

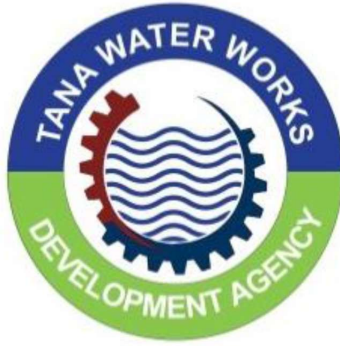


TANA WATER WORKS  
DEVELOPMENT AGENCY

# CUSTOMER SATISFACTION SURVEY REPORT

FEBRUARY  
2022





## **Tana Water Works Development Agency**

### **CUSTOMER SATISFACTION SURVEY REPORT**

**February 2022**

Copyright ©2022. TWWDA  
All Rights Reserved

Submitted by: Fisacom  **Capital<sup>Ltd.</sup>**  
We Deliver. Promise...

---

## VISION

An Innovative and Resourceful Institution in development of bulk water and sewerage works

## MISSION

To develop sustainable National Public Water and Sewerage Works that enhances socio-economic growth for stakeholders

## CORE VALUES

TWWDA upholds the following core values;

**Competence:** TWWDA strives to uphold high level of capability and innovativeness in all its activities.

**Teamwork:** TWWDA strives to value and promote team spirit

**Quality:** TWWDA strives to emphasize on excellence to comply and exceed the set standards

**Integrity:** TWWDA shall be honest and fair in all its undertakings

**Customer Focus:** TWWDA shall provide customer driven exceptional service that meets and exceeds customer's expectations

**Good Governance:** TWWDA shall practice good corporate governance in its services

**Sustainable Development:** TWWDA shall endeavor to develop utilities that meet the needs of the present generation without compromising the ability of the future generations to meet their own needs.

## Table of Contents

LIST OF TABLES.....	v
LIST OF FIGURES .....	v
ABBREVIATIONS AND ACRONYMS.....	vi
PREFACE .....	vii
ACKNOWLEDGEMENTS.....	viii
EXECUTIVE SUMMARY .....	ix
1.0 INTRODUCTION .....	1
1.1 Study background .....	1
1.2 About Tana Water Works Development Agency .....	1
1.3 Survey Objectives.....	2
2.0 DATA AND METHODS .....	3
2.1 Sampling and sample size .....	3
2.2 Survey instruments & approach .....	3
2.3 Data Analysis .....	4
2.4 Response rate .....	4
3.0 SURVEY RESULTS & FINDINGS .....	5
3.1 Introduction .....	5
3.2 Overall Customer Satisfaction Index.....	5
3.3 Part 1: Internal Customers .....	6
3.3.1 Staff Demographic Information .....	6
3.3.2 Internal Customers/Staff Satisfaction Index .....	7
3.3.3 Evaluation of Agency Corporate Identity .....	7
3.3.4 TWWDA's Customer Focus on Service Delivery Charter (Reliability) .....	7
3.3.5 Sources of information & communication.....	8
3.3.6 Management.....	8
3.3.7 Quality of Service by the Agency .....	9
3.3.8 Complaint handling .....	10
3.3.9 TWWDA Brand and Image .....	10
3.3.10 Strengths and Opportunities for Improvement.....	10
3.4 Part 2: External Customers .....	11
3.4.1 Profile of Water Service Providers .....	11
3.4.2 WSP Satisfaction Index.....	11
3.4.3 Incidence of Recent Contact .....	12

3.4.4 Method of contacts/Interaction .....	12
3.4.5 TWWDA Communication services WSP .....	13
3.4.6 Preferred Mode of communication by WSP .....	13
3.4.7 Evaluation of Corporate brand by WSP .....	14
3.5.8 Customer Focus & Service Delivery Charter (Reliability) .....	14
3.5.9 Staff Professionalism.....	15
3.5.10 Quality of Service .....	15
3.5.11 Complaint Handling.....	16
3.5.12 TWWDA Brand and Image .....	16
3.5.13 Overall change of TWWDA .....	16
3.5.14 Strengths and Opportunities for Improvement.....	16
3.5 Part 3: Suppliers/Consultant/Contractors .....	17
3.5.1 Demographic Information.....	17
3.5.2 Suppliers Satisfaction Index .....	18
3.5.3 Sources of Information/Communication .....	18
3.5.4 Future Methods of communication .....	18
3.5.5 Quality of Services.....	19
3.5.6 TWWDA Image and Brand .....	19
3.5.7 Strengths and Opportunities for Improvement.....	20
4.0 FACTOR ANALYSIS.....	21
4.1 Principal Component Analysis (PCA).....	21
5.0 CONCLUSIONS.....	24
6.0 RECOMMENDATIONS .....	25
7.0 REFERENCES .....	26
Annex 1: Customer Satisfaction Survey Questionnaire - External.....	27
Annex 2: Customer Satisfaction Survey Questionnaire - Internal .....	32
Annex 3: Customer Satisfaction Survey Questionnaire –Suppliers .....	35
Annex 4: List of Water Service Providers .....	38



## LIST OF TABLES

Table 1: Targeted sample for the survey .....	3
Table 2: Response rate for the survey .....	4
Table 3: Overall Customer Satisfaction Index .....	5
Table 4: Staff profile and demographic information .....	6
Table 5: Staff satisfaction with corporate identity (vision, mission & core values) .....	7
Table 6: satisfaction of staff on continuous improvement .....	8
Table 7: satisfaction with source information and communication .....	8
Table 8: Staff satisfaction with management .....	9
Table 9: Agency service dimensions/Quality of services .....	9
Table 10: satisfaction of complain handling by staff .....	10
Table 11: staff satisfaction of brand and image by .....	10
Table 12: Strengths and Opportunities for Improvement as suggested by Staff .....	11
Table 13: Profile of water service providers .....	11
Table 14: Water service providers' overall satisfaction index .....	12
Table 15: WSP satisfaction on corporate brand .....	14
Table 16: WSP satisfaction on continuous improvement .....	14
Table 17: WSP satisfaction on staff professionalism .....	15
Table 18: WSP satisfaction on quality of service .....	15
Table 19: WSP satisfaction on Complaint handling .....	16
Table 20: Satisfaction of Agency brand and image .....	16
Table 21: Strengths and Opportunities for Improvement as suggested by WSP .....	17
Table 22: Supplier/contractor/consultant information .....	17
Table 23: Supplier/contractor/consultant satisfaction index .....	18
Table 24: Source of information/communication as a supplier of TWWDA .....	18
Table 25: Suppliers preferred mode of communication on future engagement .....	18
Table 26: Satisfaction of services by the supplier .....	19
Table 27: Image and brand of TWWDA .....	19
Table 28: Strengths and Opportunities for Improvement (Based on 14 respondents) .....	20
Table 29: KMO and Bartlett's Test .....	21
Table 30: Extracted Principal Components Based on the Eigen value Criterion .....	21
Table 31: Loadings on the principal components .....	22

## LIST OF FIGURES

Figure 1: Overall satisfaction of internal customers .....	7
Figure 2: Nature of WSP recent contact/engagement .....	12
Figure 3: WSP methods of interaction .....	13
Figure 4: Satisfaction of services on recent contacts .....	13
Figure 5: Preferred method of communication .....	14

## ABBREVIATIONS AND ACRONYMS

CSI	Customer Satisfaction Index
CSS	Customer Satisfaction Survey
DK	Don't Know
EIA	Environmental Impact Assessment
FW	Factor Weights
GI	Galvanized Iron
HR	Human Resources
GoK	Government of Kenya
ICT	Information and Communications Technology
ISO	International Organization for Standardization
KMO	Kaiser-Meyer-Olkin
NR	Non-Response
PCA	Principle Component Analysis
PC	Performance Contract
PVC	Polyvinyl Chloride
SPSS	Statistical Package for Social Scientist
TWWDA	Tana Water works Development Agency



## PREFACE

A growing number of today's companies and organizations offer separate products and deliver different messages to individual customers. The discerning customers have started looking for options more in tune with their basic needs, requirements, and self-esteem. In fact, they are prepared to pay a premium for a quality product. Service organizations increasingly recognize that today's customers who insist on improvements in quality of services have many alternatives and, therefore, may more readily change providers if not satisfied. In this regard, the public sector is no exception.

The decrease in customer loyalty has made management of quality service and customer satisfaction critically important factors for organizations. To enhance customer satisfaction, the Agency ideally should measure and improve the approaches to the delivery of service through designing and redesigning the customer interaction processes and implementation of programs/projects for change.

Quality customer service is a touchstone of the Government quality service initiative. It means the provision of a high-quality service to the customer and the application of the highest standards in dealing with all customers. It is essential that government Agencies listen to what customers have to say about the services they provide, about the quality of those services and about the manner in which they are provided. There is, therefore, an onus on public service providers to ensure that they are continuously attentive to the needs of service users. In this way, TWWDA can ensure that their services are tailored to the needs of its customers.

Service quality is a relative concept and its measurement involves the discovery of effective ways to survey customers and determine their expectations and perceptions of the quality of individual dimensions and the overall service. One best way of finding out whether customers are satisfied is to ask them. In this case, customer satisfaction surveys come in handy as they predict the success of an organization since they directly ask about the critical success factors of service delivery when done effectively. These surveys can deliver powerful incisive information and provide ways to gain a competitive edge.

This survey enables the Agency to understand the expectations of the customers, determine whether the customers believe the Agency is meeting those expectations, identify new customer requirements or trends in the market and determine what areas of services delivery need improvement. Further, by effectively acting upon the results from this customer satisfaction survey the Agency will be in a position to respond to their customer's needs in ways that improve customer satisfaction.

## ACKNOWLEDGEMENTS

The consultant, Fisacom Capital Ltd would like to acknowledge and thank all people who have played a crucial role in developing and implementing this survey and the resulting report. Tana Water Works Development Agency not only commissioned the work but also provided valuable guidance, insight and logistical support to the Fisacom team.

We highly appreciate all the help accorded to us by representatives from the Tana Water Works Development Agency during data collection exercise and the support we got from them. It was a great pleasure to work with such a talented team led by Beato Migwi, Jemimah Muraya and all the Agency staff. Their commitment to this cause is a great investment, a sign of unending goodwill and their participation cannot go unnoticed, and we salute them.

In addition, we are grateful to the Agency suppliers, contractors, consultants and Water Service Providers (WSP) for their participation and thoughtful answers. They were very forthcoming in their responses and we are grateful for their honest insights. Our deepest gratitude goes to the many respondents who took time out of their busy schedules to participate in the survey.

Finally, our thanks go to those colleagues who reviewed and provided comments on the report. Any flaws in this document are the responsibility of the consultant.



Mr. Edward Gathondu  
Director  
Fisacom Capital Ltd

## EXECUTIVE SUMMARY

During the month of December 2021 and January 2022, Fisacom Capital Ltd, on behalf of Tana Water Works Development Agency (TWWDA) conducted Customer Satisfaction Survey. The purpose of this survey is to help management identify areas to make changes that will help improve on service delivery and also enable the Agency play her significant role in attaining its vision. The findings presented in this report ultimately highlight the actions required to enhance continued Customer satisfaction and organizational success.

Reference to Customer satisfaction in this survey comprised the following domains: TWWDA Vision, Mission and Core Values, Customer Focus and Service Delivery Charter (Reliability), Mode of Communication, Staff Professionalism; Services Dimensions/Quality of Services, Management, Sources of Information, Complaint Handling and TWWDA brand and image.

The overall Customer Satisfaction Index for TWWDA is **88.4%**. Highest satisfaction is reported among the **Water Service Providers (WSP)** with an index of **93%** followed by **staff** with an index of **90.7%** that is commendable and should be maintained. **Suppliers** recorded slightly lower satisfaction levels with an index of **88.4%** that should be improved by addressing the issues that scored low. In terms of gender, Male and Female customers were equally satisfied.

