



NATIONAL WATER CONSERVATION AND PIPELINE CORPORATION

FINAL REPORT
ON
CUSTOMER SATISFACTION SURVEY

PREPARED BY:



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ACRONYMS AND ABBREVIATIONS

ACSI	American Customer Satisfaction Index
CSI	Customer Satisfaction Index
CSR	Corporate Social Responsibility
E&A	Eliud & Associates
ESCI	European Customer Satisfaction Index
ICT	Information and Communication Technology
ISO	International Standards Organization
N	Frequency (number of respondents)
NWCPC	National Water Conservation and Pipeline Corporation
SCSB	Swedish Customer Satisfaction Barometer
SMS	Short Message Service
SPSS	Statistical Package for Social Sciences
SWOT	Strengths, Weaknesses, Opportunities and Threats
TOR	Terms of Reference

EXECUTIVE SUMMARY

Eliud & Associates (E&A) Management Consultants was commissioned by the National Water Conservation and Pipeline Corporation to conduct a stakeholder's perception (satisfaction) survey on its customers. The survey was designed to identify factors that affect customer's satisfaction with the ultimate aim of formulating specific and sustainable ways and means of improving service delivery, and enabling the Corporation to realize its mandate. The survey evaluated satisfaction by both external and internal customers. This was done through the use of mutually-agreed on data collection tools; the results of which were analyzed and customer satisfaction indices established.

The study sampled a total of 74 external customers and 46 internal customers. The external customers comprised of Government ministries; Government institutions/bodies and state corporations; Suppliers and service providers; Water Boards, Authorities and Trusts; Contractors and Consultants; while Internal customers comprised of the Corporation's staff.

The respondents' satisfaction was evaluated by floating several factors in the form of statements. These statements were analyzed and presented in the form of an index in the preceding sections of this report. The findings also included information on service experiences of suppliers and service providers and general perception about service delivery.

Summary of findings

The overall customer satisfaction index was calculated at 70.1%. External customers were more satisfied at a satisfaction index of 73.3%, while the internal customers (NWCPCP staff) had a lower satisfaction index of 66.9%. Attributes relevant to internal customers on grievance handling and teamwork had very low satisfaction indices at 53.0% and 56.4% respectively. Internal customers rated their immediate supervisor interaction at a commendable satisfaction index of 82.2%, while the commitment to the Vision, Mission and Image was rated at a satisfaction index of 74.5%. External customers indicated that

they were fairly satisfied with the Corporation's performance in communication with external customers, core functions and interaction with Contractors, Suppliers and Service providers at satisfaction indexes of 76.4%, 65.3% and 78.2% respectively.

There are positive changes in terms of overall customer/stakeholder satisfaction from the customer satisfaction survey of 2010. **The satisfaction index has gone up from 56% realized last year.**

Key Areas where the Corporation has done well

The following are the areas where the Corporation has done well based on feedback received from the customers:

- a) Construction and rehabilitation of dams:
- b) Sinking of boreholes:
- c) Expansion and improved water supply :
- d) Communication within the organization:
- e) Water conservation:
- f) Planning and implementation of projects:
- g) Improvement s in payments time turnaround:
- h) Training of staff:
- i) Delivery of completed projects to end users: and
- j) General improvement in delivery of services.

Performance of the Corporation appears to have improved tremendously over the last one year in the following areas:

- a) General satisfaction factors have gone up; and
- b) Awareness levels have increased.

Recommendations

Based on the survey findings, observations and interaction with the Corporation's external and internal customers, below are recommendations that we propose to be implemented:

A. Recommendations to improve service delivery to all stakeholders

- a) There is need for development of concrete plans to mitigate the effects of drought in NWCPC's provision of water and other services;
- b) There is need for development of concrete plans to mitigate the effects of floods to ensure continued provision of quality water and service provision;
- c) There is need for improvement in reliability of water for multipurpose use;
- d) There is need for the corporation to review its business model as way of enhancing its financial sustainability as a corporation;
- e) The corporation should engage the public in water conservation practices as a long-term goal of instilling better water resource management;
- f) The corporation should develop strategies for mainstreaming cross-cutting issues such as, corruption; HIV/AIDS; disability; gender; alcohol and drug abuse; emergency preparedness and evacuation;
- g) Enhancement of public awareness of the corporation's mandate is imperative;
- h) The corporations should sensitize all stakeholders on its ISO certification status;
- i) Staff should adequately be sensitized on the service expectations dictated by the ISO certifications;
- j) The corporation should undertake change management training for all staff;
- k) The corporations' payment procedures should be further improved. One possible way to do this is to provide a system of informing service providers of the status of their payments while they are being processed. Simple technologies such as use of ICT, SMS and secure websites can enable this;
- l) Records management policies and procedures should be enhanced. The use of electronic document management systems can facilitate this;
- m) There is need to decentralize the corporation's operations to the county level; and

- n) Good Corporate Governance framework should be enhanced to facilitate a zero-tolerance to corruption.

B. Recommendation to improve staff productivity and job satisfaction

- a) Provide mechanism for inducting new employees;
- b) Provide work place counseling to staff on pertinent areas that impact on staff well-being and by so doing, improve staff productivity;
- c) Conduct team-building exercises to enhance teamwork at the workplace;
- d) Improve internal vertical and horizontal communication channels;
- e) Put in place an appropriate compensation policy that links reward to performance;
and
- f) Review grievance handling procedures so as to (i) appease all aggrieved parties and (ii) resolve grievances within the shortest time possible.

CHAPTER ONE:INTRODUCTION

1.0 INTRODUCTION

1.1 Background

National Water Conservation and Pipeline Corporation (NWCPC) is a State Corporation established under the state Corporation's Act Vide Legal Notice No. 270 of 24th June, 1988 Cap 446 of the Laws of Kenya.

Following the implementation of the Water Act 2002, NWCPC, who were previously retailing water in several water supplies across the country, is today the implementation arm of the Ministry of Water and Irrigation.

The Corporation is governed by a Board of Directors headed by the Managing Director, who is also a member of the board. The Corporation has three departments; namely Planning and Design, Construction and Electro Mechanical and; Finance and Administration. There are also two distinct units namely; internal Audit and Corporate & Legal Services.

The core mandate of the NWCPC is to;

- a) Develop state schemes and spearhead dam construction for water supplies, flood control and other multi-purpose uses, land drainage and construction of dykes;
- b) Carry out ground water recharge using flood water;
- c) Develop, retain existing and expand bulk water supply to Water Service Boards and other Water Service Providers; and
- d) Drill and equip boreholes.

The corporation aims at ensuring that the following objectives are met:

- a) Increasing water storage capacity in Kenya;
- b) Increasing accessibility, availability and reliability of water supply and water for multi-purpose use;
- c) Reducing the risks (*mitigate the effects*) of floods and drought;

- d) Strengthening and building the institutional capacity of the Corporation;
- e) Improving performance and quality in service delivery;
- f) Enhancing financial sustainability of the Corporation; and
- g) Mainstreaming cross-cutting issues in the Corporation's activities.

1.2 The National Water Conservation and Pipeline Corporation's Vision and Mission Statements

The vision is:

"To be a world class institution in water infrastructure development and management"

The Mission is:

"To develop and manage water infrastructure towards enhancing water security and storage for multipurpose, mitigation of drought, and flood effects in a sustainable manner"

1.3 Core Values

The core values of the National Water Conservation and Pipeline Corporation are:

- a) Integrity;
- b) Accountability;
- c) Transparency;
- d) Professionalism;
- e) Team work; and
- f) Innovativeness.

1.4 Stakeholder Segments

The National Water Conservation and Pipeline Corporation's stakeholders include:

- a) The Government of Kenya;
- b) Water Service Boards;
- c) External Stakeholders/Customers;
- d) Internal customers/Members of staff;
- e) Board of Directors;

- f) Financiers/donors/development partners;
- g) The media;
- h) Suppliers of goods and services;
- i) Community Based Organizations;
- j) Non-Governmental organisations;
- k) Training Institutions;
- l) Other water sector institutions; and
- m) The general public.

1.5 Rationale for the study

As NWCPC pursues service delivery improvement to its customers, it has utilized customer satisfaction surveys as a way of engaging with its customers and obtaining feedback and suggestions on areas that require improvement and those that are providing quality services to customers. The Corporation is concerned with the issues of quality and adequacy of services to all stakeholders.

In view of the foregoing, the survey on customer satisfaction is a crucial exercise with a view to facilitating improvement in service delivery by the Corporation and the development of a customer services improvement strategy.

1.6 The Problem Statement/ Assignment

NWCPC has continuously carried out customer satisfaction surveys in respect to the services it provides to the public and other stakeholders; with the latest one having been conducted in the 2010 period.

The survey established the needs and areas of dissatisfaction of the customers and the challenges that then affected effective and efficient service delivery at the Corporation.

Based on the findings of the survey, the team of researchers made recommendations that would strengthen customer service provision at the Corporation. It also recommended strategies to improve the public image of the NWCPC.

1.7 Objectives of the National Water Conservation and Pipeline Corporation's customer satisfaction survey

The general objective was to determine the level of customer satisfaction, and based on the findings; make appropriate recommendations that will enable the Corporation to improve on the quality of service delivery, thereby improving the level of customer satisfaction.

Specifically, the survey sought to:

- a) Gain feedback from customers and determine overall customer satisfaction of the services and products offered by the Corporation;
- b) Identify critical NWCPC customers
- c) Determine the Overall level of customer awareness and satisfaction;
- d) Identify factors that hinder customer awareness and satisfaction;
- e) Highlight factors that cause dissatisfaction among NWCPC customers;
- f) Identify areas of strength and weakness in service provision;
- g) Identify and prioritize areas where improvement will most affect customer satisfaction.
- h) Determine customer expectations of NWCPC;
- i) Provide a way for unsatisfied customers to air their concerns;
- j) Identify the needs of customers in terms of service and support delivery;
- k) Seek ways that will improve on the partnership with clients; and
- l) Identify ways of improvement of communication and response time to the needs of our clients.

The customer satisfaction survey was guided by the Service Charter; the Vision and Mission and Core Values of NWCPC; core functions as provided for in the legal mandate; the rights and obligations of the customers, and the commitments and standards that underpin the operations of the Corporation in its service delivery.

1.8 Scope of the assignment

The survey aimed at establishing the customer needs and determining the current levels of customer satisfaction with a view to formulating appropriate recommendations that would enable the National Water Conservation and Pipeline Corporation to effectively realize its Mandate.

Pursuant to this, the consultant carried out the following tasks towards meeting the objectives of the survey:

- a) Reviewed relevant literature such as NWCPC Strategic Plan, Customer Service Charter, Previous Survey Reports, annual reports etc.;
- b) Developed survey tools/questionnaire;
- c) Pilot-tested the questionnaire to confirm adequacy and suitability for data collection;
- d) Fine-tuned the data collection/survey tools based on feedback from the previous stage;
- e) Trained data collectors/field Assistants on administration of the survey tools and the data collection process;
- f) Determined an appropriate survey sample;
- g) Undertook field data collection from the sample through field visits by the data collectors;
- h) Captured data collected from the field through comprehensive data entry and coding;
- i) Undertook data analysis; and
- m) Compiled this detailed report **clearly indicating the Customer Satisfaction Index.**

Overall, the survey established the following, amongst others with a view to meeting the expected outputs:

- a) Perceived performance and impact of NWCPC against its mandate;
- b) The impact made by NWCPC at the users' level and achievements; and

- c) Perceptions on service qualities, barriers and opportunities for quality improvements.

Based on the findings, the consultant has made recommendations which if effectively implemented will improve levels of customer satisfaction.

CHAPTER TWO:LITERATURE REVIEW

2.0 LITERATURE REVIEW

2.1 Customer Satisfaction

Satisfaction refers to the attitudes and feelings customers/employees have about the services rendered to them and the work they do (Amstrong, M (2005)). It embodies a system of beliefs that may have not been articulated. These beliefs themselves are based on certain values and are the foundation upon which attitude and behavior are also based. Satisfaction is derived from the psychological contract and encompasses the actions customers/employees believe are expected of them and what response they expect from their engagement relationships.

Satisfaction is concerned with assumptions, expectations, promises and mutual obligations. It creates attitudes and emotions that govern behaviour. It is also implicit and dynamic as it develops over time with accumulation of experiences, changing engagement conditions and re-evaluation of expectations. Thus satisfaction may provide some indications of the answers to the two-way engagement relationship questions that individuals normally pose: *“What can I reasonably expect from the organization/institution? And what should I reasonably be expected to contribute in return?”*

Satisfaction and engagement relationships are never quite fully understood by either party that gives or provides the services. From the customer point of view, the engagement relationship and the associated satisfaction may be based on:-

- a) How they are treated in terms of fairness, equity and consistency;
- b) Security of engagement;
- c) Scope to demonstrate competence;
- d) Involvement and influence; and
- e) Trust in the management of the organization to keep their promises.

2.2 Factors Affecting Customer Satisfaction

The level of customer satisfaction is affected by both intrinsic and extrinsic motivating factors, social relationship with the work groups and the degree to which individuals succeed or fail in their work. Purcell et al (2003) believes that discretionary behaviour which helps the organization to be successful is most likely to happen when customers are well-motivated and the services give them a high level of satisfaction.

2.3 Measuring Customer Satisfaction

The degree to which customers are satisfied can be measured by attitude surveys. Opinion can be obtained on matters such as work, how people are attended to, views about the organization and managers, communication, working conditions and facilities. (Amstrong M, Fornell, C. 1992). Such attitudes survey may take the following forms:

- a) Structured questionnaires;
- b) Open-ended interviews;
- c) Combinations of questionnaires and interviews; and
- d) Desk review of documents.

2.4 Significance of Customer Satisfaction Survey

Organizations are increasingly becoming aware that the reflection of the public expectation on them in general and that of their customers in particular make the attainment of their goals more likely (Pearce, J.A et al). In the event of a disturbing trend in public opinion, an organization can undertake promotional campaigns to fortify its credibility, particularly amongst its employees and other strategic stakeholders. Although public agitation often stimulates greater attention to this question (of public image), organizations are concerned about their public image even in the absence of such agitation. This is the true spirit of social responsiveness; which is the desire just to “be good and do good”.

