



# **National Water Conservation & Pipeline Corporation (NWCPC)**

## **Report on the Survey of Implementation Level of Service Delivery Charter**

(Financial Year 2010/2011 – June 2011)

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## List of Abbreviations and Acronyms

<b>CBOs</b>	- Community Based Organisations
<b>HRMS</b>	- Human Resource Management System
<b>KEWI</b>	- Kenya Water Institute
<b>MWI</b>	- Ministry of Water and Irrigation
<b>NWCPC</b>	- National Water Conservation & Pipeline Corporation
<b>SPSS</b>	- Statistical Package for Social Sciences
<b>WAB</b>	- Water Appeals Board
<b>WARMA</b>	- Water Resources Management Authority
<b>WASREB</b>	- Water Service Regulatory Board
<b>WSB</b>	- Water Services Board
<b>WSTF</b>	- Water Services Trust Fund

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## 1. EXECUTIVE SUMMARY

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### 1.1 Purpose for the Service Charter Implementation Survey

The study was conducted to establish the level of implementation of the service delivery charter among the various NWPCPC clients and stakeholders. This included effectiveness, reliability and adequacy of the services offered and suggestions on areas where services rendered by the Corporation could be improved upon.

### 1.2 Key Findings & Observations

The survey findings highlight the respondents' perceptions on the implementation levels of the Service Charter. The detailed findings are discussed under Section 4 of the report. However, summary findings on the highly rated and poorly rated aspects of the Service Charter are as given below:

#### Highly rated areas of Service Charter Implementation

No	Service Charter Rated Variables	Weighted Avg. Score
1	Charter adequately explain the Vision, Mission & Core Values	73.3%
2	Charter provides information on range of services offered	73.2%
3	Charter clearly set standards for client expectations	72.4%
4	Charter creates awareness on the mandate of NWPCPC	71.8%

#### Poorly rated areas of Service Charter Implementation

No	Service Charter Rated Variables	Weighted Avg. Score
1	NWPCPC has maintained good partnership with clients and stakeholders	59.2%
2	NWPCPC responds in time to requests for services as in service charter	56.7%
3	Complaint register at NWPCPC is adequately maintained	56.7%
4	Value for money for the services provided by NWPCPC	56.3%

### **1.3 Summary of Key Recommendations**

Key recommendations based on the survey findings are discussed in detail under Section 5.2 of the report. The summarized recommendations include:

#### **(i) Management to increase Level of Awareness of the Service Charter**

It was noted that the level of awareness on the NWCPC Service Charter was still low among some of its key stakeholders. The management should therefore consider publicizing the Charter to its key stakeholders and indeed the general public who are the ultimate target consumers of the services provided by the Corporation.

This could be done through printed service charters being distributed to the stakeholders who interact with the institution, public media both print and electronic.

#### **(ii) Timely Response to Requests for Services**

It was observed that quite a number of the respondents were still not satisfied with the response time taken in responding to specific service requests.

The Management should therefore institute measures that evaluate the response time taken for the key service delivery requests. This could be done by having an automated system of logging in all the service requests made and time taken in processing the same. Proper communication on the progress of the service requests should be done within regular time intervals like weekly, monthly, quarterly or annually as may be appropriate.

#### **(iii) Fostering good working relationship with Key Stakeholders**

The Management should undertake measures that would improve the working relationship with its key stakeholders at least to satisfy the

expectations of the stakeholders who are still skeptical that good working relationship has been maintained.

This could be achieved by involving the stakeholders more in the planning and implementation phases of NWCPC key deliverables. The progress and status reports should also be shared regularly with the stakeholders. Moreover, there is need to enhance communication levels both within and outside the institution so that stakeholders could easily reach the concerned staff to address their issues.

The behavior and attitudes of front-line staff could also be enhanced through regular trainings, seminars and refresher courses on customer service that could be done in-house or externally.

#### **(iv) Maintenance of Complaints Register**

The Management should ensure that the customer complaints and compliments registers are maintained and assessment of customer complaints is carried out on a regular basis. Prompt feedback on customer complaints could be achieved through having a coordinated approach across all the departments in implementation of the Service Charter.

#### **(v) Value for Money for the Services Provided**

The general perception amongst a number of the key stakeholders was that NWCPC has not fully demonstrated value for money for the services it offers. This perception could be improved through increased transparency in the budgeting process and funds accountability statements. The Management should consider publishing communication material on the Corporation's programs and projects and circulated to its key stakeholders on a regular basis.

## **2 INTRODUCTION**

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### **2.1 Background**

The National Water Conservation and Pipeline Corporation (NWCPC) was established under the State Corporation's Act Chapter 446 of the Laws of Kenya vide Legal Notice No. 270 of 24th June, 1988 as an autonomous agency under the then Ministry of Water Development.

The water sector reforms under Water Act, 2002 changed the mandate of the Corporation from water service delivery to that of development of state schemes including construction of dams, canals, dykes for flood control, water recharge facilities and drilling of boreholes. With increasing water scarcity and climate change resulting into droughts and floods, NWCPC has enormous opportunities to exercise its mandate within the framework of the Water Act, 2002.

Customers are key to the existence of any service delivery. This acknowledgement has been anchored in the Corporation's corporate values as it has embraced being a customer focused institution as one of its principle values; and indeed as a first step to improve on customer service levels, a number of officers have been trained on customer care.

In terms of quantity and quality of water supplied, the Corporation undertakes projects on behalf of eight water services boards spread across the country. In operations, efforts are being put in place to ensure continuous supply of good quality and adequate quantity of water through the development of adequate water infrastructure.

The Corporation is governed by a Board of Directors headed by a non-executive Chairman. The Management is headed by the Managing Director who is also a member of the Board. It has five departments – Planning & Design; Construction and Electrical-Mechanical; Finance; Human Resources & Administration; and Corporate & Legal Services. The core mandate of the Corporation includes:

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

## **2.2 NWCPCC Vision, Mission & Core Values**

**Vision:** To be a world class institution in water infrastructure development and management.

**Mission:** To develop and manage water infrastructure towards enhancing water security and storage for multi-purpose, mitigation of drought and flood effects in a sustainable manner.

**Core Value:** Integrity; Accountability; Transparency; Professionalism; Team work and Innovativeness.

NWCPCC has the vision to be a world class institution in Water infrastructure development and management; while its mission is to develop and manage water infrastructure towards enhancing water security and storage for multi-purpose, mitigation of drought and flood effects in a sustainable manner with the motto “*Maji ni Uhai*” and the following key strategic objectives:

- To increase water storage capacity in Kenya
- To increase accessibility, availability and reliability of water supply and water for multi-purpose use.
- To reduce the risks of (mitigate the effects of) floods and drought

- To strengthen and build the institutional capacity of the Corporation
- To improve performance and quality service delivery
- To enhance financial sustainability of the Corporation
- To mainstream cross-cutting issues in the Corporation's activities

To realize this vision, mission, and strategic objectives and accomplish its mandate, the Corporation is committed to the continuous improvements of its service delivery systems. However, without reliable feedback from its customers and stakeholders, the Corporation would be handicapped in its assessment of how well it is serving its various stakeholders.

### **Importance of the Service Delivery Charter**

NWCPC uses the Client Service Charter to set out its commitment to its clients and stakeholders with regard to the quality of services that they expect from the Corporation. The Charter is intended to improve awareness among the various stakeholders of the availability and quality of the services being offered. The following information is disseminated through the Service Charter:

- Details on the Organization in terms of Core Mandate, Vision, Mission, Core Values and Strategic Objectives;
- Statement of the Standards of Service the clients expect to receive;
- The rights that clients shall enjoy and also, the responsibilities of the clients to help the Corporation provide good services to them;
- On how the Charter will be reviewed and how it shall be monitored and performance reported; and
- On how to contact the Organization, make complaints and obtain further information.

A charter is a public document that details the standards of service customers can expect. Charters improve access to public services and promote quality by helping people understand what the particular department or ministry does, how to contact it, what to expect by way of service and how to seek a remedy if something goes wrong.

The service charters are the outcome of much public consultation and intense discussions between and among service providers and users, the charter's standards and procedures reflect which services customers want most, when they want it, how they want it, and what they are able to do about it if the standards aren't met.

Service standards outlined in the charter are published so that public servants know what is expected of them and they know that the customer knows as well. Because of the focus on customer service outcomes, charters are effective performance measurement and accountability.

### **Key Clients & Stakeholders**

National Water Conservation & Pipeline Corporation interacts with various clients and stakeholders including:

- Water Service Boards
- The Government of Kenya
- Customers
- Members of staff
- Board of Directors
- Financiers/donors/development partners
- The media
- Suppliers of goods and services
- Community Based Organizations
- Non-Governmental Organisations
- Training Institutions
- Other water sector institutions
- The general public.

### **2.3 Objectives of the Study as per ToRs**

The main objective of the study was to determine the level at which the various stakeholders were satisfied with the service charter implementation process and to what extent the service charter met the expectations of the various stakeholders. Specifically the objectives/terms of reference of the survey included to:

- Establish the implementation level of situation at the headquarters, Kakamega office, Nyando/Budalangi flood control units, large dams and Njoro Kubwa canal, amongst other areas. This includes effectiveness, reliability and adequacy of the services offered and suggestions on areas where services rendered by NWCPC could be improved upon.
- Capture accurate data with regard to the implementation of the Charter
- Formulate viable strategies for improving the awareness levels
- Use the findings of the implementation level survey situation to recommend an effective way forward

### **2.4 Details of NWCPC Service Delivery Charter**

National Water Conservation & Pipeline Corporation, through the service delivery Charter makes a number of promises to its clients and stakeholders including the following:

*If you telephone us, we will:*

- Answer your call within three (3) rings, identify ourselves by name.

