



**REPORT OF CUSTOMER SATISFACTION SURVEY
FOR THE PERIOD 1ST JULY 2023-30TH JUNE 2024**

EXTERNAL CUSTOMERS SURVEY REPORT

FINAL REPORT

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TABLE OF CONTENTS

LIST OF FIGURES	vi
LIST OF TABLES	ix
ACKNOWLEDGEMENT	xii
ABBREVIATIONS	xiii
DEFINITION OF KEY TERMS	xv
EXECUTIVE SUMMARY	xvi
CHAPTER ONE: BACKGROUND	1
1.1 Background of CA	1
1.2 Mandate, Role and Functions	1
1.3 CA departments and regional offices	1
1.4 Overview of the External Service Charter	2
CHAPTER TWO: OBJECTIVES AND PURPOSE OF THE SURVEY	3
2.1 Purpose	3
2.2 Broad objective	3
2.3 Specific objectives	3
2.4 Research questions	4
2.5 Significance	4
CHAPTER THREE: SURVEY APPROACH AND METHODOLOGY	5
3.1 Study design	5
3.2 Sampling	5
3.3 Data collection	7
3.3.1 Data collection indicators	7
3.4 Data collation, cleaning and analysis	8
3.5 Triangulation of data	9
CHAPTER FOUR: DEMOGRAPHICS	10
4.1 Licensees	10
4.1.1 Sample distribution by gender	10
4.1.2 Sample distribution by age	11
4.1.4 Sample distribution by education level	11

4.2 Suppliers.....	12
4.2.1 Sample distribution by gender	12
4.2.2 Sample distribution by age	13
4.2.3 Sample distribution by education level	13
4.2.5 Sample distribution by category of supplier	14
4.3 Consumers dealing directly with Authority regarding complaints and enquiries	14
4.3.1 Sample distribution by gender	14
4.3.2 Sample distribution by age	15
4.3.3 Sample distribution by education level	15
4.4 Partners and Affiliates	16
4.4.1 Sample distribution by gender	16
4.4.2 Sample distribution by age	17
4.4.3 Sample distribution by education level	18
4.5 Quality of Experience.....	18
4.1 Sample distribution by county.....	18
4.2 Sample distribution by gender.....	20
4.3 Sample distribution by age of the respondent	20
4.4 Sample distribution by mobile service provider	21
4.5 Sample distribution by mobile service provider and subscription type	21
CHAPTER FIVE: SURVEY FINDINGS.....	23
5.1 Licensees	23
5.1.1 Telecommunications.....	23
5.1.2 Postal and Courier	48
5.1.3 Broadcasters.....	63
5.1.4 Frequency	84
5.2. Suppliers.....	102
5.2.1. Awareness of CA customer service charter.....	102
5.2.2 Commitment of CA staff	104
5.2.3 CA corporate image.....	105
5.2.4 CA procurement process	106
5.2.5 Response to queries regarding tenders	108
5.2.6 Accessibility	109
5.2.8 Rating of overall performance of CA	109
5.2.9 Rating of overall satisfaction with the services received from CA	111

5.3 Consumers served directly by the Authority regarding complaints and enquiries	113
5.3.1 Interaction with Communications Authority of Kenya (CA).....	113
5.3.2 Satisfaction with CA mandate	117
5.3.3 Information handling and communication	118
5.3.4 Awareness of CA customer service charter	119
5.3.5 CA commitments	120
5.3.6 Customer rights.....	121
5.3.7 CA corporate image and reputation.....	122
5.3.8 Complaint handling mechanism	123
5.3.9 Overall rating of CA performance.....	126
5.4 Partners and affiliates	128
5.4.1 Type of partnership / engagement	129
5.4.2 Satisfaction with CA honoring its obligations.....	129
5.4.3 Awareness of CA customer service charter.....	130
5.4.4 CA corporate image.....	131
5.4.5 CA commitments	132
5.4.6 CA staff attitude.....	133
5.4.7 Dissemination of information	134
5.4.8 Staff knowledge and competence	135
5.4.9 Record keeping	135
5.4.10 Accessibility	136
5.4.11 Complaints handling mechanisms	137
5.4.12 Evaluation of CA’s service delivery in executing its mandate.....	137
5.5 Quality of Experience (QoE) with Mobile Service Providers.....	139
5.5.1 Network	139
5.5.2 Broadband.....	145
5.5.3 Billing	146
5.5.4 Complaints handling.....	148
5.5.5 Customer care	150
5.5.6 Overall Performance and Recommendations	150
CHAPTER SIX: ANALYSIS	153
6.1 Overall Analysis	153
6.2 Analysis per category of customers	153
6.2.1 Licensees	153

6.2.2 Suppliers	154
6.2.3. Consumers dealing directly with Authority regarding complaints and enquiries	154
6.2.4. Partners and Affiliates	154
6.3 Comparison with previous survey	155
6.3.1 Licensees	155
6.3.2 Suppliers	156
6.3.3 Consumers dealing directly with authority regarding complaints and enquiries ..	156
6.3.4 Partners and Affiliates	156
CHAPTER SEVEN: DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS ..	157
7.1 Discussions and Conclusions	157
7.1.1 Overall customer satisfaction	157
7.1.2 Quality of Experience	158
7.2 Limitations and Delimitations of the survey	162
7.3 Gaps and recommendations	162
7.3.1 Licensees	162
7.3.2 Suppliers	168
7.3.3 Consumers dealing directly with authority regarding complaints and enquiries ..	170
7.3.4 Partners and Affiliates	174
7.3.5 Quality of Experience	175
APPENDICES	177
Appendix 1: Licensees Survey Tools.....	177
Appendix 2: Suppliers Survey Tools	188
Appendix 3: Customer dealing directly with Authority Survey Tools	196
Appendix 4: Quality of Experience Survey Tools	205
Appendix 5: CA Partners and Affiliates Survey Tools	213

LIST OF FIGURES

Figure 1: Sample distribution by gender.....	10
Figure 2: Sample distribution by age.....	11
Figure 3: Sample distribution by education level.....	12
Figure 4: Sample distribution by gender.....	12
Figure 5: Sample distribution by age.....	13
Figure 6: Sample distribution by education level.....	14
Figure 7: Sample distribution by gender.....	15
Figure 8: Sample distribution by age.....	15
Figure 9: Sample distribution by education level.....	16
Figure 10: Sample distribution by gender.....	17
Figure 11: Sample distribution by age.....	17
Figure 12: Sample distribution by education level.....	18
Figure 13: Sample distribution by gender.....	20
Figure 14: Sample distribution by age group.....	21
Figure 15: Awareness on CA’s mandate.....	23
Figure 16: Rating CA performance in executing its mandate.....	25
Figure 17: Awareness of CA's external customer service charter:.....	32
Figure 18: Effectiveness of CA in delivering promises in the service charter.....	33
Figure 19: Satisfaction with how CA handles complaints.....	35
Figure 20: Enquiries to CA in the last year.....	36
Figure 21: Response of CA to Enquiries Within 3 Working Days.....	37
Figure 22: Proportion of Respondents Who Read CA’s Quarterly Reports.....	39
Figure 23: Satisfaction rating with quarterly reports.....	39
Figure 24: Rating the Cost of CA services.....	43
Figure 25: Overall satisfaction with CA in regulating ICT in Kenya.....	45
Figure 26: Overall satisfaction with services received from CA.....	46
Figure 27: Awareness on CA mandate.....	48
Figure 28: Rating CA performance in executing its mandate.....	49
Figure 29: Awareness of CA's external customer service charter:.....	52
Figure 30: Effectiveness of CA in delivering promises in the service charter.....	53
Figure 31: Satisfaction with how CA handles complaints.....	54
Figure 32: Enquiries to CA in the last year.....	55
Figure 33: Response of CA to Enquiries Within 3 Working Days.....	56
Figure 34: General feeling about information received from CA.....	57
Figure 35: Proportion of Respondents Who Read CA’s Quarterly Reports.....	57
Figure 36: Satisfaction with quarterly reports.....	58
Figure 37: Rating the Cost of CA services.....	60
Figure 38: Overall satisfaction with CA in regulating ICT in Kenya.....	61
Figure 39: Overall satisfaction with services received from CA.....	62
Figure 40: Awareness on CA roles.....	63
Figure 41: Rating of CA in executing its mandate.....	65
Figure 42: Evaluation of Core values.....	66
Figure 43: Satisfaction with CA corporate image.....	67
Figure 44: CA customer expectations.....	68

Figure 45: Awareness of CA's external customer service charter	70
Figure 46: Effectiveness of CA in delivering promises in the service charter	71
Figure 47: Satisfaction with handling approvals	71
Figure 48: Satisfaction with how CA handles complaints.....	72
Figure 49: Satisfaction with complaints handling mechanisms.....	73
Figure 50: Enquiries to CA in the last year	74
Figure 51: Reliability of channels used to obtain information	74
Figure 52: Response of CA to Enquiries Within 3 Working Days.....	75
Figure 53: Satisfaction rating of information received from CA.....	75
Figure 54: General feeling about information received from CA	76
Figure 55: Satisfaction rating with quarterly reports	76
Figure 56: Satisfaction with commitment to customer	77
Figure 57: Satisfaction with consumer rights	78
Figure 58: Rating the Cost of CA services	79
Figure 59: Overall satisfaction with CA in regulating ICT in Kenya.....	81
Figure 60: Overall satisfaction with services received from CA.....	82
Figure 61: Awareness on CA mandate	84
Figure 62: Rating CA performance in executing its mandate	85
Figure 63: Evaluation of Core Values	86
Figure 64: Satisfaction with CA corporate image	87
Figure 65: CA customer expectations.....	88
Figure 66: Effectiveness of CA in delivering promises in the service charter	90
Figure 67: Satisfaction with handling of approvals	90
Figure 68: Satisfaction with how CA handles complaints.....	91
Figure 69: Satisfaction with complaints handling mechanisms.....	92
Figure 70: Reliability of channels used to obtain information	93
Figure 71: Satisfaction rating of information received from CA.....	93
Figure 72: General feeling about information received from CA.	94
Figure 73: Satisfaction with quarterly reports	94
Figure 74: Satisfaction with commitment to customer.....	95
Figure 75: Satisfaction with consumer rights	96
Figure 76: Overall satisfaction with CA in regulating ICT in Kenya.....	99
Figure 77: Overall satisfaction with services received from CA.....	100
Figure 78: Awareness of CA customer service charter.....	102
Figure 79: Effectiveness of CA Customer service charter.....	103
Figure 80 : Rating of overall performance of CA	110
Figure 81 : Rating of overall satisfaction with the services received from CA	111
Figure 82: Interaction with CA	113
Figure 83: Satisfaction with the Response Received from CA	115
Figure 84: Awareness of CA customer service charter	119
Figure 85: Awareness with chukuahatua@ca.go.ke	123
Figure 86: Respondents who have lodged a complaint	123
Figure 87: Channel used to lodge complaint	124
Figure 88: Satisfaction with resolution of complaints	125
Figure 89: Overall rating of CA performance.....	127
Figure 90: Satisfaction with CA honoring obligations	129

Figure 91: Awareness of CA customer service charter.....	130
Figure 92: Effectiveness of CA Customer service charter.....	131
Figure 93: Partners and affiliates satisfaction with CA’s service delivery	138

LIST OF TABLES

Table 1: Overall customer satisfaction index.....	xviii
Table 2: Licensees target population, sample selected and number of KIIs.....	6
Table 3: Targeted Suppliers, Sampled Suppliers and number of KIIs.....	6
Table 4: Targeted – Sampled Consumers dealing directly with authority regarding complaints and enquiries.....	6
Table 5: Target population of general partners and affiliates	7
Table 6: Sample distribution by type of licensee	10
Table 7: Sample distribution by age	11
Table 8: Sample distribution by county	18
Table 9: Sample distribution by mobile service provider	21
Table 10: Sample distribution by mobile service provider and subscription type	22
Table 11: Evaluation of Core Values	26
Table 12: Satisfaction with corporate image.....	28
Table 13: CA customer expectations	30
Table 14: Satisfaction with handling approvals	34
Table 15: Satisfaction with complaints handling mechanisms	35
Table 16: Reliability of channels used to obtain information.....	37
Table 17: Satisfaction rating of information received from CA	38
Table 18: General feeling about information received from CA	38
Table 19: Satisfaction with commitment to customer.	40
Table 20: Satisfaction with consumer rights.....	42
Table 21: CA fulfilling its core values.....	50
Table 22: Satisfaction with CA corporate image	50
Table 23: CA customer expectations	51
Table 24: Satisfaction with handling approvals	53
Table 25: Satisfaction with complaints handling mechanisms	54
Table 26: Reliability of channels used to obtain information.....	55
Table 27: Satisfaction rating of information received from CA.	56
Table 28: Satisfaction with commitment to customer.	58
Table 29: Satisfaction with consumer rights.....	59
Table 30: Rating the Cost of CA services.....	97
Table 31: Commitment of CA staff.....	104
Table 32: CA corporate image	105
Table 33: Access to tender information	106
Table 34: Timeliness for CA contract awards	107
Table 35: Timeliness of payment.....	107
Table 36: Response to queries regarding tenders	108
Table 37: Accessibility.....	109
Table 38: Effectiveness of the communication channel used to obtain the service/information	113
Table 39: Satisfaction with services received from the departments.....	116
Table 40: Satisfaction with CA mandate.....	117
Table 41: Information handling and communication	118
Table 42: CA commitments to the customer.....	120

Table 43: Customer rights.....	121
Table 44: CA corporate image and reputation	122
Table 45: CA corporate image:	132
Table 46: CA Commitments	133
Table 47: CA staff attitude.....	133
Table 48: Dissemination of information	134
Table 49: Staff knowledge and competence	135
Table 50: Record keeping	135
Table 51: Accessibility.....	136
Table 52: Complaints handling mechanisms	137
Table 53: Factors considered when choosing a mobile service provider	139
Table 54: Areas with challenges when dealing with the mobile service provider.....	139
Table 55: Connectivity Challenges frequently encountered	140
Table 56: Frequency of Experiencing loss of service (weak or no signal)	140
Table 57: Rating Satisfaction with Coverage provided by service provider.....	140
Table 58: Number of Dials before Successful Call Connections	140
Table 59: Frequency of Call Disconnections by Mobile Service Provider.....	141
Table 60: Call Connection Times.....	141
Table 61: Number of Successful Call Connections on First Attempt	141
Table 62: User Confidence in Successful Call Connections on First Attempt (Out of 100 Calls).....	141
Table 63: Call Connection Failures.....	142
Table 64: Estimated Number of Failed Call Attempts Out of 100.....	142
Table 65: Estimated Number of Dropped Calls Out of 100 Successful Calls	142
Table 66: Completing Phone Conversations Without Call Dropping.....	143
Table 67: Expected Number of Calls That Complete Without Dropping Out of 100	143
Table 68: Quality of Voice Calls During Conversations	143
Table 69: Common Connectivity Problems Faced by Mobile Service Provider Users	143
Table 70: Inability to Send SMS Texts	144
Table 71: Frequency of Inability to Send SMS Texts.....	144
Table 72: Receiving Unsolicited SMS texts,	144
Table 73: Frequency of Receiving Unsolicited SMS Texts,.....	145
Table 74: Quality and reliability of broadband connections	145
Table 75: Rating the speed of internet connection,.....	145
Table 76: Challenges in Access to Website and Poor customer service,	146
Table 77: Rating the quality of the broadband service,.....	146
Table 78: Rating satisfaction with charges on Calls, SMS texts and Internet/Data	146
Table 79: Frequency of Billing Information Received	147
Table 80: Clarity of Billing Information	147
Table 81: Perceived Accuracy of Billing Information	147
Table 82: Rating satisfaction with service provider's billing	148
Table 83: Awareness of Complaints Procedures.....	148
Table 84: Customer Experience with Lodging Complaints.....	148
Table 85: Ease of Lodging Complaints.....	148
Table 86: Satisfaction with Complaint Handling and Resolution.....	150
Table 87: Customer Satisfaction Ratings for Complaints Handling Process.....	150

Table 88: Satisfaction with Customer Care Experience.....	150
Table 89: Overall rating of the network quality	151
Table 90: Overall customer satisfaction index	153
Table 91: Overall analysis of Licensees	153
Table 92: Analysis of Suppliers	154
Table 93: Analysis of customers served by the Authority regarding complaints and enquiries	154
Table 94: Analysis of Partners and Affiliates	154
Table 95: Overall comparison with previous surveys.....	155
Table 96: Comparison with previous Licensees survey.....	155
Table 97: Comparison with previous Suppliers’ survey.....	156
Table 98: Comparison with previous Consumers dealing directly with authority regarding complaints and enquiries survey	156
Table 99: Comparison with previous Partners and Affiliates survey.....	156
Table 100: Limitations and Delimitations of the survey.....	162
Table 101: Licensees recommendations and strategy	162
Table 102: Suppliers recommendations and strategy	168
Table 103: Customers served directly by the Authority	170
Table 104: Partners and Affiliates recommendations and strategy.....	174

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ABBREVIATIONS

CA	Communication Authority of Kenya
CAPI	Computer Aided Personal Interview
CATI	Computer Aided Telephone Interviews
CAWI	Computer Aided Web-based Interviews
CC	Corporate Communication
CE	Compliance and Enforcement
CERO	Nyeri-Central and Eastern Regional Office
CM	Competition Management
CRO	Mombasa-Coast regional office
CS	Cyber Security
CM	Competitions Management
CPA	Consumer Protection and Advocacy
EAP	Employee Assistance Programs
F&A	Finance and Accounts
FGD	Focus Group Discussions
FSM	Frequency Spectrum Management
HRA	Human Resource and Administration
HQ	Headquarters office
IA&RA	Internal Audit and Risk Assurance
ICT	Information and Communication Technology
ISC	Internal Service Charter
IT &ERM	Information Technology and Enterprise Management
KII	Key Informant Interview
LS	Legal Services
MIRC	Monitoring, Inspection and Regional Coordination
MMS	Multimedia Services
MOU	Memorandum of Understanding
NRO	Kisumu-Nyanza regional Office
ODG	Office of the Director General
PEA	Public Education and Awareness
PTS	Postal and Telecoms Services
PWDs	Persons with Disabilities

RPQM	Research, Planning and Quality Management
RAG	Regulatory Affairs and Governance
RRA	Region Research Assistant
SCM	Supply Chain Management
SLA	Service Level Agreements
STA	Standards and Type Approval
STATA	Statistics and Data
USF	Universal Service Fund
WRO	Eldoret-Western regional office

DEFINITION OF KEY TERMS

Census: A procedure of systematically acquiring, recording and calculating information in a country, region or institution at a particular time.

Computer Aided Personal Interview: A face-to-face data collection method in which the interviewer uses a tablet, mobile phone or a computer to record answers given during the interview.

Computer Assisted Telephone Interview: An interview method where enumerators communicate with respondents in a voice call using an electronic device (computer/tablet/mobile phone) to read the survey script and enter the information collected.

Computer Aided Web-based interview: An interview method (not face-to-face) where the interviewee follows a script provided via an online URL link.

Focus Group Discussion: A qualitative data collection method that involves gathering participants from similar backgrounds or experience together to discuss a specific topic of interest.

Key Informant Interview: A qualitative in-depth interview with participants that are aware and/or have first-hand knowledge about what is going on in the target population.

Online questionnaire: A series of online structured questions used to gather information about a target population

EXECUTIVE SUMMARY

1. Background

The Communications Authority of Kenya (CA) was established to ensure that the provision of broadcasting, cybersecurity, multimedia, telecommunications, electronic commerce, postal and courier services is conducted in a manner that benefits both the service providers and Kenyan citizens.

The Consultant was contracted to undertake three surveys for three financial years, that is: FY 2021/2022, FY 2022/2023 and FY 2023/2024. This report provides results for end of FY 2023/2024, which is the third and final cycle of the survey.

CA customers are both internal and external. Internal customers are the employees of CA while external customers are: Licensee, Suppliers, Partners & Affiliates and Consumers. In this regard, the Authority carried out an external customer satisfaction survey with a view to establishing the external customer satisfaction index. The internal and external customer satisfaction indices were weighted to obtain the overall customer satisfaction index. In addition, the survey findings were aimed at informing CA of service delivery gaps, key success areas and recommendations that will aid in not only improving the external customer satisfaction levels but also service delivery.

2. Objectives

The objective of the survey was to determine the level of customer satisfaction for both its internal and external customers (licensees, suppliers, partners and affiliated organizations as well as consumers dealing directly with the Authority especially regarding complaints and enquiries). This determination included the overall rating with respect to the following attributes: Speed of service/product; Quality of service/product; Affordability; Courteousness; Information on the service/product; Adherence to commitments set in the service charter; competence of its workforce; physical attributes; accessibility of CA services through telephone, information dissemination and physical address; Responsiveness to customer feedback; CA complaint management system; effectiveness of customer feedback mechanisms; and determine the adequacy, relevance and access to information provided by CA through its website, telephone and e-mail channels. Additionally, Quality of Experience from the Mobile Network Operators: Airtel, Jamii, Safaricom and Telkom Kenya was also established.

3. Methodology

Mixed methodology that encompasses of both quantitative and qualitative methodologies was used to respond to the research questions. Quantitative methodology was used to provide empirical evidence. This was achieved through personal interviews [Computer Aided Web-based Interview (CAWI), Computer Aided Personal Interview (CAPI) and Computer Aided Telephone Interviews (CATI)] that were administered using open and closed ended online questionnaires.

Qualitative methodology was used to gather in-depth information and provide a backing to the empirical evidence from the quantitative methodology. This was achieved through open ended questions, Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs). Verbatims and discussions were obtained from open ended questions, KIIs and FGDs.

4. Data collection and analysis

Primary data collection was achieved through online questionnaires (interviews), KIIs and FGDs. Online questionnaires were achieved using CAPI, CAWI and CATI that was aided by a KoBo Tool box (a computer web-based platform). KIIs and FGDs were facilitated by the social experts from SSCL. Data from the online questionnaires was relayed to a central server and a database of KIIs and FGDs responses from participants were recorded in a Microsoft Excel document.

Secondary data collection was achieved through systematic desk review from data sources such as: a) CA Strategic Plan 2018-2023; b) External customer service charter; and c) Previous survey reports on customer satisfaction. Quantitative data was analyzed using STATA and Microsoft Excel while qualitative was analyzed using content and narrative analysis methods.

Triangulation and corroboration of data from primary and secondary sources was done to provide a comprehensive picture of how the customer satisfaction levels was achieved. The scoring guide of the satisfaction levels was: Outstanding 90% - 100%, Excellent 80% - 89%, Very good 70% - 79%, Good 60% - 69%, Average 50% - 59%, Poor 40% - 49% and below minimum standard expected 0% - 39%.

5. Results

The overall customer satisfaction index for FY 2023/2024 stood at **71.3%** which is Very good score from the scoring guide above. This index shows a decrease of **8.8 %** from the FY 2022/2023 overall customer satisfaction index of **80.1%**. The decline in satisfaction levels among key stakeholders highlights varying concerns. Licensees recorded a 6.8% drop, likely due to challenges in service quality and pricing. Suppliers experienced a more significant 14.5% decline, potentially reflecting inefficiencies or unmet procurement expectations. The most pronounced drop, 25.9%, among consumers engaging directly with the Authority suggests dissatisfaction with complaint resolution and customer service. However, partners and affiliates showed a slight 0.4% increase, indicating stable relations, while internal customers experienced a 0.2% rise, suggesting improvements in internal processes and support. Table 1 below further illustrates the results.

Table 1: Overall customer satisfaction index

Segment	Weighting factor	Weights	Percentage	2021/2022 Index	2022/20223 Index	2023/2024 Index	Variance from FY 2022/2023
Licensees	0.55*73.8%	0.4059	40.6%	78.9%	80.6%	73.8%	-6.8%
Suppliers	0.20*67.2%	0.1344	13.4%	80.5%	81.7%	67.2%	-14.5%
Consumers dealing directly with authority regarding complaints and enquiries	0.10*54.0%	0.054	5.4%	70.2%	79.9%	54.0%	-25.9%
Partners and Affiliates	0.05*79.8%	0.0399	4.0%	73.9%	79.4%	79.8%	0.4%
Internal customers	0.1*79.0%	0.079	7.9%	73.9%	78.8%	79.0%	0.2%
Overall CSI		0.7132	71.3%	78.2%	80.1%	71.3%	-8.8%

6. Gaps

The survey revealed the following gaps for the four categories of external cutomers:

Licensees

- a) Sixteen-point one percent (16.1%) of licensees are unaware of CA’s mandate; inadequate outreach; limited effectiveness in reaching specific groups; perceptions of bias; lack of international engagement.
- b) Twenty-point seven percent (20.7%) felt that CA does not uphold core values; lack of transparency in frequency allocation.
- c) Twenty-two-point one percent (22.1%) dissatisfied with CA’s corporate image; limited CSR visibility; transparency issues; delayed licensing; political influence concerns.
- d) Twenty-three-point seven percent (23.4%) dissatisfied with CA meeting customer expectations; delays, enforcement issues, weak consumer protection, and cybersecurity.
- e) Twenty-three-point five percent (23.5%) unaware of CA’s external service charter; 22.5% dissatisfied with its effectiveness.
- f) Twenty-two-point five percent (22.5%) dissatisfied with the approval process; delays and lack of automation in notifications.
- g) Thirty-four-point seven percent (34.7%) dissatisfied with complaints handling; slow responses; lack of an online system.
- h) Twenty-six-point two percent (26.2%) dissatisfied with the reliability of information; dissatisfaction with received information.
- i) Twenty one percent (21%) dissatisfied with quarterly statistics reports; there is no simplified version that provides key highlights for easier understanding and quicker reference.

- j) Twenty-one-point nine percent (21.9%) dissatisfied with CA's commitment to customers; issues with timeliness, protection, and automation.
- k) Twenty-two-point five percent (22.5%) dissatisfied with handling of customer rights; concerns about potential increases in annual license charges, public participation and lack of digital communication.
- l) Forty-seven-point four percent (47.4%) dissatisfied with pricing of services; high costs; lack of fee adjustments.
- m) Twenty-two-point nine percent (22.9%) dissatisfied with overall performance; issues with timeliness, lack of digitalization in regulatory processes, and limited stakeholder engagement.

Suppliers

- a) Thirty-five-point two percent (35.2%) of respondents are unaware of the customer service charter.
- b) Thirty-four-point three percent (34.3%) are dissatisfied with the effectiveness of the service charter highlighting lack of transparency in tender awards; payment delays and poor media outreach among other reasons.
- c) Thirty-point two percent (30.2%) are dissatisfied with staff commitment to the service charter; escalation processes are ineffective.
- d) Thirty-four-point five percent (34.5%) are dissatisfied with CA's corporate image; communication on tender outcomes is inadequate; outdated website information; PR and communication skills need improvement.
- e) Thirty-five-point three percent (34.3%) are dissatisfied with the procurement process; inconsistent transparency; lack of feedback after contract awards; delays in communication; distrust due to poor feedback; SLAs are not followed.
- f) Thirty-two-point two percent (32.2%) are dissatisfied with responses to tender queries; inconsistent transparency; variable performance.
- g) Twenty-seven-point eight percent (27.8%) are dissatisfied with accessibility; poor service quality; excessive bureaucracy.
- h) Thirty-five-point two percent (34.2%) are dissatisfied with CA's overall performance; poor service, payment delays, lack of adherence to contract terms, and unequal treatment.
- i) Thirty-two point eight (32.8%) are dissatisfied with CA's service; lack of prioritization for pre-qualified entities; insufficient transparency; poor customer handling by junior staff; inadequate empowerment of PWDs; unequal application of SLAs

Consumers dealing directly with the Authority regarding complaints and enquiries

- a) Forty-three-point three percent (43.3%) are not satisfied with communication channels; delays in email responses; poor follow-up on complaints.
- b) Fifty-two-point three percent (52.3%) are not satisfied with responses from CA; unresolved issues, complaints deflected to other agencies.

- c) Forty-two point eight (42.8%) are not satisfied with departmental services; lack of transparency in handling complaints, limited mobile communication coverage in rural areas, concerns about the effectiveness of actions taken against service providers.
- d) Forty-two point one (42.1%) are not satisfied with CA discharging its mandate; poor follow-up on compliance, unethical practices by licensed entities, perception that CA's impact is more visible to corporate bodies than individual customers.
- e) Thirty eight percent (38.0%) are not satisfied with information handling and communication; delays, unresolved issues, lack of responsiveness, unclear communication.
- f) Fifty-seven-point four percent (57.4%) are not aware of the customer service charter.
- g) Thirty-nine-point four percent (39.4%) are not satisfied with CA's commitments; unresolved complaints.
- h) Thirty-six-point four percent (36.8%) are not satisfied with CA's customer rights; unresolved issues, cybercrime reports unaddressed, deflection of issues.
- i) Forty-four-point six percent (44.6%) are not satisfied with CA's corporate image and reputation; visibility in rural areas, political influence, lack of transparency.
- j) Forty-four-point seven percent (44.7%) are unaware of the email address chukuahatua@ca.go.ke.
- k) Seventy-point seven percent (70.7%) are not satisfied with the complaint handling mechanism; slow, ineffective complaint resolution, lack of feedback, repeat offenders not effectively stopped.
- l) Forty-point eight percent (40.8%) are not satisfied with overall CA performance; inefficiencies in regulating service providers, slow response times, concerns of collusion, need for proactive media regulation.

Partners and Affiliates

- a) Fourteen-point two percent (14.2%) are not satisfied with CA honoring obligations; the partnership structure is not clear particularly the activities.
- b) Fourteen-point three percent (14.3%) are not aware of the customer service charter.
- c) Seventeen-point one percent (17.1%) feel the customer service charter is not effective.
- d) Eighteen-point one percent (18.1%) are not satisfied with CA's corporate image; limited CSR visibility, occasional issues of unprofessionalism among staff members.
- e) Eighteen-point two percent (18.2%) are not satisfied with staff attitude; inconsistent consideration and responsiveness; variable customer service experiences.
- f) Nineteen-point zero percent (19.0%) are not satisfied with information dissemination highlighting issues with clarity of information.
- g) Fourteen-point nine percent (14.9%) are dissatisfied with staff knowledge and competence; concerns about sensitive information breaches; staff lack awareness of other departments' functions.
- h) Thirty-six-point two percent (36.2%) are not satisfied with record-keeping; concerns about handling and resolution of outstanding liabilities.
- i) Thirty-three-point three percent (33.3%) are not satisfied with the complaint handling mechanism; delays in response times, poor adherence to timelines.

- j) Twenty-point two percent (20.2%) are not satisfied with CA's performance on ICT regulation; lack of support for struggling firms, slow policy implementation, limited visibility beyond regulation.

7. Recommendations

In order to address the above gaps, the following recommendations were highlighted for the Authority:

Licensees

- a) Increase outreach efforts, enhance visibility for specific groups, address bias perceptions, and consider international engagement.
- b) Uphold core values, improve transparency, and address favoritism.
- c) Boost CSR activities, improve transparency, and review licensing processes.
- d) Automate processes, strengthen enforcement, enhance consumer protection, and expand regional support.
- e) Increase awareness of the service charter and improve its effectiveness.
- f) Streamline approval processes, automate notifications, and adhere to timelines.
- g) Improve response times, implement an online system, and adhere to resolution timelines for complaints.
- h) Streamline handling processes and improve information reliability.
- i) Simplify quarterly reports to highlight key information.
- j) Ensure timely information, strengthen protection for small consumers, and increase automation.
- k) Enhance involvement, develop a comprehensive rights charter, and improve communication.
- l) Reduce fees, streamline applications, and adjust pricing based on performance and region.
- m) Improve feedback timeliness, digitize processes, and enhance stakeholder engagement.

Suppliers

- a) Increase awareness of the customer service charter.
- b) Improve transparency in tender awards, reduce payment delays, enhance public relations, use media more effectively, and strengthen customer service.
- c) Improve staff commitment to the service charter and optimize escalation processes for faster issue resolution.
- d) Enhance communication on tender outcomes, update the website regularly, and improve staff PR and communication skills through training.
- e) Ensure transparency in procurement processes, improve feedback after contract awards, streamline communication to reduce delays, and adhere to SLAs.
- f) Improve transparency in responding to tender queries and address varied performance ratings.
- g) Improve service quality, reduce bureaucratic barriers, and enhance accessibility.

- h) Address payment delays, ensure contract adherence, improve service quality, and ensure equal treatment for all suppliers.
- i) Prioritize pre-qualified entities under AGPO as per procurement guidelines, improve transparency and communication, train junior staff for better customer interactions and empower PWDs.

Customers dealing directly with Authority regarding complaints and enquiries

- a) Improve responsiveness and consistency across all communication channels; reduce delays and ensure follow-up on complaints.
- b) Address unresolved issues promptly; reduce delays in response; increase CA's presence in rural areas;
- c) Enhance staff engagement and transparency; improve mobile coverage and consumer protection in rural areas; ensure effective actions against service providers.
- d) Improve follow-up on compliance, address unethical practices, increase CA's relevance to individual customers, especially in rural areas; ensure transparency and proactive governance.
- e) Enhance response times and clarity in communication; address unresolved issues more effectively.
- f) Increase awareness of the service charter; resolve issues and improve response times; improve transparency.
- g) Adhere to commitments in the service charter; address complaints promptly; review registration criteria and address ethical concerns.
- h) Enhance follow-up on customer complaints and cybercrime reports; address the perception of issue deflection.
- i) Improve CA's brand image and transparency; address political influence concerns; enhance rural service quality and implement community programs.
- j) Increase awareness of chukuahatua@ca.go.ke.
- k) Implement a more robust complaints management system; improve complaint resolution speed; provide clear feedback; implement stronger deterrents for repeat offenders.
- l) Improve regulation efficiency for service providers; enhance transparency in complaint handling; address concerns of collusion and strengthen oversight; increase proactive regulation and enforcement.

Partners and Affiliates

- a) Clarify and define the partnership structure; ensure systematic, well-planned activities.
- b) Increase awareness of the customer service charter among partners and stakeholders.
- c) Improve adherence to the service charter commitments.
- d) Increase visibility and promotion of CSR activities; adopt a more facilitative approach and address unprofessional behavior to improve corporate image.
- e) Ensure consistent professionalism and responsiveness among all staff; standardize customer service training to improve uniformity in service quality.

- f) Improve clarity and relevance of cost-related information on the website; enhance accessibility and accuracy of information.
- g) Sensitize staff on safeguarding customer information; conduct regular training on the roles and functions of the Authority and its departments.
- h) Resolve outstanding liabilities more effectively; improve record-keeping processes.
- i) Improve response times for complaints and ensure resolution within stipulated timelines.
- j) Provide increased support for struggling firms; accelerate policy implementation and enhance visibility in activities beyond regulation.

8. Summary of Quality of Experience

a) Network

- **Safaricom** leads in network coverage (59.8%) and service quality (60.2%), with fewer call interruptions and fast connection times, but faces issues with network busy signals (36.1%) and weak signals (41.5%).
- **Airtel** ranks second, focusing on service quality (42.1%) and pricing (38.8%), but users report weak signals (41.5%) and frequent disconnections, with lower success rates for first-attempt calls (24.9%).
- **Jamii** users face uncertainty in call quality and pricing, reflecting its limited usage.
- **Telkom Kenya** users report fewer issues but are concerned with connectivity and activation problems.

b) Broadband

- **Safaricom** is the most reliable for broadband, with 20.6% of users reporting very reliable connections and the highest satisfaction in internet speed (72.6%).
- **Airtel** performs moderately, with a 10% reliability rate and some issues with website access (33.3%) and customer service (24.3%).
- **Telkom Kenya** offers the lowest reliability (3.9%) and faces significant website access (20.4%) and customer service challenges (39.7%).
- **Jamii** has a lower user base but outperforms Airtel and Telkom in broadband satisfaction (64.1%).

c) Billing

- **Safaricom** excels in billing accuracy, with 60.8% satisfied with internet/data charges, while 37.4% find their billing always clear.
- **Airtel** follows, but a significant portion remains uncertain about billing clarity.
- **Telkom Kenya** scores poorly in billing accuracy, with only 6.7% finding their bills always accurate and clear.
- **Jamii** users express the lowest satisfaction, with minimal clarity in billing information.

d) Complaints Handling

- **Safaricom** leads, with 68.4% of users aware of the complaints process, and high satisfaction in ease of lodging complaints (81.8%) and complaint resolution (72.7%).

- **Airtel** had the least performance in complaint awareness (31.6%) and handling satisfaction (61.1%).
- **Telkom Kenya** and **Jamii** trail far behind, with low awareness and poor complaint-handling procedures.

e) Customer Care

- **Safaricom** tops customer care satisfaction, with a mean score of 74.8%.
- **Airtel** follows, scoring 69.4%, while **Telkom Kenya** (66.3%) and **Jamii** (58.6%) show lower satisfaction, highlighting the need for significant improvements, particularly in **Jamii**.

f) Overall Satisfaction

- **Safaricom** leads overall with a mean score of 77.6%, indicating strong user approval.
- **Airtel** follows with a score of 69.7%, while **Telkom Kenya** (64.2%) and **Jamii** (62.0%) face more significant challenges in customer satisfaction.

g) Recommendations

- **Safaricom** should address weak signals and improve billing clarity despite high satisfaction.
- **Airtel** needs to improve network quality and customer service.
- **Telkom Kenya** must enhance network reliability and complaint handling.
- **Jamii** should focus on network upgrades, customer care, and billing clarity to boost user satisfaction.

CHAPTER ONE: BACKGROUND

1.1 Background of CA

The Communications Authority of Kenya was established as the Regulatory Authority for the ICT sector in 1999 under the Kenya Information and Communications Act (KICA), 1998. The regulator was created following strategic reforms of the telecommunications sector in 1998/99. This resulted into the separation of sector management roles of policy and regulation, and the liberalization of the telecommunications business functions previously undertaken by Kenya Posts and Telecommunications Corporation (KPTC). The role and mandate of the Authority was expanded under KICA, Cap 411A of 2009, which has since been revised in 2013 and 2015. The KICA (Amendment) 2013 ensured the alignment of the Act to the Constitution of Kenya 2010 and enhanced the independence of the then Commission leading to the change of its name to Communications Authority of Kenya (CA).

1.2 Mandate, Role and Functions

The mandate of CA, as defined in the Act, is to facilitate “the development of the information and communications technology sector, (including broadcasting, multimedia, telecommunications, postal services), electronic commerce (e-commerce) and cyber security.” In fulfilling its mandate, the Authority performs the following functions:

- a) Licensing of all systems and services in the communications industry, including telecommunications, postal and courier, broadcasting and multimedia as well as electronic transactions (e-transactions);
- b) Managing the country’s frequency spectrum and numbering resources;
- c) Facilitating the development of e-commerce and cyber security;
- d) Type approving and accepting communications equipment meant for use in the country;
- e) Protecting consumer rights within the ICT environment;
- f) Managing competition within the sector to ensure a level playing field for all players;
- g) Regulating retail and wholesale tariffs for ICT services;
- h) Managing the universal service fund (USF) to facilitate access to communications services by all in Kenya; and
- i) Monitoring the activities of licensees to enforce compliance with the license terms and conditions as well as the law.

1.3 CA departments and regional offices

These functions are performed by CA departments which are spread within the headquarters and regional offices. The CA headquarters and the regional offices are as follows:

- a) Headquarters office (HQs).
- b) Nairobi – Nairobi Regional Office (NRB). which covers, Kiambu, Machakos, Kajiado, Makueni, Nakuru, Narok and Kitui.

- c) Eldoret - Western Regional Office (WRO) which covers Busia, Bungoma, Kakamega, Vihiga, Trans-Nzoia, Turkana, West-Pokot, Elgeyo Marakwet, Uasin Gishu, Nandi, Baringo and Samburu.
- d) Kisumu - Nyanza Regional Office (NRO) which covers Kisumu, Siaya, Homa-Bay, Migori, Kisii, Nyamira, Kericho and Bomet.
- e) Nyeri -Central and Eastern Regional Office (CERO) which covers Murangá, Nyeri, Kirinyaga, Nyandarua, Laikipia, Embu, Meru, Tharaka Nithi, Isiolo, Marsabit, Garissa, Mandera and Wajir.
- f) Mombasa - Coast Regional Office (CRO) which covers Mombasa, Tana-River, Taita-Taveta, Kwale, Kilifi and Lamu.

The CA departments include: Competition Management (CM); Compliance & Enforcement (CE); Consumer Protection & Advocacy (CPA); Corporate Communications (CC); Legal Services (LS); Cyber Security (CS); Finance and Accounts (F&A); Frequency Spectrum Management (FSM); Human Resource & Administration (HRA); Information & Communication Technology (ICT); Monitoring, Inspection and Regional Coordination (MIRC); Internal Audit & Risk Assurance (IA&RA); Multimedia Services (MS); Office of the Director General (ODG); Public Education & Awareness (PEA); Research, Planning & Quality Management (RPQM); Regulatory Affairs and Governance (RAG); Standards and Type Approval (STA); Supply Chain Management (SCM); Postal & Telecoms Services (PTS); and Universal Service Fund (USF).

1.4 Overview of the External Service Charter

The External Service Charter (ESC) is crucial in measuring the external customer satisfaction level. The charter outlines the commitment of the Authority to its customers, their rights and responsibilities, standards and timelines customers expect and environmental sustainability commitment. The standards are defined for various service types with procedures and timelines provided. These service types include: information, complaints handling, approvals for tariffs, promotions and interconnection, payments, licensing and procurement. It is of great importance that CA fulfils the commitments as spelt out in the charter for the benefit of the service provider and the stakeholders at large.

CHAPTER TWO: OBJECTIVES AND PURPOSE OF THE SURVEY

2.1 Purpose

The Communications Authority of Kenya was established to ensure the provision of telecommunications, radio communications, broadcasting, multimedia, e-commerce and postal/courier services is conducted in a manner that benefits both the service providers and Kenyan citizens. CA customers are both internal and external. Internal customers are the employees of CA while external customers are: Licensee, Suppliers, Partners & Affiliates and Consumers that interact with CA.

In this regard, the Authority carried out an external customer satisfaction survey with a view to establishing the external customer satisfaction index. The internal and external customer satisfaction indices were weighted to obtain the overall customer satisfaction index. This report provides results for end of FY 2023/2024, which is the third cycle of the survey. In addition, the survey findings are aimed at informing CA of gaps, key success areas and recommendations that will aid in improving the external customer satisfaction levels

2.2 Broad objective

The survey sought to determine the overall customer satisfaction level based on the Authority's customer categories: Licensees, Suppliers, Consumers dealing directly with the Authority regarding complaints and enquiries as well as Partners & Affiliates. Additionally, the survey sought to determine Quality of Experience from Airtel, Jamii, Safaricom and Telkom Kenya.

2.3 Specific objectives

In particular, the specific objectives of the survey were:

- a) To determine the level of customer satisfaction with respect to the following attributes:
 - i) Speed of service/product, ii) Quality of service/product, iii) Affordability, iv) Courteousness, v) Information on the service/product, vi) Adherence to commitments set in the service charter, vi) competence of its workforce, vii) physical attributes, viii) accessibility of CA services through telephone, information dissemination and physical address, ix) Responsiveness to customer feedback, and any other attribute.
- b) To determine the satisfaction level with respect to CA complaint management system.
- c) To determine the effectiveness of customer feedback mechanisms
- d) To determine the adequacy, relevance and access to information provided by CA through website, telephone and e-mails.
- e) To determine specific satisfaction level for each of the four categorization of CA external customers.
- f) To determine an overall rating of CA external customers
- g) To identify specific service delivery gaps and provide suitable recommendations.
- h) Satisfaction with adherence to the commitments set out in the external service charter.

- i) To develop a knowledge transfer component that will inform CA staff on the findings, recommendations and strategies. This will be done through a one-day sensitization forum at the Authority.
- j) To determine the overall Customer Satisfaction Index (CSI).
- k) To determine the Quality of Experience from Airtel, Jamii, Safaricom and Telkom Kenya mobile service providers.

2.4 Research questions

The research questions addressed by this survey included:

- a) What is the satisfaction level with regards to: i) Speed of service/product, ii) Quality of service/product, iii) Affordability, iv) Courteousness, v) Information on the service/product, vi) Adherence to commitments set in the service charter, vi) competence of its workforce, vii) physical attributes, viii) accessibility of CA services through telephone, information dissemination and physical address, ix) Responsiveness to customer feedback, and any other attribute?
- b) Are the customers satisfied with CA's complaints management system?
- c) How effective are the customer feedback mechanisms?
- d) Do the website, telephone and e-mails provide adequate and relevant information about CA?
- e) What are the satisfaction levels of licensees, suppliers, partners and affiliates and consumers?
- f) What is the overall level of external satisfaction?
- g) What are the service delivery gaps, recommendations and key strategies?
- h) How will the findings be communicated to CA staff?
- i) What is the Quality of Experience (QoE) from Airtel, Jamii, Safaricom, and Telkom Kenya mobile service providers?

The questions were aimed at determining the overall Customer Satisfaction Index (CSI). However, QoE did not form part of the CSI index based on an earlier decision that the rating here is from ICT users who are not direct customers to the Authority, but to the licensees.

2.5 Significance

Measurements of external customer satisfaction provide information on gaps, recommendation and key success areas to enable the employees to improve in provision of services to the stakeholders. A satisfied customer implies better corporate image to the potential customers and the public.

CHAPTER THREE: SURVEY APPROACH AND METHODOLOGY

3.1 Study design

A mixed methodology that encompasses of both quantitative and qualitative methods was used to respond to the research questions in Chapter Two above. Quantitative methodology was used to provide empirical evidence. This was achieved through personal interviews [Computer Aided Web-based Interview (CAWI), Computer Aided Personal Interview (CAPI) and Computer Aided Telephone Interviews (CATI)]. These were administered using open and closed-ended online questionnaires. Qualitative methodology was used to gather in-depth information and provide a backing to the empirical evidence from the quantitative methodology. This was achieved through Key Informant Interviews (KIIs). Verbatims and discussions were obtained from open-ended questions and KIIs.

3.2 Sampling

Purposive sampling was used to determine sample size for each category. For large populations, the Cochran formula was used to select the respondents for the personal interviews. The Cochran formula is given by:

$$n = \frac{p(1-p)}{\frac{e^2}{z^2} + \frac{p(1-p)}{N}}$$

Where n is the target sample size, N is the population size of category of customer, e is the acceptable sampling error of 0.05, p is the population proportion of 0.05, Z is the value at significance level of 1.96. For the target population that is less than or equal to 10 a census was carried out. From lessons learnt in the previous survey of financial year 2021/2022, the survey tool was sent to all possible respondents, so as to increase the responses to be close enough to the target sample size n . Further, the proposition ensured a maximum sample size of 33% for each of the categories.

If a respondent fell under multiple categories of licenses, he or she was interviewed for all the categories simultaneously. Advanced Microsoft Excel characterized by VLOOKUP, conditional formatting, cross tabulation, sorting and filtering among others was used to clean and merge the respondent's profile. This was useful in ensuring that a respondent is not interviewed twice. The latter was applied to Licensees, Suppliers and Customers served directly by Authority regarding complaints and enquiries. For the Partners & Affiliates, all the regional, international and other partners formed part of the respondents. Consequently, Table 2 shows the sample selection for Licensees, Suppliers, Customers dealing directly with the Authority regarding complaints and enquiries and Partners and Affiliates respectively.

Additionally, a maximum of three KIIs was conducted for each of the sub-categories of the external customers above i.e., Licensees, Suppliers, Partners & affiliates and Consumers served

directly by the Authority regarding complaints and enquiries. These respondents were randomly selected.

Table 2: Licensees target population, sample selected and number of KIIs

Sub-divisions	Target Population	Preferred Sample (33%)	Number of KIIs
TELECOMS			
Major Licensee (CSP, ASP, NFP-T3, BPO, PRS, NFP-T2, DOT KE, E-CSP, GMPCS, IGS, NFP-T1, SCLR and VAS)	1406	464	3
Telecommunication Terminal Equipment Contractors (TEC)	1077	355	3
Telecommunication Technical Personnel (ULF TP)	1398	461	3
POSTAL/COURIER			
Public postal operator licensee	1	1	1
National courier service providers	278	92	3
International courier service providers	59	19	2
BROADCASTERS			
Multimedia Services	537	156	1
FREQUENCY LICENSEES			
FSM licensee	698	230	3

Table 3: Targeted Suppliers, Sampled Suppliers and number of KIIs

Respondent	Target Population	Sample Size	Number of KIIs
Office stationery	71	23	1
Working tools	62	20	1
Creative design services	43	14	1
Office equipment	65	21	1
Computers	94	31	1
Building and repair works	58	19	1
Office furniture	77	25	1
Valuation services	16	5	1
Promotional materials	87	29	1
Uniforms	105	35	1
PPEs	42	14	1
Translation services	3	2	1
Sign language services	4	3	1
Total	727	241	13

Table 4: Targeted – Sampled Consumers dealing directly with authority regarding complaints and enquiries

Respondent	Target Population	Sample Size	Number of KIIs
Customers dealing directly by the Authority regarding complaints and enquiries			
Complaints	585	193	3
Enquiries	170	56	1

Table 5: Target population of general partners and affiliates

Respondent	Target Population	Sample Size	Number of KIIs
General partners and affiliates			
Regional agencies	7	7	1
International Agencies	4	4	1
Other partners	35	35	3

3.3 Data collection

Primary data collection was achieved through online questionnaires (interviews) and KIIs. Online questionnaires were achieved using CAPI, CAWI and CATI that was aided by a Kobo Toolbox (a computer web-based platform). KIIs were administered physically and facilitated by the social experts from SSCL. Data from the online questionnaires was relayed to a central server and a database of KIIs responses from participants were recorded in a Microsoft Excel document. Secondary data collection was achieved through systematic desk review from data sources such as: a) CA Strategic Plan 2018-2023; b) External Customer Service Charter; and c) Previous survey reports on customer satisfaction.

3.3.1 Data collection indicators

The data collection indicators from the survey tools [questionnaires and KIIs] were as follows:

3.3.1.1 Licensees

- a) Awareness of CA mandate
- b) Rating CA performance in executing mandate
- c) Evaluation of CA's core values
- d) Satisfaction with CA's corporate image
- e) CA customer expectations
- f) Awareness of CA's external service charter
- g) Effectiveness of CA in delivering promises in the service charter
- h) Satisfaction with granting of approvals
- i) Satisfaction with how CA handles complaints
- j) Satisfaction with complaints handling mechanisms
- k) Reliability of channels used to obtain information
- l) Satisfaction rating of information received from CA
- m) Satisfaction with quarterly reports
- n) Satisfaction rating of CA commitment to the customer
- o) Satisfaction rating of customer rights
- p) Satisfaction with pricing of CA services
- q) Rating of overall satisfaction with CA in regulating ICT in Kenya

3.3.1.2 Suppliers

- a) Awareness of CA customer service charter
- b) Effectiveness of CA customer service charter

- c) Commitment of CA staff to the service charter
- d) CA corporate image
- e) CA procurement process
- f) Response to queries regarding tenders
- g) Accessibility
- h) Rating of overall CA performance
- i) Rating of overall satisfaction with CA services

3.3.1.3 Consumers dealing directly with Authority regarding complaints and enquiries

- a) Effectiveness of communication channels used to obtain service/information
- b) Satisfaction with responses received from CA
- c) Satisfaction with services received from the departments
- d) Satisfaction with CA discharging its mandate
- e) Satisfaction with CA information handling and communication
- f) Awareness of CA customer service charter
- g) CA commitments
- h) CA customer rights
- i) CA corporate image and reputation
- j) Awareness of the email address chukuahatua@ca.go.ke
- k) Satisfaction with resolution of complaints
- l) Overall rating of CA performance

3.3.1.4 Partners and Affiliates

- a) Satisfaction with CA honoring obligations
- b) Awareness of CA customer service charter
- c) Effectiveness of CA customer service charter
- d) CA corporate image
- e) CA commitments
- f) CA staff attitude
- g) Dissemination of information
- h) Staff knowledge and competence
- i) Record keeping
- j) Accessibility
- k) Complaint handling mechanism
- l) CA performance on ICT regulation

3.4 Data collation, cleaning and analysis

Collation of data involved construction of ordered systems of data from single or multiple sources (desk review, questionnaires and KIIs) from the respondents. Data cleaning was carried out to ensure that the dataset met the following standards; validity, accuracy, completeness, consistency and uniformity. Five-point Likert scale were utilized to scale responses in the

questionnaires. Quantitative data was analyzed using STATA and MS Excel to obtain central tendency. Descriptive statistics were used to summarize the key outcomes in terms of bar graphs and frequency tables. The scoring guide of the satisfaction levels was: Outstanding 90% - 100%, Excellent 80% - 89%, Very good 70% - 79%, Good 60% - 69%, Average 50% - 59%, Poor 40% - 49% and below minimum standard expected 0% - 39%.

3.5 Triangulation of data

Triangulation and corroboration of data from primary and secondary sources was done to provide a comprehensive picture of the customer satisfaction levels that were obtained.

CHAPTER FOUR: DEMOGRAPHICS

This chapter provides demographics for the individual who was interviewed on behalf of the sampled institutions.

4.1 Licensees

The survey incorporated all four categories of licensees, as indicated in Table 6.

Table 6: Sample distribution by type of licensee

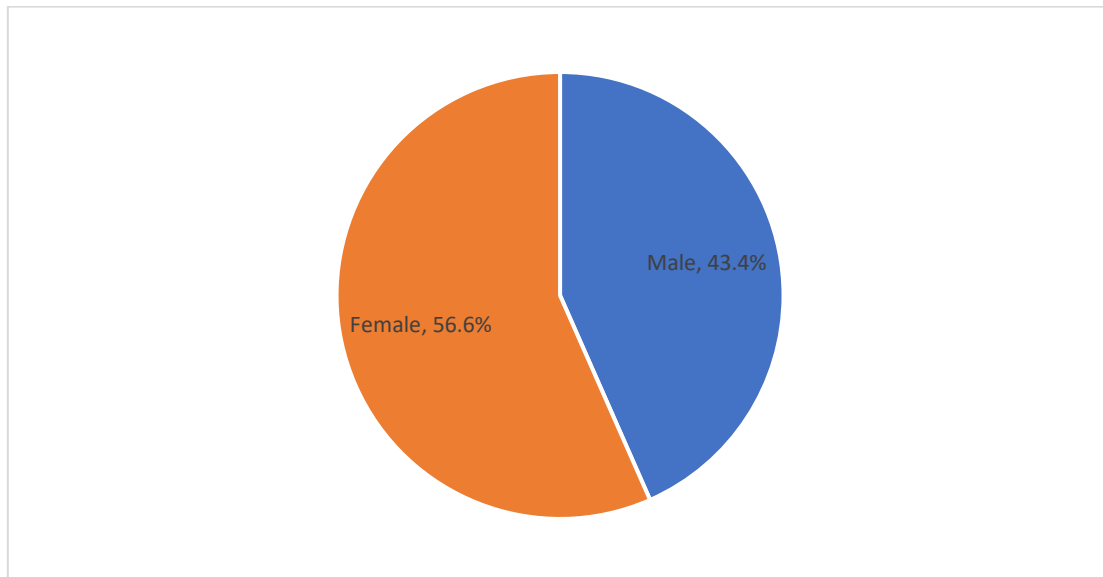
Type of Licensee (Operating from different counties)	Target	Achieved	Percentage (Achieved/Target)
Telecommunications	1280	1024	80.0%
Postal and courier	112	106	94.6%
Broadcasting	156	140	89.7%
Frequency	230	225	97.8%

The representation in telecommunications (80.0%), Postal and courier (94.6%), broadcasting (89.7%), and frequency (97.8%) meets the established minimum standard of 30%, making it suitable for comprehensive analysis. The total numbers of respondents were 1256 however, there were respondents who had more than one type of license.

4.1.1 Sample distribution by gender

The respondents were 53.4% male and 56.6% female as shown in Figure 1.

Figure 1: Sample distribution by gender



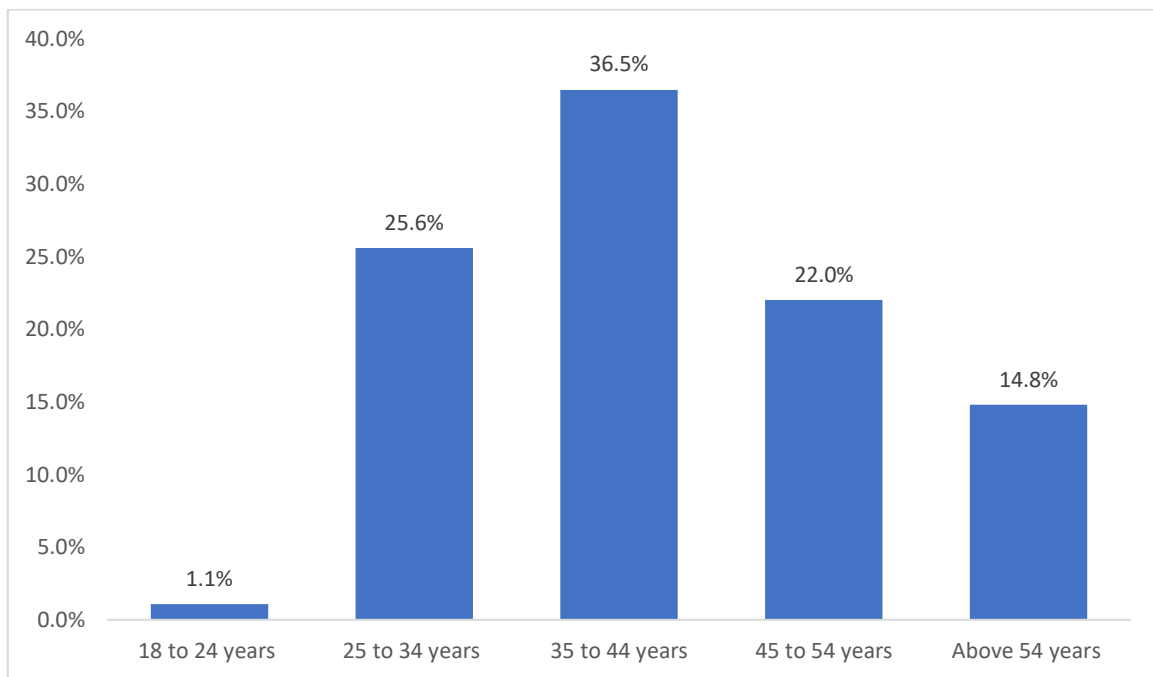
4.1.2 Sample distribution by age

Table 7: Sample distribution by age

Age category	Number	Percentage
18 to 24 years	13	1.1%
25 to 34 years	318	25.6%
35 to 44 years	452	36.5%
45 to 54 years	273	22.0%
Above 54 years	184	14.8%
Total	1241	100%

The study included individuals from a variety of age groups. The largest proportion of participants, at 36.5%, fell within the 35-44-year age range. This was followed by the 25-34-year-olds (25.6%) and the 45-54-year-olds (22.0%). Younger adults (18-24 years) made up 1.1% of the sample, while those above 54 years old comprised 14.8%.

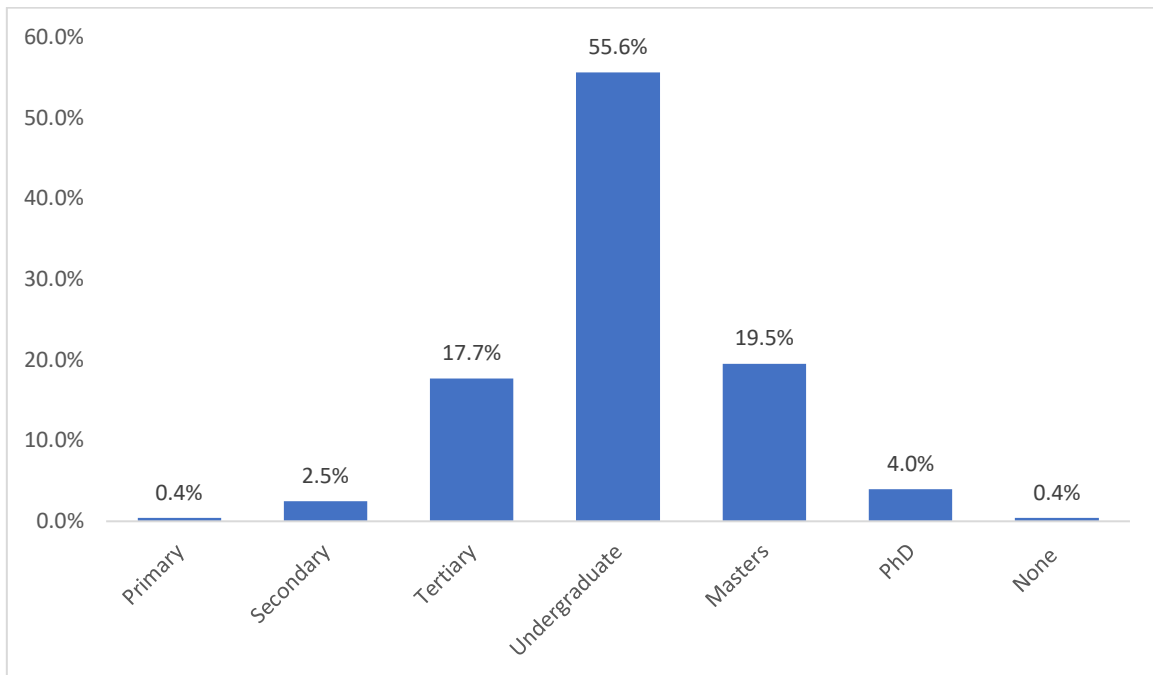
Figure 2: Sample distribution by age



4.1.4 Sample distribution by education level

There was a diverse range of educational backgrounds among the respondents: 0.4% had completed primary education, 2.5% had completed secondary education, 17.7% had attended tertiary institutions, 55.6% held bachelor's degrees, 19.5% held master's degree, 4.0% had doctorate degrees and 0.4% indicated none. See Figure 3 for more details.

Figure 3: Sample distribution by education level



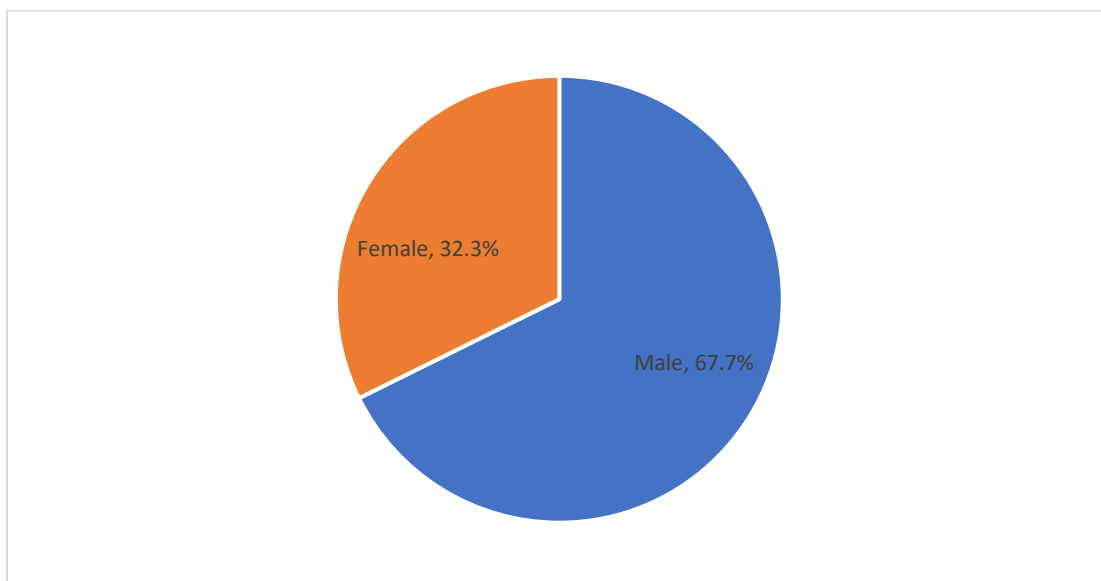
4.2 Suppliers

The survey initially targeted 241 suppliers, but received responses from 213. This number of respondents is considered acceptable for analysis based on current standards.

4.2.1 Sample distribution by gender

The respondents were 67.7% male and 32.3% female as shown in Figure 4.

