
**REPORT OF CUSTOMER SATISFACTION SURVEY
FOR THE PERIOD 1ST JULY 2022-30TH JUNE 2023**

EXTERNAL CUSTOMERS SURVEY REPORT

FINAL REPORT

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ABBREVIATIONS

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

RPQM	Research, Planning and Quality Management
RA	Regulatory Affairs
RRA	Region Research Assistant
SCM	Supply Chain Management
STA	Standards and Type Approval
USF	Universal Service Fund
WRO	Eldoret-Western regional office

DEFINITION OF KEY TERMS

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

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

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

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

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

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

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

EXECUTIVE SUMMARY

1. Background

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

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

CA customers are both internal and external. Internal customers are the employees of CA while external customers are other ICT users that interact with CA. In this regard, the Authority carried out an external customer satisfaction survey with a view to establishing the external customer satisfaction index. The internal and external customer satisfaction indices were weighted to obtain the overall customer satisfaction index. In addition, the survey findings are aimed at informing CA of gaps, key success areas and recommendations that will aid in improving the external customer satisfaction levels.

2. Objectives

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

3. Methodology

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

Qualitative methodology was used to gather in-depth information and provide a backing to the empirical evidence from the quantitative methodology. This was achieved through open ended

questions, Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs). Verbatims and discussions were obtained from open ended questions, KIIs and FGDs.

4. Data collection and analysis

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

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

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

5. Results

The overall customer satisfaction index for FY 2022/2023 stood at **80.1%**, which is an Excellent score from the scoring guide above. This index shows an increase of 1.9 % from the FY 2021/2022 overall customer satisfaction index of **78.2%**.

Table 1: Overall customer satisfaction index

Segment	Weighting factor	Weights	Percentage	2022/2023 Index	2021/2022 Index	Variance
Licensees	0.55*80.6%	0.4433	44.3%	80.6%	78.9%	1.7%
Suppliers	0.20*81.7%	0.1634	16.3%	81.7%	80.5%	1.2%
Customers served directly by authority regarding complaints and enquiries	0.10*79.9%	0.0799	8.0%	79.9%	75.9%	4.0%
Partners and Affiliates	0.05*79.4%	0.0397	4.0%	79.4%	73.9%	5.5%
Internal customers	0.1*75.0%	0.0750	7.5%	75.0%	73.9%	1.1%
Overall CSI		0.8013	80.1%	80.1%	78.2%	1.9%

6. Gaps

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

Licensees

- a) Some respondents were not aware of the roles of CA e.g. safety of citizens online.
- b) The Authority advertisements do not target the young generation effectively.
- c) There is a lot of bureaucracy with regards to the licensing process.
- d) There is limited coverage especially in remote areas.
- e) Procedure for issuance and regulation of frequency is faulty.
- f) Sixteen-point six percent (16.6%) of the respondents were not satisfied with CA corporate image.
- g) There exist unlicensed operators.
- h) Twenty-two-point five percent (22.5%) of the respondents were not satisfied with the process of granting of approvals.
- i) Frequency interference complaints are not prioritized.
- j) There exists a gap on effectiveness in complaint resolution that may affect integrity of CA.
- k) Seventeen-point nine percent (17.9%) of the respondents are not satisfied with CA commitment to the customer as outlined in the service charter.
- l) Twenty-four-point five percent (24.5%) of the respondents were not satisfied with the pricing of CA services.
- m) Some upcoming media platforms may have unpleasant material that may create unrest.
- n) Equipment regulation including Type Approval.

Suppliers

- a) The service charter does not explicitly define commitment to the special interest groups.
- b) Some respondents felt that tender outcomes were not communicated to all applicants.
- c) Some respondents felt that tender outcomes were not clear.
- d) Delayed payments.

Customers served directly by the Authority regarding complaints and enquiries

- a) The feedback mechanism is slow.
- b) Reported issues were not addressed effectively.
- c) There exist spam messages and illegal SIM card usage.
- d) Sixteen-point eight percent (16.8%) of the respondents were not satisfied with customer rights as outlined in the service charter.

Partners and Affiliates

- a) Sixteen percent (16%) of the respondents were not satisfied with CA honoring her obligations.
- b) Sixteen percent (16%) of the respondents were not satisfied with the attitude of CA staff.

- c) Twenty-three-point three percent (23.3%) of the respondents were not satisfied with dissemination of information.
- d) Website information is not navigable.
- e) Some staff are not aware of functions of other departments.

7. Recommendations

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

Licensees

- a) Enhance awareness campaign on the role and Mandate of the Authority targeting all the generations.
- b) Streamline License Processes to shorten the procedure and make them more efficient.
- c) Digitize and digitalize the service delivery processes including licensing.
- d) Facilitate increase of universal coverage of mobile communication services.
- e) Enhance brand image and visibility.
- f) Improve surveillance in the sector to weed out unlicensed operators.
- g) Reduce timelines for approval of Promotions, Tariffs and interconnections disputes.
- h) Implement a more robust complaints management system and prioritize frequency interference complaints.
- i) Improve adherence to the commitments as outlined in the service charter.
- j) Consider review of the license fees.
- k) Surveillance to ensure sale of approved telecommunication equipment.
- l) Surveillance of broadcasters to ensure airing of appropriate content.

Suppliers

- a) Review the Charter to include the Special groups.
- b) Ensure clear Tender outcomes are timely communicated to all applicants by a letter consistently.
- c) Automate the Payment system from submission of required payment documents.

Customers served by Authority regarding complaints and enquiries

- a) Implement a call center dedicated to handling enquiries, complaints and other services.
- b) Strengthen enforcement of regulations regarding spam messages and illegal SIM card usage.
- c) Review the customer rights as contained in the service charter.

Partners and Affiliates

- a) Adhere to the obligations with our partners and affiliates.
- b) Improve work culture.
- c) Implement an integrated communication strategy.

- d) Enhance user friendliness of the website with appropriate categorization of information.
- e) Regular sensitization of staff on the roles, mandate and functions of the Authority and it's departments.

CHAPTER ONE: BACKGROUND

1.1 Background of CA

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

1.2 Mandate, Role and Functions

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

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

1.3 CA departments and regional offices

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

- a) Headquarters office (HQs) in Nairobi.
- b) Nairobi Regional Office which is also situated at the Headquarters covers Nairobi, Kiambu, Machakos, Kajiado, Narok, excluding Transmara, Nakuru, Makueni and Kitui.

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

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

1.4 Overview of the External Service Charter

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

CHAPTER TWO: OBJECTIVES AND PURPOSE OF THE SURVEY

2.1 Purpose

The Communication Authority of Kenya was established to ensure the provision of telecommunications, radio communications, broadcasting, multimedia, e-commerce and postal/courier services is conducted in a manner that benefits both the service providers and Kenyan citizens. CA customers are both internal and external. Internal customers are the employees of CA while external customers are other ICT users that interact with CA.

In this regard, the Authority carried out an external customer satisfaction survey with a view to establishing the external customer satisfaction index. The internal and external customer satisfaction indices were weighted to obtain the overall customer satisfaction index. This report provides results for end of FY 2022/2023, which is the second cycle of the survey. In addition, the survey findings are aimed at informing CA of gaps, key success areas and recommendations that will aid in improving the external customer satisfaction levels

2.2 Broad objective

The survey sought to determine the overall customer satisfaction level based on the Authority customer categories: Licensees, Suppliers, Customers served directly by the Authority regarding complaints and enquiries as well as Partners & Affiliates.

2.3 Specific objectives

In particular, the specific objectives of the survey were:

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

- j) To determine the overall Customer Satisfaction Index (CSI).

2.4 Research questions

The research questions addressed by this survey include:

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

The questions were aimed at determining the overall Customer Satisfaction Index (CSI).

2.5 Significance

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

CHAPTER THREE: SURVEY APPROACH AND METHODOLOGY

3.1 Study design

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

3.2 Sampling

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

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

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

If a respondent fell under multiple categories of licenses, he or she was interviewed for all the categories simultaneously. Advanced Microsoft Excel characterized by VLOOKUP, conditional formatting, cross tabulation, sorting and filtering among others was used to clean and merge the respondent's profile. This was useful in ensuring that a respondent is not interviewed twice. The latter was applied to Licensees, Suppliers and Customers served directly by Authority regarding complaints and enquiries. For the Partners & Affiliates, all the regional, international and other partners formed part of the respondents. Consequently, Table 2, Table 3, Table 4 and Table 5 shows the sample selection for Licensees, Suppliers, Customers served directly by the Authority regarding complaints and enquiries and Partners and Affiliates respectively.

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

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

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

Sub-divisions	Target Population	Sample from Formula	Preferred Sample (33%)	Number of KIIs
TELECOMS				
Major Licensee (CSP, ASP, NFP-T3, BPO, PRS, NFP-T2, DOT KE, E-CSP, GMPCS, IGS, NFP-T1, SCLR and VAS)	1630	311	538	3
Telecommunication Terminal Equipment Contractors (TEC)	965	275	319	3
Telecommunication Technical Personnel (ULF TP)	641	240	212	3
POSTAL/COURIER				
Public postal operator licensee	1	1	1	1
National courier service providers	272	159	90	3
International courier service providers	56	49	19	2
BROADCASTERS				
Multimedia Services	473	213	156	1
FREQUENCY LICENSEES				
FSM licensee	698	248	230	3

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

Respondent	Target Population	Sample Size	Number of KIIs
Sign Language	4	4	1
Translation services	3	3	1
Provision of PPEs	3	3	1
Promotional materials	84	69	1
Valuation services	11	11	1
Delivery of computers	89	72	1
Creative design services	38	34	1
Delivery of office supplies	66	56	1
List of Hotels	46	41	1
Total	344	293	9

Table 4: Targeted – Sampled Customers served directly by Authority regarding complaints and enquiries

Respondent	Target Population	Sample Size	Number of KIIs
Customers served directly by the Authority regarding complaints and enquiries			
Complaints	168	116	3
Enquiries	9	9	1

Table 5: Target population of general partners and affiliates

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

3.3 Data collection

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

3.3.1 Data collection indicators

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

3.3.1.1 Licensees

- a) Awareness of CA mandate
- b) Evaluation of CA's service delivery
- c) Evaluation of CA's core values
- d) Satisfaction with CA's corporate image
- e) Customers' expectations
- f) Evaluation of awareness of CA's external service charter
- g) Satisfaction with granting of approvals
- h) Satisfaction with complaint handling mechanism
- i) Satisfaction with handling of information and communication
- j) Satisfaction with quarterly reports
- k) Satisfaction rating of CA commitment to the customer
- l) Satisfaction rating of customer rights
- m) Satisfaction with pricing of CA services
- n) Rating of overall performance of CA
- o) Rating of overall satisfaction with the services received from CA

3.3.1.2 Suppliers

- a) Awareness of CA customer service charter
- b) Effectiveness of CA customer service charter
- c) Commitment of CA staff
- d) CA corporate image

- e) CA procurement process
- f) Response to queries regarding tenders
- g) Accessibility
- h) Rating of overall performance of CA
- i) Rating of overall satisfaction with the services received from CA

3.3.1.3 Customers served directly by Authority regarding complaints and enquiries

- a) Satisfaction with services/information sought from CA
- b) Satisfaction with CA mandate
- c) Satisfaction with CA information handling and communication
- d) Awareness of CA customer service charter
- e) CA commitments
- f) CA customer rights
- g) CA corporate image and reputation
- h) Satisfaction with CA handling mechanism
- i) Overall rating of CA performance

3.3.1.4 Partners and Affiliates

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

3.4 Data collation, cleaning and analysis

Collation of data involved construction of ordered systems of data from single or multiple sources (desk review, questionnaires and KIIs) from the respondents. Data cleaning was carried out to ensure that the dataset met the following standards; validity, accuracy, completeness, consistency and uniformity. Five-point Likert scale were utilized to scale responses in the questionnaires. Quantitative data was analyzed using STATA and MS Excel to obtain central tendency. Descriptive statistics were used to summarize the key outcomes in terms of bar graphs and frequency tables. The scoring guide of the satisfaction levels was: Outstanding 90% - 100%, Excellent 80% - 89%, Very good 70% - 79%, Good 60% - 69%, Average 50% - 59%, Poor 40% - 49% and below minimum standard expected 0% - 39%.

3.5 Triangulation of data

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

CHAPTER FOUR: DEMOGRAPHICS

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

4.1 Licensees

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

Table 6: Sample distribution by type of licensee

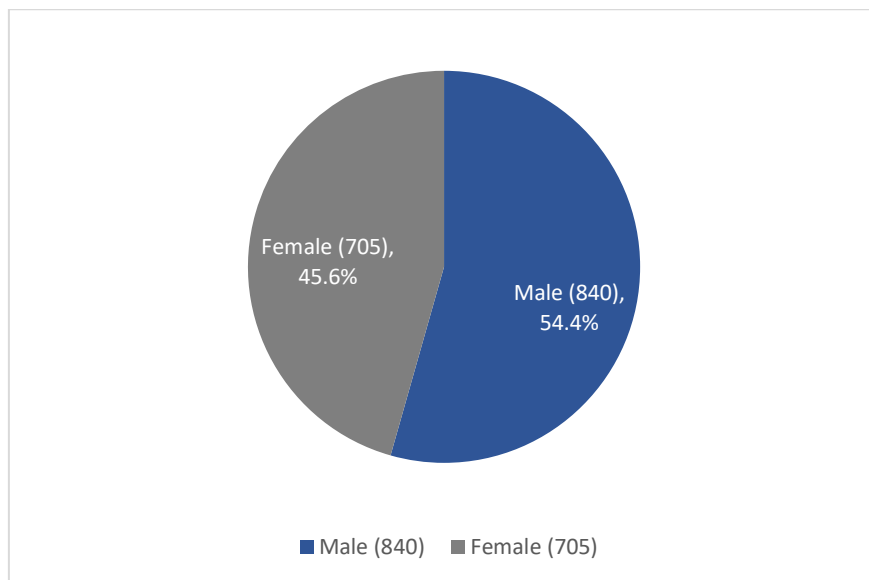
Type of Licensee (Operating from different counties)	Target	Achieved	Percentage (Achieved/Target)
Telecommunications	1069	1038	97.1%
Postal and courier	110	108	98.2%
Broadcasting	156	164	105.1%
Frequency	230	235	97.9%

The representation in telecommunications (97.1%), Postal and courier (98.2%), broadcasting (105.1%), and frequency (97.9%) meets the established minimum standard of 30%, making it suitable for comprehensive analysis.

4.1.1 Sample distribution by gender

The respondents were 54.4% male and 45.6 % female as shown in Figure 1.

Figure 1: Sample distribution by gender



4.1.2 Sample distribution by age

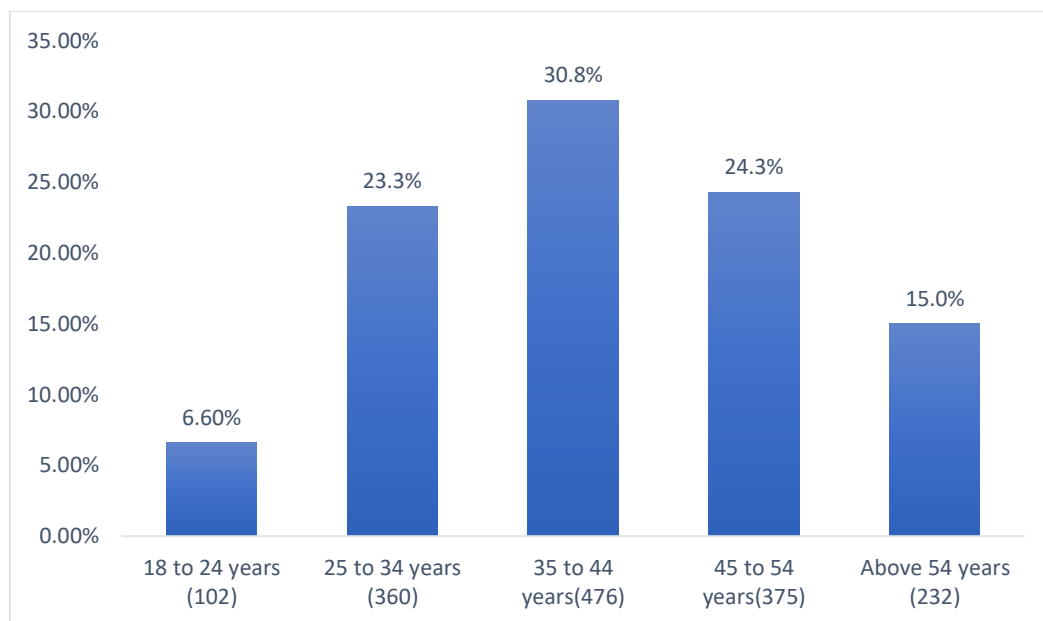
Table 7: Sample distribution by age

Age category	Number	Percentage
18 to 24 years	102	6.6%
25 to 34 years	360	23.3%
35 to 44 years	476	30.8%
45 to 54 years	375	24.3%
Above 54 years	232	15.0%
Total	1545	100%

4.1.3 Sample distribution by age

The study included individuals from a variety of age groups. The largest proportion of participants, at 30.8%, fell within the 35-44-year age range. This was followed by the 25-34-year-olds (23.3%) and the 45-54-year-olds (24.3%). Younger adults (18-24 years) made up 6.6% of the sample, while those above 54 years old comprised 15.0%.

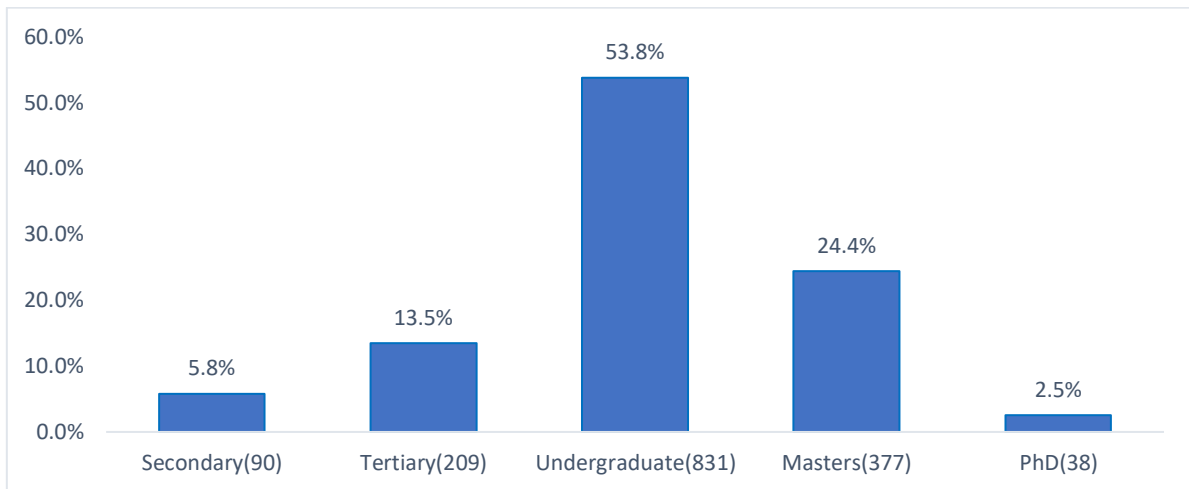
Figure 2: Sample distribution by age



4.1.4 Sample distribution by education level

There was a diverse range of educational backgrounds among the respondents: 5.8% had completed secondary education, 53.8% held bachelor's degrees, 13.5% had attended tertiary institutions, 24.4% had Master's degrees and 2.5% had doctorate degrees. See Figure 3 for more details.

Figure 3: Sample distribution by education level



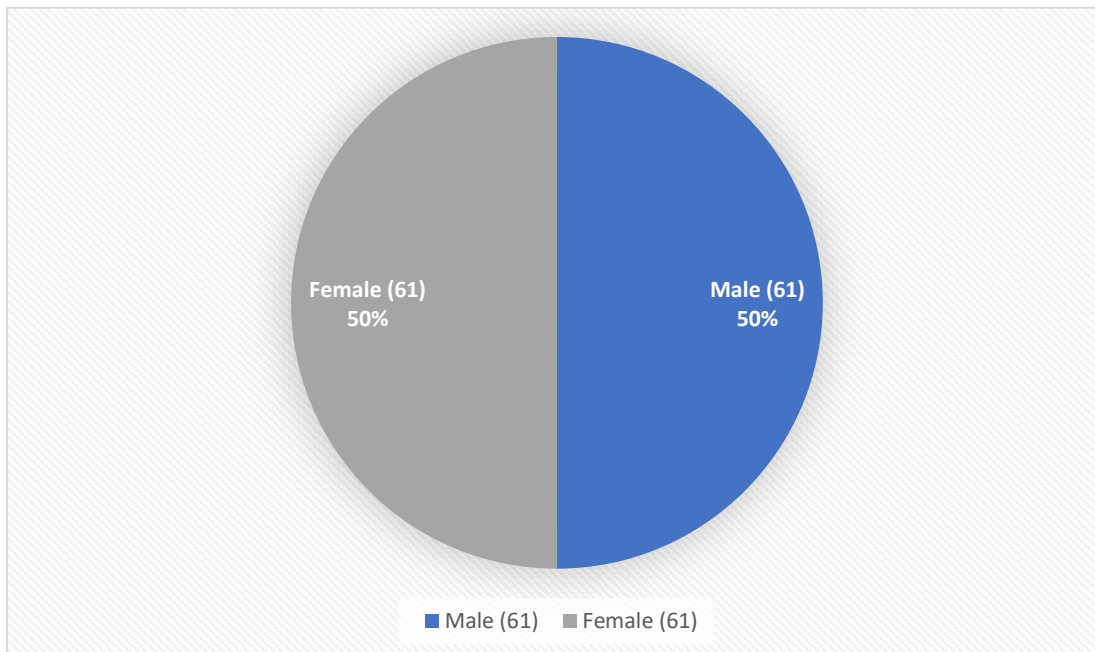
4.2 Suppliers

The survey initially targeted 113 suppliers, but it ultimately received responses from 121, exceeding the target by approximately 7%. This number of respondents is considered acceptable for analysis based on current standards.

4.2.1 Sample distribution by gender

The respondents were 50.0% male and 50.0 % female as shown in Figure 4.

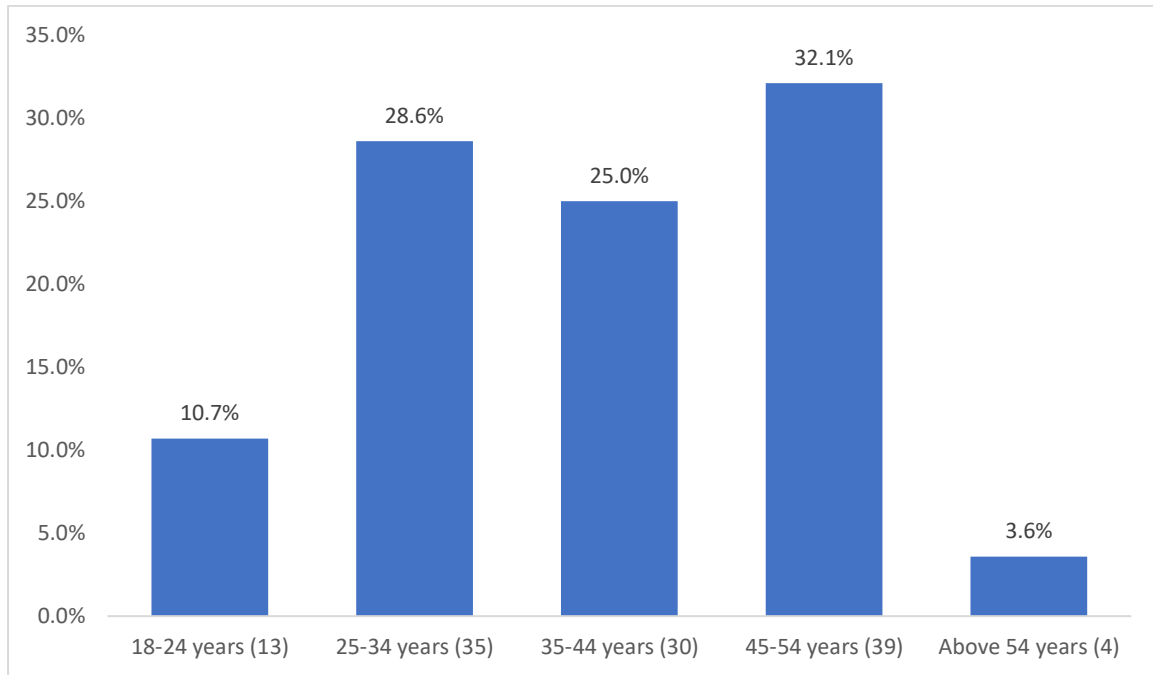
Figure 4: Sample distribution by gender



4.2.2 Sample distribution by age

The sample included all age groups, distributed as follows: 10.7% were aged 18-24 years, 28.6% were aged 25-34 years, 25.0% were aged 35-44 years, 32.1% were aged 45-54 years, and 3.6% were above 54 years. Refer to Figure 5 for details.

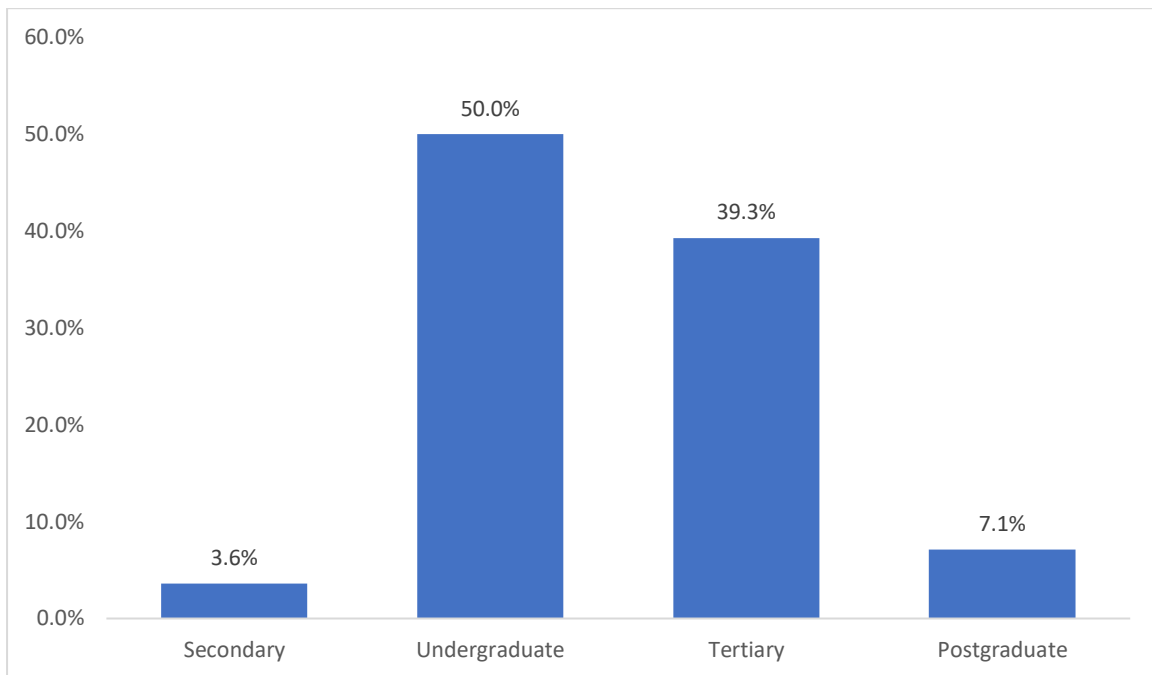
Figure 5: Sample distribution by age



4.2.3 Sample distribution by education level

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

Figure 6: Sample distribution by education level



4.2.5 Sample distribution by category of supplier

Breaking down the sample by supplier type: 57.1% provided goods, 17.9% offered services, 17.9% supplied both goods and services, 3.6% provided both goods and works, and 3.6% supplied goods, works, and services.

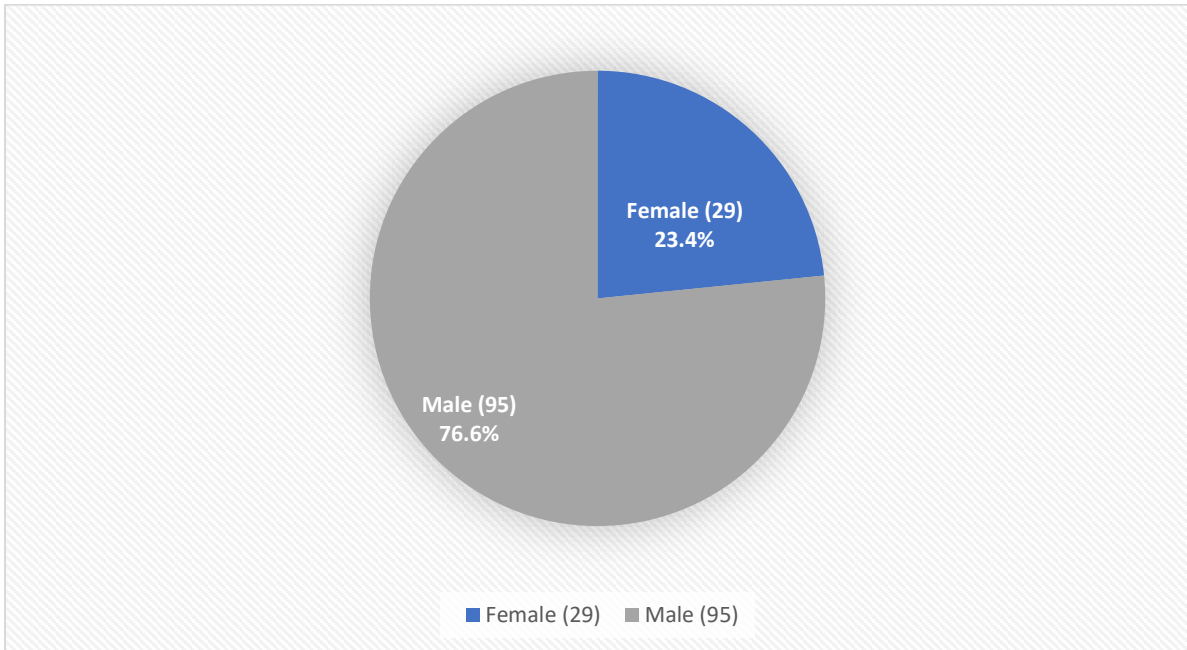
4.3 Customers served directly by Authority regarding complaints and enquiries

The survey initially targeted 125 customers directly served by the Authority regarding complaints and enquiries. The achieved sample was 124 individuals, which accounts for about 99.2% of the targeted sample. This percentage meets the acceptable criteria for analysis according to current standards.

4.3.1 Sample distribution by gender

The respondents were 12.2% female and 87.8% male as shown in Figure 7.

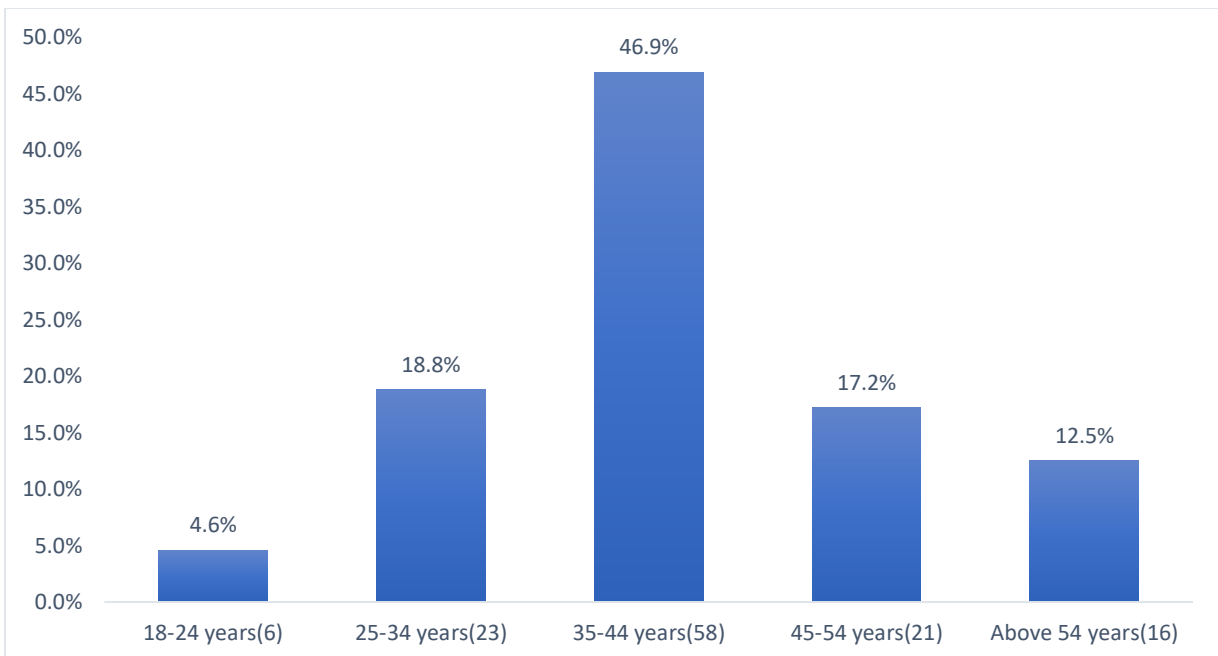
Figure 7: Sample distribution by gender



4.3.2 Sample distribution by age

The breakdown of sample respondents by age is as follows: 4.6% were between 18-24 years old, 18.8% were aged 25-34 years, 46.9% fell within the 35-44 age group, 17.2% were between 45-54 years old, and 12.5% were above 54 years old. See Figure 8.

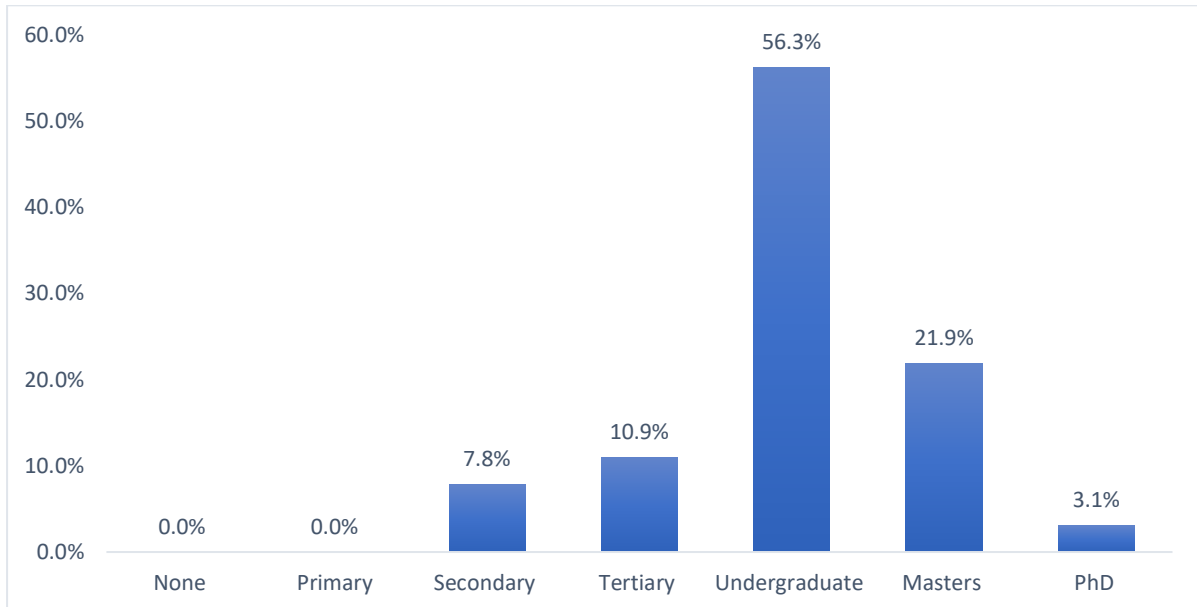
Figure 8: Sample distribution by age



4.3.3 Sample distribution by education level

The distribution of education levels among the sample respondents is as follows: None and Primary both at 0.0%, Secondary at 7.8%, Tertiary at 10.9%, Undergraduate at 56.3%, Masters at 21.9%, and PhD at 3.1%. See Figure 9.

Figure 9: Sample distribution by education level



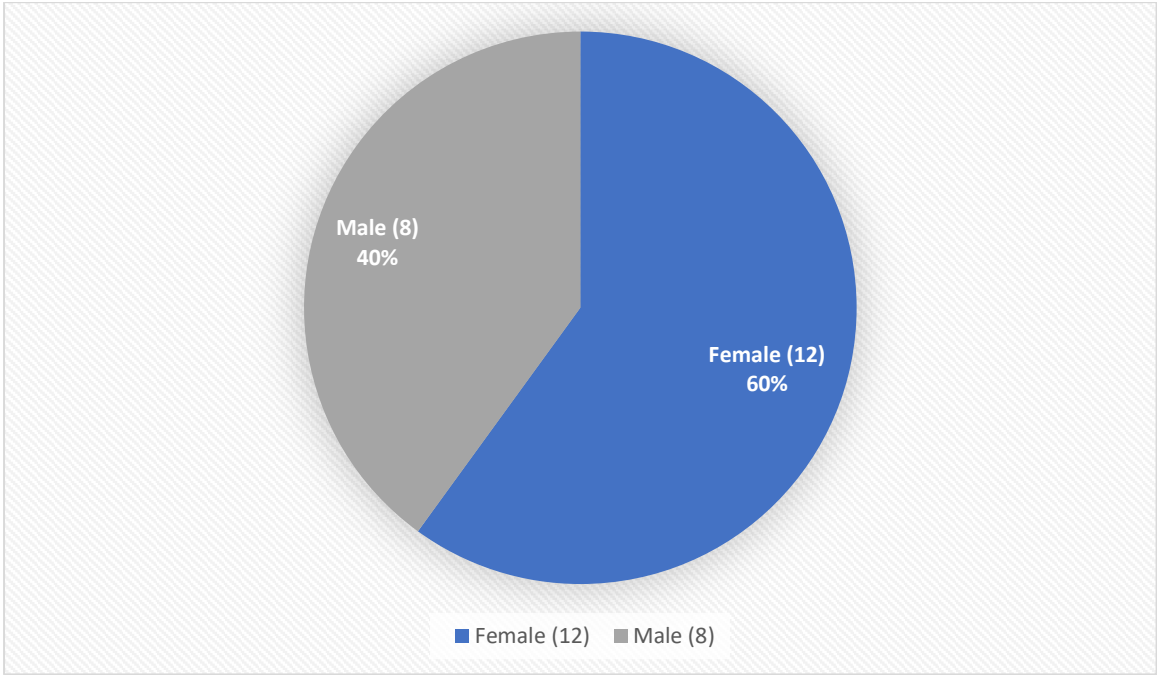
4.4 Partners and Affiliates

The survey aimed to reach 21 partners and affiliates. It successfully gathered responses from 20, which accounts for approximately 95.2% of the target. This percentage meets the acceptable criteria for analysis according to current standards.

4.4.1 Sample distribution by gender

In the surveyed group, 60% of respondents identified as female, while 40% identified as male, as indicated in Figure 10.

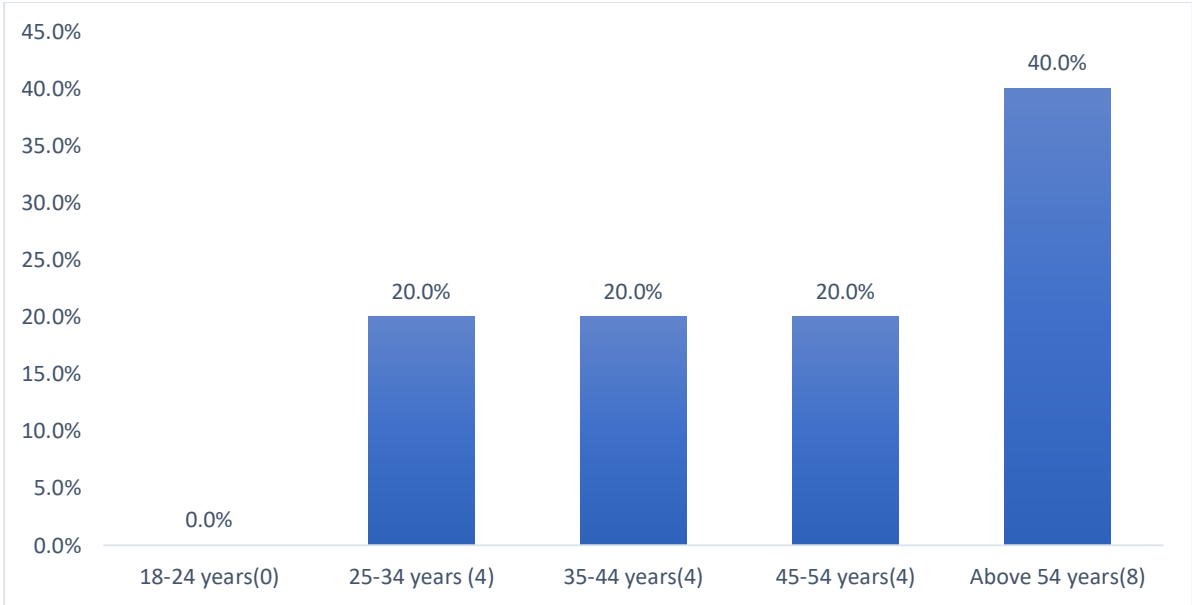
Figure 10: Sample distribution by gender



4.4.2 Sample distribution by age

The survey respondents skewed older, with no participants from the 18-24 age group. Instead, the largest share (40%) belonged to the above-54 age group. The 25-34, 35-44, and 45-54 age groups each contributed 20% of respondents. See Figure 11 for the age distribution.

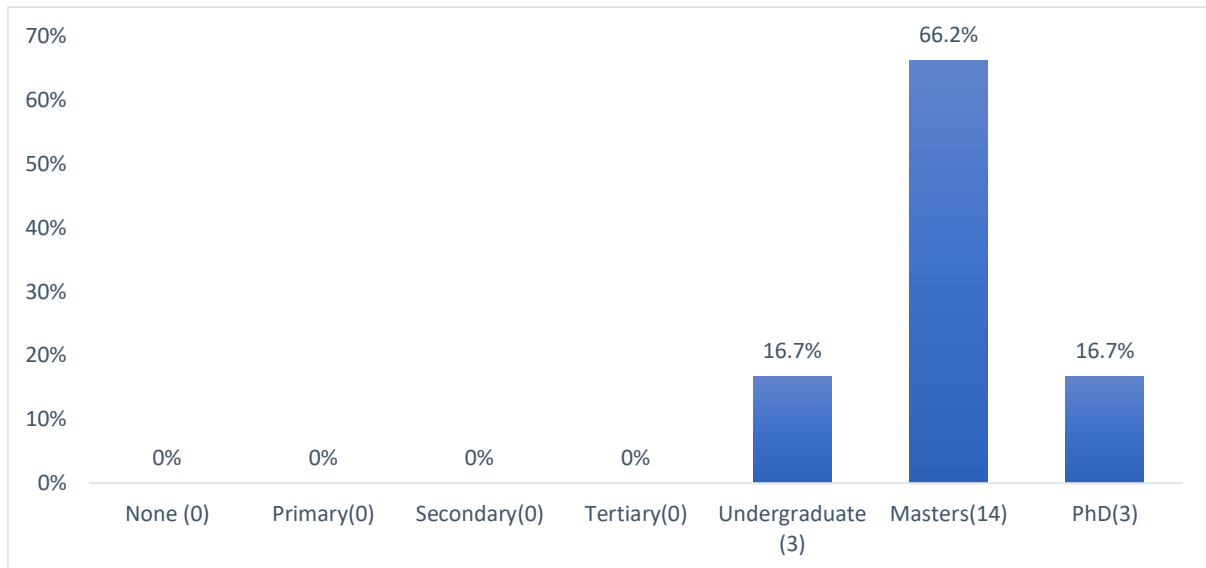
Figure 11: Sample distribution by age



4.4.3 Sample distribution by education level

The survey respondents were highly educated, with 83.3% holding postgraduate degrees and only 16.7% having bachelor's degrees. See Figure 12.