Segregated by factors, the evaluated scores were as follows; TWWDA Vision, Mission and Core Values (92.4%), Customer Focus and Service Delivery Charter (Reliability) (87.9%), Mode Communication (85.4%), Staff Professionalism (98.8%); Services Dimensions/Quality of Services (86.2%), Management (85.9%), Sources of Information (82.6%), Complaint Handling (89.3%) and TWWDA Brand and Image (94.2%).

The overall satisfaction index has increased by **10.5%** from **77.9%** in the previous survey<sup>1</sup>.

To identify key strengths and opportunities for improvement, respondents were asked to describe in an open-ended mode the areas they like about the Agency and the areas they would wish to see improvements.

Looking at areas in which the Agency shows strength, the issues most mentioned by internal customers (staff) are the development of water and sewerage infrastructure and meeting customer needs. According to Water Service Providers (WSP), the Agency has strength in development of water and sewerage infrastructure, stakeholders' engagement/sensitization, capacity building of WSP and funding of WSP. Suppliers mostly mentioned; clear communication, professionalism of staff, responding to queries and transparency/openness in tendering.

Given a choice on what should be improved, the Agency staff preferences are; promote team work/synergies within and outside, developing efficient mechanism for complaint handling (both internal and external), enhancing staff trainings, timely completion of project and timely service delivery. Water service providers' preferences are; rehabilitation of existing and dilapidated

---

<sup>1</sup> Envag Associates (K) Ltd, TWWDA Customer Satisfaction Survey, November 2019

infrastructures; capacity building, scaling-up of water projects to rural areas, enhancing public participation, frequent stakeholders engagement, enhancing County Government relationship/partnership. Suppliers, on the other hand, mentioned timely communication/feedback to suppliers; notify all bidders in time on the outcomes of tender evaluation and regular supplier engagement through sensitization forums.

Notably, in the last two years TWWDA performance has improved by more than 10%. It worthy noting that improving the index requires a lot of effort once higher satisfaction level are achieved. Since the opportunity for improvement becomes fewer and fewer and mostly require long-term strategy. However, in every survey there are always quick wins that can be fixed almost immediately and will have a great impact on customer satisfaction even as when the long term improvement are scheduled and implemented.

Hence, we recommend the following:

- 1 TWWDA should enhance its complaint handling mechanism such as create a committee for handling complaints; the committee will ensure complaint handling adhere to procedures, especially in receiving, registering and forwarding to right channels for solution as well as giving timely feedback to the complainant. The committee should represent quarterly reports to management and board.
- 2 There is need for Agency to allocate more resources towards regular sensitization and engagement forums to create more awareness on Agency mandate to stakeholders to ensure that they are well informed.
- 3 Develop a working relationship with County governments, community & partners and other stakeholders. For instance having monthly or quarterly meetings to identify and profile areas of partnership and collaboration to avoid any duplication and conflict. This will assist in getting feedback information for timely completion of projects.
- 4 Review and implement the Agency communication strategy. The strategy will provide guidelines on the optimal channels of communication, key communication needs, structured messages and evaluation mechanisms. Identify and adopt various mechanisms for timely communication & feedback to customers
- 5 Implement a knowledge management system to preserve on the institutional memory. Organizational knowledge adds long-term benefits to the organization in terms of finances, culture and people.
- 6 Have regular & structured capacity building/training programs for staff and water service providers to improve on their skills. Some of the suggested training areas include; conflict management, customer service among others.
- 7 Have regular outdoor activities for staff to promote team work or synergies within & outside the departments
- 8 Establish a way-leave acquisition policy to avoid project delays to enhance project implementation.
- 9 Over 34% of the Agency staff are above 45 years old, the Agency need to develop and put a succession plan in place.
- 10 Enhance the reception area & access of TWWDA by people with disability

## 1.0 INTRODUCTION

### 1.1 Study background

The Kenya government in the last twenty years has introduced extensive changes in the way public institutions are run, under what has become known as “Public Sector Reforms”. These reforms seek, at their core, to use Private Sector and business approaches in the management of the Public Sector. The idea of running Government like business started early 2000 by the Government Economic Recovery Strategy blueprint, which among other things sought to make government work better and cost less.

A key part of the Public Sector Reforms Program is Performance Contracting, which requires all Public Institution to set clear performance target and action plans at the beginning of each budget cycle.

This survey is part of the public service initiative variously known as Performance Contracts (PC), which was introduced in 2003 to support the goals and objectives as outlined in the Kenya’s Vision 2030 strategy.<sup>2</sup> The PC framework seeks to progressively work towards increasing quality of output within public institutions.

Within the framework of PC, all public institutions are required to carry out an annual evaluation of the quality of service delivery, and to progressively work towards increasing quality of output. It is within this context that this CSS sets out to examine aggregate perceptions, which TWWDA customers have on service delivery.

The term “customer” is regularly used by organizations today. The commonplace assertion is that customers are predisposed to relate to an organization according to the characteristics of its directorial functioning. Public institutions are not exempt from this reality. A public body must strive to satisfy all of the groups it interrelates with, whether internal or external.<sup>3</sup> In respect to CSS, most researchers distinguish between direct and indirect customers. In this survey, we follow this broad distinction and distinguish the former as those stakeholders (i.e. Customers) who have direct interaction with TWWDA as part of their core business to effect its mandate, and the latter as those whose interaction with TWWDA is through the customers or support (i.e. Secondary consumers).

### 1.2 About Tana Water Works Development Agency

Tana Water Works Development Agency (TWWDA) is a State Corporation established under the Water Act 2016 as part of the reforms in the water sector. It is one of the nine (9) Water Works Development Agencies established under the Ministry of Water, Sanitation and Irrigation. The Agency is mandated to undertake the development, maintenance and management of the national public water works within its area of jurisdiction.

The Agency area of geographical jurisdiction is five counties of Embu, Kirinyaga, Meru, Nyeri and Tharaka-Nithi. The Agency mission is to “develop sustainable National Public Water and Sanitation

---

<sup>2</sup> Ambassador Francis Muthaura, (2003), Head of Public Service

<sup>3</sup> Yera, T 2010. IESE insight, <http://www.ieseinsight.com>

Works that enhances socio-economic growth for our stakeholders”. Its vision is “An Innovative and Resourceful Institution in development of National Public Water and Sanitation Works”.

The Agency’s core values are reflected in the services the Agency offer to its clients. Its core values are Competence, Teamwork, Quality, Integrity, Customer Focus and Sustainable Development. The Agency is committed to serving its clients through provision of services in line with ISO 9001:2015 standards while adhering strictly to highest standards and practices through documented procedures that cover all key processes that facilitate continual improvement and ensure effectiveness.

The Agency also signs performance contracts with the Government of Kenya (GOK) every financial year to deliver services to the public according to commitments and customer expectations as stated in the Agency’s Service Delivery Charter. To achieve the Agency commitments, the Agency carry out customer satisfaction survey within its area of geographical jurisdiction among its stakeholders. The findings from the survey form the basis for further improvement actions in the next performance year (2021/2022) and beyond. The survey serves as a mechanism to identify priorities on customer service improvement areas from their perspective and provide a benchmark upon which future improvements in customer service delivery are measured as envisaged in the Strategic Plan 2018-2022.

### 1.3 Survey Objectives

The overall objective of the survey is to determine the customer satisfaction levels within the agency services for 2022-2023 financial year. The survey assessed the stakeholders’ perception of the level and quality of service delivery and whether their service expectations are being met.

#### The specific objectives for the survey include;

- 1) To evaluate the levels of improvement in customer satisfaction since the last survey conducted;
- 2) To obtain stakeholders feedback on how they rate the services offered by TWWDA in terms of speed, quality, accessibility, affordability, courtesy and information of services/product;
- 3) To evaluate and determine Customers’ satisfaction and expectations on the Agency’s services of providing efficient and economical water and sanitation services;
- 4) To evaluate adherence to the commitments set out in the TWWDA customer service charter and ISO 9001: 2015 Standards;
- 5) To obtain recommendations and inputs from customers on how to better address their needs and gaps in stakeholder satisfaction; and
- 6) To recommend specific actions to the Agency in order to maintain good performance and/or address areas where performance gaps are noted.

## 2.0 DATA AND METHODS

The survey was designed to deliver robust quantitative measures. This was implemented through the employment of mixed research methods (both qualitative and quantitative). The rationale for this approach was that the study involved several independent variables correlated to the dependent variable (Customer satisfaction). This was done using ten-point Likert scale data values to compute the rating index on each of the indicator established to influence the overall satisfaction.

### 2.1 Sampling and sample size

The target population for this survey was all the available TWWDA customers, both internal and external customers. The target sample for both the internal and external stakeholders is in table 1.

*Table 1: Targeted sample for the survey*

Internal customers	Target (n)
➤ Agency Staff/employees	76
<b>External customers</b>	
➤ Water Service Provider	20
➤ Suppliers/ Consultants/ Contractors	20
<b>Total</b>	<b>116</b>

### 2.2 Survey instruments & approach

The survey tool was in form of a questionnaires developed by the consultant based on the issues in the terms of reference and was discussed with the TWWDA appointed team. The consultant defined precisely the information desired and wrote a few questions as possible to obtain it. The aim was to obtain feedback from a small but representative sample of potential respondents. This activity involved developing three-structured questionnaire targeting three different sets of customers' as per the sample. The three developed tools includes; Internal/Staff questionnaire targeting agency staff, external tool targeting Water service providers (WSP) and Suppliers tool targeting agency suppliers, consultants and contractors.

The questionnaire used utilized a 10-point Likert scale. The optimal score of 10.00 points means that the customers are satisfied or agree. A roll-up statement on overall satisfaction was also included. The general comment section had three question that solicited comments about the areas the Agency had performed commendably, areas that need improvement and suggestions on what they would like improved.

In compliance with Covid-19 protocols and in enhancing safety of both the respondents and consultant, Fisacom consultants embraced technology in conducting the survey. The three questionnaires were converted into an online form that was accessed through the internet through a link developed using survey monkey. The link was then shared to the various sampled respondent using the emails. To enhance high response rates, follow-up telephone calls were made to the sampled respondents. The survey was carried out between 15th December 2021 and 15th January 2022.



## 2.3 Data Analysis

All analysis was done using the statistical package for social scientists (SPSS version 18). All data was captured through the online form developed through the survey monkey. Submitted and complete data was exported to MS-excel for cleaning, verification and effective coding. Data was then scrutinized in relation to the objective of the survey, otherwise with a potential abundance of data; vast numbers of irrelevance summaries would be produced. Checking for inconsistencies anomalies, missing values, outliers (say data cleaning) was done using SPSS syntax. The analysis was descriptive in nature. In the data presented in this report; results for each item are based upon the number of cases which had valid data for that item.

Descriptive statistics was aimed at identifying the pattern of the data and consistency of the responses in each of the identified factors influencing the customer satisfaction of the Agency. The analysis mainly focuses on 'mean'; with the scores converted to indicate average percentage (i.e. mean score recorded relative to the optimal score) as such, the higher the average percentage, the greater the degree of satisfaction. Within the descriptive framework, data is further analyzed based on factor statement with comparisons made along the gender matrix.

In computing factor weights each of the scale weights is multiplied by the number of respondents who rated the factor at that level. For each of the factors, the scores are summed to get an overall score for that factor. Weighting the score is calculated as shown:

$$\text{Factor weight (FW}_i\text{)} = \frac{\sum_{j=1}^{10} (R_j * W_j)}{\sum R_j}$$

Where

- $R_j$  = Number of respondents rating the factor at the  $n^{\text{th}}$  scale (ranging from 1 to 10)
- $W_j$  = Weight at  $n^{\text{th}}$  scale (ranging from 1 to 10)
- $\sum_{j=1}^{10} (R_j * W_j)$  = Overall score for a factor
- $\sum R_j$  = Total number of respondents to a factor
- $i$  = Factor one, two, up to last factor

Results were then presented in tables, pie-charts, and graphs with an emphasis on tabular analysis.

