAL PUBLIC ASK**

Which communication services do you use?	01	Courier services	05
Mobile telephone	02	Postal services	06
Fixed line telephone	03	Radio	07
Internet services	04	TV	08
		Others (Specify)	

**SECTION 1: CUSTOMER SATISFACTION**

1a) Are you aware of Communications Authority of Kenya (CA); formerly known as CCK?

Yes	01	GO TO Q 1b
No	02	END THE INTERVIEW

1b) Have you ever interacted with CA?

Yes	01	GO TO Q 2
No	02	SKIP TO Q 4

2) Which departments have you ever interacted with at CA?

Internal Audit	1	Communications & Public Relations	6
Frequency Spectrum Management	2	Finance and Accounts	7
Competition/ Tariffs & Market Analysis	3	Consumer Affairs	8
Licensing/ Compliance and Standards	4	Procurement	9
Information Technology	5	Others (Specify)	

3a) what was the nature of your interaction with CA?

Official	1
Personal	2
Other (Specify)	

3b) what mode of communication did you use to contact CA?

Telephone	01	Postal Mail / letter	05
Email	02	Other (Specify)	
Physical visit	03		
Trade fair/Exhibition	04		

3c) which services were you seeking from CA?

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3d) How would you rate your overall level of satisfaction with how CA served you on a scale of 1 to 5 where 1 is "not satisfied at all" and 5 is "Extremely satisfied" **PLEASE RATE YOUR SATISFACTION WITH EACH OF THE DEPARTMENTS YOU INTERACTED WITH CIRCLE AS APPROPRIATE**

Not satisfied at all	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Extremely satisfied
1	2	3	4	5

4a) Are you aware of CA's roles and function?

Yes	1 <b>CONTINUE</b>
No	2 <b>SKIP TO QUESTION 6</b>

4 b) what is the role and function of CA?

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4c) How did you get to learn about the roles and functions of CA?

Word of mouth-	1	Newspapers	6
Trade fair, exhibition, open days	2	Posters at CA	7
Website	3	Colleagues at my place of work	8
Radio	4	Others (specify)	
TV	5		

5a) Would you say that CA has made reasonable effort to make customers understand its roles and functions?

Yes.....1

No .....2

5b) On a scale of 1 to 5 where 1 is "Very poor" and 5 is "Excellent" how would you rate the performance level of CA in executing their roles?

Very poor	Poor	Average	Good	Excellent
1	2	3	4	5

5 c) Please give a reason for rating CA ..... (INTERVIEWER PLEASE MENTION THE RATING GIVEN IN QUESTION 5b above)

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6) Thinking about **AN IDEAL COMMUNICATIONS SECTOR REGULATOR**, Please tell me the extent to which each of the following attributes would be important to you as a user of communication services. **(USE ANY NUMBER BETWEEN 1 AND 10 TO RATE THE IMPORTANCE WHERE 1 MEANS "NOT IMPORTANT AT ALL" AND 10 MEANS "VERY IMPORTANT"**

a) Licensing of the communication service providers	1	2	3	4	5	6	7	8	9	10
b) Approving and acceptance of the communications equipment meant for use in the country	1	2	3	4	5	6	7	8	9	10
c) Protecting consumer rights within communication environment in Kenya	1	2	3	4	5	6	7	8	9	10
d) Regulating telecommunication tariffs	1	2	3	4	5	6	7	8	9	10
e) Monitoring of activities of licensees to enforce compliance with the license terms	1	2	3	4	5	6	7	8	9	10
f) Handling complaints in the broadcasting industry effectively	1	2	3	4	5	6	7	8	9	10
g) Responsiveness to the broadcasting needs of the market	1	2	3	4	5	6	7	8	9	10
h) Efficiently controls the quality/content/language of radio programs	1	2	3	4	5	6	7	8	9	10
i) Efficiently controls the quality and content of programs aired on TV	1	2	3	4	5	6	7	8	9	10
j) Assigning frequencies to broadcasters fairly	1	2	3	4	5	6	7	8	9	10
k) Is efficient in supporting Kenyans by ensuring fairness in the provision of	1	2	3	4	5	6	7	8	9	10

7) Please rate the performance of the Communications Commission on each of the following. **Use a 10 point scale where 10 means EXCELLENT and 1 means VERY POOR**

l) Licensing of the communication service providers	1	2	3	4	5	6	7	8	9	10
m) Approving and acceptance of the communications equipment meant for use in the country	1	2	3	4	5	6	7	8	9	10

n) Protecting consumer rights within communication environment in Kenya	1	2	3	4	5	6	7	8	9	10
o) Regulating telecommunication tariffs	1	2	3	4	5	6	7	8	9	10
p) Monitoring of activities of licensees to enforce compliance with the license terms and conditions as well as the law	1	2	3	4	5	6	7	8	9	10
q) Handling complaints in the broadcasting industry effectively	1	2	3	4	5	6	7	8	9	10
r) Responsiveness to the broadcasting needs of the market	1	2	3	4	5	6	7	8	9	10
s) Efficiently controlling the quality/content/language of radio programs	1	2	3	4	5	6	7	8	9	10
t) Efficiently controlling the quality and content of programs aired on TV	1	2	3	4	5	6	7	8	9	10
u) Assigning frequencies to broadcasters fairly	1	2	3	4	5	6	7	8	9	10
v) Efficiency in supporting Kenyans by ensuring fairness in the provision of broadcasting services	1	2	3	4	5	6	7	8	9	10

8. In your opinion, in which area has the Communications Commission of Kenya performed particularly well in regulating the communications sector?

- (a) \_\_\_\_\_
- (b) \_\_\_\_\_
- (c) \_\_\_\_\_
- (d) \_\_\_\_\_

9. And in which areas has the Communications Commission performed poorly in regulating the communications sector?

- (a) \_\_\_\_\_
- (b) \_\_\_\_\_
- (c) \_\_\_\_\_
- (d) \_\_\_\_\_

#### SERVICE CHARTER

10a) Are you aware of CA's customer service charter?

Yes .....01 CONTINUE No .....02 SKIP TO QUESTION 11

10 b) How did you get to know about CAs customer service charter?

Media	01 CONTINUE TO 10c	Website	03 SKIP TO QUESTION 11
Posters within CA's Building	02 SKIP TO QUESTION 11	Fliers/ brochures	04 SKIP TO QUESTION 11
		Others (specify)	

10d) On a scale of 1 to 5 where 1 is "**not effective at all**" and 5 is "**Very effective**" how would you rate the effectiveness of CA in delivering to the level of promise in their service charter?