Figure 12: Sample distribution by education level



CHAPTER FIVE: SURVEY FINDINGS

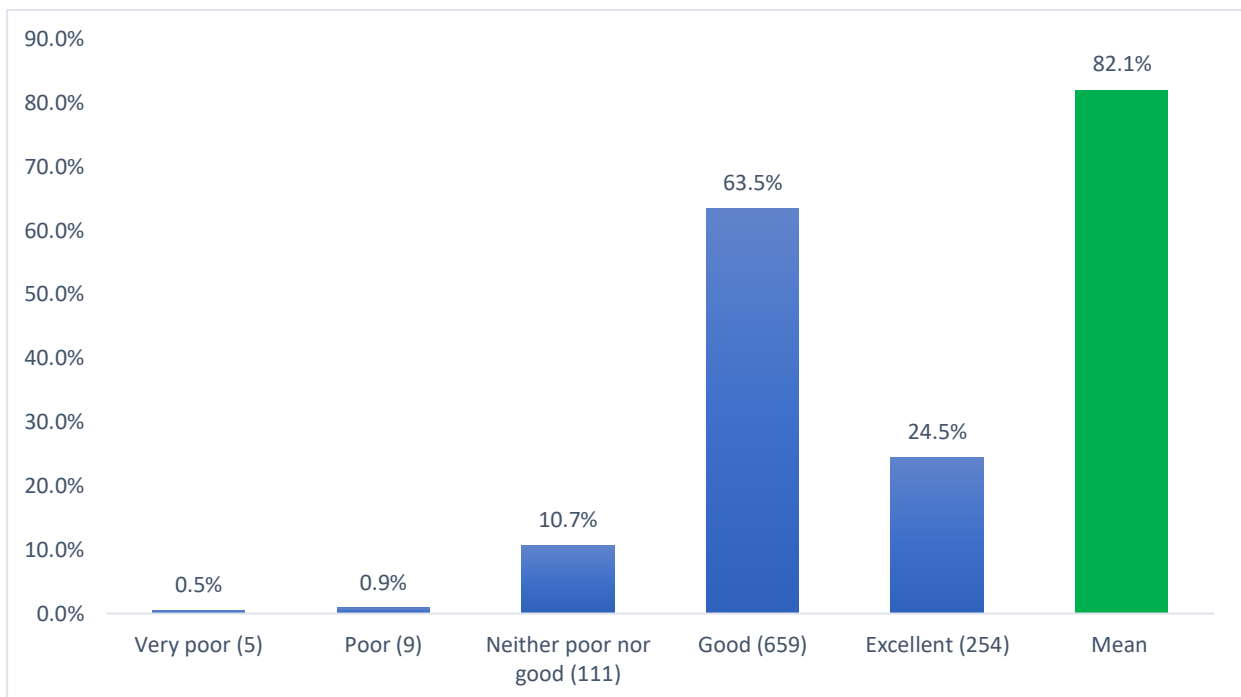
5.1 Licensees

5.1.1 Telecommunications

5.1.1.1 Evaluation of awareness on CA's mandate

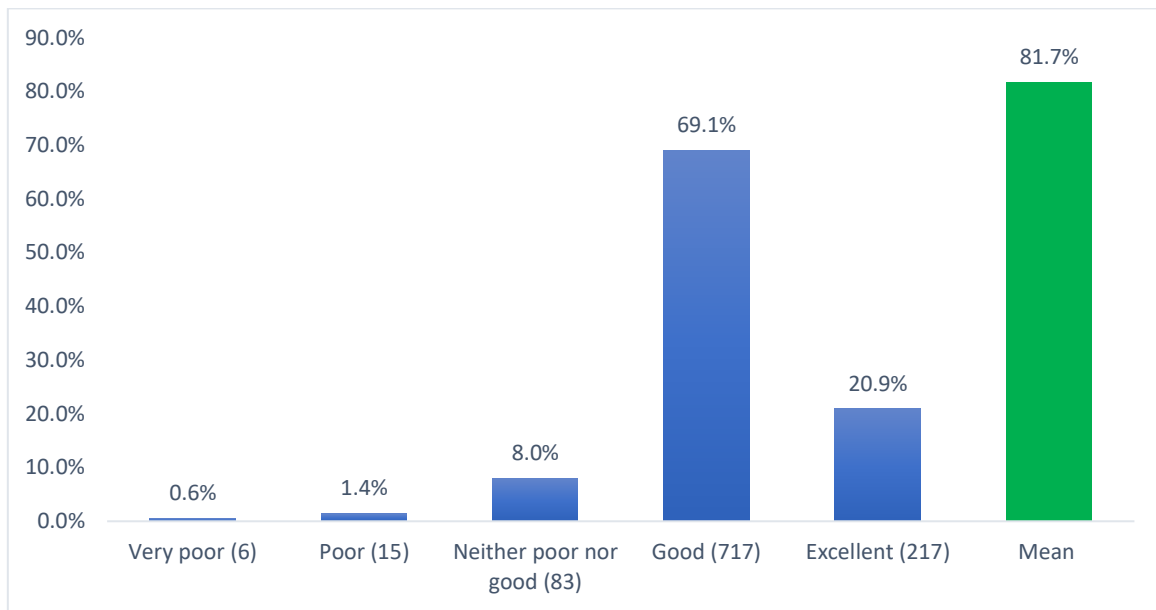
The awareness of the respondents in the telecommunications license category on the functions performed by the Communications Authority (CA) as the ICT regulator was assessed using a rating scale ranging from 1 to 5 (1 being very poor, 2 poor, 3 neither poor nor good, 4 good, and 5 excellent). The results presented in Figure 13, indicate an average awareness score of 82.1%.

Figure 13: Awareness on CA's mandate



Respondents were asked to rate CA's performance in executing its mandate in ensuring the provision of telecommunications, radio communications, broadcasting, multimedia, e-commerce and postal/courier services in a manner that is mutually beneficial for both service providers and Kenyan citizens. Using a scale of 1 – 5 where, 1 is very poor, 2-poor, 3-neither poor nor good, 4-good and 5 is excellent, the average rating representing the overall performance of CA in this regard was obtained as 81.7% as shown in Figure 14.

Figure 14: Rating CA performance in executing its mandate



When asked for additional comments on the authority's performance in fulfilling its mandate, some respondents perceive CA as successfully executing its mandate, others highlight areas needing improvement, particularly communication, citizen-facing services, and tackling unlicensed operators.

“.... Not been successful to curb the unlicensed operators.....”

“...Yes, CA has been successful in executing its mandate....”

“...CA has done fairly well but there is need to improve on the delivery of its Mandate especially the citizen-facing services as there is so much facing the citizens yet CA is not addressing eg the safety of citizens online in the face of cybercrimes such as scamming etc.”

“... There is little communication and follow up on licensee Challenges....”

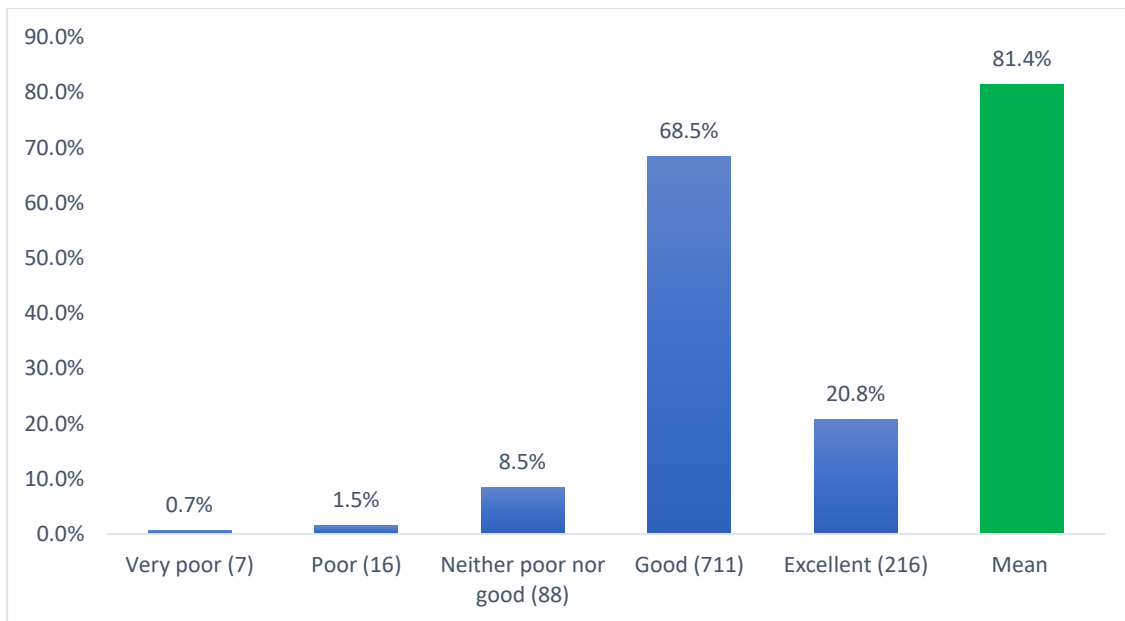
“...Yes, they could improve on their communication”

“In some areas yes while in others e.g. provision of Voice and Data services in the unserved areas no.”

5.1.1.2 Evaluation of CA’s service delivery

This survey assessed the respondents’ perception of the Communications Authority of Kenya (CA) in executing its mandate to ensure the provision of telecommunications, radio communications, broadcasting, multimedia, e-commerce and postal/courier services. By rating the CA's performance on a scale of 1 (very poor) to 5 (excellent) across these categories, the survey sought to understand how effectively the CA balances the needs of both service providers and Kenyan citizens within its regulatory framework. The average score indicating the overall satisfaction of CA’s service delivery is 81.4% as shown in Figure 15.

Figure 15: Satisfaction with CA's service delivery



While some find CA staff professional, feedback reveals areas for improvement: excessive paperwork, limited coverage in remote areas, slow response times, unclear finances, and lengthy license renewals. To enhance service delivery, CA could focus on reducing documentation, encouraging boosted coverage, improving communication, ensuring transparency, and streamlining approval processes.

“...CA needs to minimize paper works especially when renewing compliances...”

“...There is need for CA to advice all the Data service providers to install Boosters in remote areas for better coverage...”

“...CA team members are very professional in their service delivery ...”

“... Quicker responses on correspondences...”

“...Respond to email promptly and/or automate the aircraft license renewal process....”

“...Clients request for up statements and invoices forever. Even for this financial year very many have not been provided and therefore they cannot be able to renew their licenses. ...”

“..Improve on delivery timelines especially renewal of licenses..”

“...CA's accounting system and record keeping is very poor...”

“...License renewals are hectic and take time to get approved....”

5.1.1.3 Evaluation of CA's core values

The respondents were asked to rate how well the Authority demonstrated its core values using a scale of 1 to 5 (1 for very poor, 2 for poor, 3 for neither poor nor good, 4 for good, and 5 for excellent). An average score of 80.6% was obtained, as shown in Table 9.

Table 8: Evaluation of Core Values

Core Value	1	2	3	4	5	MEAN
Integrity in adhering to national, corporate, moral and ethical values, acting with honesty and fairness, and treating all internal and external stakeholders with respect and within the law	4 (0.4%)	5 (0.5%)	52 (5.0%)	811 (78.1%)	166 (16.0%)	81.9%
Innovative in originality, flexibility and effectiveness in translating an idea or method into a product or service that creates value and growth in the market and society;	9 (0.9%)	14 (1.3%)	101 (9.7%)	780 (75.1%)	134 (12.9%)	79.5%
Excellence in continuous improvement and provision of high-quality services to internal and/or stakeholders	0 (0.0%)	4 (0.4%)	133 (12.8%)	731 (70.4%)	170 (16.4%)	80.4%
Average						80.6%

5.1.1.4 Satisfaction with CA's corporate image

Respondents indicated the extent to which they agreed with specific aspects of the corporate image of the Communications Authority on a scale of 1-5 (1 being strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree, and 5 strongly agree). The average score representing the overall agreement rating was found to be 83.4%, as presented in Table 10 reflecting a favorable view of CA's corporate image.

Table 9: Satisfaction with corporate image

Role	1	2	3	4	5	MEAN
CA is an organization I can trust	0 (0.0%)	0 (0.0%)	13 (1.3%)	720 (69.4%)	305 (29.4%)	85.7%
I have confidence in CA's staff and management to execute its mandate	0 (0.0%)	8 (0.8%)	55 (5.3%)	728 (70.1%)	247 (23.8%)	83.4%
CA is an innovative organization	0 (0.0%)	36 (3.5%)	90 (8.7%)	717 (69.1%)	195 (18.8%)	80.7%
CA is reliable	0 (0.0%)	20 (1.9%)	50 (4.8%)	713 (68.7%)	255 (24.6%)	83.4%
CA professionally discharges its mandate	0 (0.0%)	9 (0.9%)	70 (6.7%)	714 (68.8%)	245 (23.6%)	82.9%

CA has a good reputation	2 (0.2%)	4 (0.4%)	39 (3.8%)	765 (73.7%)	228 (22.0%)	83.8%
CA is involved in corporate social responsibilities activities	3 (0.3%)	3 (0.3%)	59 (5.7%)	720 (69.4%)	253 (24.4%)	83.6%
Average						83.4%

The findings from the additional feedback suggest that while CA's corporate image enjoys some positive elements, there's an opportunity to enhance it by strengthening CSR efforts, increasing local awareness, and improving stakeholder engagement, particularly with underserved communities. Implementing the suggested recommendations can help build a more comprehensive and impactful corporate image for CA. The specific comments from the respondents in this regard are as follows.

“...CA corporate image is recommendable...”

“...Excellent branding and media visibility....”

“...CA Corporate image is good keep it up...”

“..... Improve on corporate social responsibilities...”

“...CA has a good brand and corporate image that just needs enhancing at the grassroots...”

“..... CA should run awareness adverts on local TV more frequently on a scale of 1-10 this year i would give a score of 1.”

“.....Provide webinars to educate stakeholders about CA mandate and roles.....”

“.....Roll out more promos that target the unserved and underserved....”

5.1.1.5 CA customer expectations

Respondents were asked to indicate their degree of agreement with statements on customer expectations using a scale of 1-5 (where 1 being strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree, and 5 strongly agree). The average score obtained was 81.5%, as illustrated in Table 11 suggesting customer expectations are met to a great extent.

Table 10: CA customer expectations

Statement	1	2	3	4	5	MEAN
CA provides timely issuance of licenses and regulation of all systems and services in the ICT sector	2 (0.2%)	23 (2.2%)	106 (10.2%)	774 (74.6%)	133 (12.8%)	79.4%
CA prudently manages spectrum, numbering and addressing resources	4 (0.4%)	28 (2.7%)	55 (5.3%)	749 (72.2%)	202 (19.5%)	82.6%
CA timely type of approves/type accepts ICT equipment.	0 (0.0%)	18 (1.7%)	65 (6.3%)	797 (76.8%)	158 (15.2%)	81.4%

CA protects consumer rights within the ICT sector	8 (0.8%)	4 (0.4%)	107 (10.3%)	765 (73.7%)	154 (14.8%)	80.1%
CA prudently manages competition in the sector	4 (0.4%)	31 (3.0%)	82 (7.9%)	752 (72.4%)	169 (16.3%)	80.7%
CA prudently regulates retail and wholesale tariffs for ICT services	2 (0.2%)	4 (0.4%)	99 (9.5%)	761 (73.3%)	172 (16.6%)	81.4%
CA prudently manages and administers the Universal Service Fund	4 (0.4%)	0 (0.0%)	100 (11.6%)	759 (73.1%)	175 (14.9%)	81.9%
CA prudently monitors activities of licensees to ensure compliance to license terms and conditions.	3 (0.4%)	9 (0.0%)	25 (9.6%)	767 (73.1%)	234 (16.9%)	83.1%
CA prudently manages cyber security	6 (0.6%)	13 (1.3%)	38 (3.7%)	761 (73.3%)	219 (21.1%)	82.9%
Average						81.5%

When asked to provide additional feedback, respondents expressed diverse expectations and outlined areas for improvement regarding CA's performance. The findings suggest that stakeholders expect proactive measures from CA in tackling challenges like cybercrime, streamlining regulations, and effectively engaging with various groups. Addressing these expectations and implementing suggested improvements to enhance CA's effectiveness and ensure it meets stakeholder needs. The specific suggestions or comments are as follows;

“.....They need to do better on unlicensed operators.....”

“..... Do more for cyber security and fraudsters.” “...We can do better in cyber security as CA is scoring poorly here ...”

“..... We need more policies and Acts of parliament on Cyber Security, Both preventive and curative”

“... They should liase with other regulatory bodies to avoid duplication of licensing eg NCA and ICT authority....”

“...Overpriced renewals. Unresponsive staff.. ... ”

“devolve some functions to county offices/other cities”

“... Create customer awareness on USF fund is for....”

“... more needs to be done in terms of LicensesTimely issuance of licenses”

“...Work on their delivery timelines. 2.have a functional customer care ...”

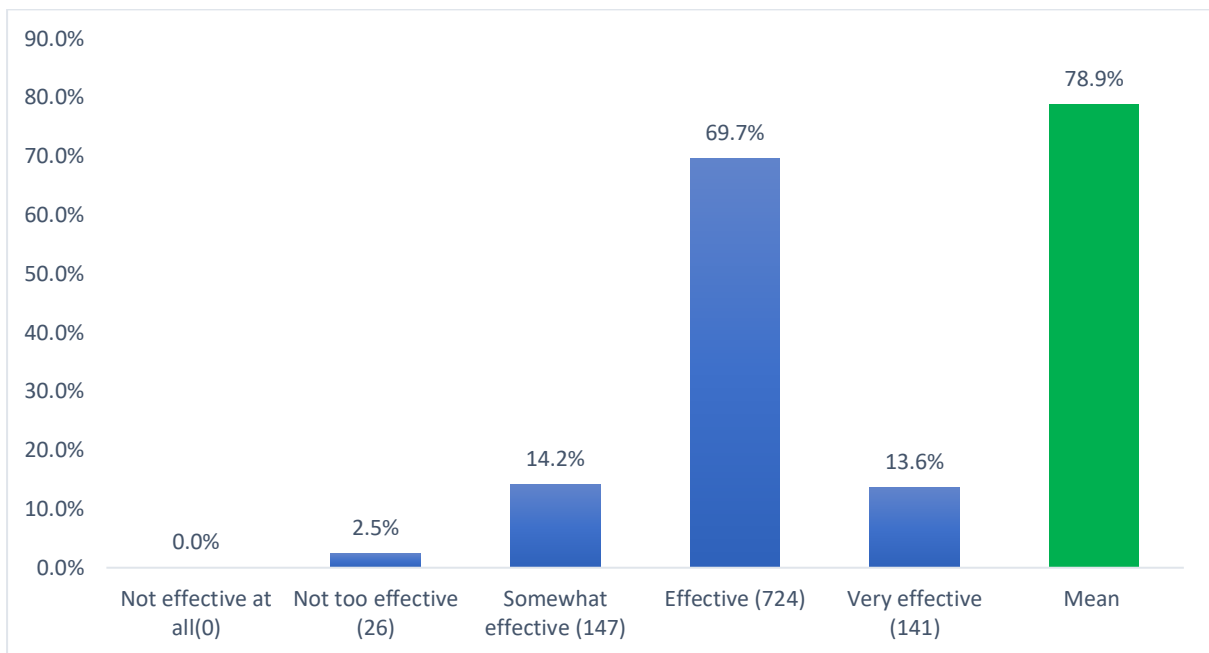
“..reporting is outdated, license application too cumbersome, illegal isps still rampant... ”

“..organize training and webinar for SME...”

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

All respondents confirmed their awareness of the external service charter when questioned. This widespread awareness stems from the utilization of various communication channels, including the CA website, headquarters posters, brochures, broadcast media, print publications, and social media. Encouragingly, 78.9% of participants expressed satisfaction with the CA's effectiveness in fulfilling the promises outlined in the service charter. This score, depicted in Figure 16, reflects a positive overall perception of how well the CA adheres to its stated commitments.

Figure 16: Effectiveness of CA in delivering promises in the service charter



When asked to give further comments or suggestions about CA service charter the respondents emphasized on the need to create more awareness among stakeholders especially through the digital space and fasten feedback processes.

“..... Yes. But you have to check on those unlicensed 'dealers' who seem to do all the work and import very poor-quality stuff....”

“.....The authority should support media houses in audience survey too for sustainability purposes not to spend more money in contracting external survey which is not affordable by many media outlets.....”

5.1.1.7 Satisfaction with granting approvals

Every respondent in the telecommunications category confirmed seeking approval from CA. The most frequently sought types of approval included interconnection agreements between

service providers (412 - 39.7%), promotions and special offers (61 – 5.9%), tariffs (65 – 6.2%), and other categories (500 - 48.2%).

On a scale of 1 to 5 (where 1 is strongly agree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree., the respondents were then asked to indicate their perception on the effectiveness of CA in managing approvals, particularly regarding timeliness. The findings revealed an average score of 74.1%, as presented in Table 12.

Table 11: Satisfaction with handling approvals

Statement	1	2	3	4	5	MEAN
CA approves interconnection agreements between service providers within 14 days	0 (0.0%)	56 (5.4%)	146 (14.1%)	684 (65.9%)	152 (14.6%)	77.9%
CA approves promotions and special offers within 3 days	0 (0.0%)	116 (11.2%)	214 (20.6%)	658 (63.4%)	50 (4.8%)	73.8%
CA approves tariffs within 3 days after application	0 (0.0%)	151 (14.5%)	269 (25.9%)	520 (50.1%)	99 (9.5%)	70.7%
Average						74.1%

While some find CA's approval processes timely, others highlight delays and cumbersome procedures. The respondents highlight the need to improve processes by identifying bottlenecks and opportunities for automation. This could involve implementing digital workflow management systems and eliminating unnecessary steps.

“...Delay in signing and sharing them immediately after the signature”

“.....They are very timely....”

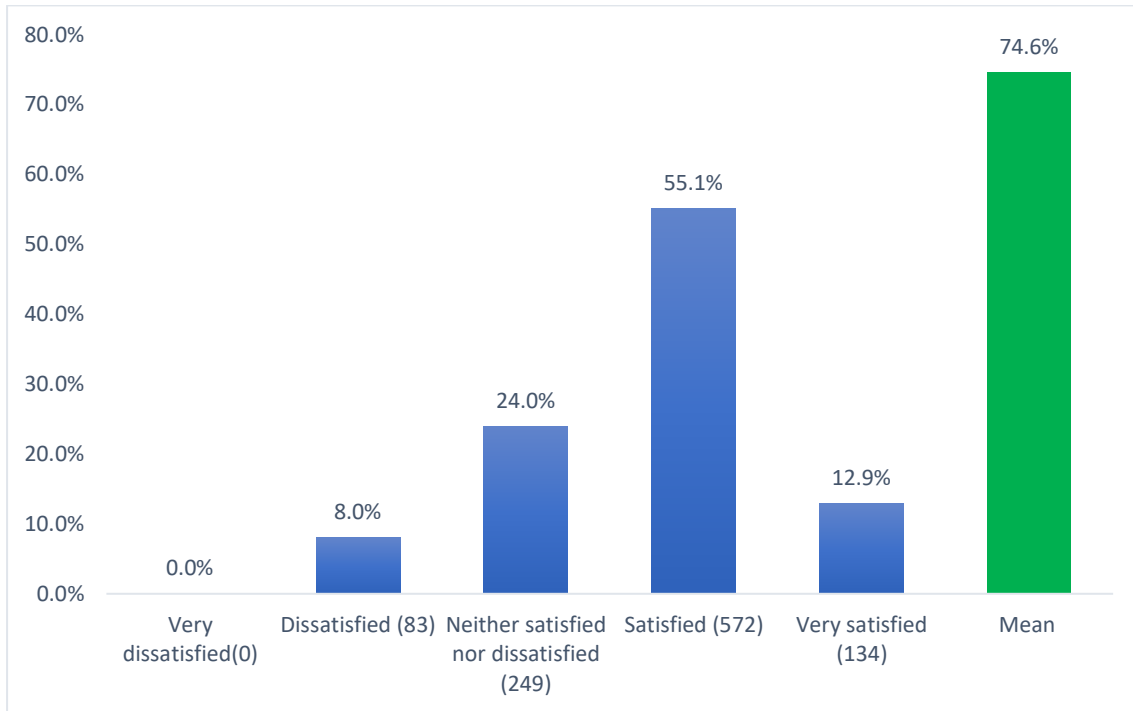
“..... Improve on processes....”

5.1.1.8 Satisfaction with complaints handling mechanisms

The survey assessed the degree of satisfaction concerning complaint handling mechanisms. Respondents not only expressed full confidence in CA's complaint resolution (100%), but also overwhelmingly utilized the system (97.6%) by filing complaints in the past year. The reporting channels were primarily emails and telephone calls and the complaints were mainly about slow issuance of renewal licenses, frequency interference and incorrect charges.

Survey respondents were then asked to provide a satisfaction rating for the handling of complaints using a scale of 1 to 5 (where 1 is very dissatisfied, 2 is dissatisfied, 3-neither satisfied nor dissatisfied, 4-satisfied, and 5-very satisfied). The overall level of satisfaction was expressed through a mean score of 72.1%, as shown in Figure 17.

Figure 17: Satisfaction with how CA handles complaints



Participants were then asked to use a scale of 1 to 5 (where 1 is strongly agree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree., to indicate their perception with CA's complaint resolution process, particularly regarding timeliness. The result indicated an average satisfaction level of 77.8%, as shown in Table 13.

Table 12: Satisfaction with complaints handling mechanisms

Statement	1	2	3	4	5	MEAN
CA provides resolution of complaint within 30 days	0 (0.0%)	67 (6.5%)	167 (16.1%)	570 (54.9%)	234 (22.5%)	78.7%
CA provides resolution on frequency interference within 14 days	0 (0.0%)	0 (0.0%)	572 (55.1%)	158 (15.2%)	308 (29.7%)	76.9%
Average						77.8%

Additional feedback on CA's resolution of complaints from the respondents' comments indicate the need to immediately address the complaints to enable the customers operate efficiently.

5.1.1.9 Satisfaction with handling information and communication

The survey also evaluated the satisfaction levels of respondents regarding how CA manages information and communication. This evaluation involved examining the acquisition of information in the past year, the channels used to obtain information from CA, the reliability

of these communication channels, and the satisfaction rating of information received from CA. All participants within the telecommunications category confirmed that they had indeed sought information from CA.

a) Channels used to obtain information from CA

In response to inquiries about the channels utilized for obtaining information, it was found that E-Mails, Telephones, and physical visits were the predominant methods employed, as indicated in Table 14.

Table 13: Channels used to obtain information from CA.

What channel did you use to obtain information from CA?	Telecommunications
E-mail	375 (36.1%)
Telephone	263 (25.3%)
Walking visits at CA service points	219 (21.1%)
CA website	85 (8.2%)
Letters	12 (1.2%)
CA forums and workshops	0 (0.0%)
Print media	4 (0.4%)
Social media	56 (5.4%)
Broadcast media	23 (2.3%)
Other	0 (0.0%)
Totals	1038

b) Reliability of channels used to obtain information from CA

In response to inquiries about the reliability of channels used to obtain information from CA, participants were asked to rate these channels on a scale of 1 to 5 (where 1 is extremely unreliable, 2 is unreliable, 3 is somewhat reliable, 4 is reliable, and 5 is extremely reliable). The results, as per Table 15, were promising, with an average satisfaction level of 83.2%.

Table 14: Reliability of channels used to obtain information

Indicator	1	2	3	4	5	Mean
E-mails	12 (1.2%)	2 (0.2%)	100 (9.6%)	707 (68.1%)	217 (20.9%)	82.7%
Telephone	34 (3.3%)	33 (3.2%)	81 (7.8%)	551 (53.1%)	338 (32.6%)	80.3%
Walk-in visits at CA service points	0 (0.0%)	2 (0.2%)	61 (5.9%)	567 (54.6%)	408 (39.3%)	87.6%
Letters	90 (8.7%)	1 (0.1%)	2 (0.2%)	790 (76.1%)	155 (14.9%)	77.8%
Website	0 (0.0%)	0 (0.0%)	186 (17.9%)	651 (62.7%)	201 (19.4%)	83.0%
CA forums and workshops	0 (0.0%)	0 (0.0%)	0 (0.0%)	764 (73.6%)	274 (26.4%)	85.6%
Print media	0 (0.0%)	0 (0.0%)	0 (0.0%)	918 (88.4%)	120 (11.6%)	82.3%
Social media	0	0	79	599	360	86.8%

	(0.0%)	(0.0%)	(7.6%)	(57.7%)	(34.7%)	
Broadcast media	0 (0.0%)	0 (0.0%)	0 (0.0%)	938 (90.4%)	100 (9.6%)	82.9%
Average						83.2%

When asked whether CA responded to their enquiry within 3 working days, a substantial majority of the respondents (86.6%) indicated that they had received a response within this specified time frame.

c) Satisfaction ratings of information received from CA

Respondents were asked to rate their satisfaction with the information received from CA. An average score 82.5% was obtained as presented in Table 16.

Table 15: Satisfaction rating of information received from CA

Indicator	1	2	3	4	5	Mean
Authenticity of the information	0 (0.0%)	4 (0.4%)	90 (8.7%)	809 (77.9%)	135 (13.0%)	82.1%
Relevance of the information	3 (0.3%)	0 (0.0%)	63 (6.1%)	762 (73.4%)	210 (20.2%)	83.6%
Clarity of the information	4 (0.4%)	13 (1.3%)	55 (5.3%)	796 (76.7%)	170 (16.4%)	82.9%
Adequacy of the information	3 (0.3%)	17 (1.6%)	53 (5.1%)	800 (77.1%)	165 (15.9%)	83.4%
Timeliness of the information	9 (0.9%)	28 (2.7%)	76 (7.3%)	767 (73.9%)	151 (14.5%)	80.7%
Average						82.5%

In response to the inquiry about their general feeling about the information received from CA the findings are presented in Table 17.

Table 16: General feeling about information received from CA

Which of the following statements would best describe how you generally feel about the information you receive from CA?	Percentage
CA keeps its licensees adequately informed	782 (75.3%)
CA keeps its licensees fairly well informed	181 (17.4%)
CA gives its licensees only a limited amount of information	53 (5.2%)
CA never gives its licensee adequate information	21 (2.1%)
Totals	1038

The provided comments suggest overall satisfaction with CA's information handling and communication. Respondents appreciate receiving accurate information when contacting CA, highlighting quick response times and attentive staff, Informative communication, friendly and readily available staff members willing to address issues promptly.

“..... I am happy with CA handling of the information that i have requested.....”

“..... When contacted CA is very informative.....”

“... have more grassroots communication.....”

“... All my queries were attended to promptly...”

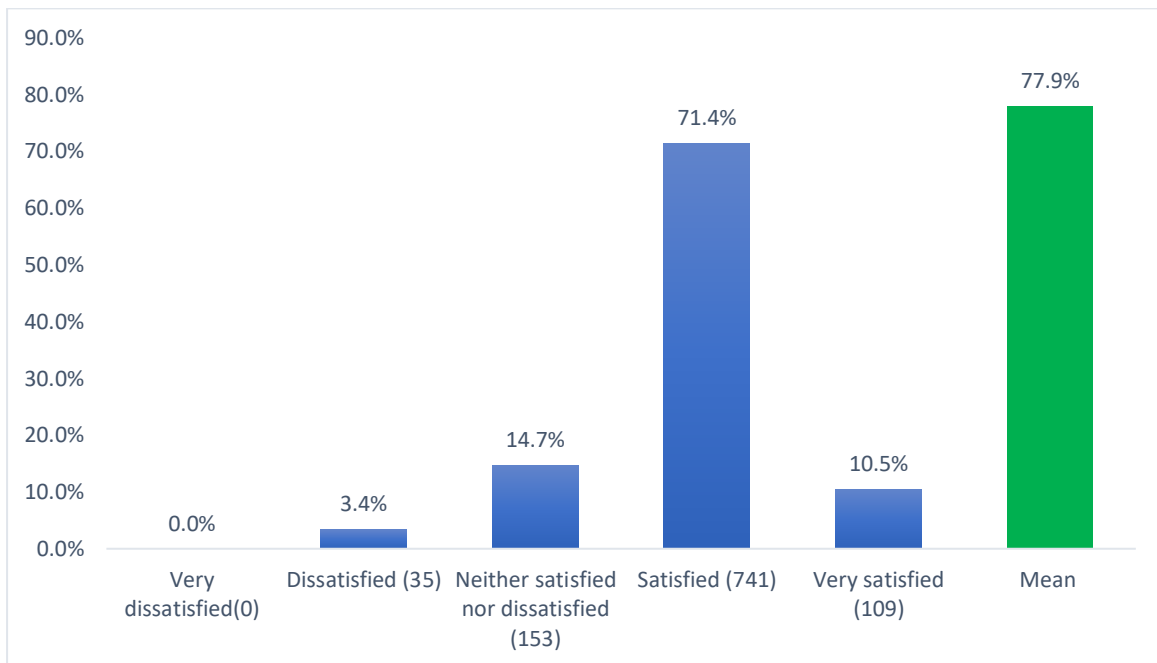
“... Quite Satisfied with timely assistance....”

“... Team always friendly and available to address issues even on a short notice....”

5.1.1.10 Satisfaction rating with quarterly reports

The survey sought to establish the respondent’s satisfaction rating with quarterly reports that they received from the Authority. All the respondents in the telecommunications category indicated that they read CA’s quarterly reports. The satisfaction level obtained was 77.9% as shown Figure 18.

Figure 18: Satisfaction rating with quarterly reports



Further input from survey participants, within the comments section regarding quarterly reports, conveyed the following suggestions:

“..... Always share important reports with clients instead of on website.....”

“...send to us...”

5.1.1.11. Satisfaction rating of CA commitment to the customer

In rating their satisfaction with CA's dedication to customer service, an average score of 83.1% was obtained, as shown in Table 18.

Table 17: Satisfaction with commitment to customer.

Indicator	1	2	3	4	5	Mean
CA treats information that you give them in the course of seeking services with utmost confidentiality	0 (0.0%)	4 (0.4%)	94 (9.1%)	831 (80.1%)	109 (10.4%)	82.9%
CA provides services with the greatest professional competence	0 (0.0%)	3 (0.3%)	67 (6.5%)	696 (67.1%)	271 (26.1%)	84.5%
CA provides you with all the relevant information that you may require	0 (0.0%)	5 (0.5%)	55 (5.3%)	717 (69.1%)	261 (25.1%)	84.3%
CA resolves all complaints received within the stated timelines	4 (0.4%)	13 (1.3%)	101 (9.7%)	752 (72.4%)	168 (16.2%)	80.9%
CA is ethical in all their dealings at all times	2 (0.2%)	11 (1.1%)	113 (10.9%)	754 (72.6%)	158 (15.2%)	83.1%
Average						83.1%

Overall, feedback suggests mixed perceptions of CA's customer commitment. While respondents appreciate prompt responses and informative communication when contacted, areas for improvement exist. Lack of follow-up on written complaints, limited customer engagement, and the need for more accessible information highlight opportunities to strengthen commitment. Recommendations include ensuring complaint follow-up, fostering stronger relationships through regular updates and potential reintroduction of annual meetings, improving website accessibility and engagement, and establishing clear procedures for timely complaint acknowledgment and feedback.

“..... No follow up response on Written complaints.....”

“...More updates and customer relationships...”

“...Re-introduce annual meeting they used to hold ...”

“...The CA provides a lot of information on its website, just the need to engage the citizens more...”

“... Acknowledging customer complaints and giving feed back in time...”

5.1.1.12. Satisfaction rating of consumer rights

The satisfaction rating of customer rights was assessed using a scale from 1 to 5 (1 being very dissatisfied, 2 for dissatisfied, 3 for neither satisfied nor dissatisfied, 4 for satisfied, and 5 for very satisfied). The average score obtained was 83.7%, as outlined in Table 19.

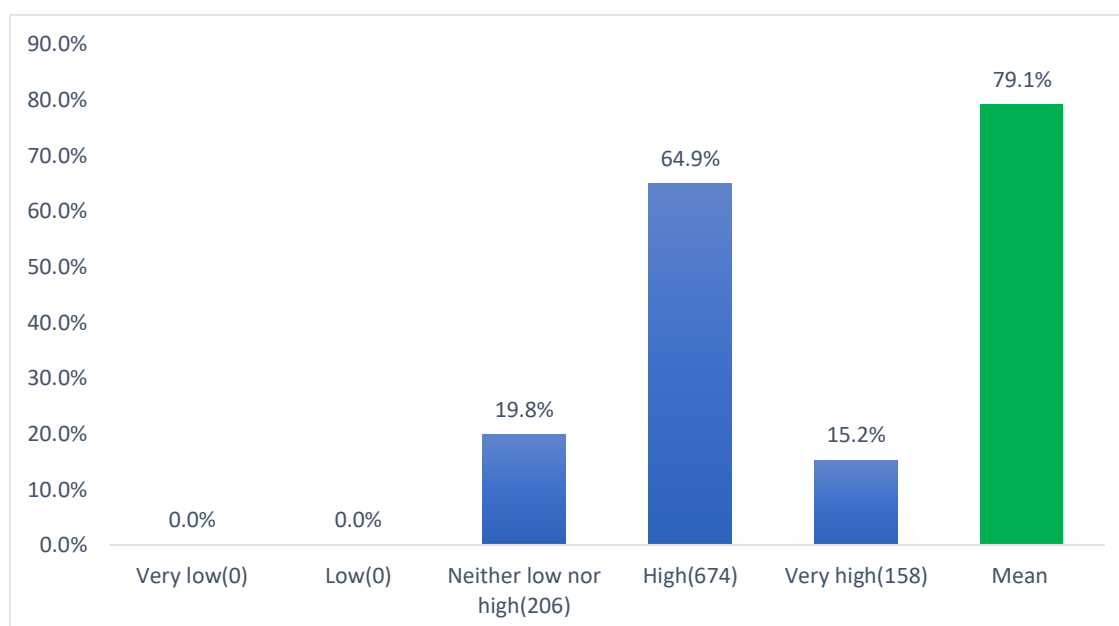
Table 18: Satisfaction with consumer rights

Indicator	1	2	3	4	5	Mean
CA treats customers with fairness, courtesy, dignity and consideration in all interactions without any discrimination	0 (0.0%)	0 (0.0%)	64 (6.2%)	769 (74.1%)	204 (19.7%)	82.9%
CA offers complete and accurate information on all on all services. This includes accessibility, time period and relevant charges	2 (0.2%)	3 (0.3%)	64 (6.2%)	760 (73.2%)	209 (20.1%)	83.4%
CA upholds privacy and confidentiality with respect to personal, business, contractual and financial information, written or oral.	0 (0.0%)	0 (0.0%)	64 (6.2%)	738 (71.1%)	236 (22.7%)	84.7%
CA resolves complaints by customers on rendered services	5 (0.5%)	0 (0.0%)	55 (5.3%)	717 (69.1%)	261 (25.1%)	84.1%
CA customers participate in the review of the customer service charter	3 (0.3%)	6 (0.6%)	87 (8.4%)	795 (76.6%)	146 (14.1%)	82.5%
Average						83.7%

5.1.1.13 Pricing of CA services

The survey assessed the respondent's rating of the pricing of services that they received from the Authority. The findings revealed a satisfaction level of 79.1%, as illustrated in Figure 19.

Figure 19: Rating of pricing of CA services



Stakeholder feedback suggests concerns about the affordability of CA services, potentially hindering competition and new business ventures. Comments propose individualizing alarm transmitter charges, reviewing prices across services due to economic hardship, and lowering specific fees like license renewals and CSP/ASP licenses. Overall, stakeholders desire more flexible and affordable pricing structures to cater to diverse customers and encourage market entry.

“..... Alarm transmitter charges should be individualized and not charged in groups of 5 as this has a financial impact on starting companies.....”

“...Review your package...”

“...Prices need to be revised downward due to the economic breakdown ... ”

“.. The pricing should be reviewed. ”

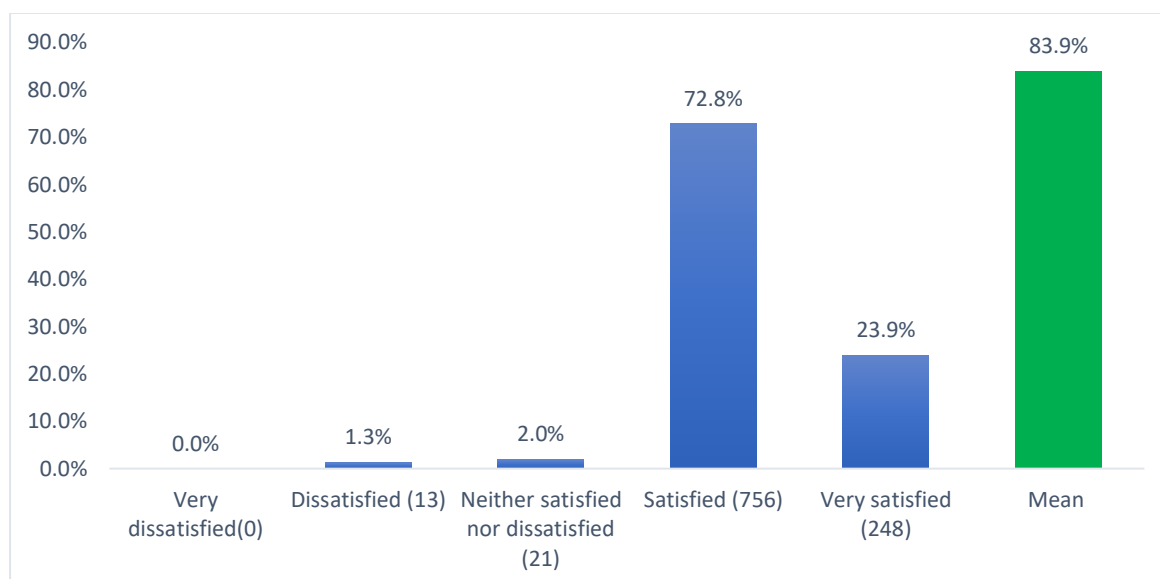
“...Consider lowering the yearly license renewal fee ... ”

“...Low CSP and ASP license fee since the services are no longer high income....”

5.1.1.14 Overall performance and satisfaction

Participants were asked to rate CA's overall performance in regulating the ICT sector in Kenya on a scale of 1 to 5, where 1 signifies very poor, 2 denotes poor, 3 represents neither poor nor good, 4 indicates good, and 5 reflects excellent. The findings indicate an overall satisfaction level of 83.9%, as shown in Figure 20.

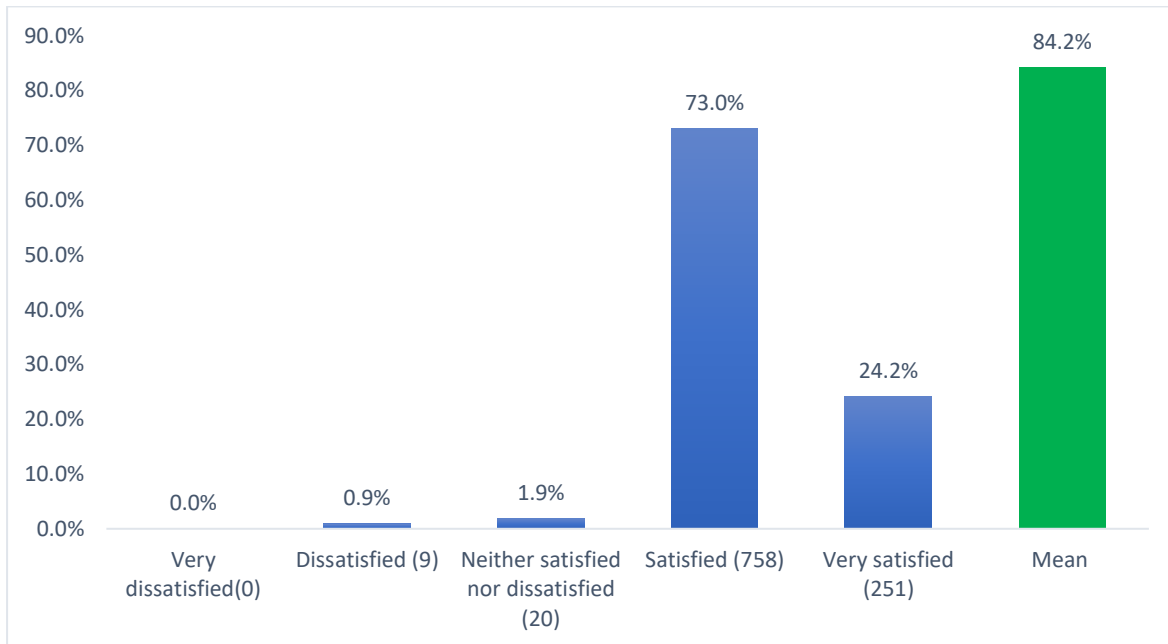
Figure 20: Overall satisfaction with CA in regulating ICT in Kenya.



Respondents in the telecommunications category were asked rate their overall satisfaction with services received from CA, on a scale of 1-5 (where 1 is very dissatisfied, 2-dissatisfied, 3-

neither satisfied nor dissatisfied, 4-satisfied and 5 is very satisfied), a satisfaction level of 84.2% was obtained as shown in Figure 21.

Figure 21: Overall satisfaction with services received from CA.



Stakeholder feedback reveals both appreciation for CA's efforts and suggestions for improvement. Stakeholders applaud faster service times and commend their work. However, areas for improvement remain, including automating processes to speed up services like license

“...Automate some of your processes and reduce the service times...”

“...Commendable job but keep the client informed of activities related to them by sending newsletter or inviting them to your forums...”

“... Strict regulations and follow up on issues arising...”

“... CA is doing a great job and there is always room for improvement...”

“.. Improve on communication still waiting for my license ... ”

“..Kindly simplify license renewal process. If possible benchmark with other state corporations who have fully digitized this process where you get license renewal the same day as long as all the prerequisites are met ...”

“...Keep up with good work and track your improvement plans ... ”

“..Service delivery has become better and faster. please keep improving. Thank you.

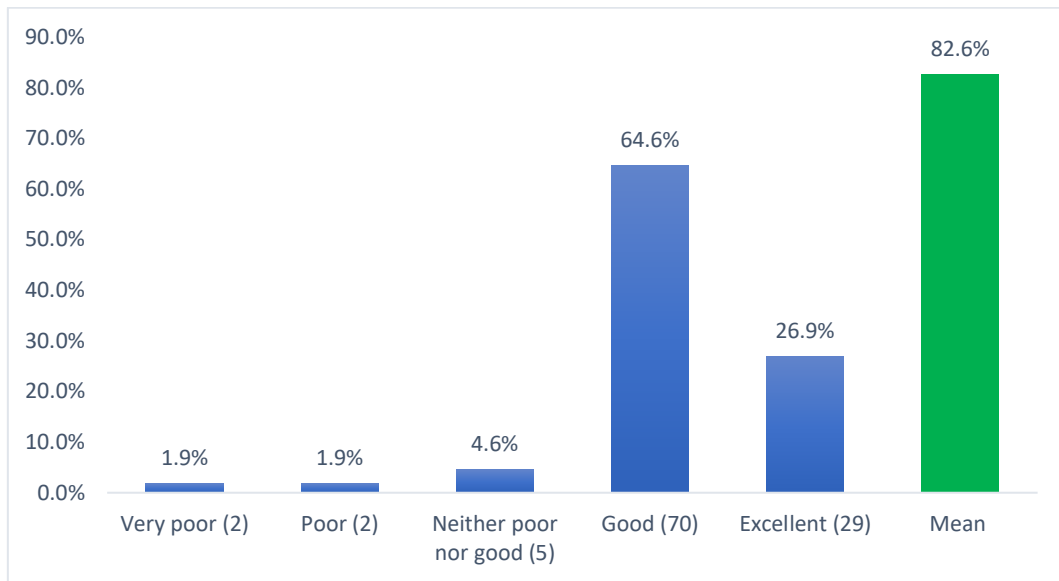
renewals, enhancing communication through updates and feedback, enforcing stricter regulations, simplifying license renewals, and continuously tracking progress on improvement plans.

