



TANA WATER WORKS DEVELOPMENT AGENCY

Reliable Water,
Better Lives



CUSTOMER SATISFACTION SURVEY REPORT



Your Feedback,
Our Commitment to Serve You Better



INTEGRITY



CUSTOMER
FOCUS



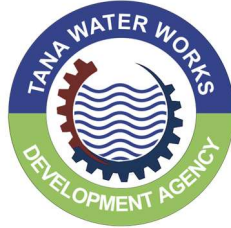
EFFICIENCY &
INNOVATION



ACCOUNTABILITY



SUSTAINABILITY



Tana Water Works Development Agency

Customer Satisfaction Survey Report

2025

PREFACE

At Tana Water Works Development Agency (TWWDA), customer satisfaction is central to our mission of delivering sustainable water and sanitation services across the area of jurisdiction. We understand that the true measure of our success lies not only in the technical milestones we achieve such as new water supply systems, sewerage systems, and catchment restoration projects, but also in the lived experiences, trust, and confidence of the communities we serve. This survey has therefore been designed to capture customer feedback, highlight areas where we excel, and identify opportunities for improvement in service delivery.

By undertaking this exercise, TWWDA reaffirms its commitment to transparency, accountability, and continuous improvement. Listening to our customers enables us to refine our operations, strengthen stakeholder engagement, and ensure that our services remain responsive to the evolving needs of staff, households, institutions, and businesses. The insights gathered will guide us in aligning our strategies with National Development Goals, our Strategic Plan, Kenya's Vision 2030, and the Sustainable Development Goals, particularly SDG 6 on universal access to clean water and sanitation.

This survey is not just a data collection tool but a platform for dialogue, collaboration, and shared progress. The findings will help the Agency build a customer-centric entity that not only provides water and sanitation infrastructure but also fosters resilience, inclusivity, and innovation. This report renders a major contribution in shaping the future of water and sanitation services in the Mount Kenya region, ensuring that TWWDA continues to deliver solutions that improve lives, safeguard the environment, and strengthen community well-being.

Teobald Wambugu Mukundi
BOARD CHAIRMAN
TANA WATER WORKS DEVELOPMENT AGENCY

FOREWORD

On behalf of the Board and management of Tana Water Works Development Agency (TWWDA), I am pleased to present this Customer Satisfaction Survey Report for 2025. This report reflects our continuous commitment to placing customers at the centre of service delivery and to using evidence-based feedback to strengthen service reliability, responsiveness, and affordability across the Agency's area of jurisdiction. Customer satisfaction is therefore a vital indicator of our performance and a key driver of our strategic decisions.

The findings here are drawn from a representative survey of our customers and key stakeholders, supplemented by field observations and service records. The results provide a clear picture of where we are standing out, as well as areas where improvements are most urgently needed. We have used this data to identify practical, prioritised actions that will guide improvements in operations, communication, maintenance, and customer engagement.

We extend our sincere appreciation to all stakeholders who participated in the survey who included our staff, households, institutions, Water Service Providers, Suppliers, County Governments, Development Partners, and sector professionals. Your feedback is invaluable in helping TWWDA remain responsive, innovative, and effective in fulfilling its mandate.

As we advance our mission, we renew our commitment to providing high-quality water and sanitation infrastructure, to enhance the wellbeing of the communities we serve. It is our firm belief that transparent use of customer feedback is essential to building trust and delivering sustainable water services for all communities. We remain committed to applying the lessons in this report to deliver measurable improvements in service quality and customer satisfaction.

Eng. Philip Gichuki, MBS
CHIEF EXECUTIVE OFFICER
TANA WATER WORKS DEVELOPMENT AGENCY

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I extend my gratitude to all customers and community members that contributed to the successful completion of the 2025 Customer Satisfaction Survey; your honest feedback made this report possible. This assessment would not have been possible without the support, cooperation, and valuable input of our stakeholders.

Our appreciation also goes to the Research, Planning and Strategy Division, ICT Division and Corporate communications and PR Division who spearheaded this survey from the initial stages of tool development to the field data collection and the eventual analysis and interpretation of the data. The teams demonstrated high levels of dedication, professionalism, attention to detail and upheld ethical data collection standards. The team comprised of the following Members:

1. CPA Francis Kiura - Manager Research, Strategy and Planning
2. Timothy Mahea - Manager Corporate Communications and PR
3. Daniel Fundi - Principal Research, Strategy and Planning Officer
4. Rose Chomba - Corporate Communications and PR Officer
5. Grace Munene - Assistant Planning Officer
6. Maureen Nduati - Assistant Information Scientist
7. Mercy Kinyungu - Corporate Communications and PR Assistant
8. Steve Mwangi - ICT Assistant

We are especially grateful to the households, Water Service Providers (WSPs), community representatives, and institutional customers who generously shared their time and perspectives during the survey. Feedback from all these parties provides essential insights that guide our efforts to enhance water and sanitation service delivery.

To all who contributed in one way or another, we extend our heartfelt gratitude. Your support strengthens our resolve to deliver efficient, customer-focused water and sanitation services across our jurisdiction area. Finally, we commit to using the findings responsibly to improve service delivery and to engage with stakeholders as we implement the report's recommendations.

CPA Francis Kiura,
MANAGER RESEARCH, PLANNING AND STRATEGY
TANA WATER WORKS DEVELOPMENT AGENCY

LIST OF ACRONYMS AND ABBREVIATIONS

AfDB - African Development Bank

CDSC - Citizens Service Delivery Charter

CSI - Customer Satisfaction Index

CSS - Customer Satisfaction Survey

EU - European Union: A Political and Economic Union of 27 European Countries supporting global diplomacy and development

FY - Financial Year: Refers to a financial reporting period for the government usually running from July to June

KfW - Kreditanstalt für Wiederaufbau (Credit Institute for Reconstruction): Germany's state owned Development Bank financing Infrastructure Projects

KOICA - Korea International Cooperation Agency: South Korea's government agency dedicated to international development and cooperation.

MDAs - Ministries, Departments and Agencies within a governance structure

M&E - Monitoring and Evaluation

PC - Performance Contract: Formal agreement between MDAs outlining targets, responsibilities and performance indicators for a given period - usually a financial year.

TWWDA - Tana Water Works Development Agency

WSPs - Water Service Providers

DEFINITION OF TERMS

Agency - Another term used in place of Tana Water Works Development Agency

Bureaucracy - A structured system of administration characterized by hierarchy, rules, and division of labour, designed to manage large organizations or governments efficiently.

Capacity Building - Is the process of strengthening the skills, resources, institutions, and systems of individuals, organizations, or communities so they can perform effectively, sustainably, and adapt to change.

Data - refers to facts, figures, or information collected for analysis, decision-making, or communication

Database - an organized collection of data that can be easily accessed, managed, and updated.

Development partners - Are external organizations, countries, or institutions that collaborate with a government to support its national development agenda.

Digital Transformation - The process of integrating modern technologies—like cloud computing, AI, big data, and automation into all aspects of an organization to improve efficiency, customer experience, and innovation.

Internal Collaboration - Refers to the way people within the same organization work together across teams, departments, or units to achieve shared goals.

Internal Processes - Are the structured activities, workflows, and procedures that organizations use to deliver services, achieve goals, and maintain efficiency.

Stakeholder Engagement - Its the process of involving individuals, groups, or organizations that have an interest in or are affected by a project, policy, or decision.

Monitoring and Evaluation - Is a systematic process used to track the progress of projects, programs, or policies and assess whether they are achieving their intended goals.

Questionnaire - Is a structured set of questions designed to collect information from respondents in a consistent and organized way.

Response Rate - refers to the percentage of people who actually respond out of the total number invited to participate.

Survey - A structured method of collecting information from a group of people, usually through questionnaires or interviews, to understand opinions, behaviours, or experiences.

ZOHO - A dedicated research software, designed to help organizations collect, analyse, and visualize data for business insights, customer research, and trend analysis.

EXECUTIVE SUMMARY

This customer satisfaction survey provides insights into both internal staff perceptions and external stakeholder views of TWWDA. Overall, the Staff Satisfaction Index stands at 65.14%, reflecting moderate satisfaction levels. Employees strongly identify with the agency's vision, mission, and core values (85.75%), and view its brand and image (73.41%) positively. However, weaker scores were recorded in the work environment (53.02%), organizational culture (52.65%), and complaints handling (49.53%), highlighting challenges in staff welfare, workplace practices, and grievance management.

Externally, the Customer Satisfaction Index (CSI) is higher at 77.64%, showing strong confidence in TWWDA's brand image (80.29%), professionalism (79.83%), and communication (77.58%). Complaint handling, while still positive (72.3%), remains the lowest-rated external dimension, pointing to a need for improvement in responsiveness and feedback. Further, after consideration of Internal and External Satisfaction Indexes, the Overall Customer Satisfaction Index stands at 72.64% which is generally considered good though with room for improvement. These findings suggest that while TWWDA enjoys a strong reputation among stakeholders, strengthening grievance management processes would further enhance trust.

Specific strengths identified include inclusivity, teamwork, collaboration with state actors, and adoption of automation and technology. Employees also recognize the agency's compliance with regulations and its alignment with core values. On the external side, stakeholders emphasized TWWDA's strong reputation, clear communication of its role, and positive reflection of projects and initiatives on its brand.

Despite these strengths, several weaknesses were highlighted. Internally, concerns were raised about career progression, recognition, recreational activities, workspace adequacy, ICT support, and security preparedness. Externally, while stakeholders are generally satisfied, gaps remain in timely complaint resolution and feedback provision. These areas represent critical opportunities for improvement to ensure both staff and stakeholders feel fully supported and engaged.

In conclusion, TWWDA demonstrates a strong corporate identity and enjoys a favourable external reputation, but internal satisfaction is moderate due to workplace and grievance-handling challenges. Addressing weaknesses in staff welfare, recognition, career growth, and

complaint management will be essential to raising overall satisfaction, strengthening employee engagement, and sustaining stakeholder trust in the agency's operations and services.

CHAPTER ONE: BACKGROUND

1.1 About TWWDA

Tana Water Works Development Agency (TWWDA) was established through Legal Notice No.28 of 26th April 2019 in line with Section 65 of the Water Act, CAP 372. The geographical

area of jurisdiction of the Agency covers five counties namely; Embu, Kirinyaga, Meru, Nyeri and Tharaka Nithi covering an area of 17,195 Km² with a population of 3,917,065 people (Kenya Housing and Population Census 2019).

1.2 Mandate, Roles and Functions for TWWDA

Mandate

- a) undertake the development, maintenance and management of the national public water works within its area of jurisdiction;
- b) operate the waterworks and provide water services as a water service provider, until such a time as responsibility for the operation and management of the waterworks are handed over to a county government, joint committee, authority of county governments or water services provider within whose area of jurisdiction or supply the waterworks is located;
- c) operate water works and provide bulk water services by entering into a bulk water purchase agreement
 - i) *with an investor in accordance with the provisions of the Public Private Partnerships Act, after conducting public participation and in consultation with the Regulatory Board and the relevant county government whose area of jurisdiction the water works is located ; or*
 - (ii) *with a water services provider in consultation with the Regulatory Board;*
- d) operate water works and provide bulk water services as a bulk water services provider until such a time as the water works development agency transfers responsibility for the operation and management of water works to a county government or water services.
- e) provide reserve capacity for purposes of providing water services where, pursuant to section 103, the Regulatory Board orders the transfer of water services functions from a defaulting water services provider to another licensee;
- f) provide technical services and capacity building to such county governments and water services providers within its area as may be requested; and
- g) provide to the Cabinet Secretary technical support in the discharge of his or her functions under the Constitution and this Act.

1.3 Vision

At TWWDA, we envision a Kenya where each citizen enjoys “*Universal access to quality water and sanitation services*”.

1.4 Mission

Our mission is “*To enhance quality of citizenry life by improving access to safe water and sanitation services through infrastructure development and capacity building at the county level*”.

1.5 Core Values

- 1) **Respect:** We value all stakeholders and treat them with dignity
- 2) **Professionalism:** We strive to do the right thing to our stakeholders at all times in an ethical manner.
- 3) **Teamwork:** We willingly work with others for the common good of our customers
- 4) **Integrity:** We uphold strong moral principles in the execution of our mandate and conduct ourselves in a manner that meets the set ethical standards.
- 5) **Transparency:** We are honest and open to public scrutiny in the execution of our operations as the integral pillar of good corporate governance
- 6) **Diligence:** We understand our priorities and strive to honour our commitments to the best of our abilities.

1.6 Philosophy

Our philosophy demonstrates the commitment to “*Quality Water Works for Improved Livelihoods*”.

1.7 Overview of the Citizen Service Delivery Charter

Tana Water Works Development Agency (TWWDA) Citizen Service Delivery Charter outlines the agency’s commitment to providing high-quality, courteous, and transparent services to the public. It defines the standards that citizens should expect when interacting with the agency and reinforces TWWDA’s mission to continuously enhance customer experience. The charter promotes accountability by establishing clear expectations for both service providers and service recipients.

1.7.1 Summary of Key Service Commitments

The charter highlights several core services offered by TWWDA along with their access requirements, costs, and service timelines. These include:

- **Access to information**, provided free of charge through office visits, written requests, or the agency website.
- **Technical support** to community water projects and county governments, offered upon formal written request.
- **Procurement opportunities**, with clear communication timelines to bidders.
- **Complaints handling**, with defined procedures and response periods.
- **Supplier payments**, processed within set timelines upon submission of required documentation.
- **Internship and attachment opportunities**, available to eligible applicants who submit formal applications.

These commitments serve as measurable benchmarks for customer satisfaction and play a central role in evaluating the agency's service delivery performance.

1.7.2 Background of Customer Satisfaction Survey

Tana Water Works Development Agency (TWWDA) conducts a comprehensive Customer Satisfaction Survey every two years as part of its commitment to accountability, continuous improvement and excellence in public service delivery. As a state agency mandated under the Water Act CAP 372 to develop, maintain and operate national public water and sewerage infrastructure within 5 Counties in the Mt. Kenya region, TWWDA works closely with stakeholders whose experiences, expectations and feedback are essential for improving institutional performance. The complexity of water and sanitation projects, the diversity of partners involved, and the dynamic nature of public service delivery create an ongoing need for credible, data-driven insights into how stakeholders perceive the Agency's work.

The biennial Customer Satisfaction Survey responds to this need by providing a structured mechanism for assessing the quality, effectiveness and responsiveness of the Agency's services. It allows TWWDA to monitor how well it is meeting its obligations regarding transparency, communication, project implementation, procurement processes, stakeholder engagement and customer care. As service standards evolve and stakeholder expectations change, the survey ensures that the Agency remains agile, informed and responsive. It also supports compliance with

government requirements for performance monitoring and evaluation, particularly within the framework of Public Service Performance Contracting, which emphasises measurement of customer satisfaction as a key indicator of institutional efficiency.