Not effective at all	Not effective	Neither effective nor ineffective	Effective	Very effective
1	2	3	4	5

10 e) Give reasons for your rating CA as ..... (INTERVIEWER PLEASE MENTION THE RATING GIVEN IN Q 10 d)

- 11) Please rate the performance of the Communications Commission on each of the following. Use a 5 point scale where 5 means EXCELLENT and 1 means VERY POOR

ACCESSIBILITY					
	Very poor	Poor	Average	Good	Excellent
Ease of accessing CA through the phone	1	2	3	4	5
Ease of accessing CA through the email	1	2	3	4	5
Ease of accessing CAs offices	1	2	3	4	5
Ease of accessing telephone services in Kenya	1	2	3	4	5
Ease of accessing Postal services in Kenya	1	2	3	4	5
Ease of accessing Courier services in Kenya	1	2	3	4	5
Ease of accessing Internet services in Kenya	1	2	3	4	5
Ease of accessing Radio services in Kenya	1	2	3	4	5
Ease of accessing TV services in Kenya	1	2	3	4	5

- 12 a) We would like you to assess your perception of CAs officials/staff based on a number of attributes. Please rate each statement below using a 5 point scale, whereby 5 means you “Strongly Agree” 4 means you “Agree”, 3 means you “Neither Agree nor Disagree”, 2 means you “Disagree” and 1 means you “Strongly Disagree” with each statement. **CIRCLE AS APPROPRIATE**

Interaction with CA officials/staff		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly agree
<b>ATTITUDE</b>						
(a)	CA officials/staff treat you with respect	1	2	3	4	5
(b)	CA staff members provide high quality services	1	2	3	4	5
(c)	CAs staff members are courteous	1	2	3	4	5
(d)	CA officials/staff are transparent and accountable	1	2	3	4	5
(e)	Employees at CA are well trained in their roles / are knowledgeable about what they do	1	2	3	4	5
<b>COMPETENCE</b>						
(f)	CA officials/staff are knowledgeable in their line of duty	1	2	3	4	5
(g)	CA officials/staff are proficient in pension issues	1	2	3	4	5
(h)	CA officials/staff uphold integrity	1	2	3	4	5
(i)	CA officials/staff deal with problems/queries effectively	1	2	3	4	5
(j)	CA officials/staff deal with problems/queries promptly	1	2	3	4	5
(k)	CA officials/staff upholds firmness and fairness	1	2	3	4	5

#### SATISFACTION WITH MOBILE SERVICE PROVIDERS

- 12b) Thinking of the mobile service providers in Kenya, how satisfied are you with each of the following?

	Very dissatisfied	Dissatisfied	Neither nor	Satisfied	Very satisfied
<b>INFORMATION</b>					
Informing customers about mobile phone products and services	1	2	3	4	5
Accuracy & reliability of information provided	1	2	3	4	5
Promptness/timeliness of information from Mobile service providers	1	2	3	4	5
Ease of getting information from Mobile service providers	1	2	3	4	5
Availability of relevant information from Mobile service providers	1	2	3	4	5
Reliability of information from Mobile service providers	1	2	3	4	5
<b>QUALITY OF SERVICE</b>					
Quality of services offered by mobile service providers	1	2	3	4	5
Mobile service providers offer consistent services	1	2	3	4	5
<b>SPEED OF SERVICE</b>					
Timeliness in delivery of mobile phone services	1	2	3	4	5
Quick response in attending to customers complaints	1	2	3	4	5
<b>AFFORDABILITY</b>					

Cost charged for telephone services	1	2	3	4	5
Cost of mobile telephone handsets	1	2	3	4	5
Cost charged for sending text messages/ SMS	1	2	3	4	5
Cost charged for Data services	1	2	3	4	5
<b>COURTESY</b>					
Language used by mobile service providers is appropriate	1	2	3	4	5
Customer care staff are able to resolve problems	1	2	3	4	5

#### SATISFACTION WITH INTERNET SERVICE PROVIDERS

12 c) Thinking of the Internet service providers in Kenya, how satisfied are you with each of the following?

	Very dissatisfied	Dissatisfied	Neither nor	Satisfied	Very satisfied
<b>INFORMATION</b>					
Informing customers about internet products and services	1	2	3	4	5
Accuracy & reliability of information provided	1	2	3	4	5
Promptness/timeliness of information from Internet service providers	1	2	3	4	5
Ease of getting information from Internet service providers	1	2	3	4	5
Availability of relevant information from Internet service providers	1	2	3	4	5
Reliability of information from Internet service providers	1	2	3	4	5
<b>QUALITY OF SERVICE</b>					
Quality of services offered by internet service providers	1	2	3	4	5
Internet service providers offer consistent services	1	2	3	4	5
<b>SPEED OF SERVICE</b>					
Timeliness in delivery of internet services	1	2	3	4	5
Quick response in attending to customers complaints	1	2	3	4	5
<b>AFFORDABILITY</b>					
Cost charged for Internet services	1	2	3	4	5
Cost of internet access devices e.g. computers and mobile handsets	1	2	3	4	5
<b>COURTESY</b>					
Language used by internet service providers is appropriate	1	2	3	4	5
Customer care staff are able to resolve problems	1	2	3	4	5

#### SATISFACTION WITH POSTAL SERVICE PROVIDERS

12 d) Thinking of the Postal service providers in Kenya, how satisfied are you with each of the following?

	Very dissatisfied	Dissatisfied	Neither nor	Satisfied	Very satisfied
<b>INFORMATION</b>					
Informing customers about postal products and services	1	2	3	4	5
Accuracy & reliability of information provided	1	2	3	4	5
Promptness/timeliness of information from Postal service providers	1	2	3	4	5
Ease of getting information from Postal providers	1	2	3	4	5
Availability of relevant information from Postal service providers	1	2	3	4	5
Reliability of information from Postal service providers	1	2	3	4	5
<b>QUALITY OF SERVICE</b>					
Quality of services offered by postal companies	1	2	3	4	5
Consistence of services offered by postal companies	1	2	3	4	5
<b>SPEED OF SERVICE</b>					
Timeliness in delivery of postal services	1	2	3	4	5
Quick response in attending to customers complaints	1	2	3	4	5
<b>AFFORDABILITY</b>					
Cost charged for postal services	1	2	3	4	5
<b>COURTESY</b>					
Language used by postal service providers is appropriate	1	2	3	4	5
Customer care staff are able to resolve problems	1	2	3	4	5

**SATISFACTION WITH COURIER SERVICE PROVIDERS**

12 e) Thinking of the courier service providers in Kenya, how satisfied are you with each of the following?

	Very dissatisfied	Dissatisfied	Neither nor	Satisfied	Very satisfied
<b>INFORMATION</b>					
Informing customers about products and services offered by courier companies	1	2	3	4	5
Accuracy & reliability of information provided by courier companies	1	2	3	4	5
Promptness/timeliness of information from Courier service providers	1	2	3	4	5
Ease of getting information from Courier providers	1	2	3	4	5
Availability of relevant information from Courier service providers	1	2	3	4	5
Reliability of information from Courier service providers	1	2	3	4	5
<b>QUALITY OF SERVICE</b>					
Quality of services offered by courier companies	1	2	3	4	5
Courier service providers offer consistent services	1	2	3	4	5
<b>SPEED OF SERVICE</b>					
Timeliness in delivery of services by courier companies	1	2	3	4	5
Quick response in attending to customers complaints	1	2	3	4	5
<b>AFFORDABILITY</b>					
Cost charged for courier services	1	2	3	4	5
<b>COURTESY</b>					
Language used by courier service providers is appropriate	1	2	3	4	5
Customer care staff are able to resolve problems	1	2	3	4	5

**SATISFACTION WITH RADIO SERVICE PROVIDERS**

12 f) Thinking of the Radio service providers in Kenya, how satisfied are you with each of the following?

	Very dissatisfied	Dissatisfied	Neither nor	Satisfied	Very satisfied
<b>INFORMATION</b>					
Informing customers about Radio services	1	2	3	4	5
Accuracy & reliability of information provided	1	2	3	4	5
Promptness/timeliness of information from Radio service providers	1	2	3	4	5
Ease of getting information from Radio providers	1	2	3	4	5
Availability of relevant information from Radio service providers	1	2	3	4	5
Reliability of information from Radio service providers	1	2	3	4	5
<b>QUALITY OF SERVICE</b>					
Quality of services offered by Radio service providers	1	2	3	4	5
Radio service providers offer consistent services	1	2	3	4	5
<b>SPEED OF SERVICE</b>					
Timeliness in delivery of Radio services	1	2	3	4	5
Quick response in attending to customers complaints	1	2	3	4	5
<b>AFFORDABILITY</b>					
Cost charged for running advertisements on Radio	1	2	3	4	5
<b>COURTESY</b>					
Language used by Radio service providers is appropriate	1	2	3	4	5
Customer care staff are able to resolve problems	1	2	3	4	5

**SATISFACTION WITH TV SERVICE PROVIDERS**

12 g) Thinking of the TV service providers in Kenya, how satisfied are you with each of the following?