5.1.2 Postal and Courier

5.1.2.1 Evaluation of awareness on CA's mandate

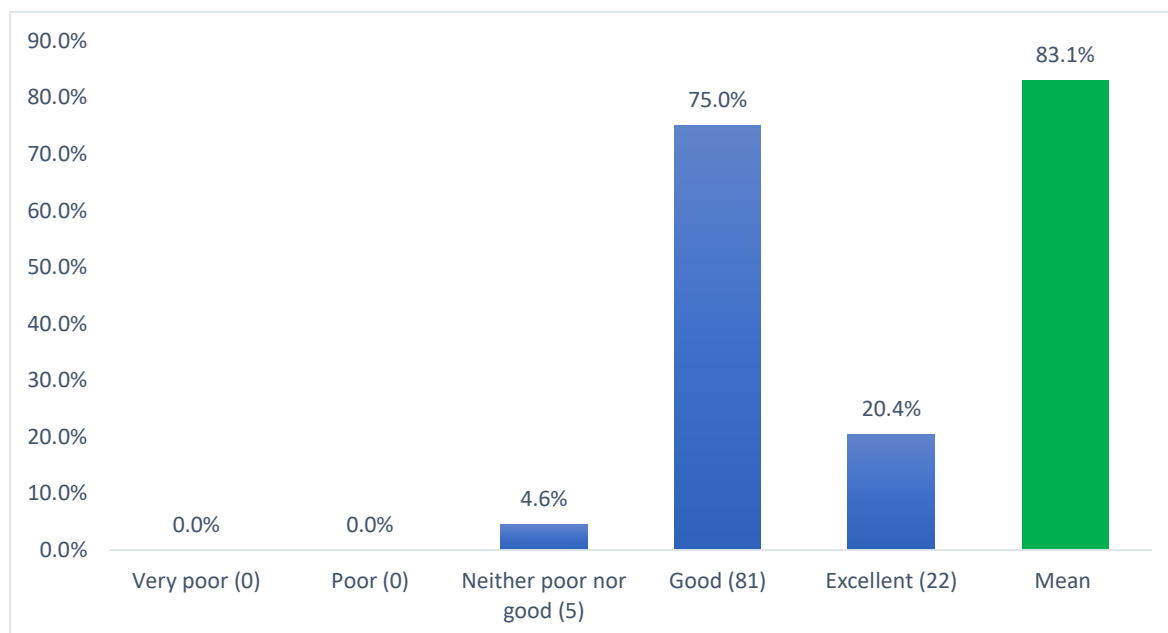
The awareness of the respondents in the postal and courier category on the functions performed by the Authority as the ICT regulator was assessed using a rating scale ranging from 1 to 5 (1 being very poor, 2 poor, 3 neither poor nor good, 4 good, and 5 excellent). The results presented in Figure 22, indicate an average awareness score of 82.6%

Figure 22: Awareness on CA mandate



Furthermore, survey participants were asked to provide their evaluations of CA's effectiveness in executing its roles. The results of this inquiry revealed an average rating of 83.1%, as indicated in Figure 23.

Figure 23: Rating CA performance in executing its mandate

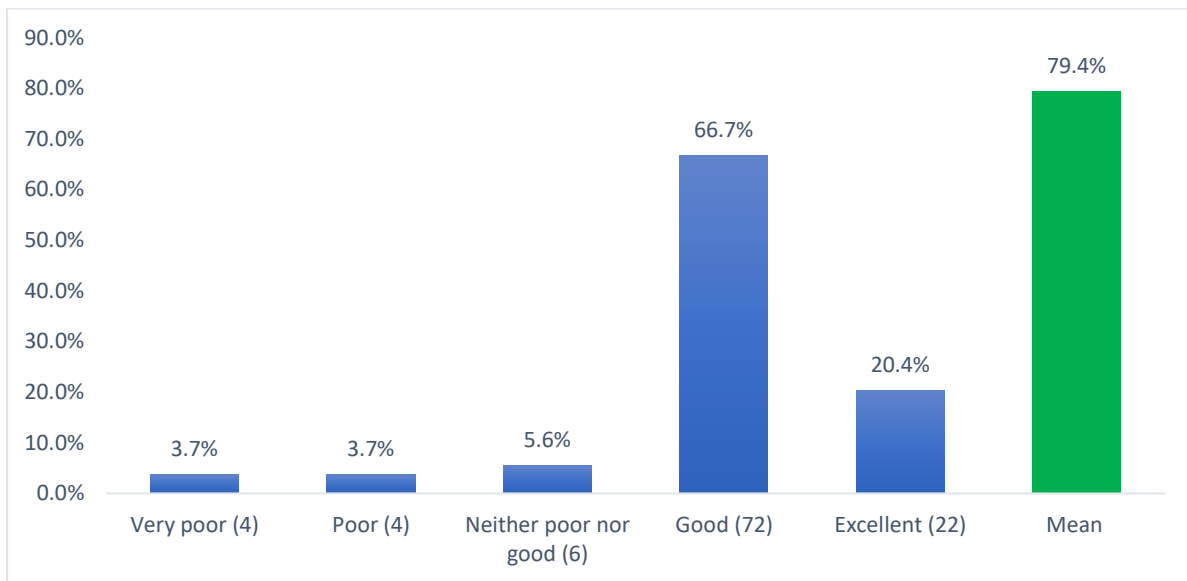


When respondents in this category were asked to provide comments about CA’s performance in executing its mandate, the feedback was positive. However, some participants indicated that there was still room for improvement.

5.1.2.2 Evaluation of CA’s service delivery

This survey assessed the respondents’ perception of the Communications Authority of Kenya in executing its mandate to ensure the provision of telecommunications, radio communications, broadcasting, multimedia, e-commerce and postal/courier services. By rating the Authority’s performance on a scale of 1 (very poor) to 5 (excellent) across these categories, the survey sought to understand how effectively the CA balances the needs of both service providers and Kenyan citizens within its regulatory framework. The findings indicate an overall satisfaction of 79.4% as shown in Figure 24.

Figure 24: Satisfaction with CA's service delivery



Additional feedback commends the good organization within CA but also reveals the need for better customer service.

“..... Improve in customer Service.”
“...it highly organized body, keep it up...”

5.1.2.3 Evaluation of CA's core values

The respondents within this category were asked to evaluate CA's core values by assigning scores on a scale of 1-5 (where 1 is very dissatisfied 2-poor, 3-neither poor nor good, 4-good 5 is very satisfied). This achieved an average score of 82.9% as shown in Table 20.

Table 19: CA core values

Core Value	1	2	3	4	5	MEAN
Integrity in adhering to national, corporate, moral and ethical values, acting with honesty and fairness, and treating all internal and external stakeholders with respect and within the law	0 (0.0%)	0 (0.0%)	14 (13.1%)	68 (63.6%)	25 (23.4%)	83.3%
Innovative in originality, flexibility and effectiveness in translating an idea or method into a product or service that creates value and growth in the market and society;	2 (1.9%)	2 (1.9%)	9 (8.3%)	72 (66.7%)	23 (21.3%)	82.9%
Excellence in continuous improvement and provision of high-quality services to internal and/or stakeholders	0 (0.0%)	4 (3.7%)	13 (12.0%)	66 (61.1%)	25 (23.1%)	82.5%
Average						82.9%

5.1.2.4 Satisfaction with CA corporate image

Respondents within this category indicated their satisfaction with the corporate image of the Authority on a scale of 1-5 (1 being strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree, and 5 strongly agree). The average score representing the overall satisfaction level was found to be 83.6%, as presented in Table 21.

Table 20: Satisfaction with CA corporate image

Role	1	2	3	4	5	MEAN
CA is an organization I can trust	0 (0.0%)	0 (0.0%)	7 (6.5%)	77 (71.3%)	24 (22.2%)	85.5%
I have confidence in CA's staff and management to execute its mandate	0 (0.0%)	0 (0.0%)	11 (10.2%)	72 (66.7%)	25 (23.1%)	83.7%
CA is an innovative organization	0 (0.0%)	0 (0.0%)	10 (9.3%)	69 (63.9%)	29 (26.9%)	84.1%
CA is reliable	0 (0.0%)	1 (0.9%)	6 (5.6%)	70 (64.8%)	31 (28.7%)	85.3%
CA professionally discharges its mandate	0 (0.0%)	1 (0.9%)	11 (10.2%)	71 (65.7%)	25 (23.1%)	82.2%
CA has a good reputation	0 (0.0%)	1 (0.9%)	8 (7.4%)	74 (68.5%)	25 (23.1%)	82.9%
CA is involved in corporate social responsibilities activities	0 (0.0%)	0 (0.0%)	13 (12.0%)	75 (69.4%)	20 (18.5%)	81.7%
Average						83.6%

Further feedback from comments on the corporate image highlighted the necessity for CA to extend its presence in remote areas.

5.1.2.5 CA customer expectations

Respondents were asked to rate statements on customer expectations using a 1-5 scale (1 being strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree, and 5 strongly agree). The average score obtained was 83.4%, as illustrated in Table 22 indicating that there was a high expectation among the respondents.

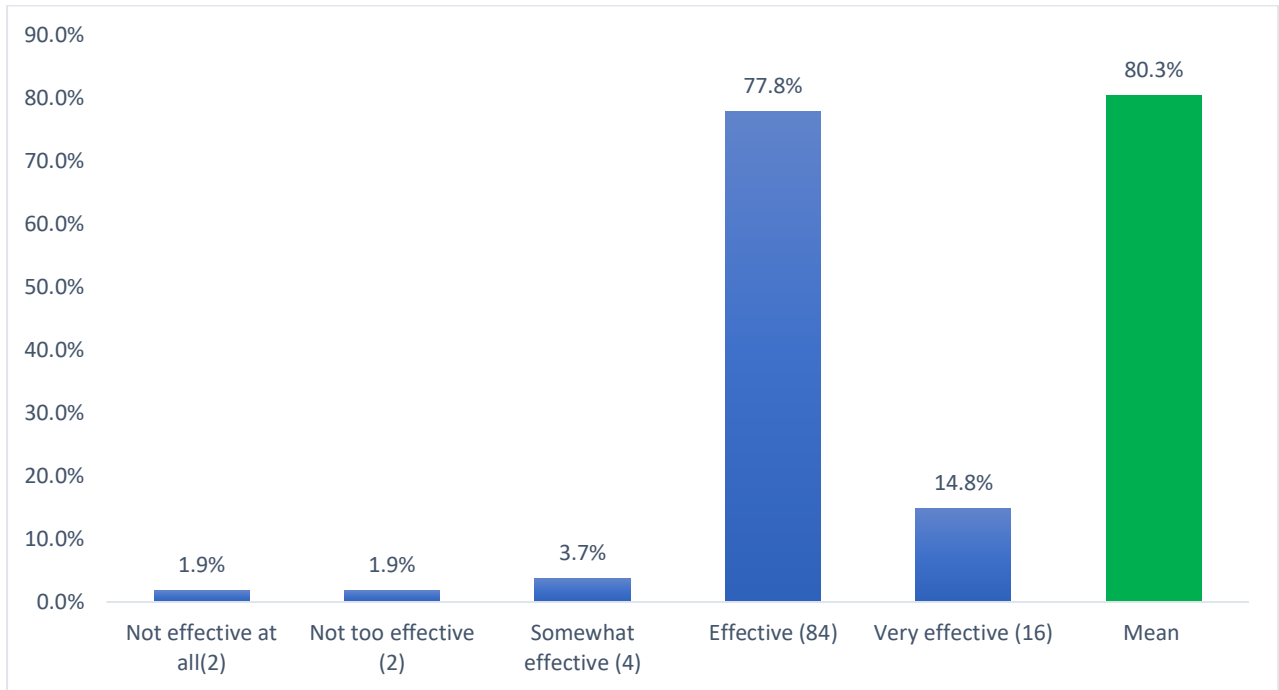
Table 21: CA customer expectations

Statement	1	2	3	4	5	MEAN
CA provides timely issuance of licenses and regulation of all systems and services in the ICT sector	0 (0.0%)	0 (0.0%)	8 (7.4%)	75 (69.4%)	25 (23.1%)	82.7%
CA prudently manages spectrum, numbering and addressing resources	0 (0.0%)	0 (0.0%)	9 (8.3%)	73 (67.6%)	26 (24.1%)	82.1%
CA timely type of approves/type accepts ICT equipment.	0 (0.0%)	0 (0.0%)	10 (9.3%)	74 (68.5%)	24 (22.2%)	83.1%
CA protects consumer rights within the ICT sector	0 (0.0%)	1 (0.9%)	10 (9.3%)	75 (69.4%)	22 (20.4%)	82.8%
CA prudently manages competition in the sector	0 (0.0%)	1 (0.9%)	9 (8.3%)	71 (65.7%)	27 (25.0%)	83.4%
CA prudently regulates retail and wholesale tariffs for ICT services	0 (0.0%)	0 (0.0%)	9 (8.3%)	79 (73.1%)	20 (18.5%)	82.5%
CA prudently manages and administers the Universal Service Fund	0 (0.0%)	0 (0.0%)	7 (6.5%)	77 (71.3%)	24 (22.2%)	83.4%
CA prudently monitors activities of licensees to ensure compliance to license terms and conditions.	0 (0.0%)	0 (0.0%)	7 (6.5%)	68 (63.0%)	33 (30.6%)	85.1%
CA prudently manages cyber security	0 (0.0%)	0 (0.0%)	6 (5.6%)	68 (63.0%)	34 (31.5%)	85.3%
Average						83.4%

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

All respondents within the postal and courier category confirmed their awareness of the external service charter when asked. This awareness has been facilitated through various channels, including the website, posters within headquarters, fliers/brochures, broadcast, print, and social media. Subsequently, participants were asked to assess the effectiveness of CA in fulfilling promises outlined in the service charter. The respondents within this category expressed a satisfaction level of 80.3% with the effectiveness of the service charter, as displayed in Figure 25.

Figure 25: Effectiveness of CA in delivering promises in the service charter



5.1.2.7 Satisfaction with granting approvals

The survey also assessed the effectiveness of CA in managing approvals particularly regarding timeliness on a scale of 1 to 5 (where 1 is strongly agree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree. For the postal and courier category, the findings revealed an average score of 78.8%, as presented in Table 23.

Table 22: Satisfaction with handling approvals

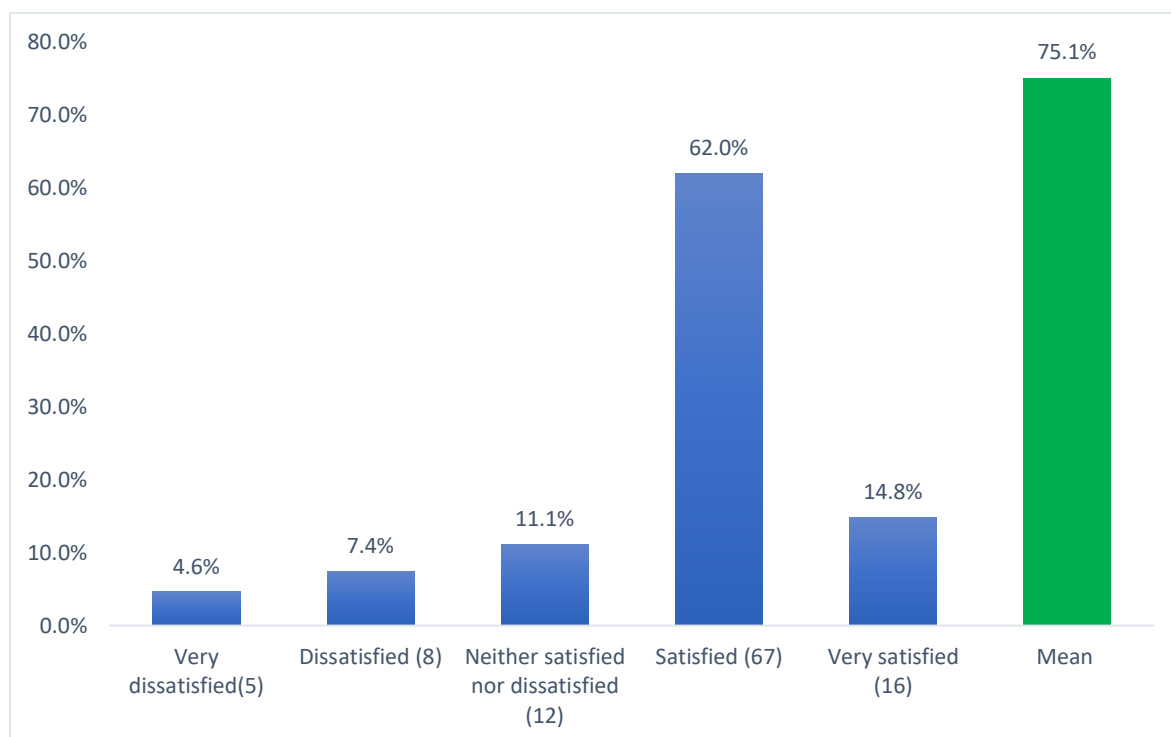
Statement	1	2	3	4	5	MEAN
CA approves interconnection agreements between service providers within 14 days	0 (0.0%)	1 (0.9%)	26 (23.6%)	66 (60.0%)	17 (15.5%)	76.9%
CA approves promotions and special offers within 3 days	0 (0.0%)	1 (0.9%)	9 (8.3%)	70 (64.8%)	28 (25.9%)	80.4%
CA approves tariffs within 3 days after application	0 (0.0%)	3 (2.8%)	13 (12.0%)	67 (62.0%)	25 (23.1%)	79.1%
Average						78.8%

5.1.2.8 Satisfaction with complaints handling mechanisms

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

The respondents were further asked to provide a satisfaction rating for the handling of complaints using a scale of 1 to 5 (where 1 is very dissatisfied, 2 is dissatisfied, 3-neither satisfied nor dissatisfied, 4-satisfied, and 5-very satisfied). The overall level of satisfaction was expressed through a mean score of 75.1%, as shown in Figure 26.

Figure 26: Satisfaction with how CA handles complaints



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

Table 23: Satisfaction with complaints handling mechanisms

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

5.1.2.9 Satisfaction with handling of information and communication

The survey also evaluated the satisfaction levels of respondents within this category regarding how CA manages information and communication by examining various aspects. The

respondents were then asked if they had received information from CA in the last year. All the respondents (100%) within this category confirmed they had.

a) Channels used to obtain information from CA.

When asked the channel that they used to obtain information, it was established that E-Mails, Telephones and Physical visits were mostly used to obtain information as shown in Table 25.

Table 24: Channels used to obtain information from CA.

What type of channel did you use to obtain information from CA?	Postal and courier
E-mail	34 (30.6%)
Telephone	7 (15.1%)
Walking visits at CA service points	33 (30.1%)
CA website	4 (4.0%)
Letters	2 (1.5%)
CA forums and workshops	4 (3.4%)
Print media	6 (5.5%)
Social media	9 (9.8%)
Broadcast media	0 (0.0%)
Other	0 (0.0%)
Totals	108

b) Reliability of channels used to obtain information from CA

In response to inquiries about the reliability of channels used to obtain information from CA, participants were asked to rate these channels on a scale of 1 to 5 (where 1 is extremely unreliable, 2 is unreliable, 3 is somewhat reliable, 4 is reliable, and 5 is extremely reliable). The results, as per Table 26, were promising, with an average satisfaction level of 83.9%.

Table 25: Reliability of channels used to obtain information

Indicator	1	2	3	4	5	Mean
E-mails	0 (0.0%)	6 (5.6%)	25 (23.1%)	53 (49.1%)	24 (22.2%)	75.7%
Telephone	2 (1.9%)	11 (10.2%)	8 (7.4%)	68 (63.0%)	19 (17.6%)	76.2%
Walk-in visits at CA service points	0 (0.0%)	0 (0.0%)	0 (0.0%)	98 (90.7%)	10 (9.3%)	83.8%
Letters	0 (0.0%)	0 (0.0%)	7 (6.5%)	79 (73.1%)	22 (20.4%)	84.1%
Website	0 (0.0%)	0 (0.0%)	0 (0.0%)	48 (53.1%)	60 (46.9%)	92.9%
CA forums and workshops	0 (0.0%)	0 (0.0%)	0 (0.0%)	94 (87.0%)	14 (13.0%)	84.6%
Print media	0 (0.0%)	0 (0.0%)	6 (5.6%)	98 (90.7%)	4 (3.7%)	82.4%
Social media	0 (0.0%)	0 (0.0%)	0 (0.0%)	108(100.0%)	0 (0.0%)	93.1%
Broadcast media	0 (0.0%)	0 (0.0%)	0 (0.0%)	108 (100.0%)	0 (0.0%)	82.6%

Average						83.9%
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When asked whether CA responded to their enquiry within 3 working days, a substantial majority of the respondents (90.1%) indicated that they had received a response within this specified time frame.

c) Satisfaction ratings of information received from CA

Respondents were asked to rate their satisfaction with the information received from CA. An average score 81.5 % was obtained as presented in Table 27.

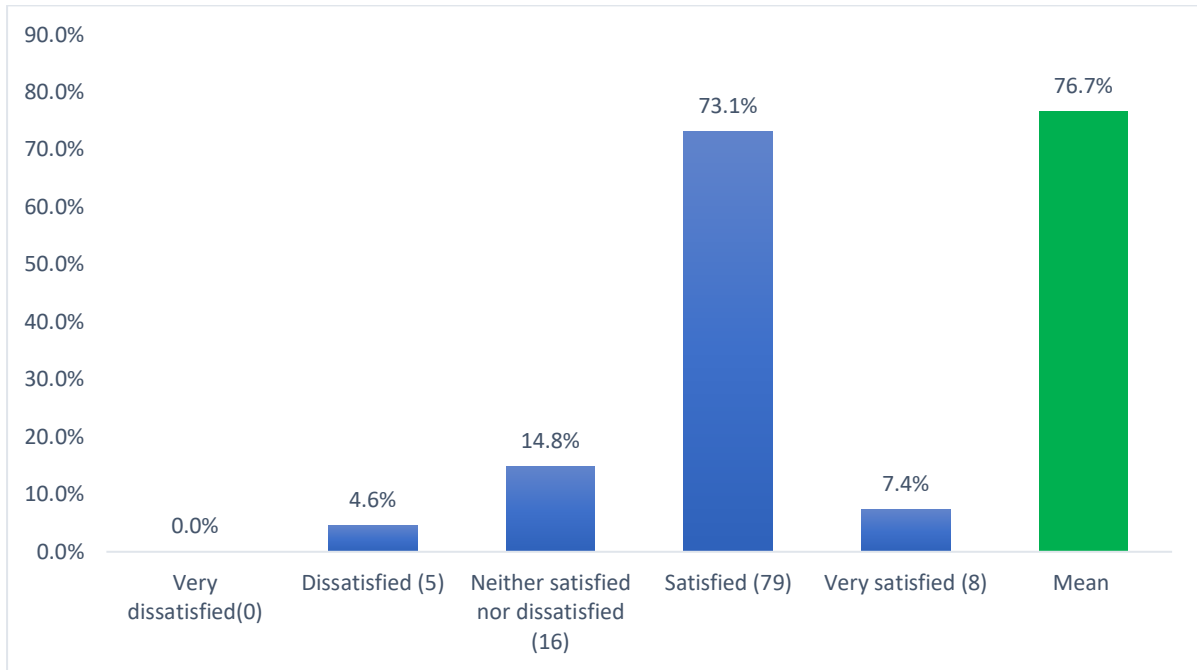
Table 26: Satisfaction rating of information received from CA.

Indicator	1	2	3	4	5	Mean
Authenticity of the information	0 (0.0%)	0 (0.0%)	10 (9.3%)	88 (81.5%)	10 (9.3%)	83.1%
Relevance of the information	0 (0.0%)	0 (0.0%)	7 (6.5%)	89 (82.4%)	12 (11.1%)	80.3%
Clarity of the information	0 (0.0%)	2 (1.9%)	11 (10.2%)	80 (74.1%)	15 (13.9%)	82.8%
Adequacy of the information	0 (0.0%)	1 (0.9%)	6 (5.6%)	89 (82.4%)	12 (11.1%)	81.6%
Timeliness of the information	0 (0.0%)	3 (2.8%)	4 (3.7%)	89 (82.4%)	12 (11.1%)	79.8%
Average						81.5%

5.1.2.10 Satisfaction rating with quarterly reports

The survey sought to establish the respondent’s satisfaction rating with quarterly reports that they received from the Authority. A majority of the respondents (94.4%) in the postal and courier category confirmed to have read CA’s quarterly reports. The satisfaction level obtained was 76.7% as shown Figure 27.

Figure 27: Satisfaction with quarterly reports



5.1.2.11 Satisfaction rating of CA commitment to the customer

In rating their satisfaction with CA's commitment to customer service, an average score of 82.2% was obtained, as shown in Table 28.

Table 27: Satisfaction with commitment to customer.

Indicator	1	2	3	4	5	Mean
CA treats information that you give them in the course of seeking services with utmost confidentiality	0 (0.0%)	0 (0.0%)	3 (2.8%)	86 (79.6%)	19 (17.6%)	82.9%
CA provides services with the greatest professional competence	0 (0.0%)	0 (0.0%)	6 (5.5%)	77 (70.6%)	25 (23.9%)	83.6%
CA provides you with all the relevant information that you may require	0 (0.0%)	3 (2.8%)	6 (5.6%)	76 (70.4%)	23 (21.3%)	82.5%
CA resolves all complaints received within the stated timelines	0 (0.0%)	1 (0.9%)	17 (15.7%)	76 (70.4%)	14 (13.0%)	80.7%
CA is ethical in all their dealings at all times	0 (0.0%)	0 (0.0%)	12 (11.1%)	79 (73.1%)	17 (15.7%)	81.2%
Average						82.2%

5.1.2.12 Satisfaction rating of consumer rights

The satisfaction rating of customer rights was assessed using a scale from 1 to 5 (1 being very dissatisfied, 2 for dissatisfied, 3 for neither satisfied nor dissatisfied, 4 for satisfied, and 5 for very satisfied). The average score for this category of respondents was 82.2%, as shown in Table 29.

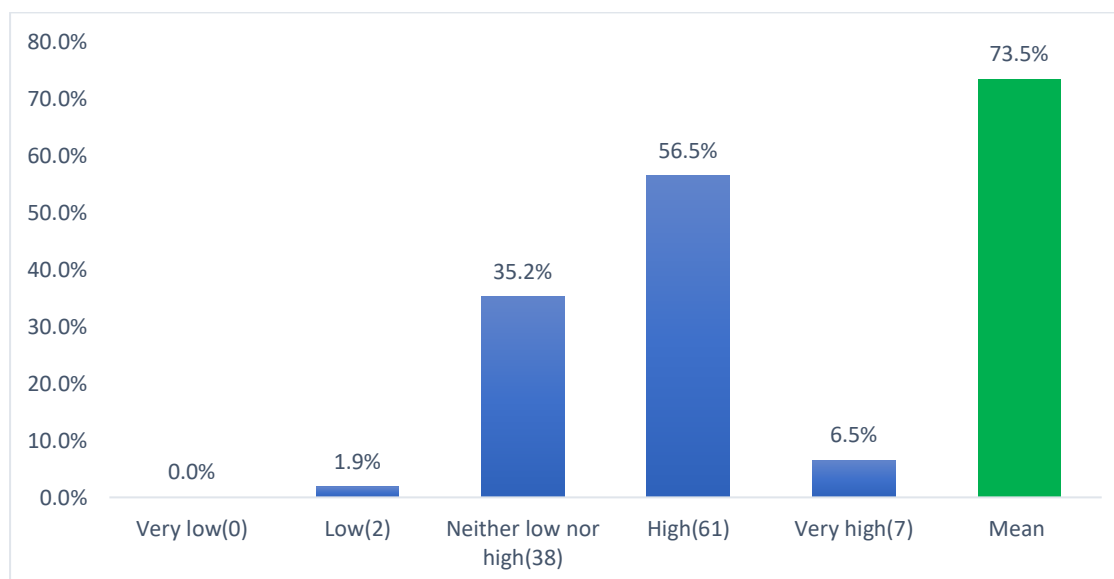
Table 28: Satisfaction with consumer rights

Indicator	1	2	3	4	5	Mean
CA treats customers with fairness, courtesy, dignity and consideration in all interactions without any discrimination	0 (0.0%)	2 (1.9%)	6 (5.6%)	83 (76.9%)	17 (15.7%)	82.6%
CA offers complete and accurate information on all on all services. This includes accessibility, time period and relevant charges	0 (0.0%)	2 (1.9%)	10 (9.3%)	85 (78.7%)	11 (10.2%)	81.9%
CA upholds privacy and confidentiality with respect to personal, business, contractual and financial information, written or oral.	0 (0.0%)	0 (0.0%)	8 (7.4%)	87 (80.6%)	13 (12.0%)	82.7%
CA resolves complaints by customers on rendered services	2 (1.9%)	0 (0.0%)	6 (5.6%)	85 (79.4%)	14 (13.1%)	84.8%
CA customers participate in the review of the customer service charter	0 (0.0%)	1 (0.9%)	14 (13.0%)	91 (84.3%)	2 (1.9%)	79.1%
Average						82.2%

5.1.2.13 Pricing of CA services

The survey assessed the respondent's rating of the pricing of services that they received from the Authority. The findings revealed a satisfaction level of 73.5%, as illustrated in Figure 28.

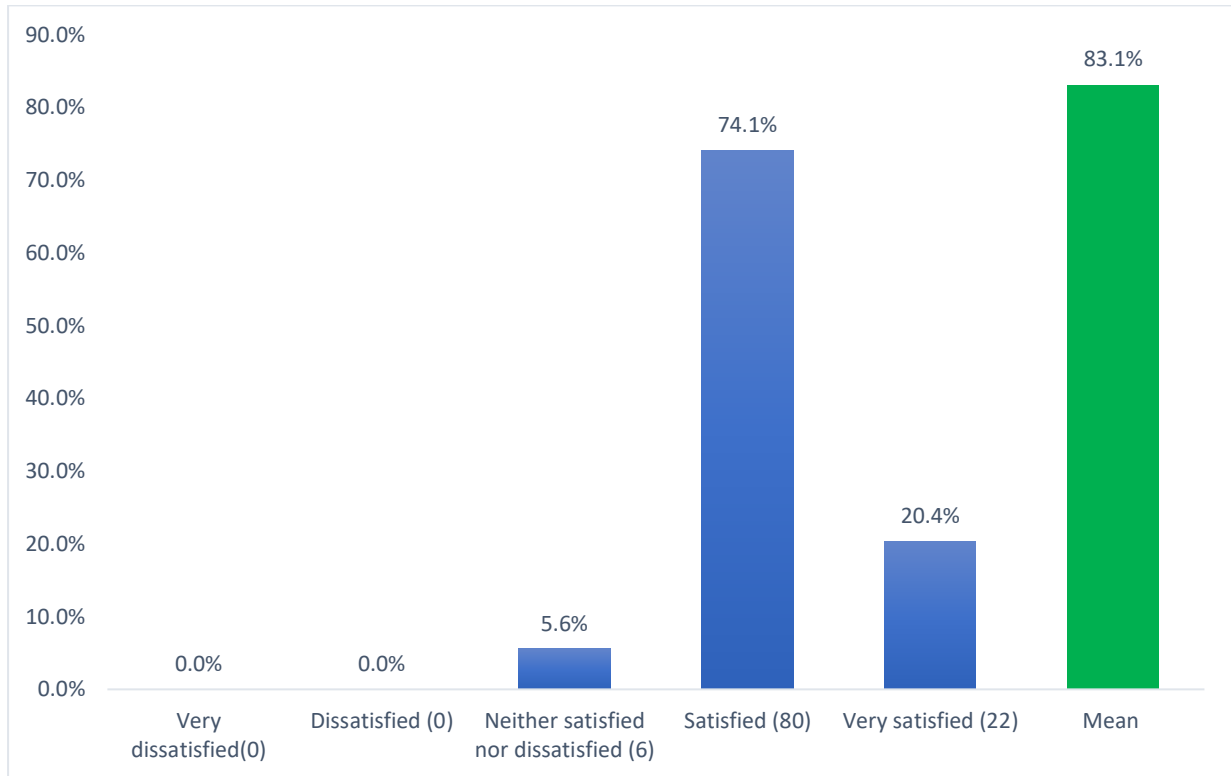
Figure 28: Rating of pricing of CA services



5.1.2.14 Overall performance and satisfaction

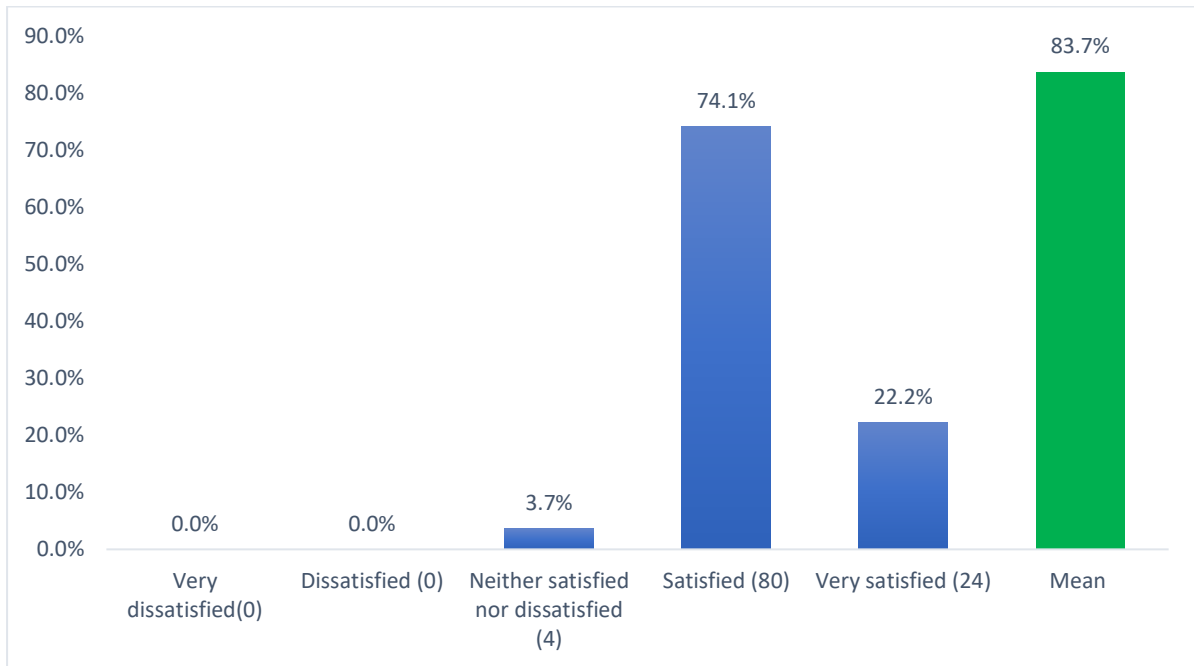
Respondents in the postal and courier category were asked to rate CA's overall performance in regulating the ICT sector in Kenya on a scale of 1 to 5, where 1 signifies very poor, 2 denotes poor, 3 represents neither poor nor good, 4 indicates good, and 5 reflects excellent. The findings indicate an overall satisfaction level 83.1%, as shown in Figure 29.

Figure 29: Overall satisfaction with CA in regulating ICT in Kenya.



Respondents in the postal and courier category were then asked rate their overall satisfaction with services received from CA, on a scale of 1-5 (where 1 is very dissatisfied, 2-dissatisfied, 3-neither satisfied nor dissatisfied, 4-satisfied and 5 is very satisfied), a satisfaction level of 83.7 % was obtained as shown in Figure 30.

Figure 30: Overall satisfaction with services received from CA.

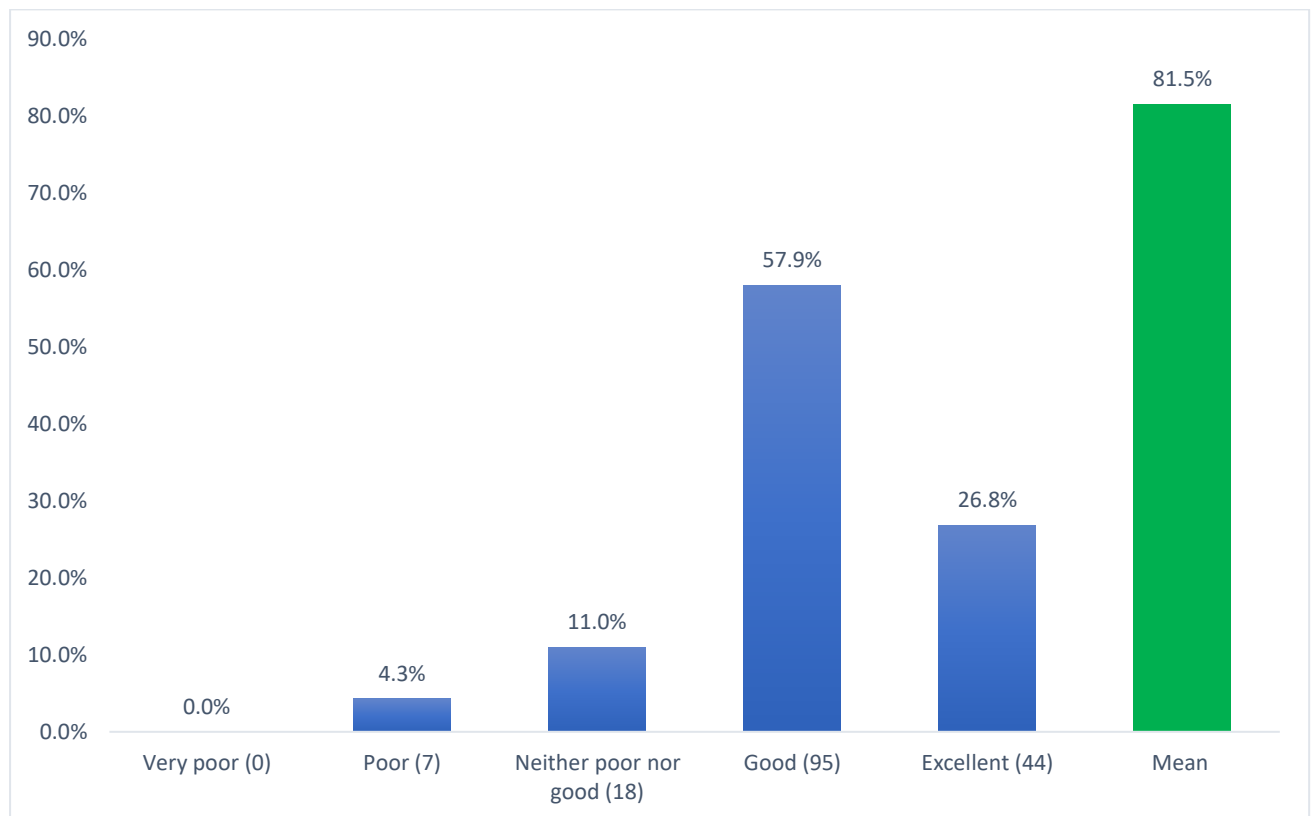


5.1.3 Broadcasters

5.1.3.1 Evaluation of awareness on CA's mandate

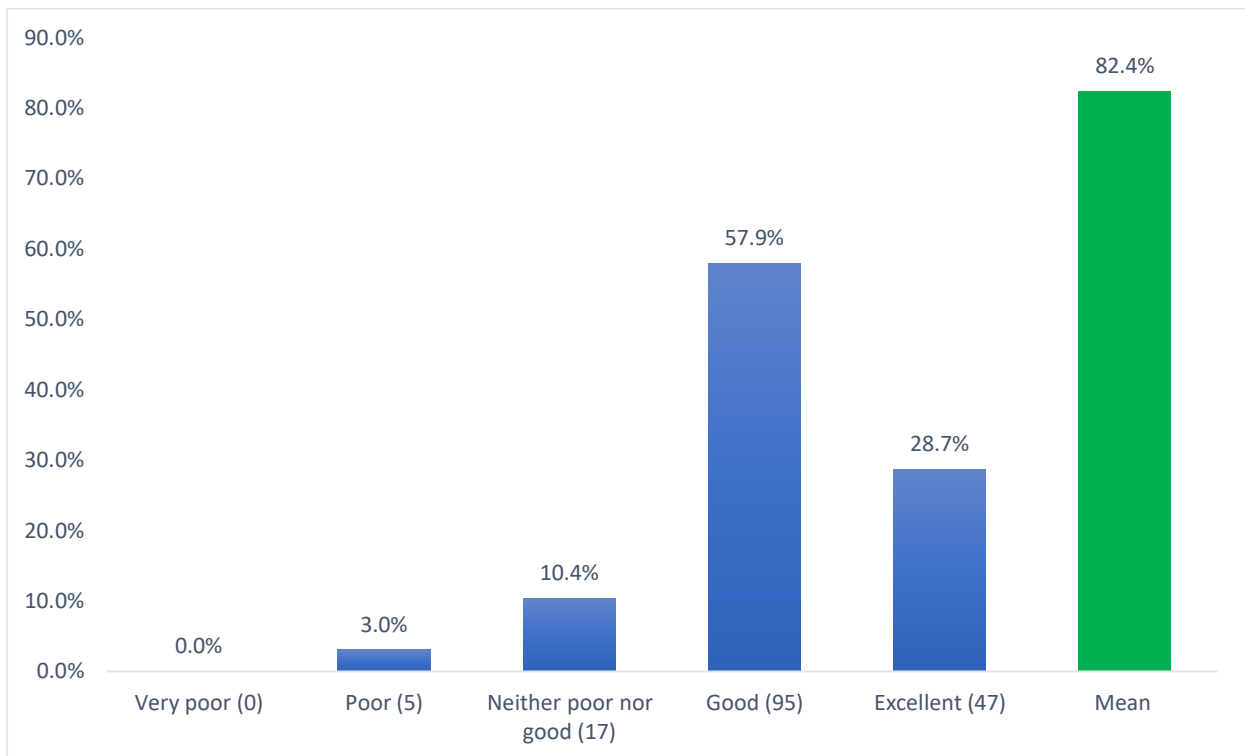
Respondents under the category of broadcasters were assessed on their awareness on the functions performed by the Authority as the ICT regulator. Using a rating scale ranging from 1 to 5 (1 being very poor, 2 poor, 3 neither poor nor good, 4 good, and 5 excellent), an average awareness score of 81.5% was obtained as shown in Figure 31.

Figure 31: Awareness on CA roles



Respondents were asked to rate CA's performance in executing its mandate. The average rating representing the overall performance of CA in this regard was obtained as 82.4% as shown in Figure 32.

Figure 32: Rating of CA in executing its mandate

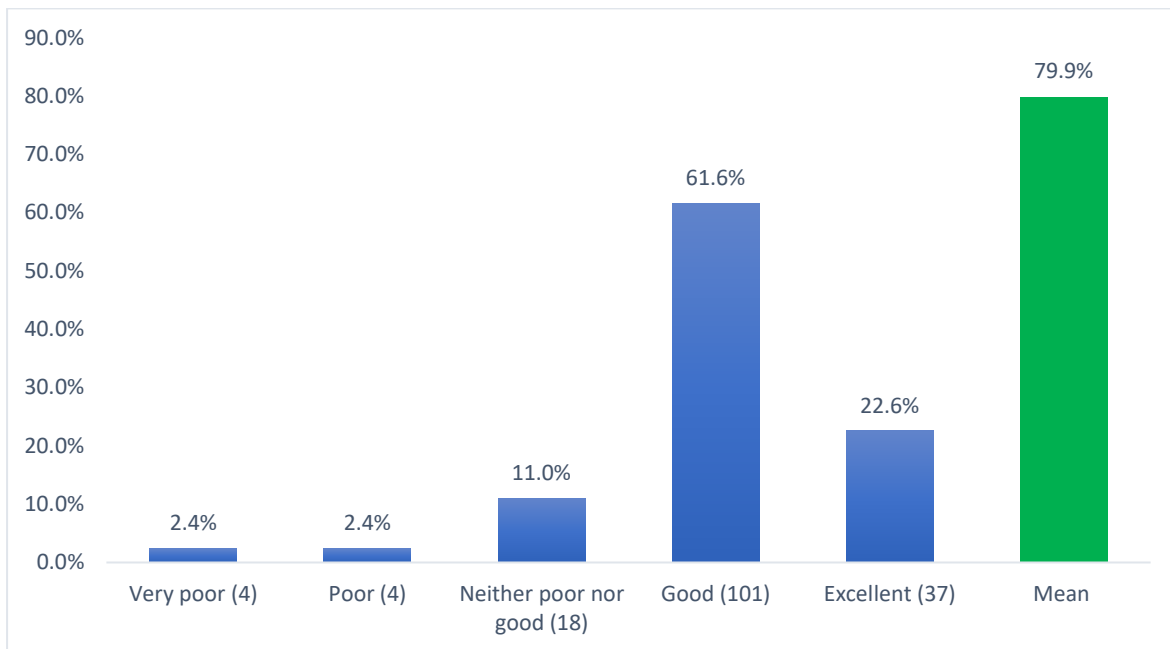


When asked for additional feedback, the findings indicate that some stakeholders perceive CA's mandate execution as successful, others believe there's room for improvement, particularly in specific areas like supporting struggling media houses.

5.1.3.2 Evaluation of CA's service delivery

This survey gauged the opinion of CA stakeholders in the broadcasting category on the Authority's across its key areas of responsibility, including telecommunications, radio communications, broadcasting, multimedia, e-commerce, and postal/courier services. Respondents rated the CA's performance on a scale of 1 (very poor) to 5 (excellent) to assess how effectively it balances the needs of both service providers and citizens. The survey results reveal a generally positive perception of the CA's service delivery, with an average score of 79.9% as shown in Figure 33, indicating overall satisfaction.