The previous Customer Satisfaction Survey was conducted in December 2021, during a period characterised by significant infrastructural expansion, post-pandemic adjustments and heightened engagement with Water Service Providers, County Governments, development partners and communities. The overall customer satisfaction index achieved during the 2021 survey was 88.4%. This strong performance demonstrated stakeholder confidence in TWWDA's mandate execution, but it also provided a baseline for identifying areas requiring enhancement. The findings underscored the need for improvements in communication systems, procurement timelines, grievance handling, and project coordination processes—areas that the Agency committed to strengthen over the subsequent years.

The current survey builds on the 2021 baseline and seeks to understand how stakeholders now experience TWWDA's services, how previous interventions have influenced satisfaction levels and where additional attention is required. The new data will guide decision-making, inform the next cycle of strategic planning and strengthen the Agency's customer-centric approach.

1.8 Performance Management at TWWDA

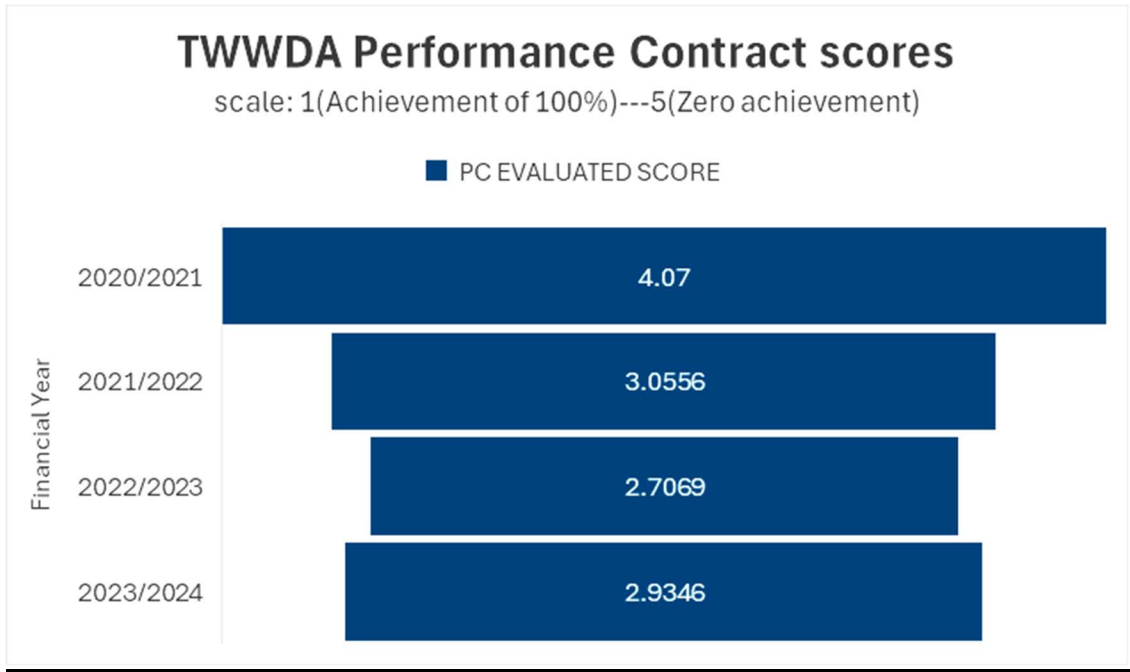
1.8.1 Performance Management

The Agency continues to implement performance management practices in line with the Public Sector Reforms and Government directives. Performance management within the Agency is key in strengthening accountability, enhancing transparency, and ensuring the delivery of quality services. The Agency signs annual Performance Contracts (PC) with the Government of Kenya, which provide a structured framework for setting performance targets, monitoring progress, and evaluating achievements against agreed indicators. The Agency cascades these targets to respective departments and further to individual employees through staff Performance Appraisal targets.

The Agency enhances performance monitoring mechanisms through regular quarterly reporting. Strengthening internal performance moderation, enhancing staff capacity building and integrating digital tools for tracking performance are recommended to further improve the performance management framework.

1.8.2 Performance contract

Figure 1: TWWDA Performance Contract Scores FY2020/2021-FY2023/2024



Over the last five financial years, the Agency has demonstrated a marked improvement in institutional performance, which has positively contributed to the overall perception of customers and stakeholders. Performance Contract (PC) evaluation results have shown a clear upward trajectory, moving from a “Poor” rating in FY 2020/2021 to “Good” in FY 2021/2022, and further attaining “Very Good” performance in both FY 2022/2023 and FY 2023/2024. This progressive improvement reflects strengthened governance structures, enhanced operational efficiency, and more responsive service delivery mechanisms across the Agency. As a result, customers increasingly perceive the Agency as more reliable, accountable, and committed to meeting their needs. The improvement in PC performance therefore provides strong evidence of the Agency’s dedication to continuous improvement, which directly enhances customer satisfaction and reinforces confidence in the quality of water and sanitation services delivered.

1.9 Strategic Planning at TWWDA

1.9.1 Strategic Plan

The Agency is implementing its Fourth Strategic Plan 2023 – 2027 as the primary guiding framework for advancing its mandate in the development of national public water and sanitation works. The Strategic Plan sets out the strategic priorities, long-term goals, and key interventions necessary to enhance water coverage, improve sanitation services, and promote sustainable development within the five counties under TWWDA's jurisdiction.

Progress implementation reports have shown commendable achievements in the development of national public water and sewerage infrastructure, resource mobilization, stakeholder engagement, and alignment to national priorities including Vision 2030, the Medium-Term Plans, and the Bottom-Up Economic Transformation Agenda (BETA). The Agency also continues to uphold its corporate values – *respect, professionalism, teamwork, integrity, transparency and diligence* in the execution of strategic interventions.

1.9.2 Corporate Work plan

The Corporate Annual Work plan operationalizes the Strategic Plan and Performance Contract commitments by outlining specific activities, timelines, resource allocations, and responsibilities for the financial year. It serves as an essential tool for coordinating the Agency's functions, ensuring effective utilization of resources, and monitoring progress against planned outputs.

The review of the FY 2023/2024 and FY 2024/2025 Corporate Work plans indicates that most departments executed their planned activities in line with approved budgets and timelines. Key achievements were recorded in project planning and implementation, compliance with statutory and regulatory obligations, implementation of quality assurance processes, and internal and external stakeholder engagement.

However, certain planned activities experienced partial implementation or delays due to budgetary constraints, procurement lead times, staff shortages in specialized units, and external factors such as weather conditions and land acquisition bottlenecks. There is also an emerging need to strengthen cross-departmental collaboration to enhance synergy and efficiency in work plan execution.

1.10 Communication at TWWDA

1.10.1 Communication and Customer Satisfaction

Effective communication remains a central pillar of service delivery within Tana Water Works Development Agency (TWWDA). As an institution implementing large-scale water and sanitation infrastructure, the Agency interacts with diverse stakeholders whose expectations for timely, transparent and accurate information continue to increase. TWWDA's Communication Policy serves as a guiding framework for all internal and external communication processes, providing clear standards on message development, stakeholder engagement, information dissemination, digital communication, media relations and customer feedback management. This policy recognises communication not merely as a support function, but as a strategic tool for building trust, strengthening institutional visibility, enhancing project understanding and promoting accountability.

Internally, communication is essential for effective coordination, staff engagement and operational efficiency. TWWDA relies on a combination of formal memos, emails, departmental meetings, intranet updates and management briefings to support information-sharing. These processes ensure that staff remain informed on policy changes, project progress, procurement developments, performance expectations and institutional priorities. When internal communication functions well, employees are better positioned to respond to stakeholders confidently, efficiently and professionally. Conversely, gaps in internal communication may lead to inconsistent messaging, delays in decision-making and reduced staff responsiveness—all of which directly influence customer satisfaction and perceptions of institutional competence.

Externally, communication underpins the Agency's relationships with its various stakeholders. The Communication Policy directs the use of a multichannel approach that includes official telephone lines, letters, corporate emails, stakeholder forums, public notices, social media platforms, press releases and the Agency's website. These channels are used to provide project updates, clarify service expectations, publish tender information, share achievements, address public concerns and disseminate regulatory guidance. In the context of large infrastructure projects, proactive communication helps stakeholders understand timelines, disruptions, environmental safeguards and expected outcomes. This reduces misinformation, mitigates conflict, allows concerns to be addressed early and enhances cooperation with communities and partners.

The Customer Satisfaction Survey demonstrates a direct correlation between communication quality and overall satisfaction levels. Because communication is often the earliest and most frequent point of contact between the Agency and its stakeholders, it serves as a key determinant of how the overall service experience is evaluated.

1.11 TWWDA stakeholders

Stakeholder Identification and Categorization

This survey recognized stakeholders based on frequency of interaction, relevance to mandate, and influence on project delivery. The stakeholder categories include:

1. **Water Service Providers (WSPs)** - Key partners in infrastructure operation, project coordination, billing systems, and customer management.
2. **County Governments & MDAs** - Responsible for policy alignment, project approvals, land acquisition, resettlement issues, and sector coordination.
3. **Development Partners** - Institutions offering financing, capacity building, and technical assistance (AfDB, World Bank, EU, KfW, KOIKA etc.).
4. **Suppliers and Contractors** - Entities engaged through tendering processes for provision of goods, services, consultancy, and works.
5. **Internal Staff** - Employees across technical, administrative, and support departments whose satisfaction influences internal service efficiency.

Stakeholder segmentation enabled targeted questionnaire design and analysis of group-specific expectations.

CHAPTER TWO: OBJECTIVES AND PURPOSE OF THE SURVEY

2.1 Overview of the survey

Customer satisfaction surveys play a vital role in uncovering crucial insights into customer experience. These insights drive enhancements in products and services, increased customer loyalty, and promote a positive image of the Agency. Additionally, they help minimize costs associated with customer complaints and support, while offering a crucial competitive edge by enabling the Agency to stand out in its area of operation.

The surveys serve as a vital bridge between organizations and their clients, fostering meaningful engagement and trust. By actively seeking customer feedback, agencies demonstrate that client opinions matter, which helps build rapport and encourages customers to become brand ambassadors. This engagement not only strengthens relationships but also boosts employee morale, as staff take pride in delivering quality service that resonates with customer expectations.

Beyond relationship-building, surveys are instrumental in driving business improvement. They uncover specific areas where services may fall short, enabling targeted enhancements that align with customer needs. This responsiveness leads to increased customer retention and loyalty, as satisfied clients are more likely to return and less of customer loss. Moreover, positive

experiences often translate into word-of-mouth promotion, offering a cost-effective marketing channel that amplifies brand reputation.

Strategically, customer feedback empowers agencies to make informed decisions about infrastructure and service development. Periodic surveys allow organizations to benchmark performance and track progress over time, ensuring that changes yield desired outcomes. By consistently meeting or exceeding expectations, businesses gain a competitive edge, distinguishing themselves in the marketplace and reinforcing their commitment to customer-centric growth.

In the previous Customer Satisfaction Survey conducted in 2022, the overall Customer Satisfaction Index for TWWDA was 88.4%. The highest satisfaction was reported by the Water Service Providers (WSPs), with an index of 93%, followed by staff at 90.7%. This marked an increase of 10.5% from the 77.9% recorded in the 2019 survey. The improvement in WSP ratings was largely attributed to projects initiated in the region and financed by the African Development Bank (AfDB), and the close collaboration in communication, planning and implementation of the projects. Building on the positive gains in the customer satisfaction index, the Agency banks on further enhancing its performance by fostering a culture of continuous improvement in service delivery, customer engagement, and responsiveness.

2.2 Purpose

TWWDA customers are both internal and external. Internal customers are the employees of the Agency while external customers are: WSPs, Suppliers, Financial Partners & Affiliates, government institutions and Community Members that interact with TWWDA.

In this regard, the Agency carried out a customer satisfaction survey with a view to establishing the internal and external customer satisfaction index. The internal and external customer satisfaction indices were weighted to obtain the overall customer satisfaction index. In addition, the survey findings are aimed at establishing gaps, key success areas and recommendations that will aid in improving the external customer satisfaction levels.

2.3 Objectives of the Customer Satisfaction Survey

2.3.1 Broad Objective

The primary objective of this customer satisfaction survey is to assess the current levels of satisfaction among TWWDA's internal and external stakeholders. By gathering direct feedback from customers, the Agency aimed to identify strengths, uncover service gaps, and prioritize areas for improvement.

2.3.2 Specific Objectives

The 2025 Customer Satisfaction Survey was designed to achieve several key objectives that align with TWWDA's strategic priorities and public service obligations.

The specific objectives included:

- i. To determine the satisfaction levels with respect to the Agency's complaint handling mechanism.
- ii. To determine the adequacy, relevance and access to information provided by TWWDA through website, telephone, digital media and e-mails.
- iii. To gather credible feedback that will support evidence-based decision-making in planning, resource allocation and policy development.
- iv. To identify emerging stakeholder needs, expectations, priorities and preferences for future service enhancements.
- v. To evaluate the effectiveness, efficiency and responsiveness of the Agency's service delivery processes
- vi. To determine the overall Customer Satisfaction Index (CSI).
- vii. To evaluate the extent to which TWWDA has improved or declined in performance compared to the previous survey.

2.4 Scope of Work

The scope of work for developing the customer satisfaction survey included the design, administration, and analysis of a comprehensive assessment aimed at evaluating customer and stakeholder perceptions of water and sanitation services delivered by the Agency. It covers the development of survey tools and methodologies, identification and segmentation of target respondents, and collection of both quantitative and qualitative data across households, institutions, Water Service Providers, and County Government stakeholders. The work further involved administering the survey tools digitally, compiling and validating responses, analyzing satisfaction levels across key service dimensions, and preparing a detailed report that highlights

findings, trends, and actionable recommendations to guide improvements in service delivery and stakeholder engagement.

2.5 Understanding Customer Satisfaction

Customer satisfaction is a critical measure of how well an organization meets or exceeds the expectations of its customers. In essence, this section explains why satisfaction matters, how it is assessed, and what insights it provides for decision-making. Customer satisfaction reflects the overall perception customers have of their experience with a product, service, or brand. It goes beyond whether a transaction was completed successfully; it captures emotional responses, perceived value, and loyalty. A satisfied customer is more likely to return, recommend the organization to others, and remain loyal even when competitors offer alternatives. Conversely, dissatisfaction can lead to negative reviews, reduced trust, and customer churn.