As a service provider, the Corporation must use a proactive approach to get customers’ support by giving them the most appropriate services. It is recognized that both present and potential customers attributes certain qualities to particular services. In addition, a major

determinant of an organization's success is the extent to which it can relate functionally to its external environment. An organization ought therefore to evaluate its strengths and weaknesses so as to fully know and understand itself: -this is the essence of self concept.

Service Charters tell the public what the organization/institution stands for and how they will provide their services. The extent to which the Service Charter has been implemented normally provides some perception about customer satisfaction levels. The Corporation ascribes to its service charter, as a tool for communicating to its customers its commitment to service.

There are several Customer Satisfaction Index models such as the European Customer Satisfaction Index (ECSI), the American Customer Satisfaction Index (ACSI), Swedish Customer Satisfaction Barometer (SCSB), and many others used in countries such as Denmark, Austria, Taiwan, New Zealand, South Korea, Malaysia, Russia etc. They all differ slightly depending on the assumed factors that underpin the satisfaction drivers and how these factors interact. For each of these countries, a specific model has been agreed upon.

In Kenya, we still do not have an industry universally-accepted and standardized customer satisfaction model. Our experience is that many organizations work with a locally derived model that is based on a segmentation of its customers into external and corporate, and internal and individual. The variables are based on (a) the organization's core values; (b) perceived quality of products and services (c) expectations, and (d) image. Some organization may have other latent variables that the organization would like incorporated in the customer satisfaction. Through this, we are able to establish the Customer Satisfaction Index for the organization/institution. For this particular customer satisfaction survey, Eliud & Associates (**E&A**) Management Consultants discussed and agreed on both the tools for the survey and the survey sample with NWPC prior to commencement of the assignment.

2.5 Documents provided by NWCPC for Literature Review

The consultant received from the Corporation and reviewed various documents that enabled the consultant to gain invaluable technical information relevant to the exercise. The documents analyzed by the consultant included the NWCPC Strategic Plan, Customer Service Charter and previous survey reports.

The Strategic Plan enabled the consultant to understand the Corporation's mandate; its Vision and Mission; the challenges it has faced in the past; strengths, weaknesses, opportunities and threats; key success factors; areas of focus; objectives, strategies and activities; organization structure and functional responsibilities; sources of finance; monitoring and evaluation framework; as well as the implementation matrix.

The Customer Service Charter enabled the consultant to understand the minimum commitments that the Corporation has made to its various stakeholder segments by way of service provision; and this was not only useful in development of the survey tools but also gave the parameters against which the Corporation's performance could be gauged.

The previous customer satisfaction survey report enabled the consultant to understand the performance of the Corporation as evaluated last year and the recommendations arising therefrom, which provided a benchmark against which this year's performance could be evaluated.

CHAPTER THREE: APPROACH AND METHODOLOGY

3.0 APPROACH AND METHODOLOGY

3.1 Research Design

The consultant deployed a quantitative survey design. This aspect included desk review of all relevant secondary material which included:

- a) The Corporation's Strategic Plan 2010 - 2015;
- b) The Corporation's Service Charter;
- c) The Customer Satisfaction Survey Report for 2010;
- d) The Kenya Vision 2030; and
- e) Working documents from the Corporation.

The quantitative aspect also included use of questionnaires administered to external and internal customers/stakeholders of the Corporation (See Appendix I and II).

3.2 Sample Design

Both random and stratified sampling techniques were employed. A guideline for sampling process for the survey was jointly developed, discussed and agreed upon by the Corporation and the Consultants. The sampling guideline is presented in Table 3.1. It includes external and internal customers.

Table 3.1: Sampling Guideline for the Survey

Sampling Frame	Description	Sample
External Customers/ Stakeholders	Government Ministries	18
	Water Boards, Authorities and Trusts	12
	Government Institutions and State Corporations	13
	Suppliers of Goods and Services	11
	Contractors	9
	Water Companies	7
	Development Partners	3
	Members of the Departmental Committee on Lands and Natural Resources and other MPs who are integral stakeholders	28
	Other Interest Groups	2
Internal Customers/ Stakeholders	NWCPC Staff	100
TOTAL		203

3.3 The Survey Instruments

Two sets of instruments; namely external and internal customer satisfaction survey questionnaires respectively, were used to collect data from the respondents on various issues under investigation. The draft data collection instruments were discussed with the Corporation to allow for input/comments and the necessary amendments were subsequently made.

3.3.1 Recruitment and Training of Survey Personnel

It was imperative that the personnel engaged in data collection possessed the necessary qualification, experience, aptitudes, demeanor and skills for working with a variety of clients. The research assistants were trained to familiarize them with the survey instruments. A one-day pre-training workshop of supervisors and research assistants was also conducted.

3.3.2 Fieldwork Management (Data Collection)

The consultant reviewed the available secondary literature and administered the questionnaires, while the enumerators collected primary data with the help of the supervisors. The consultant was responsible for ensuring that the supervisors and their assistants understood the sampling and interviewing methodology and executed it correctly.

3.3.3 Data Processing and Analysis

The data for this survey was collected using questionnaires designed using three different Likert scales:

- a) A 5 point Likert scale on a continuum ranging from Very good to Very poor;
- b) A 5 point Likert scale on a continuum ranging from Very satisfied to Very unsatisfied; and
- c) A 7 point Likert scale on a continuum ranging from Very dissatisfied to Very satisfied.

Percentage scores were used to obtain the satisfaction index. Using this approach, 50% was picked as the benchmark score. Scores lying in this region was somewhat satisfied (indifference). In addition a 10-point importance rating scale between the values 1 (least important) to 10 (most important) was used.

An Index Rating for a 5 point Likert Scale was used and is illustrated in Table 3.2.

Table 3.2 - Index rating table

Level of Agreement	Score	Satisfaction Index (% score)
Strongly Agree	5	81 – 100
Agree	4	61 – 80
Indifferent	3	41- 60
Disagree	2	21 – 40
Strongly Disagree	1	Less than 21

CHAPTER FOUR: FINDINGS

4.0 SURVEY FINDINGS

4.1 Findings

This chapter details the survey findings. Section 4.2 presents findings from the Corporation's external customers, while Section 4.3 presents those from internal customers.

4.2 External Customers

4.2.1 Profile of external customers

The number of external customers who responded was 74 customers. See detailed breakdown in Table 4.2.1 and Figure 4.2.1. Figure 4.2.2 illustrates the provincial distribution of the respondents.

Table: 4.2.1- External Customers respondents

Category	N
Government ministries and Offices	32
Government institutions and state corporations	18
Suppliers and service providers	10
Water Boards, Authorities and Trusts	9
Contractors and Consultants	2
Not indicated	3
Total	74

Figure 4.2.1- External Customers respondents

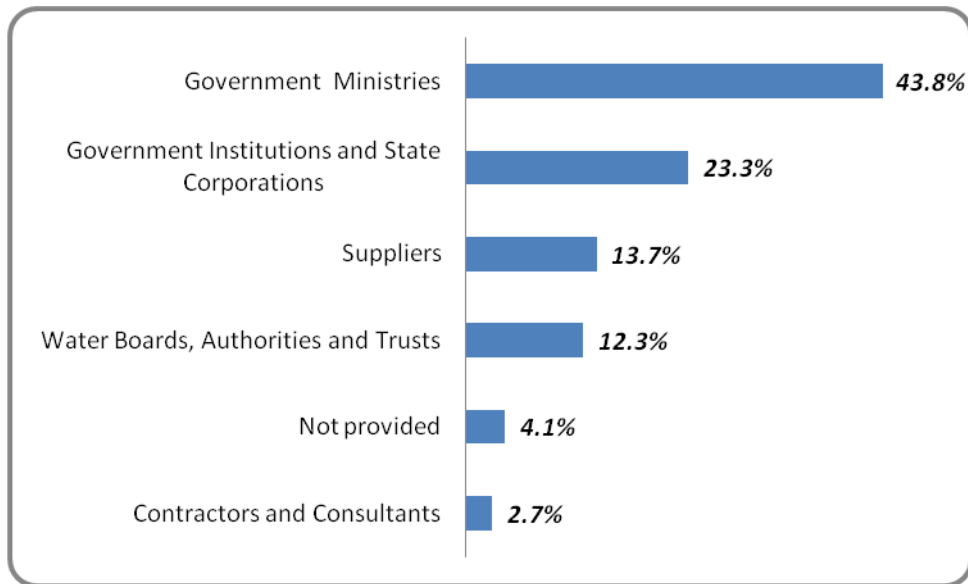
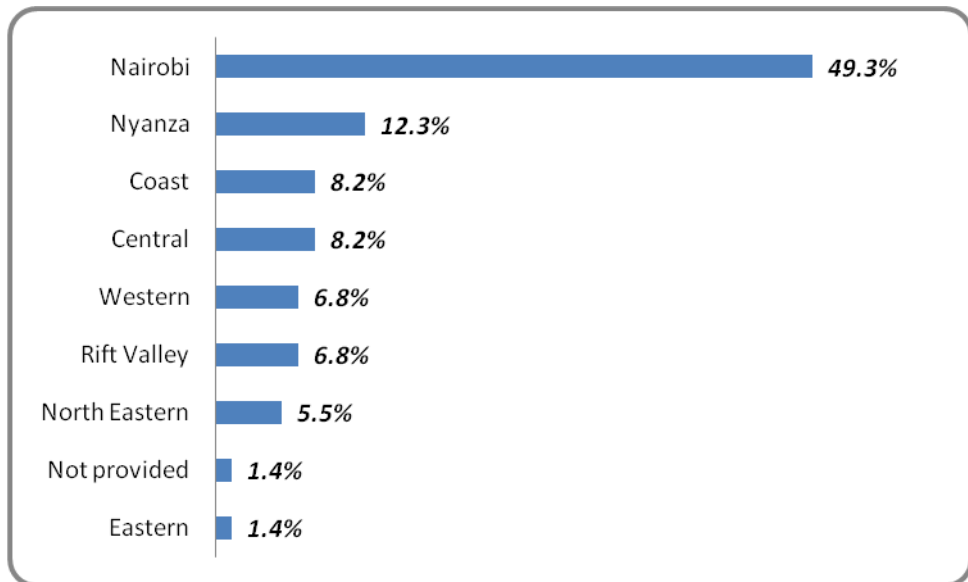
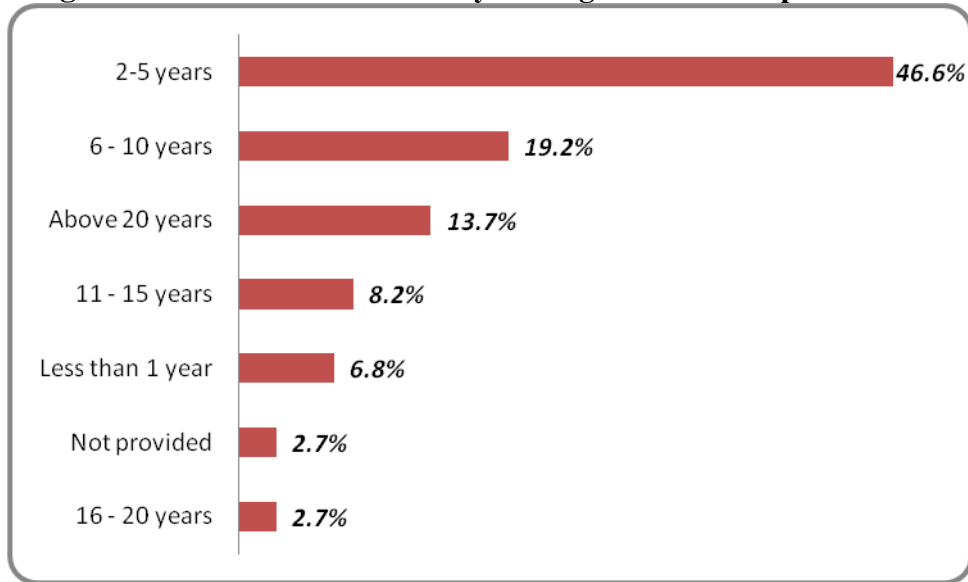


Figure 4.2.2- External Customers provincial distribution



Most of the representatives of the responding external customers had worked for their respective organization for between 2 and 5 years as illustrated in Figure 4.2.3.

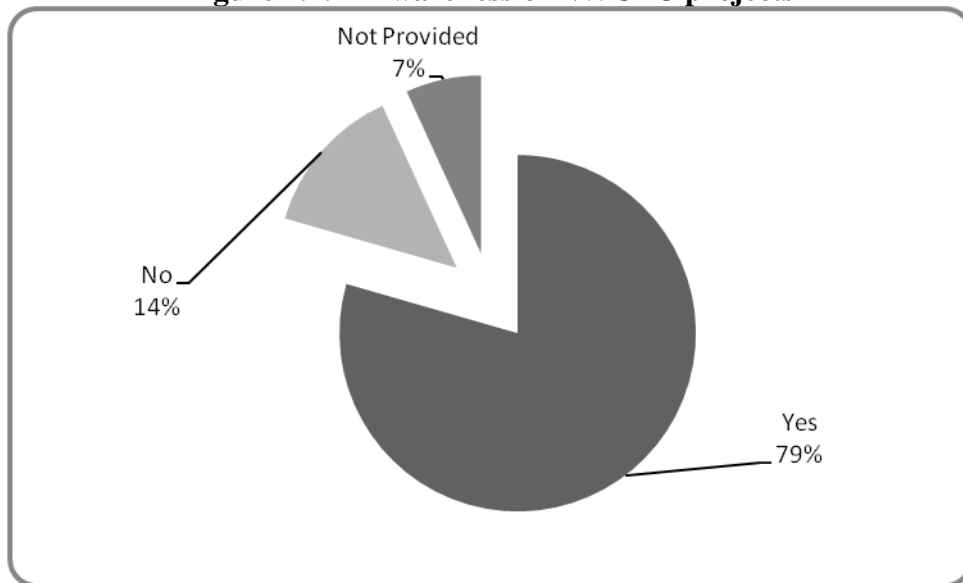
Figure 4.2.3- Duration worked by the organization’s representative



4.2.2 Awareness of NWCPC projects

When respondents were asked about their awareness of the Corporation’s projects the majority (79%) indicate that they were aware. This is response was based on “top of their mind” when asked about NWCPC. This is illustrated in Figure 4.2.4.