## 2.4 Response rate

The table below shows a total response rate of 93.1%.

Table 2: Response rate for the survey

Category	Target	Response	Response Rate (RR)
<b>Internal customers</b>			
➤ Agency Staff/employees	76	75	98.7%
<b>External customers</b>			
➤ Water Service Provider	20	19	95%
➤ Suppliers/ Consultants/ Contractors	20	14	70%
<b>Total</b>	<b>116</b>	<b>108</b>	<b>93.1%</b>

## 3.0 SURVEY RESULTS & FINDINGS

### 3.1 Introduction

The findings section of this report present responses to the questions, indicating how frequently the different responses were offered. The results are grouped into parts with the first presenting findings from the internal customers (staff) and the later the external customers (water service providers and suppliers). Additionally, in an effort to provide a sense of comparisons, analyses has been made across gender. Some interpretive commentary has also been included in order to clarify or add meaningful context to the reported responses. This approach to reporting the findings is designed to provide the reader with comprehensible information about the agency customers.

The evaluation questions covered the following broad areas; TWWDA vision, mission and core values; customer focus and service delivery charter; communication audit; TWWDA methods of communication; staff professionalism; services dimensions; management; sources of information; complaint handling; TWWDA brand and image.

### 3.2 Overall Customer Satisfaction Index

To calculate the customer satisfaction index (CSI), the entire satisfaction dimensions are evaluated and averaged. The overall customer satisfaction index for TWWDA is **88.4%**, ranging from a low of 82.6% on sources of information and a high of 98.8% on staff professionalism. The satisfaction index has increased by **10.5%** from **77.9%** in the previous survey<sup>4</sup>. The index is arrived at by computing the mean of the ten satisfaction indices as captured in **Table 3**.

In terms of categories, male and female customers were equally satisfied whereas water service providers were more satisfied compared to agency staffs and suppliers.

Table 3: Overall Customer Satisfaction Index

	Total	Categories			Gender	
		Staff	WSP	Suppliers/ Contractors	Male	Female
TWWDA vision, mission & core values	92.4%	97.7%	94.1%	86.6%	94.4%	89.1%
Customer focus and service delivery Charter	87.9%	90.8%	92.1%	80.9%	87.9%	87.9%
Sources of information/ Communication	82.6%	90.7%		76.3%	86.3%	77.0%
Management	85.9%	86.0%			87.2%	84.5%
Agency Service dimension	86.2%	88.6%	81.6%		82.2%	92.3%
Complaint handling	89.3%	85.4%	92.3%		89.1%	90.3%
TWWDA brand and image	94.2%	95.6%	95.2%	92.9%	94.5%	92.9%
TWWDA methods/mode of Communication	85.4%		96.8%	74.6%	86.5%	83.7%
Staff Professionalism	98.8%		98.6%		98.2%	99.8%
<b>Customer Satisfaction Index (CSI)</b>	<b>88.4%</b>	<b>90.7%</b>	<b>93.0%</b>	<b>82.3%</b>	<b>89.3%</b>	<b>87.0%</b>

<sup>4</sup> Envag Associates (K) Ltd, TWWDA Customer Satisfaction Survey, November 2019

### 3.3 Part 1: Internal Customers

#### 3.3.1 Staff Demographic Information

Internal customers are represented by a sample of 75 respondents of which 57.3% were male and 42.7% female. In terms of age majority are aged 21-34 (32%). On years of experience with the agency, a simple majority have worked at TWWDA for less than 1 years (27%). Looking at departments' majority were from Technical Services department (33.3%) followed by HR and Administration department (26.7%).

Table 4: Staff profile and demographic information

Demographics factors	Frequency	percent	Gender	
			Male	Female
Age group				
18 – 24	8	10.7%	2.7%	8.0%
25 – 34	24	32.0%	13.3%	18.7%
35 – 44	17	22.7%	16.0%	6.7%
45 – 54	19	25.3%	21.3%	4.0%
55+ and Above	7	9.3%	4.0%	5.3%
Total	75	100.0%	57.3%	42.7%
Years of experience with TWWDA				
Below 1 year	20	27.0%	9.0%	17.0%
1-5 years	16	21.0%	13.0%	8.0%
6-10 years	13	17.0%	11.0%	7.0%
11-15 years	19	25.0%	17.0%	8.0%
Above 15 years	7	9.0%	7.0%	3.0%
Staff by Departments				
Internal Audit & Quality Assurance	3	4.0%	1.0%	3.0%
Supply Chain	5	6.7%	4.0%	3.0%
ICT	6	8.0%	7.0%	1.0%
Corporate Communication and PR	3	4.0%	1.0%	3.0%
Research, Strategy and Planning	5	6.7%	1.0%	5.0%
Technical Services	25	33.3%	20.0%	14.0%
HR & Administration	20	26.7%	16.0%	11.0%
Finance, Accounts and Resource Mobilization	8	10.7%	7.0%	4.0%

### 3.3.2 Internal Customers/Staff Satisfaction Index

The overall satisfaction index for internal customers/staff is **90.7%**. Ranging from a low of 85.4% on complaint handling to a high of 97.7% (TWWDA vision, mission& core values).

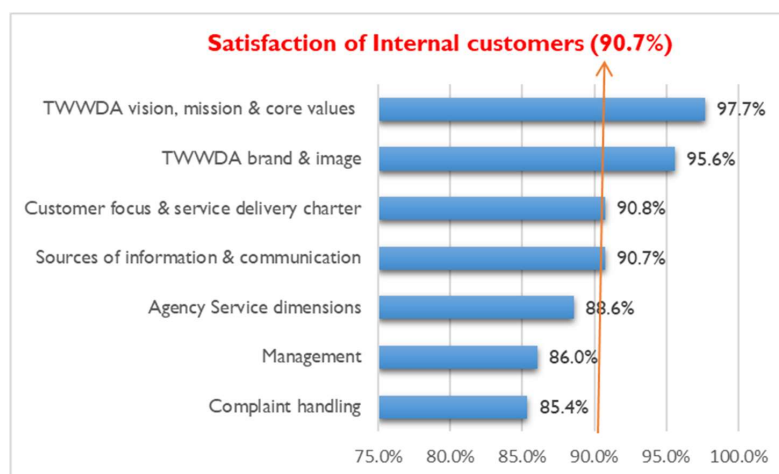


Figure 1: Overall satisfaction of internal customers

### 3.3.3 Evaluation of Agency Corporate Identity

The study sought to measure the strength of TWWDA's agency identity among the Agency's customers. Respondents were presented with a range of three statements on TWWDA's corporate guidelines, the mission, vision, and core values and how they are communicated. They were asked to rate their level of agreement with each. This is broadly intended to measure how well the Agency is deemed to have articulated its mission, vision, and core values as well as the extent to which the customers are deemed to identify with these guidelines. Overall, results indicate a high satisfaction with the way the Agency has articulated its core corporate guidelines to internal customers with an average score of 97.7%.

Table 5: Staff satisfaction with corporate identity (vision, mission & core values)

	Total	Male	Female
TWWDA has clearly communicated its vision and mission	98.0%	97.1%	99.1%
Am in agreement with the mission statement	97.8%	98.6%	96.9%
I feel part of TWWDA vision, mission and core values	97.3%	98.4%	95.9%
<b>Average</b>	<b>97.7%</b>	<b>98.0%</b>	<b>97.3%</b>

### 3.3.4 TWWDA's Customer Focus on Service Delivery Charter (Reliability)

It has long been established that organizations with a quality foundation have better advantage to achieve high levels of customer satisfaction. Customer satisfaction is highly related to quality of service that in turn influences firm profitability, which leads to a satisfaction-quality-profit cycle.

The reliability of the agency service delivery was assessed using eight survey statements. On this dimension, results indicate high attachment as evidenced by an overall mean score of 90.8%. Respondents unanimously agreed that; the Agency has embraced continuous improvement on

services (96.3%); it is driven towards meeting customer needs (96.1%); quality is of top priority (95.8%) and the agency is committed to timely completion of projects (94.1%).

*Table 6: satisfaction of staff on continuous improvement*

	Total	Male	Female
TWWDA is driven towards meeting customer needs	96.1%	95.2%	97.2%
Quality is a top priority with TWWDA	95.8%	94.8%	97.2%
TWWDA has embraced continuous improvement on Services (QMS)	96.3%	95.7%	96.9%
TWWDA is bureaucratic	82.2%	77.8%	88.1%
TWWDA deals with people fairly and equitably	84.5%	85.3%	83.2%
TWWDA has effective procedures for handling complains	88.1%	88.0%	88.1%
TWWDA is committed to timely completion of projects	94.1%	94.9%	92.9%
Customers' concerns & queries are addressed promptly	88.9%	90.7%	86.6%
<b>Average</b>	<b>90.8%</b>	<b>90.3%</b>	<b>91.3%</b>

### 3.3.5 Sources of information & communication

Sources of information and communication about the Agency is a broad dimension and was evaluated from an expansive perspective, based on a four-item matrix. Overall mean is 90.7%, indicating a high level of satisfaction. By Gender, the satisfaction gap is narrow within a margin of 5%. Of all the items evaluated, it is evident that TWWDA website is informative and presentable. In addition, the agency social media information is accurate and timely (**Table 7**).

*Table 7: satisfaction with source information and communication*

	Total	Male	Female
TWWDA website is well informative	89.9%	91.5%	87.8%
TWWDA website is well presentable	90.7%	92.8%	88.1%
TWWDA Social media Information is accurate	91.0%	93.2%	88.1%
TWWDA Social media Information is timely	91.3%	93.2%	88.8%
<b>Average</b>	<b>90.7%</b>	<b>92.7%</b>	<b>88.2%</b>

### 3.3.6 Management

The Agency management was evaluated using eleven items and registered an overall satisfaction score of 86%. By gender analysis, this ranged from 84.5% (Female) to a high of 87.2% (male). Specifically, the results seem to give leverage on three aspect; adherence to corporate governance, collaboration with state actors and enhancing compliance with regulation & policies; this scored more than 90%.

Based on those items that recorded mean scores below 85%, four items emerge as priority areas, these are; enhancing knowledge management; enhancing teamwork; promoting career progression and promoting regular trainings. This are concerns by internal customers, which is more evident among the female staff.

Table 8: Staff satisfaction with management

	Total	Male	Female
The agency has improved automation levels	84.6%	82.8%	87.1%
Enhanced staff capacity building/development	85.6%	86.8%	83.9%
Adherence to corporate governance	91.7%	92.2%	91.0%
Enhances knowledge management	82.5%	84.1%	80.3%
Enhances risk management	84.2%	84.5%	83.9%
Promotes use of technology	88.6%	89.5%	87.3%
Enhances team work	82.8%	85.5%	79.0%
Collaborates with state actors	91.8%	93.8%	89.0%
Enhances compliance with regulation & policies	91.9%	93.9%	89.4%
Promotes career progression	80.6%	83.2%	77.1%
Promotes regular trainings	82.2%	82.6%	81.6%
<b>Average</b>	<b>86.0%</b>	<b>87.2%</b>	<b>84.5%</b>

### 3.3.7 Quality of Service by the Agency

Quality of Services offered by the agency was evaluated using sixteen items and registered a mean score of 88.6%. Two items are noted to have a slight lower mean score than the average; land and way leave acquisition process (80.6%) and community sensitization on project ownership (82.3%). This should raise a concern to the Agency management on improving customer service delivery.