*If you visit our office:*

- The receptionist will promptly acknowledge your presence and guide you accordingly
- We will attend to you within fifteen (15) minutes of your visit to our office.

*If you write to us, we will:*

- Respond to your letter within seven (7) working days of receiving it, treat your concern with confidentiality and give it the urgency it deserves. Where this is not possible, you will be informed as to why and when you can expect a full reply.

*In particular, we shall endeavour to provide avenues for:*

- Responding to complaints within seven (7) working days
- Delivering services within the shortest time possible
- Creating and maintaining a good public image
- Harmonious co-existence with other organizations and stakeholders
- Carrying out our activities in a safe, healthy setting and an environmental friendly manner
- Proper utilization of funds and maintenance of financial records
- Exercising a high degree of integrity and transparency in all transactions
- Adherence to laid down Government policy and guidelines
- Ensuring adequate coverage of our activities
- Imparting practical knowledge for students who come for field training
- Prudent maintenance and upkeep of the Corporation's assets to achieve sustainability.

### **Relationship with Clients and Stakeholders**

We shall establish and maintain good partnership and working relationship with our stakeholders/clients specifically with respect to:

- Being helpful and courteous
- Honouring scheduled meetings
- Respecting their privacy and dignity
- Treating all fairly with the principle of first come first served
- Returning your calls within one (1) working day.

### **Response Time for Processing Core Activities**

*Service Provision*

- We shall respond to application for service as stipulated in the work plans

- We shall provide service upon completion of the technical evaluation where applicable.

#### *Procurement*

- The Corporation shall adhere to the Government of Kenya procurement guidelines.

#### *Corporate Communication*

The Corporate Communication office will:

- Liaison between Corporation and stakeholders
- Develop, maintain and update the Corporation's web site
- Periodic release of important information on issues of public interest as the event arises.

#### *Payment for Goods and Services*

- Payments of goods/services shall be made within 30 - 60 days of invoicing.

### **Client Rights and Responsibilities**

Our clients have the right to:

- Privacy and confidentiality
- Appeal against the services provided
- Lodge complaints with the Customer Relations office
- Seek information on our services.

Equally, our clients shall help us by:

- Abiding by legal requirements of our services
- Refraining from acts that encourage corruption
- Treating our employees respectfully and fairly
- Giving suggestions and comments on our services.

### **Service Standards for Common Services**

#### *Survey and Technical Design*

We commit ourselves to carry out survey and technical designs for water pans and dams; borehole and flood control works in accordance with work plans agreed upon with our clients and as per the guidelines in the Design Manual and Institute of Surveyors of Kenya standards.

*Specifically, we shall carry out:*

- Geophysical and engineering survey of borehole sites as stipulated in the work plans
- Technical evaluation of sites for small dams/water pans and boreholes as stipulated in the work plans
- Survey and design of a small dam (*up to 10m high*) as stipulated in the work plans
- Survey and design of a large dam (*above 10m high*) as stipulated in the work plans.

#### *Boreholes*

We commit ourselves to drill and equip boreholes in accordance with work plans agreed upon with our clients.

*Specifically:*

- For air drilled boreholes, the Corporation shall complete the drilling and installation of casings within seven (7) days after setting up the rig at the site
- For mud drilled boreholes, the Corporation shall complete the drilling and installation of casings within thirty (30) days after setting up the rig at the site
- Test pumping and civil works for boreholes will be done within a period of thirty (30) days after drilling.

#### *Water Pans and Dams*

We commit ourselves to rehabilitate and construct water pans and dams in accordance with work plans agreed upon with our clients.

*Specifically:*

- The minimum size of a new water pan/dam that the Corporation shall construct shall be 10,000m<sup>3</sup>

- For a 10,000 - 15,000m<sup>3</sup> water pan/dam the maximum duration to excavate is 15 days
- For a 15,000 - 25,000m<sup>3</sup> water pan/dam the maximum duration to excavate is 25 days
- For a 25,000 - 40,000m<sup>3</sup> water pan/dam the maximum duration to excavate is 40 days
- For additional volumes for a water pan/dam above 40,000m<sup>3</sup> the maximum excavation shall be 500m<sup>3</sup> per day.

### *Flood Control*

We commit ourselves to construct flood control works in accordance with work plans agreed upon with our clients.

Specifically:

For Flood control, construction of one (1) kilometer dyke and river training will be within three (3) months.

### **Handling Complaints**

Clients may make complaints, suggestions and compliments to the office of the Managing Director through mail, fax, telephone, e-mail or in person. We commit ourselves to the following complaints handling process:

- Operate a customer and/or public relations office
- Maintain a register of official complaints
- Maintain a website for inquiries
- Maintain a complaints/suggestion box
- Maintain a **Hotline Telephone No. 020-531047**.

### *Response to Complaints*

We guarantee to:

- Acknowledge receipt of all written complaints within three (3) working days
- Address all complaints within reasonable time possible.

### *Record of Complaints and Compliments*

We shall record all complaints, compliments and suggestions for the purpose of continual self-assessment aimed at improving service delivery and how they have been addressed.

### **Dispute Handling and Appeal Mechanism**

We shall strive to resolve disputes that may arise in the course of providing services to clients. However, clients are free to appeal to the office of the Managing Director. Still if unsatisfied, clients can appeal to:

### **Monitoring and Reviewing**

We commit to assess our performance on the service delivery standards by:

- Providing channels to the clients to give feedback on the quality of service they receive.
- Obtaining feedback from stakeholders during consultative meetings.
- Conducting client service delivery surveys among our key stakeholders.
- Tracking media reports on the performance of the Corporation.

We will, in consultation with our clients and stakeholders, subject this Charter to constant amendments with a view to improving our services. However, a review shall be undertaken from time to time.

### 3 METHODOLOGY

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#### 3.1 Research Design, Sampling Frame and Sample Size

##### **Research Design**

Descriptive research design using summary statistics and frequency distribution analysis was adopted that showed the different levels of service delivery variables and factors. The survey involved the use of both qualitative and quantitative research techniques that included:

- **Desk Research** – The desk study involved both primary and secondary data sourcing. It involved identifying and analysing secondary information on National Water Conservation & Pipeline Corporation.
- **Key Informant Interviews** – This involved in-depth interviews with key respondents who included major stakeholders; members of the general public, CBOs and Water Service Providers.
- **Focus Group Discussions** – These were held to gain further insight into some of the issues that came out during the research. Participants were carefully recruited, taking cognisance of suitable size, homogeneity and interests. This involved mainly the staff members from the different departments and sections at NWPC.

The liaison NWPC staff involvement was ensured throughout the planning and implementation of the survey. This was necessary to enhance the quality of the survey by the input of those with in-depth knowledge of the organisation, programs and activities being undertaken.

Moreover, by working with the consultants, the capacity of the staff is built for future exercises and also takes full ownership of the results of the survey and then act as change agents in implementing the action plans arising.

- **Quantitative interviews** - The quantitative phase allowed for the comprehensive accumulation and aggregation of statistical data that was easy

to analyse and interpret. The statistical representation also allowed for segmentation and sub-cluster analysis of the data collected. The study used face-to-face interviews to solicit for information through a standard semi-structured questionnaire.

### **Sampling Frame & Sample Size**

The sampling frame was selected in such a manner that ensured all the key NWCPD customers and stakeholders were adequately represented. In measurement terms, the sample was designed to be valid through accuracy and precision.

Judgmental sampling was used. The respondents considered for the survey and analysis included the customers and stakeholders from the following twelve (12) major categories of stakeholders countrywide:

- Staff Members;
- General Suppliers;
- Contactors of Large Dams;
- Water Resources Management Authority (WARMA);
- Water Service Regulatory Board (WASREB);
- Water Service Trust Fund (WSTF);
- Water Appeals Board (WAB);
- Kenya Water Institute (KEWI);
- Ministry of Water & Irrigation (MWI);
- National Irrigation Board (NIB) and
- The eight Water Service Boards (WSBs).

In this study a sample of 300 respondents from the various categories of the stakeholders mentioned above were selected for the survey and 216 responded giving an average response rate of 72%.

Table 1 below gives the summary of the sampling frames used and the response rates obtained per branch visited:

**Table 1: Sample Selection & Response Rates**

No	Category of Stakeholders	Sample Selected (No)	Questionnaires Returned (No)	Response Rate (%)
1	Tana WSB	20	19	95%
2	Tanathi WSB	20	13	65%
3	Northern WSB	20	13	65%
4	Coast WSB	20	20	100%
5	Athi WSB	20	18	90%
6	Rift Valley WSB	20	16	80%
7	Lake Victoria South WSB	20	14	70%
8	Lake Victoria North WSB	20	17	85%
9	WARMA	15	9	60%
10	WASREB	15	8	53%
11	WSTF	15	11	73%
12	WAB	8	6	75%
13	KEWI	15	8	53%
14	National Irrigation Board	10	8	80%
15	Ministry of Water & Irrigation	5	3	60%
16	General Suppliers	15	10	67%
17	Contractors of Large Dams	6	2	33%
18	Consultants of Large Dams	6	5	83%
19	NWCPC Staff Members	30	16	53%
<b>Total</b>		<b>300</b>	<b>216</b>	<b>72%</b>

*(Table 1: Sample Selection & Response Rates)*

### 3.2 Data Collection Tool

Semi-structured questionnaires were developed and administered through interviews and self-administered surveys. The self-administered survey method was mainly used to allow contact with otherwise inaccessible respondents and to cover the expansive geographic coverage throughout the country without much increase in costs.