Figure 33: Satisfaction with CA's service delivery



While some commend CA's responsiveness in issuing statements, feedback emphasizes a lack of transparency in frequency allocation, unfair treatment of certain broadcasters, and slow remedies for overcharges. To address these concerns, CA could prioritize transparency in frequency management, ensure equal treatment across broadcasters, and streamline processes for resolving overpayments, ultimately promoting fairness and clarity in its service delivery.

"..... Transparency in issuance and regulation of frequencies."

"...Treat all licensed broadcasters equally. DBA license holders are treated as "the others"..."

"...They should uphold efficiency & transparency..."

"...CA is too quick to provide statements but very slow to rectify exaggerated payments."

5.1.3.3 Evaluation of CA's core values

The respondents were asked to rate how well the Authority demonstrated its core values using a scale of 1 to 5 (1 for very dissatisfied, 2 for poor, 3 for neither poor nor good, 4 for good, and 5 for very satisfied). The average score obtained was 82.8 as shown in Table 30.

Table 29: CA core values

Core Value	1	2	3	4	5	MEAN
Integrity in adhering to national, corporate, moral and ethical values, acting with honesty and fairness, and treating all internal and external stakeholders with respect and within the law	0 (0.0%)	1 (0.6%)	6 (3.7%)	113 (68.9%)	44 (26.8%)	84.5%
Innovative in originality, flexibility and effectiveness in translating an idea or method into a product or service that creates value and growth in the market and society;	2 (1.2%)	1 (0.6%)	12 (7.3%)	121 (73.8%)	28 (17.1%)	81.3%
Excellence in continuous improvement and provision of high-quality services to internal and/or stakeholders	1 (0.6%)	0 (0.0%)	11 (6.7%)	115 (70.1%)	37 (22.6%)	82.6%
Average						82.8%

When asked to share their perspectives on whether CA is fulfilling its core values, a majority of the respondents gave positive feedback while some indicated improvement was still required. Some of the respondents provided the following feedback.

“..... Yes, but they need to improve.”

“..... The authority should support media houses in audience survey too for sustainability purposes.”

5.1.3.4 Satisfaction with CA’s corporate image

Respondents in the broadcasting category indicated their satisfaction with the corporate image of the Authority on a scale of 1-5 (1 being strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree, and 5 strongly agree). The average score representing the overall satisfaction level was found to be 83.4%, as presented in Table 31.

Table 30: Satisfaction with CA corporate image

Role	1	2	3	4	5	MEAN
CA is an organization I can trust	0 (0.0%)	0 (0.0%)	5 (3.0%)	99 (60.3%)	60 (36.7%)	85.4%
I have confidence in CA’s staff and management to execute its mandate	0 (0.0%)	1 (0.6%)	3 (2.1%)	106 (64.9%)	53 (32.4%)	85.3%
CA is an innovative organization	0 (0.0%)	6 (3.4%)	18 (11.0%)	99 (60.3%)	41 (25.3%)	81.5%
CA is reliable	0 (0.0)	1 (0.6%)	9 (5.3%)	105 (64.1%)	49 (30.1%)	83.9%
CA professionally discharges its mandate	0 (0.0%)	0 (0.0%)	11 (6.8%)	111 (67.9%)	41 (25.3%)	83.6%
CA has a good reputation	0 (0.0%)	4 (2.2%)	12 (7.6%)	104 (63.6%)	44 (26.6%)	82.8%
CA is involved in corporate social responsibilities activities	0 (0.0%)	5 (3.1%)	20 (12.3%)	99 (60.1%)	40 (24.5%)	81.2%
Average						83.4%

Additional feedback emphasizes the need for building stronger connections with stakeholders, increasing transparency, and demonstrating social responsibility through visible local engagement. Addressing these areas and considering a potential image refresh could enhance CA's overall corporate image and public perception.

“.....They should improve on customer relationships with alot of transparency.”

“...Invest more on Corporate Social Responsibility and and also open office outlets in county level.”

“..... I have never experienced or encountered in our Western Kenya any CSR courtesy of CA.”

“..... Could do with a corporate image relaunch.”

5.1.3.5 CA customer expectations

Respondents were asked to rate statements on customer expectations using a 1-5 scale (1 being strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree, and 5 strongly agree). The average score obtained was 82.6%, as illustrated in Table 32 indicating that there was a high expectation among the respondents in this category.

Table 31: CA customer expectations

Statement	1	2	3	4	5	MEAN
CA provides timely issuance of licenses and regulation of all systems and services in the ICT sector	0 (0.0%)	2 (1.2%)	14 (8.7%)	122 (74.2%)	26 (15.9%)	82.3%
CA prudently manages spectrum, numbering and addressing resources	1 (0.6%)	2 (1.4%)	17 (10.6%)	106 (64.8%)	37 (22.6%)	81.7%

CA timely type of approves/type accepts ICT equipment.	0 (0.0%)	1 (0.6%)	15 (9.2%)	113 (68.9%)	35 (21.3%)	82.4%
CA protects consumer rights within the ICT sector	0 (0.0%)	0 (0.0%)	20 (12.3%)	106 (64.7%)	38 (23.0%)	83.0%
CA prudently manages competition in the sector	0 (0.0%)	9 (5.2%)	24 (14.4%)	99 (60.1%)	33 (20.3%)	80.5%
CA prudently regulates retail and wholesale tariffs for ICT services	0 (0.0%)	4 (4.1%)	16 (16.5%)	61 (62.9%)	16 (16.5%)	80.7%
CA prudently manages and administers the Universal Service Fund	0 (0.0%)	6 (3.4%)	18 (10.8%)	110 (66.9%)	31 (18.9%)	81.4%
CA prudently monitors activities of licensees to ensure compliance to license terms and conditions.	0 (0.0%)	1 (0.5%)	4 (2.2%)	118 (72.1%)	41 (25.2%)	85.9%
CA prudently manages cyber security	0 (0.0%)	1 (0.6%)	3 (2.1%)	118 (71.9%)	42 (25.4%)	85.6%
Average						82.6%

Additional feedback on customer expectations indicate that stakeholders expect CA to be a transparent and supportive regulator by: 1) offering regular trainings on regulations, 2) increasing transparency in managing funds and ensuring responsible execution, 3) streamlining licensing processes and addressing challenges faced by smaller players, 4) improving communication and responsiveness, and 5) collaborating on infrastructure development in underserved regions.

“.....To have constant trainings on CAK Regulations and policies.....”

“..... We need to see more transparency on how Universal Service Fund is managed.”

“..... They should be more vigilant on their execution....”

“...As much the issuance of guidelines could have been issued in time, frequent publicity is needed through media outlets.....”

“...I have experienced like our case where it took us 3 years to be assigned a license. An upgrade to serve in the commercial sector is a challenge yet we submit all full regulatory fees and want to compete with major stations doing over 2.5kW yet we do less than 300w.”

“...Multi-media officers should respond to emails by acknowledging receipts of annual returns...”

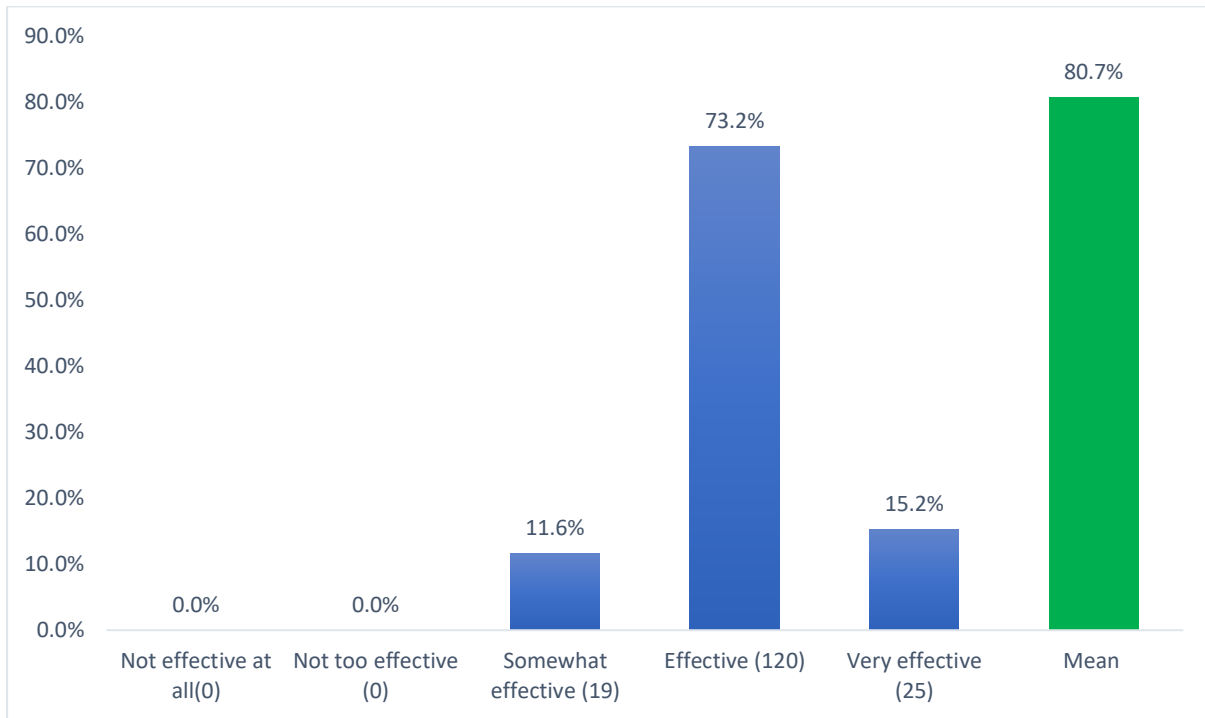
“... Its only Kenya Broadcasting Corporation through Signet which serves the whole nation (Kenya) with equity by transmitting objective, educative and entertaining to the public through high quality broadcasts. In regard to the mentioned tasks, through the Universal Service Fund, CA should support KBC/Signet in rolling out the signal distribution network especially in regions which are less developed lie Northern Kenya, North Eastern Kenya and parts of Coast region as well as few parts of Rift valley.”

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

All respondents in this category confirmed being aware of the external service charter facilitated primarily by the website. Additionally, respondents were asked to rate how well the

Authority fulfilled its promises outlined in the service charter. The satisfaction level, as indicated in Figure 34, was 80.7%.

Figure 34: Effectiveness of CA in delivering promises in the service charter



Stakeholders appreciate the service charter but see room for improvement. Increasing its visibility, adopting a more proactive customer service approach, and addressing feedback timelines are key suggestions.

“..... Needs more publicity.”

“..... CA should always be there for her customers, not only when they visit for compliance issues.”

“.... Majority of the services are delivered, challenge is just on feedback timelines.”

“..... Very committed and dedicated to its policies.....”

5.1.3.7 Satisfaction with granting of approvals

All the respondents in this category confirmed seeking approval from CA. The sought approvals were promotions and special offers and other specific types such as change of frequency, broadcasting license, radio license, transmitter powerage upgrade and tender for sustainability.

The survey also assessed the effectiveness of CA in managing approvals particularly regarding timeliness on a scale of 1 to 5 (where 1 is strongly agree, 2-disagree, 3-neither agree nor

disagree, 4-agree and 5 is strongly agree. The findings from the responses of survey participants under the broadcasting category revealed an average score of 79.1% as shown in Table 33.

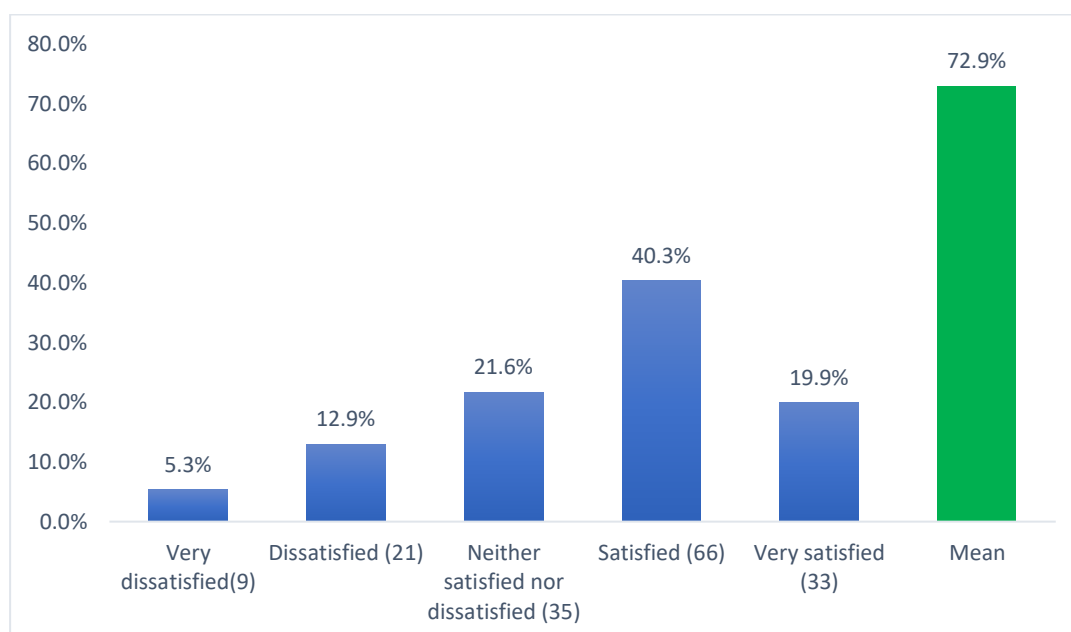
Table 32: Satisfaction with handling of approvals

Statement	1	2	3	4	5	MEAN
CA provides approves interconnection agreements between service providers within 14 days	0 (0.0%)	5 (3.2%)	23 (14.3%)	97 (59.3%)	38 (23.2%)	82.4%
CA approves promotions and special offers within 3 days	0 (0.0%)	10 (6.4%)	17 (10.2%)	115 (70.1%)	22 (13.2%)	78.1%
CA approves tariffs within 3 days after application	0 (0.0%)	12 (7.1%)	30 (18.4%)	97 (59.1%)	25 (15.4%)	76.7%
Average						79.1%

5.1.3.8 Satisfaction with complaints handling mechanisms

The survey assessed the degree of satisfaction concerning complaint handling mechanisms. All the respondents in this category expressed their confidence in the ability of CA to resolve complaints and confirmed that indeed they had filed complaints with CA in the previous year through telephone calls and emails. The respondents provided a satisfaction rating for the handling of complaints using a scale of 1 to 5 (where 1 is very dissatisfied, 2 is dissatisfied, 3- neither satisfied nor dissatisfied, 4-satisfied, and 5-very satisfied). From the findings, the overall level of satisfaction was established to be 72.9 %, as shown in Figure 35.

Figure 35: Satisfaction with how CA handles complaints



On a scale of 1 to 5 (where 1 is strongly agree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree.), the respondents were then asked to indicate their perception with CA's complaint resolution process, particularly regarding timeliness. The result indicated an average satisfaction level of 77.9%, as shown in Table 34.

Table 33: Satisfaction with complaints handling mechanism

Statement	1	2	3	4	5	MEAN
CA provides resolution of complaint within 30 days	13 (13.4%)	13 (13.4%)	6 (6.2%)	32 (33.0%)	32 (33.0%)	72.9%
CA provides resolution on frequency interference within 14 days	0 (0.0%)	18 (18.6%)	0 (0.0%)	35 (36.1%)	44 (45.4%)	82.8%
Average						77.9%

When respondents were asked to give additional feedback on CA's resolution of complaints there was an emphasis on the need for improvement in this aspect.

5.1.3.9 Satisfaction with handling of information and communication

The survey also evaluated the satisfaction levels of respondents regarding how CA manages information and communication. This evaluation involved examining the acquisition of information in the past year, the channels used to obtain information from CA, the reliability of these communication channels, and the satisfaction rating of information received from CA.

The respondents were asked to state whether they had received information from CA in the last one year. All participants within the broadcasting category confirmed that they had indeed sought information from CA.

a) Channels used to obtain information from CA.

In response to inquiries about the channels utilized for obtaining information, it was established that E-Mails, Telephones, and physical visits were the predominant methods employed, as indicated in Table 35.

Table 34: Channels used to obtain information from CA.

What channel did you use to obtain information?	Percentage
E-mail	62 (37.3%)
Telephone	34 (20.6%)
Walking visits at CA service points	35 (21.6%)
CA website	13 (8.2%)
Letters	12 (7.4%)

CA forums and workshops	2 (1.3%)
Print media	0 (0.0%)
Social media	3 (3.1%)
Broadcast media	3 (2.1%)
Other	0 (0.0%)
Totals	164

b) Reliability of channels used to obtain information from CA

In response to inquiries about the reliability of channels used to obtain information from CA, participants were asked to rate these channels on a scale of 1 to 5 (where 1 is extremely unreliable, 2 is unreliable, 3 is somewhat reliable, 4 is reliable, and 5 is extremely reliable). The results, as per Table 36, were promising, with an average satisfaction level of 81.9%.

Table 35: Reliability of channels used to obtain information

Indicator	1	2	3	4	5	Mean
E-mails	2 (1.2%)	7 (4.2%)	24 (14.5%)	119 (72.3%)	13 (7.8%)	75.8%
Telephone	9 (5.3%)	11 (6.9%)	4 (2.7%)	82 (50.1%)	57 (35.0%)	79.6%
Walkin visits at CA service points	0 (0.0%)	0 (0.0%)	20 (12.3%)	101 (61.6%)	43 (26.1%)	82.9%
Letters	0 (0.0%)	0 (0.0%)	0 (0.0%)	161 (98.0%)	3 (2.0%)	81.3%
Website	0 (0.0%)	0 (0.0%)	16 (9.6%)	99 (60.3%)	49 (30.1%)	83.4%
CA forums and workshops	0 (0.0%)	0 (0.0%)	0 (0.0%)	140 (85.2%)	24 (14.8%)	84.1%
Print media	0 (0.0%)	0 (0.0%)	0 (0.0%)	157 (96.0%)	7 (4.0%)	82.6%
Social media	0(0.0%)	0 (0.0%)	15 (9.0%)	87 (52.9%)	62 (38.1%)	85.1%
Broadcast media	0 (0.0%)	0 (0.0%)	0 (0.0%)	164(100.0%)	0 (0.0%)	82.3%
Average						81.9%

Overall, a majority of the respondents (93.3%) agreed that CA provided a response to their enquiry within three working days.

c) Satisfaction ratings of information received from CA

Respondents were asked to rate their satisfaction with the information received from CA. An average score 82.1% was obtained as presented in Table 37.

Table 36: Satisfaction rating of information received from CA

Indicator	1	2	3	4	5	Mean
Authenticity of the information	0 (0.0%)	1 (0.7%)	12 (7.2%)	129 (78.9%)	22 (13.2%)	81.9%
Relevance of the information	1 (1.0%)	0 (0.0%)	9 (9.3%)	71 (79.6%)	16 (16.5%)	82.4%

Clarity of the information	1 (0.5%)	0 (0.0%)	4 (2.2%)	132 (80.2%)	28 (17.1%)	82.7%
Adequacy of the information	1 (0.7%)	1 (0.8%)	5 (3.3%)	129 (78.9%)	27 (16.3%)	81.9%
Timeliness of the information	1 (0.5%)	4 (2.2%)	11 (7.0%)	123 (74.8%)	25 (15.5%)	81.7%
Average						82.1%

In response to the inquiry about their general feeling about the information received from CA the findings are presented in Table 38.

Table 37: General feeling about information received from CA

Which of the following statements would best describe how you generally feel about the information you receive from CA?	Percentage
CA keeps its licensees adequately informed	123 (74.9%)
CA keeps its licensees fairly well informed	32 (18.6%)
CA gives its licensees only a limited amount of information	8 (4.8%)
CA never gives its licensee adequate information	3 (1.7%)
Totals	164

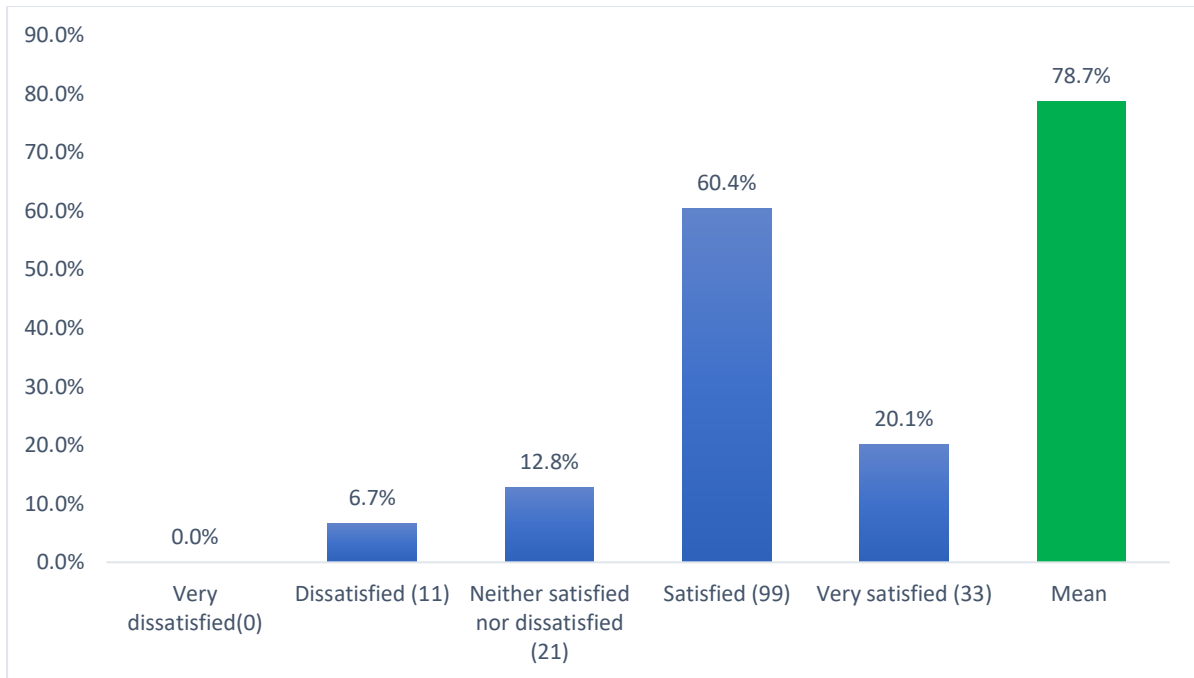
Stakeholder feedback regarding CA's information handling and communication offers a mixed picture. While some appreciate existing structures and prompt information sharing, concerns exist about limited channels, poor phone experiences, inadequate publicity, and unreliable email responses. To improve satisfaction, CA should consider expanding communication channels, enhancing phone interaction, increasing publicity efforts, and ensuring consistent email response.

<p><i>".....The structures are well set....."</i></p> <p><i>"... CA should open other channels of communication i.e WhatsApp or Telegram.... "</i></p> <p><i>"... Telephone communication with its staff is the poorest in Kenya and the name should change from communication to resisting authority... "</i></p> <p><i>"...They keep their clients adequately informed and acts promptly ... "</i></p> <p><i>"... Information relay is timely but publicization is poor. The communication department should work on it.... "</i></p> <p><i>".. CA should improve in responding to emails, only few do respond where necessary"</i></p>

5.1.3.10 Satisfaction rating with quarterly reports

The survey sought to establish the respondents' satisfaction rating with quarterly reports that they received from the Authority. All the respondents indicated that they read CA's quarterly reports. The satisfaction level obtained was 78.7% as shown Figure 36.

Figure 36: Satisfaction rating with quarterly reports



5.1.3.11 Satisfaction rating of CA commitment to the customer

In rating their satisfaction with CA's dedication to customer service, an average score of 81.7% was obtained, as shown in Table 39.

Table 38: Satisfaction with commitment to customer.

Indicator	1	2	3	4	5	Mean
CA treats information that you give them in the course of seeking services with utmost confidentiality	0 (0.0%)	1 (0.8%)	7 (4.3%)	135 (82.4%)	12 (12.5%)	81.6%
CA provides services with the greatest professional competence	0 (0.0%)	2 (1.1%)	13 (7.9%)	110 (67.2%)	39 (23.8%)	82.3%
CA provides you with all the relevant information that you may require	0 (0.0%)	2 (1.1%)	11 (6.9%)	111 (67.9%)	40 (24.1%)	82.7%
CA resolves all complaints received within the stated timelines	1 (0.8%)	2 (1.5%)	12 (7.2%)	123 (75.1%)	25 (15.4%)	80.8%
CA is ethical in all their dealings at all times	1 (0.7%)	3 (1.6%)	13 (8.2%)	123 (74.8%)	24 (14.7%)	81.3%
Average						81.7%

Stakeholder feedback suggests areas for improvement in CA's customer commitment: open days for public sensitization, utilizing the Universal Service Fund to support Signet's network expansion in underserved areas, and staff training on client handling to enhance customer interactions.

“.....Have open days to sensitize the public more.....”

“...CA should support signet on network expansion through universal service fund. ...”

“... Needs training on handling of clients... ”

5.1.3.12 Satisfaction rating of consumer rights

The satisfaction rating of customer rights was assessed using a scale from 1 to 5 (1 being very dissatisfied, 2 for dissatisfied, 3 for neither satisfied nor dissatisfied, 4 for satisfied, and 5 for very satisfied). The average score obtained was 82.3%, as outlined in Table 40.

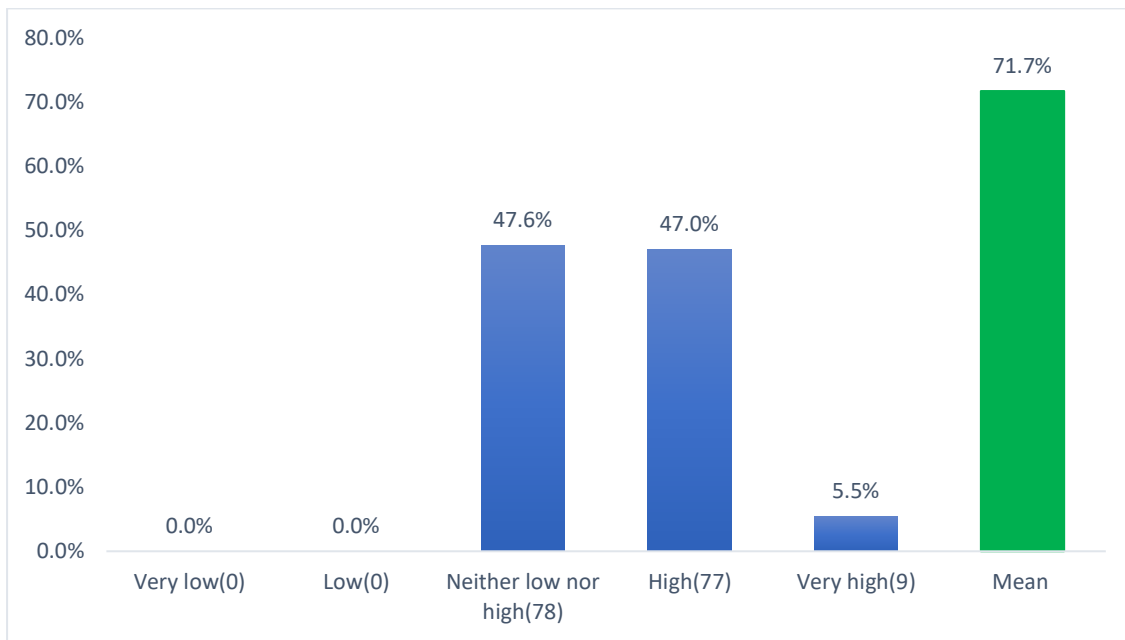
Table 39: Satisfaction with consumer rights

Indicator	1	2	3	4	5	Mean
CA treats customers with fairness, courtesy, dignity and consideration in all interactions without any discrimination	0 (0.0%)	2 (1.3%)	8 (5.5%)	71 (74.6%)	17 (18.6%)	83.7%
CA offers complete and accurate information on all on all services. This includes accessibility, time period and relevant charges	1 (0.5%)	3 (1.7%)	9 (5.4%)	119 (72.3%)	33 (20.1%)	81.9%
CA upholds privacy and confidentiality with respect to personal, business, contractual and financial information, written or oral.	0 (0.0%)	0 (0.0%)	11 (6.9%)	118 (72.2%)	34 (20.9%)	82.3%
CA resolves complaints by customers on rendered services	1 (0.6%)	0 (0.0%)	10 (5.9%)	114 (69.8%)	39 (23.7%)	81.8%
CA customers participate in the review of the customer service charter	1 (0.6%)	1 (0.7%)	9 (5.4%)	129 (78.8%)	24 (14.5%)	81.7%
Average						82.3%

5.1.3.13 Pricing of CA services

The survey evaluated how respondents within the broadcasting category rated the pricing of services they received from the Authority. The results indicated a satisfaction level of 71.7%, as shown in Figure 37.

Figure 37: Rating of pricing of CA services



Feedback indicates that current service costs pose a significant challenge for both established and potential entrants in the sector. Stakeholders urge CA to review their pricing structure, focusing on ensuring affordability, reducing barriers to entry, and potentially implementing geographically differentiated pricing to account for regional economic disparities.

“... Some of the radio stations do not make money. they are community but CA charges them using commercial rates....”

“... To regulate msck”

“...Should be reviewed downwards ...”

“..The frequency fee and the annual operating license for both community radio and commercial radio is very exorbitant creating a barrier of entrance to potential investors. ...”

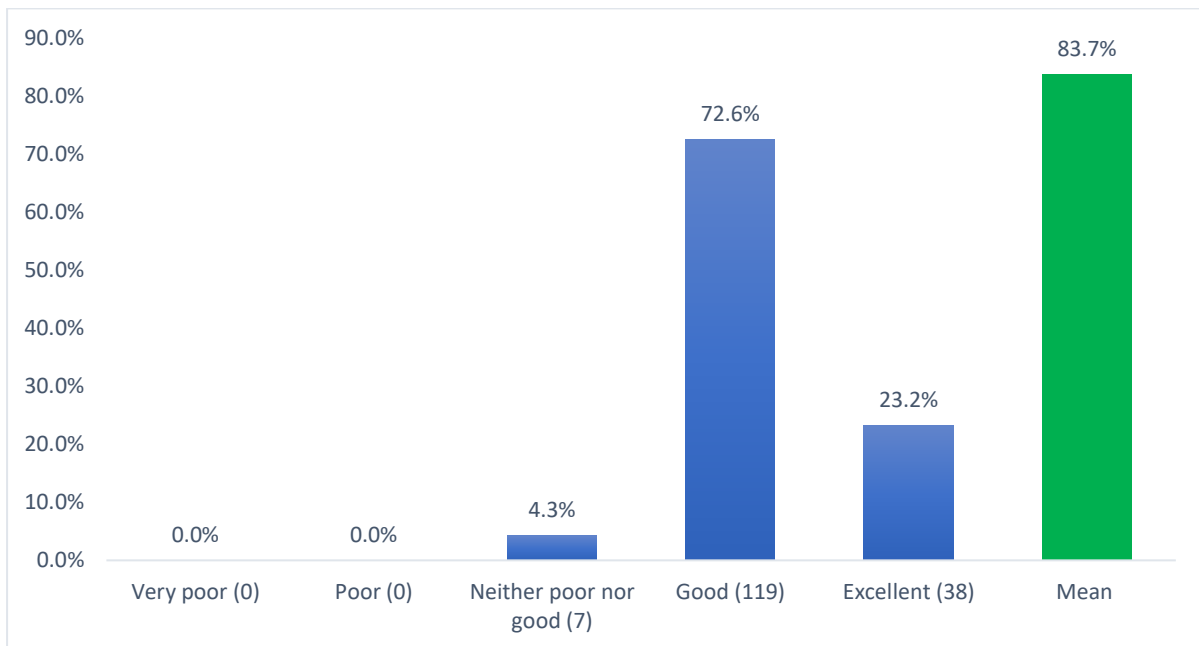
“...Some companies cannot afford to pay for the services...”

“... Prices for frequency tariffs when revised should be based on geographical regions....”

5.1.3.14 Overall performance and satisfaction

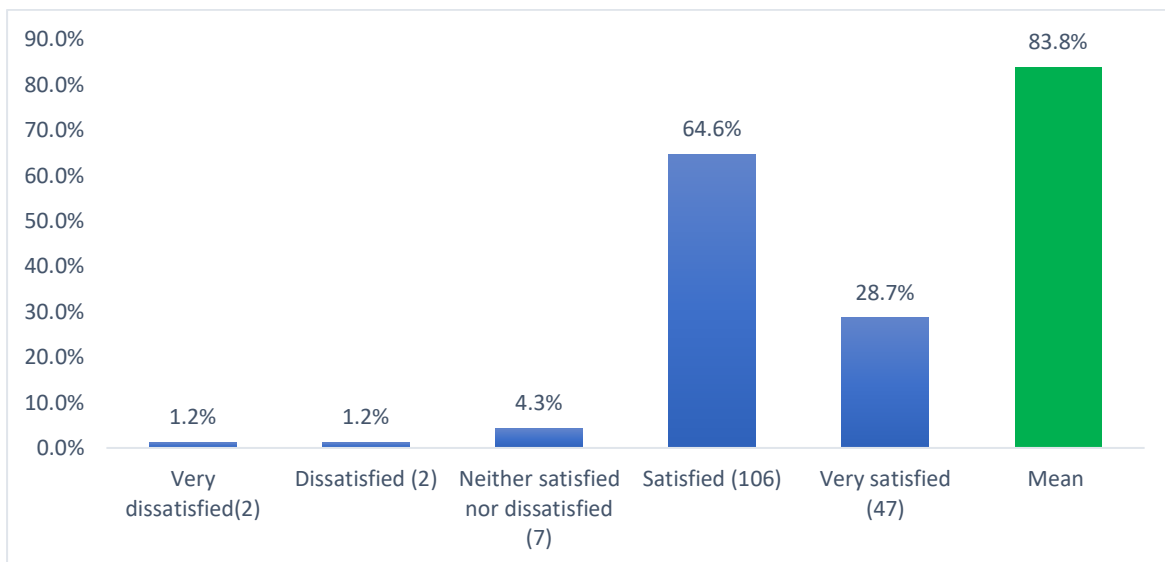
Respondents in the broadcasting category were asked to rate CA's overall performance in regulating the ICT sector in Kenya on a scale of 1 to 5, where 1 signifies very poor, 2 denotes poor, 3 represents neither poor nor good, 4 indicates good, and 5 reflects excellent. The findings indicate an overall satisfaction level of 83.7%, as shown in Figure 38.

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



Respondents in this category were then asked rate their overall satisfaction with services received from CA using a scale from 1 to 5 (1 being very dissatisfied, 2 for dissatisfied, 3 for neither satisfied nor dissatisfied, 4 for satisfied, and 5 for very satisfied). The findings indicate an overall satisfaction level of 83.8%, as shown in Figure 39.

Figure 39: Overall satisfaction with services received from CA.



Stakeholders suggest improvements for CA to boost satisfaction: ensuring calls are answered, proactively sharing updates, replying to emails promptly, lowering fees for struggling stations, treating new players fairly, and potentially reducing internet costs with tax breaks. These point to desires for better communication, affordability, and fairness, which CA can address through responsiveness, transparent updates, and revised fee structures. Remember, further research is key for a broader understanding.

“.....CA should endeavor to speak to clients when called. Also consider reducing annual charges. They are too high for poor community radios.....”

“.....To always update on new regulations and policies.....”

“..... DBA membership should be taken seriously like Old Media owners. Old media owners have had time to grow in the past five decades. DBA members are learning to scale the stairs and chew gum at the same time.....”

“... improve on customer client relationship...”

“... Improve in replying to queries (on email)...”

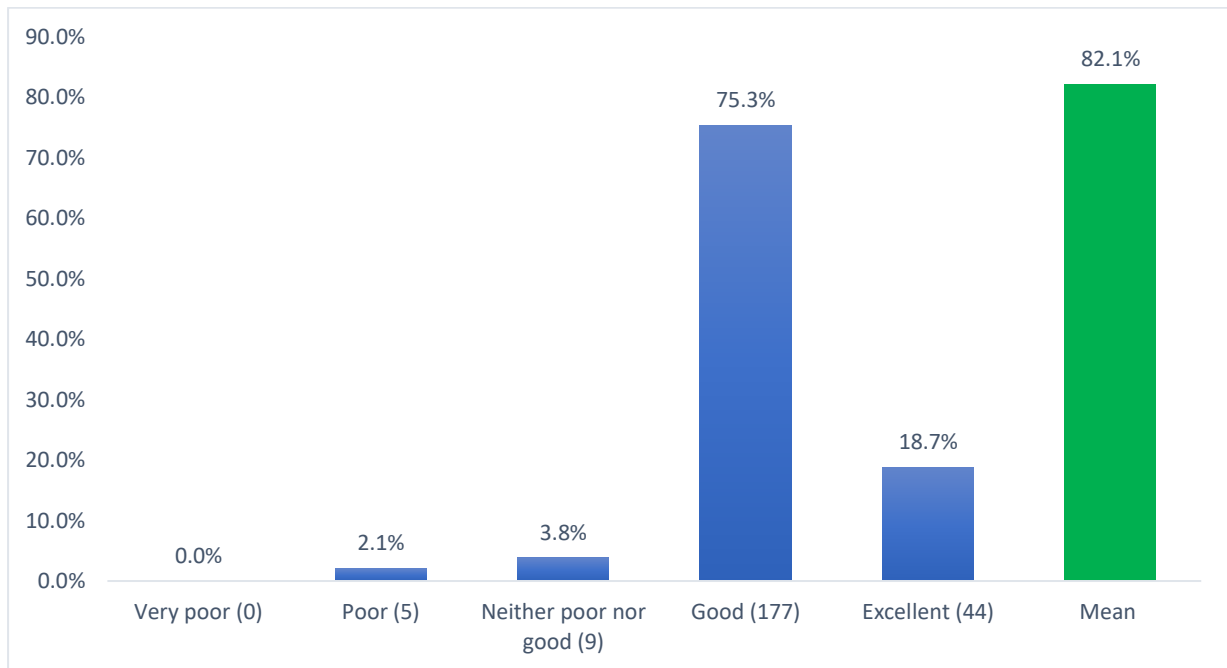
“..... To facilitate broadcasting and economy growth, internet cost should be lowered and tax zero rated.....”

5.1.4 Frequency

5.1.4.1 Evaluation of awareness of CA's mandate

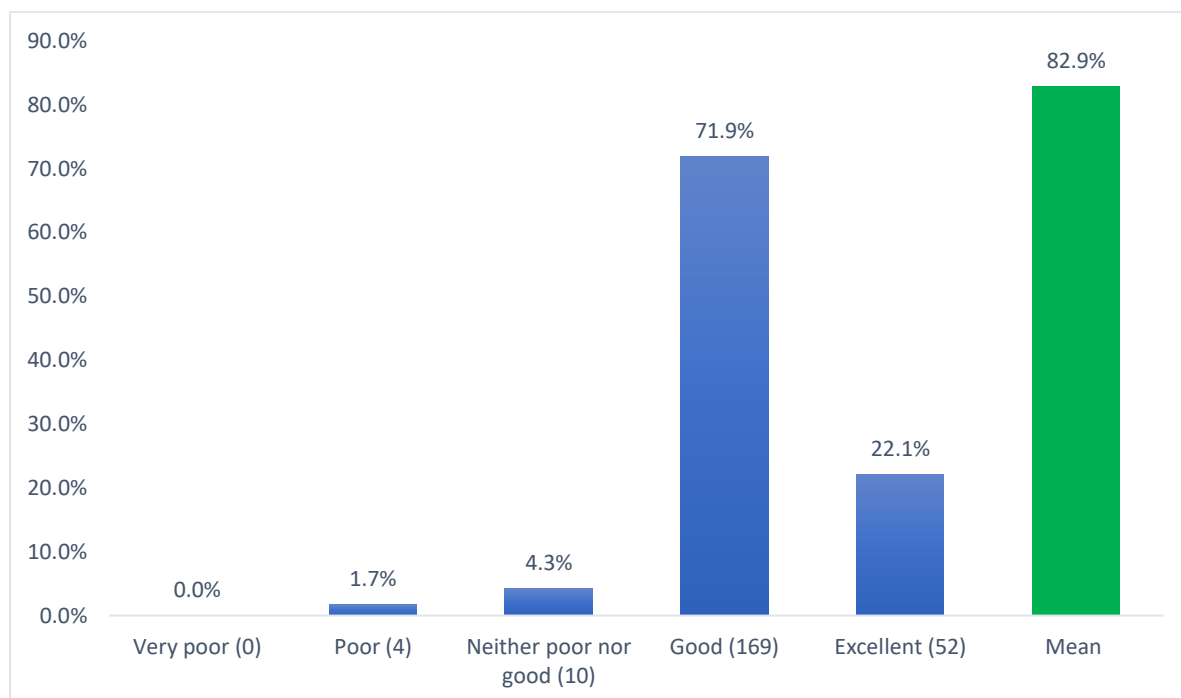
The survey assessed the extent to which respondents within the frequency spectrum category were aware of CA roles as the ICT regulator by using a scale of 1 – 5 (where 1 is very poor, 2-poor, 3-neither poor nor good, 4-good and 5 is excellent). The results presented in Figure 40, indicate an average awareness score of 82.1%.

Figure 40: Awareness on CA mandate



Additionally, the respondents were asked to rate CA performance in executing their roles. An average rating of 82.9% was obtained as shown in Figure 41.

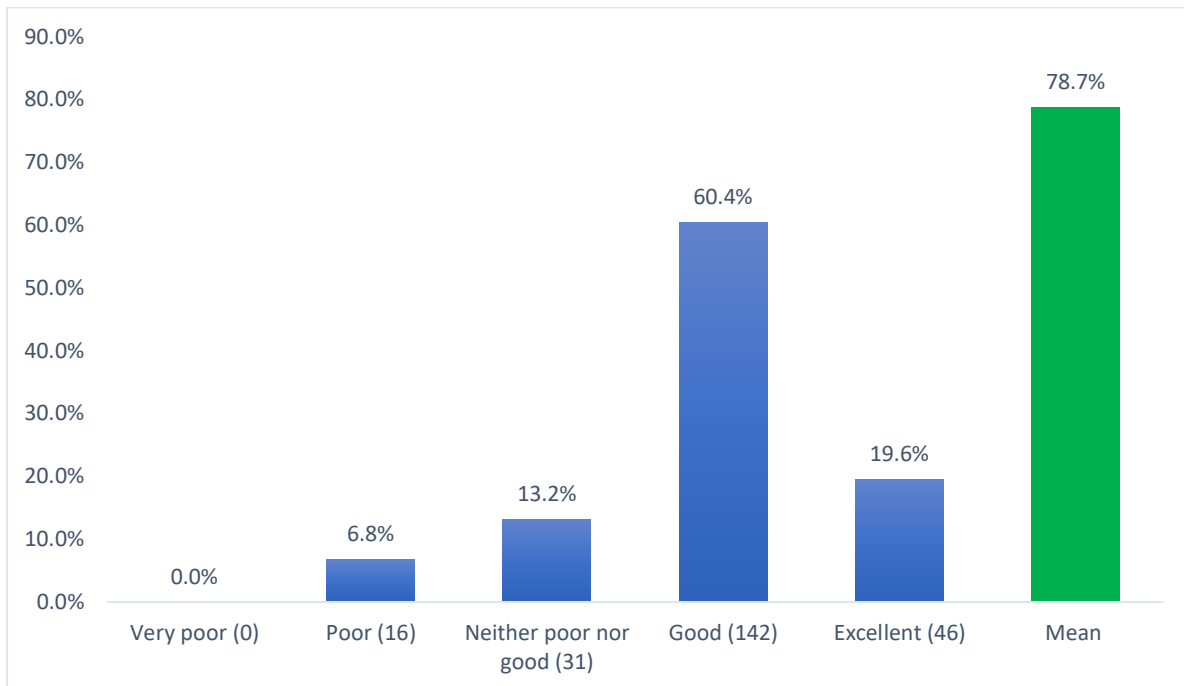
Figure 41: Rating performance of CA in executing its mandate



5.1.4.2 Evaluation of CA's service delivery

Respondents in this category were also asked to rate CA service delivery on a scale of 1 to 5, where 1 represents very poor, 2 denotes poor, 3 indicates neither poor nor good, 4 stands for good, and 5 signifies excellent. The average score indicating the overall satisfaction of CA's service delivery is 78.7% as shown in Figure 42.

Figure 42: Satisfaction with CA’s service delivery



Additional feedback suggest CA needs to modernize its operations and tighten frequency management practices. Focusing on digitalization, streamlining processes, and prioritizing timely service delivery could significantly improve customer satisfaction and overall efficiency.

“..... To regularly scan Frequency spectrum, and not to issue same frequency to other regions....”
“..... Manual processes all the day.”
“..... Delay of services is becoming a norm. Waiting for a service for 4hours is not efficient....”

5.1.4.3 Evaluation of CA’s core values

Participants were asked to assess how well CA demonstrated its core values using a scale of 1-5 (1 being very poor, 2 poor, 3 neither poor nor good, 4 good, and 5 very excellent). The results show an average score of 82.4%, as presented in Table 41.

Table 40: CA core values

Core Value	1	2	3	4	5	MEAN
Integrity in adhering to national, corporate, moral and ethical values, acting with honesty and fairness, and treating all internal and external stakeholders with respect and within the law	0 (0.0%)	3 (1.2%)	22 (9.3%)	155 (65.9%)	55 (23.6%)	82.7%
Innovative in originality, flexibility and effectiveness in translating an idea or method into a product or service that creates value and growth in the market and society;	2 (0.9%)	0 (0.1%)	19 (8.1%)	172 (73.1%)	42 (17.8%)	81.6%
Excellence in continuous improvement and provision of high-quality services to internal and/or stakeholders	1 (0.5%)	1 (0.6%)	28 (12.0%)	157 (66.8%)	47 (20.1%)	82.9%
Average						82.4%

5.1.4.4 Satisfaction with CA's corporate image

Respondents indicated the extent to which they agreed with specific aspects of the corporate image of the Authority on a scale of 1-5 (1 being strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree, and 5 strongly agree). The average score representing the overall agreement rating was found to be 83.1%, as presented in Table 42 reflecting a favorable view of CA's corporate image.

