
Final Report on Customer Satisfaction Survey for the Communications Commission of Kenya (CCK)



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Executive Summary

The Communication Commission of Kenya's Service Charter sets out specific service standards that customers should expect to be met by the Commission and which therefore acts as a public expression of commitment to stakeholders. Of importance is that the Commission remains highly relevant and adaptive in the rapidly changing national and global environment which therefore calls for gaining accurate understanding of the opinions and requirements of the Commission's customers.

Conducting a customer satisfaction survey is therefore crucial in identifying the key drivers of the actionable results to frontline operations together with other vital aspects of stakeholder loyalty. Consequently, the Commission commissioned Infotrak Research and Consulting to carry out a customer satisfaction survey among its various categories of customers.

The overall objective of the Customer Satisfaction Survey was to determine the Commission's *level of responsiveness, helpfulness, effectiveness and timeliness* to its customers and further measure the impact of the implementation of recommendations from previous surveys. The specific objectives of the Customer Satisfaction Survey included: *to determine the level of satisfaction of the various customers of the Commission with regard to services they seek to obtain from the commission; to identify the factors that motivate the Commission's customers; to get feedback from customers on the Commission's services and products; to find out the customers' perceptions on the level of effectiveness and efficiency in service delivery; and to recommend interventions, measures and innovations that will enable the Commission to effectively and efficiently deliver improved services and products to its customers.*

In carrying out this survey, a 3-pronged approach was employed in which entailed desk research, qualitative approaches and quantitative face to face interviews was adopted. According to survey results, the overall Customer Satisfaction Index (CSI) in the second wave of 2012 is 71.0 points out of the optimal 100 index points. Comparing the 2010/2011 and 2011/2012 overall Customer Satisfaction Index points, an insignificant decrease in satisfaction index of 1.5 points was recorded in the 2012 survey.

It is important to note that in seeking to establish a customer satisfaction tracking system, some of the usual goals are to: *measure customer satisfaction, monitor changes in satisfaction, measure performance on attributes (product and service characteristics) that affect satisfaction, and monitor changes in performance.* But from time to time there is a need to make changes to the

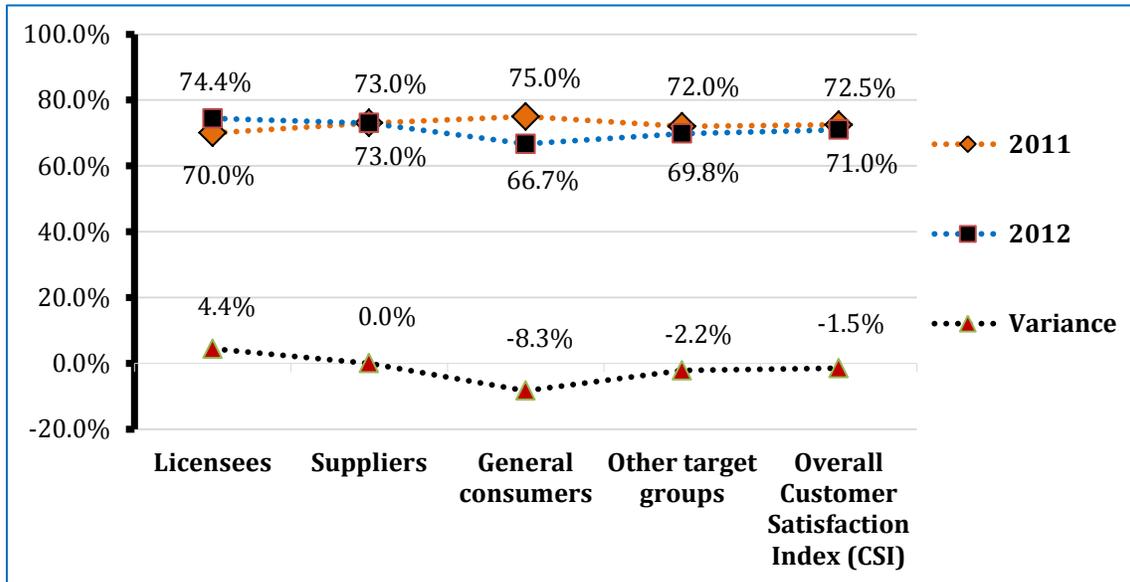
measuring tool and this may be occasioned by constantly changing needs and expectations of customers, thus what satisfies a customer at one point in time may not satisfy him or her at a later time. Further, as the service levels on some customer satisfaction attributes improve, customer expectations on the remaining attributes will automatically change. The table below provides a snapshot of the changes reflected in the measurement tools used in the 2010/2011 and 2011/2012 survey rounds.

Measurement area	2010/2011	2011/2012
CCK's main role as Kenya's regulator for the information and communications sector	Closed-ended question [Are you aware of the roles of CCK? 1. Yes 2. No]	Rating scale question On a scale of 1 – 10 where 1 is very poor and 10 is very good, how would you rate your knowledge of CCK's main role as Kenya's regulator for the information and communications sector?
	Which roles of the Commission are you aware of?	Read roles/functions of CCK to the respondent and gauge knowledge levels on a scale of 1 – 10.
Universal Access Mandate	Closed-ended question Projects: Do you know of any projects that CCK is involved in?	Read projects that CCK is involved in countrywide & gauge knowledge and perceived performance level on a scale of 1 – 10 where 1 is very poor/very dissatisfied and 10 is very good/very satisfied.
	Consumer protection and education; No question asked in the 2010/2011 survey round	Read aspects of consumer protection & education that CCK is involved in countrywide & gauge knowledge and perceived performance level on a scale of 1 – 10 where 1 is very poor/very dissatisfied and 10 is very good/very satisfied
Sectoral service provision	Performance of CCK with regard to service provision to the various sectors; Broadcasting services, telecommunication services, Data & Internet services and Postal & Courier services No question asked in the 2010/2011 survey round	Read regulatory functions of CCK for all sectors and gauge performance on a scale of 1 – 10 where 1 is very dissatisfied and 10 is very satisfied

Thus with the broadening of the Customer Satisfaction measurement tool, the additional and clearly defined assessment areas provide a more robust satisfaction rating that takes into

account all the important service areas. With the changes highlighted, it was expected that the 2011/2012 satisfaction rating will be affected negatively.

Increase in satisfaction was mainly recorded amongst licensees (+4.4 points) while there was no change in satisfaction amongst suppliers. On the other hand, a decrease in satisfaction was recorded in two customer groups namely; the general consumers (8.3 points) and *other stakeholders (government agencies, media, education institutions) (-2.2 points)*.



Licensees and suppliers recorded the highest satisfaction index of 74.4 points and 73.0 points respectively while the general consumers and other target groups had lower satisfaction scores of 66.7 points and 69.8 points respectively. Awareness levels of Communications Commission of Kenya (CCK) amongst the general consumers was high at 97% with majority (62%) mainly associating CCK with regulation of communication services.

One of the key indicators that was assessed was communication which was measured at different levels that included; *reliability/consistency, adequacy, timeliness and ease of understanding*. Comparative analysis of the 2011 and 2012 satisfaction index amongst CCK's core customers (licensees) with regard to communication reveals a marked improvement from 61points in 2011 to 71.2% in 2012.

On the other hand suppliers and other target groups (institutions) who had recorded high incidence of interaction with CCK rated the Commission's communication channels at a satisfaction index of 71.4 percentage points and 70.1 percentage points respectively.

Amongst the general consumers, there is a high level of awareness of the CCK with majority of the respondents (62%) mainly associating the Commission with regulation and management of communication services. Other key associations of CCK include; *telephone service providers, the media industry, ICT services.*

A cross analysis by region shows that general consumers surveyed in Nairobi had the highest level of awareness while survey participants in North Eastern recorded a lower level of awareness as compared to all other regions. Of the respondents aware of CCK, only 9% mentioned they have ever contacted CCK. The main mode of communication with CCK is through phone calls as indicated by 33% of those who have contacted the Commission. Other modes of communication are personal visits (25%) and email (15%).

Summary of Conclusions

I. General Consumers

The Overall Satisfaction Index of the general consumers with the Commission is 66.7%. As elaborated in the report, various factors contributed to this level of satisfaction. Although awareness is high among the general consumers (97%), full knowledge on the roles and mandates of the CCK is limited amongst the respondents.

CCK featured amongst the four main regulatory bodies as mentioned by focus group participants, indicating an appreciable amount of confidence in the Commission. However, they were of the opinion that CCK needed to create more awareness about them. The general consumers mentioned lack of awareness of customer rights and poor regulatory measures of the licensees and especially the broadcasters and telecommunication licensees as areas they are not satisfied with.

Price regulation especially on tariffs was mentioned as a recommendation that 23% of the general consumers would like to see implemented by CCK.

Key sources of awareness on CCK were above-the-line media channels via the radio, television, newspapers and word of mouth. Internet was also mentioned as a strong source of information. The general consumer would prefer to get information concerning CCK through radio which is the most popular medium of communication

The general consumers rated CCK highest in radio and television communication services at 72.9% and 71.5% respectively. On the other hand, they are not as satisfied with courier, postal and fixed telephone communication services which they rated lowest at 62.9%, 62.3% and 61.3% respectively.

II. Suppliers

Overall satisfaction Index with the CCK as rated by suppliers is 73 points out of a possible 100 points. This indicates that suppliers are satisfied with the services offered by the Commission, though there is still room for improvement.

Suppliers mostly interact with the procurement department at the communications commission of Kenya. They are satisfied with the processes and procedures involved in procurement.

Suppliers rated CCK highest in office environment and professionalism of its employees at 79.7% and 76.0% respectively.

On the other hand, Suppliers rated CCK lowest in procurement and contracting services at 68.8% and 69.9% respectively. The aspect of procurement that the suppliers rated poorly was CCK abiding by the set conditions of each tender /request for proposal which had 65.1%, while the aspect that recorded low ratings on contracting services was CCK honouring of contract terms at 69.9%.

III. Other target groups (institutions)

Overall satisfaction Index of the other target groups (institutions) surveyed in the year 2011/2012 is 69.8% indicating they are satisfied with the work CCK is doing though there is still a lot of room to improve.

Majority of the stakeholders do not interact regularly with the commission but it is still imperative for CCK to foster good relations with them. These institutions highlighted that they mainly interact with the Communication and Public Relations department among other departments. This group of customers of CCK rated CCK highest on office environment and professionalism of its employees at 74.7% and 71.7% respectively. On the other hand, they rated CCK lowest in service provision and social responsibility at 68.8% and 63.8% respectively.

The institutions mentioned their areas of dissatisfaction were customer care services (15%) and provision of inadequate information (9%).

IV. Licensees

The Overall Satisfaction Index of the licensees with the Commission in the year 2011/2012 is 74.4%, a marked improvement from the 2010/2011 when CCK recorded a satisfaction rating of 70.0%.

The CCK was rated highest (79.4%) in maintenance of its office environment and provision of services to postal and courier licensees at 77.4%. On the other hand, the Commission scored lower satisfaction scores in professionalism of its employees and provision of services to broadcasters, with staff knowledge of the products and services being rated the lowest at 65.8%. On information & communication, CCK provision of timely information and feedback to its stakeholders was rated lowest at 70.0%.

The broadcaster licensees rated CCK poorly on efficiency in controlling the quality/content/language of radio/ TV programmes and efficiency in frequency allocation both at 67 percentage points. Telecommunication service licensees were concerned by development of adequate pricing guidelines to ensure services are priced competitively and are affordable and ensuring there is no discrimination in interconnection rates and services offered which were both rated at 70 percentage points. CCK continues to revise the frequency allocation table and availing the schedule for public scrutiny, a function that the frequency licensees rated poorly at 71.0% while Postal & Courier were not satisfied with CCK's management of postal service rates.

Summary of Recommendation

Awareness & Sensitization: There is need for CCK to enhance its education program to its customers, especially the general consumers. A key area of concern is with regard to its mandate and roles which suffers poor awareness and knowledge especially among the general consumers. It is therefore imperative that CCK comes up with better communication tools so as reach all its customers and in effect address the knowledge gap and scale-up demand and utilization of its available services. Of note is that the general consumers mainly associate

services provided by the licensees with the Commission, thus pointing a finger at CCK whenever there is dissatisfaction with communication service provision.

Participatory approach: It is imperative to involve all stakeholders in all activities to instill a sense of greater community ownership of programmes and systems that are beneficial to the customers. One of the key areas that received low satisfaction scores (63.8%) is the aspect of social responsibility which was rated the lowest by other target groups mainly made up of institutions that CCK consider as its partners. Any corporate social responsibility activities must involve all stakeholders to ensure awareness, relevance and acceptance.

Communication: It would be useful to exercise a review of all communications that the management issues so as to address the gaps with regard to their dissemination. More specifically, the Commission should ensure timely information dissemination especially to the licensees who are CCK's direct clients and also ensure provision of adequate information.

Consumer rights: Firstly, the Commission should clearly and efficiently communicate and educate the consumers of their rights. Secondly, the Commission should also better regulate and monitor the Licensees to ensure that the services provided to the general consumers are good. The general consumers feel that the Commission is not protecting them in terms of the broadcast programmes.

Relationships: Although most licensees/stakeholders indicated they have a good relationship, CCK still needs to improve on how it relates with key customers. It emerged during the data collection exercise that some suppliers and licensees, especially the broadcasters do not have a good relationship with CCK.

Decentralization of services: The Commission should consider decentralization of their offices so as to better serve their stakeholders especially the suppliers who mentioned this as their top suggestion to the Commission in terms of improvement of services.

Customer care and competent staff: Customer care was mentioned as one of the areas the stakeholders were not satisfied with especially the institutions and Licensees. This entails professional and proper handling of customers. This can be affected by ensuring the employees are competent enough and have good knowledge of their products and services.

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professional and proper handling of customers. This can be affected by ensuring the employees are competent enough and have good knowledge of their products and services.

Procurement and contracting services: Suppliers pointed out areas in procurement and contracting which they feel can be improved to ensure effective and good working relationship. Areas mentioned were the commission lack of abiding to the set conditions of each tender/request for proposals and always honoring contracts terms and conditions. It's imperative for the commission to uphold integrity by acting within the procurement and contracting terms and In case of any change it should be clearly communicated to the concern parties in this case the suppliers.

Chapter 1. Introduction

1.0 The Survey Background

In today's fast paced world, gauging stakeholder perception is not only necessary for ensuring satisfaction and commitment, but it is also imperative for identifying key success factors. With the Kenya Government's adoption of performance contracts, conducting independent stakeholder assessments is mandatory as it is seen as an optimal gauge of fairly determining performance.

As mandated under sections 23, 46A, 47 and 83C of the *Kenya Information and Communications Act*, CAP 411A, the Commission serves to protect the users and consumers of communication services with regard to the prices charged the quality and variety of those services. The commission has an indirect relationship with the end users through its licensees. It is only in cases where a consumer has a complaint that has not been resolved by the service provider that a direct link is established between the commission and consumers.

In an attempt to meet its mandate, the Commission developed a service charter that serves as the basis of evaluating and reporting on its performance and as an important tool in maintaining its focus on client service outcomes. The charter outlines the service standards that the commission intends to achieve.

In order to achieve optimal performance and retain high levels of satisfaction, the Commission has been gauging their customers and appropriate stakeholders satisfaction and perception levels for the last two years (2010 and 2011). The key areas recommended for improvement were on general awareness of CCK and their specific roles and communication especially to the general consumers with the Licensees recommending for fair treatment across the board and involvement in decision making.

Further for the Commission to further improve its effectiveness and efficiency in carrying out its mandate in addressing the service needs of its stakeholders, it is critical that effective feedback mechanisms be developed and sustained to provide constant feedback for action.