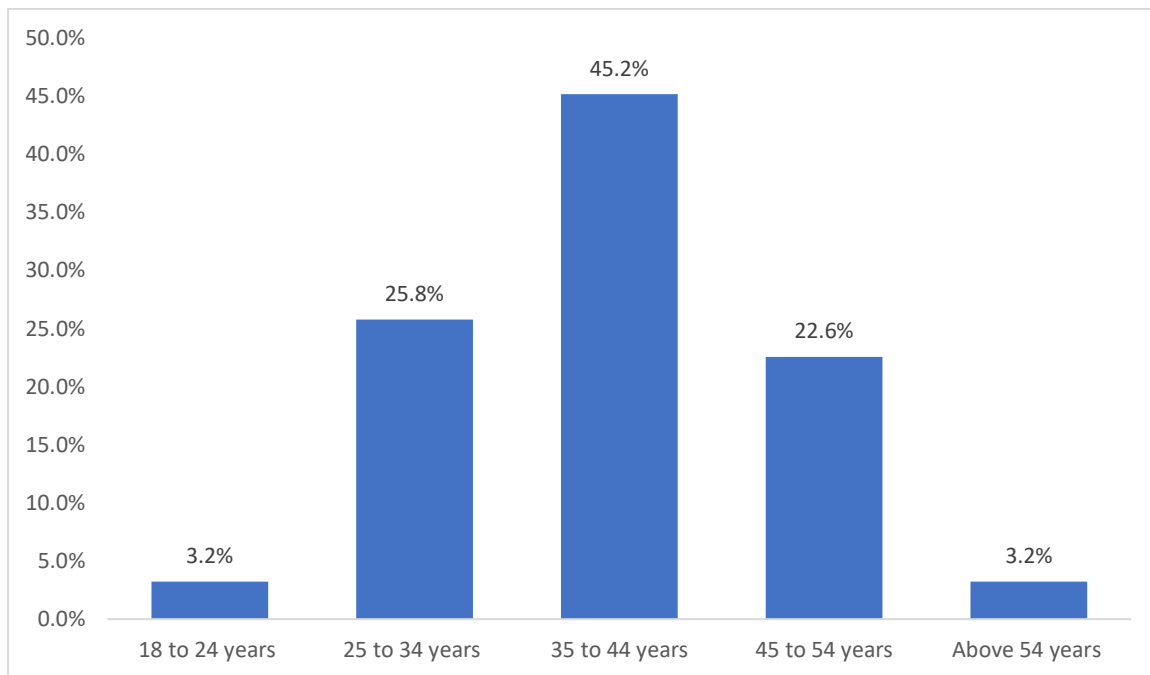
Figure 4: Sample distribution by gender



4.2.2 Sample distribution by age

The sample included all age groups, distributed as follows: 3.2% were aged 18-24 years, 25.8% were aged 25-34 years, 45.2% were aged 35-44 years, 22.6% were aged 45-54 years, and 3.2% were above 54 years. Refer to Figure 5 for details.

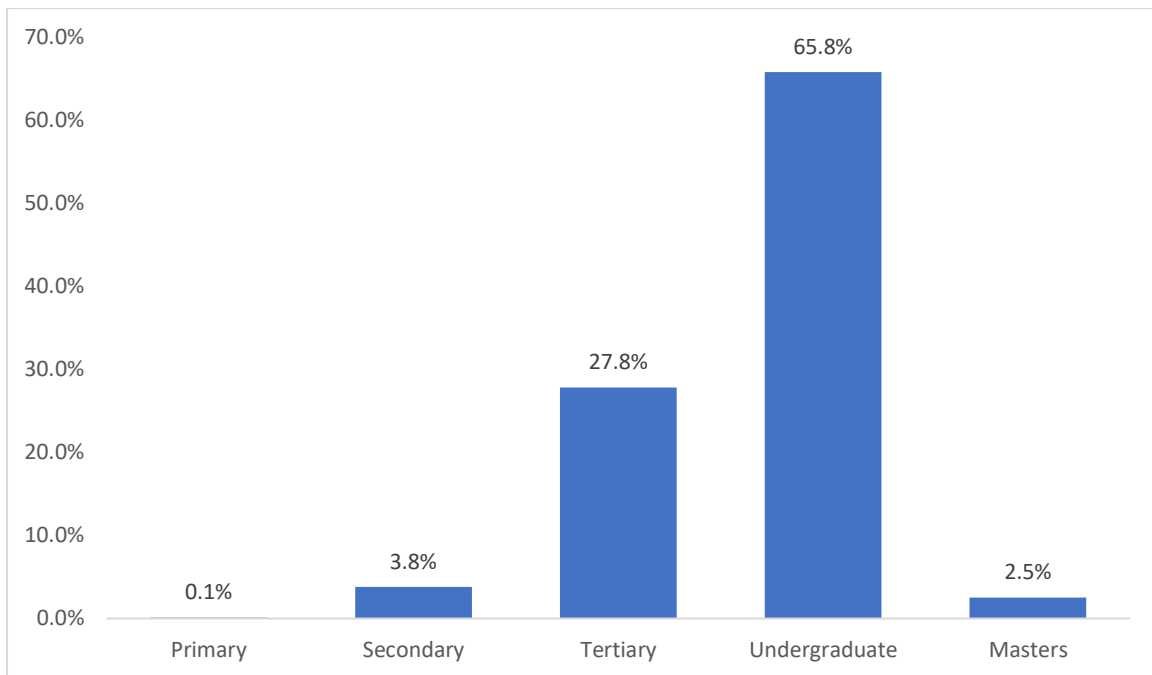
Figure 5: Sample distribution by age



4.2.3 Sample distribution by education level

The respondents had varying levels of education: 3.6% had completed secondary education, 50.0% held bachelor's degrees, 39.3% had attended tertiary institutions, and 7.1% had postgraduate degrees. See Figure 6 for more details.

Figure 6: Sample distribution by education level



4.2.5 Sample distribution by category of supplier

Breaking down the sample by supplier type: 71.0% provided goods, 13.0% offered services, 10.0% supplied both goods and services, and 6.0% supplied goods, works, and services.

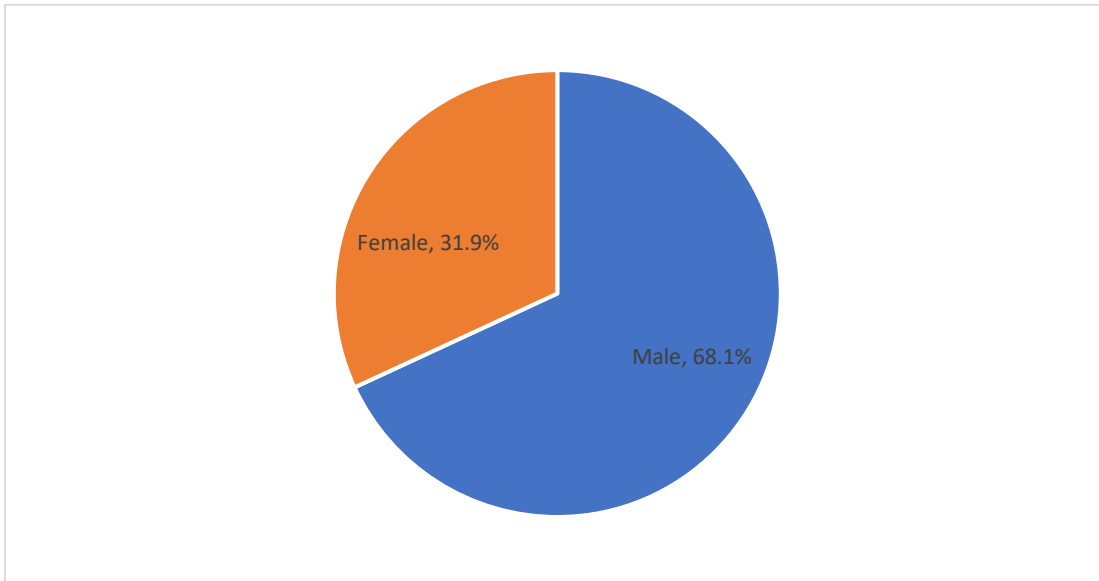
4.3 Consumers dealing directly with Authority regarding complaints and enquiries

The survey initially targeted 249 Consumers dealing directly with authority regarding complaints and enquiries. The achieved sample was 225 individuals, which accounts for about 92.0% of the targeted sample. This percentage meets the acceptable criteria for analysis according to current standards.

4.3.1 Sample distribution by gender

The respondents were 31.9% female and 68.1% male as shown in Figure 7.

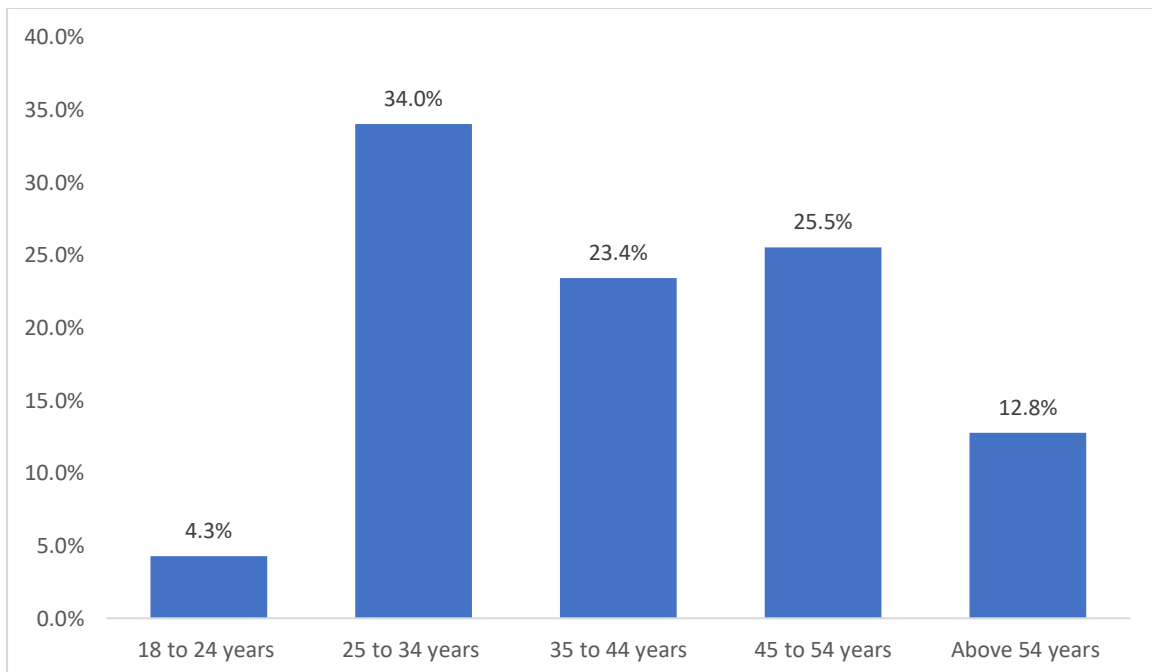
Figure 7: Sample distribution by gender



4.3.2 Sample distribution by age

The breakdown of sample respondents by age is as follows: 4.3% were between 18-24 years old, 34.0% were aged 25-34 years, 23.4% fell within the 35-44 age group, 25.5% were between 45-54 years old, and 12.8% were above 54 years old. See Figure 8.

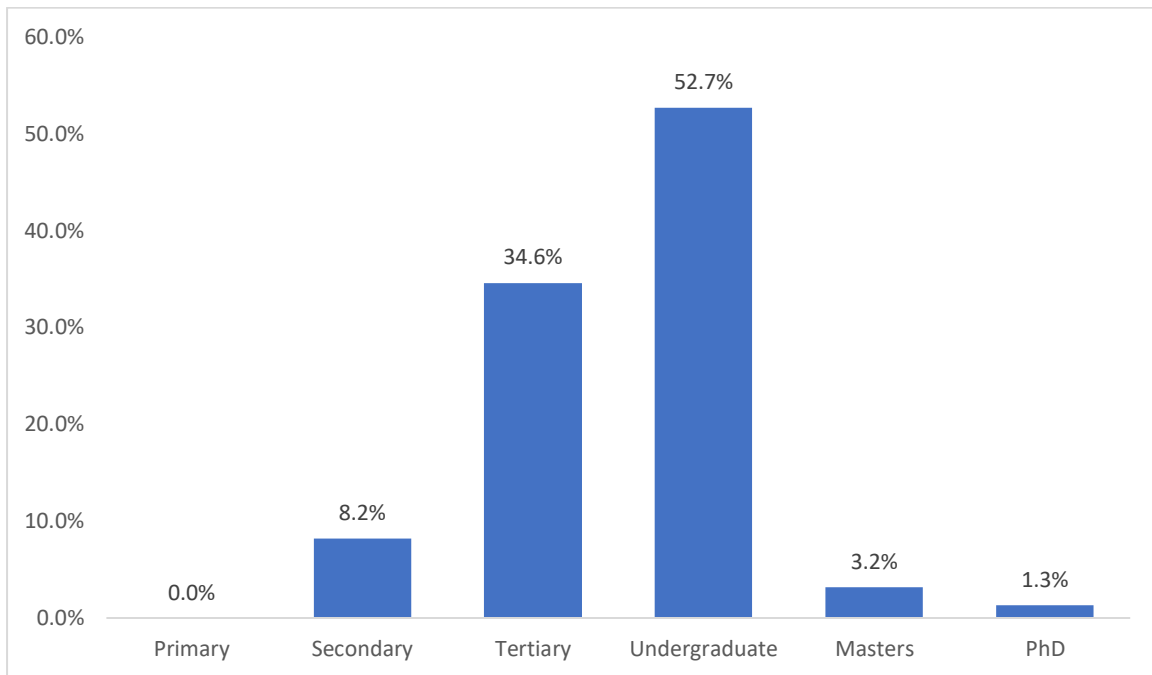
Figure 8: Sample distribution by age



4.3.3 Sample distribution by education level

The distribution of education levels among the sample respondents is as follows: None and Primary both at 0.0%, Secondary at 8.2%, Tertiary at 34.6%, Undergraduate at 52.7%, Masters at 3.2%, and PhD at 1.3%. See Figure 9.

Figure 9: Sample distribution by education level



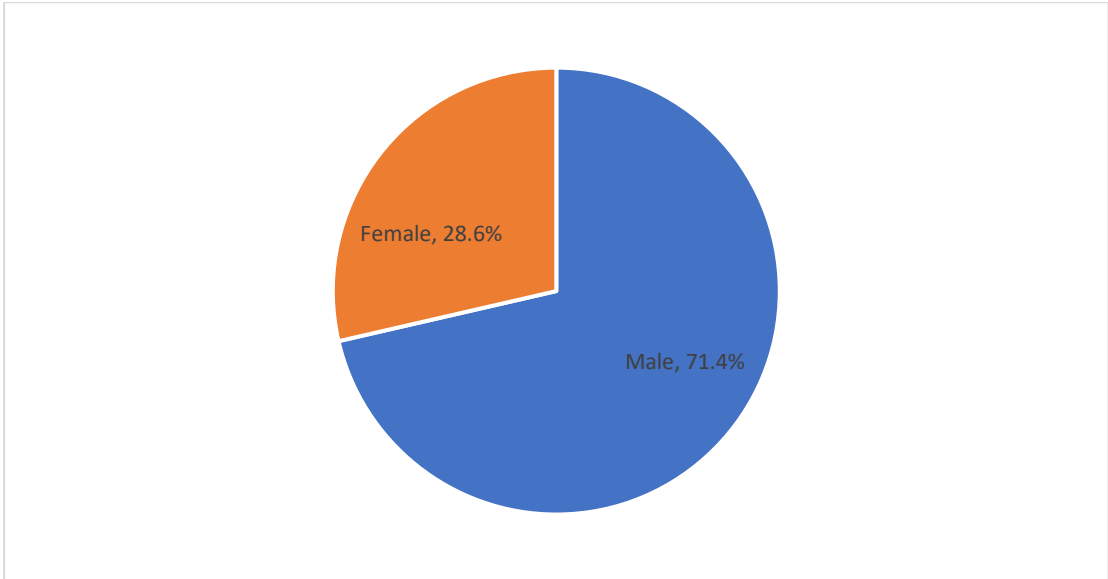
4.4 Partners and Affiliates

The survey aimed to reach 11 partners and affiliates. It successfully gathered responses from 14, which accounts for approximately 127.2% of the target. This percentage meets the acceptable criteria for analysis according to current standards.

4.4.1 Sample distribution by gender

In the surveyed group, 28.6% of respondents identified as female, while 71.4% identified as male, as indicated in Figure 10.

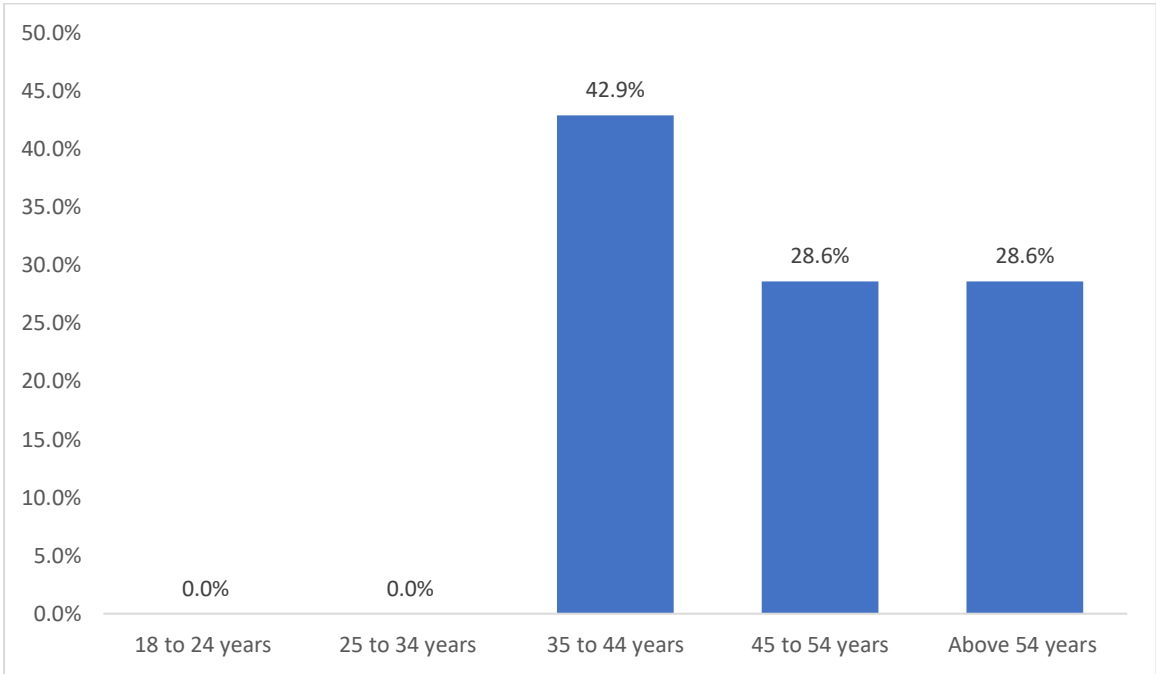
Figure 10: Sample distribution by gender



4.4.2 Sample distribution by age

The survey respondents skewed older, with no participants from the 18-24 age group and 25 to 34 years. Instead, the largest share (42.9%) belonged to 35-44 age group while 45-54 age and above 54 years groups each contributed 28.6% of respondents. See Figure 11 for the age distribution.

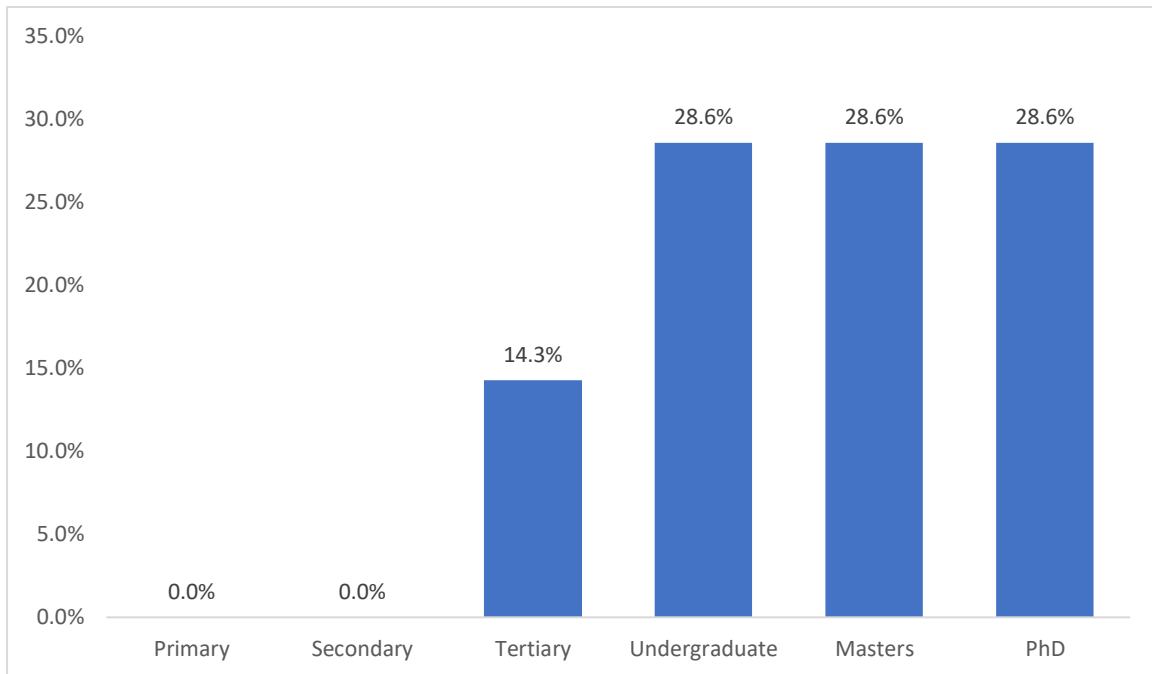
Figure 11: Sample distribution by age



4.4.3 Sample distribution by education level

The survey respondents were highly educated, with 57.2% holding postgraduate degrees, 28.6% having bachelor's degrees and 14.3% having tertiary education. See Figure 12.

Figure 12: Sample distribution by education level



4.5 Quality of Experience

The survey aimed to reach 2400 respondents. It successfully gathered responses from 1984, which accounts for approximately 82.7% of the target. Participants in the survey were segmented based on gender, age group, educational level, county of residence and mobile service provider as indicated below:

4.1 Sample distribution by county

The sample included respondents from all 47 counties, as illustrated in the table below.

Table 8: Sample distribution by county

County	Target sample	Achieved sample
Baringo	34	19
Bomet	44	31
Bungoma	84	69
Busia	45	34
Elgeyo-Marakwet	23*(30)	22
Embu	31	23
Garissa	42	33

Homa Bay	57	45
Isiolo	14*(30)	22
Kajiado	56	44
Kakamega	94	71
Kericho	46	37
Kiambu	122	118
Kilifi	73	63
Kirinyaga	31	25
Kisii	64	53
Kisumu	58	48
Kitui	57	46
Kwale	44	35
Laikipia	26*(30)	19
Lamu	7*(30)	13
Machakos	72	66
Makueni	50	41
Mandera	44	33
Marsabit	23*(30)	20
Meru	78	68
Migori	56	47
Mombasa	61	52
Murang'a	53	46
Nairobi	222	173
Nakuru	109	94
Nandi	45	37
Narok	58	44
Nyamira	31	21
Nyandarua	32	24
Nyeri	38	29
Samburu	16*(30)	17
Siaya	50	40
Taita Taveta	17*(30)	21
Tana River	16*(30)	18
Tharaka-Nithi	20*(30)	20
Trans Nzoia	50	39
Turkana	47	37
Uasin Gishu	59	49
Vihiga	30	27

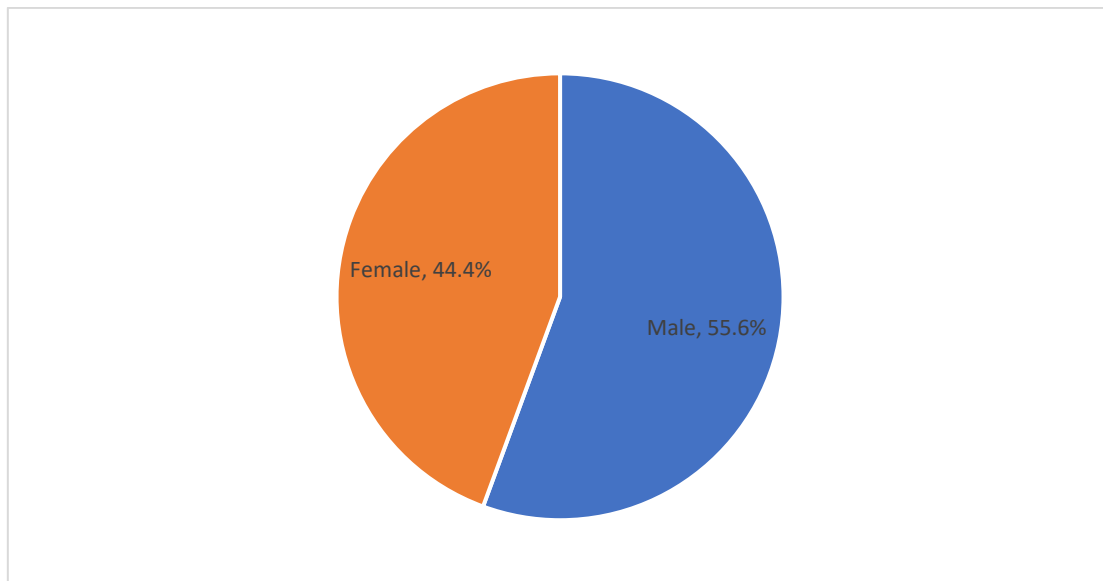
Wajir	39	26
West Pokot	31	25
Total	2400*(2507)	1984

This sample complies with the 30% representation of business to the public.

4.2 Sample distribution by gender

The gender distribution in the sample is illustrated in Figure 1, with a collective representation of 44.4% for females and 55.6% for males.

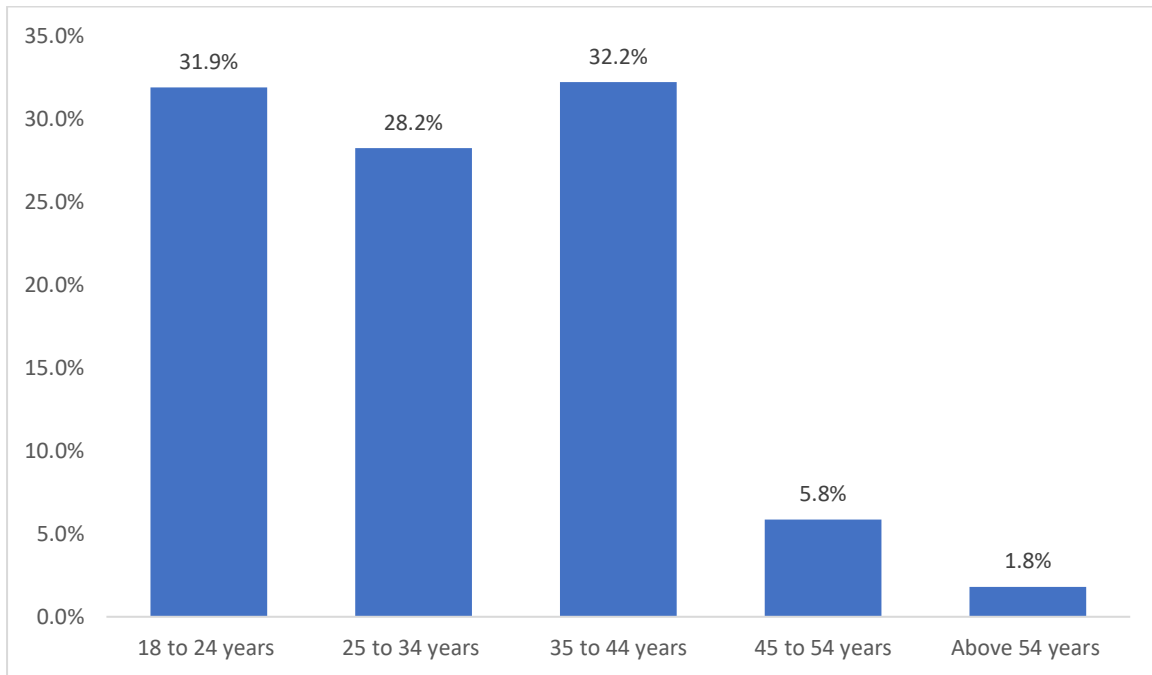
Figure 13: Sample distribution by gender



4.3 Sample distribution by age of the respondent

In respect to the age distribution, all the age groups were represented as shown in Figure 2.

Figure 14: Sample distribution by age group



4.4 Sample distribution by mobile service provider

The distribution of the respondents in the sample based on educational levels is shown in Table 9 and demonstrates the representation of all levels.

Table 9: Sample distribution by mobile service provider

Mobile service provider	No. of respondents	Percentage
Airtel	912	46.0%
Jamii	111	5.6%
Safaricom	1688	85.1%
Telkom Kenya	724	36.5%

4.5 Sample distribution by mobile service provider and subscription type

The sample distribution shows that most Safaricom users are on prepaid (46.1%) and postpaid (27.4%) plans. Airtel has a higher percentage of prepaid users (34.6%) compared to postpaid (15.1%). Telkom Kenya has 9.6% prepaid and 5.0% postpaid users, while Jamii has the fewest subscribers, with 7.7% prepaid and 1.3% postpaid.

Table 10: Sample distribution by mobile service provider and subscription type

Provider	Prepaid	Postpaid	None
Airtel	34.6%	15.1%	50.3%
Jamii	7.7%	1.3%	91.0%
Safaricom	46.1%	27.4%	26.5%
Telkom Kenya	9.6%	5.0%	85.4%

CHAPTER FIVE: SURVEY FINDINGS

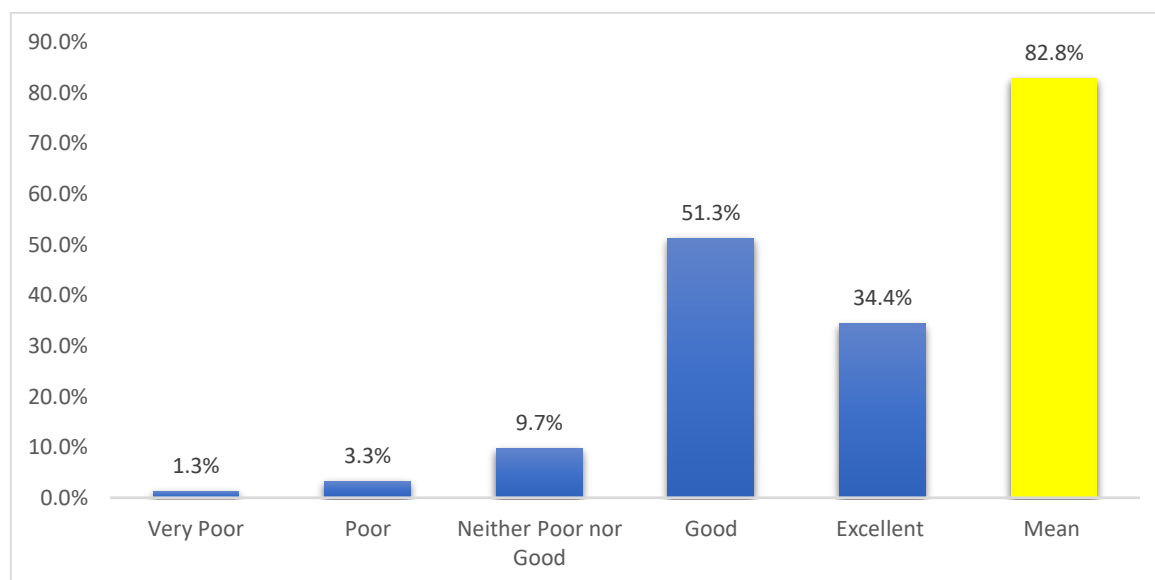
5.1 Licensees

5.1.1 Telecommunications

5.1.1.1 Evaluation of awareness on CA's mandate

The level of awareness among respondents in the telecommunications license category regarding the functions of the Communications Authority (CA) as the ICT regulator was evaluated using a 5-point rating scale, where 1 indicated "Very Poor" and 5 indicated "Excellent." The survey results indicate a strong awareness of the Communications Authority of Kenya's (CA) mandate among respondents, with 85.7% rating their knowledge as either "Good" (51.3%) or "Excellent" (34.4%). Only a small percentage rated their understanding as "Very Poor" (1.3%) or "Poor" (3.3%), while 9.7% were neutral. The overall mean score of 82.8% reflects a generally high level of knowledge regarding CA's role as Kenya's regulatory authority for the communications sector.

Figure 15: Awareness on CA's mandate



The feedback on the Communications Authority of Kenya's (CA) success in creating awareness of its mandate reveals a mixed response. While many respondents believe CA has been effective, with several affirming its efforts ("Yes," "Reasonably well," "Fairly," "Successful"), there is also significant feedback indicating areas for improvement. Some respondents highlighted a lack of sufficient public awareness and the need for more targeted outreach and regular engagement, particularly through media and training initiatives. Additionally, concerns were raised about CA's visibility and effectiveness in reaching specific groups, such as people with disabilities and the general public, suggesting that while progress has been made, more comprehensive efforts are needed.

"... Not as much online via trainings....."

"...They can do better...."

"... Yes, but there is need to create more visibility...."

"...It needs to create more awareness by regulary engaging all stakeholders in matters communications and related services....."

"Yes. The authority has reached to community networks. Offer awareness during Kenya summit of community networks and follow-up with calls."

"...There might be inadequate media coverage highlighting the CA's roles and achievements, leading to a lack of widespread public knowledge....."

"...No. Still there is a group not fully covered. (PLWD)...."

"...Yes, through the stakeholder meetings....."

"...Yes, they have but there is space for improvement...."

"...The awareness is there but not at a scale of being satisfactory...."

"...Awareness has been okay but room exists for improvement...."

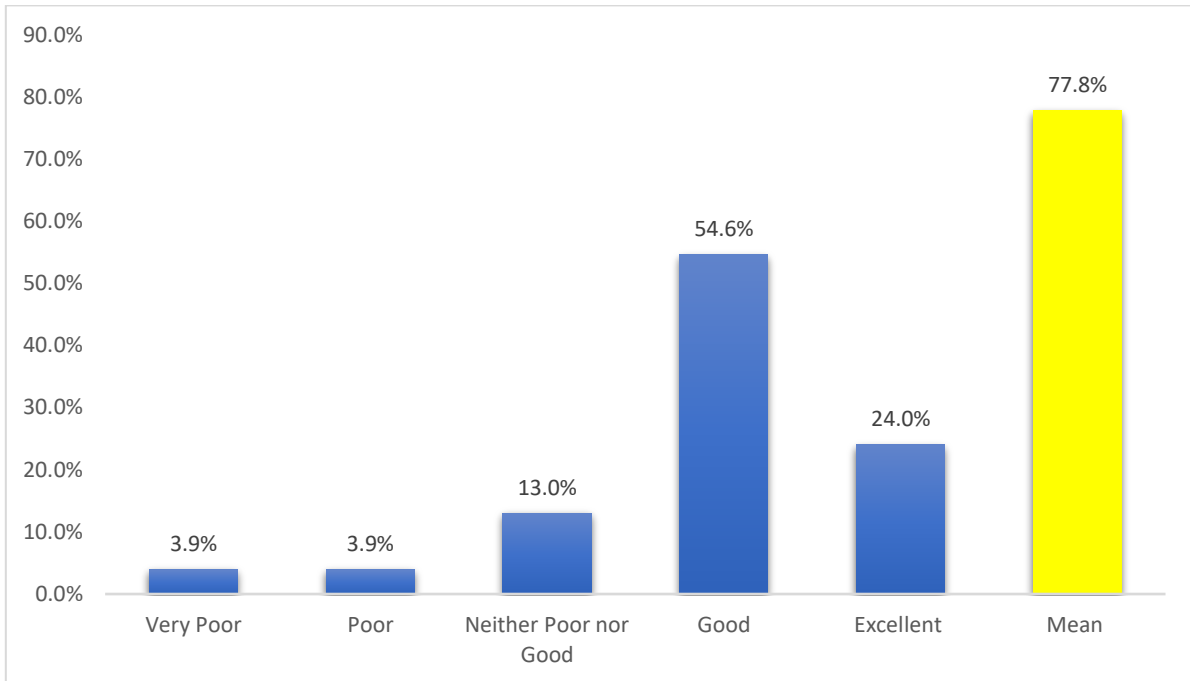
"...among the industry yes but to general public no."

"...Not in my opinion, I believe they can do better...."

"...Yes, on their website and online...."

The assessment of the Communications Authority of Kenya's (CA) performance in executing its mandate across telecommunications, broadcasting, multimedia, e-commerce, and postal/courier services shows generally positive results. A significant majority of respondents rated CA's performance as "Good" (54.6%) or "Excellent" (24.0%), while a smaller percentage rated it as "Very Poor" (3.9%) or "Poor" (3.9%). With a mean score of 77.8%, the findings suggest that CA is largely perceived to be fulfilling its mandate effectively, though there is room for improvement.

Figure 16: Rating CA performance in executing its mandate



The feedback on the Communications Authority of Kenya's (CA) success in executing its mandate presents a mixed perspective. While a majority of respondents believe that CA has been successful, with many acknowledging its efforts, there is a consensus that there is room for improvement. Some respondents noted areas where CA could do better, particularly in enhancing consumer awareness, protection, and independence from political influence. A few respondents expressed concerns about specific issues, such as scamming and the handling of unlicensed operators, indicating that while CA has made strides, its performance is not yet fully satisfactory to all stakeholders.

“... They have tried but yet to achieve much.....”

“...They need to do more.....”

“...Room for improvement.”

“... To some extent yes, but below average....”

“...They have tried but yet to achieve much....”

“...They need to do more.....”

“...I don't think so, scamming would be unheard of and flashing of stolen phones should have been stopped long ago.....”

“...CA is compromised. They are not authentic and they are easily swayed by the political class in matters affecting public policy....”

“...they seem to not grasp their role as an independent institution when the government piles pressure, like with threatening to sanction Media houses who covering protests....”

“...Yes but needs to do more on consumer insight, awareness and protection....”

“...issuing licenses yes. time frame not enough....”

“...There has been a notable improvement in turnaround times for license processing and communication. Customer service personal are client friendly and patient.”

“...no.we have very many unlicensed operators.....”

“...Yes, success has been there, but i believe they can do more....”

5.1.1.2 Evaluation of CA's core values

The assessment of the Communications Authority of Kenya's (CA) adherence to its core values shows generally positive feedback, with an overall average score of 75.0%. Integrity received the highest rating with a mean of 81.0%, followed by Excellence at 76.9%. Agility (72.6%), Innovation (71.5%), and Inclusion (73.1%) were rated slightly lower, indicating areas for potential improvement. Overall, respondents recognize CA's efforts in living up to its core values, though some aspects could benefit from further enhancement.

Table 11: Evaluation of Core Values

Core Value	1	2	3	4	5	Dk	MEAN
Integrity	2.0%	4.6%	13.6%	42.2%	33.8%	3.8%	81.0%
Innovation	3.9%	12.3%	24.0%	39.0%	18.8%	2.0%	71.5%
Inclusion	3.3%	8.4%	24.0%	40.3%	18.2%	5.8%	73.1%
Agility	2.0%	11.0%	24.0%	44.2%	16.2%	2.6%	72.6%
Excellence	2.0%	6.5%	21.4%	44.2%	24.7%	1.3%	76.9%
Average							75.0%

The responses in the additional comments indicate that while many believe the CA (Communications Authority) is fulfilling its core values, there is significant room for improvement. A majority expressed confidence in the CA's performance but noted areas such as innovation, transparency, and consumer protection that require further attention. Some respondents were uncertain, with a few highlighting dissatisfactions with specific aspects like

market fairness and licensing processes. Overall, the feedback is mixed, leaning towards a generally positive but cautious outlook.

“... Room for improvement.....”

“...They can do better.....”

“...The CA should provide clear and accessible information about its policies, decisions, and performance. If the CA regularly publishes detailed reports and engages in open....”

“... Only partly because they have to wake up and protect the consumers by making it mandatory for the Telcos to compensate consumers.....”

“...Not to the best of their abilities....”

“...some but not all. Most is left behind or ignored.....”

“...Yes, but, could improve.....”

“...Not to satisfaction....”

“...Yes, but on follow up on companies without licenses am not sure....”

“...On innovation, licensing renewal should be based on a portal where licensees verify details and fill in/upload missing details. Current process involves too much repetitive paperwork.....”

“...Yes though more innovation is required....”

“...Below average. Slow to innovate and see into the future.....”

“...no.the market has unfair competition.....”

“...This is work in progress by the Authority. Positive movement noted....”

5.1.1.3 Satisfaction with CA's corporate image

The findings reveal a generally positive perception of CA's corporate image, with high levels of trust (80.5%), confidence in staff and management (79.7%), reliability (77.7%), and professionalism (80.4%). CA's reputation is also viewed favorably (77.2%). However, perceptions of innovation (72.0%) and involvement in corporate social responsibility (73.1%) are somewhat lower. Overall, the average confidence rating across all aspects is 77.2%, indicating a solid but improvable corporate image.

Table 12: Satisfaction with corporate image

Role	1	2	3	4	5	DK	MEAN
CA is an organization I can trust	2.6%	3.3%	13.6%	49.4%	30.5%	0.7%	80.5%
I have confidence in CA's staff and management to execute its mandate	3.3%	5.2%	11.7%	48.7%	30.5%	0.7%	79.7%
CA is an innovative organization	5.8%	6.5%	24.0%	45.5%	15.6%	2.6%	72.0%
CA is reliable	2.6%	5.8%	16.9%	50.0%	24.7%	0.0%	77.7%
CA professionally discharges its mandate	2.6%	2.6%	14.9%	46.8%	29.9%	3.3%	80.4%
CA has a good reputation	2.6%	7.1%	16.9%	46.8%	25.3%	1.3%	77.2%
CA is involved in corporate social responsibilities activities	2.6%	7.8%	22.1%	35.1%	16.2%	16.2%	73.1%
Average							77.2%

The feedback on CA's corporate image is generally positive, with many praising its trustworthiness, professionalism, and responsiveness. However, there are calls for increased public engagement, visibility, and innovation. Recommendations include improving customer service, enhancing inclusivity, digitizing processes, and being more proactive in enforcing regulations. Some respondents noted concerns around delayed licensing, political influence, and insufficient action against unlicensed operators. There is also a push for greater public awareness, CSR involvement, and transparency in CA's operations. Overall, CA is seen as reliable, but there is room for growth in public presence and efficiency.

“...Engage more and publicize your engagement....”

“...The critical mandate of CA is to protect the consumer on which they ste terribly failing. The consumer in this regime is being exploited seriously....”

“...Trustworthy organization which clients can rely on....”

“..... CA provides Licenses on time and quick feedbacks for your enquiry...”

“...Responsiveness -Address feedback and concern promptly...”

“..... As an organization they have been improvingl.”

“.....They need to increase their Kikao forums.....”

“.....To be innovative, not only to make follow-up on the existing infrastructure but create new opportunities. Also.... ..”

“.....Engage stakeholders continuously and take regular feedback..... ..”

“.....Devolve their CSR activities to the grass roots..... ..”

“.....The CA's efforts to publish reports and engage with stakeholders through various channels have enhanced its image as a transparent and accountable organization. This has fostered trust and credibility among the public and industry players. Customer Service Excellence: I can recommend to continuously improve on customer service by streamlining processes, reducing response times, and enhancing the accessibility of support services will reflect positively on the CA's commitment to serving its stakeholders efficiently..... ..”

*“..... * It's corporate image is very excellent..... ..”*

“..... Continued participating more on CSR..... ..”

“.....Increase public presence and visibility..... ..”

“.....It's image is good..... ..”

“.....you should be able to sponsor training courses in telecommunication and AV integration..... ..”

“.....Make statutory decisions without being swayed by political class like disconnection of TV and Internet services during unrest..... ..”

“..... CA should hold public forums and or roadshows to expose their mandates to the public..... ..”

“.....CA Should strive to be felt at the grassroots”

“.....Improve on quick service delivery and digitization of processes..... ..”

“.....CA needs to be more visible to the public and consumers at large..... ..”

“.....CA can help its Regional branches to be as active as the headquarters..... ..”

“.....They have maintained the cooperate image..... ..”

“.....As an organization is good but people in it have started corruption, tribalism and who knows who thing..... ..”

“.....Do more sensitization to CA mandate in this country and to CSR..... ..”

“.....I will highly request the CA mandate in regulation of the sector. we have many unlicensed operators in the sector and I recommend regular routine inspections at least to protect the compliant parties. The process of renewal of this license should be done online to ease the congestion of every one coming to your main office for renewal of license..... ..”

“..... CA has a very professional corporate image..... ..”

“.....There is very little branding activities about CA..... ..”

5.1.1.4 CA customer expectations

The survey results revealed that satisfaction with CA's performance in meeting customer expectations was at 76.2%. The highest ratings were for the timely issuance of licenses (77.0%) and management of spectrum, numbering and addressing resources (76.2%). Lower ratings were observed in areas such as managing the Universal Service Fund (70.2%) and management of competition (69.8%). Overall, while CA is generally viewed as effective, there is room for improvement, particularly in resource management, competition regulation, and consumer protection.

Table 13: CA customer expectations

Statement	1	2	3	4	5	DK	MEAN
CA provides timely issuance of licenses and regulation of all systems and services in the ICT sector	7.8%	11.7%	10.4%	43.5%	25.3%	1.3%	73.6%
CA prudently manages spectrum, numbering and addressing resources	0.7%	2.6%	15.6%	41.6%	18.2%	21.4%	76.2%
CA timely type of approves/type accepts ICT equipment.	2.0%	0.7%	20.1%	36.4%	18.8%	22.1%	77.0%
CA protects consumer rights within the ICT sector	4.6%	4.6%	22.7%	37.7%	22.7%	7.8%	75.4%
CA prudently manages competition in the sector	6.5%	9.7%	22.7%	36.4%	14.3%	10.4%	69.8%
CA prudently regulates retail and wholesale tariffs for ICT services	3.9%	8.4%	18.2%	35.1%	16.9%	17.5%	73.2%
CA prudently manages and administers the Universal Service Fund	2.6%	6.5%	23.4%	31.8%	11.7%	24.0%	70.2%
CA prudently monitors activities of licensees to ensure compliance to license terms and conditions.	6.5%	3.9%	11.7%	46.8%	24.0%	7.1%	74.0%
CA prudently manages cyber security	5.8%	8.4%	18.2%	33.1%	19.5%	14.9%	73.6%
Average							76.2%

The feedback highlights several key expectations from CA, including the need for faster, fully automated processes for licensing and renewals, with many expressing frustrations over delays. There is also a strong call for better enforcement against unlicensed operators, improved consumer protection, and enhanced cybersecurity measures. Respondents recommend increased transparency, responsiveness, and public engagement, as well as more regional offices for greater accessibility. Suggestions include more support for licensed players, fair competition, and regular updates of the licensee register to ensure accountability and efficiency in the sector.

“.....Application, renewal and issuance of licenses takes 3months which is unreasonable.....”

“..... Performance is below expectations...”

“..... To keep serving their clients with their very good clientele....”

“... Being an ICT regulator, issuance of certificates needs to be fully automated and digitized to attain prompt service delivery.....”

“...To fully automate issue of license. ... ”

“There are a lot of third-party unlicensed operators providing communication and internet services in Kenya. CA seems helpless on enforcement”

“... Check regulate for healthy competition in the market....”

“... CA should manage and protect licensee from cannibalization through unethical tactics such as teleco undercutting PRSP licensees”

“...Process for yearly renewal should be made easy and faster...”

“...Improve on licensing procedures, especially license renewal. No clear directions on how to make payment...”

“...CA responds very quickly on certificates application...”

“...More support for licensees vs protecting consumer rights....”

“...Protection of consumers!!!! This must be done for all victims of scammers and have compensated....”

“...CA should be authentic and not being used for political gain. ...”

“...Improve on Feedback...”

“...Renewal of technical licenses should be a one-off exercise....”

“...CA to increase more branches besides the Regional branches...”

“...More could be done inn cyber security...”

“...Provide more personalized relationship services...”

“...They should improve on the Mpesa payment channel...”

“...Make cyber security by companies a priority. Especially loan apps....”

“...Need to look at starlink - as they are really affecting us local company’s...”

“...Timely issuance of licensees is required...”

“...To see CA fully move to Digital space and eliminate the paperwork....”

“...manage and keenly monitor that license holders actually do the jobs....”

“...They should protect consumers on fake ICT equipment, stops monopoly in telecommunication industry, regulate tariff prudently...”

“...CA need to wake up and be more active in enabling technology innovation investment and expansion in the country...”

“...licenses application and issuance should be done online...”

“...We need to have at least one CA office in every county to easy its operations and this will help in managing any matter arising from the county levels...”

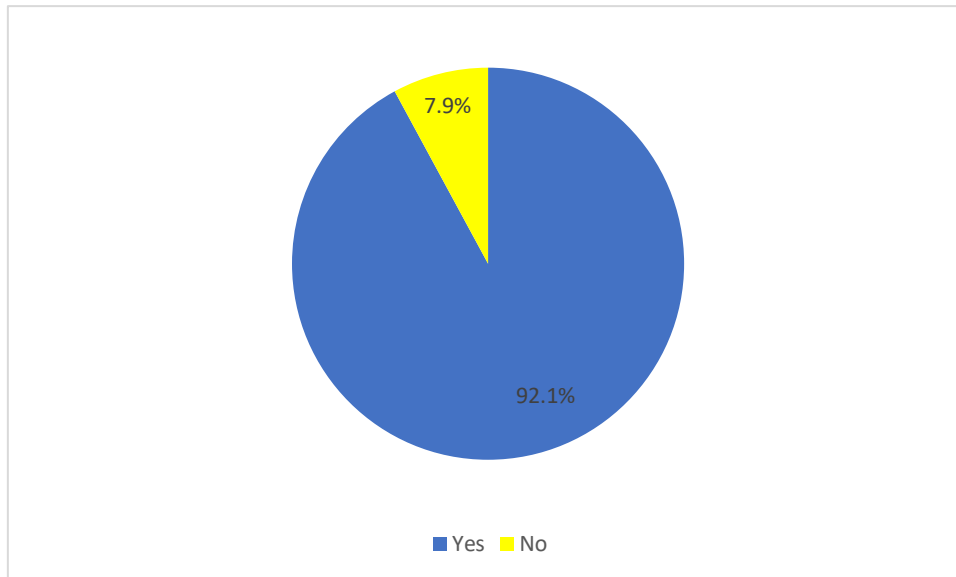
“...CA should have capability to prevent cyber bullying...”

“...Keep ISPs on Check to protect consumers from unreliable and unregulated small players especially in-home internet provision....”

5.1.1.5 Evaluation of awareness of CA's external customer service charter

The findings show that a significant majority (92.1%) of respondents are aware of CA's External Customer Service Charter, while a small portion (7.9%) are not. This indicates strong overall awareness of the charter among CA's customers.

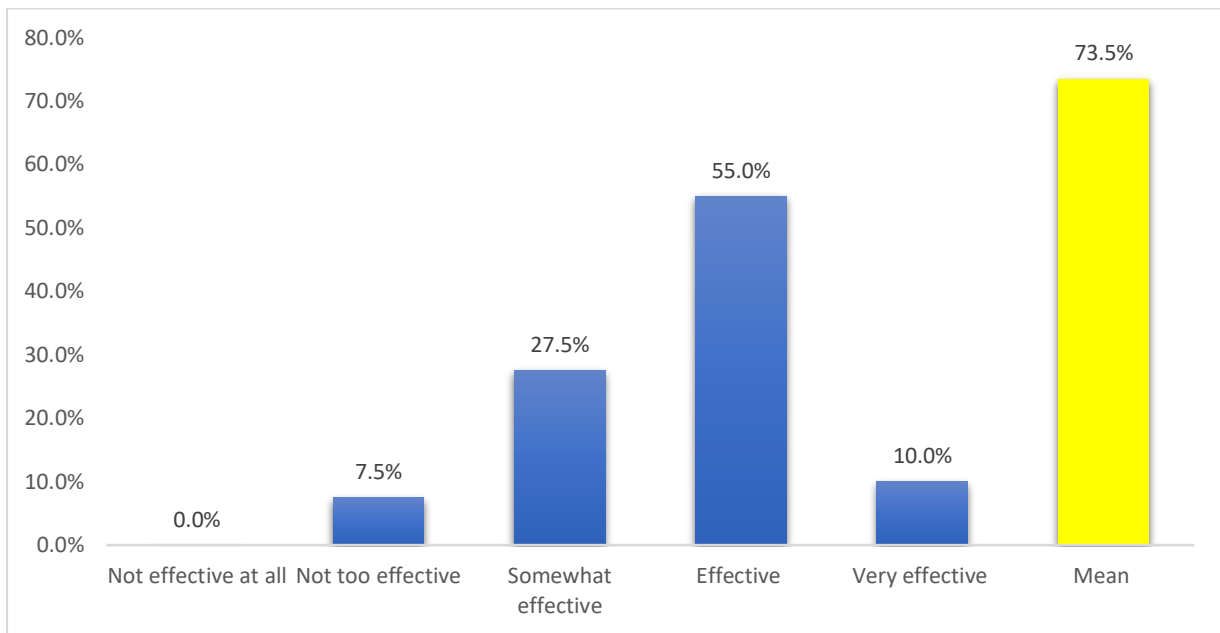
Figure 17: Awareness of CA's external customer service charter:



The majority of respondents became aware of CA's External Customer Service Charter through posters at CA headquarters (52.5%) and the CA website (44.0%). Other notable sources of awareness include fliers or brochures (32.5%), social media (30.0%), print media (20.3%), and broadcast media (15.0%). A smaller percentage learned about it through CA forums such as conferences and roadshows (12.5%), while 2.5% cited other sources. This suggests that physical materials and online platforms are the primary channels of communication.

The findings show that 65% of respondents rate CA as either effective (55%) or very effective (10%) in delivering on its service charter promises. Meanwhile, 27.5% find CA somewhat effective, and 7.5% view it as not too effective. No respondents rated CA as not effective at all. With a mean score of 73.5%, the results suggest that most customers view CA's service delivery positively, though there is room for improvement.

Figure 18: Effectiveness of CA in delivering promises in the service charter



5.1.1.6 Satisfaction with granting approvals

The findings show that 52.5% of respondents sought approval from CA in the last year, while 47.5% did not. This suggests a significant proportion of respondents have engaged with CA for approvals within the past year. Among respondents who sought approval from CA in the last year, 66.7% sought approval for interconnection agreements, 23.8% for tariffs, and 14.3% for promotion and special offers. This indicates that interconnection agreements were the most common type of approval sought. The findings indicate a moderate level of agreement regarding the timeliness of CA's approval processes. Interconnection agreements scored a mean 77.2%. Promotions and special offers had a mean score of 73.8%. Lastly, approval of tariffs within 3 days after application had a mean score of 79.8%. The overall average rating for the approval processes is 76.9%.

Table 14: Satisfaction with handling approvals

Statement	1	2	3	4	5	DK	MEAN
CA approves interconnection agreements between service providers within 14 days	3.7%	3.7%	22.2%	22.2%	29.6%	18.5%	77.2%
CA approves promotions and special offers within 3 days	0.0%	11.1%	18.5%	25.9%	18.5%	25.9%	73.8%
CA approves tariffs within 3 days after application	0.0%	7.4%	18.5%	29.6%	18.5%	29.6%	79.8%
Average							76.9%

The feedback on the speed of handling approvals suggests that there are concerns about delays, particularly for radio frequency approvals, which can take over three months. Respondents emphasize the need for automation in license renewal notifications and service handling to improve efficiency. While some respondents felt that approvals are generally handled well, there is a call for CA to adhere strictly to approved timelines and enhance engagement and accountability, especially regarding the Universal Service Fund (USF). Overall, automating services and adhering to timelines are highlighted as key areas for improvement.

“...takes more than 3 months especially radio frequency VHF....”

“.....Automate services....”

“..... CA needs to automate license renewal notifications....”

“..... USF funds needs to be felt more and there should be proper accountability of the funds. The licensees should have a direct say/benefit from the investments done with the USF....”

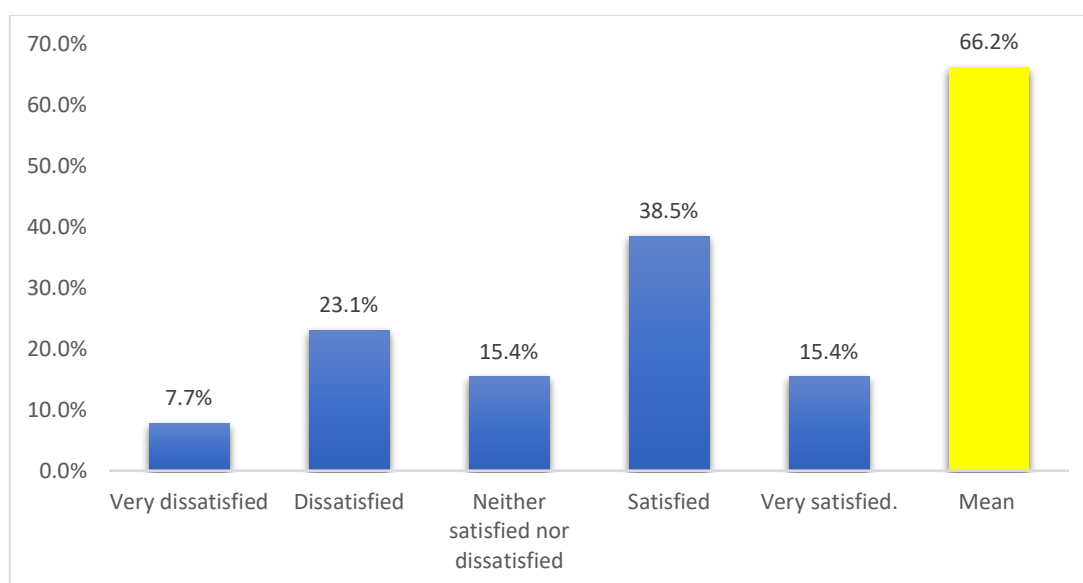
“..... They should stick to the approved timelines....”

5.1.1.7 Satisfaction with complaints handling mechanisms

The findings reveal that 63.3% of respondents have filed a complaint with CA in the last year, while 36.7% have not. This indicates that a majority of respondents have engaged with CA's complaint process over the past year. The complaints covered a range of issues including fraud by staff requesting money for license processing, frequency interference, and delays in license issuance. Other complaints involved unhealthy competition with non-compliant operators, inaccuracies in license information on the website, and competition tampering with telecommunication equipment. Additionally, some complaints highlighted ongoing issues that have not yet been addressed. The majority of complaints filed with CA were submitted through email (75%), followed by telephone calls (61.5%), and physical visits (38.5%). This indicates that digital communication channels are the most commonly used by customers to raise their concerns.

The handling of complaints by CA received varied feedback. While 38.5% of respondents were satisfied and 15.4% were very satisfied, a significant portion expressed dissatisfaction, with 23.1% dissatisfied and 7.7% very dissatisfied. Additionally, 15.4% remained neutral. The overall satisfaction mean score was 66.2%, indicating room for improvement in complaint resolution.

Figure 19: Satisfaction with how CA handles complaints



The survey results on CA's complaint resolution process indicate mixed feedback. Regarding the resolution of complaints within 30 days, 46.2% of respondents either agreed or strongly agreed, with a mean score of 63.1%. For resolving frequency interference issues within 14 days, the agreement rate was higher, with 46.2% agreeing or strongly agreeing, resulting in a mean score of 69.3%. The average overall score for complaint resolution stands at 66.2%, suggesting moderate satisfaction but highlighting areas for improvement.

Table 15: Satisfaction with complaints handling mechanisms

Statement	1	2	3	4	5	MEAN
CA provides resolution of complaint within 30 days	15.4%	15.4%	23.1%	30.8%	15.4%	63.1%
CA provides resolution on frequency interference within 14 days	7.7%	46.2%	15.4%	30.8%	15.4%	69.3%
Average						66.2%

The comments on CA's resolution of complaints and frequency interference cases suggest a need for improvement in response times, particularly with email communication. Several participants emphasized the importance of creating an online licensing system to enhance efficiency. There is a clear recommendation for CA to expedite the complaint resolution process and adhere to established timelines.

“...They need to be effective as they take time to respond to emails or don't respond at all....”

“..... Complain resolution should not take long....”

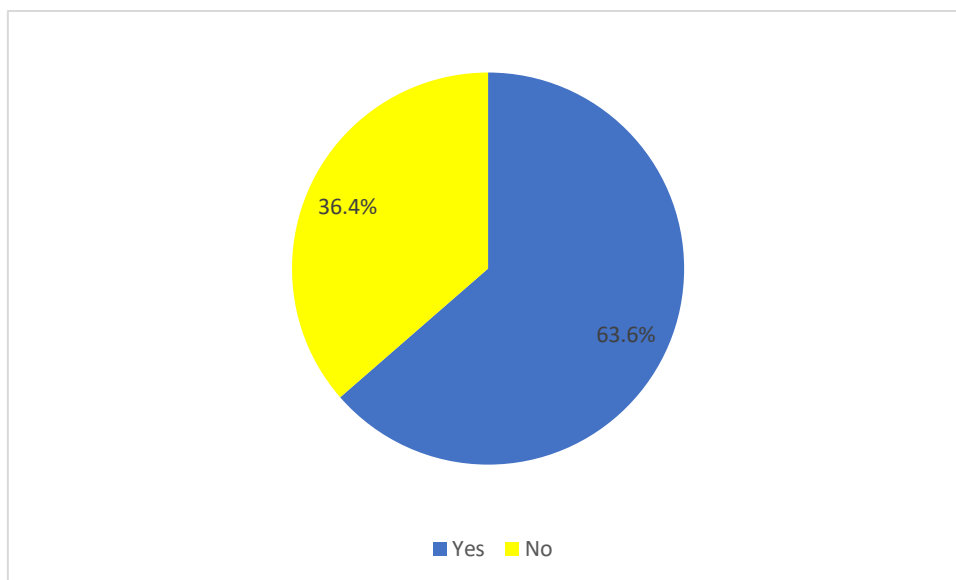
“..... Kindly keep timelines....”

“..... CA must create an online licensing system....”

5.1.1.8 Satisfaction with handling information and communication

In the past year, 63.6% of respondents indicated they had made an enquiry with the Communications Authority (CA), while 36.4% had not. This shows a majority of participants engaged with CA for information or assistance.

Figure 20: Enquiries to CA in the last year



a) Reliability of channels used to obtain information from CA

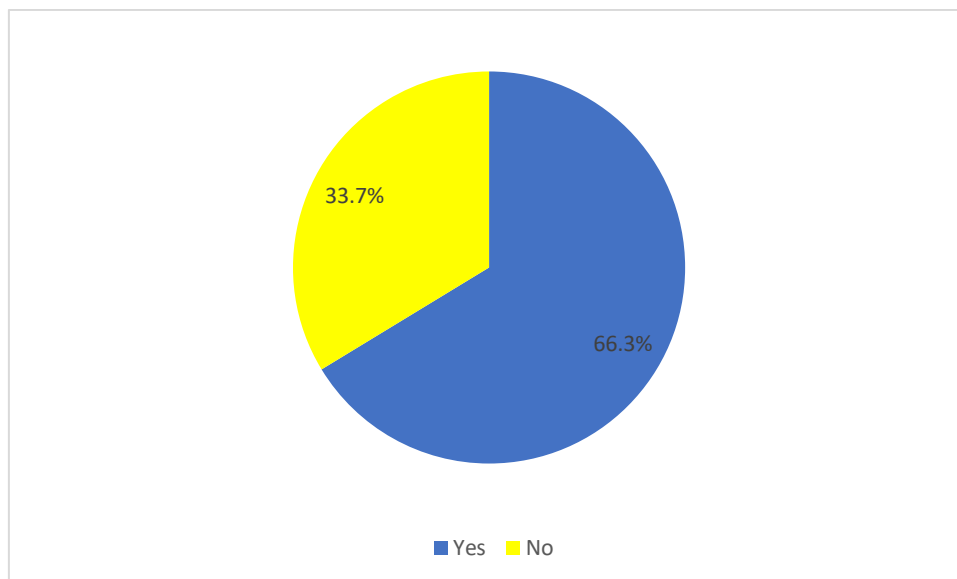
The survey assessed the reliability of different mediums used to obtain information from CA. Letters were rated the highest in reliability with a mean score of 86.8%, followed by physical visits (80.0%) and broadcast media (78.2%). Overall, the average reliability rating across all mediums was 76.7%.