	Very dissatisfied	Dissatisfied	Neither nor	Satisfied	Very satisfied
<b>INFORMATION</b>					
Informing customers about TV services	1	2	3	4	5

Accuracy & reliability of information provided	1	2	3	4	5
Promptness/timeliness of information from TV service providers	1	2	3	4	5
Ease of getting information from TV providers	1	2	3	4	5
Availability of relevant information from TV service providers	1	2	3	4	5
Reliability of information from TV service providers	1	2	3	4	5
<b>QUALITY OF SERVICE</b>					
Quality of services offered by TV service providers	1	2	3	4	5
TV service providers offer consistent services	1	2	3	4	5
<b>SPEED OF SERVICE</b>					
Timeliness in delivery of Radio services	1	2	3	4	5
Quick response in attending to customers complaints	1	2	3	4	5
<b>AFFORDABILITY</b>					
Cost charged for running advertisements on Radio	1	2	3	4	5
<b>COURTESY</b>					
Language used by Radio service providers is appropriate	1	2	3	4	5
Customer care staff are able to resolve problems	1	2	3	4	5

#### COMPLAINT HANDLING

13A) Have you experienced any problem that needed involvement of any of the following over the last three Months?"

	YES	NO
(a) Mobile service provider	1 CONTINUE	2
(b) Internet service provider	1 CONTINUE	2
(c) Radio service provider	1 CONTINUE	2
(d) TV service provider	1 CONTINUE	2
(e) Postal service provider	1 CONTINUE	2
(f) Courier service provider	1 CONTINUE	2

13 B) Did you report the problem you experienced with each of the following?

	YES	NO
(a) Mobile service provider	1 CONTINUE	2
(b) Internet service provider	1 CONTINUE	2
(c) Radio service provider	1 CONTINUE	2
(d) TV service provider	1 CONTINUE	2
(e) Postal service provider	1 CONTINUE	2
(f) Courier service provider	1 CONTINUE	2

13 C) Through which channel did you report the problem to each of the following?

	Physical visit	Telephone call	Letter	SMS	E-Mail	Social media	Others (Specify)
(a) Mobile service provider	1	2	3	4	5	6	
(b) Internet service provider	1	2	3	4	5	6	
(c) Radio service provider	1	2	3	4	5	6	
(d) TV service provider	1	2	3	4	5	6	
(e) Postal service provider	1	2	3	4	5	6	
(f) Courier service provider	1	2	3	4	5	6	

13 D) How satisfied were you with the way the provider handled your problem?"

	Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
(a) Mobile service provider	1	2	3	4	5
(b) Internet service provider	1	2	3	4	5
(c) Radio service provider	1	2	3	4	5
(d) TV service provider	1	2	3	4	5
(e) Postal service provider	1	2	3	4	5
(f) Courier service provider	1	2	3	4	5

14) What made you particularly satisfied with the way the provider handled your problem?

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**ACCESS TO INFORMATION**

15 Have you ever had the need to search for information on communication OR CA related issues?

Yes	1	<b>CONTINUE</b>
No	2	<b>SKIP TO QUESTION 17</b>

16b) What kind of communication-related information do you search for?

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16) What Media do you visit when you are in need of communication OR CA related information?

Newspapers/ magazines	01
Internet	02
Friends	03
Family	04
Social media	05
Make personal visits to the given company ( <b>specify company</b> )	06
others ( <b>specify</b> )	

**ASK ALL**

17 A) If you are looking for information about communication OR CA related issues in Kenya are you generally able to find it?

Yes	1	<b>SKIP TO QUESTION 18</b>
No	2	<b>ASK QUESTION 17 B</b>

17 B) Why not

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18A) Have you ever required any information from CA?

Yes	01	Ask Q 18 B - D
No	02	Skip to Q 19

18 B) When was the last time you sought information from CA?

In the last one month	1	Between 6-12 months ago	4
Between 1-3 months	2	More than one year ago	5
Between 3-6 months ago	3		

18 C) Through which media did you seek the information from CA?

CAs website	01	Other internet site ( <b>Specify</b> )	07
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Radio	02	Word of mouth	08
Billboards	03	Social media e.g. Blogs/ Facebook/ You Tube/	09
Magazines	04	Brochures/ fliers	10
TV	05	Others (Specify)	
Newspapers	06		

18 D) I would like you to rate your level of satisfaction or dissatisfaction with the information you received from CA

	Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
Relevance of the information	1	2	3	4	5
Reliability of the media used	1	2	3	4	5
Clarity of the information	1	2	3	4	5
Timeliness of the information	1	2	3	4	5
Believability of the information	1	2	3	4	5
Others (specify)					

19. Which of the following statements best describes your impression of CA with regard to provision of information?

Keeps Kenyans fully informed	05
Keeps Kenyans fairly well informed	04
Keeps Kenyans adequately informed	03
Gives Kenyans only a limited amount of information	02
Doesn't tell Kenyans much at all about what is happening	01

20 Which of the following statements best describes how you feel about the information you receive from CA? ( INTERVIEWER PLEASE READ OUT THE LIST)

I can almost always believe it	05
I can usually believe it	04
I can believe it about half the time	03
I usually can't believe it	02
I can almost never believe it	01

21. For which CA information items do you believe is it very important that you receive communication about?

--

22. How important is it for you that CA should provide information on each of the following: **USE A SCALE OF 1- 5 WHERE 1 IS NOT IMPORTANT AT ALL AND 5 IS VERY IMPORTANT**

	Not important at all	Not important	Neither Nor	Important	Very important
Licensed service providers	1	2	3	4	5
The recommended prices of communication services	1	2	3	4	5
Its mandate	1	2	3	4	5
The rules and regulations of the communications sector	1	2	3	4	5
Service providers who have been blacklisted/ operating without a license	1	2	3	4	5
Set service standards in the communication sector	1	2	3	4	5
Channels through which customers can make communication related complaints	1	2	3	4	5
General information on communication sector	1	2	3	4	5
Responding to customers queries promptly	1	2	3	4	5

23. How would you rate CAs performance in providing information on each of the following aspects

	Very poorly	Poorly	Neither Nor	Good	Very good
Licensed service providers	1	2	3	4	5
The recommended prices of communication services	1	2	3	4	5
Its mandate	1	2	3	4	5
The rules and regulations of the communications sector	1	2	3	4	5
Service providers who have been blacklisted/ operating without a license	1	2	3	4	5
Set service standards in the communication sector	1	2	3	4	5
Channels through which customers can make communication related complaints	1	2	3	4	5
General information on communication sector	1	2	3	4	5
Responding to customers queries promptly	1	2	3	4	5

24. From your experience, which information formats does CA provide?

Print	01	Braille	05
Web	02	Video/ DVD	06
Languages other than English	03	Others (Specify)	
Audio	04		

25. A) In your opinion, do you think CA done enough to provide communication OR CA related information to the following categories of people:

	YES	NO	Don't know
The blind	1	2	99
The lame	1	2	99
The deaf	1	2	99
The dumb	1	2	99
Minorities and marginalized groups.	1	2	99

25B) In your opinion, do you think CA done enough to ensure that the following categories of people are able to access communication services?

	YES	NO	Don't know
The blind	1	2	99
The lame	1	2	99
The deaf	1	2	99
The dumb	1	2	99
Minorities and marginalized groups.	1	2	99

26. ) Below are means of communication that companies can use to communicate to their customers. Please indicate the channels that you would like CA to use when communicating with you in future?