Surveys are one of the most effective tools for measuring satisfaction because they provide direct feedback from customers. By asking structured questions, organizations can identify strengths, weaknesses, and areas for improvement. For example, questions may explore product quality, service responsiveness, ease of use, or overall experience. The results help businesses understand not only what customers think but also why they feel that way.

Ultimately, the customer satisfaction survey document emphasizes that feedback is not just data it is a strategic resource, capable of transforming an organization's culture for effective service delivery. When analyzed carefully, it guides product development, service enhancements, and customer relationship strategies. In this way, satisfaction surveys become a bridge between customer expectations and organizational performance, ensuring that businesses remain customer-focused and competitive.

2.6 Measuring Customer Satisfaction

Customer satisfaction is measured by systematically collecting feedback from customers about their experiences with products, services, or interactions. A well-designed survey provides insights into how effectively an organization meets customer expectations and identifies areas for improvement. By using standardized questions, organizations can track satisfaction levels over time and compare results across different customer segments.

One of the most common approaches is to use rating scales, such as the Likert scale, where customers indicate their level of agreement or satisfaction on a numerical range. This allows organizations to quantify satisfaction and calculate averages or trends. For example, asking customers to rate their satisfaction with service delivery on a scale of 1 to 5 provides measurable data that can be analyzed statistically.

In addition to quantitative measures, open-ended questions are included to capture qualitative insights. These responses provide context to the numerical ratings, revealing specific issues or positive experiences that numbers alone cannot explain. Combining both quantitative and qualitative data ensures a comprehensive understanding of customer satisfaction.

Monitoring response rates is also critical in measuring satisfaction. A high response rate indicates strong customer engagement, while a low rate may suggest survey fatigue or lack of trust. Organizations often use incentives, clear communication, and short, focused questionnaires to improve participation and ensure that the results are representative of the customer base.

Finally, the results of customer satisfaction surveys must be analyzed and reported in a way that informs decision-making. Trends, strengths, and weaknesses should be highlighted, and actionable recommendations should be developed. This ensures that the survey is not just a data collection exercise but a tool for continuous improvement and enhanced customer experience.

CHAPTER THREE: SURVEY APPROACH AND METHODOLOGY

3.1 Introduction

This chapter outlines the framework and procedures employed in conducting the customer satisfaction survey. The purpose of detailing the methodology is to ensure transparency, reliability, and validity in the findings presented. Specifically, it describes the survey designs, study population, sample size determination, data collection tools and procedures, data management and analysis and principles guiding the conduct of the survey. It provides a comprehensive understanding of how customer feedback was systematically gathered and interpreted.

The approach adopted emphasizes both rigour and practicality while balancing statistical accuracy with accessibility to respondents. Ultimately, this methodology serves as the foundation for credible results, enabling the Agency to make informed decisions that enhance customer experience and strengthen service delivery.

3.2 Survey Design and Approach

A cross-sectional research design was adopted where data was collected at one point in time to measure the customer satisfaction levels for both internal and external customers. The survey was conducted over a period of two months from October to November 2025. Both Quantitative and Qualitative approaches were used to collect data from TWWDA customers.

3.3 Study Population

The study population consisted of all the TWWDA stakeholders. The stakeholders from whom data was collected included the staff, service providers, Waters Service Providers, the MDAs and the customers/public.

3.4 Sample Size Determination

The number of customers was not large; therefore, the survey adopted a census study where all the stakeholders in TWWDA's list of stakeholders were involved in the survey.

3.5 Data Collection Methods and Tools

The survey used structured questionnaires built on a five-point Likert scale to measure satisfaction levels, allowing respondents to express agreement or disagreement with specific statements. These questionnaires were distributed to both internal staff and external stakeholders, ensuring broad representation. Responses were analyzed through mean scores, percentages, and weighted scores, providing clear indicators of satisfaction across different dimensions. To complement the quantitative data, focus group discussions and interviews were conducted, offering deeper qualitative insights into perceptions and challenges. Overall, this mixed-method approach ensured that the findings were both statistically reliable and contextually meaningful, supporting evidence-based decision-making for organizational improvement.

3.5.1 Data collection Tool

The census was conducted by administering an online semi-structured questionnaire to all the stakeholders identified. The study adopted two sets of questionnaires; one for internal customers (staff members) and one for all the external stakeholders. The Questionnaires were administered online with the link being shared via WhatsApp to the staff and via email to the other stakeholders.

The questionnaire for staff was published using ZOHO Analytics while the external questionnaire was published through Google forms.

3.6 Data Management and Analysis

Primary data was collected by administering the questionnaires to all the listed stakeholders via WhatsApp and email. Respondents were assured of anonymity. Data analysis process involved data coding, entry and cleaning using Microsoft Excel. The responses from the closed-ended questions were categorized and coded before entry. The dataset was exported to the Statistical Package for the Social Sciences (SPSS) platform. The data analysis exercise was conducted using Microsoft Excel and Python in addition to SPSS. This combination of data analysis platforms assured the team of access to the best of each of these tools. Descriptive analysis of the parameters for each section was conducted to produce frequencies for categorical data and means for numerical data. Computation of the composite customer satisfaction score was done by combining both internal and external questionnaires. The results were presented in form of tables, charts and graphs.

Thematic analysis was used to analyze open-ended questions and the findings reported under their respective themes. Thematic analysis is a qualitative research method for identifying, analyzing, and reporting patterns or "themes" within a data set. It is a flexible and widely used technique that helps researchers interpret meaning in data from sources like interviews, focus groups, and open-ended surveys. The thematic analysis findings guided the recommendations made.

3.7 Ethical Principles Guiding the Customer Satisfaction Survey

The research committee ensured that the Customer Satisfaction Survey was conducted in accordance with established ethical standards to safeguard the rights, safety and dignity of all participants. Given that some survey questions required respondents to provide personal or sensitive information, every measure was taken to protect individual privacy and uphold the integrity of the research process. The guiding principles were as follows:

3.7.1 Confidentiality and Privacy

The committee upheld strict confidentiality throughout the survey process, in line with the Data Protection Act, 2023. Survey tools were designed to avoid collecting personal identifiers, ensuring respondent anonymity. Participants' privacy was respected at all times and no information beyond what was necessary for the survey objectives was requested.

3.7.2 Informed Consent

Participants in this survey were provided with clear information regarding the purpose of the study, the nature of the questions, and how their data would be used. Prior to completing the survey, participants were informed that their responses would remain confidential, analyzed only in aggregate form, and used solely to improve customer experience and service delivery. They were assured that no personally identifiable information would be disclosed. By proceeding with the survey, respondents gave their informed consent, acknowledging their understanding of these conditions and agreeing to participate.

3.7.3 Voluntary Participation and Right to Withdraw

Participation in the survey was entirely voluntary. Respondents were free to discontinue at any point without any negative consequences. No coercion, pressure or undue influence was used to obtain responses.

3.7.4 Principle of Beneficence (Do No Harm)

All efforts were made to ensure that participants were not exposed to any form of physical, psychological, or emotional harm. The use of an online questionnaire minimized direct interaction and promoted convenience and comfort for respondents.

3.7.5 Justice and Fair Treatment

All participants were treated fairly and without discrimination. Equal opportunity was provided for all eligible respondents to participate in the survey, ensuring balanced and unbiased representation.

3.7.6 Social and Cultural Sensitivity

The survey was administered with full respect for participants' social and cultural contexts. Questions were phrased in a considerate and respectful manner to avoid causing discomfort or offence.

3.7.7 Data Security

Data collected were stored securely on protected platforms accessible only to authorized members of the research team and for analysis purposes only. Appropriate safeguards were put in place to prevent unauthorized access, alteration or misuse of the information provided.

CHAPTER FOUR: SURVEY FINDINGS

4.1 Introduction

This chapter presents the findings of the survey on all the parameters included in the customer satisfaction survey questionnaire. The findings are presented using tables, charts and bar graphs. Section 4.3 presents findings from the External Stakeholders while Section 4.4 presents findings from the Internal Stakeholders.

4.2 Response Rate

The findings indicate that internal customers (staff) recorded a response rate of 74.1%, which reflects a high level of participation. This suggests that the views of staff are well represented in the survey results.

For external customers, the overall response rate was 60.0%, indicating a relatively lower level of participation compared to internal customers. This suggests that feedback from external stakeholders was more limited.

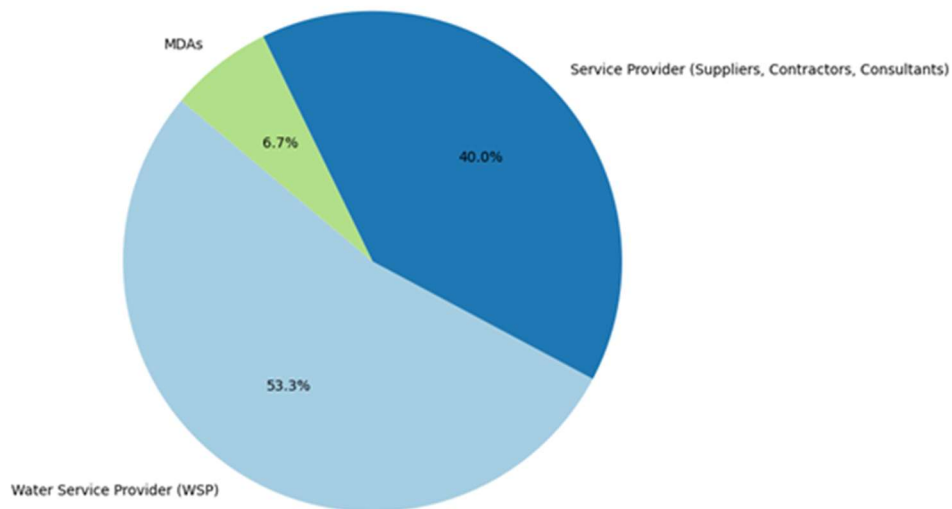
Overall, the response rate was 72%. The results show that internal customers were more responsive to the survey than external customers, meaning the survey findings are likely to reflect internal perspectives more strongly than those of external stakeholders.

4.3 External Stakeholders

4.3.1 Relationship with TWWDA

Understanding the type of relationship stakeholders have with TWWDA is essential in interpreting their expectations and feedback. This section outlines the different categories of stakeholders who engage with the Agency and provides context for the perspectives reflected in the survey results.

Figure 2: Relationship with TWWDA

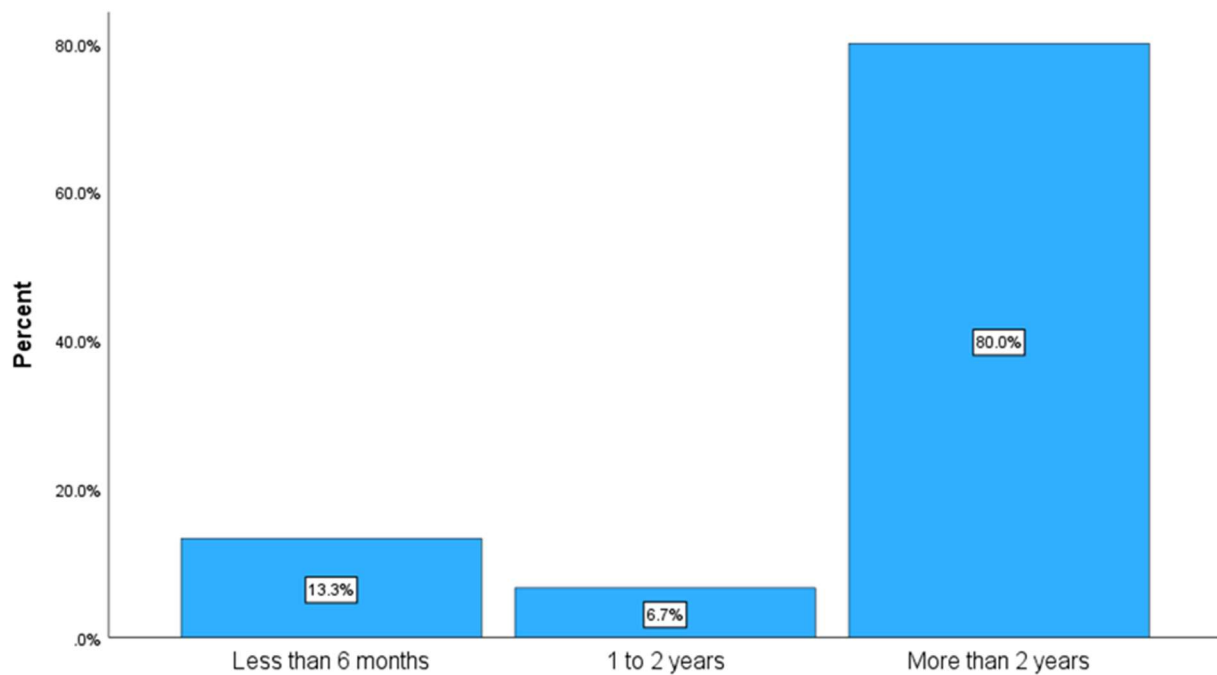


The data on stakeholders' relationship with TWWDA illustrates the varying ways in which different groups engage with the Agency. The distribution of responses reveals that the majority of those who participated in the survey (53%) have direct, operational relationships with the Agency. This confirms that TWWDA's primary interactions are tied to ongoing project activities, procurement processes, and regulatory or administrative coordination. Because these groups depend on the Agency for various timely decisions, their expectations tend to be higher and more specific. The data therefore suggests that overall satisfaction levels are heavily influenced by stakeholders whose work is directly dependent on the efficiency and responsiveness of TWWDA's operations.

4.3.2 Period of interaction with TWWDA

The length of time stakeholders had engaged with TWWDA offers valuable perspective on their experiences. The findings of these interaction periods help contextualize trends in satisfaction levels, as presented below.

Figure 3: Period of interaction with TWWDA



The distribution revealed in the graph shows that stakeholders have interacted with TWWDA for varying durations, ranging from those with long-term engagements to individuals or institutions whose contact with the Agency is relatively recent. 80% of respondents indicated that they have interacted with TWWDA for more than two years, reflecting long-standing and sustained engagement. This group’s extended interaction means their perceptions are shaped by cumulative experiences across several project cycles, procurement processes, or administrative engagements. Their views provide the Agency with a reliable measure of consistency, institutional memory, and long-term service quality.