Semi-structured approach was used so as to capture both descriptive data from the structured questionnaires and free-response replies from the unstructured questions to enrich on the possible recommendations and action plans.

Through the structured questions the response alternatives included the set of all possible choices that were mutually exclusive while the unstructured questions were open-ended questions that respondents answered in their own words.

The research instrument was designed to capture all the key variables of interest which addressed the following broad areas:

- Level of awareness of the existence of the Charter
- Service improvement since the Charter was developed and implemented
- Rating of customer care services by staff
- Reliability and adequacy of services offered by Corporation with critical concerns including procurement and payment procedures, quality of the work etc.
- Timelines of project delivery correctness of payment vouchers, prompt crediting accounts once payment has been received, issuance of receipts upon payments etc
- Provision of channels to the clients to give feed-back on the quality of service they receive.
- Obtaining feedback from stakeholders during consultative meetings
- Tracking media reports on the performance on the Corporation.

The complete questionnaire survey tool used for data collection for this study is given in Appendix 2.

### **3.3 Data Processing**

The Survey largely relied on both secondary and primary data. The data, both quantitative and qualitative was collected using appropriate methods and tools as explained in Section 3.2 above.

Secondary data was collected through a review of relevant literature published by NWPC. The secondary data sources included documents such as the strategic plan, the service charter, and previous years service charter implementation survey reports. On the other hand primary data was collected through the standard questionnaire tool developed by the consultant. Key informant interviews were held with identified respondents so as to enrich the primary data where necessary. The data was collected during the months of June and July 2011.

Data collection for the study was divided into five phases: pre-field work, pilot, sample design, questionnaire administration and triangulation phase. The pre-fieldwork phase characterized the initial stages where related studies were reviewed to identify gaps in literature, clarify/define concepts and parameters of the study and identify/consult key stakeholders.

The questionnaires received from the field assistants were checked and reviewed for completeness, accuracy and completeness by the Lead Consultant. Inconsistent questionnaire responses were rejected and where possible repeated for clarity and validity.

Data processing involved data coding (code-book creation), data sorting and data entry into Microsoft Excel Spreadsheet. The quality of data was checked and validated at every stage before exporting to SPSS application software for detailed statistical analysis. The assembled data was then subject to wide variety of analytical procedures using Statistical Package for Social Sciences (SPSS) software.

## **Limitations & Challenges of the Study**

- The study was limited to stakeholder staff members found in their offices leaving out the staff members who were either on leave or attending to official matters outside the offices by the time the survey was being conducted.
- There were some other staff members who were given questionnaires but were not able to return them back in time and had to be left out of the analysis.

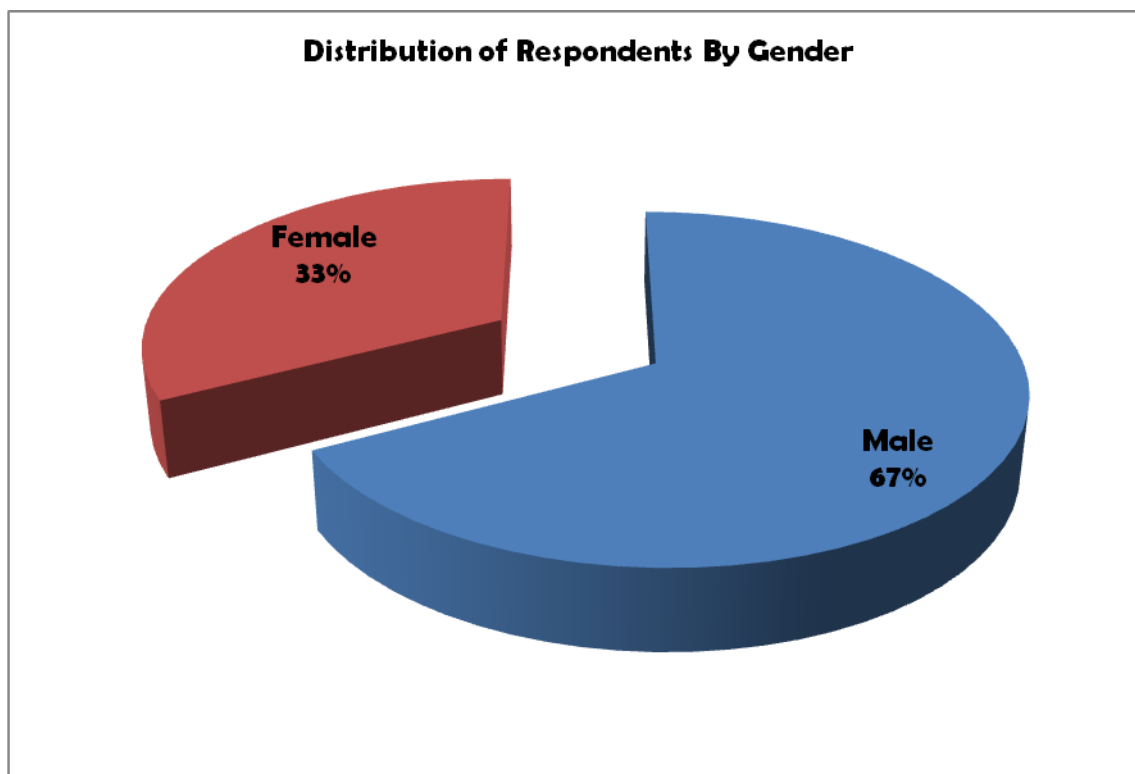
## 4 FINDINGS & DATA ANALYSIS

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This chapter presents the analysis and findings of the service charter implementation survey summarized into the major categories of the respondents' profiles and demographics, stakeholder institution, strategic objectives, performance on delivery of services, complaints and conflicts management.

### 4.1 Respondents' Profile & Demographics

The distribution in terms of gender of the respondents was skewed with male respondents being the majority at 67% while the female respondents were only 33% as is represented in Figure 1 below:



*Figure 1: Respondents Distribution by Gender*

Majority of the respondents 40% were in the age bracket of between 41-50 years; 32% were in 31-40 years age bracket; 17% were in 51-60 years while 11% of the respondents represented the age group of between 21-30 years. Hence the sample of stakeholder respondents selected was fairly middle aged

hence it represented well experienced staff at their respective work places. Figure 2 below represents the respondents' age distribution.

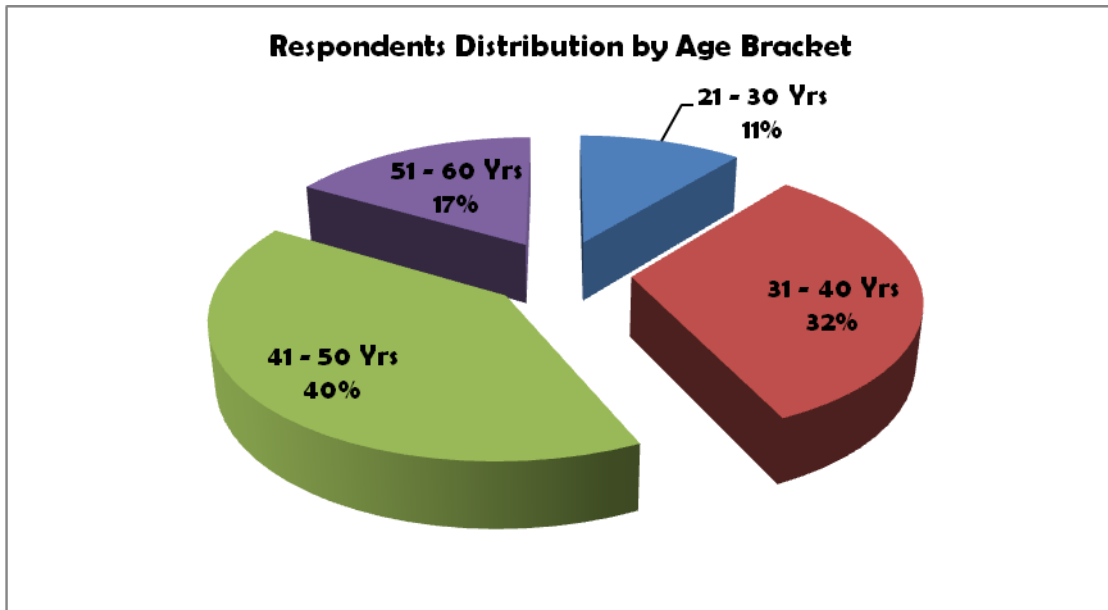


Figure 2: Respondents Age Distribution

Moreover to obtain valid and moderated feedback on the service charter implementations levels the respondents were asked to state the periods within which they had interacted with NWCP. Consequently, it was established that most of the respondents (50%) had interacted with NWCP for over five years; 16% for between 3 to 4 years; 8% 2 to 3 years; 14% 1 to 2 years and 12% for less than one year as shown in Figure 3 below:

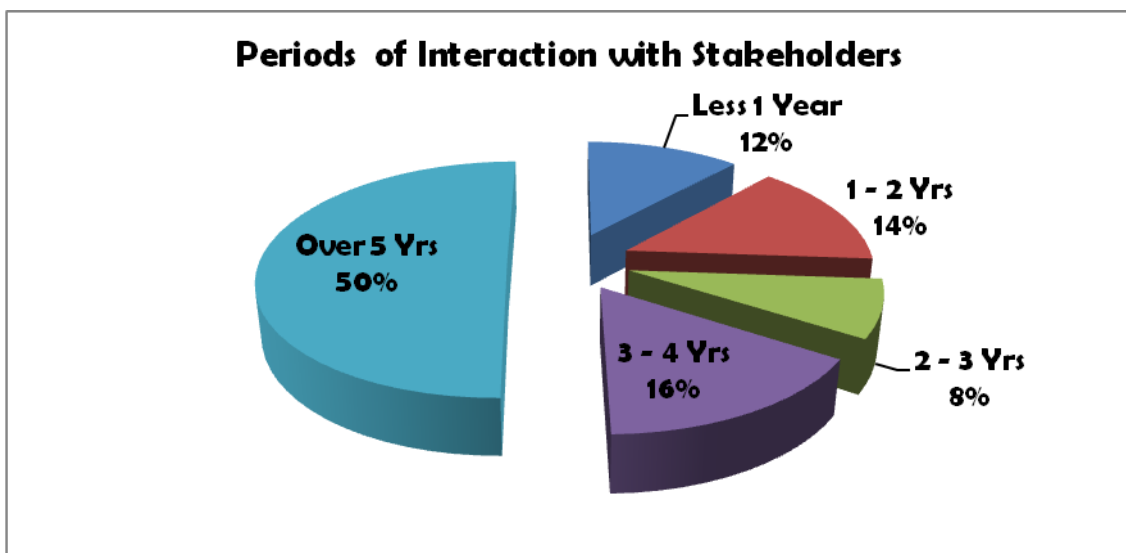


Figure 3: Length of Interaction Period with Stakeholders

## 4.2 Respondents' Awareness of the Service Charter

The respondents were asked whether they were aware of the Service Delivery Charter for National Water Conservation & Pipeline Corporation. There were equally as many respondents who knew about the Charter as those who did not know about it. Figure 4 below illustrates that 49% of the respondents indicated that they knew about the Charter and 49% indicated they did not know about the existence of the Charter.

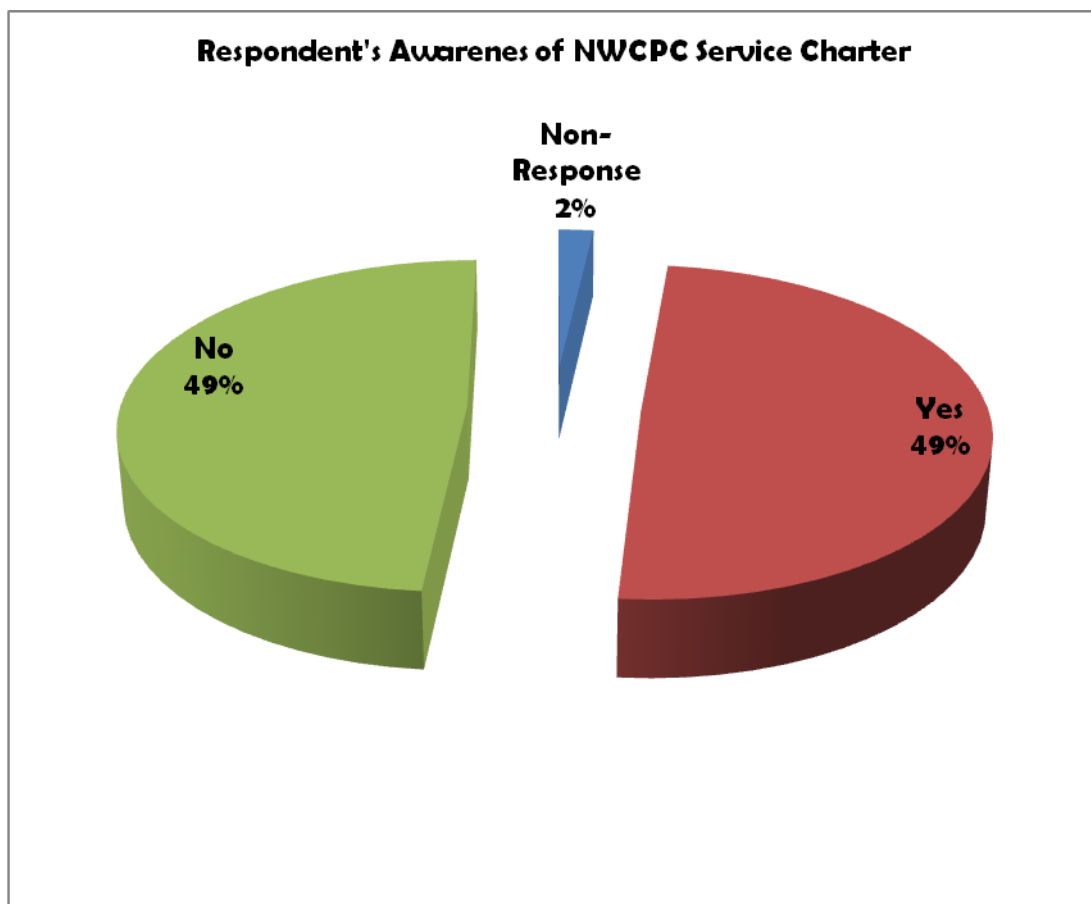


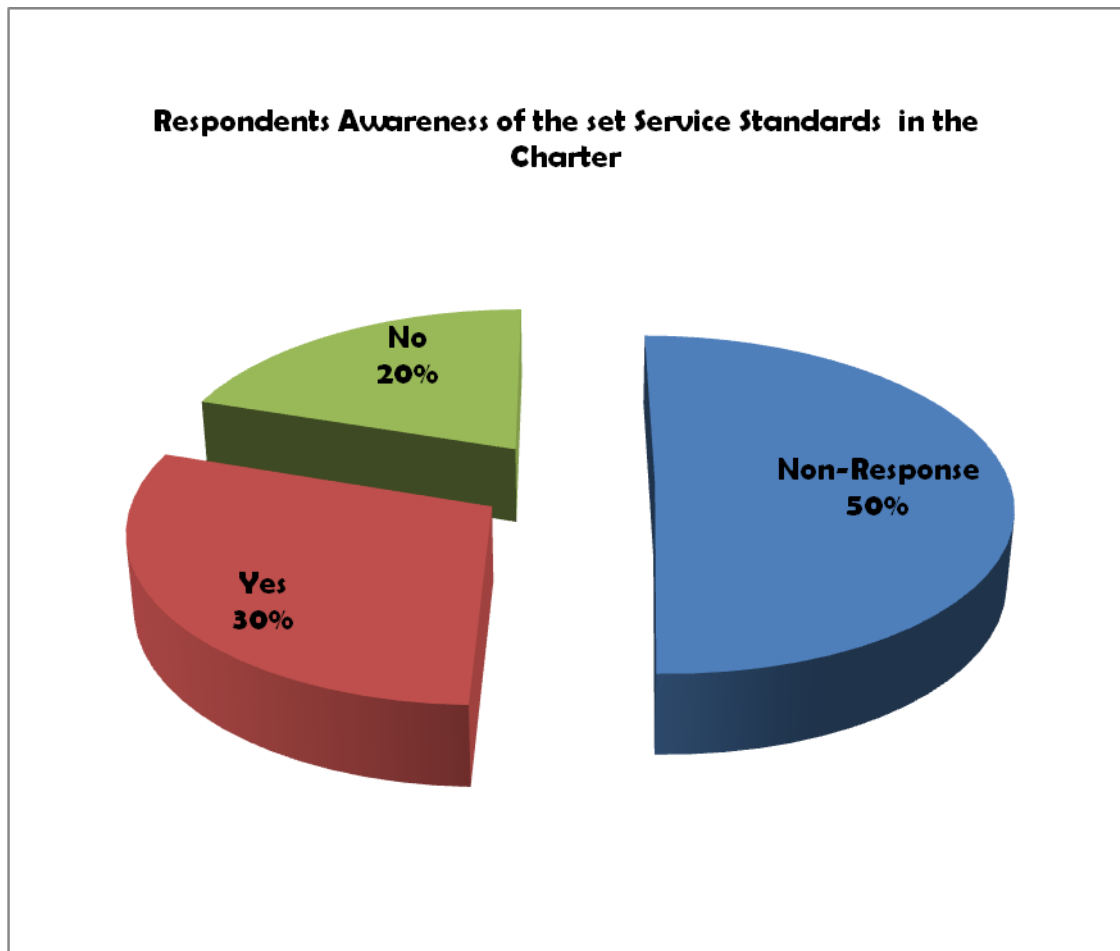
Figure 4: Respondents Awareness of the Service Charter

Follow up probing question was asked to the respondents who indicated that they were aware of the Service Delivery Charter. They were asked whether they knew of the set service standards for the various services offered as specified in the Charter.

Most of the respondents who knew about the Charter (60%) also indicated that they knew of the set standards within the Charter whereas 40% did not know about the set standards even though they knew that the Service Charter

existed. This could imply that some respondents knew of the existence of the Charter but had never read or exposed to it.

Hence cumulatively 30% of the respondents knew of the set standards while 20% did not know of the set standards in the Charter and the 50% Non-response represent respondents who did not know about the Charter all together. This is illustrated by Figure 5 below:



*Figure 5: Respondents Awareness of the Set Service Standards*

**Table 2: Respondents Awareness - Distribution per Stakeholder Organisations**

The respondents' levels of awareness of National Water Conservation & Pipeline Corporation Service Charter was analyzed and cross tabulated as per the various stakeholders selected.