Letter	1	Flier/ Brochure	5
Email	2	Radio	6
Telephone call	3	TV	6
Text message	4	Road show	7
		Others (Specify)	

27. What suggestions would you make to CA in order for them to improve the quality of information

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28. Any other comment?

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## Appendix II: Licensees Questionnaire

## INTRODUCTION

Thank you for participating in this survey that is being **conducted by SBO Research Limited** on behalf of Communications Authority of Kenya. SBO Research is an independent market research company based in Nairobi.

The aim of the survey is to determine the level of Customer Satisfaction offered to all customers in order to ensure high levels of customer satisfaction. We **encourage you to provide your honest opinion**. The **information you provide will remain confidential** and the results will be analyzed and reported collectively. As such **no findings will be directly attributed to you as an individual**. **SBO is bound by Marketing & Social Research Association (MSRA) and ESOMAR Code of Conduct in observing respondent confidentiality.**

## PROFILE

<b>Respondent's Name</b>			
<b>Name of Organization</b>		<b>Designation of respondent</b>	
<b>INDUSTRY</b>			
Broadcasting	1	Postal and Courier	6
Telecommunications	2	Type Approval	7
Information Security	3	Numbering	
Frequency Spectrum	4	If not mentioned, please specify here.....	

## MAIN INTERVIEW

Q1a) What do you like about CA?

--

Q1b) What don't you like about CA?

--

Q2a) How long has your organization dealt with CA? **CIRCLE AS APPROPRIATE**

Less than 1 year	01
Between 1 year and 3 years	02
Between 3 years and 5 years	03
Over 5 years	04

Q2b) How often does your organization interact with CA? **CIRCLE AS APPROPRIATE**

More than twice a year	01
Every month	02
Every 2 to 3 months	03
Twice a year	04
Once a year	05

Q2c) Which departments within CA does your organization interact with? **CIRCLE AS APPROPRIATE**

Department	Code	Department	Code
Licensing, Compliance and Standards	01	Communications and Public Relations	08

Information Technology	02	Competition, Tariffs and Market Analysis	09
Frequency Spectrum Management	03	Finance and Accounts	10
Broadcasting	04	Consumer Affairs	11
Human Resources	05	Legal Affairs	12
Procurement	06	If not mentioned, please specify .....	
Internal Audit	07		

**SERVICE CHARTER**

Q3a) Are you aware that CA has a customer service charter?

Yes	01	If yes, please continue to Q3b
No	02	If no skip to Q4

Q3b) How did you get to know about CAs customer service charter?

Newspaper	01
Radio	02
TV	03
CA's website	04
Posters within CA's buildings	05
Events held by CA e.g. lunch, dinner, launch events	06
Employees of CA	07
Social media – please specify which one .....	08
Others – please specify;	

Q3c) On a scale of 1 to 5 where 1 is “**not effective at all**” and 5 is “**Very effective**” how would you rate the effectiveness of CA's employees in implementing the promises laid out in their service charter?

Very ineffective	Somewhat ineffective	Neither effective nor	Somewhat effective	Very effective
01	02	03	04	05

Q3d) Why do you say so?

--

**IMAGE AND REPUTATION**Q4) Using a 5 point scale where 1 means you “**Strongly Disagree**”, 2 means you “**disagree**”, 3 means you “**Neither Agree nor Disagree**”, 4 means you “**agree**” and 5 means you “**Strongly Agree**”, state the extent to which you agree or disagree with the following statements about CA.

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
CA is an innovative organization	05	04	03	02	01
CA is an organization that I can trust	05	04	03	02	01
CA has a good reputation in Kenya	05	04	03	02	01
CA professionally discharges its mandate	05	04	03	02	01
CA is involved in corporate social responsibility activities	05	04	03	02	01

**ROLES AND MANDATE OF CA**

Q5) Using a 5 point scale where 1 means POOR; 2 means FAIR, 3 means GOOD, 4 means VERY GOOD and 5 means EXCELLENT, please rate how well you think CCK performs on the following;

	POOR	FAIR	GOOD	VERY GOOD	EXCELLENT
Promoting access to and use of information and communications in Kenya	01	02	03	04	05
Promoting fair play among industry players	01	02	03	04	05
Protecting consumer rights within the communications environment	01	02	03	04	05
Regulation of telecommunication tariffs	01	02	03	04	05
Enforcing compliance with the license terms	01	02	03	04	05

**OVERALL SATISFACTION WITH PROVISION OF SERVICES**

Q6) Using a 5 point scale where 5 = Very Satisfied; 4 = Satisfied; 3 = Neither Satisfied nor Dissatisfied; 2 = Dissatisfied and 1 = Very Dissatisfied, please rate the extent to which you are satisfied with CA on the following parameters;

	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
<b>SECTION A FOR: BROADCASTERS</b>					
CA efficiently approves the right equipment to be used by broadcasters	05	04	03	02	01
CA efficiently handles complaints in the broadcasting industry e.g. interference, overlap of frequencies etc.	05	04	03	02	01
CA is efficient in renewals of licenses	05	04	03	02	01
CA efficiently ensures adequate delivery of additional frequencies	05	04	03	02	01
CA is efficient in frequency allocation	05	04	03	02	01
CA has adequately embraced modern technology in facilitating the provision of broadcasting services	05	04	03	02	01
CA is responsive to the broadcasting needs of the market	05	04	03	02	01
CA efficiently controls the quality/content/language of radio programmes	05	04	03	02	01
CA efficiently controls the quality and content of programmes aired on TV	05	04	03	02	01
CA is fair in assigning of frequencies to broadcasters	05	04	03	02	01
CA is efficient in supporting Kenyans by ensuring fairness in the provision of broadcasting services	05	04	03	02	01
<b>SECTION B FOR: TELECOMMUNICATION SERVICE LICENSEES</b>					
	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
CA is efficient in ensuring good quality and variety of telecommunication services	05	04	03	02	01
CA efficiently prepares procedures and regulations on licensing of operators i.e. Network Facility Operators, Application Service Providers, and Content Service Providers	05	04	03	02	01
CA efficiently handles complaints in the telecommunications industry e.g. interference etc.	05	04	03	02	01
CA effectively maintains and promotes competition between persons engaged in commercial activities connected with telecommunication services in Kenya	05	04	03	02	01
CA efficiently enforces all license conditions and regulations	05	04	03	02	01
CA promptly processes application for number assignments	05	04	03	02	01
CA efficiently reviews the sector on a continuous basis to ensure that competition is fostered	05	04	03	02	01
CA adequately encourages private investment in the telecommunications sector	05	04	03	02	01
CA has developed adequate mechanisms to ensure availability	05	04	03	02	01

of telecommunications services to all citizens throughout the country					
CA efficiently manages the demand for numbering resources by development of comprehensive national numbering plans	05	04	03	02	01
CA efficiently manages the assignment of numbering resources	05	04	03	02	01
CA has ensured that operators agree on favorable interconnection terms	05	04	03	02	01
CA has developed adequate pricing guidelines to ensure services are priced competitively and are affordable	05	04	03	02	01
CA has ensured that there is no discrimination in interconnection rates and services offered	05	04	03	02	01
<b>SECTION C FOR: FREQUENCY LICENSEES</b>					
	<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Neither Satisfied nor Dissatisfied</b>	<b>Dissatisfied</b>	<b>Very Dissatisfied</b>
CA effectively coordinates international and regional frequency to avoid harmful interference of frequency users in different administrations	05	04	03	02	01
CA ensures efficient utilization of the spectrum resource through frequency allocation, planning, monitoring and inspections	05	04	03	02	01
CA consistently carries out spectrum utilization audit to establish the allocations and the use of the resource	05	04	03	02	01
CA efficiently carries out national coordination to ensure harmonious sharing of frequencies by various users and services	05	04	03	02	01
CA continuously revises the frequency allocation table and avails the schedule for public scrutiny	05	04	03	02	01
<b>SECTION D FOR: POSTAL AND COURIER LICENSEES</b>					
	<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Neither Satisfied nor Dissatisfied</b>	<b>Dissatisfied</b>	<b>Very Dissatisfied</b>
CA efficiently ensures that there are good and sufficient postal and courier services throughout Kenya	05	04	03	02	01
CA adequately promotes development of postal systems and services in accordance with recognized international standards, practices and public demand	05	04	03	02	01
CA efficiently regulates the fixing of rates of postage and other fees or sums to be charged in respect of postal services	05	04	03	02	01
CA efficiently manages postal services rates that ensures efficient and continuous service and financing viability of the provider	05	04	03	02	01