Figure 4.2.4- Awareness of NWCPC projects



4.2.3 External Customers Satisfaction with Communication

As depicted in Tables 4.2.2 and 4.2.3 above, the external customer respondents were very satisfied with NWCPC communication channels and rated this with a satisfaction index of 76.4%. The Quality of advice/Information received scores the highest satisfaction index of 79.75 % with the Speed/ efficiency with which query are dealt with scoring a low of 70.7% % satisfaction index. Across the customer categories, Government ministries were the most satisfied with a satisfaction index of 89.3%. Water Boards, Authorities and Trust were the next satisfied category with a satisfaction index of 84%. Suppliers were the least satisfied with communication channels which they rated at a satisfaction index of 71.4 %.

Table: 4.2.2- External Customers satisfaction with communication

Statement	N	Satisfaction Index %
Quality of advice/Information received	61	79.7
Presentation of staff	58	79.5
Knowledge of staff	58	79.5
Honesty and helpfulness of staff	59	77.9
Speedily serving customers by attending to them upon arrival at the office reception	56	76.5
Location of NWCPC offices	58	75.4
Public service area facilities	56	75.1
Upholding zero-tolerance to corruption by not expecting, accepting or giving inducement to get services	58	73.3
Speed/ efficiency with which query was dealt with	60	70.7
Overall Mean Satisfaction		76.4

Table: 4.2.3- Communication satisfaction index by organization

Category	Satisfaction Index %
Suppliers	71.4
Government Institutions and State Corporations	79.4
Water Boards, Authorities and Trusts	84.0
Government Ministries	89.3

4.2.4 External Customers Satisfaction with Core functions

As shown in Tables 4.2.4 and 4.2.5, the Customer Satisfaction across the NWCPC core functions and across all customer categories is fair with a satisfaction index of 65.3 %. The satisfaction index for “increasing water storage capacity in Kenya” is the highest rated. Customers were least satisfied by the corporation’s performance in “mainstreaming cross-cutting issues in the Corporation's activities”. Government ministries as a category were the least satisfied with performance of the NWCPC on its core functions while Contractors and Consultants were the most satisfied with satisfaction indexes of 62.4 % and 86.2 % respectively.

Table: 4.2.4- External Customers Satisfaction with Core functions

Statement	N	Satisfaction Index %
To increase water storage capacity in Kenya	60	70.3
To strengthen and build the institutional Capacity of the Corporation	56	70.1
To increase accessibility, availability	57	69.6
To improve performance and quality service delivery	58	66.8
To enhance financial Sustainability of the Corporation	51	63.6
Reliability of water supply and water for multipurpose use	58	63.3
To reduce the risks of (mitigate the effects of) floods	55	61.8
To reduce the risks of (mitigate the effects of) drought	58	61.2
To mainstream cross-cutting issues in the Corporation's activities (i.e. corruption; HIV/Aids; Disability mainstreaming Strategy; Gender mainstreaming; Alcohol and Drug abuse; Emergency preparedness and evacuation.)	49	61.1
Mean Satisfaction		65.3

Table: 4.2.5- Core functions satisfaction index by organization

Category	Satisfaction Index %
Government Ministries	62.4
Suppliers	64.4
Water Boards, Authorities and Trusts	66.8
Government Institutions and State Corporations	66.0
Contractors and Consultants	86.2

4.2.5 External Customers Complaints

Over half of the external customer respondents indicated that they had never made a complaint to NWCPC. The other half of the respondents had either made a complaint or did not provide a response to this question. 42% of the respondents had made a complaint as depicted in Figure 4.2.5.

Figure 4.2.5- Complaints

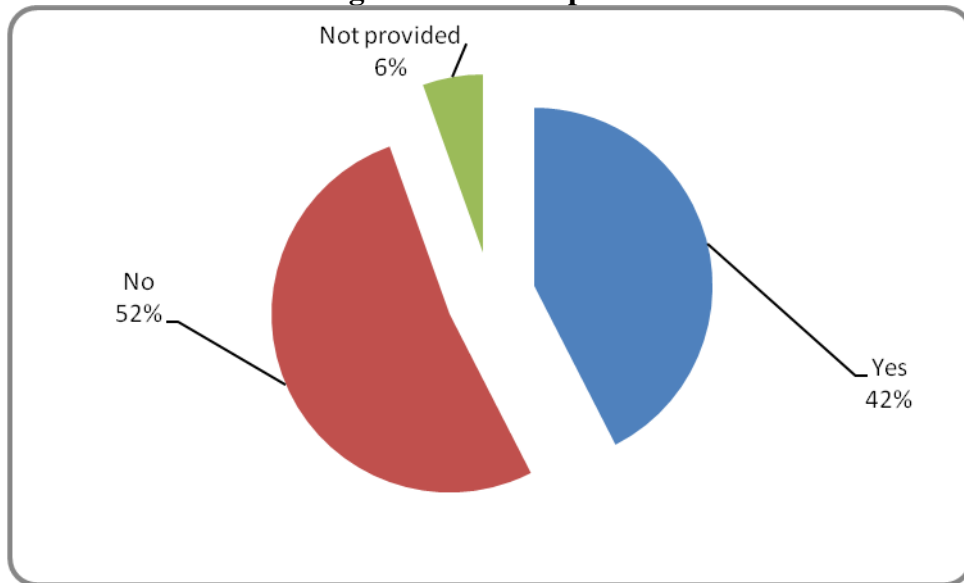
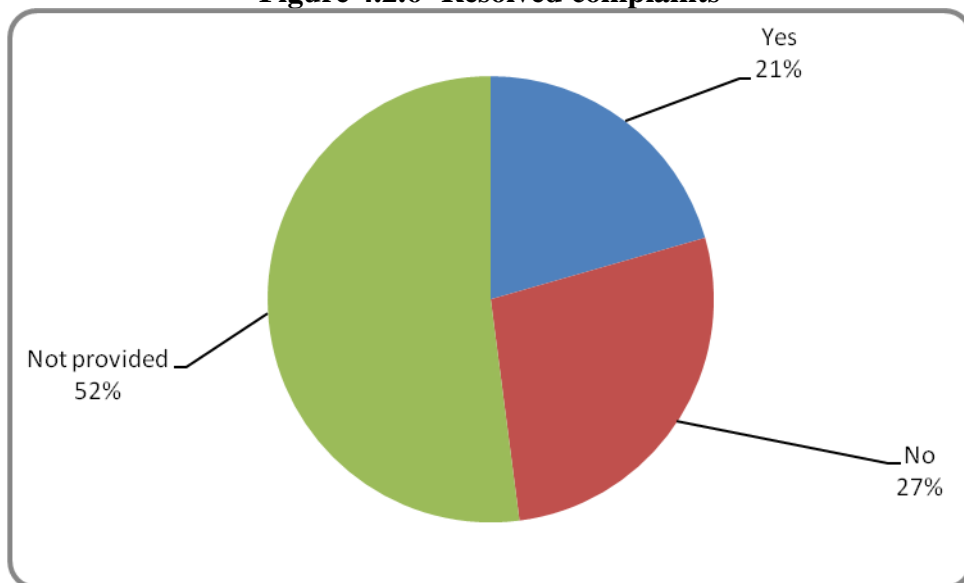


Figure 4.2.6- Resolved complaints



As shown in Figure 4.2.6, the respondents indicated that only a fifth of them had got a response from the Corporation. 27% of the respondents indicated that they had not received a response. Over half of the respondents had not responded to this question. This agrees with the number who indicated in Table 4.2.5 their having not made any complaints.

4.2.6 External Customers Satisfaction with Procurement

Contractors, suppliers of goods and services were asked to rate the Corporation on its interaction around procurement of goods and services. The mean satisfaction index for this was a good 78.2%. Provision of information had a satisfaction index of 81.3, this is commendable. Table 4.2.6 illustrates the feedback on this. The tendering process was rated at 72.6% satisfaction index, a modest rating.

Table 4.2.6 gives the satisfaction rating per category. Suppliers of Goods and Services are the least satisfied, while the most satisfied was Government institutions and state corporations.

Table: 4.2.6- Satisfaction with interaction on procurement

Statement	N	Satisfaction Index %
The posting of available supplying/service opportunities is done in such a way that the interested suppliers are well informed	21	84.0
I receive Information of when to supply in time	22	81.3
Standards set by NWCPC for the goods and services is excellent and thus we have to be very competitive at all times	22	79.5
NWCPC officers never seek favors from the suppliers so as to process payments when they fall due.	21	73.5
The tendering process is done above board organization	21	72.6
Mean Satisfaction		78.2

Table: 4.2.7- Interaction on procurement by category

Category	Satisfaction Index %
Suppliers of Goods and Services	67.4
Contractors and Consultants	75.4
Government Ministries	80.0

Government Institutions and State Corporations	85.3
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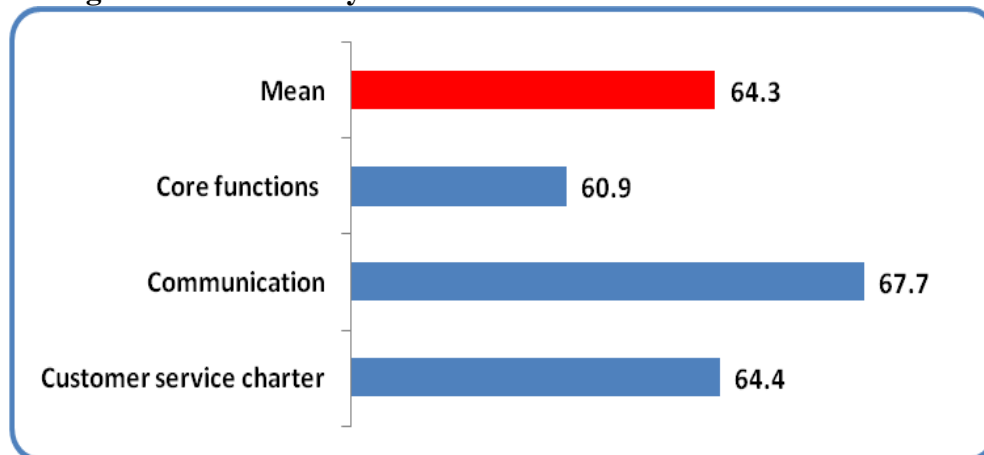
4.2.7 Summary of External Customers Satisfaction Indexes

The mean satisfaction index based on Communications and Core functions and interaction with Contractors, Suppliers and Service Providers is 73.3%. See Table 4.2.7 and Figure 4.2.7.

Table 4.2.8 Summary of External Customer Satisfaction Indexes

Satisfaction Attribute	Satisfaction Index %
Communication	76.4
Performance on core functions	65.3
Interaction with Contractors, Suppliers and Service providers	78.2
Mean Satisfaction	73.3

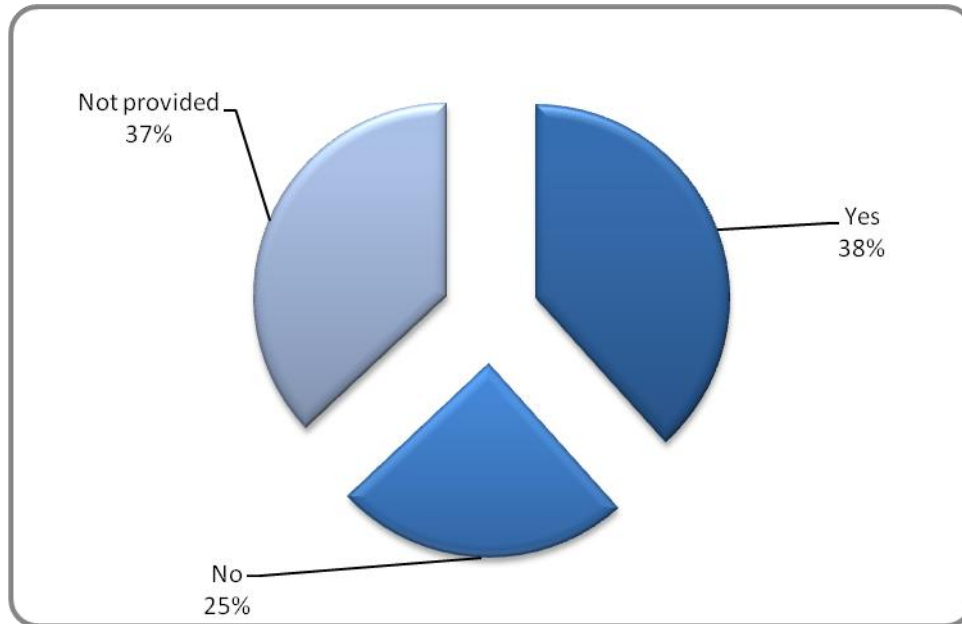
Figure 4.2.7 Summary of External Customer Satisfaction Indexes



4.2.8 Standards

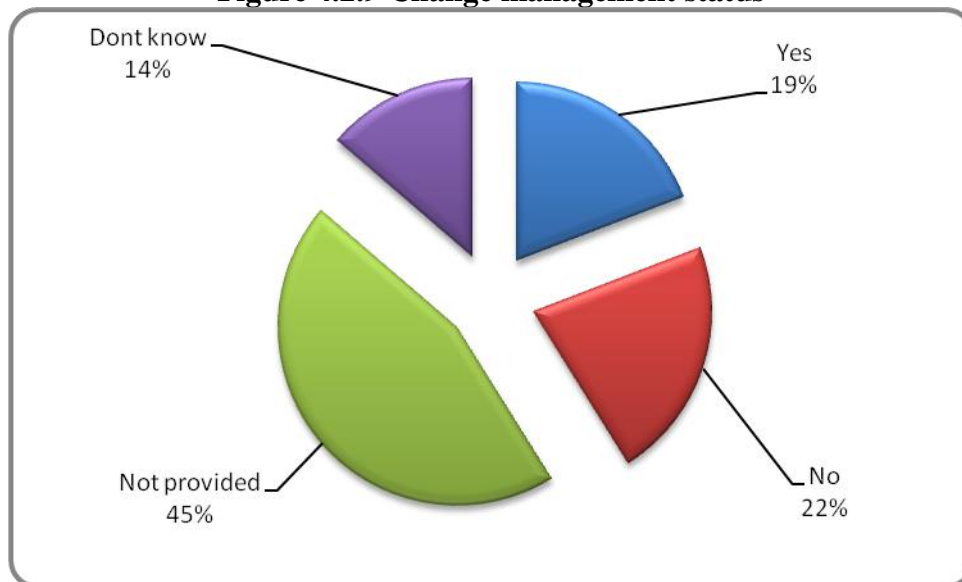
Only 38% of the external customer respondents are aware of the NWPCP's ISO 9001: 2008 certification while the rest either did not respond to this question or did not know. See Figure 4.2.8.