It was noted that among the various stakeholders, the Water Service Boards had most of their staff being unaware of the NWCPC Service Charter. Specifically such Water Service Boards included: Tana, Northern, Coast and Lake Victoria North WSBs. However, among the other stakeholders the Water Appeals Board (WAB) had the least level of awareness on the NWCPC Service Charter. The detailed analysis is as shown in Table 2 below:

<b>Company/Organization * Aware of Service Delivery Charter Cross tabulation</b>				
<b>Stakeholder Organisation</b>	<b>Aware of Service Delivery Charter</b>			<b>Total</b>
	<b>Non-Response</b>	<b>Yes</b>	<b>No</b>	
Tana WSB	0	1	18	19
Tanathi WSB	0	9	4	13
Northern WSB	0	6	7	13
Coast WSB	0	2	18	20
Athi WSB	0	12	6	18
Rift Valley WSB	0	9	7	16
Lake Victoria South WSB	0	8	6	14
Lake Victoria North WSB	2	6	9	17
WARMA	1	4	4	9
WASREB	0	4	4	8
WSTF	0	6	5	11
WAB	0	0	6	6
KEWI	0	7	1	8
National Irrigation Board	0	7	1	8
Ministry of Water & Irrigation	0	2	1	3
General Suppliers	1	4	5	10
Contractors of Large Dams	0	2	0	2
Consultants of Large Dams	0	2	3	5
NWCPC Staff Members	0	16	0	16
<b>Total</b>	<b>4</b>	<b>107</b>	<b>105</b>	<b>216</b>

*Table 2: Respondents Awareness of Service Charter per Stakeholder Organizations*

### 4.3 Service Charter Strategic Objectives

The survey sought to establish the stakeholders' perception of how well the charter explains the strategic objectives of NWCPC in terms of the level of awareness created on the vision, mission and core values and mandate of the Corporation. The data on strategic objectives were as captured in Table 3 below.

**Table 3: Evaluation of the Strategic Objectives of the Charter**

<b>Evaluation on the Strategic Objectives of the Service Charter</b>							
<b>Percentage (%) Ratings</b>	Non-Response	Strongly Disagree	Disagree	Neutral	Strongly Agree	Very Strongly Agree	<b>Weighted Score (%)</b>
Creates awareness on the mandate of NWCPC	22%	3%	5%	21%	41%	8%	<b>71.8%</b>
Adequately Explains the Vision & Mission	22%	2%	5%	22%	37%	12%	<b>73.3%</b>
Provides information on range of services	23%	2%	3%	24%	39%	9%	<b>73.2%</b>
Clearly Sets Standards on Expectations	24%	1%	4%	26%	35%	10%	<b>72.4%</b>
Provides Avenue for Remedial Actions	25%	1%	10%	30%	27%	7%	<b>67.9%</b>
Enhances Continuous improvement	24%	2%	9%	33%	26%	6%	<b>67.0%</b>

*Table 3: Strategic Objectives of the Charter*

It was observed that most of the respondents were satisfied that the Service Charter clearly stipulated the strategic objectives of the corporation. In terms of creating awareness, 49% of the respondents strongly agreed; 21% were neutral with only 8% disagreeing giving a weighted score of 71.8%.

Likewise, the respondents perceived the Service Charter as adequately explaining the vision, mission and core values at a mean weighted score of 73.3%; Provides information on range of services rated at 73.2%; Clearly Sets Standards on Expectations at 72.4%; Provides Avenue for Remedial Actions at 67.9%; and Enhances Continuous improvement rated at 67%.

The data on evaluation of strategic objectives variables is also represented in form of bar charts shown in Figure 6 below:

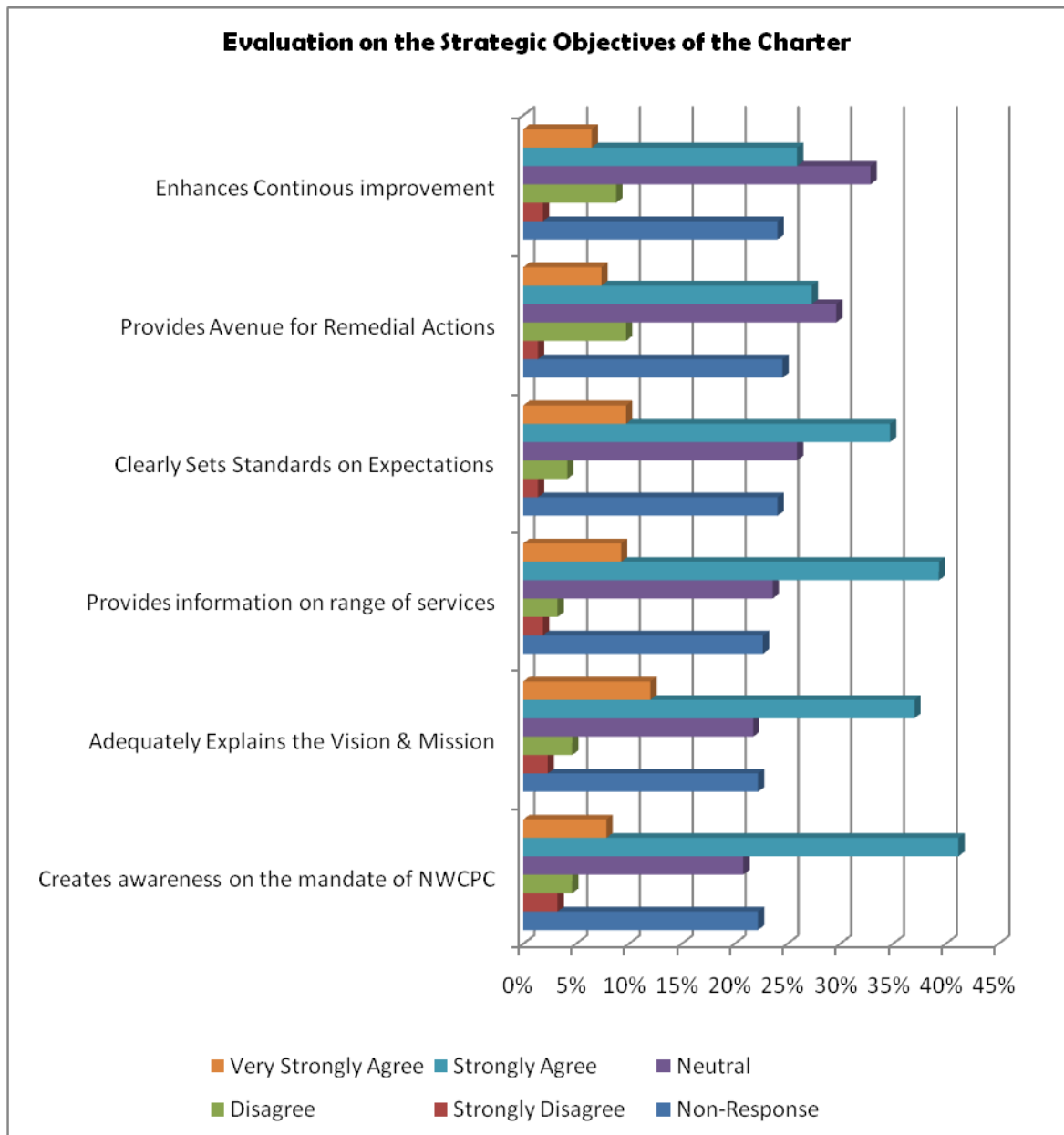


Figure 6: Strategic Objectives of the Service Charter

#### 4.4 Performance /Delivery of Services

The survey further evaluated the performance levels of implementing the service Charter. The variables considered in evaluating the performance on delivery of services included to what extent the corporation abides by the set Standards; responds in time to requests of services, value for money services offered; staff professionalism & integrity in the course of delivery of services;

the extent at which NWPC has maintained good working relationship with stakeholders. The summary data on evaluation of performance on service delivery is given in table 4 below:

**Table 4: Evaluation of Performance on Delivery**

<b>Evaluation on the Performance of Service Delivery</b>							
<b>Percentage (%) Ratings</b>	Non-Response	Strongly Disagree	Disagree	Neutral	Strongly Agree	Very Strongly Agree	<b>Weighted Score (%)</b>
Abides by the set Standards	26%	4%	10%	33%	25%	1%	<b>62.3%</b>
Responds in time	25%	6%	18%	37%	13%	2%	<b>56.7%</b>
Value for Money Services	23%	10%	14%	34%	18%	1%	<b>56.3%</b>
Staff Professionalism & Integrity	23%	7%	8%	41%	19%	2%	<b>60.1%</b>
Good Working Relationship with Stakeholders	23%	6%	15%	34%	20%	2%	<b>59.2%</b>

*Table 4: Performance on Service Delivery*

It was observed that respondents were fairly satisfied with the levels of service charter implementation by NWPC. The respondents rated the extent to which the corporation abides by the set Standards at 62.3%; response in time to requests of services rated at 56.7%, value for money for the services offered was rated at 56.3%; staff level of professionalism & integrity in the course of delivery of services rated at 60.1%; and the extent at which NWPC has maintained good working relationship with other stakeholders was rated at 59.2%.

Only about one percent of the respondents very strongly agreed that NWPC abides by the set standards in the charter, 25% strongly agreed, 33% remained neutral with 10% disagreeing while 4% strongly disagreeing. On the other hand about 2% of the respondents strongly agreed that NWPC responds in time to requests for services, 13% strongly agreed, 36.6% were neutral, 18.1% disagreed while 5.6% strongly disagreed that the Corporation responds in a timely manner.

The respondents had mixed feelings in regard to the value for money for the services rendered by NWCP. It was observed that only 1.4% of the respondents had very strong agreement for the value for money for the services offered, 17.6% strongly agreed, 33.8% were neutral, 14.4% disagreed while 10.2% strongly disagreed.