Q7) Please tell me the extent to which you agree or disagree with the following statements about Communications Authority of Kenya. Use a 10 point scale where 10 means **STRONGLY AGREE** and 1 means **STRONGLY DISAGREE**

<b>INFORMATION AND COMMUNICATION</b>												
There is efficient flow of information between CA & its stakeholders	1	2	3	4	5	6	7	8	9	10	n/a	
The information provided by CA to its stakeholders is clear and easy to understand	1	2	3	4	5	6	7	8	9	10	n/a	
The information provided by CA to its stakeholders is consistent and dependable	1	2	3	4	5	6	7	8	9	10	n/a	
CA provides timely information and feedback to its stakeholders	1	2	3	4	5	6	7	8	9	10	n/a	
<b>EMPLOYEES</b>												
CA staff are easily accessible	1	2	3	4	5	6	7	8	9	10	n/a	
CA staff are very helpful	1	2	3	4	5	6	7	8	9	10	n/a	

Employees at CA are well trained in their roles / are knowledgeable about what they do	1	2	3	4	5	6	7	8	9	10	n/a
Employees at CA demonstrate high standards of integrity	1	2	3	4	5	6	7	8	9	10	n/a
<b>INVOICING AND RECEIPT OF PAYMENTS</b>											
CA processes invoices promptly	1	2	3	4	5	6	7	8	9	10	n/a
CA responds to complaints regarding invoicing and receipt of payment promptly	1	2	3	4	5	6	7	8	9	10	n/a
CA is unbiased in handling of invoicing and receipt payment processes	1	2	3	4	5	6	7	8	9	10	n/a
<b>LICENSING PROCESS</b>											
The licensing system/ process at CA is efficient	1	2	3	4	5	6	7	8	9	10	n/a
CA does proper vetting before licensing	1	2	3	4	5	6	7	8	9	10	n/a
The vetting process is transparent and fair	1	2	3	4	5	6	7	8	9	10	n/a
Only those who meet the licensing criteria are awarded licenses	1	2	3	4	5	6	7	8	9	10	n/a
<b>CA's ENVIRONMENT</b>											
CA's offices are clean and tidy	1	2	3	4	5	6	7	8	9	10	n/a
There is adequate security within CA's premises	1	2	3	4	5	6	7	8	9	10	n/a
CA's offices are easily accessible	1	2	3	4	5	6	7	8	9	10	n/a

#### COMPLAINT HANDLING

Q8a) Have you made any form of complaint on behalf of your organization to CA in the last 1 year?

Yes	01	If yes, please continue to Q8b
No	02	If no, skip to Q9

Q8b) What was the problem / complaint about?

Q8c) Through which mechanism / channel did you make the complaint / report the problem?

Telephone	01
Email	02
Website	03
Visited their offices	04
Postal mail	05
Fax	06
Suggestion box	07
Other – please specify:	

Q8d) How fast was your complaint / problem solved?

In less than 24 hours	01
Within a week	02
Within 2 weeks	03
Within 3 weeks	04
Over 3 weeks: please specify how long it took	

Q8e) Thinking about this last time that you made a complaint to CA; how satisfied were you with the way your complaint/ problem was resolved?

Not satisfied at all	01
Dissatisfied	02
Neither satisfied nor dissatisfied	03
Satisfied	04
Extremely satisfied	05

Q8f) Why do you say so? **PROBE**

--

#### ACCESS TO INFORMATION

Q9a) Have you ever had the need to search for information or communication regarding CA?

Yes	01	<b>CONTINUE TO Q9b</b>
No	02	<b>SKIP TO QUESTION 10a</b>

Q9b) What kind of communication-related information did you search for?

--

Q9c) What media did you use to search for the information/communication?

Newspapers/ magazines	01
Internet	02
Friends	03
Family	04
Social media	05
Make personal visits to the given company ( <b>specify company</b> )	06
Others ( <b>specify</b> )	

Q10a) Have you ever sought any information from CA on behalf of your organization?

Yes	01	If yes, continue to Q10b
No	02	If no, skip to Q11a

Q10b) When was the last time you sought information from CA?

In the last one month	01	Between 6-12 months ago	04
Between 1-3 months	02	More than one year ago	05
Between 3-6 months ago	03		

Q10c) Through which media did you seek the information from CA?

CA's website	01	Other internet site ( <b>Specify</b> )	07
Radio	02	Word of mouth	08
Billboards	03	Social media e.g. Blogs/ Facebook/ You Tube/ Twitter	09
Magazines	04	Brochures/ fliers	10
TV	05	Others (Specify)	
Newspapers	06		

Q10d) I would like you to rate your level of satisfaction or dissatisfaction with the information that you received from CA; use a scale of 1 – 5 where 1 = very dissatisfied and 5 = very satisfied.

	Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
Relevance of the information	1	2	3	4	5



Reliability of the media used	1	2	3	4	5
Clarity of the information	1	2	3	4	5
Timeliness of the information	1	2	3	4	5
Believability of the information	1	2	3	4	5

Q10e) Which of the following statements best describes how you feel about the information that you received from CA? (INTERVIEWER PLEASE READ OUT THE LIST)

I can almost always believe it	05
I can usually believe it	04
I can believe it about half the time	03
I usually can't believe it	02
I can almost never believe it	01

Q10f) From your experience, which information formats does CCK provide?

Print	01	Braille	05
Web	02	Video/ DVD	06
Languages other than English	03	Others (Specify)	
Audio	04		

Q11a) Which of the following statements best describes your impression of CA with regard to provision of information?

CA keeps us fully informed	05
CA keeps us fairly well informed	04
CA keeps us adequately informed	03
CA gives us only a limited amount of information	02
CA doesn't tell us much at all about what is happening	01

Q11b) What kind of information would you like to receive from CA?

--

Q12a) In your opinion, do you think CA has done enough to provide communication ON CCK related issues to the following categories of people:

	YES	NO	Don't know
The blind	01	02	99
The lame	01	02	99
The deaf	01	02	99
The dumb	01	02	99
Minorities and marginalized groups.	01	02	99

Q12b) In your opinion, do you think CA has done enough to ensure that the following categories of people are able to access communication services?

	YES	NO	Don't know
The blind	01	02	99
The lame	01	02	99
The deaf	01	02	99
The dumb	01	02	99
Minorities and marginalized groups.	01	02	99

Q13) Below are means of communication that companies can use to communicate to their customers. Please indicate the channels that you would you like CA to use when communicating with you in the future?

Letter	01	Flier/ Brochure	05
--------	----	-----------------	----

Email	02	Radio	06
Telephone call	03	TV	07
Text message	04	Road shows	08
		Others ( <b>Specify</b> )	

Q14) What can Communications Authority do in order to serve you better? What else?