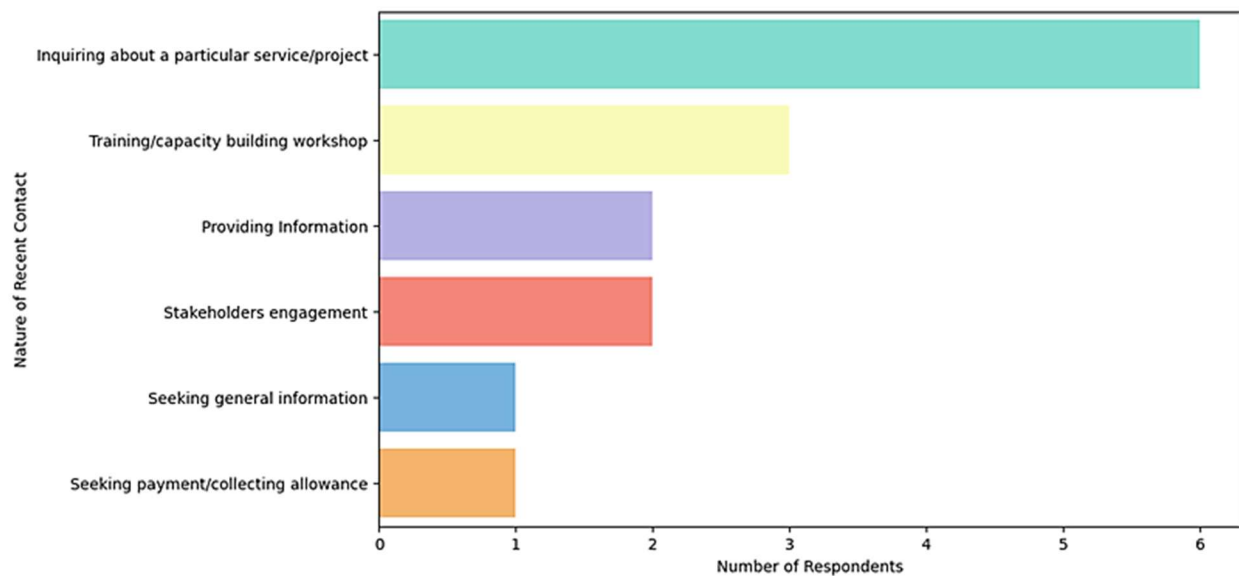
Another notable segment of respondents indicated interaction periods of one to two years, suggesting that many stakeholders are relatively new partners or have been brought on board through recent project phases, tenders, or operational collaborations. For this group, perceptions are influenced by current organizational practices—making them a useful indicator of improvements or challenges in the Agency’s more recent performance period.

A smaller proportion reported engagements of less than 6 months, representing new contractors, community stakeholders, first-time suppliers, and individuals from newly initiated project areas. These respondents tend to base their satisfaction on early impressions, onboarding experiences, clarity of communication, and initial interaction with TWWDA’s processes. Their feedback is especially valuable in assessing the Agency’s entry-level service experience.

4.3.3 Nature of Recent contact with TWWDA

This section outlines the key reasons stakeholders interact with TWWDA and provides insight into the operational areas that generate the highest levels of contact. The findings below provide a timely snapshot of current service demand and help determine which functions are most actively utilised at present.

Figure 4: *Nature of recent contact with TWWDA*



The data depicting the nature of stakeholders’ most recent contact with TWWDA reveals that engagements predominantly arise from core service areas such as project coordination, procurement and tendering, administrative requests, and information inquiries. This distribution highlights that, for many stakeholders, interactions with TWWDA occur during critical operational moments—when decisions need to be made, documentation needs to be processed, or technical guidance is required. The data therefore reveals that TWWDA’s operational departments carry the greatest weight in influencing customer satisfaction. It also indicates that improvements in service areas such as response times, document processing, communication clarity, and follow-up mechanisms would yield the highest impact on overall satisfaction levels.

4.3.4 Communication Channels Satisfaction Rating

Clear and consistent communication is vital for stakeholder confidence. The findings below outline how TWWDA’s communication approaches—guided by its communication policy—support or hinder the overall customer experience.

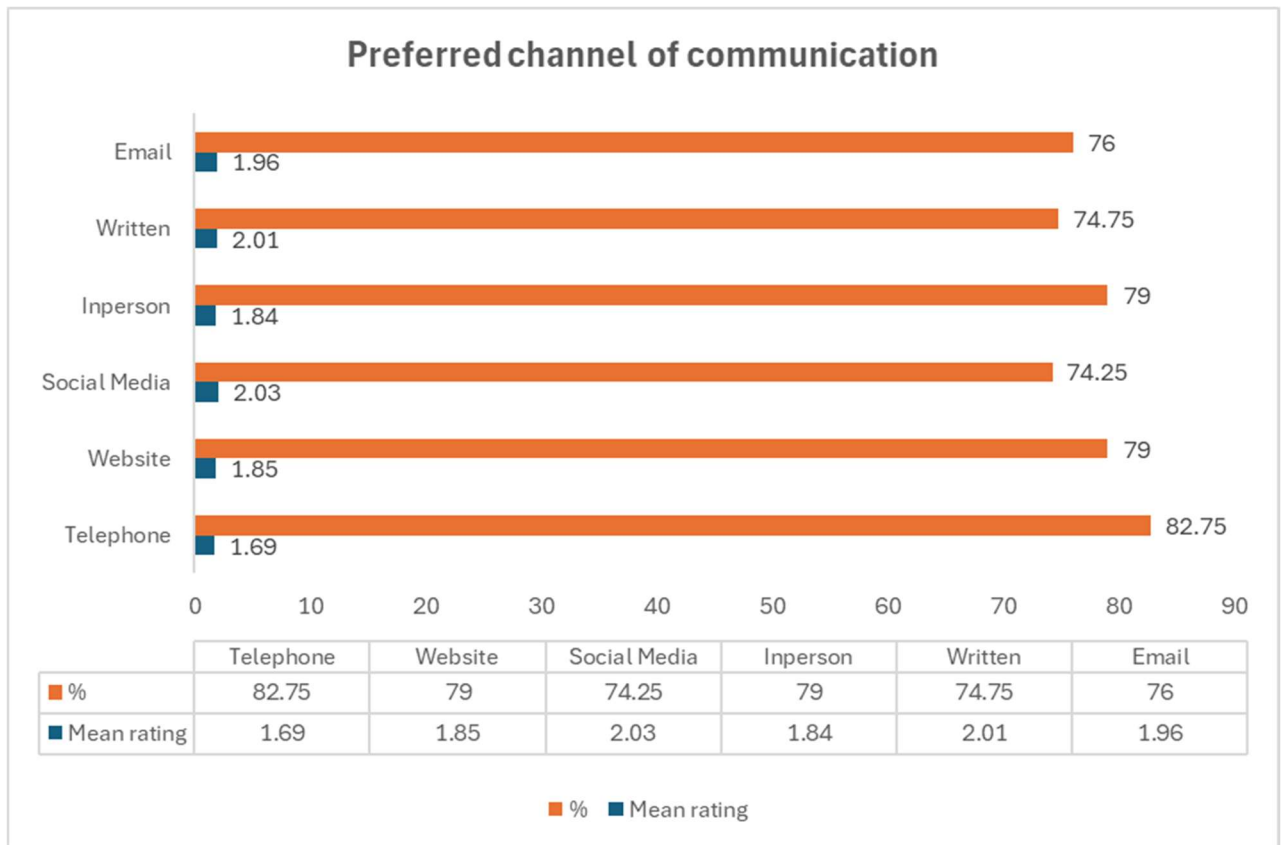
This customer satisfaction survey was conducted to assess both internal staff perceptions and external stakeholder views of TWWDA's performance, culture, and service delivery. To enable clear interpretation of the results presented in the tables, a Likert scale was used as the measurement tool. The Likert scale is a widely applied approach in surveys that captures the degree of agreement or disagreement with specific statements. In this survey, responses were rated on a five-point scale: Strongly Agree (1), Agree (2), Neutral (3), Disagree (4), and Strongly Disagree (5).

Lower mean scores (closer to 1) indicate stronger agreement and higher satisfaction, while higher mean scores (closer to 5) reflect disagreement and lower satisfaction. Percentages were also calculated to show the relative strength of satisfaction or agreement with each item. This dual reporting of mean scores and percentages provides a balanced view of both the intensity and distribution of responses, making it easier to identify areas of strength and those requiring improvement.

By applying this scale consistently across different dimensions—such as organizational culture, work environment, complaint handling, brand image, and responsiveness—the survey results offer a reliable and comparable measure of satisfaction levels. This framework ensures that the findings are not only statistically sound but also easy for readers to interpret and apply in decision-making.

In summary, the Likert scale serves as the backbone of this survey analysis, enabling the translation of subjective perceptions into quantifiable insights. This allows TWWDA to pinpoint areas of excellence and prioritize interventions where satisfaction levels are weaker, ultimately guiding improvements in both internal operations and external service delivery.

Figure 5: Communication channels rating



Data on preferred contact channels demonstrates that stakeholders overwhelmingly favour direct communication methods such as telephone calls and in-person visits. This preference reflects a desire for real-time engagement, immediate feedback, and the opportunity to clarify issues quickly—especially in situations involving project queries, procurement matters, or urgent administrative needs. Lower preference for email, website-based communication, and social media suggests that these digital channels are either perceived as slower, less reliable, or insufficiently informative.

4.3.5 Communication Channels-Section Breakdown

The Communication Channels section of the customer satisfaction report highlights how effectively the Agency engages with stakeholders across various platforms, including telephone communication, in-person services, written communication, email, social media, and the website. This breakdown helps us understand customer experiences across each channel

4.3.5.1 Telephone Communication

Telephone communication reflects how effectively the Agency responds to customer calls, provides information, and resolves queries in real time. In this report, the telephone communication rating highlights the quality of responsiveness, clarity, and courtesy offered during phone interactions.

Table 1: Telephone Services Rating

Telephone Service Ratings Summary	Average Rating	Ranking
Telephone Courtesy	1.60	2
Telephone Knowledge	1.51	1
Telephone Advice Quality	1.80	3
Telephone Ease of Phone	1.60	2
Telephone Query Speed	1.93	4

Telephone communication received high praise for staff knowledge (ranked 1st) and courtesy (2nd) indicating well-trained frontline teams. However, query resolution speed was ranked last, suggesting delays in getting definitive responses over the phone. Advice quality also scored moderately, indicating that some callers may not receive sufficiently detailed or actionable guidance.

4.3.5.2 In-Person Services

In-person services reflect the quality of face-to-face interactions customers experience when visiting the Agency. In this customer satisfaction report, the in-person service rating highlights how well staff provide support, guidance, and resolutions during physical visits.

Table 2: In-Person Service Ratings

In-Person Service Ratings Summary	Average Rating	Ranking
In-Person Courtesy	1.60	1
In-Person Knowledge	1.67	2
In-Person Advice Quality	1.80	4
In-Person Location	1.67	2
In-Person Facilities	1.87	5
In-Person Assistance	2.13	9
In-Person Waiting Area	1.93	6
In-Person Hours	1.93	6
In-Person Query Speed	2.00	8

In-person service shows strong courtesy (Ranked 1st), staff knowledge (2) and Location, indicating a positive face-to-face customer experience. However, the lowest ratings were for assistance (9), Query Speed (8), waiting area comfort (6) and hours of operation. This suggests structural challenges such as understaffing, limited seating, long waiting times or inefficient customer flow which compromise overall satisfaction.

4.3.5.3 Written Communication

Written communication reflects how clearly and effectively the Agency conveys information to customers through letters, notices, reports, and other formal documents. In this survey, the written communication rating indicates how well customers understand the information provided and how professional and timely these communications are.

Table 3: *Written Communication Rating*

Written Communication Summary	Average Rating	Ranking
Written-Ease Finding Contact	2.00	2
Written-Language Clarity	1.80	1
Written-Layout	2.00	2
Written-Advice Quality	2.07	5
Written-Response Speed	2.20	4

Written communication performed well on clarity (ranked 1st), meaning official documents are easy to understand. However, low ratings for response speed (4), ease of finding contact and advice quality (5) highlight significant bottlenecks. Stakeholders appreciate clear writing but struggle to get timely or detailed follow-up.

4.3.5.4 Email Communication

Email communication reflects the Agency’s ability to provide timely, clear, and professional responses to customer inquiries via email. In this customer satisfaction report, the email communication rating highlights how effectively customers receive information, support, and updates through this channel.

Table 4: *Email Communication Rating*

Email Communication Summary	Average Rating	Ranking
Email-Language Clarity	1.80	1
Email-Response Speed	2.00	2
Email-Advice Quality	2.07	3

Email communication performs moderately well but shows clear areas of improvement. Language clarity scores the highest (Ranked 1st), indicating that emails are generally well-written and easy to understand. However, advice quality (Last) and response speed (2nd) are

noticeably lower. This suggests that while emails are clearly written, the information provided is not always sufficiently detailed or helpful, and responses may take longer than customers expect.

4.3.5.5 Website

The website reflects the Agency’s ability to provide accessible, up-to-date, and user-friendly information to customers. In this customer satisfaction report, website performance indicates how easily stakeholders can find resources, access services, and obtain accurate information online.

Table 5: Website Summary Rating

Website Summary	Average Rating	Rankng
Website-Ease Finding	1.67	1
Website-Layout	1.67	1
Website-Info Availability	1.73	3
Website-Navigation Ease	1.87	4
Website-Clarity	1.93	5
Website-Response Speed	2.20	6

Website usability scores were generally strong, with ease of finding information and website layout both achieving top rankings. Information availability (3rd) and navigation ease (4th) also perform well, indicating that users are largely satisfied with how the site is structured and how easily they can access key content.

However, performance declines slightly in clarity (5th) and more notably in response speed (6th). While still above average, these scores suggest that some content may be less clear or detailed than users expect, and that certain pages especially those requiring interaction or loading dynamic content—may be slower. Overall, the website is easy to use and well-organized, but improvements in clarity and technical responsiveness would further enhance the user experience.

4.3.5.6 Social Media

Social media reflects the Agency’s ability to communicate, engage, and respond to customers through digital platforms. In this customer satisfaction report, social media performance indicates how effectively we share information, address inquiries, and build online relationships with our stakeholders.

Table 6: *Social Media Rating*

Social Media Summary	Average Rating	Ranking
Social Media-Info Usefulness	2.07	3
Social Media-Updates Regular	2.13	4
Social Media-Clarity	2.00	2
Social Media-Stay Informed	1.93	1

Social media received moderate ratings, with staying informed (1st) and clarity (2nd) performing best. Information usefulness (3rd) and update frequency (4th) ranked lowest, indicating the content is generally clear but could be timelier and regularly updated to enhance engagement.

4.3.7 Service Delivery

Service delivery reflects the overall efficiency, quality, and timeliness of the services we provide to our customers. In this customer satisfaction report, service delivery is closely tied to staff professionalism and complaints handling professional staff interactions build trust and enhance the customer experience, while effective complaints resolution ensures issues are addressed promptly and fairly.

4.3.7.1 Staff Professionalism

Staff professionalism measures how customers perceive the conduct, competence, and courtesy of our personnel during service delivery. In this customer satisfaction report, the professionalism score reflects the level of confidence and comfort customers have when interacting with our staff.