Table 41: Satisfaction with CA corporate image

Role	1	2	3	4	5	MEAN
CA is an organization I can trust	0 (0.0%)	0 (0.0%)	12 (5.1%)	163 (69.2%)	60 (25.7%)	84.8%
I have confidence in CA's staff and management to execute its mandate	0 (0.0%)	0 (0.2%)	14 (6.0%)	160 (68.1%)	60 (25.7%)	82.9%
CA is an innovative organization	0 (0.0%)	5 (2.1%)	23 (9.8%)	161 (68.4%)	46 (19.7%)	81.9%
CA is reliable	0 (0.0%)	2 (0.7%)	20 (8.4%)	154 (65.7%)	59 (25.2%)	82.7%
CA professionally discharges its mandate	0 (0.0%)	0 (0.0%)	17 (7.3%)	161 (68.4%)	57 (24.3%)	83.7%
CA has a good reputation	0 (0.0%)	1 (0.6%)	10 (4.4%)	172 (73.1%)	51 (21.9%)	83.8%
CA is involved in corporate social responsibilities activities	0 (0.0%)	2 (0.8%)	15 (6.3%)	172 (73.3%)	46 (19.6%)	81.7%
Average						83.1%

Overall, the feedback is positive, with participants highlighting the institution strong branding and media visibility. However, some participants also mentioned that the company needs to do more to address cybercrime and mobile money fraud.

“.....Excellent branding and media visibility.....”

“.....The only challenge they need to strengthen is on cybercrime and mobile money fraudsters.....”

5.1.4.5 CA customer expectations

Respondents were asked to indicate their degree of agreement with statements on customer expectations. using a 1-5 scale (1 being strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree, and 5 strongly agree). The average agreement level obtained was 81.6% as shown in Table 43. suggesting customer expectations are met to a great extent.

Table 42: CA customer expectations

Statement	1	2	3	4	5	MEAN
CA provides timely issuance of licenses and regulation of all systems and services in the ICT sector	1 (0.6%)	3 (1.1%)	24 (10.1%)	166 (70.7%)	41 (17.5%)	81.2%
CA prudently manages spectrum, numbering and addressing resources	0 (0.2%)	4 (1.9%)	22 (9.4%)	165 (70.3%)	43 (18.2%)	80.3%
CA timely type of approves/type accepts ICT equipment.	2 (0.8%)	5 (2.2%)	23 (9.8%)	171 (72.8%)	34 (14.4%)	79.5%
CA protects consumer rights within the ICT sector	1 (0.3%)	2 (0.8%)	17 (7.4%)	165 (70.2%)	50 (21.3%)	81.7%
CA prudently manages competition in the sector	1 (0.3%)	5 (2.1%)	17 (7.4%)	159 (67.7%)	53 (22.5%)	80.9%
CA prudently regulates retail and wholesale tariffs for ICT services	1 (0.3%)	2 (0.9%)	25 (10.5%)	166 (70.6%)	42 (17.7%)	80.7%
CA prudently manages and administers the Universal Service Fund	1 (0.6%)	0 (0.0%)	20 (8.7%)	176 (75.1%)	37 (15.6%)	81.9%
CA prudently monitors activities of licensees to ensure compliance to license terms and conditions.	1 (0.3%)	2 (0.8%)	5 (2.0%)	161 (68.7%)	66 (28.2%)	83.9%

CA prudently manages cyber security	1 (0.3%)	2 (0.9%)	8 (3.3%)	161 (68.4%)	64 (27.1%)	84.1%
Average						81.6%

Participants expressed satisfaction with CA's branding and media presence, but emphasized the need for stronger action on cybercrime and mobile money fraud. They called for utilizing the Universal Service Fund to support community radio stations and criticized the license

“.....Do more for cyber security and fraudsters.....”

“.....The Universal Service Fund should benefit community free to air radios.....”

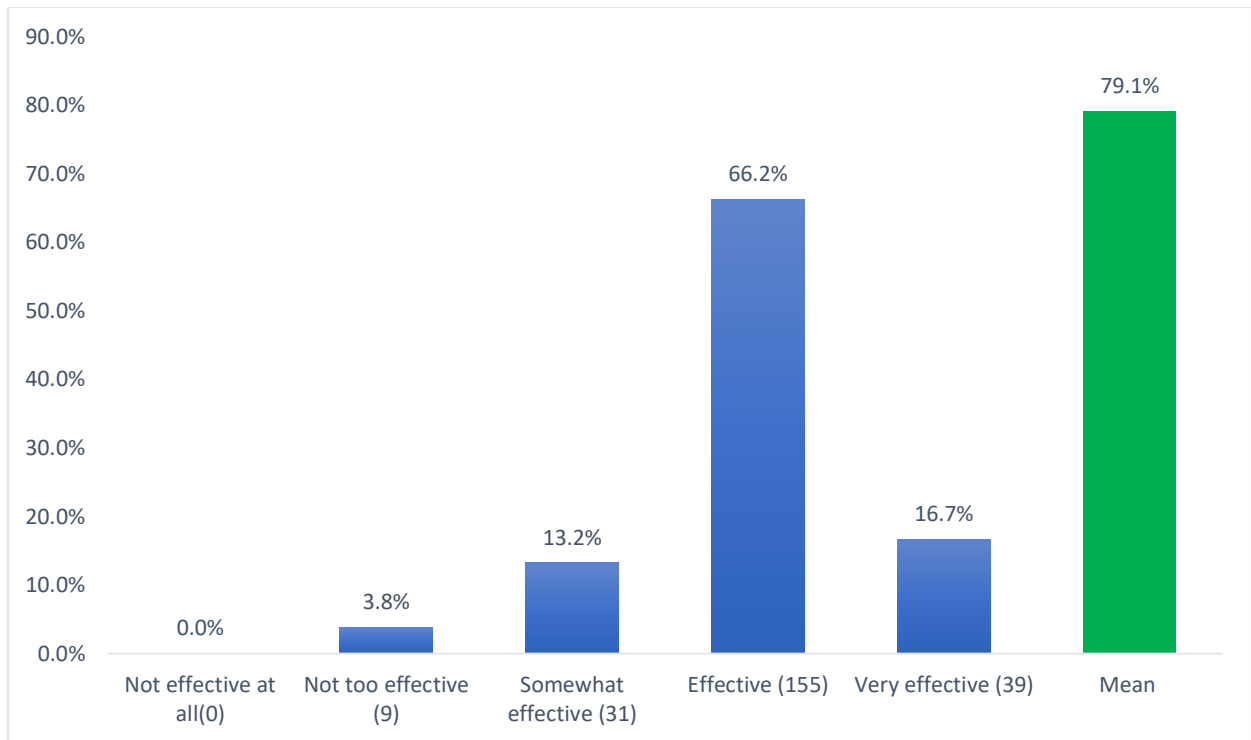
“.....Licenses should be printed prior date of expiry. absence of signatory brings delay.....”

renewal process for lacking pre-printed forms and causing delays due to missing signatories. These findings highlight concerns about safety, accessibility, and efficiency, urging CA to prioritize cybersecurity, community access, and streamlined administrative procedures.

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

All participants confirmed that they were aware of the external service charter when asked. This awareness has been promoted through various channels such as the website, posters in headquarters, fliers/brochures, broadcast, print, and social media. Following this, participants were asked to evaluate how well CA delivered on the promises outlined in the service charter, resulting in an average score of 79.1%, as depicted in Figure 43.

Figure 43: Effectiveness of CA in delivering promises in the service charter



5.1.4.7 Satisfaction with granting of approvals

Every respondent with a frequency spectrum license confirmed seeking approval from CA in the year preceding the survey. The type of approvals sought include tariffs, equipment types approvals and radio licenses.

The survey further assessed the perception of the respondents regarding the effectiveness of CA in managing approvals with respect to timeliness on a scale of 1-5, 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree. The findings revealed an average score of 77.8%, as presented in Table 44.

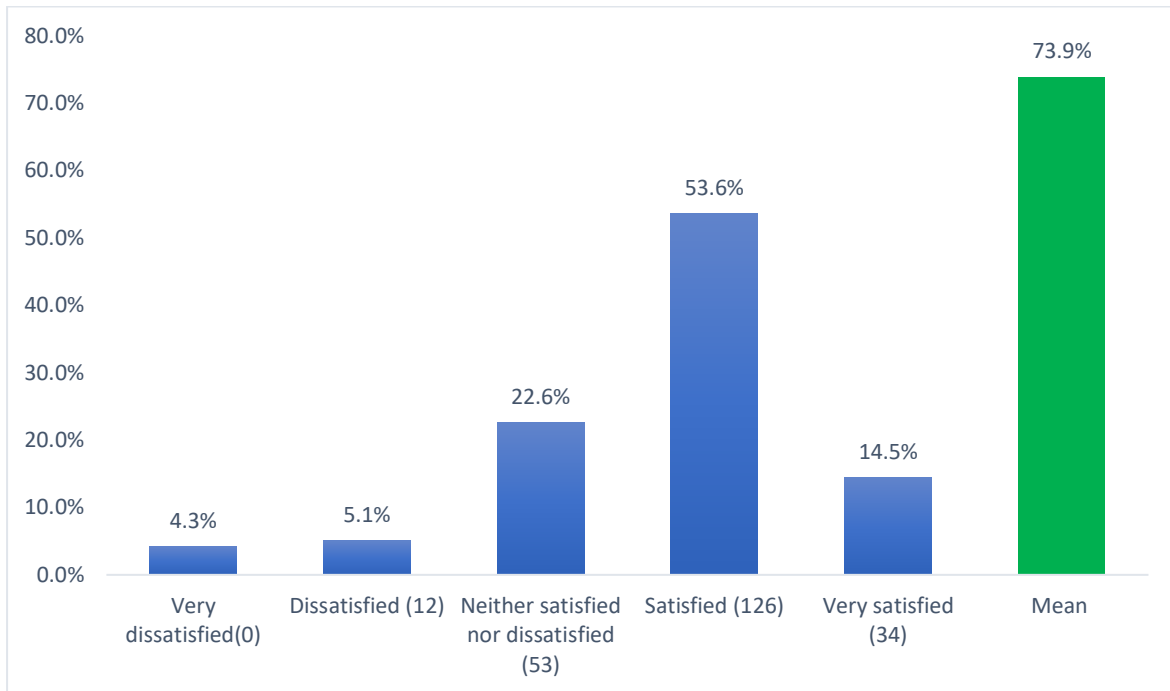
Table 43: Satisfaction with handling of approvals

Statement	1	2	3	4	5	MEAN
CA provides approves interconnection agreements between service providers within 14 days	0 (0.0%)	2 (1.0%)	17 (7.3%)	173 (73.8%)	42 (17.9%)	81.8%
CA approves promotions and special offers within 3 days	0 (0.0%)	14 (6.1%)	39 (16.7%)	157 (66.9%)	24 (10.3%)	75.9%
CA approves tariffs within 3 days after application	0 (0.0%)	23 (9.7%)	32 (13.5%)	145 (61.7%)	35 (15.1%)	75.6%
Average						77.8%

5.1.4.8 Satisfaction with complaints handling mechanisms

The survey assessed the degree of satisfaction concerning complaint handling mechanisms. All respondents with a frequency spectrum license affirmed filing complaints with CA in the past year primarily via emails. Respondents were asked to rate how satisfied they were with the way CA handled their complaints, using a scale of 1 to 5 (1 being very dissatisfied, 2 dissatisfied, 3 neither satisfied nor dissatisfied, 4 satisfied, and 5 very satisfied), the average satisfaction score was 73.9%, as depicted in Figure 44.

Figure 44: Satisfaction with how CA handles complaints



Participants were then asked to use a scale of 1 to 5 (1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree.) to indicate their level of agreement with statements related efficiency in handling complaints. The result indicated an average agreement score of 74.7%, as shown in Table 45.

Table 44: Satisfaction with complaints handling mechanisms

Statement	1	2	3	4	5	MEAN
CA provides resolution of complaint within 30 days	10 (4.1%)	9 (3.9%)	34 (14.3%)	122 (52.1%)	60 (25.6%)	76.6%
CA provides resolution on frequency interference within 14 days	0 (0.0%)	35 (14.8%)	40 (16.9%)	102 (43.6%)	58 (24.7%)	72.7%
Average						74.7%

Upon being asked to provide additional comments regarding the handling of complaints, the need to promptly resolve complaints was highlighted.

“.....when frequency interference is reported should be acted on fast.....”

5.1.4.9 Satisfaction with handling of information and communication

The survey also evaluated the satisfaction levels of respondents regarding how CA manages information and communication. This evaluation involved examining the acquisition of information in the past year, the channels used to obtain information from CA, the reliability of these communication channels, and the satisfaction rating of information received from CA. All participants within this category confirmed that they had indeed sought information from CA.

a) Channels used to obtain information from CA.

In response to inquiries about the channels utilized for obtaining information, it was found that E-Mails, Telephones, and physical visits were the predominant methods employed, as indicated in Table 46.

Table 45: Channels used to obtain information from CA.

What kind of information did you seek?	Percentage
E-mail	81 (34.4%)
Telephone	60 (25.4%)
Walking visits at CA service points	38 (16.1%)
CA website	11 (4.5%)
Letters	25 (10.8%)
CA forums and workshops	4 (1.9%)
Print media	3 (1.3%)
Social media	4 (1.9%)
Broadcast media	8 (3.2%)
Other	0 (0.0%)
Totals	235

b) Reliability of channels used to obtain information from CA

In response to inquiries about the reliability of channels used to obtain information from CA, participants were asked to rate these channels on a scale of 1 to 5 (where 1 is extremely unreliable, 2 is unreliable, 3 is somewhat reliable, 4 is reliable, and 5 is extremely reliable). The results, as per Table 47, were promising, with an average satisfaction level of 80.3%.

Table 46: Reliability of channels used to obtain information

Indicator	1	2	3	4	5	Mean
E-mails	7 (2.9%)	13 (5.4%)	46 (19.4%)	169 (71.9%)	1 (0.4%)	72.40%
Telephone	23 (9.6%)	36 (15.3%)	10 (4.2%)	82 (34.7%)	85 (36.2%)	73.60%

Walk-in visits at CA service points	0 (0.0%)	0 (0.0%)	31 (13.3%)	144 (61.4%)	59 (25.3%)	82.60%
Letters	0 (0.0%)	0 (0.0%)	0 (0.0%)	235 (100.0%)	0 (0.0%)	81.10%
Website	0 (0.0%)	1 (0.2%)	54 (23.1%)	96 (40.8%)	84 (35.7%)	81.70%
CA forums and workshops	0 (0.0%)	0 (0.0%)	0 (0.0%)	235 (100.0%)	0 (0.0%)	81.30%
Print media	0 (0.0%)	0 (0.0%)	0 (0.0%)	235 (100.0%)	0 (0.0%)	82.40%
Social media	0 (0.0%)	0 (0.0%)	9 (3.8%)	132 (56.2%)	94 (40.0%)	85.90%
Broadcast media	0 (0.0%)	0 (0.0%)	0 (0.0%)	235 (100.0%)	0 (0.0%)	81.30%
Average						80.3%

When asked whether CA responded to their enquiry within 3 working days, a substantial majority of the respondents (84.2%) indicated that they had received a response within this specified time frame.

c) Satisfaction ratings of information received from CA

Respondents were asked to rate their satisfaction with the information received from CA. An average score 82.3 % was obtained as presented in Table 48.

Table 47: Satisfaction rating of information received from CA.

Indicator	1	2	3	4	5	Mean
Authenticity of the information	0 (0.0%)	1 (0.4%)	17 (7.1%)	182 (77.3%)	36 (15.2%)	83.1%
Relevance of the information	0 (0.0%)	2 (0.9%)	10 (4.3%)	176 (75.1%)	46 (19.7%)	82.7%
Clarity of the information	2 (0.9%)	5 (2.1%)	23 (9.9%)	164 (70.4%)	40 (17.2%)	83.8%
Adequacy of the information	1 (0.4%)	3 (1.3%)	15 (6.5%)	172 (73.4%)	43 (18.4%)	81.6%
Timeliness of the information	2 (0.8%)	10 (4.3%)	17 (7.4%)	168 (71.6%)	37 (15.9%)	80.3%
Average						82.3%

In response to the inquiry about their general feeling about the information received from CA the findings are presented in Table 49.

Table 48: General feeling about information received from CA.

Which of the following statements would best describe how you generally feel about the information you receive from CA?	Percentage
CA keeps its licensees adequately informed	184 (78.1%)

CA keeps its licensees fairly well informed	39 (16.4%)
CA gives its licensees only a limited amount of information	10 (4.1%)
CA never gives its licensee adequate information	3 (1.4%)
Totals	235

The feedback regarding CA's information and communication practices is primarily positive.

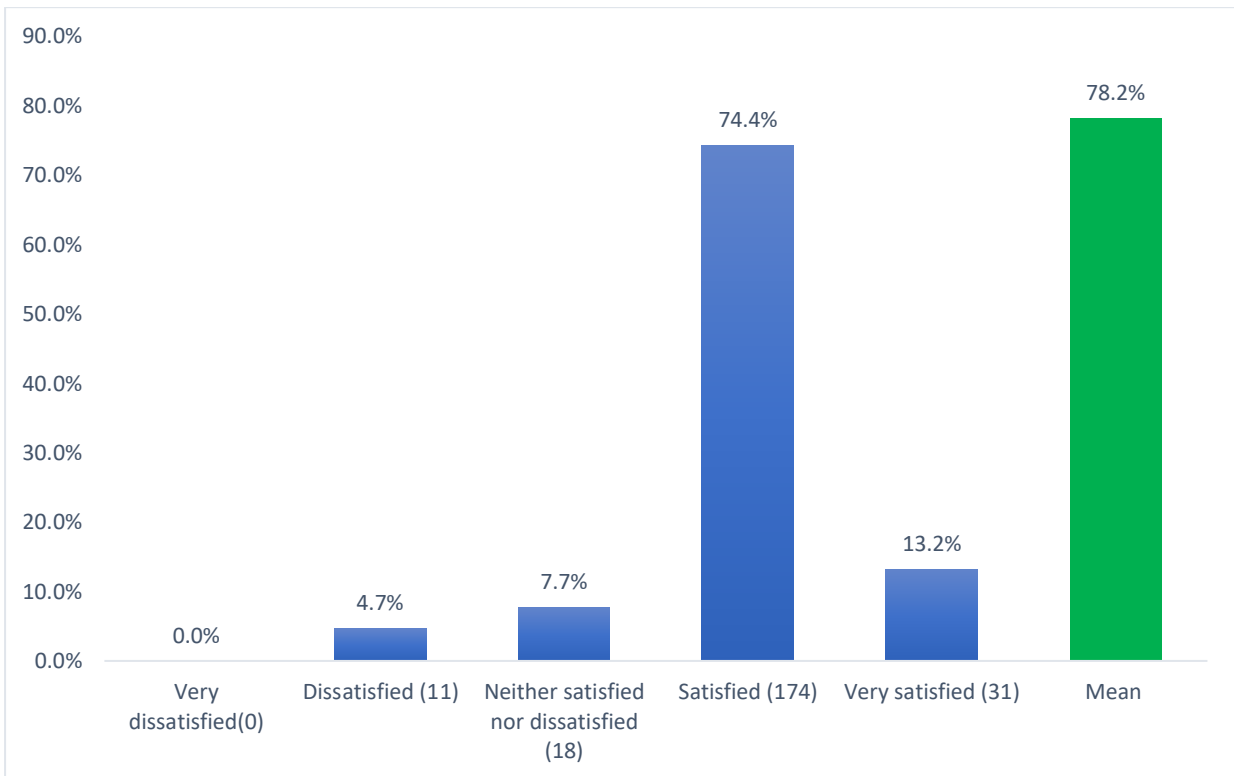
“..... CA is the best regulator, they keep us posted very well.....”

“..... They keep their clients adequately informed and acts promptly

5.1.4.10 Satisfaction rating with quarterly reports

The survey sought to establish the respondent’s satisfaction rating with quarterly reports that they received from the Authority. The satisfaction level obtained for respondents within this category was 78.2% as shown Figure 45.

Figure 45: Satisfaction with quarterly reports



5.1.4.11 Satisfaction rating of CA commitment to the customer

In rating their satisfaction with CA's dedication to customer service, an average score of 81.3 % was obtained, as shown in Table 50.

Table 49: Satisfaction with commitment to customer.

Indicator	1	2	3	4	5	Mean
CA treats information that you give them in the course of seeking services with utmost confidentiality	0 (0.0%)	2 (0.9%)	12 (5.1%)	188 (80.1%)	33 (13.9%)	81.4%
CA provides services with the greatest professional competence	0 (0.0%)	2 (0.8%)	17 (7.4%)	155 (66.0%)	61 (25.8%)	81.6%
CA provides you with all the relevant information that you may require	0 (0.0%)	5 (2.3%)	18 (7.7%)	155 (65.8%)	57 (24.2%)	81.9%
CA resolves all complaints received within the stated timelines	0 (0.0%)	5 (2.1%)	17 (7.4%)	178 (75.9%)	34 (14.6%)	80.8%
CA is ethical in all their dealings at all times	0 (0.0%)	6 (2.6%)	18 (7.6%)	178 (75.7%)	33 (14.1%)	80.7%
Average						81.3%

In the comments and suggestions, respondents indicated the need for CA to continuously engage with customers as way of improving their commitment to them.

5.1.4.12 Satisfaction rating of customer rights

The satisfaction rating of customer rights was assessed using a scale from 1 to 5 (1 being very dissatisfied, 2 for dissatisfied, 3 for neither satisfied nor dissatisfied, 4 for satisfied, and 5 for very satisfied). The average score obtained was 82.3%, as outlined in Table 51.

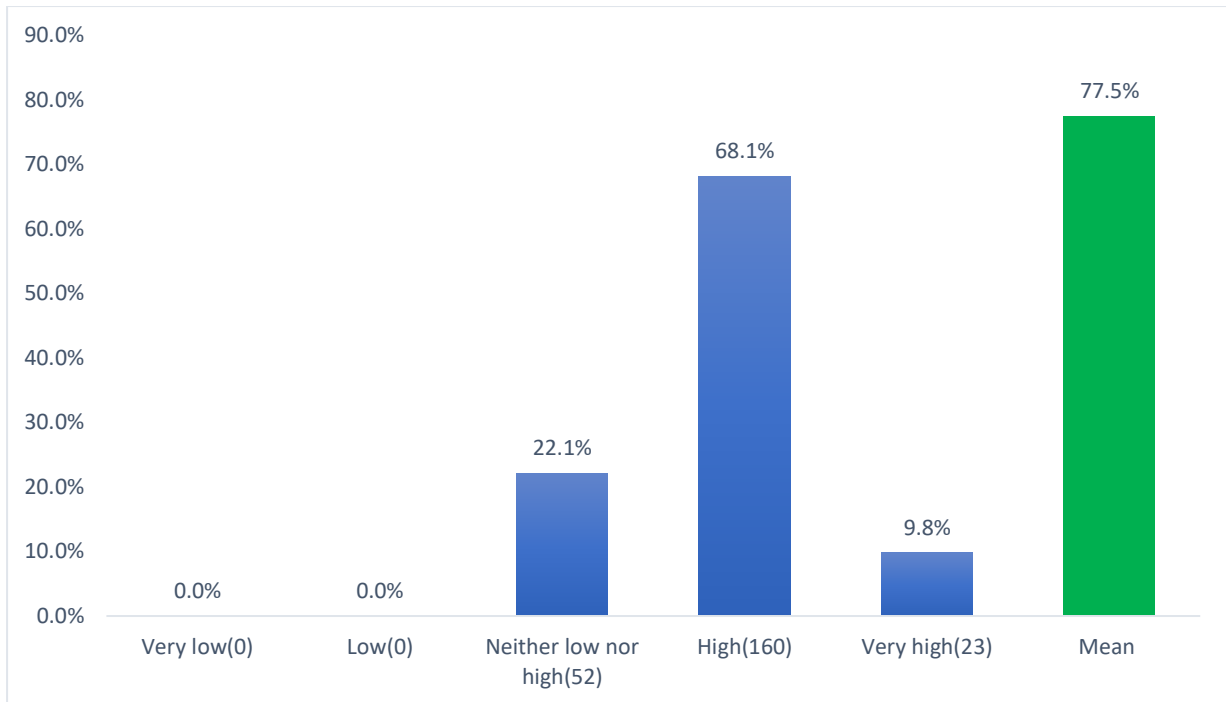
Table 50: Satisfaction with consumer rights

Indicator	1	2	3	4	5	Mean
CA treats customers with fairness, courtesy, dignity and consideration in all interactions without any discrimination	0 (0.0%)	3 (1.3%)	16 (6.9%)	172 (73.2%)	44 (18.6%)	82.1%
CA offers complete and accurate information on all on all services. This includes accessibility, time period and relevant charges	1 (0.4%)	3 (1.4%)	21 (8.9%)	163 (69.5%)	47 (20.1%)	81.7%
CA upholds privacy and confidentiality with respect to personal, business, contractual and financial information, written or oral.	0 (0.0%)	0 (0.0%)	15 (6.3%)	164 (69.6%)	57 (24.1%)	83.6%
CA resolves complaints by customers on rendered services	2 (0.7%)	1 (0.5%)	22 (9.5%)	161 (68.7%)	48 (20.6%)	82.5%
CA customers participate in the review of the customer service charter	1 (0.6%)	3 (1.3%)	22 (9.2%)	175 (74.5%)	34 (14.4%)	81.4%
Average						82.3%

5.1.4.13 Pricing of CA services

The survey assessed the respondent's rating of the pricing of services that they received from the Authority. The findings an average score of 77.5%, as illustrated in Figure 46 indicating that a majority of the respondents felt that the cost of CA services was high.

Figure 46: Rating pricing of CA services

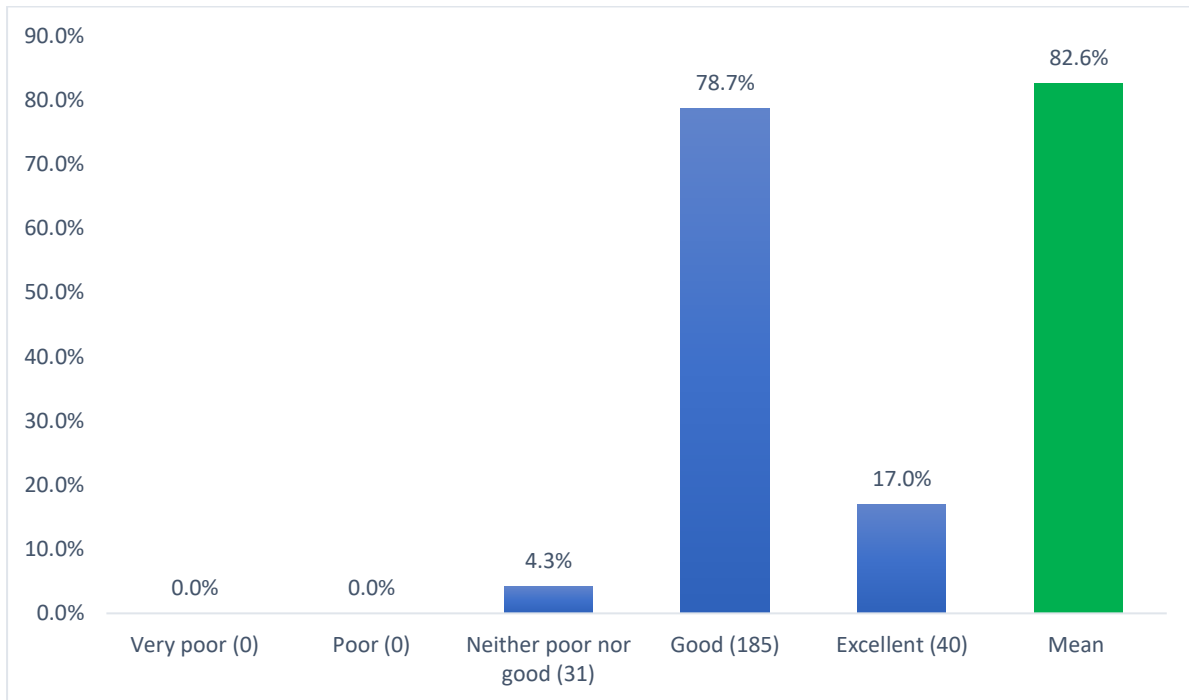


In the survey comments, participants provided extra feedback about the cost of services, noting that the pricing was generally high.

5.1.4.14 Overall performance and satisfaction

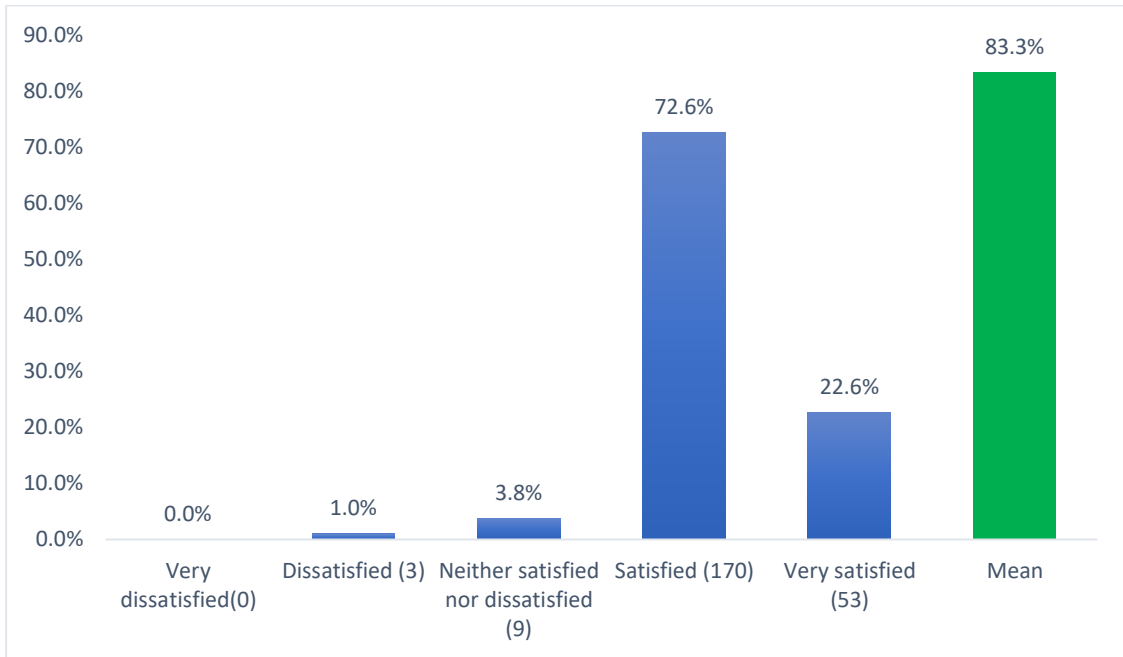
Participants within this category of licensees were asked to rate CA's overall performance in regulating the ICT sector in Kenya on a scale of 1 to 5, where 1 signifies very poor, 2 denotes poor, 3 represents neither poor nor good, 4 indicates good, and 5 reflects excellent. The findings indicate an overall satisfaction level of 82.6%, as shown in Figure 47.

Figure 47: Rating CA's overall performance in regulating the ICT sector in Kenya



Respondents with the frequency spectrum license were asked to rate their overall satisfaction with services received from CA, on a scale of 1-5 (where 1 is very dissatisfied, 2-dissatisfied, 3-neither satisfied nor dissatisfied, 4-satisfied and 5 is very satisfied), a satisfaction level of 83.3% was obtained as shown in Figure 48.

Figure 48: Overall satisfaction with services received from CA.



In additional feedback, the respondents highlighted the need to strengthen customer relationships and improve service delivery when it comes to the provision of licenses.

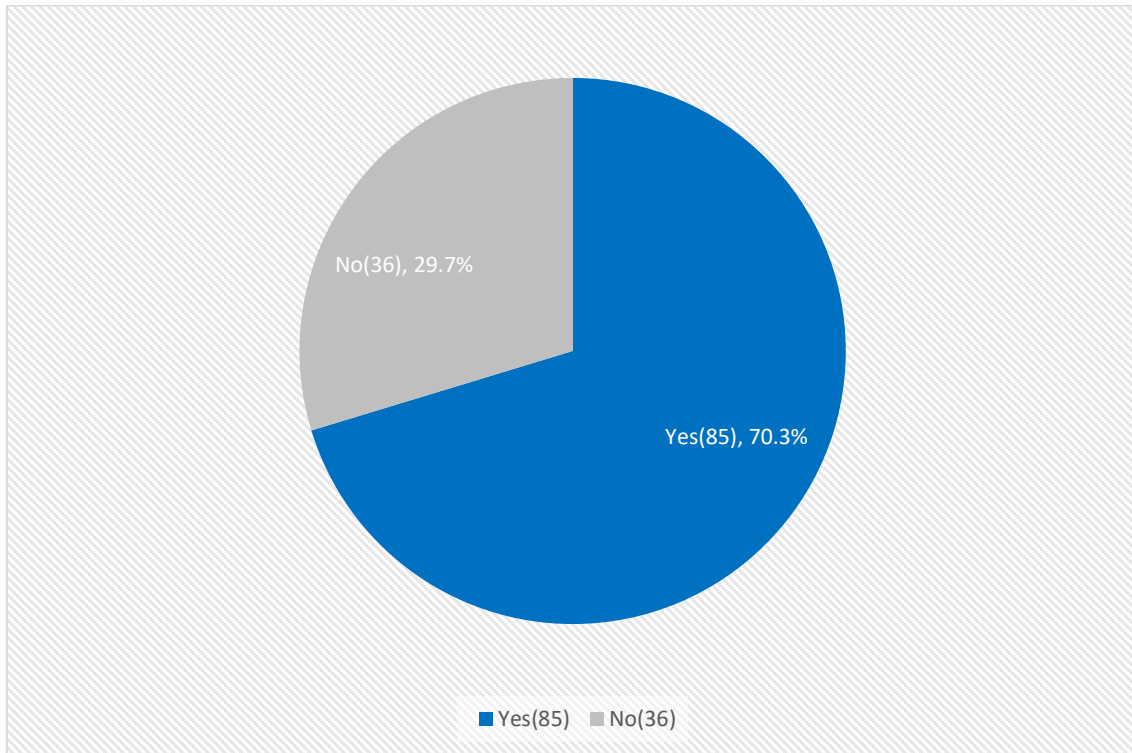
“...Improve on customer relationship...”
“...Print licenses prior day of collection...”

5.2. Suppliers

5.2.1. Awareness of CA customer service charter

The survey sought to establish whether the suppliers are aware of the customer service charter. It was established that 70.3% are aware of the ESC as shown in Figure 49.

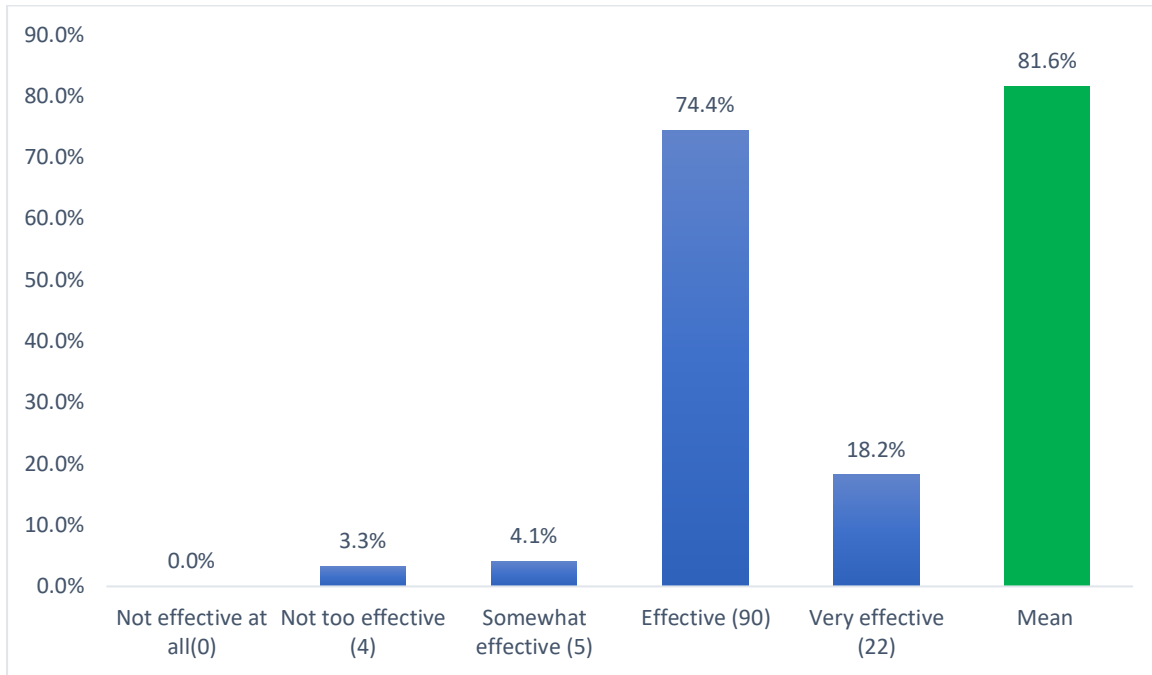
Figure 49: Awareness of CA customer service charter



Those who are aware of the customer service charter have become so through various means including posters at the headquarters, CA's website, fliers and brochures, CA forums such as conferences and road shows, broadcast media like TV and radio, print media, and social media platforms.

Respondents were asked to rate the effectiveness of CA in delivering its promises in the service charter on a scale from 1 to 5, where 1 represents "not effective at all," 2 denotes "not too effective," 3 indicates "somewhat effective," 4 stands for "effective," and 5 signifies "very effective.". The results indicate an average effectiveness score of 81.6% as shown in Figure 50.

Figure 50: Effectiveness of CA Customer service charter



5.2.2 Commitment of CA staff

The survey sought to measure the commitment level of CA staff as outlined in the charter, where it was established that 82.6% of the respondents were satisfied with their commitment.

Table 51: Commitment of CA staff

Statement	1	2	3	4	5	Mean
CA treats information that you give them in the course of seeking services with utmost confidentiality	0 (0.0%)	1 (1.1%)	3 (2.8%)	89 (73.3%)	28 (22.8%)	83.6%
CA provides services with the greatest professional competence	0 (0.0%)	1 (0.7%)	2 (1.8%)	93 (77.2%)	25 (20.5%)	82.9%
CA provides you with all the relevant information that you may require	1 (0.9%)	1 (0.6%)	2 (1.7%)	95 (78.4%)	22 (18.4%)	82.8%
CA resolves all complaints received within the stated timelines	2 (1.6%)	0 (0.0%)	4 (2.9%)	97 (80.1%)	19 (15.4%)	81.4%
CA is ethical in all their dealings at all times	1 (0.8%)	2 (1.9%)	1 (1.1%)	97 (80.3%)	19 (15.9%)	82.3%
Average						82.6%

Additional comments about the ESC revealed that CA staff are committed to their work. There was also a recommendation for CA to collaborate with individuals of all genders and diverse groups.

5.2.3 CA corporate image

Respondents indicated the extent to which they agreed with specific aspects of the corporate image of the Communications. In particular, the aspects measured include access to information, staff attitude and staff competence. It was established that CA has an average score of 83.0% with access to information scoring 83.2%, staff attitude 82.8% and staff competence 82.9%. The overall satisfaction is 83.0% as presented in Table 53 reflecting a favorable view of CA's corporate image.

Table 52: CA corporate image

Statement	1	2	3	4	5	DK	Mean
Access to information							
Availability of relevant information to CA (n = 120)	0 (0.0%)	2 (1.3%)	2 (1.3%)	94 (77.8%)	24 (19.6%)	1	82.8%
Promptness, timeliness of information from CA (n = 120)	1 (1.0%)	1 (1.2%)	1 (1.1%)	93 (76.6%)	24 (20.1%)	1	83.1%
Ease of getting information (n = 120)	1 (1.1%)	1 (0.5%)	0 (0.0%)	90 (74.5%)	28 (23.9%)	1	83.7%
Average							83.2%
Staff attitude							
CA staff treat you with respect (n=120)	0 (0.0%)	0 (0.0%)	2 (1.4%)	92 (76.5%)	26 (22.1%)	1	83.5%
CA staff members are courteous (n=120)	2 (1.3%)	0 (0.0%)	0 (0.0%)	92 (75.8%)	28 (22.9%)	1	82.9%
CA staff members provide quality services (n=120)	2 (1.3%)	1 (1.1%)	0 (0.0%)	87 (71.5%)	30 (26.1%)	1	83.7%
CA staff members are transparent and accountable (n=120)	3 (2.2%)	3 (2.3%)	1 (1.2%)	90 (74.2%)	24 (20.1%)	1	81.2%
Average							82.8%
Staff competence							
CA staff are knowledgeable in their line of duty (n=120)	0 (0.0%)	0 (0.0%)	1 (0.8%)	88 (73.7%)	30 (25.5%)	1	84.9%
CA staff uphold integrity (n=120)	1 (1.1%)	3 (2.3%)	3 (2.2%)	90 (75.3%)	22 (19.1%)	1	81.8%
CA staff are proficient in communication (n=120)	3 (2.1%)	2 (1.3%)	0 (0.0%)	92 (77.2%)	23 (19.4%)	1	82.1%
Average							82.9%
Grand average							83.0%

While feedback suggests satisfaction with the tender process, comments highlight the need for improved "sensitization" to specific topics, potentially regarding regulations or user needs. Staff are perceived as proficient, but limited opportunities raise concerns about talent management. Overall, CA has a positive corporate image.

“...More sensitization.....
“...When submitting my tender documents the process was transparent....” r
“.....Staff are proficient but no opportunity offered.....”

5.2.4 CA procurement process

The survey looked at how CA handles procurement by checking how easy it is to get tender details, how quickly contracts are awarded, and how promptly tenders are submitted. The overall score averaged 82.9%.

a) Access to tender information

The average score for accessing tender information was 84.7%, as indicated in Table 54.

Table 53: Access to tender information

Statement	1	2	3	4	5	Mean
The tender adverts in public notices, websites and other channels are clear	1 (0.8%)	1 (0.8%)	0 (0.0%)	86 (70.7%)	35 (29.3%)	86.4%
The tender evaluation criteria is clearly explained to all bidders	1 (0.5%)	2 (1.3%)	1 (0.5%)	83 (68.2%)	36 (29.5%)	85.3%
The Request for Quotation/Request For Proposal is clear (RFP/RFQ)	1 (1.0%)	1 (1.2%)	2 (1.5%)	90 (74.0%)	27 (22.3%)	83.7%
CA responds within 3 working days when an enquiry is made about the tender information	2 (1.3%)	3 (2.1%)	1 (1.1%)	89 (73.8%)	26 (21.7%)	82.6%
The procedures for purchasing of the tender documents are clear	0 (0.0%)	0 (0.0%)	0 (0.0%)	91 (75.4%)	30 (24.6%)	85.6%
All clarifications are addressed satisfactorily in the pre-bid conference	0 (0.0%)	0 (0.0%)	2 (1.5%)	92 (75.7%)	28 (22.8%)	84.8%
Average						84.7%

In the additional remarks regarding access to information, some respondents felt that CA should be more responsive.

b) Timeliness for CA contract awards

The satisfaction level for the timeliness of CA contract awards was 82.7%, as displayed in Table 55.

Table 54: Timeliness for CA contract awards

Statement	1	2	3	4	5	Mean
There is prompt communication of the outcome of the tender	1 (1.0%)	1 (1.1%)	3 (2.7%)	87 (71.6%)	29 (23.6%)	82.3%
It takes 30 days from date of acceptance to signing of the contract	0 (0.0%)	0 (0.0%)	6 (5.3%)	86 (70.8%)	29 (23.9%)	83.1%
Average						82.7%

In the additional remarks on timeliness of CA contract awards respondents provided positive feedback whilst a few had a different opinion.

“.....Contract signed within timeline.....”

“.....I submitted 2 tenders at the same day. One was rejected at the mandatory requirement stage that the auditor’s number is not valid....the other one passed this stage....when I received the regret letter I was so annoyed since the auditor’s number was genuine and readily available on the Icpak website.....”

c) Timeliness for Payment

The satisfaction level among the suppliers for the timeliness of payments scored 81.4%, as depicted in Table 56.

Table 55: Timeliness of payment

Statement	1	2	3	4	5	Mean
CA promptly accepts goods/services delivered	1 (1.0%)	1 (1.0%)	8 (6.2%)	88 (73.1%)	23 (18.7%)	81.2%
CA pays according to agreements	1 (1.1%)	2 (1.7%)	4 (3.6%)	87 (71.7%)	27 (21.9%)	81.9%
CA pays its suppliers within 30 days as stipulated in the customer service charter after acceptance of goods/services	2 (1.3%)	1 (1.0%)	7 (5.4%)	91 (74.9%)	21 (17.4%)	81.6%
CA keeps suppliers informed in case of delayed payments	2 (2.0%)	2 (1.3%)	6 (5.1%)	89 (73.3%)	22 (18.3%)	80.9%
Average						81.4%

In the additional remarks, a majority of the respondents indicated that payments are done in a timely manner.

5.2.5 Response to queries regarding tenders

The survey assessed the satisfaction level of suppliers with how CA responds to queries regarding tenders. Overall, suppliers were satisfied with CA's response to their queries, with an average satisfaction level of 82.6% as shown in Table 57.