Table 9: Agency service dimensions/Quality of services

	Total	Male	Female
Increased water coverage	91.3%	90.5%	92.5%
Development of water supply infrastructures	92.6%	91.7%	93.9%
Increase sewerage coverage	89.4%	85.6%	95.0%
Development of sewerage infrastructures	89.6%	86.0%	95.0%
Reliability of water supply infrastructures	93.2%	91.0%	96.7%
Reliability of sewerage infrastructures	92.5%	89.5%	96.8%
Construction of water facilities	94.3%	92.9%	96.4%
Resource mobilization	87.0%	86.6%	87.5%
Enhanced relationship with funding/development partners	90.3%	88.0%	93.7%
Provision of reliable water storage facilities	90.3%	88.3%	93.3%
Regular stakeholders' engagement & sensitization on water issues	88.1%	88.5%	87.4%
Land and way leave acquisition process	80.6%	80.3%	81.2%
Community sensitization on project ownership	82.3%	82.8%	81.6%
Enhancing water institution capacities	86.5%	84.9%	89.2%
Develops partnership & coordination	85.5%	84.7%	86.7%
The agency promotes staff development	84.0%	80.2%	90.0%
<b>Average</b>	<b>88.6%</b>	<b>87.0%</b>	<b>91.1%</b>

### 3.3.8 Complaint handling

Satisfaction with Complaint Handling at TWWDA was evaluated using five statements with an average score of 85.4%. Results indicated slight low mean satisfaction from the overall mean on; with feedback on mechanisms put in place to facilitate lodging of complaints (82.2%) especially on the female staff (74.4%). Further, timely action on complaints lodged also got a slight low score than average with 83.9%.

Table 10: satisfaction of complain handling by staff

	Total	Male	Female
TWWDA has effective channels for handling complaints	87.6%	89.2%	85.4%
Complaints lodged with TWWDA are dealt with objectively	87.9%	89.0%	86.4%
Complaints lodged with TWWDA are dealt with on time	83.9%	86.0%	80.8%
TWWDA provides feedback on complaint lodged	85.2%	88.6%	80.7%
Am satisfied with the mechanisms put in place to facilitate lodging of complaints	82.2%	87.4%	74.4%
<b>Average</b>	<b>85.4%</b>	<b>88.0%</b>	<b>81.5%</b>

### 3.3.9 TWWDA Brand and Image

The study sought to measure the strength of TWWDA's corporate brand and image among the Agency's internal customers. Respondents were presented with a range of five statements on the agency brand and image consisting of the customer focus, work performance culture, caring attitude towards customer and the improvement of brand and image. They were tasked to rate their level of agreement with each. This was broadly, to establish the extent to which the customers identify and recognize the agency brand and image. Customers unanimously agreed to the identity and recognition of the agency brand and image with a score of 95.6%. All the assessed statements on brand and image scored more than 90%.

Table 11: staff satisfaction of brand and image by

	Total	Male	Female
TWWDA is a customer focused organization	95.2%	95.1%	95.4%
TWWDA has a strong work performance culture	94.9%	95.1%	94.6%
TWWDA has a caring attitude towards its customers	93.8%	92.9%	95.2%
TWWDA image is improving	98.1%	97.6%	98.9%
TWWDA brand is improving	95.9%	95.6%	96.4%
<b>Average</b>	<b>95.6%</b>	<b>95.3%</b>	<b>96.1%</b>

### 3.3.10 Strengths and Opportunities for Improvement

According to internal customers (staff), the Agency excels mainly in; the development of water and sewerage infrastructure, meeting customer needs among others.

Given a choice on what need to be improved, the Agency staff proposed there is need to promote team work'/synergies within and outside the Agency, review or develop efficient mechanism for complaint handling (both internal and external), enhance Staff training and development, and Timely project/service delivery.



*Table 12: Strengths and Opportunities for Improvement as suggested by Staff*

Areas that TWWDA Excels		Areas for improvement		Suggestions for improvement	
Infrastructure development (water and sanitation)	25 %	Complaint handling (both internal and external)	15 %	Promote team work/synergies within and outside	16%
Meeting customer needs	12 %	Staff training and development	9%	Enhance organization culture	8%
All the services as per the mandate	11 %	Team work	8%	Ensure timeliness to service delivery/ project completion	7%
Team work	5%	Timely project/service delivery	5%	Enhance staff capacity development and trainings	5%
Complaint handling	5%	Customer care	5%	Keep on improving	5%
Industrial attachment/internship	5%	Procurement services	5%	Regular stakeholders engagement	5%
Communication to stakeholders/ stakeholders engagement	4%	Feedback mechanisms/ communication	5%	Demand everyone to be service delivery champions	4%
Project delivery	4%			Ensure adequate budgetary provisions for activities/projects	4%
Access to information	4%			Promote timely communication feedback	4%

## 3.4 Part 2: External Customers

### 3.4.1 Profile of Water Service Providers

In total 19 service providers participated in the survey, representing 95% of all water service providers under the Agency. Of this, 73.7% were male and 26.3% female where majority (36.8%) being those in the age of between 45 to 54 years, 21.1% consist of those of age 55 and above. All the respondents have interacted with the Agency for more than 2 years.

Table 13: Profile of water service providers

<b>Gender</b>	Male	<b>73.7%</b>
	Female	26.3%
<b>Age (years)</b>		
	25 – 34	10.5%
	35 – 44	31.6%
	45 – 54	36.8%
	55+ and Above	21.1%
<b>Length of interaction with TWWDA</b>	More than 2 years	100%

### 3.4.2 WSP Satisfaction Index

The overall satisfaction index for water service providers as evaluated scored **93%**. In terms of seven evaluated items, the highest satisfaction was on staff professionalism (98.6%) followed by TWWDA's methods of communication (96.8%). The least was on quality of service/ service dimensions that scored 81.6% (**Table 13**).

Table 14: Water service providers' overall satisfaction index

	Total	Male	Female
TWWDA methods of communication	96.8%	96.7%	97.4%
TWWDA vision, mission, and core values	94.1%	91.8%	100.0%
Customer focus & service delivery charter	92.1%	90.4%	96.2%
Staff professionalism	98.6%	98.2%	99.8%
Service dimensions	81.6%	77.4%	93.5%
Complaint handling	92.3%	90.1%	99.1%
TWWDA 's brand and image	95.2%	93.4%	100.0%
<b>WSP Satisfaction Index</b>	<b>93.0%</b>	<b>91.1%</b>	<b>98.0%</b>

### 3.4.3 Incidence of Recent Contact

Water service providers make a lot of interaction or contacts with the Agency during their service provision. From the survey, 37% of the WSP interacted with TWWDA on recent training or capacity building workshops, 32% during stakeholder's engagement and 26% when enquiring about a particular project or service.

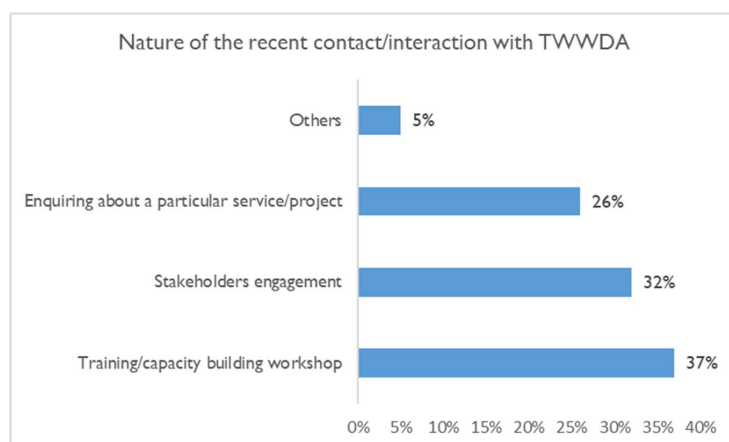


Figure 2: Nature of WSP recent contact/engagement

### 3.4.4 Method of contacts/Interaction

Water service providers mostly interacts with the agency through in person contacts or interactions as indicated by 68.4% of the respondents, 21.1% through emails and 10.5% through phone calls.

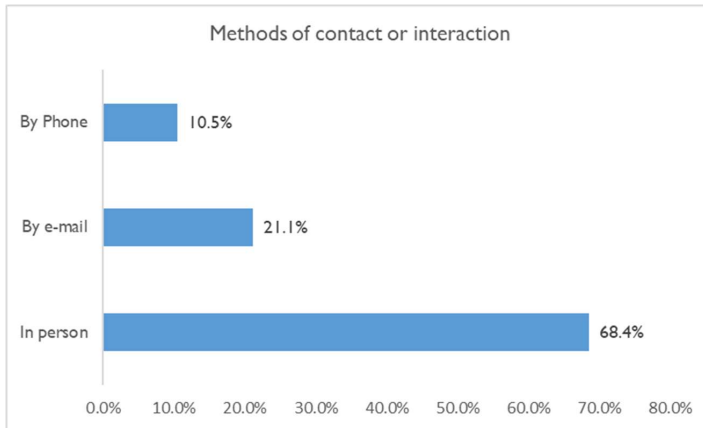


Figure 3: WSP methods of interaction

### 3.4.5 TWWDA Communication services WSP

#### 3.4.5.1 Services on Recent Contacts/Engagement

Water service providers are unanimously satisfied with recent services provided by the Agency on the recent contacts they had with the agency by either through; phone, email, website, in writing and in person services. All evaluated items scored more than 90%.

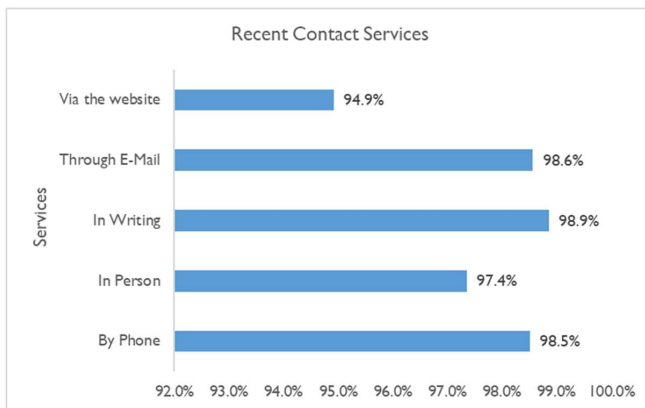


Figure 4: Satisfaction of services on recent contacts

#### 3.4.6 Preferred Mode of communication by WSP

For future engagement with the Agency, WSP unanimously prefer communication in writing or through emails. To them this are considered convenient methods. Additionally, telephone communication is also considered convenient, though this should be a follow up to either an email or a letter. Social media communication is considered a less convenient mode of communication as indicated by 78% of the WSP.

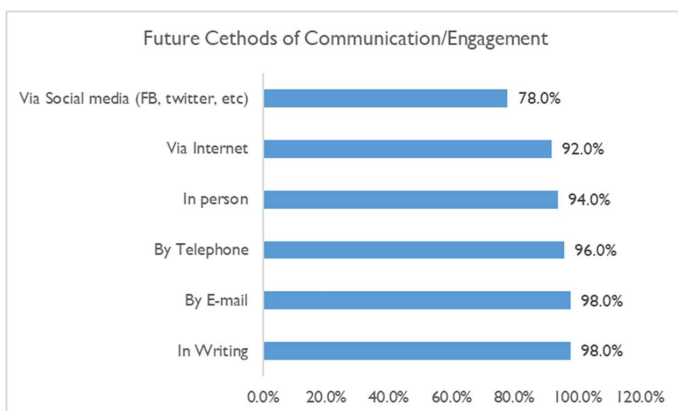


Figure 5: Preferred method of communication

### 3.4.7 Evaluation of Corporate brand by WSP

Measuring the strength of Agency corporate brand identity among the WSP, consisting of the mission, vision, and core values and how are communicated. WSP were asked to rate their level of agreement with each, and to what extent they identify with these corporate guidelines. Overall, results indicate a high satisfaction level with an average score of 94.1%.