Table 16: Reliability of channels used to obtain information

Indicator	1	2	3	4	5	DK	Mean
E-mails	6.1%	12.2%	16.3%	33.7%	30.6%	1.0%	74.0%
Telephone	5.1%	10.2%	24.5%	29.6%	26.5%	4.1%	73.0%
Physical visits to CA offices	6.1%	2.0%	12.2%	28.6%	37.8%	13.3%	80.0%
Letters	4.1%	11.2%	12.2%	16.3%	11.2%	44.9%	86.8%
Website	3.1%	12.2%	18.4%	23.5%	21.4%	21.4%	72.4%
CA forums and workshops	1.0%	6.1%	14.3%	21.4%	16.3%	40.8%	75.2%
Print media	3.1%	4.1%	21.4%	21.4%	12.2%	37.8%	71.2%
Social media	1.0%	6.1%	17.4%	20.4%	16.3%	38.8%	74.6%
Broadcast media	1.0%	5.1%	17.4%	23.5%	13.3%	39.8%	78.2%
Average							76.7%

The survey revealed that 66.3% of respondents received a response from CA within 3 working days, while 33.7% indicated that they did not. This suggests that while the majority experienced timely responses, a significant portion faced delays in receiving feedback from CA.

Figure 21: Response of CA to Enquiries Within 3 Working Days



b) Satisfaction ratings of information received from CA

Respondents generally expressed high satisfaction with the information received from CA, with average satisfaction levels around 75.3%. The information's relevance scored the highest at 77.9%, followed by clarity at 75.9% and adequacy at 75.4%. Timeliness of the information was rated slightly lower, at 71.9%, indicating that while CA performs well in providing relevant, clear, and adequate information, there is room for improvement in delivering timely responses

Table 17: Satisfaction rating of information received from CA

Indicator	1	2	3	4	5	Mean
Relevance of the information	2.0%	5.1%	15.3%	57.4%	20.4%	77.9%
Clarity of the information	3.1%	8.2%	16.3%	51.0%	21.4%	75.9%
Adequacy of the information	3.1%	7.1%	18.4%	53.1%	18.4%	75.4%
Timeliness of the information	6.1%	12.2%	17.4%	44.9%	19.4%	71.9%
Average						75.3%

The majority of respondents feel that CA provides sufficient information to its licensees, with 40.3% stating that CA keeps its licensees adequately informed and 35.1% feeling they are fairly well informed. However, 18.2% believe that CA offers only a limited amount of information, while a smaller group of 6.5% feel that CA never provides adequate information. Overall, there is a positive perception of CA’s communication, though there is room for improvement in addressing the needs of those who find the information insufficient.

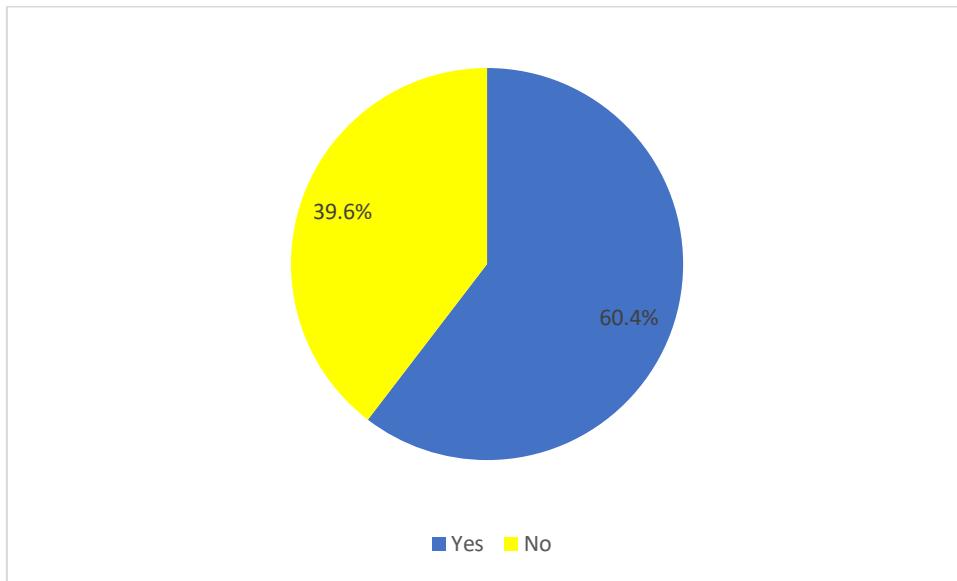
Table 18: General feeling about information received from CA

Which of the following statements would best describe how you generally feel about the information you receive from CA?	Percentage
CA keeps its licensees adequately informed	40.3%
CA keeps its licensees fairly well informed	35.1%
CA gives its licensees only a limited amount of information	18.2%
CA never gives its licensee adequate information	6.5%

5.1.1.9 Satisfaction rating with quarterly reports

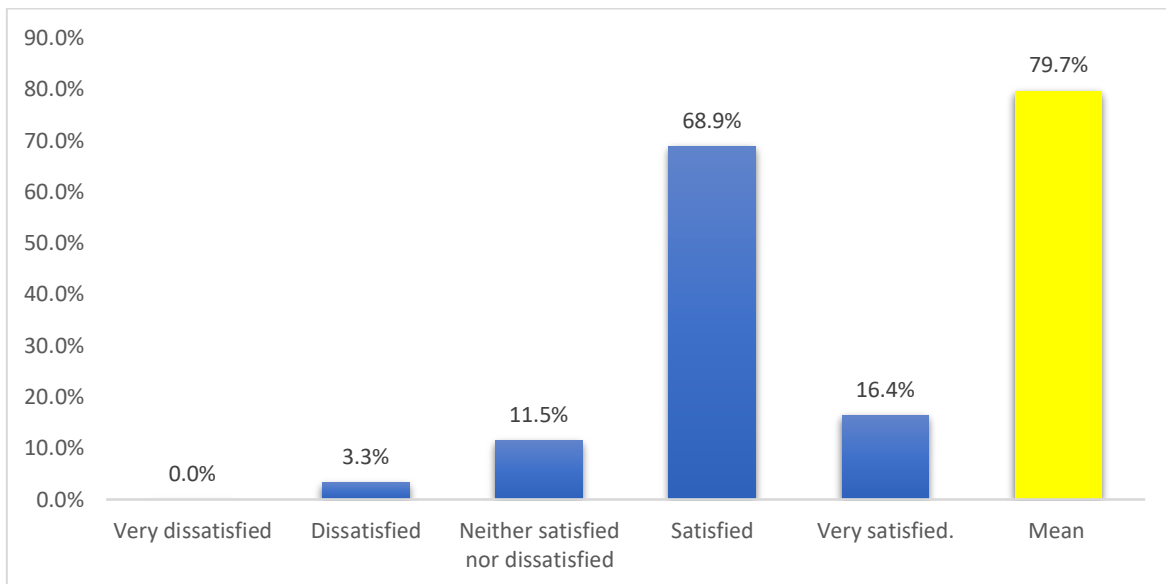
A majority of respondents, 60.4%, read CA’s quarterly reports, indicating a substantial engagement with CA's updates. Conversely, 39.6% do not read these reports. This suggests that while a significant portion of the audience is attentive to CA's communications, there remains a notable group that may benefit from additional outreach or alternative methods of disseminating information.

Figure 22: Proportion of Respondents Who Read CA's Quarterly Reports



The majority of respondents express a high level of satisfaction with CA's quarterly reports. With a mean satisfaction score of 79.7%, the feedback indicates that 68.9% of respondents are satisfied, and 16.4% are very satisfied. Only 3.3% reported dissatisfaction, while 11.5% neither agreed nor disagreed with their satisfaction. This reflects a generally positive reception of the reports among those who read them.

Figure 23: Satisfaction rating with quarterly reports



5.1.1.10. Satisfaction rating of CA commitment to the customer

Respondents generally express high satisfaction with CA's commitments to customers, with an average satisfaction score of 79.8%. CA is particularly praised for confidentiality of information (82.2%), ethical conduct (79.4%). The provision of relevant information (79.8%) and demonstrating professional competence (78.8%) also receive strong approval. Overall, these results indicate that CA is seen as largely effective in maintaining professionalism and meeting customer expectations.

Table 19: Satisfaction with commitment to customer.

Indicator	1	2	3	4	5	DK	Mean
CA treats information that you give them in the course of seeking services with utmost confidentiality	1.3%	2.0%	12.3%	42.9%	29.9%	11.7%	82.2%
CA provides services with the greatest professional competence	2.6%	4.6%	15.6%	51.3%	26.0%	0.0%	78.8%
CA provides you with all the relevant information that you may require	1.3%	5.8%	15.6%	47.4%	29.9%	0.0%	79.8%
CA is ethical in all their dealings at all times	3.3%	4.6%	11.7%	50.7%	27.3%	2.6%	79.4%
Average							79.8%

To enhance CA's commitment to customers, several recommendations have been proposed. Key improvements include providing timely information and ensuring prompt email responses to avoid delays, which are crucial in the fast-paced ICT sector. There is a call for better protection for small consumers and more reliable communication channels, including the use of dedicated mobile apps and live chat support. Suggestions also include increasing automation, such as implementing online renewal processes, and improving feedback mechanisms to better understand and address customer needs. Additionally, enhancing transparency, training staff effectively, and minimizing unnecessary communication are highlighted as areas for improvement. Overall, these recommendations aim to streamline CA's services and bolster customer satisfaction.

“..... Give its customers timely information.....”

“...Provide proper protection to small consumers. There provision of very poor-quality services leading to consumers loss of revenue....”

“...Seek more channels which customers can reliably enquire from the authority. ...”

“...Respond promptly to clients on emails. A case in point, an email I sent for the last Two months was never responded to, I had to make many calls, then respond myself. That is a Big Joke for a regulator in the ICT Sector. That is a sector that works 24/7/365, and cannot afford to have delays in basic email responses. That is a bare minimum....”

“... Ensure your customer support team is well-trained and equipped to handle inquiries promptly and effectively....”

“..... CA should avoid sending mass emails when renewal of licenses is due. If possible BCC the recipients to avoid clients receiving emails that don't concern them. (Email trails)”

“..... Provide more avenues for feedback while protecting licensees from victimization”

“..... Enhanced Communication Channels: While existing communication channels are effective, introducing more interactive and accessible platforms such as dedicated mobile apps, live chat support, and social media engagement can further improve customer interaction and satisfaction. These platforms should be user-friendly and provide real-time assistance. Regular Feedback Mechanisms: Implementing regular surveys and feedback mechanisms can help the CA gather insights directly from customers regarding their experiences and expectations. This feedback should be actively used to make data-driven improvements in services and processes”

“..... Deploy tech to guide us on some not complicated procedures; mails take long to be replied or may never be replied”

“..... Faster turnaround of invoices and compliance certificates, not sure why this is such a long and painful process”

“..... Strict monitoring of the Telcos issuing of TILL account and PAYBILL account which must be vetted physically by CA before any account is opened and the applicants must deposit an amount twice their business interest”

“..... Emailing of quarterly report”

“..... Online correspondence is delayed in execution”

“..... Mpesa payment platform needs to be worked on”

“..... Introduce customers forums, either physical or online”

“..... Concealing of information is not fair”

“..... Enable the digital space and use it as tool to engage licensees”

“..... CA Tender documents leak before they are advertised”

“..... Operationalize Service portal”

“..... Improvement in communication”

5.1.1.11. Satisfaction rating of consumer rights

The survey on customer rights revealed an average satisfaction level of 78.3%. CA was rated highly for treating customers with fairness, courtesy, and dignity, achieving a mean score of 81.0%. The provision of complete and accurate information received a mean score of 77.6%. Privacy and confidentiality was rated at 80.0%, and customer participation in the review of the customer service charter scored the lowest at 74.8%. Overall, customers were generally satisfied with CA’s service delivery, though improvements in customer engagement and privacy could enhance the experience further.

Table 20: Satisfaction with consumer rights

Indicator	1	2	3	4	5	DK	Mean
CA treats customers with fairness, courtesy, dignity and consideration in all interactions without any discrimination	2.6%	2.6%	12.3%	49.4%	31.2%	2.0%	81.0%
CA offers complete and accurate information on all on all services. This includes accessibility, time period and relevant charges	4.6%	4.6%	14.9%	46.1%	26.6%	3.2%	77.6%
CA upholds privacy and confidentiality with respect to personal, business, contractual and financial information, written or oral	2.6%	2.6%	11.0%	48.1%	24.7%	11.0%	80.0%
CA customers participate in the review of the customer service charter	3.9%	5.8%	16.9%	35.1%	19.5%	18.8%	74.8%
Average							78.3%

The feedback on customer rights highlights a call for enhanced customer involvement, faster service delivery, and maintaining quality service. Some customers emphasized the need for CA not to raise annual license charges given the current economic climate. There was also strong support for the development of a comprehensive customer rights charter, with suggestions to improve communication and awareness, including public participation through seminars and conferences. Overall, many customers expressed satisfaction with CA’s treatment, while others urged for more professionalism, respect, and prompt updates on system changes.

“..... In the prevailing economic situation, customers have a right to request CA not to raise Annual License Charges for customers, since the government has already imposed several new additional Taxes to Citizens.....”

“... Comprehensive Customer Rights Charter: The CA should develop and widely disseminate a comprehensive customer rights charter. This charter should clearly outline the rights of customers, the obligations of service providers, and the CA's role in protecting these rights. Making this charter available in multiple languages and accessible formats would be beneficial....”

“...Ca treats their customers with fairness and dignity....”

“...After working on the charter or upgrading the Charter, prompt communication to this effect should be done using personal emails to keep members to be in tandem with the new Charter....”

“...private and confidential should be priority....”

5.1.1.12 Pricing of CA services

The assessment of service costs from CA indicates a moderate level of satisfaction, with an average rating of 52.4%. The cost of tenders was rated highest at 57.0%, followed by postal and courier with 54.6% and telecom services which was rated at 50.2%. The findings suggest that customers view tender services as relatively more cost-effective compared to other service categories. However, there is room for improvement across all service areas.

Figure 24: Rating the Cost of CA services

Indicator	1	2	3	4	5	DK	Mean
Telecom	14.3%	32.5%	37.7%	3.9%	5.8%	5.8%	50.2%
Postal/Courier	6.5%	11.0%	27.3%	5.2%	2.0%	48.1%	54.6%
Frequency	11.7%	18.2%	24.0%	2.0%	3.3%	40.9%	49.0%
Broadcasting	8.4%	18.2%	23.4%	2.6%	3.3%	44.2%	51.0%
Tender	7.1%	11.0%	30.5%	5.8%	5.2%	40.3%	57.0%
Average							52.4%

Feedback on CA's pricing indicates a general desire for lower costs, especially for annual renewals, start-ups, and smaller players. Many respondents believe the pricing should reflect current economic challenges, with calls to retain existing rates or even reduce them to support businesses. Some customers expressed satisfaction with the current pricing, describing it as fair and reasonable. However, there were suggestions to streamline online applications, improve customer service, and adjust fees based on business performance. Several respondents also highlighted the need for more stakeholder engagement in pricing decisions.

"...Reduce the cost....."

"...Reduce annual renewal rate...."

"...Ca treats their customers with fairness and dignity...."

"...Reduce to be in tandem with other regimes...."

"...Be moderate, and maybe engage stakeholders in terms of pricing...."

"...The intended Price Increase is not fair at these difficult economic times. Existing CA License Pricing should be retained till that time when the County's economy will improve. Raising prices at this time is equivalent to killing businesses...."

"...Reduce your prices for services..."

"...Customers generally expect that the pricing of services reflects the value and quality provided. Ensuring that services are reliable, efficient, and meet customer expectations is key to justifying the cost...."

"...CA services price is fair...."

"...Pricing is reasonable...."

"...the annual compliance fee for start ups should be reviewed downwards in order to support and encourage growing SMEs. The amount should be reduced to at least 10k pa and increased 10% to 20% pa based on company's revenue growth subject to a threshold that will be regarded as minimum amount pa...."

"...Review the license fees downwards to accommodate small players who are otherwise many...."

"...The annual license fee is based on gross revenue but our business margins are very low...."

"...If these prices can be revised it will make our operations better. We incurred other expenses from county of operation e.g Way leave even when leasing kplc poles and at the end of the day cost of running the business becomes very unbearable...."

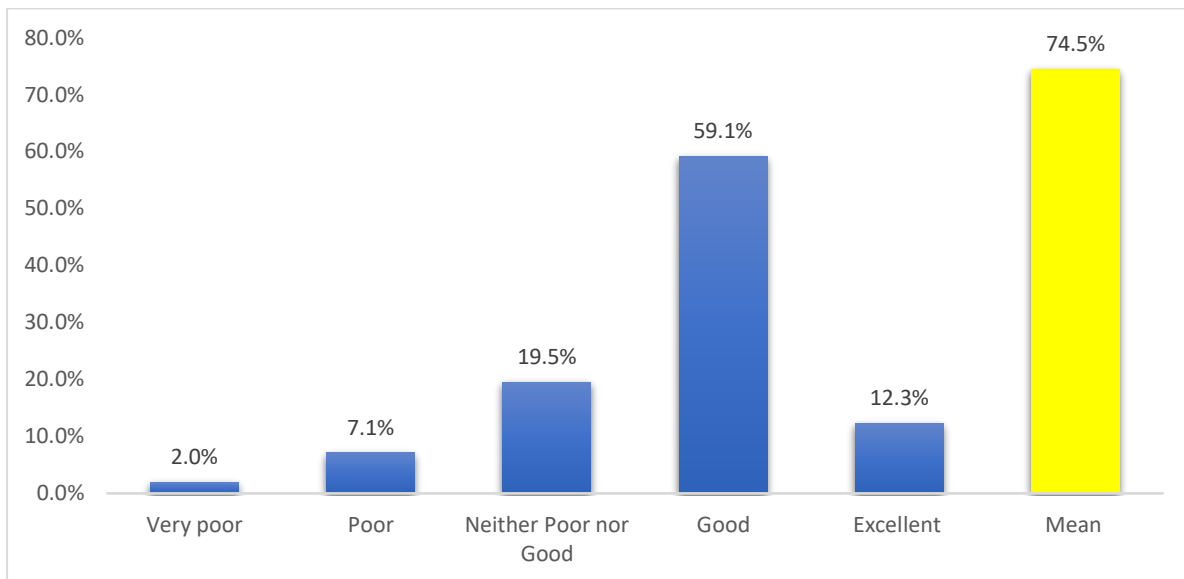
"...Consider loss making entities when determining the fees."

"...Highest rates in the region. Reduce these rates to allow more players...."

5.1.1.13 Overall performance and satisfaction

The overall performance of the Communications Authority (CA) in regulating the ICT sector in Kenya received positive feedback, with 59.1% of respondents rating it as "good" and 12.3% as "excellent." A smaller portion rated the performance as "neither poor nor good" (19.5%), while 7.1% rated it "poor," and 2.0% found it "very poor." The average rating for CA's regulatory performance was 74.5%, indicating a generally favorable perception among stakeholders.

Figure 25: Overall satisfaction with CA in regulating ICT in Kenya.



The overall feedback on the CA's performance in regulating the ICT sector in Kenya is largely positive, with many respondents acknowledging its good track record, proactive approach, and fair regulation. Some highlighted areas for improvement, such as the need for better timeliness in feedback, digitization of processes, and clearer communication on its mandate, especially in relation to ICTA. While some respondents praised CA's efforts in promoting new technologies and maintaining ethical management, others suggested a need for enhanced ICT infrastructure, improved stakeholder engagement, and shielding local companies from foreign competition. There were also mentions of political influence and room for further improvement in certain areas of regulation.

“.....The CA keeps good track records of their licensees.....”

“...There is a huge confusion between what CA does and what ICTA does. If the two Government bodies can create more awareness for people to know the difference especially in regulating the ICT Sector... ”

“...Needs to improve on timeliness of feedback....”

“...They should make sure all digitalized processes to avoid paperwork....”

“...The CA has been proactive in adopting and promoting new technologies, which has helped keep Kenya's ICT sector at the forefront of innovation. This includes initiatives in areas like mobile money, broadband expansion, and digital inclusion....”

“...CA overall performance in regulating ICT sector in Kenya is very good....”

“...CA has to push the Government to enhance ICT infrastructure for abundant connectivity.

“...Lattice tower inspections to be regular....”

“...CA services price is fair....”

“...Pricing is reasonable....”

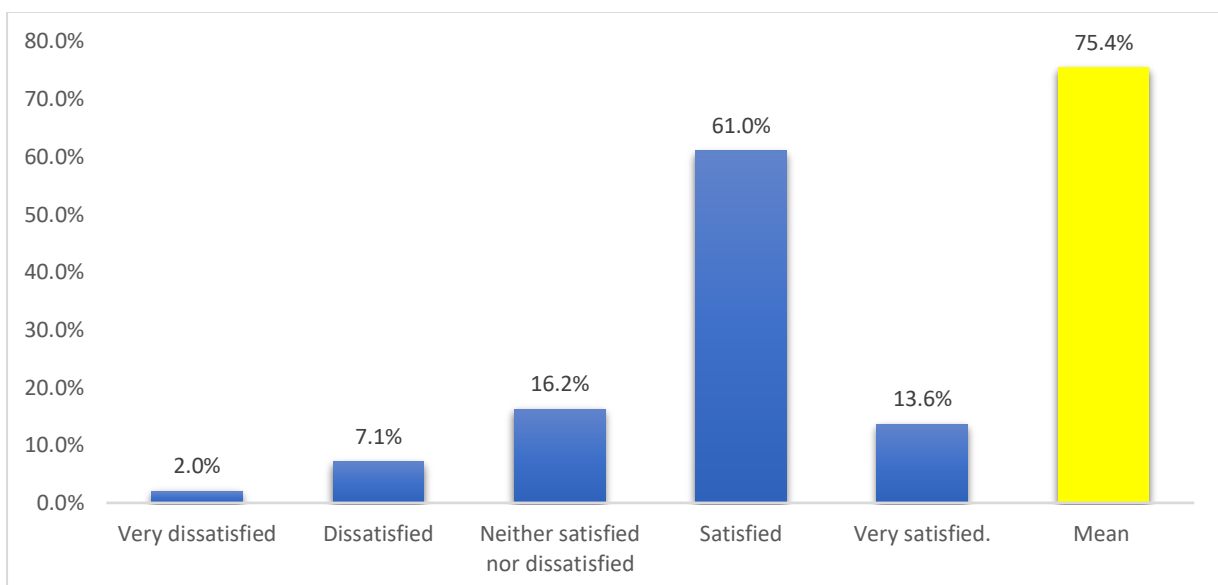
“...CA needs sensitize ICT sector more to public through vocational training....”

“...Engage all relevant stakeholders in regulation....”

“...Provide clear guidelines on overhead cable stringing, it's a mess.... enforce underground cabling in cities

The overall satisfaction with CA's services is largely positive, with 61.0% of respondents indicating they are satisfied and 13.6% reporting they are very satisfied. A smaller portion, 16.2%, are neutral, while 7.1% are dissatisfied and 2.0% are very dissatisfied. The mean satisfaction score is 75.4%, reflecting a generally favorable perception of the services provided by the Communications Authority.

Figure 26: Overall satisfaction with services received from CA.



The feedback on improving satisfaction with CA's services highlighted several key suggestions. Many respondents emphasized the need for automation, particularly for processes such as license renewal, certificate issuance, and tender applications, suggesting a shift to fully online services for greater efficiency. Timeliness in responses, especially via email and phone, was frequently mentioned, with calls for better communication, transparency, and stakeholder engagement. Some users suggested streamlining payment processes, reducing service fees, and enhancing customer service. Overall, there was strong support for CA's efforts, with calls for further improvements in digitalization, responsiveness, and clear communication.

"...Make all services to be online..."

"...Timely responses to clients will make even the hardest of a client feel at Peace. Involve your clients in all major decisions, as they are stakeholders in the Industry..."

"... CA needs to keenly assess the prevailing economic situation. I urged CA to listen to her customers and NOT RAISE PRICING for her services..."

"... Automate services..."

".. Provide a swift response in emails and direct calls to concerned officers..."

"...Regular updates and clear communication about ongoing projects, regulatory changes, and policy developments would be highly beneficial. This can be achieved through newsletters, webinars, and a more active social media presence. Providing a transparent timeline and status updates on key initiatives can help stakeholders stay informed and engaged..."

"...CA to improve the licensing renewal process to be automated process like the EPRA system, all data logged in the system and process handled without calling or visiting CA for invoice processing..."

"...Improve on your online availability, responding to mails, when sending invoices, provide payment clearly..."

".. Join forces with ministry to push treasure for removal of excise duty for internet access. It is a basic (universal) right and thus should not be taxed or maximum only VAT..."

".. Involve Stakeholders..."

".. Be more Accessible. Your licensing team is very slow. They don't pick Calls. Digitize license renewal. Benchmark with EPRA and NCA. This can improve efficiency and revenue collection..."

".. Mpesa payment to be worked on..."

".. E-Citizen payment should have a Telecommunications Renewal Section for seamless payments 2. Reduce the silos between Accounts and Tele compliance Team. A receipt from Accounts should be clear indication that the Customer is of good standing. There seems to be a lot of workflow processes which can be reduced to get the best results. 3.The Social Media Team (Twitter) was of great help invest more there and leverage that avenue in dispensing information to the public."

".. CA To digitalize licensing process..."

".. CA needs to be more objective especially in regulation of broadcasting media..."

".. I would like to request that CA implement the use of digital platforms to enable companies to apply for tenders and opportunities. This would provide a fair deal for all companies seeking opportunities from CA. The current practice of delivering hard copies is inefficient and cumbersome. Thank you..."

".. They should improve on the level of communication, or have a contact center team..."

".. Feedback to customers should be timely..."

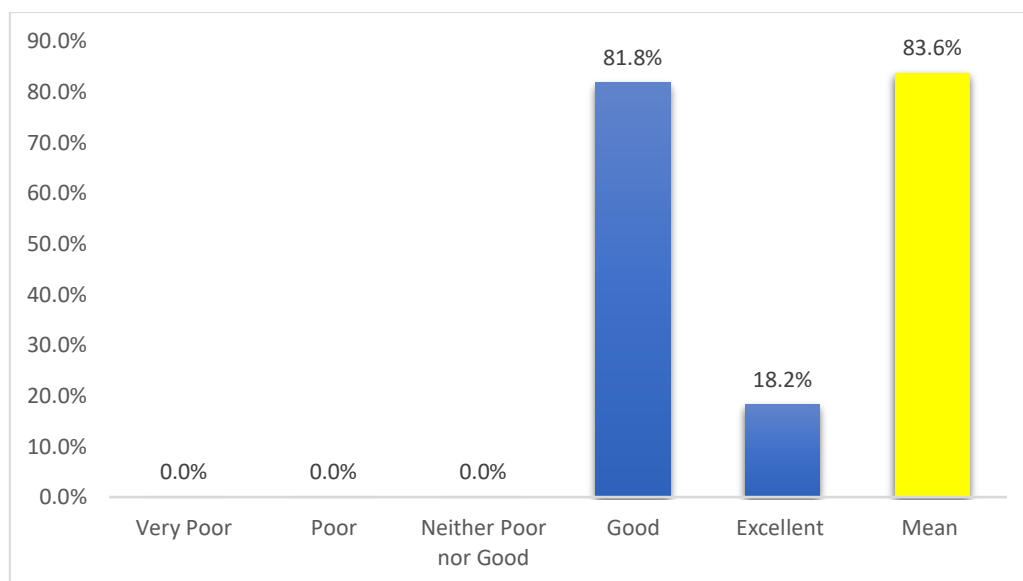
".. Give clear guidelines in the telecommunications space, protect contractors from unfair pricing from Service providers..."

5.1.2 Postal and Courier

5.1.2.1 Evaluation of awareness on CA's mandate

The respondents in the postal and courier category rated their knowledge of the Communications Authority of Kenya's (CA) mandate as the regulatory body for the communications sector on a scale from 1 to 5. The findings show that none of the respondents rated their knowledge as "very poor," "poor," or "neither poor nor good." A majority, 81.8%, rated their understanding as "good," while 18.2% considered their knowledge "excellent," resulting in an average score of 83.6%.

Figure 27: Awareness on CA mandate



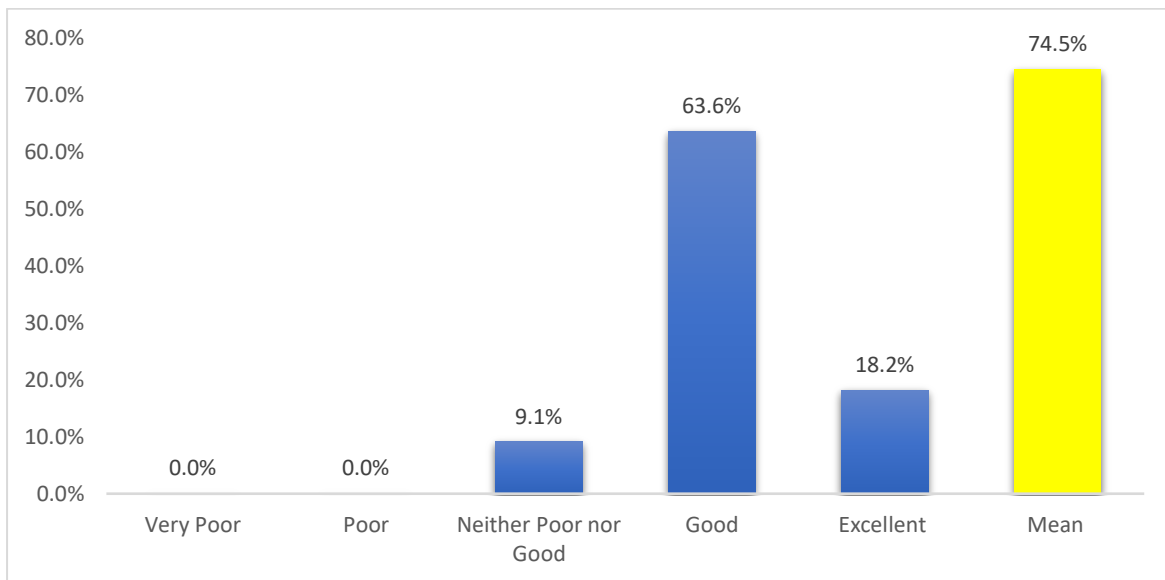
The respondents were asked whether they believe the Communications Authority (CA) has been successful in creating awareness of its mandate. Most responses were affirmative, with several respondents indicating "yes." However, some noted that while CA has made progress, there is room for improvement. Specifically, respondents mentioned the need for more timely information dissemination and better communication with stakeholders. A few indicated that CA has been "somewhat successful" and could "do better" in raising awareness.

"... There is more that needs to be done on the part of CA to ensure timeliness in information dissemination/ There is need for an even more open communication with the stakeholders"

"... Can do better"

Respondents were asked to rate the Communications Authority's (CA) performance in ensuring the provision of telecommunications, broadcasting, multimedia, e-commerce, and postal/courier services benefits both service providers and citizens. None rated the performance as "very poor" or "poor," while 9.1% rated it as "neither poor nor good." The majority, 63.6%, rated CA's performance as "good," and 18.2% rated it as "excellent," resulting in an average score of 74.5%.

Figure 28: Rating CA performance in executing its mandate



When asked if the Communications Authority (CA) has been successful in executing its mandate, most respondents expressed positive feedback, with multiple affirming "yes" and one noting that CA has been consistently effective. However, there were some critical responses, with one indicating "no" and another suggesting that CA is under state influence, limiting its independence as a regulator. Overall, the majority viewed CA's performance as successful, but concerns about regulatory independence were raised.

5.1.2.2 Evaluation of CA's core values

Respondents were asked to rate the Communications Authority (CA) on demonstrating its core values on a scale from 1 to 5. Overall, CA's performance across its core values averaged 77.6%. This comprises of rating for inclusion 80.0%, excellence 77.8%, agility 78.0% scoring the highest while integrity 76.0% and innovation 76.4% had slightly lower scores.

Table 21: CA fulfilling its core values

Core Value	1	2	3	4	5	Dk	MEAN
Integrity	9.1%	0.0%	9.1%	54.6%	18.2%	9.1%	76.0%
Innovation	0.0%	0.0%	36.4%	45.5%	18.2%	0.0%	76.4%
Inclusion	0.0%	9.1%	18.2%	27.3%	36.4%	9.1%	80.0%
Agility	0.0%	9.1%	9.1%	54.6%	18.2%	9.1%	78.0%
Excellence	0.0%	9.1%	18.2%	45.2%	27.3%	0.0%	77.8%
Average							77.6%

When asked if the Communications Authority (CA) is fulfilling its core values, most respondents responded positively, with several affirming "yes." However, some noted that while there have been improvements over the years, more effort is needed, particularly in stakeholder engagement and access to information. Overall, the majority believe CA is meeting its core values, but areas for improvement remain.

"... There is some improvements year on year but much more needs to be done on stake holders' engagement and access to information...."

5.1.2.3 Satisfaction with CA corporate image

Respondents were asked to rate their agreement with statements regarding the Communications Authority's (CA) corporate image on a scale from 1 to 5. The trustworthiness of CA received a mean score of 69.2%. CA is an organization I can trust and innovativeness of CA scored the highest at 76.0%, Confidence in CA's staff and management had a lower mean of 70.0% as well as CA's reputation which had a mean of 70.0%. Overall, CA's corporate image received an average score of 72.6%.

Table 22: Satisfaction with CA corporate image

Role	1	2	3	4	5	DK	MEAN
CA is an organization I can trust	9.1%	9.1%	0.0%	45.5%	27.3%	9.1%	76.0%
I have confidence in CA's staff and management to execute its mandate	9.1%	9.1%	9.1%	54.6%	9.1%	9.1%	70.0%
CA is an innovative organization	0.0%	9.1%	18.2%	45.5%	18.2%	9.1%	76.0%
CA is reliable	9.1%	9.1%	9.1%	63.6%	0.0%	9.1%	68.0%
CA professionally discharges its mandate	18.2%	0.0%	9.1%	36.4%	27.3%	9.1%	72.0%
CA has a good reputation	18.2%	0.0%	9.1%	45.5%	18.2%	9.1%	70.0%
CA is involved in corporate social responsibilities activities	9.1%	0.0%	27.3%	54.6%	0.0%	16.2%	73.6%
Average							72.6%

Respondents provided feedback on the Communications Authority's (CA) corporate image, with most describing it as "good" or "very good," noting that CA informs stakeholders about improvements. However, there were also suggestions for CA to be more supportive and lenient towards entrepreneurs, particularly regarding license costs and timelines for service disconnection or license withdrawal, as business challenges make the environment difficult.

Some respondents expressed concern about CA’s recent political exposure, suggesting that political interference is impacting the authority's image. Overall, the feedback reflects a generally positive perception with areas for improvement.

“... CA has had some serious political exposure recently. Especially with political persons dragging the authority and leadership into controversy to serve some narrow personal interests. ’engagement and access to information....”

“... CA should be more supportive & lenient to entrepreneurs in the following areas: license cost, timelines of service disconnection / license withdrawal. business is very challenging & without avid support; the landscape becomes completely in navigable.....”

“... Very good. Notifies us on their new improvement....”

5.1.2.4 CA customer expectations

Respondents rated their agreement with various statements regarding their expectations of the Communications Authority (CA) as a customer. The highest-rated areas were CA's protection of consumer rights in the ICT sector, with a mean score of 86.2%, and its timely approval of ICT equipment, monitoring activities of licensees to ensure compliance to license terms and conditions and management of cybersecurity, all at 82.0%. Areas with lower ratings included the management of competition (69.2%) and management of the Universal Service Fund (71.2%). Overall, the average satisfaction with CA’s performance across these areas was 78.3%.

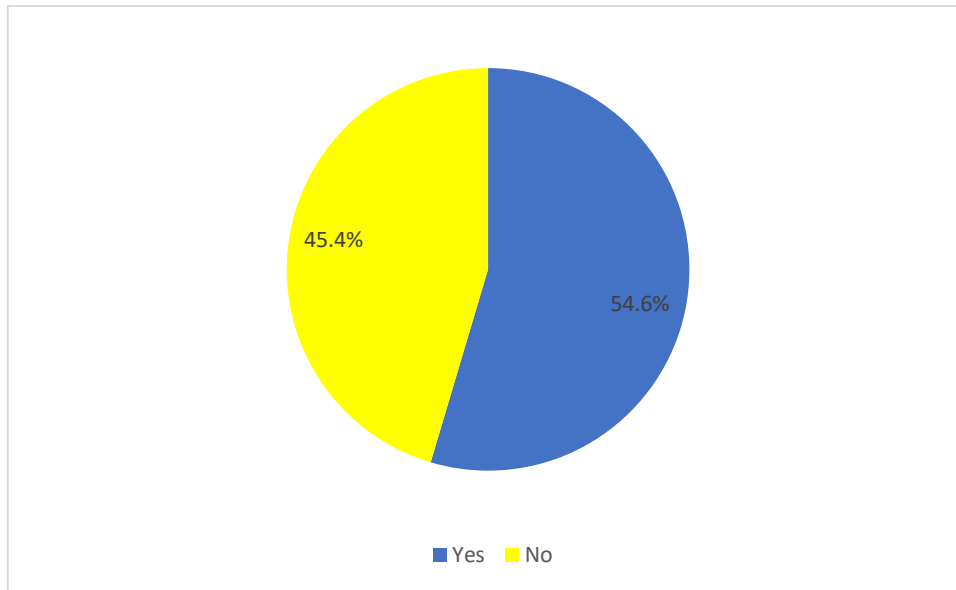
Table 23: CA customer expectations

Statement	1	2	3	4	5	DK	MEAN
CA provides timely issuance of licenses and regulation of all systems and services in the ICT sector	0.0%	0.0%	36.4%	45.5%	9.1%	9.1%	74.0%
CA prudently manages spectrum, numbering and addressing resources	0.0%	0.0%	18.8%	54.6%	18.2%	9.1%	80.4%
CA timely type of approves/type accepts ICT equipment.	0.0%	0.0%	18.2%	45.5%	27.3%	9.1%	82.0%
CA protects consumer rights within the ICT sector	0.0%	0.0%	9.1%	45.5%	36.4%	9.1%	86.2%
CA prudently manages competition in the sector	9.1%	9.1%	18.2%	54.6%	9.1%	0.0%	69.2%
CA prudently regulates retail and wholesale tariffs for ICT services	0.0%	0.0%	18.2%	45.5%	9.1%	27.3%	77.6%
CA prudently manages and administers the Universal Service Fund	9.1%	9.1%	0.0%	54.6%	9.1%	18.2%	71.2%
CA prudently monitors activities of licensees to ensure compliance to license terms and conditions.	0.0%	9.1%	0.0%	54.6%	27.3%	9.1%	82.0%
CA prudently manages cyber security	0.0%	0.0%	27.3%	27.3%	36.4%	9.1%	82.0%
Average							78.3%

5.1.2.5 Evaluation of Awareness of CA's external customer service charter

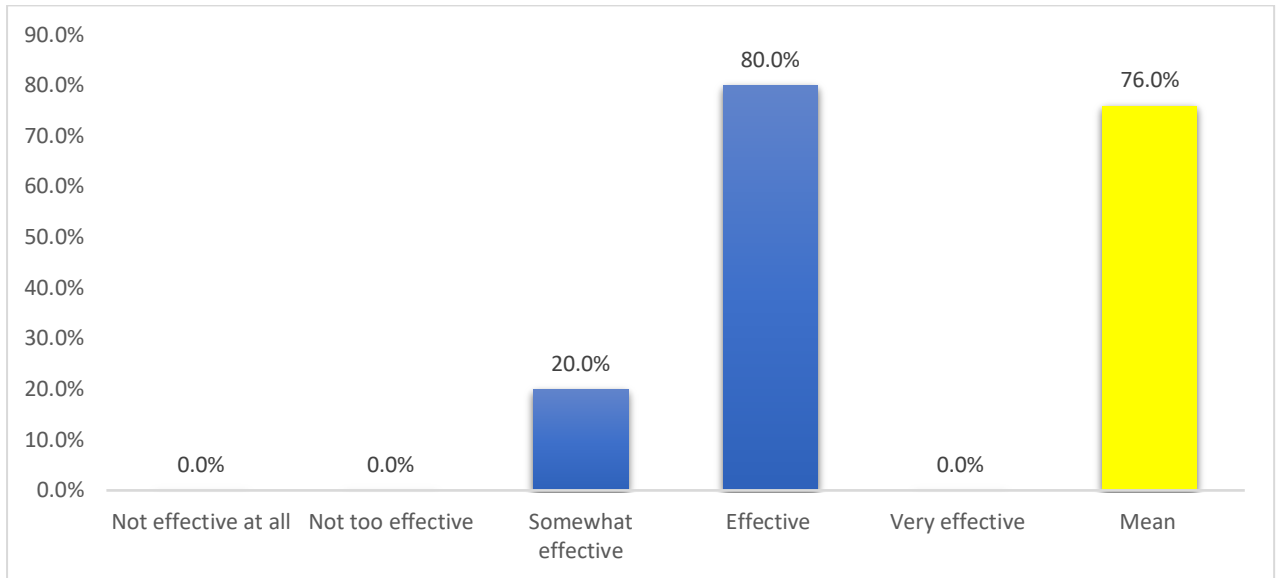
The survey results indicate that 54.6% of respondents within the postal/courier category were aware of the existence of CA's External Customer Service Charter, while 45.4% were not aware. These findings suggest that although a majority are informed, a significant portion of the audience remains unaware of the charter, highlighting a potential need for increased communication or outreach.

Figure 29: Awareness of CA's external customer service charter:



Among those aware of CA's External Customer Service Charter, 40% learned about it through posters within CA headquarters, and 40% through social media. Fliers or brochures about CA and broadcast media (TV and radio) each contributed to 20% of awareness. CA forums, such as conferences, roadshows, and Kikao Kikuu, did not register as a source of awareness in this survey. These findings suggest that posters and social media are the most effective channels for raising awareness of the service charter.

Figure 30: Effectiveness of CA in delivering promises in the service charter



5.1.2.6 Satisfaction with granting approvals

The findings indicate that 57.7% of respondents sought approval from CA in the past year, primarily for interconnection agreements, while 42.3% did not seek any approvals. The survey results show that respondents generally agree with the timelines for CA's approval processes. For interconnection agreements, 54% of respondents agreed or strongly agreed that approvals are granted within 14 days, with a mean score of 79.6%. Similarly, 53.8% agreed or strongly agreed that promotions and special offers are approved within 3 days, with a mean score of 78.2%. For tariff approvals, 52.3% agreed or strongly agreed that they are processed within 3 days, with a mean score of 75.8%. The overall average approval rating across all categories was 77.9%, indicating moderate satisfaction with CA's approval timelines.

Table 24: Satisfaction with handling approvals

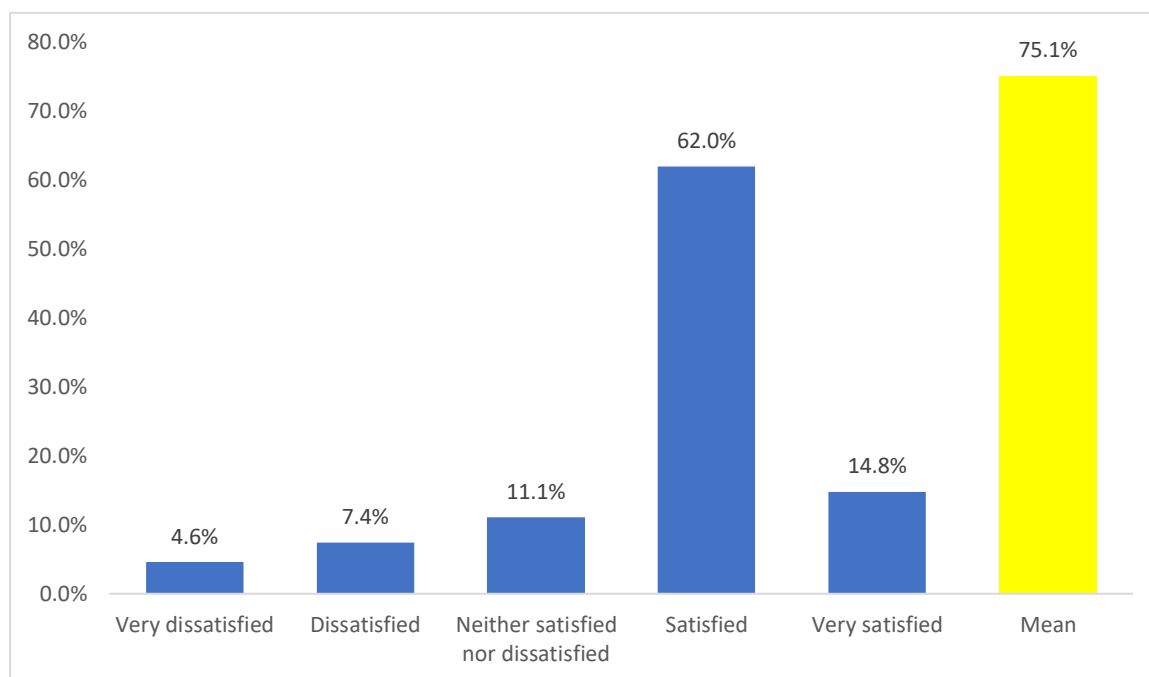
Statement	1	2	3	4	5	DK	MEAN
CA approves interconnection agreements between service providers within 14 days	2.2%	3.2%	19.1%	23.7%	30.3%	21.5%	79.6%
CA approves promotions and special offers within 3 days	0.0%	9.3%	16.3%	25.9%	27.9%	20.6%	78.2%
CA approves tariffs within 3 days after application	0.0%	3.2%	29.3%	34.4%	17.9%	15.2%	75.8%
Average							77.9%

5.1.2.7 Satisfaction with complaints handling mechanisms

The survey assessed the degree of satisfaction concerning complaint handling mechanisms among respondents in the postal and courier category. All respondents (100%) expressed full confidence that CA has the ability to resolve any arising complaints and a majority (96.1%) affirmed filing complaints with CA in the past year via emails, telephone calls and physical visits.

The respondents were further asked to provide a satisfaction rating for the handling of complaints using a scale of 1 to 5 (where 1 is very dissatisfied, 2 is dissatisfied, 3-neither satisfied nor dissatisfied, 4-satisfied, and 5-very satisfied). The overall level of satisfaction was expressed through a mean score of 75.1%, as shown in the figure below.

Figure 31: Satisfaction with how CA handles complaints



On a scale of 1 to 5 (where 1 is strongly agree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree.), the respondents were then asked to indicate their perception with CA's complaint resolution process, particularly regarding timeliness. The result indicated an average satisfaction level of 72.8%, as shown in Table 24.

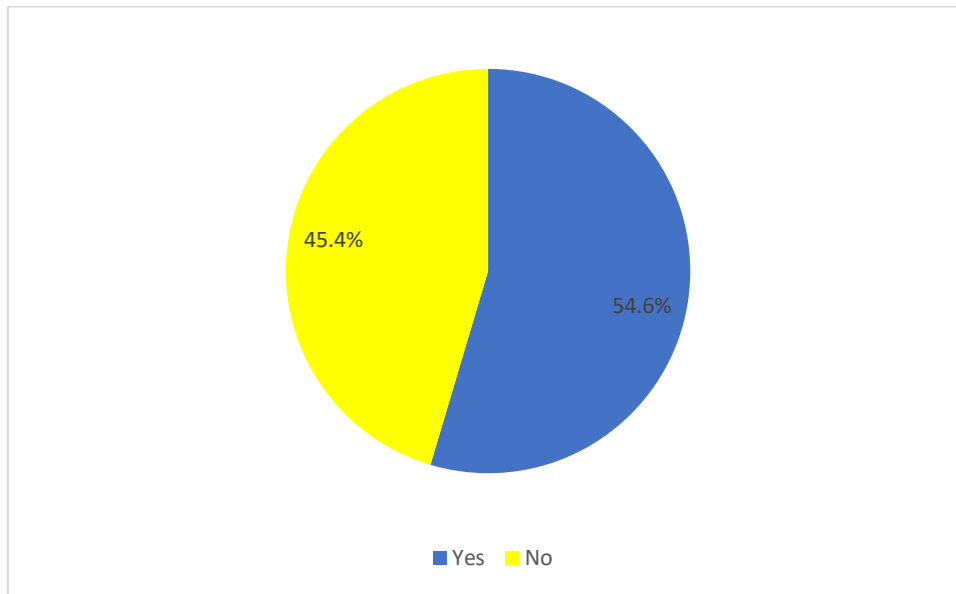
Table 25: Satisfaction with complaints handling mechanisms

Statement	1	2	3	4	5	MEAN
CA resolves complaints within 30 days	8 (7.3%)	6 (5.5%)	20 (18.3%)	58 (53.2%)	16 (15.6%)	72.8%
Average						72.8%

5.1.2.8 Satisfaction with handling of information and communication

The findings indicate that 54.6% of respondents made an inquiry to CA within the last year, while 45.4% did not. This suggests that over half of the respondents actively engaged with CA for information or assistance during this period.

Figure 32: Enquiries to CA in the last year



a) Reliability of channels used to obtain information from CA

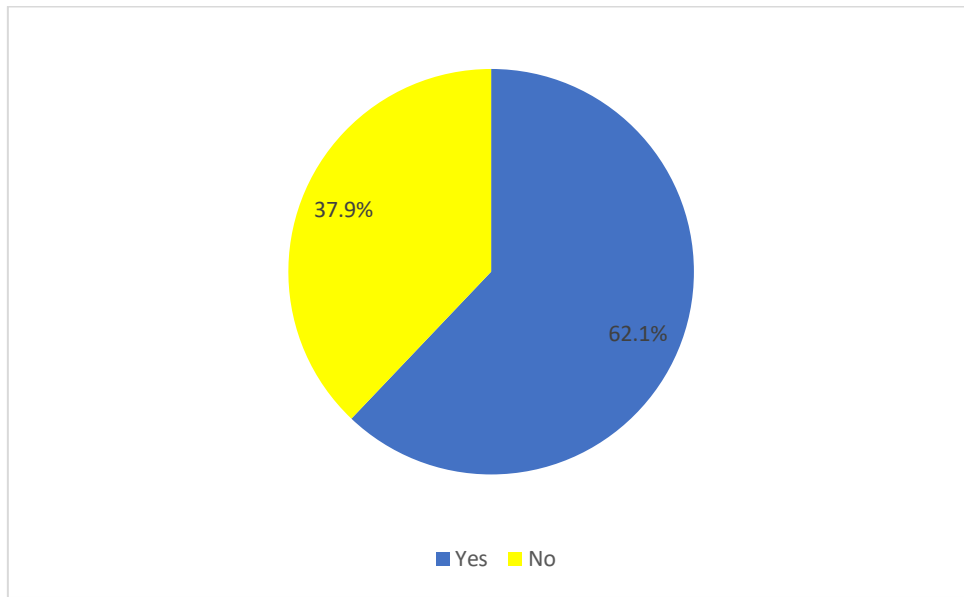
The survey results show varying levels of reliability across different mediums used to obtain information from CA. E-mails were rated the most reliable with a mean score of 82.7%. Print media followed closely with a mean score of 81.4%. Broadcast media and CA forums and workshops had the lowest reliability ratings, with mean scores of 63.4% and 56.6%, respectively. The overall average reliability across all mediums was 64.3%.

Table 26: Reliability of channels used to obtain information

Indicator	1	2	3	4	5	DK	Mean
E-mails	0.0%	0.0%	27.6%	31.2%	41.2%	0.0%	82.7%
Telephone	0.0%	19.3%	39.6%	0.0%	41.1%	0.0%	72.6%
Physical visits to CA offices	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	75.0%
Letters	0.0%	0.0%	42.1%	0.0%	42.5%	15.4%	80.0%
Website	14.5%	11.1%	18.4%	17.7%	38.3%	0.0%	70.8%
CA forums and workshops	21.2%	0.0%	22.6%	0.0%	16.1%	40.1%	56.6%
Print media	0.0%	0.0%	37.6%	0.0%	43.3%	19.1%	81.4%
Social media	0.0%	0.0%	43.7%	0.0%	38.7%	17.6%	78.8%
Broadcast media	0.0%	18.9%	44.2%	0.0%	16.2%	20.7%	63.4%
Average							64.3%

The findings indicate that 62.1% of respondents received a response from CA to their inquiry within 3 working days, while 37.9% did not. This suggests that while the majority of inquiries were addressed promptly, a notable proportion experienced delays beyond the 3-day timeframe.

Figure 33: Response of CA to Enquiries Within 3 Working Days



b) Satisfaction ratings of information received from CA

The survey results show varying levels of satisfaction with the information received from CA. Respondents rated the clarity of the information highest, with a mean score of 73.3%, followed by timeliness at 67.2%, and adequacy at 67.8%. Relevance of the information had the lowest satisfaction score, with a mean of 65.0%. Overall, the average satisfaction level across all categories was 68.3%, indicating that while most respondents were reasonably satisfied, there is room for improvement, particularly in ensuring the relevance of the information provided.

Table 27: Satisfaction rating of information received from CA.

Indicator	1	2	3	4	5	Mean
Relevance of the information	17.7%	0.0%	42.1%	19.8%	20.4%	65.0%
Clarity of the information	0.0%	16.2%	20.8%	43.1%	19.9%	73.3%
Adequacy of the information	0.0%	17.1%	45.2%	19.4%	18.3%	67.8%
Timeliness of the information	17.5%	0.0%	37.7%	18.6%	26.2%	67.2%
Average						68.3%

The survey results reveal that a majority of respondents (54.6%) feel that CA keeps its licensees "fairly well informed." Meanwhile, 18.2% believe that CA keeps them "adequately informed," and an equal percentage (18.2%) feel that CA provides only a limited amount of information. A smaller portion, 9.0%, expressed that CA never gives adequate information. These findings suggest that while most respondents are satisfied with the level of information provided, a notable minority believe there is room for improvement in communication

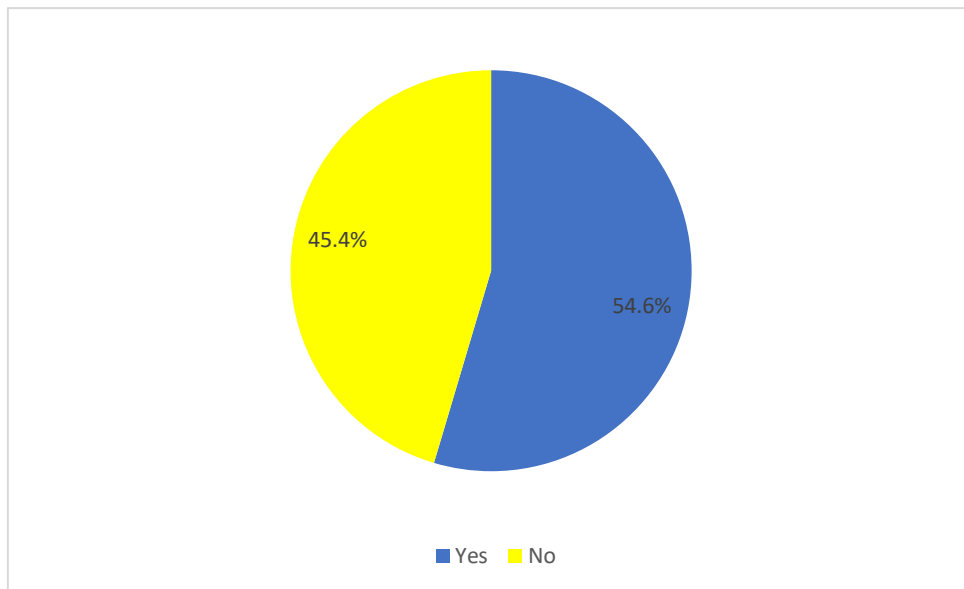
Figure 34: General feeling about information received from CA

Which of the following statements would best describe how you generally feel about the information you receive from CA?	Percentage
CA keeps its licensees adequately informed	18.2%
CA keeps its licensees fairly well informed	54.6%
CA gives its licensees only a limited amount of information	18.2%
CA never gives its licensee adequate information	9.0%

5.1.2.9 Satisfaction rating with quarterly reports

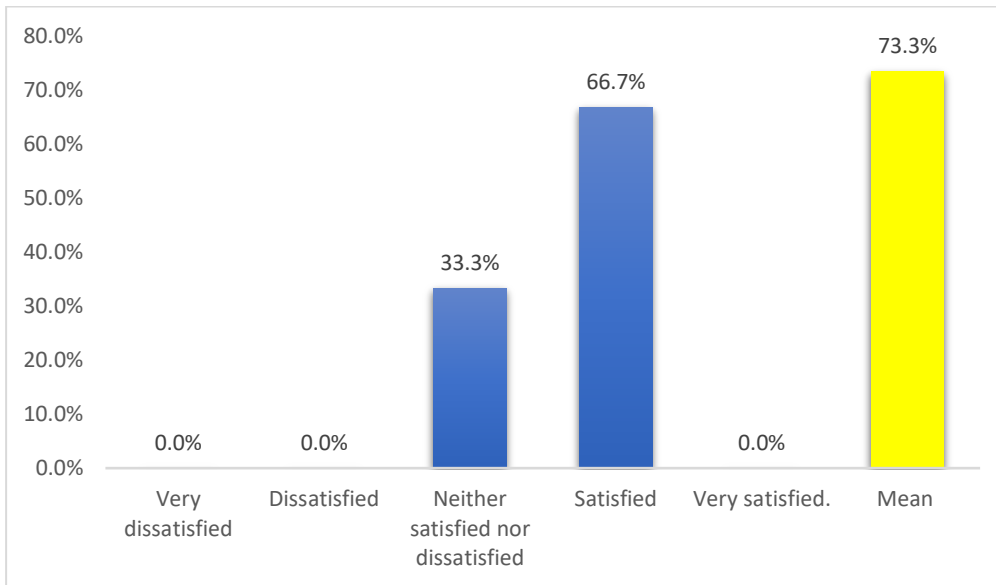
The findings indicate that 54.6% of respondents within the postal and courier category read CA’s quarterly reports, while 45.4% do not. This suggests that just over half of the respondents engage with the reports, highlighting a potential opportunity to increase readership and engagement with the remaining audience.

Figure 35: Proportion of Respondents Who Read CA’s Quarterly Reports



The survey aimed to assess respondents' satisfaction with CA’s quarterly reports. The findings revealed that 66.7% of respondents were satisfied with the reports, while 33.3% were neutral, indicating they were neither satisfied nor dissatisfied. No respondents expressed dissatisfaction, with a mean satisfaction score of 73.3%. These results suggest a generally positive reception of the reports, though opportunities remain for further improving satisfaction levels.

Figure 36: Satisfaction with quarterly reports



5.1.2.10 Satisfaction rating of CA commitment to the customer

The survey sought to assess respondents' satisfaction with CA's commitments to its customers, focusing on aspects such as confidentiality, professional competence, information provision, and ethical practices. The findings showed that respondents were most satisfied with CA's professional competence, with a mean score of 78.3%. Satisfaction with CA's ethical conduct and information provision followed, with mean scores of 72.0% and 70.0%, respectively. Respondents rated CA's confidentiality efforts the lowest, with a mean score of 66.0%. Overall, the average satisfaction across all indicators was 71.6%, indicating a generally positive perception of CA's customer commitments, with room for improvement in confidentiality and information sharing.

Table 28: Satisfaction with commitment to customer.

Indicator	1	2	3	4	5	DK	Mean
CA treats information that you give them in the course of seeking services with utmost confidentiality	18.2%	0.0%	18.2%	45.5%	9.1%	9.1%	66.0%
CA provides services with the greatest professional competence	9.1%	0.0%	27.3%	18.2%	45.5%	0.0%	78.3%
CA provides you with all the relevant information that you may require	9.1%	9.1%	18.2%	36.4%	18.2%	9.1%	70.0%
CA is ethical in all their dealings at all times	9.1%	0.0%	27.3%	36.4%	18.2%	9.1%	72.0%
Average							71.6%

The feedback provided suggests several areas for improving CA's commitment to customers. Respondents emphasized the need for greater sensitivity to customer inquiries, recommending a reduction in bureaucratic delays and quicker responses to issues. There were also calls for CA to regulate Boda Boda, Public Service Vehicles, and transport vehicles handling courier

services, noting that their rates are currently too low.. Addressing these concerns could enhance customer satisfaction and operational efficiency.

“...There is need to be more sensitive to customers and treat all inquiries with the urgency it commands-The existing procrastinations and bureaucracies needs to be addressed as a matter of urgency.....”

“.....Regulate Boda Boda, Public Service Vehicles and Transport Vehicles on handling Courier Services. Their rates are far too cheap....”

5.1.2.11 Satisfaction rating of consumer rights

The survey assessed customer satisfaction with CA's adherence to key service delivery standards. Fairness, dignity, and courtesy in interactions had a score of 74.0%. Privacy and confidentiality as well as the accuracy of information provided, both received mean scores of 74.1%. Allowing customer participation in the review of the customer service charter had a mean score of 71.6%. Overall, the average satisfaction across all rights was 73.4%, indicating a generally positive perception of CA's commitment to customer service, with room for improvement in several areas.

Table 29: Satisfaction with consumer rights

Indicator	1	2	3	4	5	DK	Mean
CA treats customers with fairness, courtesy, dignity and consideration in all interactions without any discrimination	9.1%	0.0%	18.2%	45.5%	18.2%	9.1%	74.0%
CA offers complete and accurate information on all on all services. This includes accessibility, time period and relevant charges	0.0%	0.0%	45.5%	27.3%	18.2%	9.1%	74.1%
CA upholds privacy and confidentiality with respect to personal, business, contractual and financial information, written or oral	0.0%	0.0%	36.4%	45.5%	9.1%	9.1%	74.1%
CA customers participate in the review of the customer service charter	9.1%	9.1%	18.2%	45.5%	18.8%	0.0%	71.6%
Average							73.4%

The feedback indicates that CA customers desire greater involvement in decisions affecting their services. Respondents also suggested the need for CA to develop more favorable business policies and cost structures to better support entrepreneurs. These improvements could enhance customer satisfaction and promote a more supportive environment for business growth.

“...Customers need to be more involved with matters touching on their services.”

“.....Come up with favorable business policies & service Cost for entrepreneurs....”

5.1.2.12 Pricing of CA services

The survey results on the cost of services provided by CA reveal mixed opinions across sectors. Broadcasting services were rated the highest in terms of cost, with a mean score of 56.8%. Postal/courier and Frequency services followed with a mean of 54.6% and 54.4% respectively. while broadcasting and telecom services had similar mean scores of 30.9% and 29.1%, respectively. Tender services received a mean score of 53.4%. On average, the overall mean rating for the cost of CA services across all sectors was 54.5%, reflecting moderate cost perceptions among respondents.

Figure 37: Rating the Cost of CA services

Indicator	1	2	3	4	5	DK	Mean
Telecom	0.0%	18.2%	36.4%	0.0%	0.0%	45.5%	53.4%
Postal/Courier	9.1%	36.4%	36.4%	9.1%	9.1%	0.0%	54.6%
Frequency	0.0%	27.3%	27.3%	9.1%	0.0%	36.4%	54.4%
Broadcasting	0.0%	18.2%	27.3%	9.1%	0.0%	45.5%	56.8%
Tender	0.0%	18.2%	36.4%	0.0%	0.0%	45.5%	53.4%
Average							54.5%

The feedback on CA’s service pricing reveals that respondents desire greater transparency, noting that payment and billing are based on limited information, and suggesting that all pricing schedules should be publicly accessible. They expressed concerns about the high cost of licenses, particularly for entrepreneurs, who feel burdened by unfavorable rules and regulations. A specific recommendation was made to reduce the annual subscription fee for courier operators from Ksh 30,000 to Ksh 20,000, reflecting the current financial challenges in the country.