It to realize this important goal that the Commission contracted Infotrak Research & Consulting to conduct customer/stakeholder satisfaction and perception survey to determine trend analysis in satisfaction levels and key areas that require improvement.

Chapter 2 The Methodology

2.0 The Research Methodology

2.1.0 Introduction

In carrying out this survey, a *3-pronged approach* was employed which entailed the following:

- i. *Desk research*, entailing review of past survey reports and other relevant documents.
- ii. *Qualitative Approach*, employing use of *In-Depth Interviews (IDIs)* and *Focus Group Discussions (FGDs)*. Specifically, the depth interviews targeted the primary stakeholders that included but were not limited to Broadcasters; Postal/courier operators; Licensees under unified Licensing Schemes; Organizations with frequency licenses; Telecommunications operators; Telecommunication equipment vendors, and; Business Processing Outsourcing. The Focus Group Discussions (FGDs) mainly targeted the general consumers (general public).
- iii. *Quantitative Approach* employing *Face to Face (F2F)* interviews with the secondary stakeholders that included the *general consumers*.

The survey, which was designed to measure the relative satisfaction levels on a broad range of indicators that influence service provision to the stakeholders, was carried out both nationally and at the institution level from May 20, 2012 to June 8, 2012.

The target respondents were mainly grouped into three categories namely; *the licensees, government and other government agencies and other key target groups*. The grid below provides a detailed list of the target groups.

Licensees	Government and other government agencies	Other key target groups
<ul style="list-style-type: none"> i. Broadcasters ii. Organizations with Frequency licenses iii. Licensees under unified Licensing Framework iv. Telecommunication Operators v. Telecommunication Equipment vendors vi. Licensees under old Licensing Regime - Mobile, ISP, PRS etc. vii. Business Processing Outsourcing viii. Postal/courier operators 	<ul style="list-style-type: none"> i. The Ministry of Information & Communications and the other 41 ministries ii. Regulation bodies [(CBK, Energy Regulatory Commission (ERC), National Environment Management Authority (NEMA)] iii. National Communications Secretariat iv. Appeals Tribunal v. Directorate of E-government vi. Government Information Technology Services (GITS): vii. Kenya ICT Board: viii. Parliamentary Committee on Energy, Communications and Public Works ix. Competition Authority 	<ul style="list-style-type: none"> i. Electronic Media Owners - Radio/ Television ii. Media Owners Association iii. The Media (Kenya Union of Journalists, Editors Guild, Kenya ICT Reporters Association (KIRA) and individual journalists / reporters) iv. Consumers of ICT services (mobile users, internet users, postal users, courier users, TV and Radio audiences) v. Consumer organizations [Kenya ICT Consumers' Association, Consumers Federation of Kenya (COFEK), Consumer Information Network (CIN)] vi. CCK Suppliers vii. CCK employees viii. The General public ix. Partners & Affiliated international organizations (ITU, ATU, UPU, PAPU, EAC, EACO, AFRALTI)

A breakdown of the achieved sample is as indicated herein below:

Target Group	Target	Sample Achieved	% Success Rate
General Consumers	1625	1615	99%
Total	1625	1615	99%

Target Group	Target	Sample Achieved	% Success Rate
Partner institutions	57	56	100%
Suppliers	30	30	100%
Licensees	226	201	89%
TOTAL	313	287	92%

Overall Success Rate			
Target Group	Target	Sample Achieved	% Success Rate
Total (All customers/stakeholders)	1938	1902	98%

2.1.1 Sampling Frame

In the selection of clusters targeting the general consumers, the 2009 census frame was used. Census enumeration sub-locations were defined as the Primary Sampling Units (PSUs), and were selected from each of the sampling sub-domains (districts) by using a combination of random and systematic Probability Proportional to Size (PPS) sampling procedures, based on the estimated sizes of the Enumeration Districts (EDs) from the 2009 Population Census. Thus in targeting the general consumers, a total of 24 counties and 31 districts were included in the sample.

The sampling frame for the other target groups (licensees, suppliers and partner institutions) were provided by the Commission. These were and included in the sample through random and systematic sampling.

2.1.2 Sample Design

In designing the sample for the general consumers, a multi-stage, stratified cluster sampling approach was used for the selection of the survey sample. The first procedure of sampling entailed categorization of the target population into old provinces as the main domains or strata to enable the sample to be spread properly across all important population subgroups. The counties and the districts were then identified at the first and second stages of sampling; the selection of the Primary Sampling Units (the sub-locations) was carried out at the third stage of sampling and the household selection in the last stage of sampling.

2.1.3 Research Instruments

Questionnaires based on the Customer Satisfaction Survey objectives adopting both open and closed ended questions were developed and administered among interest groups that include; *general consumers, licensees, suppliers and partner institutions*. Previous Customer Satisfaction Surveys conducted by the Commission were reviewed and used in development of the tools used in this survey round.

The key areas that were assessed through the developed questionnaires include; *awareness and knowledge of CCK's roles and mandates, sources of information on CCK, media preferences for receiving information about CCK, satisfaction with CCK's performance in executing its roles and mandates, satisfaction with communication service providers, satisfaction with CCK's client facing*

employees, satisfaction with CCK's environment, suggestions for improvement of customer service provision.

2.1.4 Computation of Customer Satisfaction Index

In developing the Customer Satisfaction Index, the perceived level of importance of the Commission's customers was determined mainly based on the level of interaction that the customers have with the Commission. The Commission considers the licensees who they interact with directly as its main customers and therefore attaches a very high level of importance to this category of customers. The second most important group of customers who again interact directly with the commission are the suppliers. The third and fourth most important groups of customers are the partner institutions and general consumers respectively. The general consumers mainly interact with the commission through third party arrangements i.e. through communication service providers who in turn interact with the commission directly.

Thus four weighting factors were allocated to the four derived groups of the Commission's customers depending on their perceived level of interaction with the Commission. These customer categories are; *Very Very High Priority Customer group (Licensees)*, *Very High Priority Customer group (Suppliers)*, *High Priority group (Partner institutions)* and *Priority Customer group (General consumers)*.

The perceived level of importance attached to the four derived customer groups is shown in the table below.

Derived Customer Group	Customer category	Level of importance
Very very high priority	Licensees	0.65
Very high priority	Suppliers	0.15
High priority	Partner institutions	0.10
Priority	General consumers	0.10

In this regard, the simple linear model used to arrive at the overall Customer Satisfaction Index is illustrated below;

Overall Customer Satisfaction Index

$$= \left\{ 0.65 \frac{\sum_{vvhp=1}^m w_{vvhp}}{m} + 0.15 \frac{\sum_{vhp=1}^n x_{vhp}}{n} + 0.10 \frac{\sum_{hp=1}^o y_{hp}}{o} + 0.10 \frac{\sum_{p=1}^q z_p}{q} \right\}$$

where; *vvhp* is very very high priority indicator;

vhp is very high priority indicator;

hp is high priority indicator;

p is priority indicator;

w_{vvhp} is customer satisfaction score for Licensee *vvhp* and *m* is the total number of licensees surveyed

x_{vhp} is customer satisfaction score for Supplier *vhp* and *n* is the total number of suppliers surveyed

y_{hp} is customer satisfaction score for General consumer *hp* and *o* is the total number of partner institutions surveyed

z_p is customer satisfaction score for Partner institution *p* and *q* is the total number of general consumers

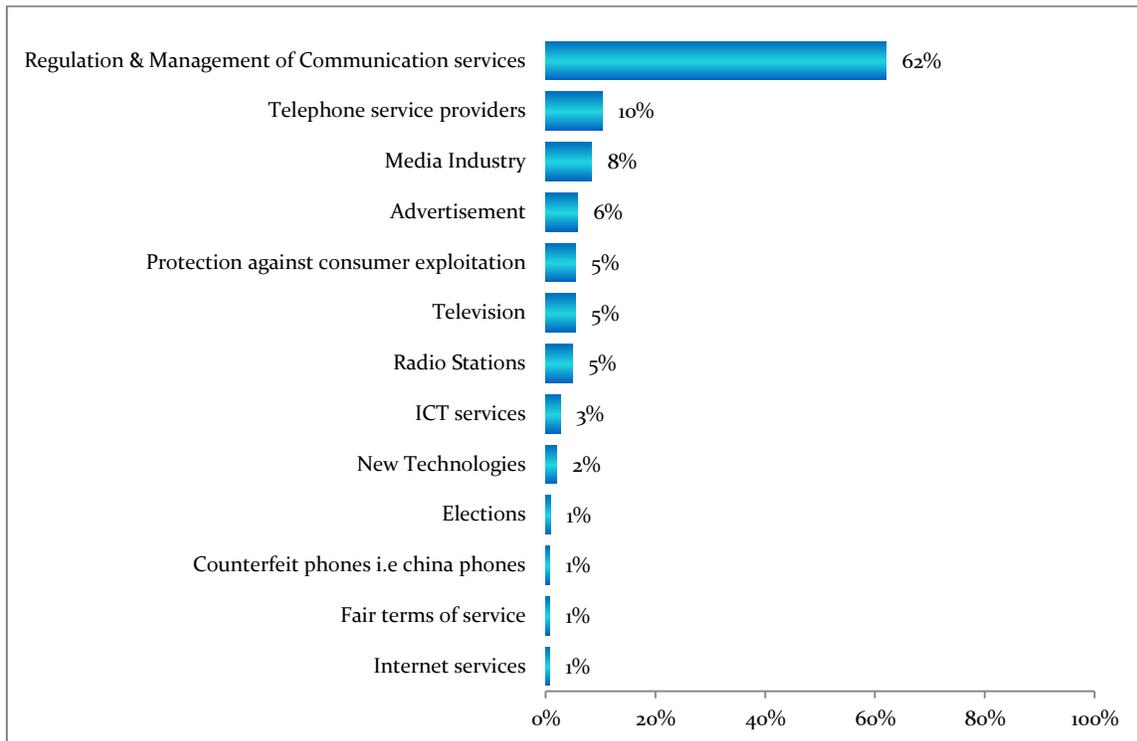
Chapter 3 The Survey Findings

3.0 The General Consumers

The general consumers mainly interact with the Commission through third party arrangements and therefore benefit from the Commission’s services indirectly through the effective regulation of Licensees by the Commission. Thus the use of the term “general consumer” will refer generally to members of the public who do not actually benefit directly from a service provided by CCK, but who may draw an indirect benefit from communication service providers and who contribute to it and thus have an interest in it.

3.1.0 Knowledge and Awareness of Communications Commission of Kenya (CCK)

Amongst the general consumers, there is a high level of awareness (97%) of the Communications Commission of Kenya (CCK) with majority of the respondents (62%) mainly associating the Commission with regulation and management of communication services. Other key associations of CCK include; *telephone service providers, the media industry, ICT services.*



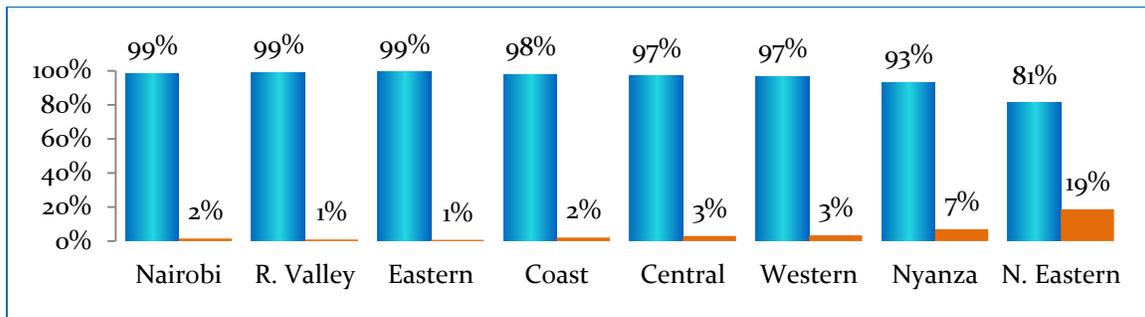
When you hear of Communications Commission of Kenya (CCK), what comes to mind? n = 1562

While the radio is the main source of information on CCK, survey results show that other sources of information on CCK include; *television, newspapers and word of mouth.*

*“...I heard about CCK on radio and it was about the registration of SIM cards...” Respondent
Garissa, 18-29*

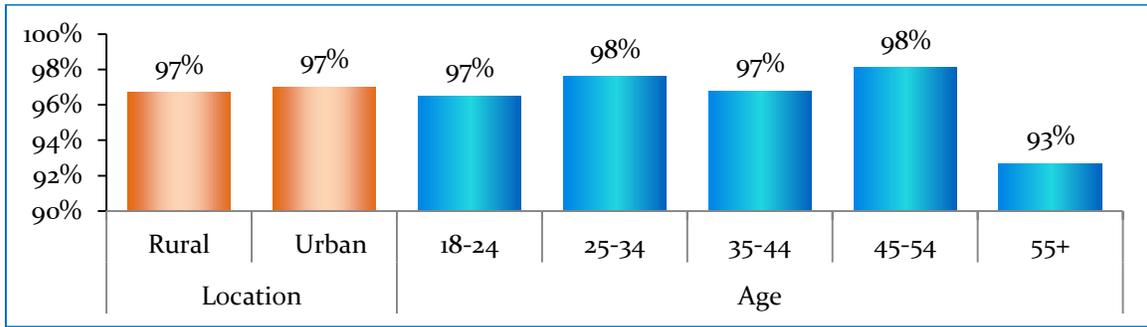
Alongside CCK, survey participants in Focus Group Discussions conducted nationwide exhibited high awareness of other regulatory bodies in the country. These include; *KEBS (Kenya Bureau of Standards), KRA (Kenya Revenue Authority), RBA (Retirements Benefit Authority), Central Bank of Kenya (CBK) and Energy Regulatory Commission.* Other key regulatory bodies mentioned include;

A cross analysis by region shows that general consumers surveyed in Nairobi had the highest level of awareness while survey participants in North Eastern recorded a lower level of awareness as compared to all other regions.



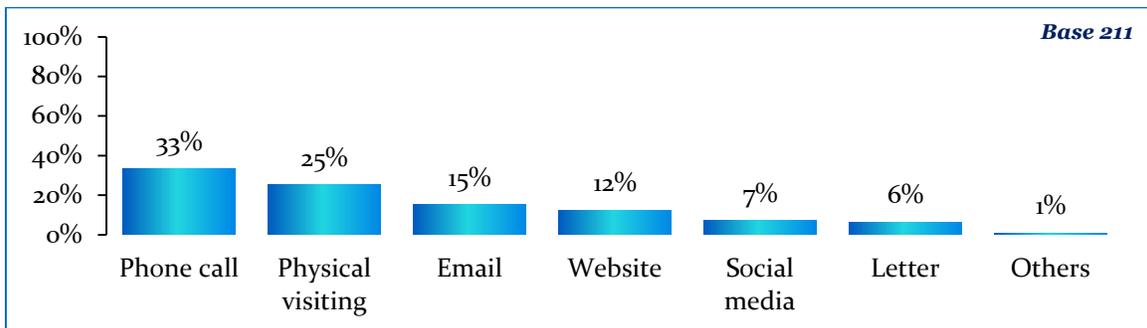
Are you aware of the Communications Commission of Kenya (CCK)? n = 1562

On the other hand, urban (97%) and rural (97%) dwellers recorded equal level of awareness. The chart below further provides data on level of awareness of CCK amongst different age groups.