Q15) Any other comment?

**END OF DISCUSSION; THANK THE RESPONDENT FOR THEIR TIME AND FEEDBACK**

## Appendix III: Suppliers Questionnaire

## INTRODUCTION

Good morning / afternoon / evening. My name is ..... from SBO Research Limited, an independent market research company based in Nairobi ([www.sboresearch.co.ke](http://www.sboresearch.co.ke)).

We are conducting a survey on the services offered by CA; Can I ask you a few questions?

We encourage you to provide your honest opinion. The questionnaire is **anonymous** and completely confidential. Kindly answer **ALL** the questions as honestly as possible. The results will be analyzed and reported collectively. As such no findings will be directly attributed to you as an individual. SBO is bound by Marketing & Social Research Association (MSRA) and ESOMAR Code of Conduct in observing respondent confidentiality

## SECTION 1: RESPONDENTS PROFILE

Name of organization/company:	
Respondents' name:	
Respondents' Designation:	
Contact:	
Type of goods/ services supplied	

## SECTION 2: SCREENER

- 1) Have you interacted with the Communications Authority of Kenya (CA); formerly CCK in the last 12 months? **CIRCLE AS APPROPRIATE**

Yes	1	CONTINUE
No	2	THANK RESPONDENT AND CLOSE INTERVIEW

## SECTION 3: MAIN INTERVIEW

- 2) a) Which departments have you interacted with at CA in the last one year?

Department	Code	Department	Code
Licensing, Compliance and Standards	01	Communications and Public Relations	08
Information Technology	02	Competition, Tariffs and Market Analysis	09
Frequency Spectrum Management	03	Finance and Accounts	10
Broadcasting	04	Consumer Affairs	11
Human Resources	05	Legal Affairs	12
Procurement	06	If not mentioned, please specify .....	

- 2) b) What mode of communication did you use to contact CA?

Telephone	01	Postal Mail / letter	04
Email	02	Trade fair/Exhibition	05
Physical visit	03	Other (Specify)	

2. c) Which services were you seeking from CA?

--

### AWARENESS OF CA's SERVICE CHARTER

3) a) Are you aware of CA's customer service charter?

Yes	01	CONTINUE
No	02	SKIP TO QUESTION 5

3 b) How did you get to know about CA's customer service charter? **CIRCLE AS APPROPRIATE**

Newspapers	1
Radio	2
Physical visit i.e. Posters at CA's offices	3
Trade fair/Exhibition/Open days	4
Website	5
Word of mouth from CA staff	5
TV	6
Others (Specify)	

3 c) On a scale of 1 to 5 where 1 is "**not effective at all**" and 5 is "**Very effective**" how would you rate the effectiveness of CA in delivering to the level of promise in their service charter?

<b>Not effective at all</b>	<b>Not effective</b>	<b>Neither effective nor ineffective</b>	<b>Effective</b>	<b>Very effective</b>
1	2	3	4	5

3 d) Give reasons for your rating CA as ..... (INTERVIEWER PLEASE MENTION THE RATING GIVEN IN Q 3c)

--

### STRENGTHS AND WEAKNESSES

4. A) Which of the following statements best describes your impression of the procurement process at CA?

Improved a lot over the past one year	3
Remained the same over the past one year	2
Become worse over the past one year	1
Don't know	99

4. B) Please list the three most important areas you would like to see improved in CA's sourcing and Procurement.


4. C) Please list three areas where you feel CA's sourcing and Procurement is good or better than average.


c) Please rate each statement below using a 5 point scale, whereby 5 means you “**Very Satisfied**” 4 means you “**Satisfied**”, 3 means you “**Neither satisfied nor dissatisfied**”, 2 means you “**Not satisfied**” and 1 means you “**Not satisfied at all**” with each statement.

		Not satisfied at all	Not satisfied	Neither	Satisfied	Very Satisfied
(i)	Promptness/timeliness of information from CA?	1	2	3	4	5
(ii)	Ease of getting information from CA?	1	2	3	4	5
(iii)	Availability of relevant information at CA?	1	2	3	4	5
(iv)	Reliability of information from CA?	1	2	3	4	5

5. We would like you to assess your perception of the Authority’s officials/staff based on a number of attributes.

Please rate each statement below using a 5 point scale, whereby 5 means you “**Strongly Agree**” 4 means you “**Agree**”, 3 means you “**Neither Agree nor Disagree**”, 2 means you “**Disagree**” and 1 means you “**Strongly Disagree**” with each statement. **CIRCLE AS APPROPRIATE**

Interaction with CA officials/staff		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly agree
<b>ATTITUDE</b>						
(l)	CA officials/staff treat you with respect	1	2	3	4	5
(m)	CA staff members provide high quality services	1	2	3	4	5
(n)	CAs staff members are courteous	1	2	3	4	5
(o)	CA officials/staff are transparent and accountable	1	2	3	4	5
(p)	Employees at CA are well trained in their roles / are knowledgeable about what they do	1	2	3	4	5
<b>COMPETENCE</b>						
A.	CA officials/staff are knowledgeable in their line of duty	1	2	3	4	5
B.	CA officials/staff are proficient in communication issues	1	2	3	4	5
C.	CA officials/staff uphold integrity	1	2	3	4	5
D.	CA officials/staff deal with problems/queries effectively	1	2	3	4	5
E.	CA officials/staff deal with problems/queries promptly	1	2	3	4	5
F.	CA officials/staff upholds firmness and fairness	1	2	3	4	5

6. Please tell me the extent to which you agree or disagree with each of the following statements with regard to CA. **USE A 5 POINT SCALE WHERE 1 MEANS STRONGLY DISAGREE AND 5 MEANS STRONGLY AGREE**

		Strongly disagree	Disagree	Neither Agree nor disagree	Agree	Strongly agree
<b>PROCUREMENT PROCESS</b>						
A.	The procurement of goods and services at CA is done in a fair and transparent manner	01	02	03	04	05
B.	All clarifications are addressed satisfactorily in the pre-bid conference	01	02	03	04	05
C.	The advertising process of tenders in the print media and at CA’s website is clear	01	02	03	04	05
D.	There is prompt communication about the outcome of tenders	01	02	03	04	05
E.	The evaluation of bids is done in a transparent way	01	02	03	04	05
F.	The evaluation of tenders is clearly explained to all bidders	01	02	03	04	05
G.	Procurements at CA are sourced from approved suppliers only	01	02	03	04	05

	<b>PAYMENT</b>					
A.	CA keeps agreed promises / pays according to agreements	01	02	03	04	05
B.	Payment terms are fair	01	02	03	04	05
C.	Pricing of tender documents is fair	01	02	03	04	05
D.	CA provides clear information on all pending payments	01	02	03	04	05
E.	CA pays its suppliers within reasonable time after delivery and acceptance of goods	01	02	03	04	05
	<b>COMMUNICATION</b>					
A.	CA handles suppliers complaints professionally	01	02	03	04	05
B.	CA gives prompt feedback to queries raised	01	02	03	04	05
C.	Bidders are informed the reason why their bids were not successful upon inquiry	01	02	03	04	05
	<b>RECORD KEEPING</b>					
A.	CA keeps comprehensive records	01	02	03	04	05
B.	Records at CA are updated	01	02	03	04	05
C.	CA keeps automated records	01	02	03	04	05
D.	Records at CA are easily accessible	01	02	03	04	05
	<b>PROCESSES</b>					
A.	CA issues LPOs without delay	01	02	03	04	05
B.	CA issues clear and simple contracts	01	02	03	04	05
C.	Written agreements cover all needed issues	01	02	03	04	05
D.	Receiving process is simple	01	02	03	04	05