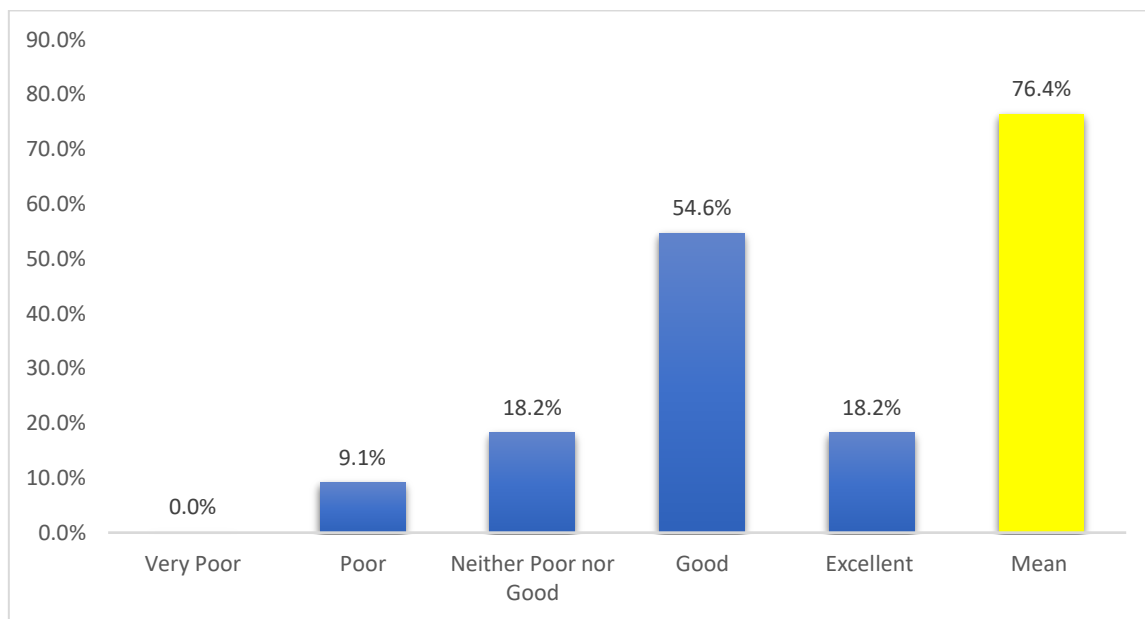
“...very unsupportive to entrepreneurs! licenses are very costly. governed by very unfavorable rules & regulations especially for entrepreneurs.....”

“.....The annual subscription fees should be reduced to utmost Ksh 20,000.00 from Ksh. 30,000.00 for Courier Operators. This amount is a reflective of the current financial burden in the country....”

5.1.2.13 Overall performance and satisfaction

The survey aimed to assess the overall performance of CA in regulating the ICT sector in Kenya. The findings show that a majority of respondents (54.6%) rated CA's performance as "good," while 18.2% rated it as "excellent." A smaller proportion (18.2%) were neutral, indicating that CA's performance was "neither poor nor good," and 9.1% rated it as "poor." No respondents rated the performance as "very poor." The mean score was 76.4%, indicating a generally positive perception of CA's regulatory role in the ICT sector, with room for improvement in certain areas.

Figure 38: Overall satisfaction with CA in regulating ICT in Kenya.



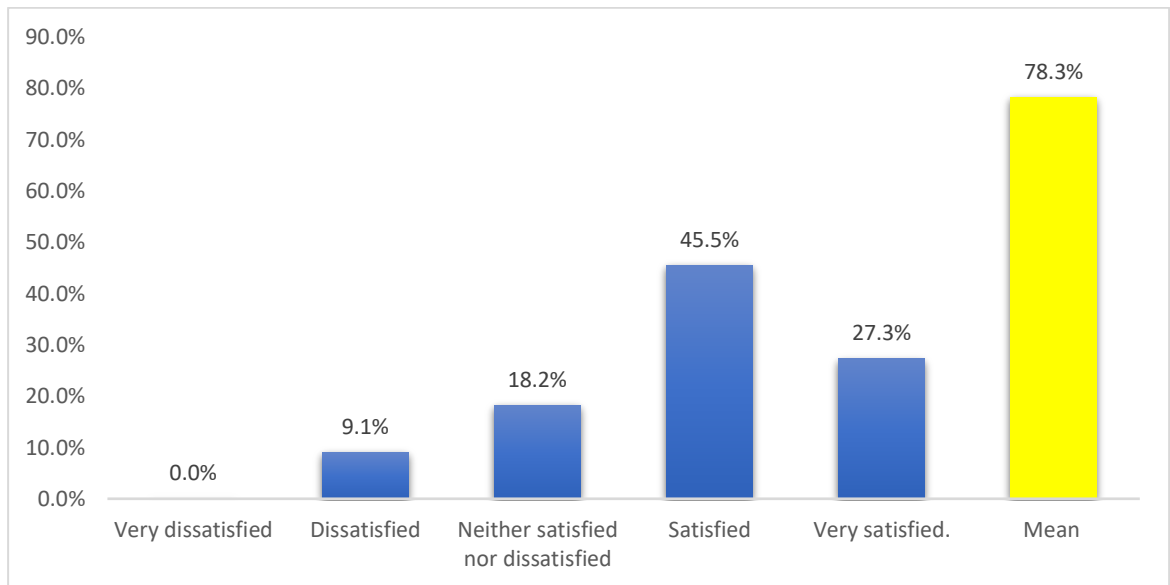
The feedback on CA's overall performance in regulating the ICT sector suggests that while some respondents view the performance as "good," there is a need for greater customer involvement in decision-making, recognizing them as key stakeholders. Additionally, timely issuance of licenses was highlighted as an area for improvement. These comments point to opportunities for enhancing stakeholder engagement and improving efficiency in service delivery.

"...There is need to involve/consider the customers opinion/take since they are a stakeholder in this organization...."

".....Give licences on time...."

The survey sought to assess overall satisfaction with services provided by CA. The findings show that 45.5% of respondents were satisfied, while 27.3% were very satisfied. A smaller portion, 18.2%, were neutral, neither satisfied nor dissatisfied, and 9.1% expressed dissatisfaction. No respondents were very dissatisfied. The mean satisfaction score was 78.3%, indicating a generally positive perception of CA's services, with most respondents reporting a high level of satisfaction.

Figure 39: Overall satisfaction with services received from CA



The feedback emphasizes the need for greater transparency in CA's pricing structures, with stakeholders requesting that all pricing and billing schedules be openly accessible and documented in written form. Respondents also acknowledged the supportive nature of CA staff. Concerns were raised regarding the affordability of auditor fees for small startups, suggesting that CA consider accepting bank statements instead of audited accounts. Additionally, respondents highlighted the importance of CA maintaining its independence and exercising its regulatory role impartially, free from political interference. These comments reflect a desire for fairness, transparency, and flexibility in CA's practices.

“...Please engage stakeholders in any matters that is impactful to their business-Your pricing schedules/structures and all matters billing/pricing must be open and accessible and well displayed in written form and not being communicated by words of mouth i.e you are supposed to pay this, based on this written schedule/pricing....”

“.....The staff in general are very supportive in time of need....”

“.....Due to very high costs charges from the Auditors, small upcoming or startups may not afford the fees charged by Auditors for the books of accounts. Therefore, CA should consider bank statements in lieu of the audited accounts....”

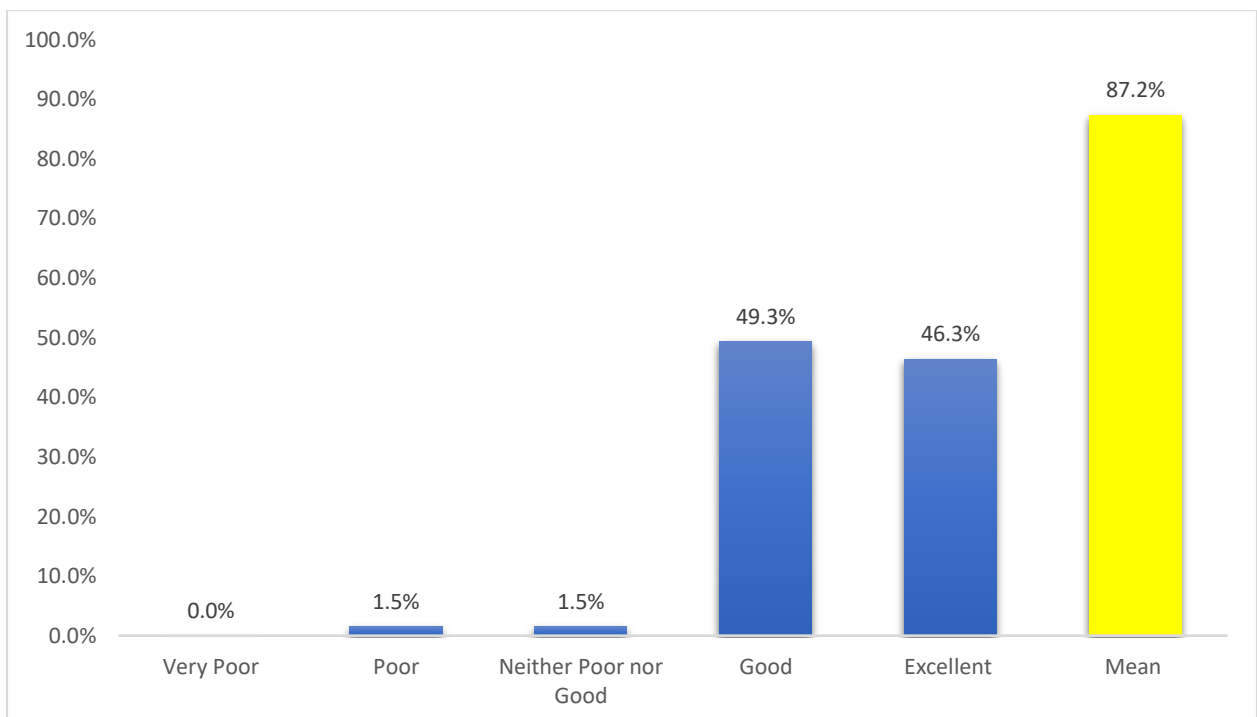
“.....CA is an independent regulator, and it should exercise the regulatory role impartially and without political interference....”

5.1.3 Broadcasters

5.1.3.1 Evaluation of awareness on CA’s mandate

Broadcasters were evaluated on their awareness of the Authority's functions as the ICT regulator, using a rating scale from 1 to 5, where 1 represents "very poor" and 5 represents "excellent." The assessment revealed an average awareness score of 87.2%. The majority of respondents rated their awareness as "good" (49.3%) or "excellent" (46.3%), while only 1.5% rated it as "poor" and "neither poor nor good." No respondents rated their awareness as "very poor."

Figure 40: Awareness on CA roles



The feedback on whether CA has been successful in creating awareness of its mandate shows predominantly positive responses, with the majority of stakeholders agreeing that CA has made significant efforts in this area. Many highlighted the role of roundtable discussions, workshops, and sensitization forums as effective tools. However, a few respondents felt that there is room for improvement, particularly in increasing stakeholder engagement and reaching broader audiences. Some suggested intensifying awareness campaigns and improving communication with new broadcasters. Overall, the sentiment was mostly favorable, though with some recommendations for further improvement.

“.....Yes, it has especially with the roundtable discussions and workshops....”

“.....No, the engagement with the stakeholders is very minimal....”

“.....Yes. But can do more....”

“.....Yes, much effort has been put by the authority to sensitize both the public and broadcasters. Particularly on the broadcaster, sensitization workshops and forums have been conducted....”

“.....Yes. It is guiding the licensees well and is in constant communication as necessary....”

“.....In some instance yet, but more needs to be done to streamline communication and information dissemination as a mandate of this Authority....”

“.....Yes, but the can intensify the campaigns....”

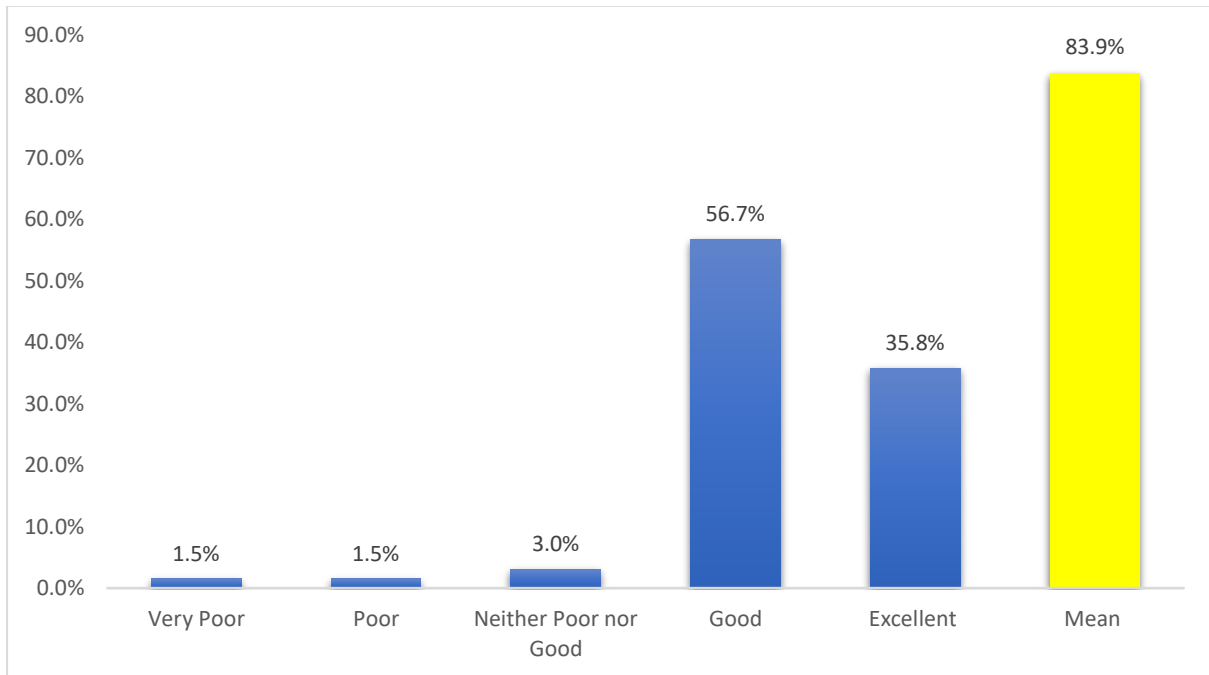
“.....Partly successful although they should make it a priority especially for new broadcasters....”

“.....Yes. Very informational through emails and socials....”

“.....More needs to be done by using all media houses in dissemination of information and public civic education....”

The survey evaluated CA's performance in ensuring that telecommunications, radio communications, broadcasting, multimedia, e-commerce, and postal/courier services benefit both service providers and Kenyan citizens. The results indicate a strong positive perception, with 56.7% of respondents rating CA's performance as "good" and 35.8% as "excellent." Only a small fraction rated the performance as "very poor" (1.5%) or "poor" (1.5%), and 3.0% were neutral. The mean rating of 83.9% reflects a generally high level of satisfaction with CA's effectiveness in executing its mandate.

Figure 41: Rating of CA in executing its mandate



The responses on CA's success in executing its mandate reveal a generally positive view, with most stakeholders affirming that CA has been successful. Many highlighted CA's achievements and effective regulatory proceedings, though some felt that expectations were not fully met or that there is room for improvement. A few respondents expressed dissatisfaction or uncertainty about the extent of CA's success, suggesting areas for enhancement and more vigorous campaigns. Overall, while the majority acknowledge CA's successes, there are varying opinions on the degree of effectiveness and areas needing improvement.

".....Yes, much has been achieved with room for improvement...."

".....Yes, but the can intensify the campaigns...."

".....Yes. Very good in regulatory proceedings and implementation as per the Kenya broadcasting Regulations Act....."

5.1.3.2 Evaluation of CA's core values

The survey assessed CA's performance in demonstrating its core values, with respondents providing high ratings across the board. Integrity received the highest mean score of 83.8%, followed by Excellence at 83.0%, Innovation at 81.0%, Agility at 79.8%, and Inclusion at 79.2%. The average rating across all core values was 81.4%, reflecting strong positive perceptions of CA's commitment to these principles. Most respondents rated CA's performance as "good" or "excellent," indicating a generally favorable view of how well CA upholds its core values.

Figure 42: Evaluation of Core values

Core Value	1	2	3	4	5	Dk	MEAN
Integrity	1.5%	3.0%	4.5%	55.2%	34.3%	1.5%	83.8%
Innovation	1.5%	1.5%	17.9%	47.8%	29.9%	1.5%	81.0%
Inclusion	1.5%	4.5%	19.4%	44.8%	28.4%	1.5%	79.2%
Agility	1.5%	4.5%	11.9%	56.7%	23.9%	1.5%	79.8%
Excellence	1.5%	1.5%	11.9%	49.3%	34.3%	1.5%	83.0%
Average							81.4%

The majority of respondents believe that CA is effectively fulfilling its core values, with many affirming that the Authority is making significant efforts to uphold these principles. Positive feedback highlights CA’s dedication to reaching all areas of the country through its regional offices and providing guidance to licensees. However, some respondents expressed concerns, citing issues such as lack of transparency and perceived favoritism in frequency allocations. Overall, while there is strong support for CA's adherence to its core values, there are calls for further improvement in transparency and integrity.

“..... Yes, to a higher degree yes thru its widespread regional offices, they are able to reach each and every corner of the country taking their services to the people.”

“..... yes, but it needs to put more effort....”

“..... Yes. Through a number of reforms outlined in the constitution.”

“..... To some extent NO because we some of us have applied for frequencies in vain. On the surface they say they don't have any but they give to friends to sell at exorbitant prices.”

“..... Yes, it is. save for frequencies are allocated. honesty and transparency are lacking. It has integrity issues.”

5.1.3.3 Satisfaction with CA’s corporate image

The survey results reveal a strong positive perception of CA's corporate image. Respondents largely agree that CA is trustworthy, reliable and positively discharges its mandate, with mean scores of 85.7%, 84.2% and 84.2% respectively. Confidence in CA's staff and management is also high, with a mean score of 84.5%. Additionally, CA is seen as innovative and reputable, scoring 81.8% and 83.8%, respectively. Overall, CA's corporate image is viewed favorably, with an average satisfaction rating of 81.0%.

Figure 43: Satisfaction with CA corporate image

Role	1	2	3	4	5	DK	MEAN
CA is an organization I can trust	1.5%	0.0%	7.5%	50.8%	40.3%	0.0%	85.7%
I have confidence in CA's staff and management to execute its mandate	1.5%	0.0%	11.9%	47.8%	38.8%	0.0%	84.5%
CA is an innovative organization	1.5%	3.0%	13.4%	47.8%	32.8%	1.5%	81.8%
CA is reliable	0.0%	4.5%	7.5%	50.8%	37.3%	0.0%	84.2%
CA professionally discharges its mandate	0.0%	4.5%	4.5%	56.7%	34.3%	0.0%	84.2%
CA has a good reputation	1.5%	0.0%	14.9%	43.3%	38.8%	1.5%	83.8%
CA is involved in corporate social responsibilities activities	3.0%	10.5%	22.4%	32.8%	20.9%	10.5%	73.2%
Average							81.0%

The feedback on CA's corporate image reflects a generally positive sentiment, with many respondents praising its performance and professionalism. However, there are notable suggestions for improvement. While CA is recognized for its effective task execution and strong corporate image, there is a call for enhanced visibility and engagement in corporate social responsibility (CSR), particularly in rural areas and through community media. Respondents recommend greater transparency, especially regarding frequency allocations and advertising practices. To further bolster its image, CA should increase its outreach efforts, utilize diverse media channels, and consistently engage with both regional and community broadcasters. Overall, CA is seen as performing well, but there is room for growth in its CSR activities and public engagement.

“.....Have more visible localized CSR at mashinani.”

“...Much engagement with regional and community broadcasters to further cascade their message to the audience mostly served by these service providers.”

“..... I am pleased and content of their image so far. I equally expect more efforts to reach international standards not attained yet.”

“..... CA should consider advertising with community media.”

“.....The corporate image needs to be harnessed for the public to be aware of the authority and its core mandate.”

“...Reach out to people through other media other than the corporate website which most people do no access.”

“..... CA should come up with a program of assisting the needy in the society as a way of building their corporate social responsibility.”

“..... There is need for more CSR activities especially in the rural areas to create more awareness and build on the corporate image.....”

5.1.3.4 CA customer expectations

The survey findings indicate varied levels of satisfaction regarding CA's performance across several key areas of customer expectation. The average satisfaction score is 78.8%.

Respondents generally feel that CA is effective in monitoring licensee activities to ensure compliance, with a high mean score of 85.4%. Timeliness in approving/type accepting ICT equipment and protecting consumer rights also receive relatively strong ratings, with similar score of 81.4%. However, areas such as managing spectrum and addressing resources (72.8%) and management of competition in the market (73.8%) show room for improvement. Overall, while CA is perceived as performing well in regulatory oversight and compliance, there are mixed opinions on its effectiveness in other areas, indicating opportunities for enhancement in service delivery and resource management.

Figure 44: CA customer expectations

Statement	1	2	3	4	5	DK	MEAN
CA provides timely issuance of licenses and regulation of all systems and services in the ICT sector	4.5%	9.0%	11.9%	44.8%	28.4%	1.5%	77.0%
CA prudently manages spectrum, numbering and addressing resources	1.5%	4.5%	22.4%	40.3%	23.9%	7.5%	77.4%
CA timely type of approves/type accepts ICT equipment.	3.0%	4.5%	6.0%	43.3%	29.9%	13.4%	81.4%
CA protects consumer rights within the ICT sector	1.5%	3.0%	14.9%	40.3%	31.3%	9.0%	81.4%
CA prudently manages competition in the sector	3.0%	10.5%	22.4%	37.3%	22.4%	4.5%	73.8%
CA prudently regulates retail and wholesale tariffs for ICT services	1.5%	4.5%	16.4%	40.3%	23.9%	13.4%	82.6%
CA prudently manages and administers the Universal Service Fund	3.0%	11.9%	23.9%	26.9%	23.9%	10.5%	72.8%
CA prudently monitors activities of licensees to ensure compliance to license terms and conditions.	1.5%	3.0%	10.5%	31.3%	49.3%	4.5%	85.4%
CA prudently manages cyber security	3.0%	6.0%	22.4%	31.3%	28.4%	9.0%	77.0%
Average							78.8%

The survey responses highlight several key areas for improvement and expectations from CA. There is a call for CA to enhance its services by creating a user-friendly portal for reporting complaints, speeding up the license issuance process, and investing in skilled resources and human capital. Respondents also suggest more stringent measures for managing FM frequencies and ICT, and increased transparency regarding the Universal Service Fund. Recommendations include improving turnaround times, regular stakeholder engagement, and enforcing standards to prevent overcharging and ensure service quality. Additionally, there is a request for CA to support community radio stations through increased visibility and financial sustainability initiatives. Overall, while CA is commended for its professionalism and recent improvements, there is a strong demand for further enhancements in efficiency, transparency, and stakeholder engagement.

“.....CA should have a friendly portal for reporting complaints from industry players with login accounts from their website.....”

“..... We need a more stringent measures on management of FM frequencies and ICT.”

“..... CA should invest in skilled recourse and human capital in delivering its mandate....”

“...We would like CA to issue licenses faster;”

“...To continue upholding their values.”

“...The CA can engage the community radio in their different engagement like CSR.”

“...I expect to make it easy to get frequencies especially in big cities.”

“...To prudently manage competition in the sector depending on licenses terms and also from social media bloggers.”

“...There are so many opaque areas in universal service fund.”

“...Need to look at starlink - as they are really affecting us local companies!”

“...Develop a robust cyber security team to manage government e-services.”

“...It will be a good idea if you can combine have one license for broadcast and frequency.”

“...Improve on the turnaround time for timely service.”

“...In relation to USF administration by the CA, we haven't been involve as stakeholders in any public participation to understand amount collected so far, and how it is being utilized..”

“...Aggressively enforce compliance when licensee complain.”

“...I would wish a review of annual charges on turn over. It's high compared to the current economic crisis.”

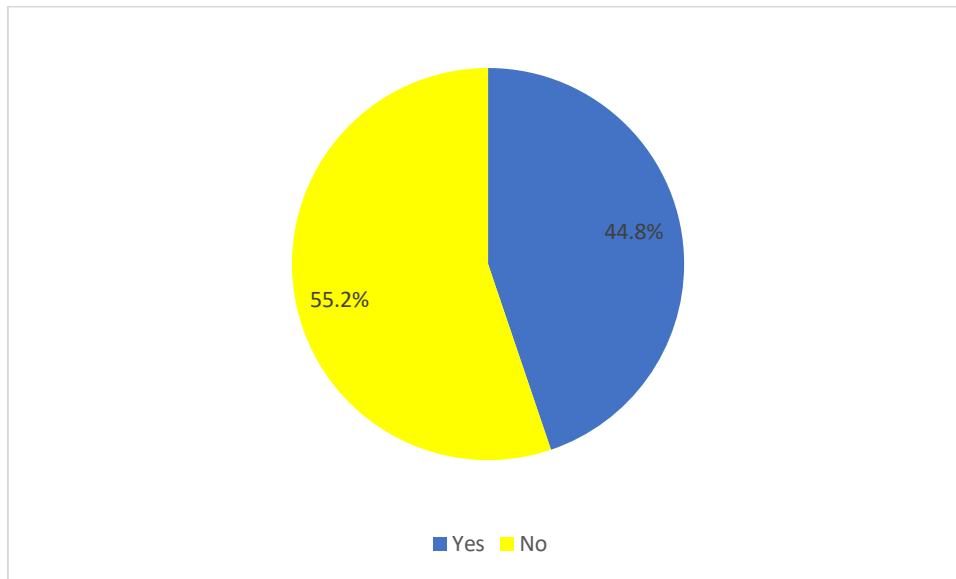
“...The CA should enforce standards that prevent service providers from overcharging or delivering subpar services, ensuring that all consumers get value for their money..”

“...Offer support to owners of community radio stations.”

5.1.3.5 Evaluation of awareness of CA's external customer service charter

The survey results reveal that 55.2% of respondents are not aware of CA's External Customer Service Charter, while 44.8% are aware of it. This indicates a significant opportunity for CA to improve awareness and communication regarding its Customer Service Charter to ensure that a larger proportion of its stakeholders are informed about its standards and services.

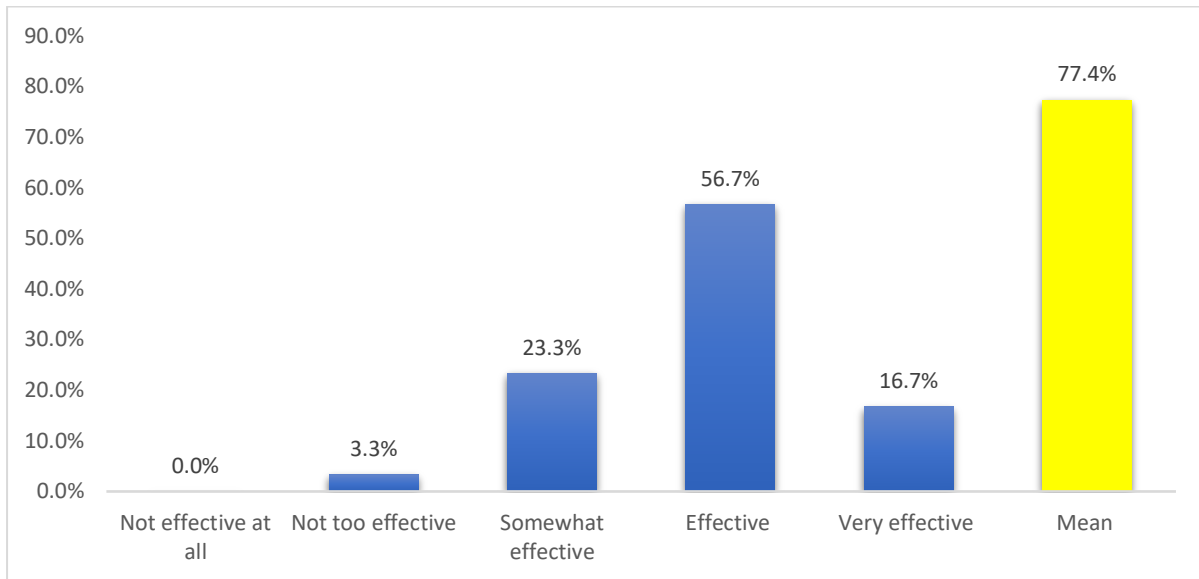
Figure 45: Awareness of CA's external customer service charter



Among the respondents aware of CA's External Customer Service Charter, the primary sources of information were posters within CA headquarters and CA forums (conferences, roadshows, Kikao Kikuu), both cited by 43.3% of respondents. Additionally, 33.7% learned about the charter through CA's website, while 36.7% received information via fliers or brochures. Broadcast media and social media each contributed to the awareness of 23.3% of respondents. This distribution highlights the effectiveness of direct and in-person communication channels in raising awareness about the Customer Service Charter.

The effectiveness of CA in delivering on its promises outlined in the service charter was rated positively by the majority of respondents. Specifically, 56.7% rated CA as "Effective," and 16.7% rated it as "Very effective." While there were a few respondents who found CA's performance to be "Not too effective" (3.3%) or "Somewhat effective" (23.3%), none rated the effectiveness as "Not effective at all." With a mean score of 77.4%, these findings suggest that CA is generally perceived as effective in fulfilling its service charter commitments, though there is room for improvement.

Figure 46: Effectiveness of CA in delivering promises in the service charter



5.1.3.6 Satisfaction with granting of approvals

In the past year, 40.5% of respondents have sought approval from CA, while 59.5% have not. This indicates that a significant portion of stakeholders have engaged with CA for approvals, reflecting ongoing interactions between the Authority and its clients. The majority, however, did not require approval from CA during this period. Among the respondents who sought approval from CA in the past year, equal proportions requested approvals for interconnection agreements, promotions and special offers, and tariffs, with each category representing 33.3% of the requests. This distribution indicates a diverse range of approval types being sought from CA, reflecting the broad scope of regulatory activities within the ICT sector.

Respondents were asked to evaluate CA's performance in granting approvals for various requests. The results show that CA is perceived to have mixed effectiveness in this area. For interconnection agreements, 42.9% of respondents felt CA approved these within 14 days, while 28.6% disagreed or neither agreed nor disagreed. Regarding promotions and special offers, only 28.6% felt these were approved within 3 days, with 14.3% strongly disagreeing. Similarly, 28.6% felt that tariffs were approved within 3 days, while 28.6% were neutral or disagreed. The average mean score across these statements is 80.0%.

Figure 47: Satisfaction with handling approvals

Statement	1	2	3	4	5	DK	MEAN
CA approves interconnection agreements between service providers within 14 days	0.0%	0.0%	28.6%	0.0%	42.9%	28.6%	84.0%
CA approves promotions and special offers within 3 days	0.0%	14.3%	14.3%	14.3%	28.6%	28.6%	76.0%
CA approves tariffs within 3 days after application	0.0%	0.0%	28.6%	14.3%	28.6%	28.6%	80.0%
Average							80.0%

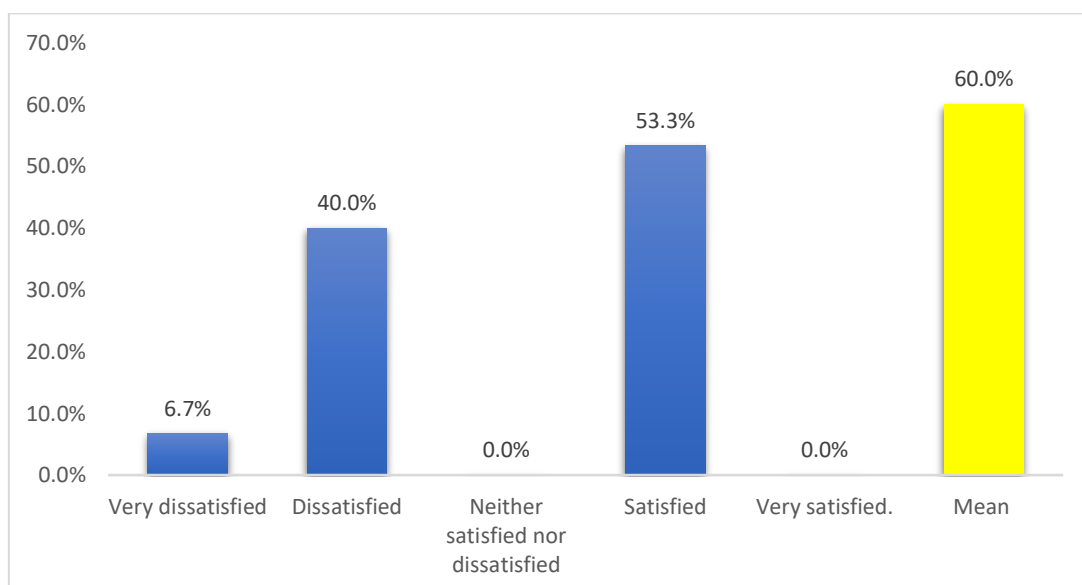
5.1.3.7 Satisfaction with complaints handling mechanisms

In the past year, 32.4% of respondents reported having filed a complaint with the CA, while the majority, 67.6%, did not file any complaints. This indicates that a significant portion of respondents had issues they felt needed to be addressed by the CA, although the majority did not engage in the complaint process. Respondents who filed complaints with the CA raised issues primarily related to frequency interference and allocation. Specific complaints included interference from other frequencies, poor signal quality, double allocation of frequencies, and the failure of service providers like Signet to deliver promised services. Additionally, there were concerns about competition and tampering of telecommunication equipment. These issues highlight ongoing challenges in frequency management and service delivery that respondents believe require CA's attention and intervention.

Among the respondents who filed complaints with the CA in the past year, the majority used email as their preferred channel, accounting for 64.7% of complaints. Physical visits to the CA's office were the second most common method, utilized by 29.4% of respondents. Telephone calls were the least used channel, with only 5.9% opting for this method. This distribution indicates a strong preference for electronic communication in filing complaints, suggesting that improvements in email handling and response could enhance the overall complaint resolution process.

The feedback on how CA handled complaints over the past year reveals a mixed level of satisfaction. A significant portion of respondents, 40%, expressed dissatisfaction with the handling of their complaints, while 6.7% were very dissatisfied. In contrast, 53.3% of respondents were satisfied with the resolution of their complaints. No respondents reported being very satisfied. The mean satisfaction score of 60% indicates a general level of satisfaction but also highlights areas for improvement in the complaint resolution process.

Figure 48: Satisfaction with how CA handles complaints



The survey findings on CA's complaint resolution indicate a mixed response. For general complaint resolution, 33.3% of respondents agree that CA resolves complaints within 30 days, with an average satisfaction rating of 56.0%. However, 20.0% of respondents neither agree nor disagree, and 13.3% strongly disagree. In terms of resolving frequency interference issues, only 33.3% feel that CA addresses these within 14 days, and 26.7% strongly disagree. The average satisfaction rating for resolving frequency interference is 42.6%, reflecting a need for improvement in this area. Overall, the average satisfaction across both statements is 49.3%.

Figure 49: Satisfaction with complaints handling mechanisms

Statement	1	2	3	4	5	MEAN
CA provides resolution of complaint within 30 days	13.3%	20.0%	20.0%	33.3%	6.7%	56.0%
CA provides resolution on frequency interference within 14 days	26.7%	6.7%	13.3%	33.3%	0.0%	42.6%
Average						49.3%

Comments and recommendations on CA's handling of complaints and frequency interference cases indicate a need for improvement and prompt action. While some respondents acknowledged that CA addressed their issues faster than expected, there are concerns about the effectiveness and timeliness of interventions. Recommendations include making prompt and real-time interventions to address frequency interference and ensuring better communication with affected parties. Additionally, there is a call for more assertive action to overcome perceived hesitations in dealing with interference cases.

"...CA needs to make prompt interventions on frequency interference to safeguard its customers from the service providers....."

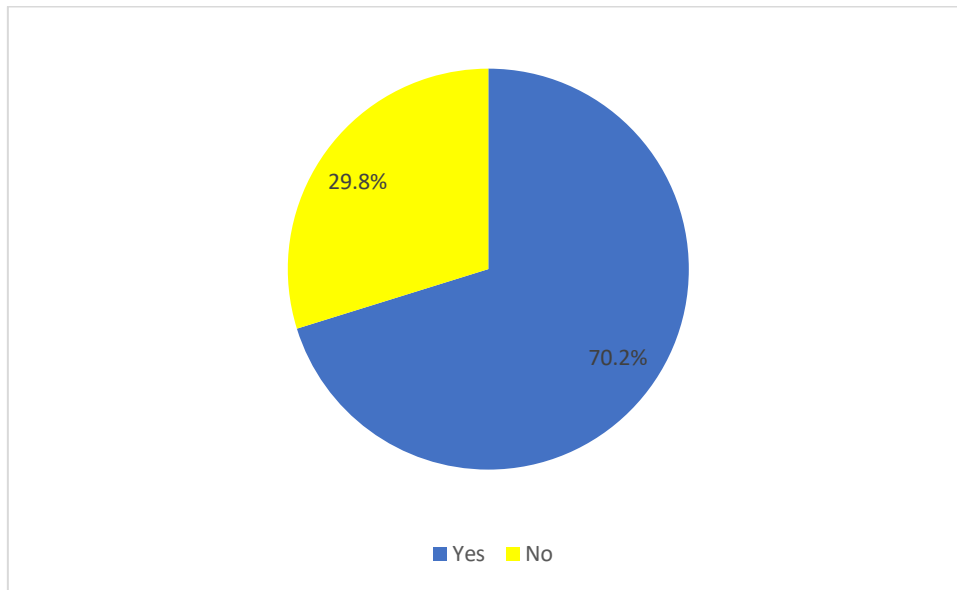
"..... Very poor. The Frequency Spectrum Staff fear some interferers...."

"..... Very poor. The Frequency Spectrum Staff fear some interferers...."

5.1.3.8 Satisfaction with handling of information and communication

In the past year, a significant majority of respondents, 70.2%, reported making an enquiry to the CA. This indicates a high level of engagement and interaction with the Authority. Conversely, 29.8% of respondents did not seek any information or assistance from CA during the same period. This suggests that while a substantial portion of stakeholders actively engage with CA, there remains a notable proportion who do not utilize its services for inquiries.

Figure 50: Enquiries to CA in the last year



a) Reliability of channels used to obtain information from CA

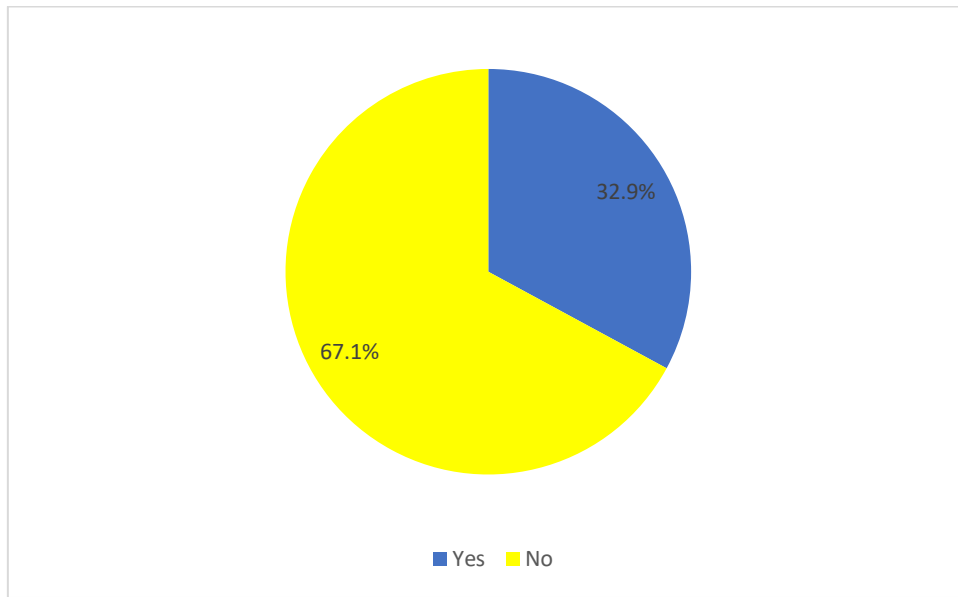
The reliability of various channels used to obtain information from CA varies according to respondent feedback. Physical visits, print media and website received the highest reliability ratings, with means of 83.6%, 81.2% and 81.2%, respectively, indicating that these methods are perceived as most dependable. Overall, the average reliability rating across all channels is 78.8%, suggesting a generally positive but varied perception of how effectively CA’s information channels meet user needs.

Figure 51: Reliability of channels used to obtain information

Channel	1	2	3	4	5	DK	Mean
E-mails	8.5%	2.1%	19.2%	34.0%	34.0%	2.1%	77.0%
Telephone	6.4%	8.5%	14.9%	44.7%	23.4%	2.1%	74.4%
Physical visits to CA offices	6.4%	0.0%	6.4%	36.2%	42.6%	8.5%	83.6%
Letters	2.1%	4.3%	10.6%	42.6%	17.0%	23.4%	77.8%
Website	0.0%	2.1%	12.8%	42.6%	21.3%	21.3%	81.2%
CA forums and workshops	6.4%	6.4%	6.4%	38.3%	31.9%	10.6%	78.6%
Print media	0.0%	4.3%	6.4%	44.7%	19.2%	25.5%	81.2%
Social media	0.0%	4.3%	12.8%	40.4%	14.9%	27.7%	78.2%
Broadcast media	2.1%	4.3%	14.9%	44.7%	17.0%	17.0%	76.8%
Average							78.8%

The majority of respondents, 70.2%, reported that CA responded to their enquiries within 3 working days, indicating a high level of responsiveness. However, 29.9% of respondents did not receive a timely response within this period, suggesting that there is room for improvement in ensuring prompt replies to all enquiries.

Figure 52: Response of CA to Enquiries Within 3 Working Days



b) Satisfaction ratings of information received from CA

The overall satisfaction with the information received from CA is high, with an average score of 80.7%. Specifically, 83% of respondents found the information relevant, while 81.7% rated the clarity and adequacy of the information positively. Timeliness of the information received had a slightly lower rating at 76.2%, indicating that while most respondents were satisfied, there is some room for improvement in delivering information more promptly.

Figure 53: Satisfaction rating of information received from CA

Indicator	1	2	3	4	5	Mean
Relevance of the information	0.0%	0.0%	14.9%	55.3%	29.8%	83.0%
Clarity of the information	0.0%	4.3%	8.5%	61.7%	25.5%	81.7%
Adequacy of the information	0.0%	0.0%	14.9%	61.7%	23.4%	81.7%
Timeliness of the information	4.3%	6.4%	19.2%	44.7%	25.5%	76.2%
Average						80.7%

The majority of respondents (59.7%) feel that CA keeps its licensees adequately informed, while 29.9% believe they are fairly well informed. A smaller percentage, 7.4%, feel that CA provides only a limited amount of information, and 3.0% feel that CA never gives adequate information. Overall, the majority of licensees are satisfied with the level of communication from CA.

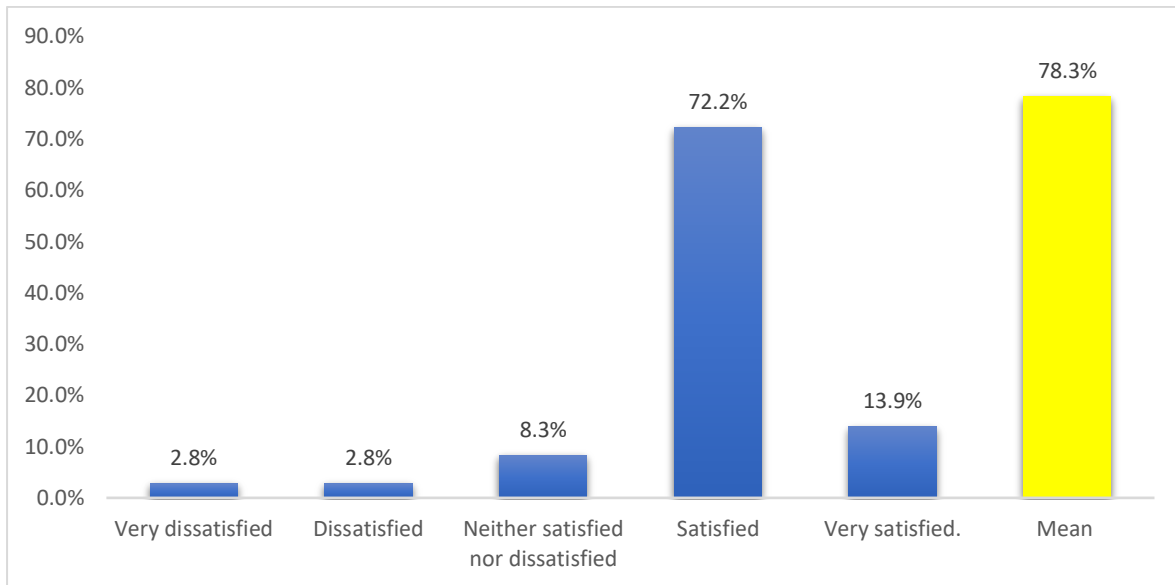
Figure 54: General feeling about information received from CA

Which of the following statements would best describe how you generally feel about the information you receive from CA?	Percentage
CA keeps its licensees adequately informed	59.7%
CA keeps its licensees fairly well informed	29.9%
CA gives its licensees only a limited amount of information	7.4%
CA never gives its licensee adequate information	3.0%

5.1.3.9 Satisfaction rating with quarterly reports

The findings indicate that just over half of the respondents (53.7%) read CA’s quarterly reports, while 46.3% do not. This suggests that a majority of stakeholders engage with the reports, though a significant portion remains unengaged. Those who have interacted with the quarterly reports indicate a high level of satisfaction. A majority of respondents (72.2%) reported being satisfied, while 13.9% expressed being very satisfied. A small proportion of respondents were neutral (8.3%), with only 2.8% each reporting dissatisfaction or strong dissatisfaction. The mean satisfaction score stands at 78.3%, reflecting overall positive feedback on the reports.

Figure 55: Satisfaction rating with quarterly reports



5.1.3.10 Satisfaction rating of CA commitment to the customer

The survey results highlight strong satisfaction with CA's commitments to customers. The highest satisfaction was with the professional competence of services, with 85.1% mean satisfaction. Additionally, 83.9% were satisfied with the provision of relevant information, while 81.8% agreed that CA is ethical in all their dealings. Confidentiality was also rated positively, with 81.5% mean satisfaction. Overall, the average satisfaction across all areas stands at 83.1%, reflecting CA's solid commitment to customer service and ethical standards.

Figure 56: Satisfaction with commitment to customer

Indicator	1	2	3	4	5	DK	Mean
CA treats information that you give them in the course of seeking services with utmost confidentiality	3.0%	3.0%	7.5%	49.3%	35.8%	1.5%	81.5%
CA provides services with the greatest professional competence	0.0%	3.0%	6.0%	53.7%	37.3%	0.0%	85.1%
CA provides you with all the relevant information that you may require	1.5%	3.0%	7.5%	50.8%	37.3%	0.0%	83.9%
CA is ethical in all their dealings at all times	1.5%	4.5%	9.0%	46.3%	37.3%	1.5%	81.8%
Average							83.1%

The feedback on CA's commitment to customers is largely positive, with many respondents praising their professionalism, efficiency, and commitment to high standards. Suggestions for improvement include providing more timely and regular communication, such as through newsletters, better understanding customer challenges, and offering more training for regulators on broadcasting standards. Some respondents noted the need for a more customer-centric approach, particularly with new digital media, and recommended transparency, timely interventions, and technical competence among staff. A few mentioned concerns about strict compliance measures and delays in internal processes, suggesting improvements in these areas.

"..... Need to stop undermining some licensees....."

"...They should conduct trainings with the regulators more often to make them understand the broadcasting standard. ..."

"... Improve on their understanding of the challenges the customers go through and give them adequate time to sort them out... "

"... Consider having a virtual assistant and also not taking long in transferring calls to an officer internally... "

"... On some compliance you are too strict causing so much tension... "

"... Better customer centric approach especially to the new digital media group... "

"... keep up their research of the various dynamics of their customer need... "

"... Observe timely interventions... "

"... should not be biased... "

"... They are very professional... "

5.1.3.11 Satisfaction rating of consumer rights

The satisfaction rating of customer rights was assessed using a scale from 1 to 5 (1 being very dissatisfied, 2 for dissatisfied, 3 for neither satisfied nor dissatisfied, 4 for satisfied, and 5 for very satisfied). The results indicate a generally high level of satisfaction with CA's commitment to upholding customer rights. The highest-rated areas include providing complete and accurate information (84.8%) and maintaining privacy and confidentiality (83.3%). Customers also appreciated being treated with fairness, courtesy, and dignity, with an 82.4% satisfaction rate. However, customer participation in the review of the service charter received a lower mean score of 71.7%. Overall, the average satisfaction across all rights is 80.6%, suggesting strong performance with room for improvement in customer engagement in service charter reviews.

Figure 57: Satisfaction with consumer rights

Indicator	1	2	3	4	5	DK	Mean
CA treats customers with fairness, courtesy, dignity and consideration in all interactions without any discrimination	3.0%	1.5%	7.5%	49.3%	37.3%	1.5%	82.4%
CA offers complete and accurate information on all on all services. This includes accessibility, time period and relevant charges	1.5%	1.5%	10.5%	44.8%	41.8%	0.0%	84.8%
CA upholds privacy and confidentiality with respect to personal, business, contractual and financial information, written or oral	0.0%	0.0%	10.5%	47.8%	38.8%	3.0%	83.3%
CA customers participate in the review of the customer service charter	4.5%	4.5%	13.4%	38.8%	29.9%	9.0%	71.7%
Average							80.6%

The feedback on customer rights at CA is largely positive, with many respondents expressing satisfaction with the services provided and commending CA for its fairness and professionalism. Suggestions for improvement include ensuring that all customers, regardless of license fees or size, receive equal treatment and access to information. Other recommendations include offering daily updates on service requests, providing confidentiality assurance forms, and transitioning to digital communication to reduce paper use. The KUZA Awards were also suggested to be regionalized to allow more stations to compete fairly. Overall, customers are satisfied with CA's handling of their rights.

“..... Treat us with fairness on information you provide.....”

“...Right to be heard and addressed fairly...”

“... The CA should ensure every regulator get information and treated professionally without considering the amount paid for licenses or the size of the regulators. And the KUZA Awards should be clustered into regions to ensure every station is catered for and are able to compete.... ”

“... Give customers a commitment form of confidentiality assurance... ”

“... Customers need daily update on the progress of the service requested ie tracking code or number ... ”

5.1.3.12 Pricing of CA services

The survey results indicate varying perceptions of the cost of services provided by CA. Tender services received the highest dissatisfaction, with a mean score of 62.0%. Postal/courier followed with a mean score of 53.0%, while telecom services were rated at 50.6% and Frequency at 46.6%. Broadcasting services had the lowest mean score of 44.6%. Overall, the average score was 51.4%.

Figure 58: Rating the Cost of CA services

Indicator	1	2	3	4	5	DK	Mean
Telecom	11.9%	16.4%	23.9%	3.0%	4.5%	40.3%	50.6%
Postal/Courier	10.5%	11.9%	26.9%	6.0%	3.0%	41.8%	53.0%
Frequency	19.4%	35.8%	14.9%	4.5%	7.5%	17.9%	46.6%
Broadcasting	22.4%	50.8%	13.4%	4.5%	7.5%	1.5%	44.6%
Tender	6.0%	6.0%	20.9%	4.5%	9.0%	53.7%	62.0%
Average							51.4%

The feedback on CA's pricing highlights a common concern about the high cost of services, especially in light of current economic challenges. Respondents suggest reducing fees for broadcasting, frequency usage, and licenses, particularly for community radio stations and non-commercial broadcasters. Many advocate for a reduction of 30% or more, and some propose that CA adjust pricing based on regional differences, as rural and urban business environments vary. There is also a call for CA to consider free or lower-cost licenses for small-scale operators, as the economic burden is affecting industry sustainability and growth.

“..... Cost of operation including the current taxations have started to burden the industry.....”

“...they should lower a little bit...”

“... We seek the lowering of the frequency usage fee for community radio stations in the northern region. Kes 10,000 per year will be very helpful....”

“... The pricing should be reviewed considering the regional location of a broadcaster since business landscape significantly differ between urban and rural economies....”

“... At least reduce the costing by 30%...”

“... They review the yearly fee payments for licenses and frequencies ...”

“... CA to lower the annual rates for broadcasting...”

“... Frequency fees are high and the formula for calculation is unfair to organizations with many frequencies in one location....”

“... CA should reduce the cost of broadcast and postal courier ... ”

“... Noncommercial broadcasters need to be considered when any changes is being made... ”

“... Review broadcasting fees downwards given the hard economic times to give customers a reprieve.... ”

“... Pricing should be reduced due to the poor-performing economic state of affairs in Kenya.... ”

“... CA needs to consider issuing free licenses to such operators as Community Broadcasters, and other small scale licensees... ”

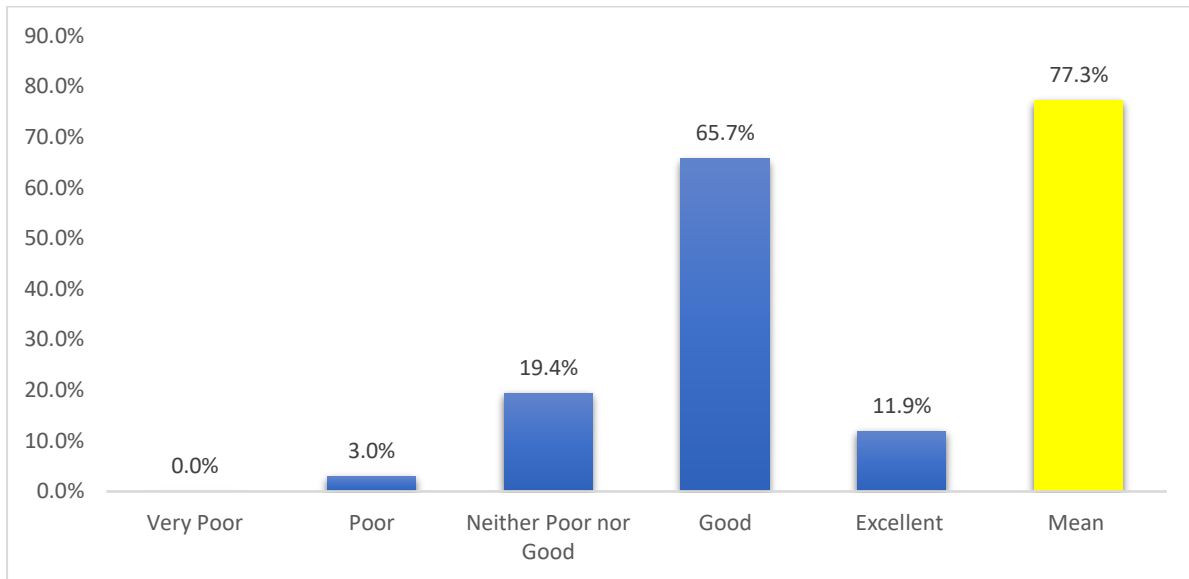
“... With the current economic crisis, it's becoming extremely tough on settling bills. These is a field we are passionate about and even wishing for more growth... ”

“... given the current economic state, an adjustment would be preferred to lower the cost. otherwise ca is fair ”

5.1.3.13 Overall performance and satisfaction

The survey results indicate a strong overall performance by CA in regulating the ICT sector in Kenya. A majority of respondents (65.7%) rated the performance as good, while 11.9% rated it as excellent. A smaller portion (19.4%) felt neutral, and only 3.0% rated the performance as poor. No respondents rated CA’s performance as very poor. The mean satisfaction score stands at 77.3%, reflecting a generally positive perception of CA’s regulatory role in the ICT sector.

Figure 59: Overall satisfaction with CA in regulating ICT in Kenya



The feedback on CA’s overall performance in regulating the ICT sector is largely positive, with many respondents praising the authority’s efforts and comparing it favorably to other parastatals. Key suggestions for improvement include increased sensitization for key industry players, enhancing telecommunications infrastructure (especially 5G and rural services), and ensuring transparency in initiatives like the KUZA Awards. Concerns were raised about the proliferation of unprofessional media platforms and the need for stronger regulation, fairness in licensing fees, and protection of local companies from foreign competition. Some respondents also highlighted the need for CA to remain neutral as a regulator and avoid government-imposed internet shutdowns. Overall, CA is commended for its progress, but there is room for enhanced fairness and regulation in certain areas.

“..... Sensitization is needed to the key players and actors.....”

“...There are too many unprofessional platforms that have been created that have made the media extremely abused. It will soon portray an image of mistrust....”

“... They should make sure all digitalized processes to avoid paperwork....”

“... The CA should invest in the expansion and enhancement of telecommunications infrastructure, including the development of 5G networks, fiber-optic cables, and satellite communication systems and ensure the rural areas are able to get this services without any interference”

“... KUZA awards criteria is not transparent, for example in 2022, a broadcaster who ceased operations in 2019 emerged as a regional broadcaster something that doesn't add up...”

“... To make sure they introduce license fees to all competitor...”

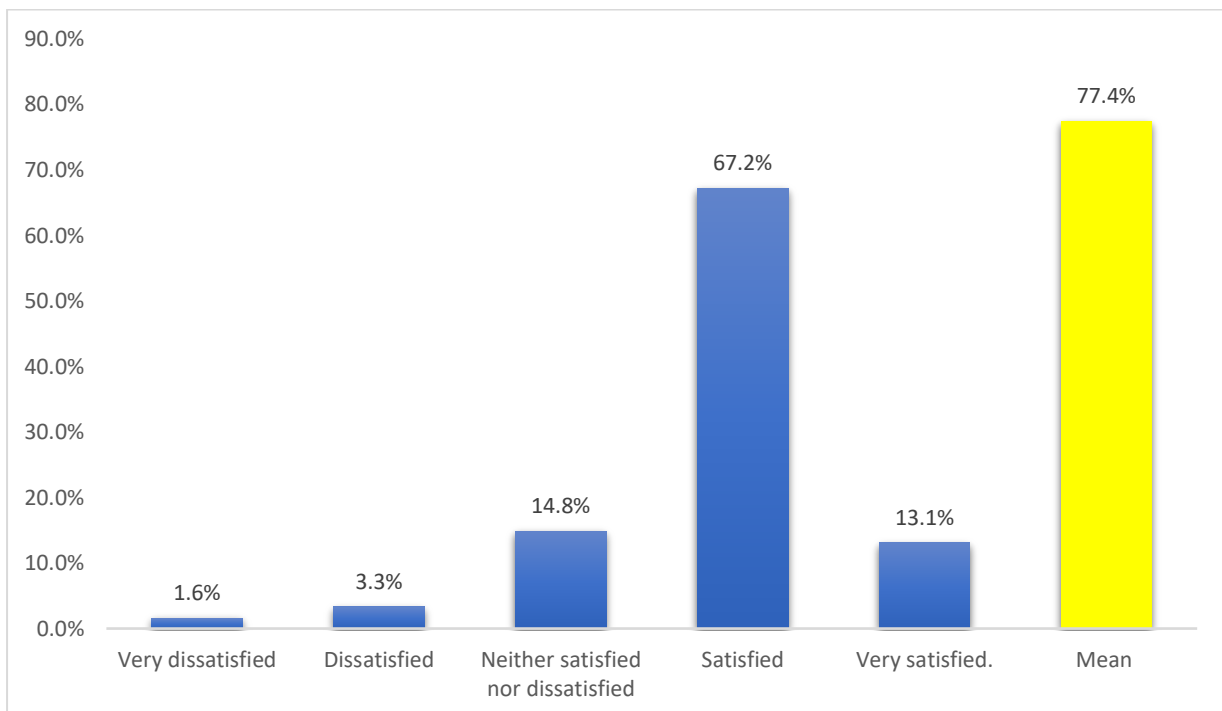
“... If the Authority keenly regulates the ICT Sector much of what is taking place in the country would not be happening. The ICT sector is like an open space where anyone can communicate without any censorship...”

“... CA sometimes switches off internet when the government orders this make public not to receive the online aired content. The CA should do their job without intimidation....”

“... CA Staff need thorough training on technical, legal and regulatory aspects....”

The survey results indicate high overall satisfaction with CA’s services. A significant majority of respondents (73.1%) reported being satisfied, while 14.9% expressed being very satisfied. Only a small percentage were dissatisfied or very dissatisfied, at 1.5% each, and 9.0% were neutral. The mean satisfaction score stands at 79.7%, reflecting strong overall approval of CA’s service delivery.

Figure 60: Overall satisfaction with services received from CA.



The feedback on improving satisfaction with CA's services highlights several key areas for enhancement. Suggestions include providing quicker responses to emails and calls, expanding communication through a monthly newsletter, and conducting regular customer surveys. Respondents also recommended reducing licensing and frequency fees, increasing regional broadcast tender opportunities, and protecting licensees from unfair social media scrutiny. Additionally, there were calls for more awareness programs, qualified personnel, and a review of compliance requirements. Despite these suggestions, many respondents expressed overall satisfaction and appreciation for CA's professional services and regulatory efforts.

".....work towards achieving the mission and vision of CA....."

".....Provide a swift response in emails and direct calls to concerned officers....."

"..... Provide valuable information and respond to feedback whether positive or negative....."

"... Expand its broadcast tender to regional and local broadcasters..."

"... If the issue of time is considered in compliance due to the finance constraints and shaky economic is considered it would assist us clients so much..."

".....1. To be sending alerts on their quarterly reports, 2. To review on the lower side the yearly licenses and frequency payment 3. Protect their licensees from social media....."

".....Create more awareness programs and forums to listen from the customers....."

".....Generally, in terms of regulations, CA is doing a great job through regular inspections and motivation through KUZA Awards and other participatory conferences and workshops....."

".....We are satisfied with the CA services....."

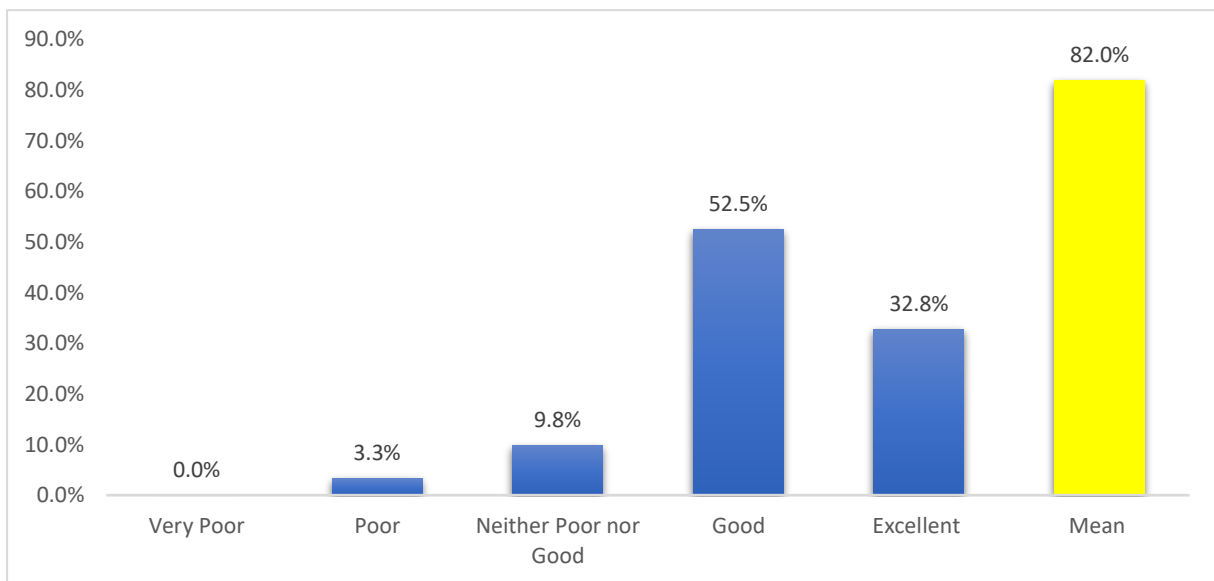
".....Keep up with amazing services....."

5.1.4 Frequency

5.1.4.1 Evaluation of awareness of CA's mandate

The survey results indicate a strong understanding of CA's mandate as Kenya's regulatory authority for the communications sector. A substantial majority of respondents rated their knowledge as good (52.5%) or excellent (32.8%), with an overall mean score of 82.0%. Only a small fraction rated their knowledge as poor (3.3%) or very poor (0.0%), and 9.8% felt their knowledge was neither poor nor good. These findings reflect a high level of awareness and comprehension of CA's role and responsibilities among respondents.

Figure 61: Awareness on CA mandate



The feedback on CA's success in creating awareness of its mandate is generally positive, with many respondents affirming that CA has been successful. However, there are also suggestions for improvement, indicating that while CA has made progress, there is still room for enhancement. Some respondents felt that awareness efforts were only "partly" successful or "fairly" effective, and others highlighted the need for more intensive campaigns and community radio involvement. Overall, CA is recognized for its efforts, but there is consensus that increased outreach and periodic training could further improve awareness.

"..... Yes, but there is still room for improvement. Embark on more periodic trainings....."