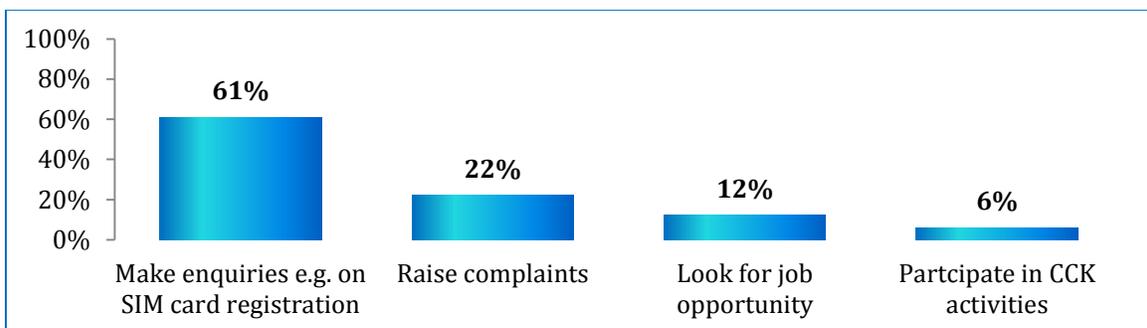
Are you aware of the Communications Commission of Kenya (CCK)? n = 1562

Of the respondents who are aware of CCK, only 9% have contacted CCK offices for services. The main mode of communication with CCK is through phone calls as indicated by 33% of those who have contacted the Commission. Other modes of communication are physical visits (25%) and email (15%).



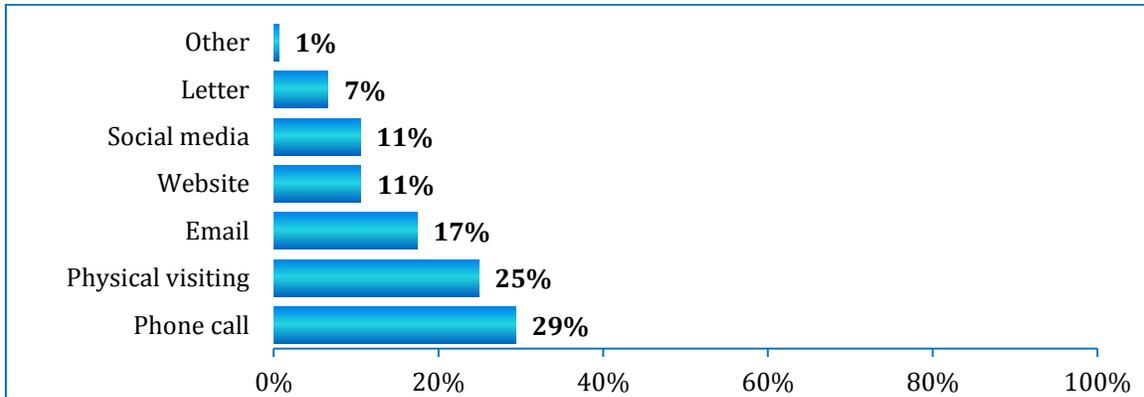
Through what means did you contact the Communications Commission of Kenya? n = 211

The main reason for contacting CCK as indicated by 61% of those who have interacted with CCK is to make enquiries. Other reasons mentioned include; raise complaints, look for job opportunity and participate in activities organized by CCK.



If YES, what were your reasons for contacting the Communications Commission of Kenya (CCK)? n = 211

Asked through what mode of communication they would prefer to use in contacting the Commission, majority of the respondents (29%) cited the phone and physical visits. Other preferred modes of contacting include: email (17%), website and social media (11%), letters (7%).



Through what means would you like to contact CCK? n = 211

3.1.1 Satisfaction with CCK's role of enforcing Consumer Rights

On enforcing the rights of the consumer, the general consumers rated their satisfaction with CCK at a Mean Satisfaction Index of 64.0 percentage points. Of the rights assessed, the *right to privacy* was recorded the highest satisfaction at 65.1% while *the right to access to sector governing information*. The table below shows satisfaction levels with consumer rights.

Statement	Satisfaction Index
The Right to Privacy	65.1%
The Right to full pre-contractual information that is clear (understandable), helpful, adequate and accurate on the services and choices offered by a service provider/operator to facilitate the making of an informed choice.	64.8%
The Right to fair terms of service.	64.8%
The Right to be provided services that are safe and secure.	64.8%
The Right to receive the level of quality of service that is quoted or stated by the service provider/operator in the service agreement.	64.5%
The Right to fair treatment without undue discrimination from another consumer.	64.4%
The Right to be educated	64.3%
The right to truthful claims made about how items operate and where they were made must be true	64.3%
The Right to receive a service with a quality that reflects the cost of	64.2%

the service (Value for money).	
The right to truthful claims about prices; actual prices, previous prices and recommended prices of goods and services must be stated truthfully. Where a price is stated, it should be clear what particular item it relates to. It should be the total price and there should be no hidden extra charges.	63.9%
The Right to have access to basic communications services at reasonable prices.	63.7%
A consumer has a Right to an effective system for handling of complaints.	63.7%
The Right to have comparative information.	63.6%
The right to truthful claims about the time, place or manner in which a service is provided and claims about the effect of a service and the responsibilities of service providers must also be true.	63.6%
The Right to receive information assistance to assist in use of the services.	63.1%
The Right to complain about quality, delay, quantity and tariff with regard to the nature of the communication service provided.	63.0%
Consumers have a Right to have access to sector governing information.	62.4%
Mean Satisfaction Index	64.0%

On a scale of 1 – 10 where 1 is very dissatisfied and 10 is very satisfied, how would you rate your satisfaction/dissatisfaction with the CCK in enforcing of your rights as consumer of telecommunications services and products?

3.1.2 Satisfaction with Communication Service Providers

I. Mobile Phone Services

Overall, the general consumers rated satisfaction with mobile phone services at 66%. The highest rated service area with regard to mobile phone services is service availability and advertisements both at 68% while the lowest rated was complaints handling at 63% and customer care services at 65%.

Complaints handling

“...that one is zero even if I complain it’s not going to be handled...”

Respondent Kisumu, 18-29 years

“... on complaint handling he said they are not doing anything... they just left it to the police ... they are supposed to handle threats from people’s SIM cards and provocative messages... they should be able to know how....”

Respondent Kakamega, 18-29 years

Customer Care

'...I give customer care a 4... when you want to reach them, they are always busy...'

The table below shows the satisfaction ratings recorded for mobile phone services by region.

In general, on a scale of 1 to 10 where 1 is very dissatisfied and 10 very satisfied, what rating on satisfaction would you give to each of the following aspects on the communication services you use? n = 1562

REGION	Nairobi	Central	Coast	Eastern	N. Eastern	Nyanza	R. Valley	Western	Overall Satisfaction
Accessibility	69%	65%	72%	63%	59%	66%	68%	67%	66%
Availability	71%	68%	70%	64%	62%	68%	69%	66%	68%
Pricing	61%	64%	67%	60%	60%	62%	65%	59%	63%
Complaint handling	62%	65%	66%	60%	64%	61%	66%	58%	63%
Variety of products & services	68%	67%	70%	66%	67%	67%	69%	61%	67%
Provision of information	68%	68%	69%	65%	69%	66%	70%	63%	67%
Reliability	67%	68%	69%	64%	69%	65%	70%	61%	67%
Customer care services	65%	68%	69%	62%	65%	63%	67%	62%	65%
Advertisements	70%	70%	71%	65%	66%	67%	70%	65%	68%
Overall Index	67%	67%	69%	63%	65%	65%	68%	62%	66%

II. Landline / Fixed Telephone Services

Overall, the general consumers rated their satisfaction with fixed telephone services at 59%. The table below provides a regional analysis of satisfaction with fixed telephone services.

In general, on a scale of 1 to 10 where 1 is very dissatisfied and 10 very satisfied, what rating on satisfaction would you give to each of the following aspects on the landline/fixed telephone services you use? n = 1562

REGION	Nairobi	Central	Coast	Eastern	N. Eastern	Nyanza	R. Valley	Western	Overall Satisfaction
Accessibility	62%	60%	64%	56%	58%	57%	66%	57%	60%
Availability	62%	59%	62%	56%	57%	56%	65%	57%	59%

Pricing	56%	61%	60%	56%	62%	57%	64%	53%	58%
Complaint handling	57%	60%	59%	55%	63%	57%	64%	55%	58%
Variety of products & services	60%	60%	60%	56%	65%	57%	65%	55%	59%
Provision of information	60%	61%	60%	56%	65%	57%	65%	55%	59%
Reliability	61%	61%	62%	55%	64%	58%	65%	55%	60%
Customer care services	61%	62%	60%	56%	62%	58%	65%	55%	59%
Advertisements	62%	61%	61%	56%	62%	59%	65%	57%	60%
Overall Index	60%	61%	61%	56%	62%	57%	65%	55%	59%

III. Data / Internet Services

Overall, the general consumers rated their satisfaction with fixed telephone services at 65% with *pricing and complaints handling* as the lowest rated services both at 63%. The table below provides a regional analysis of satisfaction with data/internet services.

<p style="text-align: center;">In general, on a scale of 1 to 10 where 1 is very dissatisfied and 10 very satisfied, what rating on satisfaction would you give to each of the following aspects on the data/internet services you use? n = 1562</p>									
REGION	Nairobi	Central	Coast	Eastern	N. Eastern	Nyanza	R. Valley	Western	Overall Satisfaction
Accessibility	69%	67%	73%	63%	66%	64%	68%	56%	66%
Availability	70%	68%	72%	64%	68%	63%	68%	57%	66%
Pricing	63%	67%	68%	63%	62%	61%	64%	54%	63%
Complaint handling	65%	67%	68%	61%	65%	61%	65%	55%	63%
Variety of products & services	68%	68%	73%	64%	68%	62%	68%	57%	66%
Provision of information	69%	70%	74%	64%	67%	65%	68%	58%	66%
Reliability	67%	70%	72%	65%	67%	65%	70%	58%	66%
Customer care services	68%	70%	70%	60%	66%	63%	67%	57%	65%
Advertisements	70%	71%	72%	63%	67%	64%	69%	59%	67%
Overall Index	68%	69%	71%	63%	66%	63%	67%	57%	65%

IV. Data / Internet Services

Overall, the general consumers rated their satisfaction with fixed telephone services at 65% with *pricing and complaints handling* as the lowest rated services both at 63%.

Pricing

'...we are satisfied with the provision of the service, but we still bear costs especially on the internet services. You still spent a lot of money; if you browse for one hour then you must consider parting with some 40/=...'

Respondent Kisumu 30+

The table below provides a regional analysis of satisfaction with data/internet services.

In general, on a scale of 1 to 10 where 1 is very dissatisfied and 10 very satisfied, what rating on satisfaction would you give to each of the following aspects on the data/internet services you use? n = 1562									
REGION	Nairobi	Central	Coast	Eastern	N. Eastern	Nyanza	R. Valley	Western	Overall Satisfaction
Accessibility	69%	67%	73%	63%	66%	64%	68%	56%	66%
Availability	70%	68%	72%	64%	68%	63%	68%	57%	66%
Pricing	63%	67%	68%	63%	62%	61%	64%	54%	63%
Complaint handling	65%	67%	68%	61%	65%	61%	65%	55%	63%
Variety of products & services	68%	68%	73%	64%	68%	62%	68%	57%	66%
Provision of information	69%	70%	74%	64%	67%	65%	68%	58%	66%
Reliability	67%	70%	72%	65%	67%	65%	70%	58%	66%
Customer care services	68%	70%	70%	60%	66%	63%	67%	57%	65%
Advertisements	70%	71%	72%	63%	67%	64%	69%	59%	67%
Overall Index	68%	69%	71%	63%	66%	63%	67%	57%	65%

V. Television Services

Overall, the general consumers rated their satisfaction with television services at 69% with *availability and information* as the highest rated services both at 71%.

The table below provides a regional analysis of satisfaction with television services.

In general, on a scale of 1 to 10 where 1 is very dissatisfied and 10 very satisfied, what rating on satisfaction would you give to each of the following aspects on the television services you use? n = 1562

REGION	Nairobi	Central	Coast	Eastern	N. Eastern	Nyanza	R. Valley	Western	Overall Satisfaction
Accessibility	72%	73%	76%	66%	62%	68%	71%	67%	70%
Availability	73%	74%	75%	68%	65%	69%	72%	68%	71%
Pricing	65%	71%	69%	66%	59%	62%	70%	63%	66%
Complaint handling	67%	70%	66%	64%	66%	64%	70%	63%	67%
Variety of products & services	71%	75%	71%	69%	63%	68%	72%	67%	70%
Provision of information	71%	75%	72%	69%	68%	68%	72%	68%	71%
Reliability	72%	75%	74%	69%	65%	70%	72%	68%	71%
Customer care services	70%	72%	70%	66%	65%	69%	71%	65%	69%
Advertisements	73%	74%	76%	69%	63%	71%	72%	70%	71%
Overall Index	70%	73%	72%	67%	64%	68%	71%	67%	69%

VI. Radio Services

Overall, the general consumers rated their satisfaction with radio services at 71% with *availability and accessibility* as the highest rated services both at 72%.

Accessibility & Availability

'...But still we can say that we are satisfied coz now everyone can get access to everything going on in the country. If you are in Western you will listen to Mulembe FM, if you are in Meru you will listen to Muga FM. They have brought up stations with all the languages...'

Respondent Kakamega, 30+

The table below provides a regional analysis of satisfaction with radio services.

In general, on a scale of 1 to 10 where 1 is very dissatisfied and 10 very satisfied, what rating on satisfaction would you give to each of the following aspects on the radio services you use? n = 1562

REGION	Nairobi	Central	Coast	Eastern	N. Eastern	Nyanza	R. Valley	Western	Overall Satisfaction
Accessibility	72%	71%	79%	68%	65%	72%	74%	72%	72%
Availability	73%	72%	78%	69%	68%	72%	74%	72%	72%
Pricing	63%	69%	72%	68%	66%	67%	72%	71%	69%

Complaint handling	66%	70%	72%	66%	66%	69%	73%	71%	69%
Variety of products & services	68%	73%	74%	68%	67%	71%	74%	72%	71%
Provision of information	70%	73%	74%	69%	67%	72%	73%	73%	72%
Reliability	69%	72%	75%	67%	66%	72%	75%	73%	71%
Customer care services	68%	70%	72%	67%	68%	72%	73%	72%	70%
Advertisements	70%	71%	75%	68%	64%	74%	73%	75%	72%
Overall Index	69%	71%	74%	68%	66%	71%	73%	72%	71%

VII. Postal Services

Overall, the general consumers rated their satisfaction with postal services at 60% with *complaint handling and pricing* as the lowest rated services both at 59%.

The table below provides a regional analysis of satisfaction with postal services.

In general, on a scale of 1 to 10 where 1 is very dissatisfied and 10 very satisfied, what rating on satisfaction would you give to each of the following aspects on the postal services you use? n = 1562									
REGION	Nairobi	Central	Coast	Eastern	N. Eastern	Nyanza	R. Valley	Western	Overall Satisfaction
Accessibility	65%	58%	64%	58%	64%	58%	67%	55%	61%
Availability	65%	58%	64%	59%	65%	58%	66%	54%	61%
Pricing	59%	57%	65%	59%	64%	57%	63%	51%	59%
Complaint handling	59%	57%	63%	56%	64%	57%	65%	52%	59%
Variety of products & services	62%	59%	64%	58%	66%	58%	65%	53%	60%
Provision of information	62%	59%	64%	58%	63%	58%	66%	53%	60%
Reliability	61%	59%	65%	58%	64%	59%	65%	53%	60%
Customer care services	62%	59%	65%	57%	66%	58%	64%	55%	60%
Advertisements	62%	60%	68%	55%	63%	59%	65%	55%	60%
Overall Index	62%	59%	65%	58%	64%	58%	65%	53%	60%

VIII. Courier Services

Overall, the general consumers rated their satisfaction with courier services at 60% with *complaint handling and pricing* as the lowest rated services both at 59%.