7. Please rate the performance of the Authority on each of the following. Use a 5 point scale where 5 means EXCELLENT and 1 means VERY POOR

ACCESSIBILITY					
	Very poor	Poor	Average	Good	Excellent
A. Ease of accessibility through the phone	1	2	3	4	5
B. Ease of accessibility through the email	1	2	3	4	5
C. Ease of accessing CAs offices	1	2	3	4	5
QUALITY OF SERVICE					
A. CA provides high quality services	1	2	3	4	5
B. Service time is reasonable	1	2	3	4	5
C. CA offers consistent services	1	2	3	4	5
SPEED OF SERVICE					
A. Timeliness in delivery of services	1	2	3	4	5
B. Quick response in attending to customers complaints	1	2	3	4	5

#### COMPLAINT HANDLING

8. Have you experienced any problem that needed CA's intervention over the last three Months?"

Yes	01 CONTINUE
No	02 SKIP TO QUESTION 14

9. Did you report your problem?

Yes	01 CONTINUE
-----	-------------

No	02	<b>SKIP TO QUESTION 14</b>
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**10. Through which channel did you report the problem?**

Physical visit	01	E-Mail	05
Telephone call	02	Social media	06
Letter	03	Others ( <b>specify</b> )	
SMS	04		

11. How satisfied were you with the way **CA** handled your problem?"

Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
1	2	3	4	5

12. What made you particularly satisfied with the way CA handled your problem?

12. What were your particular, serious war-time or post-war problems?

13. Any other comments?

--

**THANK YOU VERY MUCH FOR SPARING YOUR TIME TO PARTICIPATE IN THIS SURVEY**

## Appendix IV: Internal Customer Survey

### INTRODUCTION

Thank you for participating in this survey that is being conducted by SBO Research on behalf of the Communication Authority of Kenya. We (SBO) are an independent market research company based in Nairobi ([www.sboresearch.co.ke](http://www.sboresearch.co.ke)).

The survey seeks to measure the level of service that employees offer to each other and how this service can be improved to ensure that all employees are satisfied with the service received.

We encourage you to provide your honest opinion. The questionnaire is **anonymous** and completely confidential. Kindly answer **ALL** the questions as honestly as possible. The results will be analyzed and reported collectively. As such no findings will be directly attributed to you as an individual. SBO is bound by Marketing & Social Research Association (MSRA) and ESOMAR Code of Conduct in observing respondent confidentiality.

Please mark your answers by circling the appropriate response.

The survey will take approximately 7-10 minutes.

### SECTION I: Internal Service Charter

The Internal Service Charter (ISC) outlines the service standards that internal customers should expect as they work together towards serving the external customer.

Q1a) Are you aware that CA has an Internal service charter?

Yes	01	If Yes, please continue with Q1b
No	02	If No, please go to Q2a

Q1b) How did you learn about the internal service charter? **Multiple responses allowed**

Through induction/orientation	01
Through the intranet	02
Through my supervisor	03
Through a colleague	04
Other, please specify.....	

Q1c) How familiar would you say you are with the **Internal service charter**?

Not at all	Not too well	Fairly well	Very well	Extremely well
01	02	03	04	05

### SECTION II: Level of service to each other

Q2. Please rate the extent to which you agree or disagree with each of the following statements using a 5 point scale where 1 means you **STRONGLY DISAGREE**, and 5 means you **STRONGLY AGREE**.

		Strongly Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Strongly Agree
	<b>Teamwork/Work Relations</b>					
a	Employees at CA work as a team to resolve problems at work	01	02	03	04	05
b	Working with someone from another department is like working with someone from a different organization.	01	02	03	04	05
c	The people I work with place more value in individual	01	02	03	04	05



	success than teamwork					
d	I feel part of a team working towards shared goal	01	02	03	04	05
e	I am aware of important things going on in other departments	01	02	03	04	05
f	I am interested in what other departments do	01	02	03	04	05
	Whenever I need assistance from another department, I usually receive it in a timely manner	01	02	03	04	05
<b>Relation with colleagues</b>						
d	There is good cooperation between employees at CA	01	02	03	04	05
e	Employees at CA treat each other with respect	01	02	03	04	05
f	Employees at CA are friendly and courteous to each other	01	02	03	04	05
<b>Communication</b>						
g	There is adequate communication within CA	01	02	03	04	05
<b>Professionalism</b>						
h	Employees at CA work in a professional manner	01	02	03	04	05
<b>Contribution of others</b>						
i	We value the contribution of others	01	02	03	04	05
j	Employees at CA respect each other's opinions regardless of gender	01	02	03	04	05
<b>Directors General Office</b>						
k	The Directors General Office is always updated on all matters	01	02	03	04	05
l	The Directors office is efficient at its work	01	02	03	04	05
m	The Director's office respond to requests via email within the stipulated time	01	02	03	04	05
n	I am satisfied with the time taken to deliver hard copy letters which require the DG's signature after printing	01	02	03	04	05

Q3) How can employees at CA serve each other better? How else?

Q4) Any other comments?

### SECTION III: Profile

S1. Please circle your age bracket, gender and highest level of education completed in the table below.

Age		Gender		Highest Level of Education	
18 - 24	01	Male	01	Post University	01

25 - 34	02	Female	02	University	02
35 - 44	03			Higher National Diploma	03
45 - 55	04			Diploma	04
55+	05			Certificate	05
				Form 6	06
				Form 4	07
				Others (Specify)	

S2. How many years have you worked for CA?

Less than one year	01
2 – 5 years	02
6 – 10 years	03
11 – 15 years	04
16 – 20 years	05
20+	06

S3. Please circle your job department in the table below;

Department	Code	Department	Code
Licensing, Compliance and Standards	01	Communications and Public Relations	08
Information Technology	02	Competition, Tariffs and Market Analysis	09
Frequency Spectrum Management	03	Finance and Accounts	10
Broadcasting	04	Consumer Affairs	11
Human Resources	05	Legal Affairs	12
Procurement	06	If not mentioned, please specify .....	

**THANK YOU FOR TAKING TIME TO PARTICIPATE IN THIS SURVEY. WE VALUE YOUR FEEDBACK.**

## Appendix VI: In-depth Discussion Guide for Licensees

### **WARM UP**

#### **3 Minutes**

- Self-introduction, hobbies and leisure time activities
- Explain the use of recorder

### **AWARENESS & INTERACTION WITH CA**

#### **7 Minutes**

- Have you noticed any changes at CA (formerly CCK) in the last 3 years? If so, what changes have you noticed?
- How long has your organization dealt with CA?
- What would you say is the role of CA?
- What if anything do you like about CA? What else?
- What if anything do you dislike about CA? What else?

### **PERFORMANCE OF CA**

- In your opinion, how well has CA performed in each of the following:
  - Promoting access to and use of information and communications in Kenya
  - Promoting fair play among industry players
  - Protecting consumer rights within the communications environment
  - Regulation of telecommunication tariffs
  - Enforcing compliance with the license terms

### **SERVICE QUALITY**

- Have you ever had an opportunity to interact with CA?
- On what aspects did you interact with CA?
- How satisfied would you say you were with .....?
  - ✓ Courtesy of staff
  - ✓ Knowledge of staff
  - ✓ Timeliness of service
  - ✓ Accessibility
- In which areas do you feel CA has met your expectations?
- In which areas do you feel CA has not met your expectations?

### **ACCESS TO INFORMATION**

- Have you ever had the need to search for any information on communication?
- What information were you looking for? What media did you use to search for the information? Probe for all sources used.
- Were you able to find the information that you were looking for?

### **CA's Website**

- Have you ever accessed CA's website? If yes, what information were you looking for?
- Did you find the information that you were looking for quickly?