Table 7: *Staff professionalism rating*

Staff professionalism	Mean	Percentage
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TWWDA has effective procedures for handling complaints	2.2	8
TWWDA staff have a good reputation	1.87	6
TWWDA staff are helpful	1.73	4
TWWDA staff endeavor to understand customer's	1.8	5
TWWDA staff are respectful	1.73	4
TWWDA staff are courteous	1.67	3
TWWDA staff have high integrity	1.6	1
TWWDA staff are presentable	1.6	1
TWWDA staff are time conscious	2	7
TWWDA staff respond to customer queries promptly	1.87	6
Overall	1.81	

The data presented shows that TWWDA staff are generally perceived very positively across several behavioral and interpersonal dimensions. Presentability, integrity and courtesy were ranked highest. These high scores reflect an organization whose staff interact with customers in a manner that is polite, ethical and respectful.

Other elements of professionalism received moderately strong ratings but also indicate areas requiring improvement. Staff efforts to understand customers was ranked 5th, while helpfulness was ranked 4th, suggesting that while staff are generally well-intentioned, some customers may not always feel fully supported or adequately guided in resolving their issues. The perception of the Agency's staff having a good reputation scored 6th, pointing to mixed experiences, possibly shaped by past interactions or inconsistencies in service delivery among departments.

In terms of service responsiveness, the ratings were moderate. Time consciousness ranked 7th while prompt response to customer queries 6th. These results indicate that although staff are courteous and professional, delays in attending to customer needs may reduce overall satisfaction. Complaint-handling procedures were rated lowest, signaling that stakeholders

appreciate the systems in place but still experience challenges such as slow feedback or unclear processes.

4.3.7.2 Complaint Handling

Complaint handling reflects how effectively the Agency receives, manages, and resolves customer concerns. In this report, the complaints handling score demonstrates our responsiveness, clarity of communication, and ability to provide timely resolutions.

Table 8: Complaints Handling

	Mean	Ranking
TWWDA has effective channels for handling complaints	2.00	1
Complaints lodged with TWWDA are dealt with objectively	2.07	3
Complaints lodged with TWWDA are dealt with on time	2.27	5
TWWDA provides feedback on complaints lodged	2.20	4
Satisfaction with complaint lodging mechanisms	2.00	1
Overall	2.11	

The results from Section E highlight that Complaint Handling show that external stakeholders generally view TWWDA's complaint management processes positively, with an overall mean score of 2.11. The strongest areas are the existence of effective channels for lodging complaints and satisfaction with these mechanisms which ranked first indicating that stakeholders find the systems accessible and functional. Objectivity in handling complaints was ranked 3rd, suggesting confidence in fairness.

However, timeliness (ranked last) and feedback provision (2nd last) lowest, pointing to concerns about delays and insufficient communication once complaints are lodged. Overall, the data reflects that while TWWDA has established effective and fair complaint handling mechanisms, improvements in responsiveness and feedback would further strengthen stakeholder trust and satisfaction.

4.3.8 Brand Image

Brand image reflects how our customers perceive TWWDA in terms of reliability, professionalism, and overall service delivery. In this customer satisfaction report, the brand

image score highlights the level of trust and confidence stakeholders place in our projects, staff interactions, and communication efforts.

Table 9: Brand image rating

	Mean	Ranking
TWWDA is widely recognized as a reputable organization	1.60	1
TWWDA communicates its role and services clearly to the public.	1.80	3
TWWDA is a customer focused organization	1.93	6
The Agency's projects and initiatives reflect positively on its brand	1.80	3
TWWDA is consistent in aligning its actions with its vision, mission, and values	1.87	5
TWWDA has a strong and positive brand image	1.73	2
Overall	1.79	

As shown above the findings presented in this section on Brand Image show that external stakeholders hold a very favorable view of TWWDA, with an overall mean score of 1.79. The agency is widely recognized as reputable (ranked 1st) and seen as having a strong, positive brand image (2nd). Clear communication of its role and services (3rd), along with projects that reflect positively on its reputation, both scored highly (3rd). Stakeholders also acknowledge TWWDA's consistency in aligning actions with its vision, mission, and values (5th) and recognize its customer focus (6th). In summary, the data highlights that TWWDA enjoys a robust and credible external brand built on reputation, communication, and alignment with core values, with customer focus being the main area for further strengthening.

4.3.9 External CSI

The overall external customer satisfaction Index was calculated as presented in the table below.

Table 10: External CSI

External CSI				
			Weights	
Communication	1.89	77.58	4	18.25

Professionalism	1.81	79.83	5	23.48
Complaint Handling	2.11	72.3	4	17.01
Brand Image	1.79	80.29	4	18.89
			17	77.64

The results on External Satisfaction Index show a strong overall performance, with an average score of 77.64%, indicating that external stakeholders generally view TWWDA positively. The highest-rated dimension is Brand Image 80.29%, reflecting confidence in how the agency is perceived externally. Professionalism 79.83% also scored highly, suggesting that stakeholders recognize and value the agency's conduct and service standards. Communication 77.58% was rated well, showing that information flow and engagement with external audiences are effective, though with room for improvement. Overall, the data suggests that TWWDA enjoys a strong external reputation built on professionalism, communication, and brand image, but should prioritize strengthening its complaint handling processes to further enhance stakeholder trust and satisfaction.

4.4 Internal Customer Satisfaction

From the previous Customer Satisfaction Survey carried out in the year 2022, the findings presented an overall Customer Satisfaction Index as evaluated was 88.4%. From the analysis done at the level of planning this particular study, the team identified gaps that were not considered for evaluation, necessitating change of approach in implementing this study. Some of the parameters considered necessary for addition included the following. In allocating weights, this survey considered a 60:40 approach as opposed to a 70:30 which was used in the earlier survey. This was deemed to be a fair approach in allocating weight while putting into consideration that internal customer satisfaction has great impact on external customer satisfaction

Suppliers and contractors had the lowest score and the same continues to persist due to challenges experienced with the funding lines. Worth noting is that as depicted from the previous surveys done, the quality of service delivery has been on an upward trajectory and continues to improve as shown through the findings. Equally, the agency has incorporated the feedback and recommendations provided which is a key demonstration of the service quality commitment by the board and management.

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 the long-term improvement is scheduled and implemented.

4.4.1 Internal Customers Demographic factors

The findings in this section are as captured below.

Table 11: Internal Customers Demographic factors: Age, Years of Experience and Departments

Classification by age		
Age group	Frequency	Percent (%)
18 – 24	4	4
25 – 34	49	49
35 – 44	20	20
45 – 54	21	21
55+ and Above	6	6

Total	100	100
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Classification by Years of experience with TWWDA

Period	Frequency	Percent (%)
Below 1 year	4	4
1-5 years	61	61
6-10 years	13	13
11-15 years	11	11
Above 15 years	11	11
Total	100	100

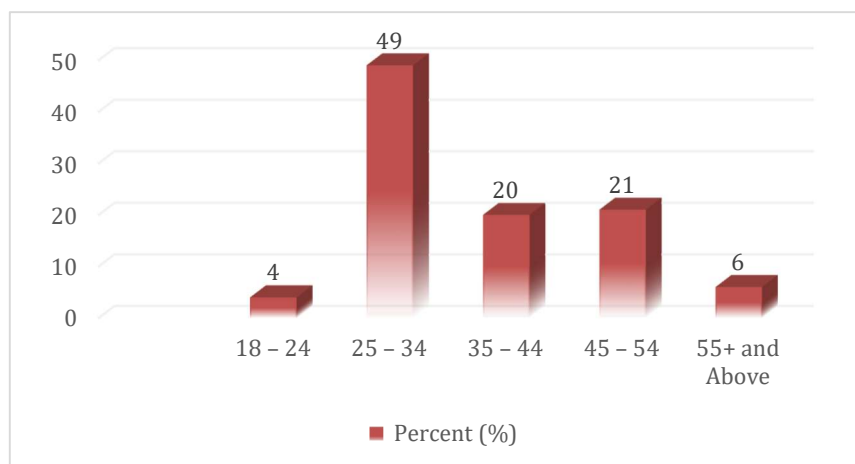
Staff distribution by Departments

Period	Frequency	Percent (%)
Technical Services	3	34.69
Support	5	65.31
Total	100	100

The tables 12 - 14 present the demographic characteristics of internal customers (staff) who participated in the survey.

In terms of age distribution, the majority of staff respondents were aged 25–34 years (49%), indicating that a large proportion of employees fall within the young and early-career professional category. This was followed by those aged 45–54 years (21%) and 35–44 years (20%), showing that a significant number of respondents are in the mid-career stage. Staff aged 55 years and above accounted for 6%, while 18–24 years represented 4%, indicating relatively few employees in the youngest and oldest age groups.

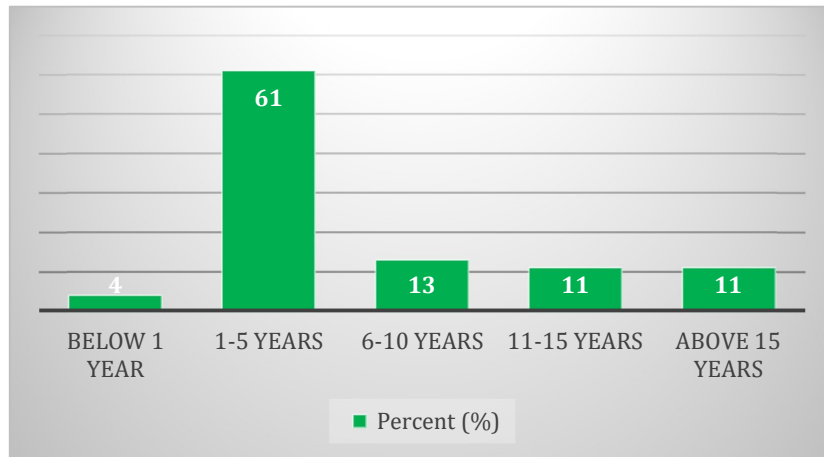
Figure 6: Staff distribution by age



Regarding years of experience with TWWDA, most respondents (61%) reported having 1–5 years of experience, suggesting that a large portion of staff have relatively moderate experience within the organization. Employees with 6–10 years of experience accounted for 13%, while 11–15 years and above 15 years each represented 11%, indicating that some staff have long-term experience with the

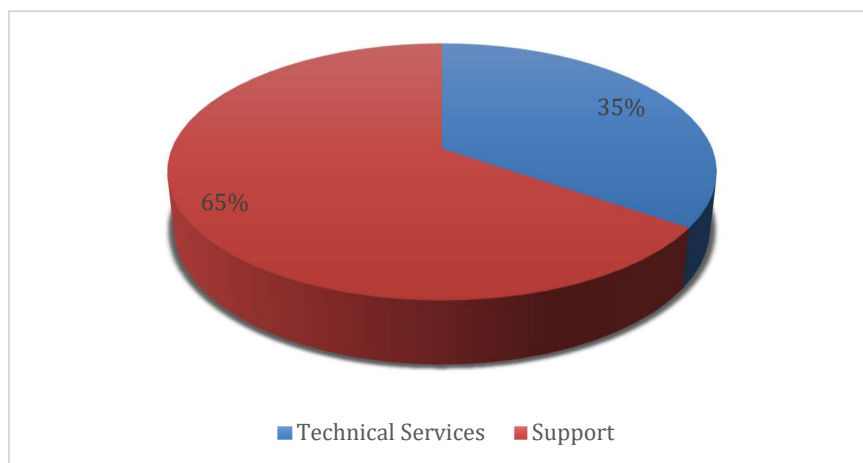
organization. Only 4% of respondents had less than one year of experience, meaning that most staff are not new to the institution.

Figure 7: Staff Distribution by years of service at TWWDA



In terms of departmental distribution, the majority of staff respondents were from the Support departments (65.31%), while 34.69% were from Technical Services. This suggests that the responses were largely drawn from support functions within the organization, though technical departments were also represented.

Figure 8: Staff distribution by Department



Overall, the demographic results show that most internal respondents are young to mid-career staff with moderate experience in the organization, with a larger representation from support departments compared to technical services.

4.4.2 Customer Satisfaction Index Internal Customers

Table 12: Calculation of Internal CSI

	Percentage	Weights	Weighted
TWWDA vision, mission & core values	85.75	4	14.29
Customer Focus & Service Delivery Charter	69.6	5	14.5
Work Environment	53.02	4	8.84
Organizational Culture	52.65	3	6.58
Complaints Handling	49.53	3	6.19
TWWDA Brand and Image	73.41	2	6.12
Timeliness and Responsiveness by Division/Department	68.96	3	8.62
Customer Satisfaction Index (CSI)		24	65.14

The Staff Satisfaction Index results show an overall score of 65.14%, reflecting a moderately positive level of satisfaction among employees at TWWDA. The strongest area is alignment with the agency's vision, mission, and core values 85.75%, which indicates that staff strongly identify with the organization's guiding principles. Other relatively strong areas include brand and image 73.41% and timeliness and responsiveness 68.96%, suggesting confidence in the agency's reputation and service delivery.

However, weaker scores are evident in the work environment 53.02%, organizational culture 52.65%, and complaints handling 49.53%, pointing to challenges in staff welfare, workplace practices, and grievance management. The lowest satisfaction levels are linked to career progression and recognition, which fall under the broader work environment category.

In summary, while employees demonstrate strong commitment to TWWDA's vision and values and generally view its brand positively, concerns remain around workplace conditions, organizational culture, and complaints handling. Addressing these weaker areas will be critical to raising overall staff satisfaction, strengthening engagement, and improving organizational performance.

Table 13: Staff satisfaction with corporate identity (vision, mission & core values)

	Mean	Percentage
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TWWDA has clearly communicated its vision and mission	1.49	87.78
I identify with TWWDA Vision, Mission, and core values	1.65	83.75
Average	1.57	85.75

The results from Table 16: Staff satisfaction with corporate identity (vision, mission & core values) show very strong alignment between employees and TWWDA's guiding principles. The overall average score of 85.75% indicates that staff overwhelmingly agree that the agency has clearly communicated its vision and mission 87.78% and that they personally identify with these values 83.75%. These findings suggest that corporate identity is a major strength for TWWDA, fostering a sense of shared purpose and organizational cohesion. In summary, employees demonstrate high satisfaction with how the agency articulates and lives out its vision, mission, and core values, which provides a solid foundation for motivation, engagement, and long-term organizational success.

4.4.3 Procedures for handling internal complaints

Regarding the effectiveness of procedures for handling internal complaints, on average, the staff members were slightly below neutral showing some degree of agreement but also feelings of dissatisfaction with the procedures. This shows a need for staff involvement during the next review of these procedures in order to identify any gaps which need to be filled.