Figure 4.2.8 Awareness of NWCPC's Aware of NWCPC ISO 9001: 2008 certification



As shown in Figure 4.2.9, only 19% of the external customer respondents believe that NWCPC as an ISO certified institution had fully embraced change management in line with the set standards. This is very low and will require some sensitization.

Figure 4.2.9 Change management status



4.2.9 Areas of Strength

Respondents were asked of which areas of service delivery they thought the Corporation had done an excellent job. As depicted in Table 4.2.9, staff indicated Expansion and improved water supply; Sinking of boreholes; Dam construction; improve quality services at the main customer interface points; and payments as the top five areas.

Table 4.2.9 Areas where the Corporation has done an excellent job

Area	Frequency	Percentage %
Expansion and improved water supply	8	17.8%
Sinking boreholes	6	13.3%
Dam construction	6	13.3%
Quality services	5	11.1%
Payments	4	8.9%
Water conservation	2	4.4%
Planning/implementation of projects	2	4.4%
Initiation of projects helpful to people	2	4.4%
Branding and reach outs	1	2.2%
Mitigation of flood effects	1	2.2%
Customer care	1	2.2%
Recruitment of key staffs to improve capacity	1	2.2%
Communication	1	2.2%
Prompt solving of queries	1	2.2%
Upgrading of infrastructure	1	2.2%
Decentralization	1	2.2%
Team building	1	2.2%
Collection of revenue	1	2.2%

The area of payments indicated marked improvement, specifically in the following aspects:

- a) Improved payments time turnaround;
- b) Equipping;
- c) Record keeping;
- d) Prompt and periodic billing;
- e) Transparency and accountability;
- f) Claims quickly honored; and
- g) Clearing debts owed to the Government.

The above aspects were ranked from the most cited to the least. This means that “Improved payments time turnaround” was an area that had changed in good measure for the better.

4.2.10 Suggestions for improvement

Table 4.2.10 illustrates the ranked suggestions for improvement. These were suggested by external customers. The highest ranked are improvement of water storage; water supply and provision; governance, public awareness and prioritization of projects..

Table 4.2.10 Suggestions for improvement

Suggestion	Frequency	Percentage %
Water storage e.g. construction for dams	14	17.9%
Water supply and provision	7	9.0%
Zero tolerance to corruption	7	9.0%
Improve publicity	5	6.4%
Prioritize projects	5	6.4%
Recruit efficient employee	5	6.4%
Decentralize services	4	5.1%
Information backups	3	3.8%
Distribution systems	2	2.6%
Training staff	2	2.6%
Improve communication	2	2.6%
Improve speed of handling queries	2	2.6%
Outsource construction services	2	2.6%
Involve local people in preparing work plans	2	2.6%
Enhance supervision of projects	2	2.6%
Reduce the role of installation of borehole and drilling	2	2.6%
Use cheap means of powering water pumps	1	1.3%
Embrace technology	1	1.3%
Ensure completion of projects	1	1.3%
Review organization structure	1	1.3%
Accurate hydrological surveys	1	1.3%
Improve management of resources	1	1.3%
Improve speed in project implementation	1	1.3%
Develop mechanism to monitor the effectiveness of services offered	1	1.3%
Good work plan	1	1.3%
Keep up good work	1	1.3%

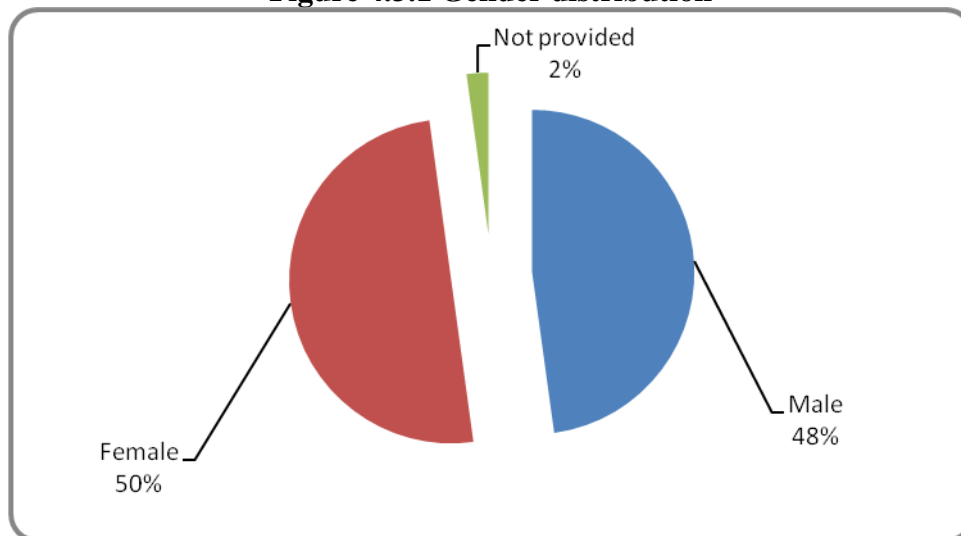
Suggestion	Frequency	Percentage %
Modernize machinery	1	1.3%
Improve public relations	1	1.3%

4.3 Internal Customers

The number of NWPC staff who responded was 46 customers. This was a rather low response rate. Below we provide the profile of these respondents

Gender

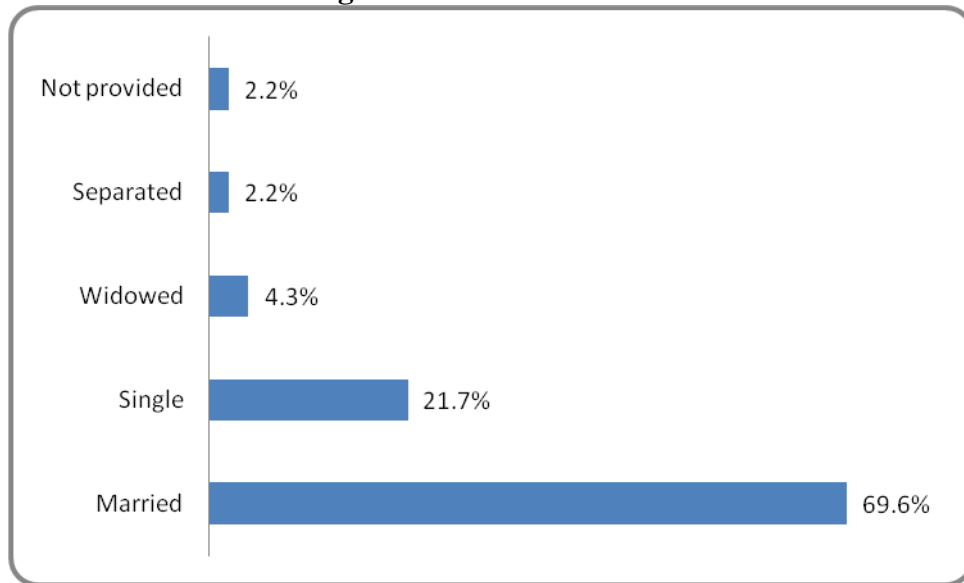
Figure 4.3.1 Gender distribution



The internal customer respondents were well distributed across the genders with about half female and half male as shown in Figure 4.3.1. This indicates that the NWPC staff are well distributed with regard to genders

Marital status

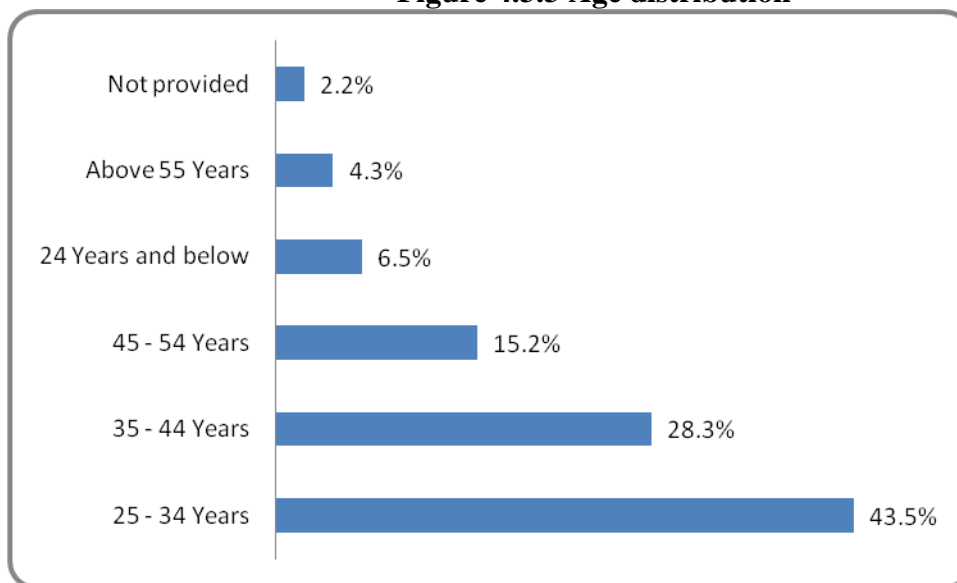
Figure 4.3.2 Marital status



About 70% of NWCPC staff respondent are married with the least, being separated (2.2%) as shown in Figure 4.3.2. An equal number did not respond to this question.

Age

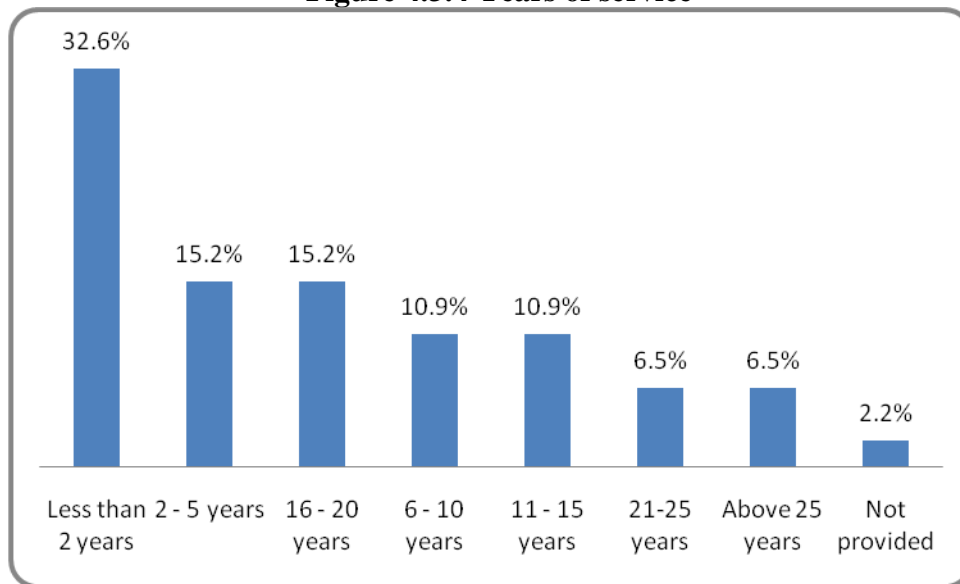
Figure 4.3.3 Age distribution



As shown in Figure 4.3.3 over two fifths of the NWCPC staff were aged between 25 years and 34 years, with the least population of 4.3 % of these respondents aged above 55 years. 2.2% of the internal customer respondents did not provide a response to this question.

Years of service

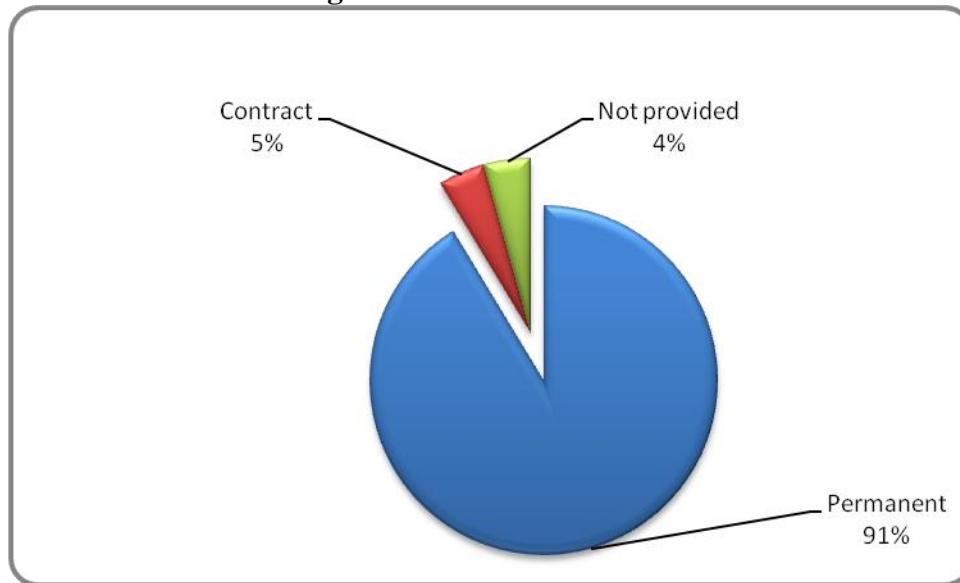
Figure 4.3.4 Years of service



Just over a third of the NWCPC staff had worked with the organization for less than 2 years. 2.2 % of the internal customer respondents did not provide a response to this question as shown in Figure 4.3.4. The least number of staff seems to have worked with the NWCPC were those who had worked for more than 25 years.