Table 56: Response to queries regarding tenders

Statement	1	2	3	4	5	Mean
CA handles suppliers’ queries professionally	0 (0.0%)	1 (1.1%)	2 (1.3%)	90 (74.1%)	28 (23.5%)	83.1%
CA handles suppliers’ queries promptly	0 (0.0%)	2 (1.3%)	3 (2.3%)	88 (73.0%)	28 (23.4%)	82.6 %
CA gives prompt feedback to queries raised	0 (0.0%)	1 (0.8%)	2 (1.3%)	91 (75.6%)	27 (22.3%)	82.7%
CA provides resolution of suppliers’ complaints within 30days	1 (1.0%)	1 (1.0%)	3 (2.2%)	93 (76.6%)	23 (19.2%)	82.8%
Bidders are notified on the status of their bids	1 (1.2%)	1 (0.7%)	1 (1.1%)	90 (0.0%)	27 (74.7%)	82.3%

CA issues clear and simple contracts	0 (0.0%)	0 (0.0%)	4 (3.3%)	93 (77.1%)	24 (19.6%)	81.6%
CA issues contracts without delay	2 (1.6%)	2 (1.6%)	6 (4.7%)	90 (75.6%)	20 (16.5%)	82.1%
CA issues LPOs without delay	3 (2.6%)	3 (2.6%)	4 (3.7%)	95 (78.1%)	16 (13.0%)	83.3%
Average						82.6%

5.2.6 Accessibility

When questioned about how satisfied they were with CA's accessibility, the satisfaction level reached was 84.8%, as detailed in Table 58.

Table 57: Accessibility

Statement	1	2	3	4	5	Mean
CA physical offices are accessible	0 (0.0%)	0 (0.0%)	0 (0.0%)	96 (79.1%)	25 (20.9%)	86.5%
CA offices are accessible on phone	0 (0.0%)	1 (1.2%)	2 (1.3%)	87 (72.3%)	30 (25.2%)	84.6%
CA offices are accessible on E-Mails	0 (0.0%)	0 (0.0%)	2 (1.5%)	91 (74.9%)	286 (23.6%)	83.3%
Average						84.8%

In the additional remarks, a majority of the respondents indicated that Information is readily available and accessible.

“.....Information is readily available.....”

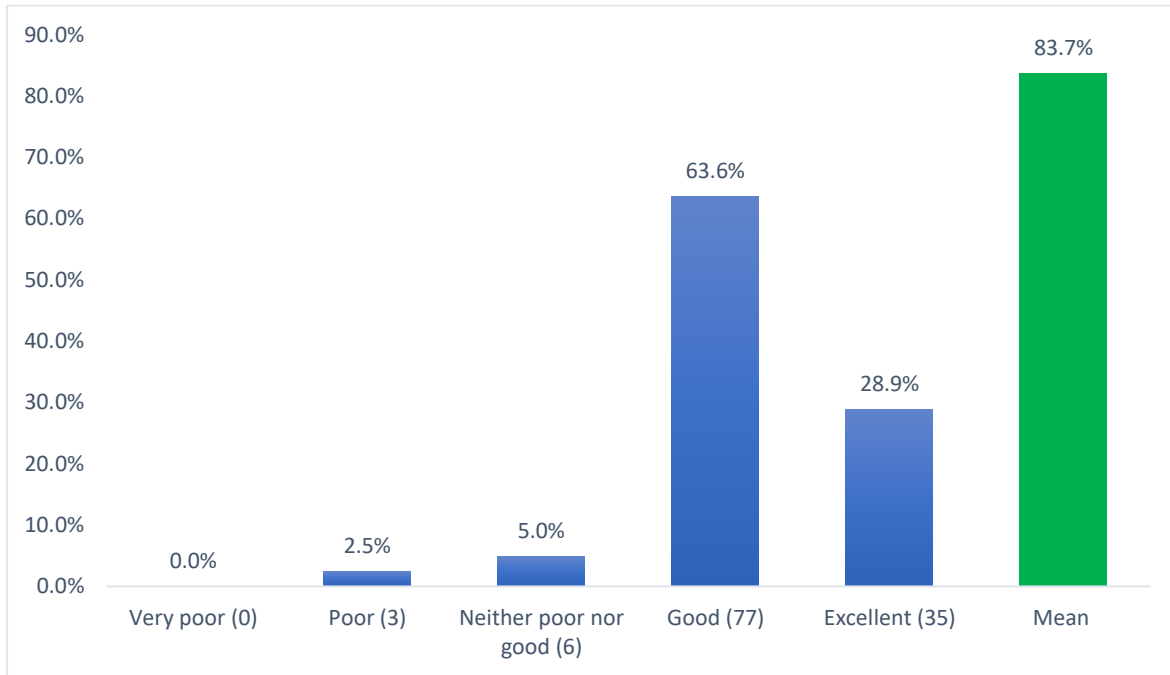
“.....Good on accessible....”

“.....Accessibility is there.....”

5.2.8 Rating of overall performance of CA

When participants were asked to rate CA's overall performance in handling clients, it was determined that the overall rating stood at 83.7%, as depicted in Figure 51.

Figure 51: Rating of overall performance of CA

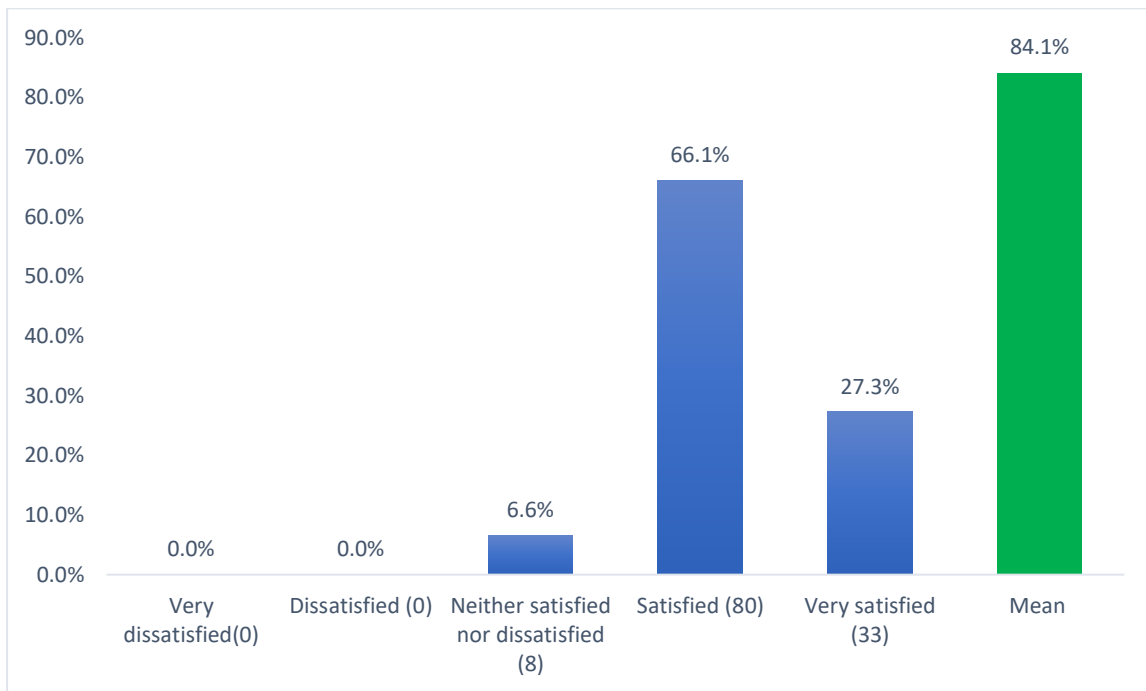


5.2.9 Rating of overall satisfaction with the services received from CA

When participants were asked to rate their overall satisfaction with the services provided by CA, the satisfaction level was recorded at 84.1%, as illustrated in Figure 52. In the additional remarks, respondents recommended that CA should organize a supplier's forum.

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Figure 52: Rating of overall satisfaction with the services received from CA

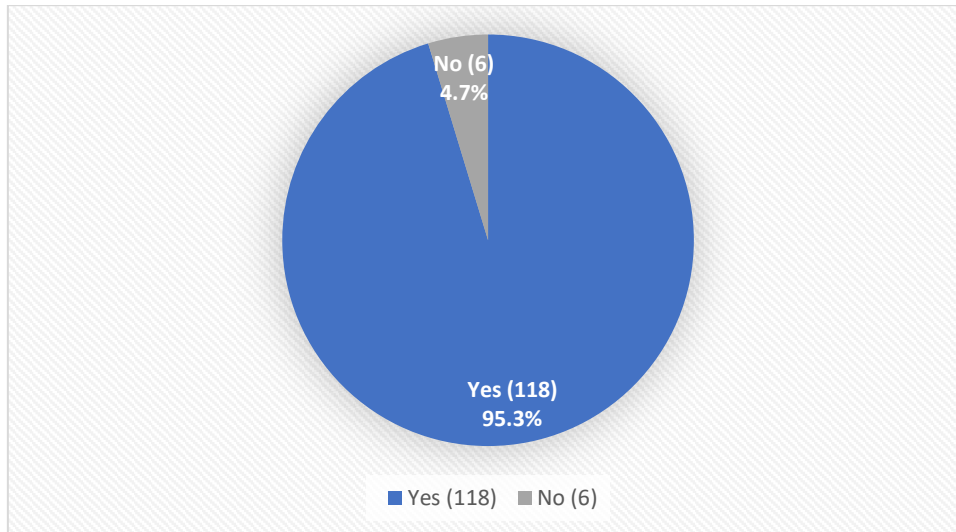


5.3 Consumers served directly by the Authority regarding complaints and enquiries

5.3.1 Interaction with Communications Authority of Kenya (CA)

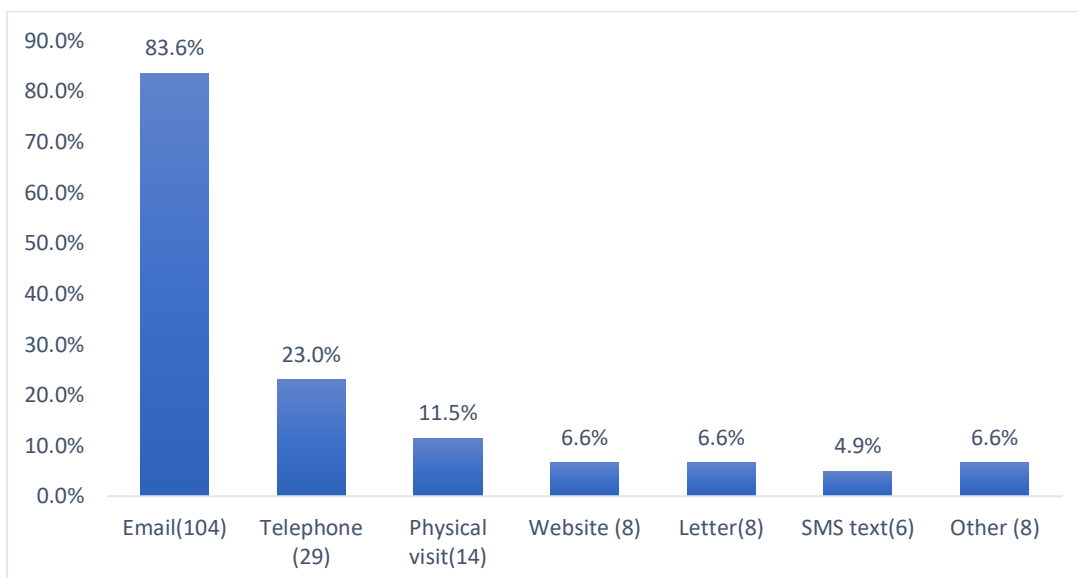
The survey inquired whether respondents had engaged with CA. It was found that 95.3% had interacted with CA as shown in Figure 53.

Figure 53: Interaction with CA



When asked about their communication channels with the authority, it was established that 83.6% used email, 23.0% preferred telephone calls, 11.5% opted for physical visits, 6.6% utilized website and letter, 4.9% relied on SMS texts, and 6.6% chose other channels including X (formerly twitter) as shown in Figure 54.

Figure 54: Channels of communication



In response to inquiries about the effectiveness of channels they used, participants were asked to rate these channels on a scale of 1 to 5 (where 1 is extremely unreliable, 2 is unreliable, 3 is somewhat reliable, 4 is reliable, and 5 is extremely reliable). The results, as per Table 59, indicate an average effectiveness score of 81.9%.

Table 58: Effectiveness of channels used to obtain service/information

Indicator	1	2	3	4	5	Mean
E-mails	1 (1.0%)	0 (0.0%)	13 (10.1%)	86 (69.5%)	24 (19.4%)	80.2%
Telephone call	4 (2.9%)	3 (2.6%)	10 (8.1%)	67 (53.9%)	40 (32.5%)	79.1%
Physical visit	0 (0.0%)	0 (0.0%)	8 (6.3%)	65 (52.8%)	51 (40.9%)	85.6%
Letters	12 (9.6%)	1 (0.7%)	11 (8.8%)	87 (70.1%)	13 (10.8%)	78.7%
Website	0 (0.0%)	0 (0.0%)	186 (17.9%)	651 (62.7%)	201 (19.4%)	82.0%
SMS text	0 (0.0%)	0 (0.0%)	19 (15.7%)	79 (64.0%)	25 (20.3%)	84.9%
Other	4 (3.2%)	6 (4.8%)	12 (9.9%)	68 (55.0%)	34 (27.1%)	83.1%
Average						81.9%

When asked to comment on their satisfaction with the reliability or effectiveness of the communication channels, mixed feedback emerged regarding communication channels. Positive experiences included prompt email replies, follow-up calls, and clear resolution of complaints. Others reported challenges like unanswered emails, unprofessional phone interactions, and lack of action taken on complaints. Overall, while some find communication effective, significant room for improvement exists, particularly regarding consistency, responsiveness, phone service, and ensuring action is taken on complaints.

"... I filed a complaint and the response was so good, emails, follow up calls, and texts on my issue was really great...."

"... Satisfied as they replied to my complaint, which was addressed"

"... I have received acknowledgments, follow up where material I supplied didn't seem clear and, when a matter appears to have been closed, whether or not I too do deem it closed satisfactorily or other:"

"... My emails are acknowledged received, the problem is whether the complaint is acted upon: result is action is not seen to have been taken, or effective...."

"...The official follow ups are well received however a few challenges like errors and a few deviations tending to become costly and needing some resolutions...."

"...Delay in picking phone and unwillingness to understand the complaint..."

"...No feedback was given on email and phone calls..."

"...The phone numbers is not well updated. Recently called the number, the customer service agent answered unprofessional. I preferred to write an email."

"...I have always received prompt and professional answers, especially in regards to Licensing procedure."

"...Very prompt in attending to customer issues..."

"...No reply or assistance was accorded..."

"... They don't respond to emails... And if they do.... It's after days..."

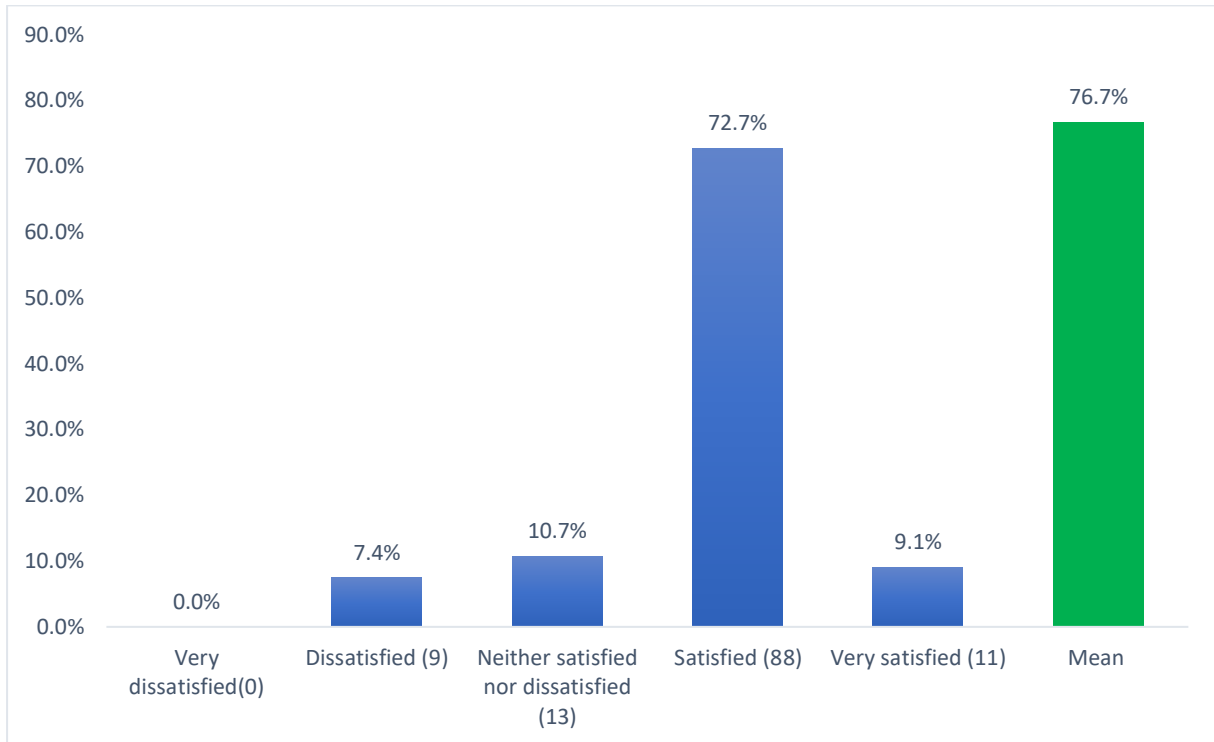
"...the team responded very quick. i would like them to make sure once they visit they do the needful to satisfy the customer..."

"...Not satisfied as could not get clear answers nor the promised follow up."

Respondents who had interacted with the Authority were asked to specify the type of service/information they were seeking from CA. The type of information that was sought from the CA officers were enquiry on type of services CA offers (18.8%), employment/internship opportunities (6.3%), seeking information on digital migration (3.1%), Seeking procurement information (7.8%), seeking investment information (4.7%) and others (70.3%). The findings indicate that there were varied services/information sought under the other category. These include network issues, speed of mobile internet providers, signal interference, complaints about digital mobile lenders who breach privacy, internet service providers, cyber bullying, cyber fraud, issues on data protection and security among others.

Survey respondents were asked to provide a satisfaction rating of how satisfied they were with the response received from CA using a scale of 1 to 5 (where 1 is very dissatisfied, 2 is dissatisfied, 3-neither satisfied nor dissatisfied, 4-satisfied, and 5-very satisfied). The overall level of satisfaction was expressed through a mean score of 76.7%, as shown in Figure 55.

Figure 55: Rating of overall satisfaction with the services received from CA



Overall, while some appreciated resolved issues and professional staff, concerns regarding communication channels and service delivery are prevalent. Inconsistent responses, unanswered inquiries, lack of follow-up on complaints, and unprofessional interactions highlight areas for improvement. Prioritizing thorough investigation, clear communication, and timely action on issues could significantly enhance customer satisfaction.

"..... My issues was solved, the concerned party (mobile network carrier) responded and compensated me well.."

"... Although CA intervened when I had issues with Telkom in regards to Internet they never investigated why the issues were recurring. I believe this lack of follow up contributed to the current situation at Telkom. If only CA had taken an extra step the situation at Telkom would have been mitigated...."

"...Effective action not seen to be taken. ..."

"...Never got a ticket or acknowledged my issue is being looked into unlike way back ..."

"...Staff are very professional..."

"..Not helpful in any way, communication was ignored despite follow-up.."

"...They made timely responses which even included a follow up email which is commendable but unfortunately nothing further has been communicated in terms of action taken against the said provider...."

".. Calls are ignored and the operators are reluctant to transfer you to the right person. Most of the time a watchman picks the calls...."

"...my enquiry was to be looked at but no response till now..."

When asked to provide the departments that they had sought services from the responses indicate that the most frequently visited departments are consumer protection and advocacy (CPA), compliance and enforcement (CE), cyber security (CS) and Postal and telecoms services (PTS). The frequency of the other departments are indicated in Table 60.

Table 59: Department visited to obtain service/information

In the last one year, have you sought for services from any of the following CA departments (If yes kindly tick the department)	Percentage
Office of the Director General (ODG)	4(3.1%)
Regulatory Affairs and Governance (RAG)	8 (6.3%)
Legal Services (LS)	8(6.3%)
Universal Service Fund (USF)	4 (3.1%)
Frequency Management (FM)	8 (6.3%)
Multimedia Services (MS)	6 (4.7%)
Postal & Telecoms Services (PTS)	19(15.6%)
Standards and Type Approval (STA)	6(3.5%)
Compliance & Enforcement (CE)	27 (21.9%)
Cyber Security (CS)	21(17.2%)
Monitoring, Inspection and Regional Coordination (MIRC)	2 (1.6%)
Competition Management (CM)	6 (4.7%)
Consumer Protection & Advocacy (CPA)	35 (28.1%)

Public Education & Awareness (PEA)	4 (3.1%)
Information and Communication Technology (ICT)	12(9.4%)
Finance and Accounts (F&A)	4(3.1%)
Human Resource & Administration (HRA)	2(1.6%)
Corporate Communication (CC)	6 (4.7%)
Research Planning & Quality Management (RPQM)	2(1.6%)
Supply Chain Management (SCM)	10(7.8%)
Internal Audit and Risk Assurance (IA&RA)	2(1.6%)

The respondents were asked to rate their satisfaction with the responses they received from each CA department they sought services from using a scale of 1 to 5, where 1 is very dissatisfied and 5 is very satisfied. The findings indicate an overall satisfaction score of 80.4 as shown in Table 61.

Table 60: Satisfaction with services received from the departments

Department	1	2	3	4	5	Mean
Office of the Director General (ODG)	0 (0.0%)	0 (0.0%)	3 (2.3%)	74 (60.1%)	47 (37.6%)	82.9%
Regulatory Affairs and Governance (RAG)	0 (0.0%)	1 (0.5%)	5 (4.4%)	74 (59.4%)	44 (35.7%)	79.6%
Legal Services (LS)	0 (0.0%)	1 (1.0%)	7 (5.6%)	69 (55.6%)	47 (37.8%)	78.7%
Universal Service Fund (USF)	0 (0.0%)	8 (6.2%)	13 (10.4%)	64 (51.7%)	39 (31.7%)	80.8%
Frequency Management (FM)	0 (0.0%)	5 (4.3%)	7 (6.0%)	69 (55.9%)	42 (33.8%)	82.5%
Multimedia Services (MS)	0 (0.0%)	0 (0.0%)	12 (9.4%)	64 (51.9%)	48 (38.7%)	78.3%
Postal & Telecoms Services (PTS)	2 (1.6%)	4 (3.5%)	13 (10.3%)	68 (54.6%)	37 (30.0%)	80.9%
Standards and Type Approval (STA)	1 (0.8%)	2 (1.6%)	9 (7.3%)	72 (58.1%)	42 (33.9%)	79.4%
Compliance & Enforcement (CE)	3 (2.4%)	6 (4.8%)	7 (5.6%)	69 (55.6%)	39 (31.5%)	81.2%
Cyber Security (CS)	5 (4.0%)	6 (4.8%)	14 (11.3%)	65 (52.4%)	34 (27.4%)	79.3%
Monitoring, Inspection and Regional Coordination (MIRC)	4 (3.2%)	4 (3.2%)	5 (4.0%)	70 (56.5%)	41 (33.1%)	80.6%
Competition Management (CM)	1 (0.8%)	3 (2.4%)	15 (12.1%)	63 (50.8%)	42 (33.9%)	79.5%
Consumer Protection & Advocacy (CPA)	3 (2.4%)	3 (2.4%)	9 (7.3%)	66 (53.2%)	43 (34.7%)	83.1%
Public Education & Awareness (PEA)	5 (4.0%)	5 (4.0%)	4 (3.2%)	74 (59.7%)	36 (29.0%)	79.0%
Information and Communication Technology (ICT)	6 (4.8%)	4 (3.2%)	12 (9.7%)	67 (54.0%)	35 (28.2%)	79.3%

Finance and Accounts (F&A)	1 (0.8%)	3 (2.4%)	8 (6.5%)	70 (56.5%)	42 (33.9%)	81.9%
Human Resource & Administration (HRA)	3 (2.4%)	5 (4.0%)	9 (7.3%)	73 (58.9%)	34 (27.4%)	80.4%
Corporate Communication (CC)	4 (3.2%)	2 (1.6%)	15 (12.1%)	66 (53.2%)	37 (29.8%)	79.2%
Research Planning & Quality Management (RPQM)	1 (0.8%)	3 (2.4%)	5 (4.0%)	65 (52.4%)	50 (40.3%)	81.4%
Supply Chain Management (SCM)	1 (0.8%)	5 (4.0%)	9 (7.3%)	76 (61.3%)	33 (26.6%)	81.8%
Internal Audit and Risk Assurance (IA&RA)	2 (1.6%)	2 (1.6%)	16 (12.9%)	71 (57.3%)	33 (26.6%)	78.9%
Average						80.4%

In the additional feedback, while some praised prompt responses, professionalism, and helpfulness, others criticized unresponsiveness, lack of action, and poor network quality in specific areas. Recommendations included improved communication, increased resources, and network upgrades. Overall, understanding these diverse perspectives and implementing suggested improvements can significantly enhance CA's service delivery and customer satisfaction.

“... So far, I have been very satisfied with CA in as far as complaints on matter to do with abuse of mobile cellphone lines is concerned.” Uasin Gishu

“... I have noticed consistent trend in responses and politeness as well as reference to the relevant Officers who deal with my issue....” Nairobi City

“Not responding at all... ” Kisumu

“...Their response on my complaint was timely with follow up emails but nothing further has been communicated regarding actions taken/to be taken against the said provider....” Nakuru

“...I suggest that areas with poor quality network to be sorted...” Baringo

“... Very professional ...” Nairobi city

“...The feedback was relevant to my query on licensing of digital signature providers....” Nairobi city

“...Let there be more personnel to respond to the many demands...” Nairobi city

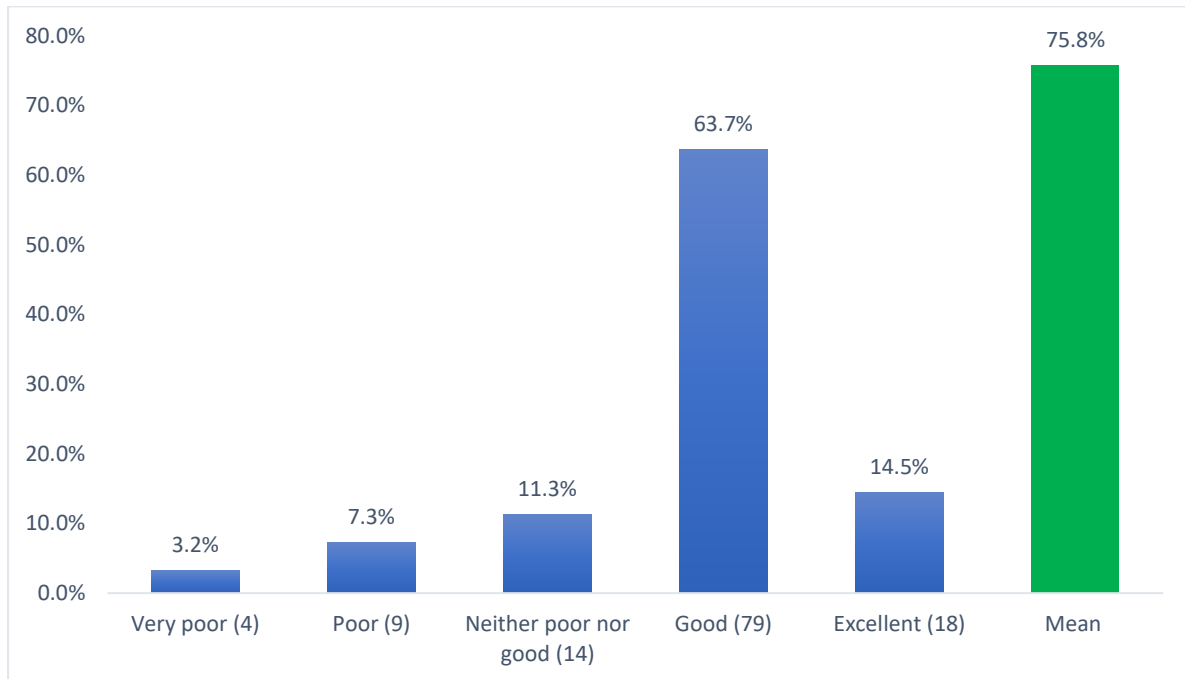
“..... No feedback” No feedback

5.3.2 Satisfaction with CA mandate

Respondents were asked to rate their satisfaction with CA's performance in executing its mandate in ensuring the provision of telecommunications, radio communications, broadcasting, multimedia, e-commerce and postal/courier services in a manner that is mutually beneficial for both service providers and Kenyan citizens. Using a scale of 1 – 5 where 1 is

very poor, 2-poor, 3-neither poor nor good, 4-good and 5 is very good. The average score representing the overall satisfaction rating was obtained as 75.8% as shown in Figure 56.

Figure 56: Satisfaction with CA mandate



Feedback on CA's roles was mixed. While some praised its competence and transparency, others raised concerns about communication, service delivery, and specific issues like data security, network access, and unresolved complaints. Recommendations included enhanced communication, collaboration, public awareness, addressing customer needs, and tackling specific concerns like spam SMS and high costs.

“..... I suggest the communication to work closely with our judiciary, ministry of lands, ministry of health, and other ministries to make sure that critical information is safeguarded. For instances I understand that banks don't delete accounts Iven after the owner order for deletion of their accounts. Banks are operating accounts without owners' consent. Financial institutions need more attention and prior supervision.”
Nairobi city.

“.. My suggestion is service providers build us boosters...” Laikipia

“..It is up to date, although more information on available or availability of Frequencies should be made public...” Nairobi City

“...more public awareness on CA's mandate....”Kajiado

“..They need to improve on their customer needs..” Kisumu

“..Ensure all communication reaches all areas of the country, though in congested places there seems to be poor connectivity...” Nairobi City

“...Excellent in some areas but poor in some sides of Baringo ...” Baringo

“...They're doing their work without any discrepancies...” Tharaka Nithi

“..Let CA departments follow up on issues raised...” Vihiga

“...I do not feel their presence at all; scammers are still sending their funny western union, lost calculator etc smses yet we were tiold the re-registration of sim cards would root this out. FTTH in rural areas remains a fantasy among many other issues...” Trans Nzoia

“..CA is very able and competent to deliver in their mandate...” Meru

“...costly...” Bungoma

5.3.3 Information handling and communication

The survey also evaluated the satisfaction levels of customers served directly by CA regarding how CA manages information and communication. The evaluation entailed rating various aspects of information handling. The overall satisfaction level obtained was 83.2 as indicated in Table 62.

Table 61: Information handling and communication

Indicator	1	2	3	4	5	Mean
Adequacy of information provided through communication channels	0 (0.0%)	3 (2.3%)	4 (3.3%)	74 (59.8%)	43 (34.6%)	83.7%
Timeliness: response to requests is immediate or within three working days	6 (4.7%)	0 (0.0%)	3 (2.4%)	72 (57.8%)	44 (35.1%)	82.8%
Adequacy of information provided by CA	0 (0.0%)	0 (0.0%)	14 (11.6%)	72 (58.4%)	37 (30.0%)	82.6%
Reliability of information	0 (0.0%)	0 (0.0%)	10 (7.9%)	75 (60.3%)	39 (31.8%)	85.1%
Ease of understanding	3 (2.4%)	0 (0.0%)	7 (5.4%)	78 (62.5%)	37 (29.7%)	81.9%
Average						83.2%

While a majority of the respondents found information and communication handling satisfactory, some emphasized areas for improvement. Participants desired faster complaint resolution, clearer staff understanding of their mandate, increased transparency and responsiveness, consistent follow-up on issues, and potentially even upgraded or outsourced customer service. Overall, the feedback highlights a need for more proactive, informed, and customer-centric communication from CA.

“..... Complaints should be addressed promptly.....” Uasin Gishu

“ Should be trained on customer care and have hospitality skills and most importantly integrity.....” Murangá

“... Public transparency and responsiveness.....” Kiambu

“... The staff clearly do not understand their mandate and consistently claim e-commerce is not in their purview...” Nairobi City

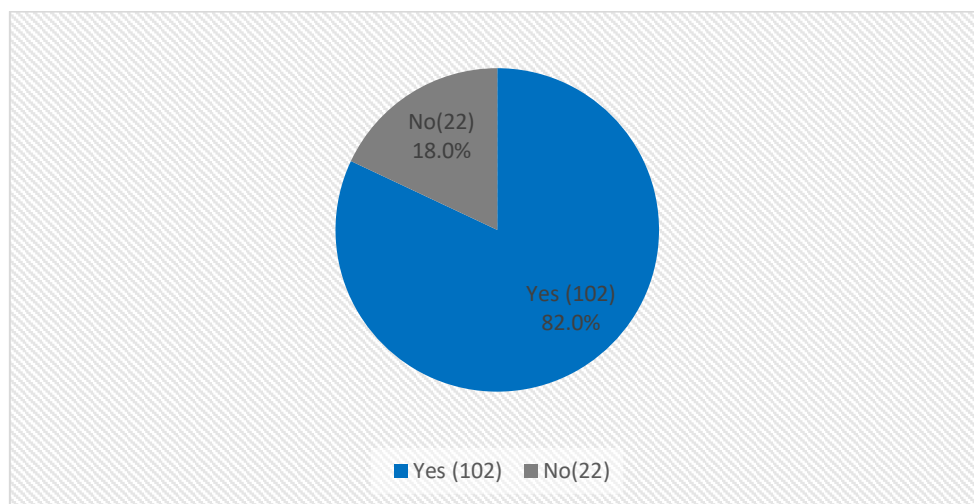
“...Follow ups on issues is tantamount. Kindly let the said departments follow up issues timely....” Vihiga.

“... They should improve or outsource customer service office....” Transzoia

5.3.4 Awareness of CA customer service charter

The survey aimed to find out if respondents knew about the customer service charter. It found that 82.0% are aware of the ESC, as indicated in Figure 57.

Figure 57: Awareness of CA customer service charter



Next, respondents who were aware of the customer service charter were asked if CA had upheld the promises outlined in it, with 76.8% indicating that they believed CA had fulfilled those promises.

5.3.5 CA commitments

In rating their satisfaction with CA's commitment to customer service, an average score of 77.9% was obtained, as shown in Table 63.

Table 62: CA commitments to the customer

Indicator	1	2	3	4	5	
CA treats information you give them in the course of seeking services with utmost confidentiality	0 (0.0%)	0 (0.0%)	12 (9.9%)	75 (60.8%)	36 (29.3%)	81.8%
CA provides services with the greatest professional competence	3 (2.2%)	6 (4.5%)	25 (20.1)	51 (40.9%)	40 (32.3%)	76.3%
CA provides you with all the relevant information that you may require.	6 (5.2%)	2 (1.5%)	31 (24.7)	56 (44.9%)	29 (23.7%)	74.8%
CA resolves all complaints received within the stated timeliness	15(11.9 %)	1 (0.5%)	5 (4.3%)	50 (40.4%)	53 (42.9%)	76.7%
CA is ethical in all their dealings at all times	7 (5.5%)	1 (0.8%)	7 (5.3)	57 (45.9%)	51 (41.5%)	79.9%
AVERAGE						77.9%

Upon being asked to provide additional comments or suggestions regarding CA commitment to customers, some praised CA's responsiveness and fairness, feedback highlighted areas for improvement. Users desired faster complaint resolution, open-mindedness to unique solutions, improved professionalism and communication, rural network access, and potentially increased authority for CA. Addressing these points, particularly response times, communication, and customer service, can strengthen CA's commitment to customers and build trust for better service delivery.

".....Develop fast and productive methods of response" Embu

"...It is excellent however I could request to confirm if some emergencies could be resolved in some other unique ways I hadn't had an opportunity to." Nyamira

Try reach Kenyans on time.Your receptionist have an bad attitude of the national government and not corporate world.They need to be very professional and take matters seriously. Perhaps take them to a training with standards similar to that of Safaricom Limited.." Kajiado

"..... They should improve on providing follow up information regarding complaints and actions to be taken." Nakuru

"...Customers from rural areas to be provided with network ... " Baringo

"...They're non-discriminative." Tharaka Nithi

".. Just follow up on the complaint raised.. " Vihiga

"..I understand that C.A is effective at most times and responds immediately. Though some cases require other bodies response. The CA needs more power for more efficiency...."Nairobi City

"...Try to improve on some issues..." Uasin Gishu

5.3.6 Customer rights

The survey assessed the satisfaction level regarding different aspects of customers' rights. The average satisfaction level obtained was 83.2%, as indicated in Table 64.

Table 63: Customer rights

Indicator	1	2	3	4	5	Mean
CA treats customers with fairness, courtesy, dignity and consideration in all interactions without any discrimination.	0 (0.0%)	6 (4.7%)	2(1.3%)	72(58.1%)	45(35.9%)	84.7%
CA offers complete and accurate information on all services. This includes accessibility, time period and relevant charges.	0 (0.0%)	20(15.%)	13(10.7%)	46 (37.3%)	45(36.2%)	78.3%
CA upholds privacy and confidentiality with respect to other personal, business, contractual and financial information, written or oral.	0 (0.0%)	0 (0.0%)	6 (4.9%)	61 (48.8%)	57(46.3%)	89.1%
CA resolves complaints by customers on rendered services	16(12.8%)	2 (1.4%)	4 (3.5%)	46 (36.9%)	56(45.4%)	80.3%
CA customers participate in the review of the customer service charter.	0 (0.0%)	2(1.8%)	15(12.2%)	68 (54.5%)	39(31.5%)	83.6%
AVERAGE						83.2%

In the additional feedback, respondents commended CA's efforts in upholding customer rights, others stressed the need for improvement. Concerns included slow response times, lack of timely action on issues, and unfulfilled promises. Overall, participants advocated for quicker action, stronger responsiveness, and ensuring action is taken on raised concerns to strengthen trust and ensure customer rights are effectively protected.

"..... They are too slow....." Laikipia

"...CA is good in upholding customers rights..." Baringo

"...Customer rights are observed when the service required is rendered..." Vihiga

".. Kindly sort client issues whenever raised" Nairobi City

"...Timely action as promised would be appreciated. If you make promises just to appease consumers you may as well not make them...." Nairobi City

"...Kudos on where you are still room for improvement....." Nakuru

5.3.7 CA corporate image and reputation

Customers served directly by the authority indicated their satisfaction with the corporate image of the Communications Authority by rating several aspects of corporate image and reputation on a scale of 1-5 where 1 is very poor, 2-poor, 3-neither poor nor good, 4-good and 5 is very good. The average score representing the overall satisfaction level was found to be 81.3%, as presented in Table 65.

Table 64: CA corporate image and reputation

Overall performance	1	2	3	4	5	Mean
CA staff are willing to help customers	7 (5.4%)	1 (1.2%)	9 (7.6%)	63 (50.7%)	44 (35.1%)	78.4%
CA staff deal with queries effectively	6 (4.9%)	0 (0.0%)	19 (15.6%)	49 (39.4%)	50 (40.1%)	81.4%
CA's performance is in line with what they have promised customers	4 (3.3%)	12 (9.9%)	8 (6.6%)	57 (45.7%)	43 (34.6%)	77.3%
CA is a reliable organization	4 (3.6%)	0 (0.0%)	9 (7.4%)	72 (57.9%)	39 (31.1%)	82.6%
CA staff are knowledgeable about their work	0 (0.0%)	4 (3.1%)	13 (10.7%)	63 (51.1%)	44 (35.1%)	82.9%
CA staff inspire trust and confidence	4 (3.2%)	7 (5.6%)	13 (10.7%)	44 (35.2%)	56 (45.3%)	80.1%
CA cares about what is important to customers	6 (4.9%)	6 (4.7%)	8 (6.1%)	55 (44.1%)	50 (40.2%)	79.2%
CA offices are clean and tidy	0 (0.0%)	0 (0.0%)	0 (0.0%)	94 (75.6%)	30 (24.4%)	81.6 %
CA offices are safe and secure	0 (0.0%)	0 (0.0%)	13 (10.6%)	13 (10.2%)	98 (79.2%)	89.7%
AVERAGE						81.5%

Feedback on CA's corporate image was varied. Some respondents praised its positive public image, reliability, and hard work, others emphasized the need for improved efficiency, potentially through restructuring and adopting private sector practices. Additionally, one participant expressed concern about the lack of control over excessive gambling advertising. Suggestions included prioritizing prompt service delivery and addressing specific public concerns to further strengthen CA's image and build trust. Analyzing feedback by demographics and quantifying sentiment could provide deeper insights for improvement.

"..... Prompt service delivery is of paramount importance....." Uasin Gishu

"...It's excellent..." Nyamira

"...re-engineering in structure for efficiency and borrow private sector practices to improve efficiency..." Murangá

".. The CA has been very good at projecting it's public image in a positive way. However, I am personally not happy with the fact that the CA has not been able to control runaway gambling craze which is fueled by incessant bombardments of advertising from FM Stations, the Authority should restrict betting to Licensed betting companies and let FM Stations stick to their core business which dissemination of news." Nairobi City

"...They're doing hard work and the results are visible..." Tharaka Nithi

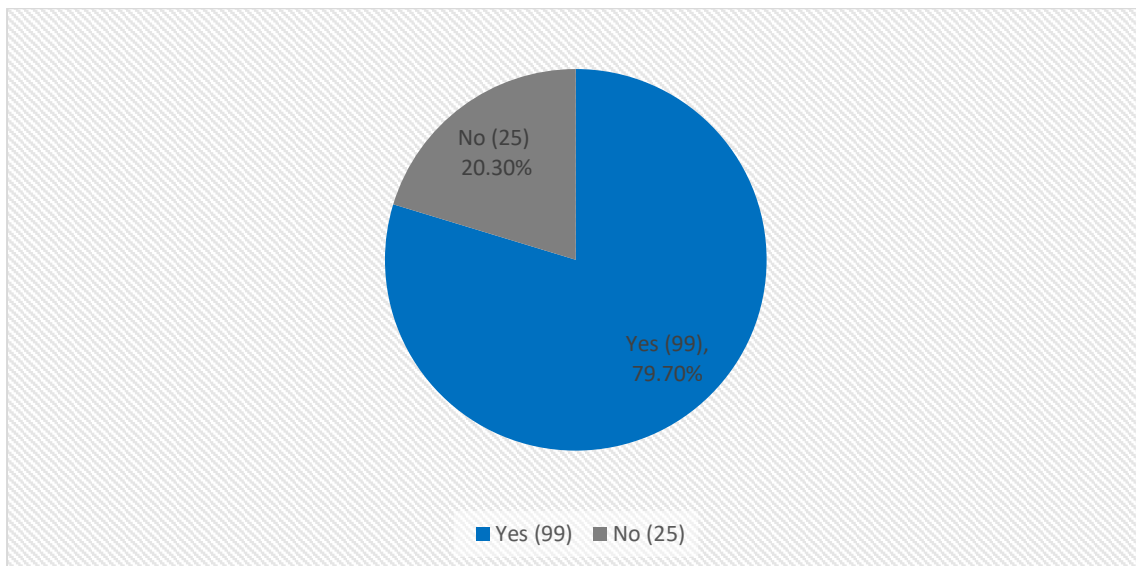
"...They do excellent work....." Tharaka Nithi

"...CA as an organization seems to be very reliable and trustworthy..." Meru

5.3.8 Complaint handling mechanism

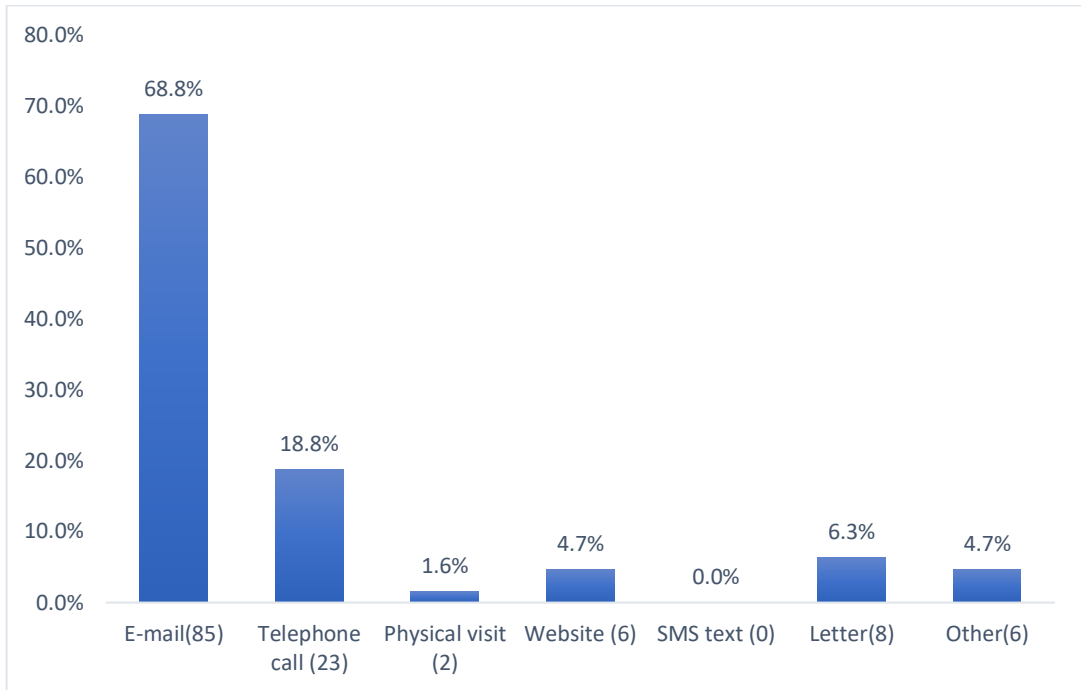
The survey assessed the degree of satisfaction concerning complaint handling mechanisms. A majority of the respondents (79.7%) indicated to have lodged a complaint at CA as shown in Figure 58.