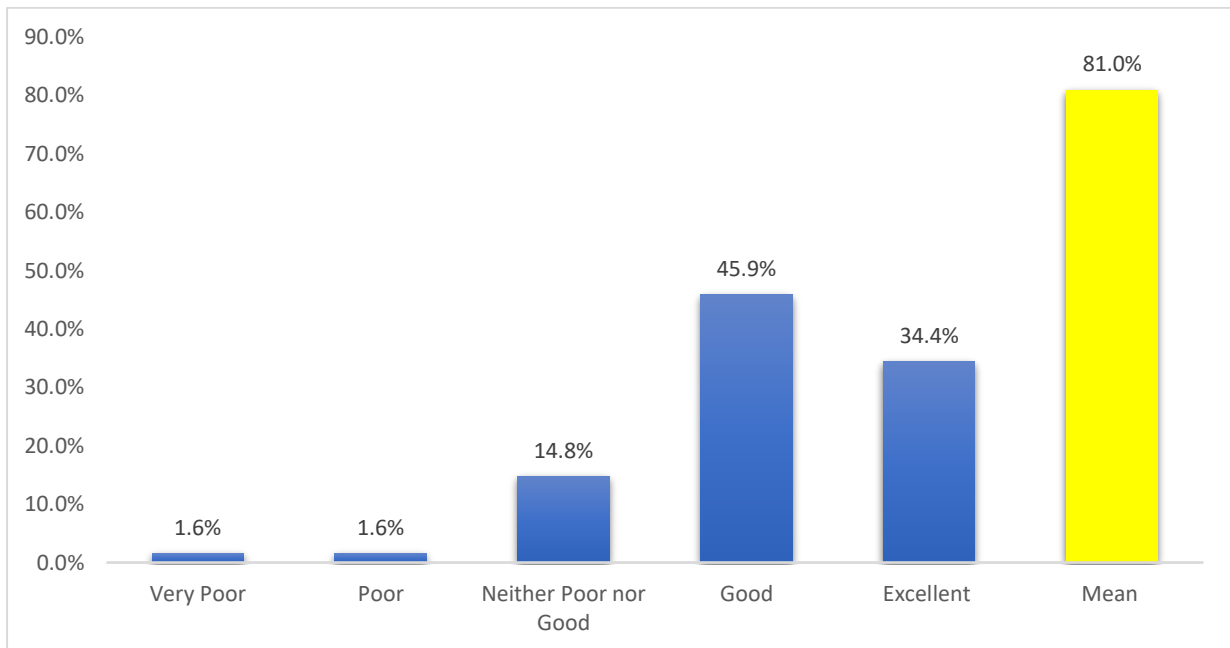
"..... Yes but it needs to use community Radios to do more....."

"..... Yes, but the can intensify the campaigns...."

"..... This year we have seen a significant change in approach which has made it successful in its engagement....."

The survey results reveal a high level of satisfaction with CA’s performance in executing its mandate across various sectors, including telecommunications, radio communications, broadcasting, multimedia, e-commerce, and postal/courier services. A majority of respondents rated CA’s performance as either good (45.9%) or excellent (34.4%), resulting in a mean score of 81.0%. Only a small percentage rated CA's performance as poor (1.6%) or very poor (1.6%), with 14.8% expressing a neutral stance.

Figure 62: Rating CA performance in executing its mandate



The feedback indicates that while CA has been generally successful in executing its mandate, there are areas for improvement. Respondents suggest that more sensitization is needed, especially in light of changing government policies, and that CA should intensify its campaigns to increase awareness. Some concerns were raised about CA being perceived as overbearing and biased towards telecom companies, highlighting the need for a more balanced regulatory approach. Additionally, joining international bodies like CEPT was suggested as a beneficial move for CA.

“..... Partly - membership of CEPT would be good.....”

“..... Yes, It has been executing its mandate. Though the CA need to do more sensitization on its mandate since government policy has been changing over time....”

“..... Yes, but the can intensify the campaigns....”

“..... CA has some success in meeting its mandate. However: (1) as a regulatory it is too over-bearing (2) it is biased towards the telecoms and favors them.....”

5.1.4.2 Evaluation of CA’s core values

The findings show that CA demonstrates its core values effectively, with an overall average score of 77.7%. Integrity and Excellence received the highest rating at 80%, indicating strong confidence in CA’s honesty and ethical conduct. Agility was rated at 77.2%, reflecting positive responsiveness and adaptability. Innovation and Inclusion were rated at 77.6% and 73.9% respectively. Overall, CA performs well in upholding its core values.

Figure 63: Evaluation of Core Values

Core Value	1	2	3	4	5	Dk	MEAN
Integrity	3.3%	3.3%	13.1%	34.4%	42.6%	3.3%	80.0%
Innovation	3.3%	4.9%	21.3%	37.7%	29.5%	3.3%	77.6%
Inclusion	3.3%	4.9%	31.2%	36.1%	21.3%	3.3%	73.9%
Agility	1.6%	4.9%	21.3%	47.5%	23.0%	1.6%	77.2%
Excellence	1.6%	1.6%	23.0%	34.4%	32.8%	6.6%	80.0%
Average							77.7%

The majority of respondents believe that CA is fulfilling its core values, with many expressing a positive opinion. Most responses affirm that CA is upholding its principles, though a few indicate partial fulfillment or room for improvement. Some responses suggest that CA could enhance its efforts, particularly in specific areas like transparency and fairness. A small number of respondents were uncertain or felt the Authority is below expectations in meeting its core values, highlighting the need for more visible and consistent efforts in executing these values across all functions.

“..... *partially*.....”

“..... *In between*”

“..... *To some extent*....”

“..... *yes but it needs to put more effort*.....”

“..... *Maybe - only know in regard to Frequencies - Aircraft - Licenses charged at full fees even when the duration not consummate!*.....”

5.1.4.3 Satisfaction with CA’s corporate image

The survey results show that respondents generally view CA positively in terms of its corporate image. A significant majority trust the organization, with 78.1% rating CA as reliable and 81.3% agreeing that it is trustworthy. Confidence in CA’s staff and management is also high, with 79.0% expressing confidence in their ability to execute CA's mandate. Respondents also believe CA professionally discharges its duties (80.7%) and has a good reputation (75.1%). However, there is room for improvement in CA's innovation (73.8%) and involvement in corporate social responsibility activities, which scored the lowest at 60.3%. Overall, CA’s average corporate image rating is 75.5%.

Figure 64: Satisfaction with CA corporate image

Role	1	2	3	4	5	MEAN
CA is an organization I can trust	3.3%	1.6%	16.4%	42.6%	36.1%	81.3%
I have confidence in CA’s staff and management to execute its mandate	3.3%	4.9%	21.3%	34.4%	36.1%	79.0%
CA is an innovative organization	4.9%	8.1%	23.0%	41.0%	23.0%	73.8%
CA is reliable	3.3%	6.6%	18.0%	41.0%	31.2%	78.1%
CA professionally discharges its mandate	3.3%	3.3%	16.4%	41.0%	36.1%	80.7%
CA has a good reputation	3.3%	6.6%	21.3%	41.0%	26.2%	75.1%
CA is involved in corporate social responsibilities activities	4.9%	8.2%	16.4%	39.3%	14.8%	60.3%
Average						75.5%

The feedback on CA's corporate image is largely positive, with many respondents appreciating its reliability and professionalism. Comments highlight CA as a trustworthy and well-organized government entity, with recommendations for increased innovation and stakeholder engagement. Some suggest a stronger focus on creating new opportunities and being more supportive of entrepreneurs. Concerns include perceptions of bias towards telecom companies and criticism regarding media regulation during elections. Additionally, there is a call for CA to enhance its visibility among the general public, increase collaboration with other agencies, and engage more in corporate social responsibility activities.

“.....the corporate image is good.....”

“.....CA is one of the government reliable department.....”

“.....Elections have put CA reputation to be questionable. Corruption has been mentioned in the authority to its disrepute. CA threats to withdraw media licenses; curtails media freedoms and is in bad taste whenever the media does not report in favor of government of the day.....”

“.....Non Telcos view CA as overbearing, over-reaching, decidedly pro Govt and heavily biased in its programs towards the telcos.....”

“.....The reliability part can be improved on, especially addressing the religious radios that need assistance being non-commercial radios and mostly community based.....”

“.....They can do better by being in close collaboration with other Govt agencies - especially the KCAA. Corporate image - non-visible.....”

“.....As an organization there is little that is known about it by the common Mwananchi. There is need for more work to promote her image.....”

“.....CA to consider in Participating with CSR activities like Safaricom.....”

“.....Its better than before.....”

5.1.4.4 CA customer expectations

The survey results indicate that respondents generally agree with CA's performance in meeting customer expectations across various areas of the ICT sector, with an average score of 72.8%.

Figure 65: CA customer expectations

Statement	1	2	3	4	5	DK	MEAN
CA provides timely issuance of licenses and regulation of all systems and services in the ICT sector	6.6%	6.6%	14.8%	49.2%	21.3%	1.6%	73.1%
CA prudently manages spectrum, numbering and addressing resources	3.3%	4.9%	13.1%	49.2%	24.6%	4.9%	70.6%
CA timely type of approves/type accepts ICT equipment.	3.3%	1.6%	18.0%	41.0%	21.3%	14.8%	71.4%
CA protects consumer rights within the ICT sector	6.6%	4.9%	14.8%	32.8%	24.6%	16.4%	75.8%
CA prudently manages competition in the sector	4.9%	1.6%	23.0%	42.6%	13.1%	14.8%	73.7%
CA prudently regulates retail and wholesale tariffs for ICT services	4.9%	0.0%	19.7%	36.1%	19.8%	19.8%	76.0%
CA prudently manages and administers the Universal Service Fund	0.0%	8.2%	24.6%	26.2%	18.0%	23.0%	70.4%
CA prudently monitors activities of licensees to ensure compliance to license terms and conditions.	4.9%	3.3%	9.8%	41.0%	34.4%	6.6%	73.8%
CA prudently manages cyber security	6.6%	3.3%	26.2%	26.2%	24.6%	13.1%	70.7%
Average							72.8%

The feedback on expectations from CA highlights several key areas for improvement. Respondents suggest more efficiency in license issuance and renewal processes, with concerns over delays and manual procedures. There is a call for increased transparency, better customer engagement, and inclusivity with stakeholders. Specific recommendations include more training for licensees, enhanced public education, and digitization of services. Additionally, there are requests for affordability in licensing fees, improved competition regulation, and more focus on innovation, cyber security, and supporting communication-based entrepreneurship. Overall, respondents recognize CA's progress but see opportunities for further enhancements in service delivery.

“.....Application, renewal and issuance of licenses takes 3months which is unreasonable.....”

“.....CA should atimes do a civil education to its customers.....”

“.....Check regulate for healthy competition in the market.....”

“.....be considerate to customers; esp. in areas of cost engagements and policy development.....”

“.....i would recommend ca to review its charges again considering to make them affordable.....”

“.....Your services are too manual, you need to digitize.....”

“.....They need to improve on some areas eg TA.....”

“.....I expect to make it easy to get frequencies especially in big cities.....”

“.....Improve on timely issuance of licenses and use of Universal Service Fund.....”

“.....Wish they adjust to issue Aircraft Licenses pro-rata on the fees vs duration - so they don't all end on 30th June of any one yr. !.....”

“.....Develop a robust cyber security team to manage government e-services.....”

“.....CA needs to be: (1) more transparent (2) less intimidating to licensees (3) provide more training for licensees (4) take leading role in exposing the industry to latest technologies and innovations.....”

“.....CA for the last 4 year have noted big improvement ie filing online quarter return.It will be a good idea if you can combine have one license for broadcast and frequency.....”

“.....CA needs to engage with stake holders more.....”

“.....I would wish a review of annual charges on turn over. It's high compared to the current economic crisis.....”

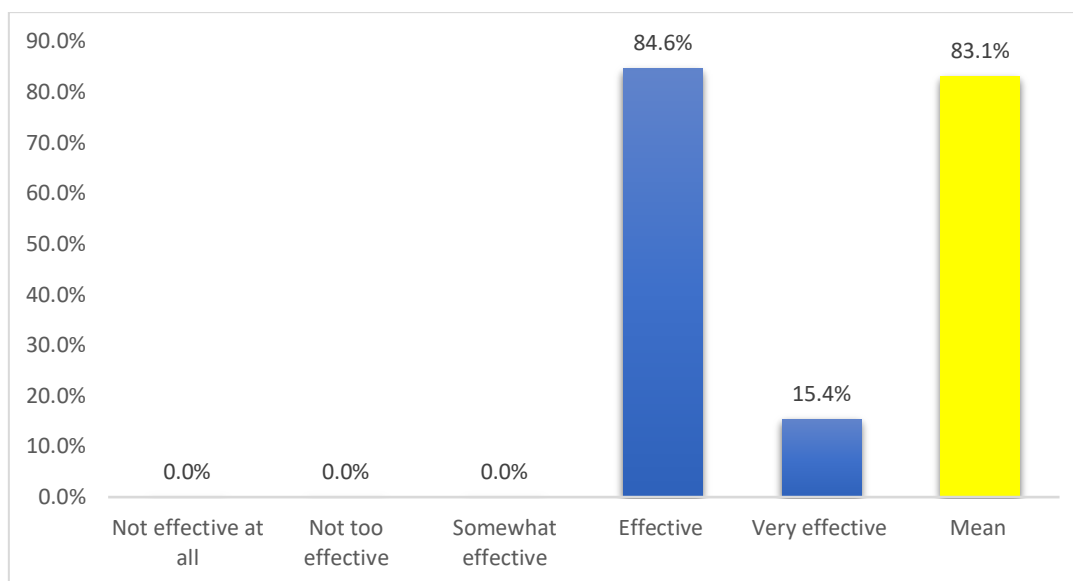
5.1.4.5 Evaluation of awareness of CA’s external customer service charter

The survey results indicate that awareness of CA's External Customer Service Charter is relatively low, with only 55.3% of respondents indicating they are aware of its existence, while 44.7%, are not.

This highlights the need for increased efforts by CA to promote and communicate the existence and details of the Customer Service Charter to its stakeholders. Among those aware of CA's External Customer Service Charter, 61.5% learned about it through posters at CA headquarters, while 38.5% were informed via fliers or brochures. Other notable sources of awareness include social media (23.1%), CA forums such as conferences and roadshows (15.4%), and broadcast media (15.4%). These results suggest that physical materials at CA offices are the primary method of dissemination, with digital and media channels playing a secondary role.

The effectiveness of CA in delivering its promises as outlined in the service charter was highly rated, with 84.6% of respondents indicating that it is effective and 15.4% rating it as very effective. No respondents rated CA as less than effective, leading to a strong overall satisfaction, reflected in a mean score of 83.1%. This indicates that CA is seen as consistently fulfilling its commitments in the service charter.

Figure 66: Effectiveness of CA in delivering promises in the service charter



5.1.4.6 Satisfaction with granting of approvals

In the past year, 31.2% of respondents sought approval from CA, while 68.8% did not. This indicates that a significant majority did not require CA’s approval during this period, whereas a smaller portion actively engaged with CA for approvals. Among those who sought approval from CA in the past year, most requested interconnection agreements, while a smaller proportion sought approval for tariffs. The survey results indicate moderate satisfaction with CA's approval processes. Respondents rated CA's performance in approving interconnection agreements within 14 days and promotions and special offers within 3 days as 73.4%. However, approval of tariffs within 3 days had a rating of 75.4%. On average, respondents rated these processes at 75.2%.

Figure 67: Satisfaction with handling of approvals

Statement	1	2	3	4	5	DK	MEAN
CA approves interconnection agreements between service providers within 14 days	5.3%	5.3%	15.8%	36.8%	15.8%	21.1%	73.4%
CA approves promotions and special offers within 3 days	0.0%	0.0%	26.3%	26.3%	15.8%	31.6%	76.8%
CA approves tariffs within 3 days after application	0.0%	0.0%	31.6%	21.1%	15.8%	31.6%	75.4%
Average							75.2%

In the additional comments, some expressed concerns that approvals, particularly for radio frequency VHF, take more than three months. Others mentioned that while approvals are handled, the speed of the approval process is viewed as average. A timely response was emphasized as crucial for addressing key issues effectively.

“.....Takes more than 3 months especially radio frequency VHF.....”

“.....Their approval process is average.....”

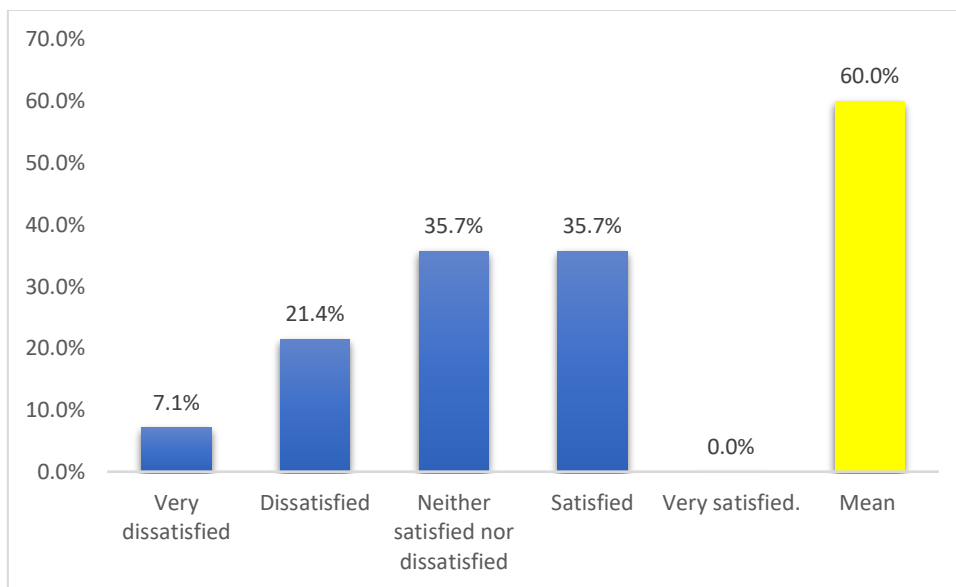
“.....Timely response will make it easier to address key issues.....”

5.1.4.7 Satisfaction with complaints handling mechanisms

In the past year, approximately one-third of respondents (32.9%) reported filing a complaint with CA, while the majority (67.1%) had not submitted any complaints. Respondents who filed complaints with CA reported issues such as failure of VHF radios, frequency interference, and a neighboring station using a similar name, causing confusion among listeners. The majority of complaints filed with CA were submitted via email, accounting for over half of the respondents. Other channels used included physical visits, telephone calls, and multiple respondents also used telephone calls as their method of filing complaints.

The feedback on how CA handled complaints revealed a mixed response. While over one-third of respondents were satisfied with the handling of their complaints, none expressed being very satisfied. A notable portion, however, indicated dissatisfaction, with 21.4% dissatisfied and 7.1% very dissatisfied. The average rating was moderate, indicating room for improvement in complaint resolution.

Figure 68: Satisfaction with how CA handles complaints



The findings indicate a moderate level of agreement regarding CA's effectiveness in resolving complaints. On average, respondents rated CA's resolution of complaints within 30 days and resolution of frequency interference within 14 days at around 55%. While some respondents agreed with the timeliness of resolutions, a notable portion remained neutral or disagreed, suggesting there is room for improvement in handling complaints more efficiently.

Figure 69: Satisfaction with complaints handling mechanisms

Statement	1	2	3	4	5	MEAN
CA provides resolution of complaint within 30 days	14.3%	7.1%	28.6%	14.3%	21.4%	55.7%
CA provides resolution on frequency interference within 14 days	7.1%	7.1%	28.6%	14.3%	21.4%	54.2%
Average						55.0%

Feedback on CA's handling of complaints and frequency interference cases highlights several areas for improvement. While respondents acknowledged that CA generally follows up on issues, there is a call for better communication and more proactive responses. It was emphasized that frequency interference, especially when reported by security companies, should be addressed with greater urgency due to potential safety concerns. Overall, respondents suggested that CA should prioritize resolving issues swiftly and improve their communication with customers to enhance the complaint resolution process.

“.....They should be replying and making follows up on the complaints and communicating with their customers.....”

“.....let CA take interference as very serious especially when reported by security companies. swift action is essential as lives may be at stake. it should not be at time to scrutinize administrative matters but rather to clear the problem then bring up the any other issues afterwards.....”

“.....Communication is poor. a lot of follow-up has to be made.....”

5.1.4.8 Satisfaction with handling of information and communication

In the past year, a majority of respondents, approximately 60.7%, reported having made inquiries to CA. In contrast, 39.3% of respondents did not seek information or clarification from the authority during the same period. This indicates a significant level of engagement with CA for information or assistance.

a) Reliability of channels used to obtain information from CA

The reliability of various communication mediums used to obtain information from CA varies. Physical visits to CA offices were rated the highest for reliability, followed by broadcast media and print medium. Other mediums such as letters, websites, and social media had mixed reliability ratings. Overall, the average reliability rating across all mediums was 75.4%, indicating a generally positive but varied perception of the effectiveness of these channels.

Figure 70: Reliability of channels used to obtain information

Indicator	1	2	3	4	5	DK	Mean
E-mails	13.5%	0.0%	27.0%	24.3%	35.1%	0.05	73.6%
Telephone	8.1%	16.2%	13.5%	29.7%	27.0%	5.4%	71.0%
Physical visits to CA offices	2.7%	2.75	8.1%	27.0%	54.1%	5.4%	85.8%
Letters	5.4%	5.4%	8.1%	35.1%	21.6%	24.3%	76.4%
Website	5.4%	8.1%	18.9%	29.7%	16.2%	21.6%	70.8%
CA forums and workshops	2.7%	5.4%	13.5%	24.3%	29.7%	24.3%	79.2%
Print media	2.7%	2.7%	8.1%	40.5%	16.2%	29.7%	78.2%
Social media	2.7%	2.7%	16.2%	35.1%	10.8%	32.4%	74.4%
Broadcast media	2.7%	2.7%	10.8%	37.8%	18.9%	27.0%	78.4%
Average							75.4%

A majority of respondents indicated that CA responded to their enquiries within three working days. Specifically, 62.2% of respondents reported receiving a timely response, while 37.8% did not. This suggests that while a significant portion of enquiries are handled promptly, there remains a notable proportion where response times could be improved.

b) Satisfaction ratings of information received from CA

Respondents generally expressed high levels of satisfaction with the information received from CA. The relevance of the information was rated positively by the majority, with most finding it relevant and clear. Clarity and adequacy of the information also received favorable ratings, though there is room for improvement. Timeliness was rated slightly lower, indicating that while many found the information timely, there are opportunities for CA to enhance its responsiveness. Overall, the average satisfaction with the information provided by CA is high, with an average rating of 72.7%, reflecting a strong performance in meeting informational needs.

Figure 71: Satisfaction rating of information received from CA.

Indicator	1	2	3	4	5	Mean
Relevance of the information	5.4%	2.7%	10.8%	59.5%	21.6%	77.8%
Clarity of the information	2.7%	8.1%	16.2%	54.1%	18.9%	75.7%
Adequacy of the information	2.7%	2.7%	24.3%	51.4%	18.9%	76.2%
Timeliness of the information	5.4%	5.4%	29.7%	37.8%	21.6%	72.9%
Average						75.7%

The majority of respondents feel that CA provides a reasonable level of information to its licensees. Specifically, 39.3% of respondents believe CA keeps its licensees fairly well informed, while 36.1% feel CA adequately informs its licensees. However, 18.0% of respondents think CA gives only a limited amount of information, and 6.6% feel CA never provides adequate information. Overall, while CA is generally effective in communicating

with its licensees, there is room for improvement in ensuring comprehensive and adequate information for all.

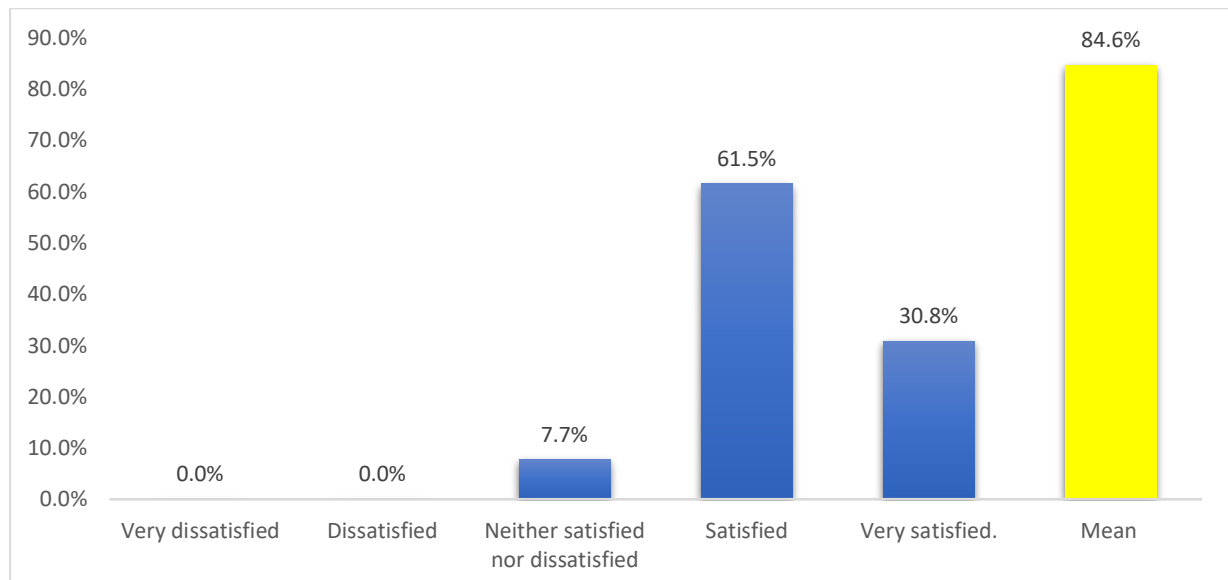
Figure 72: General feeling about information received from CA.

Which of the following statements would best describe how you generally feel about the information you receive from CA?	Percentage
CA keeps its licensees adequately informed	36.1%
CA keeps its licensees fairly well informed	39.3%
CA gives its licensees only a limited amount of information	18.0%
CA never gives its licensee adequate information	6.6%

5.1.4.9 Satisfaction rating with quarterly reports

The findings indicate that a majority of respondents do not read CA’s quarterly reports, with 58.7% indicating they do not engage with these reports. In contrast, 41.3% of respondents do read CA’s quarterly reports. This suggests a need for CA to explore ways to increase engagement with these reports, possibly by enhancing their accessibility or content relevance to better capture the interest of the broader audience. The majority of respondents are satisfied with CA’s quarterly reports, with 61.5% indicating they are satisfied and 30.8% expressing that they are very satisfied. Only 7.7% of respondents are neutral, with no individuals reporting dissatisfaction. This high level of satisfaction reflects positively on the quality of the quarterly reports, suggesting that they effectively meet the needs and expectations of most readers.

Figure 73: Satisfaction with quarterly reports



5.1.4.10 Satisfaction rating of CA commitment to the customer

Respondents generally express satisfaction with CA's commitments to customers. The average satisfaction rating across various indicators is 77.7%.

Figure 74: Satisfaction with commitment to customer.

Indicator	1	2	3	4	5	DK	Mean
CA treats information that you give them in the course of seeking services with utmost confidentiality	4.9%	1.6%	16.4%	36.1%	32.8%	8.2%	79.6%
CA provides services with the greatest professional competence	4.9%	1.6%	21.3%	37.7%	31.2%	3.3%	78.4%
CA provides you with all the relevant information that you may require	6.6%	8.2%	11.5%	45.9%	24.6%	3.3%	75.2%
CA is ethical in all their dealings at all times	6.6%	1.6%	18.0%	41.0%	29.5%	3.3%	77.6%
Average							77.7%

To enhance CA's commitment to customers, several recommendations have been proposed. Improving service delivery times and digitizing services to make documentation more accessible are crucial. Frequent and effective communication, including reminders for license renewals and offering virtual assistance, could significantly benefit customers. Ensuring immediate restoration of services upon license renewal and reducing costs for community radios are also suggested. Building better transparency, particularly with the Universal Service Fund, and regularly engaging with customers to understand their needs are important for strengthening relationships. Overall, a focus on professionalism, understanding customer challenges, and maintaining open lines of communication are key to improving customer satisfaction.

“...improving on the service delivery time to the customers. ...”

“...Frequent and effective communication...”

“...CA should be able to restore service immediately license is renewed, incase of disconnection e. g frequency...”

“...Digitization of services and communication on time...”

“...Improve on their understanding of the challenges the customers go through and give them adequate time to sort them out...”

“...Reducing the amount that community radios pay...”

“...More communication! We never know when the Licenses are about to lapse - they can at least send reminders - even as SMS...”

“...Consider having a virtual assistant and also not taking long in transferring calls to an officer internally...”

“...1. Better transparency particularly with respect to the USF 2. Regular interactions (visits) between CA staff and their customers 3. Develop a better understanding of their customers real needs...”

5.1.4.11 Satisfaction rating of customer rights

The survey on CA customers' rights shows overall positive feedback, with an average satisfaction rating of 70.2%. Respondents rated CA highly for treating customers with fairness, courtesy, dignity, and consideration, with a mean score of 76.1%. Additionally, CA was recognized for providing complete and accurate service information (71.9%) and upholding privacy and confidentiality (69.9%). However, customer participation in the review of the service charter received a slightly lower rating, at 63.0%, indicating an area for potential improvement in engaging customers in service development processes.

Figure 75: Satisfaction with consumer rights

Indicator	1	2	3	4	5	DK	Mean
CA treats customers with fairness, courtesy, dignity and consideration in all interactions without any discrimination	3.3%	3.3%	13.1%	45.9%	29.5%	4.9%	80.0%
CA offers complete and accurate information on all on all services. This includes accessibility, time period and relevant charges	3.3%	3.3%	19.7%	37.7%	27.9%	8.2%	78.2%
CA upholds privacy and confidentiality with respect to personal, business, contractual and financial information, written or oral	4.9%	3.3%	18.0%	36.1%	27.9%	9.8%	77.4%
CA customers participate in the review of the customer service charter	4.9%	1.6%	24.6%	29.5%	23.0%	16.4%	75.4%
Average							77.8%

The feedback on CA customers' rights is generally positive, with many respondents indicating that their rights are adequately met and expressing satisfaction with CA's services. Some concerns were raised about the security of personal information, with suggestions for stronger confidentiality measures. Other comments recommended improved engagement with customers, particularly in providing timely updates on services requested. Some respondents highlighted the need for more favorable business policies and service costs, while others emphasized the importance of CA acting as a partner rather than an extension of government security.

"...I don't think my information is as secure with CA as it could be..."

"...Give customers a commitment form of confidentiality assurance..."

"...Customer rights are sacrosanct. CA many times acts as an extension of the Governments security network rather than as a partner..."

"...I'm ok with CA services...."

5.1.4.12 Pricing of CA services

The feedback on the cost of services received from CA indicates a range of perceptions. Frequency services were rated as having the highest cost, with many respondents selecting 1 (very high) or 2 (high). Broadcasting, telecom, and postal/courier services were also rated relatively high, though there was some variation in responses. For tender services, a majority of respondents rated the cost as moderate to high, with fewer respondents selecting 4 or 5 (low cost). Overall, the average cost rating across all services is 29.9%, reflecting that respondents generally view CA's service costs as being on the higher side.

Table 30: Rating the Cost of CA services

Indicator	1	2	3	4	5	DK	Mean
Telecom	11.5%	11.5%	19.7%	3.3%	4.9%	49.2%	51.8%
Postal/Courier	8.2%	13.1%	16.4%	4.9%	4.9%	52.5%	53.8%
Frequency	23.0%	31.2%	29.5%	6.6%	6.6%	3.3%	48.2%
Broadcasting	13.1%	16.4%	13.1%	4.9%	6.6%	45.9%	51.0%
Tender	8.2%	6.6%	19.7%	3.3%	4.9%	57.4%	55.6%
Average							52.0%

The feedback on CA's pricing of services reflects a range of opinions. While some respondents find the pricing reasonable or affordable, others feel that certain services, like VHF/UHF/HF frequencies and broadcasting licenses, are too costly, particularly for entrepreneurs and non-commercial broadcasters. Suggestions for improvement include reducing prices, especially

during the current economic crisis, making billing more timely, streamlining online applications and approvals, and involving customers more in pricing decisions. Some respondents also highlighted the need for special considerations for start-ups and church-based radios. Overall, there is a call for more competitive and transparent pricing.

“... Reduce your prices for services like vhf/uhf/hf....”

“...very unsupportive to entrepreneurs! licenses are very costly. governed by very unfavorable rules & regulations especially for entrepreneurs....”

“...we would like the pricing to go down.....”

“...Kindly regulate the prices for Frequency....”

“...Your current pricing is too high. Consider start-ups that have grown and don't want to go down....”

“...The pricing should be reduced....”

“...Pricing needs to involve the customers in a timely fashion....”

“...review prices downwards....”

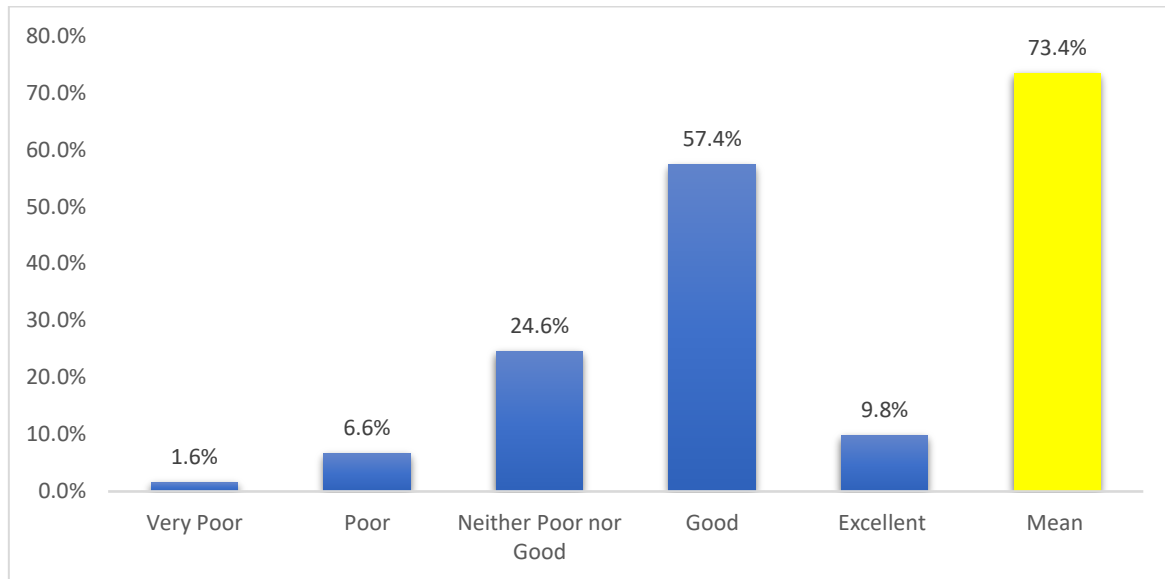
“...With the current economic crisis, it's becoming extremely tough on settling bills. These is a field we are passionate about and even wishing for more growth....”

“...Special consideration to church-based radios....”

5.1.4.13 Overall performance and satisfaction

The overall performance of the Communications Authority (CA) in regulating the ICT sector in Kenya received mostly positive feedback. A majority of respondents (57.4%) rated CA's performance as good, with an additional 9.8% considering it excellent. However, a smaller portion rated it as neither poor nor good (24.6%), while a minority expressed dissatisfaction, with 6.6% rating it as poor and 1.6% as very poor. The average rating across all responses was 73.4%.

Figure 76: Overall satisfaction with CA in regulating ICT in Kenya



Comments on CA's overall performance in regulating the ICT sector in Kenya were mixed. Several respondents praised CA's efforts, calling its service "excellent" and "exquisite," with some noting its success in bringing order to the ICT sector. However, others felt that CA's involvement in non-telecommunication sectors of ICT was limited and suggested improvements such as digitizing processes to reduce paperwork, enhancing public awareness, and offering more training for license holders. Some also expressed concerns about the lack of regulation for certain private sector operators.

“ CA has no coverage of ICT private sectors. You have unethical operators such as IBM operating in Kenya and CA is powerless to do anything about them.... ”

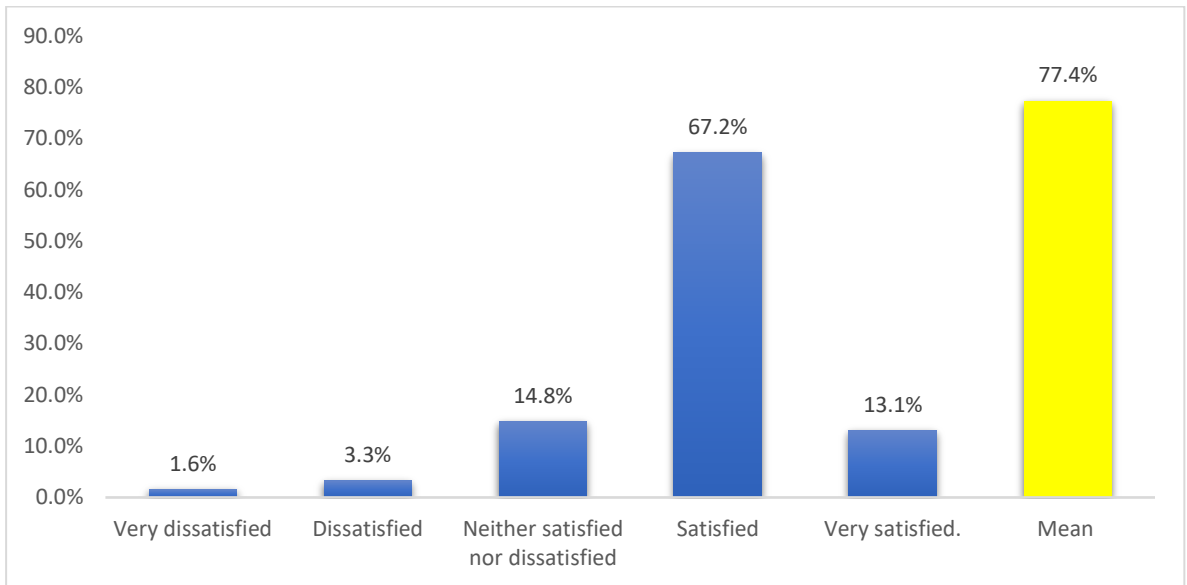
“ ...More training for the licensee's holders.... ”

“ ...More public awareness needed. More adverts or more on their website ”

“ ...CA have managed to control and bring some order in the ICT sector.... ”

Overall satisfaction with CA's services is largely positive, with 67.2% of respondents reporting being satisfied and 13.1% expressing that they are very satisfied. A smaller percentage, 14.8%, were neutral, while dissatisfaction was minimal, with only 1.6% very dissatisfied and 3.3% dissatisfied. The average satisfaction rating was 77.4%, indicating that most respondents are generally pleased with the services provided by CA.

Figure 77: Overall satisfaction with services received from CA.



Respondents provided various suggestions to improve their satisfaction with CA's services. Many emphasized the need for better service delivery, digitization of processes, and swifter responses to emails and calls. Others suggested more frequent customer engagement, updates, and awareness campaigns, while some called for lowering frequency fees and improving the licensing process. Respondents also appreciated CA's professionalism but highlighted the need for more periodic training, a focus on non-Telco customer needs, and a commitment to timely service delivery. Overall, there is a call for modernization and greater responsiveness.

"...CA are professional I agree..."

"...Am happy with CA work even though they should lower a little bit the frequency fee..."

"...Provide a swift response in emails and direct calls to concerned officers..."

"...CA should be frequently having view from its customers..."

"...Digitization of services, CAK is operating like it in 1990s, we are in 2024, you can benchmark from the other parastatals who have digitized their services. Thank you..."

"...Create Awareness of its products ..."

"...conduct more periodic trainings, intercounty, national and seek feedback from participants..."

"...1. Listen more to your customer 2. Develop a better understanding of the non-Telco customers' needs 3. Support the industry by taking the lead in new technologies and new innovations..."

"...CA To digitalize licensing process..."

"...Current payment system so tedious..."

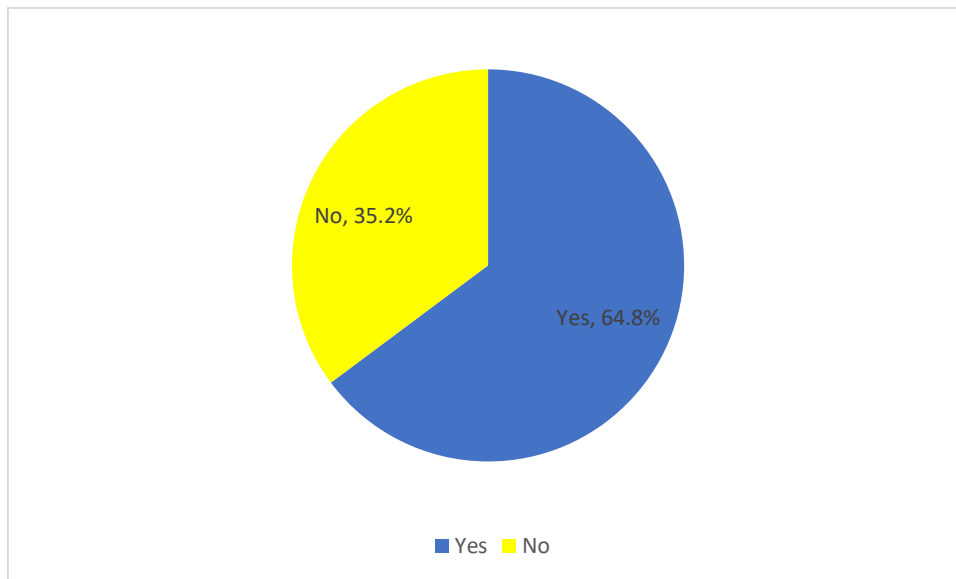
"...Print licenses prior day of collection..."

5.2. Suppliers

5.2.1. Awareness of CA customer service charter

According to a survey, 64.8% of suppliers were aware of the Charter, while 35.2% were not. This highlights a majority recognition of the CA's efforts to promote transparency, accountability, and efficient service delivery, but also points to the need for enhanced awareness campaigns to ensure more people are informed about their rights and the services provided by the CA.

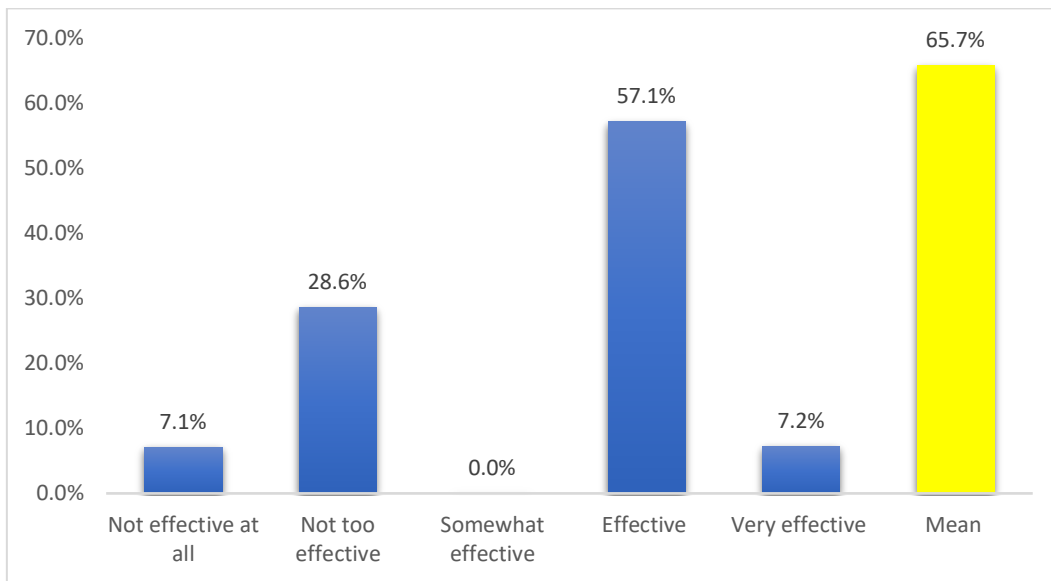
Figure 78: Awareness of CA customer service charter



Among those aware of the CA Customer Service Charter, 39.1% learned about it through the CA's website, while 21.7% saw it on posters within the CA headquarters. Other sources included print media and social media, each contributing 13.0%, and fliers/brochures at 8.7%. A smaller percentage, 4.3%, learned about it through CA forums, such as conferences and road shows, and none reported finding out through broadcast media. This distribution underscores the significant role of digital channels and official CA communications in spreading awareness of the Charter.

Regarding the effectiveness of the Communications Authority (CA) in delivering on its service charter promises, responses were as follows: 7.1% rated it as "Not effective at all," 28.6% as "Not too effective," 57.1% as "Effective," and 7.2% as "Very effective." There were no responses for "Somewhat effective." The mean rating of 65.7% indicates a generally positive perception, with the majority of respondents acknowledging that the CA is effective in fulfilling its service charter commitments.

Figure 79: Effectiveness of CA Customer service charter



The feedback on CA’s effectiveness in delivering its service charter promises reveals a range of opinions. Several respondents noted issues such as a lack of transparency in tender awards and delays in payment, indicating areas where CA could improve. Comments also highlighted the need for better public relations and more effective use of social and broadcast media to enhance outreach and communication. Some respondents acknowledged that CA’s performance is generally good or effective, but there is room for improvement in customer service and transparency. Overall, while there is recognition of CA’s effectiveness, addressing these concerns could further enhance its service delivery and public perception.

“... No transparency in the award of said tenders.”

“...CA Need to improve on PR and Services to the Customers....” r

“... Not. Effective, was pre-qualified and never received a quotation.....”

“... Delay in payment.....”

“... Can do more on social & Broadcast media to reach the public on what you do.....”

5.2.2 Commitment of CA staff

Survey responses regarding the commitment of CA staff as outlined in the external customer service charter show varied opinions. On average, respondents agreed that CA demonstrates professional competence and provides relevant information, with mean scores of 68.6% and 65.7%, respectively. However, there were mixed opinions on confidentiality and complaint resolution, with mean scores of 55.6% and 47.2%, indicating room for improvement. Ethical conduct received a mean score of 52.9%. Overall, the average rating of 59.3% reflects a generally positive view but highlights areas where CA could enhance its performance.

Table 31: Commitment of CA staff

Statement	1	2	3	4	5	DK	Mean
CA treats information that you give them in the course of seeking services with utmost confidentiality	7.1%	0.0%	77.8%	35.7%	21.4%	28.6%	55.6%
CA provides services with the greatest professional competence	7.1%	7.1%	73.8%	42.9%	21.4%	7.1%	68.6%
CA provides you with all the relevant information that you may require	0.0%	21.4%	70.6%	28.6%	21.4%	7.1%	65.7%
CA resolves all complaints received within the stated timelines	14.3%	14.3%	60.0%	14.3%	14.3%	21.4%	47.2%
CA is ethical in all their dealings at all times	14.3%	14.3%	67.2%	28.6%	21.4%	21.4%	52.9%
Average							69.8%

Feedback on the commitment of CA staff as outlined in the external customer service charter indicates a generally positive view, with comments ranging from "good" to "fair." While some respondents recognize the staff's commitment to responding promptly and addressing queries without disconnecting calls, there is acknowledgment that improvements can still be made. Specific praise was given to staff professionalism and the availability of escalation options for unresolved issues. Overall, while the staff's commitment is appreciated, there is consensus that there is room for further enhancement

".... Need to improve."

".... can do better...."

".... CA Staff are for sure committed to responding to all with no delays and they do not disconnect calls if the supplier calling is not satisfied. There is always room to escalate the query to a higher level. the next person...."

".... Some staff are quite professional in their dealings"

".... Can do more on social & Broadcast media to reach the public on what you do...."

5.2.3 CA corporate image

Survey responses on CA's corporate image show an overall positive perception, with a grand average rating of 65.5%. Overall, the feedback reflects a solid corporate image with opportunities to enhance information accessibility and transparency.

Table 32: CA corporate image

Statement	1	2	3	4	5	DK	Mean
Access to information							
Availability of relevant information to CA	12.9%	6.5%	12.9%	38.7%	19.4%	9.7%	70.0%
Promptness, timeliness of information from CA	22.6%	0.0%	16.1%	41.9%	12.9%	6.5%	64.8%
Ease of getting information	19.4%	12.9%	9.7%	35.5%	19.4%	3.2%	64.6%
Average							62.2%
CA staff treat you with respect	6.5%	6.5%	19.4%	35.5%	25.8%	6.5%	74.8%
CA staff members are courteous	9.7%	3.2%	19.4%	38.7%	22.6%	6.5%	73.2%
CA staff members provide quality services	9.7%	9.7%	16.1%	32.3%	22.6%	9.7%	70.6%
CA staff members are transparent and accountable	16.1%	12.9%	19.4%	32.3%	16.1%	3.2%	64.0%
Average							66.0%
CA staff are knowledgeable in their line of duty	3.2%	12.9%	12.9%	41.9%	29.0%	0.0%	76.0%
CA staff uphold integrity	6.5%	16.1%	22.6%	38.7%	9.7%	6.5%	66.4%
CA staff are proficient in communication	6.5%	6.5%	19.4%	48.4%	12.9%	6.5%	71.8%
Average							68.4%
Grand average							65.5%

Feedback on access to information, staff attitude, and competence suggests generally positive perceptions, with some respondents rating them as "above average" or "good." However, there are recommendations for improvement, including better communication regarding tender outcomes, enhanced PR and communication skills for staff, and the need to update outdated information on the CA website. While staff were described as responsible, there are calls for continued improvements in these areas to enhance overall service quality.

".... Communication Authority should give feedback about why participants in Tenders/Quotations didn't make it."

".... The staff need to be equipped with PR and to half well thought communication."

".... Needs improvement."

".... Update the info in your website. Currently it still has details for 2023 e.g the bootcamp, hackathon & mentorship page."

5.2.4 CA procurement process

The survey assessed CA's procurement process by evaluating the ease of accessing tender information, the timeliness of contract awards, and the efficiency of tender submissions. The overall performance scored an average of 65.7%.

a) Access to tender information

The survey on access to tender information reveals an overall positive perception, with an average score of 71.4%. Respondents rated the clarity of tender adverts the highest at 77.2%, while responses to tender inquiries within three working days scored the lowest at 63.2%. Areas like the clarity of evaluation criteria, RFPs/RFQs, and pre-bid clarifications received moderate scores, indicating room for improvement in providing clearer and more timely tender-related information.

Table 33: Access to tender information

Statement	1	2	3	4	5	DK	Mean
The tender adverts in public notices, websites and other channels are clear	6.5%	9.7%	6.5%	41.9%	32.2%	3.2%	77.2%
The tender evaluation criteria is clearly explained to all bidders	9.7%	12.9%	12.9%	32.3%	25.8%	6.5%	71.0%
The Request for Quotation/Request For Proposal is clear (RFP/RFQ)	12.9%	16.1%	6.5%	29.0%	29.0%	6.5%	69.6%
CA responds within 3 working days when an enquiry is made about the tender information	16.1%	16.1%	9.7%	22.6%	19.4%	16.1%	63.2%
The procedures for purchasing of the tender documents are clear	9.7%	9.7%	12.9%	35.5%	29.0%	3.2%	73.4%
All clarifications are addressed satisfactorily in the pre-bid conference	9.7%	3.2%	16.1%	35.5%	25.8%	9.7%	74.2%
Average							71.4%

The comments on access to tender information reveal varied experiences. While some respondents praised the process as well-defined, transparent, and easily accessible, others criticized the lack of transparency and poor communication. One respondent expressed frustration at being prequalified for two years without receiving a quotation invitation. Overall, there is a need for greater consistency in transparency and communication within the tender process.

“.... No transparency, poor communication.....”

“.... Please be transparent.....”

“.... I have been prequalified for two years, i have never been invited for a quotation so its hard to give a verdict.....”

b) Timeliness for CA contract awards

The survey results on the timeliness of CA contract awards yielded an average score of 61.4%. Respondents rated the promptness of communication regarding tender outcomes at 55.5%, while the adherence to a 30-day contract signing timeline scored 49.0%. These scores suggest that while some timeliness is observed, there is room for improvement in ensuring more consistent and timely communication and contract processing.

Table 34: Timeliness for CA contract awards

Statement	1	2	3	4	5	DK	Mean
There is prompt communication of the outcome of the tender	22.6%	12.9%	12.9%	35.5%	9.7%	6.5%	59.4%
It takes 30 days from date of acceptance to signing of the contract	12.9%	12.9%	12.9%	25.8%	12.9%	22.6%	63.4%
Average							61.4%

Comments on the timeliness of CA contract awards highlight concerns about communication. Some respondents noted that no information is provided after tender awards, while others mentioned delays in communication, requiring suppliers to follow up themselves. One respondent expressed distrust in the process. These responses suggest the need for CA to improve its communication and follow-up procedures after contract awards.

“.....No information is forwarded to me after award of Tenders.”

“.....Failure to communicate until supplier makes follow up”

c) Timeliness for Payment

The survey on CA's timeliness of payments resulted in an average score of 64.4%. Respondents rated CA's prompt acceptance of goods and services at 73.4%, while payment according to agreements scored 64.6%. The lowest score, 56.4%, was for keeping suppliers informed about delayed payments. These findings suggest that while CA generally meets payment timelines, there is a need for improved communication and adherence to agreed payment schedules.

Table 35: Timeliness of payment

Statement	1	2	3	4	5	DK	Mean
CA promptly accepts goods/services delivered	6.5%	0.0%	19.4%	38.7%	12.9%	22.6%	73.4%
CA pays according to agreements	12.9%	0.0%	22.6%	29.0%	6.5%	29.0%	64.6%
CA pays its suppliers within 30 days as stipulated in the customer service charter after acceptance of goods/services	16.1%	3.2%	16.1%	19.4%	12.9%	32.3%	63.0%
CA keeps suppliers informed in case of delayed payments	19.4%	12.9%	9.7%	12.9%	12.9%	32.3%	56.4%
Average							64.4%

While some respondents highlighted prompt communication and adherence to agreements, others expressed frustration with a lack of feedback on tender outcomes and insufficient participation opportunities despite being pre-qualified multiple times. One respondent urged CA to abide by Service Level Agreements (SLAs) to improve the process. Overall, there is a need for more consistent communication and transparency regarding payment and tender outcomes.

“.... I have been pre-qualified with CA Five(5) Times and issued with Awards letters under AGPO but i only receive one or two Quotations for the entire period and when I participate ,i never learn about the outcome or reason for not succeeding”

“.... Always well communicated.....”

“.... Abide to SLA.....”

“.... Always well communicated.....”

5.2.5 Response to queries regarding tenders

The survey on CA's response to tender-related queries shows an overall average rating of 67.8%. Respondents rated CA's professionalism in handling queries highest at 71.8%, while notification of bidders on the status of their bids scored lowest at 62.8%. Although CA is generally perceived as professional and responsive, there is room for improvement in prompt feedback, contract clarity, and timely issuance of contracts and LPOs.

Table 36: Response to queries regarding tenders

Statement	1	2	3	4	5	DK	Mean
CA handles suppliers' queries professionally	9.7%	3.2%	19.4%	45.2%	16.1%	6.5%	71.8%
CA handles suppliers' queries promptly	9.7%	9.7%	25.8%	38.7%	9.7%	6.5%	66.4%
CA gives prompt feedback to queries raised	12.9%	3.2%	16.1%	45.2%	16.1%	6.5%	70.4%
CA provides resolution of suppliers' complaints within 30days	6.5%	9.7%	22.6%	25.8%	12.9%	22.6%	67.6%
Bidders are notified on the status of their bids	19.4%	9.7%	16.1%	29.0%	16.1%	9.7%	62.8%
CA issues clear and simple contracts	9.7%	3.2%	19.4%	35.5%	16.1%	16.1%	70.8%
CA issues contracts without delay	6.5%	9.7%	25.8%	25.8%	9.7%	22.6%	66.0%
CA issues LPOs without delay	12.9%	6.5%	16.1%	32.3%	9.7%	22.6%	64.8%
Average							67.8%

Additional comments on CA's response to inquiries emphasize the need for improvement, particularly in transparency. While some respondents rated the performance as "above average," others urged CA to enhance its standards and overall responsiveness. There is a clear call for greater transparency and consistent improvement in handling inquiries.

“.... Need to improve to better.”

“.... Above average.....”

5.2.6 Accessibility

The survey results on accessibility indicate that CA's physical offices are generally accessible, with a mean rating of 73.4%. Accessibility via email scored slightly higher at 75.2%, while phone accessibility received a mean rating of 67.8%. The overall average rating of 72.2% reflects a positive view of CA's accessibility, though there is room for improvement, especially in phone communication.

Table 37: Accessibility

Statement	1	2	3	4	5	DK	Mean
CA physical offices are accessible	19.4%	0.0%	6.5%	35.5%	32.3%	6.5%	73.4%
CA offices are accessible on phone	16.1%	9.7%	9.7%	38.7%	19.4%	6.5%	67.8%
CA offices are accessible on E-Mails	9.7%	3.2%	9.7%	48.4%	22.6%	6.5%	75.2%
Average							72.2%

Feedback on the ease of accessibility to CA offices reflects a range of experiences. Some respondents reported very poor services and noted excessive bureaucracy that complicates access to staff. Concerns were also raised about physical accessibility and uncommunicated changes affecting suppliers. While some found accessibility acceptable, overall, there is a need for improvements in service quality, communication, and reducing bureaucratic barriers.

“.... Very poor services....”

“.... Physical office accessibility needs to be improved....”

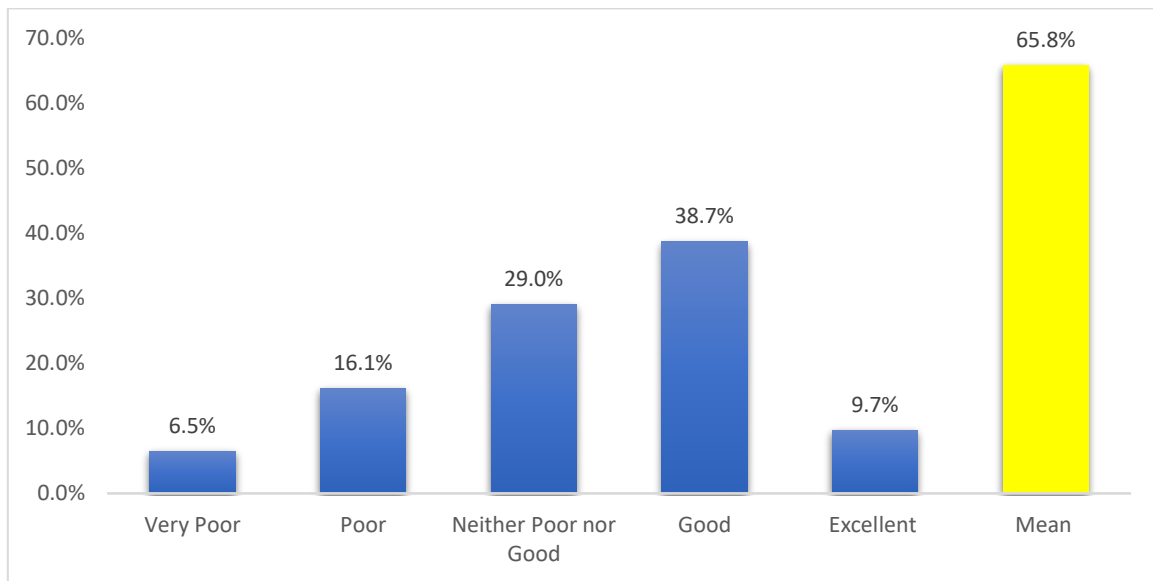
“.... accessibility ok....”

“.... Too much bureaucracy before accessing a staff right from the gate....”

5.2.8 Rating of overall performance of CA

The overall performance of CA, as rated by respondents, shows a generally positive view with a mean score of 65.8%. While 38.7% rated CA's performance as "Good" and 9.7% as "Excellent," a notable percentage found it "Average" (29.0%) or "Poor" (16.1%). Only 6.5% rated it as "Very Poor." These results suggest that while CA performs well for a majority, there is room for improvement to elevate overall satisfaction.

Figure 80 : Rating of overall performance of CA



Comments on CA's overall performance highlight a range of experiences. While some respondents appreciate the awarding of tenders and the opportunity given to SMEs and AGPO companies, others express dissatisfaction with their own experiences, citing issues such as poor service, delays in payments, and lack of action on contract terms. There is a call for improved integrity, equal treatment, and adherence to contractual obligations. Overall, while CA's efforts are acknowledged, there are significant areas where enhancements are needed to improve satisfaction and service delivery.

“... Sincerely i have never had a good experience with CA in regard to the few Quotations I have received.....”

“... Staff to focus on integrity and serving the people of Kenya equally. I believe staff can prevent corruption.....”

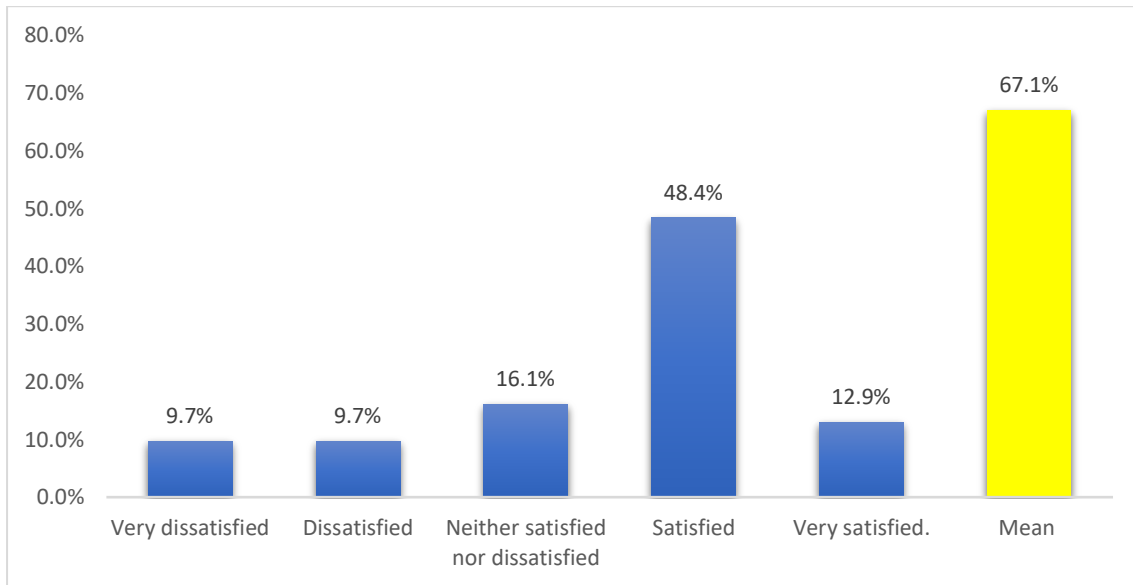
“... Abide to terms of the contract both on their side and that of supplier. Eg if to supply is 30 days supplier who fails they take disciplinary actions. When there is delay in payment CA does nothing even apologizing.....”

“... We commend them for they actually go through all bidders even new companies & they are ready to give a chance to SMEs & AGPO companies.....”

5.2.9 Rating of overall satisfaction with the services received from CA

The overall satisfaction with CA's services shows a positive trend, with a mean score of 67.1%. While 48.4% of respondents rated their satisfaction as "Satisfied" and 12.9% as "Very Satisfied," there are still concerns, as 9.7% were "Very Dissatisfied" and another 9.7% were "Dissatisfied." Additionally, 16.1% were neutral in their response. These results indicate a generally favorable view of CA's services, but also highlight areas for improvement to address the concerns of those less satisfied.

Figure 81 : Rating of overall satisfaction with the services received from CA



Respondents suggested several improvements to enhance their satisfaction with CA, including prioritizing pre-qualified entities, particularly those under AGPO, for job opportunities and contracts. They also called for transparency, better communication, and fairness in the procurement process, with recommendations for notifications via SMS, calls, or emails. Additionally, there were requests for empowering PWDs, improving customer handling by junior staff, upholding the rule of law, and ensuring that service-level agreements apply equally to both suppliers and CA. The ease of accessing information on CA's website was commended.

“...I have pre-qualified many times but I have never gotten even a single RFQ....”

“...The CA should provide job opportunities to PWDs in Kenya to empower them.....”

“... Junior staff on first contact with client should be trained on how to handle all client the same way not by outlook.....”

“... CA should note that SLA applies to both suppliers and clients,”

“... Improve on price,.....”

“... Please be transparent,.....”

“... Ease of the public getting info from your website is quite commendable. Keep it up!,.....”