Table 14: Procedures for handling internal complaints

	Mean
TWWDA has effective procedures for handling internal complaints	2.59

4.4.4 Timeliness and Responsiveness by Division/Department

The respondents were asked to rate the Timeliness and Responsiveness of the various Divisions/Departments on a scale of 1 - 5 where: 1 = Strongly agree, 5 = Strongly disagree. The Table below captures the results. The study revealed that the first three departments/divisions perceived as the

most responsive are Research, Strategy and planning, followed by Technical Services and ICT in the second and 3rd positions respectively. HRM & A Division was perceived as the least responsive.

Table 15: Timeliness and Responsiveness by Division/Department

Department/Division	Mean	Rank
Technical Services	1.99	2
F&RM	2.53	8
HRM&A	2.62	9
ICT	2.13	3
CC&PR	2.17	5
Legal Services	2.17	5
Internal Audit	2.15	4
RS&P	1.98	1
Supply Chain Management	2.44	7
Overall	2.24	Good

From the findings as detailed above, the timeliness and responsiveness by Division/Department show that overall satisfaction with responsiveness is rated as good with an average mean score of 2.24.

4.4.5: Professionalism

Table 16: Professionalism

Professionalism	Mean	Percentage
TWWDA has effective procedures for handling complaints	2.2	70
TWWDA staff have a good reputation	1.87	78.25
TWWDA staff are helpful	1.73	81.75
TWWDA staff endeavor to understand customer's	1.8	80
TWWDA staff are respectful	1.73	81.75
TWWDA staff are courteous	1.67	83.25
TWWDA staff have high integrity	1.6	85
TWWDA staff are presentable	1.6	85
TWWDA staff are time conscious	2	75

TWWDA staff respond to customer queries promptly	1.87	78.25
	1.81	79.83

The findings from Section D: Professionalism indicate that customers generally view TWWDA staff positively, with an overall mean score of 1.81 and satisfaction level of 79.83%. Strengths were observed in staff integrity, presentability, courtesy, and respect, all scoring above 81%, showing strong trust and positive interpersonal engagement. Helpfulness and understanding of customer needs also performed well, reflecting attentiveness in service delivery. However, lower ratings in complaints handling procedures 70% and time consciousness 75% highlight areas that require improvement to enhance efficiency and responsiveness. Overall, professionalism is a notable strength, but targeted efforts in complaint resolution and timeliness would further boost customer satisfaction.

4.4.6 Sources of Information and Communication

Respondents were asked to choose the sources of information which apply to them. An analysis of the responses received is presented in the table below. The results show that the most common source of information for the staff members is WhatsApp Groups followed by the Agency's website while the list popular source is LinkedIn page. This information is important as it informs decisions to do with communication to staff members. It also shows the necessity of keeping the website up to date as so many staff members rely on it for information. The fact that the use of the server as a source of information is second from last raises questions as to its effectiveness in creating awareness for policies, procedures and other company documents. The committee recommends that the CC&PR and ICT teams conduct sensitization sessions to popularize this source of information to the staff members.

Table 17: Sources of Information and Communication

Source	Percentage	Rank
TWWDA Website	62.07	2
TWWDA Facebook page	44.83	3
TWWDA Twitter/ X page	40.23	4
TWWDA WhatsApp groups	64.37	1
TWWDA LinkedIn page	13.79	6

TWWDA Server	25.29	5
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The results from Table 15: Sources of Information and Communication show that employees primarily rely on WhatsApp groups 64.37% and the TWWDA website 62.07% as their main sources of information, making these the most trusted and widely used channels. Social media platforms such as Facebook 44.83% and Twitter/X 40.23% are moderately used, while the TWWDA server 25.29% and LinkedIn 13.79% are the least utilized, suggesting limited relevance or accessibility. Overall, the data highlights that instant messaging and the official website are the most effective communication tools, while formal platforms remain underutilized, pointing to an opportunity to strengthen official channels while leveraging the popularity of WhatsApp for timely and inclusive communication.

4.4.7 Work Environment

4.4.7.1 General Work Environment

Table 18: General Work Environment

Statement	Percentage	Rank
The Agency continuously improves its automation levels	68.33	2
The Agency continuously enhances staff capacity building/development	54.33	10
The Agency continuously provides opportunities for professional growth and training.	59.33	6
The Agency continuously enhances knowledge management	55.33	8
The Agency continuously enhances risk management	63	5
The Agency continuously promotes use of technology	68	3
The Agency continuously enhances team work	58.67	7
The Agency continuously collaborates with state actors	73.33	1
The Agency continuously enhances compliance with regulation & policies	67.67	4
There is continuous recognition of excellent performance in the Agency	50.33	11
The Agency continuously promotes career progression	45.33	12
The Agency continuously promotes Innovation	55	9

The Agency continuously promotes recreational activities (team building)	39	13
Overall	58.28	

The results on Work Environment show that employees perceive TWWDA's overall work environment as moderately supportive, with an overall mean score of 53.02%. In the general work environment, the strongest areas are collaboration with state actors 73.33% and promotion of automation and technology at 68%, reflecting confidence in modernization and external partnerships. However, career progression 45.33% and recreational activities 39% scored lowest, indicating dissatisfaction with growth opportunities and staff welfare initiatives.

4.4.7.2 Office Work Environment

Table 19: Office Work Environment

Statement	Percentage	Rank
Office workspace is adequate.	44	5
Cleaning services are provided regularly	67.33	1
Washrooms and sanitation facilities are clean, well-maintained, and accessible and to a satisfactory standard	56.33	2
Handwashing stations (with soap, sanitizers, or running water) are adequately available and functional	50.33	4
The overall appearance and maintenance of the office environment create a positive workspace	55.33	3
Tools, equipment, furniture and ICT support is adequate.	41.67	6
Overall	52.5	

In the office work environment, cleaning services 67.33% were rated positively, but adequacy of workspace 44% and ICT support 41.67% scored poorly, pointing to infrastructural gaps.

4.4.7.3 Office Work Environment

Table 20: Security Work Environment

Statement	Percentage	Rank
I feel adequately prepared for emergencies such as fire drills or evacuations	48	3

First aid, ambulance services, and designated emergency response teams are accessible and reliable	40	6
Staff are well-informed about security protocols	40	6
Staff are well-informed about emergency assembly points	42.3	5
I am aware of the Agency's designated fire marshal and have his/her contact information	31.3	8
Vehicle security is adequately addressed during operational assignments and while in transit	57.3	1
Office security measures (e.g., CCTV coverage, access controls) are sufficient to protect staff and property	52	2
Clear guidelines exist for safeguarding valuable items within the workplace	48	3
Overall	44.86	

The security work environment scored lowest overall 44.86%, with weak ratings on emergency preparedness, first aid, and awareness of fire marshals, though vehicle and office security measures were rated moderately better.

In summary, while strengths exist in automation, compliance, and collaboration, significant weaknesses remain in career progression, recreational activities, workspace adequacy, ICT support, and security preparedness, highlighting areas that require urgent improvement to enhance employee satisfaction and safety.

4.4.8 Organization Culture

Table 21: Organization Culture

Statement	%	Rank
TWWDA fosters a culture of respect, teamwork, and inclusivity	59.25	2
Communication within the organization is open, transparent, and supportive	95.60	1
I feel recognized and appreciated for my contributions at work	51.25	4
TWWDA promotes practices that support staff well-being and work-life balance	45	5
The organizational culture motivates me to perform at my best	51.75	3
Overall	52.65	

Scale: Strongly Agree (1); Agree (2); Neutral (3); Disagree (4); Strongly Disagree (5)

The results on organizational culture show that employees perceive TWWDA's culture as moderately supportive, with an overall mean score of 52.65%. The strongest aspect is the sense of respect, teamwork, and inclusivity 59.25%, followed by relatively positive views on communication 55.60%. However, recognition of contributions 51.25% and motivation derived from the culture 51.75% scored lower, suggesting that appreciation and engagement practices could be improved. The weakest area is staff well-being and work-life balance 45%, highlighting concerns about how effectively the organization supports employee welfare. Overall, while inclusivity and communication are seen as strengths, gaps in recognition, motivation, and well-being point to areas that need attention to build a stronger, more engaging organizational culture.

4.4.9 Complaints Handling - Internal

Table 22: Complaints Handling - Internal

Statement	%	Rank
TWWDA has effective channels for handling internal complaints	50	2
Complaints lodged internally with TWWDA are dealt with objectively	51	1
Complaints lodged internally with TWWDA are dealt with on time	48.63	5
TWWDA provides feedback on complaints lodged internally	49.25	3
I am satisfied with the mechanisms put in place to facilitate internal lodging of complaints	48.75	4
Overall	49.53	Fair

Scale: Strongly Agree (1); Agree (2); Neutral (3); Disagree (4); Strongly Disagree (5)

The results from Section F on complaints handling reveal that employees are generally neutral to slightly dissatisfied with TWWDA's mechanisms for lodging and resolving complaints. With an overall mean score of 49.53%, the data suggests limited confidence in the system. While objectivity in handling complaints scored slightly better 51%, concerns remain about timeliness 48.63% and feedback provision; 49.25%, both of which were rated low. Satisfaction with the mechanisms themselves also hovered near neutral 48.75%, indicating issues with accessibility and effectiveness. In summary, although channels exist, employees perceive them as only moderately effective, with timeliness, feedback, and ease of lodging complaints standing out as areas requiring significant improvement to build trust and enhance transparency.

4.4.10 Brand and Image

Scale: Strongly Agree (1); Agree (2); Neutral (3); Disagree (4); Strongly Disagree (5)

Table 23: Brand and Image-Internal

Statement	%	Rank
I am proud to be part of TWWDA	74.65%	2
TWWDA's brand presents employees in a positive light	70.5%	4
Being part of TWWDA motivates me to deliver high-quality results	70.5%	4
I would not hesitate to be associated with TWWDA in professional circles	74.65%	2
The Agency's vision, mission, and values always feel relevant to me personally	76.75%	1
Overall	73.41	Very Good

The overall mean score of 73.41% indicates that employees generally hold a positive perception of TWWDA's brand and image. Most respondents lean toward agreement, reflecting favorable attitudes toward the agency's identity and values.

The strongest area of agreement is the statement "The Agency's vision, mission, and values always feel relevant to me personally" with a mean of 76.75%. This suggests that employees strongly identify with TWWDA's guiding principles, which is a critical factor in fostering motivation and organizational alignment. Similarly, pride in being part of TWWDA and willingness to be associated with the agency in professional circles both scored highly 74.65%, reinforcing a sense of belonging and positive external representation.

Statements relating to motivation and brand presentation scored slightly lower 70.5%. While still positive, these results suggest that some employees may feel that the brand does not fully inspire them to deliver high-quality results or consistently present them in the best light. This points to an opportunity for strengthening internal branding initiatives and employee recognition programs to further boost motivation and pride.

Overall, the data reflects a strong alignment between employees and the agency's vision, mission, and values, coupled with a generally positive perception of the brand. However, there is room to enhance how the brand motivates staff and portrays them externally, which could further improve employee engagement and organizational performance.

CHAPTER FIVE: DISCUSSION

This chapter presents a comprehensive analysis of the findings from the customer satisfaction survey, drawing together key insights and interpreting their implications for the organization. The discussion section highlights patterns, strengths, and areas of concern identified in the data, while the conclusions summarize the overall level of customer satisfaction and its impact on service delivery. Building on these insights, the recommendations provide practical strategies aimed at enhancing customer experience, improving internal processes, and strengthening stakeholder engagement. Together, these sections ensure that the survey results are not only documented but also translated into actionable steps that support continuous improvement and organizational growth.

5.1 External Stakeholder Experience

5.1.1 Nature and Duration of Engagement

The data indicates that TWWDA's interactions are dominated by operational engagements. The findings reveal that 53% of respondents engage the Agency primarily through project coordination, procurement processes, and administrative follow-ups. These functions are time-sensitive and directly influence expectations of stakeholders in terms of speed, accuracy, and clarity.

Additionally, 80% of stakeholders reported more than two years of engagement with the Agency. This longer duration means the stakeholder perceptions expressed are shaped by repeated and cumulative experiences rather than isolated engagements. It therefore becomes evident that the feedback is a true reflection of both withstanding strengths and recurring operational challenges.

5.1.2 Strengths in Interpersonal Interaction

External stakeholders consistently rated TWWDA staff highly on behavioural attributes. Courtesy and staff knowledge in telephone communication received 85% and 87.35%, respectively. In-person interactions similarly showed strong performance, with courtesy at 85% and knowledge at 83.33%. These results underscore TWWDA's solid interpersonal culture and the competence reflected in frontline engagements.

Staff professionalism is further affirmed by the External Professionalism score of 79.83%, drawn from strong performance indicators such as reputation (78.25%), respectfulness (81.75%),

courtesy (83.25%), integrity (85%), and presentability (85%). These consolidated results reinforce the perception that frontline interactions are generally conducted with professionalism and respect.

5.1.3 Limitations in Responsiveness Across Channels

Despite the high interpersonal ratings, response speed remains a recurrent challenge. Phone-based query resolution stood at 76.67%, while in-person resolution scored 75%. Written communication reflected even slower response cycles, with only 70% for timely replies.

Email communication reflected a similar pattern, showing strong clarity (80%) but lower scores in response speed (75%) and advice quality (73.33%). These results highlight the need to streamline communication workflows for timely communication across all channels.

5.1.4 Digital Platforms Performance Overview

- Website: Structural elements performed strongly, with ease of navigation and layout both at 83.33%, and information availability at 81.67%. However, clarity declined to 76.67% and response speed to 70%, indicating potential content gaps.
- Social media: Channels registered moderate outcomes, with usefulness at 73.33% and update regularity at 71.67%. These figures highlight limited timeliness and underscore the need for more consistent engagement on the platforms to align with modern digital communication standards.

5.1.5 Complaints Management

External stakeholders demonstrated moderate confidence in TWWDA's complaints system. Timeliness of handling complaints scored 75.56%, and feedback provision was rated at 73.33%. However, accessibility and user-friendliness of lodging mechanisms remained lower at 66.67%, suggesting that while procedures exist, they may not be sufficient or remain inadequately streamlined.

This aligns closely with the External Complaint Handling score of 72.3 %, where objectivity (73.25 %), feedback (70 %) and timeliness (68.25 %) indicate moderate performance but also highlight the need for more predictable and properly structured procedures.

5.1.6 Brand Perception and Visibility

Brand image remains a comparatively moderate area, scoring an overall 59.63%. Organisational reputation was rated at 53.33%, and overall brand strength at 57.78%. Although communication of TWWDA's mandate scored 60%, these figures show that the Agency's public identity does not fully match the scale or quality of its operational work. Stakeholders recognise TWWDA's customer focus (64.44%) but this has not translated into a strong, widely-held perception of a modern and visible brand.