Table 15: WSP satisfaction on corporate brand

	Total	Male	Female
TWWDA has clearly communicated its vision and mission	93.9%	91.5%	100.0%
Am in agreement with the mission statement	93.9%	91.5%	100.0%
I feel part of TWWDA vision, mission and core values	94.4%	92.3%	100.0%
<b>Average</b>	<b>94.1%</b>	<b>91.8%</b>	<b>100.0%</b>

### 3.5.8 Customer Focus & Service Delivery Charter (Reliability)

The reliability of the Agency service delivery to WSP was evaluated using eight statements. On Agency reliability, results indicate high satisfaction as supported by an overall mean score of 92.1%. However, 84% of respondents agree that the agency is bureaucratic.

Table 16: WSP satisfaction on continuous improvement

	Total	Male	Female
TWWDA is driven towards meeting customer needs	92.8%	90.0%	100.0%
Quality is a top priority with TWWDA	92.9%	90.0%	100.0%
TWWDA has embraced continuous improvement on Services	92.4%	89.2%	100.0%
TWWDA is bureaucratic	84.0%	85.0%	83.0%
TWWDA deals with people fairly and equitably	91.7%	90.0%	96.0%
TWWDA has effective procedures for handling complains	91.7%	89.2%	98.0%
TWWDA is committed to timely completion of projects	94.7%	95.5%	92.5%
Customers' concerns & queries are addressed promptly	96.3%	94.5%	100.0%
<b>Average</b>	<b>92.1%</b>	<b>90.4%</b>	<b>96.2%</b>

### 3.5.9 Staff Professionalism

Nine statements were used to evaluate TWWDA staff professionalism. This recorded a high level of satisfaction with an average score of 98.6%. High satisfaction levels are observed across all the parameters where every evaluated item scored more than 95%.

Table 17: WSP satisfaction on staff professionalism

	Total	Male	Female
The staff have good reputation	99.5%	99.3%	100.0%
Staff are helpful	98.9%	98.6%	100.0%
The staff understand customer's needs	98.4%	98.6%	98.0%
The staff respect customers	98.9%	98.6%	100.0%
The staff are courteous	99.5%	99.3%	100.0%
The staff have high integrity	97.8%	96.9%	100.0%
The staff are presentable	97.9%	97.1%	100.0%
The staff are time conscious	98.1%	97.5%	100.0%
Staffs respond to customer queries promptly	98.3%	97.7%	100.0%
<b>Average</b>	<b>98.6%</b>	<b>98.2%</b>	<b>99.8%</b>

### 3.5.10 Quality of Service

Quality of Service to WSP was evaluated using fifteen items and registered a mean score of 81.6%. Average satisfaction levels of 73.9% is observed with regard to increasing water coverage among WSP. Additionally, three issues of relative concern especially across gender are; reliability of water supply infrastructures; provision of reliable water storage facilities and community sensitization on project ownership. It is apparent that explicit satisfaction deficit is evident in these areas among WSP.

Table 18: WSP satisfaction on quality of service

	Total	Male	Female
Increased water coverage	73.9%	70.8%	82.0%
Development of water supply infrastructures	80.0%	80.0%	80.0%
Increase sewerage coverage	80.0%	80.0%	80.0%
Development of sewerage infrastructures	80.0%	80.0%	80.0%
Reliability of water supply infrastructures	80.0%	70.0%	100.0%
Reliability of sewerage infrastructures	80.0%	80.0%	100.0%
Construction of water facilities	80.0%	80.0%	100.0%
Resource mobilization	90.0%	80.0%	100.0%
Enhanced relationship with funding/development partners	90.0%	80.0%	100.0%
Provision of reliable water storage facilities	80.0%	70.0%	100.0%
Regular stakeholders' engagement and sensitization on water issues	90.0%	80.0%	100.0%
Land and way leave acquisition process	80.0%	80.0%	90.0%
Community sensitization on project ownership	80.0%	70.0%	90.0%
Enhancing water institution capacities	80.0%	80.0%	100.0%
Develops partnership and coordination	80.0%	80.0%	100.0%
<b>Average</b>	<b>81.6%</b>	<b>77.4%</b>	<b>93.5%</b>

### 3.5.11 Complaint Handling

WSP registered high satisfaction levels on TWWDA complaint handling with an average score of 92.3%.

Table 19: WSP satisfaction on Complaint handling

	Total	Male	Female
TWWDA has effective channels for handling complaints	97.5%	96.7%	100.0%
Complaints lodged with TWWDA are dealt with objectively	90.0%	86.9%	100.0%
Complaints lodged with TWWDA are dealt with on time	91.2%	88.5%	100.0%
TWWDA provides feedback on complaint lodged	91.2%	89.2%	97.5%
Am satisfied with the mechanisms put in place to facilitate lodging of complaints	91.7%	89.2%	98.0%
<b>Average</b>	<b>92.3%</b>	<b>90.1%</b>	<b>99.1%</b>

### 3.5.12 TWWDA Brand and Image

The view and strength of TWWDA corporate brand and image among the Agency's external customers was evaluated using a range of five statements. This was broadly intended to establish the extent to which the customers identify and recognize the agency brand and image. WSP customers unanimously agreed to the identity and recognition of the agency brand and image with a score of 95.2%.

Table 20: Satisfaction of Agency brand and image

	Total	Male	Female
TWWDA is a customer focused organization	93.3%	90.8%	100.0%
TWWDA has a strong work performance culture	92.8%	90.0%	100.0%
TWWDA has a caring attitude towards its customers	92.2%	89.2%	100.0%
TWWDA image is improving	98.9%	98.5%	100.0%
TWWDA brand is improving	98.9%	98.5%	100.0%
<b>Average</b>	<b>95.2%</b>	<b>93.4%</b>	<b>100.0%</b>

### 3.5.13 Overall change of TWWDA

Majority of the WSP (68%) believe TWWDA has changed significantly for the better since they started interacting with the agency whereas 16% indicates the agency has slightly changed for the better.

### 3.5.14 Strengths and Opportunities for Improvement

According to water service providers, the agency excels mainly in; the development of water & sewerage infrastructure, stakeholders' engagement/sensitization, capacity building of WSP and funding of the same water service providers.

Given a choice on what need to be improved, the WSP proposed there is need for rehabilitation of existing and dilapidated infrastructures; capacity building of WSP, scaling-up projects to rural WSP, enhance public participation/engagement and promote county government relationship/partnership.

**Table 21: Strengths and Opportunities for Improvement as suggested by WSP**

Areas that TWWDA Excels		Areas for improvement		Advice to improve service delivery	
➤ Development of water and sewerage infrastructure	21%	▪ Rehabilitation of existing and dilapidated infrastructures	26%	✓ Consider WSP with rural projects that don't attract commercial loans for development	11%
➤ Stakeholders engagement/sensitization	21%	▪ Capacity building of WSP	11%	✓ Enhance public/stakeholders participation on mandate	11%
➤ Capacity building of WSP	21%	▪ Low water coverage	5%	✓ promote engagement of WSP at all stages of project implementation	11%
➤ Funding of WSP	11%	▪ Infrastructure for small WSP	5%	✓ Promote County government/MDAs relationship/partnership	11%
➤ Image/brand development	11%	▪ Stakeholders engagement on projects	5%	✓ Enhance wayleave compensation	5%
➤ Timely communication	5%	▪ Meter classifications	5%	✓ Ensure equitable distribution of resources	5%
➤ Technical assistance to WSP	5%	▪ Wayleave compensation	5%	✓ Conduct regular customer surveys	5%
➤ Partnership establishment	5%	▪ TWWDA/County government relations	5%	✓ Ensure access to standard quality water meters	5%
		▪ Resource mobilization	5%	✓ Reward WSP on performance of water infrastructures	5%
				✓ Enhance fund mobilization	5%

### 3.5 Part 3: Suppliers/Consultant/Contractors

#### 3.5.1 Demographic Information

A total of 14 suppliers participated in the survey. Distribution by age showed that those below the age of 54 years comprised the highest percentage (85.8%). By gender, 78.6% were male and 21.4% female. Respondents were mainly from the pre-qualified list (42.9%).

**Table 22: Supplier/contractor/consultant information**

		Frequency	Percent
<b>Gender</b>	Male	11	78.6
	Female	3	21.4
<b>Age (years)</b>	25 – 34	4	28.6
	35 – 44	4	28.6
	45 – 54	4	28.6
	55+ and Above	2	14.3
<b>Nature of Engagement</b>	Conference facilities	1	7.1
	EIA	2	14.3
	Pre-qualified	6	42.9
	Research Consultancy	1	7.1
	PVC & GI pipes	1	7.1
	Computer & accessories	2	14.3
	Branding & promotional materials	2	14.3



### 3.5.2 Suppliers Satisfaction Index

The overall satisfaction index for Supplier/contractor/consultant in relation to the services received from TWWDA is **82.3%**.

Table 23: Supplier/contractor/consultant satisfaction index

	Total	Male	Female
Source of information/communication	76.3%	79.9%	65.8%
Preferred mode of communication	74.6%	76.4%	70.0%
TWWDA vision, mission and core values	86.6%	93.4%	70.0%
Customer focus/provision of services	80.9%	83.0%	76.3%
TWWDA brand & Image	92.9%	94.9%	82.5%
<b>Average</b>	<b>82.3%</b>	<b>85.5%</b>	<b>72.9%</b>

### 3.5.3 Sources of Information/Communication

Respondents were asked whether they agree with each of the four statements on the sources of information about TWWDA. The results shows high ranking on the website presentation (84.5%), website being informative at 81.8% and social media information being accurate at 75%, though female suppliers rated this at 55% . However, the timeliness of information on social media is rated albeit low at 63.8%.

Table 24: Source of information/communication as a supplier of TWWDA

	Total	Male	Female
1) TWWDA website is well informative	81.8%	86.3%	70.0%
2) TWWDA website is well presentable	84.5%	85.0%	83.3%
3) TWWDA Social media Information is accurate	75.0%	81.7%	55.0%
4) TWWDA Social media Information is timely	63.8%	66.7%	55.0%

### 3.5.4 Future Methods of communication

Suppliers were asked to rate the convenient of each of the listed methods of communication for future interaction/ engagement with the Agency. Email is rated as the most convenient method of communication to suppliers on any future engagement or interactions with the agency at 85%. Followed by telephone and internet, which scored 78% apiece. Social media is rated the lowest preferred method with 58%.

Table 25: Suppliers preferred mode of communication on future engagement

	Total	Male	Female
1) By Telephone	78.4%	80.0%	73.4%
2) In Writing	71.6%	73.4%	66.6%
3) By E-mail	85.0%	86.6%	80.0%
4) Via Internet	78.2%	85.0%	60.0%
5) Via Social media (FB, twitter, etc)	58.0%	60.0%	53.4%
6) In person	76.6%	73.4%	86.6%

Supplier results shows high level of agreement on the evaluated statements on the Agency vision, mission and core values with an average score of 86.6%.

### 3.5.5 Quality of Services

Suppliers were presented with 10 statements cutting across different aspects of service delivery at TWWDA and asked to rate their satisfaction with each. Results showed high levels of satisfaction with the evaluated items attaining an overall mean of 80.9%. Supplier respondents unanimously agreed that; the Agency staff are courteous; the agency clearly states its requirement of the products or services to be supplied or consulted and the Agency adhere to the public procurement and disposal Act in procuring goods and services. In addition, they stated, the Institution is accessible; they are aware of the communication channel or means available at the Agency and they are aware of the Agency service delivery charter with each scoring over 75%.

Problems, enquiries or complaints handling at the Agency to the satisfaction of the respondents scored 68.8% whereas answering of phone calls to the satisfaction of the respondents scored 71.1%.