Most of the respondents (40.7%) remained neutral in regard to the level of professionalism of NWCP staff; while 19% strongly agreed and 1.9% very strongly agreed. However, 8.3% disagreed and 6.9% strongly disagreed that the staff conducted themselves in a professional manner. Similarly, up to 21.8% of the respondents agreed that the Corporation had maintained good working relationship with other stakeholders; 34.3% of the respondents were neutral while 20.8% of the respondents disagreed. This is illustrated by the bar charts in Figure 7 below:

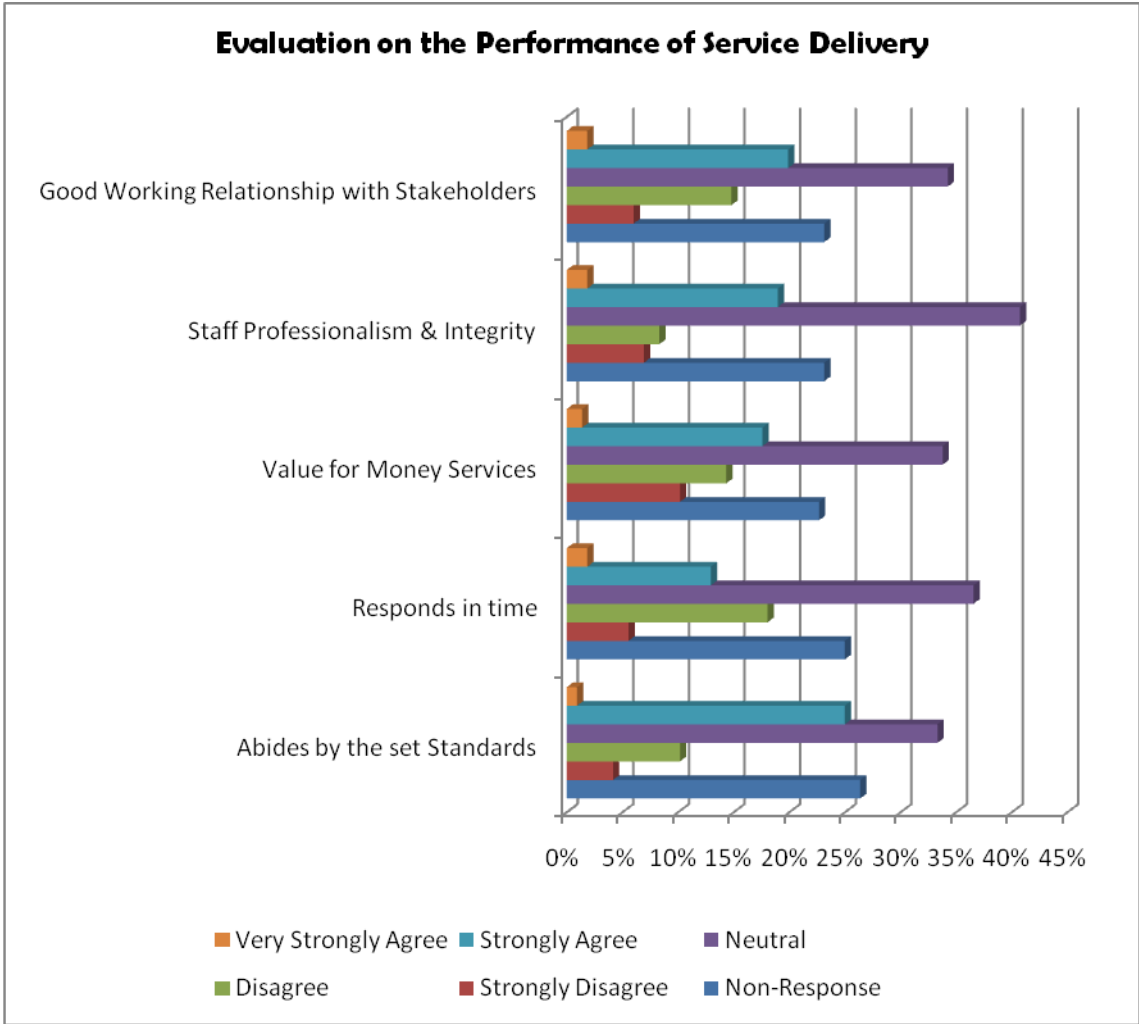


Figure 7: Performance on Delivery of Services

## 4.5 Complaints & Conflicts Management

The Service Charter was also evaluated in terms of how well it addresses the issues of complaints and conflicts management. This was evaluated in terms of disclosures of rights and obligations in the Charter, procedures for lodging complaints and the administration of such complaints and documentation of the same through use of registers. The summary of findings is captured in Table 5 below:

**Table 5: Evaluation of Complaints & Conflict Management**

<b>Evaluation of Complaints &amp; Conflicts Management System</b>							
<b>Percentage (%) Ratings</b>	Non-Response	Strongly Disagree	Disagree	Neutral	Strongly Agree	Very Strongly Agree	<b>Weighted Score(%)</b>
Disclosures of Rights & Obligation	24%	1%	5%	31%	33%	6%	<b>69.6%</b>
Procedures for Lodging Complaints	24%	3%	8%	35%	26%	4%	<b>64.9%</b>
Complaint Register Maintained	25%	6%	11%	49%	9%	1%	<b>56.7%</b>

*Table 5: Complaints & Conflict Management*

From Table 5 above it is shown that the disclosures of rights & obligation had a rated weighted score of 69.6%; Procedures for Lodging Complaints rated at 64.9%; and Maintenance of complaint register was rated at 56.7%. Most of the respondents, 38.5% agreed that the service charter adequately discloses the clients' rights and obligations; 31.5% of the respondents remained neutral while only 6% disagreed.

However, most of the respondents, 34.7% remained neutral in regard to the question that wanted them to specify whether the procedures for complaints were clearly spelt out in the Service Charter; meanwhile 29.6% of the respondents agreed that the procedures for lodging complaints was clearly spelt out and 11.5% of the respondents disagreeing. Furthermore, in regard to the Complaint Register being adequately maintained only 9.8% of the respondents agreed with 48.6% being neutral and 16.6% disagreeing. The frequency distribution of the complaints and conflicts management variables is illustrated in Figure 8 below:

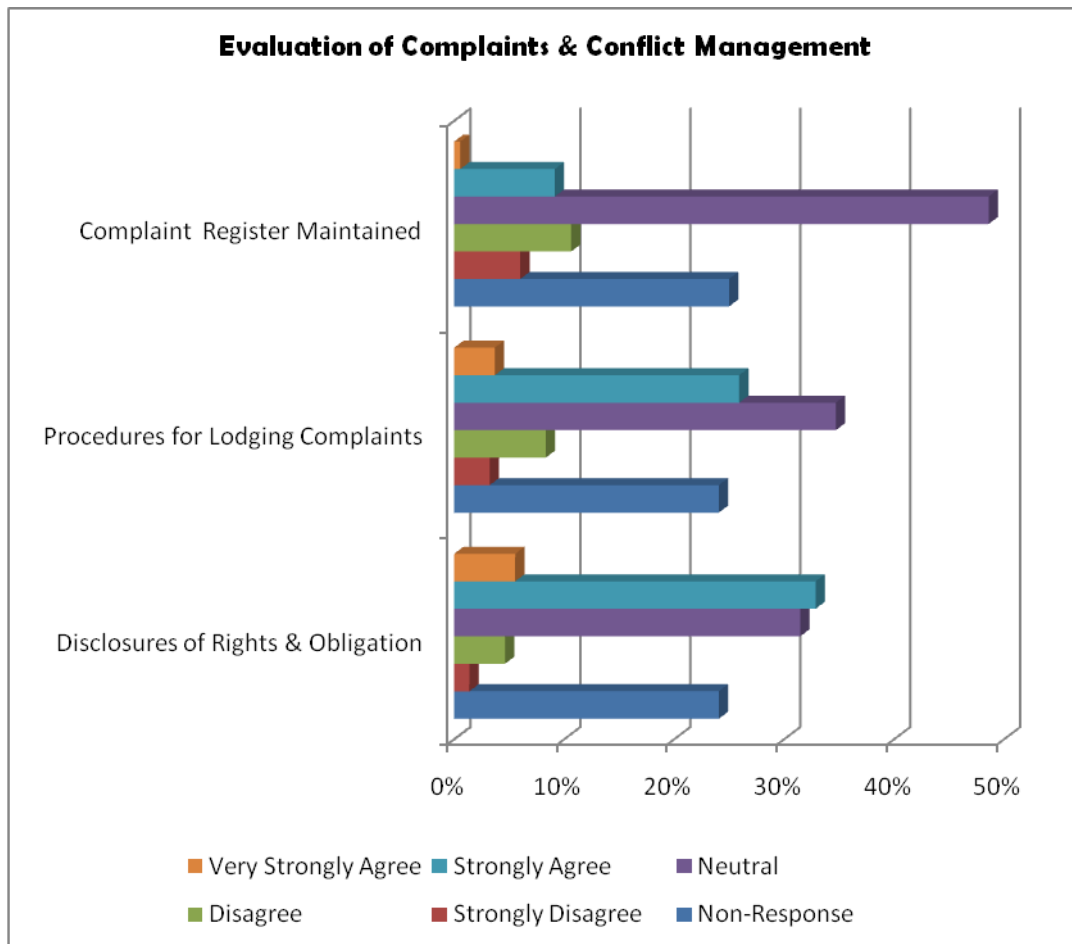


Figure 8: Complaints & Conflicts Management

## 4.6 Respondents Overall Assessment of the Service Charter

Previously a baseline survey had been conducted in regard to the service charter implementation survey hence the respondents were asked to give their perceptions as to whether there has been improvement, stability or decline in the service charter implementation variables. The finding on overall assessment by the respondents is summarized as in Figure 9 below:

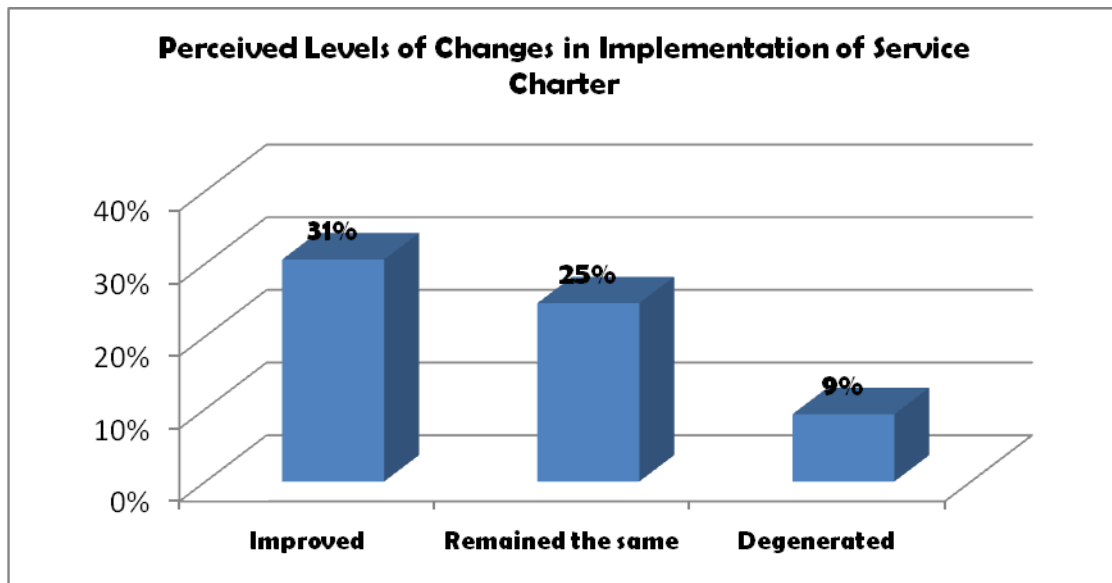


Figure 9: Respondents Perception on Changes in Service Charter Delivery

### Perceived Improvement

Most of the respondents (31%) interviewed felt that there had been improvement while 25% felt that the situation had remained the same; and only 9% felt that the service charter implementation variables had deteriorated.

Moreover 1.4% of the respondents believed that the improvements were over 70%; 5.6% of the respondents perceived an improvement rate of between 41%

to 70%; 4.2% perceived an improvement of between 21% to 40%; 11.1% perceived improvement of between 11% to 20%; and 10.6% of the respondents perceived an improvement of between 1% to 10%. Meanwhile 67% of the respondents gave no opinion (non-response to the question) as illustrated by the pie chart in Figure 13 below:

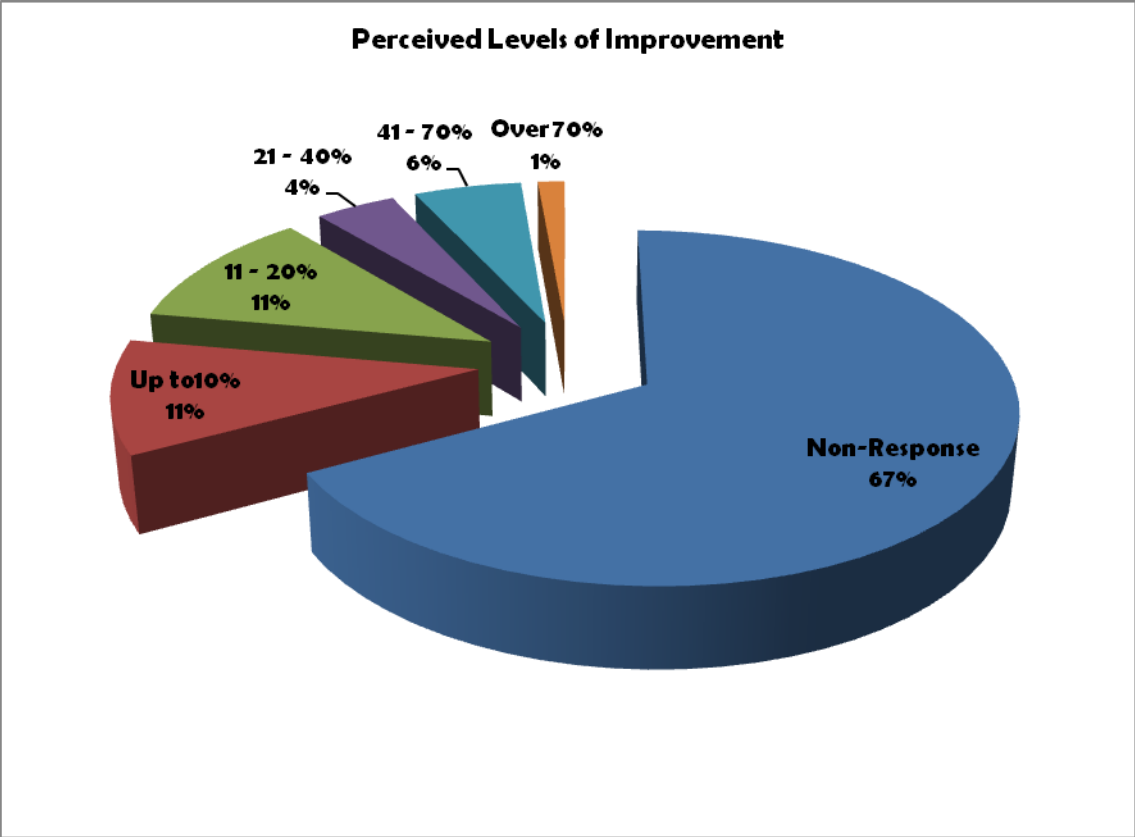
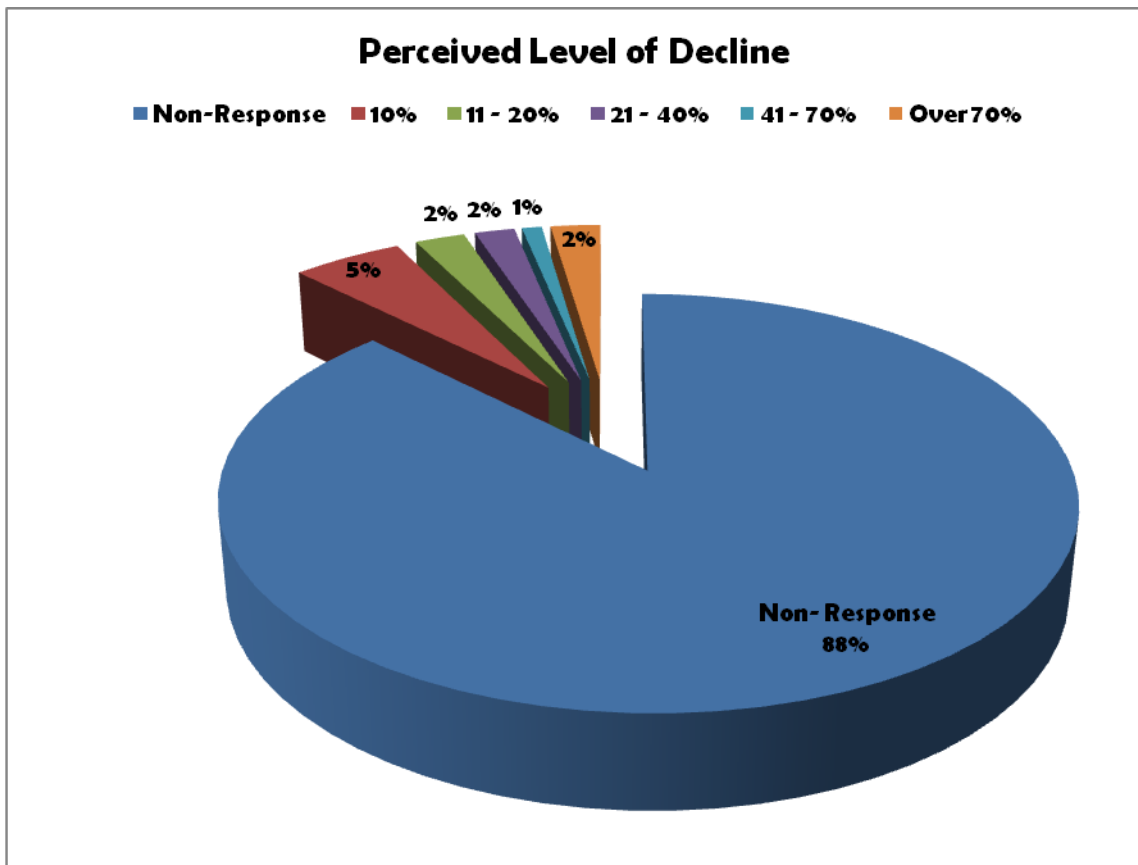


Figure 10: Respondents Perceived Levels of Improvement

**Perceived Decline**

Out of the maximum number of 216 respondents, only 9.3% (20 respondents) indicated that the service charter implementation levels had degenerated compared to the previous year. This was analyzed as shown in Table 11 below:



*Figure 11: Respondents Perceived Levels of Decline*

Up to 2.3% of the respondents believed that the decline was over 70%; one percent of the respondents perceived a decline rate of between 41% to 70%; 1.9% perceived a decline of between 21% to 40%; 2.3% perceived decline of between 11% to 20%; and 5.1% of the respondents perceived a decline of between 1% to 10%.