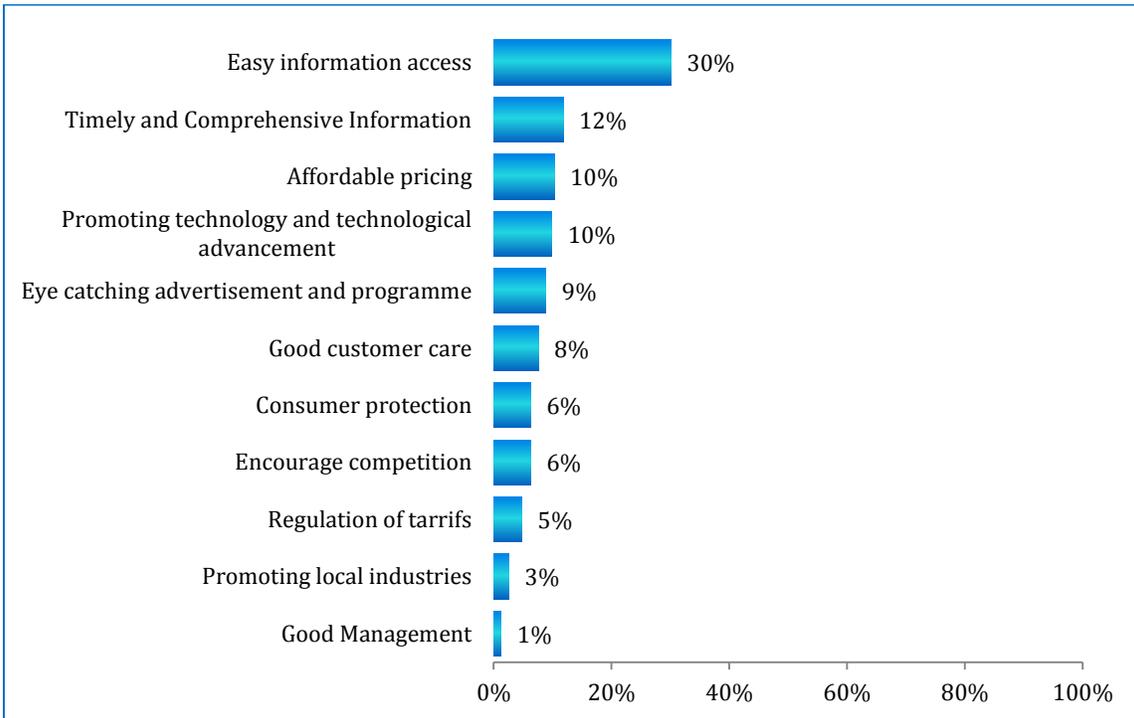
The table below provides a regional analysis of satisfaction with courier services.

In general, on a scale of 1 to 10 where 1 is very dissatisfied and 10 very satisfied, what rating on satisfaction would you give to each of the following aspects on the courier services you use? n = 1562

REGION	Nairobi	Central	Coast	Eastern	N. Eastern	Nyanza	R. Valley	Western	Overall Satisfaction
Accessibility	64%	57%	71%	58%	61%	58%	64%	55%	61%
Availability	65%	59%	74%	60%	64%	59%	63%	56%	62%
Pricing	57%	60%	64%	60%	64%	55%	63%	51%	59%
Complaint handling	59%	58%	67%	60%	63%	58%	62%	51%	59%
Variety of products & services	61%	58%	69%	60%	66%	61%	65%	52%	61%
Provision of information	63%	59%	71%	60%	64%	59%	65%	54%	61%
Reliability	63%	60%	71%	61%	63%	60%	64%	55%	62%
Customer care services	62%	59%	68%	59%	64%	61%	65%	56%	61%
Advertisements	62%	60%	69%	59%	63%	62%	65%	57%	62%
Overall Index	62%	59%	69%	60%	64%	59%	64%	54%	61%

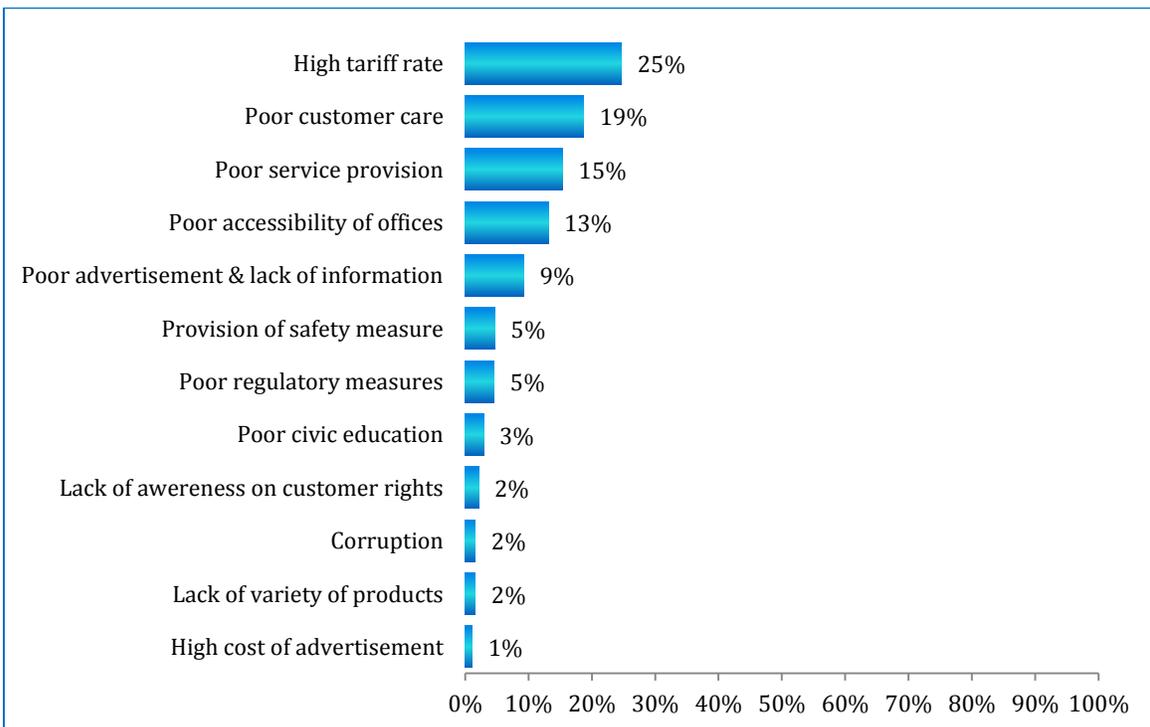
3.1.3 Satisfaction with Communication Services

Three out of ten of the surveyed general consumers indicated that they are satisfied with mainly ease of access of information (30%), timely and comprehensive information (12%) and technological advancement also at 10%. The chart below provides key areas of communication services that the general consumers are satisfied with.



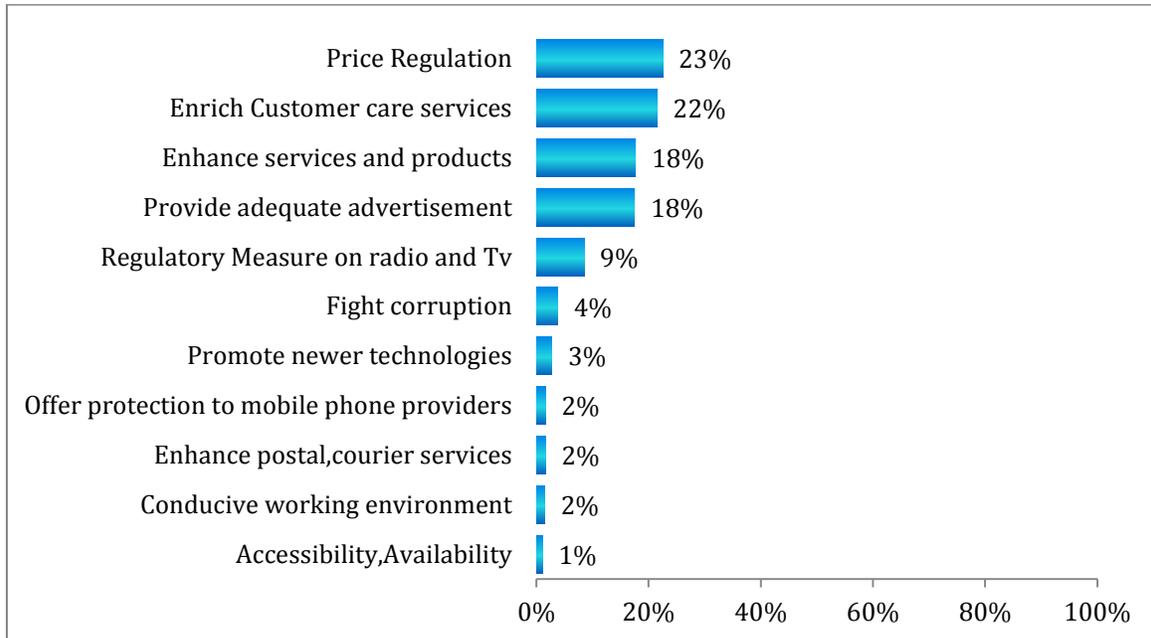
With regard to communication services, what THREE key areas would you say you are very satisfied in?

On the other hand, respondents recorded various dissatisfactions with communication services. Approximately three in ten respondents were dissatisfied with the high tariff rates, poor customer care (19%) and poor service provision (15%).



With regards to communication services, what THREE key areas would you say you are very dissatisfied in?

Asked what recommendations they had for CCK in terms of service provision, survey respondents cited numerous areas that CCK needs to concentrate on to ensure satisfied consumers.



Assuming that you are in charge of communication service in Kenya, which THREE key areas of service provision would you concentrate on to help ensure that your customers are very satisfied?

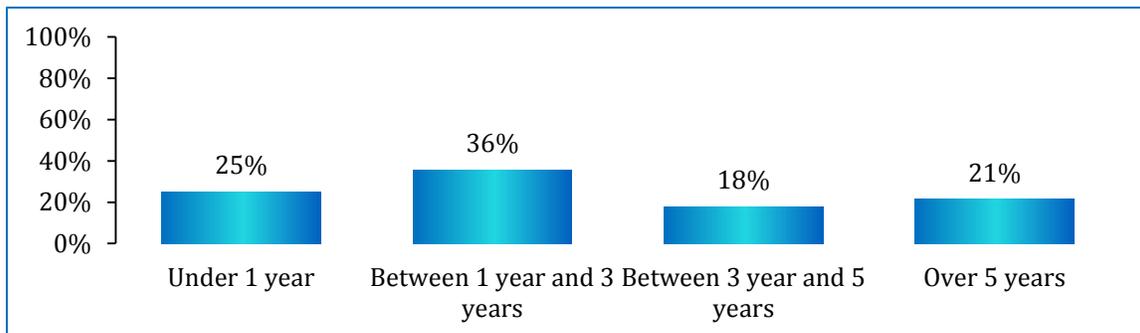
3.1.3 Overall Satisfaction with Communications Commission of Kenya (CCK)

Area	Unweighted Customer Satisfaction Index (CSI)	Weighted Customer Satisfaction Index (CSI)
Radio communication services	70.8%	72.9%
Television communication services	69.4%	71.5%
Overall communication services	66.2%	68.3%
Mobile phone communication services	65.9%	68.0%
Data / internet communication services	65.1%	67.2%
Consumer rights	64.0%	66.1%
Courier communication services	60.8%	62.9%
Postal communication services	60.2%	62.3%
Fixed telephone communication services	59.2%	61.3%
Overall Mean Customer Satisfaction Index (CSI)	64.6%	66.7%

3.2 The Suppliers

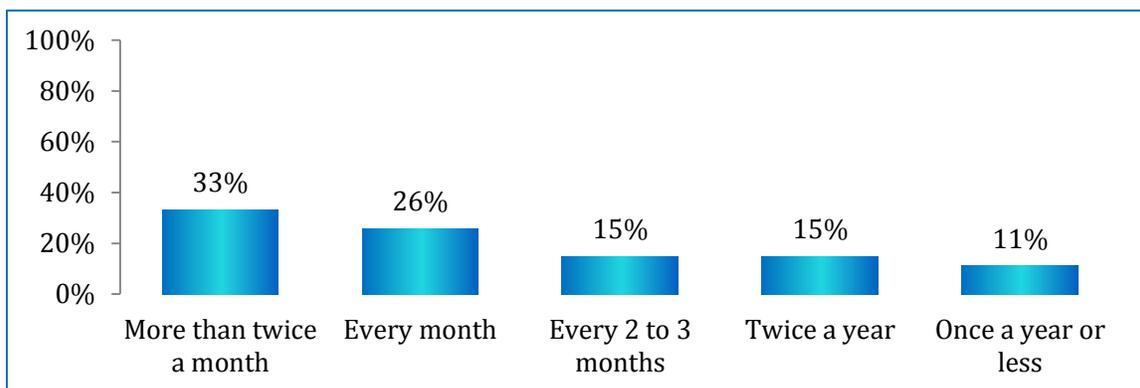
3.2.0 Relationship with Communications Commission of Kenya (CCK)

The communications Commission of Kenya has suppliers who supply them with goods and services. Most of the suppliers interviewed (36%) have had a relationship with the Commission for 1 year to 3 years while 21% have had a relationship with CCK for over 5 years.



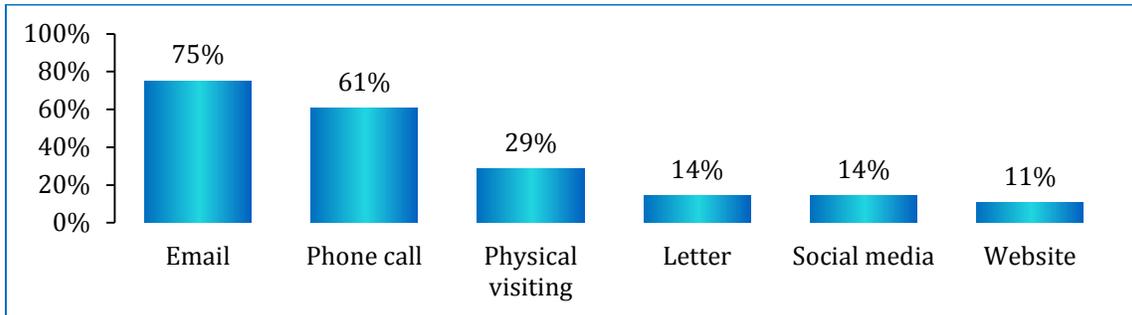
How long have you had a relationship with the Communications Commission of Kenya (CCK)? N=28

A third of the suppliers interviewed mentioned that they interact with the commission more than twice a month, while 26% interact with CCK on a monthly basis. The interaction with CCK is mainly through email and phone calls both at 61% while 50% indicated that they visit CCK offices. Other modes of interaction include; *letter (36%), website (18%) and social media (7%)*.