*Table 26: Satisfaction of services by the supplier*

	Total	Male	Female
1) I am treated with courtesy by the staff of the Agency	84.0%	87.1%	76.7%
2) The Agency has clearly stated its requirement of the products/ services to be supplied or consulted	88.9%	86.7%	93.3%
3) I am satisfied with the duration from the time I deliver products/services to the time I get paid	76.0%	90.0%	55.0%
4) The Agency is accessible	76.0%	72.9%	83.3%
5) My problems, enquires / complaints to the Agency are responded to my satisfaction	68.8%	73.3%	55.0%
6) My phone calls are answered politely, cheerfully and returned promptly	71.1%	75.7%	55.0%
7) I am aware of the communication channel/means available at the Agency	80.0%	84.3%	70.0%
8) I receive timely and accurate information about what to supply/consult and when	85.6%	82.9%	95.0%
9) The Agency adhere to the public procurement and disposal act in procuring goods and services	97.1%	100.0%	90.0%
10) I am aware of the Agency's service delivery charter	81.0%	77.1%	90.0%
<b>Average</b>	<b>80.9%</b>	<b>83.0%</b>	<b>76.3%</b>

### 3.5.6 TWWDA Image and Brand

Suppliers agreed unanimously that, the agency brand & image is improving; they also agreed TWWDA is a customer focused organization and has a strong work performance culture, all scoring 90% and above. Caring attitude towards its customers scored 76.7%.

*Table 27: Image and brand of TWWDA*

	Total	Male	Female
1. TWWDA is a customer focused organization	100.0%	100.0%	100.0%
2. TWWDA has a strong work performance culture	90.0%	100.0%	65.0%
3. TWWDA has a caring attitude towards its customers	76.7%	76.7%	
4. TWWDA image is improving	98.0%	98.0%	
5. TWWDA brand is improving	100.0%	100.0%	

On changes, 42% of the suppliers noted the Agency has changed since they started interacting. However, 7% indicated the Agency has not changed.

### 3.5.7 Strengths and Opportunities for Improvement

According to suppliers, the Agency excels on clear communication, professionalism of staff, responding to queries and transparency/openness in tendering. Given a choice on what need to be improved, the suppliers proposed; timely communication feedback; improve on tendering processes and regular supplier engagement through sensitization forums.

*Table 28: Strengths and Opportunities for Improvement (Based on 14 respondents)*

Areas that TWWDA Excels in		Areas that need improvement		Suggestions to improve on service delivery	
Clear communication	14%	Feedback to suppliers	21%	Timely communication	14%
Professionalism of staff	14%	Corruption	7%	Transparency/openness in tendering	14%
Responding to queries	7%	Lack of Fairness during tendering	7%	Regular supplier engagement	7%
Transparency/openness in tendering	7%			Active engagement on social media	7%

## 4.0 FACTOR ANALYSIS

Factor analysis is used solely for data reduction, simply because such reduction may be needed for subsequent analysis. Factor analysis provides a means for creating a single composite variable out of many variables. Alternatively, it's used to identify several composite variables, which, taken together, summarize the sources of variance contained in all (or most) variables included in a study. The researcher may collect a large amount of data, reduce the data through factor analysis, and conduct other analyses (such as regression or analysis of variance) on the reduced data.

### 4.1 Principal Component Analysis (PCA)

The survey used principal component analysis to test whether all or some of the variables measured customer satisfaction. PCA is used to identify patterns in data, and it expresses the data in such a way as to highlight their similarities and differences. Since patterns in data can be hard to find in data of high dimension, where the luxury of graphical representation is not available, Principal Component Analysis is a powerful tool for analyzing such a data.

In performing principal component analysis (PCA), some basic test must pass for the analysis to proceed. For this customer satisfaction survey, only internal customers' data passed this test.

Table 29: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			0.553
Bartlett's Test of Sphericity	Approx. Chi-Square		6609.632
	Df		1326
	Sig.		0.000

Table 29 shows the KMO measure and the results of the Bartlett's test, which is used to judge the adequacy of the sample size and whether or not the correlation matrix is suitable for PCA respectively. Both the KMO value of 0.553 (which is greater than the minimum threshold of 0.5<sup>5</sup> and the Bartlett's test *p* value of 0.000 suggest the sample size is adequate and that, at least, some of the variables are inter-correlated and therefore the data is suitable for PCA.

Table 30: Extracted Principal Components Based on the Eigen value Criterion

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	24.965	48.01	48.01	24.965	48.01	48.01
2	4.871	9.367	57.376	4.871	9.367	57.376
3	3.162	6.081	63.458	3.162	6.081	63.458
4	2.155	4.145	67.602	2.155	4.145	67.602
5	1.9	3.654	71.257	1.9	3.654	71.257
6	1.809	3.478	74.735	1.809	3.478	74.735
7	1.591	3.06	77.794	1.591	3.06	77.794
8	1.393	2.679	80.473	1.393	2.679	80.473
9	1.17	2.249	82.723	1.17	2.249	82.723
10	1.083	2.083	84.805	1.083	2.083	84.805

<sup>5</sup> Sharma, 1996

**Table 30**, shows the principal components extracted based on the eigenvalue criterion. From the table, ten (10) principal components were extracted and therefore principal component having eigenvalue greater than one (1) are retained. The first component has the highest eigenvalue (24.965) and hence accounts for most of the variation in the data sets (variation in internal customer satisfaction in TWWDA) and the second component explains the maximum of variance, which was not accounted by the first component. The ten principal components (factors) extracted account for **84.805%** in the internal customer satisfaction at TWWDA. This suggest that the ten component extracted in this survey are good enough to support the claims of TWWDA internal customer satisfaction. The balance is accounted by other factors beyond TWWDA.

*Table 31: Loadings on the principal components*

Variables	Component									
	1	2	3	4	5	6	7	8	9	10
Complaints lodged with TWWDA are dealt with objectively	0.853									
TWWDA has effective channels for handling complaints	0.832									
TWWDA provides feedback on complaint lodged	0.813									
Complaints lodged with TWWDA are dealt with on time	0.802									
Am satisfied with the mechanisms put in place to facilitate lodging of complaints	0.775									
Regular stakeholders' engagement & sensitization on water issues	0.711									
TWWDA has a strong work performance Culture	0.604									
Enhances compliance with regulation & Policies	0.594									
Community sensitization on project Ownership	0.582									
Resource mobilization	0.567									
Promotes regular trainings	0.56									
Land & way leave acquisition Process	0.549									
Enhances knowledge management	0.535									
The agency promotes staff development	0.502									
Enhanced staff capacity building/ Development	0.497									
Develops partnership & coordination	0.462									
TWWDA has a caring attitude towards its customers	0.449									
The agency has improved automation Levels	0.421									
Enhances risk management	0.42									
TWWDA is a customer focused Organization	0.406									
Adherence to corporate governance	0.404									
Increased water coverage		0.85								
Development of water supply Infrastructures		0.844								
Increase sewerage coverage		0.593								
Development of sewerage infrastructures		0.598								

Reliability of water supply infrastructures	0.859								
Reliability of sewerage infrastructures	0.86								
Construction of water facilities	0.867								
Enhanced relationship with funding/ Development partners	0.428								
Provision of reliable water storage Facilities	0.658								
TWWDA is driven towards meeting customer needs	0.796								
Quality is a top priority with TWWDA	0.697								
TWWDA has embraced continuous improvement on Services (QMS)	0.642								
TWWDA is committed to timely completion of projects	0.631								
Customers' concerns & queries are addressed promptly	0.509								
TWWDA brand is improving	0.469								
TWWDA has effective procedures for handling complains	0.454								
TWWDA Social media Information is accurate & timely	0.745								
TWWDA Social media Information is Timely	0.764								
Promotes use of technology	0.521								
Collaborates with state actors	0.824								
I feel part of TWWDA vision, mission and core values	0.591								
TWWDA deals with people fairly and Equitably	0.523								
TWWDA website is well informative	0.852								
TWWDA website is well presentable	0.793								
Enhancing water institution capacities	0.751								
Promotes career progression	0.556								
Enhances team work	0.499								
TWWDA has clearly communicated its vision and mission	0.767								
Am in agreement with the mission Statement	0.797								
TWWDA is bureaucratic	0.579								
TWWDA image is improving	0.467								

From **Table 31**, component 1 consist of variables that are mainly categorized into four main areas as; complaint handling, service dimensions, management, and brand and image in meeting internal customer's expectation that are loaded on the first component. The PCA findings suggest that the four main areas are presumed to be the key underlying factors in determining TWWDA internal customer satisfaction.

In addition, component 2 consist of variables that are associated to reliability of Agency services. These measures the degree of satisfaction on customer focus & service delivery charter. The PCA findings show that the variables were loaded on the second component with an eigenvalue of 4.871.

## 5.0 CONCLUSIONS

The overall Customer Satisfaction Index as evaluated is 88.4%. This has increased by 10.5% from previous survey<sup>6</sup>. Highest satisfaction was reported among the water service providers with an index of 93.0% followed by Agency staff at 90.7%, which is commendable and should be maintained.

Suppliers, contractors & consultants recorded slightly lower satisfaction levels with an index of 82.3% that should be improved by addressing issues that scored low.

The feedback from the survey will help the Agency to continue managing and improving customer issues. This should be viewed as a wealth of information to the Agency on how to improve programs and meet the needs of the customers who are a great asset to the success of the Agency.

Notably, in the last two years TWWDA performance has improved by more than 10%. It worthy noting that improving the index requires a lot of effort once higher satisfaction level is achieved. Since the opportunity for improvement becomes fewer and fewer and mostly require long-term strategy. However, in every survey there are always quick wins that can be fixed almost immediately and will have a great impact on customer satisfaction even as when the long term improvement are scheduled and implemented.

---

<sup>6</sup> Envag Associates (K) Ltd, TWWDA Customer Satisfaction Survey, November 2019



## 6.0 RECOMMENDATIONS

Analysis of the level of satisfaction by the respondents' indicates areas that are satisfactorily addressed by the Agency and need to be sustained. Overall results show evidence of numerous opportunities for improvement. However, those areas that are ranked below satisfaction levels need urgent management attention and action. Hence, we recommend to the Agency to focus its efforts on the following areas:

- 1 TWWDA should enhance its complaint handling mechanism such as create a committee for handling complaints; the committee will ensure complaint handling adhere to procedures, especially in receiving, registering and forwarding to right channels for solution as well as giving timely feedback to the complainant. The committee should represent quarterly reports to management and board.
- 2 There is need for Agency to allocate more resources towards regular sensitization and engagement forums to create more awareness on Agency mandate to stakeholders to ensure that they are well informed.
- 3 Develop a working relationship with County governments, community & partners and other stakeholders. For instance having monthly or quarterly meetings to identify and profile areas of partnership and collaboration to avoid any duplication and conflict. This will assist in getting feedback information for timely completion of projects.
- 4 Review and implement the Agency communication strategy. The strategy will provide guidelines on the optimal channels of communication, key communication needs, structured messages and evaluation mechanisms. Identify and adopt various mechanisms for timely communication & feedback to customers
- 5 Implement a knowledge management system to preserve on the institutional memory. Organizational knowledge adds long-term benefits to the organization in terms of finances, culture and people.
- 6 Have regular & structured capacity building/training programs for staff and water service providers to improve on their skills. Some of the suggested training areas include; conflict management, customer service among others.
- 7 Have regular outdoor activities for staff to promote team work or synergies within & outside the departments
- 8 Establish a way-leave acquisition policy to avoid project delays to enhance project implementation.
- 9 Over 34% of the Agency staff are above 45 years old, the Agency need to develop and put a succession plan in place.
- 10 Enhance the reception area & access of TWWDA by people with disability

## 7.0 REFERENCES

Andy, F, 2005: "Research Methods II, Factor Analysis on SPSS"

PSRDS, (2006). "Office of the President – Results for Kenyans, Rapid Results Initiatives Report", June 2013- June 2014

PSRDS. (Undated). "Results-Based Management and the Performance Contracts in the Public Service".

Paul & Nick Hague (2014).Customer Satisfaction Surveys, B2B International Ltd.