Terms of service

Figure 4.3.5 Terms of Service

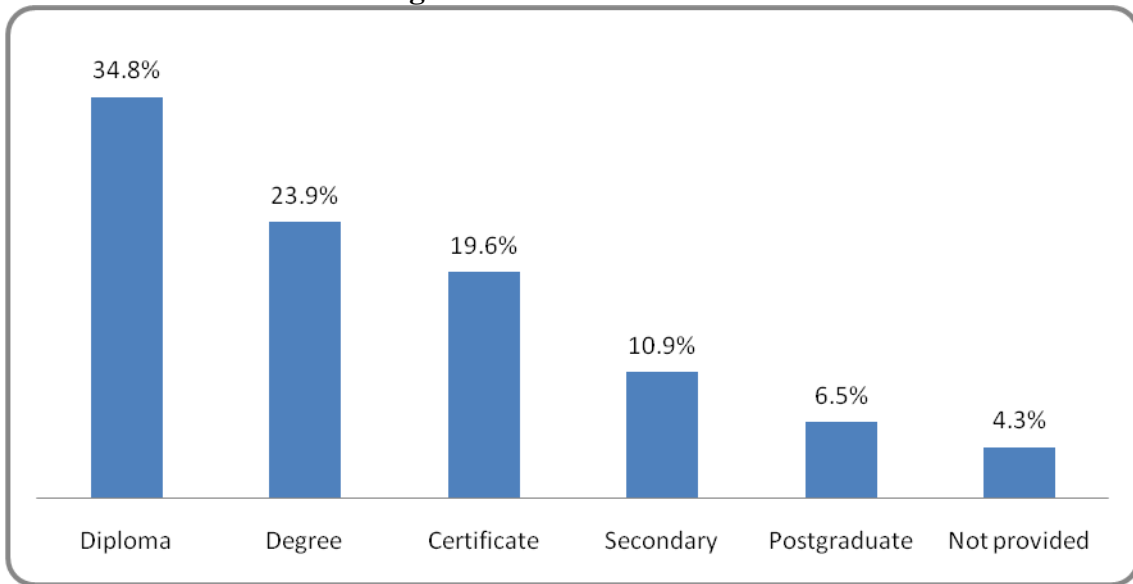


As shown in Figure 4.3.5, 91% of the respondents were engaged on permanent terms. Only 5% were employed on contracts. 4 % of the respondents did not provide a feedback on this question.

Level of Education

Slightly more than a third of the NWCPC staff respondents had a diploma as their academic qualification. The numbers drop down from diploma to post graduate as shown in Figure 4.3.6 with only 6.5% having a post graduate degree. Degree holders accounted for 23.9% of all respondents.

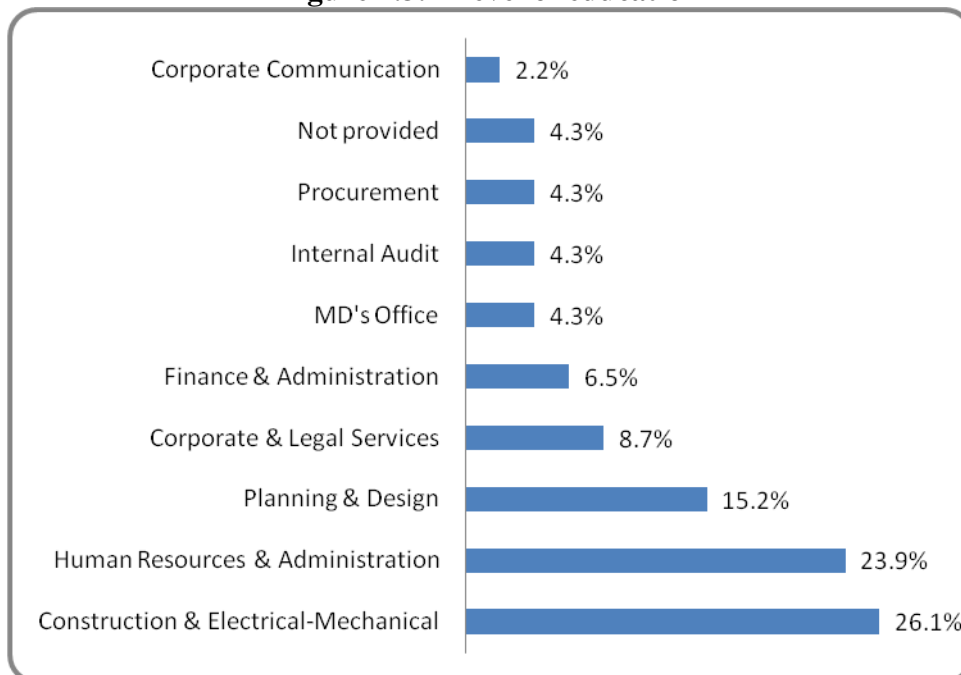
Figure 4.3.6 Level of education



Department

As shown in Figure 4.3.7, above a fifth of the NWPC staff seems to be in the Human Resources and Administration department. The Construction and Electrical-Mechanical department had the majority of respondents. As shown in the Figure 4.3.7 the corporate communication department accounted for 2.2% of the respondents.

Figure 4.3.7 Level of education



4.3.1 Satisfaction levels on Mission, Vision and Image

The NWCPC staff respondents indicated good mean satisfaction index of 74.5% on the National Water Conservation and Pipeline Corporation’s mission, vision and image. The NWCPC staff strongly agree that NWCPC has clearly communicated its vision, mission and objectives to its entire staff. The maintenance of highly motivated, committed and productive workforce was lowest rated at 67.8% satisfaction index.

Table 4.3.1 Internal customers satisfaction with Mission, Vision and Image

Statement	N	Satisfaction Index %
NWCPC has clearly communicated its vision, mission and objectives to all its staff	45	86.7
My Corporation’s image is improving with time	41	82.2
NWCPC is a customer-focused Corporation	43	75.2
The Corporation has unquestionable commitment to the highest levels of integrity, and a zero-tolerance approach to corruption and fraud	43	71.3
NWCPC has a strong work performance culture	43	69.7
I am well informed about the current and future NWCPC development programs	43	68.5
The Corporation is devoted to the maintenance of a highly motivated, committed and productive workforce	44	67.8
Satisfaction Mean		74.5

4.3.2 Satisfaction quality service

The NWCPC staff respondents agree with the statements on Table 4.3.2 about NWCPC on quality service and meeting internal customers’ needs. These respondents agree most with the statement “I have a good understanding of the requirement of colleagues as internal customers” and least agree with the statement “My department has adequate systems in place to measure satisfaction of internal customers” with a satisfaction indexes of 82.6.1 % and 62.1 % respectively.

Table 4.3.2 Internal customers satisfaction on quality service

Statement	N	Satisfaction Index %
I have a good understanding of the requirement of colleagues as internal customers	44	82.6
Quality is a top priority with NWCPC.	43	76.4
My department has adequate systems in place to measure satisfaction of internal customers	42	62.1
Satisfaction Mean		73.7

4.3.3 Satisfaction with management

NWCPC staff respondents are generally satisfied with the management as illustrated in Table 4.3.3. The mean satisfaction index here is 69.9 %. Staff rated “take part in setting targets for their work” at a modest 74.0% satisfaction index while “the implementation of programmes is done systematically” was rated at 65.3% satisfaction index.

Table 4.3.3 Internal customers satisfaction with management

Statement	N	Satisfaction Index %
I take part in setting targets for my work	44	74.0
I have trust and confidence in the overall job being done by the management at NWCPC	44	72.8
NWCPC management is flexible and open to change	44	67.6
Implementation of programmes is done systematically	41	65.3
Satisfaction Mean		69.9

4.3.4 Satisfaction with teamwork at the workplace

Team work among the NWCPC staff and recognition have very low satisfaction with only a 33.0% satisfaction index on recognition when one works overtime and a relatively good 68.5% satisfaction index on feeling part of team working towards a shared goal. Regular departmental meetings are also rated low at 57.3% satisfaction index. This is shown in Table 4.3.4. The state affairs here need to be looked into so as to enhance productivity.

Table 4.3.4 Internal customers satisfaction with teamwork

Statement	N	Satisfaction Index %
I feel part of a team working towards a shared goal.	44	68.5
Our team undertakes activities that promote and sustain team spirit (team building)	44	59.6
We hold regular team meetings/briefings in our department	42	57.3
When I work overtime I am recognized/appreciated	44	33.0
Satisfaction Mean		54.6

4.3.5 Satisfaction with grievance handling

The NWCPC internal customers rated grievance handling at a mean satisfaction index of 53.0%. This is very low and should be a course of serious concern to the corporation. Even though there exist channels for communicating grievances, the satisfaction index for turnaround time for grievance resolution is a very low 46.4%. The satisfaction index on the outcome of grievances is 51.4%. This is very low and should be addressed. See Table 4.3.5.

Table 4.3.5 Internal customers satisfaction with grievance handling

Statement	N	Satisfaction Index %
Formal channels of communicating grievances exist	42	60.9
I do not fear victimization during grievance handling	41	53.6
The level of teamwork at the Corporation is commendable	43	52.5
On average, resolution of grievances has been fair	41	51.4
Time taken to resolve grievances is on average 30 days from receipt of complaint	38	46.4
Satisfaction Mean		53.0

4.3.6 Satisfaction with communication and information flow

The mean satisfaction index for the communication and information flow is 62.2%. The lowest rated attributes here are timely communication and vertical communication which are rated at 59.6 % and 59.9 % satisfaction indexes. The internal communication systems will require some enhancement so as to increase productivity. See Table 4.3.6

Table 4.3.6 Internal customers satisfaction with communication and information flow

Statement	N	Satisfaction Index %
Effective communication within departments	43	64.5
Access to information needed to do work	44	64.4
Flow of information between section heads and staff	44	62.6
Appropriate inter-departmental communication	43	62.2
Upward communication is encouraged at NWCPC	42	59.9
Timely communication	45	59.6
Satisfaction Mean		62.2

4.3.7 Importance rating of safety at the workplace

On safety at the work place, availability of drinking water in the workplace is rated as most important, followed by easy document storage and retrieval. Adequate space for working has the lowest rating, this could mean that staff currently have adequate space. These importance attribute indicate what staff consider as very important with respect to their safety.

Any rating below 6.0 needs to be addressed. Refer to Table 4.3.7 for ranked importance ratings.

Table 4.3.7 Importance rating of safety at the workplace

Statement	N	Importance rating
Availability of drinking water within your place of work	44	7.11
Easy retrieval of documents in the office	44	6.61
The Corporation has safety equipment available e.g. first aid boxes, fire extinguishers	40	6.42
Strategically placed litter bins	42	6.19
Safe working environment	45	6.11
Adequate safety training	45	5.98
Adequacy of working tools	44	5.55
I clearly understand the process to be followed in the case of any emergency	44	5.52
Adequate space for working	43	5.47

4.3.8 Satisfaction with supervision

Satisfaction indexes on Table 4.3.8 indicate that staff at NWCPC are generally satisfied with their relation with immediate supervisors. The mean satisfaction index is comfortable 82.2%. Senior staff are competent for their roles and also easy to approach. We also note that supervisors support career development of their juniors.

Table 4.3.8 Internal customers satisfaction with supervision

Statement	N	Satisfaction Index %
My supervisor is interested in my career development and encourages me	43	84.1
Senior management are competent in their roles	42	82.5
It is easy to approach senior management staff	43	80.1
Satisfaction Mean		82.2

4.3.9 Satisfaction with training and governance

The NWCPC Staff are fairly satisfied with the Corporation's commitment to a corruption free zone, and that corrupt individuals are brought to book. The mean satisfaction index

here is 65.4%. Staff are also fairly satisfied with the Corporations' support for enhancing their skills through training programmes.

Table 4.3.9 Internal customers satisfaction with training and governance

Statement	N	Satisfaction Index %
Corruption cases are dealt with swiftly and firmly	39	69.5
NWCPC enhances the employability by enhancing my skills through training programmes	40	69.3
“ I am aware of the Public Officer Ethics Act	42	68.5
NWCPC is a corruption free zone	41	67.0
Corrupt individuals are exposed and stern action taken against them	40	65.3
New employees are inducted immediately	39	61.6
Cases of sexual harassment when reported are dealt with swiftly and firmly	30	56.8
Satisfaction Mean		65.4

4.3.10 Summary of Internal Customers Satisfaction Indexes

The mean satisfaction index based on the eight attributes presented in the previous sections above is 66.9%. See Table 4.3.10.

Table 4.3.10 Summary of Internal Customer Satisfaction Indexes

Satisfaction attribute	Satisfaction Index %
Vision, mission and image	74.5
Quality of service and meeting internal customers needs	73.7
Management	69.5
Teamwork	54.6
Grievance handling	53.0
Communication and information flow	62.2
Supervision	82.2
Staff development and Governance	65.4
Mean Satisfaction	66.9

NWCPC staff are most satisfied with their supervision mechanisms rated at 82.2% satisfaction index and least satisfied with grievance handling which has a satisfaction index of 53.0%. Team work within the Corporation was also rated low with satisfaction index of 54.6%.

Figure 4.3.8- Summary of Internal Customer Satisfaction Indexes



4.3.11 Standards

NWCPC is an ISO certified institution. NWCPC staff were asked to give an opinion on the Corporation’s embracing of change management in line with set quality standards. See Figure 4.3.9. Only 57% of the respondents indicated that the Corporation had embraced change management. About 40% of the respondents either disagreed or did not know. This needs to be looked into.