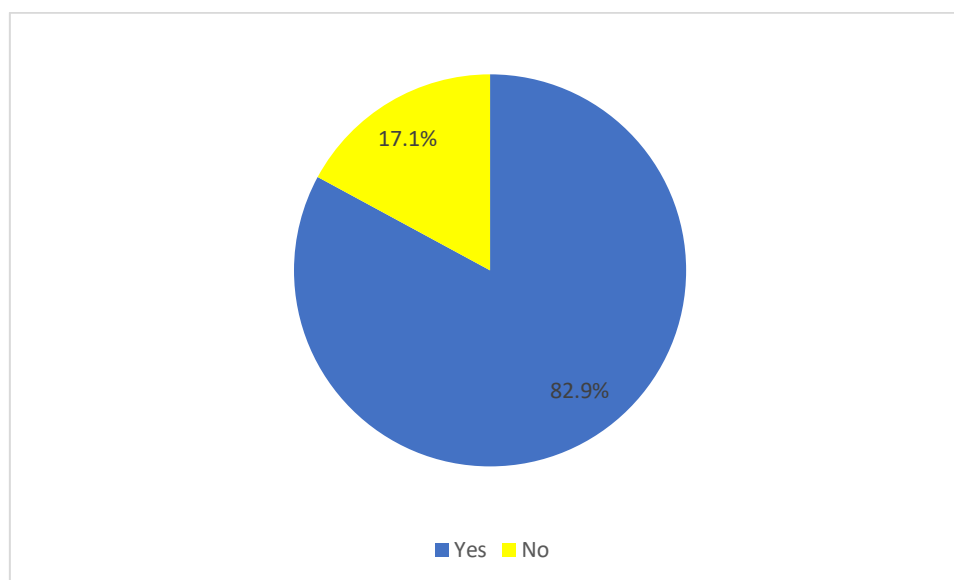
“... For the prequalified service providers , the CA should try to at least invite them for a quotation,.....”

5.3 Consumers served directly by the Authority regarding complaints and enquiries

5.3.1 Interaction with Communications Authority of Kenya (CA)

The survey indicated that 82.9% of respondents have interacted with CA, while 17.1% have not had any interactions.

Figure 82: Interaction with CA



The survey results show that the effectiveness of communication channels used to obtain services or information from CA varies. Emails were rated most effective with a mean score of 61.2%, while physical visits, telephone calls, and SMS texts scored lower, with respective means of 52.6%, 54.8%, and 55.2%. The website and social media channels had moderate effectiveness with means of 59.2% and 58.8%, respectively. Overall, the average effectiveness rating across all channels was 57.0%.

Table 38: Effectiveness of the communication channel used to obtain the service/information

Indicator	1	2	3	4	5	DK	Mean
E-mails	18.0%	20.5%	5.1%	20.5%	20.5%	15.4%	61.2%
Telephone Call	10.3%	12.8%	12.8%	5.1%	7.7%	51.3%	54.8%
Physical visits to CA offices	12.8%	2.6%	5.1%	10.3%	2.6%	66.7%	52.6%
Website	18.0%	5.1%	7.7%	7.7%	15.4%	46.2%	59.2%
Letters	7.7%	2.6%	7.7%	5.1%	5.1%	71.7%	57.8%
SMS text	10.3%	0.0%	10.3%	7.7%	2.6%	69.2%	55.2%
Social media	15.4%	0.0%	7.7%	7.7%	10.3%	58.9%	58.8%
Average							57.0%

Feedback on the reliability and effectiveness of CA's communication channels was mixed. While some respondents found email responses effective and timely, others noted delays, poor

communication, and lack of follow-up. Several expressed dissatisfaction with the handling of complaints, with some experiencing slow or no responses. Social media communication was viewed as more of a formality than helpful, while others commended timely and courteous responses from the CA. Overall, there is room for improvement, particularly in responsiveness and consistency across channels.

“...The response via email was effective, since I was able to get refunds from Safaricom.....” Kajiado

“... Responses took a bit too long.....” Nakuru

“... I only got an acknowledgement. Communication is poor.....” Nairobi

“... Unreliable.....” Kiambu

“... I wrote an email to the CA but did not get a response.....” Nairobi

“... I find the authority's response is very slow,”

“... In terms of email. The reply was satisfactory.....” Kakamega

“... There was no response,” Nyandarua

“... They are the worst when it comes to dealing with a complaint. They take time to respond and nothing is ever done to the complaint. They should at least look for easier mandate to do as what is stipulated to them ain't effective. I am disappointed in them. They do not care about the common Mwananchi and it is sad to watch them claim to listen.,” Nyeri

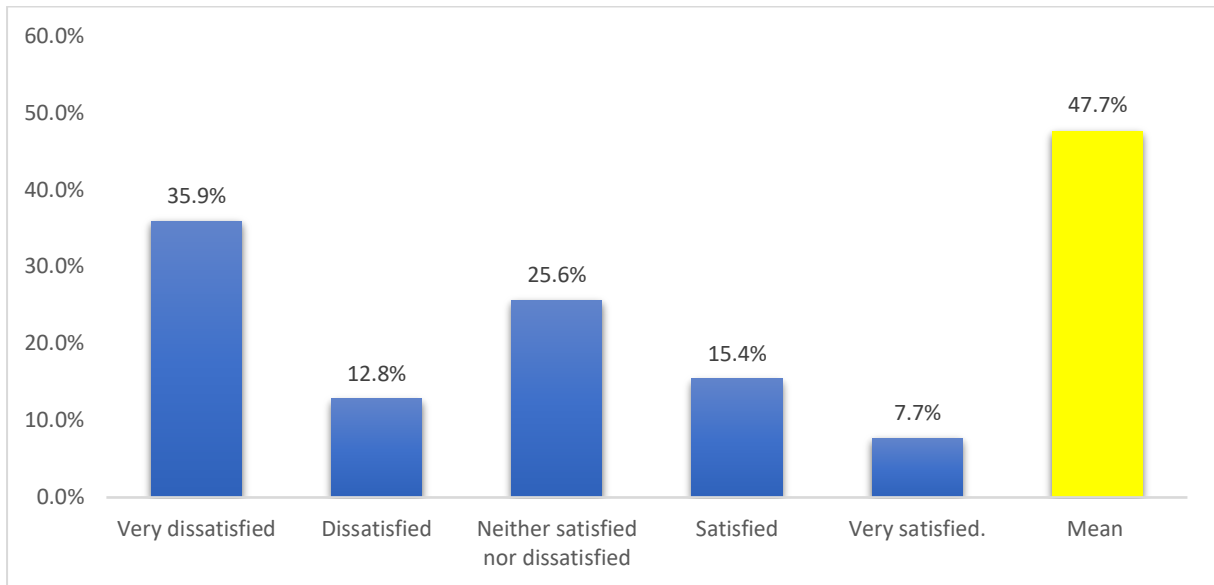
“... When I wrote them emails, they did respond, though after several days, almost a week. However, the phone calls were not answered.,” Murang'a

“... There was no response,” Nyandarua

Respondents sought a variety of services and information from CA, including inquiries about available services, digital migration, employment or internship opportunities, and radio licenses. Numerous complaints were also lodged, ranging from mobile service quality and billing issues with Safaricom, to concerns about unlicensed money lenders, internet service dissatisfaction, and predatory lending practices. Other issues reported included poor service from telecom providers like Telkom and Airtel, signal interference, and delays in complaint resolution. Many sought consumer protection and accountability from mobile service providers.

The overall satisfaction with responses from CA was low, with 35.9% of respondents reporting they were very dissatisfied and 12.8% dissatisfied. Only 15.4% were satisfied and 7.7% were very satisfied, while 25.6% were neutral. The average satisfaction level was 47.7%, indicating significant room for improvement in CA's responsiveness.

Figure 83: Satisfaction with the Response Received from CA



Feedback on CA's service satisfaction varied widely, with many expressing dissatisfactions due to unresolved issues, delayed responses, or lack of follow-up. Several respondents mentioned frustration with unaddressed complaints and deflection to other agencies. Some felt that CA lacked the power or willingness to resolve issues effectively, particularly in rural areas. However, a few respondents reported eventual resolution, albeit after significant delays. Overall, the satisfaction with CA's services appeared to be mixed, with more negative than positive experiences.

"...they never reply to my complaints. Why the hell do they exist if not to protect consumers?" Kilifi

".... My issue was never resolved, I just gave up....." Nairobi

".... The responding personnel did not provide assistance or attempt to collect any evidence....." Nakuru

".... CA deflected and referred me to another agency." Kiambu

".... No response from CA," Nairobi & Kiambu & Nyandarua

".... Chukua hatua is a scam. There is little or no help in getting wananchis complaints and to orient them on how to pursue their complaints with extratvie and exploitative services from telcos. Not even sure what the regional office actually do as well since most services are poor at best in rural areas.,"

".... The response came through way after the service provider had remedied the situation....." Nairobi

".... There was no response," Nyandarua

".... Even after responding and promising to work on that problem, the problem persistent for long. I think it was only solved after several months.," Murang'a

".... There seemed to be an end to this problem after one month.," Bungoma

".... Very disappointed and it is sad to watch them claim to listen.," Nyeri

Table 39: Satisfaction with services received from the departments

Department	1	2	3	4	5	DK	Mean
Office of the Director General (ODG)	17.5%	12.5%	5.0%	5.0%	7.5%	52.5%	48.6%
Regulatory Affairs and Governance (RAG)	20.9%	14.0%	18.6%	4.7%	14.0%	27.9%	53.6%
Legal Services (LS)	25.6%	0.0%	10.3%	2.6%	10.3%	51.3%	48.6%
Universal Service Fund (USF)	13.2%	2.6%	7.9%	7.9%	7.9%	60.5%	57.4%
Frequency Management (FM)	12.8%	5.1. %	10.3%	5.1%	10.3%	56.4%	57.6%
Multimedia Services (MS)	12.8%	2.6%	7.7%	5.1%	18.0%	53.9%	65.8%
Postal & Telecoms Services (PTS)	20.5%	2.6%	15.4%	5.1%	10.3%	46.2%	53.4%
Standards and Type Approval (STA)	10.5%	2.6%	10.5%	2.6%	10.5%	63.2%	59.8%
Compliance & Enforcement (CE)	22.5%	5.0%	17.5%	10.0%	10.0%	35.0%	53.8%
Cyber Security (CS)	20.0%	7.5%	7.5%	10.0%	7.5%	47.5%	51.4%
Monitoring, Inspection and Regional Coordination (MIRC)	15.8%	2.6%	7.9%	2.6%	13.2%	57.9%	57.4%
Competition Management (CM)	15.4%	2.6%	5.1%	2.6%	15.4%	59.0%	60.2%
Consumer Protection & Advocacy (CPA)	30.2%	7.0%	18.6%	14.0%	11.6%	18.6%	52.6%
Public Education & Awareness (PEA)	20.5%	7.7%	10.3%	7.7%	12.8%	41.0%	54.8%
Information and Communication Technology (ICT)	18.0%	2.6%	7.7%	12.8%	10.3%	48.7%	58.8%
Finance and Accounts (F&A)	10.5%	2.6%	7.9%	7.9%	7.9%	63.2%	64.0%
Human Resource & Administration (HRA)	10.5%	0.0%	10.5%	5.3%	7.9%	65.8%	60.0%
Corporate Communication (CC)	10.5%	2.6%	7.9%	10.5%	10.5%	57.9%	63.6%
Research Planning & Quality Management (RPQM)	10.5%	2.6%	13.2%	7.9%	7.9%	57.9%	59.8%
Supply Chain Management (SCM)	13.2%	0.0%	10.5%	10.5%	5.3%	60.5%	57.4%
Internal Audit and Risk Assurance (IA&RA)	8.1%	0.0%	8.1%	10.8%	5.4%	67.6%	63.4%
Average							57.2%

Respondents provided a range of comments and recommendations on their experience with CA. Some praised the quick responses and effective follow-ups, while others criticized staff for being uninterested and slow to act. Concerns were raised about the lack of transparency in handling complaints, especially regarding unethical practices by service providers and limited mobile communication coverage in rural areas. Several users highlighted the growing digital divide and called for greater accountability and consumer protection. Additionally, feedback on actions taken against service providers was seen as crucial for overall consumer satisfaction.

“... Staff working for salaries, not interested in solving issues (you have to keep on sending follow up reminders).” Nairobi

“... Feedback on action taken on service providers....” Kiambu

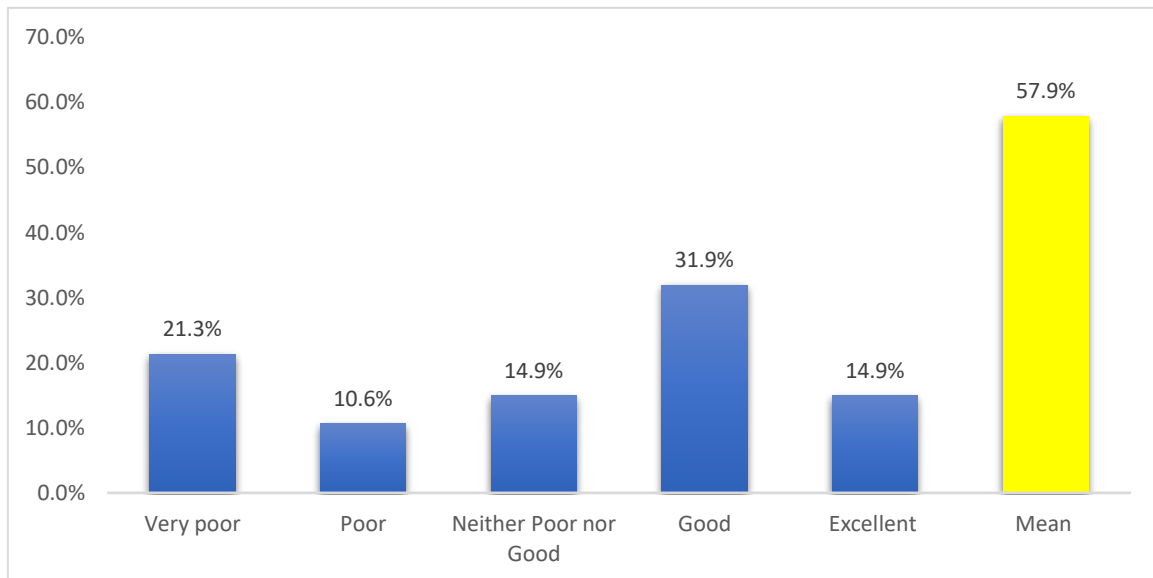
“Of all the things, the department of Cyber Security is a letdown. How are Kenyans being hacked daily on social media, especially on Facebook?... ” Murang’a

“...Subscribers may make complaints about some unethical practices by service providers. These should not be taken lightly....” Nakuru

5.3.2 Satisfaction with CA mandate

Satisfaction with CA's mandate in ensuring fair provision of telecommunications, broadcasting, and related services showed mixed results. While 31.9% rated their satisfaction as "Good" and 14.9% as "Excellent," a significant portion rated it negatively, with 21.3% indicating "Very Poor" and 10.6% "Poor." The mean satisfaction score was 57.9%, indicating room for improvement in meeting the needs of both service providers and Kenyan citizens.

Table 40: Satisfaction with CA mandate



Respondents highlighted significant concerns, such as poor follow-up on service providers' compliance, slow responsiveness, and lack of presence in rural areas. Issues like unethical practices by licensed entities, illegal operations, and poor service quality in rural regions were raised. A few respondents felt that CA's relevance and impact were more visible to corporate bodies than to individual customers. There were also calls for more transparency and proactive governance.

"...Rural places have poor coverage. Posta staff are still poorly paid to date and so services are affected disproportionately."Murang'a

"..Responsiveness is very slow.." Nairobi

"..I do not feel the presence of CAK especially for the individual customer, maybe the big corporate bodies feel them, I do not even understand their relevance in the current environment..." Transnzoia

5.3.3 Information handling and communication

The average satisfaction with CA's information handling and communication was moderate, with an overall mean of 62.0%. Ease of understanding scored the highest (67.2%), while adequacy of information provided by CA and timeliness were rated lowest at 57.2%. Respondents found the reliability and timeliness of information to be slightly above average, though there were areas needing improvement, especially in the adequacy and speed of communication.

Table 41: Information handling and communication

Indicator	1	2	3	4	5	DK	Mean
Adequacy of information provided through communication channels	21.3%	8.5%	8.5%	27.7%	19.2%	14.9%	63.8%
Timeliness: response to requests is immediate or within three working days	23.4%	21.3%	10.6%	17.0%	19.2%	8.5%	57.2%
Adequacy of information provided by CA	25.5%	12.8%	12.8%	21.3%	14.9%	12.8%	57.2%
Reliability of information	21.3%	8.5%	14.9%	21.3%	19.2%	14.9%	62.2%
Ease of understanding	19.2%	6.4%	14.9%	21.3%	27.7%	10.6%	67.2%
Average							62.0%

The feedback on CA's information handling and communication highlighted several areas for improvement. Respondents noted delays in response times, with some issues remaining unresolved. Concerns were raised about CA's perceived lack of responsiveness and agility, as well as difficulties in understanding CA's communications. Recommendations include enhancing response times, improving clarity in communication, and ensuring that customer issues are addressed promptly and effectively.

“..... CA took forever to reply to the matter r and till now the matter not solved” Nairobi

“ CAK suffers fom the standard problem that all Govement instiutions have; they are not agile, responsive and or flexible [they know but they do not care]to especially the individual customer needs.....” Transzoia

“... There is nothing you did to address the customers affected by Telkons outage. When it matters you go silent. And you ignore the pleas from Kenyans.....” Murang’a

“... We waste a load of time exchanging emails without positive results ...”

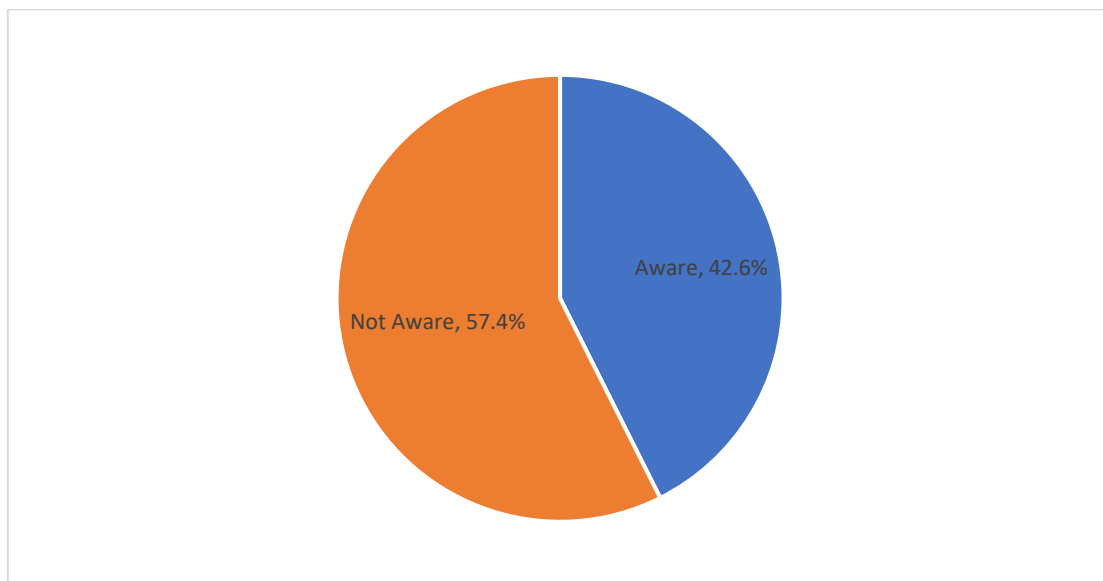
“...You need to improve on responding to customers” Machakos.

“... Never received response from CA” Nairobi

5.3.4 Awareness of CA customer service charter

Awareness of CA's Customer Service Charter is relatively low, with 57.4% of respondents indicating they are not aware of its existence, while 42.6% are aware. This suggests the need for greater promotion and visibility of the charter to customers served directly the Authority.

Figure 84: Awareness of CA customer service charter



The majority of respondents feel that CA has not fully delivered on the promises in its service charter, with many citing unresolved issues and lack of timely responses. Some were uncertain about its effectiveness, while a few acknowledged that CA is making strides in fulfilling its commitments, though improvements are still needed. A few respondents expressed satisfaction but noted specific challenges like mobile number portability.

5.3.5 CA commitments

Respondents rated CA's commitments to customers with an overall average satisfaction of 60.6%. Confidentiality of information and providing relevant information scored higher at 67.8% and 63.0%, respectively. However, there is room for improvement in areas such as ethics and timely resolution of issues.

Table 42:CA commitments to the customer

Indicator	1	2	3	4	5	DK	
CA treats information you give them in the course of seeking services with utmost confidentiality	12.8%	2.1%	10.6%	27.7%	12.8%	34.0%	67.8%
CA provides services with the greatest professional competence	23.4%	10.6%	12.8%	31.9%	10.6%	10.6%	59.0%
CA provides you with all the relevant information that you may require.	17.0%	14.9%	8.5%	31.9%	14.9%	12.8%	63.0%
CA resolves all complaints received within the stated timeliness	38.3%	8.5%	10.6%	21.3%	12.8%	8.5%	51.6%
CA is ethical in all their dealings at all times	23.4%	4.3%	6.4%	29.8%	12.8%	23.4%	61.2%
AVERAGE							60.6%

Feedback on CA's commitment to customers highlights several concerns. Respondents expressed dissatisfaction with unresolved complaints, poor follow-up, and perceived opacity in processes, particularly affecting ordinary and rural Kenyans. Some also raised concerns about ethical issues and rigid registration criteria. On the positive side, a few respondents indicated satisfaction and urged CA to maintain unity of purpose and professionalism while recommending improvements in customer response and transparency.

“..... Never resolved my complaints and poor follow up.....” Elgeyo-Marakwet

“ Lets be real, I had structured Cabling industrial certification from Siemens and Gigaset, someone in CAK declined my application to be registered as a cable installer because I did not have a degree(!!!???).....” Transzoia

“... CA deflects concerns raised and gags the media. How ethical is that?.....” Kiambu

“... Your processes are opaque at best and not in service of ordinary Kenyans. You could do so much to address the problems we face especially those in rural areas....” Murang’a

“...Need some improvement....” Nyandarua

“... There are untouchable TV service providers....” Kilifi

“... You need to improve on customers issues. That is responding to the issues like you used to do before....” Machakos

5.3.6 Customer rights

Customer feedback on their rights in dealing with CA shows mixed satisfaction. The overall average satisfaction rating is 63.2%, indicating room for improvement, particularly in participation in review of service charter and resolving complaints.

Table 43: Customer rights

Indicator	1	2	3	4	5	DK	Mean
CA treats customers with fairness, courtesy, dignity and consideration in all interactions without any discrimination.	14.9%	6.4%	8.5%	31.9%	19.2%	19.2%	68.6%
CA offers complete and accurate information on all services. This includes accessibility, time period and relevant charges.	19.2%	10.6%	17.0%	17.0%	14.9%	21.3%	59.4%
CA upholds privacy and confidentiality with respect to other personal, business, contractual and financial information, written or oral.	10.6%	2.1%	10.6%	14.9%	21.3%	40.4%	71.6%
CA resolves complaints by customers on rendered services	27.7%	10.6%	10.6%	19.2%	19.2%	12.8%	58.0%
CA customers participate in the review of the customer service charter.	23.4%	2.1%	12.8%	17.0%	12.8%	31.9%	58.2%
AVERAGE							63.2%

Customer feedback highlights significant concerns regarding CA's handling of customer rights. Complaints about unresolved issues, unaddressed cybercrime reports, and predatory practices by service providers suggest a need for more effective follow-up and resolution. Some respondents feel that CA deflects rather than resolves issues, while others commend CA for understanding customer needs but call for quicker responses and better independence in dealing with powerful service providers. Overall, there is a perception that more needs to be done to meet the commitments in CA's service charter.

"..... No one ever contacted me about my cyber crime statement/report, i am regularly remotely subscribed to Premium services in Safaricom that I have no idea about, to date one of my complaints remains unresolve and unrefunded [1-6QPQ4HEM] even as I respond to this survey....."
Transzoia

"...Deflecting is not resolving...." Kiambu

"...Perhaps this external review may help you realise that there is a long wat to go to meet or exceed your service charter. We face so many undair business practices like predatory tarrifs and poor services as Kenyans from telcos ans internet providers..." Murang'a

"...The issue is the delay in responding to customer issues, which is happening these days"
Machakos

"...There some TV service providers they can't be touched by CA even if u complain hundreds times....." Kilifi

5.3.7 CA corporate image and reputation

The overall corporate image and reputation of CA received an average satisfaction score of 55.4%. While staff willingness to help customers and competence scored relatively high (67.8%) and 86.2% respectively, areas such as trust, confidence, and care for customer needs scored lower, with concerns about the effectiveness of staff in addressing queries and the organization's reliability. Physical aspects like office cleanliness and security were rated positively, but there is room for improvement in service delivery and customer interaction.

Table 44: CA corporate image and reputation

Overall performance	1	2	3	4	5	DK	Mean
CA staff are willing to help customers	19.2%	4.3%	10.6%	29.8%	23.4%	12.8%	67.8%
CA staff deal with queries effectively	27.7%	12.8%	10.6%	23.4%	19.2%	6.4%	58.6%
CA's performance is in line with what they have promised customers	25.5%	10.6%	19.2%	17.0%	14.9%	12.8%	56.6%
CA is a reliable organization	25.5%	6.4%	23.4%	12.8%	23.4%	8.5%	60.6%
CA staff are knowledgeable about their work	17.0%	2.1%	19.2%	17.0%	21.3%	23.4%	86.2%
CA staff inspire trust and confidence	23.4%	12.8%	14.9%	8.5%	19.2%	21.3%	56.8%
CA cares about what is important to customers	27.7%	10.6%	12.8%	10.6%	21.3%	17.0%	56.8%
CA offices are clean and tidy	14.9%	0.0%	10.6%	10.6%	21.3%	42.6%	68.2%
CA offices are safe and secure	14.9%	0.0%	10.6%	6.4%	21.3%	46.8%	67.2%
AVERAGE							55.4%

Feedback on CA's corporate image and reputation highlights concerns about the effectiveness of addressing customer issues and lack of presence in rural areas, where service quality remains poor. Some respondents perceive CA as politically influenced, undermining its impartiality. There is also a call for more transparency and action on resolving issues. However, some respondents view CA's performance as fairly good, though recommendations include improving customer service and fully implementing key programs like community policing initiatives.

"..... Improve on the handling of customers issues" Machakos

"...There is very little evidence from actions that demonstrate their willingness to offer Kenyans an objective service...." Murang'a

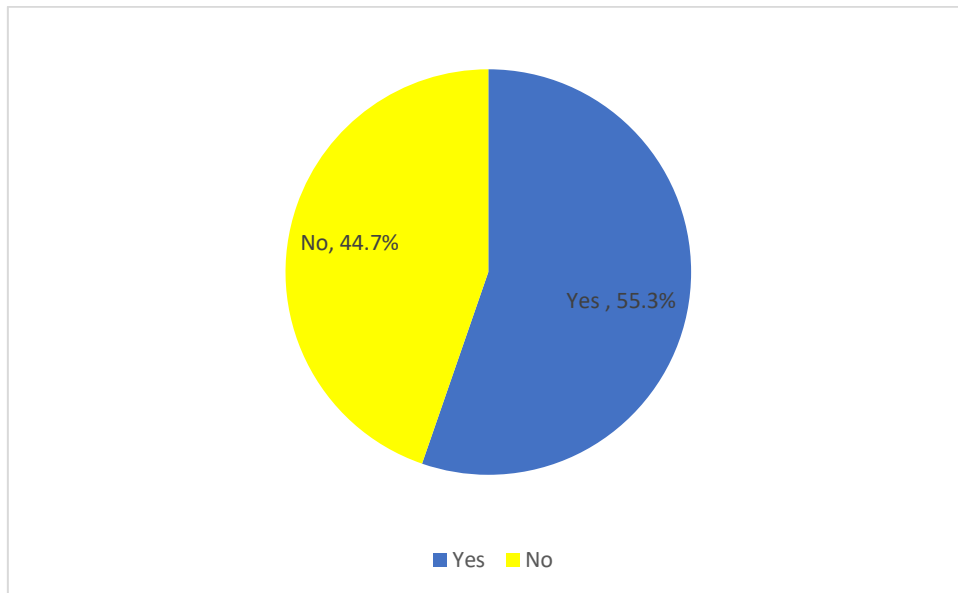
"...CA is sometimes used by political leaders to settle political scores with media houses that appear to disagree with the leadership of the day. ..." Nairobi

".. The only time I see or hear CAK is the announcement of some abstract status of communication in Kenya report, or corporate event in some high-end hotel in Nairobi. I have never seen or heard or them turning up in some rural area with fancy technical gadgets to check cellular internet services or call quality. Leave the borders of any of the big regional centers in Kenya and you do not have reliable internet or call connectivity so what purpose does CAK serve?" Transzoia

5.3.8 Complaint handling mechanism

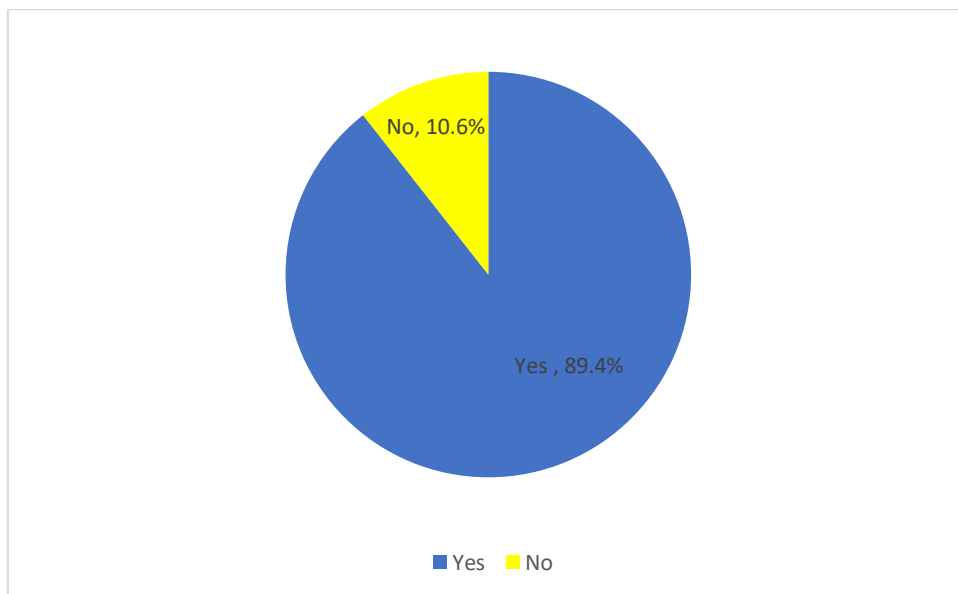
Awareness of the email address chukuahatua@ca.go.ke is relatively high, with 55.3% of respondents indicating they are aware of it, while 44.7% are not familiar with it.

Figure 85: Awareness with chukuahatua@ca.go.ke



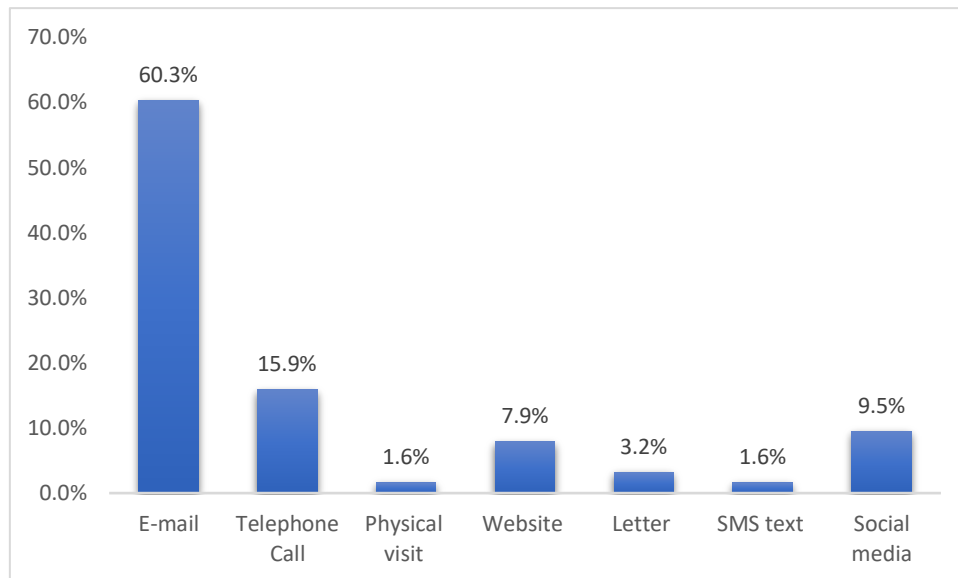
A significant majority of respondents, 89.4%, have lodged a complaint with the Communications Authority (CA), while 10.6% have not.

Figure 86: Respondents who have lodged a complaint



Among those who have lodged a complaint with the Communications Authority (CA), the majority used email (60.3%), followed by telephone calls (15.9%). Other channels included social media (9.5%), the website (7.9%), letters (3.2%), and SMS texts (1.6%). Physical visits also constituted a small percentage at 1.6%.

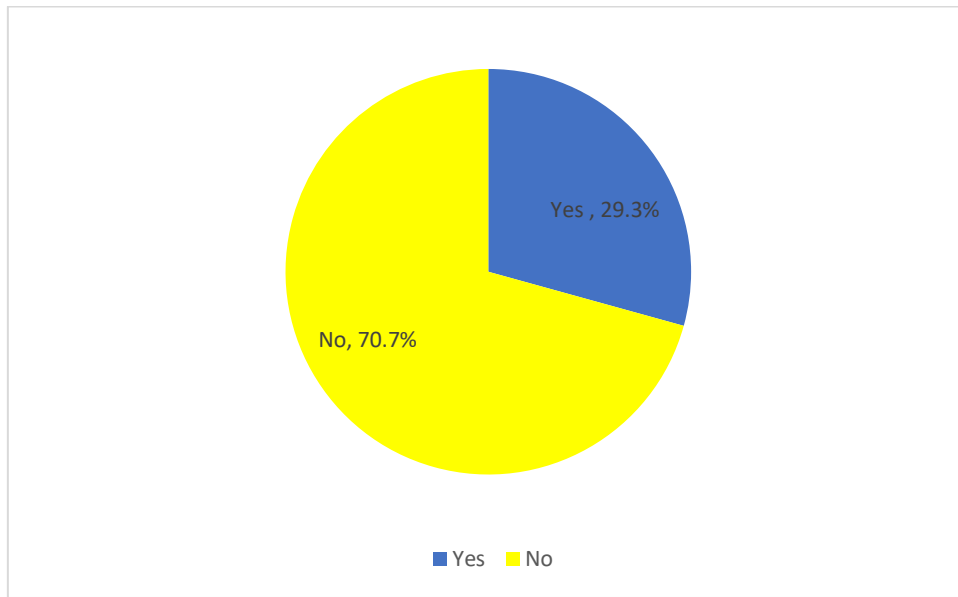
Figure 87: Channel used to lodge complaint



Complaints lodged with the Communications Authority (CA) have varied widely, including issues with mobile operators, such as billing disputes and service inefficiencies. Specific complaints involved scams, poor service from providers like Zuku and Safaricom, cybercrime, and problems with domain registrars and courier companies. Other concerns included service disruptions, illegal internet provision, issues with TV and radio broadcasts, and dissatisfaction with customer service and network performance.

The majority of respondents, 70.7%, expressed dissatisfaction with the complaints handling process at CA, while only 29.3% were satisfied. This indicates a significant need for improvement in addressing and resolving complaints effectively.

Figure 88: Satisfaction with resolution of complaints



A substantial 69.1% of respondents reported that their complaints were not resolved within 30 days, whereas only 30.9% experienced timely resolution. This highlights a considerable delay in addressing and resolving complaints within the expected timeframe. Feedback on the authority's handling of complaints is mixed. While some users appreciate the effort to keep major corporations accountable and find the authority responsive, many criticize the process as slow and ineffective. Common concerns include inadequate deterrents for repeat offenders, lack of feedback on complaint resolution, and perceived ineffectiveness in addressing issues promptly. There is a call for improved communication and more decisive action to ensure timely and effective resolution of complaints.

“.....While blocking lines that are used for criminals’ activities is a correction measure, I am not sure a corrective action is in place. I have often suggested that it would be important to have a electronic/digital/mobile phone offenders register to be used in the same manner as a sexual offenders register. Otherwise, not maintaining a register is not an adequate deterrent measure.” Uasin Gishu

“...Justice delayed is justice denied. It's designed to tire the consumers, so we give up.” Murang’a

“..... Luck lustre response....” Nairobi

“..... Never gotten any feedback if the process is over or not.” Nairobi

“..The network is still poor in the residential areas due to change to high rise buildings...” Nairobi

“...So far so good but their response takes some time. Waiting for the office verdict on my complaint.”

“...I have never received any communication after investigations if the matter was resolved or not....” Nairobi

“....In the last 8 months, handling of customers issues have not been addressed as it ought to” Machakos

“..... Handles after long time....” Nairobi

“..... CA feared or had less powers upon the said service provide....” Kilifi

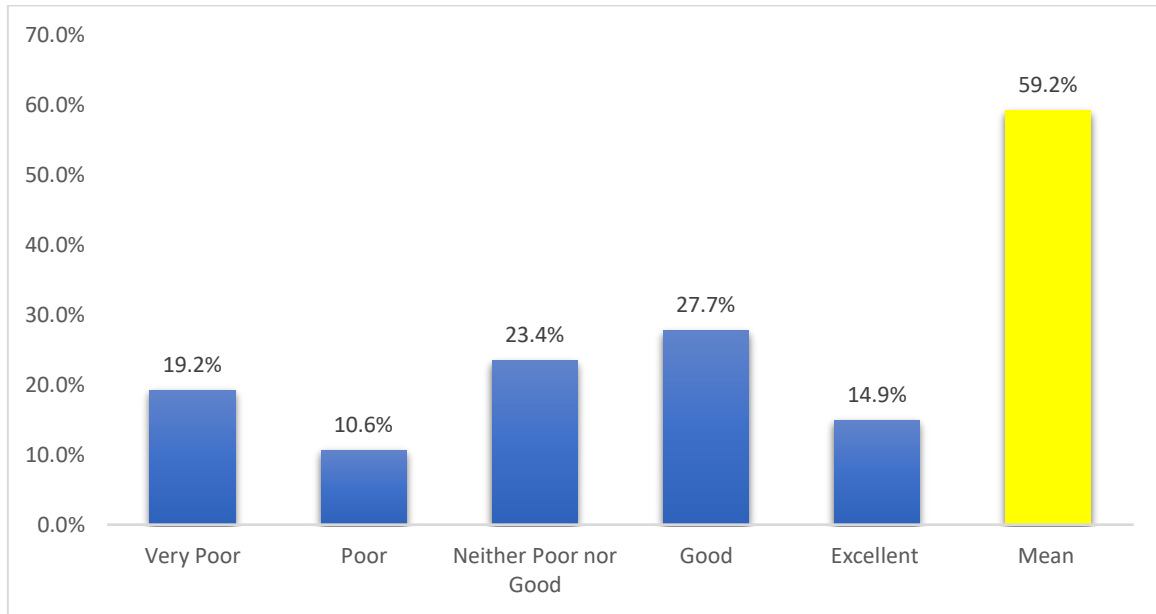
“..... Toothless....” Nairobi

“..... Very poor....” Migori

5.3.9 Overall rating of CA performance

The overall performance of the Communications Authority (CA) in dealing with customers receives a varied assessment. 27.7% of respondents rated the performance as good, while 14.9% rated it as excellent. However, a significant portion, 19.2%, found it very poor, and 10.6% rated it as poor. Additionally, 23.4% of respondents felt the performance was neither poor nor good. The mean rating of satisfaction with the CA's handling of customer interactions was 59.2%.

Figure 89: Overall rating of CA performance



Respondents expressed varied opinions regarding the overall performance of the Communications Authority (CA). Many highlighted the need for improvements, particularly in regulating service providers like telcos and parcel delivery services, where poor service and unlicensed operators were mentioned. Concerns included perceived inefficiencies, slow response times, and a lack of transparency in handling complaints. Some respondents felt there was collusion between CA and service providers, while others called for more proactive regulation, especially regarding media content and consumer protection. Recommendations included better communication, quicker issue resolution, and stronger enforcement of regulations.

“..... CA need do more on Parcel Delivery Service provision where there are still many many unlicensed operators, including those doing intratown deliveries, to make the playground level for all. Formal businesses are an important ingredient for growth of an economy and CA ought to build on it in support of the business environment and give confidence to Kenyans.” Uasin Gishu

“...You need to pullup your socks....why are you letting companies like telkom to operate with poor service delivery.....” Migori

“..... Most of those responsible seems either compromised or they don't know what they are supposed to do” Nairobi

“..... I personally felt shortchanged. I don't care about it now but at the time I felt like there could be a collusion between CA and service providers because they never bothered to undertake an actual investigation. The service provider lied and did not provide the facts that: 1. We were able to subscribe for the package 2. We were able to use internet to exhaustion and 3. We were able to use minutes for a few days then making outgoing calls became problematic until the subscription period ended. JTL has customer care logs, that alone can tell you a lot about such issues not just a casual "ask and tell".” Nairobi

“..CAK is a big corporate body that is a safe slowing down lane for those looking forward to retirement to spend their last days of public service work.” Transzoia

“...Needs a bit of communication improving.” Nairobi

“...It appears CA does not ensure we get efficient services from telcos. When networks are down, nobody cares to inform customers. We are even not sure as to whether data bought for time basis is properly exhausted” Murang'a

“...CA needs to resolve issues quicker it takes months” Nairobi

“..... It should be given more powers, infact some service providers are powerful that CA.” Kilifi

“..... CA must move with speed and save customers from greedy tele and communication companies. For example, I find it totally wrong that betting sponsored by radio and TV programmes occupy over 50% of the content aired. It is particularly worse in vernacular (KIKUYU) radio stations. After every few seconds, they advertise their form of gambling promising to give free money to innocent listeners. Mainstream media is stealing from people this way. Let CA also ensure that Internet data or minutes bought do not expire before usage. I have never understood the sense of data or minutes expiring before use, yet they have already been bought. It is exploitation for me to buy (with my own money) data or minutes and then be forced to quickly exhaust them before expiring.” Murang'a

“..... it is not visible in mainstream media advertisements like other prominent entities” Bungoma

5.4 Partners and affiliates

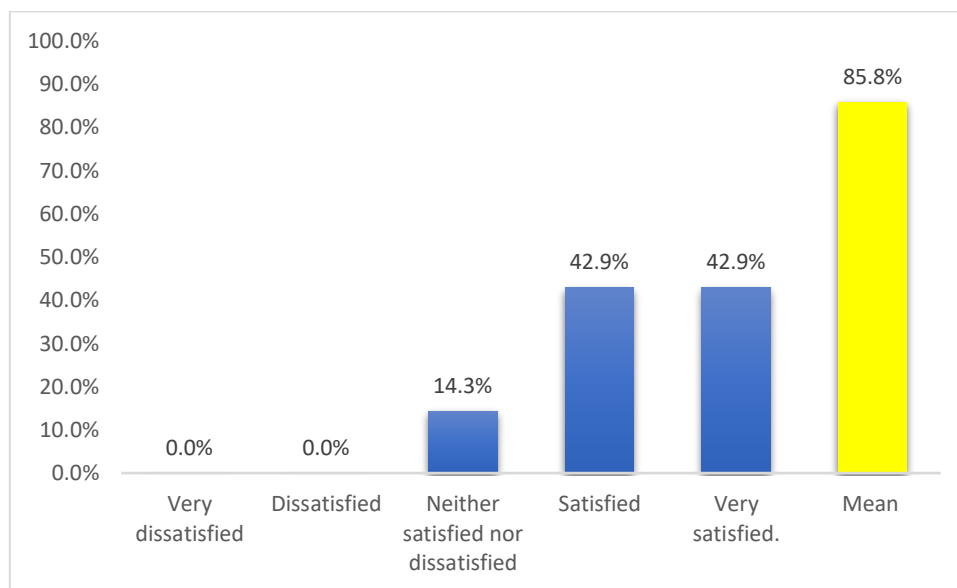
5.4.1 Type of partnership / engagement

Respondents reported various types of partnerships and engagements with the Communications Authority (CA), including formal partnerships, being a licensee, and regulatory relationships. Some engage with CA as customers, while others collaborate on international projects or initiatives, such as raising awareness on online safety for children and legal interventions. Additionally, CA is involved in organizing, hosting, and sponsoring events within the communication sector, with respondents also identifying as members of the organization.

5.4.2 Satisfaction with CA honoring its obligations

Overall satisfaction with CA honoring its obligations in partnerships is notably high. Among respondents, 42.9% reported being satisfied, and another 42.9% were very satisfied with CA's performance. Meanwhile, 14.3% expressed neutrality, with no dissatisfaction reported. The mean satisfaction score is 85.8%, indicating strong overall approval of CA's commitment to its partnerships.

Figure 90: Satisfaction with CA honoring obligations



Respondents generally expressed satisfaction with CA's commitment to its partnership obligations. CA is described as responsive, providing timely updates and involving partners in relevant activities. They process license applications promptly, offer support through compliance processes, and meet financial obligations in a timely manner. However, one respondent noted that the partnership structure could be more clearly defined, as some activities seem ad hoc. Overall, CA's dedication to hosting events and meeting obligations is well-regarded.

“...CA keeps us updated on relevant information and involves us in their activities where necessary....”

“...The process license application on time, have a listening ear, and offer very supportive services when need be. They support and guide people through the compliance process...”

“...when it comes to pay annual membership, CA fully comply with the payment in a timely manner. In terms of hosting event, CA is fully engaged and dedicate its professional team to fulfil the hosting obligations....”

“...Meeting its financial obligations is a timely manner and actively contributes to our activities....”

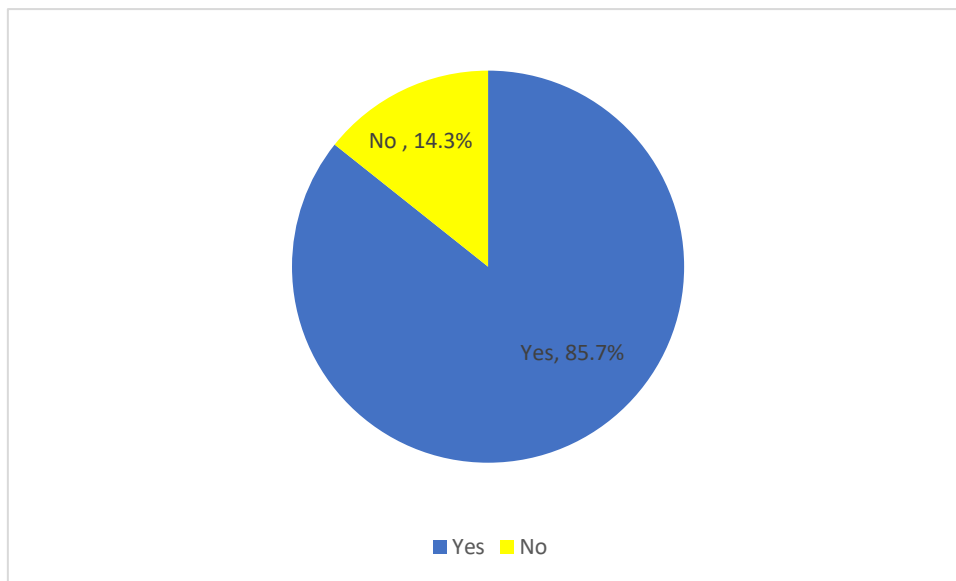
“...They are responsive....”

“...The partnership is not clearly defined and remains adhoc in activities.....”

5.4.3 Awareness of CA customer service charter

The survey aimed to determine if partners and affiliates were familiar with the Customer Service Charter. The findings revealed that 85.7% were aware of the charter, reflecting effective communication efforts.

Figure 91: Awareness of CA customer service charter

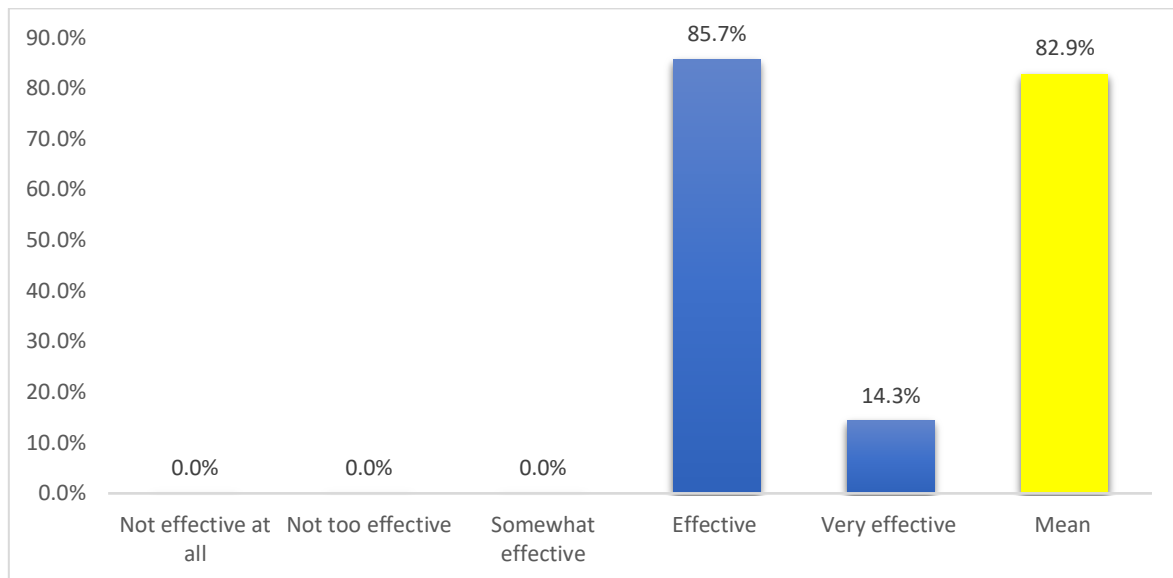


The survey sought to understand how respondents became aware of CA's Customer Service Charter. The results showed that the most common sources were CA's website (26.1%), CA forums such as conferences and roadshows (21.7%), posters within CA headquarters (17.4%), and fliers or brochures (17.4%). Social media accounted for 13.0%, while broadcast media like TV and radio contributed.

The survey assessed the effectiveness of CA in delivering on its promises outlined in the service charter. An overwhelming majority of respondents (85.7%) rated CA as effective, while 14.3%

found the organization to be very effective. The overall mean score for effectiveness was 82.9%, indicating strong performance in meeting its service commitments.

Figure 92:: Effectiveness of CA Customer service charter



Respondents generally expressed satisfaction with CA's effectiveness in delivering on its service charter promises. They highlighted timely adherence to set timelines, responsive and friendly staff, and the prompt posting of event information on the website and social media. However, there were suggestions for reducing broadcasting charges, particularly with PANG and Signet. Few complaints about CA were noted in the media, further indicating effectiveness in service delivery.

“... They mostly adhere to given timelines....”

“... The staff are friendly and respond within a few days especially where sufficient information is provided....”

“... We would want them to consider reducing broadcasting charges especially where PANG and Signet is concerned....”

“... When CA hosts and event, the accurate information is posted on its website and X in a timely manner. CA fliers, banners are also available on the site during any event sponsored or hosted....”

5.4.4 CA corporate image

Respondents expressed high confidence in CA's corporate image, with strong trust in its staff and management (91.4%) and recognition of its reliability (88.6%). While CA is seen as innovative (77.1%) and professional (85.7%), there is room for improvement in responsiveness to customer feedback (71.5%) and involvement in corporate social responsibility activities (65.8%). Overall, CA's corporate image received an average rating of 81.9%.

Table 45: CA corporate image:

Role	1	2	3	4	5	Mean
CA is an organization I can trust	0.0%	0.0%	0.0%	42.9%	57.1%	91.4%
I have confidence in CA’s staff and management to execute its mandate	0.0%	0.0%	0.0%	42.9%	57.1%	91.4%
CA is an innovative organization	0.0%	14.3%	0.0%	71.4%	14.3%	77.1%
CA is reliable	0.0%	0.0%	0.0%	57.1%	42.9%	88.6%
CA professionally discharges its mandate	0.0%	0.0%	14.2%	42.9%	42.9%	85.7%
CA has a good reputation	0.0%	0.0%	14.3%	28.6%	57.1%	88.6%
CA is involved in corporate social responsibilities activities	0.0%	0.0%	0.0%	28.6%	42.9%	65.8%
CA is responsive to customer feedback	0.0%	0.0%	14.3%	42.9%	28.6%	71.5%
Information on CA services/product is available	0.0%	0.0%	0.0%	42.9%	42.9%	77.2%
Average						81.9%

Respondents generally commend CA's corporate image, noting its attractive presentation and the availability of relevant information on its website. However, some recommend increased visibility of corporate social responsibility (CSR) activities and suggest a more facilitative rather than punitive approach. A few respondents also highlight minor areas of unprofessionalism.

“... I commend CA for having a lot of the relevant information on its website....”

“...it is a very attractive organization...”

5.4.5 CA commitments

Respondents rated CA's customer commitments highly, with an average score of 82.9%. The authority is viewed positively in terms of confidentiality, professional competence, providing relevant information, resolving complaints within timelines, and maintaining ethical standards in all dealings.

Table 46: CA Commitments

Indicator	1	2	3	4	5	Mean
CA treats information that you give them in the course of seeking services with utmost confidentiality	0.0%	0.0%	0.0%	28.6%	57.1%	80.0%
CA provides services with the greatest professional competence	0.0%	0.0%	28.6%	0.0%	71.4%	88.6%
CA provides you with all the relevant information that you may require	0.0%	14.3%	14.3%	14.3%	57.1%	82.8%
CA resolves all complaints received within the stated timelines	0.0%	0.0%	14.3%	42.9%	42.9%	85.8%
CA is ethical in all their dealings at all times	0.0%	0.0%	0.0%	42.9%	42.9%	77.2%
Average						82.9%

Respondents commend CA staff for their professionalism, knowledge, and timely service. Overall, the authority is recognized for its efforts to serve customers effectively and provide necessary information.

“...CA staff are very knowledgeable....”

“... The staff members I have interacted with at CA have been very professional and have provided me with all the information I required.”

“... CA fairly tries to serves their customers in a timely manner.”

5.4.6 CA staff attitude

The survey evaluated the attitudes of CA staff as perceived by stakeholders using a 5-point Likert scale (1=Strongly Disagree, 5=Strongly Agree). Respondents assessed staff on respect, fairness, consideration, transparency, and customer care skills. The results indicated a generally positive perception, with 94.3% agreeing that staff treat them with respect. Fairness received a score of 77.2%, while consideration and transparency were rated at 74.4%. Customer care skills scored 88.6%, leading to an overall average rating of 81.8%.

Table 47: CA staff attitude

Indicator	1	2	3	4	5	Mean
CA officials/staff treat you with respect	0.0%	0.0%	0.0%	28.6%	71.4%	94.3%
CA officials/staff are fair	0.0%	0.0%	0.0%	42.9%	42.9%	77.2%
CA staff are considerate in all interactions without discrimination	0.0%	0.0%	14.3%	28.6%	42.9%	74.4%
CA staff are transparent and accountable	0.0%	0.0%	14.3%	28.6%	42.9%	74.4%
CA staff have customer care skills	0.0%	0.0%	0.0%	57.1%	42.9%	88.6%
Average						81.8%

Stakeholders generally view CA staff as professional, knowledgeable, and courteous. Many respondents praised their positive customer service experiences, particularly in direct

interactions. While international relations staff were highlighted for their friendliness and responsibility, a few noted that consideration is not consistent across all staff.

“...CA staff are professional and knowledgeable”

“... I have continued to enjoy excellent customer service from the CA staff I have interacted with.”

“... The few I have worked with directly are professional....”

“...no much say on staff attitude as it seems to be focused more on internal interaction. However, stall at international relations are very friendly, courtesy and responsible....”

“... Some staffs are as considerate but not all....”

5.4.7 Dissemination of information

The survey results indicate that CA is generally effective in providing accessible, complete, and accurate information, with an average rating of 88.6%. However, while information is usually offered in a timely manner (average rating of 82.9%), there is room for improvement regarding the relevance of cost-related information, which received a lower average rating of 71.5%. Overall, the mean satisfaction score across these indicators is 81.0%.

Table 48: Dissemination of information

Indicator	1	2	3	4	5	Mean
CA offers accessible complete and accurate information	0.0%	0.0%	14.3%	28.6%	57.1%	88.6%
CA offers information on time period	0.0%	0.0%	14.3%	57.1%	28.6%	82.9%
CA offers information on relevant costing	0.0%	0.0%	14.3%	42.9%	28.6%	71.5%
Average						81.0%

Additional feedback suggest that CA generally provides accessible and accurate information, primarily through its website and responsive staff. While the feedback process is seen as responsible and fair, there is an opportunity to further enhance the clarity and relevance of cost-related information.

“... This information is available on the CA website and the staff are also happy to provide additional information and clarification.”

“... CA is responsible about giving feedback to its partners.”

“...Fair. ...”

5.4.8 Staff knowledge and competence

The survey results indicate a strong perception of CA staff's knowledge and competence, with high ratings for service quality, role competence, and effective inquiry handling. Staff are also seen as team-oriented and generally uphold privacy and confidentiality. The average rating of 85.1% reflects a high level of satisfaction with staff performance.

Table 49: Staff knowledge and competence

Indicator	1	2	3	4	5	Mean
CA staff provide high quality services	0.0%	0.0%	0.0%	42.9%	57.1%	91.4%
CA officials/staff are competent in their roles	0.0%	0.0%	0.0%	42.9%	57.1%	91.4%
CA staff are team oriented	0.0%	0.0%	0.0%	71.4%	28.6%	85.7%
CA staff/officials deal with inquiries effectively and efficiently	0.0%	0.0%	0.0%	71.4%	28.6%	85.7%
CA upholds privacy and confidentiality of agreements	0.0%	0.0%	0.0%	57.1%	28.6%	71.5%
Average						85.1%

Respondents expressed high satisfaction with CA staff, noting their strong knowledge, competence, and effective teamwork. The positive feedback suggests that CA should continue to support and leverage these strengths in staff development and operations.

“.... The staff members of CA that I have interacted with seem to be very knowledgeable and competent. They also seem to work very well in teams.”

“.... Keep it up.”

5.4.9 Record keeping

Survey responses indicate a generally positive view of CA's record-keeping practices. Records are largely seen as accessible, with an average rating of 62.8%. However, the perception of record updates is lower, averaging 51.4%. CA's adherence to payment agreements received a higher rating of 77.1%, reflecting satisfaction in this area. Overall, while access and payment compliance are viewed positively, there is room for improvement in updating records.

Table 50: Record keeping

Indicator	1	2	3	4	5	Mean
Records at CA are accessible	0.0%	14.3%	0.0%	71.4%	0.0%	62.8%
Records at CA are updated	0.0%	14.3%	0.0%	57.1%	0.0%	51.4%
CA pays according to the agreements	14.3%	14.3%	0.0%	14.3%	57.1%	77.1%
Average						63.8%

Feedback on CA's record-keeping highlights that while records are generally accessible and digitized, there are concerns about CA's handling of outstanding liabilities and willingness to

resolve them. The availability of information through the website is appreciated, but efforts should be made to address and close outstanding liabilities more effectively.

“... CA completely renege on an outstanding liability and have been unavailable and unwilling to close it.”

“... From the website, several records that I have required have been available and accessible.”

“... It is easy to trace the information as it is digitalized.”

“... They try....”

5.4.10 Accessibility

Ratings of the Authority's performance in accessibility indicate strong approval. The ease of accessing CA’s offices and reaching them via phone or email received favorable scores, with average ratings of 77.2% and 91.4%, respectively. Email accessibility was particularly well-rated, while accessibility via letters also received a positive assessment. Overall, the average performance rating was 77.2%.

Table 51: Accessibility

Indicator	1	2	3	4	5	Mean
Ease of accessing CA’s offices	0.0%	0.0%	0.0%	28.6%	57.1%	80.0%
Ease of accessibility on the phone	0.0%	0.0%	0.0%	42.9%	42.9%	77.2%
Ease of accessibility via email	0.0%	0.0%	0.0%	42.9%	57.1%	91.4%
Ease of accessibility via letters	0.0%	0.0%	0.0%	57.1%	14.3%	60.0%
Average						77.2%

The Authority is highly regarded for its client communication and ease of accessing information, with positive experiences reported across various channels. Users have found accessing CA’s offices, phone, and email services efficient and effective. However, there is limited feedback on letter accessibility. Overall, the Authority is seen as reasonably reactive and effective in client interactions.

“... They are very good at client communication....”

“... I have had very good experience accessing CA. I have never had to use a letter though and so can't tell how accessible it would be....”

“...Reasonably reactive...”

5.4.11 Complaints handling mechanisms

The Authority's handling of complaints is generally viewed positively in terms of timeliness, with high satisfaction in service delivery, averaging 91.4%. However, there is room for improvement in quick response to customer complaints and resolving issues within 30 days, with average ratings of 54.3%. The overall average score for CA's handling of complaints is 66.7%.

Table 52: Complaints handling mechanisms

Indicator	1	2	3	4	5	Mean
Timeliness in delivery of services	0.0%	0.0%	0.0%	42.9%	57.1%	91.4%
Quick response in attending to customer complaints	0.0%	0.0%	0.0%	14.3%	42.9%	54.3%
CA resolves complaints by clients on rendered services within 30 days	0.0%	0.0%	0.0%	14.3%	42.9%	54.3%
Average						66.7%

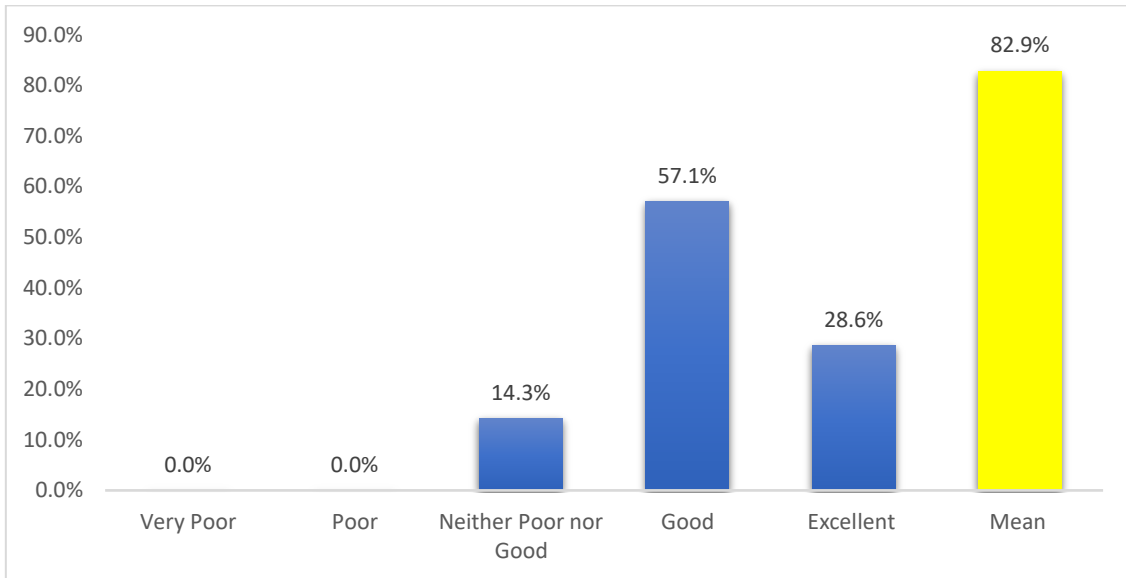
In the additional remarks, CA is recognized for its consultative approach in resolving complaints, though there is potential for improvement in response times and ensuring complaints are resolved within the stipulated timelines.

“... CA is consultative when it comes to resolution of complaints ...”

5.4.12 Evaluation of CA’s service delivery in executing its mandate

The majority of respondents rated CA's performance in regulating telecommunications, broadcasting, multimedia, e-commerce, and postal/courier services as either good (57.1%) or excellent (28.6%), with an overall satisfaction mean of 82.9%, reflecting positive feedback from partners and affiliates.

Figure 93: Partners and affiliates satisfaction with CA’s service delivery



Respondents commend CA for providing accessible information online and performing well in its regulatory role. However, they recommend the Authority be more supportive of struggling firms, quicker in implementing policy changes, and more visible in its actions beyond regulation and control.