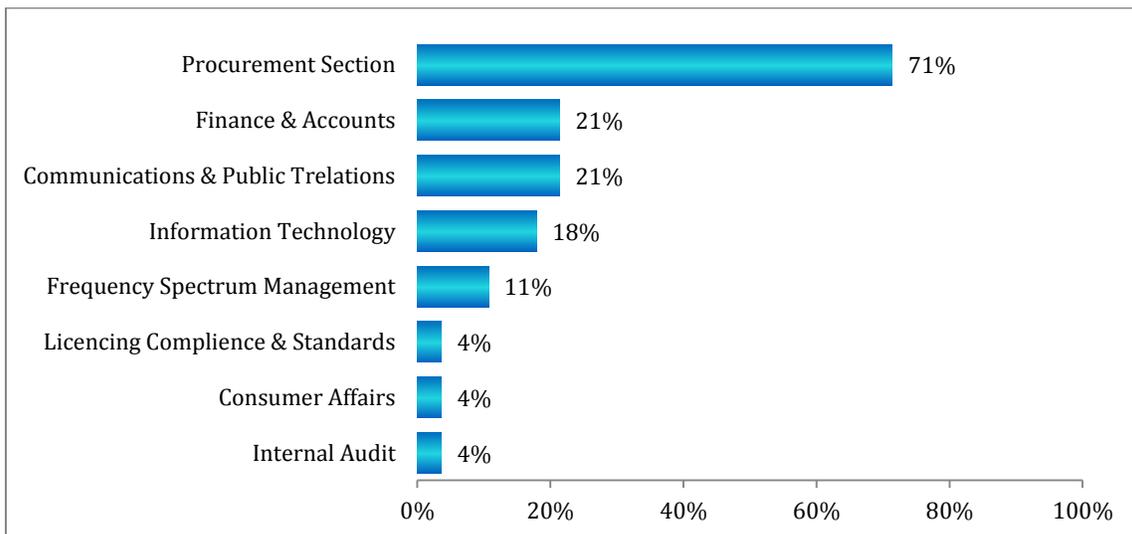
How often do you interact with the Communications Commission of Kenya? N=28

Majority (75%) of the suppliers interviewed prefer to communicate/interact with the commission through email and through phone call (61%) with a further 29% of the suppliers preferring to physically visit CCK.



Though what means would you prefer to communicate/interact with CCK? N = 28

For any supply to be made in an institution procurement and accounts have to be involved for accounting procedures and payments and thus among the many departments at the commission, suppliers mainly interact with procurement department, finance and accounts and Communications & Public relations at 71%, 21% and 21% respectively.



Which Department/office within CCK do you interact with? N = 28

All of those suppliers who have been in relationship with the Commission between 3 to 5 years and for Over 5 years interact with the procurement department. Slightly four in ten of the suppliers who have been in relationship with **CCK** indicated they mostly interact with Communications & public relations department.

Which Department/office within CCK do you interact with?	How long have you had a relationship with the Communications Commission of Kenya?			
	Under 1 year	Between 1 year 3 years	Between 3 and 5 years	Over 5 years
Procurement Section	29%	70%	100%	100%
Communications & Public relations	43%	10%	20%	17%
Finance & Accounts	0%	40%	20%	17%
Information Technology	14%	20%	0%	33%
Frequency Spectrum Management	29%	10%	0%	0%
Internal Audit	0%	10%	0%	0%
Consumer Affairs	0%	10%	0%	0%
Licensing Compliance & Standards	0%	0%	0%	17%

3.2.1 Satisfaction with environment at the Communications Commission of Kenya

Overall, CCK earned a mean satisfaction score of 77.9% on environment by the surveyed suppliers. A key area of satisfaction was security at 79.0% while on the other hand, the aspect that the surveyed suppliers gave the lowest satisfaction rating was staff diversity e.g. gender, ability at 75.8%

Aspect of Environment	Satisfaction level
Security of CCK offices	79.0%
Overall environment	78.8%
Adoption & use of technology	78.1%
Accessibility of CCK offices	77.7%
Interior design & ambience	77.7%
Cleanliness / tidiness	76.9%
Labeling of offices	76.9%
Staff diversity e.g. gender, ability	75.8%
Mean Index	77.9%

On a scale of 1 – 10 where 1 is very dissatisfied and 10 is very satisfied, how would you rate your satisfaction/dissatisfaction with the following aspects of environment at CCK?

3.2.2 Satisfaction with Service Provision at Communications Commission of Kenya

Overall satisfaction with general service provision at CCK is 69.6% as rated by the surveyed suppliers. The suppliers are mostly satisfied with the procedures that CCK has put in place to

ensure efficiency in service delivery. This aspect recorded the highest satisfaction rating of 69.9%.

On the flip side, in as much as there is a smaller gap between the most ranked aspect and the least ranked aspect, involvement of stake holders in planning and implementation of activities is the aspect that the surveyed suppliers felt least satisfied in in terms of service delivery, giving it a satisfaction score of 67.7%.

Aspect of Service Provision	Satisfaction level
Promptness in responding to clients' needs/queries	69.5%
Flexibility in service delivery	69.3%
Efficiency in handling of complaints	69.8%
Procedures put in place to ensure efficiency in service delivery	69.9%
Involvement of stakeholders in planning & implementation of activities	67.7%
Overall service delivery	71.8%
Mean Index	69.6%

On a scale of 1 – 10 where 1 is very dissatisfied and 10 is very satisfied, how would your level of satisfaction with the following aspects of service provision at CCK?

3.2.3 Satisfaction with Service Communications Commission of Kenya Staff

Overall satisfaction with staff at CCK is 72.4% as rated by the surveyed suppliers. The suppliers are mostly satisfied with the staff's knowledge of CCK's products while ability to solve problems was rated lower than the rest at 71.3%.

Aspect of Service Provision by CCK staff	Satisfaction level
CCK staff have good knowledge of their products & services	74.3%
CCK staff have the necessary technical skills to ensure efficiency in service delivery	72.9%
CCK staff are easily accessible	71.8%
CCK staff are able to solve problems & give valuable advice	71.3%
CCK staff offer prompt services	72.1%
CCK staff are flexible in accommodating various client needs/queries	71.8%
Mean Index	72.4%

On a scale of 1 – 10 where 1 is very dissatisfied and 10 is very satisfied, how would your level of satisfaction with the following aspects of service provision at CCK?

3.2.4 Satisfaction with Information & Communication at CCK

Overall satisfaction with information & communication at CCK is 69.3% as rated by the surveyed suppliers. The suppliers are mostly satisfied with clarity of CCK's information and communication while timeliness of information rated lower than the rest at 68.0%.

Aspect of Information & Communication	Satisfaction level
CCK provides timely information and feedback to its stakeholders	68.0%
The information provided by CCK to its stakeholders is clear and easy to understand	70.3%
The information provided by CCK to its stakeholders is consistent and dependable	69.9%
There is efficient flow of information between CCK & stakeholders	69.2%
Mean Index	69.3%

On a scale of 1 – 10 where 1 is very dissatisfied and 10 is very satisfied, how would your level of satisfaction with the following aspects of service provision at CCK?

3.2.5 Satisfaction with CCK's Procurement Services

Overall satisfaction with procurement services at CCK is 66.7% as rated by the surveyed suppliers. The suppliers are mostly satisfied with clarity of CCK's advertisements.

Aspect of Procurement Services	Satisfaction level
CCK advertises clear and unambiguous tenders	68.0%
CCK undertakes its procurement processes in a transparent and accountable manner	66.9%
CCK provides prompt feedback on the results of its tender processes	67.7%
CCK does not provide conflicting feedback on tender results	68.0%
CCK provides prompt feedback on complaints raised with regards to tender processes	65.4%
CCK abides by the set conditions of each tender/request for proposals	65.1%
Overall, the procurement processes at CCK are efficient	65.4%
Mean Index	66.7%

On a scale of 1 – 10 where 1 is very dissatisfied and 10 is very satisfied, how would your level of satisfaction with the following aspects of procurement services at CCK?

3.2.6 Satisfaction with CCK's Contracting Services

Overall satisfaction with information & communication at CCK is 67.8% as rated by the surveyed suppliers. The suppliers are mostly satisfied with the expeditious execution of contracts by CCK while the lowest rated was accuracy of the contracts at 66.6%.

Aspect of Contracting Services	Satisfaction level
CCK draws contracts and executes them expeditiously	69.2%
CCK draws accurate contracts	66.6%
CCK contract terms are generally clear and fair	67.7%
CCK is fair and expeditious in processing contract extensions	66.9%
CCK always honours contract terms	66.9%
Overall, the contracting processes at CCK are efficient	69.5%
Mean Index	67.8%

On a scale of 1 – 10 where 1 is very dissatisfied and 10 is very satisfied, how would your level of satisfaction with the following aspects of contracting services at CCK?

3.2.7 Satisfaction with Goods Acceptance & Payment Services at CCK

Overall satisfaction with goods acceptance & payment services at CCK is 69.9% as rated by the surveyed suppliers. The table below shows the levels of satisfaction of suppliers with various aspects of goods acceptance and payment.

Aspect of Service Provision	Satisfaction level
CCK processes invoices promptly	69.2%
CCK pays its suppliers promptly	69.2%
CCK's modes of payment are adequate and efficient	71.0%
CCK responds to complaints regarding delayed payments promptly	68.7%
CCK is unbiased in payment of goods & services to its suppliers	70.6%
Overall, goods acceptance & payment processes at CCK are efficient	70.6%
Mean Index	69.9%

On a scale of 1 – 10 where 1 is very dissatisfied and 10 is very satisfied, how would your level of satisfaction with the following aspects of service provision at CCK?

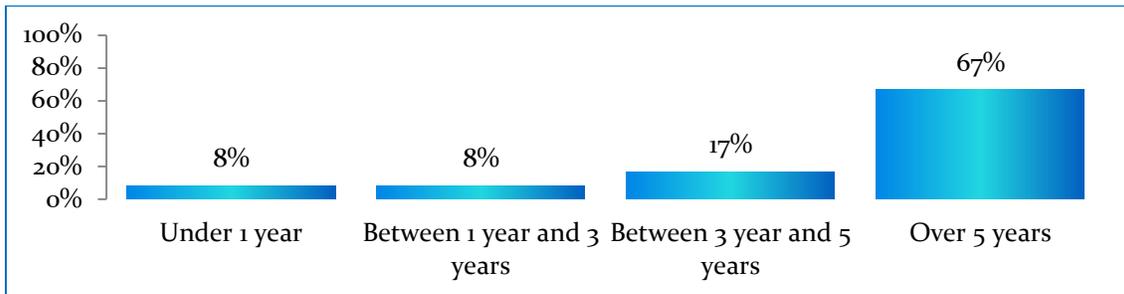
3.2.8 Overall Satisfaction with CCK (Suppliers)

Area	Unweighted Customer Satisfaction Index (CSI)	Weighted Customer Satisfaction Index (CSI)
CCK Environment	77.6%	79.7%
Overall satisfaction - Service provision	73.9%	76.0%
CCK Employees - Professionalism	72.4%	74.5%
Goods acceptance & payment services	69.9%	72.0%
Service Provision	69.6%	71.7%
Information & Communication	69.3%	71.4%
Contracting services	67.8%	69.9%
Procurement services	66.7%	68.8%
Overall Mean Index	70.9%	73.0%

3.3 Other target groups (Institutions)

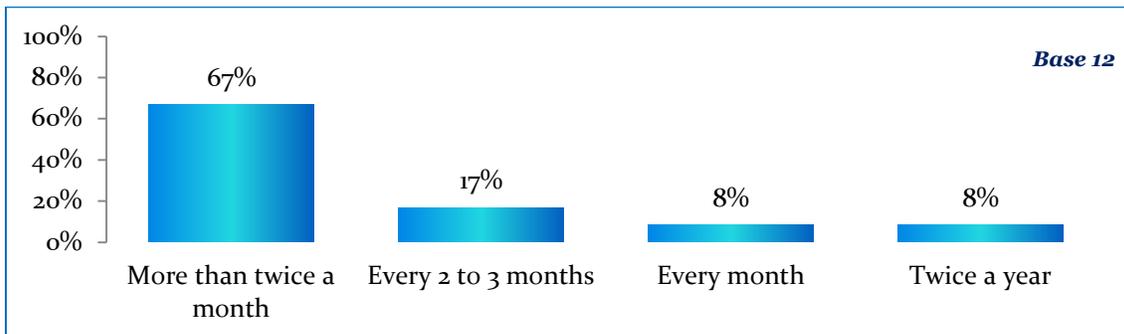
3.3.0 Relationship with Communications Commission of Kenya (CCK)

Most of the institutions that were interviewed in this survey have dealt with CCK for more than 5 years while 17% have had a relationship with the commission for a period of between 3 and 5 years.



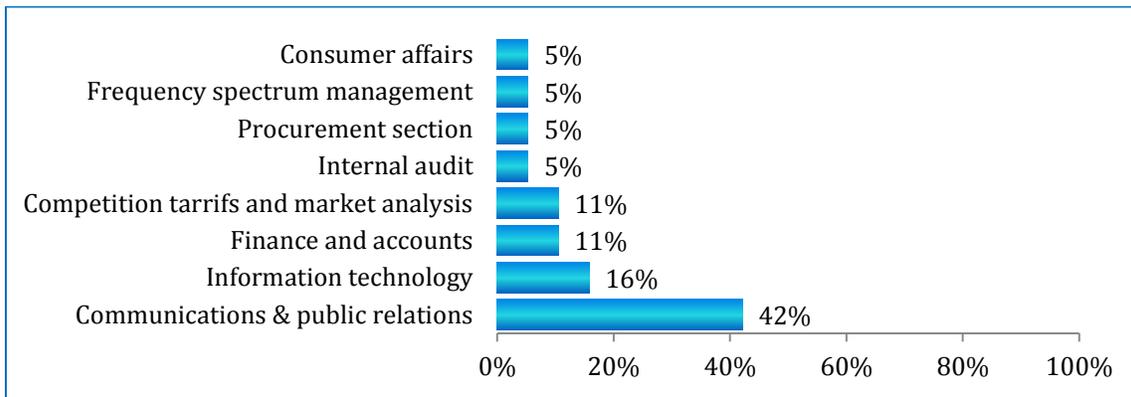
How long has your organization dealt with the Communications Commission of Kenya?

Majority of the institutions surveyed (67%) surveyed mentioned that they interact with CCK more than twice a month while 17% interact with them every two to three months.



How often do you interact with the Communications Commission of Kenya?

The institutions mostly interact with the Communications & public relations department of the Commission (42%). They also interact with the Information Technology department (16%), finance & accounts department, competition tariffs and market analysis department.

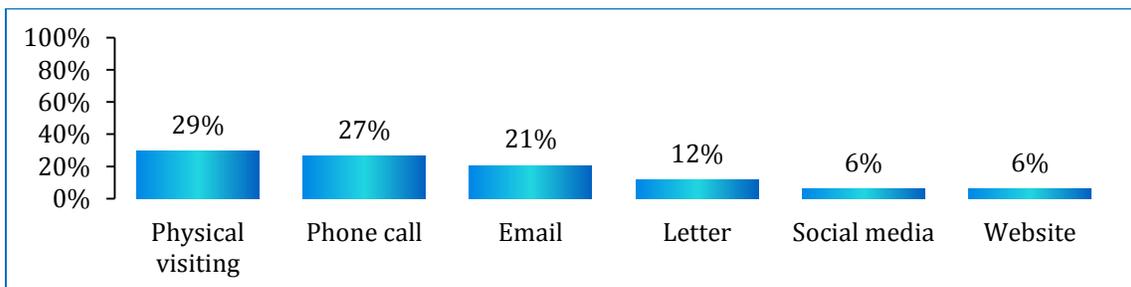


Which office within CCK do you interact with?

Ten out of ten of the surveyed partners and affiliates indicated that they often interact with commission’s communications and public relations department every month and every two to three months respectively.