NWCPC staff were also requested to indicate the Corporations overall performance in line with set quality standards. Only 41% of them agreed that this was true. 50% of the respondents either disagreed or did not know. See Figure 4.3.10. This is a course for concern and needs to be addressed

Figure 4.3.9- Change management status

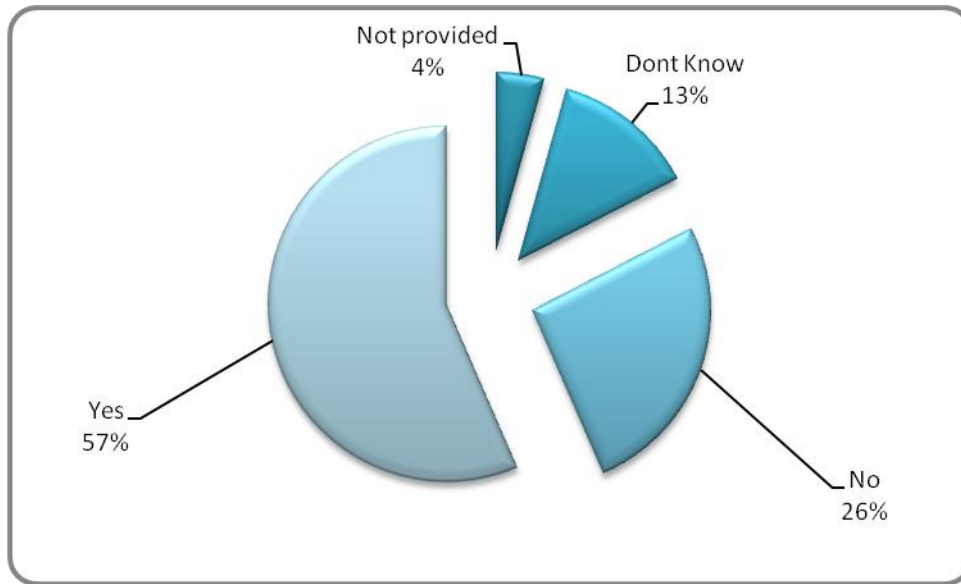
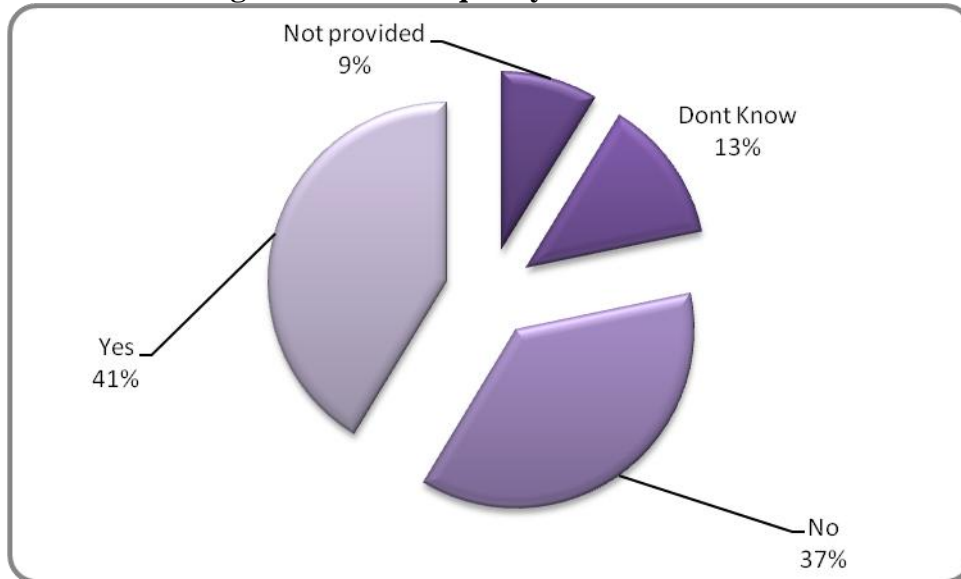


Figure 4.3.10- Set quality standards status



4.3.12 Staff well-being

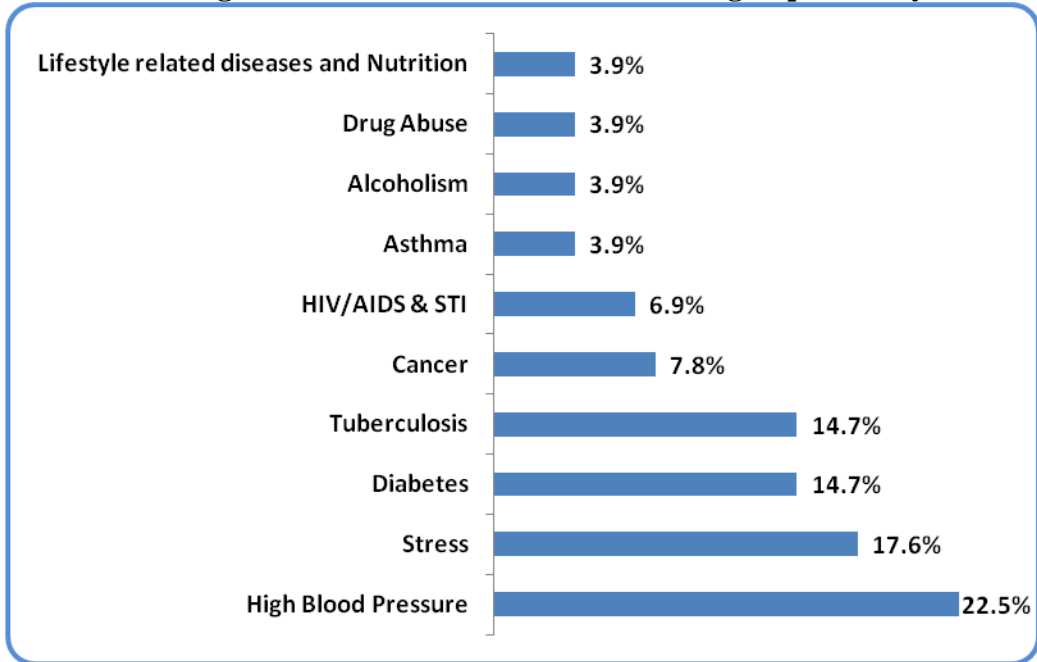
NWCPC staff were asked whether they needed information and what information they needed on their well-being that could be facilitated the Corporation. Table 4.3.11 and Figure 4.3.10 illustrate these.

Their response indicates that there is a great need for this. Information on High Blood Pressure, Stress, Tuberculosis, Diabetes, Stress and Cancer were the highest ranked.

Table 4.3.11- Information on well-being requested by staff

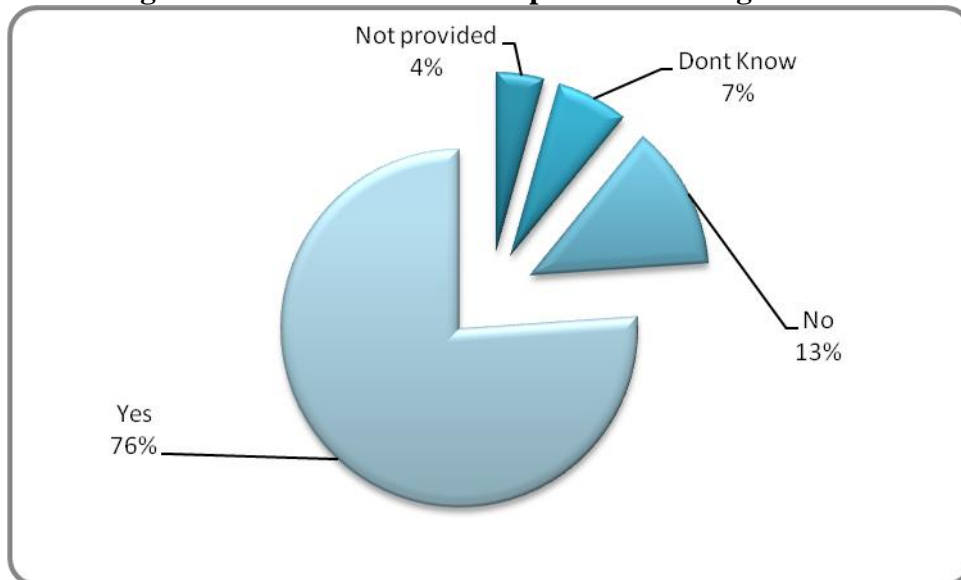
Issue	N	Percentage %
High Blood Pressure	23	22.5%
Stress	18	17.6%
Diabetes	15	14.7%
Tuberculosis	15	14.7%
Cancer	8	7.8%
HIV/AIDS & STI	7	6.9%
Asthma	4	3.9%
Alcoholism	4	3.9%
Drug Abuse	4	3.9%
Lifestyle related diseases and Nutrition	4	3.9%

Figure 4.3.11- Information on well-being requested by staff



The majority of NWCPC staff indicated that workplace counseling services would be useful to them. See Figure 4.3.11

Figure 4.3.12- Interest in workplace counseling services



4.3.13 Areas of Strength

NWCPC staff respondents were asked of which areas of service delivery they thought the Corporation had done a commendable job. Staff indicated Construction of Dams for water storage; Prompt payment to service providers; performance on the corporation's performance contract; delivery of completed projects to end users, etc. See Table 4.3.12.

Table 4.3.12 Areas where the Corporation has done a commendable job

Area	Frequency	Percentage %
Construction of dams	9	24.3%
Payment done on time	7	18.9%
Performance contract	4	10.8%
Delivery of the projects to end users	2	5.4%
Dealing with corruption	2	5.4%
Drought mitigation through water tankers	2	5.4%
Corporation as a whole has improved	2	5.4%
Recruitment of staff	2	5.4%
Requirement to construction	2	5.4%
Legal matters	1	2.7%
Training of staff	1	2.7%
Team meetings	1	2.7%
Communication within the organization	1	2.7%
Flood control	1	2.7%

4.3.14 Suggestions for improvement

Table 4.3.13 illustrates the ranked suggestions for improvement as provided by internal customers. The highest ranked is a policy for a employee reward scheme and the improvement of employee staff welfare; specialized training for staff; enhancement of the Corporation's image; improvement in service delivery turnaround time, etc.

Table 4.3.13 Suggestions for improvement

Suggestion	Frequency	Percentage %
Motivate employees/improve working conditions	6	13.6%
Training of staff	6	13.6%
Improve on public image	5	11.4%
Improve response speed in service delivery and information flow	4	9.1%
Improve accounting system	3	6.8%
Procure all materials needed	3	6.8%
Adhere to ISO	3	6.8%
Facilitation of projects	2	4.5%
To be customer forecast	2	4.5%
Buying of computers and sets	1	2.3%
Improve security for corporation	1	2.3%
Timely payment of supplies	1	2.3%
Improve communication	1	2.3%
Improve office space	1	2.3%
Improve approach to fraud	1	2.3%
Facilitate team work	1	2.3%
Employ staff	1	2.3%
Be innovative in problem solving and projects	1	2.3%
Improve procurement procedures	1	2.3%

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The study sampled a total of 74 external customers and 46 internal customers. The external customers comprised of Government ministries; Government institution/bodies and state corporation; Suppliers and service providers; Water Boards, Authorities and Trusts; Contractors and Consultants. Internal customers comprised of the Corporation's staff.

We evaluated the respondents' satisfaction by floating several factors in the form of statements. These statements were analyzed and presented in the form of an index in the preceding sections of this report. The finding also included information on service experiences of suppliers and service providers and general perception about service delivery.

5.2 Summary and Conclusion

The overall satisfaction is 70.1%. External customers were more satisfied at satisfaction index of 73.3%, while the internal customers (NWCPCP staff) had a lower satisfaction index of 66.9%. Attributes relevant to internal customers on grievance handling; teamwork had very low satisfaction indexes at 53.0% and 56.4% respectively. Internal customers rated their immediate supervisor interaction at a commendable satisfaction index of 82.2%, while the commitment to the Vision, Mission and Image was rated at a satisfaction index of 74.5%. External customers indicated that they were fairly satisfied with the Corporation's performance in communication with external customers, core functions and interaction with Contractors, Suppliers and Service providers at satisfaction indexes of 76.4%, 65.3% and 78.2% respectively.

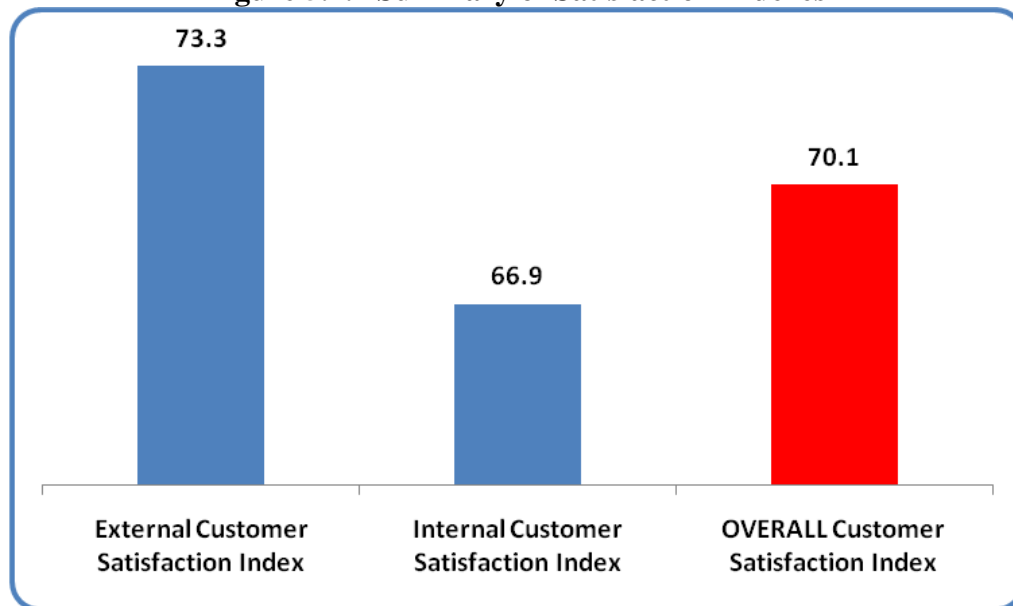
There are positive changes in terms of overall customer/stakeholder satisfaction from the customer satisfaction survey of 2010. The satisfaction index has gone up from 56%.