“... Be more supportive of struggling firms. Be more nimble and agile in implementing the necessary policy changes.”

“... Most of this information is provided online and is easily accessible. I think they have done well. ...”

“... There should be more visibility of what it does to clients beyond the controls and regulations. ...”

Respondents encourage CA to remain open to differing viewpoints while maintaining its current high standards. They express satisfaction with its services and partnership, urging the Authority to continue its good work.

“... CA should be more open to differing viewpoints.”

“... Keep up the good work!”

“... Happy for its services and partnership. keep it up CA....”

5.5 Quality of Experience (QoE) with Mobile Service Providers

5.5.1 Network

The survey on factors influencing mobile service provider choice shows that Safaricom leads in all categories, with coverage (59.8%) and service quality (60.2%) being the top factors. Airtel follows, with 42.1% prioritizing quality service and 38.8% choosing it for pricing. Telkom Kenya and Jamii lag behind, with most of their users not using these networks, while those who do prioritize pricing and service quality.

Table 53: Factors considered when choosing a mobile service provider

Provider	Coverage	Pricing/Tariffs	Quality service	Promotions	Other
Airtel	28.4%	38.8%	42.1%	24.9%	6.4%
Jamii	3.9%	7.3%	5.5%	4.9%	5.8%
Safaricom	59.8%	49.1%	60.2%	37.2%	7.4%
Telkom Kenya	7.2%	10.6%	9.7%	10.4%	5.1%

The survey highlights distinct challenge areas experienced by users of different mobile service providers. Safaricom users report the highest difficulties in billing (33.9%) and coverage (25.1%), with notable issues in service provision (18.7%) and customer care (20.2%). Airtel users face significant challenges with coverage (18.0%) and call drops (17.1%), with fewer issues in billing (8.7%) and activation (4.0%). Jamii users encounter minimal challenges across all areas but have the highest proportion of non-users (82.5%). Telkom Kenya users report challenges mainly with coverage (6.3%) and call drops (5.8%), while a significant portion (74.5%) do not use the network.

Table 54: Areas with challenges when dealing with the mobile service provider

Provider	Coverage	Billing	Activation	Service provision	Customer Care	Roaming	Call Drop	Info from service Providers	Other
Airtel	18.0%	8.7%	4.0%	10.2%	7.8%	8.0%	17.1%	5.5%	4.5%
Jamii	2.5%	1.0%	2.7%	3.0%	2.7%	2.2%	2.7%	2.5%	3.5%
Safaricom	25.1%	33.9%	6.2%	18.7%	20.2%	12.7%	10.1%	9.0%	7.6%
Telkom Kenya	6.3%	3.2%	2.7%	6.1%	3.7%	3.4%	5.8%	4.6%	3.5%

The survey on connectivity challenges shows that Safaricom users experience the highest issues with network busy signals (36.1%) and weak or no signal (41.5%). Airtel users also report significant problems with weak signals (41.5%) but lower rates of disconnection. Jamii and Telkom Kenya users report fewer challenges, though the majority of respondents indicate they do not use these networks.

Table 55: Connectivity Challenges frequently encountered

Provider	Network Busy	Weak or no signal	Disconnection	Other
Airtel	15.9%	41.5%	11.3%	3.4%
Jamii	4.4%	7.3%	4.2%	2.7%
Safaricom	36.1%	41.5%	16.1%	15.0%
Telkom Kenya	5.3%	13.0%	9.1%	4.2%

The data shows that Airtel users experience service loss most frequently, with 6.5% reporting signal issues "all the time" and 15.8% "most of the time." Safaricom users report the best service reliability, with 44.9% experiencing service loss "rarely." Jamii has the highest percentage of users (85.7%) who are uncertain about their service quality, while Telkom Kenya users largely fall into the "don't know" category (72.5%).

Table 56: Frequency of Experiencing loss of service (weak or no signal)

Provider	All the time	Most of the time	Some of the time	Rarely	Don't Know
Airtel	6.5%	15.8%	28.4%	10.3%	38.9%
Jamii	2.9%	4.9%	3.9%	2.6%	85.7%
Safaricom	5.5%	8.6%	30.6%	44.9%	10.4%
Telkom Kenya	4.8%	9.9%	7.4%	5.4%	72.5%

The survey on mobile service coverage satisfaction shows that Safaricom leads with a mean score of 76.7%, followed by Airtel at 66.9%. Jamii scored 62.4%, while Telkom Kenya had the lowest mean score of 59.3%.

Table 57: Rating Satisfaction with Coverage provided by service provider

Provider	Very dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Don't Know	MEAN
Airtel	6.2%	7.8%	13.0%	25.1%	8.0%	39.9%	66.9%
Jamii	3.3%	1.6%	3.6%	4.9%	2.6%	84.1%	62.4%
Safaricom	4.9%	5.7%	13.9%	39.1%	25.4%	11.0%	76.7%
Telkom Kenya	4.8%	5.4%	6.4%	8.3%	2.9%	72.2%	59.3%

The survey reveals that Safaricom offers the best call connectivity, with 51.1% of users able to get through on the first dial. Airtel follows, with 24.9% getting through on the first attempt, but 41.3% are unsure. Jamii has the highest uncertainty, with 86.1% "don't know," while Telkom Kenya users also show a high rate of uncertainty (74.0%), with only 5.4% connecting on the first attempt.

Table 58: Number of Dials before Successful Call Connections

Provider	Only once	Twice	Three times	Four times	More than five times	Don't Know
Airtel	24.9%	18.7%	6.5%	3.1%	5.5%	41.3%
Jamii	3.6%	2.3%	4.0%	3.0%	1.0%	86.1%
Safaricom	51.1%	18.6%	8.1%	4.8%	5.9%	11.4%
Telkom Kenya	5.4%	6.0%	6.0%	5.1%	3.5%	74.0%

The survey indicates that Safaricom users experience the least call interruptions, with 23.9% reporting they "never" get cut off and 37.3% experiencing call drops "rarely." Airtel users face more frequent disconnections, with 16.9% experiencing them "sometimes" and 40.8% unsure. Jamii and Telkom Kenya users show the highest uncertainty, with 83.8% and 72.8% respectively in the "don't know" category.

Table 59: Frequency of Call Disconnections by Mobile Service Provider

Provider	Never	Rarely	Sometimes	Often	Don't Know
Airtel	10.7%	25.5%	16.9%	6.2%	40.8%
Jamii	2.3%	6.0%	5.6%	2.3%	83.8%
Safaricom	23.9%	37.3%	19.6%	7.8%	11.4%
Telkom Kenya	5.1%	6.7%	10.9%	4.5%	72.8%

The data shows that Safaricom offers the fastest call connection times, with 40.8% of users reporting a connection within 3 seconds and 25.9% within 5 seconds. Airtel follows, with 21.6% of users connecting in 5 seconds but 41.7% unsure. Jamii and Telkom Kenya users display high uncertainty, with 84.9% and 74.2% respectively in the "don't know" category.

Table 60: Call Connection Times

Provider	3 seconds	5 seconds	7 seconds	12 seconds	More than 12 seconds	Don't Know
Airtel	14.1%	21.6%	12.2%	5.0%	5.5%	41.7%
Jamii	2.0%	3.9%	6.2%	2.0%	1.0%	84.9%
Safaricom	40.8%	25.9%	12.0%	5.1%	4.0%	12.2%
Telkom Kenya	3.8%	6.7%	7.3%	4.5%	3.5%	74.2%

The survey shows that Safaricom users have the highest success rate for calls going through on the first attempt, with 50.6% reporting this occurs "often." In contrast, Airtel users report lower success, with only 21.6% experiencing first-attempt call connections frequently and 41.8% unsure. Jamii and Telkom Kenya show the highest uncertainty, with 82.2% and 74.4% of users, respectively, in the "don't know" category.

Table 61: Number of Successful Call Connections on First Attempt

Provider	Never	Rarely	Sometimes	Often	Don't Know
Airtel	5.2%	13.5%	17.9%	21.6%	41.8%
Jamii	2.0%	4.6%	7.6%	3.6%	82.2%
Safaricom	8.2%	8.2%	16.9%	50.6%	16.1%
Telkom Kenya	3.5%	7.1%	7.4%	7.7%	74.4%

The survey indicates that Safaricom users have the highest confidence in call reliability, with 29.6% believing all 100 calls would go through on the first attempt. Airtel users are less confident, with only 14.4% expecting all calls to connect successfully, while 42.9% are unsure. Jamii and Telkom Kenya users show the highest uncertainty, with 81.6% and 71.4%, respectively, in the "don't know" category.

Table 62: User Confidence in Successful Call Connections on First Attempt (Out of 100 Calls)

Provider	Less than 95	95	96	97	98	99	All 100	Don't know
Airtel	11.1%	8.5%	4.4%	3.6%	7.7%	7.5%	14.4%	42.9%

Jamii	3.7%	1.7%	3.7%	3.3%	3.0%	1.3%	1.7%	81.6%
Safaricom	7.6%	10.4%	9.1%	6.2%	8.0%	14.2%	29.6%	14.9%
Telkom Kenya	7.7%	3.5%	4.5%	3.2%	2.6%	2.6%	4.5%	71.4%

The survey reveals that Safaricom users experience the fewest connection issues, with 42.7% reporting they "rarely" fail to connect when making a call. Airtel users face more frequent challenges, with only 6.8% saying they "never" experience call failures, and 40.5% unsure. Jamii and Telkom Kenya users show the highest uncertainty, with 81.5% and 73.1%, respectively, in the "don't know" category.

Table 63: Call Connection Failures

Provider	Never	Rarely	Sometimes	Often	Don't Know
Airtel	6.8%	25.0%	19.7%	7.9%	40.5%
Jamii	2.0%	6.8%	6.8%	2.9%	81.5%
Safaricom	16.8%	42.7%	21.4%	8.2%	10.9%
Telkom Kenya	3.2%	5.8%	8.7%	9.1%	73.1%

The survey shows that Safaricom users have the most confidence in call reliability, with 24.7% estimating only 1 out of 100 calls would fail to go through on the first attempt. In contrast, 47.0% of Airtel users are unsure of their call success rates. Jamii and Telkom Kenya users show the highest uncertainty, with 82.2% and 73.9%, respectively, in the "don't know" category.

Table 64: Estimated Number of Failed Call Attempts Out of 100

Provider	1	2	3	4	5	More than 5	Don't Know
Airtel	11.9%	11.9%	9.3%	5.0%	5.3%	9.6%	47.0%
Jamii	3.0%	2.7%	4.7%	3.4%	2.4%	1.7%	82.2%
Safaricom	24.7%	20.2%	9.8%	8.8%	8.2%	8.8%	19.5%
Telkom Kenya	5.2%	4.6%	4.3%	3.9%	3.3%	4.9%	73.9%

The survey reveals that Safaricom users are more confident in call stability, with 24.6% estimating only 1 out of 100 successful calls would drop before the conversation is completed. Airtel users are less certain, with 49.5% unsure of how many calls would drop. Jamii and Telkom Kenya users show the highest uncertainty, with 82.4% and 75.7%, respectively, in the "don't know" category.

Table 65: Estimated Number of Dropped Calls Out of 100 Successful Calls

Provider	1	2	3	4	5	More than 5	Don't Know
Airtel	11.7%	12.2%	6.1%	6.4%	4.8%	9.3%	49.5%
Jamii	3.0%	4.0%	3.0%	4.0%	1.7%	2.0%	82.4%
Safaricom	24.6%	16.0%	10.9%	8.4%	9.1%	8.4%	22.6%
Telkom Kenya	4.2%	3.3%	4.9%	4.9%	3.0%	4.2%	75.7%

The survey indicates that Safaricom users have the highest likelihood of completing phone conversations without the call dropping, with 34.7% reporting this happens "often." Airtel users have a lower rate, with only 20.7% reporting frequent successful call completions, while 43.5% are unsure. Jamii and Telkom Kenya users show the highest uncertainty, with 82.1% and 72.5%, respectively, in the "don't know" category.

Table 66: Completing Phone Conversations Without Call Dropping

Provider	Never	Rarely	Sometimes	Often	Don't Know
Airtel	7.3%	14.1%	14.4%	20.7%	43.5%
Jamii	3.6%	5.0%	6.3%	3.0%	82.1%
Safaricom	10.3%	23.1%	17.1%	34.7%	14.8%
Telkom Kenya	4.2%	6.1%	9.3%	8.0%	72.5%

The survey reveals that Safaricom users have the highest confidence in completing calls without dropping, with 30.2% expecting 99 out of 100 calls to complete successfully. Airtel users also report high confidence, with 45.0% expecting all 100 calls to complete without dropping. Jamii users are the most confident, with 79.3% expecting all 100 calls to complete, while Telkom Kenya users show the highest uncertainty, with 71.0% unsure.

Table 67: Expected Number of Calls That Complete Without Dropping Out of 100

Provider	Less than 95	95	96	97	98	99	All 100	Don't know
Airtel	7.6%	5.7%	5.2%	5.2%	7.9%	8.1%	15.2%	45.0%
Jamii	4.9%	2.6%	2.0%	2.3%	4.3%	1.6%	3.0%	79.3%
Safaricom	6.6%	9.4%	8.0%	5.7%	10.1%	13.0%	30.2%	16.9%
Telkom Kenya	5.5%	4.6%	2.3%	4.9%	3.6%	2.0%	6.2%	71.0%

The survey indicates that Safaricom users rate voice call quality the highest, with 27.8% rating it as "excellent" and 35.1% as "good." Airtel users also provide positive ratings, with 11.3% calling it "excellent" and 22.8% "good," though 41.6% are unsure. Jamii users have the highest uncertainty, with 81.1% in the "don't know" category, and Telkom Kenya users also show significant uncertainty, with 71.6% unsure about call quality.

Table 68: Quality of Voice Calls During Conversations

Provider	Excellent	Good	Fair	Bad	Poor	Don't know
Airtel	11.3%	22.8%	18.6%	2.4%	3.4%	41.6%
Jamii	4.0%	3.6%	7.3%	1.7%	2.3%	81.1%
Safaricom	27.8%	35.1%	16.3%	2.5%	5.7%	12.6%
Telkom Kenya	4.2%	5.2%	11.0%	2.3%	5.8%	71.6%

The survey reveals that Safaricom users frequently face network congestion issues, with 29.6% reporting "network busy" as a common problem. Airtel users also experience notable connectivity issues, with 17.4% reporting "not getting range" and 12.8% facing frequent disconnections. Jamii users have the highest uncertainty regarding connectivity problems, with 83.8% in the "don't know" category. Telkom Kenya users also show significant uncertainty, with 74.0% unsure about their connectivity issues.

Table 69: Common Connectivity Problems Faced by Mobile Service Provider Users

Provider	Network Busy	Not getting Range	Disconnected frequently	Voice Problem	Don't Know
Airtel	16.0%	17.4%	12.8%	7.8%	46.0%
Jamii	2.3%	7.0%	4.3%	2.7%	83.8%

Safaricom	29.6%	22.5%	11.1%	13.2%	23.6%
Telkom Kenya	7.8%	7.1%	6.8%	4.2%	74.0%

The survey shows that Safaricom users are the most likely to have experienced issues with sending SMS texts, with 38.9% reporting difficulties. Airtel users also face notable challenges, with 24.0% unable to send SMS texts and 41.9% unsure. Jamii and Telkom Kenya users display the highest uncertainty, with 80.0% and 72.0%, respectively, in the "don't know" category.

Table 70: Inability to Send SMS Texts

Provider	Yes	No	Don't use SMS	Don't Know
Airtel	24.0%	25.1%	9.1%	41.9%
Jamii	4.9%	8.9%	6.2%	80.0%
Safaricom	38.9%	37.3%	10.8%	12.9%
Telkom Kenya	9.4%	10.4%	8.1%	72.0%

The survey indicates that Safaricom users face the highest frequency of SMS sending issues, with 38.7% reporting they "rarely" encounter this problem and 12.3% stating it occurs "often." Airtel users also experience challenges, with 18.6% reporting "rarely" and 8.9% "often." Jamii and Telkom Kenya users report fewer SMS issues, with most indicating they rarely or never encounter problems.

Table 71: Frequency of Inability to Send SMS Texts

Provider	Never	Rarely	Often	Don't send SMS
Airtel	11.4%	18.6%	8.9%	9.1%
Jamii	3.9%	8.4%	4.9%	3.2%
Safaricom	19.0%	38.7%	12.3%	8.1%
Telkom Kenya	7.2%	7.6%	5.8%	5.2%

The survey reveals that Safaricom users are the most likely to receive unsolicited SMS texts, with 45.6% reporting such experiences. Airtel follows with 24.7% of users receiving unwanted messages, while 46.7% are uncertain. Jamii and Telkom Kenya users report lower rates of unsolicited texts, with a significant portion (82.8% and 73.9%, respectively) unsure about their experiences.

Table 72: Receiving Unsolicited SMS texts,

Provider	Yes	No	Don't use SMS	Don't Know
Airtel	24.7%	21.2%	7.4%	46.7%
Jamii	4.7%	7.7%	4.7%	82.8%
Safaricom	45.6%	27.4%	9.3%	17.7%
Telkom Kenya	10.1%	8.5%	7.5%	73.9%

The data shows that Safaricom users experience unsolicited SMS texts most frequently, with 19.2% receiving them daily and 23.7% weekly. Airtel users report lower daily (9.4%) and weekly (13.9%) rates, with 65.4% uncertain about how often they receive unsolicited texts.

Jamii and Telkom Kenya users experience these messages less frequently, with the majority unsure about their occurrence (83.8% and 78.7%, respectively).

Table 73: Frequency of Receiving Unsolicited SMS Texts,

Provider	Daily	Weekly	Monthly	Yearly	Don't Know
Airtel	9.4%	13.9%	8.2%	3.1%	65.4%
Jamii	3.4%	4.5%	6.2%	4.5%	83.8%
Safaricom	19.2%	23.7%	14.3%	8.1%	34.7%
Telkom Kenya	3.3%	7.4%	7.1%	3.4%	78.7%

5.5.2 Broadband

The quality and reliability of broadband connections vary across providers. Airtel users report 10% very reliable connections, while 17.5% experience regular speed drops and disconnections. Safaricom has the highest reliability, with 20.6% of users reporting no connection issues, but 16.4% experience regular drops. Telkom Kenya shows lower reliability, with 10.8% reporting frequent drops, and 71.6% not using the service. Jamii has the highest percentage of non-users (79.5%), with only 2.7% reporting very reliable service.

Table 74: Quality and reliability of broadband connections

Provider	Very reliable, the connection never drops	Speed varies from time to time, but the connection never drops	Speed varies considerably and the connection regularly drops	Very poor connection, which drops out all the time	I don't use my mobile service provider's broadband to connect to the Internet	No response
Airtel	10.0%	15.9%	17.5%	6.5%	8.9%	41.2%
Jamii	2.7%	6.4%	4.7%	2.0%	4.7%	79.5%
Safaricom	20.6%	32.0%	16.4%	8.6%	0.0%	10.5%
Telkom Kenya	3.9%	4.6%	10.8%	4.9%	4.3%	71.6%

The survey on internet speed satisfaction shows that Safaricom leads with a mean score of 70.0%, followed by Jamii at 60.0% and Airtel at 59.4%. Telkom Kenya had the lowest mean score of 57.8%.

Table 75: Rating the speed of internet connection,

Provider	Very slow	Slow	Average	Fast	Very Fast	Don't know	MEAN
Airtel	6.0%	7.1%	26.6%	8.7%	4.3%	47.4%	59.4%
Jamii	2.3%	3.7%	8.0%	4.3%	2.0%	79.7%	60.0%
Safaricom	4.7%	8.9%	24.2%	29.4%	14.9%	18.0%	70.0%
Telkom Kenya	5.6%	4.6%	7.3%	6.9%	3.0%	72.6%	57.8%

The survey on challenges with Internet Service Providers shows that Airtel users report issues with accessing websites (28.4%) and poor customer service (35.2%). Jamii users also face challenges, with 25.7% citing website access issues and 30.1% mentioning poor customer

service. Safaricom users report higher dissatisfaction, with 42.5% experiencing difficulties accessing websites and 48.7% reporting poor customer service. Telkom Kenya users experience similar issues, with 33.1% having trouble accessing websites and 38.9% dissatisfied with customer service. These results indicate widespread challenges across all providers.

Table 76: Challenges in Access to Website and Poor customer service,

Provider	Access to Website	Poor customer services
Airtel	33.3%	24.3%
Jamii	6.1%	7.5%
Safaricom	44.6%	20.0%
Telkom Kenya	20.4%	39.7%

The survey on broadband service satisfaction shows that Safaricom leads with a mean score of 72.6%, followed by Jamii at 64.1% and Airtel at 63.8%. Telkom Kenya had the lowest mean score of 61.8%.

Table 77: Rating the quality of the broadband service,

Provider	Very dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Don't know	MEAN
Airtel	8.1%	5.1%	13.4%	19.9%	5.6%	47.9%	63.8%
Jamii	2.0%	3.1%	5.7%	4.1%	3.4%	81.6%	64.1%
Safaricom	5.2%	8.2%	14.1%	38.4%	16.0%	18.1%	72.6%
Telkom Kenya	3.9%	4.6%	7.5%	9.7%	2.6%	71.8%	61.8%

5.5.3 Billing

The data shows that Safaricom leads in customer satisfaction with billing accuracy across all services, with scores of 58.4% for calls, 59.8% for SMS, and 60.8% for internet/data. Airtel follows with 37.9%, 38.1%, and 40.3% respectively. Telkom Kenya and Jamii rank lower, with Jamii receiving the lowest scores in all categories, particularly for internet/data billing accuracy at 15.7%.

Table 78: Rating satisfaction with charges on Calls, SMS texts and Internet/Data

Provider	Calls are charged Correctly	SMS texts are charged correctly	Internet/Data is charged correctly
Airtel	37.9%	38.1%	40.3%
Jamii	10.5%	12.0%	15.7%
Safaricom	58.4%	59.8%	60.8%
Telkom Kenya	17.2%	17.7%	19.6%

The survey indicates that Safaricom users most frequently receive billing information, with 36.5% reporting they get it every time they make a call or send an SMS, and 20.4% receiving it monthly. Airtel users also receive billing frequently, with 21.2% receiving it per transaction

and 14.0% monthly. In contrast, Jamii and Telkom Kenya users show the highest uncertainty, with 82.8% and 75.3%, respectively, not knowing when they receive billing information.

Table 79: Frequency of Billing Information Received

Provider	Monthly	Quarterly	Half-yearly	Yearly	Every time I make a call/send and SMS	Don't know
Airtel	14.0%	4.2%	5.0%	3.1%	21.2%	52.5%
Jamii	2.5%	3.2%	7.0%	2.5%	2.1%	82.8%
Safaricom	20.4%	9.1%	7.2%	6.3%	36.5%	20.4%
Telkom Kenya	7.0%	3.3%	7.7%	2.7%	4.0%	75.3%

The survey shows that Safaricom users find their billing information the clearest, with 37.4% stating it is always easy to understand, though 76.6% are still unsure. Airtel follows with 26.0% reporting clarity, but 50.4% do not know. Telkom Kenya has a lower percentage of users (6.7%) who always find the information clear, while Jamii users report the lowest clarity, with only 4.2% finding the billing information always clear and 81.9% unsure.

Table 80: Clarity of Billing Information

Provider	Always	Somewhat	Never	Don't know
Airtel	26.0%	18.6%	5.0%	50.4%
Jamii	4.2%	8.7%	5.2%	81.9%
Safaricom	37.4%	34.0%	9.7%	18.9%
Telkom Kenya	6.7%	10.7%	6.0%	76.6%

The survey reveals that Safaricom users rate their billing information as the most accurate, with 36.3% stating it is always accurate and 35.2% somewhat accurate. Airtel follows, with 24.1% of users reporting always accurate billing, but nearly half (49.0%) are uncertain. Telkom Kenya has a small percentage of users (6.7%) who always find their billing accurate, while Jamii has the lowest rating for accuracy, with only 4.1% always finding their billing accurate and 82.5% uncertain.

Table 81: Perceived Accuracy of Billing Information

Provider	Always	Somewhat	Never	Don't know
Airtel	24.1%	22.4%	4.5%	49.0%
Jamii	4.1%	8.3%	5.2%	82.5%
Safaricom	36.3%	35.2%	9.2%	19.3%
Telkom Kenya	6.7%	12.1%	5.7%	75.4%

The survey on satisfaction with service provider billing shows that Safaricom leads with a mean score of 70.3%, followed by Airtel at 65.4% and Jamii at 62.0%. Telkom Kenya had the lowest mean score of 61.8%.

Table 82: Rating satisfaction with service provider’s billing

Provider	Very dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Don’t know	MEAN
Airtel	9.1%	6.0%	8.8%	25.0%	7.1%	43.0%	65.4%
Jamii	2.1%	3.4%	7.9%	4.8%	2.4%	79.5%	62.0%
Safaricom	7.5%	9.7%	18.4%	30.7%	18.8%	15.0%	70.3%
Telkom Kenya	3.4%	3.0%	8.5%	10.1%	1.0%	74.0%	61.8%

5.5.4 Complaints handling

The findings reveal that Safaricom customers are the most knowledgeable about where to make complaints, with 68.4% aware of the process. Airtel follows with 31.6% awareness, while 45.9% of its customers are unsure. Telkom Kenya and Jamii have the lowest levels of awareness, with the majority of their customers—79.4% and 82.1% respectively—indicating they don’t know where to make a complaint.

Table 83: Awareness of Complaints Procedures

Provider	Yes	No	Don’t know
Airtel	31.6%	22.5%	45.9%
Jamii	6.6%	11.3%	82.1%
Safaricom	68.4%	15.2%	16.4%
Telkom Kenya	10.3%	10.3%	79.4%

The results show that Safaricom customers are the most likely to have lodged a complaint, with 54.9% aware of the procedure and having done so. Airtel follows with 15.5%, while the majority of its customers (56.0%) are unsure. Telkom Kenya and Jamii customers are the least likely to have lodged complaints, with 79.6% and 83.6% of their users, respectively, unaware of the process.

Table 84: Customer Experience with Lodging Complaints

Provider	Yes	No	Don’t know
Airtel	15.5%	28.5%	56.0%
Jamii	5.2%	11.2%	83.6%
Safaricom	54.9%	25.0%	20.1%
Telkom Kenya	5.9%	14.5%	79.6%

The data shows that Safaricom customers found it the easiest to lodge complaints with the highest mean score of 81.8%, followed by Telkom Kenya at 77.6% and Jamii at 74.2%. Airtel had the lowest mean score of 73.8%.

Table 85: Ease of Lodging Complaints

Provider	Hard	Neither easy nor hard	Easy	Very Easy	Don’t know	MEAN
Airtel	7.3%	9.4%	5.3%	13.2%	64.9%	73.8%
Jamii	3.7%	5.4%	0.7%	7.8%	82.3%	74.2%

Safaricom	9.5%	12.5%	11.4%	37.9%	28.7%	81.8%
Telkom Kenya	3.6%	5.8%	2.6%	10.4%	77.6%	77.6%

The majority of complaints are related to issues with M-PESA services, including app responsiveness, transaction reversals, and activation problems. Network connectivity and coverage also feature prominently, with complaints about slow connections, poor signal strength, and network disconnections. Other concerns include billing discrepancies, issues with data bundles, and SIM card registration problems.

<p><i>".....loss of network....." Murang'a – Airtel & Safaricom</i></p> <p><i>"...Upgrade a bit on network coverage.and sometimes Airtel calls rings even when they the line is offline.....stop that confusion we end up thinking people are assuming our calls. Kama Iko off let alert be of offline.... sometimes it rings yet the person you're calling is not even aware or has not seen the call on his or her side...." Nairobi – Airtel</i></p> <p><i>"...low internet speed...." Murang'a – Airtel & Safaricom</i></p> <p><i>"...Network disconnected...." Uasin Gishu – Airtel & Safaricom</i></p> <p><i>"...I had bought my data through MPESA but it never came...."Nyamira, Nairobi & Kiambu – Safaricom</i></p> <p><i>"...Poor network connection...." Kiambu – Safaricom</i></p> <p><i>"...poor internet connection...." Kilifi – Airtel & Safaricom</i></p> <p><i>"...Credit usage...."Nairobi – Airtel & Safaricom & Telkom Kenya</i></p> <p><i>"...sim card issue with registration...."Kiambu– Airtel & Safaricom</i></p> <p><i>"...Safaricom mpesa app not responding...." Nairobi –Safaricom</i></p> <p><i>"...Mpesa...." Homabay & Kiambu</i></p> <p><i>"...Reversal request after sending money to a wrong number...."Nairobi –Safaricom</i></p> <p><i>"...I had a data that wasn't working." Kiambu – Safaricom</i></p> <p><i>"...Registration of the sim card twice...."Kiambu –Safaricom</i></p> <p><i>"...Airtime deductions...."Isiolo – Safaricom</i></p> <p><i>"...mpesa issues,poor internet connection,bonga point issues...."Kilifi – Safaricom</i></p> <p><i>"...Bundles usage...."Nairobi –Safaricom</i></p> <p><i>"...Mpesa reversal...."Nairobi & Nakuru –Safaricom</i></p> <p><i>"...It was abouty simcard not receiving the airtime I bought....."Kiambu – Safaricom</i></p> <p><i>"...Network issues/billing/coverage...."Nyamira – Safaricom</i></p> <p><i>"...Slow network connection...."Machakos – Safaricom</i></p> <p><i>"...Network issues/billing/coverage...."Nyamira – Safaricom</i></p>
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The findings indicate that Safaricom customers express the highest satisfaction with complaint handling, with a mean score of 72.7%., followed by Telkom Kenya at 63.3%, Airtel at 61.1%, and Jamii with the lowest mean score of 58.7%.

Table 86: Satisfaction with Complaint Handling and Resolution

Provider	Very dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Don't know	MEAN
Airtel	6.4%	7.2%	7.7%	16.1%	4.1%	58.6%	61.1%
Jamii	3.9%	5.7%	6.3%	3.6%	4.2%	76.2%	58.7%
Safaricom	6.0%	4.8%	13.3%	29.6%	15.7%	30.6%	72.7%
Telkom Kenya	4.2%	3.6%	9.2%	7.7%	4.5%	70.9%	63.3%

The findings indicate that Safaricom outperforms other providers in all aspects of complaints handling, with the highest ratings for ease of finding the right number (65.3%), response time (60.2%), IVR service (61.0%), and staff politeness/knowledge (63.6%). Airtel follows, though with lower scores across all categories, particularly for response time (29.3%) and IVR service (29.8%). Telkom Kenya and Jamii received the lowest ratings, with Jamii performing worst in all areas, particularly response time at 14.0%.

Table 87: Customer Satisfaction Ratings for Complaints Handling Process

Provider	Ease of finding the right number to call	Time taken to answer your call	The effectiveness of the Interactive Voice Response (IVR) machine service	Staff you talked to (e.g. polite, knowledgeable)
Airtel	36.3%	29.3%	29.8%	32.4%
Jamii	15.3%	14.0%	16.0%	15.3%
Safaricom	65.3%	60.2%	61.0%	63.6%
Telkom Kenya	18.3%	16.7%	16.4%	18.6%

5.5.5 Customer care

The survey shows that Safaricom users are the most satisfied with their customer care experience, with the highest mean score of 74.8%, followed by Airtel at 69.4% and Telkom Kenya at 66.3%. Jamii recorded the lowest mean score of 58.6%.

Table 88: Satisfaction with Customer Care Experience

Provider	Very dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Don't know	MEAN
Airtel	4.9%	5.5%	9.6%	21.3%	8.7%	50.0%	69.4%
Jamii	2.7%	4.4%	5.4%	5.1%	1.7%	80.7%	58.6%
Safaricom	5.7%	7.4%	14.7%	33.5%	24.2%	14.5%	74.8%
Telkom Kenya	2.3%	3.3%	8.3%	9.9%	3.3%	72.9%	66.3%

5.5.6 Overall Performance and Recommendations

The survey on overall network quality shows that Safaricom received the highest mean score of 77.6%, followed by Airtel at 69.7%. Telkom Kenya scored 64.2%, while Jamii had the lowest mean score of 62.0%.

Table 89: Overall rating of the network quality

Provider	Very poor	Poor	Neither poor nor good	Good	Excellent	Don't know	MEAN
Airtel	5.2%	4.7%	11.5%	28.8%	7.1%	42.7%	69.7%
Jamii	2.4%	3.1%	4.1%	4.8%	2.4%	83.2%	62.0%
Safaricom	4.0%	6.7%	13.5%	35.6%	28.4%	11.4%	77.6%
Telkom Kenya	3.0%	4.6%	6.6%	8.9%	3.6%	73.2%	64.2%

“.....Safaricom is the best. I am satisfied with it.....” Kiambu – Safaricom

“...Improve on their customer services....” Kiambu – Safaricom

“...Look more into speed, coverage and billing....” Nairobi- Airtel & Safaricom

“...Make it cost effective....” Nairobi- Safaricom Telkom Kenya

“...They should consider giving us offers....” Kisii – Safaricom

“...Work on billing....” Kisii – Safaricom

“...they should make the process of sim card renewal easier....” Murang’a – Safaricom

“...Best network providers....” Nairobi – Safaricom

“...Offer quality service to all....” Kisii- Airtel & Safaricom

“...Network are poor in Airtel and charges are high in Safaricom....” Bungoma – Safaricom & Airtel

“...Keep up the good work....” Bungoma – Airtel & Safaricom

“...They should give us more offers....” Kisumu – Safaricom

“...Safaricom should reduce their billing on their services. they are too costly as compared to other providers.....” Kisumu – Safaricom

“...improve on their customer services (Safaricom)....” Nairobi- Airtel & Safaricom

“...cheap offers should be provided i.e minutes for calling....” Murang’a – Safaricom

“...Increase the number of service handling managers....” Nairobi- Airtel & Safaricom

“...kindly improve on network connectivity, data offers, billing and customer care representation....” Nyamira- Airtel & Safaricom

“...It is okay. I don't mind using it though I do not understand why sad has to limit my bundles to specific time. I want to use my bundles till they end....” Kisumu – Safaricom

“...More tunukiwa offers....” Kericho – Safaricom

“...Should work on customer response....” Kiambu – Safaricom

“...Check on. Costs....” Homabay – Safaricom

“...We need to see some competition in the market. P.S we appreciate the need to be detailed about the questionnaire but this is too lengthy....”

“...they should further improve their networks across Kenya....” Machakos- Safaricom Telkom Kenya

“...Increase network coverage.....” Embu- Airtel

“...Improve on your services.....” Isiolo- Safaricom

CHAPTER SIX: ANALYSIS

6.1 Overall Analysis

The overall customer satisfaction index stands at **(71.3%)**.

Table 90: Overall customer satisfaction index

Segment	2023/2024 Index	Weighting factor	Weights	Percentage
Licensees	73.8%	0.55*73.8%	0.4059	40.6%
Suppliers	67.2%	0.20*67.2%	0.1344	13.4%
Consumers dealing directly with authority regarding complaints and enquiries	54.0%	0.10*54.0%	0.054	5.4%
Partners and Affiliates	79.8%	0.05*79.8%	0.0399	4.0%
Internal customers	79.0%	0.1*79.0%	0.079	7.9%
Overall CSI	71.3%		0.7132	71.3%

6.2 Analysis per category of customers

The satisfaction levels per category of licensees are as per the sub-sections below.

6.2.1 Licensees

Table 91: Overall analysis of Licensees

Query	Telecoms	Postal	Broadcast	Frequency	Average
Awareness of CA mandate	82.8%	83.6%	87.2%	82.0%	83.9%
Rating CA performance in executing	77.8%	74.5%	83.9%	81.0%	79.3%
Satisfaction with quarterly reports	79.7%	73.3%	78.3%	84.6%	79.0%
Satisfaction rating of CA commitment to the customer	79.8%	71.6%	83.1%	77.7%	78.1%
Evaluation of CA's core values	75.0%	77.6%	81.4%	77.7%	77.9%
Effectiveness of CA in delivering promises in the service charter	73.5%	76.0%	77.4%	83.1%	77.5%
Satisfaction with granting of approvals	76.9%	77.9%	80.0%	75.2%	77.5%
Satisfaction rating of customer rights	78.3%	73.4%	80.6%	77.8%	77.5%
Rating of overall satisfaction with the services received from CA	75.4%	78.3%	77.4%	77.4%	77.1%
Satisfaction with CA's corporate image	77.2%	72.6%	81.0%	75.5%	76.6%
CA customer expectations	76.2%	78.3%	78.8%	72.8%	76.5%
Rating of overall satisfaction with CA in regulating ICT in Kenya	74.5%	76.4%	77.3%	73.4%	75.4%
Satisfaction rating of information received from CA	75.3%	68.3%	80.7%	75.7%	75.0%
Reliability of channels used to obtain information	76.7%	64.3%	78.8%	75.4%	73.8%
Satisfaction with how CA handles complaints	66.2%	75.1%	60.0%	60.0%	65.3%
Awareness of CA's external service charter	92.1%	54.6%	55.2%	55.3%	64.3%
Satisfaction with complaints handling mechanisms	66.2%	72.8%	49.3%	55.0%	60.8%
Satisfaction with pricing of CA services	52.4%	54.5%	51.4%	52.0%	52.6%
Average	75.3%	72.4%	74.5%	72.9%	73.8%

6.2.2 Suppliers

Table 92: Analysis of Suppliers

Indicator	Satisfaction level
Accessibility	72.2%
Commitment of CA staff to the service charter	69.8%
Response to queries regarding tenders	67.8%
Rating of overall satisfaction with CA services	67.1%
Rating of overall CA performance	65.8%
Effectiveness of CA customer service charter	65.7%
CA procurement process	65.7%
CA corporate image	65.5%
Awareness of CA customer service charter	64.8%
Average satisfaction	67.2%

6.2.3. Consumers dealing directly with Authority regarding complaints and enquiries

Table 93: Analysis of customers served by the Authority regarding complaints and enquiries

Indicator	Satisfaction level
CA customer rights	63.2%
Satisfaction with CA information handling and communication	62.0%
CA commitments	60.6%
Overall rating of CA performance	59.2%
Satisfaction with CA discharging its mandate	57.9%
Satisfaction with services received from the departments	57.2%
Effectiveness of communication channels used to obtain service/information	57.0%
CA corporate image and reputation	55.4%
Awareness of the email address chukuahatua@ca.go.ke	55.3%
Satisfaction with responses received from CA	47.7%
Awareness of CA customer service charter	42.6%
Satisfaction with resolution of complaints	29.3%
Average satisfaction	54.0%

6.2.4. Partners and Affiliates

Table 94: Analysis of Partners and Affiliates

Indicator	Satisfaction level
Satisfaction with CA honoring obligations	85.8%
Awareness of CA customer service charter	85.7%
Staff knowledge and competence	85.1%
Effectiveness of CA customer service charter	82.9%
CA commitments	82.9%
CA performance on ICT regulation	82.9%
CA corporate image	81.9%
CA staff attitude	81.8%
Dissemination of information	81.0%
Average satisfaction	79.8%
Accessibility	77.2%
CA performance on ICT regulation	82.9%
Average satisfaction	79.8%

6.3 Comparison with previous survey

Comparing data from the current survey to similar assessments conducted in 2023 reveals very few improvements across nearly all indicators. This negative shift potentially reflects a work culture that does not fully prioritize the external customers.

Table 95: Overall comparison with previous surveys

Segment	2021/2022 Index	2022/2023 Index	2023/2024 Index	2022/2023 Index	Variance from FY 2022/2023
Licensees	78.9%	80.6%	73.8%	80.6%	-6.8%
Suppliers	80.5%	81.7%	67.2%	81.7%	-14.5%
Consumers served directly by authority regarding complaints and enquiries	70.2%	79.9%	54.0%	79.9%	-25.9%
Partners and Affiliates	73.9%	79.4%	79.8%	79.4%	0.4%
Internal customers	73.9%	75.0%	79.0%	75.0%	4.0%
Overall CSI	78.2%	80.1%	71.3%	80.1%	-8.8%

6.3.1 Licensees

Table 96: Comparison with previous Licensees survey

Query	2023/2024	2022/2023	Change
Awareness of CA mandate	83.9%	81.9%	2.0%
External service charter [Awareness and effectiveness]	70.9%	79.8%	-8.9%
CA corporate image	76.6%	83.4%	-6.8%
CA customer expectations	76.5%	82.3%	-5.8%
Satisfaction with granting approvals	77.5%	77.5%	0.0%
Satisfaction with complaints handling	65.3%	74.9%	-9.6%
Satisfaction with handling information and communication [Reliability of channels and satisfaction rating of information received]	67.3%	82.1%	-14.8%
Satisfaction with quarterly statistics reports	79.0%	77.9%	1.1%
Satisfaction rating of CA commitment to the customer	78.1%	82.1%	-4.0%
Satisfaction rating of consumer rights	77.5%	82.6%	-5.1%
Satisfaction with pricing of CA services	77.5%	75.5%	2.0%
Rating of overall satisfaction with CA in regulating ICT in Kenya	75.4%	83.3%	-7.9%
Rating of overall satisfaction with the services received from CA	77.1%	83.8%	-6.7%
Average satisfaction	73.8%	80.6%	-6.8%

6.3.2 Suppliers

Table 97: Comparison with previous Suppliers' survey

Indicator	2023/2024	2022/2023	Change
Awareness of CA customer service charter	64.8%	70.3%	-5.5%
Effectiveness of CA service charter	65.7%	81.6%	-15.9%
Commitment of CA staff to the service charter	69.8%	82.6%	-12.8%
CA corporate image	65.5%	83.0%	-17.5%
CA procurement process	65.7%	82.9%	-17.2%
Response to queries regarding tenders	67.8%	82.6%	-14.8%
Accessibility	72.2%	84.8%	-12.6%
Rating of overall CA performance	65.8%	83.7%	-17.9%
Rating of overall satisfaction with CA services	67.1%	84.1%	-17.0%
Average satisfaction	67.2%	81.7%	-14.5%

6.3.3 Consumers dealing directly with authority regarding complaints and enquiries

Table 98: Comparison with previous Consumers dealing directly with authority regarding complaints and enquiries survey

Indicator	2023/2024	2022/2023	Change
Satisfaction with responses received from CA	47.7%	76.7%	-29.0%
Satisfaction with CA discharging its mandate	57.9%	75.8%	-17.9%
Satisfaction with CA information handling and communication	62.0%	83.2%	-21.2%
Awareness of CA customer service charter	42.6%	82.0%	-39.4%
CA commitments	60.6%	77.9%	-17.3%
CA customer rights	63.2%	83.2%	-20.0%
CA corporate image and reputation	55.4%	81.5%	-26.1%
Satisfaction with CA handling mechanism	29.3%	77.1%	-47.8%
Overall rating of CA performance	59.2%	81.3%	-22.1%
Average satisfaction	54.0%	79.9%	-25.9%

6.3.4 Partners and Affiliates

Table 99: Comparison with previous Partners and Affiliates survey

Indicator	2022/2023	2022/2023	Change
Satisfaction with CA honoring obligations	85.8%	84.0%	1.8%
Awareness of CA customer service charter	85.7%	80.0%	5.7%
Effectiveness of CA customer service charter	82.9%	78.4%	4.5%
CA corporate image	81.9%	80.8%	1.1%
CA commitments	82.9%	74.0%	8.9%
CA staff attitude	81.8%	84.0%	-2.2%
Dissemination of information	81.0%	76.7%	4.3%
Staff knowledge and competence	85.1%	79.6%	5.5%
Record keeping	63.8%	74.3%	-10.5%
Accessibility	77.2%	81.7%	-4.5%
Complaint handling mechanism	66.7%	76.1%	-9.4%
CA performance on ICT regulation	82.9%	82.6%	0.3%
Average satisfaction	79.8%	79.4%	0.4%

CHAPTER SEVEN: DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

7.1 Discussions and Conclusions

7.1.1 Overall customer satisfaction

The objective of the survey which was to determine the overall customer satisfaction index has been achieved with an overall score of **71.3%**. This is as a result of total weighted index of Licensees (40.6%), Suppliers (13.4%), Customers served directly by Authority regarding complaints and enquiries (5.4%), Partners and Affiliates (4.0%) and Internal customers (7.9%).

The analysis of licensee perceptions across Telecoms, Postal, Broadcast, and Frequency sectors shows that the Communications Authority of Kenya (CA) is generally viewed favorably, with high awareness of its mandate (83.9%) and solid satisfaction with its corporate image (76.6%). However, Broadcasting licensees consistently rate the CA higher than others, particularly in executing its mandate (83.9%) and delivering on customer rights (80.6%). Postal licensees express the most dissatisfaction, notably with complaints handling mechanisms (49.3%) and pricing of services (51.4%). Awareness of the CA's external service charter is notably low in the Postal, Broadcast, and Frequency sectors (around 55%), signaling a communication gap. Despite this, satisfaction with CA's commitment to customer service is relatively strong (78.1%), with overall satisfaction averaging 77.1%. Key areas for improvement include complaints handling, pricing, and raising awareness of service charters, especially among Postal and Frequency licensees.

The analysis of supplier satisfaction with the Communications Authority of Kenya (CA) highlights moderate overall satisfaction, with an average rating of 67.2%. Suppliers report relatively low awareness of the CA's customer service charter (64.8%), though they acknowledge the staff's commitment to the charter (69.8%) and the effectiveness of its implementation (65.7%). The CA's corporate image is also viewed modestly, with a rating of 65.5%. Satisfaction with the procurement process and response to tender queries stand at 65.7% and 67.8%, respectively, indicating room for improvement in supplier engagement and transparency. Accessibility of the CA is rated more favorably (72.2%), suggesting suppliers find it relatively easy to interact with the authority. Overall, the rating of CA's performance (65.8%) and satisfaction with its services (67.1%) reflect a general sense of adequacy but highlight areas for growth, particularly in enhancing supplier communication and improving the procurement process.

The analysis of customer satisfaction for those dealing directly with the Communications Authority of Kenya (CA) regarding complaints and inquiries reveals moderate to low levels of satisfaction, with an overall average of 54.0%. Communication channels used to obtain services or information are rated at 57.0%, and the satisfaction with responses from the CA is even lower at 47.7%, indicating a need for better responsiveness. Satisfaction with services received from specific departments (57.2%) and CA's overall mandate execution (57.9%) reflect a mixed perception of service delivery. The handling of customer information and communication (62.0%) is slightly more positive, but awareness of the CA's customer service

charter (42.6%) is notably low, pointing to a gap in customer outreach. While customers recognize CA's commitment (60.6%) and rights (63.2%), the CA's corporate image is only rated at 55.4%, and awareness of key communication channels, such as the email address for complaints (55.3%), remains limited. The most concerning area is the resolution of complaints, with a very low satisfaction rating of 29.3%, underscoring the urgent need for improvement in complaint-handling mechanisms. Overall, the CA's performance is rated at 59.2%, with a clear opportunity to enhance customer communication, complaint resolution, and awareness of its service offerings.

The analysis of partner and affiliate satisfaction with the Communications Authority of Kenya (CA) shows a generally high level of contentment, with an overall average satisfaction of 79.8%. Partners are particularly satisfied with CA's honoring of obligations (85.8%) and staff knowledge and competence (85.1%), indicating a strong perception of professionalism and expertise within the organization. Awareness (85.7%) and effectiveness (82.9%) of the CA's customer service charter are also highly rated, suggesting that partners are well-informed and recognize the value of CA's service commitments. The corporate image of CA is positively viewed (81.9%), as are CA's commitments (82.9%) and staff attitude (81.8%). Information dissemination is rated slightly lower (81.0%), though still favorable. Accessibility to the CA is rated at 77.2%, while record keeping (63.8%) and the complaint handling mechanism (66.7%) are identified as areas that could benefit from improvement. The rating for CA's performance in ICT regulation is strong (82.9%), reinforcing the perception that the CA is effective in its core mandate. While overall satisfaction is high, there is room for enhancement in administrative processes such as record keeping and complaint resolution.

7.1.2 Quality of Experience

This section provides a discussion of the findings on user experiences across several key aspects of mobile network services, including network coverage, broadband quality, billing practices, complaints handling, and customer care. It highlights significant variations in performance and satisfaction levels among major providers: Safaricom, Airtel, Jamii, and Telkom Kenya.

Network

The survey reveals significant differences in user experience among mobile network providers. Safaricom emerges as the leader across multiple dimensions, with the highest ratings for coverage (59.8%) and service quality (60.2%), although users report significant challenges with network busy signals (36.1%) and weak signals (41.5%). Airtel follows with a notable focus on quality service (42.1%) and pricing (38.8%), but users frequently encounter issues with weak signals (41.5%) and roaming (17.1%). Jamii users, though reporting fewer challenges, are primarily concerned with pricing and service quality, reflecting the network's limited use and high uncertainty. Telkom Kenya users experience fewer issues overall but still report concerns related to provider-related issues (6.3%) and activation (6.1%). In terms of call connectivity, Safaricom users experience the fewest call interruptions and the highest success

rate in first-attempt call connections (51.1%), while Airtel users face more frequent disconnections and lower success rates (24.9%). Safaricom also leads in call connection times, with 40.8% connecting within 3 seconds, and in confidence regarding call reliability, with 29.6% expecting all calls to connect on the first attempt. Airtel users report lower confidence and higher uncertainty, and Jamii users show the highest uncertainty in call quality and connectivity. Overall, Safaricom stands out for its superior performance in coverage, service quality, and call reliability, while Airtel and Jamii face more notable challenges, and Telkom Kenya lags behind in user satisfaction and connectivity.

Broadband

The survey results reveal a diverse landscape of broadband service quality and user satisfaction across different providers. Safaricom emerges as the most reliable provider, with 20.6% of users reporting very reliable connections and a leading mean score of 70.0% for internet speed satisfaction. Safaricom also tops the broadband service satisfaction rankings with a mean score of 72.6%, reflecting a higher proportion of users who are satisfied or very satisfied with the service. In contrast, Jamii shows the highest percentage of non-users and a relatively lower satisfaction rate, although it scores better than Airtel and Telkom Kenya in terms of broadband service satisfaction, with a mean score of 64.1%. Airtel users experience a moderate level of reliability, with 10% reporting very reliable connections and a mean internet speed satisfaction score of 59.4%. However, challenges persist for Airtel users, including website access issues (33.3%) and poor customer service (24.3%). Telkom Kenya users report the lowest levels of reliability, with only 3.9% experiencing very reliable connections and a mean broadband satisfaction score of 61.8%. Additionally, Telkom Kenya faces significant issues with website access (20.4%) and customer service (39.7%). Overall, while Safaricom leads in reliability and user satisfaction, all providers face challenges in terms of website access and customer service, highlighting areas for potential improvement in the broadband sector.

Billing

The survey results on billing reveal distinct differences in customer satisfaction and perceptions across various providers. Safaricom leads in billing accuracy and satisfaction, with users reporting the highest levels of accuracy in charges for calls (58.4%), SMS (59.8%), and internet/data (60.8%). This is complemented by Safaricom's superior scores in billing clarity, with 37.4% of users finding their billing information always clear, and a mean satisfaction score of 70.3%. Airtel follows, with 37.9% of users satisfied with call charges accuracy, and 40.3% for internet/data charges. Airtel's billing clarity and accuracy are also higher than those of Telkom Kenya and Jamii, but a substantial portion of users remain uncertain about the clarity of their bills. Telkom Kenya users rate billing accuracy lower, with only 6.7% finding their billing always accurate, and the clarity of their billing information is also limited, with only 6.7% finding it always clear. Jamii users express the lowest satisfaction, with only 15.7% finding their internet/data charges accurate and a mere 4.2% finding billing information consistently clear. Overall, while Safaricom stands out for billing satisfaction and accuracy,

Airtel, Telkom Kenya, and Jamii show varying degrees of dissatisfaction and uncertainty, indicating significant areas for improvement in billing practices across these providers.

Complaints Handling

The findings on complaints handling highlight significant differences in customer experiences across various providers. Safaricom emerges as the leader in complaints handling, with 68.4% of customers aware of the complaints procedure and 54.9% having lodged complaints. Safaricom also scores highest in ease of lodging complaints (mean score of 81.8%) and customer satisfaction with complaint handling (mean score of 72.7%). In comparison, Airtel's performance is weaker, with only 31.6% of customers aware of the complaints process and 15.5% having filed complaints. Airtel also reports a lower ease of lodging complaints (mean score of 73.8%) and satisfaction with complaint handling (mean score of 61.1%). Telkom Kenya and Jamii trail behind significantly, with both providers showing high levels of unawareness about the complaints process (79.4% for Telkom Kenya and 82.1% for Jamii) and low scores in complaint lodging (5.9% and 5.2%, respectively). Telkom Kenya and Jamii also receive the lowest ratings for complaint handling ease and satisfaction, with Jamii notably scoring poorly in all aspects, including response time (14.0%). Overall, Safaricom demonstrates the strongest performance in handling complaints, while Airtel, Telkom Kenya, and Jamii face considerable challenges in providing effective and satisfactory complaint resolution.

Based on the additional remarks related to complaints handling, the main recommendations for each mobile service provider are as follows:

a) Safaricom:

- **Improve Network Coverage and Speed:** Address reported issues with network coverage and internet speed in various regions, such as Nairobi, Kiambu, and Kilifi, by investing in infrastructure upgrades and expanding coverage areas.
- **Resolve M-PESA Issues:** Address recurring problems with the M-PESA app, including data purchases not being processed and reversal requests, by improving app reliability and ensuring timely processing of transactions.
- **Enhance SIM Card and Credit Management:** Resolve issues related to SIM card registration and airtime deductions by streamlining SIM card activation processes and ensuring accurate credit usage monitoring.
- **Address Billing and Network Issues:** Improve clarity and accuracy in billing and address general network issues to reduce customer frustration and enhance overall service quality.

b) Airtel:

- **Upgrade Network Infrastructure:** Address frequent complaints about network disconnections, weak signals, and low internet speed in areas such as Murang'a and Kilifi by investing in network upgrades and improving signal strength.

- **Improve Call Connectivity:** Resolve issues with calls ringing even when the recipient's line is offline by improving the accuracy of call status indicators and enhancing call connectivity features.
- c) **Telkom Kenya**
- **Enhance Network Coverage and Reliability:** Improve network coverage and resolve credit usage issues by upgrading network infrastructure and ensuring reliable service across all regions.

Customer care

The survey on customer care satisfaction reveals notable differences in user experiences among the providers. Safaricom leads with the highest level of satisfaction, achieving a mean score of 74.8%. This is reflected in higher percentages of users who are satisfied (33.5%) and very satisfied (24.2%) with their customer care. Airtel follows with a mean score of 69.4%, indicating a relatively positive experience with 21.3% of users being satisfied and 8.7% very satisfied. Telkom Kenya scores 66.3%, with fewer users expressing satisfaction and very satisfaction (9.9% and 3.3%, respectively). Jamii trails significantly, recording the lowest mean score of 58.6%. The low score is attributed to the minimal proportion of users who are satisfied (5.1%) and very satisfied (1.7%), highlighting Jamii's need for improvement in customer care services. Overall, Safaricom's superior customer care satisfaction underscores its effective customer service strategies, while Airtel, Telkom Kenya, and Jamii show varying degrees of dissatisfaction, with Jamii facing the most critical challenges in this area.

Overall satisfaction

The survey results on overall network quality reveal a clear disparity in user satisfaction among the major mobile network providers. Safaricom leads with the highest mean score of 77.6%, reflecting a significant proportion of users rating the network as either good (35.6%) or excellent (28.4%). This indicates strong overall performance and user approval. Airtel follows with a mean score of 69.7%, where users largely rate the network as good (28.8%) but with fewer high ratings compared to Safaricom. Telkom Kenya scores 64.2%, with a notable percentage of users rating the network as neither poor nor good (6.6%) and only a small proportion rating it as excellent (3.6%). Jamii records the lowest mean score of 62.0%, with most users rating the network as poor (3.1%) or very poor (2.4%), highlighting a generally unfavorable view. These results suggest that while Safaricom enjoys the highest user satisfaction, Airtel and Telkom Kenya show moderate performance, and Jamii faces significant challenges in overall network quality perception.

7.2 Limitations and Delimitations of the survey

Table 100: Limitations and Delimitations of the survey

Limitations	Delimitations
Uncooperative respondents	-Substitution of the targeted respondent.
Impatient respondents in filling in the survey tool	-Guidance and reading out of the tool to the respondents. -Persuasion of the respondent
Respondents not found at their designated locations as per CA data	-Replacement of the targeted respondent.
Genz Protests	-Utilization of multiple methods of collecting information

7.3 Gaps and recommendations

7.3.1 Licensees

Table 101: Licensees recommendations and strategy

Indicator	Gaps	Recommendations
Awareness of CA mandate	<ul style="list-style-type: none"> - 16.1% of licensees are not aware of CA's mandate. - Inadequate public awareness of the mandate. - Need for more targeted outreach and regular engagement, particularly through media and training initiatives. - Limited visibility and effectiveness in reaching specific groups, such as people with disabilities and the general public. - Perception of CA being overbearing and biased towards telecom companies. - Lack of sensitization in light of changing government policies. - Lack of international engagement, such as joining bodies like CEPT. 	<ul style="list-style-type: none"> - Increase efforts to raise awareness about CA's mandate. - Implement more targeted outreach and regular engagement through media and training. - Enhance visibility and effectiveness in reaching specific groups, including people with disabilities. - Address perceptions of bias by adopting a more balanced regulatory approach. - Intensify campaigns to increase public awareness and understanding of CA's role. - Consider joining international bodies like CEPT to broaden CA's engagement and perspective.
Evaluation of CA's core values	<ul style="list-style-type: none"> - 20.7% of respondents felt that CA does not uphold its core values. - Lack of transparency in frequency allocations. - Perceived favoritism in the allocation process. - Room for improvement in transparency and fairness. 	<ul style="list-style-type: none"> - Ensure that CA consistently upholds its core values in all operations. - Improve transparency in frequency allocations to build trust and fairness. - Address concerns of favoritism to ensure a fair and unbiased allocation process.
Satisfaction with CA's corporate image	<ul style="list-style-type: none"> - 22.1% of respondents are dissatisfied with CA's corporate image. 	<ul style="list-style-type: none"> - Enhance the corporate image and visibility through improved CSR activities and engagement.

	<ul style="list-style-type: none"> - Limited visibility and engagement in CSR, particularly in rural areas. - Need for greater transparency in frequency allocations and advertising practices. - Insufficient outreach and engagement with diverse media channels. - Concerns about delayed licensing, political influence, and inadequate action against unlicensed operators. - Suggestions for more support and leniency towards entrepreneurs regarding license costs and service disconnection timelines. 	<ul style="list-style-type: none"> - Increase transparency in frequency allocations and advertising practices. - Expand outreach efforts by utilizing diverse media channels and engaging more with regional and community broadcasters. - Review and adjust licensing costs and timelines to better support entrepreneurs. - Address concerns around delayed licensing and political influence by ensuring timely action and fair enforcement against unlicensed operators.
<p>CA customer expectations</p>	<ul style="list-style-type: none"> - 23.4% of respondents are not satisfied with CA fulfilling expectations outlined in the service charter. - Delays in licensing and renewals due to slow manual processes. - Insufficient enforcement against unlicensed operators. - Weak consumer protection measures. - Inadequate cybersecurity efforts. - Lack of transparency, responsiveness, and public engagement. - Limited accessibility due to few regional offices. - Outdated licensee register affecting accountability and efficiency. - Insufficient support for licensed operators and fair competition. - Lack of stringent measures for managing FM frequencies and ICT. - Lack of transparency regarding the Universal Service Fund. - Insufficient support for community radio stations in terms of visibility and financial sustainability. 	<ul style="list-style-type: none"> - Automate licensing and renewals to reduce delays. - Strengthen enforcement against unlicensed operators. - Improve consumer protection frameworks. - Enhance cybersecurity measures. - Increase transparency, responsiveness, and public engagement. - Expand regional offices to improve accessibility. - Regularly update the licensee register to improve accountability. - Provide more support for licensed operators and ensure fair competition. - Implement more stringent measures for managing FM frequencies and ICT. - Increase transparency regarding the Universal Service Fund. - Support community radio stations with better visibility and financial sustainability initiatives. - Create a user-friendly portal for reporting complaints and improve turnaround times. - Invest in skilled resources and human capital to enhance operations.

Awareness of CA's external service charter	<ul style="list-style-type: none"> - 23.5% of the respondents were not aware of CA's external service charter - 22.5% are dissatisfied with effectiveness of the service charter 	<ul style="list-style-type: none"> - Create more awareness on the service charter among customers and stakeholders.
Satisfaction with granting of approvals	<ul style="list-style-type: none"> - 22.5% of respondents were not satisfied with the process of granting approvals. - Delays in handling approvals, especially for radio frequency, taking over three months. - Lack of automation in license renewal notifications and service handling. - Inconsistent adherence to approved timelines. - Limited engagement and accountability regarding the Universal Service Fund (USF). 	<ul style="list-style-type: none"> - Reduce approval times, especially for radio frequency, by streamlining processes. - Automate license renewal notifications and service handling to improve efficiency. - Adhere strictly to approved timelines for handling approvals. - Enhance engagement and accountability, particularly in managing the Universal Service Fund (USF).
Satisfaction with complaints handling	<ul style="list-style-type: none"> - 34.7% of respondents were not satisfied with how CA handles complaints. - 39.2% were not satisfied with the complaints handling mechanisms. - Slow response times in resolving complaints and frequency interference cases. - Delays in email communication. - Lack of an online licensing system to improve efficiency. - Inconsistent adherence to timelines for complaint resolution. 	<ul style="list-style-type: none"> - Improve response times for complaints and frequency interference cases. - Enhance the speed and effectiveness of email communication. - Implement an online licensing system to streamline processes. - Adhere strictly to timelines for complaint resolution.
Satisfaction with handling information and communication	<ul style="list-style-type: none"> - 26.2% of the respondents were not satisfied with reliability of information - 25.0% are not satisfied with information received from CA 	<ul style="list-style-type: none"> - Streamline the process of handling information and communication
Satisfaction with quarterly reports	<ul style="list-style-type: none"> - 21% of the respondents were not satisfied with CA quarterly reports 	<ul style="list-style-type: none"> - Consider having a simplified version of the quarterly statistics reports providing the key highlights

<p>Satisfaction rating of CA commitment to the customer</p>	<ul style="list-style-type: none"> - 21.9% of respondents are not satisfied with CA’s commitment to customers as outlined in the service charter. - Delays in providing timely information and email responses. - Insufficient protection for small consumers. - Limited reliable communication channels. - Lack of automation in processes, such as online renewals. - Ineffective feedback mechanisms. - Insufficient transparency and staff training. - Lack of regulation for Boda Boda, Public Service Vehicles, and transport vehicles handling courier services. - Delays in restoring services upon license renewal, especially for frequency services. - Need for more timely and regular communication, such as newsletters. - Lack of understanding of customer challenges. - Need for additional training for regulators on broadcasting standards. - Need for a more customer-centric approach, especially with new digital media. - Concerns about strict compliance measures and delays in internal processes. 	<ul style="list-style-type: none"> - Provide timely information and ensure prompt email responses. - Strengthen protection for small consumers. - Introduce reliable communication channels, including mobile apps and live chat support. - Increase automation, such as implementing online renewal processes. - Improve feedback mechanisms to address customer needs more effectively. - Train staff on customer service and broadcasting standards. - Regulate Boda Boda, Public Service Vehicles, and transport vehicles involved in courier services. - Ensure immediate restoration of services upon license renewal, especially for frequency services. - Enhance regular communication through newsletters. - Develop a better understanding of customer challenges. - Adopt a more customer-centric approach, particularly in new digital media. - Improve transparency and address concerns about compliance measures and internal process delays.
<p>Satisfaction rating of customer rights</p>	<ul style="list-style-type: none"> - 22.5% of respondents are dissatisfied with CA’s handling of customer rights. - Need for enhanced customer involvement and faster service delivery. - Concerns about potential increases in annual license charges. 	<ul style="list-style-type: none"> - Increase customer involvement and expedite service delivery. - Review and address concerns about annual license charges. - Develop a comprehensive customer rights charter. - Improve communication and awareness through public

	<ul style="list-style-type: none"> - Lack of a comprehensive customer rights charter. - Insufficient communication and awareness efforts. - Limited public participation in CA activities. - Need for equal treatment and access to information for all customers, regardless of license fees or size. - Lack of daily updates on service requests. - Need for confidentiality assurance forms. - Lack of digital communication options to reduce paper use. - Limited regional participation in the KUZA Awards. 	<ul style="list-style-type: none"> seminars, conferences, and digital channels. - Enhance professionalism, respect, and provide prompt updates on system changes. - Ensure equal treatment and access to information for all customers. - Offer daily updates on service requests and provide confidentiality assurance forms. - Transition to digital communication to reduce paper use. - Regionalize the KUZA Awards to allow more stations to compete fairly.
Satisfaction with pricing of CA services	<ul style="list-style-type: none"> - 47.4% of respondents are dissatisfied with the pricing of CA services. - High costs for broadcasting, frequency usage, and licenses, especially in light of current economic challenges. - Need for reduced fees, particularly for community radio stations and non-commercial broadcasters. - Desire for a reduction of 30% or more in fees. - Lack of fee adjustments based on regional differences and business performance. - Insufficient stakeholder engagement in pricing decisions. - Need for streamlined online applications and improved customer service 	<ul style="list-style-type: none"> - Lower costs for annual renewals, start-ups, and smaller players, considering a reduction of 30% or more. - Streamline online application processes and enhance customer service. - Implement fee adjustments based on business performance and regional differences. - Increase stakeholder engagement in pricing decisions to ensure fairness and transparency.
Rating of overall performance of CA in regulating the ICT sector in Kenya.	<ul style="list-style-type: none"> - 22.9% of respondents are dissatisfied with CA's overall performance in regulating the ICT sector in Kenya. - Need for better timeliness in feedback. - Lack of digitization in regulatory processes. 	<ul style="list-style-type: none"> - Improve timeliness in providing feedback. - Digitize regulatory processes to enhance efficiency. - Clarify communication about CA's mandate and its relationship with ICTA.