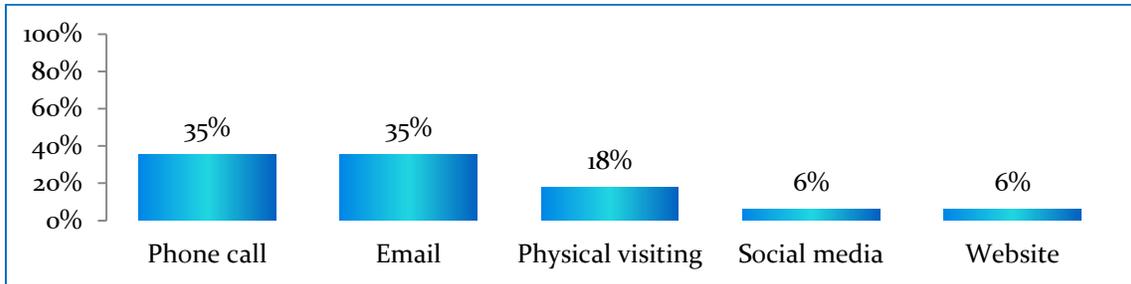
Which Department/office within CCK do you interact with?	How often do you interact with the Communications Commission of Kenya (CCK)?				
	More than twice a month	Every month	Every 2 to 3 months	Twice a year	More than twice a month
Communications & public relations	63%	100%	100%	0%	0%
Information technology	13%	0%	50%	100%	0%
Internal audit	13%	0%	0%	0%	0%
Procurement section	13%	0%	0%	0%	0%
Frequency spectrum management	13%	0%	0%	0%	0%
Consumer affairs	13%	0%	0%	0%	0%
Finance and accounts	25%	0%	0%	0%	0%
Competition tariffs and market analysis	25%	0%	6%	0%	0%

Majority of the institutions surveyed interact with the Commission through physical visiting, 27% interact through phone call and 21% interact though email.



Through what means did you interact with CCK?

Asked which means of communication they would like to interact with the Commission, majority of the partners and affiliates prefer phone calls and email at 35% respectively while 18% prefer physical visiting. Social media and website are preferred by 6% of the surveyed institutions.



Through what means did you prefer to interact with CCK?

3.3.1 Satisfaction with Roles & Mandate of CCK

Institutions surveyed rated CCK on its role and mandate at an overall score of 66.7 points out of a possible 100. Majority of the respondents (68%) are satisfied with CCK's roles in protection of consumer rights within the communications environment and management of competition in the sector to ensure a level playing ground for all players.

Roles & Mandates of CCK	Satisfaction Rating
Licensing of the communications service providers	63%
Management of the country's frequency spectrum and numbering resources	67%
Facilitation of online/electronic businesses	67%
Approval & acceptance of communications equipment meant for use in the country	67%
Protection of consumer rights within the communications environment	68%
Management of competition in the sector to ensure a level playing ground for all players.	68%
Regulation of the telecommunication tariffs	66%
Management of the Universal Access Fund	67%
Monitoring of the activities of licensees to enforce compliance with the license terms and conditions as well as the law	67%
Overall performance of roles	66.7%

Overall, on a scale of 1 – 10 where 1 is very dissatisfied and 10 is very satisfied, how would you rate your satisfaction with CCK's main role as Kenya's regulator for the information and communications sector?

3.3.2 Satisfaction with CCK's Social Responsibility

Institutions surveyed rated CCK on social responsibility at 61.7 points out of a possible 100. The two aspects that were measured under social responsibility each received a satisfaction rating of 62%.

Aspects of Information & Communication	Satisfaction rating
Addressing of community needs	62%
Implementing projects in the community	62%
Overall satisfaction with CCK's social responsibility	61.7%

On a scale of 1 -10 where 1 is very satisfied 10 very dissatisfied, how would you rate your satisfaction/dissatisfaction with the following CCK's social responsibility?

3.3.3 Satisfaction with CCK's employees

CCK employees recorded an overall satisfaction rating of 66.7% as indicated by the institutions surveyed. Majority of the institutions are satisfied with the ability of CCK staff to solve problems & give valuable advice at 73% while 72% of the respondents are satisfied with staff's technical skills to ensure efficiency in service delivery and ease of access.

Aspect	Satisfaction Rating
CCK staff have good knowledge of their products & services	66%
CCK staff have the necessary technical skills to ensure efficiency in service delivery	72%
CCK staff are easily accessible	72%
CCK staff are able to solve problems & give valuable advice	73%
CCK staff offer prompt services	69%
CCK staff are flexible in accommodating various client needs/queries	67%
Overall Satisfaction Index on Environment	69.6%

Overall, on a scale of 1 – 10 where 1 is very dissatisfied and 10 is very satisfied, how would you rate your satisfaction with CCK's main role as Kenya's regulator for the information and communications sector?

3.3.4 Satisfaction with CCK's Information & Communication

Overall satisfaction of the institutions with information and communications at CCK is 68%. Consistency and efficiency of information flow between CCK and its stakeholders were rated the highest at 70% while timeliness in provision of information and feedback to its stakeholders was rated the lowest at 63%.

Aspects of information and communication	Satisfaction Ratings
CCK provides timely information and feedback to its stakeholders	63%
The information provided by CCK to its stakeholders is clear and easy to understand	68%
The information provided by CCK to its stakeholders is consistent and dependable	70%
There is efficient flow of information between CCK & its stakeholders	70%
Overall satisfaction index	68%

On a scale of 1 -10 where 1 is totally agree and 10 totally disagree, how would you rate your agreement/disagreement with regard to the following aspects of information and communication at CCK of payment services by CCK?

3.3.5 Satisfaction with CCK's Environment

Overall satisfaction with CCK's environment is 73% as rated by institutions surveyed. The table below shows the level of satisfaction of institutions with aspects of environment at CCK.

Environment Aspect	Satisfaction Ratings
Cleanliness / tidiness	71%
Accessibility of CCK offices	74%
Security of CCK offices	73%
Interior design & ambience	74%
Adoption & use of technology	71%
Staff diversity e.g. gender, ability	73%
Labelling of offices	73%
Overall environment	73%
Overall Satisfaction Index	72.6%

On a scale of 1 -10 where 1 is totally disagree and 10 totally agree, how would you rate your agreement/disagreement with regard to the following aspects of information and communication at CCK?

3.3.6 Satisfaction with Service Provision at CCK

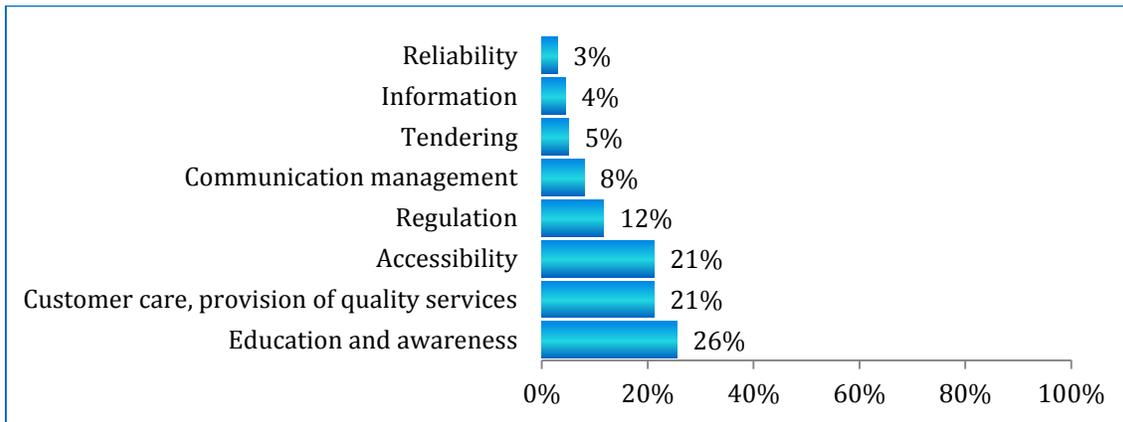
Overall satisfaction index of partners and affiliates with service delivery aspects at the commission is 75% out of 100 percent point. Protection of rights of consumers with regard to price & quality of services scored the highest at 71% while promptness in responding to clients' needs/queries scored the lowest.

Service Provision Aspect	Satisfaction Ratings
Promptness in responding to clients' needs/queries	63%
Flexibility in service delivery	68%
Efficiency in handling of complaints	65%
Procedures put in place to ensure efficiency in service delivery	64%
Involvement of stakeholders in planning & implementation of activities	67%
Monitoring & evaluation of activities	69%
Provision of timely reports & reviews	65%

Provision of reliable reports & reviews	66%
Efficiency in resource utilization	68%
Protection of rights of consumers with regard to price & quality of services	71%
Overall service delivery	67%
Overall Satisfaction Index on service provision	66.7%

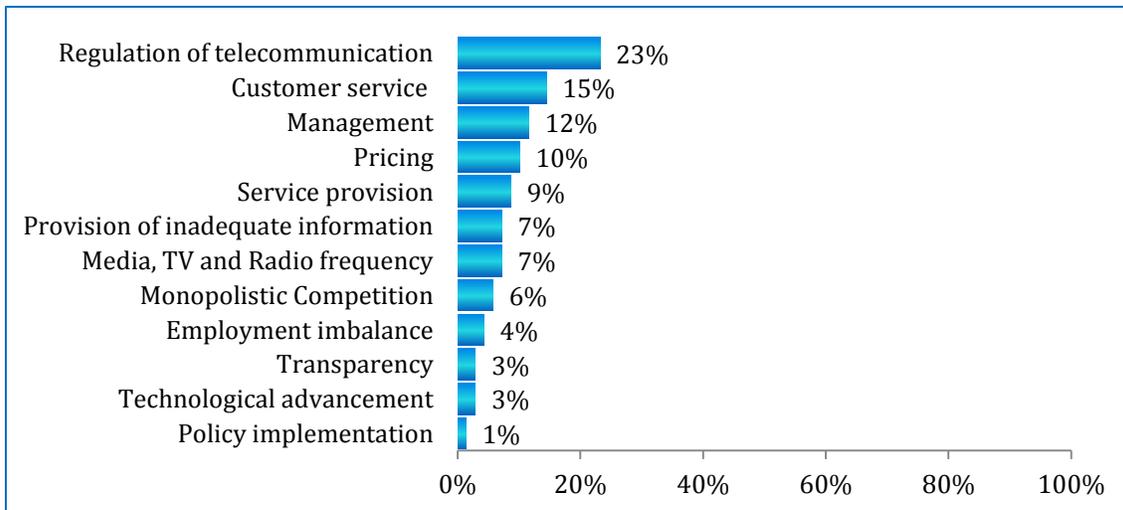
On a scale of 1 -10 where 1 is very dissatisfied and 10 very satisfied, how would your level of satisfaction with the following aspects of service provision at CCK ?

Asked which areas of service provision they are satisfied in, a majority of the institutions surveyed cited CCK's role in education and sensitization of consumers. Other key areas of satisfaction include; *customer care and accessibility*.



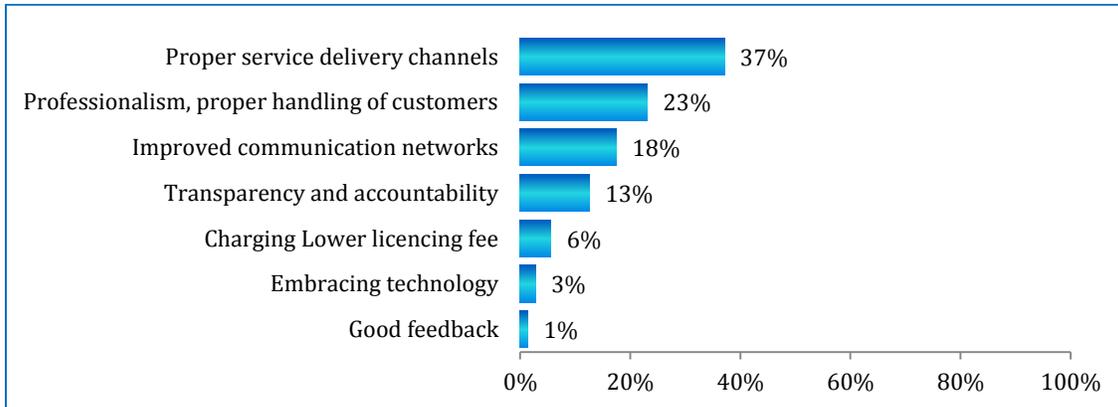
With regard to CCK as an institution and as a service provider, what THREE key areas would you say you are very satisfied in?

With regard to areas of dissatisfaction, institutions surveyed cited key issues that include; *regulation of communication services, customer service and pricing*.



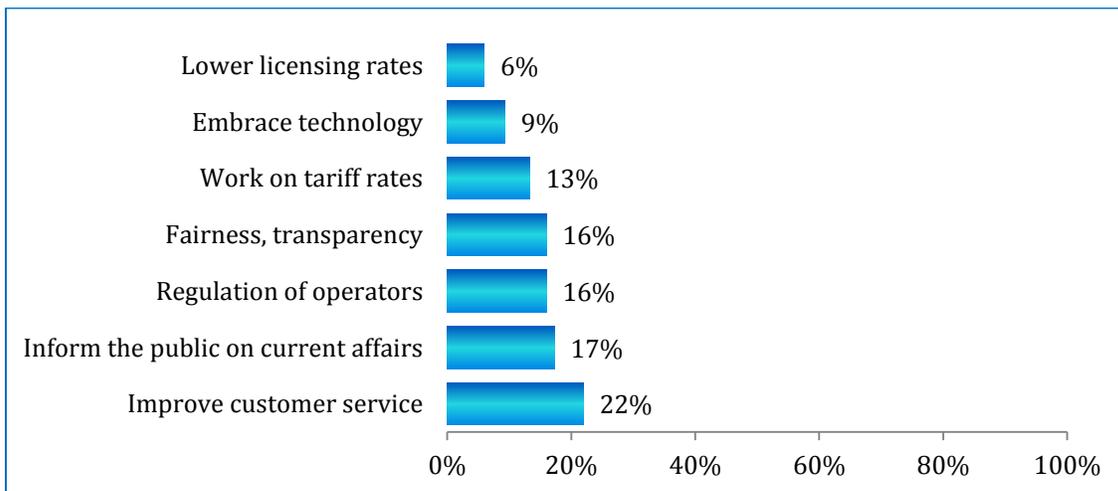
With regard to CCK as an institution and as a service provider, what THREE key areas would you say you are very dissatisfied in?

Asked what key factors ensure that a service provider has satisfied customers, 37% of the institutions surveyed cited a need for proper and well organized service delivery channels. Other key areas mentioned include; *professionalism amongst CCK staff, good communication and information flow, transparency, affordable services, up-to-date technology and prompt feedback.*



If your opinion, what are the THREE key factors that ensure a customer is satisfied with overall service provision?

The key areas of service provision that institutions surveyed indicated that CCK should address include; *customer care, public education and sensitization, better regulation of communication service providers, ensure transparency and fairness in communication service provision.*



Assuming that you are the Director General of the Communications Commission of Kenya (CCK), which key areas of service provision would you concentrate on to help ensure that you as a customer is very satisfied?

Assuming that one was a director of CCK, 22% of the Licensees indicated that they will concentrate on improving customer service with 17% mentioning that they will inform the public on current affairs. 16% indicated that they will concentrate on regulating operators.