## 5 RECOMMENDATIONS & CONCLUSION

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### 5.1 Respondents Suggestions on Service Charter Improvement

Some of the selected responses to the question: "Please offer some suggestions that could help improve service delivery levels at NWPCP"

- *"Avail the service charter and create awareness on charter"*
- *"Adhere to service delivery by paying pending payments"*
- *"Be responsive to customers. Be impartial in service delivery. Look beyond the process and assess the impact on customer"*
- *"By urging all staff to be committed to doing what is enshrined in the service charter and even better"*
- *"Connect switch board for external communication. Educate and train staff and sensitize staff on service charter"*
- *"Co-operate with stakeholders such as DACs, share information on which projects being undertaken on various regions"*
- *"Enhancing ethical standards in business activities and fostering team, accountability and decentralized decision making"*
- *"Establish regional offices"*
- *"Communication of decisions - Timely approvals/disapprovals"*
- *"Improve on dented/public image"*
- *"Introduce online service delivery channels"*
- *"Provide clients with leaflets to capture service feedback and suggestion box placed conveniently in the premises"*
- *"Publicize charter & improve communication with stakeholders"*

- *“NWCPC requires an operational customer service desk to handle customer queries and complaints”*

## **5.2 Recommendations Based on Survey Findings**

### **5.2.1 Level of Awareness of the Service Charter**

The level of awareness on the NWCPC Service Charter amongst the various key stakeholder organizations is still low. It was observed that only 50% of the respondents sampled knew about the Service Charter.

Hence the management should consider publicizing the Charter to its key stakeholders and indeed the general public who are the ultimate target consumers of the services provided by the Corporation. This could be done through printed service charters being distributed to the stakeholders who interact with the institution, public media both print and electronic.

### **5.2.2 Response time to Requests for Services**

It was noted that the overall weighted score in terms of NWCPC response to requests was 56.7% with over 23.7% of the respondents disagreeing that the response time was satisfactory and 36.6% being neutral.

The Management should institute measures that evaluate the response time taken for the key service delivery requests. This could be done by having an automated system of logging in all the service requests made and time taken in processing the same. Proper communication on the progress of the service requests should be done within regular time intervals like weekly, monthly, quarterly or annually as may be appropriate.

### **5.2.3 Relationship with Key Stakeholders**

There were a number of respondents who were not convinced that the Corporation has maintained good partnership and working relationship with its key stakeholders. In particular up to 20.8% of the respondents disagreed that NWPC had maintained good working relationship; while 34.3% of the respondents still had reservations on the same (remained neutral).

The Management should therefore undertake measures that would improve the working relationship with its key stakeholders. This could be achieved by involving the stakeholders more in the planning and implementation phases of NWPC key deliverables. The progress and status reports should also be shared regularly with the stakeholders.

Moreover, there is need to enhance communication levels both within and outside the institution so that stakeholders could easily reach the concerned staff to address their issues.

Finally, the behavior and attitudes of front-line staff remains a key component of stakeholders' satisfaction. That could be enhanced through regular trainings, seminars and refresher courses on customer service that could be done in-house or externally.

#### **5.2.4 Maintenance of Complaints Register**

The weighted score for adequately maintaining the complaint register was 56.7% with over 65% of the respondents either out rightly disagreeing that the register was well maintained or remaining skeptical (neutral) on the same. This shows that to a large extent most of the stakeholders were still not happy with the process of documenting and handling the complaints arising from the stakeholders or customers.

The Management should ensure that the customer complaints/compliments registers are maintained and assessment of customer complaints is carried out on a regular basis. Moreover, there is need for prompt feedback on customer complaints. This could be achieved through having a coordinated approach across all the departments in implementation of the Service Charter.

#### **5.2.5 Value for Money for the Services Provided**

From the respondents' feedback it was observed that 24.6% disagreed that there was value for money for the services offered by NWPC and 33.8% were neutral. Hence the general perception amongst a number of the key stakeholders was that NWPC has not fully demonstrated value for money for the services it offers.

This perception could be improved through increased transparency in the budgeting process and funds accountability statements. The Management should consider publishing communication material on the Corporation's programs and projects and circulated to its key stakeholders.

### **5.3 Conclusion**

Through the Survey on Service Charter Implementations, the Management gains useful insights into the areas where they have performed well and the areas that would require improvements. NWCPC sets out its commitment to her clients and stakeholders with regard to the quality of service that they expect from the Corporation through the Service Charter hence its successful implementation is a key pillar to the overall organizational success.

From the Survey, it became clear that the Charter has improved awareness among NWCPC's clients and stakeholders especially of availability and quality of services on offer. By providing avenues for complaints handling and re-dress, the Corporation has moved a step further in its endeavor in customer satisfaction. Hence the implementation of the Charter has committed NWCPC to assess its performance on the service delivery standards by:

- Providing channels to the clients to give feed-back on the quality of service they receive.
- Obtaining feedback from stakeholders during consultative meetings.
- Tracking media reports on the performance of the Corporation.

## **6 APPENDICES**

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### **6.1 Appendix 1: Service Charter Implementation Satisfaction Index**

## NWPC SERVICE CHARTER IMPLEMENTATION - SUMMARY INDEX OF STAKEHOLDERS SATISFACTION

	Service Charter Rated Variables	Non-Response	Strongly Disagree	Disagree	Neutral	Strongly Agree	Very Strongly Agree	Raw Total	Valid Total	Weighted Avg. Score
1	Charter creates awareness on the mandate of NWPC	48	7	10	45	89	17	216	168	71.8%
2	Charter adequately explain the Vision, Mission & Core Values	48	5	10	47	80	26	216	168	73.3%
3	Charter provides information on range of services offered	49	4	7	51	85	20	216	167	73.2%
4	Charter clearly set standards for client expectations	52	3	9	56	75	21	216	164	72.4%
5	Charter provides avenues for remedy where services fall short of standards	53	3	21	64	59	16	216	163	67.9%
6	Service Delivery Charter improves client satisfaction and excellence	52	4	19	71	56	14	216	164	67.0%
7	NWCPC abides by the set standards in the Charter	57	9	22	72	54	2	216	159	62.3%
8	NWCPC responds in time to requests for services as in service charter	54	12	39	79	28	4	216	162	56.7%
9	Value for money for the services provided by NWPC	49	22	31	73	38	3	216	167	56.3%
10	NWCPC Staff conduct themselves with professionalism, integrity, transparency & accountability	50	15	18	88	41	4	216	166	60.1%
11	NWCPC has maintained good partnership with clients and stakeholders	50	13	32	74	43	4	216	166	59.2%
12	Service delivery charter discloses clients rights and obligation	52	3	10	68	71	12	216	164	69.6%
13	Procedures for lodging complaints are clearly spelt out	52	7	18	75	56	8	216	164	64.9%
14	Complaint register at NWPC is adequately maintained	54	13	23	105	20	1	216	162	56.7%
Grand Totals (A)		720	120	269	968	795	152	3,024	2,304	
Weights ( Scale of 1 to 5)		-	1	2	3	4	5		5	
Weighted Totals (B)		-	120	538	2,904	3,180	760		7,502	
Weighted Grand Totals, C = (Ax5)									11,520	
OVERALL SERVICE CHARTER IMPLEMENTATION SATISFACTION INDEX = (B/C)x100%										<b>65.1%</b>

## **6.2 Appendix 2: Survey Questionnaire Tools**

## **6.3 Appendix 3: Detailed SPSS Results Output – (Descriptive Statistics & Frequency Distributions)**

### Descriptive Statistics for Ratings on the Levels of Service Charter Implementation

Service Charter Implementation Level Variables	N	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
Charter creates awareness on the mandate of NWPCPC	216	2.79	.115	1.695	-.722	.166	-.964	.330
Charter adequately explain the vision	216	2.85	.118	1.727	-.704	.166	-.928	.330
Charter provides information on range of services offered	216	2.83	.116	1.702	-.758	.166	-.881	.330
Charter clearly set standards for client expectations	216	2.75	.117	1.718	-.662	.166	-.996	.330
Charter provides avenues for remedy where services fall short of standards	216	2.56	.113	1.658	-.505	.166	-1.069	.330
Service Delivery Charter improves client satisfaction and excellence	216	2.54	.111	1.628	-.526	.166	-1.024	.330
NWCPC abides by the set standards	216	2.29	.106	1.562	-.457	.166	-1.289	.330
NWCPC responds in time to requests for services as in service charter	216	2.13	.099	1.449	-.313	.166	-1.106	.330
Value for money for the services provided by NWPCPC	216	2.18	.100	1.468	-.299	.166	-1.203	.330
NWCPC Staff conduct themselves with professionalism, transparency	216	2.31	.102	1.498	-.484	.166	-1.110	.330
NWCPC has maintained good partnership with clients and stakeholders	216	2.27	.102	1.492	-.401	.166	-1.120	.330
Service delivery charter discloses clients rights and obligation	216	2.64	.112	1.645	-.675	.166	-.967	.330
Procedures for lodging complains are clearly spelt out	216	2.46	.108	1.584	-.537	.166	-1.071	.330
Complaint register at NWPCPC is adequately maintained	216	2.13	.095	1.397	-.535	.166	-1.160	.330

## **6.4 Appendix 4: Terms of Reference**