Table 5.1.1 and Figure 5.1.1 illustrate the summary of external and internal customer satisfaction indexes

Table 5.1.1 Summary of External and Internal Customer Satisfaction Indexes

Customers	Satisfaction Attribute	Satisfaction Index
External Customers	Communication	76.4
	Performance on core functions	65.3
	Interaction with Contractors, Suppliers and Service providers	78.2
	Mean	73.3
Internal Customers	Vision, mission and image	74.5
	Quality of service and meeting internal customers needs	73.7
	Management	69.5
	Teamwork	54.6
	Grievance handling	53.0
	Communication and information flow	62.2
	Supervision	82.2
	Governance and staff development	65.4
	Mean	66.9
OVERALL Customer Satisfaction Index		70.1

Figure 5.1.1 Summary of Satisfaction Indexes



Comparison with the Customer satisfaction survey of 2010

There are some differences in this survey from the previous one conducted in 2010. This year in comparison with last year:

- (a) The sample was slightly larger than last year, from 83 to 120 respondents;
- (b) The categorization of the external customers was further stratified into 10 categories through a broader review of who the Corporation's stakeholders were and customers. However, not all these categories responded; and
- (c) The methodology used to calculate the customer satisfaction index was slightly different but comparable.

Key Areas where the Corporation has done well

The following are the areas where the Corporation has done well based on feedback from customers:

- a) Construction and rehabilitation of dams:
- b) Sinking of boreholes:
- c) Expansion and improved water supply :
- d) Communication within the organization:
- e) Water conservation:
- f) Planning and implementation of projects:
- g) Improvement s in payments time turnaround:
- h) Training of staff:
- i) Delivery of completed projects to end users: and
- j) General improvement in delivery of services.

Performance of the Corporation appears to have improved tremendously over the last one year in the following areas:

- a) General satisfaction factors have gone up; and
- b) Awareness levels have increased.

5.3 Recommendations

Based on the survey findings, observations and interaction with the Corporation's external and internal customers, below are recommendations that we propose to be implemented:

5.3.1 Recommendations to improve service delivery to all stakeholders

- a) There is need for development of concrete plans to mitigate the effects of drought in NWCPC's provision of water and other services;
- b) There is need for development of concrete plans to mitigate the effects of floods to ensure continued provision of quality water and service provision;
- c) There is need for improvement in reliability of water for multipurpose use;
- d) There is need for the corporation to review its business model as way of enhancing its financial sustainability as a corporation;
- e) The corporation should engage the public in water conservation practices as a long-term goal of instilling better water resource management;
- f) The corporation should develop strategies for mainstreaming cross-cutting issues such as, corruption; HIV/AIDS; disability; gender; alcohol and drug abuse; emergency preparedness and evacuation;
- g) Enhancement of public awareness of the corporation's mandate is imperative;
- h) The corporations should sensitize all stakeholders on its ISO certification status;
- i) Staff should adequately be sensitized on the service expectations dictated by the ISO certifications;
- j) The corporation should undertake change management training for all staff;
- k) The corporations' payment procedures should be further improved. One possible way to do this is to provide a system of informing service providers of the status of their payments while they are being processed. Simple technologies such as use of ICT, SMS and secure websites can enable this;
- l) Records management policies and procedures should be enhanced. The use of electronic document management systems can facilitate this;
- m) There is need to decentralize the corporation's operations to the county level; and

- n) Good Corporate Governance framework should be enhanced to facilitate a zero-tolerance to corruption.

5.3.2 Recommendation to improve staff productivity and job satisfaction

- a) Provide mechanism for inducting new employees;
- b) Provide work place counseling to staff on pertinent areas that impact on staff well-being and by so doing, improve staff productivity;
- c) Conduct team-building exercises to enhance teamwork at the workplace;
- d) Improve internal vertical and horizontal communication channels;
- e) Put in place an appropriate compensation policy that links reward to performance;
and
- f) Review grievance handling procedures so as to (i) appease all aggrieved parties and (ii) resolve grievances within the shortest time possible.

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APPENDIX I – EXTERNAL CUSTOMERS’ SURVEY TOOL



NATIONAL WATER CONSERVATION AND PIPELINE CORPORATION

CUSTOMER SATISFACTION SURVEY

EXTERNAL CUSTOMERS’ QUESTIONNAIRE

INTRODUCTION AND GUIDANCE

The survey is being carried out by Eliud and Associates Management Consultants on behalf of the NWPC. The purpose of this survey is to assist the NWPC to facilitate quality provision of services to all its stakeholders and to develop sets of ideas and principles to revitalise the Corporation in order to create positive / conducive customer relations.

By finding out how satisfied or dissatisfied you are with certain aspects of service offered at NWPC, it will be possible for it to achieve its Vision and Mission so as to effectively realize its mandate.

We need everyone to answer all the questions honestly, and to encourage this, Eliud & Associates guarantees to protect the identity of everyone who completes the questionnaire, in accordance with the Market Research Society Code of Conduct.

Kindly fill-in the attached questionnaire and return it to the Research Assistant who is administering.

Thank you for taking time to complete the questionnaire.



ELIUD & ASSOCIATES

SECTION A: EXTERNAL CUSTOMER INFORMATION

A1. Name and Stamp of the Organisation _____

A2. Name and Position of Respondent in organization _____

A3. Location of Organisation _____

A4. For how long have you (respondent in organization) worked with this organization? (*Tick/circle whichever is appropriate*)

- Less than 1 year [1]
- 1-5 years [2]
- 6-10 years [3]
- 11-15 years [4]
- 16-20 years [5]
- Above 20 years [6]

SECTION B: CUSTOMER CATEGORY AND REGION

B1. Province

- | | | | | | | | |
|----------------------------|---------|----------------------------|---------|----------------------------|---------------|-----------------------------|---------|
| <input type="checkbox"/> 1 | Central | <input type="checkbox"/> 4 | Eastern | <input type="checkbox"/> 7 | North Eastern | <input type="checkbox"/> 10 | Nyanza |
| <input type="checkbox"/> 2 | Coast | <input type="checkbox"/> 5 | Nairobi | <input type="checkbox"/> 8 | Rift Valley | <input type="checkbox"/> 11 | Western |

B2. District _____

B3. Customer Category

- | | | | |
|----------------------------|--|----------------------------|-----------------------------|
| <input type="checkbox"/> 1 | Government Ministries | <input type="checkbox"/> 4 | Donors/Development partners |
| <input type="checkbox"/> 2 | Water Boards, Authorities and Trusts | <input type="checkbox"/> 5 | Contractors and Consultants |
| <input type="checkbox"/> 3 | Government Institutions and State Corporations | <input type="checkbox"/> 6 | Development Partners _____ |
| <input type="checkbox"/> 4 | Suppliers | <input type="checkbox"/> 7 | Employee _____ |

SECTION C: AWARENESS ABOUT NWCPC

Q1. Are you aware of or know any NWCPC project? (*Circle/Tick appropriate response*)

- 1 Yes 2 No (If No skip to Q3)

If Yes..

Q2. Name two projects that come to mind implemented by NWCPC.

(a) _____

(b) _____

Q3. As an organization, which Departments or Divisions at the NWCPC do you interact with? And what services do you receive from these Departments/Divisions/Units?

Department/Division in NWCPC interacted with <i>(tick as appropriate)</i>	√	Services received from NWCPC Department/Division/Units <i>(indicate service received)</i>
MD Office		
Audit		
Finance & Administration		
Human Resource Management		
Procurement		
Corporate and Legal Affairs		
Planning and Design		
Construction & Electrical Mechanical		
Corporate Communication		
Business Development Unit		
ICT		

SECTION D: SATISFACTION WITH COMMUNICATION

Q1. How SATISFIED are you with the communication channels at NWCPC? *(Tick/circle whichever is appropriate using the scale of 1 to 5, here 1 is very dissatisfied and 5 is very satisfied)*

Statement	Very dissatisfied	Dissatisfied	Somewhat satisfied	Satisfied	Very satisfied	Don't know/ Not Applicable
a) Honesty and helpfulness of staff	1	2	3	4	5	98
b) Presentation of staff	1	2	3	4	5	98
c) Speedily serving customers by attending to them upon arrival at the office reception	1	2	3	4	5	98
d) Knowledge of staff	1	2	3	4	5	98

Statement	Very dissatisfied	Dissatisfied	Somewhat satisfied	Satisfied	Very satisfied	Don't know/ Not Applicable
e) Quality of advice/Information received	1	2	3	4	5	98
f) Speed/ efficiency with which query was dealt with	1	2	3	4	5	98
g) Upholding zero-tolerance to corruption by not expecting, accepting or giving inducement to get services	1	2	3	4	5	98
h) Public service area facilities	1	2	3	4	5	98
i) Location of NWCPC offices	1	2	3	4	5	98

SECTION E: PERFORMANCE ON CORE FUNCTIONS

Q1. How would you rate the performance of NWCPC in the following of its core functions? (*Circle/Tick appropriate response*)

		Very poor	Poor	Fair	Good	Very good	Don't know, Not Applicable
a)	To increase water storage capacity in Kenya	1	2	3	4	5	98
b)	To increase accessibility, availability	1	2	3	4	5	98
c)	Reliability of water supply and water for multipurpose use	1	2	3	4	5	98
d)	To reduce the risks of (mitigate the effects of) floods	1	2	3	4	5	98
e)	To reduce the risks of (mitigate the effects of) drought	1	2	3	4	5	98
f)	To strengthen and build the institutional Capacity of the Corporation	1	2	3	4	5	98
g)	To improve performance and quality service delivery	1	2	3	4	5	98
h)	To enhance financial Sustainability of the Corporation	1	2	3	4	5	98
i)	To mainstream cross –cutting issues in the Corporation's activities (i.e. corruption; HIV/Aids; Disability mainstreaming Strategy; Gender mainstreaming; Alcohol and Drug abuse; Emergency preparedness and evacuation.)	1	2	3	4	5	98

SECTION F: COMPLAINTS

Q1. Have you ever made a complaint to NWCPC? (*Circle/Tick appropriate response*)

1 Yes

2 No (If No, skip to Section G)

If Yes

Q2. What was the complaint(s)?

Complaint 1: _____

Complaint 2: _____

Complaint 3: _____

Q3. Was the complaint(s) resolved?

1 Yes

2 No

SECTION G: CONTRACTORS, SUPPLIER AND SERVICE PROVIDERS: (FOR CONTRACTORS, SUPPLIERS OF GOODS AND SERVICE PROVIDERS)

Q1a. What sort of goods/services do you supply to NWCPC?

Q1b What has your experience been like during the process of tendering and supplying the goods/services?
Kindly explain your response

Q1c. After supplying goods to NWCPC, did you experience challenges receiving payments when they fell due? *Kindly explain your response*

Q1d. How would you agree with the following statements regarding your interaction with NWCPC as a supplier or service providers. *(Tick/circle whichever is appropriate using the scale of 1 to 5, here 1 is strongly disagree and 5 is strongly agree)*

Statement	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know /Not applicable
a) The tendering process is done above board organization	1	2	3	4	5	98
b) NWCPC officers never seeks favors from the suppliers so as to process payments when they fall due.	1	2	3	4	5	98
c) The posting of available supplying/service opportunities is done in such a way that the interested suppliers are well informed	1	2	3	4	5	98
d) Standards set by NWCPC for the goods and services is excellent and thus we have to be very competitive at all times	1	2	3	4	5	98
e) I Receive Information of when to supply in time	1	2	3	4	5	98

Q2a. Are you aware that NWCPC is an ISO 9001:2008 certified organization?

1 Yes

2 No

Q2b. As an ISO certified institution, in your opinion has the Corporation fully embraced change management in line with set quality standards?

Yes

No

Don't know

Q2c. Is NWCPC's overall performance in line with this set quality standard?

Yes

No

Don't know

SECTION H : SERVICE DELIVERY REVIEW

Q1. Which areas of service delivery do you think NWCPC has done an excellent job?

Q2. What are the improvements in payments that you currently see?

Q3. What are your suggestions to NWCPC for improving development and management of water infrastructure and service delivery?

THANK YOU FOR TAKING TIME TO FILL THIS QUESTIONNAIRE



Eliud & Associates

For Official Use

Research Assistant: _____ Date: _____

S/No. _____

APPENDIX II– INTERNAL CUSTOMERS’ SURVEY TOOL



NATIONAL WATER CONSERVATION AND PIPELINE CORPORATION

CUSTOMER SATISFACTION SURVEY

***INTERNAL CUSTOMERS’
QUESTIONNAIRE***

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Kindly fill-in the attached questionnaire and return it to the Research Assistant who is administering.

Thank you for taking time to complete the questionnaire.