This position is reinforced by the External Brand Image score of 80.29%, which shows strong perceptions in areas such as recognition (80%), clarity of communication (80%), and positive project reflection (80%). However, despite these strong sub-scores, stakeholders still rated the overall brand strength moderately, indicating that positive impressions are not yet translating into a consistently strong public identity.

5.2 Internal Service Delivery Performance

5.2.1 Professionalism and Conduct

Internal service delivery results reinforce the positive behavioural trends noted externally. Respectfulness scored 86.5%, courtesy 83.5%, and integrity and presentability 80% each. These indicators confirm that staff maintain high ethical standards and professionalism in customer-facing roles. The external professionalism score of 79.83 percent mirrors the internal perception, underscoring consistency in how staff conduct is experienced both within and outside the Agency.

5.2.2 Responsiveness and Support Capacity

Moderate ratings for helpfulness (57.7%), understanding customer needs (60%), and prompt query response (62.3%) suggest operational constraints that limit staff ability to provide timely or comprehensive assistance. These pressures are likely linked to workload levels, internal approval processes, and the absence of fully optimised digital systems.

5.2.3 Customer Environment and Infrastructure

Facility-related feedback exposes structural and logistical limitations in the service environment. Assistance availability was rated 71.67%, while waiting area comfort and related facilities scored

between 76 and 78%. These results indicate that customer experience is influenced not only by staff performance but also by physical space and operational layout.

5.2.4 Internal Complaint Resolution Processes

The finding revealed that internal assessments closely mirror external perceptions. Timeliness scored 75.56% and feedback quality 73.33%, while satisfaction with lodging mechanisms fell behind at 66.67%. This pattern points to systemic shortcomings in complaint handling rather than isolated inconsistencies. The internal perspective aligns with the external complaint handling score of 72.3%, reinforcing that both internal and external stakeholders face similar challenges in accessing complaint channels and receiving timely responses.

Further analysis highlights deeper internal challenges. Staff rated effective channels for handling complaints at only 50%, with objectivity in resolution at 51%. Timeliness fell to 48.63%, feedback provision to 49.25%, and satisfaction with lodging mechanisms to 48.75%. These consistently low scores indicate that internal complaint systems are perceived as unclear, slow, and insufficiently functional. The findings suggest staff face barriers in reporting concerns and obtaining timely resolutions, reinforcing the need for stronger internal communication, clearer procedures, and more transparent follow-up mechanisms.

5.3 Holistic Interpretation of the Findings

5.3.1 Strong Staff Interactions vs. Slow Systems

The dataset reveals a clear contrast between strong interpersonal interactions in the Agency and slower operational processes. Staff professionalism, courtesy, and integrity consistently exceed 80%, underscoring a committed workforce. In contrast, response speeds across phone, email, in-person, and written channels remain in the 70–76% range, indicating that internal systems are not fully aligned with stakeholder communication demands. This imbalance is reflected in the External CSI, where high professionalism (79.83%) and strong brand-related behaviors (80.29%) are offset by weaker complaint-handling performance (72.3%) and only moderate communication efficiency (77.58%).

5.3.2 Operational Areas

Stakeholder interactions are heavily concentrated around procurement, project implementation, and administrative decisions. As a result, any inefficiency in these operational functions directly

impacts service satisfaction. The consistency of these operational touchpoints amplifies the negative effects of delays and inconsistent follow-up.

5.3.3 Digital Media Platforms

Moderate performance across digital platforms of communication continues to affect both convenience and visibility. Stakeholders increasingly expect real-time information, rapid responses, and regularly updated online resources. From the findings, the current website, email, and social media systems only partially meet these expectations.

5.3.4 Brand Image Reflects Systemic Experiences

The brand image score of 59.63% demonstrates that stakeholder perceptions of the Agency are shaped more by operational experiences than by project visibility alone. The disconnect between positive staff encounters and moderate brand scores suggests that communication and public-facing engagement do not sufficiently highlight institutional strengths.

5.4 Conclusion

Overall, TWWDA demonstrates strong professionalism and excellent staff conduct across all interaction points. However, the existence of systemic limitations, particularly in response speed, internal workflows, and digital systems continue to constrain stakeholder experience both internally and externally and weaken brand perception. Resolving these gaps is vital for transforming operational strengths into a dependable, and well-recognized public institution.

This need is underscored by the Overall Customer Satisfaction Index (CSI) score of 72.64%. While this score reflects a generally positive performance, it also highlights opportunities for improvement in responsiveness, complaint resolution, and digital engagement. Strengthening these areas would not only improve customer service satisfaction but also enhance the Agency's brand resilience.

The findings of this customer satisfaction survey indicate that overall satisfaction levels are moderate to high, with customers expressing appreciation for the quality of service and responsiveness in certain areas. However, the data also highlights specific gaps in consistency, timeliness, and communication that need to be addressed to strengthen the customer experience. These insights confirm that while the organization is meeting many expectations, there remains significant room for improvement.

The survey results demonstrate clear patterns in customer preferences and expectations. For example, customers consistently value efficiency and transparency, yet many reported challenges with accessibility and follow-up support. This suggests that satisfaction is closely tied not only to the quality of the service provided but also to the ease with which customers can interact with the organization. Addressing these issues will be critical to sustaining trust and loyalty.

Another important conclusion is that customer satisfaction is directly linked to internal processes and staff engagement. Where employees are empowered and systems are streamlined, satisfaction scores are higher. Conversely, bureaucratic delays and lack of coordination negatively impact customer perceptions. This reinforces the need for continuous investment in capacity building, digital transformation, and internal collaboration.

Finally, the survey underscores the importance of ongoing monitoring and evaluation. Customer satisfaction is not static—it evolves with changing expectations, market conditions, and organizational performance. Regular surveys and feedback mechanisms will ensure that the organization remains responsive, adaptable, and aligned with customer needs.

5.5 Recommendations

Based on the deliberations, the Committee proposes the following:

1. **Strengthening Governance and Restore Trust** – by management upholding transparency, fairness, and accountability by adherence to all HR and administrative processes. This will address issues of career progression, performance management and equitable professional training opportunities, ensuring all staff have access to at least one professional development opportunity per year.
2. **Improve Working Environment and Facilitation** – by management is committing to provide adequate tools, ICT equipment, and improving office conditions, particularly at the Maji House Annex. A phased approach is to be adopted to ensure that each staff has a device, a functional suitable workspace and access to the requisite tools and software.
3. **Institutionalize Communication and Complaints Handling** – by management establishing a structured internal communication platform lead by a committee to deliver a transparent, confidential grievance redress and whistle blowing mechanism.
4. **Accelerate Digitization and Process Improvement** – by fast tracking the ongoing efforts to automate key processes to enhance efficiency, transparency and accountability with annual process audits.

5. **Improve Staff Welfare and Motivation** – by management ensuring timely payment of subsistence allowances, subject to availability of funds. Management will enhance motivation, through the review and implementation of a Performance-Based Reward System. Management will strive to implement a structured team building program annually aimed at improving collaboration and overall service delivery performance.
6. **Strengthen Workplace Safety and Security-** by reviewing and updating health, safety, and security protocols, and conduct regular compliance checks, as well as staff awareness sessions.
7. **Improve Internal Customer Engagement-** Establish formal internal feedback mechanisms (e.g., annual staff surveys, suggestion platforms) and ensure feedback is reviewed and acted upon within defined timelines.
8. **Strengthen Continuous Stakeholder Engagement-** Establish a structured stakeholder engagement framework that includes regular forums, feedback channels, and follow-up mechanisms to ensure ongoing dialogue, improved relationships, and timely resolution of concerns.
9. **Research Services** - The Agency to explore offering Research Survey Services to water service providers (WSPs) on a cost-recovery or fee-based model. This initiative will not only support WSPs in meeting regulatory and performance reporting requirements but also generate additional revenue for the Agency while strengthening sector-wide customer service standards. This will position the Agency as a leader in data-driven customer insights within the water sector.

APPENDIX I: Customer Satisfaction Survey Questionnaire – Internal

Introduction

Tana Water Works Development Agency (TWWDA) is carrying out a Customer Satisfaction Survey. Management will use the results of this survey to effect changes that will help improve its service delivery and enable the Agency to play her significant role in attaining its vision. Please note that your views in the form of answers to these questions will be treated confidentially. Your honest feedback is highly valued and will play a key role in helping us improve our services and strengthen our relationship with you. We sincerely appreciate your time and contribution.

Section A: Personal Information (Important -This is for analysis only).

- I. Gender
 - Male ☐
 - Female ☐
 - Inter sex ☐

- II. Age (years)
 - 18 – 24 ☐
 - 25 – 34 ☐
 - 35 - 44 ☐
 - 45 –54 ☐
 - 55 and Above ☐

- III. Years of service with TWWDA?
 - Below 1 year ☐
 - 1-5 years ☐
 - 6-10 years ☐
 - 11-15 years ☐
 - Above 15 years ☐

- IV. Department
 - Technical Services ☐
 - Support Departments/Divisions (F&RM, HRM&A, ICT, CC&PR, Legal, Audit, RS&P, SCM) ☐
 - Contracted Services (Security & Cleaning) ☐

- V. Job Grade:
 - 1-3 ☐
 - 4-6 ☐
 - 7-8 ☐

Section B: 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 on a scale of 1 to 5, where: 1 = Strongly agree, 5 = Strongly disagree?

Statement	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
TWWDA has clearly communicated its vision and mission					
I identify with TWWDA vision, mission and core values					
Additional comments					

Section C: Customer Focus & Service Delivery Charter

To what extent do you agree with the following statements on a scale of 1 to 5, where: 1 = Strongly agree, 5 = Strongly disagree?

Support Function Statement	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
TWWDA makes a deliberate effort to prioritize and meet customer needs	☐	☐	☐	☐	☐
Quality is a top priority with TWWDA	☐	☐	☐	☐	☐
TWWDA has embraced	☐	☐	☐	☐	☐

continuous improvement on Services					
TWWDA deals with people equitably	☐	☐	☐	☐	☐
TWWDA has effective procedures for handling internal complaints	☐	☐	☐	☐	☐
Customers' concerns & queries are addressed promptly	☐	☐	☐	☐	☐
Support services were timely and responsive (Rate each Department/Division as follows)					
a) Technical Services	☐	☐	☐	☐	☐
b) F&RM	☐	☐	☐	☐	☐
c) HRM&A	☐	☐	☐	☐	☐
d) ICT	☐	☐	☐	☐	☐
e) CC&PR	☐	☐	☐	☐	☐
f) Legal Services	☐	☐	☐	☐	☐
g) Internal Audit	☐	☐	☐	☐	☐
h) RS&P	☐	☐	☐	☐	☐
i) SCM	☐	☐	☐	☐	☐
Additional comments					

Section D: Sources of Information & Communication

Choose all the options that apply to you

Where do you seek information/ updates about TWWDA	TWWDA Website ☐	TWWDA Facebook page ☐	TWWDA Twitter/ X page ☐	TWWDA WhatsApp groups ☐	TWWDA LinkedIn page ☐	TWWD A Server ☐
Additional comments						

Section E: Work Environment Feedback

Rate your level of satisfaction/agreement with the following overall work environment aspects on a scale of 1 to 5, where: 1 =Very Satisfied, 5 = Very Dissatisfied,:

Work Environment Factor	Very Satisfied 1	Satisfied 2	Neutral 3	Dissatisfied 4	Very Dissatisfied 5
The Agency continuously improves its automation levels	☐	☐	☐	☐	☐
The Agency continuously enhances staff capacity building/development	☐	☐	☐	☐	☐
The Agency continuously provides opportunities for professional growth and training.	☐	☐	☐	☐	☐
The Agency continuously enhances knowledge management	☐	☐	☐	☐	☐
The Agency continuously enhances risk management	☐	☐	☐	☐	☐
The Agency continuously promotes use of technology	☐	☐	☐	☐	☐

The Agency continuously enhances team work	☐	☐	☐	☐	☐
The Agency continuously collaborates with state actors	☐	☐	☐	☐	☐
The Agency continuously enhances compliance with regulation & policies	☐	☐	☐	☐	☐
There is continuous recognition of excellent performance in the Agency	☐	☐	☐	☐	☐
The Agency continuously promotes career progression	☐	☐	☐	☐	☐
The Agency continuously promotes Innovation	☐	☐	☐	☐	☐
The Agency continuously promotes recreational activities (teambuilding)	☐	☐	☐	☐	☐
Additional comments					

a) Office Work Environment

Rate your level of satisfaction with the following office work environment aspects on a scale of 1 to 5, where: 1 =Very Satisfied, 5 = Very Dissatisfied:

Office Work Environment Factor	Very Satisfied 1	Satisfied 2	Neutral 3	Dissatisfied 4	Very Dissatisfied 5
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Office workspace is adequate.	☐	☐	☐	☐	☐
Cleaning services are provided regularly and to a satisfactory standard	☐	☐	☐	☐	☐
Washrooms and sanitation facilities are clean, well-maintained, and accessible	☐	☐	☐	☐	☐
Handwashing stations (with soap, sanitizers, or running water) are adequately available and functional	☐	☐	☐	☐	☐
The overall appearance and maintenance of the office environment create a positive workspace	☐	☐	☐	☐	☐
Tools, equipment, furniture and ICT support is adequate.	☐	☐	☐	☐	☐
Additional comments					

b) Security Work Environment

Rate your level of satisfaction with the security work environment aspects on a scale of 1 to 5, where: 1 = Strongly agree, 5 = Strongly disagree:

Security Work Environment Factor	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
I feel adequately prepared for	☐	☐	☐	☐	☐

emergencies such as fire drills or evacuations					
First aid, ambulance services, and designated emergency response teams are accessible and reliable	☐	☐	☐	☐	☐
Staff are well-informed about security protocols	☐	☐	☐	☐	☐
Staff are well-informed about emergency assembly points	☐	☐	☐	☐	☐
I am aware of the Agency's designated fire marshal and have his/her contact information	☐	☐	☐	☐	☐
Vehicle security is adequately addressed during operational assignments and while in transit	☐	☐	☐	☐	☐
Office security measures (e.g., CCTV coverage, access controls) are sufficient to protect staff and property	☐	☐	☐	☐	☐
Clear guidelines exist for safeguarding	☐	☐	☐	☐	☐

valuable items within the workplace					
Additional comments					

c) Organization Culture

Rate your level of satisfaction with the organization culture work environment aspects on a scale of 1 to 5, where: 1 = Strongly agree, 5 = Strongly disagree:

Organization Culture Factor	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
TWWDA fosters a culture of respect, teamwork, and inclusivity	☐	☐	☐	☐	☐
Communication within the organization is open, transparent, and supportive	☐	☐	☐	☐	☐
I feel recognized and appreciated for my contributions at work	☐	☐	☐	☐	☐
TWWDA promotes practices that support staff well-being and work-life balance	☐	☐	☐	☐	☐
The organizational culture motivates me to perform at my best	☐	☐	☐	☐	☐
Additional comments					

Section F: Complaints Handling

To what extent do you agree with the following statements about complaints handling at TWWDA on a scale of 1 to 5, where: 1 = Strongly agree, 5 = Strongly disagree?