Figure 58: Respondents who have lodged a complaint



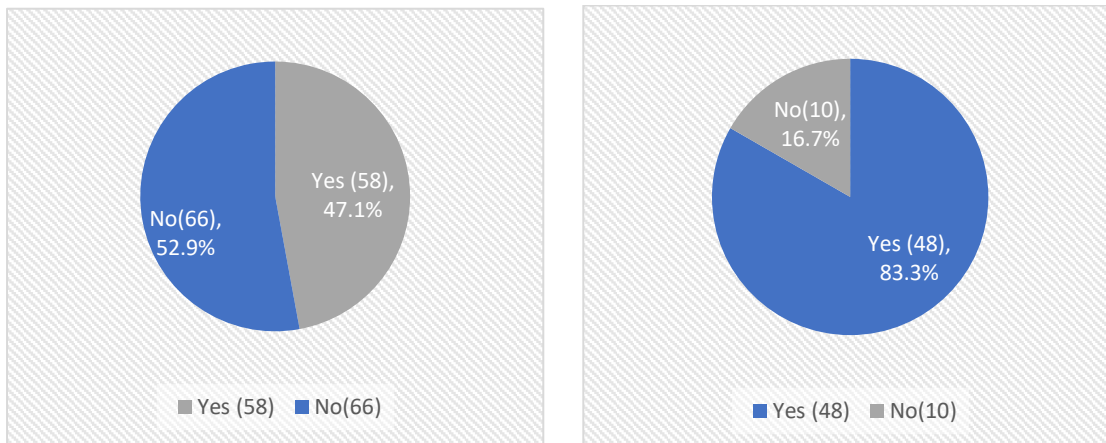
Complaints were primarily lodged through emails (68.8%), followed by telephone calls (18.8%) and Letters (6.3 %). Channels in the other category used by the respondents include X (formerly twitter) and WhatsApp. The utilization of the channels is indicated in Figure 59.

Figure 59: Channel used to lodge complaint



The respondents were asked indicate whether they were satisfied with how CA resolved their complaints. From the findings, 67.1% of the respondents affirmed that they were satisfied with how CA resolved their complaints. Additionally, 83.3% of those who were satisfied confirmed that their complaints were resolved within 30 days.

Figure 60: Satisfaction with resolution of complaints



While some applauded CA's complaint handling for effective resolution and follow-up, others criticized slow response times and lack of communication. Concerns included the need for faster action, clearer updates on progress and outcomes, and improved communication overall. Addressing the need for prompt, transparent, and effective complaint handling can boost trust and reputation among stakeholders.

“.....Deal with complaints promptly and effectively.” Kiambu

“...It took days to reply.” Nairobi city

“..... Please improve on your complaint handling office....” Kisumu

“..... Need to update complainants on the progress of their complaints and actions to be taken if any..” Nakuru

“..They're very effective...” Tharaka Nithi

“...Issue was resolved by the affected ISP. CA followed to check if I had been taken care of....” Nairobi City

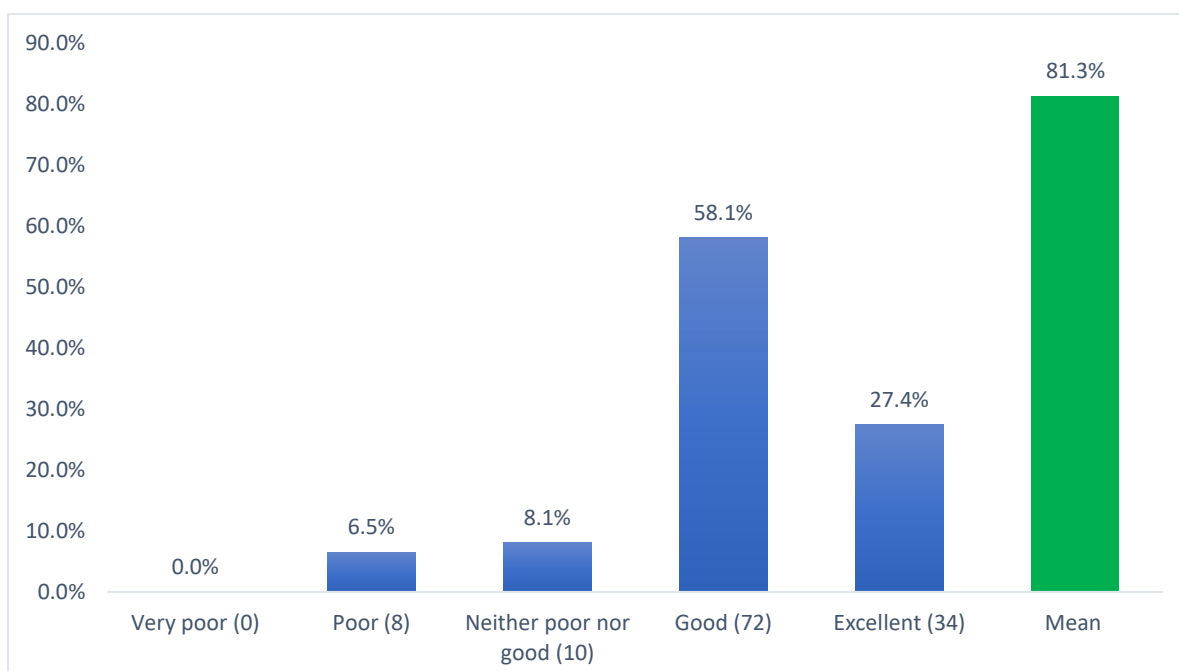
“...Kindly address issues raised by clients amicably....” Nairobi City

“...I feel that we need to know on the outcome of the complaints. And complaint to be informed of the adjudication....” Nyeri

5.3.9 Overall rating of CA performance

The overall rating of CA performance as per the respondents is 81.3% as shown in Figure 61.

Figure 61 : Overall rating of CA performance



5.4 Partners and affiliates

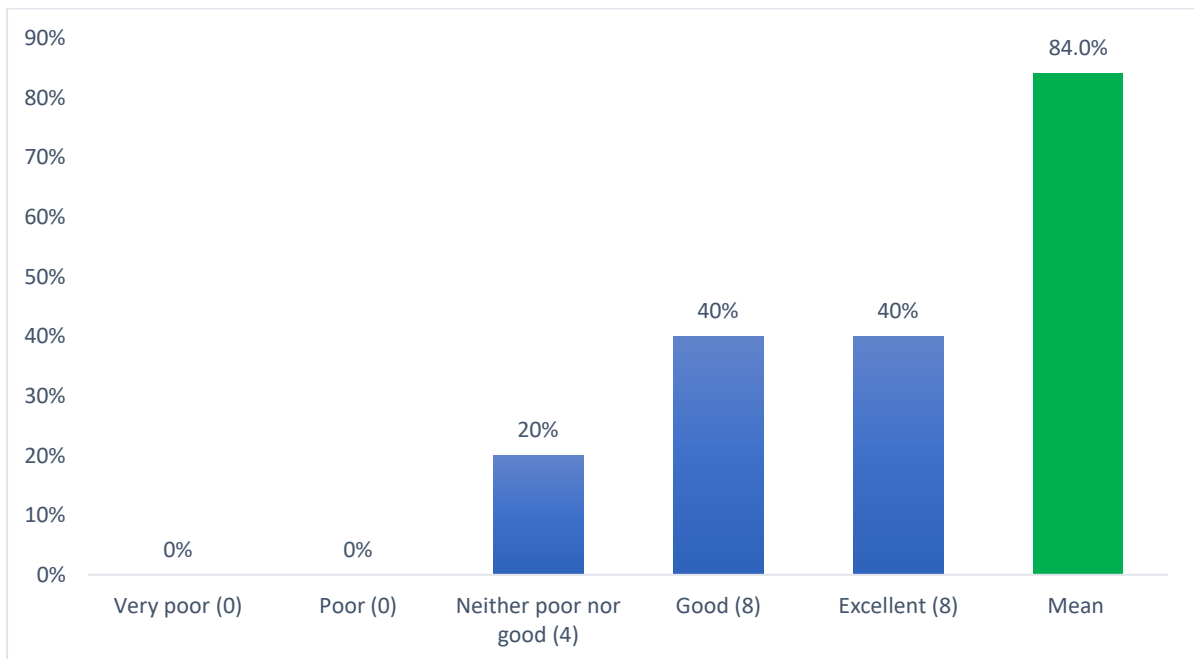
5.4.1 Type of partnership / engagement

The survey assessed candidate suitability for the interview by exploring their type of engagements with CA. The findings revealed a diverse range of partnerships and engagements between respondents and CA. Key areas of involvement included child online safety initiatives like "Be the COP," consumer protection activities, youth online safety programs, cybersecurity training, technology rights advocacy, and various other partnerships.

5.4.2 Satisfaction with CA honoring its obligations

An assessment of respondent satisfaction with CA's fulfillment of partnership obligations, as outlined in respective agreements, revealed an average rating of 84.0%.

Figure 62: Satisfaction with CA honoring obligations



“...The team is always available and supportive on events, activities in Kenya and work...” KII partner and affiliate

“...CA comes up with great-sounding initiatives but their practical regulatory execution -- beyond their very high media/publicity have been quite wanting...” KII partner and affiliate

“...CA honours its obligation on a regular and timely basis ...” KII partner and affiliate

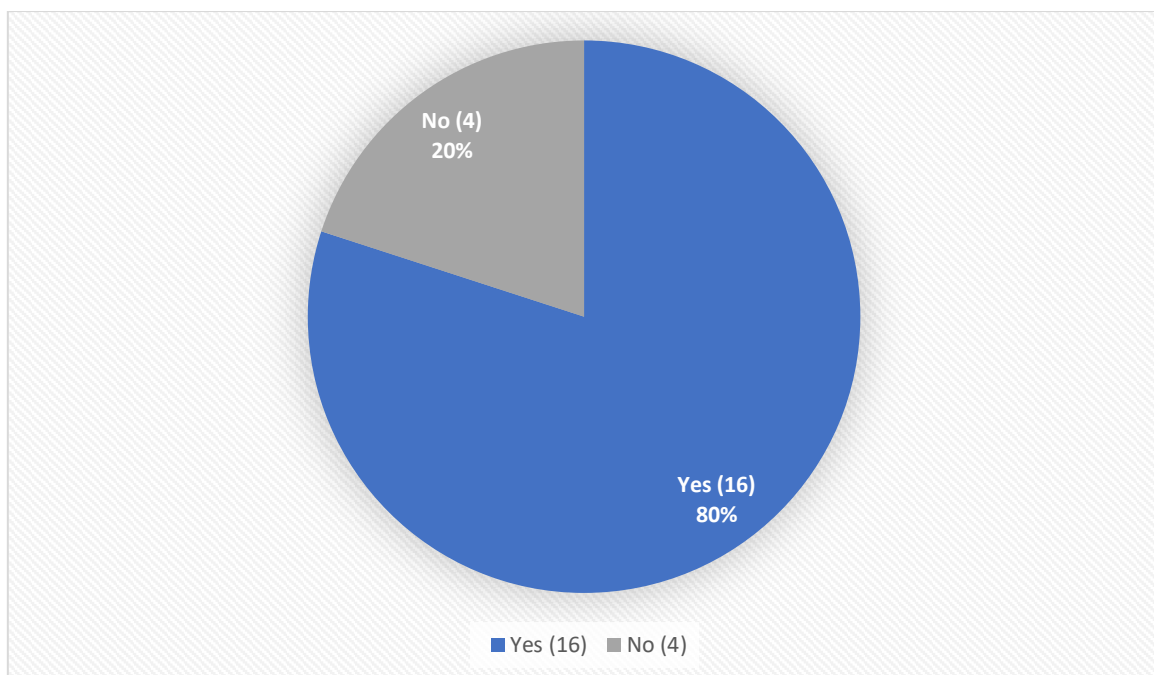
“...CA as a regulator has ensured the child helpline 116 service continues being available to children and the public free of charge....” KII partner and affiliate

Overall, the additional remarks reflect a positive view of CA's engagement and support among its partners and affiliates. The feedback highlights appreciation for responsiveness, proactivity, and collaboration, while also suggesting opportunities for further partnership development.

5.4.3 Awareness of CA customer service charter

The survey sought to establish whether the partners and affiliates were aware of the customer service charter. It was established that 80% were aware of the ESC indicating successful communication efforts.

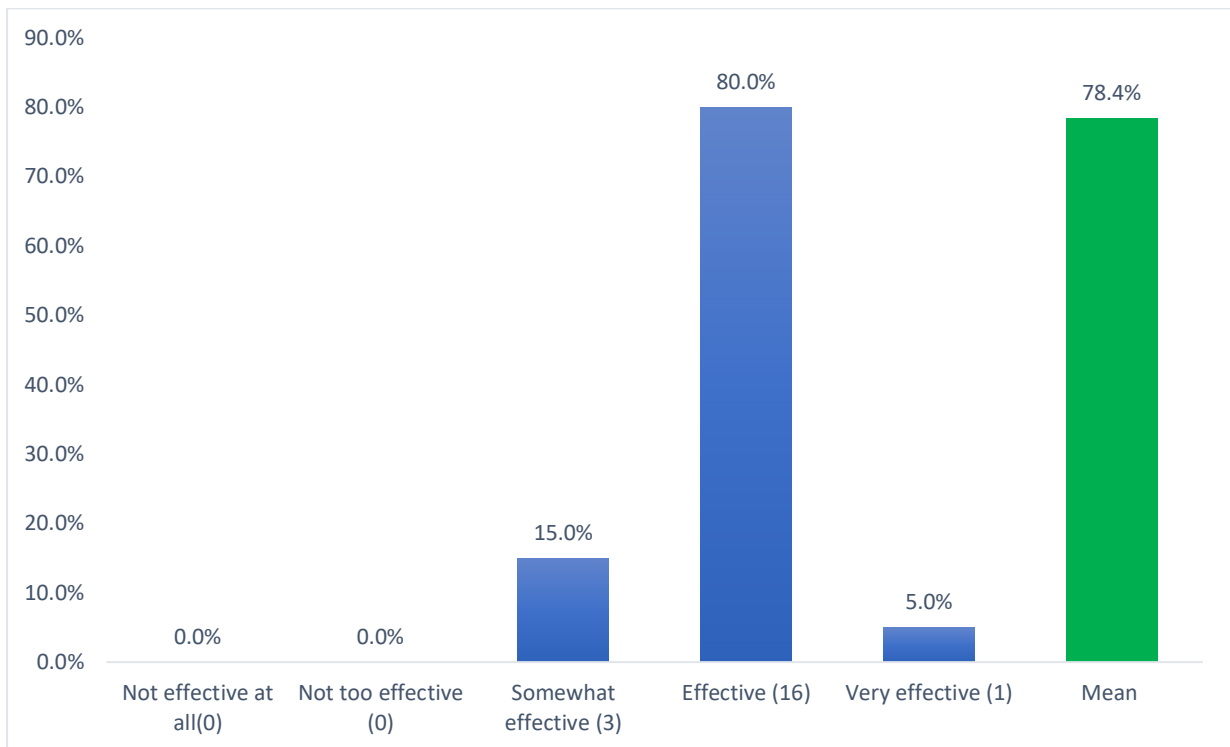
Figure 63: Awareness of CA customer service charter



Among respondents aware of the customer service charter, 40% learned about it through fliers/brochures, 40% through social media, and 20% through CA forums (conferences, roadshows, and kikaos).

Subsequently, respondents were asked to assess the effectiveness of CA in delivering promises outlined in the service charter. The satisfaction level regarding the service charter's effectiveness reached 78.4%, as shown in Figure 64.

Figure 64: Effectiveness of CA Customer service charter



Based on additional remarks, it was established that CA is a very well organized and responding organization within the time frame. Additionally, CA has been offering quick responses to correspondences and is committed to open communication and addressing feedback.

“.....CA is a very well organized and responding Organization within the time frame.....” KII partner

“.....quick response to correspondences.....” KII partner

“: ..There is an opportunity for the client to raise concerns in case they are dissatisfied with the effectiveness of services offered.....” KII partner

5.4.4 CA corporate image

Respondents indicated the extent to which they agree with statements on corporate image of the Communications Authority using a scale of 1-5 (1 being strongly disagree, 2 disagree, 3 neither agree nor disagree e, 4 agree, and 5 strongly agree). Overall, respondents showed a generally positive perception, with average scores of 80.8%, as presented in Table 66.

Table 65: CA corporate image

Role	1	2	3	4	5	Mean
CA is an organization I can trust	0 (0.0%)	0 (0.0%)	0 (0.0%)	16 (80.0%)	4 (20.0%)	86.0%
I have confidence in CA’s staff and management to execute its mandate	0 (0.0%)	0 (0.0%)	0 (0.0%)	16(80.0%)	4 (20.0%)	86.6%
CA is an innovative organization	0 (0.0%)	0 (0.0%)	4(20.0%)	8 (40.0%)	8 (40.0%)	82.3%
CA is reliable	0 (0.0%)	0 (0.0%)	0 (0.0%)	12 (60.0%)	8 (40.0%)	83.7%
CA professionally discharges its mandate	0 (0.0%)	0 (0.0%)	0 (0.0%)	16 (80.0%)	4 (20.0%)	82.1%
CA has a good reputation	0 (0.0%)	0 (0.0%)	4(20.0%)	16 (80.0%)	0 (0.0%)	80.5%
CA is involved in corporate social responsibilities activities	0 (0.0%)	0 (0.0%)	4(33.3%)	8 (66.7%)	0 (0.0%)	84.7%
CA is responsive to customer feedback	0 (0.0%)	0 (0.0%)	0 (0.0%)	9 (75.0%)	3 (25.0%)	77.90%
Information on CA services/product is available	0 (0.0%)	0 (0.0%)	3(25.0%)	9 (75.0%)	0 (0.0%)	78.9%
Average						80.8%

In the additional remarks, respondents commended CA's commitment to fulfilling its obligations to partners. However, they expressed concern about negative media reports regarding senior management involvement in fraudulent activities. They emphasized that such news tarnishes the public image of the entire organization, unfairly impacting the reputation of dedicated and professional staff across all levels.

“.....Media reports of senior management engaged in fraudulent schemes tarnishes public image of the regulator. And by extension damages reputation of the otherwise other professional staff working at the institution.....”KII partner

“...CA fulfill its commitment and obligation toward its Partners ...”

5.4.5 CA commitments

In rating their satisfaction with CA's dedication to customer service, respondents perceived CA's commitments positively, with an average score of 74.0% as shown in Table 67.

Table 66: CA Commitments

Indicator	1	2	3	4	5	Mean
CA treats information that you give them in the course of seeking services with utmost confidentiality	0 (0.0%)	0 (0.0%)	0 (0.0%)	11 (91.7%)	1 (8.3%)	78.6%
CA provides services with the greatest professional competence	0 (0.0%)	0 (0.0%)	3 (25.0%)	9 (75.0%)	0 (0.0%)	79.1%
CA provides you with all the relevant information that you may require	0 (0.0%)	0 (0.0%)	0 (0.0%)	16 (80.0%)	4 (20.0%)	74.4%
CA resolves all complaints received within the stated timelines	0 (0.0%)	0 (0.0%)	0 (0.0%)	6 (50.0%)	6 (50.0%)	69.8%
CA is ethical in all their dealings at all times	4 (25.0%)	0 (0.0%)	0 (0.0%)	12 (75.0%)	0 (0.0%)	68.30%
Average						74.0%

When asked to further comment they added that: CA is a very well committed Organization with professional Staff, and they practice professionalism by following their Rules and Regulations.

“.....very well committed Organization with professional Staff.....” KII partner

“.... They practice professionalism by following their Rules and Regulations.” KII partner

5.4.6 CA staff attitude

The survey assessed the staff attitudes of the Authority as perceived by its stakeholders. Utilizing a 5-point Likert scale (1=Strongly Disagree, 5=Strongly Agree), respondents evaluated statements regarding respect, fairness, consideration, transparency, and customer care skills across interactions with CA officials and staff. These findings reveal a generally positive perception of CA staff attitudes with an average score of 84.0% as shown in Table 68.

Table 67: CA staff attitude

Indicator	1	2	3	4	5	Mean
CA officials/staff treat you with respect	0 (0.0%)	0 (0.0%)	0(0.0%)	16 (80.0%)	4 (20.0%)	88.0%
CA officials/staff are fair	0 (0.0%)	0 (0.0%)	0 (0.0%)	8 (40.0%)	12 (60.0%)	82.3%
CA staff are considerate in all interactions without discrimination	0 (0.0%)	0 (0.0%)	0 (0.0%)	16 (80.0%)	4 (20.0%)	81.7%
CA staff are transparent and accountable	0 (0.0%)	0 (0.0%)	8 (40.0%)	0 (0.0%)	12 (60.0%)	84.6%

CA staff have customer care skills	0 (0.0%)	4 (20.0%)	0 (0.0%)	4 (20.0%)	12 (60.0%)	83.4%
Average						84.0%

In the additional remarks, respondents generally perceive CA staff to exhibit high integrity, confidentiality, and professionalism in their work and service delivery. This suggests a positive overall attitude towards customer interaction and ethical conduct. Some respondents recommend more training for staff interacting with customers. This indicates a potential gap between expected and perceived service quality in certain interactions.

“.....CA Staff handle their work and services with high integrity, confidentiality and professionalism.....” KII partner

“.... More training recommended especially staff interacting with customers....” KII partner

5.4.7 Dissemination of information

The survey aimed to gauge stakeholder perceptions of the accessibility, timeliness, and relevance of information provided by the Communication Authority (CA). Utilizing a 5-point Likert scale (1=Strongly Disagree, 5=Strongly Agree), respondents evaluated three key indicators: information completeness and accuracy, timely information provision, and cost-related information availability. The results reveal that stakeholders generally perceive CA's information as accessible and accurate based on an average score of 76.7% as shown in Table 69.

Table 68: Dissemination of information

Indicator	1	2	3	4	5	Mean
CA offers accessible complete and accurate information	0 (0.0%)	0 (0.0%)	0 (0.0%)	16 (80.0%)	4 (20.0%)	75.1%
CA offers information on time period	0 (0.0%)	0 (0.0%)	0 (0.0%)	4 (20.0%)	16 (80.0%)	76.9%
CA offers information on relevant costing	0 (0.0%)	0 (0.0%)	0 (0.0%)	4 (20.0%)	16 (80.0%)	78.0%
Average						76.7%

In additional feedback, respondents highlighted commendable aspects of CA's information dissemination, such as the accuracy of information provided and the regular updates to their website. However, they also emphasized the need for further improvement in making information readily accessible.

“.....CA official provide accurate information in a timely manner.....”KII partner

“.... Their website is fairly and regularly updated....” KII partner

“...CA has provided me with information when I needed it. We have also been invited in related forums when they were launching programs or products. ...” KII partner

5.4.8 Staff knowledge and competence

This survey aimed to assess stakeholder perceptions of the knowledge, competence, and service delivery of Authority’s staff. Using a 5-point Likert scale (1=Strongly Disagree, 5=Strongly Agree), respondents evaluated five key indicators: service quality, staff competence, teamwork, effective inquiry handling, and commitment to privacy and confidentiality. The findings reveal that stakeholders generally perceive CA staff as knowledgeable, competent, and providing high-quality services as evidenced by an average score of 79.6 shown in Table 70.

Table 69: Staff knowledge and competence

Indicator	1	2	3	4	5	Mean
CA staff provide high quality services	0 (0.0%)	0 (0.0%)	0 (0.0%)	8 (40.0%)	12 (60.0%)	82.1%
CA officials/staff are competent in their roles	0 (0.0%)	0 (0.0%)	0 (0.0%)	8 (40.0%)	12 (60.0%)	82.7%
CA staff are team oriented	0 (0.0%)	0 (0.0%)	0 (0.0%)	8 (40.0%)	12 (60.0%)	82.4%
CA staff/officials deal with inquiries effectively and efficiently	0 (0.0%)	0 (0.0%)	4 (20.0%)	8 (40.0%)	8 (40.0%)	74.3%
CA upholds privacy and confidentiality of agreements	4 (20.0%)	0 (0.0%)	0 (0.0%)	8 (40.0%)	8 (40.0%)	76.5%
Average						79.6%

When told to further comment there was a concern about a breach of confidentiality in handling customer information and documents. The specific sentiment is as follows:

“.....On upholding privacy and confidentiality of agreements, I once personally delivered tender documents in the tender box at the CA reception area but someone must opened my documents and destroyed some of them. In the end, my tender was 'technically' disqualified by the tender committee for missing on some of the required documents. Thus lost trust in their handling of confidential agreements documents.....”KII partner

5.4.9 Record keeping

This survey assessed stakeholder perceptions of record-keeping practices at the Authority. Utilizing a 5-point Likert scale (1=Strongly Disagree, 5=Strongly Agree), respondents evaluated three key indicators: record accessibility, record update frequency, and adherence to agreements regarding payments. The average score of 74.3% shown in Table 71 indicates that stakeholders generally perceive CA as adhering to agreements and ensures accessibility and timeliness of record updates.

Table 70: Record keeping

Indicator	1	2	3	4	5	Mean
Records at CA are accessible	0 (0.0%)	0 (0.0%)	15 (75.0%)	5 (25.0%)	0 (0.0%)	73.1%
Records at CA are updated	0 (0.0%)	0 (0.0%)	15 (75.0%)	5 (25.0%)	0 (0.0%)	75.0%
CA pays according to the agreements	0 (0.0%)	0 (0.0%)	7 (33.3%)	7 (33.3%)	6 (33.3%)	74.9%
Average						74.3%

5.4.10 Accessibility

This survey aimed to gauge stakeholder experiences with accessing the Authority through various channels. Utilizing a 5-point Likert scale (1=Very Poor, 5=Excellent), respondents rated their experiences with office accessibility, phone accessibility, email accessibility, and accessibility via letters. The average score is 81.7% as shown in Table 72.

Table 71: Accessibility

Indicator	1	2	3	4	5	Mean
Ease of accessing CA's offices	0 (0.0%)	0 (0.0%)	0 (0.0%)	8 (50.0%)	8 (50.0%)	83.4%
Ease of accessibility on the phone	0 (0.0%)	0 (0.0%)	0 (0.0%)	4 (20.0%)	16 (80.0%)	86.9%
Ease of accessibility via email	0 (0.0%)	0 (0.0%)	0 (0.0%)	4 (20.0%)	16 (80.0%)	80.2%
Ease of accessibility via letters	0 (0.0%)	0 (0.0%)	0 (0.0%)	4 (33.3%)	8 (66.7%)	76.1%
Average						81.7%

In the remarks, respondents acknowledged the various channels CA offers for information access and readily available information pathways. The issue of bouncing emails raises concerns about potential barriers to accessibility despite available platforms.

“.....Virtual accessibility through different platforms is very high.....”KII partner

“.... Communications channels well established....” KII partner

“...Many emails bounce back. It may be a security measure to guard against spamming. However, calls have subsequently been made to the related staff members and assistance was provided. ...” KII partner

5.4.11 Complaints handling mechanisms

This survey aimed to assess stakeholder perceptions of the organization's complaint handling mechanism. Utilizing a 5-point Likert scale (1=Strongly Disagree, 5=Strongly Agree), respondents evaluated three key indicators: timeliness in service delivery, responsiveness to customer complaints, and adherence to the 30-day complaint resolution timeframe. The average score was determined to be 76.1%.

Table 72: Complaints handling mechanisms

Indicator	1	2	3	4	5	Mean
Timeliness in delivery of services	0 (0.0%)	0 (0.0%)	8 (40.0%)	4 (20.0%)	8 (40.0%)	80.0%
Quick response in attending to customer complaints	0 (0.0%)	0 (0.0%)	8 (50.0%)	4 (25.0%)	4 (25.0%)	75.0%
CA resolves complaints by clients on rendered services within 30 days	0 (0.0%)	0 (0.0%)	8 (66.7%)	0 (0.0%)	4 (33.3%)	73.3%
Average						76.1%

In the additional remarks, it was recommended that in order to ensure a comprehensive understanding of complaint handling effectiveness, it's important to evaluate performance based on the total number of complaints received and resolved, regardless of the individual complainant. Focusing solely on individual complaints might not provide a complete picture. It's also crucial to ensure accurate reporting of all consumer complaints to maintain transparency and public trust in the regulatory process.

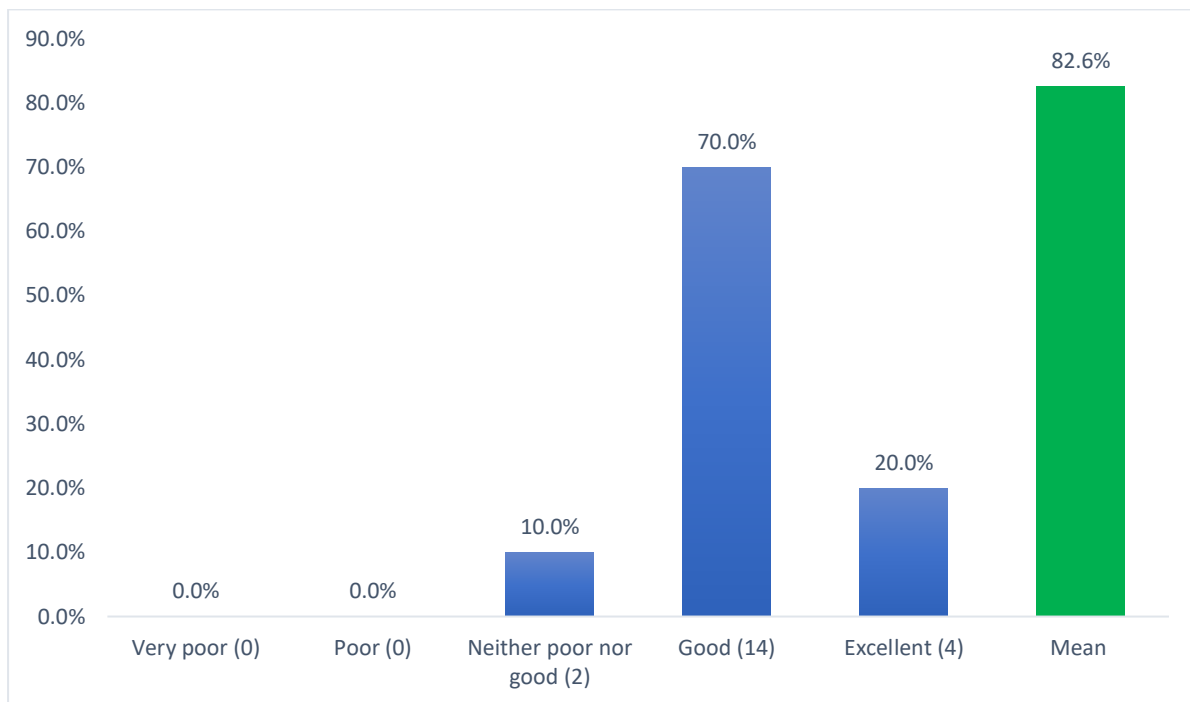
“.....very professional organization.....”KII partner

“.... Complaints handling efficiency need be evaluated not by who the person that complained but by the accurate and total number of complained submitted and the cases resolved. In my considered view, CA severely under reports consumer complaints so that they can give the impression of being a very good regulator reflected by very few, if any, consumers complaints.....” KII partner

5.4.12 Evaluation of CA’s service delivery in executing its mandate

The survey assessed the partners and affiliates satisfaction with the of CA in executing its mandate to ensure the provision of telecommunications, radio communications, broadcasting, multimedia, e-commerce and postal/courier services. By rating the CA's performance on a scale of 1 (very poor) to 5 (excellent) across these categories, the survey sought to understand how effectively the CA balances the needs of both service providers and Kenyan citizens within its regulatory framework. The average score indicating the overall satisfaction of CA’s service delivery is 82.6% as shown in Figure 65.

Figure 65: Partners and affiliates satisfaction with CA’s service delivery



The partners and affiliates who participated in the survey highlighted a need for regulatory reforms aimed at supporting and stimulating community network and expressed skepticism towards solely image-focused initiatives and emphasizes the need for more tangible actions impacting service delivery. The specific recommendations are:

“.....Keep it up to serve your Partners and in honoring your obligations.....” KII partner

“... Provide a regulatory environment for community networks to flourish. Please, expansive media campaigns primarily designed to promote CA's public image will not do....” KII partner and affiliate

5.5 Summary of results from Internal customer satisfaction survey

Recognizing that internal employees play a crucial role in serving both internal and external customers, the Authority conducted an internal customer satisfaction survey. This survey aimed to establish an internal customer satisfaction index (ICSI) as a key component of their overall customer satisfaction measurement strategy.

The overall internal customer satisfaction index stands at (75.0%). This index is an average of the following attributes: a) awareness of the internal customers service charter (97.9%); b) internal communication methods (75.0%); c) meetings and punctuality (74.2%); d) dissemination and implementation of decisions (74.1%); e) satisfaction with services from various departments (74.5%); and f) satisfaction with service attributes (77.2%).

CHAPTER SIX: ANALYSIS

6.1 Overall Analysis

The overall customer satisfaction index stands at **(80.1%)**.

Table 73: Overall customer satisfaction index

Segment	2022/2023 Index	Weighting factor	Weights	Percentage
Licensees	80.6%	0.55*80.6%	0.4433	44.3%
Suppliers	81.7%	0.20*81.7%	0.1634	16.3%
Customers served directly by authority regarding complaints and enquires	79.9%	0.10*79.9%	0.0799	8.0%
Partners and Affiliates	79.4%	0.05*79.4%	0.0397	4.0%
Internal customers	75.0%	0.1*75.0%	0.0750	7.5%
Overall CSI	80.13%		0.8013	80.1%

6.2 Analysis per category of customers

The satisfaction levels per category of licensees are as per the sub-sections below.

6.2.1 Licensees

Table 74: Overall analysis of Licensees

Query	Telecoms	Postal	Broadcast	Frequency	Average
Awareness of CA mandate	82.1%	82.6%	81.5%	81.2%	81.9%
Evaluation of CA's service delivery	81.4%	79.4%	79.5%	78.7%	79.8%
Evaluation of CA's core values	80.6%	82.9%	82.5%	82.4%	82.1%
Satisfaction with CA's corporate image	83.4%	83.6%	83.4%	83.1%	83.4%
CA customer expectations	81.5%	83.4%	82.6%	81.6%	82.3%
Awareness of CA's external service charter	78.9%	80.3%	80.7%	79.1%	79.8%
Satisfaction with granting of approvals	74.1%	78.8%	79.1%	77.8%	77.5%
Satisfaction with complaints handling	77.8%	75.1%	72.9%	73.9%	74.9%
Satisfaction with handling information and communication	82.5%	81.5%	82.1%	82.3%	82.1%
Satisfaction with quarterly reports	77.9%	76.7%	78.7%	78.2%	77.9%
Satisfaction rating of CA commitment to the customer	83.1%	82.2%	81.7%	81.3%	82.1%
Satisfaction rating of customer rights	83.7%	82.2%	82.3%	82.3%	82.6%
Satisfaction with pricing of CA services	79.1%	73.5%	71.7%	77.5%	75.5%
Rating of overall performance of CA	83.9%	83.1%	83.7%	82.6%	83.3%
Rating of overall satisfaction with the services received from CA	84.2%	83.7%	83.8%	83.3%	83.8%
Average					80.6%

6.2.2 Suppliers

Table 75: Analysis of Suppliers

Indicator	Satisfaction level
Awareness of CA customer service charter	70.3%
Effectiveness of CA customer service charter	81.6%
Commitment of CA staff to the service charter	82.6%
CA corporate image	83.0%
CA procurement process	82.9%
Response to queries regarding tenders	82.6%
Accessibility	84.8%
Rating of overall CA performance	83.7%
Rating of overall satisfaction with CA services	84.1%
Average satisfaction	81.7%

6.2.3. Customers served directly by Authority regarding complaints and enquiries

Table 76: Analysis of customers served by the Authority regarding complaints and enquiries

Indicator	Satisfaction level
Satisfaction with services/information sought from CA	76.7%
Satisfaction with CA discharging its mandate	75.8%
Satisfaction with CA information handling and communication	83.2%
Awareness of CA customer service charter	82.0%
CA commitments	77.9%
CA customer rights	83.2%
CA corporate image and reputation	81.5%
Satisfaction with CA handling mechanism	77.1%
Overall rating of CA performance	81.3%
Average satisfaction	79.9%

6.2.4. Partners and Affiliates

Table 77: Analysis of Partners and Affiliates

Indicator	Satisfaction level
Satisfaction with CA honoring obligations	84.0%
Awareness of CA customer service charter	80.0%
Effectiveness of CA customer service charter	78.4%
CA corporate image	80.8%
CA commitments	74.0%
CA staff attitude	84.0%
Dissemination of information	76.7%
Staff knowledge and competence	79.6%
Record keeping	74.3%
Accessibility	81.7%
Complaint handling mechanism	76.1%
CA performance on ICT regulation	82.6%
Average satisfaction	79.4%

6.3 Comparison with previous surveys

Comparing data from the current survey to similar assessments conducted in 2022 reveals marked improvements across nearly all indicators. This positive shift potentially reflects the successful implementation of recommendations from the previous survey, combined with an enhanced focus on cultivating a work culture that prioritizes external customer satisfaction.

Table 78: Overall comparison with previous surveys

Segment	2022/2023 Index	2021/2022 Index	Variance
Licensees	80.6%	78.9%	1.7%
Suppliers	81.7%	80.5%	1.2%
Customers served directly by authority regarding complaints and enquiries	79.9%	75.9%	4.0%
Partners and Affiliates	79.4%	73.9%	5.5%
Internal customers	75.0%	73.9%	1.1%
Overall CSI	80.1%	78.2%	1.9%

6.3.1 Licensees

Table 79: Comparison with previous Licensees survey

Query	2022/2023	2021/2022	Change
Awareness of CA mandate	81.9%	80.3%	1.6%
External service charter	79.8%	77.2%	2.6%
CA corporate image	83.4%	81.9%	1.5%
CA customer expectations	82.3%	80.7%	1.6%
Satisfaction with granting approvals	77.5%	75.2%	2.3%
Satisfaction with complaints handling	74.9%	73.2%	1.7%
Satisfaction with handling information and communication	82.1%	80.3%	1.8%
Satisfaction with quarterly reports	77.9%	-	-
Satisfaction rating of CA commitment to the customer	82.1%	80.6%	1.5%
Satisfaction rating of consumer rights	82.6%	80.7%	1.9%
Satisfaction with pricing of CA services	75.5%	71.6%	3.9%
Rating of overall performance of CA	83.3%	81.1%	2.2%
Overall satisfaction with services received from CA	83.8%	81.5%	2.3%
Average satisfaction	80.6%	78.9%	2.0%

6.3.2 Suppliers

Table 80: Comparison with previous Suppliers' survey

Indicator	2022/2023	2021/2022	Change
Awareness of CA customer service charter	70.3%	66.9%	3.4%
Effectiveness of CA service charter	81.6%	80.3%	1.3%
Commitment of CA staff to the service charter	82.6%	81.3%	1.3%
CA corporate image	83.0%	82.1%	0.9%

CA procurement process	82.9%	81.9%	1.0%
Response to queries regarding tenders	82.6%	81.8%	0.8%
Accessibility	84.8%	83.8%	1.0%
Rating of overall CA performance	83.7%	82.4%	1.3%
Rating of overall satisfaction with CA services	84.1%	82.4%	1.7%
Average satisfaction	81.7%	80.5%	1.4%

7.3.3 Customers served directly by Authority regarding complaints and enquiries

Table 81: Comparison with previous customers served directly by Authority regarding complaints and enquiries survey

Indicator	2022/2023	2021/2022	Change
Satisfaction with services/information sought from CA	76.7%	74.1%	2.6%
Rating of CA roles	75.8%	83.3%	-7.5%
Satisfaction with CA information handling and communication	83.2%	82.0%	1.2%
Awareness of CA customer service charter	82.0%	32.0%	50.0%
CA commitments	77.9%	75.5%	2.4%
CA customer rights	83.2%	81.4%	1.8%
CA corporate image and reputation	81.5%	80.5%	1.0%
Satisfaction with CA handling mechanism	77.1%	43.9%	33.2%
Overall rating of CA performance	81.3%	79.0%	2.3%
Average satisfaction	79.9%	70.2%	9.7%

6.3.4 Partners and Affiliates

Table 82: Comparison with previous Partners and Affiliates survey

Indicator	2022/2023	2021/2022	Change
Satisfaction with CA honoring obligations	84.0%	80.0%	4.0%
Awareness of CA customer service charter	80.0%	60.0%	20.0%
Effectiveness of CA customer service charter	78.4%	76.7%	1.7%
CA corporate image	80.8%	78.5%	2.3%
CA commitments	74.0%	71.7%	2.3%
CA staff attitude	84.0%	79.5%	4.5%
Dissemination of information	76.7%	72.9%	3.8%
Staff knowledge and competence	79.6%	76.7%	2.9%
Payment terms	-	69.3%	-
Record keeping	74.3%	70.4%	3.9%
Accessibility	81.7%	75.8%	5.9%

Complaint handling mechanism	76.1%	70.7%	5.4%
CA performance on ICT regulation	82.6%	79.0%	3.6%
Average satisfaction	79.4%	73.9%	5.5%

CHAPTER SEVEN: DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

7.1. Discussions and Conclusions

The objective of the survey which was to determine the overall customer satisfaction index has been achieved with an overall score of **80.1%**. This is as a result of total weighted index of Licensees (40.3%), Suppliers (16.3%), Consumers (12.0%), Partners and Affiliates (4.0%) and Internal customers (7.5%).

The external customer satisfaction index for Licensees was 80.6%. This comprises of telecoms (84.2%), postal (83.7%), broadcasters (83.8%) and frequency (83.3%). On average for the four licensees we have; Awareness of CA mandate (81.9%), Evaluation of CA's service delivery (79.8%), Evaluation of CA's core values (82.1%), CA corporate image (83.4%), CA customer expectations (82.3%), External service charter (79.8%), Satisfaction with handling approvals (77.5%), Complaints handling (74.9%), Satisfaction with handling information and communication (82.1%), Satisfaction with quarterly reports (77.9%), Satisfaction rating of CA commitment to the customer (82.1%), Satisfaction rating of consumer rights (82.6%), Satisfaction with pricing of CA services (75.5%), Overall satisfaction with CA in regulating ICT in Kenya (83.3%) and Overall satisfaction with services received from CA (83.8%).

The objective of the survey to determine the external customer satisfaction level for suppliers has been achieved with an overall score of 81.7%. In particular, this result comprises from the following findings: Awareness of CA customer service charter (70.3%); effectiveness of CA service charter (81.6%); commitment of CA staff to the service charter (82.6%); CA corporate image (83.0%); CA procurement process (82.9%); response to queries regarding tenders (82.6%); accessibility (84.8%); rating of overall CA performance (83.7%); and rating of overall satisfaction with CA services (84.1%).

The external customer satisfaction level for consumers served by the Authority was at 79.9%. This result comprises of: satisfaction with services/information sought from CA (76.7%); rating of CA discharging its mandate (75.8%); satisfaction with CA information handling and communication (83.2%); awareness of CA customer service charter (82.0%); CA commitments (77.9%); CA customer rights (83.2%); CA corporate image and reputation (81.5%); satisfaction with CA handling mechanism (77.1%); and overall rating of CA performance (81.3%).

The external customer satisfaction level for Partners and Affiliates was at 79.4%. This result comprises of the following findings: awareness of CA customer service charter (80.0%); effectiveness of CA customer service charter (78.4%); CA corporate image (80.8%); CA commitments (74.0%); CA staff attitude (84.0%); dissemination of information (76.7%); staff knowledge and competence (79.6%); record keeping (74.3%); accessibility (81.7%); complaint handling mechanism (76.1%); and CA performance on ICT regulation (82.6%).

7.2. Key success areas

- a) **Licensees:** Awareness of CA mandate; Evaluation of CA's core values; Satisfaction with CA's corporate image, CA customer expectations, Satisfaction with handling information and communication; Satisfaction rating of CA commitment to the

customer, Satisfaction rating of customer rights, Overall satisfaction with CA in regulating ICT in Kenya and Overall satisfaction with services received from CA.

- b) **Suppliers:** Effectiveness of CA service charter; Commitment of CA staff to the service charter; CA corporate image; CA procurement process; Response to queries regarding tenders; Payment processes; Accessibility; Rating of overall CA performance; and Rating of overall satisfaction with CA services.
- c) **Customers served directly by Authority regarding complaints and enquiries:** Rating of CA roles; satisfaction with CA information handling and communication; Awareness of CA customer service charter; CA customer rights; CA corporate image and reputation.
- d) **Partners & Affiliates:** Satisfaction with CA honoring its obligations as per the partnership and/or engagement; CA staff attitude.

7.3 Limitations and Delimitations of the survey

Table 83: Limitations and Delimitations of the survey

Limitations	Delimitations
Uncooperative respondents	-Substitution of the targeted respondent.
Impatient respondents in filling in the survey tool	-Guidance and reading out of the tool to the respondents. -Persuasion of the respondent
Respondents not found at their designated locations as per CA data	-Replacement of the targeted respondent.

7.4 Recommendations and strategies

7.4.1 Licensees

Table 84: Licensees recommendations and strategy

Indicator	Gaps	Recommendations	Strategies
Awareness of CA mandate	<ul style="list-style-type: none"> - 18.1% of the licensees were not aware of CA mandate - Some respondents were not aware of the roles of CA e.g. safety of citizens online - CA advertisements do not target the young generation effectively 	<ul style="list-style-type: none"> - Enhance awareness campaign on the role and Mandate of the Authority targeting all the generations 	<ul style="list-style-type: none"> - CA should consider collaborating with stakeholders such as media outlets, NGOs, and community organizations to amplify reach and impact. - CA should consider public awareness campaigns to educate citizens about cybercrimes like scamming and how to protect themselves. - CA should consider improving their adverts to reach the younger generations
Evaluation of CA's service delivery	<ul style="list-style-type: none"> - 20.2% of the respondents were dissatisfied with CA's services delivery - There is a lot of bureaucracy with regards to the licensing process - There is limited coverage especially in remote areas - Procedure for issuance and regulation of frequency is faulty 	<ul style="list-style-type: none"> - Streamline License Processes to shorten the procedure and make them more efficient - Digitize and digitalize the service delivery processes including licensing - Facilitate increase of universal coverage of mobile communication services 	<ul style="list-style-type: none"> - Develop a user-friendly online platform for license renewals, allowing applicants to submit electronically and track application status. - Explore options for electronic document submission and digital record-keeping. - Expand infrastructure and address coverage and accessibility gaps.