**Suggested Improvements**

- What should CA do in order to serve you better? What else?

**Thank you very much for your time and feedback**

## Appendix VII: Focus Group Discussion Guide for Consumers

### **WARM UP**

#### **3 Minutes**

- Self-introduction, hobbies and leisure time activities
- Explain the use of recorder

### **AWARENESS & INTERACTION WITH CA**

#### **7 Minutes**

- Have you noticed any changes at CA (formerly CCK) in the last 3 years? If so, what changes have you noticed?
- What if anything do you like about CA? What else?
- What if anything do you dislikes about CA? What else?
- In your opinion, what is the role of CA?
- Have you ever interacted with CA?
  - What was the reason for the interaction? What department did you interact with?
  - What mode of interaction did you use to contact CA? Probe for telephone, email, letter, physical visit etc.

### **EFFECTIVENESS AND SUSTAINABILITY OF THE SERVICE CHARTER**

#### **5 minutes**

- Are you aware that CA has a Customer service charter? How did you learn about the charter?
- In which areas has CA fallen short of your expectations in their service delivery?
- In which areas has CA exceeded your expectations in terms of service delivery?

### **COMMUNICATION SERVICES**

#### **15 minutes**

- What communication services do you use? Probe for the following;
  - Mobile telephone
  - Fixed line telephone
  - Internet services
    - probe on how they access the service
  - Courier services
    - probe on how they access the service
    - type of courier used
  - Postal services
    - probe on where they access the service from
  - Radio
    - probe on station they listen to
    - where they listen from
  - TV
    - What station do they watch
    - From where do they watch from
- For the above, where applicable - probe in regards to the following;
  - Distance to service points
  - Time taken to access the services
  - Quality of service offered
  - Cost of service
  - Frequency of access

### **SATISFACTION WITH COMMUNICATION SERVICE PROVIDERS**

**10 minutes**

- Would you say you are satisfied or dissatisfied with the following communication service providers?
  - Mobile service providers
  - Internet service providers
  - Postal service providers
  - Courier service providers
  - Radio service providers
- TV service providers
- Probe for reasons for their satisfaction or dissatisfaction.

### **EXPECTED SERVICES VERSUS PERCEIVED SERVICE GAP**

**10 minutes**

- In your opinion, in which area has CA performed particularly well in regulating the communications sector?
- And in which areas has CA performed poorly in regulating the communications sector?
- Which areas do you feel you need more support from CA?

### **CURRENT COMMUNICATION TO EXTERNAL CUSTOMERS**

**5 minutes**

- Have you ever seen/ heard communication about CA in the media? **If yes which media?**
- What was it about?
- What message was being passed about CA?

### **ACCESS TO INFORMATION**

- Have you ever had the need to search for any information on communication?
- What information were you looking for? What media did you use to search for the information? Probe for all sources used.
- Were you able to find the information that you were looking for?

### **CA's Website**

- Have you ever accessed CA's website? If yes, what information were you looking for?
- Did you find the information that you were looking for quickly?

### **Consumer Outreach Programmes**

- Have you ever heard about any consumer education programs carried out by CA? If so, what was it about?
- From what media did you learn about the consumer education programs?

### **PERSONIFICATION**

**10 minutes**

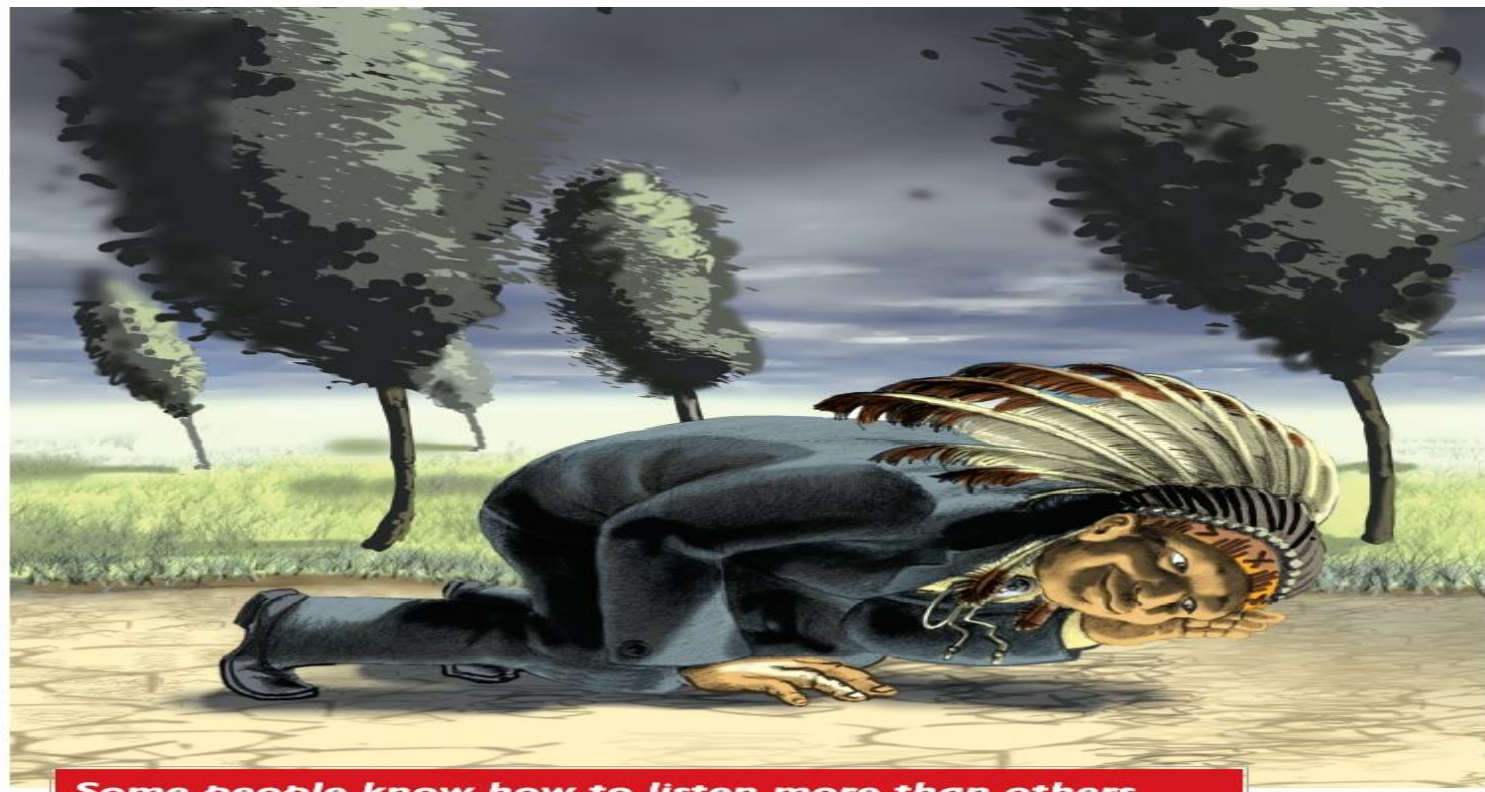
Close your eyes and think of CA as a person

What;

- Age, sex would that person be?
- What would be the physical appearance of that person?
- What would be their profession?
- Where would that person live?
- Where would they hang out?
- What would be their form of transport i.e. car, bicycle, Matatu or walk?
- If that person would own a car, what type of car would they drive?
- What would be their hobby?
- If you knew that person, would he/she be your friend?
- How close would your relationship be?
- Would CA be the kind of person you would like to visit without notice or would you prefer notice? Why?

**Any other comments?**

**Thank respondents and close interview**



***Some people know how to listen more than others***

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