Johnson, Joseph & Keelson, Solomon. (2016). PRINCIPAL COMPONENT ANALYSIS OF CUSTOMER SATISFACTION AND REPEAT PURCHASE BEHAVIOUR IN THE MOBILE TELEPHONY MARKET IN GHANA. British Journal of Marketing Studies. Vol.4,. pp.55-70.

Envag Associates (K) Ltd (2019). Tana Water Works Development Agency- Customer Satisfaction Surveys

### Internet resources

<http://www.esurveyspro.com>>

GP 247 A (Revised 2008) Performance Management System in the Civil Service and Local Authorities

Yera, T. (2010). IESE Insight, <http://www.ieseinsight.com>

<[https://www.tutorialspoint.com/management\\_concepts/knowledge\\_management.htm](https://www.tutorialspoint.com/management_concepts/knowledge_management.htm)>

## Annex 1: Customer Satisfaction Survey Questionnaire - External

Start time: .....End time: ..... Date: ..... Serial No: .....																
<b>Introduction</b> <b>Fisacom Capital Ltd</b> is carrying out a <b>Customer Satisfaction Survey</b> on behalf of the Tana Water Works Development Agency (TWWDA). Management will use the results of this survey to effect changes that will help improve its service delivery and enable the Agency play her significant role in attaining its vision. Please note that your views in form of answers to these questions will be treated confidentially and will go a long way in assisting the agency realize her vision.																
<b>PERSONAL INFORMATION (Important -This is for analysis only).</b>																
<b>P1. Gender</b> 1) Male [ ] 2) Female [ ] 3) Inter sex [ ]			<b>P2. Age ( years)</b> 1) 18 - 24 [ ] 2) 25 - 34 [ ] 3) 35 - 44 [ ] 4) 45 - 54 [ ] 5) 55+ & Above [ ]			<b>P3. Which one of the following best describes your relationship with TWWDA?</b> 1) Water service provider (WSP) [ ] 2) MDAs [ ] 3) Others (Specify) _____										
<b>P4. Name of your institution/company/ministry/Departments/County/Agency associated with? .....</b>																
<b>P5. How long have you interacted with TWWDA?</b> 1) Less than 6 months [ ]    2) 6-12 months [ ]    3) 1 - 2 years [ ]    4) More than 2 years [ ]																
<b>1. INCIDENCE OF CONTACT</b>																
What was nature of the most recent contact/interaction you had with <b>TWWDA</b> ?																
1) Enquiring about a particular service/project [ ] 2) Seeking general information [ ] 3) Carrying out a transaction [ ] 4) Providing Information [ ] 5) Stakeholders engagement [ ]						6) Training/capacity building workshop [ ] 7) Seeking payment/collecting allowance [ ] 8) Querying the meaning/accuracy in documentation received [ ] 9) Other (please specify) _____										
<b>2. METHOD OF CONTACT/INTERACTION</b>																
Considering the most recent contact or interaction you had with <b>TWWDA</b> , did you <b>mainly</b> deal with the relevant Department or Office by telephone, in writing, by e-mail, via a website or in person?																
1) By Phone [ ] 2) In person [ ] 3) In writing [ ]						1) By e-mail [ ] 2) Via website [ ] 3) Via Social media (FB, twitter, etc) [ ] 4) Webinars [ ]										
<b>3. COMMUNICATION AUDIT</b>																
<b>a. Satisfaction with Service by Phone</b>																
Considering the recent contact or interaction you had <b>by Phone</b> , please indicate to which extent you are satisfied with the following statements. <b>(With 10 being satisfied and 1 is dissatisfied).</b>																
<b>Parameters</b>						<b>Satisfied.....Dissatisfied</b>						<b>Don't know</b>				
1) Courtesy of staff						10	9	8	7	6	5	4	3	2	1	11
2) Knowledge of staff																
3) Quality of advice & information received																
4) Ease of finding telephone number																
5) Speed /efficiency with which query was dealt with																
6) Speed with which phone was answered																
Comments																
<b>b. Satisfaction with Service in Person</b>																
Considering the most recent contact or interaction you had <b>in person</b> , please indicate to which extent you are satisfied with the following.																
<b>Parameters</b>						<b>Satisfied.....Dissatisfied</b>						<b>Don't know</b>				
1) Courtesy of staff						10	9	8	7	6	5	4	3	2	1	11
2) Knowledge of staff																
3) Quality of advice & information received																
4) Location of Department/Office																

5) Public Service Area Facilities												
6) Assistance received												
7) Waiting Area												
8) Hours of Business												
9) Speed and efficiency with which the query was addressed												
Comments.....												
<b>c. Satisfaction with Service in Writing</b>												
Considering the most recent contact or interaction, you had in <b>writing</b> , how satisfied or dissatisfied were you with the following?												
	Satisfied.....Dissatisfied											Don't know
<b>Parameters</b>	10	9	8	7	6	5	4	3	2	1	11	
1) Ease of finding correct Address/contact person												
2) Clarity of language used in the written communication												
3) Layout of the information received												
4) Quality of advice or information received												
5) Speed & efficiency of response to the query												
Comments												
<b>d. Satisfaction with Service through E-Mail</b>												
Q: Considering your most recent contact/ or interaction you had through <b>e-mail</b> , how satisfied or dissatisfied were you with the following?												
	Satisfied.....Dissatisfied											Don't know
<b>Parameters</b>	10	9	8	7	6	5	4	3	2	1	11	
1) Clarity of language used in the e-mail												
2) Speed & efficiency of response to the query												
3) Quality of advice/information received												
Comments												
<b>e. Satisfaction with Service via the website</b>												
Q: Considering the most recent contact or interaction, you had through the Agency's <b>website</b> , how satisfied or dissatisfied were you with the following?												
	Satisfied.....Dissatisfied											Don't know
<b>Parameters</b>	10	9	8	7	6	5	4	3	2	1	11	
1) Ease of finding the website												
2) Presentation of the website												
3) Information and documents available on the website												
4) Ease of navigating through the website												
5) Clarity of website and on-line information												
6) Speed/efficiency of response to query												
Comments												
<b>f. Preferred mode of communication or future engagements</b>												
Q: Considering future dealings/ engagement/interactions, you may have with TWWDA, how convenient or inconvenient each of the following methods would be if you are contacting the Agency												

Methods of engagement	Very Convenient (5)	Fairly Convenient (4)	Average (3)	Inconvenient (2)	Very Inconvenient (1)	Don't Know (11)
1) By Telephone						
2) In Writing						
3) By E-mail						
4) Via Internet						
5) Via Social media (FB, twitter, etc)						
6) In person						

#### 4. TWWDA VISION, MISSION, AND CORE VALUES

To what extent do you agree with the following statements on the vision, mission and core values of TWWDA?

	Agree.....Disagree										Don't know
Parameters	10	9	8	7	6	5	4	3	2	1	11
1) TWWDA has clearly communicated its vision and mission											
2) In agreement with the mission statement											
3) I feel part of TWWDA vision, mission and core values											

Comments

#### 5. CUSTOMER FOCUS & SERVICE DELIVERY CHARTER

To what extent do you agree with the following statements about the customer focus and continued improvement at the Agency?

	Agree.....Disagree										Don't know
Parameters	10	9	8	7	6	5	4	3	2	1	11
1) TWWDA is driven towards meeting customer needs											
2) Quality is a top priority with TWWDA											
3) TWWDA has embraced continuous improvement on Services											
4) TWWDA is bureaucratic											
5) TWWDA deals with people fairly and equitably											
6) TWWDA has effective procedures for handling complains											
7) TWWDA is committed to timely completion of projects											
8) Customers' concerns & queries are addressed promptly											

Comments

#### 6. STAFF PROFESSIONALISM

To what extent do you agree or disagree with each of the following statements about the Officers of TWWDA?

	Agree.....Disagree										Don't know
Parameters	10	9	8	7	6	5	4	3	2	1	11
1) The staff have good reputation											
2) Staff are helpful											
3) The staff understand customer's needs											
4) The staff respect customers											
5) The staff are courteous											
6) The staff have high integrity											
7) The staff are presentable											

8) The staff are time conscious												
9) Staffs respond to customer queries promptly												
Comments												
<b>7. SERVICE DIMENSIONS</b>												
How satisfied are you with the following services as provided by the Agency?												
	Satisfied.....Dissatisfied										Don't know	
<b>Parameters</b>	10	9	8	7	6	5	4	3	2	1	11	
1) Increased water coverage												
2) Development of water supply infrastructures												
3) Increase sewerage coverage												
4) Development of sewerage infrastructures												
5) Reliability of water supply infrastructures												
6) Reliability of sewerage infrastructures												
7) Construction of water facilities												
8) Resource mobilization												
9) Enhanced relationship with funding/development partners												
10) Provision of reliable water storage facilities												
11) Regular stakeholders' engagement & sensitization on water issues												
12) Land & way leave acquisition process												
13) Community sensitization on project ownership												
14) Enhancing water institution capacities												
15) Development of partnership & coordination												
Comments												
<b>8. COMPLAINT HANDLING</b>												
To what extent do you agree with the following statements about complaints handling at TWWDA?												
	Agree.....Disagree										Don't know	
<b>Parameters</b>	10	9	8	7	6	5	4	3	2	1	11	
1) TWWDA has effective channels for handling complaints												
2) Complaints lodged with TWWDA are dealt with objectively												
3) Complaints lodged with TWWDA are dealt with on time												
4) TWWDA provides feedback on complaint lodged												
5) Am satisfied with the mechanisms put in place to facilitate lodging of complaints												
Comments												
<b>9. TWWDA 'S BRAND AND IMAGE</b>												
To what extent do you agree with the following statements on the image and brand of TWWDA?												
	Agree.....Disagree										Don't know	
<b>Parameters</b>	10	9	8	7	6	5	4	3	2	1	11	

1) TWWDA is a customer focused organization												
2) TWWDA has a strong work performance culture												
3) TWWDA has a caring attitude towards its customers												
4) TWWDA image is improving												
5) TWWDA brand is improving												
Comments												
<p><b>10. Overall, since you started interacting with TWWDA, what could you say about TWWDA's progress</b></p> <p>1. Changed very much for the better [ ]</p> <p>2. Changed slightly for the better [ ]</p> <p>3. Not changed at all [ ]</p> <p>4. Changed slightly for the worse [ ]</p> <p>5. No idea/don't know [ ]</p>												
<b>11. SUGGESTIONS.</b>												
<p>a. In your opinion, which aspects of service delivery has TWWDA excelled?</p> <p>.....</p> <p>.....</p> <p>.....</p>												
<p>b. In your opinion, what aspects of service delivery does the TWWDA perform below your expectation and need Improvement?</p> <p>.....</p> <p>.....</p> <p>.....</p>												
<p><b>12. What advice/suggestions/recommendations would you give TWWDA to improve on service delivery?</b></p> <p>.....</p> <p>.....</p> <p>.....</p>												