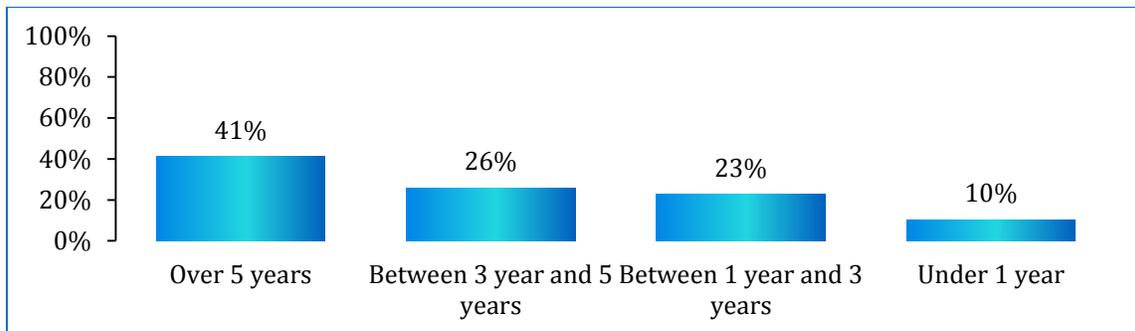
3.3.7 Overall Satisfaction Index [Other Target Groups (Institutions)]

Area	Unweighted Customer Satisfaction Index (CSI)	Weighted Customer Satisfaction Index (CSI)
CCK Environment	72.6%	74.7%
CCK Employees	69.6%	71.7%
Information & Communications	68.0%	70.1%
Roles and Mandate	66.7%	68.8%
Service provision	66.7%	68.8%
Social responsibility	61.7%	63.8%
Overall Mean Customer Satisfaction Index (CSI)	67.6%	69.8%

3.4 Licensees (Institutions)

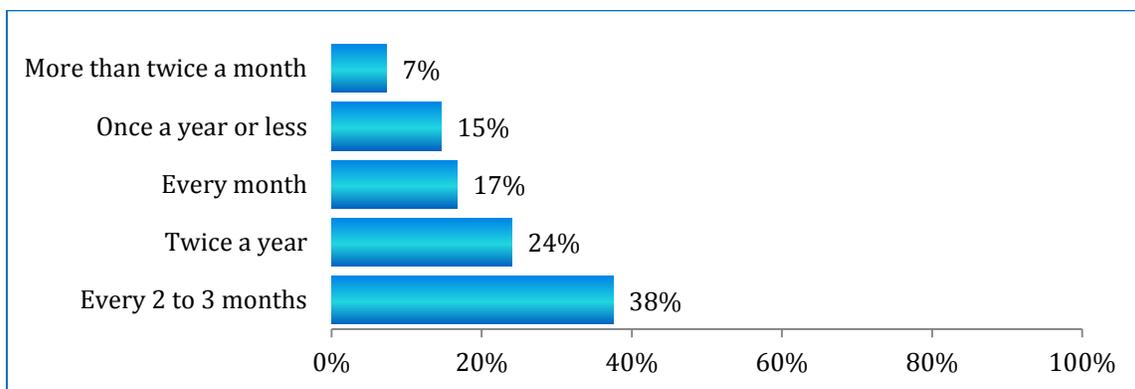
3.4.0 Relationship with Communications Commission of Kenya (CCK)

Most of those licensees that were interviewed in this survey indicated that they have dealt with CCK for more than 5 years while 26% have had a relationship with the commission for a period of between 3 to 5 years.



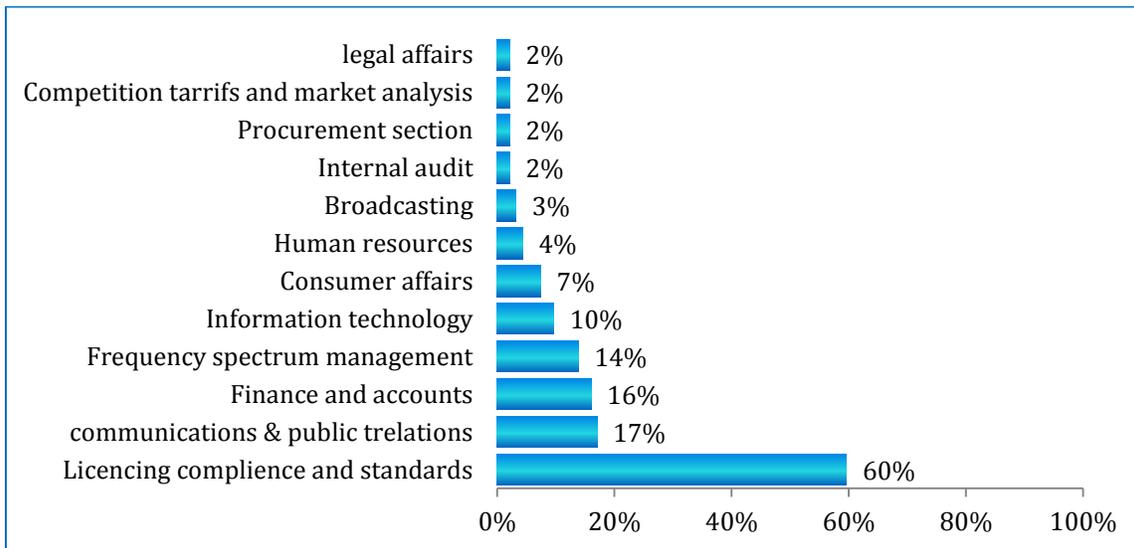
How long has your organization dealt with the Communications Commission of Kenya?

Whilst most of the licensees (38%) surveyed interact with CCK every two to three months, 4% interact with them once a year, approximately two in ten of the licensees (17%) indicated that they interact with the commission once a month. Approximately four in ten (39%) of the licensees indicated that they interact with CCK twice or less number of times a year.



How often do you interact with the Communications Commission of Kenya?

With regards to the departments interacted with, a majority of the surveyed licensees (60%) indicated that they interact with the Licensing Compliance and Standards department while 17% mentioned Communications and Public Relations department. A further 16% mentioned Finance and Accounts Department.



Which office within CCK do you interact with?

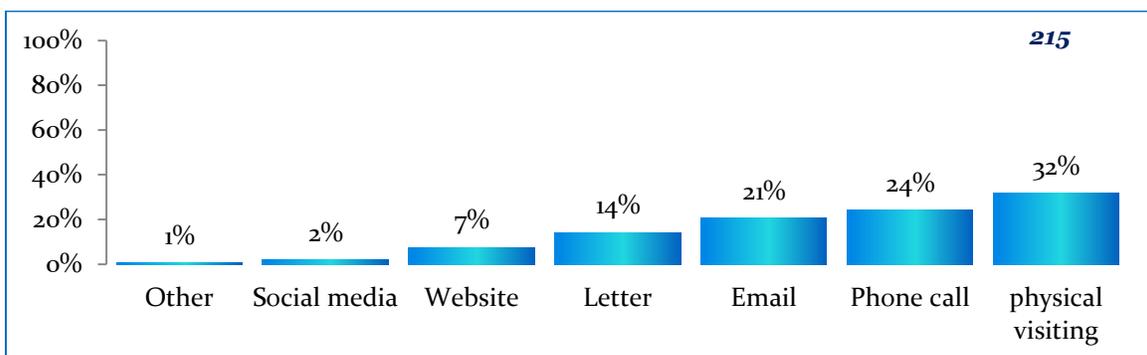
The number of departments one interacts with the commission seems to be dependent on the number of years one has had a relationship with the commission. Licensees who have had over five years relationship with the commission interact with nine departments, while those who have had less than one year interact with fewer departments.

Which Department/office within CCK do you interact with?	How long have you had a relationship with the Communications Commission of Kenya?			
	Under 1 year	Between 1 year and 3 years	Between 3 year and 5 years	Over 5 years
Communications & public relations	0%	18%	17%	21%
Information technology	10%	9%	9%	10%
Internal audit	20%	0%	0%	0%
Procurement section	0%	0%	0%	5%
Frequency spectrum management	0%	14%	4%	23%
Human resources	0%	0%	9%	5%
Consumer affairs	0%	5%	13%	8%
Finance and accounts	30%	23%	13%	10%
Licensing Compliance and standards	70%	68%	65%	49%
Competition tariffs and market analysis	0%	5%	0%	3%
Legal affairs	0%	5%	4%	0%
Broadcasting	0%	0%	4%	5%

Majority of Licensees, who interact with licensing and compliance department, interact with the commission after every two to three months, while 64% interact with the commission every month and once a year or less respectively.

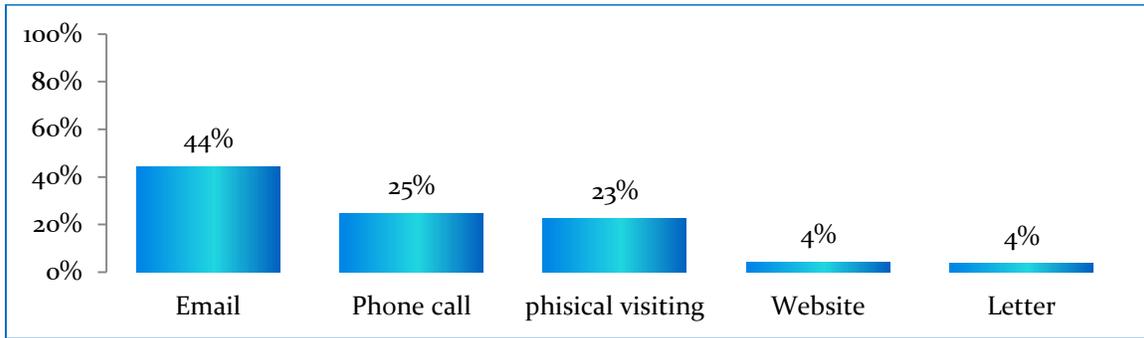
Which Department/office within CCK do you interact with?	How often do you interact with the Communications Commission of Kenya (CCK)?				
	More than twice a month	Every month	Every 2 to 3 months	Twice a year	Once a year or less
Communications & public relations	29%	21%	15%	17%	14%
Information technology	14%	29%	6%	4%	7%
Internal audit	0%	0%	3%	4%	0%
Procurement section	0%	0%	6%	0%	0%
Frequency spectrum management	29%	7%	6%	13%	21%
Human resources	14%	7%	3%	4%	0%
Consumer affairs	43%	14%	3%	0%	7%
Finance and accounts	29%	7%	27%	4%	7%
Licensing compliance and standards	14%	64%	65%	61%	64%
Competition tariffs and market analysis	0%	7%	3%	0%	0%
Legal affairs	0%	0%	6%	0%	6%
Broadcasting	14%	0%	6%	0%	0%

With regard to means of interaction, three out of ten of the surveyed licensees indicated that they interacted with the Commission through physical visiting while 24% mentioned interaction through phone call. Other modes of communication include: *website, letter and emails.*



Through what means did you interact with CCK?

Asked through what means they would prefer to interact with CCK, four out of ten of the surveyed licensees cited email while one in every four cited phone call.



Through what means would you prefer to communicate/interact with CCK?

3.4.1 Satisfaction with CCK's Roles and Mandate

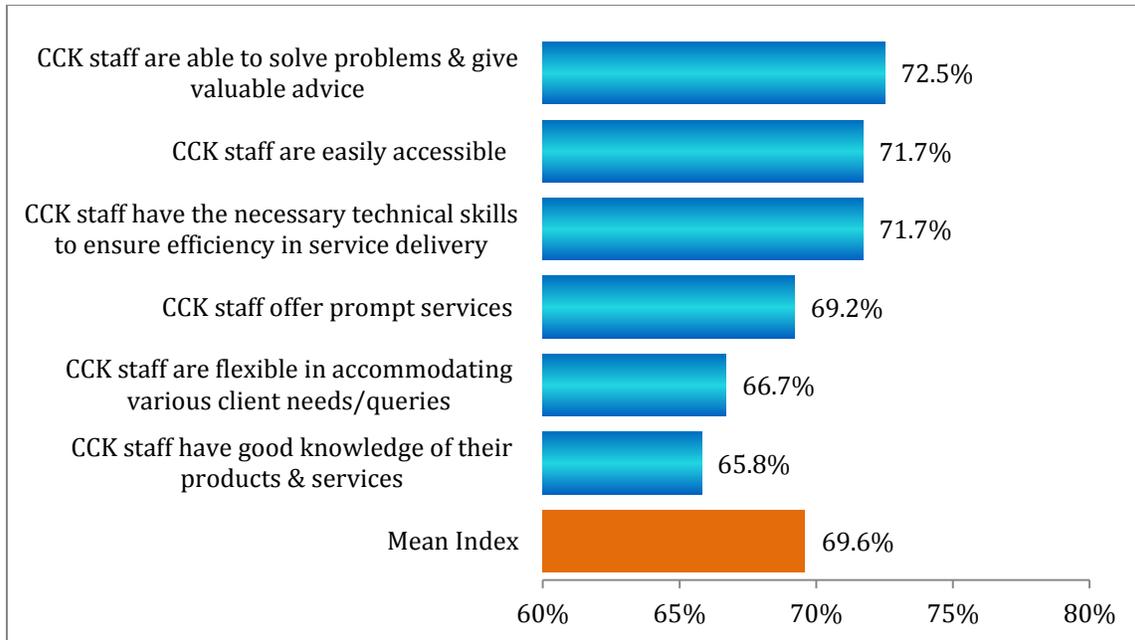
Licensees rated their overall satisfaction with CCK on its role and mandate at 70.1 points out of a possible 100. Majority of the respondents (73%) are satisfied with CCKs roles in licensing of the community service providers while the lowest rated area is management of competition in the sector to ensure a level playing ground for all players.

Roles & Mandates of CCK	Satisfaction Rating
Licensing of the community service providers	73%
Management of the country's frequency spectrum and numbering resources	70%
Facilitation of online/electronic businesses	69%
Approval and acceptance of the communications equipment meant for use in the country	70%
Protection of consumer rights within communication environment	70%
Management of competition in the sector to ensure a level playing ground for all players	68%
Regulation of telecommunication tariffs	70%
Management of Universal Access Fund	70%
Monitoring of activities of licensees to enforce compliance with the license terms and conditions as well as the law	72%
Overall Satisfaction Index on roles & mandate	70.1%

Overall, on a scale of 1 – 10 where 1 is very dissatisfied and 10 is very satisfied, how would you rate your satisfaction with CC's main role as Kenya's regulator for the information and communications sector?

3.4.2 Satisfaction with CCK's Employees

CCK's employees were rated by licensees at an overall satisfaction score of 69.6 points out of the optimal 100 points. Ability to solve problems was the highest rated at 72.5 points while the lowest rated aspect of staff attributes was staff knowledge of CCK's products and services.



On a scale of 1 – 10 where 1 is very poor and 10 is very good, how would you rate the following aspects with regard to CCK as an institution?

3.4.3 Satisfaction with information & Communication at CCK

Information and communication at CCK recorded an overall satisfaction score of 71.2 points out of 100 points amongst the licensees surveyed. All the areas measured under communication and information received a satisfaction score of approximately 71%.

Aspects of Information & Communication	Percentage Rating
CCK provides timely information and feedback to its stakeholders	70%
The information provided by CCK to its stakeholders is clear and easy to understand	72%
The information provided by CCK to its stakeholders is consistent and dependable	72%
There is efficient flow of information between CCK & its stakeholders	71%
Overall Satisfaction Index on decision making	71.2%

On a scale of 1 -10 where 1 is totally disagree 10 totally agree, how would you rate your agreement/disagreement with regard to the following aspects of information and communication at CCK?

3.4.4 Satisfaction with CCK's environment

Overall satisfaction of the licensees with the environment of CCK is 78%. The table below shows the satisfaction levels of licensees with selected attributes of environment at CCK.