Complaints Handling Factor	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
TWWDA has effective channels for handling internal complaints	☐	☐	☐	☐	☐
Complaints lodged internally with TWWDA are dealt with objectively	☐	☐	☐	☐	☐
Complaints lodged internally with TWWDA are dealt with on time	☐	☐	☐	☐	☐
TWWDA provides feedback on complaints lodged internally	☐	☐	☐	☐	☐
I am satisfied with the mechanisms put in place to facilitate internal lodging of complaints	☐	☐	☐	☐	☐
Additional comments					

Section G: TWWDA 's Brand and Image

To what extent do you agree with the following statements on the image and brand of TWWDA on a scale of 1 to 5, where: 1 = Strongly agree, 5 = Strongly disagree?

Brand and Image Factor	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
I am proud to be part of TWWDA	☐	☐	☐	☐	☐
TWWDA's brand presents employees in a positive light	☐	☐	☐	☐	☐

Being part of TWWDA motivates me to deliver high-quality results	☐	☐	☐	☐	☐
I would not hesitate to be associated with TWWDA in professional circles	☐	☐	☐	☐	☐
The Agency's vision, mission, and values always feel relevant to me personally	☐	☐	☐	☐	☐
Additional comments					

Section H: What advice/suggestions/recommendations would you give TWWDA to improve on service delivery?

Thank you for contributing to the continuous improvement of the TWWDA.

APPENDIX II: Customer Satisfaction Survey Questionnaire – External

Introduction

Tana Water Works Development Agency (TWWDA) is carrying out a Customer Satisfaction Survey. Management will use the results of this survey to effect changes that will help improve its service delivery and enable the Agency to play her significant role in attaining its vision.

Please note that your views in the form of answers to these questions will be treated confidentially. Your honest feedback is highly valued and will play a key role in helping us improve our services and strengthen our relationship with you. We sincerely appreciate your time and contribution.

Section A: General Information

1. Which one of the following best describes your relationship with TWWDA?
 - a. Development Partner ☐
 - b. Water Service Provider (WSP) ☐
 - c. MDA ☐
 - d. Service Provider (Suppliers, Contractors, Consultants) ☐
 - e. Other (Specify) _____
2. How long have you interacted with TWWDA?
 - a. Less than 6 months ☐
 - b. 6–12 months ☐
 - c. 1 –2 years ☐
 - d. More than 2 years ☐

Section B: Nature of Contact

What was the nature of the most recent contact/interaction you had with TWWDA?

- 1) Inquiring 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 of documentation received ☐

Other (please specify) _____

Section C: Method of Contact/Interaction

Considering the most recent contact or interaction you had with TWWDA, did you mainly deal with the relevant Department or Office by telephone, in writing, by e-mail, via a website or in person? Please indicate by ticking against the appropriate choice.

- 1) By Phone ☐
- 2) In person ☐
- 3) In writing ☐
- 5) By e-mail ☐
- 6) Via website ☐
- 7) Via Social media (FB, twitter, etc) ☐
- 8) Trainings ☐

Section D: Communication

i) Satisfaction with Service by Phone

Considering the most recent contact or interaction you had by Phone, please indicate to which extent you are satisfied with the following aspects on a scale of 1 to 5, where: 1 = Very Satisfied, 5 = Very Dissatisfied:

Indicator of service quality	Very Satisfied 1	Satisfied 2	Neutral 3	Dissatisfied 4	Very Dissatisfied 5
Courtesy of staff	☐	☐	☐	☐	☐
Knowledge of subject matter by staff	☐	☐	☐	☐	☐
Quality of advice & information received	☐	☐	☐	☐	☐
Ease of finding telephone number	☐	☐	☐	☐	☐
Speed /efficiency with which query was handled	☐	☐	☐	☐	☐
Response time taken before phone was answered	☐	☐	☐	☐	☐

Additional comments	
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ii. Satisfaction with Service in person

Considering the recent contact or interaction you had in person, please indicate to which extent you are satisfied with the following aspects on a scale of 1 to 5, where: 1 = Very Satisfied, 5 = Very Dissatisfied:

Indicator of service quality	Very Satisfied 1	Satisfied 2	Neutral 3	Dissatisfied 4	Very Dissatisfied 5
Courtesy of staff	☐	☐	☐	☐	☐
Knowledge of subject matter by staff	☐	☐	☐	☐	☐
Quality of advice & information received	☐	☐	☐	☐	☐
Location of Department/Office	☐	☐	☐	☐	☐
Service Facilities	☐	☐	☐	☐	☐
Assistance received	☐	☐	☐	☐	☐
Waiting Area	☐	☐	☐	☐	☐
Hours of Business	☐	☐	☐	☐	☐
Speed and efficiency with which the query was addressed	☐	☐	☐	☐	☐
Additional comments					

iii. Satisfaction with Service in writing

Considering the recent contact or interaction you had with the Agency in writing, please indicate to which extent you are satisfied with the following aspects on a scale of 1 to 5, where: 1 = Very Satisfied, 5 = Very Dissatisfied:

Indicator of service quality	Very Satisfied 1	Satisfied 2	Neutral 3	Dissatisfied 4	Very Dissatisfied 5

Ease of finding correct Address/contact person	☐	☐	☐	☐	☐
Clarity of language used in the written communication	☐	☐	☐	☐	☐
Layout of the information received	☐	☐	☐	☐	☐
Quality of advice or information received	☐	☐	☐	☐	☐
Speed & efficiency of response to the query	☐	☐	☐	☐	☐
Additional comments					

iv. Satisfaction with Service through email

Considering the recent contact or interaction you had with the Agency through email, please indicate to which extent you are satisfied with the following aspects on a scale of 1 to 5, where: 1 = Very Satisfied, 5 = Very Dissatisfied:

Indicator of service quality	Very Satisfied 1	Satisfied 2	Neutral 3	Dissatisfied 4	Very Dissatisfied 5
Clarity of language used in the e-mail	☐	☐	☐	☐	☐
Speed & efficiency of response to the query	☐	☐	☐	☐	☐
Quality of advice/information received	☐	☐	☐	☐	☐
Additional comments					

v. Satisfaction with Service through the Agency's website

Considering the recent contact or interaction you had through the Agency's website, please indicate to which extent you are satisfied with the following aspects on a scale of 1 to 5, where: 1 = Very Satisfied, 5 = Very Dissatisfied:

Indicator of service quality	Very Satisfied 1	Satisfied 2	Neutral 3	Dissatisfied 4	Very Dissatisfied 5
Ease of finding the website	☐	☐	☐	☐	☐
Layout of the website	☐	☐	☐	☐	☐
Information and documents available on the website	☐	☐	☐	☐	☐
Ease of navigating through the website	☐	☐	☐	☐	☐
Clarity of website and on-line information	☐	☐	☐	☐	☐
Speed/efficiency of response to query	☐	☐	☐	☐	☐
Additional comments					

vi. Satisfaction with Service through the Agency's social media platforms

Considering the recent contact or interaction you had through the Agency's social media platforms, please indicate to which extent you agree with the following aspects on a scale of 1 to 5, where: 1 = Strongly Agreed, 5 = Strongly Disagree:

Indicator of service quality	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
The information shared on TWWDA's social media is relevant and useful.	☐	☐	☐	☐	☐
TWWDA's social media channels are updated regularly.	☐	☐	☐	☐	☐
I find TWWDA's social media posts	☐	☐	☐	☐	☐

clear and easy to understand.					
TWWDA's social media helps me stay informed about projects and services	☐	☐	☐	☐	☐
Additional comments					

Preferred Communication Channel

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

Channels of engagement	Very Convenient 1	Convenient 2	Neutral 3	Inconvenient 4	Very Inconvenient 5
By Telephone	☐	☐	☐	☐	☐
In Writing	☐	☐	☐	☐	☐
By E-mail	☐	☐	☐	☐	☐
Via Internet	☐	☐	☐	☐	☐
Via Social media (Facebook, Twitter/ X, LinkedIn)	☐	☐	☐	☐	☐
In person	☐	☐	☐	☐	☐

Section C: Service Delivery

To what extent do you agree with the following statements about the customer focus and continued improvement at the Agency? (on a scale of 1 to 5, where: 1 = Strongly Agree, 5 = Strongly Disagree)

Service Delivery	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
TWWDA is focuses on meeting	☐	☐	☐	☐	☐

customer needs.					
Quality is a top priority with TWWDA	☐	☐	☐	☐	☐
TWWDA has embraced continuous improvement on Services	☐	☐	☐	☐	☐
TWWDA is bureaucratic	☐	☐	☐	☐	☐
TWWDA deals with people equitably	☐	☐	☐	☐	☐
TWWDA has effective procedures for handling complaints	☐	☐	☐	☐	☐
Additional comments					

Section D: Staff Professionalism

To what extent do you agree or disagree with each of the following statements about the Officers of TWWDA? (on a scale of 1 to 5, where: 1 = Strongly Agree, 5 = Strongly Disagree)

Staff Professionalism	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
TWWDA staff have a good reputation	☐	☐	☐	☐	☐
TWWDA staff are helpful	☐	☐	☐	☐	☐
TWWDA staff endeavour to understand	☐	☐	☐	☐	☐

customer's needs					
TWWDA staff are respectful	☐	☐	☐	☐	☐
TWWDA staff are courteous	☐	☐	☐	☐	☐
TWWDA staff have high integrity	☐	☐	☐	☐	☐
TWWDA staff are presentable	☐	☐	☐	☐	☐
TWWDA staff are time conscious	☐	☐	☐	☐	☐
TWWDA staff respond to customer queries promptly	☐	☐	☐	☐	☐
Additional comments					

Section E: Complaints Handling

To what extent do you agree with the following statements about complaints handling at TWWDA? (on a scale of 1 to 5, where: 1 = Strongly Agree, 5 = Strongly Disagree)

Complaints Handling	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
TWWDA has effective channels for handling complaints	☐	☐	☐	☐	☐
Complaints lodged with TWWDA are dealt with objectively	☐	☐	☐	☐	☐

Complaints lodged with TWWDA are dealt with on time	☐	☐	☐	☐	☐
TWWDA provides feedback on complaints lodged	☐	☐	☐	☐	☐
I am satisfied with the mechanisms put in place to facilitate lodging of complaints	☐	☐	☐	☐	☐
Additional comments					

Section F: TWWDA's Brand and Image

To what extent do you agree with the following statements on the image and brand of TWWDA? (on a scale of 1 to 5, where: 1 = Strongly Agree, 5 = Strongly Disagree)

Brand and Image	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
TWWDA is widely recognized as a reputable organization in the water and sanitation sector	☐	☐	☐	☐	☐
TWWDA communicates its role and services clearly to the public.	☐	☐	☐	☐	☐

TWWDA is a customer focused organization	☐	☐	☐	☐	☐
The Agency's projects and initiatives reflect positively on its brand	☐	☐	☐	☐	☐
TWWDA is consistent in aligning its actions with its vision, mission, and values	☐	☐	☐	☐	☐
TWWDA has a strong and positive brand image	☐	☐	☐	☐	☐
Additional comments					

Section F: Continuous Improvement

Overall, since you started interacting with TWWDA, what could you say about TWWDA's progress

1. Changed for the better ☐
2. Not changed at all ☐
4. Changed for the worse ☐
5. No idea/don't know ☐

Section G: What advice/suggestions/recommendations would you give TWWDA to improve on service delivery?

Section H: WATER SERVICE PROVIDERS (WSPs) ONLY

Rate your satisfaction of the following TWWDA activities based on a scale of 1 to 5, where: 1 = Very Satisfied, 5 = Very Dissatisfied

Statement	Very Satisfied 1	Satisfied 2	Neutral 3	Dissatisfied 4	Very Dissatisfied 5
Support in infrastructure development	☐	☐	☐	☐	☐
Access to technical guidance and capacity building	☐	☐	☐	☐	☐
Coordination during project implementation	☐	☐	☐	☐	☐
Responsiveness to WSP needs and queries	☐	☐	☐	☐	☐
Collaboration in planning and investment programs	☐	☐	☐	☐	☐
Communication and stakeholder engagement	☐	☐	☐	☐	☐
Additional comments					

1. How would you rate the impact of TWWDA's support on your service delivery?

2. Suggestions for strengthening TWWDA–WSP partnership?

Section I: DEVELOPMENT PARTNERS ONLY

Rate your satisfaction of the following TWWDA activities/aspects based on a scale of 1 to 5, where: 1 =Very Satisfied, 5 = Very Dissatisfied

Statement	Very Satisfied 1	Satisfied 2	Neutral 3	Dissatisfied 4	Very Dissatisfied 5
Responsiveness and communication	☐	☐	☐	☐	☐
Clarity in project reporting	☐	☐	☐	☐	☐
Transparency in resource utilization	☐	☐	☐	☐	☐
Timeliness and quality of deliverables	☐	☐	☐	☐	☐
Mutual respect and professionalism	☐	☐	☐	☐	☐
Alignment of projects with national/sector priorities	☐	☐	☐	☐	☐
Overall partnership experience	☐	☐	☐	☐	☐
Additional comments					

Section J: SUPPLIERS ONLY

What did you Supply/consult/contract TWWDA most recently?

To what extent do you agree with the following statements about the customer focus and continued improvement at the Agency? (on a scale of 1 to 5, where: 1 = Strongly Agree, 5 = Strongly Disagree)

Statement	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
There is clarity and transparency in the procurement process	☐	☐	☐	☐	☐
There is fairness in the selection process	☐	☐	☐	☐	☐
There is clear communication during the tendering process	☐	☐	☐	☐	☐
Payment are made promptly	☐	☐	☐	☐	☐
Contract management and compliance is thoroughly adhered to	☐	☐	☐	☐	☐
TWWDA's staff conducted themselves professionally	☐	☐	☐	☐	☐
Satisfied with the business	☐	☐	☐	☐	☐

relationship with TWWDA					
Project scope and expectations were clearly communicated	☐	☐	☐	☐	☐
Additional comments					

1. What challenges have you experienced in your engagement with TWWDA??

2. What can we do to improve our supplier engagement

- 3.

Thank you for contributing to the continuous improvement of the TWWDA.