ELIUD & ASSOCIATES

SECTION A: PERSONAL INFORMATION

A1. Gender

	Tick
Male	1
Female	2

A2. Marital Status

	Tick		Tick
Single	1	Divorced	4
Married	2	Widowed	5
Separated	3		

A3. Age

	Tick
24 Years and below	1
25 - 34	2
35 - 44	3
45 - 54	4
Above 55	5

A4. Years of service

	Tick
Less than 2 years	1
2 - 5 years	2
6 – 10 years	3
11 - 15 years	4
16 - 20 years	5
21-25 years	6
Above 25 years	7

A5. Terms of Service

	Tick
Permanent	1
Contract	2

A6. Level of Education

	Tick
Primary	1
Secondary	2
Certificate	3
Diploma	4
Degree	5
Postgraduate	6

A7. Your Department/Division

Department	Tick
MD's Office	1
Planning & Design	2
Construction & Electrical-Mechanical	3
Corporate & Legal Services	4
Finance & Administration	5
Human Resources & Administration	6
Corporate Planning	7
Internal Audit	8
Procurement	9
Corporate Communication	10
Business Development Unit	11
ICT	12

SECTION B: Please indicate the extent to which you agree with the following statements on National Water Conservation and Pipeline Corporation on the Corporation's mission, vision and image

	Statement	Strongly Agree										Least Agree					Don't know/ Not Applicable					
		10	9	8	7	6	5	4	3	2	1	10	9	8	7	6		5	4	3	2	1
a.	NWCPC has clearly communicated its vision, mission and objectives to all its staff	10	9	8	7	6	5	4	3	2	1	10	9	8	7	6	5	4	3	2	1	98
b.	NWCPC is a customer-focused Corporation	10	9	8	7	6	5	4	3	2	1	10	9	8	7	6	5	4	3	2	1	98
c.	NWCPC has a strong work performance culture	10	9	8	7	6	5	4	3	2	1	10	9	8	7	6	5	4	3	2	1	98
d.	My Corporation's image is improving with time	10	9	8	7	6	5	4	3	2	1	10	9	8	7	6	5	4	3	2	1	98
e.	The Corporation is devoted to the maintenance of a highly motivated, committed and productive workforce	10	9	8	7	6	5	4	3	2	1	10	9	8	7	6	5	4	3	2	1	98
f.	The Corporation has unquestionable commitment to the highest levels of integrity, and a zero-tolerance approach to corruption and fraud	10	9	8	7	6	5	4	3	2	1	10	9	8	7	6	5	4	3	2	1	98
g.	I am well informed about the current and future NWCPC development programs	10	9	8	7	6	5	4	3	2	1	10	9	8	7	6	5	4	3	2	1	98

SECTION C

To what extent do you agree with the following statements about NWCPC on quality service and meeting internal customers' needs?

	Statement	Strongly Agree										Least Agree					Don't know/Not Applicable					
		10	9	8	7	6	5	4	3	2	1	10	9	8	7	6		5	4	3	2	1
a.	Quality is a top priority with NWCPC.	10	9	8	7	6	5	4	3	2	1	10	9	8	7	6	5	4	3	2	1	98
b.	My department has adequate systems in place to measure satisfaction of internal customers	10	9	8	7	6	5	4	3	2	1	10	9	8	7	6	5	4	3	2	1	98
c.	I have a good understanding of the requirement of colleagues as internal customers	10	9	8	7	6	5	4	3	2	1	10	9	8	7	6	5	4	3	2	1	98

SECTION D

Please indicate the extent to which you agree with the following statements about management at the NWCPC.

	Statement	Strongly Agree										Least Agree					Don't know/ Not Applicable					
		10	9	8	7	6	5	4	3	2	1	10	9	8	7	6		5	4	3	2	1
a.	NWCPC management is flexible and open to change	10	9	8	7	6	5	4	3	2	1	10	9	8	7	6	5	4	3	2	1	98
b.	Implementation of programmes is done systematically	10	9	8	7	6	5	4	3	2	1	10	9	8	7	6	5	4	3	2	1	98
c.	I take part in setting targets for my work	10	9	8	7	6	5	4	3	2	1	10	9	8	7	6	5	4	3	2	1	98
d.	I have trust and confidence in the overall job being done by the management at NWCPC	10	9	8	7	6	5	4	3	2	1	10	9	8	7	6	5	4	3	2	1	98

SECTION E

Please indicate the extent to which you agree with the following statements on teamwork

	Statement	Strongly Agree										Least Agree					Don't know/ Not Applicable					
		10	9	8	7	6	5	4	3	2	1	10	9	8	7	6		5	4	3	2	1
a.	When I work overtime I am recognized/appreciated	10	9	8	7	6	5	4	3	2	1	10	9	8	7	6	5	4	3	2	1	98

b.	I feel part of a team working towards a shared goal.	10	9	8	7	6	5	4	3	2	1	98
c.	We hold regular team meetings/briefings in our department	10	9	8	7	6	5	4	3	2	1	98
d.	Our team undertakes activities that promote and sustain team spirit (team building)	10	9	8	7	6	5	4	3	2	1	98

SECTION F

Please indicate the extent to which you agree with the following statements about the Corporation on grievance handling.

	Statement	Strongly Agree					Least Agree					Don't know/ Not Applicable
a.	Formal channels of communicating grievances exist	10	9	8	7	6	5	4	3	2	1	98
b.	I do not fear victimization during grievance handling	10	9	8	7	6	5	4	3	2	1	98
c.	On average, resolution of grievances has been fair	10	9	8	7	6	5	4	3	2	1	98
d.	Time taken to resolve grievances is on average 30 days from receipt of complaint	10	9	8	7	6	5	4	3	2	1	98
e.	The level of teamwork at the Corporation is commendable	10	9	8	7	6	5	4	3	2	1	98

SECTION G

On a scale of 1 to 10 where 1 is **Least Satisfied** and 10 is **Very Satisfied**. How satisfied are you with the following factors at NWCPC related to communication and information flow.

	Factor	Very satisfied					Least satisfied					Don't know/ Not Applicable
a.	Access to information needed to do work	10	9	8	7	6	5	4	3	2	1	98
b.	Effective communication within departments	10	9	8	7	6	5	4	3	2	1	98
c.	Appropriate inter-departmental communication	10	9	8	7	6	5	4	3	2	1	98
d.	Flow of information between section heads and staff	10	9	8	7	6	5	4	3	2	1	98
e.	Timely communication	10	9	8	7	6	5	4	3	2	1	98
f.	Upward communication is encouraged at NWCPC	10	9	8	7	6	5	4	3	2	1	98

SECTION H

On a scale of 1 to 10 where **10 is very important** and **1 least important**. How important are the following factors on safety in your place of work?

	Factor	Very Important					Least Important					Don't know/ Not Applicable
a.	Safe working environment	10	9	8	7	6	5	4	3	2	1	98
b.	Adequate safety training	10	9	8	7	6	5	4	3	2	1	98
c.	Adequate space for working	10	9	8	7	6	5	4	3	2	1	98
d.	Strategically placed litter bins	10	9	8	7	6	5	4	3	2	1	98
e.	Availability of drinking water within your place of work	10	9	8	7	6	5	4	3	2	1	98
f.	Easy retrieval of documents in the office	10	9	8	7	6	5	4	3	2	1	98
g.	Adequacy of working tools	10	9	8	7	6	5	4	3	2	1	98
h.	I clearly understand the process to be followed in the case	10	9	8	7	6	5	4	3	2	1	98

	of any emergency											
i.	The Corporation has safety equipment available e.g. first aid boxes, fire extinguishers	10	9	8	7	6	5	4	3	2	1	98

SECTION I

To what extent do you agree with the following statements regarding your immediate supervisor at NWCPC?

	Statement	Strongly Agree										Least Agree	Don't Know/ Not Applicable
a.	Senior management are competent in their roles	10	9	8	7	6	5	4	3	2	1	98	
b.	It is easy to approach senior management staff	10	9	8	7	6	5	4	3	2	1	98	
c.	My supervisor is interested in my career development and encourages me	10	9	8	7	6	5	4	3	2	1	98	

SECTION J

To what extent do you agree with the following statements regarding corruption and people development training at the NWCPC?

	Statement	Strongly Agree										Least Agree	Don't know/ Not Applicable
a.	New employees are inducted immediately	10	9	8	7	6	5	4	3	2	1	98	
b.	“ I am aware of the Public Officer Ethics Act	10	9	8	7	6	5	4	3	2	1	98	
c.	NWCPC is a corruption free zone	10	9	8	7	6	5	4	3	2	1	98	
d.	Corrupt individuals are exposed and stern action taken against them	10	9	8	7	6	5	4	3	2	1	98	
e.	Corruption cases are dealt with swiftly and firmly	10	9	8	7	6	5	4	3	2	1	98	
f.	Cases of sexual harassment when reported are dealt with swiftly and firmly	10	9	8	7	6	5	4	3	2	1	98	
g.	NWCPC enhances the employability by enhancing my skills through training programmes	10	9	8	7	6	5	4	3	2	1	98	

SECTION K

Indicate your response.

Q1a. As an ISO certified institution, in your opinion has the Corporation fully embraced change management in line with set quality standards?

Yes No Don't know

Q1b. Is NWCPC's overall performance in line with this set quality standard?

Yes No Don't know

SECTION L(a):

Which information regarding your well-being would you like the Corporation to facilitate in its dissemination to you? This would include information about various diseases.

	Tick
High Blood Pressure	1
Tuberculosis	2
Diabetes	3
Asthma	4
Cancer	5
Alcoholism	6
Drug Abuse	7
Stress	8
HIV/AIDS	9
Others (Specify)	10

SECTION L(b):

Do you think that workplace counseling services will be useful to you? (*Tick or circle appropriate selection*)

1 Yes 2 No 98 Don't know

SECTION M: SUGGESTIONS AND COMPLIMENTS

M1. Which areas of service delivery do you think NWCPC has done an excellent job?

M2. What are your suggestions to NWCPC for improving service delivery?.

THANK YOU FOR TAKING TIME TO FILL THIS QUESTIONNAIRE



Eliud & Associates

For Official Use

Name of Research Assistant: _____ Date: _____
S/No. _____

APPENDIX III – SAMPLED CUSTOMERS

NATIONAL WATER CONSERVATION & PIPELINE CORPORATION (NWCPC) CUSTOMERS AND OTHER STAKEHOLDERS

Category A: Government Ministries

1. Ministry of Water and Irrigation
2. Office of the President
3. Office of the Prime Minister
4. Ministry of State for National Development and Vision 2030
5. Ministry of State for Public Service
6. Ministry of Finance
7. Ministry of State for Development of Northern Kenya and other Arid Lands
8. Ministry of Forestry and Wildlife
9. Ministry of Environment and Mineral Resources
10. Ministry of Lands
11. Ministry of Roads
12. Ministry of Regional Development Authorities
13. Office of the President
14. Ministry of Information and Communication
15. Ministry of Energy
16. State Law Office
17. District Water Officers
18. District Commissioners

Category B: Water Boards, Authorities and Trusts

1. Water Resources Management Authority (WRMA)
2. Water Services Regulatory Board (WASREB)
3. Water Services Trust Fund (WSTF)
4. Water Appeals Board (WAB)
5. Rift Valley Water Services Board (RVWSB)
6. Coast Water Services Board (CWSB)
7. Lake Victoria South Water Services Board (LVSWSB)
8. Lake Victoria North Water Services Board (LVNWSB)
9. Tana Water Services Board (TWSB)
10. Athi Water Services Board (AWSB)
11. Northern Water Services Board (NWSB)
12. Tanathi Water Services Board

Category C: Government Institutions and State Corporations

1. Public Procurement Oversight Authority
2. Public Complaints Standing Committee
3. Kenya Anti-Corruption Commission
4. Efficiency Monitoring Unit
5. Kenya National Audit Office
6. National Youth Service
7. National Environmental Monitoring Authority (NEMA)
8. Kenya Forests Service (KFS)
9. Kenya Wildlife Services (KWS)
10. Kenya Power and Lighting Company (KPLC)
11. National Irrigation Board
12. Kenya Bureau of Standards (KEBS)
13. Kenya Water Institute

Category D: Suppliers

1. Suppliers of Goods and Services
2. Diesel and Allied après Ltd.
3. Reman Network Services
4. Carnally Suppliers
5. Davis & Shirtliff
6. Doshi & Co. (Hardware) Ltd.
7. Thames Electrical Ltd.
8. Tononoka Steels Ltd.
9. Eslon Plastics of Kenya Ltd.
10. Office Technologies Ltd.
11. Morven Kester (EA) Ltd.

Category E: Contractors

Contractors and Consultants

1. Habiadi General Construction
2. Kyamu Construction & Engineering Ltd.
3. Patience Marketing Services
4. Otieno Odongo and Partners
5. Runji & Partners
6. Eng. J.W. Odhiambo
7. Dr. Eng. Z.I. Oonge
8. Vajra Drilling Ltd.
9. Karnataka Water Pumps Africa Ltd.

Category F: Water Companies

1. Kisumu Water and Sewerage Services Co. Ltd.
2. Nyeri Water Services Co. Ltd.
3. Western Water Services Co. Ltd.
4. Mombasa Water Services Co. Ltd.
5. Malindi Water and Sewerage Co. Ltd.
6. Nairobi Water and Sewerage Co. Ltd.
7. Nakuru Water Services Co. Ltd.

Category G: Development Partners

1. The World Bank
2. UNICEF
3. Kenya Commercial Bank

Category H: Internal customers

1. Corporation Staff-About 100 Staff

Category I: Members of the Departmental Committee on Lands and Natural Resources and other MPs who are integral stakeholders

- 1.Hon. Omar Zonga
2. Hon. Peter N. Gitau
- 3.Hon. Justus Kizito
- 4.Hon. Benedict Gunda
5. Hon. Kiema Kilonzo
- 6.Hon. Silus Muriuki
- 7.Hon. Benjamin Wasiali
- 8.Hon. Erastus Mureithi
- 9.Hon. Peris Simam
- 10.Hon. Mutava Musyimi
- 11.Hon. Lucas Chepkitony
- 12.Hon. Jackson Kiptanui
13. Hon Charles Nyamai
14. Hon. Mohamed Abdikadir
- 15.Hon. Mohamed H. Ali
- 16.Hon. A.H.M. Mohamed
- 17.Hon. Mahamud Ali
- 18.Hon. Chachu Ganya
- 19.Hon. Luka Kigen
- 20.Hon. Hussein Ssaura
- 21.Hon. Raphael Letimalo
- 22.Hon. Simeon Lesirma
- 23.Hon. Adan Keynan
- 24.Hon. Mohamed Affey

- 25.Hon. Joseph Lekuton
- 26. Hon. Moses Lesonet
- 27. Hon Margerer Langat
- 28.Hon. Ababu Namwamba

Category J: Other Interest Groups

- 1. Kenya Water and Sanitation Civil Society Network
- 2. Kenya Water for Health Organization(KWAHO)