Evaluation of CA's core values	<ul style="list-style-type: none"> - 17.9% of the respondents felt that CA does not uphold their core values 	<ul style="list-style-type: none"> - Ensure that the Authority lives up to its core values 	<ul style="list-style-type: none"> - Establish partnerships with universities and research institutions to encourage collaborative innovation. - Invest in training and development programs for staff to improve their skills and knowledge.
Satisfaction with CA's corporate image	<ul style="list-style-type: none"> - 16.6% of the respondents were not satisfied with CA corporate image - Western Kenya felt the need for CSR by the Authority 	<ul style="list-style-type: none"> - Enhance brand image and visibility - Expand and publicize CSR activities to cover other parts of Kenya. 	<ul style="list-style-type: none"> - Highlight social responsibility initiatives and their positive outcomes to build trust and goodwill. - Conduct a needs assessment in Kenya to identify the most pressing social or infrastructural challenges in the region.
CA customer expectations	<ul style="list-style-type: none"> - 17.7% of the respondents were not satisfied with the CA fulfilling their expectations as outlined in the service charter - Respondents were not aware of the USF - Cyber security poses a challenge - There exist unlicensed operators 	<ul style="list-style-type: none"> - Publicize USF activities - Improve surveillance in the sector to weed out unlicensed operators - Strengthen implementation of cybersecurity strategies. 	<ul style="list-style-type: none"> - Implement stricter measures to crack down on unlicensed operators. - Make information on USF funds, projects and beneficiaries readily available on the CA website.
Awareness of CA's external service charter	<ul style="list-style-type: none"> - 20.2% of the respondents were not aware of CA's external service charter 	<ul style="list-style-type: none"> - Create more awareness on the service charter among customers and stakeholders. 	<ul style="list-style-type: none"> - Disseminate the External Service Charter (ESC) especially through the digital space

			such as X, facebook e.t.c.
Satisfaction with granting of approvals	<ul style="list-style-type: none"> - 22.5% of the respondents were not satisfied with the process of granting of approvals 	<ul style="list-style-type: none"> - Reduce timelines for approval of Promotions, Tariffs and interconnections disputes. 	<ul style="list-style-type: none"> - Pilot alternative approval methods: Explore innovative approaches like online submissions, digital signatures, and AI-assisted pre-screening to expedite the process while maintaining security and integrity.
Satisfaction with complaints handling	<ul style="list-style-type: none"> - 25.1% of the respondents were not satisfied with the complaints handling mechanisms - Frequency interference complaints are not prioritized - There exist a gap in effectiveness in complaint resolution that may affect integrity of CA 	<ul style="list-style-type: none"> - Implement a more robust complaints management system and prioritize frequency interference complaints 	<ul style="list-style-type: none"> - Streamline CA complaint handling mechanism and prioritize crucial complaints. - Publish data on complaints received and their resolution, ensuring transparency and accountability
Satisfaction with handling information and communication	<ul style="list-style-type: none"> - 17.9% of the respondents were not satisfied with how CA handles information and communication 	<ul style="list-style-type: none"> - Diversify communication channels. 	<ul style="list-style-type: none"> - Develop localized communication strategies targeting specific regions and communities. - Utilize social media platforms for interactive communication and engagement.
Satisfaction with quarterly reports	<ul style="list-style-type: none"> - 22.1% of the respondents were not satisfied with CA quarterly reports - The quarterly reports are not clear 	<ul style="list-style-type: none"> - Consider having a simplified version of the quarterly reports providing the key highlights 	<ul style="list-style-type: none"> - Announce report releases through multiple channels (website, email, social media). - Offer multiple download formats (PDF, Excel, etc.). - Organize webinars or discussions to

			explain key findings and applications.
Satisfaction rating of CA commitment to the customer	<ul style="list-style-type: none"> - 17.9% of the respondents are not satisfied with CA commitment to the customer as outlined in the service charter - There exists a gap in transparency and accountability of CA officers 	<ul style="list-style-type: none"> - Improve adherence to the commitments as outlined in the service charter - Ensure that the Authority lives up to its core values 	<ul style="list-style-type: none"> - Ensure timely and transparent responses to written complaints. - Consider having public dialogue and feedback. - Invest in staff training on customer service, focusing on empathy, clarity, and inclusivity. - Streamline internal processes to ensure efficient handling of inquiries and service requests.
Satisfaction rating of customer rights	<ul style="list-style-type: none"> - 17.4% of the respondents were dissatisfied with regards to upholding customer rights 	<ul style="list-style-type: none"> - Improve adherence to the commitments as outlined in the service charter including customer rights 	<ul style="list-style-type: none"> - CA should exercise continuous adherence to the customer rights as outlined in the service charter
Satisfaction with pricing of CA services	<ul style="list-style-type: none"> - 24.5% of the respondents were not satisfied with the pricing of CA services - The prices of CA services are expensive in both time and distance covered - Group charges to alarm transmitters have had a financial 	<ul style="list-style-type: none"> - Automate services to reduce the cost of time and distance. - Consider review of the license fees 	<ul style="list-style-type: none"> - Consider automating the services - Explore tiered pricing structures: Offer options based on business size, type, and income level. - Consider special rates for non-profit and community entities.

	impact on startup companies		<ul style="list-style-type: none"> - Consider reviewing the alarm transmitter charges of groups of 5.
Rating of overall performance of CA in regulating the ICT sector in Kenya.	<ul style="list-style-type: none"> - 16.7% of the respondents were dissatisfied with the overall performance of CA in regulating the ICT sector in Kenya - Cybersecurity is a great concern - Some upcoming media platforms may have unpleasant material that may create unrest. - Equipment regulation including Type Approval. 	<ul style="list-style-type: none"> - Strengthen implementation of cybersecurity strategies. - Surveillance to ensure sale of approved telecommunication equipment. - Surveillance of broadcasters to ensure airing of appropriate content 	<ul style="list-style-type: none"> - Develop and implement a comprehensive cybersecurity strategy with awareness campaigns and enforcement measures. - Enforce regulations against counterfeit and unauthorized devices. - Establish a dedicated team for monitoring and regulation of online content and media platforms. -

7.4.2 Suppliers

Table 85: Suppliers recommendations and strategy

Indicator	Gaps	Recommendations	Strategies
Awareness of CA customer service charter	<ul style="list-style-type: none"> - 29.7% of the respondents were not aware of the customer service charter 	<ul style="list-style-type: none"> - Create more awareness on the service charter among customers and stakeholders. 	<ul style="list-style-type: none"> - Promote the service charter through multiple channels: Website, X, social media, printed materials, workshops, public forums.
Effectiveness of CA service charter	<ul style="list-style-type: none"> - 18.4% of the respondents were not satisfied with effectiveness of the customer service charter 	<ul style="list-style-type: none"> - Improve adherence to the commitments as outlined in the service charter 	<ul style="list-style-type: none"> - Review the service charter to ensure it addresses the needs of special interest groups.

	<ul style="list-style-type: none"> - The service charter does not explicitly define commitment to the special interest groups 	<ul style="list-style-type: none"> - Review the Charter to include the Special groups 	
Commitment of CA staff to the service charter	<ul style="list-style-type: none"> - 17.4% of the respondents were not satisfied with the commitment of CA staff as outlined in the service charter 	<ul style="list-style-type: none"> - Improve adherence to the commitments as outlined in the service charter 	<ul style="list-style-type: none"> - Conduct periodic staff training on customer service
CA procurement process	<ul style="list-style-type: none"> - 17.1% of the respondents were not satisfied with the CA procurement process - Some respondents felt that tender outcomes were not communicated to all applicants - Some respondents felt that tender outcomes were not clear - Delayed payments 	<ul style="list-style-type: none"> - Ensure clear Tender outcomes are timely communicated to all applicants by a letter consistently. - Automate the Payment system from submission of required payment documents. 	<ul style="list-style-type: none"> - Consider sending a copy of the tender outcome via e-mail to all participants. - Exercise continuous adherence to the customer service charter after acceptance of goods/services

7.4.3 Customers served directly by Authority regarding complaints and enquiries

Table 86: Customers served directly by the Authority

Indicator	Gaps	Recommendations	Strategies
Satisfaction with services/information sought from CA	<ul style="list-style-type: none"> - 23.3% of the respondents were not satisfied with services/information sought from CA 	<ul style="list-style-type: none"> - Implement a call center dedicated to handling enquiries, 	<ul style="list-style-type: none"> - Utilize a chatbot on CA website for addressing complaints - Create a system for collecting

	<ul style="list-style-type: none"> - The feedback mechanism is slow - Reported issues were not addressed effectively 	complaints and other services	and addressing customer concerns.
Satisfaction of CA discharging its mandate	<ul style="list-style-type: none"> - 24.2% of the respondents were not satisfied with regards to CA discharging its mandate - Weak network coverage in rural areas - Data security and consumer protection remains a challenge - There exist spam messages and illegal SIM card usage 	<ul style="list-style-type: none"> - Facilitate increase of universal coverage of mobile communication services - Collaborate with other government agencies on data protection security - Strengthen enforcement of regulations regarding spam messages and illegal SIM card usage 	<ul style="list-style-type: none"> - Expand infrastructure and address coverage and accessibility gaps. - Develop a formal follow-up system for reported issues, providing updates and tracking resolution progress. - Establish working groups or MOUs with relevant ministries for data security and consumer protection
Satisfaction with CA information handling and communication	<ul style="list-style-type: none"> - 16.8% of the respondents were not satisfied with regards to information handling and communication - Progress in complaint resolution is not communicated - Some staff remain aggressive when complaints are reported 	<ul style="list-style-type: none"> - Implement a more robust complaints management system 	<ul style="list-style-type: none"> - Implement a ticketing system for complaints - Invest in customer service training - Improve on follow-up and/or tracking mechanisms - CA should equip staff with skills in empathy, active listening, and problem-solving. - Provide regular updates and estimated resolution timeframes for reported issues

Awareness of CA customer service charter	<ul style="list-style-type: none"> - 18.0% of the respondents were not aware of the service charter 	<ul style="list-style-type: none"> - Create more awareness on the service charter among customers and stakeholders 	<ul style="list-style-type: none"> - Leverage existing communication channels for continuous dissemination.
CA commitments	<ul style="list-style-type: none"> - 22.1% of the respondents were not satisfied with CA commitments as outlined in the service charter - Un-responded inquiries and complaints 	<ul style="list-style-type: none"> - Improve adherence to the commitments as outlined in the service charter - Implement a call center dedicated to handling enquiries, complaints and other services 	<ul style="list-style-type: none"> - Utilize ticketing solutions for efficient complaint tracking, communication, and data analysis. - Exercise continuous adherence to the commitments as outlined in the service charter
CA customer rights	<ul style="list-style-type: none"> - 16.8% of the respondents were not satisfied with customer rights as outlined in the service charter - There is a breach in safeguarding of customer information 	<ul style="list-style-type: none"> - Review the customer rights as contained in the service charter. - Sensitize staff on the need to safeguard customer information 	<ul style="list-style-type: none"> - Exercise continuous adherence to the customer rights as outlined in the service charter
CA corporate image and reputation	<ul style="list-style-type: none"> - 18.5% of the respondents were not satisfied with CA corporate image and reputation 	<ul style="list-style-type: none"> - Enhance brand image and visibility 	<ul style="list-style-type: none"> - Benchmarking with private sector on corporate branding
Satisfaction with CA complaint handling mechanism	<ul style="list-style-type: none"> - 22.9% of the respondents were not satisfied with CA complaint handling mechanism - Delays in complaint responses - Progress updates on complaints are not provided 	<ul style="list-style-type: none"> - Implement a more robust complaints management system 	<ul style="list-style-type: none"> - Implement an online complaint platform - Standardize follow-up procedures - Address delays in complaint responses and resolution. - Offer multiple complaint

			<p>channels (online platform, SMS short code).</p> <ul style="list-style-type: none"> - Implement systematic follow-up of complaints and reported actions. - Share complaint outcomes and adjudication details with complainants
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7.4.4 Partners and Affiliates

Table 87: Partners and Affiliates recommendations and strategy

Indicator	Gaps	Recommendations	Strategies
Satisfaction with CA honoring obligations	<ul style="list-style-type: none"> - 16% of the respondents were not satisfied with CA honoring her obligations - There is a gap between the public image and actual effectiveness 	<ul style="list-style-type: none"> - Adhere to the obligations with our partners and affiliates 	<ul style="list-style-type: none"> -
Awareness of CA customer service charter	<ul style="list-style-type: none"> - 20% of the respondents were not aware of the customer service charter 	<ul style="list-style-type: none"> - Create more awareness on the service charter among customers and stakeholders 	<ul style="list-style-type: none"> - Disseminate the External Service Charter (ESC) especially through the digital space such as X, facebook e.t.c.
Effectiveness of CA customer service charter	<ul style="list-style-type: none"> - 21.6% of the respondents felt that the customer service charter is not effective 	<ul style="list-style-type: none"> - Improve adherence to the commitments as outlined in the service charter 	<ul style="list-style-type: none"> - Carry out a qualitative analysis on effectiveness of the customer service charter - Analyze and respond to client concerns about service effectiveness - Train staff on customer service best practices and empower

			them to resolve issues effectively.
CA corporate image	<ul style="list-style-type: none"> - 19.2% of the respondents were not satisfied with CA corporate image 	<ul style="list-style-type: none"> - Enhance brand image and visibility 	<ul style="list-style-type: none"> - CA should address any allegations that significantly damages CA's public image and undermines the reputation of its entire staff.
CA staff attitude	<ul style="list-style-type: none"> - 16% of the respondents were not satisfied with the attitude of CA staff 	<ul style="list-style-type: none"> - Improve work culture 	<ul style="list-style-type: none"> - Consider investing in customer service training for staff facing client. - Carry out a work culture survey
Dissemination of information	<ul style="list-style-type: none"> - 23.3% of the respondents were not satisfied with dissemination of information - Inaccessible information - Website information is not navigable 	<ul style="list-style-type: none"> - Implement an integrated communication strategy - Adhere to the requirements of Access to Information Act, 2016 - Enhance user friendliness of the website with appropriate categorization of information. 	<ul style="list-style-type: none"> - Carry out a review on the website - Utilize multiple channels: Publish information on various platforms besides the website (e.g., X, social media, mobile app, physical flyers).
Staff knowledge and competence	<ul style="list-style-type: none"> - 20.4% of the respondents were dissatisfied with the staff knowledge and competence - There may be breach of sensitive information from clients - Some staff are not aware of functions of other departments 	<ul style="list-style-type: none"> - Sensitize staff on the need to safeguard customer information - Regular sensitization of staff on the roles, mandate and functions of the Authority and its departments. 	<ul style="list-style-type: none"> - Develop a comprehensive training program for staff on ethics, confidentiality, and proper handling of sensitive information. - Sensitize incoming staff on the roles of other departments

APPENDICES

Appendix 1: Licensees Survey Tools



**COMMUNICATIONS
AUTHORITY OF KENYA**



**STRATEGIC SYNERGY CONSULTANTS LTD
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LICENSEES QUESTIONNAIRE

INTRODUCTION

The Communications Authority of Kenya (CA) has contracted **Strategic Synergy Consultants Limited (SSCL)** to carry out an External customer satisfaction survey that determines the level of satisfaction of external customers with regards to the targets outlined in the Customer service charter. In addition, the survey seeks to establish the overall customer satisfaction rating for each category of the Authority stakeholders i.e., Licensees, Consumers, Suppliers and General partners.

Therefore, we are kindly requesting you to fill in all sections of this questionnaire. We assure you that the information you provide will remain confidential, the results analyzed and reported collectively for the sole purpose of this survey

Your response will be treated as confidential.

SECTION 1: DEMOGRAPHICS

Gender Male Female

Age(years) 18-24 25-34 35-44 45-54 Above 54

Education level None Primary Secondary Tertiary Undergraduate
Masters PhD

County _____

What type of License do you hold? (Please tick the appropriate box for each license category you hold)

Core Value	1	2	3	4	5
Integrity in adhering to national, corporate, moral and ethical values, acting with honesty and fairness, and treating all internal and external stakeholders with respect and within the law					
Innovative in originality, flexibility and effectiveness in translating an idea or method into a product or service that creates value and growth in the market and society;					
Excellence in continuous improvement and provision of high-quality services to internal and/or stakeholders					

In your opinion, is CA fulfilling its core values?

D. SATISFACTION WITH CA's CORPORATE IMAGE

5. Please indicate the extent to which you agree with the following statements on CA's corporate image where on a scale of 1-5, 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree

Role	1	2	3	4	5	DK
CA is an organization I can trust						
I have confidence in CA's staff and management to execute its mandate						
CA is an innovative organization						
CA is reliable						
CA professionally discharges its mandate						
CA has a good reputation						
CA is involved in corporate social responsibilities activities						

Kindly provide your comments and/or recommendation on CA corporate image

E. CUSTOMER EXPECTATIONS

6. Please indicate the extent to which you agree with the following statements on your expectations as a customer where on a scale of 1-5, 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree.

Statement	1	2	3	4	5	DK
CA provides timely issuance of licenses and regulation of all systems and services in the ICT sector						
CA prudently manages spectrum, numbering and addressing resources						
CA timely type of approves/type accepts ICT equipment						

CA protects consumer rights within the ICT sector						
CA prudently manages competition in the sector						
CA prudently regulates retail and wholesale tariffs for ICT services						
CA prudently manages and administers the Universal Service Fund						
CA prudently monitors activities of licensees to ensure compliance to license terms and conditions.						
CA prudently manages cyber security						

Kindly provide your comments and/or recommendation on your expectations from CA.

F. EVALUATION OF AWARENESS OF CA’s EXTERNAL CUSTOMER SERVICE CHARTER

7. Are you aware that CA has an External Customer Service Charter?
 Yes No

8. If yes, please indicate below how you got to know about the service charter?

- Posters within CA headquarters
- CA’s website
- Fliers/brochures about CA
- CA forums (Conferences, Road shows, Kikao Kikuu)
- Broadcast media (TV &Radio)
- Print media
- Social media
- Other _____

9. How would you rate the effectiveness of CA in delivering its promises in the service charter on a scale of 1 to 5 where 1 is not effective at all, 2-not too effective, 3-somewhat effective, 4-effective and 5 is very effective?

- 1 2 3
- 4 5

G. SATISFACTION WITH GRANTING OF APPROVALS

10. In the last one year have you sought for an approval from CA?
 Yes No

11. If yes, what type of approval did you seek?

- Interconnection agreement
- Promotion and special offers
- Tariffs
- Other _____

12. Please indicate the extent to which you agree with the following statements on the granting approvals where on a scale of 1-5, 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree.

Statement	1	2	3	4	5
CA provides approves interconnection agreements between service providers within 14 days					
CA approves promotions and special offers within 3 days					
CA approves tariffs within 3 days after application					

Comment on the speed of handling approvals

H. SATISFACTION WITH COMPLAINTS HANDLING MECHANISM

13. Do you feel confident that CA has the ability to resolve complaints?
 Yes No

14. In the last one year, have you filed a complaint with CA?
 Yes No

If yes, what was the complaint about?

15. Which channel did you use to file the complaint?
 E-mail Telephone call Physical visit Website Letter SMS text
 Other _____

16. How would you rate the way CA handled your complaint on a scale of 1 to 5, where 1 is very dissatisfied, 2 is dissatisfied, 3-neither satisfied nor dissatisfied, 4-satisfied, and 5-very satisfied.

1 2 3
 4 5

17. Please indicate the extent to which you agree with the following statements on resolution of complaints by CA where on a scale of 1-5, 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree.

Statement	1	2	3	4	5
CA resolves complaints within 30 days					
CA resolves frequency interference cases within 14 days					

Kindly provide your comments and/or recommendation on CA's resolution of complaints and/or resolution of frequency interference cases.

I. SATISFACTION WITH HANDLING INFORMATION AND COMMUNICATION

18. In the last one year, have you sought information from CA?

Yes

No

19. If yes, which medium did you use?

E-mail Telephone Physical visit to CA offices CA website

Letters CA forums and workshops Print media social media

Broadcast media

Other _____

20. Kindly rate the reliability of the medium you used to obtain information from CA where on a scale of 1 – 5, 1 is extremely unreliable, 2-unreliable, 3-somewhat reliable, 4-reliable and 5 is extremely reliable.

Indicator	1	2	3	4	5
E-mails					
Telephone					
Physical visit to CA offices					
Letters					
Website					
CA forums and workshops					
Print media					
Social media					
Broadcast media					
Other (specify)					

21. Did CA respond to your enquiry within 3 working days?

Yes

No

22. Please rate your level of satisfaction with the information you received from CA on a scale of 1-5 where, 1 is extremely unreliable, 2-unreliable, 3-somewhat reliable, 4-reliable and 5 is extremely reliable.

Indicator	1	2	3	4	5
Authenticity of the information					
Relevance of the information					
Clarity of the information					
Adequacy of the information					
Timeliness of the information					

23. Which of the following statements would best describe how you generally feel about the information you receive from CA?

CA keeps its licensees adequately informed

CA keeps its licensees fairly well informed

CA gives its licensees only a limited amount of information

CA never gives its licensee adequate information

J. SATISFACTION RATING WITH QUARTERLY REPORTS

24. Do you read CA’s quarterly reports?

Yes

No

25. How would you rate your satisfaction with CA’s quarterly reports on a scale of 1 to 5 where, 1 is very dissatisfied, 2 is dissatisfied, 3-neither satisfied nor dissatisfied, 4-satisfied, and 5-very satisfied.

1

2

3

4

5

K. SATISFACTION RATING OF CA COMMITMENT TO THE CUSTOMER

26. How would you rate your satisfaction with CA’s commitments to the customers on a scale of 1 to 5 where, 1 is very dissatisfied, 2 is dissatisfied, 3-neither satisfied nor dissatisfied, 4-satisfied, and 5-very satisfied

Indicator	1	2	3	4	5	DK
CA treats information that you give them in the course of seeking services with utmost confidentiality						
CA provides services with the greatest professional competence						
CA provides you with all the relevant information that you may require						
CA resolves all complaints received within the stated timelines						
CA is ethical in all their dealings at all times						

Comment and/or provide recommendation that could improve CA commitment to customers

L. SATISFACTION RATING OF CUSTOMER RIGHTS

Indicator	1	2	3	4	5	DK
CA treats customers with fairness, courtesy, dignity and consideration in all interactions without any discrimination						
CA offers complete and accurate information on all on all services. This includes accessibility, time period and relevant charges						
CA upholds privacy and confidentiality with respect to personal, business, contractual and financial information, written or oral.						
CA resolves complaints by customers on rendered services						
CA customers participate in the review of the customer service charter						



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LICENSEES - KEY INFORMANT INTERVIEW

INTRODUCTION

The Communications Authority of Kenya (CA) has contracted **Strategic Synergy Consultants Limited (SSCL)** to carry out an External customer satisfaction survey that determines the level of satisfaction of external customers with regards to the targets outlined in the Customer service charter. In addition, the survey seeks to establish the overall customer satisfaction rating for each category of the Authority stakeholders i.e., Licensees, Consumers, Suppliers and General partners.

Therefore, we are kindly requesting you to fill in all sections of this questionnaire. We assure you that the information you provide will remain confidential, the results analyzed and reported collectively for the sole purpose of this survey

Your response will be treated as confidential.

SECTION 1: DEMOGRAPHICS

Gender Male Female

Age(years) 18-24 25-34 35-44 45-54 Above 54

Education level None Primary Secondary Tertiary Undergraduate
Masters PhD

County _____

What type of License do you hold? (Please tick the appropriate box for each license category you hold)

Telecommunication	<input type="checkbox"/>
Frequency Spectrum	<input type="checkbox"/>
Broadcast	<input type="checkbox"/>

SECTION 2: EXTERNAL CUSTOMER SATISFACTION SURVEY

1. Has CA been successful in creating awareness of its mandate? Which mandate do you think CA has best performed in?
2. CA has an external customer service charter. In your own opinion, do you feel that CA has honored its promises in the customer service charter?
3. Briefly comment on CA reputation.
4. Briefly comment on CA commitment to customers.
5. Have you ever felt that your rights have been violated by CA? Kindly comment [Positive or negative comment]
6. You have been receiving information from CA. If yes, what type of information have you received from CA? Briefly comment on the adequacy and reliability of information that you receive from CA.
7. What type of approval have you sought from CA in the last one year? What were your experiences?
8. Have you filed a complaint in the last one year? What were your experiences?
9. In your own opinion, what medium of communication in CA is effective?
10. In your own opinion briefly explain your satisfaction with (based on your category) a) broadcasting services, b) telecommunication services, c) frequency services, d) e-commerce, e) postal and courier services.
11. Briefly comment about the pricing of CA services.
12. Overall, how satisfied are you with the services that you receive from CA?
13. Are there any gaps and/or recommendations that you would like CA to address so as to improve your satisfaction level? Name them.

Thank you for your response!

Appendix 2: Suppliers Survey Tools



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SUPPLIERS QUESTIONNAIRE

INTRODUCTION

The Communications Authority of Kenya (CA) has contracted **Strategic Synergy Consultants Limited (SSCL)** to carry out an External customer satisfaction survey that determines the level of satisfaction of external customers with regards to the targets outlined in the Customer service charter. In addition, the survey seeks to establish the overall customer satisfaction rating for each category of the Authority stakeholders i.e., Licensees, Consumers, Suppliers and General partners.

Therefore, we are kindly requesting you to fill in all sections of this questionnaire. We assure you that the information you provide will remain confidential, the results analyzed and reported collectively for the sole purpose of this survey.

Your response will be treated as confidential.

SECTION 1: DEMOGRAPHICS

Gender Male Female

Age(years) 18-24 25-34 35-44 45-54 Above 54

Education level None Primary Secondary Tertiary Undergraduate
Masters PhD

County _____

Category of Supplier: Goods Works Services

SECTION 2: EXTERNAL CUSTOMER SATISFACTION SURVEY QUERIES

A. AWARENESS OF CA CUSTOMER SERVICE CHARTER

1. Are you aware of CA customer Service Charter? Yes No

If yes, how did you get to know about CA’s customer service charter?

Posters within CA headquarters

CA’s website

Fliers/brochures about CA

CA forums (Conferences, Road shows, kikaos)

Broadcast media (TV &Radio)

Print media

Social media

Other _____

2. On a scale of 1 to 5 where 1 is not effective at all, 2-not too effective, 3-somewhat effective, 4-effective and 5 is very effective how would you rate the effectiveness of CA in delivering its promises in the service charter?

1 2 3

4 5

Kindly comment and/or provide suggestion about your rating of CA effectiveness in delivering promises in the service charter

B. COMMITMENT OF CA STAFF

3. On a scale of 1 – 5 where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree, please indicate the extent to which you agree on the following statements about commitment of CA staff outlined in the external customer service charter.

Statement	1	2	3	4	5
CA treats information that you give them in the course of seeking services with utmost confidentiality					
CA provides services with the greatest professional competence					
CA provides you with all the relevant information that you may require					
CA resolves all complaints received within the stated timelines					
CA is ethical in all their dealings at all times					

Comment about commitment of CA staff as outlined in the external customer service charter

C. CA CORPORATE IMAGE

4. On a scale of 1 – 5 where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree, please indicate the extent to which you agree on the following statements about CA corporate image

Statement	1	2	3	4	5	DK
Access to information						
Availability of relevant information to CA						
Promptness, timeliness of information from CA						
Ease of getting information						
Staff attitude						
CA staff treat you with respect						
CA staff members are courteous						
CA staff members provide quality services						
CA staff members are transparent and accountable						
Staff competence						
CA staff are knowledgeable in their line of duty						
CA staff uphold integrity						
CA staff are proficient in communication						

Kindly provide any comment and/or recommendation about access to information, staff attitude and staff competence

D. PROCUREMENT PROCESSES
D1. ACCESS TO TENDER INFORMATION

5. On a scale of 1 – 5 where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree, please indicate the extent to which you agree on the following statements about access to tender information

Statement	1	2	3	4	5
The tender adverts in public notices, websites and other channels are clear					
The tender evaluation criteria is clearly explained to all bidders					
The Request for Quotation/Request For Proposal is clear (RFP/RFQ)					
CA responds within 3 working days when an enquiry is made about the tender information					
The procedures for purchasing of the tender documents are clear					
All clarifications are addressed satisfactorily in the pre-bid conference					

Kindly provide any comment and/or recommendation about access to tender information.

D2. TIMELINESS OF CA CONTRACT AWARDS

6. On a scale of 1 – 5 where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree, please indicate the extent to which you agree on the following statements about timeliness of CA contract awards

Statement	1	2	3	4	5
There is prompt communication of the outcome of the tender					
It takes 30 days from date of acceptance to signing of the contract					

Kindly provide any comment and/or recommendation about timeliness of CA contract awards

D3. TIMELINESS OF PAYMENT

7. On a scale of 1 – 5 where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree, please indicate the extent to which you agree on the following statements about CA timeliness of payments

Statement	1	2	3	4	5
CA promptly accepts goods/services delivered					
CA pays according to agreements					
CA pays its suppliers within 30 days as stipulated in the customer service charter after acceptance of goods/services					
CA keeps suppliers informed in case of delayed payments					

Kindly provide any comment and/or recommendation about timeliness of CA payments

E. RESPONSE TO QUERIES REGARDING TENDERS

8. On a scale of 1 – 5 where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree, please indicate the extent to which you agree on the following statements about CA response to queries regarding tenders.

Statement	1	2	3	4	5
CA handles suppliers' queries professionally					
CA handles suppliers' queries promptly					
CA gives prompt feedback to queries raised					
CA provides resolution of suppliers' complaints within 30days					
Bidders are notified on the status of their bids					
CA issues clear and simple contracts					
CA issues contracts without delay					
CA issues LPOs without delay					

Provide any additional comment and/or recommendation about CA upholding its standards in response to inquiries



COMMUNICATIONS AUTHORITY OF KENYA



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SUPPLIERS KEY INFORMANT INTERVIEW

INTRODUCTION

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Therefore, we are kindly requesting you to fill in all sections of this questionnaire. We assure you that the information you provide will remain confidential, the results analyzed and reported collectively for the sole purpose of this survey

Your response will be treated as confidential.

SECTION 1: DEMOGRAPHICS

Gender Male Female

Age(years) 18-24 25-34 35-44 45-54 Above 54

Education level None Primary Secondary Tertiary Undergraduate
Masters PhD

County _____

Category of Supplier Goods Works Services

SECTION 2: EXTERNAL CUSTOMER SATISFACTION SURVEY

1. Have you interacted with CA in the last 12 months?
2. If yes, which item(s) did you supply to CA?

3. Are you aware that CA has a customer service charter. Kindly explain your opinion on whether CA has honored its promises in the customer service charter.
4. Kindly comment on CA commitment to you as a supplier.
5. Do you have any customer expectations that you would like CA adhere?
6. Kindly explain your experiences with accessing CA tenders [adverts, RFP/RFQ, inquiries, clarifications, cost...etc.]? State any identified gap/recommendations.
7. Kindly explain your experiences with CA contract awards tenders [tender outcome, signing of contract....etc.]? State any identified gap/recommendations.
8. Kindly explain your experiences with CA timeliness in payment [acceptance of goods/services, payment periods, notification of delays]? State any identified gap/recommendations.
9. Kindly explain your experiences with CA response to tender queries [professionalism of staff, prompt feedback, notification of bidders...etc.]? State any identified gap/recommendations.
10. Thinking about accessibility. Which is the most reliable channel of accessing CA?
11. Briefly provide and comment and/or recommendation about CA payment processes.
12. Please state any other comment and/or recommendation in CA services.

Thank you for your response!

Other _____

On a scale of 1 to 5, Kindly rate the effectiveness of the communication channel used to obtain the service/information

Channel	1	2	3	4	5
E-Mail					
Telephone call					
Physical visit					
Website					
Letter					
SMS text					
Other _____					

Comment on your satisfaction with the reliability or effectiveness of the communication channels

What type of service/information were you seeking from CA?

Enquiring to the type of services that CA offers

Seeking employment/internship opportunities

Seeking information on digital migration

Seeking procurement information

Seeking investment information

Other(specify) _____

On a scale of 1 to 5, where 1 is very dissatisfied, 2-dissatisfied, 3-neither dissatisfied nor satisfied, 4-satisfied and 5-very satisfied, how satisfied were you with the response you received from CA?

1 2 3 4 5

Comment on your satisfaction of the service provided

2. In the last one year, have you sought for services from any of the following CA departments (If yes kindly tick the department)

Office of the Director General (ODG) Regulatory Affairs (RA) Legal Services (LS) Universal Service Fund (USF) Frequency Management (FM)

Multimedia Services (MS) Postal & Telecoms Services (PTS) Standards and Type Approval (STA) Compliance & Enforcement (CE) Cyber Security (CS)

Monitoring, Inspection and Regional Coordination (MIRC) Competition

Management (CM) Consumer Protection & Advocacy (CPA) Public Education

- & Awareness (PEA) Information and Communication Technology (ICT)
 Finance and Accounts (F&A) Human Resource & Administration (HRA)
 Corporate Communication (CC) Research Planning & Quality Management (RPQM)
 Supply Chain Management (SCM) Internal Audit and Risk Assurance (IA&RA)

On a scale of 1 to 5, where 1 is very dissatisfied and 5 is very satisfied, rate your satisfaction with the response that you received.

Department	1	2	3	4	5
Office of the Director General (ODG)					
Regulatory Affairs (RA)					
Legal Services (LS)					
Universal Service Fund (USF)					
Frequency Spectrum Management (FSM)					
Multimedia Services (MS)					
Postal & Telecoms Services (PTS)					
Standards and Type Approval (STA)					
Compliance & Enforcement (CE)					
Cyber Security (CS)					
Monitoring, Inspection and Regional Coordination (MIRC)					
Competition Management (CM)					
Consumer Protection & Advocacy (CPA)					
Public Education & Awareness (PEA)					
Information & Communication Technology (ICT)					
Finance and Accounts (F&A)					
Human Resource & Administration (HRA)					
Corporate Communication (CC)					
Research Planning & Quality Management (RPQM)					
Supply Chain Management (SCM)					
Internal Audit and Risk Assurance (IA&RA)					

Please provide any comment or suggest recommendations on your experience _____

B. SATISFACTION WITH CA MANDATE

3. On a scale of 1 – 5 where 1 is very poor, 2-poor, 3-neither poor nor good, 4-good and 5 is very good. How would you rate your satisfaction with CA mandate in ensuring the provision of telecommunications, radio communications, broadcasting, multimedia, e-commerce and postal/courier services is conducted in a manner that benefits both the service providers and Kenyan citizens.

1 2 3 4 5

Comment about your satisfaction with CA role

C. INFORMATION HANDLING AND COMMUNICATION

4. On a scale of 1-5 where 1 is very poor, 2-poor, 3-neither poor nor good, 4-good and 5 is very good, how would you rate the following aspects of Information Handling and communication by the authority

Indicator	1	2	3	4	5
Adequacy of information provided through communication channels					
Timeliness: response to requests is immediate or within three working days					
Adequacy of information provided by CA					
Reliability of the information					
Ease of understanding					

Comment and/or suggest recommendation about the Information Handling and communication by the authority

D. AWARENESS OF CUSTOMER SERVICE CHARTER

5. Are you aware that CA has a Customer Service Charter? Yes No
 If yes, do you think CA has delivered on the promises in the service charter?

E. CA COMMITMENTS

6. On a scale of 1 to 5 where 1 is very poor, 2-poor, 3-average, 4-good and 5 is very good, please rate the following statements on CA commitments to the customer

Statement	1	2	3	4	5
CA treats information that you give them in the course of seeking services with utmost confidentiality					
CA provides services with the greatest professional competence					
CA provides you with all the relevant information that you may require					
CA resolves all complaints received within the stated timelines					
CA is ethical in all their dealings at all times					

Comment and/or suggest recommendations on CA commitment to customers

F. CUSTOMER RIGHTS

7. From a scale of 1 to 5, where 1 is very dissatisfied, 2-dissatisfied, 3-neither dissatisfied nor satisfied, 4-satisfied and 5-very satisfied rate the following customer rights

Statement	1	2	3	4	5
CA treats customers with fairness, courtesy, dignity and consideration in all interactions without any discrimination					
CA offers complete and accurate information on all on all services. This includes accessibility, time period and relevant charges					
CA upholds privacy and confidentiality with respect to personal, business, contractual and financial information, written or oral.					
CA resolves complaints by customers on rendered services					
CA customers participate in the review of the customer service charter					

Comment and/or suggest recommendation on CA upholding the above customer rights

G. CORPORATE IMAGE AND REPUTATION

8. On a scale of 1-5 where 1 is very poor, 2-poor, 3-neither poor nor good, 4-good and 5 is very good, please rate the following statements of corporate image and reputation.

Role	1	2	3	4	5
CA staff are willing to help customers					
CA staff deal with queries effectively					
CA's performance is in line with what they have promised customers					
CA is a reliable organization					
CA staff are knowledgeable about their work					
CA staff inspire trust and confidence					
CA cares about what is important to customers					
CA offices are clean and tidy					
CA offices are safe and secure					

Briefly comment and/or provide recommendation on CA corporate image and reputation

H. COMPLAINT HANDING MECHANISM

9. Have you ever lodged a complaint at CA? Yes No
 If yes, which channel did you lodge your complaint? E-mail Telephone call
 Physical visit Website Letter SMS text

Other _____

If yes, what was the nature of your complaint?

Were you satisfied with the complaints handling process? Yes No

Was the complaint resolved within 30 days? Yes No

Kindly provide any other comment about the authority handling complaints

I. OVERALL PERFORMANCE AND RECOMMENDATIONS

10. How would you rate the overall performance of CA in dealing with you on a scale of 1 – 5 where 1 is very poor, 2-poor, 3-neither poor nor good, 4-good and 5 is excellent?
1 2 3 4 5

Provide any other comment or recommendation about CA overall performance

Thanks for your response!



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CONSUMERS SERVED BY AUTHORITY KEY INFORMANT INTERVIEW

INTRODUCTION

The Communications Authority of Kenya (CA) has contracted **Strategic Synergy Consultants Limited (SSCL)** to carry out an External customer satisfaction survey that determines the level of satisfaction of external customers with regards to the targets outlined in the Customer service charter. In addition, the survey seeks to establish the overall customer satisfaction rating for each category of the Authority stakeholders i.e., Licensees, Consumers, Suppliers and General partners.

Therefore, we are kindly requesting you to fill in all sections of this questionnaire. We assure you that the information you provide will remain confidential, the results analyzed and reported collectively for the sole purpose of this survey

Your response will be treated as confidential.

SECTION 1: DEMOGRAPHICS

Gender Male Female

Age(years) 18-24 25-34 35-44 45-54 Above 54

Education level None Primary Secondary Tertiary Undergraduate
Masters PhD

County _____

SECTION 2: EXTERNAL CUSTOMER SATISFACTION SURVEY QUERIES

1. What type of service were you seeking from CA?
2. Kindly state your experience/satisfaction with the service you received from CA [speed of services, quality of service, accessibility, affordability, courtesy, information on services/products]?
3. In your opinion, which are the most significant roles that CA has best performed in?

4. Briefly comment about CA handling information and communication [adequacy of information in media platforms, timeliness, reliability, understanding of information].
5. Are you aware that the CA has a customer service charter [Yes]... If yes, do you think CA has delivered on the promises in the service charter?
6. In your own opinion comment about CA being committed to its customers?
7. Do you feel that CA has served you satisfactorily? If yes/no state your reasons.
8. Which gaps/recommendations in service delivery would you like to highlight?

Thanks for your response!

Appendix 4: CA Partners and Affiliates Survey Tools



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CA PARTNERS AND AFFILIATES QUESTIONNAIRE

INTRODUCTION

The Communications Authority of Kenya (CA) has contracted Strategic Synergy Consultants Limited (SSCL) to carry out an External customer satisfaction survey that determines the level of satisfaction of external customers with regards to the targets outlined in the Customer service charter. In addition, the survey seeks to establish the overall customer satisfaction rating for each category of the Authority stakeholders i.e., Licensees, Consumers, Suppliers and General partners.

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SECTION 2: EXTERNAL CUSTOMER SATISFACTION SURVEY QUERIES

A. TYPE OF ENGAGEMENT/PARTNERSHIP

1. Which type of partnership or engagement do you have with CA?

B. SATISFACTION WITH CA HONORING OBLIGATIONS

2. Overall, on a scale of 1 to 5 where 1 is very dissatisfied, 2-dissatisfied, 3-neither dissatisfied nor satisfied, 4-satisfied and 5-very satisfied how would you rate your satisfaction with CA honoring its obligation as per the partnership?

1 2 3 4 5

Comment about your satisfaction with CA honoring its obligations as per the partnership

C. AWARENESS OF CA CUSTOMER SERVICE CHARTER

3. Are you aware of CA customer Service Charter? Yes No

If yes, how did you get to know about CA's customer service charter?

Posters within CA headquarters

CA's website

Fliers/brochures about CA

CA forums (Conferences, Road shows, kikaos)

Broadcast media (TV &Radio)

Print media

Social media

Other _____

4. On a scale of 1 to 5 where 1 is not effective at all and 5 is very effective how would you rate the effectiveness of CA in delivering its promises in the service charter?

1 2 3 4 5

Briefly comment and/or give recommendation about your rating

D. CA CORPORATE IMAGE

5. On a scale of 1-5 where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree please state the extent to which you agree with the following statements on CA corporate image.

Role	1	2	3	4	5
CA is an organization I can trust					
I have confidence in CA's staff and management to execute its mandate					
CA is an innovative organization					
CA is reliable					
CA professionally discharges its mandate					
CA has a good reputation					

CA is involved in corporate social responsibilities activities					
CA is responsive to customer feedback					
Information on CA services/product is available					

Briefly comment and/or provide recommendation about CA corporate image

E. CA COMMITMENTS

6. On a scale of 1 to 5, where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree please rate the following CA commitments to the customer

Indicator	1	2	3	4	5
CA treats information that you give them in the course of seeking services with utmost confidentiality					
CA provides services with the greatest professional competence					
CA provides you with all the relevant information that you may require					
CA resolves all complaints received within the stated timelines					
CA is ethical in all their dealings at all times					

Briefly comment and/or provide recommendation on CA commitment to customers

F. CA STAFF ATTITUDE

7. On a scale of 1-5, where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree rate CA staff attitude as per the following indicators.

Indicator	1	2	3	4	5
CA officials/staff treat you with respect					
CA officials/staff are fair					
CA staff are considerate in all interactions without discrimination					
CA staff are transparent and accountable					
CA staff have excellent customer care skills					

Briefly comment and/or provide recommendation on CA staff attitude

G. DISSEMINATION OF INFORMATION

8. On a scale of 1-5, where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree rate CA information as per the following indicators

Indicator	1	2	3	4	5
CA offers accessible complete and accurate information					
CA offers information on time period					
CA offers information on relevant costing					

Briefly comment and/or provide recommendation on access to complete and accurate information

H. STAFF KNOWLEDGE AND COMPETENCE

9. On a scale of 1-5, where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree rate staff knowledge and competence as per the following indicators

Indicator	1	2	3	4	5
CA staff provide high quality services					
CA officials/staff are competent in their roles					
CA staff are team oriented					
CA staff/officials deal with inquiries effectively and efficiently					
CA upholds privacy and confidentiality of agreements					

Briefly comment and/or provide recommendation on CA staff knowledge and competence

J. RECORD KEEPING

10. On a scale of 1-5, where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree rate comment on the CA keeping records as per the following indicators

Indicator	1	2	3	4	5
Records at CA are accessible					

Records at CA are updated					
CA pays according to the agreements					

Briefly comment and/or provide recommendation on CA keeping records

K. ACCESSIBILITY

11. Please rate the performance of the Authority on each of the following using a 5-point scale where 1 means very poor, 2-poor, 3-neither poor nor good, 4-good and 5 means excellent?

Indicator	1	2	3	4	5
Ease of accessing CA's offices					
Ease of accessibility on the phone					
Ease of accessibility via email					
Ease of accessibility via letters					

Briefly comment and/or provide recommendation on ease of accessing information

L. COMPLAINTS HANDLING MECHANISM

12. On a scale of 1-5, where 1 is strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5 is strongly agree rate comment on CA handling complaints mechanism as per the following indicators

Indicator	1	2	3	4	5
Timeliness in delivery of services					
Quick response in attending to customer complaints					
CA resolves complaints by clients on rendered services within 30 days					

Briefly comment and/or provide recommendation on CA handling complaint mechanism

M. CA MANDATE

13. On a scale of 1 – 5 where 1 means very poor, 2-poor, 3-neither poor nor good, 4-good and 5 means excellent, in your opinion, as a partner/affiliate how well has CA performed in provision of telecommunications, radio communications, broadcasting, multimedia, e-commerce and postal/courier services is conducted in a manner that benefits both the service providers and Kenyan citizens.

1 2 3 4 5

Briefly comment and/or provide recommendation on CA regulatory role

N. RECOMMENDATIONS

14. Please give any other recommendation to CA for better service delivery.

Thank you for your response!



COMMUNICATIONS AUTHORITY OF KENYA



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SECTION 2: EXTERNAL CUSTOMER SATISFACTION SURVEY

1. Which type of partnership or engagement do you have with CA? Please give options?
2. Briefly explain the scope of your partnership with CA [accessibility of information, staff competence and knowledge, records, dissolution of agreements...etc].
3. Briefly describe your satisfaction with your partnership with CA
4. Are you aware of CA's service charter? Have you ever accessed it?

5. Do you think CA has been effective in delivery of the commitments in the service charter? Comment.
6. Where applicable does CA payout its subscriptions/annual fees on time?
7. Would you enter into another agreement/partnership with CA? Yes /No
8. Kindly suggest any areas of improvement in CA's service delivery.

Thank you for your response!