	<ul style="list-style-type: none"> - Insufficient clarity in communication about CA's mandate, particularly in relation to ICTA. - Need for enhanced ICT infrastructure, especially for 5G and rural services. - Limited stakeholder engagement. - Lack of protection for local companies from foreign competition. - Concerns about political influence in regulation. - Lack of transparency in CA's pricing structures and billing schedules. - High auditor fees for small startups. 	<ul style="list-style-type: none"> - Invest in and upgrade ICT infrastructure, focusing on 5G and rural services. - Increase stakeholder engagement in regulatory activities. - Implement measures to protect local companies from foreign competition. - Address concerns about political influence to ensure fair regulation. - Make all pricing and billing schedules openly accessible and documented. - Consider accepting bank statements instead of audited accounts for small startups. - Enhance transparency and fairness in initiatives like the KUZA Awards.
<p>Overall satisfaction with the services received from CA</p>	<ul style="list-style-type: none"> - Need for quicker responses to emails and calls. - Lack of regular communication through channels such as a monthly newsletter. - Insufficient frequency of customer surveys to gauge satisfaction. - High licensing and frequency fees. - Limited opportunities for regional broadcast tenders. - Inadequate protection for licensees from unfair social media scrutiny. - Need for more awareness programs and qualified personnel. - Need for a review of compliance requirements. 	<ul style="list-style-type: none"> - Provide quicker responses to emails and calls. - Expand communication efforts by introducing a monthly newsletter. - Conduct regular customer surveys to gather feedback. - Reduce licensing and frequency fees to alleviate financial burdens. - Increase opportunities for regional broadcast tenders. - Implement measures to protect licensees from unfair social media scrutiny. - Develop more awareness programs and ensure personnel are well-qualified. - Review and update compliance requirements to ensure they are relevant and effective.

7.3.2 Suppliers

Table 102: Suppliers recommendations and strategy

Indicator	Gaps	Recommendations
Awareness of CA customer service charter	<ul style="list-style-type: none"> - 35.2% of the respondents were not aware of the customer service charter 	<ul style="list-style-type: none"> - Create more awareness on the service charter among customers and stakeholders.
Effectiveness of CA service charter	<ul style="list-style-type: none"> - 34.3% of the respondents were not satisfied with effectiveness of the customer service charter - Lack of transparency in tender awards. - Delays in payment. - Need for better public relations. - Ineffective use of social and broadcast media for outreach and communication. - Room for improvement in customer service and transparency. 	<ul style="list-style-type: none"> - Increase transparency in tender awards to build trust. - Address and reduce delays in payment processes. - Enhance public relations efforts to improve CA's image and communication. - Utilize social and broadcast media more effectively to reach a broader audience. - Improve customer service and transparency to strengthen service delivery and public perception. - Improve adherence to the commitments as outlined in the service charter
Commitment of CA staff to the service charter	<ul style="list-style-type: none"> - 30.2% of the respondents were not satisfied with the commitment of CA staff as outlined in the service charter - Need for more effective escalation processes, even though options are available. 	<ul style="list-style-type: none"> - Improve adherence to the commitments as outlined in the service charter - Optimize escalation processes to resolve issues more effectively and ensure timely resolutions.
CA corporate image	<ul style="list-style-type: none"> - 34.5% of the respondents were not satisfied with CA corporate image 	<ul style="list-style-type: none"> - Improve communication on tender outcomes. - Update and maintain current information on the CA website.

	<ul style="list-style-type: none"> - Inadequate communication about tender outcomes. - Outdated information on the CA website. - Need for improved PR and communication skills among staff. 	<ul style="list-style-type: none"> - Enhance staff PR and communication skills through targeted training.
CA procurement process	<ul style="list-style-type: none"> - 34.3% of the respondents were not satisfied with the CA procurement process - Inconsistent transparency and communication regarding the tender process. - Lack of follow-up information and feedback after contract awards. - Delays in communication, requiring suppliers to follow up themselves. - Distrust in the process due to inadequate feedback and participation opportunities. - Insufficient adherence to Service Level Agreements (SLAs). 	<ul style="list-style-type: none"> - Ensure consistent transparency and clear communication throughout the tender process. - Improve follow-up procedures and provide timely feedback after contract awards. - Streamline communication to avoid delays and reduce the need for suppliers to follow up. - Address trust issues by enhancing feedback and participation opportunities. - Adhere to Service Level Agreements (SLAs) to improve the tender process.
Response to queries regarding tenders	<ul style="list-style-type: none"> - 32.2% are not satisfied with the response to queries regarding tenders - Inconsistent transparency in responding to inquiries. - Variable performance ratings, with some respondents dissatisfied. 	<ul style="list-style-type: none"> - Improve transparency in handling inquiries. - Implement consistent improvements to address varied performance ratings.
Accessibility	<ul style="list-style-type: none"> - 27.8% are not satisfied - Poor service quality and excessive bureaucracy affecting access to staff. 	<ul style="list-style-type: none"> - Improve service quality and reduce bureaucratic barriers. - Enhance overall accessibility to ensure a consistent experience for all respondents.

Rating of overall CA performance	<ul style="list-style-type: none"> - 34.2% are not satisfied - Poor service and delays in payments. - Lack of action on contract terms. - Need for improved integrity and equal treatment. 	<ul style="list-style-type: none"> - Address delays in payments and improve service quality. - Ensure adherence to contract terms and obligations. - Enhance integrity and ensure equal treatment in all dealings
Rating of overall satisfaction with CA service	<ul style="list-style-type: none"> - 32.8% are not satisfied - Lack of prioritization for pre-qualified entities, especially under AGPO. - Insufficient transparency and communication in the procurement process. - Need for better handling of customer interactions by junior staff. - Inadequate empowerment for PWDs. - Unequal application of service-level agreements. 	<ul style="list-style-type: none"> - Prioritize pre-qualified entities, particularly those under AGPO, for contracts. - Enhance transparency and communication with notifications via SMS, calls, or emails. - Improve customer handling by junior staff. - Empower PWDs more effectively. - Ensure service-level agreements apply equally to both suppliers and CA.

7.3.3 Consumers dealing directly with authority regarding complaints and enquiries

Table 103: Customers served directly by the Authority

Indicator	Gaps	Recommendations
Effectiveness of communication channels	<ul style="list-style-type: none"> - 43.3% are not satisfied with their effectiveness - Delays and poor communication in email responses. - Lack of follow-up and slow or no responses to complaints. 	<ul style="list-style-type: none"> - Improve responsiveness and consistency across all communication channels. - Address delays and ensure timely follow-up in email responses.
Satisfaction with responses received from CA	<ul style="list-style-type: none"> - 52.3% are not satisfied - Many respondents are dissatisfied due to unresolved issues and delayed responses. - Complaints are often deflected to other agencies. - Perception of CA lacking the power or willingness to resolve issues, especially in rural areas. - Overall service satisfaction is mixed, with more negative experiences reported. 	<ul style="list-style-type: none"> - Improve issue resolution processes to address complaints more effectively and promptly. - Reduce delays and enhance follow-up on unresolved issues. - Increase the effectiveness and presence of CA's services in rural areas.

		<ul style="list-style-type: none"> - Ensure that complaints are handled directly rather than deflected to other agencies.
Satisfaction with services received from the departments	<ul style="list-style-type: none"> - 42.8% are not satisfied - Mixed experiences whereby some praised quick responses, while others found staff uninterested and slow. - Lack of transparency in handling complaints and addressing unethical practices. - Limited mobile communication coverage in rural areas. - Growing digital divide and insufficient consumer protection. - Concerns about the effectiveness of actions taken against service providers. 	<ul style="list-style-type: none"> - Enhance staff engagement and responsiveness. - Increase transparency in complaint handling and address unethical practices. - Improve mobile communication coverage in rural areas. - Strengthen consumer protection and address the digital divide. - Ensure effective actions are taken against service providers to improve overall satisfaction.
Satisfaction of CA discharging its mandate	<ul style="list-style-type: none"> - 42.1% of the respondents were not satisfied with regards to CA discharging its mandate - Poor follow-up on service providers' compliance. - Slow responsiveness and lack of presence in rural areas. - Issues with unethical practices by licensed entities and illegal operations. - Perception that CA's impact is more visible to corporate bodies than individual customers. - Need for greater transparency and proactive governance. 	<ul style="list-style-type: none"> - Improve follow-up on compliance by service providers. - Enhance responsiveness and increase presence in rural areas. - Address unethical practices and illegal operations more effectively. - Increase visibility and relevance to individual customers. - Enhance transparency and adopt proactive governance measures.
Satisfaction with CA information handling and communication	<ul style="list-style-type: none"> - 38.0% of the respondents were not satisfied with regards to information handling and communication - Delays in response times and unresolved issues. - Perceived lack of responsiveness and agility. - Difficulties in understanding CA's communications. 	<ul style="list-style-type: none"> - Enhance response times and address issues promptly. - Improve clarity in communication. - Ensure customer issues are resolved effectively.
Awareness of CA customer service charter	<ul style="list-style-type: none"> - 57.4% of the respondents were not aware of the service charter 	<ul style="list-style-type: none"> - Create more awareness on the service charter

	<ul style="list-style-type: none"> - Unresolved issues and lack of timely responses. - Uncertainty about CA's effectiveness in fulfilling promises. 	<ul style="list-style-type: none"> among customers and stakeholders - Address unresolved issues and improve response times. - Increase transparency about effectiveness and progress.
CA commitments	<ul style="list-style-type: none"> - 39.4% of the respondents were not satisfied with CA commitments as outlined in the service charter - Unresolved complaints and poor follow-up. - Perceived differences in processes affecting ordinary and rural Kenyans. - Ethical issues and rigid registration criteria. 	<ul style="list-style-type: none"> - Improve adherence to the commitments as outlined in the service charter - Improve follow-up on complaints and address issues promptly. - Increase transparency in processes, particularly for rural areas. - Review and adjust registration criteria and address ethical concerns.
CA customer rights	<ul style="list-style-type: none"> - 36.8% of the respondents were not satisfied with customer rights as outlined in the service charter - Unresolved issues and unaddressed cybercrime reports. - Perceived deflection of issues rather than resolution. - Need for quicker responses and better independence in dealing with powerful service providers. 	<ul style="list-style-type: none"> - Review the customer rights as contained in the service charter. - Enhance follow-up and resolution processes for customer complaints and cybercrime reports. - Address the perception of issue deflection and improve direct resolution. - Improve response times and ensure more independence in handling powerful service providers.
CA corporate image and reputation	<ul style="list-style-type: none"> - 44.6% of the respondents were not satisfied with CA corporate image and reputation - Ineffectiveness in addressing customer issues and poor service quality in rural areas. - Perceived political influence affecting impartiality. - Lack of transparency and action on resolving issues. 	<ul style="list-style-type: none"> - Enhance brand image and visibility - Improve effectiveness in addressing customer issues and enhance service quality in rural areas. - Address concerns about political influence to maintain impartiality. - Increase transparency and take decisive action to resolve issues.

		<ul style="list-style-type: none"> - Enhance customer service and fully implement key programs, such as community policing initiatives.
Awareness of the email address chukuahatua@ca.go.ke	<ul style="list-style-type: none"> - 44.7% are not aware 	<ul style="list-style-type: none"> - Enhance awareness of the email address chukuahatua@ca.go.ke
Satisfaction with CA complaint handling mechanism	<ul style="list-style-type: none"> - 70.7% of the respondents were not satisfied with CA complaint handling mechanism - Slow and ineffective complaint resolution process. - Inadequate deterrents for repeat offenders. - Lack of feedback on complaint resolution. - Perceived ineffectiveness in addressing issues promptly. 	<ul style="list-style-type: none"> - Implement a more robust complaints management system - Improve the speed and effectiveness of the complaint resolution process. - Implement stronger deterrents for repeat offenders. - Provide clear feedback on complaint resolution. - Enhance communication and take more decisive action to ensure timely and effective resolution of complaints.
Overall rating of CA performance	<ul style="list-style-type: none"> - 40.8% are not satisfied - Inefficiencies in regulating service providers like telcos and parcel delivery services. - Slow response times and lack of transparency in handling complaints. - Perceived collusion between CA and service providers. - Need for more proactive regulation of media content and consumer protection. 	<ul style="list-style-type: none"> - Improve the efficiency of regulation for service providers. - Enhance transparency and speed up response times for handling complaints. - Address concerns about collusion and strengthen oversight. - Increase proactive regulation, particularly in media content and consumer protection. - Improve communication and enforcement of regulations.

7.3.4 Partners and Affiliates

Table 104: Partners and Affiliates recommendations and strategy

Indicator	Gaps	Recommendations
Satisfaction with CA honoring obligations	<ul style="list-style-type: none"> - 14.2% of the respondents were not satisfied with CA honoring her obligations - Lack of clarity in the partnership structure. - Some activities seem ad hoc rather than well-defined. 	<ul style="list-style-type: none"> - Define and clarify the partnership structure more clearly. - Ensure that activities are planned and executed systematically rather than ad hoc.
Awareness of CA customer service charter	<ul style="list-style-type: none"> - 14.3% of the respondents were not aware of the customer service charter 	<ul style="list-style-type: none"> - Create more awareness on the service charter among customers and stakeholders
Effectiveness of CA customer service charter	<ul style="list-style-type: none"> - 17.1% of the respondents felt that the customer service charter is not effective - Broadcasting charges, particularly with PANG and Signet, need addressing. 	<ul style="list-style-type: none"> - Improve adherence to the commitments as outlined in the service charter - Review and consider reducing broadcasting charges for PANG and Signet.
CA corporate image	<ul style="list-style-type: none"> - 18.1% of the respondents were not satisfied with CA corporate image - Limited visibility of corporate social responsibility (CSR) activities. - Occasional issues of unprofessionalism. 	<ul style="list-style-type: none"> - Increase visibility and promotion of CSR activities. - Adopt a more facilitative approach in interactions and decision-making. - Address unprofessionalism to improve overall corporate image.
CA staff attitude	<ul style="list-style-type: none"> - 18.2% of the respondents were not satisfied with the attitude of CA staff - Inconsistent consideration and responsiveness across all staff members. - Variability in positive customer service experiences. 	<ul style="list-style-type: none"> - Ensure consistent professionalism and responsiveness across all staff members. - Standardize customer service training to enhance uniformity in service quality. - Improve work culture
Dissemination of information	<ul style="list-style-type: none"> - 19.0% of the respondents were not satisfied with dissemination of information - Limited clarity and relevance of information. - Need for further enhancement in providing accessible and accurate information. 	<ul style="list-style-type: none"> - Improve the clarity and relevance of cost-related information on the website. - Enhance the accessibility and accuracy of all provided information
Staff knowledge and competence	<ul style="list-style-type: none"> - 14.9% of the respondents were dissatisfied with the 	<ul style="list-style-type: none"> - Sensitize staff on the need to safeguard customer information

	<p>staff knowledge and competence</p> <ul style="list-style-type: none"> - There may be breach of sensitive information from clients - Some staff are not aware of functions of other departments 	<ul style="list-style-type: none"> - Regular sensitization of staff on the roles, mandate and functions of the Authority and it's departments.
Record keeping	<ul style="list-style-type: none"> - 36.2% are not satisfied - Concerns about handling and resolution of outstanding liabilities. - Need for improved management of record-keeping processes. 	<ul style="list-style-type: none"> - Address and resolve outstanding liabilities more effectively. - Enhance efforts to manage and update record-keeping processes.
Complaint handling mechanism	<ul style="list-style-type: none"> - 33.3% are not satisfied - Delays in response times. - Need for improved adherence to complaint resolution timelines. 	<ul style="list-style-type: none"> - Improve response times for resolving complaints. - Ensure complaints are resolved within stipulated timelines.
CA performance on ICT regulation	<ul style="list-style-type: none"> - 20.2% are not satisfied - Need for increased support for struggling firms. - Slow implementation of policy changes. - Limited visibility beyond regulatory and control activities. 	<ul style="list-style-type: none"> - Provide more support for struggling firms. - Accelerate the implementation of policy changes. - Enhance visibility in actions beyond regulation and control. -

7.3.5 Quality of Experience

The following are overall recommendations for each service provider arising from the suggestions from the respondents.

1. Safaricom:

- **Address Network Issues:** Despite high satisfaction ratings, users report challenges with network busy signals and weak signals. Investing in infrastructure improvements to enhance network reliability and coverage could further bolster customer satisfaction.
- **Enhance Billing Clarity:** Although Safaricom leads in billing accuracy and clarity, continuing to simplify billing information and improve communication can ensure even higher levels of customer satisfaction and reduce uncertainty.

2. Airtel:

- **Improve Network Quality:** Users report frequent issues with weak signals and roaming. Airtel should focus on expanding network coverage and improving signal strength to enhance overall user experience.

- **Enhance Customer Service:** Address the reported issues with poor customer service and website access by providing additional training for staff and improving online platforms to ensure better support and service availability.

3. Telkom Kenya:

- **Strengthen Network Reliability:** With the lowest ratings in network reliability and customer satisfaction, Telkom Kenya should prioritize investments in network infrastructure to improve signal strength and reduce connectivity issues.
- **Improve Complaints Handling:** Increase awareness of complaints procedures and enhance the responsiveness and effectiveness of the complaints handling process to better address customer concerns.

4. Jamii:

- **Improve Network Performance:** Given the low satisfaction with network quality and high levels of uncertainty, Jamii should focus on upgrading network infrastructure and addressing specific issues like signal strength and connectivity.
- **Enhance Customer Care and Billing:** With low ratings in customer care and billing clarity, Jamii should work on improving customer support services, making billing information clearer, and addressing complaints more effectively.

APPENDICES

Appendix 1: Licensees Survey Tools



**COMMUNICATIONS
AUTHORITY OF KENYA**



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LICENSEES QUESTIONNAIRE

INTRODUCTION

The Communications Authority of Kenya (CA) has contracted **Strategic Synergy Consultants Limited (SSCL)** to carry out an External customer satisfaction survey that determines the level of satisfaction of external customers with regards to the targets outlined in the Customer service charter. In addition, the survey seeks to establish the overall customer satisfaction rating for each category of the Authority stakeholders i.e., Licensees, Consumers, Suppliers and General partners.

Therefore, we are kindly requesting you to fill in all sections of this questionnaire. We assure you that the information you provide will remain confidential, the results analyzed and reported collectively for the sole purpose of this survey

Your response will be treated as confidential.

SECTION 1: DEMOGRAPHICS

Gender Male Female

Age(years) 18-24 25-34 35-44 45-54 Above 54

Education level None Primary Secondary Tertiary Undergraduate
Masters PhD

County _____

What type of License do you hold? (Please tick the appropriate box for each license category you hold)

1. Telecommunication	<input type="checkbox"/>
2. Frequency Spectrum	<input type="checkbox"/>
3. Broadcast	<input type="checkbox"/>
4. Postal/Courier	<input type="checkbox"/>

SECTION 2: EXTERNAL CUSTOMER SATISFACTION SURVEY

A. EVALUATION OF AWARENESS ON CA's MANDATE

1. How would you rate your knowledge of CA's mandate as Kenya's regulatory authority for the communications sector in the following areas on a scale of 1 – 5 where 1 is very poor, 2-poor, 3-neither poor nor good, 4-good and 5 is excellent.

1 2 3 4 5

In your opinion, has CA has been successful in creating awareness of its mandate?

2. How would you rate the level of performance of CA in executing its mandate in ensuring the provision of telecommunications, radio communications, broadcasting, multimedia, e-commerce and postal/courier services is conducted in a manner that benefits both the service providers and Kenyan citizens on a scale of 1 – 5 where, 1 is very poor, 2-poor, 3-neither poor nor good, 4-good and 5 is excellent.

1 2 3 4 5

In your opinion, has CA has been successful in executing its mandate?

B. EVALUATION OF CA's SERVICE DELIVERY

3. How would you rate CA service delivery on a scale of 1 to 5 where, 1 is very poor, 2-poor, 3-neither poor nor good, 4-good and 5 is excellent.

1 2 3 4 5

C. EVALUATION OF CA's CORE VALUES

4. How would you rate CA in demonstrating its core values where on a scale of 1 to 5 where, 1 is very poor, 2-poor, 3-neither poor nor good, 4-good and 5 is excellent.

Core Value	1	2	3	4	5	DK
Integrity						
Innovation						
Inclusion						
Agility						
Excellence						

In your opinion, is CA fulfilling its core values?

D. SATISFACTION WITH CA's CORPORATE IMAGE

5. Please indicate the extent to which you agree with the following statements on CA's corporate image where on a scale of 1-5, 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree

Role	1	2	3	4	5	DK
CA is an organization I can trust						
I have confidence in CA's staff and management to execute its mandate						
CA is an innovative organization						
CA is reliable						
CA professionally discharges its mandate						
CA has a good reputation						
CA is involved in corporate social responsibilities activities						

Kindly provide your comments and/or recommendation on CA corporate image

E. CUSTOMER EXPECTATIONS

6. Please indicate the extent to which you agree with the following statements on your expectations as a customer where on a scale of 1-5, 1 is strongly disagree, 2-disagree, 3- neither agree nor disagree, 4-agree and 5 is strongly agree.

Statement	1	2	3	4	5	DK
CA provides timely issuance of licenses						
CA prudently manages spectrum, numbering and addressing resources						
CA timely type of approves/type accepts ICT equipment						
CA protects consumer rights within the ICT sector						
CA prudently manages competition in the sector						
CA prudently regulates retail and wholesale tariffs for ICT services						
CA prudently manages and administers the Universal Service Fund						
CA prudently monitors activities of licensees to ensure compliance to license terms and conditions.						
CA prudently manages cyber security						

Kindly provide your comments and/or recommendation on your expectations from CA.

F. EVALUATION OF AWARENESS OF CA’S EXTERNAL CUSTOMER SERVICE CHARTER

7. Are you aware that CA has an External Customer Service Charter?
 Yes No

8. If yes, please indicate below how you got to know about the service charter?

Posters within CA headquarters

CA’s website

Fliers/brochures about CA

CA forums (Conferences, Road shows, Kikao Kikuu)

Broadcast media (TV &Radio)

Print media

Social media

Other _____

9. How would you rate the effectiveness of CA in delivering its promises in the service charter on a scale of 1 to 5 where 1 is not effective at all, 2-not too effective, 3-somewhat effective, 4-effective and 5 is very effective?

1 2 3 4 5

G. SATISFACTION WITH GRANTING OF APPROVALS

10. In the last one year have you sought for an approval from CA?
Yes No

11. If yes, what type of approval did you seek?
Interconnection agreement
Promotion and special offers
Tariffs
Other _____

12. Please indicate the extent to which you agree with the following statements on the granting approvals where on a scale of 1-5, 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree.

Statement	1	2	3	4	5
CA provides approves interconnection agreements between service providers within 14 days					
CA approves promotions and special offers within 3 days					
CA approves tariffs within 3 days after of application					

Comment on the speed of handling approvals

H. SATISFACTION WITH COMPLAINTS HANDLING MECHANISM

13. Do you feel confident that CA has the ability to resolve complaints?
Yes No

14. In the last one year, have you filed a complaint with CA?
Yes No

If yes, what was the complaint about?

15. Which channel did you use to file the complaint?
E-mail Telephone call Physical visit Website Letter SMS text
Other _____

16. How would you rate the way CA handled your complaint on a scale of 1 to 5, where 1 is very dissatisfied, 2 is dissatisfied, 3-neither satisfied nor dissatisfied, 4-satisfied, and 5-very satisfied.

1 2 3 4 5

17. Please indicate the extent to which you agree with the following statements on resolution of complaints by CA where on a scale of 1-5, 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree.

Statement	1	2	3	4	5
CA resolves complaints within 30 days					
CA resolves frequency interference cases within 14 days					

Kindly provide your comments and/or recommendation on CA's resolution of complaints and/or resolution of frequency interference cases.

I. SATISFACTION WITH HANDLING INFORMATION AND COMMUNICATION

18. In the last one year, have you made enquiry from CA?

Yes

No

19. If yes, which medium did you use?

E-mail Telephone Physical visit to CA offices CA website

Letters CA forums and workshops Print media social media

Broadcast media

Other _____

20. Kindly rate the reliability of the medium you used to obtain information from CA where on a scale of 1 – 5, 1 is extremely unreliable, 2-unreliable, 3-somewhat reliable, 4-reliable and 5 is extremely reliable.

Indicator	1	2	3	4	5
E-mails					
Telephone					
Physical visit to CA offices					
Letters					
Website					
CA forums and workshops					
Print media					
Social media					

Broadcast media					
Other (specify)					

21. Did CA respond to your enquiry within 3 working days?

Yes

No

22. Please rate your level of satisfaction with the information you received from CA on a scale of 1-5 where, 1 is extremely unreliable, 2-unreliable, 3-somewhat reliable, 4-reliable and 5 is extremely reliable.

Indicator	1	2	3	4	5
Relevance of the information					
Clarity of the information					
Adequacy of the information					
Timeliness of the information					

23. Which of the following statements would best describe how you generally feel about the information you receive from CA?

CA keeps its licensees adequately informed

CA keeps its licensees fairly well informed

CA gives its licensees only a limited amount of information

CA never gives its licensee adequate information

J. SATISFACTION RATING WITH QUARTERLY REPORTS

24. Do you read CA's quarterly reports?

Yes

No

25. How would you rate your satisfaction with CA's quarterly reports on a scale of 1 to 5 where, 1 is very dissatisfied, 2 is dissatisfied, 3-neither satisfied nor dissatisfied, 4-satisfied, and 5-very satisfied.

1 2 3 4 5

K. SATISFACTION RATING OF CA COMMITMENT TO THE CUSTOMER

26. How would you rate your satisfaction with CA's commitments to the customers on a scale of 1 to 5 where, 1 is very dissatisfied, 2 is dissatisfied, 3-neither satisfied nor dissatisfied, 4-satisfied, and 5-very satisfied

Indicator	1	2	3	4	5	DK

CA treats information that you give them in the course of seeking services with utmost confidentiality						
CA provides services with the greatest professional competence						
CA provides you with all the relevant information that you may require						
CA is ethical in all their dealings at all times						

Comment and/or provide recommendation that could improve CA commitment to customers

L. SATISFACTION RATING OF CUSTOMER RIGHTS

27. CA customers have the right to expect highest standards of service delivery. On a scale of 1 to 5 where 1 is very dissatisfied, 2-dissatisfied, 3-neither satisfied nor dissatisfied, 4-satisfied and 5 is very satisfied. Kindly rate the following rights of customers

Indicator	1	2	3	4	5	DK
CA treats customers with fairness, courtesy, dignity and consideration in all interactions without any discrimination						
CA offers complete and accurate information on all on all services. This includes accessibility, time period and relevant charges						
CA upholds privacy and confidentiality with respect to personal, business, contractual and financial information, written or oral.						
CA customers participate in the review of the customer service charter						

Provide any additional comment and/or suggestion about your rights as CA customer?

M. PRICING OF CA SERVICES

28. On a scale of 1 to 5 where 1 is very low and 5 is very high how would you rate the cost of services you have received from CA?

Indicator	1	2	3	4	5	DK
Telecom						

Postal courier						
Frequency						
Broadcasting						
Tender						

Please provide any comment and/or suggestion on the pricing of CA services

N. OVERALL PERFORMANCE AND SATISFACTION

29. How would you rate the overall performance of CA in regulating the ICT sector in Kenya on a scale of 1-5 where 1 is very poor, 2-poor, 3-neither poor nor good, 4-good and 5 is excellent.

1 2 3 4 5

Please provide any comment and/or suggestion on CA overall performance in regulating ICT sector in Kenya

30. Overall, on a scale of 1-5, where 1 is very dissatisfied, 2-dissatisfied, 3-neither satisfied nor dissatisfied, 4-satisfied and 5 is very satisfied, how would you rate your satisfaction of services from CA?

1 2 3 4 5

Please provide any comment and/or suggestion that would assist CA in improving your satisfaction level

Thank you for your response!



COMMUNICATIONS AUTHORITY OF KENYA



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LICENSEES - KEY INFORMANT INTERVIEW

INTRODUCTION

The Communications Authority of Kenya (CA) has contracted **Strategic Synergy Consultants Limited (SSCL)** to carry out an External customer satisfaction survey that determines the level of satisfaction of external customers with regards to the targets outlined in the Customer service charter. In addition, the survey seeks to establish the overall customer satisfaction rating for each category of the Authority stakeholders i.e., Licensees, Consumers, Suppliers and General partners.

Therefore, we are kindly requesting you to fill in all sections of this questionnaire. We assure you that the information you provide will remain confidential, the results analyzed and reported collectively for the sole purpose of this survey

Your response will be treated as confidential.

SECTION 1: DEMOGRAPHICS

Gender Male Female

Age(years) 18-24 25-34 35-44 45-54 Above 54

Education level None Primary Secondary Tertiary Undergraduate
Masters PhD

County _____

What type of License do you hold? (Please tick the appropriate box for each license category you hold)

Telecommunication	<input type="checkbox"/>
Frequency Spectrum	<input type="checkbox"/>
Broadcast	<input type="checkbox"/>
Postal/Courier	<input type="checkbox"/>

SECTION 2: EXTERNAL CUSTOMER SATISFACTION SURVEY

1. Has CA been successful in creating awareness of its mandate? Which mandate do you think CA has best performed in?
2. CA has an external customer service charter. In your own opinion, do you feel that CA has honored its promises in the customer service charter?
3. Briefly comment on CA reputation.
4. Briefly comment on CA commitment to customers.
5. Have you ever felt that your rights have been violated by CA? Kindly comment [Positive or negative comment]
6. You have been receiving information from CA. If yes, what type of information have you received from CA? Briefly comment on the adequacy and reliability of information that you receive from CA.
7. What type of approval have you sought from CA in the last one year? What were your experiences?
8. Have you filed a complaint in the last one year? What were your experiences?
9. In your own opinion, what medium of communication in CA is effective?
10. In your own opinion briefly explain your satisfaction with (based on your category) a) broadcasting services, b) telecommunication services, c) frequency services, d) e-commerce, e) postal and courier services.
11. Briefly comment about the pricing of CA services.
12. Overall, how satisfied are you with the services that you receive from CA?
13. Are there any gaps and/or recommendations that you would like CA to address so as to improve your satisfaction level? Name them.

Thank you for your response!

Appendix 2: Suppliers Survey Tools



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SUPPLIERS QUESTIONNAIRE

INTRODUCTION

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Therefore, we are kindly requesting you to fill in all sections of this questionnaire. We assure you that the information you provide will remain confidential, the results analyzed and reported collectively for the sole purpose of this survey.

Your response will be treated as confidential.

SECTION 1: DEMOGRAPHICS

Gender Male Female

Age(years) 18-24 25-34 35-44 45-54 Above 54

Education level None Primary Secondary Tertiary Undergraduate
Masters PhD

County _____

Category of Supplier: Goods Works Services

SECTION 2: EXTERNAL CUSTOMER SATISFACTION SURVEY QUERIES

A. AWARENESS OF CA CUSTOMER SERVICE CHARTER

1. Are you aware of CA customer Service Charter? Yes No
 If yes, how did you get to know about CA’s customer service charter?
 Posters within CA headquarters
 CA’s website
 Fliers/brochures about CA
 CA forums (Conferences, Road shows, kikaos)
 Broadcast media (TV &Radio)
 Print media
 Social media
 Other _____
2. On a scale of 1 to 5 where 1 is not effective at all, 2-not too effective, 3-somewhat effective, 4-effective and 5 is very effective how would you rate the effectiveness of CA in delivering its promises in the service charter?
 1 2 3 4 5
 Kindly comment and/or provide suggestion about your rating of CA effectiveness in delivering promises in the service charter

B. COMMITMENT OF CA STAFF

3. On a scale of 1 – 5 where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree, please indicate the extent to which you agree on the following statements about commitment of CA staff outlined in the external customer service charter.

Statement	1	2	3	4	5
CA treats information that you give them in the course of seeking services with utmost confidentiality					
CA provides services with the greatest professional competence					
CA provides you with all the relevant information that you may require					
CA resolves all complaints received within the stated timelines					
CA is ethical in all their dealings at all times					

Comment about commitment of CA staff as outlined in the external customer service charter

C. CA CORPORATE IMAGE

4. On a scale of 1 – 5 where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree, please indicate the extent to which you agree on the following statements about CA corporate image

Statement	1	2	3	4	5	DK
Access to information						
Availability of relevant information to CA						
Promptness, timeliness of information from CA						
Ease of getting information						
Staff attitude						
CA staff treat you with respect						
CA staff members are courteous						
CA staff members provide quality services						
CA staff members are transparent and accountable						
Staff competence						
CA staff are knowledgeable in their line of duty						
CA staff uphold integrity						
CA staff are proficient in communication						

Kindly provide any comment and/or recommendation about access to information, staff attitude and staff competence

D. PROCUREMENT PROCESSES

D1. ACCESS TO TENDER INFORMATION

5. On a scale of 1 – 5 where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree, please indicate the extent to which you agree on the following statements about access to tender information

Statement	1	2	3	4	5
The tender adverts in public notices, websites and other channels are clear					
The tender evaluation criteria is clearly explained to all bidders					
The Request for Quotation/Request For Proposal is clear (RFP/RFQ)					

CA responds within 3 working days when an enquiry is made about the tender information					
The procedures for purchasing of the tender documents are clear					
All clarifications are addressed satisfactorily in the pre-bid conference					

Kindly provide any comment and/or recommendation about access to tender information.

D2. TIMELINESS OF CA CONTRACT AWARDS

6. On a scale of 1 – 5 where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree, please indicate the extent to which you agree on the following statements about timeliness of CA contract awards

Statement	1	2	3	4	5
There is prompt communication of the outcome of the tender					
It takes 30 days from date of acceptance to signing of the contract					

Kindly provide any comment and/or recommendation about timeliness of CA contract awards

D3. TIMELINESS OF PAYMENT

7. On a scale of 1 – 5 where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree, please indicate the extent to which you agree on the following statements about CA timeliness of payments

Statement	1	2	3	4	5
CA promptly accepts goods/services delivered					
CA pays according to agreements					
CA pays its suppliers within 30 days as stipulated in the customer service charter after acceptance of goods/services					
CA keeps suppliers informed in case of delayed payments					

Kindly provide any comment and/or recommendation about timeliness of CA payments

E. RESPONSE TO QUERIES REGARDING TENDERS

8. On a scale of 1 – 5 where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree, please indicate the extent to which you agree on the following statements about CA response to queries regarding tenders.

Statement	1	2	3	4	5
CA handles suppliers' queries professionally					
CA handles suppliers' queries promptly					
CA gives prompt feedback to queries raised					
CA provides resolution of suppliers' complaints within 30days					
Bidders are notified on the status of their bids					
CA issues clear and simple contracts					
CA issues contracts without delay					
CA issues LPOs without delay					

Provide any additional comment and/or recommendation about CA upholding its standards in response to inquiries

F. ACCESSIBILITY

9. On a scale of 1 – 5 where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree, please indicate the extent to which you agree on the following statements on accessibility.

Statement	1	2	3	4	5
CA physical offices are accessible					
CA offices are accessible on phone					
CA offices are accessible on E-Mails					

Provide any additional comment and/or suggestion on ease of accessibility of CA offices

G. RECOMMENDATIONS AND OVERALL PERFORMANCE

10. How would you rate the overall performance of CA in dealing with you on a scale of 1 – 5 where 1 is very poor, 2-poor, 3-average, 4-good and 5 is excellent?

1 2 3 4 5

Kindly provide any other comment and/or suggestion about CA overall performance

11. Overall, on a scale of 1-5 where 1 is very dissatisfied, 2-dissatisfied, 3-neither dissatisfied nor satisfied, 4-satisfied and 5-very satisfied how would you rate your satisfaction of services you receive from CA?

1 2 3 4 5

Kindly provide any other comment and/or suggestion about CA that could further assist in improving your satisfaction level

Thank you for your response!



COMMUNICATIONS AUTHORITY OF KENYA



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SUPPLIERS KEY INFORMANT INTERVIEW

INTRODUCTION

The Communications Authority of Kenya (CA) has contracted **Strategic Synergy Consultants Limited (SSCL)** to carry out an External customer satisfaction survey that determines the level of satisfaction of external customers with regards to the targets outlined in the Customer service charter. In addition, the survey seeks to establish the overall customer satisfaction rating for each category of the Authority stakeholders i.e., Licensees, Consumers, Suppliers and General partners.

Therefore, we are kindly requesting you to fill in all sections of this questionnaire. We assure you that the information you provide will remain confidential, the results analyzed and reported collectively for the sole purpose of this survey

Your response will be treated as confidential.

SECTION 1: DEMOGRAPHICS

Gender Male Female

Age(years) 18-24 25-34 35-44 45-54 Above 54

Education level None Primary Secondary Tertiary Undergraduate
Masters PhD

County _____

Category of Supplier Goods Works Services

SECTION 2: EXTERNAL CUSTOMER SATISFACTION SURVEY

1. Have you interacted with CA in the last 12 months?
2. If yes, which item(s) did you supply to CA?
3. Are you aware that CA has a customer service charter. Kindly explain your opinion on whether CA has honored its promises in the customer service charter.
4. Kindly comment on CA commitment to you as a supplier.
5. Do you have any customer expectations that you would like CA adhere?
6. Kindly explain your experiences with accessing CA tenders [adverts, RFP/RFQ, inquiries, clarifications, cost...etc.]? State any identified gap/recommendations.
7. Kindly explain your experiences with CA contract awards tenders [tender outcome, signing of contract.... etc.]? State any identified gap/recommendations.
8. Kindly explain your experiences with CA timeliness in payment [acceptance of goods/services, payment periods, notification of delays]? State any identified gap/recommendations.
9. Kindly explain your experiences with CA response to tender queries [professionalism of staff, prompt feedback, notification of bidders...etc.]? State any identified gap/recommendations.
10. Thinking about accessibility. Which is the most reliable channel of accessing CA?
11. Briefly provide and comment and/or recommendation about CA payment processes.
12. Please state any other comment and/or recommendation in CA services.

Thank you for your response!

Appendix 3: Customer dealing directly with Authority Survey Tools



**COMMUNICATIONS
AUTHORITY OF KENYA**



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CUSTOMERS DEALING DIRECTLY WITH AUTHORITY QUESTIONNAIRE

INTRODUCTION

The Communications Authority of Kenya (CA) has contracted **Strategic Synergy Consultants Limited (SSCL)** to carry out an External customer satisfaction survey that determines the level of satisfaction of external customers with regards to the targets outlined in the Customer service charter. In addition, the survey seeks to establish the overall customer satisfaction rating for each category of the Authority stakeholders i.e., Licensees, Consumers, Suppliers and General partners.

Therefore, we are kindly requesting you to fill in all sections of this questionnaire. We assure you that the information you provide will remain confidential, the results analyzed and reported collectively for the sole purpose of this survey

Your response will be treated as confidential.

SECTION 1: DEMOGRAPHICS

Gender Male Female

Age(years) 18-24 25-34 35-44 45-54 Above 54

Education level None Primary Secondary Tertiary Undergraduate
Masters PhD

County _____

SECTION 2: EXTERNAL CUSTOMER SATISFACTION SURVEY QUERIES

A. INTERACTION WITH COMMUNICATIONS AUTHORITY(CA)-

1. Have you ever interacted with CA? Yes No

Which communication channel did you use?

E-mail Telephone call Physical visit Website Letter SMS text

Other _____

On a scale of 1 to 5, Kindly rate the effectiveness of the communication channel used to obtain the service/information

Channel	1	2	3	4	5
E-Mail					
Telephone call					
Physical visit					
Website					
Letter					
SMS text					
Other					

Comment on your satisfaction with the reliability or effectiveness of the communication channels

What type of service/information were you seeking from CA?

Enquiring to the type of services that CA offers

Seeking employment/internship opportunities

Seeking information on digital migration

Seeking procurement information

Seeking investment information

Other(specify) _____

On a scale of 1 to 5, where 1 is very dissatisfied, 2-dissatisfied, 3-neither dissatisfied nor satisfied, 4-satisfied and 5-very satisfied, how satisfied were you with the response you received from CA?

1 2 3 4 5

Comment on your satisfaction of the service provided

2. In the last one year, have you sought for services from any of the following CA departments (If yes kindly tick the department)

Office of the Director General (ODG) Regulatory Affairs (RA) Legal Services (LS) Universal Service Fund (USF) Frequency Management (FM) Multimedia Services (MS) Postal & Telecoms Services (PTS) Standards and Type Approval (STA) Compliance & Enforcement (CE) Cyber Security (CS) Monitoring, Inspection and Regional Coordination (MIRC) Competition Management (CM) Consumer Protection & Advocacy (CPA) Public Education & Awareness (PEA) Information and Communication Technology (ICT) Finance and Accounts (F&A) Human Resource & Administration (HRA) Corporate Communication (CC) Research Planning & Quality Management (RPQM) Supply Chain Management (SCM) Internal Audit and Risk Assurance (IA&RA)

On a scale of 1 to 5, where 1 is very dissatisfied and 5 is very satisfied, rate your satisfaction with the response that you received.

Department	1	2	3	4	5
Office of the Director General (ODG)					
Regulatory Affairs (RA)					
Legal Services (LS)					
Universal Service Fund (USF)					
Frequency Spectrum Management (FSM)					
Multimedia Services (MS)					
Postal & Telecoms Services (PTS)					
Standards and Type Approval (STA)					
Compliance & Enforcement (CE)					
Cyber Security (CS)					
Monitoring, Inspection and Regional Coordination (MIRC)					
Competition Management (CM)					
Consumer Protection & Advocacy (CPA)					
Public Education & Awareness (PEA)					
Information & Communication Technology (ICT)					
Finance and Accounts (F&A)					
Human Resource & Administration (HRA)					
Corporate Communication (CC)					
Research Planning & Quality Management (RPQM)					
Supply Chain Management (SCM)					
Internal Audit and Risk Assurance (IA&RA)					

Please provide any comment or suggest recommendations on your experience _____

B. SATISFACTION WITH CA MANDATE

3. On a scale of 1 – 5 where 1 is very poor, 2-poor, 3-neither poor nor good, 4-good and 5 is very good. How would you rate your satisfaction with CA mandate in ensuring the provision of telecommunications, radio communications, broadcasting, multimedia, e-commerce and postal/courier services is conducted in a manner that benefits both the service providers and Kenyan citizens.

1 2 3 4 5

Comment about your satisfaction with CA role

C. INFORMATION HANDLING AND COMMUNICATION

4. On a scale of 1-5 where 1 is very poor, 2-poor, 3-neither poor nor good, 4-good and 5 is very good, how would you rate the following aspects of Information Handling and communication by the authority

Indicator	1	2	3	4	5
Adequacy of information provided through communication channels					
Timeliness: response to requests is immediate or within three working days					
Adequacy of information provided by CA					
Reliability of the information					
Ease of understanding					

Comment and/or suggest recommendation about the Information Handling and communication by the authority

D. AWARENESS OF CUSTOMER SERVICE CHARTER

5. Are you aware that CA has a Customer Service Charter? Yes No
 If yes, do you think CA has delivered on the promises in the service charter?

E. CA COMMITMENTS

6. On a scale of 1 to 5 where 1 is very poor, 2-poor, 3-average, 4-good and 5 is very good, please rate the following statements on CA commitments to the customer

Statement	1	2	3	4	5
CA treats information that you give them in the course of seeking services with utmost confidentiality					
CA provides services with the greatest professional competence					
CA provides you with all the relevant information that you may require					
CA resolves all complaints received within the stated timelines					
CA is ethical in all their dealings at all times					

Comment and/or suggest recommendations on CA commitment to customers

F. CUSTOMER RIGHTS

7. From a scale of 1 to 5, where 1 is very dissatisfied, 2-dissatisfied, 3-neither dissatisfied nor satisfied, 4-satisfied and 5-very satisfied rate the following customer rights

Statement	1	2	3	4	5
CA treats customers with fairness, courtesy, dignity and consideration in all interactions without any discrimination					
CA offers complete and accurate information on all on all services. This includes accessibility, time period and relevant charges					
CA upholds privacy and confidentiality with respect to personal, business, contractual and financial information, written or oral.					
CA resolves complaints by customers on rendered services					
CA customers participate in the review of the customer service charter					

Comment and/or suggest recommendation on CA upholding the above customer rights

G. CORPORATE IMAGE AND REPUTATION

8. On a scale of 1-5 where 1 is very poor, 2-poor, 3-neither poor nor good, 4-good and 5 is very good, please rate the following statements of corporate image and reputation.

Role	1	2	3	4	5
CA staff are willing to help customers					
CA staff deal with queries effectively					
CA's performance is in line with what they have promised customers					
CA is a reliable organization					
CA staff are knowledgeable about their work					
CA staff inspire trust and confidence					
CA cares about what is important to customers					
CA offices are clean and tidy					
CA offices are safe and secure					

Briefly comment and/or provide recommendation on CA corporate image and reputation

H. COMPLAINT HANDING MECHANISM

9. Are you aware of chukuahatua@ca.go.ke? Yes No

10. Have you ever lodged a complaint at CA? Yes No

If yes, which channel did you lodge your complaint? E-mail Telephone call

Physical visit Website Letter SMS text

Other _____

If yes, what was the nature of your complaint?

Were you satisfied with the complaints handling process? Yes No

Was the complaint resolved within 30 days? Yes No

Kindly provide any other comment about the authority handling complaints

I. OVERALL PERFORMANCE AND RECOMMENDATIONS

11. How would you rate the overall performance of CA in dealing with you on a scale of 1 – 5 where 1 is very poor, 2-poor, 3-neither poor nor good, 4-good and 5 is excellent?
1 2 3 4 5

Provide any other comment or recommendation about CA overall performance

Thanks for your response!



COMMUNICATIONS AUTHORITY OF KENYA



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CUSTOMERS SERVED BY AUTHORITY KEY INFORMANT INTERVIEW

INTRODUCTION

The Communications Authority of Kenya (CA) has contracted **Strategic Synergy Consultants Limited (SSCL)** to carry out an External customer satisfaction survey that determines the level of satisfaction of external customers with regards to the targets outlined in the Customer service charter. In addition, the survey seeks to establish the overall customer satisfaction rating for each category of the Authority stakeholders i.e., Licensees, Consumers, Suppliers and General partners.

Therefore, we are kindly requesting you to fill in all sections of this questionnaire. We assure you that the information you provide will remain confidential, the results analyzed and reported collectively for the sole purpose of this survey

Your response will be treated as confidential.

SECTION 1: DEMOGRAPHICS

Gender Male Female

Age(years) 18-24 25-34 35-44 45-54 Above 54

Education level None Primary Secondary Tertiary Undergraduate
Masters PhD

County _____

SECTION 2: EXTERNAL CUSTOMER SATISFACTION SURVEY QUERIES

1. What type of service were you seeking from CA?

2. Kindly state your experience/satisfaction with the service you received from CA [speed of services, quality of service, accessibility, affordability, courtesy, information on services/products]?
3. In your opinion, which are the most significant roles that CA has best performed in?
4. Briefly comment about CA handling information and communication [adequacy of information in media platforms, timeliness, reliability, understanding of information].
5. Are you aware that the CA has a customer service charter [Yes]... If yes, do you think CA has delivered on the promises in the service charter?
6. In your own opinion comment about CA being committed to its customers?
7. Do you feel that CA has served you satisfactorily? If yes/no state your reasons.
8. Which gaps/recommendations in service delivery would you like to highlight?

Thanks for your response!

Appendix 4: Quality of Experience Survey Tools



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QUALITY OF EXPERIENCE WITH MOBILE SERVICE PROVIDERS QUESTIONNAIRE

INTRODUCTION

The Communications Authority of Kenya (CA) has contracted Strategic Synergy Consultants Limited (SSCL) to carry out an External customer satisfaction survey that determines the level of satisfaction of external customers with regards to the targets outlined in the Customer service charter. In addition, the survey seeks to establish the overall customer satisfaction rating for each category of the Authority stakeholders i.e., Licensees, Consumers, Suppliers and General partners.

Therefore, we are kindly requesting you to fill in all sections of this questionnaire. We assure you that the information you provide will remain confidential, the results analyzed and reported collectively for the sole purpose of this survey

Your response will be treated as confidential.

SECTION 1: DEMOGRAPHICS

Gender Male Female

Age(years) 18-24 25-34 35-44 45-54 Above 54

Education level None Primary Secondary Tertiary Undergraduate
Masters PhD

County _____

SECTION B: QUALITY OF EXPERIENCE (QoE) WITH MOBILE SERVICE PROVIDERS

1. Who is your current mobile service provider(s)?
Airtel Safaricom Telkom Kenya Jamii Other (Specify)
2. Are you in the Prepaid or Postpaid subscription?
Prepaid Postpaid

Network

3. What factors did you consider while choosing mobile service provider?
Coverage Pricing/Tariffs Quality Service Promotions
Other (Specify) _____
4. In which of the following areas do you experience challenges when dealing with your mobile service provider?
Coverage Billing Activation Service Provision Customer Care
Roaming Call Drop Information from service providers e.g. dissemination
Others (Specify)

5. Thinking of network connectivity, what connectivity challenge(s) do you frequently encounter?
Network Busy Weak or no signal Disconnection
Poor voice quality
Other (Specify) _____

How often do you usually experience loss of service (weak or no signal)?

- All the time Most of the time Some of the time Rarely
Never

6. On a scale of 1 to 5 where 1 is very dissatisfied, 2-dissatisfied, 3-Neither satisfied nor dissatisfied, 4-satisfied and 5 is very satisfied, how satisfied are you are with the coverage level provided by your mobile service provider
1 2 3 4 5

7. How often do you need to dial a number before you get through (before the phone of the recipient rings)?
Only once Twice Three times Four times More than Five times

How often do you get cut off in the middle of a call?

- Never Rarely Sometimes Often

8. How long does it take your call to connect?
3 seconds 5 seconds 7 seconds 12 seconds More than 12 seconds
9. How often do you get calls go through on first attempt?
Never Rarely Sometimes Often
10. If you were to make 100 calls, how many do you think would go through on first attempt?
All 100 99 98 97 96 95 less than 95
11. How often do you fail to get connected when you attempt to make a call?
Never Rarely Sometimes Often
12. If you were to make 100 calls, how many do you think would fail to go through on first attempt?
1 2 3 4 5 more than 5.0
13. How often do you get cut off in the middle of a call?
Never Rarely Sometimes Often
14. If you were to make 100 calls successfully, how many do you think would drop before you complete conversation?
1 2 3 4 5 more than 5.0
15. How often do you get complete your phone conversation without the call dropping?
Never Rarely Sometimes Often
16. If you were to make 100 calls successfully, how many do you think would complete conversation to the end without dropping?
All 100 99 98 97 96 95 less than 95
17. When having a phone conversation, how do you find the quality of the voice call
Excellent Good Fair Poor Bad
18. What connectivity problem do you face frequently?
Network Busy Not getting Range Disconnected frequently Voice Problem
 Any Other (Specify) _____
19. Have you ever been unable to send SMS texts?

Yes No Don't Use SMS

(a) If yes how frequently are you unable to send SMS texts?

Never Rarely Often Don't send SMS

20. Have you ever received unsolicited SMS text?

Yes No Don't Use SMS

(a) If yes, how often

Daily Weekly Monthly Yearly

1 times 2 times 3 times 4 times more than 4 times

Broadband

21. Thinking of broadband, which of the following statements best describe the quality and reliability of your Internet connection?

Very reliable, the connection never drops

Speed varies from time to time, but the connection never drops

Speed varies considerably and the connection regularly drops

Very poor connection, which drops out all the time

I don't use my mobile service provider's broadband to connect to the Internet

22. On a scale of 1 – 5, where 1 is very slow and 5 is very fast, how would you rate the speed of your Internet connection? Very slow Slow Average Fast Very Fast

23. Have you experienced any of the following challenges when dealing with your Internet Service Provider?

Access to Websites: Yes No

Poor Customer Services: Yes No

State any other challenge you may have experienced with your Internet Service Provider.

24. Overall, how satisfied are you with the quality of the broadband service you receive from your provider where on a scale of 1 – 5 where 1 is “very dissatisfied” and 5 is “Very satisfied”? 1 2 3 4 5

Billing

25. Thinking about billing, how would you rate the following aspects of the charges made to your account on a scale of 1 – 5 where 1 is very poor, 2-poor, 4-average, 4-good and 5 is very good:

Statement	1	2	3	4	5
Calls are charged correctly					
SMS texts are charged correctly					
Internet/Data is charged correctly					

26. Do you get billing information? Yes No

If yes, how often: Monthly Quarterly Half-yearly Yearly Every time I make a call/send an SMS Any other (Specify) _____

27. How would you describe the billing information you receive from your service provider with respect to the following:

	Always	Somewhat	Never
Being clear (Easy to understand)			
Being accurate			

28. Overall, how satisfied are you with your service provider’s billing on a scale of 1 - 5 where 1 is very dissatisfied, 2-dissatisfied, 3-Neither satisfied nor dissatisfied, 4-satisfied and 5 is very satisfied 1 2 3 4 5

Complaints Handling

29. Are you aware of the complaints procedures that can be used to complain against your mobile service provider? Yes No

If yes, do you know where to make complaint? Yes No

If yes, have you ever lodged a complaint? Yes No

If yes, how easy was it to make the complaint on a scale of 1 – 5 where 1 is very hard and 5 very easy? Very easy Hard Neither easy nor hard Easy Very Easy

30. What was/were the complaint(s) about? _____

On a scale of 1 – 5 where 1 is very dissatisfied and 5 is very satisfied, please rate your satisfaction with how your complaint was handled and resolved?

1 2 3 4 5

How would you rate the following aspects of the complaints handling process on a scale of 1 – 5 where 1 is very poor, 2-poor, 3-average, 4-good and 5 is very good:

	1	2	3	4	5
Ease of finding the right number to call					
Time taken to answer your call					
The effectiveness of the Interactive Voice Response (IVR) machine service					
Staff you talked to (e.g. polite, knowledgeable)					

Customer Care

31. How would you describe your overall experience dealing with your mobile service operator’s customer care representatives on a scale of 1 – 5 where 1 is very dissatisfied, 2-dissatisfied, 3-Neither satisfied nor dissatisfied, 4-satisfied and 5 is very satisfied with respect to the following:

1 2 3 4 5

OVERALL PERFORMANCE AND RECOMMENDATIONS

32. How would you rate the overall network quality provided by your mobile service provider on a scale of 1- 5 where 1 is very poor and 5 is superior?

Very poor Somewhat Unsatisfactory Average Very Satisfactory
 Superior

Thank you for your response!



COMMUNICATIONS AUTHORITY OF KENYA



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QUALITY OF EXPERIENCE WITH MOBILE SERVICE PROVIDERS FOCUS GROUP DISCUSSION

INTRODUCTION

The Communications Authority of Kenya (CA) has contracted Strategic Synergy Consultants Limited (SSCL) to carry out an External customer satisfaction survey that determines the level of satisfaction of external customers with regards to the targets outlined in the Customer service charter. In addition, the survey seeks to establish the overall customer satisfaction rating for each category of the Authority stakeholders i.e., Licensees, Consumers, Suppliers and General partners.

Therefore, we are kindly requesting you to participate in this discussion. We assure you that the information you provide will remain confidential, the results analyzed and reported collectively for the sole purpose of this survey

Your response will be treated as confidential.

SECTION 1: DEMOGRAPHICS

Number of participants _____

Gender of participants M _____ F _____

Age group of participants 18-24 _____ 25-34 _____ 35-44 _____ 45-54 _____ Above 54 _____

County/Region _____

SECTION 2: EXTERNAL CUSTOMER SATISFACTION SURVEY

1. Who is your current mobile service provider(s)?
2. Briefly comment about your choice of mobile service provider while focusing on calls, SMS text and internet connectivity.
3. Would you recommend your mobile service provider to a new customer?

Thank you for your response!

Appendix 5: CA Partners and Affiliates Survey Tools



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CA PARTNERS AND AFFILIATES QUESTIONNAIRE

INTRODUCTION

The Communications Authority of Kenya (CA) has contracted Strategic Synergy Consultants Limited (SSCL) to carry out an External customer satisfaction survey that determines the level of satisfaction of external customers with regards to the targets outlined in the Customer service charter. In addition, the survey seeks to establish the overall customer satisfaction rating for each category of the Authority stakeholders i.e., Licensees, Consumers, Suppliers and General partners.

Therefore, we are kindly requesting you to fill in all sections of this questionnaire. We assure you that the information you provide will remain confidential, the results analyzed and reported collectively for the sole purpose of this survey

Your response will be treated as confidential.

Your response will be treated as confidential.

SECTION 1: DEMOGRAPHICS

Gender Male Female

Age(years) 18-24 25-34 35-44 45-54 Above 54

Education level None Primary Secondary Tertiary Undergraduate
Masters PhD

SECTION 2: EXTERNAL CUSTOMER SATISFACTION SURVEY

A. TYPE OF ENGAGEMENT/PARTNERSHIP

1. Which type of partnership or engagement do you have with CA?

B. SATISFACTION WITH CA HONORING OBLIGATIONS

2. Overall, on a scale of 1 to 5 where 1 is very dissatisfied, 2-dissatisfied, 3-neither dissatisfied nor satisfied, 4-satisfied and 5-very satisfied how would you rate your satisfaction with CA honoring its obligation as per the partnership?

1 2 3 4 5

Comment about your satisfaction with CA honoring its obligations as per the partnership

C. AWARENESS OF CA CUSTOMER SERVICE CHARTER

3. Are you aware of CA customer Service Charter? Yes No

If yes, how did you get to know about CA's customer service charter?

Posters within CA headquarters

CA's website

Fliers/brochures about CA

CA forums (Conferences, Road shows, kikaos)

Broadcast media (TV &Radio)

Print media

Social media

Other _____

4. On a scale of 1 to 5 where 1 is not effective at all and 5 is very effective how would you rate the effectiveness of CA in delivering its promises in the service charter?

1 2 3 4 5

Briefly comment and/or give recommendation about your rating

D. CA CORPORATE IMAGE

5. On a scale of 1-5 where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree please state the extent to which you agree with the following statements on CA corporate image.

Role	1	2	3	4	5
CA is an organization I can trust					
I have confidence in CA's staff and management to execute its mandate					
CA is an innovative organization					
CA is reliable					

CA professionally discharges its mandate					
CA has a good reputation					
CA is involved in corporate social responsibilities activities					
CA is responsive to customer feedback					
Information on CA services/product is available					

Briefly comment and/or provide recommendation about CA corporate image

E. CA COMMITMENTS

6. On a scale of 1 to 5, where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree please rate the following CA commitments to the customer

Indicator	1	2	3	4	5
CA treats information that you give them in the course of seeking services with utmost confidentiality					
CA provides services with the greatest professional competence					
CA provides you with all the relevant information that you may require					
CA resolves all complaints received within the stated timelines					
CA is ethical in all their dealings at all times					

Briefly comment and/or provide recommendation on CA commitment to customers

F. CA STAFF ATTITUDE

7. On a scale of 1-5, where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree rate CA staff attitude as per the following indicators.

Indicator	1	2	3	4	5
CA officials/staff treat you with respect					
CA officials/staff are fair					
CA staff are considerate in all interactions without discrimination					
CA staff are transparent and accountable					
CA staff have excellent customer care skills					

Briefly comment and/or provide recommendation on CA staff attitude

G. DISSEMINATION OF INFORMATION

8. On a scale of 1-5, where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree rate CA information as per the following indicators

Indicator	1	2	3	4	5
CA offers accessible complete and accurate information					
CA offers information on time period					
CA offers information on relevant costing					

Briefly comment and/or provide recommendation on access to complete and accurate information

H. STAFF KNOWLEDGE AND COMPETENCE

9. On a scale of 1-5, where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree rate staff knowledge and competence as per the following indicators

Indicator	1	2	3	4	5
CA staff provide high quality services					
CA officials/staff are competent in their roles					
CA staff are team oriented					
CA staff/officials deal with inquiries effectively and efficiently					
CA upholds privacy and confidentiality of agreements					

Briefly comment and/or provide recommendation on CA staff knowledge and competence

J. RECORD KEEPING

10. On a scale of 1-5, where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree rate comment on the CA keeping records as per the following indicators

Indicator	1	2	3	4	5
Records at CA are accessible					
Records at CA are updated					
CA pays according to the agreements					

Briefly comment and/or provide recommendation on CA keeping records

K. ACCESSIBILITY

11. Please rate the performance of the Authority on each of the following using a 5-point scale where 1 means very poor, 2-poor, 3-neither poor nor good, 4-good and 5 means excellent?

Indicator	1	2	3	4	5
Ease of accessing CA's offices					
Ease of accessibility on the phone					
Ease of accessibility via email					
Ease of accessibility via letters					

Briefly comment and/or provide recommendation on ease of accessing information

L. COMPLAINTS HANDLING MECHANISM

12. On a scale of 1-5, where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree rate comment on CA handling complaints mechanism as per the following indicators

Indicator	1	2	3	4	5
Timeliness in delivery of services					
Quick response in attending to customer complaints					
CA resolves complaints by clients on rendered services within 30 days					

Briefly comment and/or provide recommendation on CA handling complaint mechanism

M. CA MANDATE

13. On a scale of 1 – 5 where 1 means very poor, 2-poor, 3-neither poor nor good, 4-good and 5 means excellent, in your opinion, as a partner/affiliate how well has CA performed in provision of telecommunications, radio communications, broadcasting, multimedia, e-commerce and postal/courier services is conducted in a manner that benefits both the service providers and Kenyan citizens.

1 2 3 4 5

Briefly comment and/or provide recommendation on CA regulatory role

N. RECOMMENDATIONS

14. Please give any other recommendation to CA for better service delivery.

Thank you for your response!



COMMUNICATIONS AUTHORITY OF KENYA



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CA PARTNERS AND AFFILIATES KEY INFORMANT INTERVIEW

INTRODUCTION

The Communications Authority of Kenya (CA) has contracted **Strategic Synergy Consultants Limited (SSCL)** to carry out an External customer satisfaction survey that determines the level of satisfaction of external customers with regards to the targets outlined in the Customer service charter. In addition, the survey seeks to establish the overall customer satisfaction rating for each category of the Authority stakeholders i.e., Licensees, Consumers, Suppliers and General partners.

Therefore, we are kindly requesting you to fill in all sections of this questionnaire. We assure you that the information you provide will remain confidential, the results analyzed and reported collectively for the sole purpose of this survey

Your response will be treated as confidential.

SECTION 1: DEMOGRAPHICS

Gender Male Female

Age(years) 18-24 25-34 35-44 45-54 Above 54

Education level None Primary Secondary Tertiary Undergraduate
Masters PhD

SECTION 2: EXTERNAL CUSTOMER SATISFACTION SURVEY

1. Which type of partnership or engagement do you have with CA? Please give options?
2. Briefly explain the scope of your partnership with CA [accessibility of information, staff competence and knowledge, records, dissolution of agreements...etc].
3. Briefly describe your satisfaction with your partnership with CA
4. Are you aware of CA's service charter? Have you ever accessed it?

5. Do you think CA has been effective in delivery of the commitments in the service charter? Comment.
6. Where applicable does CA payout its subscriptions/annual fees on time?
7. Would you enter into another agreement/partnership with CA? Yes /No
8. Kindly suggest any areas of improvement in CA's service delivery.

Thank you for your response!