THANKS FOR YOUR TIME & ACCEPTING TO GIVE FEEDBACK

## Annex 2: Customer Satisfaction Survey Questionnaire - Internal

Start time: .....End time..... Date..... Serial No:.....												
<b>Introduction</b>												
<p><b>Fisacom Capital Ltd</b> is carrying out a <b>Customer Satisfaction Survey</b> on behalf of the Tana Water Works Development Agency (TWWDA). Management will use the results of this survey to effect changes that will help improve its service delivery and enable the Agency play her significant role in attaining its vision. Please note that your views in form of answers to these questions will be treated confidentially and will go a long way in assisting the agency realize her vision.</p>												
<b>PERSONAL INFORMATION (Important -This is for analysis only).</b>												
<b>P1. Gender</b>				<b>P2. Age ( years)</b>				<b>P3. Years of experience with TWWDA?</b>				
1) Male [ ]				1) 18 – 24 [ ]				1) Below 1 year [ ]				
2) Female [ ]				2) 25 – 34 [ ]				2) 1-5 years [ ]				
3) Inter sex [ ]				3) 35 – 44 [ ]				3) 6-10 years [ ]				
				4) 45 – 54 [ ]				4) 11-15 years [ ]				
				5) 55+ and Above [ ]				5) Above 15 years [ ]				
<b>P4. Department</b>												
1) Internal Audit & Quality Assurance [ ]						6) Water & sanitation infrastructure [ ]						
2) Supply chain [ ]						7) HR & administration [ ]						
3) ICT [ ]						8) Finance & accounts [ ]						
4) Corporate communication & PR [ ]						9) Finance & resource mobilization [ ]						
5) Research, strategy & planning [ ]						10) Technical services [ ]						
<b>1. TWWDA VISION, MISSION, AND CORE VALUES</b>												
To what extent do you agree with the following statements on the vision, mission and core values of TWWDA?												
										<b>Agree.....Disagree</b>		<b>Don't know</b>
<b>Parameters</b>	10	9	8	7	6	5	4	3	2	1	11	
1) TWWDA has clearly communicated its vision and mission												
2) Am in agreement with the mission statement												
3) I feel part of TWWDA vision, mission and core values												
Comments												
<b>2. CUSTOMER FOCUS &amp; SERVICE DELIVERY CHARTER</b>												
To what extent do you <b>agree</b> with the following statements about the customer focus and continued improvement at the <b>Agency</b> ?												
										<b>Agree.....Disagree</b>		<b>Don't know</b>
<b>Parameters</b>	10	9	8	7	6	5	4	3	2	1	11	
1) TWWDA is driven towards meeting customer needs												
2) Quality is a top priority with TWWDA												
3) TWWDA has embraced continuous improvement on Services (QMS)												
4) TWWDA is bureaucratic												
5) TWWDA deals with people fairly and equitably												
6) TWWDA has effective procedures for handling complains												
7) TWWDA is committed to timely completion of projects												
8) Customers' concerns & queries are addressed promptly												
Comments												



3. SOURCES OF INFORMATION & COMMUNICATION												
To what extent do you <b>agree</b> with the following statements about the communication media and sources of information about the <b>Agency</b> ?												
	Agree.....Disagree											Don't know
Parameters	10	9	8	7	6	5	4	3	2	1	11	
1) TWWDA website is well informative												
2) TWWDA website is well presentable												
3) TWWDA Social media Information is accurate & timely												
4) TWWDA Social media Information is timely												
Comments												
4. MANAGEMENT												
To what extent do you agree or disagree with each of the following statements on management at TWWDA?												
	Agree.....Disagree											Don't know
Parameters	10	9	8	7	6	5	4	3	2	1	11	
1) The agency has improved automation levels												
2) Enhanced staff capacity building/development												
3) The Agency adhere to corporate governance												
4) Enhances knowledge management												
5) Enhances risk management												
6) Promotes use of technology												
7) Enhances team work												
8) Collaborates with state actors												
9) Enhances compliance with regulation & policies												
10) Promotes career progression												
11) Promotes regular trainings												
Comments												
5. SERVICE DIMENSIONS												
How satisfied are you with the following services as provided by the <b>Agency</b> ?												
	Satisfied.....Dissatisfied											Don't know
Parameters	10	9	8	7	6	5	4	3	2	1	11	
1) Increased water coverage												
2) Development of water supply infrastructures												
3) Increase sewerage coverage												
4) Development of sewerage infrastructures												
5) Reliability of water supply infrastructures												
6) Reliability of sewerage infrastructures												
7) Construction of water facilities												
8) Resource mobilization												
9) Enhanced relationship with funding/development partners												
10) Provision of reliable water storage facilities												
11) Regular stakeholders' engagement & sensitization on water issues												
12) Land & way leave acquisition process												
13) Community sensitization on project ownership												
14) Enhancing water institution capacities												
15) Develops partnership & coordination												
16) The agency promotes staff development												

Comments												
<b>6. COMPLAINT HANDLING</b>												
To what extent do you <b>agree</b> with the following statements about complaints handling at TWWDA?												
	Agree.....Disagree											Don't know
<b>Parameters</b>	10	9	8	7	6	5	4	3	2	1	11	
1) TWWDA has effective channels for handling complaints												
2) Complaints lodged with TWWDA are dealt with objectively												
3) Complaints lodged with TWWDA are dealt with on time												
4) TWWDA provides feedback on complaint lodged												
5) Am satisfied with the mechanisms put in place to facilitate lodging of complaints												
Comments												
<b>7. TWWDA 'S BRAND AND IMAGE</b>												
To what extent do you <b>agree</b> with the following statements on the <b>image and brand of TWWDA</b> ?												
	Agree.....Disagree											Don't know
<b>Parameters</b>	10	9	8	7	6	5	4	3	2	1	11	
1) <b>TWWDA</b> is a customer focused organization												
2) <b>TWWDA</b> has a strong work performance culture												
3) <b>TWWDA</b> has a caring attitude towards its customers												
4) <b>TWWDA</b> image is improving												
5) <b>TWWDA</b> brand is improving												
Comments												
<b>8. SUGGESTIONS.</b>												
a. In your opinion, which aspects of service delivery has TWWDA excelled?												
.....												
b. In your opinion, what aspects of service delivery does the TWWDA perform below your expectation and need Improvement?												
.....												
<b>9. What advice/suggestions/recommendations would you give TWWDA to improve on service delivery?</b>												
.....												

THANKS FOR YOUR TIME & ACCEPTING TO GIVE FEEDBACK

## Annex 3: Customer Satisfaction Survey Questionnaire –Suppliers

Start time: .....End time:..... Date:..... Serial No:.....																				
<b>Introduction</b>																				
<p><b>Fisacom Capital Ltd</b> is carrying out a <b>Customer Satisfaction Survey</b> on behalf of the Tana Water Works Development Agency (TWWDA). Management will use the results of this survey to effect changes that will help improve its service delivery and enable the Agency play her significant role in attaining its vision. Please note that your views in form of answers to these questions will be treated confidentially and will go a long way in assisting the agency realize her vision.</p>																				
<b>PERSONAL INFORMATION (Important -This is for analysis only).</b>																				
<b>P1. Gender</b> 1) Male [ ] 2) Female [ ] 3) Inter sex [ ]				<b>P2. Age ( years)</b> 1) 18 – 24 [ ] 2) 25 – 34 [ ] 3) 35 – 44 [ ] 4) 45 – 54 [ ] 5) 55+ and Above [ ]				<b>P3. What did you Supply/consult/contract TWWDA MOST recently?</b> .....												
<b>1. Sources of information/Communication</b>																				
To what extent do you <b>agree</b> with the following statements as a supplier/contractor/consultant of TWWDA?																				
										Agree.....Disagree		Don't know								
<b>Parameters</b>										10	9	8	7	6	5	4	3	2	1	11
1) TWWDA website is well informative																				
2) TWWDA website is well presentable																				
3) TWWDA Social media Information is accurate & timely																				
4) TWWDA Social media Information is timely																				
Comments																				
<b>2. Preferred mode of communication or future engagements</b>																				
Q: Considering future dealings/ engagement/interactions, you may have with TWWDA, how convenient or inconvenient each of the following methods would be if you are contacting the Agency																				
Methods of engagement	Very Convenient ( 5)	Fairly Convenient (4 )	Average (3)	Inconvenient (2)	Very Inconvenient (1)	Don't Know (11)														
1) By Telephone																				
2) In Writing																				
3) By E-mail																				
4) Via Internet																				
5) Via Social media (FB, twitter, etc)																				
6) In person																				
<b>3. TWWDA VISION, MISSION, AND CORE VALUES</b>																				
To what extent do you <b>agree</b> with the following statements on the vision, mission and core values of TWWDA?																				
										Agree.....Disagree		Don't know								
<b>Parameters</b>										10	9	8	7	6	5	4	3	2	1	11
1) TWWDA has clearly communicated its vision and mission																				
2) In agreement with the mission statement																				
3) I feel part of TWWDA vision, mission and core values																				
Comments																				
<b>4. CUSTOMER FOCUS</b>																				
To what extent do you <b>agree</b> with the following statements as a customer of TWWDA?																				

	Agree.....Disagree										Don't know
Parameters	10	9	8	7	6	5	4	3	2	1	11
1) I am treated with courtesy by the staff of the Agency											
2) The Agency has clearly stated its requirement of the products/ services to be supplied or consulted											
3) I am satisfied with the duration from the time I deliver products/services to the time I get paid											
4) The Agency is accessible											
5) My problems, enquires / complaints to the Agency are responded to my satisfaction											
6) My phone calls are answered politely, cheerfully and returned promptly											
7) I am aware of the communication channel/means available at the Agency											
8) I receive timely and accurate information about what to supply/consult and when											
9) The Agency adhere to the public procurement and disposal act in procuring goods and services											
10) I am aware of the Agency's service delivery charter											

Comments

	Agree.....Disagree										Don't know
Parameters	10	9	8	7	6	5	4	3	2	1	11
1) I am treated with courtesy by the staff of the Agency											
2) The Agency has clearly stated its requirement of the products/ services to be supplied or consulted											
3) I am satisfied with the duration from the time I deliver products/services to the time I get paid											
4) The Agency is accessible											
5) My problems, enquires / complaints to the Agency are responded to my satisfaction											
6) My phone calls are answered politely, cheerfully and returned promptly											
7) I am aware of the communication channel/means available at the Agency											
8) I receive timely and accurate information about what to supply/consult and when											
9) The Agency adhere to the public procurement and disposal act in procuring goods and services											
10) I am aware of the Agency's service delivery charter											

Comments

## 5. TWWDA 'S BRAND AND IMAGE

To what extent do you **agree** with the following statements on the **image and brand of TWWDA**?

	Agree.....Disagree										Don't know
Parameters	10	9	8	7	6	5	4	3	2	1	11

1) TWWDA is a customer focused organization												
2) TWWDA has a strong work performance culture												
3) TWWDA has a caring attitude towards its customers												
4) TWWDA image is improving												
5) TWWDA brand is improving												
Comments												
6. Overall, since you started interacting with TWWDA, what could you say about TWWDA's progress 1. Changed very much for the better   [ ] 2. Changed slightly for the better   [ ] 3. Not changed at all               [ ] 4. Changed slightly for the worse   [ ] 5. No idea/don't know           [ ]												
7. SUGGESTIONS.												
a. What areas do you think TWWDA excels in satisfying you as one of its customer (suppliers/contractor/consultant)? ..... .....												
b. In your opinion, what aspects of service delivery does the TWWDA perform below your expectation and need Improvement? ..... .....												
8. What advice/suggestions/recommendations would you give TWWDA to improve on service delivery? ..... .....												

THANKS FOR YOUR TIME & ACCEPTING TO GIVE FEEDBACK

## Annex 4: List of Water Service Providers

1. Tuuru Water Supply
2. Meru Water and Sanitation Company
3. Rukanga water and sanitation co ltd
4. Nithi Water and sanitation company
5. Nyewasco
6. Kathita Kiirua Water Project
7. Ngagaka water and sanitation company Ltd
8. Imetha Water And Sanitation Company Ltd
9. Embe Water & Sanitation Company Ltd
10. Murugi Mugumango Water Service Provider
11. Tetu Aberdare Water and Sanitation Company Limited
12. Ngandori nginda water consumers association
13. Kirinyaga Water and Sanitation Company
14. Othaya-Mukurweini water services Company
15. Naromoru Water & Sanitation Company
16. Muthambi 4k Water Association
17. Ruiru Thau Water Association
18. Mathira Water and Sanitation Company Ltd
19. Kyeni Water and Sewerage Company Ltd





Maji House  
Along Baden Powell Road  
P.O. Box: 1292 - 10100.  
Phone: +254 724 259 891  
+254 61-2032282  
E: [info@tanawwda.go.ke](mailto:info@tanawwda.go.ke)  
W: [www.tanawwda.go.ke](http://www.tanawwda.go.ke)