Environment Aspect	Percentage Rating
Cleanliness/tidiness	77%
Accessibility of CCK offices	77%
Security of CCK offices	78%
Interior design & ambience	79%
Adoption and use of technology	78%
Staff diversity e.g. gender, ability	76%
Office Labeling/directory services	76%
Overall Environment	78%
Overall Satisfaction Index on Environment	77.3%

On a scale of 1 -10 where 1 is very dissatisfied and 10 very satisfied, please indicate the extent to which you are satisfied with the following statements on CCK corporate values and image

3.4.5 Satisfaction with Invoicing and Receipt payments

Overall satisfaction of the licensees with the invoicing & receipt of payment from CCK is 73%. The lowest rated aspect of invoicing and receipt payments is response to complaints which had a satisfaction score of 71% while efficiency of payments was rated at 75%.

CCK's Customer care services	Satisfaction Ratings
CCK processes invoices promptly	74%
CCK's mandate of payment are adequate and efficient	75%
CCK responds to complaints regarding invoicing & receipt of payment promptly	71%
CCK is unbiased in handling of invoicing & receipt payment processes	73%
Invoicing & Receipt of Payments	73.0%

On a scale of 1 -10 where 1 is strongly disagree and 10 strongly agree, to what extent do you agree with the following statements with regards to invoicing & receipt of payment services by CCK?

3.4.6 Satisfaction with provision of services to licensees

I. Broadcasters

Overall satisfaction of broadcasters with CCK's service delivery is 68.8%. Efficient handling of complaints in the broadcasting industry e.g. interference, overlap of frequencies by CCK was rated at 72% while efficiency in renewals of licenses and adequately embracing modern technology in facilitating the provision of broadcasting services were both rated at 71%.

CCK's service delivery	Satisfaction Ratings
CCK efficiently controls the quality/content/language of radio programmes	67%
CCK efficiently controls the quality and content of programmes aired on TV	67%
CCK is efficient in frequency allocation	67%
CCK is efficient in renewals of licenses	71%
CCK is efficient in supporting Kenyans by ensuring fairness in the provision of broadcasting services	69%
CCK has adequately embraced modern technology in facilitating the provision of broadcasting services	71%
CCK is responsive to the broadcasting needs of the market	67%
CCK efficiently approves the right equipment to be used by broadcasters	70%
CCK efficiently ensures adequate delivery of additional frequencies	67%
CCK efficiently handles complaints in the broadcasting industry e.g. interference, overlap of frequencies etc.	72%
CCK is fair in assigning of frequencies to broadcasters	70%
Overall Satisfaction Index on service delivery	68.8%

On a scale of 1 -10 where 1 is strongly disagree and 10 strongly agree, to what extent do you agree with the following statements with regards to the provision of broadcasting services by CCK?

II. Telecommunication Service Licensees

Overall satisfaction index of telecommunication licensees with service delivery aspects at the Commission is 72.4% out of 100 percent point. Efficiency in handling complaints in the telecommunications industry and in preparing procedures and regulations on licensing of operators i.e. network facility operators, application service providers, & content service providers recorded the highest at 75%.

CCK's aspect service delivery	Satisfaction Ratings
CCK efficiently prepares procedures and regulations on licensing of operators i.e. Network Facility Operators, Application Service Providers, & Content Service Providers	75%
CCK efficiently enforces all license conditions and regulations	74%

CCK effectively maintains and promotes competition between persons engaged in commercial activities connected with telecommunication services in Kenya	72%
CCK efficiently reviews the sector on a continuous basis to ensure that competition is fostered	73%
CCK is efficient in ensuring good quality and variety of telecommunication services	72%
CCK adequately encourages private investment in the telecommunications sector	73%
CCK has developed adequate mechanisms to ensure availability of telecommunications services to all citizens throughout the country	73%
CCK has developed adequate pricing guidelines to ensure services are priced competitively and are affordable	70%
CCK has ensured that operators agree on favourable interconnection terms	70%
CCK has ensured that there is no discrimination in interconnection rates & services offered	70%
CCK efficiently manages the demand for numbering resources by development of comprehensive national numbering plans	73%
CCK efficiently manages the assignment of numbering resources	72%
CCK promptly processes application for number assignments	72%
CCK efficiently handles complaints in the telecommunications industry e.g. interference etc.	75%
Overall Satisfaction Index on service delivery	72.4%

On a scale of 1 -10 where 1 is strongly disagree and 10 strongly agree, to what extent do you agree with the following statements with regards to the provision of Telecommunication services by CCK?

III. Frequency Licensees

Overall satisfaction of frequency licensees with service delivery channels at CCK is 73.1%. CCK efficiency in utilization of the spectrum resource through frequency allocation, planning, monitoring & inspections and efficiency in carrying out national coordination to ensure harmonious sharing of frequencies by various users & services and effective coordination of international and regional frequency to avoid harmful interference of frequency users in different administrations were all rated at 74%.

The lowest rated area of service provision according to the frequency licensees was revision of frequency allocation table & availing of the schedule for public scrutiny at 71%.

CCK's aspect service delivery	Satisfaction Ratings
CCK ensures efficient utilization of the spectrum resource through frequency allocation, planning, monitoring & inspections	74%
CCK consistently carries out spectrum utilization audit to establish the allocations and the use of the resource	73%
CCK continuously revises the frequency allocation table & avails the schedule for public scrutiny	71%

CCK efficiently carries out national coordination to ensure harmonious sharing of frequencies by various users & services	74%
CCK effectively coordinates international and regional frequency to avoid harmful interference of frequency users in different administrations	74%
Overall Satisfaction Index on service delivery	73.1%

On a scale of 1 -10 where 1 is strongly disagree and 10 strongly agree, to what extent do you agree with the following statements with regards to the provision of frequency services by CCK?

IV. Postal & Courier Licensees

Overall satisfaction of postal and courier licensees with services at CCK is 75.3%. CCK's promotion for development of postal systems and services in accordance with recognized international standards, practices and public demand was rated highest at 76%.

CCK's aspect service delivery	Satisfaction Ratings
CCK efficiently ensures that there are good and sufficient postal and courier services throughout Kenya	75%
CCK efficiently manages postal services rates that ensures efficient and continuous service and financing viability of the provider	75%
CCK adequately promotes development of postal systems and services in accordance with recognized international standards, practices and public demand	76%
CCK efficiently regulates the fixing of rates of postage and other fees or sums to be charged in respect of postal services	75%
Overall Satisfaction Index on service delivery	75.3%

On a scale of 1 -10 where 1 is strongly disagree and 10 strongly agree, to what extent do you agree with the following statements with regards to the provision of postal and courier services by CCK?

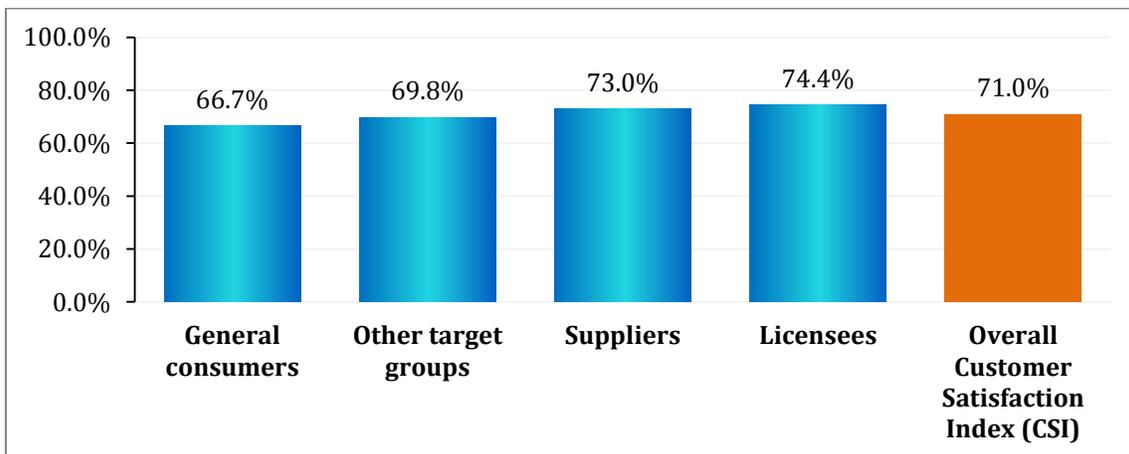
3.4.7 Overall Satisfaction (Licensees)

Area	Unweighted Customer Satisfaction Index (CSI)	Weighted Customer Satisfaction Index (CSI)
CCK Environment	77.3%	79.40%
Provision of services to Postal & Courier licensees	75.3%	77.40%
Provision of services to Frequency licensees	73.1%	75.20%
Invoicing & receipt payment	73.0%	75.10%
Provision of services to Telecommunications licensees	72.4%	74.50%
Information & Communication at CCK	71.2%	73.30%
Roles & Mandates of CCK	70.1%	72.20%
Professionalism of CCK Employees	69.6%	71.70%
Provision of services to Broadcasting licensees	68.8%	70.90%
Overall Mean Satisfaction Index	72.3%	74.4%

Chapter 4 Conclusions & Recommendations

4.0 The Overall Conclusions

Overall Satisfaction Index of the Communications Commission of Kenya in the year 2011/2012 is 71.0 points out of the optimal 100 points. Different stakeholders contributed to this Index with the Licensees rating the commission highest at 74.4% and the suppliers at 73.0%. The general consumers rated the Commission lowest at 66.7 points out of the optimal 100 points. This is shown in the figure below.



I. General consumers

- Overall Satisfaction Index of the general consumers with the Commission is 66.7%. Various factors as elaborated in the report contributed to this level of satisfaction.
- Although awareness is high among the general consumers (97%), full knowledge on the roles and mandates of the Communications Commission of Kenya is limited amongst the respondents.
- CCK featured amongst the four main regulatory bodies as mentioned by focus group participants indicating an appreciable amount of confidence in the Commission. However, respondents were of the opinion that CCK needed to create more awareness about itself and its activities.

- The general consumers mentioned lack of awareness of customer rights and poor regulatory measures of the licensees and especially the broadcasters and telecommunication licensees as areas they are not satisfied with.
- Price regulation especially on tariffs was mentioned as a recommendation by 23% of the general consumers as something they would like to see implemented by CCK.
- Key sources of awareness on CCK were above-the-line media channels via the radio, television, newspapers and word of mouth. Internet was also mentioned as a strong source of information. The general consumer would prefer to get information concerning CCK through radio which is the most popular medium of communication
- The general consumers rated CCK highest in radio and television communication services at 72.9% and 71.5% respectively. On the other hand, they are not as satisfied with courier, postal and fixed telephone communication services which they rated lowest at 62.9%, 62.3% and 61.3% respectively.

II. Suppliers

- Overall satisfaction Index with the CCK as rated by suppliers is 73 points out of a possible 100 points. This indicates that suppliers are satisfied with the services offered by the Commission, though there is still room for improvement.
- Suppliers mostly interact with the procurement department at the communications commission of Kenya. They are satisfied with the processes and procedures involved in procurement.
- Suppliers rated CCK highest in office environment and professionalism of its employees at 79.7% and 76.0% respectively.
- On the other hand, Suppliers rated CCK lowest in procurement and contracting services at 68.8% and 69.9% respectively. The aspect of procurement that the suppliers rated poorly was CCK abiding by the set conditions of each tender /request for proposal which had 65.1%, while the aspect that recorded low ratings on contracting services was CCK honouring of contract terms at 69.9%.

III. Other target groups (institutions)

- Overall satisfaction Index of the other target groups (institutions) surveyed with the Communications Commission of Kenya in the year 2011/2012 is 69.8% indicating they are satisfied with the work CCK is doing though there is still a lot of room for improvement.
- Majority of the stakeholders do not interact regularly with the Commission, but it is still imperative for CCK to foster good relations with them. These institutions highlighted that they mainly interact with the Communication and Public Relations department among other departments.
- This group of customers of CCK rated CCK highest on office environment and professionalism of its employees at 74.7% and 71.7% respectively. On the other hand, they rated CCK lowest in service provision and social responsibility at 68.8% and 63.8% respectively.
- The institutions mentioned their areas of dissatisfaction were customer care services (15%) and provision of adequate information (9%).

IV. Licensees

- Overall Satisfaction Index of the licensees with the Commission in the year 2011/2012 is 74.4%, a marked improvement from the 2010/2011 when CCK recorded a satisfaction rating of 70.0%.
- The Communications Commission of Kenya was rated highest (79.4%) in maintain its office environment and provision of services to postal and courier licensees at 77.4%. On the other hand the Commission scored lower satisfaction scores in professionalism of its employees and provision of services to broadcasters, with staff knowledge of the products & services being rated the lowest at 65.8%, while on information & communication; CCK provision of timely information & feedback to its stakeholders was rated lowest at 70.0%.

- The Broadcaster licensees rated CCK poorly on, efficiency in controlling the quality/ content/language of radio/ TV programmes and efficiency in frequency allocation both at 67 percentage points. Telecommunication service licensees were concerned by development of adequate pricing guidelines to ensure services are priced competitively and are affordable and ensuring there is no discrimination in interconnection rates and services offered which were both rated at 70 percentage points. CCK continues to revise the frequency allocation table and avails the schedule for public scrutiny, a service which Frequency licensees rated poorly at 71.0% while Postal & Courier were not purely satisfied with CCK's management of postal service rates that ensures efficient and continuous service and financial viability of the provider at 75%.

4.1 The Overall Recommendations

- I. **Awareness & Sensitization:** There is need for CCK to enhance its education program to its customers, especially the general consumers. A key area of concern is with regard to its mandate and roles which suffers poor awareness and knowledge especially among the general consumers. It is therefore imperative that CCK comes up with better communication tools so as reach all its customers and in effect address the knowledge gap and scale-up demand and utilization of its available services. Of note is that the general consumers mainly associate services provided by the licensees with the Commission, thus pointing a finger at CCK whenever there is dissatisfaction with communication service provision.
- II. **Participatory approach:** It is imperative to involve all stakeholders in all activities to instil a sense of greater community ownership of programmes and systems that are beneficial to the customers. One of the key areas that received low satisfaction scores (63.8%) is the aspect of social responsibility which was rated the lowest by other target groups mainly made up of institutions that CCK considers as its partners. Any corporate social responsibility activities must involve all stakeholders to ensure awareness, relevance and acceptance.
- III. **Communication:** It would be useful to exercise a review of all communications that the management issues so as to address the gaps with regard to their dissemination. More specifically, the Commission should ensure timely information dissemination especially to the licensees who are CCK's direct clients and also ensure provision of adequate information.
- IV. **Consumer rights:** Firstly, the Commission should clearly and efficiently communicate and educate the consumers of their rights. Secondly, the Commission should also better regulate and monitor the Licensees to ensure that the services provided to the general consumers are good. The general consumers feel that the Commission is not protecting them in terms of the programmes broadcasted and the times they are broadcasted (focus group discussion respondent).
- V. **Relationships:** Although most licensees/stakeholders indicated they have a good relationship with CCK, the Commission still needs to improve on how it relates with key

customers. It emerged during the data collection exercise that some suppliers and licensees, especially the broadcasters, do not have a good relationship with CCK

- VI. Decentralization of services:** The Commission should consider decentralization of their offices so as to better serve their stakeholders especially the suppliers who mentioned this as their top suggestion to the Commission in terms of improvement of services.
- VII. Customer care and competent staff:** Customer care was mentioned as one of the areas the stakeholders, especially the institutions and Licensees, were not satisfied with. This entails professional & proper handling of customers. This can be achieved by ensuring the employees are competent enough and have good knowledge of their products and services.
- VIII. Procurement and Contracting Services:** Suppliers pointed out areas in procurement and contracting which they feel can be improved to ensure effective and good working relations. Among the areas mentioned were the Commission's lack of adherence to the set conditions of each tender/ request for proposals and contractual terms and conditions. It is imperative for the Commission to uphold integrity by acting within the procurement and contracting terms and, in case of any changes, it should be clearly communicated to the concerned parties (in this case, the suppliers).